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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

21 April 2022

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 28 April 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.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 28 APRIL 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: THURSDAY 31 MARCH 2022 (attached)

K Darwent

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

6 ACTION LOG

Board Support

There are no outstanding actions.

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

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- 9 DEPUTY CHIEF OFFICER'S REPORT** *(attached)* R Haggart
The Board is asked to note the Deputy Chief Officer's Report.
- 10 COMMITTEE REPORTS** K Darwent
- 11 ANNUAL GOVERNANCE REVIEW** *(attached)* M McAteer
The Board is asked to approve the report.
- 12 SFRS GOOD GOVERNANCE FRAMEWORK** *(attached)* M McAteer
The Board is asked to approve the report.
- 13 ANNUAL OPERATING PLAN 2022/23** *(attached)* M McAteer
The Board is asked to approve the report.
- 14 INTERNAL AUDIT PLAN 2022/24** *(attached)* B Baverstock
The Board is asked to approve the report.
- 15 DIGITAL STRATEGY 2022-25** *(attached)* S Fox
The Board is asked to approve the report.
- 16 STANDING ORDER FOR REGULATION OF CONTRACTS** *(attached)* J Thomson
The Board is asked to approve the report.
- 17 REPORTS FOR INFORMATION ONLY:**
The Board is asked to note the following reports:
17.1 **SFRS Safety and Assurance Strategy** *(attached)* J Dickie
17.2 **UK Fire Standard Update** *(attached)* R Haggart
- 18 RISK THEMES** *(verbal)* K Darwent
The Board is asked to reflect on any risk themes identified during this meeting.
- 19 FORWARD PLAN** *(attached)* Board Support
The Board is asked to note the update.
- 20 DATE OF NEXT MEETING**
Thursday 30 June 2022

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

PRIVATE SESSION

- 21 MINUTES OF PREVIOUS MEETINGS: THURSDAY 31 MARCH 2022** *(attached)* *K Darwent*
- The Board is asked to approve the minutes of the previous private meeting.*
- 22 PRIVATE ACTION LOG** *(attached)* *Board Support*
- The Board is asked to note the updated private Action Log and approve the closed actions.*
- 23 STRATEGIC PLAN 2022-25 FOR CONSULTATION** *(attached)* *M McAteer*
- The Board is asked to approve the report.*
- 24 SERVICE DELIVERY MODEL PROGRAMME: OUTLINE OPTIONS FOR CHANGE** *(attached)* *P Stewart*
- The Board is asked to scrutinise the report.*
- 25 COMMAND AND CONTROL FUTURE: PERIODIC UPDATE** *(attached)* *R Haggart/
J Dickie*
- The report is for information only.*
- 26 DELEGATED AUTHORITY** *(verbal)* *K Darwent*

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



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 31 MARCH 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Deputy Chair (FT)
Nick Barr (NB)
Brian Baverstock (BB)
Angiolina Foster (AF)
Paul Stollard (PSt)
Mhairi Wylie (MW)

Stuart Ballingall (SJB)
Steve Barron (SBa)
Lesley Bloomer (LBI)
Malcolm Payton (MP)
Tim Wright (TW)

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
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
John Thomson (JT)	Acting Director of Finance and Procurement
Sandra Fox (SF)	Head of ICT (Item 14)
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, HMFSI

1 CHAIR'S WELCOME

- 1.1 FT 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 Kirsty Darwent, Chair of SFRS Board
Martin Blunden, Chief Officer
Paul Stewart, Assistant Chief Officer, Director of Service Development

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

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

5 MINUTES OF PREVIOUS MEETING:

5.1 Thursday 16 December 2021

- 5.1.1 Subject to a minor typographical adjustment to provide further clarity, the minutes were agreed as an accurate record of the meeting.

5.2 Thursday 13 January 2022 (Special)

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

5.3 Thursday 24 February 2022 (Special)

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

- 5.4 **The minutes of the meeting held on 16 December 2021 (subject to minor amendment), 13 January 2022 and 24 February 2022 were approved as a true record of the meetings.**

6 ACTION LOG

- 6.1 The Board considered the action log and noted the updates.

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

7 DECISION LOG

- 7.1 The Board considered the Decision Log.

- 7.2 AC reminded the Board and Executive that the Board Decision Log had been enhanced to include an impact assessment of all Board decisions following a period of 12 months from the initial decision being made. The first of these impact assessment updates would be captured from the next meeting (28 April 2022).

- 7.3 **Members noted the updated Decision Log.**

8 CHAIR AND DEPUTY CHAIR'S REPORT

- 8.1 The Deputy Chair presented the Chair's Update report noting events which had occurred since the Board meeting held on 16 December 2021.

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

9 CHIEF AND DEPUTY CHIEF OFFICER'S REPORT

- 9.1 The Deputy Chief Officer presented the report noting events which had occurred since the Board meeting held on 16 December 2021.

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

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

- 10.1.1 FT reported that the Committee held a public meeting on 3 February 2022 and referred the Board to the attached draft minutes. FT highlighted the following:

- Scrutiny of the Major Projects dashboard, Retained and Volunteer Duty System Strategy Improvement Framework and People, Training, Finance and Assets System programme.

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- Update on Portfolio Office progress
- Evaluation report on the Protection of Vulnerable Groups project
- Discussion on Portfolio Office Risk and Committee Aligned Directorate risk as well as a spotlight on POD 010 (Project Support - Resource)
- Update on the Command and Control Futures (private session)

10.1.2 Command and Control Futures Project Update

RH provided the Board with a brief update on the Command and Control Futures Project noting that, at the Change Committee meeting, it was reporting amber on time, costs, quality and skills and resources. Due to the confidential financial and commercial information, a further health check update was provided within the private session of the Change Committee meeting.

10.1.3 RH reminded the Board that a further update would be provided at today's Strategy Day session.

10.1.4 In regard to the Service Delivery Model Programme, the Board sought clarification on the red status for skills and resources. RH noted that this directly related to the ongoing recruitment for individual(s) with geographic information system (GIS) skillset/knowledge.

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

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

10.2.1 BB noted that the Committee held a public meeting on 20 January 2022 and referred the Board to the attached draft minutes. BB highlighted the following:

- Internal Audit Final Report on Fire Safety Enforcement. Level of assurance was very good and the key area of improvement related to public access to information.
- Discussion regarding how to progress internal audit recommendations and good progress was being made.
- Comprehensive action plan developed following the Deloitte's wider scope review report.
- Revised format for the Corporate Risk Register and how it supports Committee scrutiny. Challenges remain around how Board/Committee members maximise the benefits of this improved approach.

10.2.2 BB reported that the Committee held a public meeting on 30 March 2022 and provided a verbal update, highlighting the following:

- Scrutinised Internal Audit progress report and noted the completion of the 2021/22 plan as scheduled.
- Final report for Environmental Sustainability as presented and, although a good report, the Service were reminded to continue to progress and seek improvements in this area.
- Internal Audit Plan 2022/24 was discussed and recommended for approval. This would be presented at the next Board meeting (28 April 2022).
- Review of Code of Conduct for Board Members of the SFRS was recommended for approval. Scrutinised the arrangements for preparing the Annual Governance Statement 2021/22. Verbal update provided on the Good Governance Framework. High level of governance arrangements within the Service and this work should be commended.
- Risk spotlight on Community Safety resilience, particularly the challenges due to Covid and partnership working. Helpful and informative update.
- Regular HMFSI update including a reminder of the imminent introduction of new format for Service Delivery Area audits which will replace the previous Local Area Inspection approach.

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 referred the Board to the attached approved minutes, noting that a full verbal update had been provided at the previous meeting.

10.3.2 MW noted that the Committee held a further public meeting on 3 March 2022 and referred the Board to the attached draft minutes. MW highlighted the following:

- Highest level of Covid absences recorded during quarter 3. High level of Operations Control absences (16.5%) and work was ongoing to identify additional support for this function.
- Vacancy rate was currently 14%. Work was ongoing to review and improve recruitment/retention issues with Retained/Volunteer Duty System personnel. Future spotlight report has been requested for the next Committee meeting.
- Update on the continuing development on the delivery of training, including online and support for individuals to develop their IT skills.
- Update report on the increase in acts of violence and the Service's response.
- Exceptional report on the Measurement of Asbestos Fibres During Live Burn.
- Thanks were extended to John Dickie, Assistant Chief Officer and Julie Harkins, Acting Head of Safety and Assurance pending their upcoming retirement from the Service.
- Two workshops have been scheduled to review performance, KPIs, assurance reporting, etc to ensure robust assurance and to satisfy the Committee's responsibility of strategic planning to the Board.

10.3.3 In regard to acts of violence, SS reminded the Board of the strong positive working relationship with Police Scotland to closely pursue and identify any individuals involved. SS further noted the joint operation work with Police Scotland in the lead up to bonfire season.

10.3.4 Measurement of Asbestos Fibres During Live Burn

JD briefed the Board on the background, purpose and outcomes of a live burn exercise involving common types of asbestos containing materials found in domestic buildings and the potential levels of asbestos exposure to Firefighters. JD reminded the Board that firefighters were classed as asbestos workers and the Service's health surveillance arrangements.

10.3.5 The Board noted the approved and draft minutes and verbal updates.

10.4 Service Delivery Committee (SDC)

10.4.1 NB reported that the Committee held a public meeting on 24 November 2021 and referred the Board to the attached approved minutes, noting that a full verbal update had been provided at the previous meeting.

10.4.2 NB noted that the Committee held a further public meeting on 23 February 2022 and referred the Board to the attached draft minutes. NB highlighted the following:

- Informative Service Delivery quarterly update.
- Quarterly Performance Report, enhanced by Power BI input, and the Committee continued to encourage the Data Management Team in the development of capabilities of this system.
- Future deep drive into Home Fire Safety Visits, particularly the link between vulnerable groups and the reduction in fires.
- Update on HMFSI inspection and action plans.

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- Operational learning: Clinical Governance work continues to progress. Both the Memorandum of Understanding and Service Level Agreement were now in place with Scottish Ambulance Service.
- Future invitation to be extended to the Chair of the National Fire Chief's Council's National Operational Learning Committee to provide an insight on how SFRS and other UK FRS learn from past events.
- Climate Change future update on electric vehicles including firefighting and potential new appliances.
- Spotlight risk on Omicron and the Service's ability to respond.
- Regular HMFSI update and welcomed the new format of Service Delivery Area audits.
- Update on Operations Control Resilience Management (private session).

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:

- Significant progress made during this reporting period including the delivery of a series of training exercises to test the fireground and operations control procedures.
- Phase One action plan has been completed and was being implemented across the Service.
- Closing report to be presented to the next meeting (31 May 2022) and will include a presentation on how the Service has developed and improved the high-rise firefighting procedures.
- HMFSI were currently undertaking a thematic inspection of High Rise Buildings.

10.4.4 **The Board noted the approved and draft minutes and verbal updates.**

11 **RESOURCE BUDGET 2022-23**

11.1 JT presented a report to the Board seeking approval of the Resource Budget for 2022/23 and highlighted the following key points:

- Brief reminder of the process for developing the budget with both Strategic Leadership Team (SLT) and Board involvement.
- Efficiencies identified to reach a balanced budget.
- Additional income from shared services/locations.
- Key changes included the increase in pay and social care levy, structural changes to workforce and temporary resources in Covid recovery.
- Significant cost pressures due to external environments.
- Ability to reduce costs due to one off initiatives.

11.2 In regard to the efficiencies, JT confirmed that these were already identified and reflected in the overall budget position. The efficiencies would be regularly monitored and refined as required in response to any uncertainties. JT commented on the risks associated with the overall budget and as such the Service would have to be more agile in operating the budget.

11.3 JT outlined the purpose of the SLT sub group convened to review the budget setting process including initiatives, cost pressures and efficiencies, ensuring a collective, collegiate understanding and vested interest in the final budget.

11.4 The Board commented on the expansion of fire prevention/safety work with vulnerable households and JT confirmed the 30 additional Community Safety Advocates and Fire Enforcement Officer roles to progress this work. JT further confirmed the £118,000 savings within new recruit accommodation was due to the revised (dual) delivery of the courses.

11.5 In regard to Support Staff costs, the Board queried whether there was potential for this to reduce and highlighted the risk in relying on this shortfall in spend going forward. JT noted that the overall view was for more investment in support staff due to the value this staffing group brought to the organisation. It was further noted that this staffing group reflected a variety of roles including roles delivering service delivery activities on a daily basis. JT agreed that any savings within the budget were potentially non-reoccurring however the Service were sighted and aware of this. JT provided assurance that the recruitment process and associated timings had been reviewed to create a profile to enable budget capacity to be identified. JT noted that further work could be undertaken to identify wider efficiencies across the Service and provided assurances that the Service would continue to identify efficiencies wherever possible.

11.6 JT advised the Board that the Service had made assumptions regarding inflation, however the Service continued to mitigate and manage all risks as best as possible.

11.7 **The Board approved the Resource Budget for 2022/23.**

12 CAPITAL PROGRAMME 2022/23 – 2024/25

12.1 JT presented a report to the Board seeking approval of the proposed Capital Programme for 2022/23 – 2024/25. The 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.

12.2 The following key points were noted:

- Brief reminder of the process for developing the budget with both Strategic Leadership Team and Board involvement.
- Underfunding within the capital programme and the reason for this.
- Additional comparative capital programme information outlining capital demand and potential investment.
- Capital programme allocation for property/major work and minor work, fleet, ICT and Operational Equipment.

12.3 The Board queried the total cost associated with the provision of dignified facilities across the entire property portfolio. IM advised that the condition and suitability assessments provided costings for individual sites however, these were currently being re-evaluated and the overall figure would be available later this year.

12.4 A full discussion took place on the current risk based approach to the capital budget allocation, the shortfall in funding, continual raising of awareness and impact of the backlog of investment required whilst seeking to secure support from Scottish Government and ensuring health and safety and other legislative requirements were being met within the budget available.

12.5 JT clarified that the Service would invest in assets, specifically the West Asset Resource Centre, to increase the potential capital receipt upon sale of the current site which could be reinvested back into the capital programme.

12.6 JT confirmed that the withdrawal and replacement of time expired equipment was being managed appropriately.

12.7 **The Board approved the proposed Capital Programme for 2022-25 recognising that the figures for years 2 and 3 are indicative and will be refined for future years.**

13 SFRS CHARGING POLICY – APRIL 2022

13.1 JT presented a report to the Board seeking approval of the draft updated SFRS Charging Policy, which takes account of recent developments, particularly in relation to

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asset sharing with partner organisations. JT informed the Board that further work would be undertaken during 2022/23 to identify other potential areas of income generation and financial recovery for shared services (capital contribution).

- 13.2 In regard to shared services, IM reminded the Board that the Service recovered costs only (non profit making) and that these costs were reviewed as necessary. IM noted that the Service does not receive any capital receipts resulting from property disposal by other agencies.
- 13.3 The Board commented on the appropriateness of applying a national rate for the hire of facilities (venue), the potential inconsistency in the application of Community Group/Charities rates and whether it was appropriate to charge these group/charities due to the activities being undertaken.
- 13.4 The Board queried the charge for the provision of private MOT testing within SFRS Asset Resource Centre's. IM informed the Board of the Service's legislative requirement to offer private MOTs, the commercial (DVLA) rate being applied which would generate income and the potential impact on resources within the workshops.
- 13.5 **The Board approved the updated Charging Policy, along with the updated Scale of Charges, noting that charges may include an overtime element where capacity does not permit the service to be carried out during normal working hours.**

(Meeting broke at 1144 hrs reconvened at 1150 hrs)

14 DIGITAL STRATEGY 2022-25

- 14.1 SF presented a report to the Board seeking approval of the SFRS Digital Strategy 2022 – 2025 and highlighted the following key points.
- Strategy developed through a cross Service collaborative approach.
 - Strategy outlined a range of themes as well as planned and ongoing major projects.
 - High level example of the impact of the strategy on particular users to increase greater awareness and ownership.
- 14.2 The Board commented on the strategy's alignment with other public sector digital strategies and policies, benchmarking against other emergency services, awareness of the wider digital environment and the inclusion of the impacts of this Strategy on the end users.
- 14.3 The Board noted the aspirations of the Strategy and queried how progress would be monitored/delivered. SF reminded the Board that the Strategy was a cross service Strategy and not ICT specific. SF noted that an annual ICT work plan was prepared and submitted to the Digital Board for approval. SF further noted that an annual review of the Strategy would be submitted to the Digital Board and SLT.
- 14.4 The Board commented on the need to clearly reference the direct quote from Scottish Government's Strategy "A Changing Nation" within the document. SF noted that although the changes within the Service may be enhanced by digital technology, there was no intention to infer that only the Digital Strategy would change the Service.
- 14.5 The Board briefly commented and would welcome further details on how the digital priorities would support the Service's strategic priorities, resourcing and budgetary consideration, future digital collaboration opportunities and the integration of ICT with other functions.
- 14.6 The Board commented on the requirement for an Equality Impact Assessment being carried out. Following a brief discussion, it was agreed the Digital Strategy would be

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resubmitted to the next Board meeting (28 April 2022) along with the Equality Impact Assessment and Data Protection Impact Assessment, if applicable.

14.7 **The Board therefore did not approve the Digital Strategy 2022-25. The Board requested that the Digital Strategy report be reviewed and resubmitted to the next meeting (28 April 2022).**

15 GAELIC LANGUAGE PLAN 2022-2025

15.1 LBA presented a report to the Board seeking approval for the 2nd iteration of the SFRS Gaelic Language Plan (GLP) to meet our statutory duties as set out by the Gaelic Language (Scotland) Act 2005. LBA highlighted the following:

- Amendments made following public consultation and SLT, highlighted yellow and blue respectively for ease of reference.
- Breakdown of translation costs incurred to date.
- High level aims detailed within Section 3 of the GLP.

15.2 The Board welcomed the revisions to the Gaelic Language Plan 2022-25 and queried the reasons for the late submission for approval. LBA informed the Board that the impact of Covid as well as the debates at the SLT had resulted in the tight timescale.

15.3 The Board noted the costings associated with the plan and questioned whether this was appropriate use of public funds. LBA noted that the costings within the report were based on the spend to date. LBA further noted that the Service had to offer translation services, however, this was not always utilised. Regarding dual signage, the Service would consider this as and when any existing signage required replacement or alternatively, on specific priority locations ie museum.

15.4 LBA informed the Board that public opinion was divided on this topic, however, the Service were required to meet our legislative requirements under the Gaelic Language Scotland Act 2005.

15.5 **The Board approved the Gaelic Language Plan.**

16 RESOURCE BUDGET MONITORING REPORT – FEBRUARY 2022

16.1 JT presented a report advising the Board of the resource budget position for the period ending 28 February 2022. 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 £4.390million and a forecasted year-end underspend of £0.979million. 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). The following key points were highlighted:

- Current underspend of £4.390million relates primarily to asset management initiatives which have slipped, however, renewed efforts have been made to ensure maximum spend before the end the financial year.
- No budget virements within this month.
- Due to the risk of underspend, actions have been taken to accelerate spend within other areas including smoke detection, hydrants repairs, property repairs, etc.
- Due to the projected year end underspend (£0.979million), Scottish Government had agreed and authorised the Service to overspend on Capital budget to offset the Resource budget underspend. Further discussions have taken place with Scottish Government, who have agreed that the Service could overspend on Capital budget without necessarily offsetting against the Resource budget.
- Overall Resource position on Employee Costs was forecasting an underspend of £0.40million. Significant overspend on overtime and Control Firefighter costs, whilst underspending on Support Staff and RVDS.

(S Stevens left the meeting at 1230 hrs)

16.2 The Board noted and welcomed Scottish Government's support and agreement to overspend on the Capital budget.

16.3 In relation to overtime, JT reminded the Board of the standard and public holiday overtime payment rates.

16.4 The Board queried when the Service could expect to reduce overtime down to a lower/minimal level. JT advised that the minimal overtime level would not be possible until the Target Operating Model (TOM) had been achieved. JT reminded the Board that there would always be a requirement for overtime due to particular skillsets/operational needs. JT advised the Board that ACO Stevens had convened a group to review and identify whether achieving the TOM could be accelerated. JT commented on the emerging risk following the recent pension changes and the potential increased retirements.

16.5 JT provided further clarity on Scottish Government's agreement to overspend the Capital budget (up to £2.000million) without the need to offset against the Resource budget. JT confirmed that any underspend of Resource budget would be returned to Scottish Government, however he reminded the Board that every effort was being made to maximise the spend potential prior to the end of the financial year.

16.6 **The Board scrutinised the resource budget position for the period 28 February 2022.**

17 CAPITAL MONITORING REPORT 2021/22 – 28 FEBRUARY 2022

17.1 JT presented a report advising the Board of the actual and committed expenditure against the 2021/22 capital budget position for the period ending 28 February 2022. It was anticipated that the revised budget of £40.582million will be overspent at £41.417million, at 31 March 2022. The following key points were highlighted:

- Additional monies received through sale of vehicles (£0.038million) and additional budget from Scottish Government to address the accounting adjustment for PPE stock (£3.700million).
- Due to the anticipated challenges and to increase maximum spend ability, a robust and overcommitted capital programme had been developed. Agreement had been received from Scottish Government to authorise the Service to overspend up to £2.000million.

17.2 **The Board scrutinised the level of actual and committed expenditure for the period ending 28 February 2022.**

18 COMBINED RISK AND PERFORMANCE Q3 2021/22 PROGRESS REPORT

18.1 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:

- Accidents and Injuries trend analysis has been incorrectly captured within the report. The correct RAG status was green showing an 11% improvement in the Accident and Injuries rate.
- Strategic Risks: Extremely High (4), High (5).
- Annual Operating Plan: 20 actions (green), 6 actions (ambers) and one action (red).
- Performance:
 - RVDS Appliance Availability figures were reporting off track (red) at 74% due to the target of 84% not being met. Reminder of the work to drive improvements within the RVDS.

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- Number of HFSV had greater increased on the previous year, however work continued to increase awareness and improve against previous pre-pandemic figures.
- Non Domestic fires show a decrease (7%) against the 3 year rolling average.
- Fire Fatalities show an increase (11%) against the 3 year rolling average. It was noted that the overall number of fatalities remained relatively low, and as such there was a degree of volatility within the figures.
- Fire Casualties show a continuing decrease (10%) against the 3 year rolling average.
- UFAS incidents continue to remain below pre-pandemic levels, however it was anticipated that this would increase once final restrictions were removed.
- Number of overall Incidents Attended has increased during this reporting year particularly to outdoor fires and special services (effecting entry/exit).

18.2 In relation to the Health and Safety Management Information System (Objective 3.1), the Board enquired whether there were any risks associated with the delay. JD provided assurance that there was no risk to health and safety or compliance. JD noted that the delay was due to the competing demands within ICT, however, there was good communications between ICT and Health & Safety functions.

18.3 In relation to the Exception Reporting on AOP Actions 2021/22, the Board commented on the lack of or ambiguous revised timescale/due dates and asked for this to be considered for future reports. MMcA noted the comments and advised that this would be included within the next iteration of the report.

ACTION: MMcA

18.4 **The Board scrutinised the Combined Risk and Performance Quarter 3 Progress Report.**

19 REPORTS FOR INFORMATION ONLY:

19.1 Race Equality Update

19.1.1 This report was presented to inform the Board about current activities relating to race equality and the approach recommended to SLT when responding to Scottish Parliament's requests for improvement on the grounds of race equality in employment.

19.1.2 **The Board noted the report.**

19.2 Equality Improvement Update

19.2.1 This report was presented to provide the Board with an update on equality, diversity, inclusion and human rights activities. This includes the recommendations made to 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.

19.2.2 **The Board noted the report.**

20 RISK THEMES

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

21 FORWARD PLAN

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

21.2 As agreed earlier, the Digital Strategy would be resubmitted to the next meeting (28 April 2022).

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22 DATE OF NEXT MEETING

22.1 The next formal meeting of the Board is scheduled to take place on Thursday 28 April 2022 at 1000 hrs.

22.2 There being no further matters to discuss in public, the meeting closed at 1255 hours.

PRIVATE SESSION

23 MINUTES OF PREVIOUS PRIVATE MEETING:

23.1 Thursday 16 December 2021

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

23.2 Thursday 13 January 2022 (Special)

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

23.3 The private minutes of the meetings held on 16 December 2021 and 13 January 2022 were approved as a true record of the meeting.

24 PRIVATE ACTION LOG

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

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

25 LIABILITY CLAIM AGAINST SFRS

25.1 LBa presented a report, previously circulated by email, to the Board seeking approval to support the settlement of the claim.

25.2 **The Board approved the recommendation to support the settlement of the claim.**

SFRS BOARD MEETING – ROLLING ACTION LOG



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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 one actions. A total of none of these actions have been completed.

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

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Board Meeting: 31 March 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 18.3	<p>Combined Risk and Performance Q3 2021/22 Progress Report: In relation to the Exception Reporting on AOP Actions 2021/22, the Board commented on the lack of or ambiguous revised timescale/due dates and asked for this to be considered for future reports. MMcA noted the comments and advised that this would be included within the next iteration of the report</p>	MMcA	June 2022			<p>Updated (28/04/2022): Updates to be included within the next iteration of the report (June 2022).</p>



SFRS BOARD MEETING DECISION LOG

PURPOSE

Decisions made at the meetings of the Board of the Scottish Fire and Rescue Service (SFRS) are recorded in the minutes of these meetings and published on the SFRS website. This ensures that all decisions of public interest are accurately documented and made available for public scrutiny. The Standing Orders for Meetings of the Board and its Committees state that a decision made by the Board cannot be changed within 6 months, unless the Chair rules that there has been a material change of circumstances.

The attached decision log therefore provides a record of all significant decisions made by the board at its meetings held in the most recent 12 months, and in accordance with Standing Orders, notes the earliest date for reviewing each decision. Further to this and detailed under each decision is a section that will be completed 12 months following the initial decision by the Board to formally reflect the impact each Board decision has had for the organisation.

In summary, the decision log will also ensure there is a means for the Board to keep sight of their recent decisions and the follow up actions put in train, together with the impact assessment, and helps to maintain high standards of corporate governance

RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
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
<p>Impact Assessment for Board Decision (Review Date - 04/2022): As recognised by our independent auditors the Service continues to have effective governance and scrutiny arrangements in place and this is something that is kept under continual review and improved upon, not simply on an annual basis. The strength and impact of our robust governance arrangements have been particularly evident in the response to COVID-19, the streamlined decision-making arrangements and the arrangements for developing the Reset, Recovery and Renew route-map. This has also led to the development of an SFRS Good Governance Framework which is being presented to the Board on 28 April 2022 to encourage better service delivery and improved accountability of good governance across the SFRS. Collectively this supports the Service in continuing to be open and transparent in everything we do, while meeting our statutory requirements and ask of Ministers.</p>				
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):				
The objective of audit planning is to direct resources in the most efficient manner to provide sufficient independent assurance that key risks are being effectively managed and value for money is being achieved. Specific audits, scrutinised through Audit & Risk Assurance Committee, Strategic Leadership Team and the Good Governance Board, test our control environment and provide assurance that any identified control weaknesses are being properly managed. Internal Audit (IA) seeks to compliment areas being covered by external audit with formal discussions held to avoid duplication and to maximise the total audit resource available to the Service. The IA plan provides the necessary assurance to allow the preparation of the annual governance statement and contributes towards the continuous improvement of the organisation in relation to governance, risk management and internal control processes.				
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):				
Approval of the Annual Operating Plan 2021/22 provided the Board with assurance that the strategic direction set out in the Strategic Plan 2019-22 was being realised through the delivery of a set of key improvement actions. This document demonstrated that these key actions supported by specific deliverables were aligned to and would drive progress against the four Outcomes outlined within the Strategic Plan 2019-22. The AOP process ensured that those actions were reported Quarterly to Board members in order that progress could be scrutinised and evidence of performance provided to the Board for that purpose. Regular performance reporting also allowed the Board to consider the impact of Covid against our deliverables where necessary. The Quarter 4 review of our progress against the Annual Operating Plan 2021/22 will be submitted for Board scrutiny in June 2022 and provide an overall overview on how well we performed against our 2021/22 Actions.				
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):				
The procurement strategy is a legal requirement and sets out how we will coordinate and deliver our procurement activity in a compliant manner. In addition, procurement is a tool to contribute to wider national outcomes for example encouraging economic development through Scottish and SME involvement. The procurement of our first electric fire appliance demonstrates how our strategy has supported both national outcomes and our strategic objectives including greater focus on sustainability, innovation and working in partnership with government to secure additional funding. The strategy also highlighted enhancing capability and the revision to our standing orders for contracts (subject to board approval today) has both devolved procurement further in the Service and aided us to develop capability to use the innovation partnership route to market. Finally, this year has been marked by supply chain challenges and our agility around our workplans has enabled us to accelerate spend in areas such as Powered Rescue Equipment that both improves firefighter safety and helps the Service to transition away from hydraulic equipment reducing our environmental impact. The old equipment was also recycled and delivered to Ukraine to support humanitarian efforts during the current conflict.				

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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	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

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		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.		
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):				

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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
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Impact Assessment for Board Decision (Review Date - 06/2022):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
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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
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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	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
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		nominated to liaise with the Director of SPPC to provide Board assurance that the request changes have been satisfactorily made.		
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	The Board approved the proposed 2022/23 Forward Plan Schedule.	April 2022

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		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.		
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):				

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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: <ul style="list-style-type: none"> 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 	The Board approved the recommendations and implementation of the new AFA strategy	June 2022

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		<p>appliances regardless time of day and shall be subject to periodic review;</p> <ul style="list-style-type: none"> • 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. 		
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):				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 13 January 2022 (Special Board)				
ITEM 5	WEST ASSET RESOURCE CENTRE: PROJECT FUNDING LEVEL	<p>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;</p> <ul style="list-style-type: none"> 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	<p>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.</p>	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):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 31 March 2022				
ITEM 11	RESOURCE BUDGET 2022/23	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.	The Board approved the Resource Budget for 2022/23	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 12	CAPITAL PROGRAMME 2022/23 – 2024/25	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.	The Board approved the proposed Capital Programme for 2022-25 recognising that the figures for years 2 and 3 are indicative and will be refined for future years	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 13	SFRS CHARGING POLICY – APRIL 2022	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	The Board approved the updated Charging Policy, along with the updated Scale of Charges, noting that charges may include an overtime element where capacity does not permit the service to be	September 2022

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			carried out during normal working hours	
Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 14	DIGITAL STRATEGY 2022-25	On behalf of the Director of Service Development, the Head of ICT presented the SFRS Digital Strategy 2022 – 2025.	The Board did not approve the Digital Strategy. The Board requested that the Digital Strategy report be reviewed and resubmitted to the next meeting (28 April 2022).	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023): Not Applicable				
ITEM 15	GAELIC LANGUAGE PLAN 2022-2025	The Director of People and Organisational Development presented the report noting 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.	The Board considered the content of report and approved the Gaelic Language Plan 2022-2025.	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 25	BUSINESS CASE FOR ECONOMIC SETTLEMENT OF EMPLOYMENT TRIBUNAL CLAIM (PRIVATE)	The Director of People and Organisational Development presented the Board with a report seeking approval to support the settlement of the claim.	The Board approved the recommendation to support the settlement of the claim.	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 28 APRIL 2022**

CHAIR'S UPDATE: APRIL 2022

Monday 4 April 2022

Meeting with L Barnes, Director of People and Organisation Development

Tuesday 5 April 2022

Regular meeting with DCO Ross Haggart

Thursday 7 April 2022

Assistant Chief Officer Interview

Meeting with L Barnes, Director of People and Organisation Development

Monday 11 April 2022

Trainee Firefighter Graduation Ceremony, SFRS HQ Cambuslang

Regular Chair/Board Support Team meeting

RANSc Forward Planning meeting

Tuesday 12 April 2022

Trainee Firefighter Graduation Ceremony, SFRS HQ Cambuslang

Wednesday 13 April 2022

Assistant Chief Officer Interviews

Thursday 14 April 2022

Assistant Chief Officer Interviews

Tuesday 19 April 2022

SFRS Board Pre-Agenda meeting

Meeting with L Barnes, Director of People and Organisation Development

Wednesday 20 April 2022

People Committee Workshop, Perth Fire Station

Discussion re Strategic Plan with Mark McAteer, Director of Strategic Planning, performance and Communications, Richard Whetton, Head of Corporate Governance and Fiona Thorburn, Deputy Chair

Thursday 21 April 2022

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

Remunerations, Appointments and Nominations Sub Committee meeting

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Friday 22 April 2022

Regular meeting with Accountable Officer

Wednesday 27 April 2022

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

Regular meeting with Fiona Thorburn, Deputy Chair and Accountable Officer

Thursday 28 April 2022

SFRS Board Meeting

SFRS Board Strategy Day

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 28 APRIL 2022**

DEPUTY CHIEF OFFICER'S UPDATE – APRIL 2022

Monday 4 April

Director Year End Appraisals x 3
Weekly Strategic Leadership Team (SLT) Tactical Advisory Group (TAG) Support Meeting
Meeting with Chair of National Fire Chief Council (NFCC)

Tuesday 5 April 2022

Fortnightly NFCC Chief Fire Officer (CFO) Call
Change Committee Forward Planning Meeting
Finance Meeting
Systel pre-meet
Regular Deputy Chief Officer/Chair catch up
SFRS/Fire Brigade Union (FBU) meeting

Wednesday 6 April 2022

Group Life Accident Scheme Trustees Meeting
Meeting with Systel
SLT Formal Meeting

Thursday 7 April 2022

Interviews
Blue Light Collaboration Board

Friday 8 April 2022

Work catch-up

Monday 11 April 2022

Firefighter Graduation Ceremony
Meeting with Police Scotland
Director Year End Appraisal
Weekly SLT TAG Support meeting

Tuesday 12 April 2022

Firefighter Graduation Ceremony
Regular meeting with People and Organisational Development (POD) Head of Function

Wednesday 13 – Thursday 14 April 2022

Interviews

Friday 15 April – Monday 18 April 2022

Bank Holiday

Tuesday 19 April 2022

Fortnightly NFCC CFO Call
SFRS Board Pre-Agenda Meeting
Firefighters Charity Engagement & Fundraising Committee Meeting
Senior Management Board (SMB) Pre-Meet

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Wednesday 20 April 2022

Weekly SLT TAG Support meeting
SMB Meeting

Thursday 21 April 2022

Remuneration, Appointments and Nominations Sub Committee (RANSC)

Friday 22 April 2022

Director Year End Appraisal

Monday 25 April 2022

Regular Director 1:1
Museum of Fire Meeting
SFRS/FBU TAG Meeting

Tuesday 26 April 2022

SLT Informal Meeting
Scottish Resilience Partnership Meeting

Wednesday 27 April 2022

Firefighters Pension Board meeting
Regular meeting with Sponsor Unit

Thursday 28 April 2022

SFRS Board Meeting
SFRS Board Strategy Day

Friday 29 April 2022

Work Catch-up

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



Report No: B/SPPC/03-22

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	28 APRIL 2022						
Report Title:	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS						
Report Classification:	For Decision	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>
1	Purpose						
1.1	To present the Annual Governance Review of Board and Committee related items for decision, thereby ensuring the continued effectiveness of the governance arrangements within the Scottish Fire and Rescue Service (SFRS).						
2	Background						
2.1	To ensure our governance arrangements are annually reviewed and strengthened as part of our continuous improvement and effectiveness of the Board and its Committees, in compliance with statutory requirements.						
3	Main Report/Detail						
3.1	For Board Member's ease of reference, Appendix A has been produced as a 'Summary of Amendments' to highlight the key proposed changes.						
3.2	Overall and as part of the Annual Governance Review we continue to ensure we strengthen our arrangements and the following documents were revised specifically: <ul style="list-style-type: none"> • Standing Orders for Meetings of the Board and its Committees, Appendix B; • Scheme of Delegations, Appendix C; • Members Code of Conduct, Appendix D; • Committee Structures, Appendix E; • Corporate Template, Appendix F; • Committee Terms of Reference (ToR), Appendix G and • Equality Impact Assessment (EIA), Appendix H 						
3.3	The review was undertaken and led by the Board Support Manager with the support of the Board Support Team, Head of Governance, Strategy and Performance, Director of Strategic Planning Performance and Communications, in consultation with the Chair of the Board, Deputy Chair of the Board, Board Members through workshop sessions, members of the Strategic Leadership Team and our Legal Services Manager.						
3.4	To confirm all Committee/Forum Terms of Reference (ToR) have been reviewed at separate workshops, to ensure that they continue to be an accurate representation of the responsibilities expected of each Committee/Forum and to simplify and standardise approaches where possible, Appendix G.						

3.5	<p><u>Additional key areas to highlight:</u></p> <p>The development of our SFRS Good Governance Framework which is also being presented to the Board on 28 April 2022 brings together the various strands of our Corporate Governance arrangements into one overarching Framework document that demonstrates our commitment to upholding good corporate governance throughout SFRS and is something that will remain a living document and continue to evolve overtime. A key focus of the Framework is to assist the Board (Non-executives) and the Strategic Leadership Team (Executives), in their role and as they continue lead the SFRS in a fit and proper manner.</p>
4	Recommendation
4.1	It is recommended that the Board approve the reviewed and amended governance related items of the Board and its Committees as detailed, subject to any further final amendments.
5	Key Strategic Implications
5.1	Risk
5.1.1	The implementation of the proposed arrangements in this report are intended to support control measures identified to mitigate the impact of our Strategic Risk – Failure to Maintain Effective Systems of Control.
5.2	Financial
5.2.1	This review ensures continued compliance with the Scottish Public Finance Manual.
5.3	Environmental & Sustainability
5.3.1	There are no key strategic implications arising from the recommendations set out in this paper.
5.4	Workforce
5.4.1	There are no key strategic implications arising from the recommendations set out in this paper.
5.5	Health & Safety
5.5.1	There are no key strategic implications arising from the recommendations set out in this paper.
5.6	Training
5.6.1	There are no key strategic implications arising from the recommendations set out in this paper.
5.7	Timing
5.7.1	This report has been produced to support the proposed arrangements to ensure the continued effectiveness of the governance arrangements of the Board and its Committees.
5.8	Performance
5.8.1	The purpose of this review is to ensure the continued effectiveness in performance of the Board and Committee meetings in compliance with its statutory requirements.
5.9	Communications & Engagement
5.9.1	Amendments have also been made in consultation with the Director of Strategic Planning, Performance and Communications, Head of Governance, Strategy and Performance, Chair of the Board, Deputy Chair of the Board, Board Members through Committee workshops and Chief Officer, where required. The proposals, specifically in regard to the Terms of Reference for Committees, have been amended by the Board

	Support Team following Committee workshops held in January and February 2022 and are collectively presented within this report to the Board for their consideration and decision, subject to any amendments.	
5.10 5.10.1	Legal	This review ensures continued compliance with the Police and Fire Reform (Scotland) Act 2012, General powers of the SFRS as set out in Schedule 1A of the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act and the responsibilities of the SFRS Board as detailed in the SFRS Governance and Accountability Framework.
5.11 5.11.1	Information Governance	There are no key strategic information governance implications arising from the recommendations set out in this paper.
5.12 5.12.1	Equalities	The Equality Impact Assessment was reviewed with the additional reference to the SFRS Good Governance Framework in anticipation of approval.
5.13 5.13.1	Service Delivery	There are no key strategic implications arising from the recommendations set out in this paper.
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the 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.	
7	Appendices/Further Reading	
7.1	Appendix A – Summary of Amendments	
7.2	Appendix B – Revised Standing Orders for Meetings of the Board and its Committees	
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Prepared by:	Alasdair Cameron, Group Commander, Board Support Team	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning Performance and Communications	
Links to Strategy and Corporate Values		
This links to the desired outcomes within the SFRS Strategic Plan 2019-22 and our SFRS values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Decision</i>



Summary of Key Amendments

(Please Note: The purpose of this appendix is to assist the Board by bringing together and highlighting the key changes as part of the 'Annual Governance Review')

Standing Orders for Meetings of the Board and its Committee (Appendix B):

- Determined following the annual review and in dialogue with the Chair there was no requirement for any amendments to be made to this document.

Scheme of Delegations (Appendix C) Under:

Section 2. RESPONSIBILITIES OF THE SFRS BOARD, CHAIR AND CHIEF OFFICER

- **2.1, 2.2 and 2.3** - Under SFRS Board, Chair and Chief Officer respectively, the responsibilities have now been detailed for ease of reference, as opposed to previously only using a link to the SFRS Governance and Accountability Framework.

Section 4. DELEGATED AUTHORITY

New sub-section 4.3 added, making the delegation and decision in this area explicit in the event of an extended absence of the Chief Officer:-

4.3 Chief Officer Absenteeism

In exceptional circumstances and where a situation arises that results in the extended absence of the Chief Officer, the Chair of the SFRS Board may delegate authority as detailed within Section 6 to the Deputy Chief Officer. Subsequent to this decision the Chair of the SFRS Board will inform the full SFRS Board at the earliest opportunity of this decision. As a result, the Deputy Chief Officer will have this delegated authority immediately following the Chair of the SFRS Board's decision, and for the complete duration of the Chief Officer's extended period of absence only.

New sub-section 4.4 added, to make it clear should another member of SLT be absent for any period that it would require another suitable member of staff to make delegated and or sub-delegated decisions:-

4.4 Interim SLT Positions

Should any SLT position be held by a member of staff acting up to that role, or by circumstance assume on an interim basis the obligations of that role, they will automatically acquire the delegated and/or sub-delegated authority under that specific position to make all relevant decisions. This delegated and/or sub-delegated authority

will be held only for the interim period of acting up or having assumed those obligations. Such authority will both include general powers held by the particular SLT position, together with any specific delegated authority referred to throughout this Scheme of Delegations.

Section 6. DELEGATION TO SFRS CHIEF OFFICER

- **6.1 – Acquisitions and Disposals** – title has been amended to now include ‘Property Provision’ within this sub-section.

As a result, two further bullets have been added stating: -

- approve the use of SFRS heritable or moveable property by other organisations, most specifically but not limited to the sharing or leasing of property and/or the right of access across SFRS property;
- Sign documentation relating to the sale, purchase or use of SFRS heritable or moveable property;

This therefore is now sub-delegated by the Chief Officer to the Acting Director of Asset Management and negates the needs for sub-section 6.30 as detailed below, which if agreed will be removed and superseded by the amendments to 6.1 as detailed above.

Note as a result of this proposed change the other sub-sections will be re-numbered and within Appendix 1, amended where this also details 6.30 in a ‘Summary Overview’.

- **6.30 - ‘Use of SFRS Premises’** – to be removed as detailed:

“The Board authorise the Chief Officer to permit third parties to use SFRS premises for purposes he deems appropriate and upon such terms and conditions as he shall determine reasonable in the circumstances.

The Chief Officer sub-delegates this authority to members of the SLT.”

- **6.21 ‘Legal’** – has been amended to include ‘Legal Proceedings and Litigation’

Removal of the bullet ‘sign legal documents binding or releasing the SFRS’ as at:-

4.3 - these general responsibilities include “*Any probative document which, if entered into, will create a legally binding relationship between SFRS and another party shall (unless otherwise provided for herein) be executed for and on behalf of the SFRS by a member of the Board or by any one of the members of the SLT who are hereby authorised by the Board to execute on the SFRS’s behalf.*”

This amendment prevents any cross-over and by changing the heading from ‘Legal’ to ‘Legal Proceedings and Litigation’ this clearly distinguishes the delegated work under 6.21 and assists with understanding what legal documents under this section may be signed by the delegated Directors.

- **Appendix 2** - added detail relating to the specified delegated financial authorities as per the SFRS Governance and Accountability Framework.

Members Code of Conduct (Appendix D):

The SFRS Board Members Code of Conduct was first presented to the Board on 14 January 2013 with an updated version subsequently presented to the Board on 30 August 2018.

The Ethical Standards in Public Life etc (Scotland) Act 2000 provides for Codes of Conduct for local authority councillors and members of relevant public bodies, including the SFRS. The Act requires the Scottish Ministers to lay before Parliament a Model Code for Members of Devolved Public Bodies and the last Model Code was approved by Scottish Parliament on 4 December 2013.

Scottish Government acknowledged that various developments have taken place in society since then, for example, the increasing role played by social media in our society, while also underlining the importance of respectful behaviour and highlighting that bullying and harassment should not be tolerated under any circumstances.

As a result, the “Ethical Standards In Public Life: Consultation On Model Code Of Conduct For Board Members Of Devolved Public Bodies” was launched in October 2020 to seek views on proposed changes to the Model Code. The Board’s feedback on the consultation was sought and a response based on that feedback was submitted to Scottish Government on behalf of the Board.

Following conclusion of this consultation a revised Model Code of Conduct was issued by the Scottish Ministers in December 2021, with the approval of the Scottish Parliament.

As the Model Code has been approved by Parliament and is enforceable by the Ethical Standards Commissioner there should be no deviation from the Model Code without consent and is therefore presented as approved.

The Board’s attention should be brought towards the key amendments contained within the Code of Conduct for Members of the Scottish Fire and Rescue Service:

Section 1 – Introduction To The Code Of Conduct

Removal of unnecessary wording to leave a more concise overview which is reflected throughout the Model Code making it easier to read and understand. Emphasis has been given to the use of the word “I” clearly highlighting the responsibilities of individual Board members.

Section 3 – General Conduct

Broader scope and greater emphasis around relations with everyone you come into contact with, bullying and harassment, using social media and gifts and hospitality.

Section 4 – Registration Of Interests

Two additional categories have been added to clearly identify areas that require to be registered. These new categories are in relation to Election Expenses (only applicable where a Board member is elected to their public body) and Close Family Members (relates to the need to now register the interests of any close family member who has transactions with the public body or is likely to have transactions or do business with it).

Section 5 – Declaration Of Interests

This section has been revised and streamlined considerably to make it clearer that members need to take responsibility for declaring matters of interest. It has been broken down into three separate stages to try and make it more evident in how Board members should consider if they have a connection to a matter that is an interest that should be declared using the objective test.

Annex A: Breaches Of The Code

Annex A has been extended to include information about the role of the Commissioner for Ethical Standards and the sanctions available to the Standards Commission following a finding of a breach of the Code and what these mean.

Note; a session has been organised for May 2022, Board Development Information Day, to afford Board Members an opportunity to review this in greater detail and to ensure clear understanding.

Once approved by the SFRS Board, this new version will be submitted to the SFRS Scottish Government Sponsorship Team who will in turn submit to the Public Bodies Unit for Ministerial approval, these timescales will ensure we meet the 10 June 2022 deadline. As we have not deviated from the model code this should be a matter of course, however the Board will be informed otherwise and also once Ministerial approval is given, at which time this will become 'live'.

Committee Structure Matrix, key changes (Appendix E):

The only proposed change and once approved will be a direct switch in membership with Board Members Paul Stollard and Malcolm Payton from Audit and Risk Assurance Committee and Service Delivery Committee respectively. As reflected in the attached Appendix E.

Corporate Template (Appendix F):

In 2019, the Corporate Level Papers Template was reviewed along with the related guidance. Since then minor improvements have been made to the report as follows:

- Amended report classifications to add clarity for governance decisions
- Additions to items for consideration under strategic implications to ensure all key business areas are covered and improve content of the overall report

Following SFRS's increased focus on mental health as a result of the pandemic and as part of the SFRS Mental Health Plan, SFRS committed to integrating health and wellbeing into all SFRS processes, policies and templates. It is proposed therefore to add a further strategic implication titled 'Health and Wellbeing'. This will ensure all reports give cognisance to mental health and the potential effects of any proposals on the wellbeing of SFRS colleagues and service users. Related guidance on key considerations in this subject area will be provided to assist those completing the report.

As part of SFRS's Annual Governance Review of Board and Committee Arrangements workshops are held to review Board and Committee arrangements. Within these Board Member workshops discussion has taken place around the development of our approach to assurance. Options to strengthen our assurance will be considered in line with a wider review of assurance and risk processes taking place in 2022/23.

Discussions on assurance and scrutiny have highlighted it would be helpful to clarify the differing expectations and requirements of Executive and Board scrutiny. It is proposed that the following table and additional guidance is added to the guidance document for those preparing Corporate Level Papers. The table clarifies the types of scrutiny that will be applied to Executive Level reports and the different types of scrutiny expected at Board Level reporting. This is to assist those providing and presenting reports at these levels. Reports should be amended and tailored to the appropriate meeting level giving cognisance to the levels of scrutiny they will receive.

FORMS OF SCRUTINY RELEVANT TO EXECUTIVE AND BOARD LEVEL MEETINGS

	Executive Scrutiny	Board Scrutiny
Who	Who has suggested this and who will it affect? Who is taking responsibility for the change and the rollout? Who do we need to inform? (Scottish Government/Police Scotland/Scottish Ambulance Service/ Fire Brigades Union)	Do we need to seek reassurance on the lead for the implementation of this decision? Have all the relevant people been informed?
What	What is being proposed? What is it that we are trying to solve? What is the cost? What are the safety considerations? What are the training considerations? What is the risk and risk mitigation?	What is being proposed? Are there any concerns that the risk(s) outweigh any potential benefit(s)? Are there any other considerations we could suggest to the Chief/SLT that would assist with the intended outcome?
When	When will this proposal take effect? When will it be reviewed? When will it terminate?	When will this start? When will it stop? Is there a sunset clause? When will it be brought to the relevant Committee of the Board or Board itself for Scrutiny?
Where	Where is the change occurring?	Where is the change occurring?
Why	Why do these changes need to occur?	Is this an appropriate use of the authority delegated to the Chief Officer?
How	How will these changes be rolled out? How are we recording this change? How will the effects/impact of the change be measured? How are we communicating this change? How are we ensuring that we are remaining legally compliant with it?	What additional support can we provide to the Chief Officer/SLT/Executive?

Feedback has also been received from Board Members around the volume and length of papers being received and a request to consider how we can streamline information while still providing relevant detail for governance and scrutiny purposes. It is proposed to further clarify Guidance on preparing corporate level papers to assist those writing reports to achieve more succinct reporting. This will require continual monitoring to ensure appropriate level detail is received and that more streamlined reports do not lead to increased meeting length and discussion to gain information that is not within the report and enables the level of scrutiny to remain strategic.

The introduction of Committee hot-de-briefs will give an opportunity to reflect and re-adjust as necessary. By considering the levels of scrutiny expected at Executive and Board level meetings it is hoped this will assist those preparing papers to amend and streamline information relevant to the SFRS Board and Committees.

It is further recommended that to reduce the size of papers we amend the key strategic implications section to become a standalone checklist for those writing reports rather than asking for specific detail which if relevant should be included in the body of the report. The proposed amended Corporate Level Papers template, allows writers to follow through the checklist of areas to consider. They will be expected to highlight any relevant key strategic implications within the report, thereby bringing these clearly to the attention of the Executive/Committee/Board and be prepared to discuss and have scrutiny on these areas during the meeting itself.

Terms of Reference (Appendix G):

As described in the cover paper, all ToR's have been presented at each respective Committee Workshop with the proposed changes agreed through further correspondence with each respective Chair. Overall, it consisted of a light touch review.

Please see a summary of key changes, where applicable, within each Committee/Forum:

Audit and Risk Assurance

Amendments under sections:-

- 1.2 - 'independent assurance' confirmed as already detailed.
- 4.1 - within the first bullet insert 'including risk appetite'.
 - within the ninth bullet insert 'Assurances relating to the corporate governance requirements for the organisation and forward planning in this area, aligned to the SFRS Good Governance Framework and best practice'.

Change

- Determined following the annual workshop and in dialogue with the Chair, no requirement for substantive amendments to be made.

Service Delivery

- Determined following the annual workshop and in dialogue with the Chair, no requirement for substantive amendments to be made.

People

Amendments under sections:-

- 4.1 - within second bullet point – include wording around 'Assurance'.
 - within third bullet point – change wording to: 'SFRS's Commitment to the overall diversity, equalities and human rights agenda and organisational values.'
 - within fourth bullet point – add a hyperlink to the Public Sector Equality Duty.

Remuneration, Appointments and Nominations

Amendments under sections:-

- 4.1 – within third bullet point – include wording to clarify that performance appraisals reviewed, should be evidenced based.

Integrated Governance Forum

Amendments under sections:-

- 1.2 and 1.3 revised wording to provide more clarity on the Forum's purpose.
- 4.1 - switched first and second bullet point to give a more prioritised sequence.

Equality Impact Assessment (Appendix H):

- EIA is still current and within timescales for review, however, please note in anticipation of approval of the SFRS Good Governance Framework the EIA has been reviewed and updated now listing this new Framework and will remain as stated, unless otherwise decided.

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FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

STANDING ORDERS FOR MEETINGS OF THE BOARD AND ITS COMMITTEES

Original Author/Role	Douglas Wilson
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2020
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2022
Authorised (name and date)	Kirsty Darwent, Chair of Board - March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron - March 2022
Date for Next Review	March 2023

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- 4 [ORDINARY MEETINGS](#)
- 5 [NOTICE OF MEETINGS](#)
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INTRODUCTION

- 1 The Scottish Fire and Rescue Service (the SFRS), or in Gaelic Seirbheis Smalaidh agus Teasairginn na h-Alba, was established under the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act') as a body corporate. The constitution of the SFRS is set out in schedule 1A to the Fire (Scotland) Act 2005 ('the 2005 Act'), inserted by section 101 of the 2012 Act. The 2012 Act amends and transfers the fire and rescue and other functions set out in the 2005 Act to the SFRS, but also augments them with a range of powers and duties commensurate with its public body status.
- 2 The SFRS consists of up to 15 Members, including a Chair, collectively referred to as 'the Board'. The 2012 Act requires Scottish Government (SG) Ministers (**Ministers**) to appoint a Chair, and between 10 and 14 other Members of the SFRS, and details the terms and conditions applicable to their appointment, removal and remuneration. The SFRS Members may elect from their number a Member to act as Deputy Chair.
- 3 The general powers of the SFRS are set out in Schedule 1A to the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act allowing the SFRS Board to appoint Committees ([Paragraph 45](#)).

ORDINARY MEETINGS

- 4 Prior to the beginning of each financial year, a provisional schedule of ordinary meetings of the SFRS Board and its Committees shall be approved by the Board and published on the website.

NOTICE OF MEETINGS

- 5 Notice of ordinary meetings of the SFRS Board and its Committees will be advertised on the website, prior to the date of the meeting. The notice shall include the date, time, venue and a note of business to be considered at the meeting.

SPECIAL MEETINGS

- 6 Where there is business that is urgent and cannot await the next ordinary meeting of the SFRS Board or Committee, a special meeting may be called by the Chair, or as a result of a written request signed by a majority of Members of the Board or Committee, specifying the nature of the business that they wish to discuss at such a meeting.
- 7 Notice of a special meeting of the SFRS Board, or Committee, shall be given in the same way as a notice for ordinary meetings.

PUBLIC MEETINGS

- 8 The SFRS Board and its Committees will hold all their meetings in public, except where the SFRS Members determine that all or part of the meeting ought to be held in private, on the grounds that confidential issues or confidential papers are (or may be) considered at that meeting.

PRIVATE MEETINGS

- 9 Matters which involve confidential issues, in relation to which the SFRS Board or Committee may decide to exclude the public, and therefore be held in private, may include (but are not limited to):
 - a) matters relating to individuals (including Members of staff) where there is no consent for disclosure and/or where there is a risk of harm to any individual from the disclosure of information;
 - b) matters where public discussion may prejudice any ongoing criminal proceedings or the prosecution of offenders;
 - c) matters relating to national security;
 - d) matters which are the subject of legal proceedings and/or which relate to legal advice provided to the SFRS;
 - e) matters involving confidential commercial or financial information not already in the public domain, or which is subject to restrictions relating to confidentiality; or matters where there is legislation exempting the information from disclosure;

- f) matters which are considered to be confidential, including information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between SFRS and employees of SFRS;
- g) matters where the Board or Committee are in agreement due to the confidential nature of the issue(s).

CHAIR

- 10 The Chair of SFRS will, if present, Chair all meetings of the Board. In the absence of the Chair, the Deputy Chair will take the Chair. In the absence of both the Chair and Deputy Chair, the Board Members present will choose, by a majority vote of those present, one of their number to preside. Any power or duty assigned to the Chair in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

ATTENDANCE AT BOARD MEETINGS – SFRS MEMBERS

- 11 Participation will normally be in person but, exceptionally and with the agreement of the Chair of the meeting, an individual Member may participate by telephone, conference call or video-conference. This would only apply where there are exceptional circumstances which would mean that the Member would otherwise be unable to attend the meeting. In such circumstances, such Members would be deemed to be present and to constitute part of the quorum for the purposes of that meeting. In all circumstances, the Chair would have the final authority and would be dependent on the Member providing suitable notice and the availability of the appropriate technology at the meeting location. If a Member, without reasonable justification, has been absent from meetings of the SFRS Board for a period longer than 4 consecutive months or for 3 consecutive meetings and has not been given leave by the Chair, the Chair will advise the Minister.

ATTENDANCE AT COMMITTEE MEETINGS – SFRS MEMBERS

- 12 If a Member fails to attend 3 consecutive meetings of any standing Committee, or 50% of the meetings in any 2-year period, and has not been given leave by the Committee Chair, the Chair of the Board will advise the SFRS. The Board may remove the Member from the Committee.

ATTENDANCE AT BOARD AND COMMITTEE MEETINGS – SFRS OFFICERS

- 13 The Chief Officer, in consultation with the Chair, will ensure that the work of the SFRS Board and its Committees is supported and serviced by the Strategic Leadership Team and other appropriate SFRS staff.

QUORUM

- 14 The quorum for SFRS Board meetings shall be a majority of SFRS Members, including the Chair of the Board. No formal business shall be transacted at any meeting of the SFRS Board unless a quorum is present. A quorum must exist throughout the entire meeting. If, at any stage during the meeting, a quorum is not present, the meeting shall stand adjourned until the date or time the Chair determines.
- 15 The quorum of any Committee shall be a majority of Members, as detailed within their specific Terms of Reference.
- 16 If a Committee meeting is not quorate, the Chair of the Board can approve any Member of the Board present at the meeting, who is not a standing Member, to count towards the number required based on the specific Terms of Reference and for that meeting only. This Member will, however, have no voting rights for that purpose.

CO-OPTING

- 17 Co-opting non-Board Members will be subject to endorsement by the full SFRS Board. It is likely this will be short lived, determined by the advice needed, and may be authorised for a meeting or meetings, where a specialist skill set or knowledge is required to support a Committee's work. The detail of this arrangement must be presented to the full Board in advance to ensure a fully informed decision can be taken and for an agreed period. The co-opted non-Board Member will have to sign an SFRS confidentiality agreement, prior to attending any such meeting(s). It should be noted that advisors appointed as a Member of a Committee will be there to provide expertise to the Committee. They will not be Members of the Board and will not have any voting rights.
- 18 Where this is being considered, the Chair of the Board should contact the SG Sponsor Team, who will ask SG Legal Directorate to confirm the statutory basis for the appointment and process for doing so.
- 19 The Board must:
- keep their SG Sponsor Team informed of the process throughout;
 - ensure there are funds to cover the appointment from the public body's existing resources;
 - consider if it is appropriate to ask the SG Sponsor Team to inform the relevant Scottish Minister of the background to the appointment;
 - prepare the letter of invitation and copy to the SG Sponsor Team.
- 20 Advisors are not Members of the Board and, therefore, will not come under the statutory remit of the Commissioner for Ethical Standards in Public Life in Scotland and the Standards Commission for Scotland, should there be any breaches of the Code. However, advisors will be subject to the public body's [Code of Conduct for Board Members](#) and any breaches of the Code will need to be considered by the Chair and Board Members. Potential Conflicts of Interest and Declaration of Interests will be considered by the Chair of the Board, particularly if the advisor is already a Board Member of another public body. This will be an area for consideration prior to invitation.

ATTENDANCE OF THE PUBLIC AND PRESS

- 21 Public meetings of the SFRS Board or Committees are open to be observed by all Members of the public. The exception are any meetings or parts of meetings where business is to be conducted in private in accordance with [Paragraph 9](#).
- 22 Any Member of the public may attend and receive a copy of papers, other than those dealing with the private business of the SFRS Board or Committees.
- 23 In circumstances in which the SFRS Board or Committees determines that all or part of a meeting ought to be held in private, meetings will take place in closed session, without the public or press present.
- 24 A Member of the public who disrupts the business of the meeting may be asked to leave the meeting, after due warning has been given. Re-admission to that or other public meetings held by the SFRS Board or Committee is at the discretion of the Chair.

AGENDA FOR MEETINGS AND ORDER OF BUSINESS

- 25 Advised by the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team (or any officer acting on behalf of the Board Support Team), the Agenda for a meeting shall be agreed by the Chair of the SFRS Board or Committee Chair, at least 10 working days in advance of the meeting. The agenda will be circulated to Members electronically, no less than 5 working days prior to the meeting.
- 26 The business of the Board at all ordinary meetings will proceed in accordance with the agenda issued for that meeting, unless otherwise directed by the Chair, with the agreement of a majority of the Members present at the meeting. At all ordinary meetings, no business other than that on the agenda will be considered, except where, by reason of special circumstances, the Chair is of the opinion that the item should be considered at the meeting.

- 27 The order of business at meetings of the SFRS Board shall generally be:
- a) Chair's welcome;
 - b) Apologies for absence;
 - c) Consideration of and decision on any items to be taken in private;
 - d) Declarations of interest;
 - e) Minutes of the previous meeting for approval;
 - f) Action Log;
 - g) Decision Log;
 - h) Chair's Report;
 - i) Chief Officer's Report;
 - j) Minutes of Committees – Summary updates from Committee Chairs
(verbal) Risk Themes from the Committees;
 - k) Items 'For Decision';
 - l) Items 'For Recommendation';
 - m) Items 'For Scrutiny';
 - n) Items 'For Information Only';
 - o) Rolling Forward Plan;
 - p) Date of Next Meeting;
 - q) Private Session (if required);
 - r) Minutes of the previous Private meeting for approval (where applicable);
 - s) Private Items.

GIVING NOTICE OF A MATTER TO BE CONSIDERED

- 28 Any Member(s) of SFRS, or a Committee, may ask for an item to be placed on the Agenda of a meeting of the Board or that Committee, this has to be done at least 15 working days in advance of the meeting. The Chair of the meeting will consider the request, taking advice from the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team. If the Chair decides not to include the item on the Agenda, the Member will be advised and the Board or relevant Committee informed during the Chair's opening remarks.
- 29 The Agenda for special meetings of the SFRS Board or Committees will be confined to the business necessitating the convening of the meeting.

PAPERS FOR MEETINGS

- 30 The Board Support Team will electronically collate, circulate and, where necessary, provide papers for the agreed Agenda items at a meeting, unless it has been previously agreed with the Chair of the meeting that no paper is required.
- 31 Papers will be electronically made available to the meeting attendees at least 5 working days prior to the meeting and hard copies will be available at the meeting only on request.
- 32 For meetings or parts of meetings open to the public, papers will be posted on the website no less than 5 days in advance of the meeting, with the exception of any items that are to be considered in private.
- 33 If papers are not available for dispatch 5 working days prior to the meeting, the Board Support Team may, after consultation with the Chair of the meeting and the Chief Officer, make a late posting, or table the paper(s) at the meeting, or withdraw the item(s) from the Agenda of the meeting. Occasions when these timescales may not be adhered to are if Special meetings are agreed at short notice, every attempt however will be made to dispatch papers in advance of the meeting.

CONDUCT AT MEETINGS

- 34 The Chair is responsible for:
- maintaining order and good conduct;
 - ensuring that business is conducted appropriately;
 - ensuring that all Members receive a fair hearing with reasonable opportunity to express their views on matters under discussion;
 - dealing with any question of order raised at a meeting; the Chair's ruling on the above will be final;
 - adhere to relevant SFRS policy and procedure.

- 35 All Members will respect and, if necessary, defer to the authority of the Chair. Members are accountable for their own individual conduct in meetings at all times in terms of their [Code of Conduct](#) and associated regulations and guidance as issued. The Chair may rule on the acceptability of language used during the course of the meeting and take appropriate action, as necessary, including withdrawal of a remark, requiring an apology, or any other action required to allow the meeting to properly proceed. If any Member at any meeting behaves offensively or is uncooperative, a motion may be proposed and seconded to suspend the Member for the rest of the meeting. If the motion is carried, the Member must immediately leave the meeting. There will be no discussion of the motion and no changes to it.

ADJOURNING MEETINGS

- 36 The SFRS Board or Committee can adjourn any meeting for a reasonable time, if the Chair determines so. This may also be due to disruption of the meeting or a Member proposes it, another seconds it and the Members vote in favour of it. There will be no amendments or discussion. No Member can make a second motion to adjourn a meeting within half-an-hour, except the Chair.

CHANGING A DECISION

- 37 A decision made by the SFRS Board cannot be changed within six months, unless the Chair of the Board rules that there has been a material change of circumstances.

A decision made by a Committee may be overturned by the Board where the decision does not comply with the delegated authority, as set out in the Terms of Reference, or where the Board deems the decision made by a Committee as adversely impacting on the Strategic Direction of the SFRS.

Where time is of the essence and the above criteria is met, the Chair alone can overturn the decision of the Committee. The Chair must provide full reasoning for such a decision to the Board as soon as is reasonably practicable.

VOTING

- 38 Where there is an Agenda item requiring a decision by the SFRS Board or a recommendation by a Committee to take something to the Board, then the Chair will seek the views of Members and, wherever possible, reach a consensus. If a consensus cannot be reached, decisions will be reached on the basis of a simple majority, the Chair having a second and casting vote. Voting shall be by a show of hands and the minute will record the vote. At the discretion of the Chair, or in the event of a majority of Members present objecting to a vote being taken by a show of hands, the vote will be taken by roll call.
- 39 Where an agenda item requiring a decision is not approved by the SFRS Board, and the consequences would be prejudicial to the continuity of the SFRS operations, alternative proposals should be sought from the Chief Officer without delay. The Chair may adjourn the meeting, or defer the agenda item to another meeting to enable the Chief Officer to re-consider the matter. If, after such reconsideration, the Board remains unable to approve the proposal (whether by consensus or simple majority vote) and the matter remains critical to SFRS operations, the Chair shall report to Ministers and seek their direction.

DECLARATIONS OF INTEREST

MAKING A DECLARATION

- 40 In line with the requirements of the [Members' Code of Conduct](#), individual Members must consider, at the earliest stage possible, whether they have an interest to declare in relation to any matter that is to be considered. They should consider whether agenda items for meetings raise any issue of declaration of interest. A declaration of interest must be made as soon as practicable at a meeting where that interest arises. If the need for a declaration of interest is identified only when a particular matter is being discussed, the Member must declare the interest as soon as they realise it is necessary to do so. The oral statement of declaration of interest should identify the item or

items of business to which it relates. The statement should begin with the words, 'I declare an interest'. The statement must be sufficiently informative to enable those at the meeting to understand the nature of the interest but need not give a detailed description of the interest.

EFFECT OF DECLARATION

- 41 Declaring a financial interest has the effect of prohibiting any participation in discussion and voting; in this circumstance, this individual must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded. A declaration of a non-financial interest involves a further exercise of judgement by the Member concerned. They must consider the relationship between the interests that have been declared and the particular matter to be considered and relevant individual circumstances surrounding the particular matter. In the final analysis, the objective test is whether, in the particular circumstances of the item of business and knowing all the relevant facts, a member of the public, acting reasonably, would consider that the Member might be influenced by the interest in their role as a Member of SFRS Board and that it would, therefore, be wrong to take part in any discussion or decision-making. If a Member, in conscience, believes that their continued presence would not fall foul of this test, then declaring a non-financial interest need not preclude their involvement in discussion or voting. If they are not confident about the application of this objective test, they must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded.

DISPENSATIONS

- 42 In very limited circumstances, dispensations can be granted by the Standards Commission in relation to the existence of financial and non-financial interests which would otherwise prohibit a Member from taking part and voting on matters coming before the Board and its Committees. Applications for dispensations will be considered by the Standards Commission and should be made as soon as possible, in order to allow proper consideration of the application in advance of meetings where dispensation is sought. A Member

should not take part in the consideration of the matter in question until the application has been granted.

SUSPENSION AND REVISION OF STANDING ORDERS

- 43 These Standing Orders may only be varied, revoked or added to by the SFRS Board and any such alterations will require the consent of the majority of Members present at a meeting. Committees and Sub Committees have no power to depart from these Standing Orders.
- 44 Suspension of Standing Orders at an SFRS Board meeting requires a proposer and seconder, and a vote of a majority of the SFRS Board in favour of suspension.

STANDING COMMITTEES

- 45 The SFRS will appoint the following Standing Committees:
- Audit and Risk Assurance;
 - Change: Strategic Change and Major Projects;
 - Service Delivery;
 - People; and
 - Remuneration, Appointments and Nominations Sub-Committee
- 46 The SFRS Board will determine the Membership and Terms of Reference for Committees. The Standing Orders of the SFRS Board apply to all its Committees.

MINUTES OF MEETINGS

- 47 A minute will be kept of all SFRS Board, Committee and Sub-Committee meetings.

- 48 The minute will record that discussion took place, any points of significance raised, and clearly specify any actions and decision if relating to the SFRS Board. Following a Board or Committee meeting, draft minutes will be issued no later than 15 working days to the Chair for approval. The Chair will then have 5 working days to approve the minutes following which it will be circulated to all those in attendance at the meeting, including the updated Action Log. This is, therefore, all to be affected within a total of 20 working days following the initial meeting.
- 49 The minutes of the SFRS Board will be presented to the next ensuing meeting of the SFRS Board and shall then be approved, with or without amendment, as a correct record of proceedings.
- 50 Minutes of meetings held in Public of Standing Committees will be included on the agenda of SFRS Board meetings, even if they have not been approved by the Committee. Any Sub-Committee updates will be given through the relevant Committee to the SFRS Board.

SHORT LIFE COMMITTEES AND WORKING GROUPS

- 51 The SFRS Board may convene short life Committees or Working Groups to assist and advise it in undertaking its responsibilities.
- 52 Any such Committee or Working Group would have its Membership, terms of reference and time-limited period determined by the Board.

APPOINTMENT OF CHIEF OFFICER

- 53 The appointment of the Chief Officer will be made by the SFRS Board, subject to the approval of the Scottish Ministers.

RECEIVING VIEWS

- 54 The SFRS Board (or its Committees or Sub-Committees) may invite individuals, bodies or organisations to attend meetings, provide information

and/or to make representations to it about particular issues. They may also be requested to provide written submissions for consideration in advance of meetings. The Board, on occasion, may agree upon and publish a process for seeking input and/or information (including the format and timescales for this input or information to be provided) from interested and/or affected parties, in advance of it considering particular issues at a meeting.

URGENT ISSUES

- 55 Where time is of the essence, and in order to eradicate or minimise actual or reasonably perceived risk to the SFRS, the Chief Officer may take reasonable and appropriate action, in relation to any function not delegated to that role, reporting same to the Chair of the SFRS Board and then the SFRS Members, with full reasoning for the decision as soon as is reasonably practicable after the exercise of the function.

ETHICAL STANDARDS

- 56 The SFRS Board encourages high ethical standards in public life; including the promotion and enforcement of the SFRS [Members' Code of Conduct](#). Any alleged breaches, will be investigated and where a breach is found, sanctions may be applied, as detailed within the Members' Code of Conduct.

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**SCOTTISH
FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

SCHEME OF DELEGATIONS FOR THE SCOTTISH FIRE AND RESCUE SERVICE

(INCORPORATING MATTERS RESERVED TO THE BOARD)

Original Author/Role	GM Roy Dunsire
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2022
Authorised (name and date)	Kirsty Darwent, Chair of the Board – March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2022
Date for Next Review	March 2023



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Appendix 1 - Summary Overview of Delegated Powers

1. INTRODUCTION

The Scottish Fire and Rescue Service ('the SFRS') is a body corporate established in terms of Section 1A of the Fire (Scotland) Act 2005 ('the 2005 Act') as amended by the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act'). Schedule 1A of the 2005 Act governs aspects of the body corporate's constitution and its functions and prescribes that the SFRS shall consist of a Chair and not fewer than 10 nor more than 14 other Members, each appointed by the Scottish Ministers and collectively referred to as 'the Board'. The Board, including the Chair, consists of non-executives who are appointed in line with the [Code of Practice for Ministerial Appointments to Public Bodies in Scotland](#).

By virtue of Paragraph 14 of Schedule 1A of the 2005 Act, the Board may delegate any of its functions to the Chief Officer, any of its employees or any Committee or sub-Committee it may choose to establish. The Interpretation and Legislative Reform (Scotland) Act 2010 defines '*function*' as '*including powers and duties*'. The responsibilities of the Chief Officer are detailed below and include the responsibility for 'establishing appropriate documented internal delegated authority arrangements'.

This Scheme of Delegations ('the Scheme') narrates the powers, duties and levels of decision-making authority, both reserved for the Board and delegated by the Board to certain SFRS employees, each within their individual capacities as holders of named roles (an example of a 'named role' being 'Chief Officer' or 'Director of People and Organisational Development'). The delegation by the Board of any of SFRS's functions does not affect the Board's overall responsibility for the performance of the function being delegated, nor its responsibility to carry out the particular function, should it choose to do so and notwithstanding any common practice to otherwise delegate. The Board members will, at all times, remain personally and corporately accountable for the Board's actions and decisions and the Board may also be accountable for the actions and decisions of any SFRS employee exercising delegated authority in conjunction with the Scheme.

All delegations made by the Board in accordance with the Scheme must be in compliance with relevant and up-to-date legislation, regulations and governance and accountability framework documents, codes of practice and government circulars. All decisions and actions taken by SFRS employees and the Board by way of delegated authority powers shall be exercised in accordance with this Scheme and the provisions and guidance contained within SFRS's Financial Regulations and Standing Orders for the Regulation of Contracts and must be shown to uphold the principles of accountability, consistency, equality, integrity, good governance and transparency, in so far as is reasonably practicable.

There is scope to amend or alter the Scheme to ensure compliance with any of SFRS's duties or obligations that may be altered or extended due to legislative changes or the development of future guidance in relation to delegated authority. Otherwise, the SFRS Chair will make arrangements to review the Scheme at annual intervals.

Where a delegated authority requires the prior approval of the Scottish Government before it can be exercised, no decision or action shall be taken by any SFRS employee or the Board in relation to the particular delegated authority, until such times as the prior approval of Scottish Government has been confirmed and received in writing by SFRS. The [SFRS Governance and Accountability Framework Document](#) details those matters which are reserved to the Scottish Government and the delegated authority levels beyond which prior approval is required from the Scottish Government (Appendix 2).

2. RESPONSIBILITIES OF THE SFRS BOARD, CHAIR AND CHIEF OFFICER

The Fire and Rescue Framework for Scotland sets out the strategic priorities for SFRS (as determined by the Scottish Ministers) and the SFRS's Strategic Plan describes how SFRS intends to carry out its functions in pursuit of these overarching priorities. The SFRS Governance and Accountability Framework Document sets out the broad governance structures within which the SFRS operates and defines key

roles and responsibilities which underpin the accountability relationships between the SFRS, Ministers and the Scottish Parliament.

2.1 SFRS Board

The four main functions of the SFRS Board are to ensure that the SFRS delivers its functions in accordance with Minister's policies and priorities; to provide strategic leadership; to ensure financial stewardship; and to hold the Chief Officer and Strategic Leadership Team ('SLT') to account. The responsibilities of the SFRS Board are set out in detail in paragraph 13 of the SFRS Governance and Accountability Framework Document and for ease of reference as listed below:-

The Board, under the leadership of the Chair, has corporate responsibility for:

- producing Strategic and Annual Plans, prepared under sections 41A and 41B of the 2005 Act (inserted by the 2012 Act), to be submitted to the Scottish Ministers for approval;
- producing annual reports, prepared and published under section 41L of the 2005 Act (inserted by the 2012 Act), and ensuring that they are laid before the Scottish Parliament in accordance with that section;
- taking forward the aims and objectives for the SFRS as set out in the approved Strategic Plan;
- determining the steps needed to deal with wider changes which are likely to impact on the strategic aims and objectives of the SFRS, or on the attainability of its operational targets;
- the duty under section 39A of the 2005 Act (inserted by the 2012 Act) to make arrangements to secure Best Value i.e. the continuous improvement in the carrying out of the SFRS's functions, including, where appropriate, participation in shared services arrangements;
- ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control, setting up an audit committee Chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems;

- (in reaching decisions) taking into account relevant guidance issued by the Scottish Ministers;
- For support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy;
- Attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions.
- ensuring that the SFRS's proceedings, including those of its committees and sub-committees, are held in public and that the agendas, papers and reports in relation to those proceedings are published, as well as publishing a statement setting out the circumstances in which proceedings may be held in private and in which documents need not be published, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act);
- appointing, with the approval of the Scottish Ministers, the second and each subsequent SFRS Chief Officer and, in consultation with the SG, setting appropriate performance objectives and remuneration terms linked to these objectives, which give due weight to the proper management and use of resources within the stewardship of the SFRS and the delivery of outcomes; and
- acting consistently with principles of good governance, accountability and transparency, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act).

2.2 SFRS Chair

The Chair is accountable to the Scottish Ministers for the performance and for the strategic leadership of the SFRS Board. In common with any individual with responsibility for devolved functions, the Chair may also be held to account by the Scottish Parliament and has general responsibility for ensuring that the public body's policies and actions support the Scottish Ministers' wider strategic policies and that its affairs are conducted with probity. The Chair's responsibilities for leading the SFRS Board are set out in detail in paragraph 15 and 16 of the SFRS Governance and Accountability Framework Document.

In leading the board the Chair must ensure that:

- the work of the board is subject to regular self-assessment and that the board is working effectively
- the board, in accordance with recognised good practice in corporate governance, is diverse both in terms of relevant skills, experience and knowledge appropriate to directing SFRS business, and in terms of protected characteristics under the Equality Act 2010
- the board members are fully briefed on terms of appointment, duties, rights and responsibilities
- he or she, together with the other board members, receives appropriate induction training, including on financial management and reporting requirements and, as appropriate, on any differences that may exist between private and public sector practice and local and central government practice
- succession planning takes place to ensure that the board is diverse and effective, and the Scottish Ministers are advised of the SFRS needs when board vacancies arise
- there is a code of conduct for board members in place, approved by the Scottish Ministers.

The Chair assesses the performance of individual board members on a continuous basis and undertakes a formal appraisal at least annually. The Chair, in consultation with the board as a whole, is also responsible for undertaking an annual appraisal of the performance of the Chief Officer.

2.3 SFRS Chief Officer

The Chief Officer is the Board's principal adviser on the discharge of the SFRS's functions and is accountable to the Board. The Chief Officer's role is to provide operational leadership to the SFRS, and ensure that the Board's strategic aims and objectives are met and its functions are delivered and targets met through effective and properly controlled executive action. The Chief Officer's general responsibilities include performance management and staffing of the SFRS. Specific responsibilities

of the SFRS Chief Officer are detailed in paragraph 18 of the SFRS Governance and Accountability Framework Document and include:-

- advising the board on the discharge of its responsibilities - as set out in this document, in the founding legislation and in any other relevant instructions and guidance issued by or on behalf of the Scottish Ministers - and implementing the decisions of the board
- ensuring that financial considerations are taken fully into account by the board at all stages in reaching and executing its decisions, and that appropriate financial appraisal and evaluation techniques, consistent with the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM), are followed
- ensuring that the SFRS adheres, where appropriate, to the SG's Programme and Project Management (PPM) Principles
- having robust performance and risk management arrangements – consistent with the Risk Management section of the SPFM - in place that support the achievement of the SFRS's aims and objectives and that facilitate comprehensive reporting to the board, the SG and the wider public ensuring that adequate systems of internal control are maintained by the SFRS, including effective measures against fraud and theft consistent with the Fraud section of the SPFM establishing appropriate documented internal delegated authority arrangements consistent with the Delegated Authority section of the SPFM
- advising the board on the performance of the SFRS compared with its aim[s] and objectives
- preparing the SFRS's corporate and business plans, in the light of the strategic aims and objectives agreed by the Scottish Ministers
- ensuring effective relationships with SG officials
- ensuring that timely forecasts and monitoring information on performance and finance are provided to the SG; that the SG is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the SG in a timely fashion

- for support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy;
- attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions.
- Designating Local Senior Officers (LSOs) for each local authority area in Scotland (after consultation with the relevant local authority), ensuring that LSOs are adequately equipped, supported and empowered to fulfil their statutory duties, and providing operational direction and control to LSOs, in line with Section 41J of the 2005 Act (inserted by the 2012 Act)

3. MATTERS RESERVED FOR THE BOARD

There are certain matters which have no scope for delegation and must be carried out by the Board. The Board and no other SFRS employee or Committee/Sub-Committee has authority to make decisions in respect of the following reserved areas:

- developing the Strategic Aims and Objectives of the SFRS and approving the [Strategic Plan](#), [Annual Operating Plan](#) and Board Annual Forward Plan;
- approval and amendment of:
 - [Standing Orders for Meetings of the Board and its Committees](#);
 - [Scheme of Delegations](#);
 - [Financial Regulations](#);
 - [Standing Orders for Regulation of Contracts](#);
 - Complaints Handling Scheme;
 - Risk Management Strategy;
 - Equality Scheme;
 - [Freedom of Information Publication Scheme](#);
 - Personnel Policies of major significance to SFRS (as determined by the Chair in consultation with the Chief Officer);
 - Resource and Capital Budgets, and [Annual Report and Accounts](#);
 - Financial and Performance Monitoring arrangements;

- Major projects requiring significant capital investment, or major service redesign;
- [Anti-Fraud and Corruption Policy](#);
- Arrangements for the review of the annual effectiveness of the Board and its Committees, and
- Any other SFRS-wide Corporate Governance related guidance;
- appointing a Chief Officer and the setting of appropriate performance objectives for the Chief Officer;
- appointing Chairs and Deputy Chairs of each Committee or sub-Committee of the Board (these will be determined by the Chair, in consultation with the Board).
- establishment and approval of Committees and their Terms of Reference;
- the appointment of a Standards Officer in accordance with any requirements set by the Commissioner of Ethical Standards in Public Life in Scotland; and
- review and approve the final specification and the evaluation criteria, as drafted by the SLT, and approve the appointment of Internal Auditors in cooperation with the Audit and Risk Assurance Committee.

Where the Scheme does not specifically state if powers have been delegated in respect of a certain matter, it shall be assumed that responsibility for the particular matter lies with the Board in the first instance.

4. DELEGATED AUTHORITY

4.1 Delegations to Standing Committees of the Board

The Board has established a number of Committees, each of which possess a degree of delegated authority, in respect of the responsibilities within their remit, as set out within their Terms of Reference. Delegated authority will provide each Committee with the ability to scrutinise the work of SFRS; make decisions within their limits of responsibilities that do not adversely impact on the Strategic Direction of the SFRS; make recommendations in respect of how the Board can achieve the aims

each respective Committee is concerned with; and provide feedback to the Board on key performance indicators and whether targets will be met.

The Committees are listed below:

- Audit and Risk Assurance;
- Change: Strategic Change and Major Projects;
- Service Delivery
- People and;
- Remuneration, Appointments and Nominations (Sub-Committee);

Each Committee will conduct its business in accordance with Terms of Reference considered and approved by the Board prior to formation. There is scope to amend or alter any Terms of Reference as so required and, again, Board approval is required to do so.

4.2 Delegation of General Powers

In line with Paragraph 14 of Schedule 1A of the 2005 Act, the Board have delegated authority to the following SFRS employees:

- The Chief Officer;
- The Deputy Chief Officer;
- The Assistant Chief Officers;
- The Director of Strategic Planning, Performance and Communications;
- The Director of People and Organisational Development;
- The Acting Director of Finance and Procurement ;and .
- The Acting Director of Asset Management

These employees, referred to collectively as the SLT may do anything, subject always to their specific delegated authority, considered appropriate for the purposes of, or in connection with, the carrying out of the SFRS's functions.

4.3 Chief Officer Absenteeism

In exceptional circumstances and where a situation arises that results in the extended absence of the Chief Officer, the Chair of the SFRS Board may delegate authority as detailed within Section 6. to the Deputy Chief Officer. Subsequent to this decision the Chair of the SFRS Board will inform the full SFRS Board at the earliest opportunity of this decision. As a result, the Deputy Chief Officer will have this delegated authority immediately following the Chair of the SFRS Board's decision, and for the complete duration of the Chief Officer's extended period of absence only.

4.4 Interim SLT Positions

Should any SLT position be held by a member of staff acting up to that role, or by circumstance assume on an interim basis the obligations of that role, they will automatically acquire the delegated and/or sub-delegated authority under that specific position to make all relevant decisions. This delegated and/or sub-delegated authority will be held only for the interim period of acting up or having assumed those obligations. Such authority will both include general powers held by the particular SLT position, together with any specific delegated authority referred to throughout this Scheme of Delegations.

4.5 Delegation to Act as Authorised Signatories

Any probative document which, if entered into, will create a legally binding relationship between SFRS and another party shall (unless otherwise provided for herein) be executed for and on behalf of the SFRS by a member of the Board or by any one of the members of the SLT who are hereby authorised by the Board to execute on the SFRS's behalf.

In accordance with the Requirements of Writing (Scotland) Act 1995, the signature for and on behalf of the SFRS by a Board member or SLT member must be witnessed by one person. This person can be any employee of SFRS and may also be another Board member or SLT member. The Chief Officer and any SLT member

may sub-delegate his/her authority to any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to.

5. DELEGATION TO SFRS ACCOUNTABLE OFFICER

5.1 General Responsibilities

The Principal Accountable Officer for the Scottish Administration (the Permanent Secretary of the Scottish Government) designates the Chief Officer as the Accountable Officer for the SFRS. The essence of the role of Accountable Officer is subject to Section 5 of the [Principal Officer's Memorandum to Accountable Officers of Other Public Bodies](#), a personal responsibility for the propriety and regularity of the public finances for the SFRS and ensuring that the resources of the body are used economically, efficiently and effectively.

The Accountable Officer must make sure arrangements for delegation promote good management and that they are supported by the necessary staff with an appropriate balance of skills.

The responsibilities delegated to the SFRS Accountable Officer are set out in detail in the Principal Accountable Officer's Memorandum to Accountable Officers of Other Public Bodies.

5.2 Strategic and Financial Management Responsibilities

While the responsibilities of the SFRS Accountable Officer cannot be delegated or shared, authority for budgets and associated strategic and financial management responsibilities can be delegated to appropriate SFRS employees. The SFRS Accountable Officer, therefore, authorises members of the SLT to undertake the following responsibilities:

5.2.1 Strategic Management Responsibilities (All members of the SLT)

- proposing objectives, priorities, outcomes and performance indicators for the organisation which square with the organisation's aims, policy and management objectives;
- making plans and ensuring that adequate systems are in place to achieve these objectives effectively, efficiently and economically;
- ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly;
- monitoring and reporting of performance to the organisation's management board and/or Accountable Officer, and
- ensuring that functions are discharged with due regard to economy, efficiency and effectiveness within an overall framework of Best Value.

5.2.2 Financial Management Responsibilities (Acting Director of Finance and Procurement)

- ensuring that proper financial procedures are in place and are followed and that these comply with relevant guidance, in particular the [Scottish Public Finance Manual \(SPFM\)](#), ensuring that funds and assets are properly managed and safeguarded, with checks as appropriate; and
- ensuring that any relevant risks, whether to achievement of business objectives, regularity, propriety or value for money, are identified and effectively managed.

6. DELEGATION TO SFRS CHIEF OFFICER

6.1 Acquisitions, Disposals and Property Provisions

The Board authorises the Chief Officer to:

- acquire and dispose of land and other heritable or moveable property, including the compulsory purchase of land, with the authorisation of Scottish Ministers, in accordance with the requirements of the SPFM, and with the Board's strategic direction;
- approve the use of SFRS heritable or moveable property by other organisations, most specifically but not limited to the sharing or leasing of property and/or the right of access across SFRS property;
- Sign documentation relating to the sale, purchase or use of SFRS heritable or moveable property;
- determine and control the apportionment of accommodation for SFRS's employees, standards of furniture, furnishings and equipment within SFRS's premises;
- maintain registers of assets together with records of transactions and values; and
- arrange, as appropriate, for the sale of surplus, or disposal of discarded, PPE, work equipment and vehicles.

The Chief Officer sub-delegates this authority to the Acting Director of Asset Management.

6.2 Arms and Badge

The Board authorises the Chief Officer to:

- issue guidelines on the use of the SFRS Arms and Badge which is recorded in the Public Register of All Arms and Bearings in Scotland; and
- take appropriate action, which may include reporting to the Court of the Lord Lyon, in respect of any misuse of the SFRS Arms and Badge.

6.3 Authorisation to Exercise Statutory Powers

The Board authorises the Chief Officer to exercise any discretionary powers available to the SFRS.

The Board authorises the Chief Officer to issue and sign any documentation that conveys necessary authorisation to employees in roles where legislation requires the authorisation in question.

6.4 Bad Debt and Losses

The Board authorises the Chief Officer to write off bad debt and/or losses up to and including the value of £1,000 and in accordance with the [Financial Regulations](#). Cumulative debt must be monitored and, where appropriate, reported to the Audit and Risk Assurance Committee and the Board.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.5 Borrowing

The Chief Officer may, subject to obtaining the consent of Scottish Ministers, borrow money. Prior to approaching Scottish Government for any such consent, the Chief Officer shall consult with and obtain the Board's consent to make the approach.

The Chief Officer sub-delegates this function to the Acting Director of Finance and Procurement, who will also be under the obligation to obtain the necessary prior consents.

6.6 Complaints, Comments and Compliments

The Board authorises the Chief Officer to receive and respond on its behalf to complaints, comments and compliments, with the exception of any which relate to the role of Chief Officer, which will be reserved to the Board.

With the exception of complaints, comments and compliments which relate to the Deputy Chief Officer, the Assistant Chief Officers, the Acting Director of Finance and Procurement, the Acting Director of Asset Management, the Director of Strategic Planning, Performance and Communications and Director of People and Organisational Development, the Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.7 Consultants

The Board authorises the Chief Officer, the Chief Officer having first consulted and received advice from the Acting Director of Finance and Procurement and the Director of People and Organisational Development, to source and appoint any external business and management consultants evidenced as necessary and where no existing employee is able to carry out the requirement. For any such consultancy contract with a potential or actual value of or above £100,000, Scottish Government's prior approval shall be sought and obtained in writing and only after the Chief Officer has consulted with and obtained the Board's consent to seek such approval.

6.8 Contracts

The Chief Officer, the Acting Director of Finance and Procurement and the Acting Director of Asset Management may enter into contracts for the supply of goods, works and services on behalf of the SFRS subject to adhering to the SFRS's [Standing Orders for the Regulation of Contracts](#) and subject to the Acting Director of

Finance and Procurement confirming that appropriate budget provision has been made.

6.9 Correspondence and Communications

The Board authorises the Chief Officer to issue and sign correspondence and communications that may be sent in the name of SFRS and which may bear the SFRS badge. Notwithstanding correspondence and communications sent on behalf of SFRS in respect of matters restricted under the Scheme, the Chief Officer sub-delegates this authority to all SLT members who, in turn, further delegate this authority under Section 7 of the Scheme. For the avoidance of doubt, the term 'correspondence and communications' shall include all letters, faxes, emails and other forms of electronic communication that may be sent on behalf of SFRS.

6.10 Damage or Loss to Personal Property

The Board authorises the Chief Officer to consider and, if deemed appropriate, approve payment of in whole or in part valid and vouched claims from employees for damage to, or loss of, personal property in the course of their employment where the employee is not at fault and is not otherwise insured.

6.11 Data Protection and Freedom of Information

The Board authorises the Chief Officer to:

- make, submit and update the necessary registrations;
- consider and respond to applications made under the Data Protection Act 2018 and the Freedom of Information (Scotland) Act 2002;
- determine the appropriate person(s) to consider and respond to any reviews sought in terms of the said legislation; and
- if necessary and appropriate, enter into any Information Sharing Protocols.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.12 Senior Appointments

The Board authorises the Chief Officer to appoint members of the SLT, and Heads of Function. The Chair of the Board, or their representative, will be involved in all SLT appointments. With all senior appointments, the Chief Officer shall engage in prior consultation with the Remuneration, Appointments and Nominations Sub Committee with regard to the appointment process and shall provide feedback to the Committee in respect of the final selections from the process. For the avoidance of doubt, there shall be no further delegation of authority to appoint SLT members, and Heads of Functions beyond the delegation from the Board to the Chief Officer.

6.13 Employment of Staff

With the exception of (1) appointments reserved by statute to the Board, (2) any matters requiring the prior approval of Scottish Government, (3) any matters specifically falling within the terms of reference of any SFRS Committee and (4) any matters subject to national negotiations at Scottish and UK level, the Board delegates its authority under Paragraph 8 (SFRS's employees) of Schedule 1A of the 2005 Act to employ staff to the Chief Officer.

Where appropriate, the Chief Officer sub-delegates the authority to employ staff to the Director of People and Organisational Development.

6.14 Finances and Payments

The Board authorises the Chief Officer to maintain and administer the SFRS's financial resources, including the operation of bank account(s) and the receipt and making of appropriate payments in accordance with the SPFM and SFRS's [Financial Regulations](#).

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.15 Fines

The Board authorises the Chief Officer to consider and, if appropriate, pay or contribute to the legal expenses and outlays of defending a SFRS employee charged with an offence (for example, an offence in contravention of Road Traffic or Health and Safety legislation) whilst acting in the course of their employment, subject to the stipulation the employee is not considered to have been on a frolic of their own (i.e. the employee's actions must have been at the material time closely connected with their employment). Scottish Government's prior written approval is required for any such special payments over the value of £1,000.

6.16 Fire Safety (Prevention and Protection) and Fire Investigation

The Board authorises the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act and associated subordinate legislation made thereunder, together with other legislation relevant to this particular function.

The Board authorises the Chief Officer to issue any necessary letters of authorisation to employees engaged in Enforcement or Fire Investigation roles.

6.17 Foreign Travel / Travel Outwith Scotland / Conferences and Seminars

The Chief Officer's foreign travel or travel outwith Scotland must be authorised and approved by the Chair.

The Board authorises the Chief Officer to authorise and approve foreign travel or travel outwith Scotland and attendance at any relevant conferences or seminars or meetings for any SFRS employee who is on SFRS business. The Chief Officer sub-delegates this authority to all SLT members.

6.18 Gifts and Hospitality

The Board authorises the Chief Officer to:

- accept and provide gifts and hospitality in accordance with the SPFM and with SFRS's [Gifts, Hospitality and Interests Policy](#), which clearly states SFRS's commitment to high standards of ethical behaviour; and
- maintain and publish a register of Gifts, Hospitality and Interests, in accordance with SFRS's Gifts, Hospitality and Interests Policy.

The Chief Officer sub-delegates this authority to Acting Director of Finance and Procurement.

6.19 Health and Safety

The Board authorises the Chief Officer to carry out the operational delivery of health and safety. The Chief Officer sub-delegates this authority to the Assistant Chief Officer, Director of Training, Safety and Assurance. However the Board retain a duty of care towards all staff within the Service and are therefore accountable for the scrutiny of compliance with applicable Health and Safety Legislation.

6.20 Insurance

The Board authorises the Chief Officer to take out and maintain appropriate insurance cover as required by employees who are employed in a particular professional capacity and as required by Landlords or other third parties with whom the SFRS is transacting or working in partnership where commercial insurance is a stipulation and whether or not the SFRS is for all other matters self-insured.

In the event that the SFRS is permitted by Scottish Government to take out insurance cover for all or part of its functions, then the Board authorises the Chief Officer to take out and maintain appropriate insurance cover.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.21 Legal Proceedings and Litigation

The Board authorises the Chief Officer to:

- lodge caveats if deemed necessary;
- accept service of all types of legal claims and legal documents;
- process employer's liability, public liability, motor vehicle and other such claims;
- initiate, enter, defend or withdraw from legal proceedings (judicial and quasi-judicial);
- negotiate settlement of claims or legal proceedings in accordance with the [Scottish Public Finance Manual \(SPFM\)](#);
- settle all claims in accordance with the Scottish Public Finance Manual (particularly under the "Settlement Agreements, Severance, Early Retirement and Redundancy Terms" Section) and all other applicable Guidance. All such settlements, for any amount, must therefore be referred to SG before being considered or offered. Claims not specifically covered by the Scottish Public Finance Manual or other applicable Guidance are authorised, without prior Scottish Government approval and without reference to the Chair and the Board, up to and including the value of £25,000;
- engage in arbitration or mediation;
- enter compromise agreements;
- prepare and submit reports to the Crown Office and Procurator Fiscal Service in relation to offences identified in the course of the SFRS carrying out its functions, and
- engage Solicitors, Solicitor Advocates and Counsel to provide advice, opinions and representation.

The Chief Officer sub-delegates his authority to negotiate settlement of claims or legal proceedings to the Acting Director of Finance and Procurement and the remainder of this authority to the Director of Strategic Planning, Performance and Communications.

6.22 Licences

The Board authorises the Chief Officer to obtain any necessary licences, including but not limited to software licences, required to enable the SFRS to carry out its functions.

The Chief Officer sub-delegates this authorisation to members of the SLT, as appropriate.

6.23 Local Senior Officers

The Chief Officer shall designate an SFRS employee to the role of Local Senior Officer (LSO) for each local authority and the LSO shall carry out the delegated functions narrated at Section 41J (2) of the 2005 Act.

6.24 Loans of Assets

The Board authorise the Chief Officer to provide on temporary or short-term loan assets which are not operationally sensitive, confidential or would breach the Data Protection principles to reputable third parties for research purposes, public exhibition or wider public benefit. The loan may be upon such terms and conditions as the Chief Officer deems appropriate and may include a requirement for security and insurance cover.

6.25 Media and Publications

The Board authorises the Chief Officer to formulate and issue on its behalf media releases and responses and to consider requests from media organisations to record sound and/or images of the SFRS for public transmission.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

The Board authorises the Chief Officer to draft, for its consideration, publications required by legislation or Scottish Government and, once subsequently approved by the Board, to issue same on its behalf in accordance with any such requirement.

6.26 Objections

The Board authorises the Chief Officer to lodge any objections to planning applications, building warrants, road traffic orders and any similar statutory procedures to which the SFRS may be a competent objector and to engage in the objection process, incurring any necessary costs associated therewith and to withdraw any objection, if deemed appropriate.

6.27 Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)

The Board authorise the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act, and associated subordinate legislation made thereunder, together with other legislation relevant to this function.

6.28 Statutory Notices

The Board hereby authorises the Chief Officer to draft, sign and serve statutory notices on its behalf, including Prohibition Notices, Enforcement Notices and Alterations Notices under Sections 63, 64 and 65 respectively of the 2005 Act and, if necessary, to withdraw such Notices.

The Chief Officer sub-delegates this authority to the Deputy Chief Officer and the Assistant Chief Officers.

6.29 Urgent Issues

Where time is of the essence and in order to eradicate or minimise actual or reasonably perceived risk to the SFRS, the Chief Officer may take reasonable and

appropriate action in relation to any function not delegated to the Chief Officer role. The Chief Officer must thereafter report same to the Chair of the SFRS with full reasoning for the decision as soon as is reasonably practicable after the exercise of the function.

6.30 Warrant and Identity Cards

The Board authorises the Chief Officer to issue warrant cards to its employees for the purpose of enabling the employees to both be identified and to exercise the powers and carry out the duties appropriate to the roles held by the employees. There shall be no requirement for such warrant cards to be signed for or on behalf of the SFRS and the Chief Officer requires employees to return warrant cards upon termination of employment with SFRS.

There shall be reserved to the Chair of the Board the power to issue identity cards to the Board members for the purpose of enabling the Board members to be identified and the Chair shall have the power to require the Board members to return the identity cards upon termination of their appointment with SFRS.

6.31 Withdrawal or Amendment of Delegation

The Chief Officer may amend, extend, qualify or withdraw any sub-delegation which he has previously authorised and shall notify the relevant employees of same as soon as is reasonably practicable.

7. DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM

Functions delegated to the Chief Officer and any other member of the SLT (namely, the Deputy Chief Officer, the Assistant Chief Officers, the Director of People and Organisational Development, the Acting Director of Finance and Procurement , the Acting Director for Asset Management and the Director of Strategic Planning, Performance and Communications) may be further delegated to any SFRS

employee, providing that employee holds a role which operates under the control and direction of the particular SLT member delegating and the delegation is in accordance with the Scheme.

In exercising a function delegated from either the Chief Officer or a member of the SLT, the employee in receipt of the delegated authority shall take account at all times of any appropriate Scottish Government, general SFRS or specific departmental practices and procedures, together with any managerial instruction given or guidance notes issued.

Prior to exercising a delegation, checks shall be made to ensure that financial provision for any outlays and/or ongoing costs is available.

Each member of the SLT shall be responsible for maintaining an up-to-date record of sub-delegations to the various roles within their Directorates.



Appendix 1

Summary Overview of Delegated Powers

(* Note each member of the SLT shall be responsible for maintaining an up-to-date record of any further sub-delegations to the various roles within their Directorates.)

FUNCTION	DELEGATED BY THE BOARD TO	SUB-DELEGATED	DIRECTOR RESPONSIBLE	ACTUAL POST HOLDER
Delegations to Standing Committees of the Board	Committees of the Board in accordance with their Terms of Reference	No		
Delegation of General Powers	Strategic Leadership Team	Yes	N/A	N/A
Delegation to Act as Authorised Signatories	Strategic Leadership Team	Yes	N/A	Any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to
Strategic and Financial Management Responsibilities	Chief Officer (Accountable Officer)	No	Accountable Officer, <i>(although not delegating, authorises members of the SLT to undertake these responsibilities).</i>	

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Acquisitions and Disposals	Chief Officer	Yes	Asset Management	Head of Asset Management
Arms and Badge	Chief Officer	No		
Authorisation to Exercise Statutory Powers	Chief Officer	No		
Bad Debt and Losses	Chief Officer	Yes	Finance and Procurement	Head of Finance
Borrowing	Chief Officer	Yes	Finance and Procurement, however under the obligation to obtain the necessary prior consents	Head of Finance
Complaints, Comments and Compliments	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Communications and Engagement
Consultants	Chief Officer	No		
Contracts	Chief Officer, the Acting Director of Finance and Procurement and the Acting Director of Asset Management	No		
Correspondence and Communications	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.

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Damage or Loss to Personal Property	Chief Officer	No		
Data Protection and Freedom of Information	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Governance, Strategy and Performance and Head of Communications and Engagement
Senior Appointments	Chief Officer (with the Chair of the Board involved in all SLT appointments and consultation with RANSC for all senior appointments)	No		
Employment of Staff	Chief Officer	Yes	People and Organisational Development, where appropriate	Head of Human Resource and Organisational Development.
Finances and Payments	Chief Officer	Yes	Finance and Procurement	Head of Finance
Fines	Chief Officer	No		
Fire Safety (Prevention and Protection) and Fire Investigation	Chief Officer	No		
Foreign Travel / Travel Outwith Scotland /	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.

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Conferences and Seminars				
Gifts and Hospitality	Chief Officer	Yes	Finance and Procurement	Head of Finance
Health and Safety	Chief Officer	Yes	Training, Safety and Assurance.	Head of Health, Safety and Wellbeing
Insurance	Chief Officer	Yes	Finance and Procurement	Head of Finance
Legal	Chief Officer	Yes	Finance and Procurement (<i>negotiate settlement of claims or legal proceedings</i>), remainder to the Strategic Planning, Performance and Communications.	Head of Finance and Head of Governance, Strategy and Performance
Licences	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Local Senior Officers	Chief Officer	Yes	All Local Senior Officers	
Loans of Assets	Chief Officer	No		
Media and Publications	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Communications and Engagement
Objections	Chief Officer	No		

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Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)	Chief Officer	No		
Statutory Notices	Chief Officer	Yes	Deputy Chief Officer and Assistant Chief Officers	
Urgent Issues	Chief Officer	No		
Warrant and Identity Cards	Chief Officer (Note: Chair of the Board reserved power to issue identity cards to Board Members)	No		
Withdrawal or Amendment of Delegation	Chief Officer	No		

**EXECUTIVE SFRS MODEL FRAMEWORK DOCUMENT: APPENDIX
SPECIFIC DELEGATED FINANCIAL AUTHORITIES**

	Delegated Limit
Non-competitive action contracts	£25,000
Operating leases – other than property/ accommodation related leases	Able to take out lease at market value up to 5 years with a rental up to £15k per annum
Gifts	£1,000
Special payments	£1,000
Claims waived or abandoned	£25,000
Write-off of bad debt and/or losses	£1,000
External Business and Management Consultancies	£100,000

(Source: [Scottish Fire & Rescue Service Governance and Accountability Framework 2018](#))

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FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

CODE OF CONDUCT FOR BOARD MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Original Author/Role	Lynne Dickson
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance - March 2022
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Last reviewed (name and date)	GC Alasdair Cameron – March 2022
Date for Next Review	March 2023

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Background

The SFRS Board Members Code of Conduct was first presented to the Board on 14 January 2013 with an updated version subsequently presented to the Board on 30 August 2018.

The Ethical Standards in Public Life etc (Scotland) Act 2000 provides for Codes of Conduct for local authority councillors and members of relevant public bodies, including the SFRS. The Act requires the Scottish Ministers to lay before Parliament a Model Code for Members of Devolved Public Bodies and the last Model Code was approved by Scottish Parliament on 4 December 2013.

Scottish Government acknowledged that various developments have taken place in society since then, for example, the increasing role played by social media in our society, while also underlining the importance of respectful behaviour and highlighting that bullying and harassment should not be tolerated under any circumstances.

As a result, the “Ethical Standards In Public Life: Consultation On Model Code Of Conduct For Board Members Of Devolved Public Bodies” was launched in October 2020 to seek views on proposed changes to the Model Code. The Board’s feedback on the consultation was sought and a response based on that feedback was submitted to Scottish Government on behalf of the Board.

Following conclusion of this consultation a revised Model Code of Conduct was issued by the Scottish Ministers in December 2021, with the approval of the Scottish Parliament.

As the Model Code has been approved by Parliament and is enforceable by the Ethical Standards Commissioner there should be no deviation from the Model Code without consent.

SECTION 1: INTRODUCTION TO THE CODE OF CONDUCT

1.1 This Code has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the “Act”\)](#).

1.2 The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.

1.3 The Code has been developed in line with the nine key principles of public life in Scotland. The principles are listed in [Section 2](#) and set out how the provisions of the Code should be interpreted and applied in practice.

My Responsibilities

1.4 I understand that the public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. I will always seek to meet those expectations by ensuring that I conduct myself in accordance with the Code.

1.5 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all situations and at all times where I am acting as a board member of the Scottish Fire and Rescue Service (SFRS), have referred to myself as a board member or could objectively be considered to be acting as a board member.

1.6 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all my dealings with the public, employees and fellow board members, whether formal or informal.

1.7 I understand that it is my personal responsibility to be familiar with the provisions of this Code and that I must also comply with the law and the SFRS’s rules, standing orders and regulations. I will also ensure that I am familiar with any guidance or advice notes issued by the Standards Commission for Scotland (“Standards Commission”) and the SFRS, and endeavour to take part in any training offered on the Code.

1.8 I will not, at any time, advocate or encourage any action contrary to this Code.

1.9 I understand that no written information, whether in the Code itself or the associated Guidance or Advice Notes issued by the Standards Commission, can provide for all circumstances. If I am uncertain about how the Code applies, I will seek advice from the Standards Officer of the SFRS, failing whom the Chair or Chief Executive of the SFRS. I note that I may also choose to seek external legal advice on how to interpret the provisions of the Code.

Enforcement

1.10 [Part 2 of the Act](#) sets out the provisions for dealing with alleged breaches of the Code, including the sanctions that can be applied if the Standards Commission finds that there has been a breach of the Code. More information on how complaints are dealt with and the sanctions available can be found at [Annex A](#).

SECTION 2: KEY PRINCIPLES OF THE MODEL CODE OF CONDUCT

2.1 The Code has been based on the following key principles of public life. I will behave in accordance with these principles and understand that they should be used for guidance and interpreting the provisions in the Code.

2.2 I note that a breach of one or more of the key principles does not in itself amount to a breach of the Code. I note that, for a breach of the Code to be found, there must also be a contravention of one or more of the provisions in sections 3 to 6 inclusive of the Code.

The key principles are:

Duty

I have a duty to uphold the law and act in accordance with the law and the public trust placed in me. I have a duty to act in the interests of the public body of which I am a member and in accordance with the core functions and duties of that body.

Selflessness

I have a duty to take decisions solely in terms of public interest. I must not act in order to gain financial or other material benefit for myself, family or friends.

Integrity

I must not place myself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence me in the performance of my duties.

Objectivity

I must make decisions solely on merit and in a way that is consistent with the functions of the SFRS when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship

I am accountable to the public for my decisions and actions. I have a duty to consider issues on their merits, taking account of the views of others and I must ensure that the SFRS uses its resources prudently and in accordance with the law.

Openness

I have a duty to be as open as possible about my decisions and actions, giving reasons for my decisions and restricting information only when the wider public interest clearly demands.

Honesty

I have a duty to act honestly. I must declare any private interests relating to my public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

I have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the SFRS and its members in conducting public business.

Respect

I must respect all other board members and all employees of the SFRS and the role they play, treating them with courtesy at all times. Similarly, I must respect members of the public when performing my duties as a board member.

SECTION 3: GENERAL CONDUCT

Respect and Courtesy

3.1 I will treat everyone with courtesy and respect. This includes in person, in writing, at meetings, when I am online and when I am using social media.

3.2 I will not discriminate unlawfully on the basis of race, age, sex, sexual orientation, gender reassignment, disability, religion or belief, marital status or pregnancy/maternity; I will advance equality of opportunity and seek to foster good relations between different people.

3.3 I will not engage in any conduct that could amount to bullying or harassment (which includes sexual harassment). I accept that such conduct is completely unacceptable and will be considered to be a breach of this Code.

3.4 I accept that disrespect, bullying and harassment can be:

- a) a one-off incident,
- b) part of a cumulative course of conduct; or
- c) a pattern of behaviour.

3.5 I understand that how, and in what context, I exhibit certain behaviours can be as important as what I communicate, given that disrespect, bullying and harassment can be physical, verbal and non-verbal conduct.

3.6 I accept that it is my responsibility to understand what constitutes bullying and harassment and I will utilise resources, including the Standards Commission's guidance and advice notes, the SFRS's policies and training material (where appropriate) to ensure that my knowledge and understanding is up to date.

3.7 Except where it is written into my role as Board member, and / or at the invitation of the Chief Officer, I will not become involved in operational management of the SFRS. I acknowledge and understand that operational management is the responsibility of the Chief Officer and Executive Team.

3.8 I will not undermine any individual employee or group of employees, or raise concerns about their performance, conduct or capability in public. I will raise any concerns I have on such matters in private with senior management as appropriate.

3.9 I will not take, or seek to take, unfair advantage of my position in my dealings with employees of the SFRS or bring any undue influence to bear on employees to take a certain action. I will not ask or direct employees to do something which I know, or should reasonably know, could compromise them or prevent them from undertaking their duties properly and appropriately.

3.10 I will respect and comply with rulings from the Chair during meetings of:

- a) the SFRS, its committees; and
- b) any outside organisations that I have been appointed or nominated to by the SFRS or on which I represent the SFRS.

3.11 I will respect the principle of collective decision-making and corporate responsibility. This means that once the Board has made a decision, I will support that decision, even if I did not agree with it or vote for it.

Remuneration, Allowances and Expenses

3.12 I will comply with the rules, and the policies of the SFRS, on the payment of remuneration, allowances and expenses.

Gifts and Hospitality

3.13 I understand that I may be offered gifts (including money raised via crowdfunding or sponsorship), hospitality, material benefits or services (“gift or hospitality”) that may be reasonably regarded by a member of the public with knowledge of the relevant facts as placing me under an improper obligation or being capable of influencing my judgement.

3.14 I will never **ask for** or **seek** any gift or hospitality.

3.15 I will refuse any gift or hospitality, unless it is:

- a) a minor item or token of modest intrinsic value offered on an infrequent basis;
- b) a gift being offered to the SFRS;
- c) hospitality which would reasonably be associated with my duties as a board member; or
- d) hospitality which has been approved in advance by the SFRS.

3.16 I will consider whether there could be a reasonable perception that any gift or hospitality received by a person or body connected to me could or would influence my judgement.

3.17 I will not allow the promise of money or other financial advantage to induce me to act improperly in my role as a board member. I accept that the money or advantage (including any gift or hospitality) does not have to be given to me directly. The offer of monies or advantages to others, including community groups, may amount to bribery, if the intention is to induce me to improperly perform a function.

3.18 I will never accept any gift or hospitality from any individual or applicant who is awaiting a decision from, or seeking to do business with, the SFRS.

3.19 If I consider that declining an offer of a gift would cause offence, I will accept it and hand it over to the SFRS at the earliest possible opportunity and ask for it to be registered.

3.20 I will promptly advise the SFRS’s Standards Officer if I am offered (but refuse) any gift or hospitality of any significant value and / or if I am offered any gift or hospitality from the same source on a repeated basis, so that the SFRS can monitor this.

3.21 I will familiarise myself with the terms of the [Bribery Act 2010](#), which provides for offences of bribing another person and offences relating to being bribed.

Confidentiality

3.22 I will not disclose confidential information or information which should reasonably be regarded as being of a confidential or private nature, without the express consent of a person or body authorised to give such consent, or unless required to do so by law. I note that if I cannot obtain such express consent, I should assume it is not given.

3.23 I accept that confidential information can include discussions, documents, and information which is not yet public or never intended to be public, and information deemed confidential by statute.

3.24 I will only use confidential information to undertake my duties as a board member. I will not use it in any way for personal advantage or to discredit the SFRS (even if my personal view is that the information should be publicly available).

3.25 I note that these confidentiality requirements do not apply to protected whistleblowing disclosures made to the prescribed persons and bodies as identified in statute.

Use of Public Body Resources

3.26 I will only use the SFRS's resources, including employee assistance, facilities, stationery and IT equipment, for carrying out duties on behalf of the public body, in accordance with its relevant policies.

3.27 I will not use, or in any way enable others to use, the SFRS's resources:

- a) imprudently (without thinking about the implications or consequences);
- b) unlawfully;
- c) for any political activities or matters relating to these; or
- d) improperly.

Dealing with the SFRS and Preferential Treatment

3.28 I will not use, or attempt to use, my position or influence as a board member to:

- a) improperly confer on or secure for myself, or others, an advantage;
- b) avoid a disadvantage for myself, or create a disadvantage for others or
- c) improperly seek preferential treatment or access for myself or others.

3.29 I will avoid any action which could lead members of the public to believe that preferential treatment or access is being sought.

3.30 I will advise employees of any connection, as defined at [Section 5](#), I may have to a matter, when seeking information or advice or responding to a request for information or advice from them.

Appointments to Outside Organisations

3.31 If I am appointed, or nominated by the SFRS, as a member of another body or organisation, I will abide by the rules of conduct and will act in the best interests of that body or organisation while acting as a member of it. I will also continue to observe the rules of this Code when carrying out the duties of that body or organisation.

3.32 I accept that if I am a director or trustee (or equivalent) of a company or a charity, I will be responsible for identifying, and taking advice on, any conflicts of interest that may arise between the company or charity and the SFRS.

SECTION 4: REGISTRATION OF INTERESTS

4.1 The following paragraphs set out what I have to register when I am appointed and whenever my circumstances change. The register covers my current term of appointment.

4.2 I understand that regulations made by the Scottish Ministers describe the detail and timescale for registering interests; including a requirement that a board member must register their registrable interests within one month of becoming a board member, and register any changes to those interests within one month of those changes having occurred.

4.3 The interests which I am required to register are those set out in the following paragraphs. Other than as required by paragraph 4.23, I understand it is not necessary to register the interests of my spouse or cohabitee.

Category One: Remuneration

4.4 I will register any work for which I receive, or expect to receive, payment. I have a registrable interest where I receive remuneration by virtue of being:

- a) employed;
- b) self-employed;
- c) the holder of an office;
- d) a director of an undertaking;
- e) a partner in a firm;
- f) appointed or nominated by the SFRS to another body; or
- g) engaged in a trade, profession or vocation or any other work.

4.5 I understand that in relation to 4.4 above, the amount of remuneration does not require to be registered. I understand that any remuneration received as a board member of this specific public body does not have to be registered.

4.6 I understand that if a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under Category Two, "Other Roles".

4.7 I must register any allowances I receive in relation to membership of any organisation under Category One.

4.8 When registering employment as an employee, I must give the full name of the employer, the nature of its business, and the nature of the post I hold in the organisation.

4.9 When registering remuneration from the categories listed in paragraph 4.4 (b) to (g) above, I must provide the full name and give details of the nature of the business, organisation, undertaking, partnership or other body, as appropriate. I recognise that some other employments may be incompatible with my role as board member of the SFRS in terms of paragraph [6.7](#) of this Code.

4.10 Where I otherwise undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and how often it is undertaken.

4.11 When registering a directorship, it is necessary to provide the registered name and registered number of the undertaking in which the directorship is held and provide information about the nature of its business.

4.12 I understand that registration of a pension is not required as this falls outside the scope of the category.

Category Two: Other Roles

4.13 I will register any unremunerated directorships where the body in question is a subsidiary or parent company of an undertaking in which I hold a remunerated directorship.

4.14 I will register the registered name and registered number of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which I am a director and from which I receive remuneration.

Category Three: Contracts

4.15 I have a registerable interest where I (or a firm in which I am a partner, or an undertaking in which I am a director or in which I have shares of a value as described in paragraph 4.20 below) have made a contract with the SFRS:

- a) under which goods or services are to be provided, or works are to be executed; and
- b) which has not been fully discharged.

4.16 I will register a description of the contract, including its duration, but excluding the value.

Category Four: Election Expenses

4.17 If I have been elected to the SFRS, then I will register a description of, and statement of, any assistance towards election expenses relating to election to the SFRS.

Category Five: Houses, Land and Buildings

4.18 I have a registrable interest where I own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of the SFRS.

4.19 I accept that, when deciding whether or not I need to register any interest I have in houses, land or buildings, the test to be applied is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as being so significant that it could potentially affect my responsibilities to the SFRS and to the public, or could influence my actions, speeches or decision-making.

Category Six: Interest in Shares and Securities

4.20 I have a registerable interest where:

- a) I own or have an interest in more than 1% of the issued share capital of the company or other body; or
- b) Where, at the relevant date, the market value of any shares and securities (in any one specific company or body) that I own or have an interest in is greater than £25,000.

Category Seven: Gifts and Hospitality

4.21 I understand the requirements of paragraphs 3.13 to 3.21 regarding gifts and hospitality. As I will not accept any gifts or hospitality, other than under the limited circumstances allowed, I understand there is no longer the need to register any.

Category Eight: Non-Financial Interests

4.22 I may also have other interests and I understand it is equally important that relevant interests such as membership or holding office in other public bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described. In this context, I understand non-financial interests are those which members of the public with knowledge of the relevant facts might reasonably think could influence my actions, speeches, votes or decision-making in the SFRS (this includes its Committees and memberships of other organisations to which I have been appointed or nominated by the SFRS).

Category Nine: Close Family Members

4.23 I will register the interests of any close family member who has transactions with the SFRS or is likely to have transactions or do business with it.

SECTION 5: DECLARATION OF INTERESTS

Stage 1: Connection

5.1 For each particular matter I am involved in as a board member, I will first consider whether I have a connection to that matter.

5.2 I understand that a connection is any link between the matter being considered and me, or a person or body I am associated with. This could be a family relationship or a social or professional contact.

5.3 A connection includes anything that I have registered as an interest.

5.4 A connection does not include being a member of a body to which I have been appointed or nominated by the SFRS as a representative of the SFRS, unless:

- a) The matter being considered by the SFRS is quasi-judicial or regulatory; or
- b) I have a personal conflict by reason of my actions, my connections or my legal obligations.

Stage 2: Interest

5.5 I understand my connection is an interest that requires to be declared where the objective test is met – that is where a member of the public with knowledge of the relevant facts would reasonably regard my connection to a particular matter as being so significant that it would be considered as being likely to influence the discussion or decision-making.

Stage 3: Participation

5.6 I will declare my interest as early as possible in meetings. I will not remain in the meeting nor participate in any way in those parts of meetings where I have declared an interest.

5.7 I will consider whether it is appropriate for transparency reasons to state publicly where I have a connection, which I do not consider amounts to an interest.

5.8 I note that I can apply to the Standards Commission and ask it to grant a dispensation to allow me to take part in the discussion and decision-making on a matter where I would otherwise have to declare an interest and withdraw (as a result of having a connection to the matter that would fall within the objective test). I note that such an application must be made in advance of any meetings where the dispensation is sought and that I cannot take part in any discussion or decision-making on the matter in question unless, and until, the application is granted.

5.9 I note that public confidence in a public body is damaged by the perception that decisions taken by that body are substantially influenced by factors other than the public interest. I will not accept a role or appointment if doing so means I will have to declare interests frequently at meetings in respect of my role as a board member. Similarly, if any appointment or nomination to another body would give rise to objective concern because of my existing personal involvement or affiliations, I will not accept the appointment or nomination.

SECTION 6: LOBBYING AND ACCESS

6.1 I understand that a wide range of people will seek access to me as a board member and will try to lobby me, including individuals, organisations and companies. I must distinguish between:

- a) any role I have in dealing with enquiries from the public;
- b) any community engagement where I am working with individuals and organisations to encourage their participation and involvement, and;
- c) lobbying, which is where I am approached by any individual or organisation who is seeking to influence me for financial gain or advantage, particularly those who are seeking to do business with the SFRS (for example contracts/procurement).

6.2 In deciding whether, and if so how, to respond to such lobbying, I will always have regard to the objective test, which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard my conduct as being likely to influence my, or the SFRS's, decision-making role.

6.3 I will not, in relation to contact with any person or organisation that lobbies, do anything which contravenes this Code or any other relevant rule of the SFRS or any statutory provision.

6.4 I will not, in relation to contact with any person or organisation that lobbies, act in any way which could bring discredit upon the SFRS.

6.5 If I have concerns about the approach or methods used by any person or organisation in their contacts with me, I will seek the guidance of the Chair, Chief Officer or Standards Officer of the SFRS.

6.6 The public must be assured that no person or organisation will gain better access to, or treatment by, me as a result of employing a company or individual to lobby on a fee basis on their behalf. I will not, therefore, offer or accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which I accord any other person or organisation who lobbies or approaches me. I will ensure that those lobbying on a fee basis on behalf of clients are not given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming.

6.7 Before taking any action as a result of being lobbied, I will seek to satisfy myself about the identity of the person or organisation that is lobbying and the motive for lobbying. I understand I may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients but it is important that I understand the basis on which I am being lobbied in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code and the [Lobbying \(Scotland\) Act 2016](#).

6.8 I will not accept any paid work:

- a) which would involve me lobbying on behalf of any person or organisation or any clients of a person or organisation.

OFFICIAL

- b) to provide services as a strategist, adviser or consultant, for example, advising on how to influence the SFRS and its members. This does not prohibit me from being remunerated for activity which may arise because of, or relate to, membership of the SFRS, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

ANNEX A: BREACHES OF THE CODE

Introduction

1. [The Ethical Standards in Public Life etc. \(Scotland\) Act 2000](#) (“the Act”) provided for a framework to encourage and, where necessary, enforce high ethical standards in public life.
2. The Act provided for the introduction of new codes of conduct for local authority councillors and members of relevant public bodies, imposing on councils and relevant public bodies a duty to help their members comply with the relevant code.
3. The Act and the subsequent Scottish Parliamentary Commissions and Commissioners etc. Act 2010 established the [Standards Commission for Scotland](#) (“Standards Commission”) and the post of [Commissioner for Ethical Standards in Public Life in Scotland](#) (“ESC”).
4. The Standards Commission and ESC are separate and independent, each with distinct functions. Complaints of breaches of a public body’s Code of Conduct are investigated by the ESC and adjudicated upon by the Standards Commission.
5. The first Model Code of Conduct came into force in 2002. The Code has since been reviewed and re-issued in 2014. The 2021 Code has been issued by the Scottish Ministers following consultation, and with the approval of the Scottish Parliament, as required by the Act.

Investigation of Complaints

6. The ESC is responsible for investigating complaints about members of devolved public bodies. It is not, however, mandatory to report a complaint about a potential breach of the Code to the ESC. It may be more appropriate in some circumstances for attempts to be made to resolve the matter informally at a local level.
7. On conclusion of the investigation, the ESC will send a report to the Standards Commission.

Hearings

8. On receipt of a report from the ESC, the Standards Commission can choose to:
 - Do nothing;
 - Direct the ESC to carry out further investigations; or
 - Hold a Hearing.
9. Hearings are held (usually in public) to determine whether the member concerned has breached their public body’s Code of Conduct. The Hearing Panel comprises of three members of the Standards Commission. The ESC will present evidence and/or make submissions at the Hearing about the investigation and any conclusions as to whether the member has contravened the Code. The member is entitled to attend or be represented at the Hearing and can also present evidence and make submissions. Both parties can call witnesses. Once it has heard all the evidence and submissions, the Hearing Panel will make a determination about whether or not it is satisfied, on the balance of probabilities, that there has been a contravention of the Code by the member. If the Hearing Panel decides that a member has breached their public body’s Code, it is obliged to impose a sanction.

Sanctions

10. The sanctions that can be imposed following a finding of a breach of the Code are as follows:

- **Censure:** A censure is a formal record of the Standards Commission's severe and public disapproval of the member concerned.
- **Suspension:** This can be a full or partial suspension (for up to one year). A full suspension means that the member is suspended from attending all meetings of the public body. Partial suspension means that the member is suspended from attending some of the meetings of the public body. The Commission can direct that any remuneration or allowance the member receives as a result of their membership of the public body be reduced or not paid during a period of suspension.
- **Disqualification:** Disqualification means that the member is removed from membership of the body and disqualified (for a period not exceeding five years), from membership of the body. Where a member is also a member of another devolved public body (as defined in the Act), the Commission may also remove or disqualify that person in respect of that membership. Full details of the sanctions are set out in section 19 of the Act.

Interim Suspensions

11. Section 21 of the Act provides the Standards Commission with the power to impose an interim suspension on a member on receipt of an interim report from the ESC about an ongoing investigation. In making a decision about whether or not to impose an interim suspension, a Panel comprising of three Members of the Standards Commission will review the interim report and any representations received from the member and will consider whether it is satisfied:

- That the further conduct of the ESC's investigation is likely to be prejudiced if such an action is not taken (for example if there are concerns that the member may try to interfere with evidence or witnesses); or
- That it is otherwise in the public interest to take such a measure. A policy outlining how the Standards Commission makes any decision under Section 21 and the procedures it will follow in doing so, should any such a report be received from the ESC can be found [here](#).

12. The decision to impose an interim suspension is not, and should not be seen as, a finding on the merits of any complaint or the validity of any allegations against a member of a devolved public body, nor should it be viewed as a disciplinary measure.

ANNEX B: DEFINITIONS

“Bullying” is inappropriate and unwelcome behaviour which is offensive and intimidating, and which makes an individual or group feel undermined, humiliated or insulted.

"Chair" includes Board Convener or any other individual discharging a similar function to that of a Chair or Convener under alternative decision-making structures.

“Code” is the code of conduct for members of your devolved public body, which is based on the Model Code of Conduct for members of devolved public bodies in Scotland.

"Cohabitee" includes any person who is living with you in a relationship similar to that of a partner, civil partner, or spouse.

“Confidential Information” includes:

- any information passed on to the public body by a Government department (even if it is not clearly marked as confidential) which does not allow the disclosure of that information to the public;
- information of which the law prohibits disclosure (under statute or by the order of a Court);
- any legal advice provided to the public body; or
- any other information which would reasonably be considered a breach of confidence should it be made public.

"Election expenses" means expenses incurred, whether before, during or after the election, on account of, or in respect of, the conduct or management of the election.

“Employee” includes individuals employed:

- directly by the public body;
- as contractors by the public body, or
- by a contractor to work on the public body’s premises.

“Gifts” a gift can include any item or service received free of charge, or which may be offered or promised at a discounted rate or on terms not available to the general public. Gifts include benefits such as relief from indebtedness, loan concessions, or provision of property, services or facilities at a cost below that generally charged to members of the public. It can also include gifts received directly or gifts received by any company in which the recipient holds a controlling interest in, or by a partnership of which the recipient is a partner.

“Harassment” is any unwelcome behaviour or conduct which makes someone feel offended, humiliated, intimidated, frightened and / or uncomfortable. Harassment can be experienced directly or indirectly and can occur as an isolated incident or as a course of persistent behaviour.

“Hospitality” includes the offer or promise of food, drink, accommodation, entertainment or the opportunity to attend any cultural or sporting event on terms not available to the general public.

“Relevant Date” Where a board member had an interest in shares at the date on which the member was appointed as a member, the relevant date is – (a) that date; and (b) the 5th April immediately following that date and in each succeeding year, where the interest is retained on that 5th April.

“Public body” means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

“Remuneration” includes any salary, wage, share of profits, fee, other monetary benefit or benefit in kind.

“Securities” a security is a certificate or other financial instrument that has monetary value and can be traded. Securities includes equity and debt securities, such as stocks bonds and debentures.

“Undertaking” means:

- a) a body corporate or partnership; or
- b) an unincorporated association carrying on a trade or business, with or without a view to a profit.



COMMITTEE STRUCTURE MATRIX

(Effective 28/4/22 to 27/4/23)

Audit and Risk Assurance Committee	People Committee	Remuneration, Appointments & Nominations Sub Committee	Change Committee	Service Delivery Committee	Integrated Governance Forum
Brian Baverstock (Chair)	Mhairi Wylie (Chair)	Fiona Thorburn (Chair)	Fiona Thorburn (Chair)	Nick Barr (Chair)	Kirsty Darwent (Chair)
Lesley Bloomer (Deputy Chair)	Steve Barron (Deputy Chair & EPF)	Steve Barron (Deputy Chair)	Brian Baverstock (Deputy Chair)	Tim Wright (Deputy Chair)	Fiona Thorburn (Deputy Chair)
Tim Wright	Angiolina Foster	Kirsty Darwent	Nick Barr	Paul Stollard	Nick Barr
Mhairi Wylie	Malcolm Payton	Mhairi Wylie	Stuart Ballingall	Lesley Bloomer	Brian Baverstock
Malcolm Payton	Paul Stollard	Stuart Ballingall	Angiolina Foster	Fiona Thorburn	Mhairi Wylie
	Kirsty Darwent (Ex officio)		Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	
Chief Officer	Director POD	Chief Officer	Deputy Chief Officer	Deputy Chief Officer	Chief Officer
Acting Director F&P	Board/Business Support	Director POD	Director Service Development	Directors of Service Delivery and SPPC	Board/Business Support
Internal/External Auditors		Board/Business Support	Programme Manager	Chief Insp. (HMFSI)	
Board/Business Support			Board/Business Support	Board/Business Support	

Strategic Planning, Performance and Communications



BOARD AND BUSINESS SUPPORT

GUIDANCE ON PREPARING CORPORATE LEVEL PAPERS

(WRITING PAPERS FOR THE BOARD, ITS COMMITTEES AND EXECUTIVE LEVEL MEETINGS)

Original Author/Role	GM Rab Middlemiss, Board Support Team
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2022
Authorised (name and date)	Mark McAteer, Director of Strategic Planning, Performance and Communications – March 2022
Date for Next Review	March 2023

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	GM Rab Middlemiss	05/05/2017
2.0	Reviewed/updated	GM Rab Middlemiss	31/05/2017
3.0	Reviewed/updated	GM Rab Middlemiss	07/09/2017
4.0	Reviewed/updated	Marion Lang	20/03/2018
5.0	Reviewed/updated	Marion Lang	29/11/2018
6.0	Reviewed/updated	Marion Lang/GM Alasdair Cameron	28/03/2019
7.0	Reviewed/updated	Marion Lang/GM Alasdair Cameron	03/07/2019
8.0	Reviewed/updated	Marion Lang/GC Alasdair Cameron	27/05/2020
9.0	Reviewed/updated	Marion Lang/GC Alasdair Cameron	09/07/2020
10.0	Reviewed/updated	GC Alasdair Cameron	26/03/2021
11.0	Amendment to Appendix A , section 5.6 Training	Marion Lang/GC Alasdair Cameron	19/07/2021
12.0	Amendment to Report Guidance to clarify need for brevity while maintaining sufficient detail for decision making. Amendment to Report Guidance to include details of levels of scrutiny expected at different meetings levels to assist report writers. Amendment to report template, moving Key Strategic implications from report format to a separate checklist. Amendment to Key Strategic implications to add Health and Wellbeing considerations	Marion Lang/GC Alasdair Cameron	24/3/2022



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

STRATEGIC PLANNING, PERFORMANCE AND COMMUNICATIONS

BOARD AND BUSINESS SUPPORT

GUIDANCE ON PREPARING CORPORATE LEVEL PAPERS

1. [PREPARATION AND MANAGEMENT OF REPORTS](#)
2. [ASSOCIATED DOCUMENTS / REFERENCES](#)

[APPENDIX A – GUIDANCE NOTES FOR COMPLETING THE REPORT](#)

[APPENDIX B – STANDARD TEMPLATE](#)

[APPENDIX C - GUIDANCE NOTES FOR COMPLETING KEY STRATEGIC
IMPLICATIONS CHECKLIST](#)

[APPENDIX D - KEY STRATEGIC IMPLICATIONS CHECKLIST](#)

1. PREPARATION AND MANAGEMENT OF REPORTS

For support with any aspect of this guidance and preparation of reports please contact the Corporate Business and Admin Manager or Board Support Manager.

Reports must be:

- **MAXIMUM 5 PAGES** with links to Appendices and where required attached;
- Approved by the sponsoring Director before submission;
- Prepared and laid out in accordance with guidance given in [Appendix A](#) and [Appendix C](#) relating to completion of [Key Strategic Implications Checklist \(Appendix D\)](#)
- Submitted in line with the deadlines set by the relevant Board/Business Support Team;
- Submitted on the standard template, [Appendix B](#);
- Sufficient in detail to enable informed decisions to be made;
- Written in **Plain English** – [Tips on How to Write in Plain English](#).

Consideration should be given to the level of detail required by the reader, it is important to bear in mind the differing roles of the Board/Committees, who require more brief, high-level strategic detail and the Executive Level Meetings, where more detailed information may be needed.

The table below clarifies the types of scrutiny that will be applied to Executive Level reports and the different types of scrutiny expected at Board Level reporting. It is important those producing and presenting papers at these meetings give cognisance to these and tailor their information accordingly. Authors should ask themselves what the key issues/challenges/implications/benefits and outcomes the specific Executive Board or Committee/SFRS Board they are presenting their report to requires to be sited on to make informed decisions.

	Executive Scrutiny	Board Scrutiny
Who	Who has suggested this and who will it affect? Who is taking responsibility for the change and the rollout? Who do we need to inform? (Scottish Government/Police Scotland/Scottish Ambulance Service/ Fire Brigades Union)	Do we need to seek reassurance on the lead for the implementation of this decision? Have all the relevant people been informed?
What	What is being proposed? What is it that we are trying to solve? What is the cost? What are the safety considerations? What are the training considerations? What is the risk and risk mitigation?	What is being proposed? Are there any concerns that the risk(s) outweigh any potential benefit(s)? Are there any other considerations we could suggest to the Chief/SLT that would assist with the intended outcome?
When	When will this proposal take effect? When will it be reviewed? When will it terminate?	When will this start? When will it stop? Is there a sunset clause? When will it be brought to the relevant Committee of the Board or Board itself for Scrutiny?
Where	Where is the change occurring?	Where is the change occurring?
Why	Why do these changes need to occur?	Is this an appropriate use of the authority delegated to the Chief Officer?
How	How will these changes be rolled out? How are we recording this change? How will the effects/impact of the change be measured? How are we communicating this change? How are we ensuring that we are remaining legally compliant with it?	What additional support can we provide to the Chief Officer/SLT/Executive?

The Corporate Template has been amended to make the key strategic implications a separate checklist for review and consideration. The author will now require to ensure that any key areas of risk or of strategic implication identified are clearly highlighted in the body of the report. These areas may receive further scrutiny and require the author to field questions during the meeting, so it is important to be clear on all risks and implications and be able to discuss these in more detail where requested.

It is also vital for authors to complete an Equality Impact Assessment and Data Protection Impact Assessment for all strategic documents and reports to ensure due consideration is given to equalities and data protection. Guidance can be provided by the Equality and Diversity Team and the Information Governance Team to assist with this process and confirm requirements.

Basic style rules to apply:

- Avoid personal pronouns – ‘I’, ‘we’, ‘you’, etc. Refer to the position/body being referred to;
- Acronyms – provide the full text and acronym in brackets in the first instance and thereafter the acronym;
- Personal names – Names of individuals should have the relevant title, e.g. Chief Officer, Ms, Mr, etc. Generally, the use of personal names should be avoided, except when stating whom the paper was prepared by, sponsored by and presented by;
- Font – Arial 11 point is used for all text;
- Use the active voice (e.g. ‘The Board decided’ rather than ‘it was decided’) and put statements in positive form, as it makes the meaning clearer (e.g. ‘it was possible’ rather than ‘it would not have been impossible’);
- Use simple, concrete language and fewer words;
- Stick to the same tense and keep it simple;
- Use shorter sentences and avoid joining sentences together with ands and buts.

Report Classifications for Executive or Non-Executive Boards/Committees/Groups or Forums:

For Information Only - To inform of something relevant that would be beneficial to present formally. Limited questions and time will be spent on these items.

For Scrutiny - To enable scrutiny of a paper being presented and to allow for questions as required to seek assurance. No decision is required but advice and guidance can be given as appropriate.

For Recommendation - To enable scrutiny of a paper and then for it to be passed, following the correct Governance route as appropriate, 'For Decision'.

For Decision - To enable a final Decision to be made, ensuring a paper has followed the necessary Governance routes.

Note: Further guidance and support can be obtained from the Board and Business Support Teams.

2. ASSOCIATED DOCUMENTS / REFERENCES

- [Standard Template for Corporate Level Papers](#)
- [Key Strategic Implications Checklist](#)
- [SFRS Website – Board Section](#)
- [Standing Orders for Meetings of the Board, its Committees and Sub-Committees](#)
- [Plain English Campaign, How to Write in Plain English](#)

APPENDIX A – GUIDANCE NOTES FOR COMPLETING THE REPORT

<p style="font-size: 1.2em; margin: 0;">SCOTTISH FIRE AND RESCUE SERVICE</p> <p style="font-size: 1.1em; margin: 0;"><i>Insert Name of Meeting</i></p>	 <div style="display: inline-block; vertical-align: middle; text-align: left;"> <p style="margin: 0;">SCOTTISH</p> <p style="margin: 0; font-size: 0.8em;">FIRE AND RESCUE SERVICE</p> <p style="margin: 0; font-size: 0.7em;">Working together for a safer Scotland</p> </div>
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Report No:
Agenda Item:

Report to:	INSERT NAME OF MEETING					
Meeting Date:	INSERT MEETING DATE					
Report Title:	INSERT TITLE OF REPORT					
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>				
	For Scrutiny					
	For Recommendation	A	B	C	D	E
	For Decision	F	G			
1	Purpose (MAX 5 LINES)					
1.1	<ul style="list-style-type: none"> What the report is about and aiming to achieve Why the report is being submitted A clear and detailed statement of the proposal 					
2	Background (MAX ½ PAGE)					
2.1	<p>Context and matters to be covered including:</p> <ul style="list-style-type: none"> Previous SMB/SLT and/or Board/Committee consideration of the issues Relevant external context that brings the issue before the meeting forum (e.g. legislation, government policy, etc.) Relevant SFRS policies, delegations, strategic directions or precedents Background and relevant history of the issue(s) 					
3	Main Report/Detail (MAX 1½ PAGES)					
3.1	<p>Provide suitable and sufficient information in relation to the report classification, items to consider include:</p> <ul style="list-style-type: none"> Brief summary of current position The arguments and reasons behind any proposal The objective and expected outcomes The costs and benefits Where there is a financial implication refer to the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM). More detailed guidance is also found in Her Majesty's Treasury (HMT) Guidance (The Green Book), which has been adopted by the Scottish Government and applies to the SFRS The views of relevant stakeholders or interested parties The implications of any decision and/or the risk that might be involved The alignment with strategic and budget frameworks <p>It is important to include within the main report any key risks or implications as a result of completing the Key Strategic Implications Checklist 'Appendix D'</p>					

4	Recommendation (MAX ½ PAGE)	
4.1	<i>Outline what approval you are seeking, the preferred option and why this was chosen.</i>	
5	Core Brief (MAX 5 LINES)	
5.1	<p><i>For Board and SLT Reports only, provide a very brief overview of the report. This overview will be used to prepare the Board/SLT Core Brief, e.g.:</i></p> <p><i>“The Director of Strategic Planning, Performance and Communications asked SLT to approve a proposal for preparing and presenting Corporate level reports. The proposal will ensure there is consistency in the preparation, submission, layout and content of reports presented at Corporate meetings of the Service (i.e. Board, SLT and SMB).”</i></p> <p><i>A further sentence is then added post-meeting by the relevant Business Support Team to outline the Board or SLT discussion/decision.</i></p>	
6	Appendices/Further Reading	
6.1	<p><i>Denoted by a letter and the respective title (e.g., Appendix A – Proposed Report Template). Links to further reading should be added, where applicable (e.g. further reading – Scottish Public Finance Manual (SPFM), Finance Guidance Notes: http://www.gov.scot/Topics/Government/Finance/spfm/GuidanceNotes)</i></p>	
Prepared by:		
		<i>Insert title / role of person who prepared report</i>
Sponsored by:		
		<i>Insert title / role of Director who sponsored report</i>
Presented by:		
		<i>Insert title / role of person who will present the report</i>
Links to Strategy and Corporate Values (MAX 3 LINES)		
<i>Demonstrate a clear link to the SFRS’s strategic priorities. As a minimum, reports should in some way be supporting the outcomes and strategic objectives stemming from the Strategic Plan.</i>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>To ensure effective corporate governance discuss with line manager/sponsors the most appropriate route to be followed for this report</i>	<i>Date report went to or is planned to go to committee</i>	<p><i>If applicable, detail outcome, relevant brief details/ key amendments made to the report, e.g.:</i></p> <ul style="list-style-type: none"> • <i>SMB – GDPR Implication highlighted/added 5.10.2.</i> • <i>SLT – Recommendation - CC for decision.</i>

APPENDIX B - CORPORATE LEVEL PAPERS TEMPLATE

SCOTTISH FIRE AND RESCUE SERVICE

Insert Name of Meeting



Report No:

Agenda Item:

Report to:								
Meeting Date:								
Report Title:								
Report Classification:	For Information Only	<p style="text-align: center;">Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></p>						
	For Scrutiny							
	For Recommendation	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
	For Decision							
1	Purpose							
1.1								
2	Background							
2.1								
3	Main Report/Detail							
3.1								
4	Recommendation							
4.1								
5	Core Brief							
5.1								
6	Appendices/Further Reading							
6.1								
Prepared by:								
Sponsored by:								
Presented by:								
Links to Strategy and Corporate Values								
Governance Route for Report			Meeting Date			Report Classification/ Comments		

APPENDIX C - GUIDANCE ON COMPLETING KEY STRATEGIC IMPLICATIONS CHECKLIST

To assist with streamlining reports the Key Strategic Implications section has now been removed from the template and is a stand-alone checklist for completion. Report writers must ensure that they engage with relevant Directorates/Functions to ensure they have considered and reviewed all Key Strategic Implications. It is vital that all Key Strategic Implications and related risks are fully reviewed and considered. Implications should only be deemed as “Non-applicable” by exception. Any implications or areas of risk identified require to be highlighted in the body of the report (Section 3.1 as detailed in Appendix A) to assist those scrutinising reports and when making effective recommendations or decisions. These areas may receive further scrutiny and require the author to field questions during the meeting, so it is important to be clear on all risks and implications and be able to discuss these in more detail where requested at the relevant meetings themselves.

The table below provides guidance on the areas to consider.

KEY STRATEGIC IMPLICATIONS	AREAS FOR CONSIDERATION
Risk	<i>Risk and Audit</i> <i>In particular for reports requiring recommendation or decision, note the significant risks associated, please state clearly whether there is potential risk to the organisations reputation, this should also be detailed within the main report accordingly. If risks are held within the Strategic/Directorate risk register note this and update the directorate risk register accordingly.</i>
Financial	<i>Finance and Contractual Services</i> <i>Financial investment required to deliver the proposal. Consider the wider financial strategy of SFRS.</i>
Environmental & Sustainability	<i>Finance and Contractual Services</i> <i>Environmental/sustainability implications.</i>
Workforce	<i>People and Organisational Development</i> <i>Employee implications.</i>
Health & Safety	<i>Health, Safety and Wellbeing</i> <i>Health and safety implications.</i>
Health & Wellbeing	<i>Health & Wellbeing</i> <i>Health and Wellbeing implications and consideration of SFRS Mental Health Plan.</i>

OFFICIAL

Training	Training <i>Any training implications identified. Consider if there is a need for support from the Leadership Skills Development Team or if budget is required for external courses - if so procurement implications and timelines should be considered.</i>
Timing	Timing <i>Timing for implementation and any internal and/or external deadlines.</i>
Performance	SPPC <i>Measures, linked to strategy, used to monitor performance.</i>
Communications & Engagement	Communications and Engagement <i>Outline the level of communication and engagement that has taken place and/or may take place with relevant internal and external stakeholders.</i>
Legal	Legal (Legal Services) <i>Legal implications should be detailed in this section after careful consideration and seeking specific legal opinion as appropriate.</i>
Information Governance	Information Governance (Information Governance) <i>Refer to General Data Protection Regulations Guidance (GDPR) on the iHUB and where appropriate complete a Data Protection Impact Assessment (DPIA) to assess potential GDPR Implications. If not applicable state reasons. Please note it is the responsibility of the author to ensure no personal/sensitive information is provided. If the report contains personal or sensitive information refer to guidance and/or consult with the Information Governance Manager.</i>
Equalities	Equalities (Equality, Diversity and Human Rights) <i>It is important to assess if there is a requirement to complete an Equality and Human Rights Impact Assessment (EIA). Guidance is available from the Equality and Diversity team. There is a legal requirement to consider the equality and human rights implications of proposed decisions and for decision makers to take this information into account before making a decision on any proposed policy, practice, planning activity, initiative or corporate decision that has a direct or indirect impact on people. Within this section of the report, you must outline if an EIA has been carried out and list the relevant General Equality Duties and protected characteristics potentially affected by the proposal, e.g. 'This proposal is deemed likely to have a positive impact on the grounds of Promoting Equality of Opportunity and is particularly relevant to the protected characteristics of age and disability.' If you determine that an EIA is not required, you must outline why the proposal is not relevant to the General Equality Duty, e.g. 'proposal outlined in this report has no impact on people, either employees or service recipients directly or indirectly and is thus deemed not relevant to the General Equality Duty and this has been verified with the Equality and Diversity Team.' Where an EIA has been progressed it should accompany this report.</i>
Service Delivery	Service Delivery (Service Delivery) <i>Any service delivery implications.</i>

APPENDIX D: KEY STRATEGIC IMPLICATIONS CHECKLIST

KEY STRATEGIC IMPLICATIONS	ISSUES IDENTIFIED <i>YES/NO</i>	DETAIL	ADDED TO REPORT <i>YES/NO</i>
Risk			
Financial			
Environmental & Sustainability			
Workforce			
Health & Safety			
Health & Wellbeing			
Training			
Timing			
Performance			
Communications & Engagement			
Legal			
Information Governance			
Equalities			
Service Delivery			

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE AUDIT AND RISK ASSURANCE COMMITTEE

Original Author/Role	Neil Pirie
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Brian Baverstock, Board Member – March 2022
Authorised (name and date)	Kirsty Darwent, Chair of the Board – March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2022
Date for Next Review	March 2023



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE AUDIT AND RISK ASSURANCE COMMITTEE

1. [INTRODUCTION](#)
2. [MEMBERSHIP](#)
3. [REPORTING](#)
4. [RESPONSIBILITIES](#)
5. [RIGHTS](#)
6. [ACCESS](#)
7. [MEETINGS](#)
8. [RELATIONSHIP TO OTHER COMMITTEES](#)
9. [INFORMATION REQUIREMENTS](#)

[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Audit and Risk Assurance Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide independent assurance to the Board and the Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal controls, risk management and governance. Central to this role is the Committee’s assessment of the comprehensiveness, reliability and integrity of assurances it receives.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise five members appointed by the Board, including a Chair and Deputy Chair. The Committee will be supported by the Accountable Officer and other staff, as appropriate to the agenda.
- 2.2 The Board is to ensure that the Chair and Members have the relevant expertise, experience, training, development and support.
- 2.3 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.4 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 The Committee will provide the Board and Accountable Officer with an Annual Report, timed to support finalisation of the accounts and the Annual Governance Statement, summarising its conclusions from the work it has conducted throughout the reporting year.

4. RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and ensure continuous improvement, while also advising and supporting the Board and Accountable Officer on the appropriateness of the:
- Strategic processes for risk management, including risk appetite, the control environment and governance;
 - Annual governance statement and effectiveness of the internal control environment;
 - Effectiveness of the Assurance Framework
 - Accounting policies, the accounts, and the annual report for the organisation, including the process for the review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors;
 - Planned activity and results of both internal and external audit;
 - Adequacy of management response to issues identified by audit activity, including external audit's management letter/report;
 - Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee;
 - Assurance that other committees are undertaking scrutiny of risk as appropriate through an overview of which risks are being scrutinised by each Committee, receiving a progress update on request against aligned Strategic Risks for all the Committees as captured within the Strategic Risk Register;

- Assurances relating to the corporate governance requirements for the organisation and forward planning in this area, aligned to the SFRS Good Governance Framework and best practice.
 - Proposals for tendering for either internal audit services or for purchase of non-audit services from contractors who provide audit services; and
 - Anti-fraud and corruption policies, whistleblowing processes and arrangements for special investigations.
- 4.2 The broad areas of responsibility give the Committee scope to continually monitor and review Audit and Risk Assurance related matters as deemed necessary.
- 4.3 The Committee will also periodically review its own effectiveness and report the results of that review to the Board and Accountable Officer.
- 4.4 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum– [section 8.2](#).

5. RIGHTS

- 5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference, as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.
- 5.2 The Committee may:
- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
 - Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
 - Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
 - Approve previous Committee minutes at the next Committee meeting;

- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6. ACCESS

- 6.1 Members of Strategic Leadership Team, Internal Audit and External Audit will have free and confidential access to the Chair of the Audit and Risk Assurance Committee.

7. MEETINGS

- 7.1 The procedures for meetings are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, may request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present any one member is authorised to assume the role of Chair for the duration of the meeting;
- The Committee may ask any other officials of the organisation to attend, to assist it with its discussions on any particular matter;
- The Committee may ask any or all of those who normally attend, but who are not Members, to withdraw to facilitate open and frank discussion of particular matters;
- The Board or Accountable Officer may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- People;
- Change.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 A list of suggested minimum requirements for the inputs which should be provided to the Committee is contained within [Appendix 2](#).

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members.

Others in attendance

- Chief Officer - Accountable Officer;
- Deputy Chief Officer (In absence of the Accountable Officer);
- Acting Director of Finance and Procurement;
- Internal Audit;
- External Audit;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - LIST OF INFORMATION REQUIREMENTS

For each meeting, the Audit and Risk Assurance Committee will be provided with:

- A report, summarising any significant changes to the organisation's Strategic Risk Register;
- A progress report from the Head of Internal Audit summarising:
 - Work performed (and a comparison with work planned);
 - Key issues emerging from Internal Audit work;
 - Management response to audit recommendations;
 - Significant changes to the audit plan; and
 - Any resourcing issues affecting the delivery of Internal Audit objectives.
- A progress report from the External Audit representative, summarising work done and emerging findings.

As and when appropriate, the Committee will also be provided with:

- business update reports from the Accountable Officer;
- the Charter / Terms of Reference of the Internal Audit provider;
- the Internal Audit Strategy;
- the annual Internal Audit Plan;
- the Head of Internal Audit's Annual Opinion and Report;
- quality assurance reports on the Internal Audit function;
- the draft accounts of the organisation;
- the draft governance statement;
- a report on any changes to accounting policies;
- External Audit's management letter/report and letter of representation;
- a report on any proposals to tender for audit functions;
- a report on co-operation between Internal and External Audit;
- a report on the Counter Fraud and Bribery arrangements and performance;
- reports from other sources within the "three lines of assurance" integrated assurance framework (e.g. Best Value self-assessment Reviews, Gateway Reviews, Health Check Reviews, ICT Assurance Reviews, Digital 1st Service Standard Reviews, Procurement Capability Reviews, Procurement Key Stage Reviews).

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Fiona Thorburn, Board Member – February 2022
Authorised (name and date)	Kirsty Darwent, Chair of Board – March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2022
Date for Next Review	March 2023



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS

1. [PURPOSE](#)
2. [MEMBERSHIP](#)
3. [REPORTING](#)
4. [RESPONSIBILITIES](#)
5. [RIGHTS](#)
6. [ACCESS](#)
7. [MEETINGS](#)
8. [RELATIONSHIP TO OTHER COMMITTEES](#)
9. [INFORMATION REQUIREMENTS](#)

[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – REPORTING ARRANGEMENTS](#)

1. PURPOSE

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board, known as the Change Committee: Strategic Change and Major Projects (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide scrutiny and challenge of the Change Portfolio (Strategic Change and Major Projects) to assure consistency with the strategic direction set by the Board and effective resourcing, planning and delivery.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise of five Board Members appointed by the Board, one of whom will be appointed as Chair, and another as Deputy Chair of the Committee. The Committee will be supported by the Deputy Chief Officer, Director of Service Development and the Head of Portfolio Office, as well as other officials of the SFRS staff, as appropriate to the agenda.
- 2.2 The Committee has the authority to invite representatives of related partner organisations and/or bodies, as appropriate, to Committee meetings to assist with their work.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.

3.2 Reporting arrangements are shown within [Appendix 2](#).

4. RESPONSIBILITIES

4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and assure consistency with the strategic direction set by the Board ensuring:

- Approved business cases and baselined plans in place
- Effective performance reporting based on time, cost and quality
- Robust benefits management – identification, tracking and reporting including benefits tracking beyond project closure where benefits are realised longer term
- Authorisation of Major Projects (as detailed and delegated by the Board within the Scheme of Delegations Section 4.1) that will extend to areas such as, but not limited to Information Communication Technology (ICT) and Assets
- Associated risks and challenges, are fully considered
- Effectiveness of the Service's communication and engagement with stakeholders on change initiatives
- Ongoing Continuous Improvement in how SFRS delivers change, particularly lessons identified and learned.

4.2 These areas of responsibility give the Committee scope to continually monitor and review related matters as deemed necessary to the Committee's overall purpose (Section 1.2), reporting to the SFRS Board.

4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5. RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangement and must always be deferred back to the Board.

5.2 The Committee may:

- Scrutinise and authorise the delegated areas of responsibility referred to in Section 4 above;
- Invite additional members for a limited period to provide specialist assistance, however where there is associated expense this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board in conjunction with the Accountable Officer;
- Approve their previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting, if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- People;
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

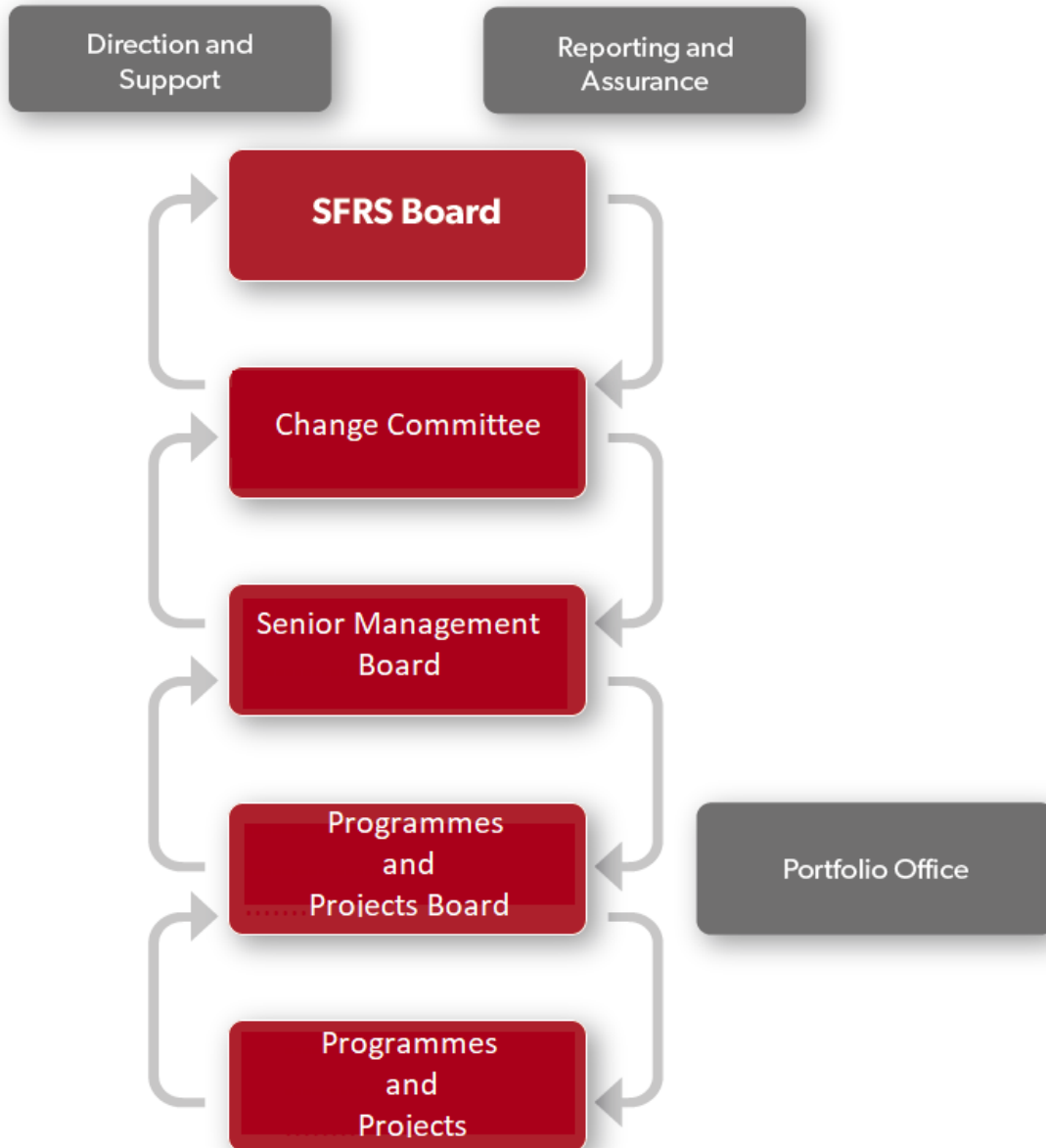
- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Director of Service Development;
- Head of Portfolio Office
- Portfolio Office;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - REPORTING ARRANGEMENTS

An overview that demonstrates the Governance of the direction and support in place, together with the lines of reporting and assurance.



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE SERVICE DELIVERY COMMITTEE

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Nick Barr, Board Member – March 2022
Authorised (name and date)	Kirsty Darwent, Chair of the Board - March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron - March 2022
Date of Next Review	March 2023



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE SERVICE DELIVERY COMMITTEE

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 2. [MEMBERSHIP](#)
 3. [REPORTING](#)
 4. [RESPONSIBILITIES](#)
 5. [RIGHTS](#)
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 8. [RELATIONSHIP TO OTHER COMMITTEES](#)
 9. [INFORMATION REQUIREMENTS](#)
- [APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Service Delivery Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the Board.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise five members appointed by the Board, including a Chair and Deputy Chair. The Committee will be supported by the Deputy Chief Officer, Director of Service Delivery, Director of Training, Safety and Assurance and other staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.

4. RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and ensure continuous improvement in relation to:

- Safety and risk reduction;
- Quality assurance, benchmarking and standards;
- Performance and outcomes;
- Horizon scanning.

- 4.2 The broad areas of responsibility give the Committee scope to continually monitor and review Service Delivery related matters as deemed necessary. This scope of responsibility also includes operational medically related matters, such as Clinical Governance, notwithstanding joint working arrangements with partner agencies.

- 4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5. RIGHTS

- 5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.

5.2 The Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Change;
- People;
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Director of Service Delivery;
- Director of Training, Safety and Assurance
- Board Support Team;
- Other representation, as appropriate and by invitation.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE PEOPLE COMMITTEE

Original Author/Role	Diane Vincent
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Mhairi Wylie, Board Member – March 2022
Authorised (name and date)	Kirsty Darwent, Chair of the Board– March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron - March 2022
Date for Next Review	March 2023



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7. [MEETINGS](#)

8. [RELATIONSHIP TO OTHER COMMITTEES](#)

9. [INFORMATION REQUIREMENTS](#)

[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS](#)

1. INTRODUCTION

- 6.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the People Committee (“the Committee”).
- 6.2 The overall purpose of the Committee is to oversee and scrutinise while providing strategic advice and direction on matters affecting employees, ensuring that staffing and remuneration arrangements are affordable, provide best value and support the strategic aims of the SFRS.
- 6.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference (ToR).
- 6.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Committee will comprise five Board members including a Chair and Deputy Chair. The Committee will be supported by the Director of People and Organisational Development, Director of Training, Safety and Assurance, Head of Service Delivery Area or above and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.

4. RESPONSIBILITIES

4.1 The primary responsibilities of the Committee is to effectively scrutinise, challenge and ensure continuous improvement in relation to:

- Strategic matters relating to the employment of SFRS staff on behalf of the Board and the Accountable Officer, including but not limited to costs;
- People and Organisational Development, Training, Safety and Assurance policies and provide strategic guidance on the approaches being taken;
- SFRS's commitment to the overall diversity, equalities and human rights agenda and organisational values;
- Performance of SFRS against the Strategic Plan objective, towards complying with relevant statutory obligations as an employer, including its [Public-Sector Equality Duty](#);
- The Organisations performance, specifically in relation to people, workforce plans, health, safety & wellbeing, learning & development, organisational development and;
- Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee.

4.2 Undertake any other staffing related review or activity, as requested by the Board;

4.3 Nominate up to 2 representatives to attend as members and report back on the Employee Partnership Forum;

4.4 In addition, the People Committee will form a Sub-Committee, known as the Remuneration, Appointments and Nominations Sub-Committee, which has its own ToR.

- 4.5 The areas of responsibility give the Committee scope to continually monitor and review People related matters as deemed necessary.
- 4.6 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum– [Section 8.2](#).

5. RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these ToR as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.

5.2 The Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support;
- Seek guidance and, where appropriate, refer matters to the Partnership Advisory Group.

5.3 The Committee is authorised by the Board and the Accountable Officer to provide strategic guidance and, where necessary, advise the Board on matters relating to the employment of staff.

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- Change;
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist reviewing and co-ordinating intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

- 9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings - see also [Appendix 2](#).

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Director of People and Organisational Development;
- Director of Training, Safety and Assurance;
- Service Delivery Representative (Head of Service Delivery Area's to rotate at each meeting where possible.)
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - LIST OF INFORMATION REQUIREMENTS

As and when appropriate, the People Committee be provided with:

- Information and proposals pertaining to SFRS pay and reward arrangements;
- Proposals for key strategies and policy frameworks (i.e. agree principles of);
- A summary of employment tribunal cases/claims;
- Results of employee surveys;
- Workforce profiles (equalities indices);
- Workforce planning reports;
- Quarterly Performance Report.

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB-COMMITTEE

Original Author/Role	GM Roy Dunsire
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Fiona Thorburn, Board Member – March 2022
Authorised (name and date)	Kirsty Darwent, Chair of the Board – March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2022
Date for Next Review	March 2023



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB-COMMITTEE

1. [INTRODUCTION](#)

2. [MEMBERSHIP](#)

3. [REPORTING](#)

4. [RESPONSIBILITIES](#)

5. [RIGHTS](#)

6. [ACCESS](#)

7. [MEETINGS](#)

8. [INFORMATION REQUIREMENTS](#)

[APPENDIX 1 – SUB-COMMITTEE MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Sub-Committee of the People Committee, known as the Remuneration, Appointments and Nominations Sub-Committee (“the Sub-Committee”).
- 1.2 The overall purpose of the Sub-Committee is to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee.
- 1.3 As necessary and within the agreed parameters set by the Board, the Sub-Committee will engage in matters of negotiation in respect of SFRS terms and conditions.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Sub-Committee will comprise four members, two of which must be members of the People Committee appointed by the Board, with any one of the four members appointed as a Chair and a Deputy Chair. The Sub-Committee will be supported by the Chief Officer and Director of People and Organisational Development and other staff as appropriate to the agenda.
- 2.2 The composition and effectiveness of the Sub-Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 The Sub-Committee will formally report to the People Committee after each meeting. The key items of business of the Sub-Committee will subsequently be reflected within the minutes of the People Committee. Relevant decisions where appropriate will be reported at a Private meeting of the People Committee or Board.

By the nature of its business, the Sub-Committee will, from time to time, receive and consider confidential information about SFRS personnel. The Sub-Committee is authorised to report fully on its activities to the extent that it can, but maintaining absolute care not to breach confidentiality or data protection legislation.

4. RESPONSIBILITIES

Remuneration Role

4.1 The primary responsibilities in respect of remuneration are to:

- Ensure that remuneration arrangements support the strategic aims of the SFRS;
- Make recommendations with regard to the SFRS pay and reward framework and remuneration processes;
- In collaboration with the Chair of the Board, exercise oversight of the objectives set for the Chief Officer and review the arrangements for their performance appraisal, as well as reviewing the evidence based performance appraisals of the Strategic Leadership Team (SLT), by countersigning;
- In collaboration with the Chair of the Board, make recommendations to the Board regarding remuneration policy, in respect of the SLT and members of Senior Management Team, and keep these under review;
- Ensure that remuneration arrangements enable the recruitment, motivation and retention of employees, while complying with Scottish Government regulatory and governance requirements;
- Select, appoint and determine terms of reference for independent remuneration consultants to advise on remuneration policy and levels of remuneration;
- Work with the Audit and Risk Assurance Committee to ensure that risk and risk appetite are properly considered in recommending the remuneration policy;
- Ensure the adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Sub-Committee.

Appointments and Nominations Role

4.2 The primary responsibilities in respect of appointments and nominations are to:

- Advise the Board on the appointment process for the Chief Officer;
- Support the independence of the appointment process and succession planning arrangements for members of the SLT and Heads of Function (HoF);
- Support the Chair of the Board and Public appointments process in relation to succession planning for Board appointments;
- Consider nominations for honours and awards for SFRS staff.

Negotiation Role

4.3 The primary responsibilities in respect of negotiations are to:

- Take account of national negotiations and collective bargaining machinery for SFRS Staff;
- With the agreement of the Board, the Sub-Committee may, at times, delegate formal negotiations with representative bodies on changes to employee terms and conditions to be undertaken at Executive level whilst still maintaining an oversight role. This will be reported by the Sub-Committee Chair through the People Committee Chair at Private Committee and Board meetings.
- Ensure the following default positions for when negotiations are referred back to the Sub-Committee are considered appropriately and the necessary action taken:-
 - Novel
 - Contentious
 - Reputational or Political
 - Precedence
 - Significant Cost

5. RIGHTS

5.1 The Sub-Committee will report through the Chair of the People Committee.

5.2 The Sub-Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Chief Officer (Accountable Officer);
- Approve previous Sub-Committee minutes at the next Sub-Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the SLT, as required, will have free and confidential access to the Chair of the Sub-Committee.

7. MEETINGS

7.1 The procedures for meetings of the Sub-Committee are:

- To meet formally and in private at least on a quarterly basis;
- Sub-Committee meetings will be held in Private;
- For the Chair of the Sub-Committee, in consultation with members, to request an additional meeting if considered necessary;
- A minimum of 2 Sub-Committee members will be present for the meetings to be deemed quorate;

- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining Sub-Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. INFORMATION REQUIREMENTS

- 8.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - SUB-COMMITTEE MEMBERSHIP

Members

- 5 Board members, including the Chair of the Board.

Others in attendance

- Chief Officer or approved substitute;
- Director of People and Organisational Development or approved substitute;
- Board Support;
- Other representation, as appropriate and by invite.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Richard Whetton, Head of Corporate Governance – March 2022
Authorised (name and date)	Kirsty Darwent, Chair of the Board - March 2022
Last reviewed/amended (name and date)	GC Alasdair Cameron – March 2022
Date for Next Review	March 2023



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM

1. [INTRODUCTION](#)
 2. [MEMBERSHIP](#)
 3. [REPORTING](#)
 4. [RESPONSIBILITIES](#)
 5. [RIGHTS](#)
 6. [ACCESS](#)
 7. [MEETINGS](#)
 8. [RELATIONSHIP TO OTHER COMMITTEES](#)
 9. [INFORMATION REQUIREMENTS](#)
- [APPENDIX 1 – FORUM MEMBERSHIP](#)

1. INTRODUCTION

- 6.5 The Scottish Fire and Rescue Service (SFRS) has established a Forum of the Board, known as the Integrated Governance Forum (“the Forum”).
- 6.6 The overall purpose of the Forum is to provide Committee Chairs an opportunity to highlight any gaps and bring together key themes across the SFRS Committees in order to co-ordinate these in an effective way while ensuring the SFRS Board are kept fully informed.
- 6.7 The Forum as an outcome of this approach, will therefore provide further assurance to the SFRS Board that areas identified are being adequately captured and discussed thereby reducing duplication and with the intent of ensuring a joined-up approach to corporate Governance.
- 6.8 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#), Safety, Teamwork, Respect and Innovation.

2. MEMBERSHIP

- 2.1 The Forum shall be established by the full SFRS Board and be composed of the Chair and Deputy Chair of the Board, together with the Chairs of all other Committees. The Chair of the Forum will be the Chair of the SFRS Board. The Forum will be supported by the Chief Officer and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Chair of each Committee in their absence can send their Deputy Chair to represent them.
- 2.3 The composition and effectiveness of the Forum will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Forum will be held by the Board Support Team and circulated to the Board for information. The Forum may submit special reports to the Board as required.

4. RESPONSIBILITIES

- 4.1 The Forum is intended to provide Board and Committee Chairs an opportunity to ensure key themes are discussed thereby supporting an integrated approach across the Governance within SFRS. Specifically, it will:
- Take a forward and outward looking approach towards good Corporate Governance and best practice making any recommendations to the Board;
 - Discuss, consider and co-ordinate both specific and common themes and/or issues that have implications for the Board's Committees;
 - Assist by identifying which Committee is best placed to monitor the specific SFRS action plans in response to any inspection/audit recommendations, together with scrutiny of any external reports, receiving updates accordingly;
 - Consider Scottish Government Public Body updates and any implications for the SFRS;
- 4.2 The areas of responsibility give the Forum scope to continually monitor and review Integrated Governance related matters as deemed necessary.
- 4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work will be overseen by the Integrated Governance Forum to assist with this objective. - [Section 8.2.](#)

5. RIGHTS

- 5.1 The Forum is not authorised by the Board to make decisions.

5.2 The Forum may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Forum minutes at the next Forum meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support;

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Forum.

7. MEETINGS

7.2 The procedures for meetings of the Forum are:

- To meet formally and in private at least on a quarterly basis, meetings however can be convened at the decision of the Chair at any time as required;
- Conduct all business, in line with the Standing Orders;
- A minimum of 3 Forum members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining Forum members present any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO COMMITTEES

8.1 The Integrated Governance Forum will have strategic relationships with all other Committees of the Board:

- Audit and Risk Assurance;
- Service Delivery;
- Change;
- People; and
- Remuneration, Appointments and Nominations (Sub-Committee).

8.2 The Integrated Governance Forum will review and co-ordinate intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Forum must be provided as per the schedule for their meetings.

APPENDIX 1 – FORUM MEMBERSHIP

Members

- Chair of Board (Chair);
- Deputy Chair of Board;
- Chair of Audit and Risk Assurance Committee;
- Chair of Service Delivery Committee;
- Chair of Change Committee;
- Chair of People Committee;
- Chair of Remuneration, Appointments and Nominations Sub-Committee.

Others in attendance

- Chief Officer or approved substitute;
- Head of Governance, Strategy and Performance
- Board Support;
- Other representation, as appropriate and by invite.

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

PART 1 BASIC INFORMATION

Directorate/Team/Function	Name: Strategic Planning, Performance and Communications - Board Support Team – Governance, Strategy & Performance
E&D Officer	Name: Parveen Khan
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Collective title of EIA: SFRS Corporate Governance Arrangements 2022 Covering: Governance and Accountability Framework; SFRS Good Governance Framework, Annual Governance Statement Policy, Scheme of Delegation; Standing Orders for meetings of the Board and its Committees and Sub-Committees; Terms of Reference for the Audit & Risk Assurance Committee; Terms of Reference for the Integrated Governance Forum; Terms of Reference for the Change Committee: Strategic Change and Major Projects; Terms of Reference for the Service Delivery Committee; Terms of Reference for the People Committee, Terms of Reference for Remuneration, Appointments and Nominations Sub-Committee, Board Support provisions; Code of Conduct for Board Members of the SFRS, Terms of Reference Employee Partnership Forum
Date Assessment Commenced	28 March 2022 (Last review)

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	<ul style="list-style-type: none"> • Governance and Accountability Framework: sets out the non-statutory governance arrangements for the Scottish Fire and Rescue Service (SFRS) specifying key roles and responsibilities. This document is a Scottish Government document but is being included in recognition of its significance in setting Board processes. • SFRS Good Governance Framework is to encourage better service delivery and improved accountability by establishing a benchmark for aspects of good governance in the SFRS. The Framework brings together the various strands of our Corporate Governance arrangements into one overarching Framework document that demonstrates our commitment to upholding good corporate governance throughout SFRS.
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- Annual Governance Statement: Under the Police and Fire Reform (Scotland) Act 2012, the Scottish Fire and Rescue Service (SFRS) is required to prepare financial statements for each financial period and on the basis determined by the Scottish Ministers. This policy provides the relevant SFRS Directorate Management Teams detail of the process and requirements for preparing their Certificates of Assurance to support the Chief Officer's Annual Governance Statement (AGS) as set out in the Public Finance and Accountability (Scotland) Act 2000 (PFA Act).
- Scheme of Delegation: sets out the arrangements for levels of responsibility and authority in making decisions on behalf of the SFRS.
- Standing Orders for meetings of the Board and its Committees and Sub-Committees: sets out the general principles for conducting Board business and administration arrangements.
- Terms of Reference for the Audit & Risk Assurance Committee: sets out the establishment of the Audit & Risk Assurance Committee, its membership and appointment process, scope of activity including risk management, accounting processes and anti-fraud arrangements, and decision making within their limits of responsibilities.
- Terms of Reference for the Integrated Governance Forum: sets out the terms of reference of the forum to provide assurance to the SFRS Board that specific governance issues identified in Committees are discussed across the Board thereby ensuring joined up corporate governance, role as a non-decision making body.
- Terms of Reference for the Change Committee: Strategic Change and Major Projects: sets out the terms of reference of the committee to oversee and scrutinise the progress of change strategies and any underpinning plans, programmes and major projects across the Service, and to provide assurance that the future strategic direction (as set out and approved by the SFRS Board) of the Service is being delivered, decision making within their limits of responsibilities.
- Terms of Reference for the Service Delivery Committee: sets out the terms of reference of the committee to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the Board, with decision making within their limits of responsibilities.

	<ul style="list-style-type: none"> • Terms of Reference for the People Committee: sets out the terms of reference of the committee to oversee and scrutinise while providing strategic advice and direction on matters affecting employees and to ensure that staffing and remuneration arrangements support the strategic aims and ethos of the SFRS and are affordable, with decision making within their limits of responsibilities. • Terms of Reference for Remuneration, Appointments and Nominations Sub-Committee: sets out the terms of reference of the committee to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee, role as a non-decision making body. • Board Support sets out the establishment of a Board Support Team indicating roles and responsibilities and setting out the principles for corporate administration of Board/committee business and meetings. • Code of Conduct for Board Members: sets out the standards expected of Board member behaviour as required by The Ethical Standards in Public Life etc (Scotland) Act 2000 and as enforced by the Standards Commission. • Terms of Reference for the Employee Partnership Forum: is a national arrangement which provides a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, role as a non-decision making forum. <p>Collectively these policy documents, code and Board papers set out the general operating arrangements for the Board and the SFRS to conduct its business in an effective, efficient, accountable and transparent manner.</p>
<p>Are there any associated objectives of the function/policy (please explain)?</p>	<p>The Board (non-executives) and SFRS Strategic Leadership Team (SLT) (executives) and support personnel operate in an environment conducive to good decision making and effective scrutiny.</p> <p>SLT formally meet on a monthly basis while the Board meet formally on a bi-monthly basis. Forward planning is undertaken to ensure business is directed through the appropriate executive boards and non-executive Committees for the correct governance route to SLT/Board decision making.</p> <p>An annual governance review is undertaken of the Board and Committee related items for decision, thereby</p>

	<p>ensuring the continued effectiveness of the governance arrangements within the SFRS.</p> <p>Governance arrangements are reviewed annually and strengthened as part of our continuous improvement and effectiveness of the Board and its Committees.</p>
<p>Does this function/policy link with any other function/policy? If Yes, please list and describe relationship.</p>	<p>Fire and Rescue Framework for Scotland 2022 - sets out Scottish Ministers' expectations of the SFRS and provides strategic priorities and objectives, together with guidance on how the delivery of SFRS's functions should contribute to the Scottish Government's (SG) purpose.</p> <p>SFRS Governance & Accountability Framework - sets out the broad governance structures within which the SFRS will operate and defines key roles and responsibilities which underpin the accountability relationships between the SFRS and the SG.</p> <p>SFRS Strategic Plan - sets the policy and resources framework within which the SFRS will operate, informing funding decisions and providing the basis for performance and financial monitoring and outlines the outcomes and objectives on which the SFRS will focus its attention and identify its ambitions for the period of the plan.</p> <p>SFRS Annual Operating Plan – as set out in the Governance and Accountability Framework the SFRS has a duty to prepare an Annual Operating Plan to support the achievement of the Strategic Plan.</p> <p>SFRS Good Governance Framework - is to encourage better service delivery and improved accountability of good governance in the SFRS giving a clear high-level overview of the key elements across the organisation, how this all works in practice and developing an integrated assurance approach.</p> <p>Annual Governance Statement - outlines the arrangements that are in place for internal control, risk management and corporate governance, and how effective these arrangements have been during the period under review.</p>
<p>Who is intended to benefit from the function/policy and in what way?</p>	<p>Communities and wider stakeholders by gaining an understanding of the governance arrangements in place within the SFRS and how they are managed.</p> <p>Scottish Government – through an accountable Board.</p> <p>SFRS Board – through clear processes for administering Board business.</p> <p>SFRS SLT personnel – through clear processes for administering Board business.</p>
<p>What outcomes are wanted from this function/policy?</p>	<p>Efficient and effective management of Board and SFRS proceedings and to ensure open and transparent working ensuring scrutiny can be conducted appropriately.</p>

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	<p>Accountable Board members who in turn hold SFRS personnel to account.</p> <p>Ensure SFRS comply with the Fire Scotland Act 2005 (as amended) and the Police and Fire Reform Act 2012 and also as an outcome of the Fire and Rescue Framework ensuring this is taken into account when implementing the SFRS Strategic Plan.</p> <p>To ensure that decision making and reporting demonstrates how equality issues are considered, including as an element of SFRS's improvement processes.</p>
<p>What factors/forces could contribute/detract from the outcomes?</p>	<p>Detract – failure to ensure that the overall process of Board governance is fully followed and easily understood by all relevant Board members and SFRS personnel.</p>
<p>Who are the main stakeholders in relation to the function/policy?</p>	<p>SFRS Board SFRS Strategic Leadership Team Chief Officer's Business Team/Board Support Team</p>
<p>Who implements the policy and who is responsible for the function/policy?</p>	<p>SFRS Board Chair and Committee Chairs, Accountable Officer (Chief Officer) and Chief Officer's Business Team/Board Support Team</p>

**PART 2
ESTABLISHING RELEVANCE –IMPACT ASSESSMENT**

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

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

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

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

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

AND,

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

Fire and Rescue Framework for Scotland 2022
 SFRS Strategic Plan
 SFRS Annual Operating Plan
 SFRS Governance & Accountability Framework
 SFRS Good Governance Framework
 Annual Governance Statement
 SFRS Positive Action Strategy
 Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012

Human Rights Act 1998
 The Islands (Scotland) Act 2018
 Children and Young People (Scotland) Act 2014
 National Performance Framework

SFRS policies support a people centred approach as well as Equality Outcomes to comply with the Public Sector Equality Duties.
 In line with the Fire and Rescue Framework for Scotland 2022 the SFRS will have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and people that do not share it.

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	<input type="checkbox"/>	<u>Proceed to Part 4 Monitoring</u>
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	<u>Proceed to Part 3 Impact Assessment</u>
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	<u>Proceed to Part 3 Impact Assessment</u>

PART 3 IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of age.</p> <p>Relevance to age relates entirely to the accessibility of Board proceedings. Older people are more likely than younger people to experience physical or sensory impairment that may affect their ability to access materials and/or attend a Board meeting as a member of the public. More opportunity to attend and observe a Board meeting will be available through the published recordings of public Board meetings on the SFRS website and the ability to join some meetings remotely.</p> <p>Issues of accessibility are referenced in the Summary and Conclusion section below.</p> <p>There is anecdotal evidence that younger people are less likely to participate in public life than older people and this may mean that fewer young people will attend Board meetings or interact with Board members. The methods used to promote Board meetings and Board business is referenced in the Summary and Conclusion section below.</p>
Caring Responsibilities	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of caring responsibilities or care experience.</p> <p>Relevance to caring responsibilities relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
Disability	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of disability.</p> <p>Relevance to disability relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

OFFICIAL

<p>Gender reassignment</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of gender.</p> <p>There is no evidence that indicates that men or women are more/less likely to participate in public life or engage with public bodies arising from the status of their gender.</p> <p>Women in the broader population are more likely to be the primary carer for a dependent and this may affect ability to attend meetings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
<p>Marriage and Civil Partnership</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of marriage or civil partnership status.</p> <p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their marital/civil partnership status.</p>
<p>Pregnancy and maternity</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of pregnancy and maternity.</p> <p>As with caring responsibilities relevance to pregnancy and maternity relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
<p>Race</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of race, ethnicity and/or nationality.</p> <p>Relevance to ethnicity relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is no evidence that indicates that participation in public life or engagement with public bodies arises from issues of race, ethnicity or nationality. There is a possibility that new migrants to Scotland will be less likely to participate than established communities as they are less informed about public bodies and the role of public engagement. The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
<p>Religion and Belief</p>	<p>As with race comments above.</p>
<p>Sex (gender)</p>	<p>As with caring responsibilities and pregnancy and maternity comments above.</p>
<p>Sexual Orientation</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of sexual orientation.</p>

	<p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their sexual orientation.</p>
<p>Social and economic disadvantage</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of social or economic disadvantage.</p> <p>Relevance to social or economic disadvantage relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is a possibility that individuals who are socially or economically disadvantaged are less likely to participate as they are less informed about public bodies and lack the means to engage through attendance at meetings or to engage in a manner meaningful to them.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
<p>Human Rights</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the Human Rights.</p> <p>The Code of Conduct may have some relevance to the Human Rights Act article 8 Right to Respect for Private and Family Life. This is referenced in the Summary and Conclusion section below.</p> <p>It is not viewed there is any relevance to Protocol 1 Article 1 Protection of Property as the Code does not prohibit the use or retention of property, it only seeks the disclosure of potential conflict of interest with the view to preserving the integrity of Board decisions and proceedings.</p>
<p>Impact on People in General not covered by specific characteristics</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on people.</p> <p>Some people may be less able to attend Board meetings and less able to participate in public life because of their geographic location and cost or distance of travel.</p> <p>There is an opportunity to make a positive impact on people in island communities by allowing public access to Board proceedings through the use of other methods such as the recording and publishing on our website of public meetings and the ability to join remotely, as well as direct feedback using the online comments process.</p> <p>The hosting of Board meetings at venues across Scotland provide an opportunity for many more people to attend than if the location was isolated to HQ, Cambuslang.</p> <p>Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

Summary and Conclusion of Impact Assessment

Collectively these documents provide the operating arrangements for the Board of the SFRS with the SFRS Good Governance Framework supporting a clearer understanding of how this all works. There is limited relevance to equality and some, albeit limited, opportunity to make a positive impact in relation to the general equality duty across the protected characteristics as it relates to these governance and operating arrangements. It will be the proposals and recommendations submitted to the Board which makes use of these arrangements that will potentially be relevant to equality and human rights rather than the arrangements to be followed.

Any report brought forward to the Board for decision will have a separate EIA where appropriate, which will include an islands assessment, as part of the governance arrangements which will be considered and reflected upon as part of the decision making process. Further to this the Board will review the impact of decisions being made after a period of 12 months, the first of these reviews commencing in April 2022.

There are, nevertheless, some specific areas of activity where there is a direct relevance to equality arising from this suite of documents.

Relevant documents: Membership & Operating Arrangements and Terms of Reference to each Committee

Issue: Accessibility of Board agendas, reports, papers and other communication (public). Board papers are made available to the public through the SFRS website. This is viewed as a proportionate means of making written materials accessible to individuals with a sensory impairment, who may have difficulty with reading arising from a learning difficulty or other condition such as dyslexia, or for whom English is not their first language. The website is compatible with a range of supportive technologies such as text readers, contrast control and font size adjustments. The website is compatible with Google translate which will facilitate translation of information into a number of other languages. It is recognised that some individuals may require additional measures to meet the requirements of their disability and such requests will be considered on a case by case basis for a reasonable adjustment to be implemented. The translation of Board papers into alternative languages would be prohibitively expensive for the SFRS to fulfill individual requests and it would be an expense that would be disproportionately high compared to the impact achieved for the individual - instead the Board Support Team will consider each request for alternate language provision with a view to ensuring that all of Scotland's communities can access the significant issues pertaining to SFRS and Board business.

It should be noted that this section relates only to the materials produced to support the administration of Board proceedings and not to any SFRS material such as community engagement materials which may have to be provided in alternate formats and/or languages.

The SFRS and Board have an ambition to provide materials in easy to understand language and format. It is, however, noted that the business of the Board may at times be complex and will not lend itself to simplification without loss of meaning. The Board and the SFRS recognise the importance of focusing on key and significant messages and documents that will contribute towards improved community safety as well as transparency and accountability of the SFRS.

Issue: Accessibility of Board agendas, reports, papers and other communication (Board members and SFRS personnel).

In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. Board members are emailed a link to their Board papers and other communications accessed via their Board sharepoint site and

can therefore make use of assistive technologies referenced above. Other requests for alternate formats of materials can be accommodated on request such as large print versions of documents.

SFRS personnel can access materials via the intranet and/or SFRS website and can utilise assistive technologies. Other requirements for personnel to enable them to perform their job will be considered on a case by case basis for a reasonable adjustment on the grounds of disability.

Issue: Accessibility of Board meetings (public).

There is an opportunity to make a positive impact across all protected characteristics by allowing public access to Board proceedings. The hosting of Board meetings at venues across Scotland provide an opportunity for many more people to attend than if the location was isolated to HQ, Cambuslang.

There is a further opportunity to make a positive impact through the participation in other stakeholder engagement activities that are to be programmed to coincide with Board meetings. This has the potential to allow access to Board members for a range of local community groups that might not otherwise be considered a stakeholder/partner providing that the Board extends their engagement activities out-with the scope of recognised partner agencies such as Community Planning Partnerships.

The accessibility of Board meetings is only as good as the ability of the Board, SFRS and Board Support Team to enable the participation of members of the public. Enabling participation includes:

- Picking venues for the Board proceedings that are well served by public transport
- Making use of venues that have good disability access provisions such as adequate designated parking, induction loop hearing assistance, wheelchair access, suitable and varied seating and well maintained premises clear of unnecessary clutter and obstruction
- Extend the promotion of attendance at Board meetings beyond those controlled centrally by the Board Support Team (e.g. website notification) to a local level to be supported by Board Support Team and local SFRS personnel promoting the Board meetings through local press release and notices in community, religious centres and other public buildings

Board meetings are currently scheduled to take place on Thursday mornings/early afternoon. This does not conflict with known religious observance days and as such the timing of Board meetings does not pose a barrier to attendance. It is unlikely that the scheduling of Board meetings will bring the date of meeting into conflict with significant religious festivals, nevertheless, the Board Support Team will maintain a review of the Board schedule to prevent repeated conflict of dates affecting any particular faith group.

It is not the intention of the Board/SFRS to provide food or drink to members of the public attending the Board meeting and as such no consideration on these grounds needs to be given to meeting cultural/religious requirements.

It is recognised that there may be some individuals who would wish to attend a Board meeting but are unable to do so despite the measures referenced above. Attendance may not be possible because of geographic location, other responsibilities such as work commitments or caring for a dependent, cost or distance of travel or physical impairment severely affecting mobility. While attendance at Board meetings may not be possible the Board and SFRS seek to enable participation through the use of other methods such as the recording and publishing on our website of public meetings and the ability to join remotely, as well as direct feedback using the online comments process.

Issue: Accessibility of Board meetings (Board members and SFRS personnel).

In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. The Board Support Team will ensure that those venues used for Board meetings have arrangements in place to provide catering that would meet requests based on the grounds of cultural or religious observance.

Code of Conduct

The Code is enforced by an external body and was revised and approved by Scottish Ministers in December 2021. This has an impact on the SFRS Board members. Overall the Code is likely to have a neutral effect on the grounds of protected characteristics by seeking to maintain a standard of behaviour that is consistent across similar organisations and has the objective of promoting integrity, honesty and fairness in the proceedings of the Board. There is a possibility for a negative impact on the grounds of marriage/civil partnership and/or sexual orientation. The requirement to disclose conflict of interest of partners/spouses may require individual members of the Board to release information they consider private and would otherwise not wish to disclose. Similarly, the disclosure of the interests of a same sex partner may result in the disclosure of sexual orientation which the individual may wish to keep private. Nevertheless, the requirement to ensure that public bodies and their representatives remain accountable and transparent in the pursuit of robust and fair public activities outweighs any consideration of protection of privacy within the context of disclosing a partner's interests.

The Code of Conduct provides an opportunity to make a positive impact on the grounds of age, gender, disability, sexual orientation, religion and belief, social and economic disadvantage and gender identity by supporting the Scottish Government's ambitions to improve the representation on public boards from these groups. This has a relationship to all elements of the general equality duty.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	<u>Proceed to Part 4 Monitoring</u>
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	<u>Proceed to Part 4 Monitoring</u>

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?

This will be revised as part of the annual review conducted around June/July ensuring arrangements for reviewing the effectiveness of the Board.

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

Q2 What will be monitored?

The Board and the Board Support Team will periodically review the processes for governance and administering Board business.

In relation to equality this will include:

1. Accessibility and suitability of meeting venues (access and catering provisions)
2. Requests for alternate formats of written information on grounds of disability and language
3. Range of community groups attending or participating in Board proceedings

The purpose of the monitoring is to:

- Identify trends and patterns of requests made and action taken relating to disability access and non-English language provision
- Illustrate the steps taken by the SFRS to enable all of Scotland's communities to be involved

This will mean that the processes for monitoring will themselves be reviewed and refined over time.

Following the Board's decision in 2020 to move to a digital approach for Board/Committee meetings due to COVID-19, the opportunity to attend a Board meeting remotely via conference facilities will continue to be monitored and reviewed.

Note:- An equality impact assessment will be developed relating to the appraisal process for Board members and a separate monitoring system for that process put in place.

Q3 How will monitoring take place?

1. Create an EIA folder on Board Support Team SharePoint site to capture and store monitoring processes.
2. Develop and provide a checklist guide to potential venue owners of requirements based on needs.
3. Log requests for alternate formats and action taken.
4. Log requests for assistance at Board/Committee meetings and action taken.
5. Log the places Board/Committee meeting notices have been distributed, log any requests for attendance at meetings and/or note any issues arising during proceedings relating to equality.
6. Log the range of stakeholder/community groups involved in the ancillary activities taking place alongside Board meetings.
7. Compliments, comments and feedback on Board proceedings

This range of measures may be refined where it is determined that there is no on-going need to capture this information.

Q4 What is the frequency of monitoring?

For each Board/Committee meeting subject to the provision that this range of measures may be refined where it is determined that there is no on-going need to capture this information.

Monitoring will be aligned to the annual governance review however if, at any point, any outcomes are considered to have an impact on these arrangements a further review could be undertaken as required.

Q5 How will monitoring information be used?

The information will be used to:

- Illustrate the steps taken to involve all of Scotland's communities and demonstrate the measures involved in ensuring the Board is actively pursuing a policy of openness, transparency and accountability
- To inform Board proceedings to ensure that people are enabled to participate and that processes are accessible to all stakeholders.
- To ensure continual good governance, assurance and scrutiny.

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Elaine Gerrard, Diversity Manager
Date	March 2020

This Equality and Human Rights Impact Assessment was reviewed by:

Name	Heather Greig
Directorate/ Function	Strategic Planning, Performance and Communications / Board Support Team
Date	April 2022

Report No: B/SPPC/04-22

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	28 APRIL 2022						
Report Title:	SFRS GOOD GOVERNANCE FRAMEWORK						
Report Classification:	For Decision	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>
1	Purpose						
1.1	The purpose of Scottish Fire and Rescue Service (SFRS) Good Governance Framework (the Framework) is to encourage better service delivery and improved accountability of good governance in the SFRS.						
2	Background						
2.1	It has been recognised through various independent audits that the SFRS have robust governance processes in place which have and continue to improve. It is in that spirit that the development of an SFRS Good Governance Framework was raised, giving a clear high-level overview of the key elements across the organisation, how this all works in practice and developing an integrated assurance approach.						
2.2	SFRS meets its Corporate Governance requirements and expectations in many ways, and this can be complex and difficult to understand for all stakeholders. Therefore, it is also the intention of this Framework to make that easier and simpler to piece together and comprehend.						
3	Main Report/Detail						
3.1	The Framework brings together the various strands of our Corporate Governance arrangements into one overarching Framework document that demonstrates our commitment to upholding good corporate governance throughout SFRS.						
3.2	The Framework will be a living document and will evolve over time with its continued purpose to ensure good governance is being achieved while being an aide for stakeholders towards the understanding of SFRS governance arrangements. A key focus of the Framework is on the Board (Non-executives) and the Strategic Leadership Team (Executives), it is designed to assist them in performing their role of directing, controlling, and leading the SFRS in a fit and proper manner.						
3.3	The Framework will also be cascaded to SFRS management teams who may directly support the Board and Strategic Leadership Team (SLT) in fulfilling this role. Our workforce is integral to achieving improved local outcomes through the delivery of our priorities and strategic objectives set by the Board and SLT.						
3.4	By following the Framework, we aim to deliver high standards of Corporate Governance, which we believe will lead to better service delivery and ultimately better outcomes for the communities of Scotland. We are responsible for ensuring that we deliver our services in						

	<p>accordance with the law and our statutory responsibilities, that we safeguard and properly account for public money and that this money is used in accordance with Best Value principles. The Framework therefore sets out the way we will operate to meet these responsibilities and therefore maintain public confidence in the SFRS as a public body.</p>
3.5	<p>At the heart of the Framework lies six core principles of good corporate governance, each with its supporting characteristics that outline how we will demonstrate the application of the principles. The six principles we have adopted are taken from the ‘Good Governance Standard for Public Services’ That was developed by the Chartered Institute for Public Finance and Accountancy. (CIPFA).</p>
3.6	<p>As part of the development of this new Framework consideration and benchmarking was conducted with the following documentation reviewed:</p> <p>On Board – A guide for Board Members of Public Bodies in Scotland</p> <p>Scottish Police Authority – Corporate Governance Framework</p> <p>Scottish Ambulance Service Good Governance Report</p> <p>London Fire Brigade Governance Arrangements</p> <p>NDPB (Non Departmental Public Bodies) – Single Source Regulations Office</p> <p>Deloitte – Integrated Risk Assurance</p> <p>HM Treasury – Assurance Frameworks</p> <p>Scottish Housing Regulator</p> <p>The Big Assurance Picture</p>
4	Recommendation
4.1	<p>For the Board to approve the SFRS Good Governance Framework, providing any relevant feedback or points for further consideration.</p>
5	Key Strategic Implications
5.1	Risk
5.1.1	<p>To support and aid the understanding of how risk operates within SFRS and its importance in line with the SFRS Risk Management Policy.</p>
5.2	Financial
5.2.1	<p>Governance of our budget and also Best Value.</p>
5.3	Environmental & Sustainability
5.3.1	<p>Ensuring the SFRS continues to maintain and develop robust governance arrangements that ensure this key area of focus remains a top priority.</p>
5.4	Workforce
5.4.1	<p>Assists all staff when performing their role of directing, controlling, and leading the SFRS in a fit and proper manner and provides understanding for all employees of the governance arrangements within SFRS.</p>
5.5	Health & Safety
5.5.1	<p>No key Health and Safety strategic implications.</p>

5.6	Training
5.6.1	All relevant personnel should be made aware of this framework as part of their induction and considered where relevant as part of annual appraisals.
5.7	Timing
5.7.1	This has been developed to coincide with the annual review of governance related matters and will be treated as a living document, reviewed a minimum of annually.
5.8	Performance
5.8.1	A key focus of the Framework is on the Board (Non-executives) and the Strategic Leadership Team (Executives), it is designed to assist them in performing their role of directing, controlling, and leading the SFRS in a fit and proper manner.
5.8.2	We also have our mid and annual Ministerial Performance reviews, and the Chief Officer also produces an annual report to the Board .
5.9	Communications & Engagement
5.9.1	This will aid the understanding of SFRS Governance structures and how they work in practice.
5.10	Legal
5.10.1	We will be acting consistently with the principles of good governance, a requirement of the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and following best practice promoted by the Scottish Government in publications SFRS Fire and Rescue Framework , SFRS Governance and Accountability Framework and also ' On Board: A Guide for Board Members of Public Bodies in Scotland '.
5.11	Information Governance
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i> No personal data detailed.
5.12	Equalities
5.12.1	<i>EIA completed – Yes</i>
5.12.2	Updated EIA is contained within Annual Governance Review (Item 11 Appendix H).
5.13	Service Delivery
5.13.1	Together with the integration of these arrangements and the strengthening of SFRS assurances this will contribute and demonstrate our journey of continuous improvement of governance arrangements and ultimately impact positively on the delivery of our services.
6	Core Brief
6.1	The Director of Strategic Planning Performance and Communication presented the SFRS Good Governance Framework to the Board for approval. This Framework is designed to give a high-level overview of the key governance elements across the organisation, how this all works in practice and highlight the beginning of our journey towards developing an integrated approach towards assurance. SFRS meets its Corporate Governance requirements and expectations in many ways, and this can be complex and difficult to understand for all stakeholders. Therefore, it is also the intention of this Framework to make that easier and simpler to piece together and comprehend. By following the Framework, we aim to deliver high standards of Corporate Governance, which we believe will lead to better service delivery and ultimately better outcomes for the communities of Scotland.

7	Appendices/Further Reading	
7.1	Appendix A – Draft SFRS Good Governance Framework	
7.2	Link - Fire and Rescue Framework	
7.3	Link - SFRS Governance and Accountability Framework	
Prepared by:	Group Commander Ally Cameron Board Support Manager.	
Sponsored by:	Mark McAteer Director of Strategic Planning and Performance	
Presented by:	Richard Whetton Head of Governance, Strategy and Performance	
Links to Strategy and Corporate Values		
<p>OUTCOME 3 We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.</p> <p>OUTCOME 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Good Governance Board</i>	<i>17 February 2022</i>	<i>For Scrutiny</i>
<i>Strategic Leadership Team (formal)</i>	<i>06 April 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Decision</i>



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

DRAFT

Good Governance Framework

Working together for a safer Scotland

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Appendix: list of key documents prescribed by this governance framework

Introduction

Corporate governance is the way in which organisations are directed, controlled, and led. It defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation, determines the rules and procedures through which the organisation's objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation.

Good corporate governance is fundamental to any effective organisation and is at the heart of good public services, contributing to the achievement of National Outcome 16 – 'our public services are high quality, continually improving, efficient and responsive to local people's needs'.

Our SFRS Good Governance Framework builds on our **Code of Corporate Governance** first introduced in 2016 ('the Code') and outlines our continued commitment to upholding high standards of corporate governance by setting out the principles and supporting characteristics we will apply to ensure we are achieving our intended outcomes while always acting in the public interest.

It also embodies and supports our values of Safety, Teamwork, Respect, and Innovation. In the Scottish Fire and Rescue Service (SFRS), this means doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest, and accountable manner.

Our Framework focuses on the role of the non-executives (the Board) and executives (Strategic Leadership Team) of the SFRS in upholding good corporate governance, ensuring it runs through our entire organisation and has drawn on best practice from across the public, private and third sectors. Through this it is intended that we support our greatest asset, our workforce, in the delivery of our services to achieve local outcomes for our communities.

The Framework will evolve in line with best practice and through our processes for continuously reviewing and improving the effectiveness of our governance arrangements, while fully supporting our Strategic Plan.

Our Good Governance Framework is also intended to provide our stakeholders with a clearer high-level understanding of how we operate and do business. It aligns to our **SFRS Governance and Accountability Framework**, which explains and defines our relationship with the Scottish Government and is also linked but distinct to the **Fire and Rescue Framework for Scotland**, a statutory document made under section 40 of the Fire (Scotland) Act 2005 (as amended), which sets out the Scottish Ministers' strategic priorities for the SFRS.

2 Purpose

The SFRS meets its corporate governance requirements and expectations in many ways. The purpose of the Framework therefore is to bring together the various strands of our corporate governance arrangements into one overarching framework document that demonstrates our commitment to upholding good corporate governance in a way that is easier to understand.

The focus of the Framework is on the Board (Non-executives) and the Strategic Leadership Team (Executives), it is designed to assist them in performing their role of directing, controlling, and leading the SFRS in a fit and proper manner.

The Framework will also be cascaded to management who directly support the Board and Strategic Leadership Team (SLT) in fulfilling this role and our workforce who are integral to achieving improved local outcomes through the delivery of our priorities and strategic objectives.

By following this Framework, we aim to deliver high standards of Corporate Governance, which we believe will lead to better service delivery and ultimately, better outcomes for the communities of Scotland.

We are responsible for ensuring that we deliver our services in accordance with the law and our statutory responsibilities, that we safeguard and properly account for public money and that this money is used in accordance with Best Value principles.

The Framework sets out the manner in which we will operate to meet these responsibilities and therefore maintain public confidence in the SFRS as a public body.

At the heart of the Framework lies six core principles of good corporate governance, each with its supporting characteristics that outline how we will demonstrate application of the principles.

The six principles we have adopted are taken from the 'Good Governance Standard for Public Services' That was developed by the Chartered Institute for Public Finance and Accountancy (CIPFA).

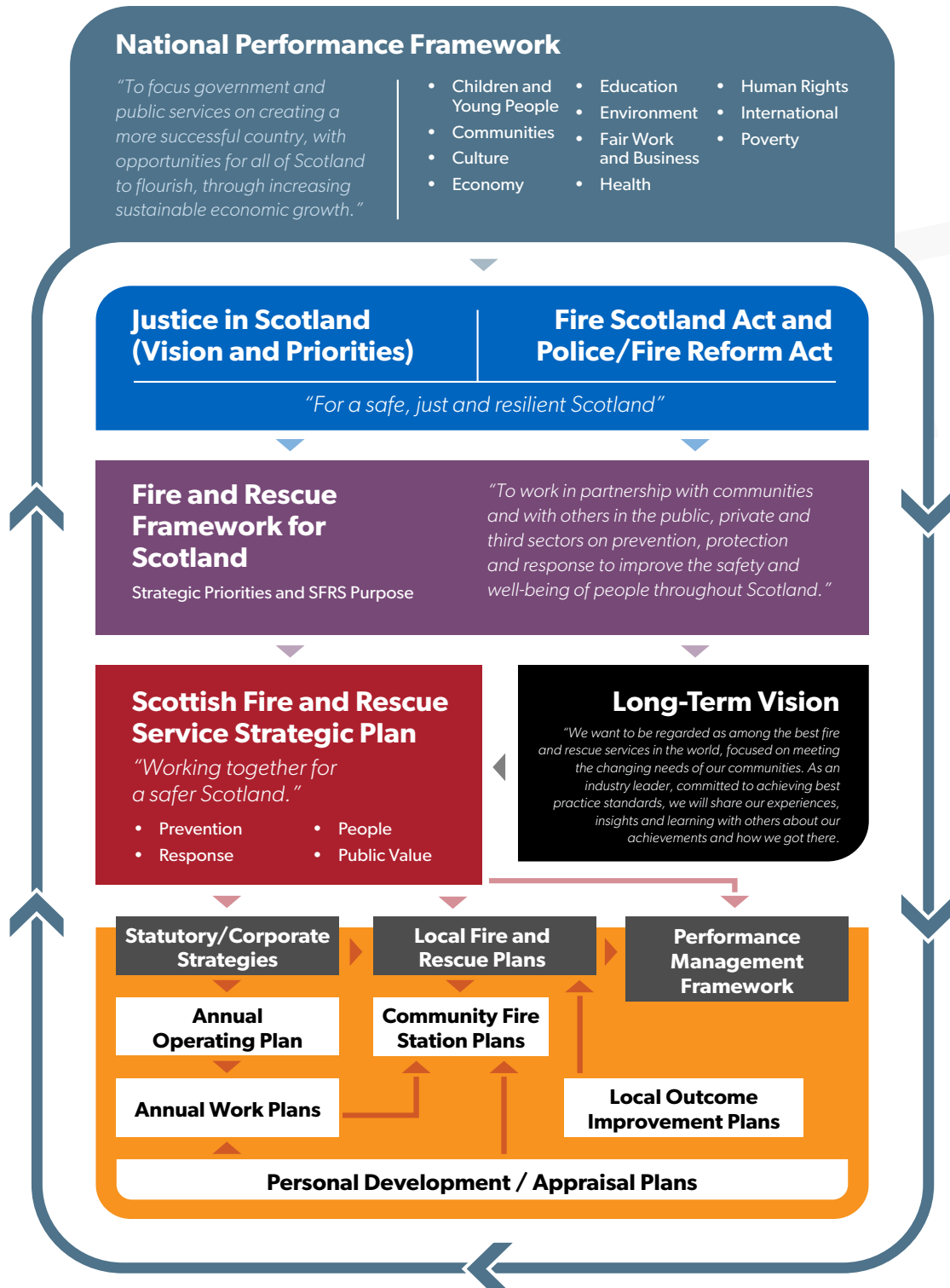
By adopting these principles, we will be acting consistently with the principles of good governance, a requirement of the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and following best practice promoted by the Scottish Government in publications such as 'On Board: A Guide for Board Members of Public Bodies in Scotland'.

Using the six principles of good corporate governance as a basis for our Framework, provides us with a sound structure to assess and ultimately report on the effectiveness of our corporate governance in the Annual Governance Statement.

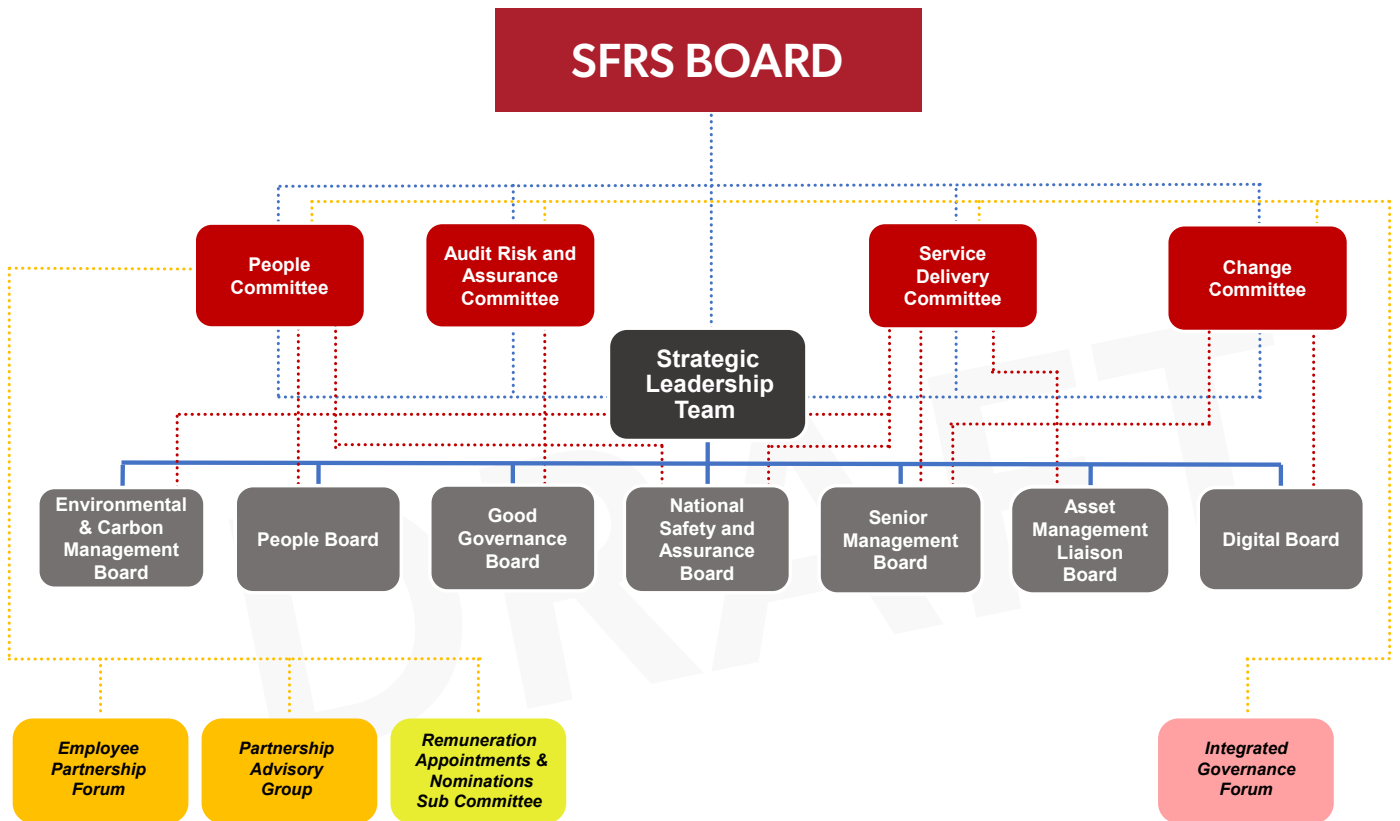
Internal audit and External audit will also benefit from the structured approach, allowing them to direct their independent assurance work on corporate governance more effectively.

3 Strategic Context

The diagram below is a basic representation of the SFRS strategic planning process from the Scottish Government National Performance Framework through to Service personnel’s individual development plan’s/personal appraisals. The key strategic documents for the Service is the 3 year strategic plan and the long term vision.



4 Governance Structure



Key:

- Executive Links to SLT
- SLT Links to Board and Committees
- Executive Links to Committees
- Sub Committee/Groups/Forum links to Committees

5 Governance Principles

Principles of Good Corporate Governance	
1	We will focus on our purpose and outcomes for the people and communities of Scotland
2	We will perform effectively in clearly defined functions and roles
3	We will promote and demonstrate the values of the organisation and the principles of good governance through behaviour
4	We will take informed, transparent decisions and manage risk effectively
5	We will develop the capacity and capability of the Board and Strategic Leadership Team to be effective
6	We will engage with the communities of Scotland and other stakeholders and make accountability real

The Good Governance Standard for Public services sets out six core principles of good corporate governance, which form the basis of our Framework.

The following pages of our Framework set out how we will go about applying these six principles to our work and therefore demonstrating our commitment to upholding high standards of corporate governance.

This also builds on the nine principles for the conduct of people in public life that were established by the Committee on Standards in Public Life.

Known as the Nolan principles, these are: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership, Duty (Public Service) and Respect.

We will focus on our purpose and outcomes for the people and communities of Scotland

What does this mean?

- Being clear about our purpose and its intended outcomes for the people and communities of Scotland.
- Making sure we enable our workforce to deliver a high-quality service.
- Identifying and taking steps to meet the needs of the diverse communities we serve.
- Making sure that we secure best value for taxpayers.

How will we demonstrate this?

- Show our commitment to public service delivery and reform by ensuring that our strategies and plans are aligned to the National Performance Framework, National Outcomes, Fire and Rescue Framework and key principles of public service reform.
- Take individual and collective responsibility for clearly communicating to our internal and external stakeholders our purpose and mission, and the strategic priorities and objectives to achieve our intended outcomes.
- Respond effectively, to any changes in our operating environment and the challenges we face by maintaining a strong focus on strategic and financial planning that will assure the long-term sustainability of the functions we deliver.
- Enable our workforce and other stakeholders to co-design and shape our services by ensuring a structured, inclusive approach to seeking stakeholder views on their needs and concerns is incorporated into our strategic planning process.
- Show our commitment to the public sector equality duty by ensuring that our Equality and Human Rights Impact Assessment Process and Island Community Impact Assessment is used to inform our decisions when planning our services.
- Secure appropriate strategic oversight of performance through a robust Performance Management Framework, which is supported by effective management systems to track progress against priorities and objectives, and outcomes at national and local levels.
- Ensure, where available, comparable performance information from other organisations is used to benchmark our performance.
- Show our commitment to the duty of Best Value by taking a systematic approach to self-evaluation and continuous improvement in performance and outcomes, including arrangements for reporting our performance publicly.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and intranet our Strategic Plan, associated Annual Operating Plans and Local Fire and Rescue Plans.
- Have a Board Members Communication and Engagement Strategy in place for delivering effective Board communication and engagement activities.
- Publish on our website, Board reports and relevant Committee reports relating to our plans for seeking internal and external stakeholder views and how their responses inform our strategic planning process.
- Publish on our website the results of Equality and Human Rights Impact and Island Community Impact Assessments.
- Publish on our website our financial strategy and annual budgets, which outline how we will fund our plans and demonstrate how we will deliver best value and ensure long term sustainability.
- Publish on our website, Board reports and relevant Committee reports relating to ongoing performance monitoring and scrutiny, and end of year statutory reporting.
- Publish on our website all external assessments of our performance and best value, including those provided by Internal Audit, External Audit, Her Majesty's Fire Service Inspectorate and Audit Scotland, and our responses to addressing any recommendations.
- Our method of self-assessment and programme of self-assessment and continuous improvement will be coordinated and monitored by our Service Improvement function.
- Monitor and scrutinise our performance against agreed objectives and outcomes at public meetings of the Board and relevant Committees and have minuted records of the outcomes published on our website.

We will perform effectively in clearly defined functions and roles

What does this mean?

- Being clear about the functions of the Board.
- Being clear about the responsibilities of the Board and the SLT, and making sure that those responsibilities are carried out.
- Being clear about relationships between the Board and the public.

How will we demonstrate this?

- Clearly define and communicate the roles and responsibilities of the Board and that of the Chair, individual Board Members, the Chief Officer, Accountable Officer, and individual members of the SLT and ensure they are understood.
- Be clear about the strategic governance role of the Board, by publishing a statement outlining the Board's approach to performing its main functions and the processes it uses to hold the SLT to account.
- Ensure a constructive and effective working relationship exists between our Board Members and executive officers, where we operate on the basis of the Board and SLT working as a team.
- Establish arrangements for clarifying delegated authority to the Chief Officer and members of the SLT, and the decisions reserved to the Board, which are consistent with the Scottish Public Finance Manual and appropriate to our objectives and circumstances.
- Regularly review the performance of the Board as a whole; individual Committees; individual Board Members and individual officers of the SLT, to ensure that we continue to perform our functions, roles, and responsibilities to the highest possible standards.
- Ensure the Board directs and controls the SFRS in the public interest and is accountable to the public for its decisions and actions.
- Take steps to support our workforce and the communities we serve to participate in public life.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and make available to all Board Members and executives of the SLT, copies of the SFRS Governance and Accountability Framework Document, which clarifies the functions of the Board and the roles and responsibilities, and accountabilities of the non-executives, executives, and Accountable Officer.
- Publish on our website and make available to all Board Members and executives of the SLT the terms of reference for all our Committees.
- Publish on our website our Scheme of Delegations (incorporating matters reserved for the Board), and review this periodically.
- Provide all members of the SLT with up to date and relevant job descriptions.
- Have a programme of strategy days in place for the Board and SLT to work together to promote joint problem solving, to address strategic issues.
- Make our meetings of the Board and Committees open to the public, enabling them to observe how members of the Board and SLT perform individually and collectively, and how the Board hold the SLT to account.
- Publish on our website, Board and Committee reports relating to the arrangements for annually reviewing Board and Committee effectiveness, including the outcome of these annual reviews.
- Have an induction programme in place for any new members of the Board and SLT.
- Have a programme of annual appraisals in place for Members of the Board and SLT.
- Publish on our website Board and Committee meeting reports and minutes, incorporating all key decisions that have been made by the Board and reflection on the impact these have made once in place 12 months following.
- Publish on our website, our Communications and Engagement Strategy, setting out the principles and objectives for engaging effectively with the public and our stakeholders.

We will promote and demonstrate the values of the organisation and the principles of good governance through behaviour



What does this mean?

- Putting our organisational values of Safety, Teamwork, Respect, and Innovation into practice.
- Behaving in ways that uphold and exemplify effective governance, including demonstrating leadership on the grounds of equality, diversity, inclusion, human rights, and social justice.
- Demonstrating professional, dignified, and respectful behaviours and tackling those behaviours that fall short of this standard.

How will we demonstrate this?

- Actively publicise and model our values, expected standards of conduct, ethics and behaviour to all staff and relevant stakeholders.
- Ensure the application of these values guides our decision-making and are a basis for developing appropriate and effective relationships within the organisation, with our staff, partners, and other stakeholders; and they underpin our key policies.
- Discharge our public duties in a manner that ensures Board Members and staff take decisions objectively and steps are taken to avoid or deal with any conflicts of interest, whether actual or perceived.
- Through working towards our Equality Outcomes.
- Maintain effective processes for reporting, investigating, and dealing with occasions where standards fall below those expected and where they exceed expectations.
- Maintain effective arrangements to prevent, detect, investigate, and prosecute attempted fraud, corruptions, other unlawful acts, and unethical behaviour.
- Ensure that engagement with the Service is accessible to all sections of the community and recognise the benefits available from a diverse community.
- Ensure that employment by the Service is accessible to all sections of the community; that selection processes are objective, transparent and fair, and that employees feel valued and respected regardless of individual differences.
- Ensure that appropriate mechanisms are in place to measure how well we are living by our values and taking action to reinforce them.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and iHub (internal) and market in SFRS properties, our values framework.
- Establish arrangements for appraising staff against our values and incorporate them into induction programmes and development programmes for staff.
- Publish on our website and iHub (internal) our Board Members Code of Conduct and establish arrangements for appraising Board Members against the provisions of the Code.
- Make our meetings of the Board and Committees open to the public and adopt a hybrid approach of virtual and face-to-face meetings enabling the public to observe the conduct and behaviour of members of the Board and SLT.
- Publish on our website, Board and Committee reports, and minutes demonstrating how our values have been applied in decision making.
- Publish and maintain Board Members and SLT Members register of interests and have arrangements in place for declaring interests at Board, Committee and SLT meetings.
- Publish on our website our Mainstreaming and Equality Outcomes Reports.
- Publish and raise awareness of our anti-fraud statement and response plan, whistleblowing policy and complaints handling procedure, and seek opinions from the Audit and Risk Assurance Committee and Internal Audit on the adequacy and effectiveness of these arrangements.
- Appoint an individual to undertake the statutory duties of a Standards Officer, and act as the principal liaison officer between the organisation and the Standards Commission.
- Publish on our website and iHub (internal) our Recruitment and Selection Policy.
- Monitor and scrutinise the effectiveness of our values framework at meetings of the People Committee.
- Provide key examples of our innovation activity across the Service.

We will take informed, transparent decisions and manage risk effectively



What does this mean?

- Putting our organisational values of Safety, Teamwork, Respect and Innovation into practice.
- Behaving in ways that uphold and exemplify effective governance, including demonstrating leadership on the grounds of equality, diversity, inclusion, human rights, and social justice.
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- Publish on our website and iHub (internal) our Recruitment and Selection Policy.
- Monitor and scrutinise the effectiveness of our values framework at meetings of the People Committee.
- We will continue to develop our approach to performance management, providing greater access to performance information across all parts of the service by 2024.
- Demonstrate progress against the objectives of the Business Intelligence Strategy and providing accessible performance products across the Service.

We will develop the capacity and capability of the Board and Strategic Leadership Team to be effective

What does this mean?

- Making sure that Board Members and officers of the SLT have the skills, knowledge and experience they need to perform well and maximise their ability to contribute to improved outcomes.
- Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.
- Striking a balance, in the membership of the Board, between continuity and renewal.

How will we demonstrate this?

- Regularly review the performance of the Board as a whole, individual Committee's, individual Board Members, and individual officers of the SLT to ensure we are performing our roles well, both individually and collectively.
- Ensure that all Members of the Board and SLT are provided with opportunities for structured learning and development according to individual and organisational needs.
- Ensure that there are regular reviews of the effectiveness of our training and development, and performance review arrangements for Members of the Board and SLT.
- Identify opportunities for learning from past actions and ensure that lessons learned become embedded in the future behaviour of the Board and SLT and are shared with other organisations.
- Make use of the professional qualifications, key strengths, and expertise of Board Members, so they are being used to good effect to add value to the functioning of the Board and helping to build capacity.
- Show a real commitment to succession planning by ensuring robust arrangements are in place that address Board and SLT skills and diversity requirements for the medium and long term and support Scottish Government's priority for the SFRS to be more representative of the people and communities of Scotland.

Where is the evidence that shows we are demonstrating this?

- Publish on our website, Board and Committee reports relating to the arrangements for annually reviewing Board and Committee effectiveness, and the outcomes of these annual reviews.
- Have an induction programme in place for any new Members of the Board and SLT.
- Have a programme of annual appraisals in place for Members of the Board and SLT.
- Develop a Board Member's CPD Framework that will enable them to access professional and personal learning and development opportunities.
- Positive action to continue a Board membership that is broadly reflective of the wider Scottish Population with a 50:50 gender split being maintained where possible.
- Maintain a Board Skills Matrix, linked to our strategic priorities and objectives, for identifying skills gaps and areas of strength and have plans in place for balancing skills and filling skills gaps within reasonable timescales.
- Maintain a Remuneration, Appointments and Nominations Sub-committee with responsibilities for effective corporate oversight of the succession planning arrangements for the SLT and Board Members. Through the Chair of the Board, provide advice to Ministers about the Board's membership needs.

We will engage with the communities of Scotland and other stakeholders and make accountability real



What does this mean?

- Taking an active and planned approach to dialogue with, and accountability to, the public and stakeholder groups.
- Encouraging and enabling the participation of communities in public life.
- Taking an active and planned approach to meet responsibilities to staff.

How will we demonstrate this?

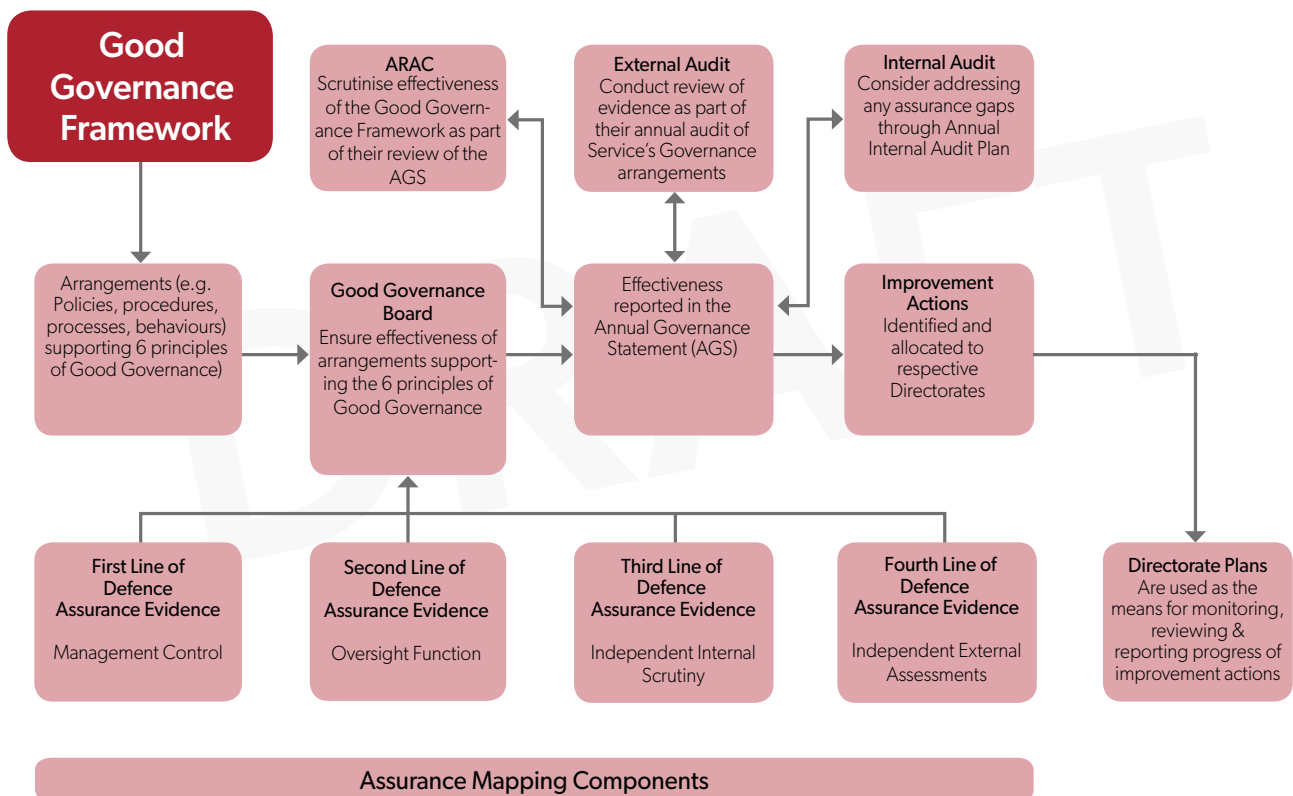
- Maintain effective arrangements to enable comments, complaints, and commendations to be notified to the Service, through the application of accessible communication methods.
- Respond to the declared and anticipated needs of communities in the deployment of different methods of communication.
- Effectively deploy modern technology to improve the ability for our stakeholders to engage and provide two-way communication. Examples of this include online consultation capabilities and improved external websites and internal intranets.
- Implement a new Communications and Engagement Strategy. This will be a new strategy to increase two-way communications and engagement and to secure opportunities for stakeholders to influence the direction and delivery of the Service.
- Ensure that all Board meetings and reports are accessible to the public except where legislation requires confidentiality to be preserved.
- Maintain arrangements for communicating, consulting, and seeking feedback from all sections of our communities and key stakeholders about our relevant strategic plans and services.
- Maintain processes to consult with staff and their representatives.

Where is the evidence that shows we are demonstrating this?

- Publish on our website details of how to make comments, complaints, and commendations. This will include arrangements for making contact in person; by letter; by telephone and by completing a web form on the SFRS website.
- Regularly review the accessibility and transparency of our communication methods, using tools such as the Equality and Human Rights Impact Assessment Process and customer feedback.
- Measure the success of our engagement through a 'Matrix Approach,' including increased engagement through online channels and regular reporting and feedback monitoring of both internal and external engagement meetings. This analysis will allow us to determine both improvements in engagement and the quality of our relations with stakeholders.
- Build in regular 'temperature check' analysis of stakeholders as part of the new Communications and Engagement Strategy. This will allow us to determine if we are improving stakeholder engagement and their sense of being able to influence and shape decisions and direction.
- Enable all Board meetings to be open to the public, and all reports and minutes available on our website and ensure that other relevant documents to be made available under Freedom of Information provisions.
- Publish on our website details of current consultations and how to make comments and provide feedback on our relevant strategic plans and services.

Annual Review and Reporting

Our framework provides us with a mechanism against which the effectiveness of our governance arrangements can be reviewed. The following diagram therefore illustrates the steps we will take to demonstrate how well the Framework has operated in practice, based on an annual assessment of the effectiveness of the arrangements underpinning each of the principles of good governance.



Our Annual Assessment process will assess the effectiveness of our overall governance, risk management and internal control arrangements.

The results of this assessment will be used to:

- Identify actions for continuously improving corporate governance.
- Identify new and emerging governance issues.
- Inform the work of Internal Audit.
- Prepare the Annual Governance Statement which is scrutinised by the Audit and Risk Assurance Committee and then publicly reported in the Annual Report and Accounts.

6 Assurance Framework - four lines of defence

Our AGS Assurance Framework, provides a structured means of identifying and mapping the main sources of assurance in the organisation and co-ordinating this evidence to provide an overall opinion of the adequacy and effectiveness of the SFRS's risk management and internal control arrangements.

A significant amount of work has been completed since the formation of the single Service with all recommendations from previous audits being fully incorporated into the SFRS Assurance Plan and reported back through the Internal Audit team and Audit and Risk Assurance Committee (ARAC).

This work also confirmed that the assurance mapping exercise has evolved and matured to ensure robust governance and internal control measures, aligning to the Scottish Public Finance Manual (SPFM).

The overall Framework strengthens our governance arrangements through the introduction of a formal Policy for Preparing the Annual Governance Statement on behalf of the Accountable Officer. Together with the dedicated e-learning training programme, Improvement Action Plans, and Executive monitoring through our Good Governance Board (GGB).

This additional monitoring increases the level of scrutiny and assurance the Chief Officer can give as Accountable Officer as part of our continuous improvement and prior to being put before the ARAC.

To ensure increased governance and assurance around potential fraud activities within SFRS, all Heads of Function are required to complete a Fraud Risk Assessment of their function and provide details of any areas that have been identified as having risk of fraud, an area that formed part of earlier Internal Audit outcomes.

These arrangements ensure robust processes are in place and that they remain under continual review. This also provides the SFRS with a model to illustrate and provide clarity regarding the risks, controls and relationships that aim to improve effectiveness of our risk management systems.

Our Assurance in summary means the **“confidence based on sufficient evidence that internal controls are in place, operating effectively and objectives are being achieved.”**

The Four Lines of Defence model considers management control as the first line of defence in risk management, while the second line of defence includes the various risk controls and compliance oversight functions established by the management.

The third line of defence includes independent assurance through our internal auditors and finally the fourth line of defence includes the independent assurance through our external auditors / methods. The organisation's wider governance framework requires each of these “lines” to play a distinct role.

Oversight of the assurance provided by the lines of defence is provided by the Executive governance structures and the Board and its Sub-Committees.

AUDIT



Is an umbrella term generally used to describe a systematic and independent review and investigation on a certain subject matter.

There are many types of audits including: financial, optional, statutory, compliance and so on. The majority of which follow a set of agreed standards.

ASSURANCE



Is an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management and control processes for the organisation.

Source: Institute of Internal Auditors

AUDIT UNIVERSE

This is a record of all services of the organisation that could be examined from an audit perspective. It is not an audit plan but can be used to aid audit planning showing previous work.

In addition, there will be issues that sit outside of the audit universe that don't neatly fall into a service/structure eg Brexit.

INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations.

It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Source: public sector internal audit standards

EXTERNAL AUDIT

Statutory external audit is an independent examination to enable the auditor to express an opinion on the financial statements.

In addition, the wider scope of public audit includes assessments and conclusions on: financial management, financial sustainability, governance and transparency and value for money / Best Value.

INTEGRATED ASSURANCE

A single organisation wide view of risk and control derived from assurance activity undertaken across the lines of defence.

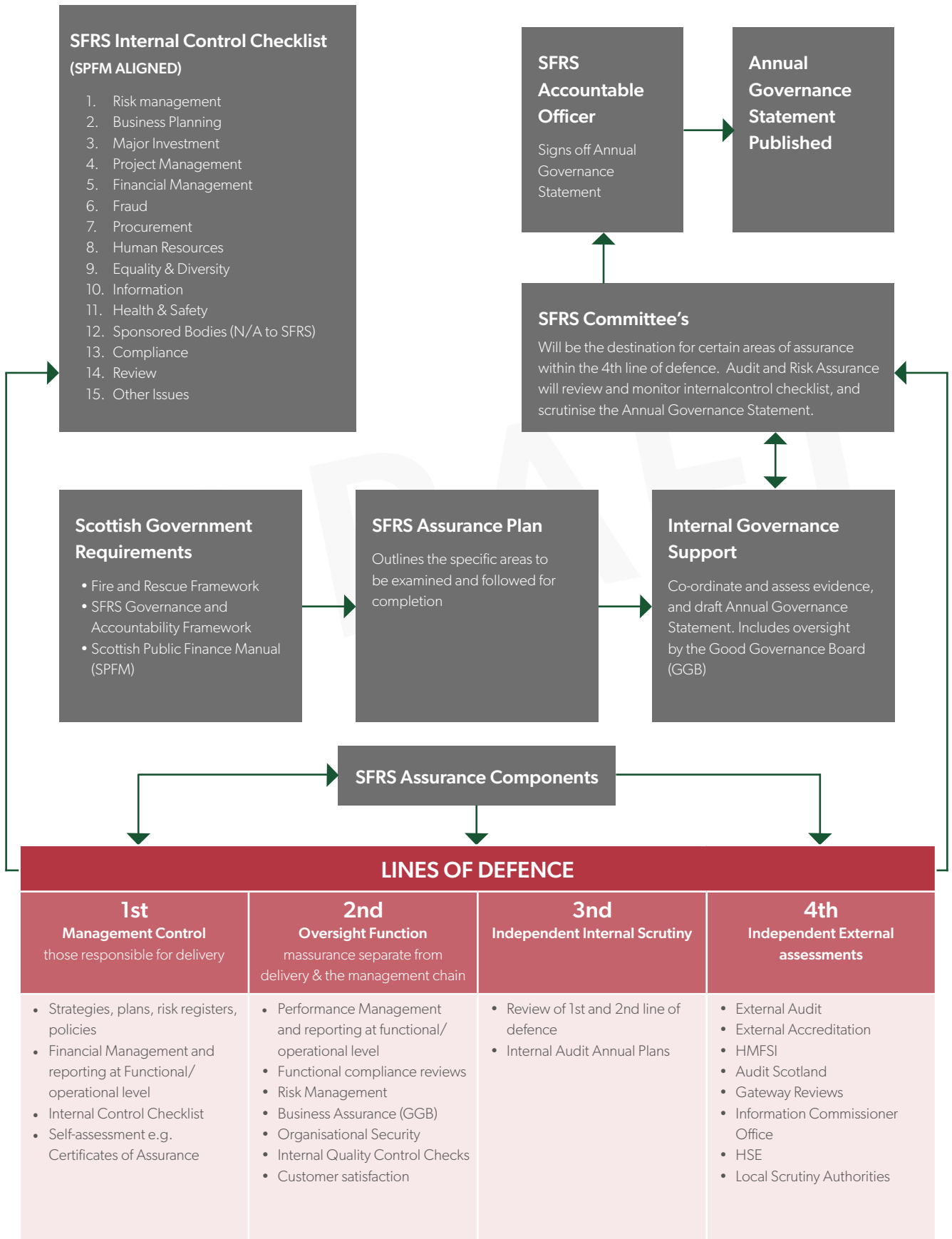
ARAC require a view on the adequacy of controls across the organisation.

Complex organisations receive assurance aims to take a step back and draw together the outcome from all activities over the year to assist the ARAC.

HMFSI WORK

A broader range of work including elements of both audit and assurance in addition to other scrutiny reviews local inspections, thematic reviews, continuous improvement reviews.

Assurance Framework



Ongoing Assurance on adequacy and effectiveness of the arrangements for Governance, Risk and Internal Control

7 Integrated Assurance Mapping

SFRS Assurance mapping is developing techniques which will enable a visual representation of comfort (assurance) activities as they apply to a specific set of risks or compliance requirements facing the SFRS.

Assurance maps can be a powerful tool providing great insights for boards, senior management and audit committees. By allowing the decision-makers to take appropriate comfort from the assurance provided, these maps maximise the value of that assurance for the whole organisation.

With an assurance map, and once developed the SFRS Board will have evidence to support its assertions as to the state of internal control in any public reports and as communicated to the external auditors and shareholders.

With a map, the assurance-related work of the individuals operating within the four lines of defence can be best directed to avoid overlaps.

This is something the SFRS will be working towards throughout 2022/23 with the first activity for integrated assurance being a requirement for our Board and SLT to agree upon a definition of assurance.

In its implementation of SFRS combined assurance, will look to identify the components of combined assurance. This will enable SFRS to integrate, co-ordinate and align risk management and assurance processes aligned to our existing SFRS Assurance Framework and our lines of defence.

Integrated Assurance will provide a single organisation wide view of risk and control derived from assurance activity undertaken across our lines of defence.

Below is an example of a simple assurance map and something as mentioned SFRS will begin to explore and develop.

	1st Line		2nd Line		3rd Line	4th Line	
	Internal Control Checklist	Self-assessment	Risk Management	Functional Compliance Reviews	Internal Audit Annual Plans	External Audit	HMFSI
Financial Reporting	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Financial Controls	Substantial	Limited	Substantial	Reasonable	Limited	Substantial	Substantial
Legal	Substantial	Limited	Substantial	Reasonable	Limited	Substantial	Limited
ICT	Reasonable	Substantial	Substantial	Reasonable	Substantial	Limited	Limited
Fraud	Reasonable	Substantial	Limited	Substantial	Substantial	Limited	Substantial
Health & Safety	Reasonable	Substantial	Limited	Substantial	Substantial	Substantial	Substantial
People	Reasonable	Substantial	Substantial	Substantial	Substantial	Limited	Substantial

Key:

Substantial	Reasonable	Limited	Insufficient
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Assurance Mapping will be the starting point of our journey, and we will require our internal Auditor to assist and support the SFRS in achieving integrated assurance.

It is our aspiration for our Assurance Mapping to give a visual representation of the assurance provided across the organisation:

- Covering all (or key) risks / processes
- Identifying all assurance providers
- Indicating the extent and effectiveness of assurance provided

In summary it will act as a stock take of the assurance levels of the organisation, reviewing where these assurances are found and how effective they are.

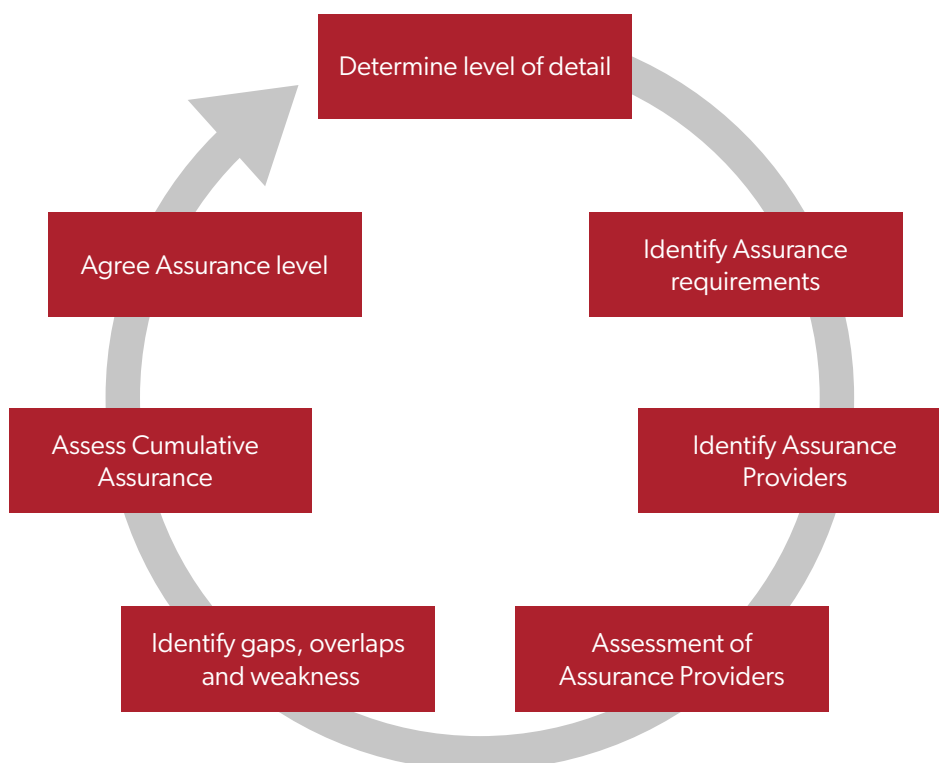
Our assurance will look to relate to business process and control activity; however, it will also identify where non-business process-based assurance is also being received e.g. Health & Safety audits, quality control reviews, etc.

This approach, once agreed, will provide an overview to the SFRS Board, Audit and Risk Assurance Committee, Strategic Leadership Team and also our assurance providers of:

- The assurance activity that is being undertaken across the organisation (quantum not quality)
- Gaps in assurance (risks and controls not covered) that need to be either filled or accepted
- Overlaps in assurance, where efficiency gains can be made

The map could also be used to adjust the Internal Audit programme to review, where appropriate, assurance providers rather than controls – the start of the journey towards Integrated Assurance.

Our Assurance Map Continuum



8 Committee Assurance Statements

Throughout 2022/23 the SFRS will develop Committee Statements of Assurance in order to provide a means for our SFRS Board, through its Committees, to provide and demonstrate the constructive scrutiny and challenge aligned to their Terms of Reference responsibilities, thereby ensuring the effectiveness of governance and risk management arrangements across the Service.

This is a way for SFRS Non-Executive Committees to declare that they are assured around their areas of scrutiny across the Service, aligning with the responsibilities as set out within their respective Committee Terms of Reference (ToR) together with any legal/regulatory/H&S requirements and standards.

It gives a platform to highlight, where it is felt appropriate, any areas of good practice and/or to disclose any areas that need to improve.

This will help support the overarching SFRS Annual Governance Statement produced by the Accountable Officer (Chief Officer) that, as a Service, demonstrates there is sufficient evidence and self-assessment for both Executive and Non-Executive members to receive the overall assurances they need.

The Statements are also a method of providing this assurance to wider stakeholders.

Committee statements will:

- Give an overview of the business of the Committee in the year
- Highlight areas of good practice and areas for improvement
- Provide its assessment on the adequacy of assurances received
- Identify areas of high interest or risk for the Committee in the coming year

The mechanism for assessing the adequacy of assurance will need to be defined. However, care needs to be taken not to make this overly prescriptive as committees will always need to exercise a degree of judgement in reaching their assessment. Figure 1 below is illustrative of what a definition might look like.

Level of Assurance Assessment Rating	
Substantial	<p>Controls are robust and well managed Risk governance and control procedures are effective in supporting the delivery of any related objectives. Any exposure to potential weakness is low and the materiality of any consequent risk is negligible.</p>
Reasonable	<p>Controls are adequate but require improvement Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.</p>
Limited	<p>Controls are developing but weak There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.</p>
Insufficient	<p>Controls are not acceptable and have notable weaknesses There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.</p>

9 Role of Chief Officer, Strategic Leadership Team, Heads of functions and Local Senior Officers

The Chief Officer (CO) is the Board's principal adviser on the discharge of SFRS functions and is accountable to the Board. The CO provides operational leadership to the SFRS and ensures that the Board's aims and objectives are met and the SFRS's functions are delivered, and targets met through effective and properly controlled executive action. The CO's general responsibilities include the performance, management and staffing of SFRS.

The Strategic Leadership Team (SLT) which includes our CO, Deputy CO, Assistant CO's and Non-Uniformed Directors, are responsible for proposing objectives, priorities, outcomes and performance indicators for the organisation which square with the organisation's aims, policy and management objectives; making plans and ensuring that adequate systems are in place to achieve these objectives effectively, efficiently and economically; ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly; monitoring and reporting of performance to the organisation's management board and/or Accountable Officer, and ensuring that functions are discharged with due regard to economy, efficiency and effectiveness within an overall framework of Best Value.

Heads of Function (Uniformed and Support) have the responsibility for the day-to-day management of the SFRS. The executive function is the custodian of the SFRS Strategy as approved by the SFRS Board and responsible for its execution.

Local Senior Officers (LSOs) at Area Commander level are appointed for each local authority area in Scotland (after consultation with the relevant local authority).

They are adequately equipped, supported, and empowered to fulfil their statutory duties and report to local Scrutiny Committee's on a regular basis.

In summary, the executive function provides the SFRS Board with sound information, advice and recommendations on the organisational structure, objectives, strategies, plans and policies of SFRS to enable the SFRS Board to make informed decisions and fulfil its role.



10 Role of the Board

The SFRS Board, including the Chair, consists of non-executives appointed by the Scottish Ministers. The Board provides strategic direction, support, and guidance to the SFRS, ensuring that it discharges its functions effectively and that Ministers' priorities are implemented. Board members are personally and corporately accountable for the Board's actions and decisions.

The Board scrutinises plans/proposals and holds the Chief Officer and SLT to account. The Board is free to establish its own Committee structure, delegating responsibilities as it considers fit.

The Board, under the leadership of the Chair, has corporate responsibility for:

- Producing Strategic and Annual Plans, prepared under sections 41A and 41B - 2005 Act (inserted by the 2012 Act), to be submitted to the Scottish Ministers for approval.
- Producing annual reports, prepared, and published under section 41L - 2005 Act (inserted by the 2012 Act), and ensuring that they are laid before the Scottish Parliament in accordance with that section.
- Taking forward the aims and objectives as set out in the approved Strategic Plan.
- Determining steps needed to deal with wider changes which are likely to impact on the strategic aims/objectives of the SFRS, or on the attainability of its operational targets.
- The duty under section 39A of the 2005 Act (inserted by the 2012 Act) to make arrangements to secure Best Value i.e., continuous improvement in the carrying out of the SFRS's functions, where appropriate, participation in shared services.
- Ensuring that effective arrangements are in place to provide assurance on risk management, governance, and internal control, setting up an audit committee Chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems.
- (In reaching decisions) taking into account relevant Scottish Minister guidance.
- For support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy.
- Attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions.
- Ensuring SFRS's proceedings, including those of its committees and sub-committees, are held in public and that the agendas, papers, and reports in relation to those proceedings are published, as well as publishing a statement setting out the circumstances in which proceedings may be held in private and in which documents need not be published, as required by schedule 1A - 2005 Act (inserted by 2012 Act).
- Appointing, with the approval of the Scottish Ministers, the second and each subsequent SFRS Chief Officer and, in consultation with the SG, setting appropriate performance objectives and remuneration terms linked to these objectives, which give due weight to the proper management and use of resources within the stewardship of the SFRS and the delivery of outcomes. And
- Acting consistently with principles of good governance, accountability, and transparency, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act).
- Further detail can be found within the SFRS Governance and Accountability framework and guidance on how the Board should discharge its duties is provided in appointment letters and in [On Board – A Guide for Members of Statutory Boards](#).

11 Committee's of the Board

Audit and Risk Assurance (ARAC)

Scrutinises the systems and processes for governance, internal control and risk management and provides assurances of their effectiveness to the Board and Accounting Officer.

Change (CC)

Provides oversight and direction on the development and achievement of the change Programme and Benefits Realisation Plan.

People (PC)

Provides strategic advice and direction on matters affecting employees and ensures that staffing and remuneration arrangements support the strategic aims and objectives of the SFRS, reflect best practice.

Remuneration, Appointments and Nominations (RANSC)

Sub-Committee of the People Committee with an overall purpose is to advise on the remuneration and appointments strategy and supporting frameworks for the posts covered by the sub-committee's remit.

Service Delivery (SD)

Scrutinises, monitors and reviews performance, and provide assurances to the Board relating to quality-of-Service Delivery nationally through operational efficiency and effectiveness, operational safety, and delivery of approved Service Delivery strategies.

Integrated Governance (Forum - IGF)

Provide assurance to the SFRS Board that issues identified in specific governance Committees are discussed across the Board, thereby ensuring a joined-up approach to corporate governance.

12 Risk Management System

The aim of SFRS is to be risk managed, allowing innovation and aspiration, whilst actively managing risk through a range of measures to ensure key outcomes are met.

Establishing a consistent and effective framework, integrated within Governance and Assurance arrangements, will strengthen our control framework, and help further embed an effective risk culture within the Service.

The management of risk is fully embedded throughout the Service, forming an integral element of all Committees and Executive Boards. Engagement with the Board, Strategic Leadership Team (SLT) and Directorates

will ensure the framework is effectively used to inform decision making, allowing the Service to present a fair and reasonable reflection of the most significant risks impacting upon its operations.

Reporting arrangements should also ensure that the sponsor unit is aware of relevant risks and how they are being managed. The SFRS Audit and Risk Assurance Committee will, at the earliest opportunity, notify the relevant Scottish Government (SG) Audit and Risk Committee if it considers that it has identified a significant problem which may have wider implications.

The Service recognises that it cannot entirely eliminate the risk of disruption and that a residual level of risk will always remain. However, the risk management

framework has been developed in order to minimise the probability and impact of a risk causing disruption and allow a discussion to be held on risk, which will raise awareness and ownership of the challenges presented to the Service.

Maturing the risk framework, allowing the Service to effectively consider and manage emerging risks will further strengthen our governance process.

SFRS recognises that risk, as well as presenting a threat, also presents opportunities for continuous improvement, developing new and innovative ways of working, enhancing the delivery of services to our Communities.

The SFRS shall ensure that the risks it faces are dealt with in an appropriate manner, in accordance with relevant aspects of generally recognised best practice in corporate governance, and have developed a risk management strategy, consistent with the Risk Management section of the SPFM. Reporting arrangements should ensure that the Sponsor Unit is made aware of relevant risks and how they are being managed.

The SFRS Audit and Risk Assurance Committee is also required, at the earliest opportunity, to notify the relevant Scottish Government (G SG) Audit and Risk Committee if it considers that it has identified a significant problem which may have wider implications.

In summary the SFRS risk management system includes the establishment of various policies, strategies, processes, procedures, and tools for identifying, measuring, monitoring, managing, and reporting of all material risks to which SFRS is exposed.

Risk Appetite

The purpose of the risk management framework is to encourage debate and discussion on risk and inform our decision-making processes in a manner that helps the organisation.

Risk Appetite is part of this overall framework and can be considered as the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time.

The benefits of adopting a formal approach to risk appetite include:

- Supporting informed decision making
- Reducing uncertainty
- Improving consistency across governance processes and decision making
- Supporting performance improvement
- Focusing discussion on priority areas
- Informing resource prioritisation



For SFRS, risk appetite will be based upon a number of underlying principles:

- It will be aligned to the risk maturity of the Service
- It will be aligned to our capacity and the resources available
- It will add value to and be supported by the risk management framework
- It will be measurable and meaningful to service users

The SFRS Board is responsible for the Risk Management Policy

The below table sets out the key roles and responsibilities

Roles	Responsibilities
The SFRS Board	The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance and internal control. The Board will approve any amendments to the Risk Management Policy and will set the risk appetite for the Service.
Audit and Risk Assurance Committee (ARAC)	ARAC will advise the Board and Accountable Officer (Chief Officer) on the effectiveness of the application of the strategic processes for risk, control and governance. This will include a quarterly review of the Service’s Strategic Risk Register and associated action plans.
SFRS Committee Structure	Individual Committees retain a scrutiny role, providing assurance to the Board on matters falling within their scope. All SFRS Committees will scrutinise risks pertinent to the business of the Committee through identified risk spotlights.
Chief Officer	The Chief Officer, as the Accountable Officer, is responsible for maintaining a sound system of internal control, risk management and corporate governance that supports the achievement of the SFRS policies, strategic aims and objectives. The Chief Officer will champion the importance of risk management in supporting the wider governance arrangements of the Service.
Strategic Leadership Team (SLT)	The identification and management of strategic risks will be the primary responsibility of the SLT. The SLT will undertake to monitor and review strategic risks regularly and take appropriate action to control risks. The SLT will champion the importance of risk management in supporting the achievement of the SFRS strategic aims and objectives and will ensure that adequate systems for internal control and risk management are in place.
Executive Boards	All Executive Boards will provide a monitoring and scrutiny role for risks falling within their scope and will provide assurance to SFRS Committees and the SLT that risk is being effectively managed. Executive Boards will champion the importance of managing risk as part of an integrated governance framework, ensuring that awareness and ownership of risk is embedded throughout the organisation.
Risk Owner	Each Directorate risk is owned by the relevant director with the responsible officer identified at a head of function level for ensuring that the register is fully populated and monitoring systems developed to update the information.
Internal Audit	Internal Audit will audit the effectiveness of the Service’s risk management process as appropriate, provide assurance on the management of risk to the Board and help support the risk management process and coordination of risk reporting.

13 Anti-fraud and Corruption

SFRS is committed to the Scottish Government's zero tolerance approach to fraud. All SFRS staff are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible.

SFRS will not accept any level of fraud or corruption and any cases of actual or suspected fraud will be thoroughly investigated and dealt with appropriately.

The Chief Officer, in accordance with the SFRS Financial Regulations, is responsible for identifying and managing the risk of fraud and corruption, for ensuring that appropriate risk management, internal control and governance arrangements are in place and for ensuring that Best Value is achieved.

The Chief Officer will notify Internal Audit and the Chair of the Audit and Risk Assurance Committee of any relevant matters that arise and will make arrangements to keep records of and prepare and forward to Scottish Government (SG) an annual report on Fraud and Theft suffered by the Service notifying SG at the earliest opportunity of any unusual or major incidents.

Overall responsibility for managing the risk of fraud has been delegated to the Acting Director of Finance & Procurement whose specific responsibilities incorporate this.

The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance, and internal control. The Board will approve any amendments to the Anti-Fraud and Corruption Policy.

The principles of the SFRS Anti-Fraud and Corruption process are aligned to the SFRS Whistleblowing Policy.

This outlines the Service's commitment to the highest possible standards of openness and accountability and employees with serious concerns about illegality, malpractice, wrongdoing, or serious failures in standards of work are encouraged to come forward and voice their concerns without fear of reprisal.

Both policies allow for the reporting of Fraud and the Acting Director of Finance and Procurement, and the Director of People and Organisational Development will determine the most applicable policy to be followed.

The overall purpose of ARAC is to provide independent assurance to the Board and Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal control, risk management and governance.

In relation to fraud, ARAC will scrutinise, challenge, and ensure continuous improvement on the appropriateness of the internal control environment, Anti-Fraud and Corruption policies and have corporate oversight for fraud and irregularities.

The Committee will be provided with the Annual Governance Statement which will provide information on any significant issues arising in the year and will receive quarterly fraud updates from the Acting Director of Finance and Procurement.

The annual reporting of any significant issues will be incorporated within the Annual Governance Statement and will be reported through this framework.

The Committee will be provided with the Annual Governance Statement which will provide information on any significant issues arising in the year and will receive quarterly fraud updates from the Acting Director of Finance & Procurement.

The purpose of the Good Governance Board (GGB) is to provide assurance to SFRS that appropriate systems of controls are in place and operating effectively, improving accountability and transparency in decision making and ensuring that key Service priorities are met.

The GGB will keep under review the organisation's whistleblowing, anti-fraud and Anti-Fraud and Corruption policies including supporting reporting processes and the regular review of the Anti-Fraud and Corruption Policy.

Internal Audit will assist management by examining, evaluating, and reporting on controls to provide an independent assessment of the adequacy of the internal control system.

All SFRS employees and Board members will act in line with the relevant SFRS Code of Conduct and have a critical role to play in the prevention of fraud and corruption.

All SFRS Managers are directly responsible for the prevention and detection of fraud within their own areas.

Monitoring of fraud risk will be undertaken through the Executive Boards and Committees of the Service to ensure its effectiveness.

The governance framework ensures that the right level of assurance is used to inform decision making within an overall framework, clearly indicating the separation of scrutiny roles across the organisation.

Lessons learned through the risk assessment process, monitoring and reporting and effective scrutiny will be used to inform and develop the framework through policy review.

14 Financial

The Scottish Fire and Rescue Service (SFRS) presents its Annual Accounts for the year from 1 April to 31 March. The Accounts are prepared in a form directed by the Scottish Ministers in accordance with Section 42A (1) of the Fire (Scotland) Act 2005 (inserted by section 118 of the Police and Fire Reform (Scotland) Act 2012), and in accordance with the Government Financial Reporting Manual (FReM).

Under the Public Finance and Accountability (Scotland) Act 2000, auditors are appointed by the Auditor General.

From a financial perspective, our key measure of financial performance is the comparison of expenditure against the Departmental Expenditure Limit (DEL) funding provided by the Scottish Government. However SFRS will always endeavor to deliver the required outcomes while ensuring value for money.

Full details of our financial performance are found within our Annual Report and Accounts. The report provides a wealth of information on a vast array of activity across the Service.

The Chief Officer (Accountable Officer) has responsibility for maintaining a sound system of internal control, risk management and corporate governance that supports the achievement of the SFRS's policies, strategic aims, and objectives, whilst safeguarding the public funds and assets for which they are personally responsible, in accordance with the assigned responsibilities.

15 Performance

The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance. It describes the processes we use and the tools available to support us in achieving the priorities set by the Scottish Ministers in the Fire and Rescue Framework for Scotland 2016 and the outcomes and objectives set out in our Strategic Plan.

Our approach to performance management recognises that success cannot be achieved by acting alone. We are committed to working with our partners and the communities that we serve to further improve our performance.

We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

This PMF therefore helps us to achieve our ambitions by ensuring that:

- We better understand what demands are driving our services
- We better understand how well we and our partnerships are performing now and where we need to improve further

- We have better information to guide decisions about what we need to do to keep improving
- Our people are better informed and empowered to achieve continuous improvement
- We are open and transparent in how we are performing.

Additionally, on the implementation of a revised Strategic Plan, a formal review will be instigated to ensure full alignment with any new objectives set.

We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

The SFRS have also developed and delivered a 3-year BI Strategy. This strategy will work in conjunction with the Digital Strategy in bringing about positive impacts and improvements throughout the Service.

It ensures that stakeholders including our staff, Scottish Government, planning partners and academic institutes are all involved in bringing about success.

16 Information Governance

Information Governance is the application of management techniques to collect information, communicate it within and outside the organisation and process it to enable personnel to make quicker and better decisions.

This should always be done securely and in compliance with legislation, something the SFRS promotes in everything we do. SFRS have approved a zero-risk appetite for non-compliance against our statutory duties.

The Information Governance Manager is the Data Protection Officer for the SFRS.



17 Independent Inspections and Internal/External Audit

SFRS is primarily inspected by Her Majesty's Fire Service Inspectorate (HMFSI) and audited through independent internal and external auditors.

Each recommendation following any Inspection/Audit will have a management response and an appropriate action plan will be developed and reported to the relevant Committee for scrutiny purposes and in order to track progress against the recommendations.

The ARAC will also have complete oversight of all inspections and audits through a high-level dashboard.

The following gives some more context:

Internal audit

The SFRS shall:

- establish and maintain arrangements for internal audit in accordance with the Public Sector Internal Audit Standards and the Internal Audit section of the Scottish Public Finance Manual (SPFM)
- set up an audit committee of its board, in accordance with the Audit Committees section of the SPFM, to advise both the board and the Chief Officer in his/her capacity as the SFRS Accountable Officer
- forward timeously to the SG the audit charter, strategy, periodic audit plans and annual audit assurance report, including the SFRS Head of Internal Audit opinion on risk management, control and governance and other relevant reports as requested
- keep records of and prepare and forward timeously to the SG an annual report on fraud and theft suffered by the SFRS and notify the SG at the earliest opportunity of any unusual or major incidents.

The SG's Internal Audit Directorate has a right of access to all documents held by the SFRS internal auditor, including where the service is contracted out. The SG has a right of access to all SFRS records and personnel for any purpose.

External audit

The Auditor General for Scotland (AGS) audits, or appoints auditors to audit, the SFRS's annual accounts and passes them to the Scottish Ministers who shall lay them before the Scottish Parliament, together with the auditor's report and any report prepared by the AGS.

For the purpose of audit, the auditors have a statutory right of access to documents and information held by relevant persons. The SFRS shall instruct its auditors to send copies of all management reports (and correspondence relating to those reports) and responses to the SG.

The AGS, or examiners appointed by the AGS, may carry out examinations into the economy, efficiency, and effectiveness with which the SFRS has used its resources in discharging its functions.

The AGS may also carry out examinations into the arrangements made by the SFRS to secure Best Value. For the purpose of these examinations the examiners have a statutory right of access to documents and information held by relevant persons.





In addition, the SFRS shall provide, in contracts and any conditions to grants, for the AGS to exercise such access to documents held by contractors and sub-contractors and grant recipients as may be required for these examinations; and shall use its best endeavours to secure access for the AGS to any other documents required by the AGS which are held by other bodies.

Inspectors of the SFRS





Her Majesty’s Fire Service Chief Inspector and Assistant Inspectors will inspect the SFRS and, in doing so, may inquire into certain matters independently, or on the direction of Scottish Ministers.

The Chief Inspector is required to provide reports (or, where applicable, copy reports) of inquiries to the SFRS and, depending on the type of inquiry, to the Scottish Ministers. Copies of certain reports, in particular those relating to the state and efficient of the SFRS, must be laid before the Scottish Parliament.

Primary

<p>Deloitte External Audit are appointed to undertake Independent External Audit of SFRS</p> 	<p>HMFSI Provides independent scrutiny of the Fire Service. Publish an annual scrutiny plan and conducts various different types of ‘reviews’ with a focus towards operational matters. Also alongside Audit Scotland has a Best Value inspection role.</p> 
<p>Audit Scotland Provides independent assurance on value for money/Best Value in addition to further wider scope responsibilities.</p> 	<p>Local Authority Scrutiny Boards/ Committees Each of Scotland’s local authorities have scrutiny arrangements in place to allow them to influence the fire service at a local level.</p> 

Secondary

 <p>Scottish Information Commissioner</p> <p>Promotes and enforces Freedom of Information</p>	 <p>The Scottish Government Riaghaltas na h-Alba</p> <p>Gateway Reviews are a series of independently led assurance reviews, testing specific areas of projects, such as: scope, schedule, cost, risk, governance.</p>	 <p>HSE Health & Safety Executive</p> <p>UK government agency responsible for the encouragement, regulation and enforcement of workplace health, safety and welfare.</p>	 <p>The Scottish Parliament Pàrlamaid na h-Alba</p> <p>Remit includes all matters within responsibility for Cabinet Secretary for Justice.</p>	<p>External Accreditation</p>
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18 Code of Conduct

The Scottish Government, SFRS Board and SLT set and expect the highest standards of conduct to build and maintain the trust of our stakeholders, importantly colleagues and the community we serve. Employees are actively encouraged to help shape our culture by speaking up and challenging behaviour that does not align with our values.

SFRS Employee Code of Conduct :

The SFRS Code of Conduct (Code) promotes standards of desired behaviours that apply to all employees. Our Code fosters an open and transparent environment where employees can speak up and raise concerns without any form of retaliation. It creates a frame of reference for properly addressing sensitive and complex issues and provides for accountability if standards of conduct are not upheld.

SFRS Board Model Code of Conduct:

This Code specifically applies to member of the SFRS Board it has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the "Act"\)](#). The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.

Both our Employee and Board Member Code of Conduct's have been based on the nine key principles of public life, namely duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect.

19 Governance Strategy and Policy

The development of various other Strategies and Policies within SFRS are designed to support the implementation and operations of our Strategic Objectives.

They also exist with the intention of helping make clear what their aims are, explain how it will achieve them and contribute to the overall direction of SFRS inline with the Fire and Rescue Framework and Governance and Accountability Framework agreed with Scottish Government.

In providing for good governance these documents are finalised after consultation with all impacted management and approved by the Board in line with the Scheme of Delegations.

The policy owners must ensure that any development of new policy and/or proposed changes to an existing policy are submitted through the relevant executive Group/Board where further consideration will be given to the relevant Committee of the Board. This needs to be presented for recommendation to the SFRS Board for approval if deemed Strategic in nature that would impact on the Service.

20 Governance of this Framework

Ownership of the framework is vested with the Governance, Strategy, and Performance Function, through the Head of Governance, Strategy and Performance and the Board Support Manager.

21 Drafting, Amendments and Annual Review

SFRS Governance, Strategy and Performance function is responsible for the co-ordination, the drafting, any amendments, and the annual review of the framework.

Any proposed changes to the framework will be submitted to the executive Good Governance Board for scrutiny and then to the SLT and SFRS Board for approval

22 Approval

The Framework must be approved by the SFRS Board and SLT.

23 Non-Compliance

Non-compliance with any SFRS policies, standards, procedures, or the like, could result in disciplinary action being considered.

24 Implementation

The Directors that make up part of the SLT are responsible for adherence to and the implementation of the Framework within their Directorates.

25 Compliments and Complaints

At the Scottish Fire and Rescue Service we are committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.

Our Complaints, Comments and Compliments Policy is intended to ensure that our procedures in relation to complaints, comments and compliments are user focused, fair, proportionate, consistent, accessible, and easily understood. We will use the feedback we receive to monitor our performance and will incorporate this information into our planning and governance processes in order to continually improve our Service.

We are keen to hear examples of good practice, excellent service delivery; individual acts of bravery or heroism, or of the simple attention to detail which exemplifies the caring service we provide to Scotland's communities.

While we will always strive to do our best, we know that we will not always get it right. In instances where our standards of service are questioned, we welcome the opportunity to investigate the circumstances, are committed to correcting any lapses and to using the learning outcomes to improve our Service.

26 Legal

SFRS Legal Services provide advice to Service on a wide range of topics they are also supported by specialist external lawyers who assist with complex legal issues when required.

APPENDICES

List of key documents prescribed by this Governance Framework

- SFRS Long Term Vision
- Fire and Rescue Framework for Scotland
- SFRS Strategic Plan
- Governance and Accountability Framework
- Annual Governance Statement Policy
- Scheme of Delegation
- Standing Orders for meetings of the Board and its Committees and Sub-Committees
- Terms of Reference for each Committee of the Board
- Terms of reference for Executive Boards and Groups
- Code of Conduct for Board Members
- Financial Regulations
- Standing Order Regulations Contracts



REFERENCES

1. Strategy Plan/Annual Operating Plan ; Local Plans
2. SFRS Board Reports
3. Equality and Human Rights Impact and Island Community Impact Assessments – (Available on request)
4. What we spend and how we spend it
5. Board and Committee Papers and Reports
6. How are we performing - External Performance Assessments
7. SFRS Governance and Accountability Framework
8. SFRS Corporate Governance Scheme of Delegation
9. How are we performing - Annual Reviews
10. Board and Committee Papers and Reports
11. Communication and Engagement Strategy
12. SFRS Values Framework
13. Board Members Code of Conduct
14. Board and Committee Papers and Reports
15. Register of Interests
16. Mainstreaming and Equality Outcome Report
17. Anti-Fraud Statement, Whistleblowing Policy and Complaints Handling
18. Recruitment and Selection Policy
19. About SFRS - Standing Orders, Scheme of Delegation & Conflict of Interests
20. Schedule of Board and Committee Meetings
21. Equality and Human Rights Impact Assessments – (Available on request)
22. Access to Information
23. Risk Management Policy
24. How are we performing
25. Annual Report and Statement of Accounts
26. Board and Committee Papers and Reports
27. Complaints, Comments and Compliments
28. SFRS Board Papers
29. SFRS Consultations

DRAFT



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FIRE AND RESCUE SERVICE

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SFRS Good Governance Framework 2022

Draft Version 1.0 April 2022

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



Report No: B/SPPC/05-22

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	28 APRIL 2022						
Report Title:	ANNUAL OPERATING PLAN 2022/23						
Report Classification:	For Decision	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>
1	Purpose						
1.1	The purpose of this report is to present the Board with the Annual Operating Plan (AOP) 2022/23 for approval.						
2	Background						
2.1	The Scottish Government Governance and Accountability Framework sets out the Scottish Fire and Rescue Service's (SFRS) duty to prepare an Annual Operating Plan each year to support the achievement of the Strategic Plan.						
2.1	The development of the AOP 2022/23 has been carried out in conjunction with all Directorates to ensure that critical business and those actions required to deliver our ambitions for change are the main focus of the plan.						
2.2	The Annual Operating Plan is aligned to the four Outcomes of the Strategic Plan 2019-22. This Strategic Plan runs to the end of the September 2022. In October 2022, the new Strategic Plan 2022-25 will be published and the AOP 22/23 will be reviewed and re-aligned with the Strategic Plan 2022-25. A 'Strategic Plan Three-Year Programme of Work' will be developed and reported on a quarterly basis to the Board.						
3	Main Report/Detail						
3.1	The Annual Operating Plan 2022/23, attached as Appendix A , is presented for consideration and approval.						
3.2	Any activity identified as a strategic change or major project has not been included in this Plan to avoid duplication of reporting and scrutiny. A programme of projects being taken forward for 2022/23 will be reported to the Change Committee as normal.						
3.3	Board members are requested to review the actions proposed and confirm that they are appropriate for the AOP 2022/23. In terms of appropriateness consider if actions: <ul style="list-style-type: none"> • Are of interest to and progress needs scrutiny by the Strategic Leadership Team and Board. • Deliver considerable benefits to our staff, organisation or communities. 						
3.4	Due to the fluid operating landscape that has resulted from the COVID-19 pandemic, the Annual Operating Plan will be kept under review and an update on the extent of the COVID-19 impact on this Plan will be reported to our Board. Any new activities or updates						

	to previously agreed activities will be highlighted on a version controlled document and noted on a change log.
4	Recommendation
4.1	Board members are requested to: <ul style="list-style-type: none"> • consider all actions proposed • agree publication of the Annual Operating Plan 2022/23.
5	Key Strategic Implications
5.1	Risk
5.1.1	Directorates are responsible for identifying and managing any risks associated with the delivery of the Strategic Plan. Actions identified within the Annual Operating Plan 2021/22 supports the management of any corporate risk.
5.1.2	Any risks arising from any individual actions will be brought before Strategic Leadership Team (SLT) and the Board through the normal risk management channels.
5.2	Financial
5.2.1	The Annual Operating Plan 2022/23 contains actions which will support the SFRS in strengthening financial management arrangements.
5.2.2	Directorates propose actions on the understanding that they can secure sufficient financial resources to ensure delivery. 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	The Annual Operating Plan 2022/23 contains actions which supports SFRS commitment to protecting the environment and achieving greater sustainability.
5.3.2	Action owners are responsible for identifying any environmental impact that may arise as a result of their action.
5.4	Workforce
5.4.1	The Annual Operating Plan 2022/23 contains actions which supports SFRS commitment to developing its workforce.
5.4.2	Directorates propose actions on the understanding that they can secure sufficient workforce resources to ensure delivery. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.4.3	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.
5.5	Health & Safety
5.5.1	The Annual Operating Plan 2022/23 contains actions which support the SFRS commitment to health, safety and wellbeing.
5.6	Training
5.6.1	Action owners are responsible for identifying any training implications that may arise in the delivery of their actions.
5.7	Timing
5.7.1	The Annual Operating Plan presented covers the period 1 April 2022 to 31 March 2023. The document will be reviewed in October 2022 to realign it to the new Strategic Plan 2022-25.

5.8	Performance	
5.8.1	Quarterly performance reporting on progress will be presented to the Senior Management Board, Strategic Leadership Team and the SFRS Board.	
5.9	Communications & Engagement	
5.9.1	Action owners are responsible for ensuring communication and engagement is carried out when appropriate to ensure successful delivery and implementation of their actions.	
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 AOP. A Data Protection Impact Assessment (DPIA) is therefore not applicable.	
5.11.2	Action owners are responsible for identifying any relevance and carrying out a DPIS on the delivery of their actions.	
5.12	Equalities	
5.12.1	An Equality and Human Rights Impact Assessment will be carried out on the Annual Operating Plan 2022/23 once agreed and prior to submission to the Board for final approval.	
5.13	Service Delivery	
5.13.1	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.	
Core Brief		
6.1	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan 2022/23 to the Board and asked for approval to publish the document.	
7 Appendices/Further Reading		
7.1	Appendix A – Annual Operating Plan 2022/23	
Prepared by:	Kirsty Jamieson, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Corporate Governance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service (SFRS) is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>16 March 2022</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>6 April 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Decision</i>

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APPENDIX A
SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

ANNUAL OPERATING PLAN 2022/23

April 2022 – March 2023

Safety. Teamwork. Respect. Innovation.

Introduction

To strengthen Scottish Fire and Rescue Service's (SFRS) business planning arrangements, and to ensure that our primary statutory responsibilities as directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function) (Scotland) Order 2005 are met, the Service created a 'Strategic Plan Three-Year Programme of Work' which details how we will achieve our strategic objectives over the lifetime of the Strategic Plan 2019-22.

This Annual Operating Plan 2022/23 is derived from this overarching corporate plan and has 22 actions that will be carried out throughout this reporting year. Building on the success of our actions in previous years, these actions have been proposed to ensure that continuous improvement of our services is achieved. These actions and the key aspects of the work to be undertaken will enforce our commitment to build national and community resilience, to develop our workforce, modernise our response and improve local outcomes, governance and social responsibility arrangements.

The Annual Operating Plan has been structured to show the actions we will take to achieve the four outcomes set within the Strategic Plan 2019-22, see below. Although work for Directorates may naturally fall into just one of the key areas below, it is important to note that no single Directorate is responsible for the sole delivery of any of the Strategic Outcomes.

- **Outcome 1** – Our collaborative and targeted **prevention** and protection activities improve community safety and wellbeing and support sustainable economic growth.
- **Outcome 2** – Our flexible operational model provides an effective emergency **response** to meet diverse community risks across Scotland.
- **Outcome 3** – We are a great place to work where our **people** are safe, supported and empowered to deliver high performing innovative services.
- **Outcome 4** – We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

The Strategic Plan 2019-22 runs to September 2022, with a new Strategic Plan (2022-25) planned to be published in October 2022. As a result, this Annual Operating Plan 2022/23 will temporarily align with the current Strategic Plan 2019-22 and following the extensive review, development and consultation process, will be realigned with the new Strategic Plan 2022-25 upon its introduction in October 2022.

The Annual Operating Plan is made up of fundamental improvement actions. Many of these actions are considerably wide-ranging and substantial in scale, and as such, there will be a requirement to carry these forward into future years for completion with tasks undertaken in phases to ensure necessary scrutiny and forward planning. Progression of actions during this specific operating period will be demonstrated through the achievement of specific key milestones. Only those milestones scheduled to commence in this operating period have been included within this Plan. Additional milestones will be detailed in future operating plans to support the achievement of these actions.

Recovering from Covid-19

This Plan was created following a period of unprecedented national and global adversity with the emergence of the Covid-19 pandemic. Throughout this period of long-term significant impact, we have continued to deliver strong, reliable and resilient services, achieve stability through flexibility and provide communities with the support of a dependable and functioning Service. As we move into the next phase following the pandemic, we continue to build upon the strong foundations we have established, with a view of maintaining flexibility through significant changes to our operating landscape and amendments to our working practices which are reflected in the key improvement actions.

As the Service emerges from the significant impacts of the global pandemic and moves from a response to a phase of recovery, reset and renew, the implications on how the Service works and the issues we will have to manage will become more apparent. However, as we move forward the longer-term impact that the virus has had upon the Service and staff will continue to be a main priority in the planning and progression of all workloads (across the Service) not necessary.

The Senior Management Board (SMB) will oversee all recovery work on behalf of the Service, and this will have significant impacts for all Directorates. As the scale and impact of that work becomes apparent it may also have an impact on the content of the Annual Operating Plan 2022/23. We fully anticipate that the impact on our staff will be significant as we re-orientate towards and through the recovery period. Consequently, this will significantly impact on the workloads of all directorates.

At this stage of the planning process the full impacts of recovery work are not fully known. It is certain that new actions for directorates will arise over the course of the year and will be incorporated into the Annual Operating Plan. Conversely, this may mean actions currently included are amended or postponed into future years as directorates re-prioritise their workloads accordingly. Any such changes will be managed through the SMB and will be reported to both the Strategic Leadership Team (SLT) and the SFRS Board for scrutiny purposes.

As such, this document will remain flexible ensuring that we can amend matters as new priorities arise within our changing operating environment. As the Plan changes, an updated version will be published on the website with any new activities or updates clearly highlighted.

Actions will be progressed where possible, but our primary focus will be to continue to protect our people so that they can keep delivering an effective service for Scotland.

Monitoring Progress

The Head of Governance, Strategy and Performance will lead the production and co-ordination of the 'Strategic Plan Three-Year Programme of Work' from which the Annual Operating Plan is drawn and subsequent quarterly updates on behalf of the SMB. Progress reports on the Annual Operating Plan will be prepared each Quarter in the form of the Corporate Risk and Performance Report. These will be monitored by the SMB who will adopt a planning and performance scrutiny role. Reports will then be shared with the SLT and the Board for scrutiny and/or noting.

The SMB, who also scrutinise our Portfolio of Projects, will give our senior managers insight into the delivery requirements of our strategic activities and ensure effective delivery.

Business as Usual Activity

The Annual Operating Plan complements the many “business as usual” (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day-to-day activities of a function, team or individual which are essential to the sound operation and delivery of our services. Although not included in the Annual Operating Plan, these activities require significant resources from each of our Directorates. The planning processes implemented when developing this Plan, however, ensure that the Annual Operating Plan is flexible enough that it can be delivered alongside our BAU activities.

Each day our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort is expended in making sure our crews and commanders are sufficiently prepared, trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with national and local groups, businesses and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In carrying out our day-to-day business, we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public through various accessible communication platforms, which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day to day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health, safety and wellbeing support arrangements to ensure that our people feel safe, valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

Portfolio Office

As well as our BAU activity and the Annual Operating Plan actions that follow, key change and improvement projects will also be progressed during the year. Determined by the high level of risks associated with their delivery, these projects will be managed and scrutinised through our Portfolio Office arrangements.

Different from the actions of the Annual Operating Plan, these projects will be overseen by our SMB, as a Programme Office Board, and progress scrutinised by the relevant Committee.

Further work on our forward planning will be carried out during this year to understand more fully the combined impact of Improvement Projects, Annual Operating Plan actions and BAU on our capacity.

The list on the following page indicates what projects we are progressing this year. Please note that this list is current as at February 2022 and may be revised during the year:

Outcome	Programme	Project	Scope	Start Date	Due Date
1 – Prevention	Change Portfolio	Safe and Well	To build on our existing Home Fire Safety model and incorporate wider Health and Social Care considerations to support those most at risk.	Apr-18	Jun-22
2 – Response	Operations Function	ON CALL Strategy	To maximise the use and associated benefits of on-call firefighters. This will ensure the provision of an appropriate balance for prevention and protection, and emergency response to communities across Scotland.	Sep-18	Jun-23
	Service Delivery Model	Demand Based Watch Duty Systems	To create a more efficient alignment between appliance crewing arrangements and variations in the local service delivery demand profile.	Jun-18	Jul-23
	Service Delivery Model	Community Risk Index Model	To deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. The model will be accredited by Edinburgh University.	May-19	Jul-23
	Service Delivery Model	Station and Appliance Review	To identify where and how the distribution of community fire stations and pumping appliances can be rebalanced to provide a more efficient, harmonised and risk based delivery of services	May-19	Jul-23
	Major Projects	Command and Control Phase 2	To deliver a modern, resilient and scalable command and control communications system and supporting infrastructure that meets the priorities of the organisation in terms of improving Firefighter and community safety. The initial stage of the Programme has been completed with the integration of eight Operations Controls into three. The focus of the Programme will now be on the delivery of the Command and Control Mobilisation System Project outcomes.	Jan-14	Dec-21
	Major Projects	Emergency Services Network Implementation (ESN)	To plan and implement the transition from Airwave to ESN within the stated timescales, ensuring that the operational impact to SFRS is minimised. This work will	May-19	Dec-26

			also ensure full integration of the ESN to the new Command and Control System and all associated back office systems.		
4 – Public Value	Major Projects	McDonald Road Redevelopment and Museum of Fire	To carry out a reconfiguration and refurbishment of McDonald Road Fire Station to provide a modern fire station, City of Edinburgh Local Senior Officer headquarters, a Museum of Fire, and facilities for support staff, partner agencies and the community.	Apr-17	Jul-22
	Major Project	People, Training, Finance and Asset Management System	To deliver a fully integrated solution that meets the functional and business needs. The programme will realise several business benefits for SFRS including improved access for managers to business data, improved business reporting, improved platform to manage staff rosters, an improved user experience and create business capacity through the automation of processes.	Apr-21	Apr-24
	Major Projects	West Asset Resource Centre	To design and construct modern, fit for purpose workshops and stores facility capable of increasing the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs, to be located on a vacant site at Cambuslang to the east of the National HQ and Training Centre site.	Aug - 20	Jul-23
	Major Projects	Low Carbon Emission Vehicle	To determine a proof of concept low carbon appliance, prior to moving into full multiple production models. All the data, performance information, evaluation criteria and any lessons learned will be collated and can be shared.	<i>TBC</i>	<i>TBC</i>

Strategic Outcome 1: Prevention

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

SO1: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Design a training framework for employees and volunteers to ensure robust health and safety and safeguarding for Children and Young People operational drills.	Apr-21	Oct-22	Service Delivery (Prevention & Protection)	SR3, SR4
<p>Purpose: This action will ensure compliance with relevant legislation. It will also promote diversity and help to ensure that young people are safe from fire and personal harm. The review of adult safeguarding will ensure legislative compliance and assist with agreed adult safeguarding referral pathways. Understanding the contributory factors, missed intervention opportunities, trends and outcomes from Case Conferences ensures that SFRS can adjust strategy and tactics to target the members of our communities at risk.</p>					

S01: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Agree and implement a SFRS specific competency Framework that will outline the competency standards and skills required of FSE teams.	Apr-21	Mar-23	Service Delivery (Prevention & Protection)	SR3, SR4, SR5
	Seek and produce a development pathway for FSE that will maintain skills and provide a dedicated promotion pathway within the function.	Apr-21	Mar-23		
	Implement and procure an accredited training package for new Fire Safety Enforcement and Fire Engineering officers which aligns to the agreed Competency Framework.	Apr-21	Mar-23		

	Undertake a review of the risk rating methodology to determine local and national priorities in line with the National Fire Chief's Council review into Risk Based Inspection Programs.	Apr-21	Mar-23		
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Purpose: Following the work undertaken post Grenfell, the importance of competency is being reinforced across all sectors. This action will reduce risk to the organisation from challenge in competency and provide a framework to ensure all FSE teams are adequately trained, skilled and maintaining their competence. This will also retain the skills developed within the function through a development pathway and consider any revisions required to manage community risk.

SO1: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation Work Plan for the preferred option as agreed following the national consultation process.	Develop and implement monitoring arrangements that are capable of measuring the impact of new AFA response model against intended benefits and perceived risks.	Mar-22	Dec 22	Service Delivery (Prevention & Protection)	SR2
	Work with Alarm Receiving Centres (ARCs) to establish new operating agreements based on the expectations of the new response model.	Apr-22	Dec 22		
	Review and revise UFAS policy, in light of changes to Automatic Fire Alarm (AFA) response model and recommendations from UFAS Stocktake Review.	Oct-21	Feb 23		
	Develop a communications and engagement plan focusing on "preparing for implementation".	Feb-22	Mar 23		
	Undertake a programme of training and awareness, that will prepare affected staff for any change.	Apr-22	Mar 23		
	Configure mobilising system to accommodate new AFA response model and associated monitoring arrangements.	Apr-22	Mar 23		

Purpose: Following the publication and adoption of the recommendation within the Time for Change Reducing Unwanted Fire Alarm Signals Report, the SFRS has commissioned a UFAS Preparing for

Implementation Working Group to take forward the work streams, that will ensure implementation of the chosen model for responding to AFAs and supporting policy, procedures and other necessary arrangements.

Strategic Outcome 2: Response

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

SO2: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implementation of the SFRS Operational Strategy.	Establish Strategy Implementation Plan and processes.	Apr-22	Jun-22	Service Delivery (Operations)	SR1, SR3, SR6, SR7
	Implement new governance route for Operational Strategy work streams.	Apr-22	Jun-22		
	Review and refresh how we identify, adopt, procure, and introduce service operational assets and manage these over the course of their lifespan.	Apr-22	Dec-22		
	Develop a plan in conjunction with Asset Management for future operational Fleet.	Oct-22	Dec-22		

Purpose: To mainstream the SFRS Operational Strategy moving it from Task and Finish to Business as Usual.

SO2: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Delivery of the Document Conversion Project.	Deliver Frontline Delivery Platform.	Apr-22	Sept-22	Service Delivery (Operations)	SR 1, SR 3, SR 7, SR 8
	Deliver the completion of Transport Work Packages.	Jul-22	Oct-22		
	Deliver the completion of Firefighting Work Packages.	Oct-22	Jan-23		
	Deliver the completion of Hazmat Work Packages.	Jan-23	Mar-23		

Purpose: A two-year project to review and update all SFRS operational documents into Policy and Operational Guidance, Manuals or Operating Procedures. Using SharePoint, the project will deliver accessible, risk critical information to Firefighters and Incident Commanders on the incident ground.

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.

SO3: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Engage with stakeholders across SFRS to develop and roll out the organisation's People Strategy, linked to the Long-Term Vision and refreshed Corporate Strategy.	Apr-22	Mar-23	People and Organisational Development	SR5
	Identify and implement any changes to People and Organisational Development's structures, capabilities and ways of working required to deliver the People Strategy.	Apr-22	Mar-23		
	Implement the Building the Future Together Programme (Organisational Effectiveness and Staff Engagement Framework) enabling the foundation and conditions for the delivery of the Future Vision.	Oct-20	Sep-23		

Purpose: This action will see the implementation of the Building the Future Together Programme. This Framework aims to create the environment and conditions to support our workforce to think innovatively, empower our leaders, build on our skills, competencies and behaviours and deliver a Service that is 'fit for the future'. All of this must be built on a foundation of clear vision, structures, systems and processes to ensure that our organisational infrastructure can support the future direction of travel. Development of the SFRS People Strategy will clearly articulate the POD priorities and programme of work that underpin achievement of the objectives within the Corporate Strategy, aligned to the Long-Term Vision. The review of POD's structure, roles, capabilities and ways of working will ensure the team is set up to effectively deliver against the agreed strategic priorities.

SO3: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver Strategic Workforce Planning and Resourcing.	Strengthen and continually review our approach to Strategic Resource Planning, ensuring that SFRS current and future workforce needs are understood and planned for.	Apr-20	Mar-23	People and Organisational Development	SR 5
	Develop and deliver a recovery strategy for all staff groups to address impact of reduced resourcing activity due to the Covid-19 pandemic.	Apr-21	Mar-23		
Purpose: This action will ensure a strategic focus is maintained on our ability to have our workforce resourced to deliver our statutory responsibilities.					

SO3: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs.	Implement a wellbeing champion network across SFRS that will enable a proactive approach to help tackle the stigma of mental ill health support and support early intervention.	Apr-22	Apr-23	People and Organisational Development	SR4, SR5
	Review the Health and Wellbeing Team Structure to create a more preventative and responsive approach to support the wider wellbeing agenda.	Apr-22	Oct-23		
	Implement a range of platforms that encourage and enable staff to access wellbeing resources that meet their individual needs.	Apr-22	Mar-24		
Purpose: This action will help to ensure that the mental and physical health and wellbeing of our staff is supported by providing early and ongoing tools and interventions that support our workforce. It also aims to develop a culture of openness and stigma reduction by providing mental health awareness and training to support managers' awareness of mental health issues and provide guidance on how to support employees.					

SO3: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a SFRS Communications and Engagement Strategy for 2021-23.	Publish final Communications and Engagement Strategy.	Jan-22	May-22	Strategic Planning, Performance and Communications	SR8

Purpose: This action will provide a document that outlines how we plan to communication with our staff, the public and our stakeholders. The Strategy aims to improve communications to these groups leading to them being better informed and engaged with our activities and messaging.

SO3: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Progress the development of an in-house Health and Safety Management Information System. (HSMIS)	Launch of the reporting functionality associated with Event Reporting and Display Screen Equipment (DSE).	Apr-22	Jun-22	Training, Safety and Assurance (TSA)	SR 4, SR 5, SR 6
	Launch of system elements of Workplace Inspection, Workplace Transport and Risk Assessment.	Apr-22	Sep-22		
	Launch of system elements of Self-Audit and First Aid.	Sep-22	Jan-23		
	Completion of Event Reporting upgrades.	Dec-22	Mar-23		

Purpose: To develop and implement a bespoke Health and Safety Management System that meets the needs of SFRS.

SO3: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Further enhance the management of risk to safety within the operational environment.	Development of a Management of Operational Risk Policy and Operational Guidance.	Apr-22	Jun-22	Training, Safety and Assurance (TSA)	SR 4, SR 5
	Development of an overarching Management of Risk at Operational Incidents Management Arrangement.	Apr-22	Jun-22		
	Formal consultation and review.	Jul-22	Sep-22		
	Implementation.	Oct-22	Mar-23		

Purpose: To promote a holistic approach to the management of risk with regard to Firefighter safety.

SO3: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implementation of Year 3 of the Training Strategy.	Implementation of a process for individuals to record training and development requirements.	Apr-22	Jul-22	Training, Safety and Assurance (TSA)	SR 4, SR 5, SR 6
	Implementation of a process to ensure that the individual, team and organisational needs are recorded to use as a key driver for direction future training delivery.	Apr-22	Jul-22		
	Implementation of revised key performance indicators to assist and support the Performance Management Framework.	Apr-22	Oct-22		
	Ensure work carried out within the auspice of the Strategy is well managed in accordance with the SFRS governance process.	Jun-22	Mar-23		
Purpose: To deliver the priorities set out within the Training Strategy.					

SO3: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Full Review of the Training Continuous Improvement Programme.	Creation of the Training Continuous Improvement Board which will provide governance for all areas of improvement within the Training function.	Apr-22	May-22	Training, Safety and Assurance (TSA)	SR 4, SR 5
	Carry out review of Continuous Improvement Programme. Rationalisation and re-distribution of remaining recommendations.	Apr-22	Jun-22		
	Implementation of new Training for Operational Competence Framework.	Apr-22	May-22		
Purpose: A review of our Continuous Improvement Programme will ensure we continue to improve training efficiency and performance, thereby improving both firefighter and public safety.					

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.

SO4: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Complete actions from annual penetration test.	Apr-22	Mar-23	Service Development	SR6, SR5
	Develop and implement annual cyber security training refresh for all staff.	Apr-22	Mar-23		
	Procure and commence implementation of Security Information and Event Management (SIEM) solution (assuming funding business case approve)	Apr-22	Mar-23		

Purpose: Cyber threats to SFRS continue to develop and require continuing vigilance, controls and awareness to protect SFRS systems and infrastructure. This action aims to introduce measures that minimise the opportunity for cyber-attacks, including the use of technical controls within the ICT function and the provision of training to all staff to ensure that they can identify cyber security risks and know how to report them.

SO4: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Integrate business case process with Portfolio lifecycle phases.	Jul-22	Sep-22	Service Development	SR7, SR8
	Design Portfolio roles and responsibilities.	Apr-22	Jun-22		
	Refresh, renew and integrate Portfolio governance.	Jan-22	Jun-22		
	Implement and embed interim tooling.	Jan-22	Jun-22		
	Design Portfolio prioritisation and selection process.	Jul-22	Sep-22		

Purpose: The purpose of introducing and implementing a consistent and repeatable approach to Portfolio, Project and Programme Management out in full. Is to ensure that progress both at an individual and collective level across the change portfolio is regularly monitored against our delivery baselines which helps to ensure that delivery stays on track and that the change portfolio remains strategically aligned as well as relevant and reflective of best value for the SFRS.

SO4: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change.	Establish a Benefits Management Strategy.	Feb-22	Apr-22	Service Development	SR7
	Establish a Benefits Management Process and Categorisation.	Jul-22	Sep-22		
	Integrate Benefits Management Process with Business Case Process.	Jul-22	Sep-22		
	Develop a Benefits Management Tool that allows for Forecasting and Mapping.	Aug-22	Sep-22		
	Develop Benefits Management Reporting and KPIs.	Jul-22	Sep-22		
	Integrate Benefits Tracking across the Business Change Lifecycle.	Oct-22	Dec-22		

Purpose: The purpose of our Management of Value Framework is to clearly identify and manage the benefits anticipated and to be realised from across the change portfolio, helping to inform the decision-making process in selecting new change initiatives and ensuring SFRS make best use of scarce organisational resource and that each project and programme adds value and contributes directly to the overall strategic objectives and outcomes defined by SFRS.

SO4: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Design and Implement a Continuous Improvement Framework across SFRS.	Develop a Continuous Improvement and Quality Strategy.	Jan-22	Jun-22	Service Development	SR8
	Develop a Self-Assessment Process and Reporting format.	Mar-22	Jun-22		
	Establish a suite of Continuous Improvement Processes and Tools.	Jul-22	Dec-22		
	Determine Organisational Quality Management System (QMS) Capability and Readiness.	Oct-22	Dec-22		
	Design a Quality Management System (QMS) for purposes of 'Implementation & Pilot'.	Jan-23	Jun-23		

Purpose: The purpose of a consistent approach to Continuous Improvement and Quality will enable SFRS to deliver best value by taking a continuous approach to improvement and optimise the ways in which we operate and the services we provide, whilst focusing on the reduction of waste and cost, and

the increase of commitment and engagement from our employees in the pursuit of the outcomes we aim to achieve resulting in improved public satisfaction of the SFRS and realisation of 'Best Value'.

SO4: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Procure and implement replacement digital fireground radios.	Carry our procurement of replacement radios including market engagement and detailed specification of requirements.	Apr 22	Sep 22	Service Development	SR1, SR6
	Develop implementation plan to rollout replacement radios.	Jun 22	Sep 22		
	Commence rollout of replacement radios.	Sep 22	Mar 23		

Purpose: Research and development has taken place to confirm the strategy of replacing SFRS current analogue fireground radios with digital radios to enhance reliability and contribute to firefighter safety.

SO4: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Provide Quarter 1 progress report to SFRS ESN Project Board.	Mar 22	Jun 22	Service Development	SR1, SR6
	Provide Quarter 2 progress report to SFRS ESN Project Board.	Jul 22	Sep 22		
	Provide Quarter 3 progress report to SFRS ESN Project Board.	Oct 22	Dec 22		
	Provide Quarter 4 progress report to SFRS ESN Project Board.	Jan 23	Mar 23		

Purpose: The Emergency Services Network (ESN) is the output of a UK Home Office programme to replace the current emergency services' critical communications system, Airwave. The current planned timescale for implementation in SFRS and the other Scottish emergency services is Quarter 2 2024 to Quarter 4 2025.

SO4: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Year 2 Actions from the Carbon Management Plan 2020-2025	Install Electric Vehicle Charging to corporate hubs and rural wholetime stations with Watch Managers.	Apr-21	Mar-23	Finance and Contractual Services	SR8, SR7, SR6, SR4

	Photo voltaic installations to corporate hubs and larger wholetime stations.	Apr-21	Mar-23		
	Installation of Building Management Systems to larger premises.	Apr-21	Mar-23		

Purpose: Our Carbon Management Plan, in response to the Scottish Government's Emergency Climate, is a legislative commitment. This action will see delivery of our Year 2 actions within the Plan which seek to reduce our carbon footprint and provide a cleaner environment to the communities of Scotland.

SO4: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Determine next steps based on recommendations of feasibility study and begin preparation work for changes proposed – Human Resources / Scottish Government Engagement.	Jan-22	Apr-22	Finance and Contractual Services	SR7, SR4
	Consult with members and select LGPS provider.	Mar-22	Jul-22		
	Consult with Representative Bodies	Jul-22	Sept-22		
	Review and consolidate.	Sept-22	Mar-23		

Purpose: The Service currently administers multiple Pensions under the Local Government Pension Scheme (LGPS). This action would reduce that administrative burden by exploring opportunities to consolidate LGPS membership and ensure that we achieve best value for employer contributions.

SO4: Action 9	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a SFRS Innovation Strategy	Consult across the service and with partners on approaches to progressing innovation.	Apr-22	Jul-22	Strategic Planning, Performance and Communications	SR 8
	Publish SFRS Innovation and Improvement Strategy.	Jul-22	Dec-22		
Purpose: To allow SFRS to make clear progress against its Innovation value, bring together a coherent approach to innovation and better meet the requirements contained within the Fire and Rescue Framework for Scotland and the SFRS Strategic Plan.					

Appendix 1: Strategic Risks Table

Strategic Risk	Risk Description
SR1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
SR2	Ability to reduce the number of Unwanted Fire Alarm Signals and associated occupational road risk.
SR3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value.
SR4	Ability to ensure legal and regulatory compliance.
SR5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
SR6	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.
SR7	Ability to deliver a high quality, sustainable service within the funding envelope.
SR8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.
SR9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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Annual Operating Plan 2022/23
Version 1: April 2022

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



Report No: B/ARAC/01-21

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	28 APRIL 2022						
Report Title:	INTERNAL AUDIT PLAN 2022/24						
Report Classification:	For Decision	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>
1	Purpose						
1.1	The purpose of this report is to advise and seek the approval of the Board for the internal audit activity planned for 2022/24.						
2	Background						
2.1	As part of the appointment of Azets as internal auditors to Scottish Fire and Rescue Service (SFRS) we have developed an Internal Audit Plan and Charter for the 2022/24 year. The Audit and Risk Assurance Committee (ARAC) discussed the plan at its last meeting in March 2022.						
3	Main Report/Detail						
3.1	As per the Scheme of Delegations (incorporating matters reserved for the Board), approval of the Internal Audit Plan is a matter reserved for Board decision.						
3.2	Azets presented a draft Internal Audit Plan 2022/24, for the ARAC's consideration at its meeting of 30 March 2022. The ARAC members noted and commented on the content of the plan. ARAC members were content on the whole with the plan and to put it forward to the April Board for decision.						
3.3	The Internal Audit Plan (Appendix A) outlines the main areas of audit coverage for the 2022/24 years and is therefore being put forward for approval by the Board.						
4	Recommendation						
4.1	The Board are invited to approve the Internal Audit Plan, as set out in Appendix A.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	The internal audit programme forms a key part of the Service's Assurance Framework.						
5.2	Financial						
5.2.1	The cost of providing internal audit services is contained within the Resource Budget.						
5.3	Environmental & Sustainability						
5.3.1	Not Applicable						

5.4	Workforce
5.4.1	Not Applicable
5.5	Health & Safety
5.5.1	Not Applicable
5.6	Training
5.6.1	Not Applicable
5.7	Timing
5.7.1	The Internal Audit Plan covers financial years 2022/23 and 2023/24.
5.8	Performance
5.8.1	Internal Audit is intended to support the Service to identify improvements that will enhance performance.
5.9	Communications & Engagement
5.9.1	Not Applicable
5.10	Legal
5.10.1	Not Applicable
5.11	Information Governance
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i>
5.12	Equalities
5.12.1	Not Applicable
5.13	Service Delivery
5.13.1	Not Applicable
6	Core Brief
6.1	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2022/24. This set out a timetable of the main reviews of key activities during 2022/24 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS which link to the Service's purpose, outcomes and risks.
7	Appendices/Further Reading
7.1	Appendix A – Internal Audit Plan 2022/43
Prepared by:	Matt Swann, Associate Director, Azets and Alasdair Cameron, Group Commander, Board Support Manager
Sponsored by:	John Thomson, Acting Director of Finance and Contractual Services
Presented by:	Brian Baverstock, Chair – Audit and Risk Assurance Committee
Links to Strategy and Corporate Values	
<p>This links to SFRS Strategic Plan 2019-22. The vision “for a safe, just and resilient Scotland” which is supported by four outcomes which our work must also contribute to:-</p> <ol style="list-style-type: none"> 1. We live in safe, cohesive and resilient communities 2. Prevention and early intervention improve wellbeing and life chances 3. Our systems and interventions are proportionate, fair and effective 4. We deliver person-centred, modern and affordable public services. 	

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Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Audit and Risk Assurance Committee</i>	<i>30 March 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Decision</i>



Scottish Fire & Rescue Service Internal Audit Plan 2022-24

March 2022



Scottish Fire & Rescue Service

Internal Audit Plan 2022-24

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INTERNAL AUDIT APPROACH	3
DELIVERING THE INTERNAL AUDIT PLAN	5
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Introduction

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.

Section 3 – Definition of Internal Auditing, Public Sector Internal Audit Standards

Our internal audit plan is designed to provide the Scottish Fire & Rescue Services (SFRS), through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the continuous improvement of governance, risk management and internal control processes through the implementation of this plan.

Azet's internal audit methodology complies fully with the Public Sector Internal Audit Standards (PSIAS), which cover the mandatory elements of the Chartered Institute of Internal Auditors' International Professional Practices Framework.

The PSIAS require the Chief Internal Auditor to produce a risk-based plan, which takes into account SFRS's risk management framework, its strategic objectives and priorities and the views of senior managers and the Audit & Risk Assurance Committee. The objective of audit planning is to direct audit resources in the most efficient manner to provide sufficient assurance that key risks are being managed effectively and value for money is being achieved.

This document addresses these requirements by setting out an internal audit plan for the years 2022/23 and 2023/24.

Audit & Risk Assurance Committee action

In order to develop the plan, we have held discussions with the Strategic Leadership Team (SLT) and have incorporated their feedback into this draft.

We now ask the Audit & Risk Assurance Committee to review and approve the proposed Internal Audit Plan for 2022/23 and 2023/24.

Internal audit approach

Supporting the Governance Statement

Our Internal Audit Plan is designed to provide SFRS, through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the improvement of governance, risk management and internal control processes by using a systematic and disciplined evaluation approach.

Risk based internal auditing

Our methodology links internal audit activity to the organisation's risk management framework. The main benefit to SFRS is a strategic, targeted internal audit function that focuses on the key risk areas and provides maximum value for money.

By focussing on the key risk areas, internal audit should be able to conclude that:

- Management has identified, assessed and responded to SFRS's key risks;
- The responses to risks are effective but not excessive;
- Where residual risk is unacceptably high, further action is being taken;
- Risk management processes, including the effectiveness of responses, are being monitored by management to ensure they continue to operate effectively; and
- Risks, responses and actions are being properly classified and reported.

We have reviewed SFRS's risk management arrangements and have confirmed that they are sufficiently robust for us to place reliance on the risk register as one source of the information we use to inform our audit needs assessment.

Audit needs assessment

Our internal audit plans are based on an assessment of audit need. "Audit need" represents the assurance required by the Audit & Risk Assurance Committee from internal audit that the control systems established to manage and mitigate the key inherent risks are adequate and operating effectively. The objective of the audit needs assessment is therefore to identify these key controls systems and determine the internal audit resource required to provide assurance on their effectiveness.

Our audit needs assessment involved the following activities:

- Reviewing SFRS's risk register,
- Reviewing SFRS's strategic and operational plans and objectives,
- Reviewing previous internal audit reports,
- Reviewing external audit reports and plans,
- Reviewing SFRS's website and internal policies and procedures,
- Utilising our experience at similar organisations, and
- Discussions with senior management and the Audit & Risk Assurance Committee.

Best value

Our work helps SFRS to determine whether services are providing best value. Where we identify opportunities for improving value for money, we raise these with management and include them in the report action plan.

Liaison with external audit

We seek to complement the areas being covered by SFRS's external auditors, Deloitte. We welcome comments on the internal audit plan from Deloitte at any time and we will formally discuss the plan with Deloitte on at least an annual basis. This will help us to target our work in the most effective manner, avoiding duplication of effort and maximising the use of total audit resource.

Delivering the internal audit plan

Internal Audit team – indicative staff mix

Grade	2021/22 Input (days)	Grade mix (%)
Partner / Director	15	10%
Senior Manager	32	21%
Auditors	103	69%
Total	150	100%

Internal Audit Team Contacts

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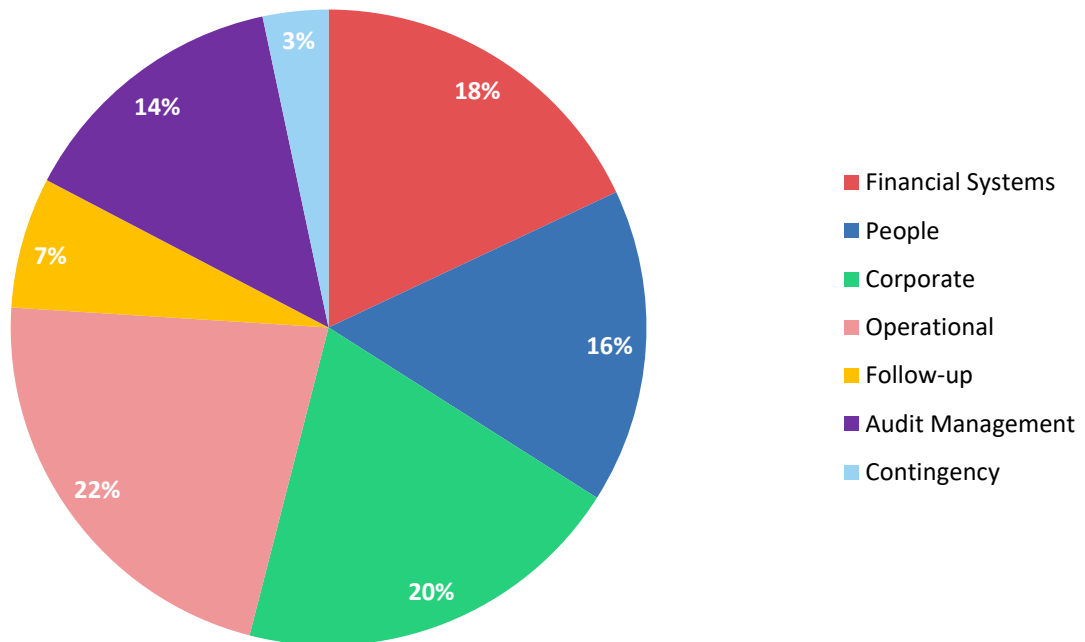
Proposed Internal Audit Plan

Appendix 1 presents the internal audit plan for 2022/23 to 2023/24. The Internal Audit plan is based on our risk and audit needs assessment as at March 2022.

Internal audit is only one source of assurance for the Audit & Risk Assurance Committee. Assurance on the management of risk is provided from a number of other sources, including the senior management team, external audit and the risk management framework itself.

The table below demonstrates how the internal audit days for 2022/23 are allocated across each area of the audit universe.

Allocation of audit days 2022/23



Links to Strategic Risks

Below we have demonstrated the link between each area of the audit universe and SFRS's strategic risk areas. In italics we have stated the corresponding audit assignments.

Financial

Risk 7 - Ability to deliver a high quality, sustainable service within the funding envelope.
(Revenue Maximisation, Capital Investment Strategy and Budgetary Control)

People

Risk 4 - Ability to ensure legal and regulatory compliance.
(Equality, Diversity and Inclusion, Staff Recruitment and Retention)

Risk 5 - Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
(Sickness Absence Management, Training and Equality, Diversity and Inclusion, Staff Recruitment and Retention)

Corporate

Risk 1 - Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
(Corporate Performance Management)

Risk 4 - Ability to ensure legal and regulatory compliance.
(Whistleblowing)

Risk 5 - Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
(Post Pandemic Review)

Risk 8 - Ability to anticipate and adapt to a changing environment through innovation and improved performance.
(Corporate Performance Management and Change Management)

Risk 9 - While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.
(Post Pandemic Review)

Operational

Risk 1 - Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
(Workforce Planning – RDS Firefighters)

Risk 3 - Ability to collaborate effectively with partners and communities, to enhance service delivery and best value.
(Partnership Working)

Risk 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.
(Personal Protection Equipment)

Appendix 1 – Internal Audit Plan 2020-21 to 2023-24

Audit area	2020/21	2021/22	2022/23	2023/24	Audit objectives
A. Financial systems					
A.1 Financial Systems Health Check	15				To ensure there are appropriate financial controls in place which ensure completeness and integrity, and that there are for effective arrangements for producing management information.
A.2 Procurement and Tendering	12				To ensure procedures in place at the SFRS for procuring good and services are effectively communicated, monitored and comply with best practice and the Procurement Reform (Scotland) Act 2014.
A.3 Expenses Policy	12				To ensure that all expenses are managed in an appropriate, effective and efficient manner.
A.4 Revenue Maximisation			12		This review will examine the arrangements SFRS has in place to ensure it maximises its opportunities for obtaining revenue additional to its core funding by applying for grants/other funding for which it may be eligible. This will include the methods for identifying other means of income and the arrangements for ensuring applications are submitted within the required deadlines and that any related conditions are complied with.
A.5 Capital Investment Strategy			15		This review will examine SFRS's strategy for capital investment including the identification of the need for investment and consideration of any environmental impact related to business case decisions. We will evaluate SFRS's approach to preparing and approving business cases for capital investment. As part of the review, we will identify areas for improvement to support a robust, repeatable process, which can be consistently applied

					throughout SFRS to different business planning and capital investment decisions.
A.6 Budgetary Control				15	With budgets increasingly under pressure, this review will aim to ensure that SFRS has robust and effective controls over budget setting, monitoring and reporting with particular emphasis on ensuring the service's financial sustainability going forward.
Subtotal A:	39	0	27	15	
B. People					
B.1 Learning & Development		15			<p>To ensure that there are appropriate controls over leadership training. This will include:</p> <ul style="list-style-type: none"> ensuring eligible staff are identified for the leadership programme so they are developed to their full potential; ensuring that there are effective and cost efficient methods of training delivery; ensuring feedback is obtained on the effectiveness of the training given; and that there are appropriate management information and reporting arrangements in place.
B.2 Sickness Absence Management				12	This review will aim to ensure that sickness absence levels are regularly monitored, kept to a minimum and that appropriate action is taken in the event of repeated and/or prolonged absence. As part of this audit, we will also review the arrangements to ensure that appropriate levels of staffing are maintained in order to meet service delivery requirements where this is affected by sickness absence. This will include consideration of sickness levels on a local and national basis in order to ensure sickness absence does not compromise SFRS's ability to meet Service staffing needs.
B.3 Training				12	This review will evaluate controls over the provision of training including the identification of training needs and the method and delivery of training,

					including cost considerations. We will also examine the arrangements for obtaining feedback on the effectiveness of training. This review will exclude specialist training delivered to firefighters.
B.4 Staff Recruitment and Retention				18	We will examine and evaluate controls over staff recruitment and retention processes ensuring only appropriate staff with the required qualifications, experience and skills are recruited. Additionally, we will review SFRS's arrangements for ensuring experienced staff are retained including appropriate staff retention strategies and the reasons for staff leaving are identified and given due consideration.
B.5 Equality, Diversity and Inclusion				14	This review will aim to ensure that SFRS has appropriate arrangements in place to ensure it meets its statutory obligations with regard to equalities legislation and that equality, diversity and inclusion are actively promoted throughout SFRS and its operations. As part of the review, we will consider the extent to which equality, diversity and inclusion are embedded within the Service alongside compliance with statutory monitoring and reporting requirements for this area.
Subtotal B:	0	15	24	32	

C. Corporate

C.1 Implementation of SFRS Corporate Governance structure, Strategy and Reporting	15				To ensure the SFRS is aligning its corporate governance structure to facilitate monitoring and reporting of the achievements of strategic aims and implementing an integrated assurance plan.
C.2 Risk Management Review	20				To ensure overall understanding of risk management and effective arrangements for identification of risks, challenge, review and reporting.
C.3 Fire safety enforcement		14			To ensure SFRS has effective arrangements in place to deliver its statutory Fire Safety Enforcement duties under Part 3 of the Fire (Scotland) Act 2005.

				This should include national and local management arrangements, resource and performance management arrangements.
C.4 Programme Office		20		<p>To ensure there are effective controls over the Change Portfolio and the programmes and projects are being effectively managed, in line with the Scottish Government's Programme and Project Management Principles. This will include:</p> <ul style="list-style-type: none"> • controls to ensure the approach to managing programmes and projects is proportionate, effective and consistent with recognised good practice; • that appropriate business cases have been developed; • that objectives are identified, recorded and evaluated; • that the programme secures and maintains management commitment to the selected approach; and • that the programme records and monitors the benefits it will deliver.
C.5 Environmental Sustainability		12		To ensure there is an Environmental Strategy and Environmental Policy that has been communicated to all staff; that the Environmental Strategy is aligned to relevant Scottish Government legislation including the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019; to ensure implementation progress is considered as part of the monitoring process and that overall progress against the strategy is being regularly monitored and reported to senior management.
C.6 Corporate Performance Management			12	This review will aim to ensure there are effective controls in place over the management of SFRS's performance including: the setting and approval of KPIs which drive continuous improvement; the collation and validation of performance data; monitoring and reporting arrangements; and the actions taken should performance not meet the required standards. As part of this,

				we will examine how the impact of not achieving objectives is considered in order to ensure that any corrective actions are suitably prioritised.
C.7 Post Pandemic Review			18	This review will evaluate the high-level arrangements SFRS has in place for determining the impact of the pandemic on its operations, and for ensuring that appropriate plans are being devised and actioned to ensure the Service can recover and meet its objectives. As part of this, we will examine the recovery, reset and renew programme including actions being taken to minimise and address the effects of Covid-19 and subsequently enhance SFRS's ability to achieve potential efficiency savings and continue the modernisation of the Service.
C.8 Risk Management (Assurance Stocktake)			12	We will undertake a stocktake of assurances obtained in relation to the SFRS's strategic risks and challenge whether the assurance obtained provides sufficient comfort to ARAC and the Board that controls in place and other actions are effectively mitigating the risks. As part of this audit, we will consider gaps in assurance provided and we will also interview a sample of risk owners and challenge them on any assumptions made regarding the risks. We will also reflect on whether the assurance provided meets the needs of stakeholders overseeing the risk management process in that the assurances obtained are understood and clearly demonstrate to them whether risk mitigation is working effectively.
C.9 Change Management			20	We will examine the controls over change management to ensure that robust processes exist in respect of changes to be implemented as a result of the Service Delivery Model Programme as well as any other significant changes required. We will review change processes across the portfolio to ensure that changes: align to the Service's strategic objectives; have been clearly set out with roles and responsibilities defined as well as clear monitoring and reporting structures; have been approved; and are being enacted in a controlled manner to ensure the successful delivery of the changes and to promote continuous improvement within the Service.

C.10 Whistleblowing				12	We will review the arrangements within SFRS for dealing with whistleblowing and for ensuring compliance with the Public Interest Disclosure Act 1998. We will examine relevant policies and procedures to ensure they are fit for purpose and meet legal requirements. We will also examine the measures SFRS has for ensuring staff are aware of how a whistleblowing report can be made. As part of this audit, we will review a sample of whistleblowing reports to ascertain whether these have been dealt with in accordance with internal procedures and that appropriate action has been taken.
Subtotal C:	35	46	30	44	
D. Operational					
D.1 Estates Asset Management and Maintenance	10				To ensure controls are in place to identify the requirements for capital expenditure and to monitor expenditure and the maintenance of assets under management.
D.2 Operational Equipment	10				To ensure there are effective controls in place to confirm equipment in operational use is fit for purpose e.g maintenance and inspection arrangements, user engagement.
D.3 Workforce Planning – RDS Firefighters				18	This audit will seek to ensure that there are appropriate controls in place over workforce planning in relation to Retained Duty System (RDS) firefighters. This review may cover various aspects in relation to this subject including: overall strategy for workforce planning in relation to RDS firefighters; recruitment of RDS firefighters based on operational and geographical need; training and development of RDS firefighters; arrangements to ensure sufficient capacity of RDS firefighters in place at each location including shift allocation; and monitoring and reporting of usage of RDS firefighters. The exact scope of this review will be determined with management prior to the commencement of the review.
D.4 Remote Working		25			To ensure SFRS has appropriate arrangements in place to facilitate remote working including security controls over access to systems and records,

					management and authorisation controls, communication arrangements, ensuring staff have appropriate equipment and support to carry out their duties remotely and to ensure consideration is given to staff wellbeing i.e. staff working in isolation do not suffer from lack of inclusion.
D.5 Personal Protection Equipment			15		This review will expand on the work carried out in 2021/22 in relation to the Fire Kit Investigation where issues in relation to the control of stock items were identified. This audit will seek to ensure that there are robust controls over the management of stock in relation to Personal Protection Equipment to prevent loss and/or misappropriation of items and to ensure appropriate PPE is readily available to operational staff, where required. The audit will cover controls over the storage of items of PPE; the issue of PPE items to staff; the arrangements for staff reporting items of PPE which may be lost or damaged/worn; the process for replacing of PPE items which are lost or damaged/worn; the process of ordering PPE stock for stores; and the arrangements for performing stock counts and reconciliations.
D.6 Partnership Working				18	This review will examine the arrangements SFRS has in place with external partners to ensure both organisations work together effectively to ensure successful outcomes for SFRS. This will include reviewing documented partnership agreements to ensure roles and responsibilities for both parties are clearly defined; the aims and objectives of the partnerships are established at the beginning which align to SFRS's strategic objectives; and that there are regular liaison and monitoring arrangements in process to ensure successful collaboration and outcomes.
Subtotal D:	20	25	33	18	
E. I.T.					
E.1 ICT and Data Security	20				To ensure there are robust controls over internal and external security of the SFRS network and for identifying and resolving threats to the network and cyber security.

E.2 ICT and Data Security Follow Up		10			To ensure that actions identified in the 2020/21 audit have been addressed in line with agreed timescales and that network access for privileged users and leavers is controlled, managed and supported by appropriate policies.
Subtotal E:	20	10	0	0	
F. Compliance and Regularity					
F.1 Follow-up	10	10	10	10	To confirm that management actions have been implemented as agreed.
Subtotal F:	10	10	10	10	
G. Management/Contingency					
G.1 Audit needs assessment/annual plan preparation	-	5	5	5	In year one of our appointment audit needs assessment was undertaken in advance of commencement of audit activity.
G.2 Audit & Risk Assurance Committee planning and attendance	8	8	8	8	
G.3 Annual and internal audit progress reports, meetings with management	8	8	8	8	
G.4 Contingency	5	5	5	10	
Subtotal G:	26	26	26	31	
TOTAL	145	150	150	150	

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



Report No: B/SDEV/02-22

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	28 APRIL 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 <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of the report is to present the final version of the Scottish Fire and Rescuce 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: <ul style="list-style-type: none"> • 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	Financial
5.1.1	Any costs related to the Digital Strategy will be managed through the normal budget processes.
5.2	Environmental & Sustainability
5.2.1	One of the themes of the Strategy is related to environmental factors.
5.3	Workforce
5.3.1	One of the themes of the Strategy is related to ensuring digital solutions are designed, developed and implemented with staff.
5.4	Health & Safety
5.4.1	Not applicable
5.5	Training
5.5.1	Training on technical solutions has been highlighted as a requirement of any digital solutions delivered under the Strategy.
5.6	Timing
5.6.1	The Strategy will cover the period 2022 – 2025.
5.7	Performance
5.7.1	Not applicable.
5.8	Communications & Engagement
5.8.1	A full plan will be developed to ensure the Strategy is communicated effectively to all staff and stakeholders.
5.9	Legal
5.9.1	Not applicable.
5.10	Information Governance
5.10.1	<i>DPIA completed No</i>
5.11	Risk
5.11.1	N/A
5.12	Equalities
5.12.1	<i>EIA completed Yes.</i>
5.13	Service Delivery
5.13.1	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 Appendix B – Equality and Human Rights Impact Assessment Further Reading: SFRS Digital Strategy 2018-21 SFRS Digital Strategy 2014-17

OFFICIAL

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
<i>Strategic Leadership Team</i>	<i>22 February 2022</i>	<i>For Decision</i>
<i>SFRS Board (Information Day)</i>	<i>24 February 2022</i>	<i>For discussion</i>
<i>SFRS Board</i>	<i>31 March 2022</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Decision (Resubmission)</i>



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Scottish Fire and Rescue Service

Digital Strategy 2022-2025



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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

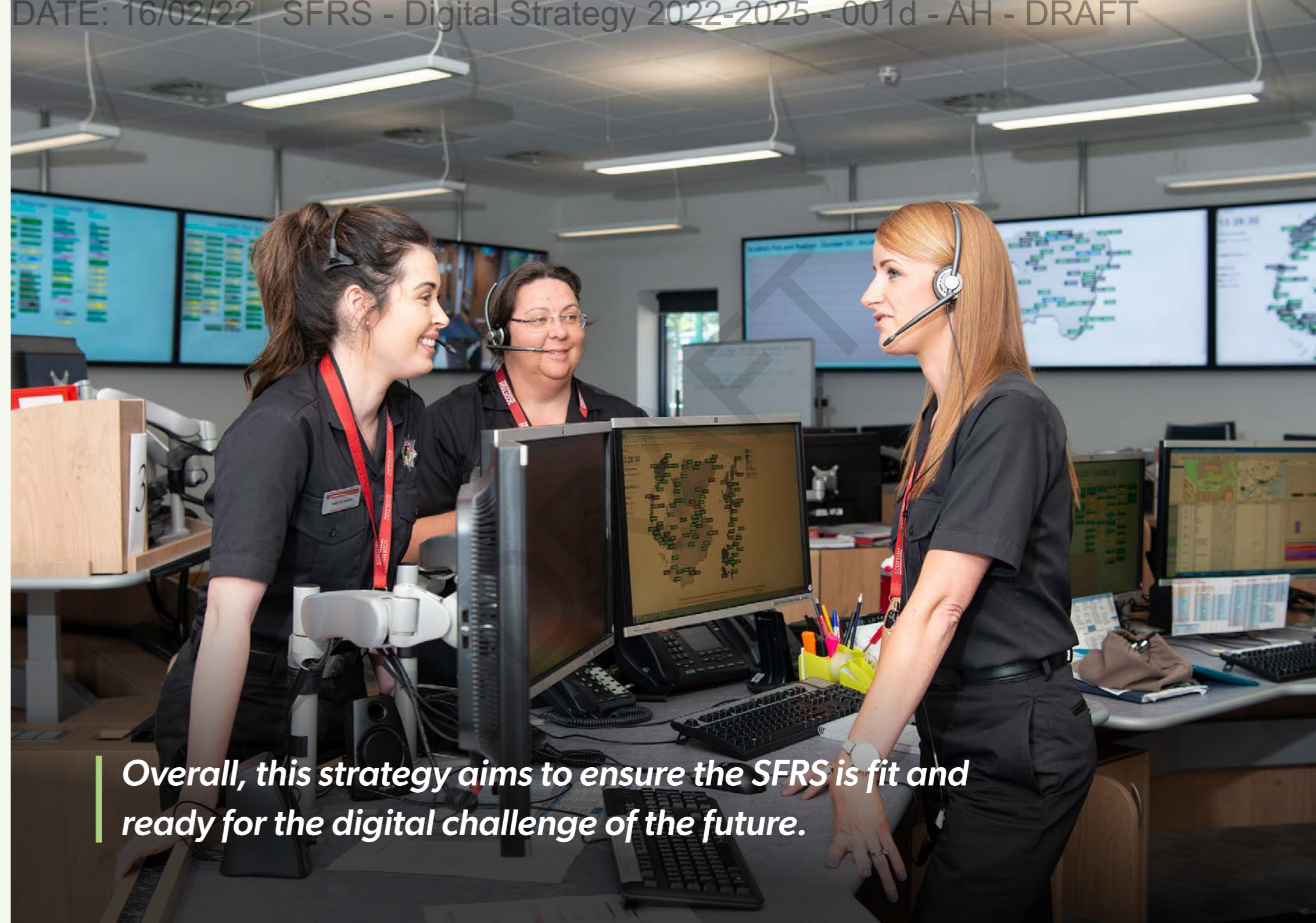
Notwithstanding the early progress made, this strategy aims to ensure the SFRS is fit to face the digital challenges of the future.

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.



Paul Stewart



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.

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.

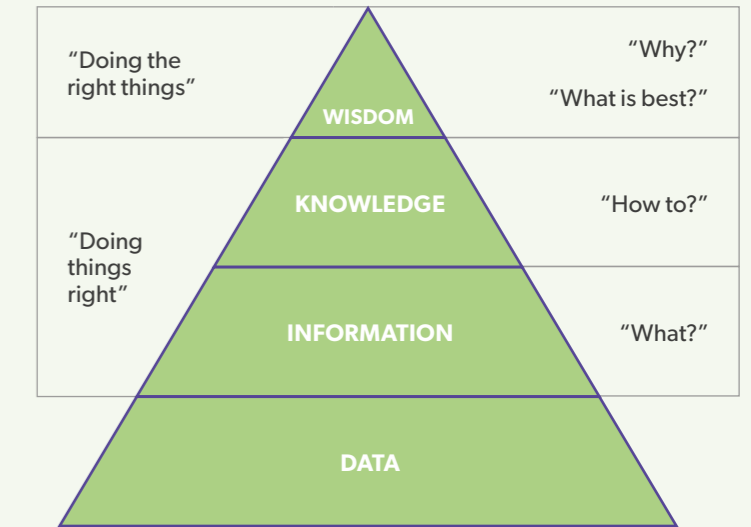
DATA

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 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.



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.



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

[**www.firescotland.gov.uk**](http://www.firescotland.gov.uk)

SFRS Digital Strategy 2022-2025 Version 1.0 – February 2022

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

PART 1 BASIC INFORMATION

Policy Owner	Sandra Fox
E&D Practitioner	Parveen Khan, Denise Rooney
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Digital Strategy 2022-2025
Date Assessment Commenced	04 April 2022

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	<p>The aim of the strategy is to build on the ethos of continuous improvement whilst utilising digital technology in various ways.</p> <p>As an organisation we need to ensure we are fit to face the digital challenges of the future by:-</p> <ul style="list-style-type: none"> • Investing in existing and new digital technologies • Ensuring we have the necessary cybersecurity measures in place • Ensuring our digital arrangements meet both organisational and employee needs both collectively and individually <p>The strategy supports our commitment to a digital first approach whilst considering the environmental impacts.</p>
Are there any associated objectives of the function/policy (please explain)?	<p>Associated objectives are:</p> <p>Digital Strategy Action Plan 2022-2025</p> <p>Digital Strategy Monitoring & Reporting Framework 2022-2025</p>
Does this function/policy link with any other function/policy?	<p>The strategy links to SFRS Fire Framework, Operational Strategy 2022-2032, Strategic Plan 2019-2022 and Long-Term Vision aspirations to be progressive;</p> <p>Individual projects identified and developed as part of the action plan to support the strategy will require equality impact & human rights considerations to be made and assessments carried out before implementation.</p>
Who is intended to benefit from the function/policy and in what way?	<p>SFRS employees will be the main beneficiaries from a digital first approach with 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. This will continuously improve Services by delivering consistent, up to date and robust information for decision making at all levels. In addition, there will continue to be significant impacts on the environment with more modern and less environment impacting solutions.</p>

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What outcomes are wanted from this function/policy?	<ol style="list-style-type: none">1. To allow access to systems remotely and to use data innovation and digital technology to deliver better outcomes.2. To provide opportunities to improve the responsiveness of SFRS services through improved systems of data management, analysis and extraction.3. To transform into a truly digital organisation with digital skills, cultures and operating models.
What factors/forces could contribute/detract from the outcomes?	<ol style="list-style-type: none">1. Lack of integration between systems, causing duplication of effort2. Lack of capacity, training and awareness across the Service about what is currently in place and how it can be used to improve efficiency and improvement.
Who are the main stakeholders in relation to the function/policy?	SFRS employees, Senior Management Board (SMB), Strategic Leadership Team (SLT)
Who implements the policy and who is responsible for the function/policy?	SLT, SMT, Director of Service Development

PART 2 ESTABLISHING RELEVANCE

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

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

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

Please tick as appropriate.

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

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

AND,

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

With regards to the protected characteristics of gender reassignment, race, sexual orientation, marriage and civil partnership, religion and/or belief the implementation of the digital strategy has no relevance to these protected characteristics because there is no evidence to support that they would be in detriment.
The digital strategy has been developed taking cognisance of the Fire Framework, Future

Vision and our proposed Strategic Plan 2022 - 2025.

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 high-level nature of the Digital Strategy makes a DPIA inappropriate as in itself the Strategy does not create or process personal data. Projects, policies and processes emerging from the Strategy will require individual DPIAs to be completed.

Island Impact Assessment legislation

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	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	<input type="checkbox"/>	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	<p>Broadly defined, digital exclusion is where a section of the population continues to have unequal access and capacity to use Information and Communications Technologies (ICT) that are essential to fully participate in society (Schejter, 2015; Warren, 2007).</p> <p>While it's become integral to all aspects of life, the spread of access and use is uneven and many people remain digitally excluded (OIS, 2013; Selwyn 2004). Those who are excluded can be limited or unable to participate fully in society. Some groups are particularly affected, with a concentration of certain demographics within the digitally excluded (Just Economics, 2016).</p> <p>Older people have consistently made up the largest proportion of internet non-users, and pattern of internet use by age is replicated when looking at digital skills (ONS, 2019). A survey from Citizens Advice Scotland (2018), showed that of respondents aged between 65 and 79 years:</p> <ul style="list-style-type: none"> • Only 25% used the internet often • 46% never used the internet • 18% have difficulty using a computer • 16% cannot use one at all <p>It is anticipated that a move to a digital first culture will assist a wider range of employees to interact with the systems with a particular benefit to those impacted by age and disability when accessibility is an issue. Mitigations should include paper based solutions where appropriate for public facing solutions to ensure that no one is left behind by digitisation.</p>
Caring Responsibilities	<p>There is no evidence to suggest that there are any adverse impacts on those with caring responsibilities. It is worth noting that all groups are not homogenous and there can be differences within populations.</p> <p>There could be potential positive impacts in that people can work remotely and in a more agile manner. This flexibility could assist with caring responsibilities.</p>

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	<p>It's also important to take into account changing trends over time. People digitally disengaged in the past are different from those now, so approaches to tackling it must be adaptable (Helsper, 2016).</p>
Disability	<p>Jaegar (2012) describes the internet as 'inherently unfriendly' to people with many kinds of disabilities, with barriers to access and usage varying by the type and extent of disability. Many studies have shown that people with disabilities are less likely to use the internet or have access at home than people without (Helsper and Reisdorf, 2016; Hollier, 2007; Dobransky and Hargittai, 2006).</p> <p>Studies show that overall non-users are increasingly older, less educated, more likely to be unemployed, disabled, and socially isolated (Helsper, 2016).</p> <p>Accessibility and accessible formats including software remains an issue and there would need to be investment made to ensure that resources are available. This is particularly important for those affected with neurodivergent conditions.</p>
Gender reassignment	<p>There is no evidence of any adverse impacts unless identified as intersectional impacts.</p>
Marriage and Civil Partnership	<p>There is no evidence of any adverse impacts.</p>
Pregnancy and maternity	<p>There is no evidence of any adverse impacts</p>
Race	<p>Digital exclusion risks due to poverty. Consideration should be given to community consultation exercises where English is not the first and only language. Understanding the demographics of areas where there are increased levels of Ethnic Minority populations before any consultation takes place would mitigate any adverse impacts.</p>
Religion and Belief	<p>There is no evidence of risk</p>
Sex (gender)	<p>There is no evidence of risk</p>
Sexual Orientation	<p>There is no evidence of risk</p>
Social and economic disadvantage	<p>The socially isolated tend to have more limited access to, and use of, the internet, devices and online services. The economically disadvantaged also have limited access but are more likely to try and seek out access in places like libraries. Those who fall under both categories suffer most disadvantage and have little or no use at all (Helsper, 2008).</p> <p>The Citizens Advice Scotland survey (2018) showed similar findings, with only 19% of respondents from the most deprived areas being able to use a computer at all. 51% of respondents living in the most deprived areas reported never using the internet, in comparison to only 8% of respondents living in the least deprived areas. This can be further exacerbated if living in rural/semi rural areas where reliable digital Networks are not guaranteed e.g. Islands</p>

<p>Human Rights</p>	<p>The Right to Privacy and GDPR should be considered. Projects, policies and processes emerging from the Strategy will require individual DPIAs to be completed.</p>
<p>Impact on People in General not covered by specific characteristics</p>	<p>Poor (or no) broadband and mobile infrastructure is more likely to be experienced in remote, small towns (CAS, 2018), which can mean that those in rural areas face the double disadvantage of limited access to physical services as well as those online. Those that identify as having intersectional protected characteristics are further impacted by social and economic disadvantage. Those include people living in overcrowded housing conditions and don't have access to individual space. People who are homeless make widespread use of phone and internet; almost as much as the wider population (Lemson and Crane, 2013; 2015), but their experiences of use (and barriers) are different.</p> <p>Community Island Impact Assessment: Island communities across Scotland face many barriers in the face of digital.</p> <p>A recent report by Inspiring Scotland states that Scotland's fragmented, rural landscape and social inequalities mean that some citizens have fewer opportunities than others, and this includes island communities. This plays a large role in the issue of digital exclusion in Scotland and places island communities at a disadvantage in digital transformation.</p> <p>The Inspiring Scotland report also considered the main barriers to digital access across the country and found that both high cost and slow internet are the two main blockers to digital in rural areas. The issue of slow internet was also explored in a 2017 study. Which? found that Orkney, The Western Isles and Shetland and the Highlands were among the six worse UK local authority areas for broadband speeds.</p> <p>Source: Inspiring Scotland, Digital Exclusion in Scotland, 2020</p> <p>Moreover, a recent Ofcom report highlighted further connectivity barriers faced by those across Scotland. The 'Connected Nations' report states that approximately 20% of Scotland – mostly in rural areas – do not have 4G coverage from any mobile company. As a result, residents of rural and island communities across the country are facing connectivity issues that place them at a disadvantage to those in more urban areas.</p> <p>Source: Ofcom, 'Connected Nations and Infrastructure Reports', (2019).</p> <p>Whilst it is evident that slow internet and lack of resources are hindering the island communities' access to digital, there have also been positive developments in recent years that have reduced the digital gap between urban and rural areas through The Scottish Government's R100 programme.</p> <p>A digital approach can also have major benefits for island communities, allowing them to be connected in a way that has not previously been possible. Digital connectivity is a key enabler for sustainable economic development, preventing depopulation and health and wellbeing.</p> <p>Source: The National Plan for Scotland's Islands</p>

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	<p>The pandemic has brought this to the forefront in relation to how the SFRS operates. The SFRS use of technology to bring people together, coupled with flexible and agile working policy, has resulted in recent appointments for support staff in the Island areas.</p> <p>The SFRS is committed to ensuring that our services are designed to meet the needs of the user and that geography is not a barrier. All policy/practice/projects within the SFRS will consider digital inclusivity.</p>
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Summary and Conclusion of Impact Assessment

Digital technologies are transforming the way in which people live their lives across Scotland. They are playing a central role in a continued focus on delivering better outcomes for people and provide significant opportunities to improve public services.

The coronavirus pandemic has placed digital at the forefront of society and highlighted the social and economic consequences that can occur as a result of being digitally excluded. However, it has also highlighted that Scotland does have the skills needed to digitalise services at a rapid pace.

There are risks that this Digital strategy will impact greatest on those affected by a disability and/or neurodivergent conditions. The impact here is the risk that some citizens affected by age or disability may be unable to access the improvements available via the Digital Strategy.

Island communities across Scotland face many barriers in the face of digital strategy. SFRS continues to ensure the best possible technical solutions available at any given time to ensure our staff in island communities are able to take full advantage of the benefits accruing from the Digital Strategy.

The refurbishment of digital equipment for communities should be explored further. This could negate digital exclusion due to age, disability, socio-economic disadvantage and being care experienced.

This Digital Strategy is a high-level document. Many of the potential impacts (both positive and negative) discussed in this Equality Impact Assessment will be mostly relevant through its implementation. In this regard, the contents within this Equality Impact Assessment must be considered when developing any policy or practice with sufficient monitoring to ensure that no discriminatory practices occur.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input checked="" type="checkbox"/>	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	<input type="checkbox"/>	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?

By developing a monitoring framework with performance indicators to underpin the strategy. By carrying out our annual reviews of the strategy and EIHR to ascertain any changes in demographics or social economic conditions e.g. impact of the pandemic

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

Q2 What will be monitored?

Suggested monitoring impacts on age, disability, race, social & economic disadvantage

Q3 How will monitoring take place?

Using indicators and available baseline data including any new data e.g. Census

Q4 What is the frequency of monitoring?

Consistent with existing governance structures

Q5 How will monitoring information be used?

To identify gaps and areas for continuous service improvement. To evidence need for further research data in areas where there is currently no evidence of impact.

**PART 5
APPROVAL**

This Equality and Human Rights Impact Assessment was completed by:

Name	Parveen Khan, Equality and Diversity Officer Denise Rooney, Equality and Diversity Manager
Date	11 April 2022

This Equality and Human Rights Impact Assessment was approved by:

Name	Sandra Fox, Head of ICT
Date	12 April 2022

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



Report No: B/FCS/08-22

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	28 APRIL 2022						
Report Title:	STANDING ORDERS FOR THE REGULATION OF CONTRACTS						
Report Classification:	For Decision	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>
1	Purpose						
1.1	The purpose of the report is to ask the Board to approve the revised Standing Orders for the Regulation of Contracts as detailed in Appendix A.						
2	Background						
2.1	Public procurement within Scotland requires to be undertaken in compliance of procurement legislative requirements. The UK's exit from the European Union has resulted in technical changes to Scotland's public procurement legislation. The Public Procurement (EU Exit) (Scotland) (Amendment) Regulations 2020 fixed deficiencies that would have otherwise arisen while maintaining the same fundamental processes and procedures previously observed.						
2.2	This includes the following legislation which derived from European Union Directives and was transposed into Scots law: <ul style="list-style-type: none"> the Public Contracts (Scotland) Regulations 2015 						
2.3	The 2015 Regulations ensure that public procurement is undertaken in an open, transparent and fair manner. This assists in generating competition and the achievement of efficiency in public spending while facilitating the participation of SMEs, third sector bodies and supported businesses. In doing so, a contracting authority such as the Scottish Fire and Rescue Service can make better use of its procurement activity in support of common societal goals, such as those reflected in the Scottish Government National Outcomes.						
2.4	The Procurement Reform (Scotland) Act 2014 works alongside the 2015 Regulations to provide a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice. The 2014 Act focuses on a number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes. Further provisions under the 2014 Act are made through the Procurement (Scotland) Regulations 2016.						
2.5	For the Scottish Fire and Rescue Service (SFRS), this means that all procurement requires to be undertaken in compliance of the following: <ol style="list-style-type: none"> The Procurement Reform (Scotland) Act 2014 (2014 Act) The Public Contracts (Scotland) Regulations 2015 (2015 Regulations) The Procurement (Scotland) Regulations 2016 (2016 Regulations) 						

2.6	The SFRS Procurement Governance Model, including the Standing Orders for the Regulation of Contracts, require to reflect the requirements of the 2014 Act, 2015 Regulations and 2016 Regulations.
3	Main Report/Detail
3.1	The overarching aim of public sector procurement activity in Scotland continues to be the achievement of value for money. The Scottish Model of Procurement defines value for money as the best balance of cost, quality and sustainability and this requires to be reflected in procurement strategy, governance and processes.
3.2	The Standing Orders for the Regulation of Contracts, which were last redrafted in 2016, sets out the governance procedures for the SFRS in how it intends to ensure that its procurement activity achieves value for money and contributes to the achievement of the Procurement Strategy Action Plan, in line with Scotland's National Outcomes.
3.3	The Standing Orders for the Regulation of Contracts also ensure that the SFRS undertakes its procurement activity in a manner which ensures openness, integrity and accountability where the probity and transparency of the process will be beyond reproach reflecting legislative requirements.
3.4	All staff who are involved in undertaking procurement activity on behalf of SFRS are required to act in accordance with the Standing Orders, together with supporting Procurement Practice Notes as issued by the Acting Director of Finance and Procurement.
3.5	These Practice Notes provide practical guidance on the application of the Standing Orders and the legal framework associated with public procurement which public bodies must comply with together with standard templates for use in all procurement activity. The practice notes are based on best practice toolkits as issued by the Scottish Government.
3.6	The Standing Orders for the Regulation of Contracts defines roles and responsibilities, as well as setting financial thresholds and allocating approval levels for contract award reports and letters of award.
3.7	The key changes to the standing orders follow on from EU exit. Procurement thresholds are now determined by World Trade Organisation and Government Procurement Agreements and these were refreshed in January 2022.
3.8	Innovation has been included in the standing orders through the inclusion of the Innovation Partnership Procedure which enables SFRS to procure goods and services where there is a need for the development of an innovative product or service and the subsequent purchase of these cannot be met by solutions already available on the market.
3.9	Works contracts are now covered by mandatory guidance from Scottish Government (SG) under the construction manual and this change has been reflected in the standing orders. The thresholds for works orders have been revised in line with SG guidance.
3.10	Finally, our internal procedures have been updated for a minimum of three quotes for the quick quote process (as opposed to four) and authority to award quotes has been devolved further to Heads of Function / Directors / Assistant Chief Officers. Authority to award contracts has been devolved further to include procurement specialists and category leads for below 2015 Regulations threshold awards. In addition, the authorisation of the commodity strategy has been devolved to Category Leads for non-strategic goods and services.
3.11	The revised Standing Orders continue to ensure that the SFRS procurement governance model is aligned to best practice and legislative requirements.

4	Recommendation
4.1	The Board is asked to approve the revised Standing Orders for the Regulation of Contracts as attached at Appendix A.
5	Key Strategic Implications
5.1	Risk
5.1.1	The risk of non-compliance with legislative requirements and the Scottish Model of Procurement is minimised with the revised Standing Orders for the Regulation of Contracts.
5.2	Financial
5.2.1	The revised Standing Orders for the Regulation of Contracts address the requirement to achieve value for money through a balance of cost, quality and sustainability ensure that the SFRS procurement activity.
5.3	Environmental & Sustainability
5.3.1	The Procurement Reform (Scotland) Act 2014 states a requirement for all relevant bodies to observe a Sustainable Procurement Duty and account for this in all relevant procurement activity to be undertaken.
5.3.2	This duty is reflected within the Standing Orders for the Regulation of Contracts and associated Procurement Practice Notes.
5.4	Workforce
5.4.1	The Standing Orders for the Regulation of Contracts and associated Procurement Practice Notes accounts for statutory guidance on workforce matters as issued by the Scottish Government Procurement and Property Directorate.
5.5	Health & Safety
5.5.1	The Standing Orders for the Regulation of Contracts and associated Procurement Practice Notes accounts for statutory guidance on workforce matters as issued by the Scottish Government Procurement and Property Directorate.
5.6	Training
5.6.1	Training and instruction will be required for those individuals involved in the delivery of procurement activity and will be delivered by the Procurement Team.
5.7	Timing
5.7.1	There is no implication associated with the recommendations of this report
5.8	Performance
5.8.1	There is no implication associated with the recommendations of this report
5.9	Communications & Engagement
5.9.1	The revised Standing Orders for the Regulation of Contracts will be published in the SFRS intranet (Procurement ihub site), SFRS internet site, Public Contracts Scotland (PCS) SFRS Buyer Profile.
5.10	Legal
5.10.1	The revised Standing Orders for the Regulation of Contracts, takes account of the legislative requirements as stated in the 2014 Act, 2015 Regulations and the 2016 Regulations.
5.10.2	The suite of Procurement Practice Notes and Work Instructions reflects best practice as detailed in the Scottish Government Procurement Journey and provides the procedural details to ensure compliance with legislative requirements.

5.11	Information Governance	
5.11.1	DPIA completed – No If not applicable state reasons.	
5.11.2	This report does not contain personal information.	
5.12	Equalities	
5.12.1	EIA completed - No	
5.12.2	This report provides details of the procurement governance model as reflected in the revised Standing Orders for the Regulation of Contracts. The Commodity Strategy, which is completed for all procurements of £50,000 or greater, requires the completion of an EIA for each individual project to account for the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, in particular the following specific duty: <ul style="list-style-type: none"> Duty to consider award criteria and conditions in relation to public procurement 	
5.13	Service Delivery	
5.13.1	The standing orders provides a governance framework for procuring goods, works and services in line with legislation and SG guidance. Procurement activity is undertaken to support service delivery requirements.	
6	Core Brief	
6.1	The Acting Director of Finance and Procurement presented the Standing Orders for the Regulation of Contracts for approval to the Board. The Standing Orders have been developed to take account of the SFRS procurement governance regime and reflect the procurement legislative requirements in all SFRS procurement activity.	
7	Appendices/Further Reading	
7.1	Appendix A: Standing Orders for the Regulation of Contracts	
Prepared by:	Stephen McDonagh, Procurement Manager	
Sponsored by:	John Thomson, Acting Director of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
Working Together for a Safer Scotland		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Good Governance Board</i>	<i>19 April 2022</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>26 April 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Decision</i>



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

FINANCE & CONTRACTUAL SERVICES

FINANCE & PROCUREMENT

STANDING ORDERS for the REGULATION OF CONTRACTS

Author/Role	Stephen McDonagh Procurement Manager
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	N/A
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
Date for Review	30 April 2024

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1. OVERVIEW

1.1 The purpose of these Standing Orders is: -

- to ensure that uniform contracting procedures of the highest standard are laid down for use throughout the Scottish Fire and Rescue Service (SFRS),
- to secure competition and compliance with the law with respect to all contracts,
- to ensure the SFRS obtains best value in its procurement activity and all resultant contracts,
- to provide a framework for detailed Procurement Procedures which can be made by Senior Officers under delegated powers, and
- to afford protection to the SFRS and its staff.

This will ensure a system of openness, integrity and accountability where the probity and transparency of the process will be beyond reproach. In turn this will lead to better value for money and give confidence to all concerned that the Board is fulfilling its fiduciary responsibilities.

1.2 Legislation regulates how contracts can be made by or on behalf of the SFRS. In this context, “contract” means any agreement: -

- with an individual, company or other organisation,
- for the execution of building and civil engineering works or for the supply of goods, materials or services, and
- which is authorised to be entered into by the SFRS or its Board, usually in writing, or
- which is entered into, either in writing or verbally, by an officer of the SFRS, acting under their delegated powers to do so, and
- which commits the SFRS to the outcome of the agreement and, therefore, is legally enforceable by either the SFRS or the other party or parties to the agreement.

1.3 The Police and Fire Reform (Scotland) Act 2012 requires the SFRS: -

- to secure best value in the performance of its functions,
- to balance the quality and cost of the performance of its functions and the cost of SFRS services to service users,
- to have regard to economy, efficiency, effectiveness, and the need to meet equal opportunity requirements in maintaining that balance, and
- to discharge its duty to secure best value in a way which contributes to the achievement of sustainable development.

1.4 The Standing Orders are subject to the over-riding provisions of public procurement legislation. In addition, all SFRS procurement activity will be undertaken in observance of the requirements of the Scottish Public Finance Manual (SPFM) and all relevant statutory guidance issued by the Scottish Government’s Procurement and Property Directorate.

1.5 These Standing Orders must be interpreted and applied in accordance with the key principles of transparency, equal treatment, non-discrimination and proportionality.

1.6 Public Procurement legislation regulates the making of contracts by the SFRS. The legislative framework seeks to ensure that public sector bodies such as the SFRS award contracts in an efficient and non-discriminatory manner. Legislation also sets out general duties for public bodies to follow and more specific duties for specified

types of procurement activity. Public Procurement legislation set out the procedures to be followed at each stage of the procurement process leading to the award of contracts above certain financial spend thresholds (regulated spend thresholds) for works, goods and materials and services, by the SFRS and other public bodies. They take account of modern techniques such as e-procurement and the provision of framework agreements, as well as the extent to which sustainable procurement and social, economic and environmental issues can be considered during the procurement process.

- 1.7 These Standing orders apply to all contract made by or on behalf of the SFRS on or after 28 April 2022, for the procurement of the execution of works, the supply of goods and material to the SFRS and/or the provision of services. Where the tender process commences prior to the 28 April 2022, the previous Standing Orders will apply.
- 1.8 The SFRS Scheme of Delegations sets out the powers which have been delegated by the SFRS to senior officers. Subject to certain general conditions set out in this Scheme, such as the requirement to follow SFRS policies, the day-to-day running of SFRS is delegated to the Chief Officer, Deputy Chief Officer and Directors in the Strategic Leadership Team. Under this Scheme of Delegation, the authority to contract on behalf of the Service lies with the Chief Officer, the Acting of Director of Finance and Procurement and the Acting Director of Asset Management subject to adhering to the SFRS's Standing Orders for the Regulation of contracts and subject to the Acting Director of Finance and Procurement confirming the appropriate budget provision has been made. These senior officers are also authorised to delegate any of their authority to other officers under their direction and who are appropriately qualified and experienced. This means that, in the context of the making of contracts on behalf of the SFRS, the Chief Officer, the Acting Director of Finance and Procurement and the Acting Director of Asset Management will ensure that those officers whom they authorise to perform procurement functions and tasks on their behalf have sufficient training, knowledge, capability and experience to determine relevant procurement issues and are aware of the extent and limitation of their delegated authority. Regardless of any delegations by them, the final responsibility for ensuring compliance with these Standing Orders rests with the "Responsible Officer".
- 1.9 The Responsible Officer for all procurement activity undertaken by the SFRS is the Acting Director of Finance and Procurement.
- 1.10 The Responsible Officer will: -
 - ensure compliance with these Standing Orders;
 - determine disputes amongst officers engaged in the procurement and contracting process and procedures in accordance with clause 1.14, below;
 - ensure that the award of any regulated contract applying to services is advertised within the relevant legislative timescales and contract award notices published;
 - include the details of regulated contract awards in the annual statistical returns and Annual Procurement Report to the Scottish Government;
 - add details of the contract awards into the SFRS's corporate contract register; and
 - comply with provisions of Standing Orders in relation to delegation and training of officers, procurement strategies, use of standard terms of contract, use of the Corporate Contract Register, use of framework agreements and collaborative arrangements, contract monitoring / management and reporting to corporate forums.

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- 1.11 All Designated Officers of the SFRS exercising delegated procurement authority in relation to procurement and contracting functions must comply with these Standing Orders, and with the relevant Procurement Practice Notes as approved by the Acting Director of Finance and Procurement. They must also be aware of the provisions of the Bribery Act 2021, and the SFRS Gifts, Hospitality and Interests Policy and the Anti-Fraud and Corruption Policy. Any failure in or disregard of these requirements may amount to gross misconduct under the SFRS's Disciplinary Code and may result in disciplinary action.
- 1.12 The SFRS's Corporate Procurement Strategy and Annual Procurement Report must set out the framework by which the SFRS will ensure it maximises effective service delivery and the provision of best value for money through a corporate and strategic approach to procurement. The Strategy and Annual Report must be aligned to compliance with legislative requirements, particularly those duties stated in the 2014 Act and the pursuit of the Scottish Government's objectives of promoting collaborative procurement opportunities and the implementation of leading practice whilst promoting economic wellbeing, sustainable development and minimising impact on climate change. For the SFRS this will require all procurement activity to be undertaken in accordance with these Standing Orders, Procurement Practice Notes and associated documentation as issued by the Acting Director of Finance and Procurement.
- 1.13 Amendment or replacement of these Standing Orders requires a decision of the SFRS Board, except that: -
- The Acting Director of Finance and Procurement, in consultation with the Chief Officer may make minor administrative changes required from time to time to any part of this document without reference to the Board (arising from, for example, minor changes in legislation)
 - The issuing of Procurement Practice Notes and / or Work Instruction can be undertaken by the Acting Director of Finance and Procurement without referral to the Board
- 1.14 Any dispute arising from the application, operation or interpretation of these Standing Orders and/or Procurement Practice Notes / Work Instructions shall be resolved by a decision of the Responsible Officer after discussion with the appropriate Director /Head of Service and after consultation with the Procurement Manager and Legal Services Manager as appropriate to the nature of the dispute.

2. DEFINITIONS AND INTERPRETATIONS

TERM	MEANING
2014 Act	Procurement Reform (Scotland) Act 2014
2015 Regulations	The Public Contracts (Scotland) Regulations 2015
2016 Regulations	Procurement (Scotland) Regulations 2016
Annual Procurement Report	Procurement Reform (Scotland) Act 2014 requires that all Contracting Authorities, who are eligible to prepare and publish a Procurement Strategy, must publish an annual procurement report which reports on actual and planned regulated procurement activities; achievement of community benefits; activity with supported businesses; and any regulated procurement, i.e. above £50,000 for goods and services and £2,000,000 for works contracts, that did not comply with the procurement strategy.
Aggregate Value	See estimated contract value
The Board	the Board of the SFRS
Collaborative Contracts	All contracts (including framework agreements) placed in conjunction with other contracting authorities or other public bodies, by the SFRS or another authority or body, or through joint committees, or in partnership with other parties.
Commodity Strategy	A pre-tender template which is used by Designated Officer leading the procurement process to determine the route to market for regulated tenders. The commodity strategy template is defined, and updated from time to time, in the Procurement Practice Notes.
Competitive Dialogue Procedure	This procedure is similar to the Competitive Procedure with Negotiation, in that there is dialogue (rather than negotiation) with each of the shortlisted suppliers followed by a formal tender stage. An intensive procedure for use with particularly complex contracts.
Competitive Procedure with Negotiation	Similar to the restricted procedure, except crucially negotiations with the bidders are allowed following receipt of initial bids (and an iterative process during which individual bidders may be deselected at each stage is allowed); however, once negotiations are concluded, there has to be a formal final tender stage and those tenders cannot be negotiated upon.

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TERM	MEANING
Contract	<p>Legislation regulates how contracts can be made by or on behalf of the SFRS. In this context, “contract” means any agreement:</p> <ul style="list-style-type: none"> • with an individual, company or other organisation • for the execution of building and civil engineering works or • for the supply of goods, materials or services, and • which is entered into, either in writing or verbally, by an authorised representative of the SFRS, acting under their delegated powers to do so, and • which commits the SFRS to the outcome of the agreement and, therefore, is legally enforceable by either the SFRS or the other party or parties to the agreement.
Contracting Authority	<p>The term used in public procurement legislation to define those organisations that must comply with it. The SFRS is a Contracting Authority.</p>
Contracts Register	<p>Contract register required, in line with public procurement legislation, which holds information on regulated contracts and all other contracts awarded by the SFRS.</p>
Corporate Procurement Strategy	<p>Service wide procurement strategy approved the Board.</p>
Delegated Procurement Authority (DPA)	<p>The authority that permits an individual to enter into a contract for goods / services / works on behalf of the SFRS and/or oversee the process leading up to and including the award of a contract and any subsequent contract changes / variations.</p>
Designated Officer	<p>The individual, who through Delegated Procurement Authority, is authorised to undertake any procurement activity on behalf of the SFRS.</p>
Estimated Contract Value	<p>2015 Regs: the estimated aggregate purchase value (total estimated value), including VAT, over the entire term of the Contract and use across the whole SFRS, including all options, permitted extensions and variations.</p> <p>2014 Act: the estimated aggregate purchase value (total estimated value), excluding VAT, over the entire term of the Contract and use across the whole SFRS, including all options, permitted extensions and variations .</p>

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TERM	MEANING
Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more suppliers which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the supplier will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies
General Duties	Generally applicable principles of fairness, equal treatment, non-discrimination and transparency and compliance with the sustainable procurement duty (Sections 8 - 10 of the 2014 Act)
Innovation Partnership Procedure	The innovation partnership procedure is for the procurement of 'an innovative product, service or works that cannot be met by purchasing products, services or works already available on the market.
Negotiated Procedure without Prior Publication of Contract Notice	This procedure is an accommodation within the rules of the circumstances when the supplier(s) has to be sourced directly (without publication of a contract notice) – usually cases when there is only one possible supplier. There are no prescribed procedural requirements other than the requirement for a contract award notice (in which it has to be stated in Annex D1 which of the derogations for use of this procedure has been relied upon). This is a very high-risk procedure (given the risk of challenge from other potential suppliers which were not known at the time) and can only be used in the strictly defined circumstances in the 2015 Regulations. The courts interpret the derogations strictly; further the burden of proof that the circumstances exist to justify the procedure is on the body seeking to rely on them (i.e. contracting authority).
Non-Competitive Action (NCA)	The process whereby competition is not deemed appropriate and a direct award of a contract is made without advertisement. The Acting Director of Finance and Contractual Services has the sole authority to award such process up to a value of £25,000. Contracts above this value require to be submitted to Scottish Government for consideration before they can be approved. NCA is granted only in exceptional circumstances.
Open Procedure	A procedure leading to the award of a contract whereby all interested suppliers may tender for the contract (Regulations 2(1) and 28 of the 2015 Regulations)

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TERM	MEANING
Procurement Activity	All activity undertaken within by the SFRS to: i. procure goods, services or works on behalf of the Service ii. promote / co-ordinate strategic procurement and iii. development of processes and systems
Public Contracts Scotland	The national advertising website for Scottish public-sector organisations to post contracts, including those that are subject to public procurement legislation. It also allows contracting authorities to invite suppliers to submit quotations electronically via the website's secure tender post box (Section 22 of the 2014 Act)
Public Procurement Legislation	Any legislation that applies to procurement processes in Scotland. It includes any applicable residual European Procurement Legislation and any subsequent law that replaces it, such as a Government Procurement Agreement. In a Scottish context it means: The Procurement (Scotland) Regulations 2016 The Public Contracts (Scotland) Regulations 2015 Procurement Reform (Scotland) Act 2014
Quick Quote	An online request for quotation facility provided through the Public Contracts Scotland website, used to obtain competitive quotes for low value/low risk procurement exercises or procurement mini competitions within framework agreements from suppliers who are registered on the website.
Responsible Officer	The Acting Director of Finance and Procurement with overall procurement responsibility for all the SFRS (works, services, supply of goods and materials).
Restricted Process	A two-stage procedure leading to the award of a contract whereby only those suppliers selected by the SFRS may submit tenders for the contract (Regulations 2(1) and 29 of the 2015 Regulations)
Scheme of Delegations	The record maintained of all powers delegated to SFRS employees by the Board
Scottish Procurement Document (SPD)	The standard means of pre-qualification used in all relevant procurement activity in Scotland and covers all selection criteria and grounds for exclusion.
Services (and Services Contracts)	The provision of services by a person engaged by the SFRS to do so but not including works or supplies/materials as described in Regulation 2(1) of The Public Contracts (Scotland) Regulations 2015

OFFICIAL

TERM	MEANING
Service Provider	Service Provider, also referred to as Supplier and/or contractor in these Standing Orders mean a third-party organisation with whom the SFRS may enter into a contract with.
Standstill Period	<p>The standstill period provides for a short (at least 10 calendar days) pause between the point when the contract award decision is notified to bidders, and the final contract conclusion, during which time suppliers can challenge the decision. It is a legal requirement (mandatory) imposed through public procurement legislation.</p> <p>The SFRS can also choose to apply a Voluntary Standstill to minimise risk to the SFRS.</p>
Supplier	Supplier, also referred to as Contractor and/or service provider in these Standing Orders mean a third-party organisation with whom the SFRS may contract.
Supplies (and Supplies Contracts)	The purchase or hire of goods, or their siting or installation as defined in paragraph 2(1) of the 2015 Regulations.
Thresholds	<p>Regulated spend thresholds, also known as tender thresholds, are the limits specified in legislation which determine applicable law and procedures (Regulation 5 of the 2015 Regulations) or as updated by Scottish Procurement through Scottish Procurement Policy Notes (SPPN's) from time to time which determine which procurement procedure should be followed.</p> <p>The SFRS also sets internal spend thresholds below the regulated spend threshold values. All thresholds are set out in the Procurement Practice Notes. The thresholds in the Corporate Procurement Procedures will be amended from time to time.</p> <p>The current thresholds are detailed in Appendix 1.</p>
Works (and Works Contracts)	The carrying out of a work or works for the SFRS, or under an arrangement whereby the SFRS engages a person to procure by any means the carrying out for the SFRS of a work corresponding to specified requirements Regulation 2(1) and Schedule 2 of the 2015 Regulations.

3. GOVERNANCE

3.1 Roles and Responsibilities

- 3.1.1 The Responsible Officer is the Acting Director of Finance and Procurement, who is accountable for all procurement and tendering arrangements for goods, services and works.
- 3.1.2 Any queries regarding these Standing Orders or their interpretation should be made in the first instance to the Acting Director of Finance and Procurement.
- 3.1.3 It is the duty of the Responsible Officer to ensure that all staff engaged in the procurement and contracting process are properly authorised to act, are properly qualified, trained and supervised, understand these Standing Orders and related Procurement Procedures, and that they comply with them. Such individuals will be issued with a letter outlining the scope of their Delegated Procurement Authority (DPA). The Procurement Manager will maintain a register of such individuals who have Delegated Procurement Authority.
- 3.1.4 All Directors (including the Deputy Chief Officer) are responsible for ensuring that all staff within their Directorate understand and comply with these Standing Orders.
- 3.1.5 All staff engaged in procurement activity:
- i. must be properly authorised to act, and
 - ii. must be properly qualified, trained and supervised, and
 - iii. must understand these Standing Orders and related Procurement Practice Notes and must always comply with them, and
 - iv. must act in accordance with the relevant Procurement Practice Note, and
 - v. must have regard to the SFRS Corporate Procurement Strategy.
- 3.1.6 All staff involved in procurement activity, must have regard to the need to take legal advice and shall ensure that such advice is taken timeously. Staff will be required to record and retain a record of the advice requested and provided.
- 3.1.7 All external legal advice, whether this be procurement or related to any other discipline, shall only be obtained, following consultation with the Acting Head of Finance and Procurement and the Legal Services Manager and as required the Procurement Manager.
- 3.1.8 The Responsible Officer will maintain a corporate contract register, comply with the statutory requirements for annual procurement reports, corporate procurement strategy and comply with publication duties, all in accordance with the 2014 Act.
- 3.1.9 All staff engaged in procurement activity must ensure that all information in relation to a contract or proposed contract is entered as required in the Corporate Contracts Register.
- 3.1.10 All staff undertaking procurement activity on behalf of SFRS or having significant advisory or technical input into the procurement decision making process must be aware of the requirement to adhere to SFRS Gifts, Hospitality and Interests Policy and Anti-Fraud and Corruption Policy.

3.2. Application and Exceptions

- 3.2.1 These Standing Orders will apply to all contracts and extensions / variations to contracts must be made within the terms of the 2014 Act, 2015 Regulations, 2016 Regulations and all relevant statutory procurement guidance, these Standing Orders and the SFRS Corporate Procurement Procedures (Procurement Practice Notes and Work Instructions). The SFRS duty at all times will be to achieve best value whilst complying with procurement legislation.
- 3.2.2 Framework Agreements may only be used with the prior written / verbal approval of the Procurement Manager for goods and services or where recommended for use and approved in the Commodity Strategy. Framework Agreements for Works may only be used with the prior written / verbal approval of the Property Manager.
- 3.2.3 Pilot Schemes established in accordance with the SFRS Procurement Procedures may only be used where approved by the Responsible Officer and only when a business case has been prepared and the Pilot Scheme provider has been identified following a competitive tender exercise.
- 3.2.4 Any contract for goods or services where the total estimated value of the proposed contract is £49,999 or less. Such contracts will be procured in accordance with paragraph 4.14, and the relevant Procurement Practice Note as issued by the Acting Director of Finance and Procurement.
- 3.2.5 Any contract for works, where the total estimated value of the proposed contract is £499,999 or less. Such contracts will be procured in accordance with paragraph 4.15 and the relevant Procurement Practice Note as issued by the Acting Director of Finance and Procurement.
- 3.2.6 Any contract for works, where the total estimated value of the proposed contract is £500,000 but less than £4,000,000. Such contracts will be procured in accordance with paragraph 4.16 and the relevant Procurement Practice Note as issued by the Acting Director of Finance and Procurement
- 3.2.7 Any contract where the total estimated value is £25,000 or less and which is awarded by the Non-Competitive Action process. Such contracts will be procured in accordance with paragraph 4.17 and the relevant Procurement Practice Note as issued by the Acting Director of Finance and Procurement.
- 3.2.8 Any contract for the purchase of second hand goods or materials.
- 3.2.9 These Standing Orders must apply to the placing of any contract with the exception of the exemptions listed below:
- i. Except where prohibited by legislation, the Acting Director of Finance and Procurement may decide that these Standing Orders, or parts of them, shall not apply to a specific contract or to a specific class or category of contract, if it is satisfied that there are circumstances, such as arising from geographical, sole provider, technical, artistic or urgency factors, to justify the exemption.
 - ii. Any contract of employment, however, where agency staff are required the Standing Orders will apply to the call-off from the Agency Framework and/or appointment of an Employment Agency.

- iii. Any spend where the total estimated value is £4,000 or less. This requirement shall be undertaken in such manner as the relevant Head of Service may determine where it is not cost effective to arrange a formal contract. Such spend must not be repetitive, nor should the same supplier continually be being used. Single Supplier should be treated as an NCA (paragraph 4.17).
- vi. Partnership Arrangements entered into with third parties, so long as such arrangements are exempt from procurement legislation. However, the Standing Orders will apply to any goods, services or works that require to be procured by or on behalf of the SFRS in furtherance of the Partnership.
- vii. Any contract for the acquisition or disposal of heritable property held by or vested in the Board which must be the subject of an individual report to the Board where not otherwise covered by the Scheme of Delegated Functions.

3.3. Financial Thresholds

- 3.3.1 The thresholds which are stated in the 2015 Regulations are ultimately set by the Government Procurement Agreement (GPA) of the World Trade Organisation (WTO) and expressed in SDRs (Special Drawing Rights). The equivalent values in Euros are calculated and rounded down to the nearest 1000. For states that do not participate in the Euro (such as the UK) the Euro values are converted to the respective domestic currency.
- 3.3.2 These thresholds are revised every 2 years, taking effect on the 1st of January of each alternate year (even numbered year). Where the Euro values need to be converted from Euros to a state's domestic currency, the calculation is based upon a two-year average exchange rate with the Euro up to the end of the August proceeding the January in which the new thresholds take effect. From 1st Jan 2022, these thresholds are now inclusive of VAT.
- 3.3.3 The threshold for works contracts is much higher than that for supplies and services (which both have the same threshold). It should be noted that the SFRS is classified as a "Schedule 1 Body" and that there are lower thresholds applicable to such bodies. This distinction stems from the GPA.
- 3.3.4 The thresholds which are applicable to procurement exercises covered by the 2015 Regulations are listed in Appendix 1.
- 3.3.5 The 2014 Act defines "Regulated Procurement" and states thresholds where contracts are deemed to be "regulated" and require to be undertaken in accordance with the 2014 Act. These thresholds are stated in Appendix 1 and can be amended by Scottish Ministers as considered appropriate. The threshold values of the 2014 Act are not revised every two years and the method for calculating the estimated contract value of procurement which falls under the Act has not changed and remains exclusive of VAT.
- 3.3.6 It is not permitted to deliberately divide (disaggregate) any potential contract into two or more contracts if the intention in doing so is to avoid the application of any financial threshold in the Standing Orders, the 2014 Act, 2015 Regulations or the 2016 Regulations.

- 3.3.7 The total estimated value of a proposed contract must be calculated taking into account the aggregated value of similar goods, services or works, depending on their nature and whether they are regular or recurring in nature across the SFRS.
- 3.3.8 The estimated value of any contract will be the total value inclusive of all extension options and not simply the annual value of the proposed contract.
- 3.3.9 Where it is likely that the provision of goods, services and works will be required on a continuing basis over a number of years, for example with maintenance contracts, the estimated value will be calculated taking into account the anticipated duration and similarity of the continuing supply.
- 3.3.10 Proposed contracts may be split into Lots if it is determined that this is in the interest of achieving best value. However, the estimated value of such contracts, will be the total estimated value of all Lots for similar goods, services and works.

3.4 Scottish Public Finance Manual

- 3.4.1 The Scottish Public Finance Manual (SPFM) is issued by the Scottish Ministers to provide guidance on the proper handling and reporting of public funds. Guidance is contained within the SPFM relating to the procurement activity of organisations to whom the SPFM is directly applicable.
- 3.4.2 The SFRS procurement governance model accounts for such guidance.

3.5 The Procurement Journey

- 3.5.1 The Scottish Government has published the best practice toolkit “The Procurement Journey”,
- 3.5.2 The Procurement Journey provides a structured process which details each step taken in a procurement exercise from the identification of a need or requirement to the management of the contract and supplier.
- 3.5.3 The SFRS procurement governance model reflects best practice as detailed in the Procurement Journey.

3.6 Procurement Practice Notes / Work Instructions

- 3.6.1 These Standing Orders are supplemented by Procurement Practice Notes and Work Instructions as issued from time to time by the Acting Director of Finance and Procurement. These Procurement Practice Notes and Work Instructions must be effective from date of issue and must be complied with as if they formed part of the Standing Orders. They may be varied or revoked by the Acting Director of Finance and Procurement as required.

3.7 Construction Manual

- 3.7.1 The Construction Procurement Manual, published by the Scottish Government and consisting of the Project Initiation and Business Case Handbook, The Contract

Management Handbook, Asset Management Handbook and the Construction Procurement Handbook, is mandatory guidance for all organisations to which the Scottish Public Finance Manual is directly applicable.

- 3.7.2 The handbooks provide guidance on the processes and governance as well as policy direction and legislation.
- 3.7.3 The guidance contained within the Manual will require to be followed for all relevant procurement activity.

3.8 Sustainable Procurement Duty

- 3.8.1 The Procurement Reform (Scotland) Act 2014 requires SFRS to consider, before carrying out a regulated procurement, how in conducting the procurement process it can act with a view to securing improvement in a way which will:
 - i. secure improvement to the economic, social and environmental wellbeing (reducing inequality) of the “authority’s area
 - ii. facilitate the involvement of SME’s, third sector bodies and supported businesses
 - iii. promote innovation
- 3.8.2 An authority’s area is the area by reference to which the “contracting authority primarily exercises its functions, disregarding any areas outside Scotland”.
- 3.8.3 As such any procurement exercise with a value in excess of the 2014 Act thresholds (Appendix 1) must consider the requirements of Section 9 of the 2014 Act.
- 3.8.4 In addition the 2014 Act, Section 24-26 states a statutory duty, to consider the inclusion of community benefit requirements in all procurement exercises which have a value equal to or greater than £4,000,000.
- 3.8.5 However in support of the aims and objectives detailed in the Corporate Procurement Strategy 2021-24, the SFRS will also aim to consider community benefit requirements in procurement exercises greater than £1,000,000, where deemed relevant.
- 3.8.6 For those procurement exercises which are equal to or greater than £4,000,000, then the contract notice must include the following:
 - i. A summary of the community benefit requirements that will be included in the contract

Or

 - ii. Where SFRS does not intend to include any such requirement, a statement of its reasons for not including community benefit requirements in the procurement process.
- 3.8.7 Where SFRS includes a community benefits provision within the procurement process, then SFRS will include in the award notice a statement of the benefits it considers will be derived from those provisions.

3.8.8 In all relevant procurement exercises due cognisance must be taken with regard to the inclusion of sustainable procurement issues in accordance with the Directive, The Regulations, The Reform Act, SFRS's Procurement Strategy, Procurement Practice Notes, Environmental Strategy and Climate Change Action Plan.

3.9 Innovation and the Use of the Innovation Partnership Procedure

3.9.1 The SFRS Corporate Procurement Strategy states a clear commitment to innovation which is one of the core values of the Service and plays a key role in improving firefighter safety and wider service delivery such as reducing the impact of climate change.

3.9.2 Our procurement processes aim to encourage innovation when sourcing goods, services and works in support of this commitment.

3.9.3 Where possible, the use of the Innovation Partnership Procedure, detailed in the 2015 Regulations, will be encouraged in all relevant procurement activity.

3.9.4 The aim of the innovation partnership, through the appointment of one or several partners who conduct separate research and development activities funded through the contract, is to develop 'an innovative product, service or works' and to subsequently purchase 'the resulting goods, services or works' (provided that they correspond to the performance levels and maximum costs agreed between the contracting authority and the participants).

3.10 Procurement Strategy

3.10.1 As required by the 2014 Act, SFRS is required to publish a procurement strategy which must, as a minimum be made publicly available on the internet and in any other such manner as it considers appropriate.

3.10.2 The Procurement Strategy will set out how SFRS's regulated procurement will:

- i. contribute to the carrying out of SFRS's functions
- ii. deliver value for money
- iii. be in compliance with the Reform Act's General Duty and Sustainable Procurement Duty.

3.10.3 The Procurement strategy will also include SFRS's general policy:

- i. on the use of community benefit requirements;
- ii. on consulting and engaging with those affected by its procurements;
- iii. on the payment of a living wage to persons involved in regulated procurements;
- iv. on promoting compliance with the Health and Safety at Work etc Act 1974;
- v. on the procurement of fairly and ethically traded goods and services;
- vi. in respect of contracts involving the provision of food:
 - how it will improve the health, wellbeing and education of communities in their area and
 - promote the highest standards of animal welfare
- vii. ensuring prompt payment (within 30 days) of invoices for public contracts

3.11 Annual Procurement Report

3.11.1 The Annual Procurement Report, as required by the 2014 Act, will be brought before the Strategic Leadership Team and the Board for approval prior to publication.

3.12 Statutory Guidance and Scottish Procurement Policy Notes (SPPN's)

3.12.1 Scottish Procurement and Property Directorate issue and update Statutory Guidance relating to matters covered under the 2014 Act.

3.12.2 SFRS must consider this guidance as issued and amend its procurement governance model as considered appropriate.

3.12.3 Scottish Procurement Policy Notes (SPPN) are issued on a regular basis by the Scottish Procurement and Property Directorate and require to be considered and actioned by the SFRS to ensure that procurement activity is undertaken in accordance of the SPPN.

3.13 Joint Responsibility in Collaborative Procurement

3.13.1 Where SFRS agrees to undertake a joint procurement, which in its entirety, is carried out jointly and in the name of all the public bodies concerned, then all involved must be jointly responsible for ensuring that they comply with the requirements of the Scottish Regulations.

3.13.2 In such circumstances where SFRS agrees to undertake a joint procurement cross border, it must conclude a collaboration agreement with all parties prior to the commencement of the Procurement. This collaborative agreement must set out the responsibilities of the parties and the relevant applicable national procurement law provisions; and the internal organisation of the procurement process, including the management of that process, the distribution of the services to be provided and the conclusion of Contracts.

3.13.3 This requirement must also apply in those instances where SFRS is participating in a joint procurement where one body manages the procedure, acting on its own behalf and on the behalf of the other public bodies concerned.

3.13.4 Where the procurement procedure is not in its entirety carried out in the name and on behalf of the public bodies concerned, the bodies must only be jointly responsible for those parts carried out jointly.

3.13.5 In such circumstances SFRS must have sole responsibility for complying with the legislation in respect of the parts it conducts in its own name and on its own behalf

3.14 Non-Discrimination

3.14.1 Before entering into a Contract, the SFRS must obtain from the Contractor an undertaking in writing that to the best of their knowledge and belief, the contractor is not unlawfully discriminating within the meaning and scope of all relevant statutory requirements.

3.15 Breach of Standing Orders

- 3.15.1 Employees upon discovering a possible breach of these Standing Orders must report the matter immediately to the Acting Director of Finance and Procurement and to their own Director.
- 3.15.2 The Acting Director of Finance and Procurement will investigate any breach of the Standing Orders.
- 3.15.3 Failure by any employee to comply with these Standing Orders, or in the case of staff with appropriate supervisory responsibilities, failure to ensure compliance may give rise to disciplinary procedures.

3.16 Appropriate Contract Provision

- 3.16.1. Where contract arrangements are in place, employees must place orders against such contracts which have been entered into by the SFRS Board or to which the SFRS may utilise through approved Consortia arrangements, collaborative ventures or Central Government contracts.
- 3.16.2 Where appropriate, the advice and approval of the Procurement Manager must be sought before any consortia, collaborative or central government contracts or frameworks are considered and/or used.

3.17 Governing Law

- 3.17.1 Except where otherwise agreed between the Acting Director of Finance and Procurement, the Procurement Manager and the Legal Services Manager, all contracts entered into by the Board must be in writing and must be subject to Scots Law and to the exclusive jurisdiction of the Scottish Courts.

3.18 Freedom of Information

- 3.18.1 All tender documentation or contracts must not prohibit the disclosure of information which would otherwise be disclosed in compliance with the Freedom of Information (Scotland) Act 2002. No tender documentation or contract must contain a condition that restricts unjustifiably the disclosure of information held by the Service in relation to the tender documentation or contract.

3.19 Code of Conduct

- 3.19.1 The SFRS expects a high standard of conduct from all its employees. In all procurement exercises due cognisance must therefore be taken of the Code of Conduct for Employees, Gifts, Hospitality and Interests Policy, Anti-Fraud and Corruption Policy and all relevant Procurement Practice Notes.

4. THE PROCUREMENT PROCESS

4.1 Before Commencing the Procurement Process

4.1.1 The individual leading the procurement process (Lead Officer) must determine: -

- The nature of the contract (wholly works, wholly supplies and services, or, where the contract must include both, the category into which it falls),
- Whether or not the Contract Value will be greater than £50,000 (goods and services / £500,000 (works) but less than 2015 Regulations threshold,
- Whether or not the Contract Value will be greater than the relevant legislative threshold,
- Whether there is a requirement for wider advertising despite the value of the contract being below the relevant legislative threshold,
- The potential for inclusion of sustainability criteria and/or community benefits,
- Whether there are any existing, forthcoming or potential collaborative contracts or framework agreements, internal or external, which may be utilised.
- Where an existing collaborative contract or framework agreement is identified which may be utilised, then this must be considered as an option in the development of the commodity strategy.

4.1.2. Where an existing collaborative contract or framework agreement is identified, which may be utilised then this must be considered as an option for service delivery in the development of the Commodity Strategy, providing that it is compliant with legislative requirements and presents best value.

4.1.3 A Commodity Strategy must be prepared for all projects where the aggregated value is £50,000 or more. The Commodity Strategy will be developed as outlined in the relevant Procurement Practice Note, by involving all key stakeholders at the outset and must be approved prior to the publication of any contract notice advertising the requirement or any call-off from a framework agreement. A Commodity Strategy is not required for Works Contracts. Appendix 2 details who can approve Commodity Strategies.

4.1.4 The Designated Officer will prepare such documentation as is necessary for each procurement exercise. The documentation will be prepared and issued in accordance with these Standing Orders and all relevant Procurement Practice Notes.

4.1.5 The Designated Officer will also be responsible for the drafting and development of the Evaluation Model which will be used.

4.1.6 The Quality Review process, as outlined in the relevant Procurement Practice Note, must be observed in all relevant procurement activity for goods, services and works.

4.2 Board Approval

4.2.1 The Acting Director of Finance and Procurement is responsible for submitting to the Board for consideration and approval, a report detailing the process to be undertaken for those projects which are considered key strategic goods / services / works prior to the placement of any contract notice or call-off exercise from an existing framework or collaborative contract.

4.3. Issuing Documentation and Advertising

- 4.3.1 Contract documents and invitations to tender for all relevant tender activity must be issued in accordance with the requirements of the 2014 Act, 2015 Regulations, 2016 Regulations and SFRS's Procurement Practice Notes.
- 4.3.2 For any procurement process undertaken in compliance of the Scottish Regulations, then the Invitation to Tender and all other associated documentation must be uploaded to electronic tender system for immediate download on the publication of the Notice, whether this be the Open Process or Restricted Process. The individual leading the procurement process is required to account for this requirement in the drafting of the procurement timetable for the project.
- 4.3.3 Contract documentation must utilise the relevant set of the SFRS standard Terms and Conditions of Contract, and any departure from them must be approved in writing by the Procurement Manager (Goods and Services) / Property Manager (Works) in consultation with the Legal Services Manager.
- 4.3.4 Public Contract Scotland will be utilised for all tender exercises and quick quotes where this is practically possible, subject to the provisions of paragraph 4.3.5.
- 4.3.5 The Acting Head of Finance & Procurement may authorise the use of electronic auction processes where appropriate.
- 4.3.6 E-Tendering and/or E-auctions must only be undertaken using an e-tendering /e-auction system approved for use by the Acting Head of Finance & Procurement. In approving such a system, the Acting Head of Finance & Procurement must have regard to security issues such as access control, data encryption, verification of supplier identity and measures to minimise risks from viruses and hacker attack. The Acting Head of Finance & Procurement must take advice as necessary from the Head of ICT.
- 4.3.7 In undertaking an e-tendering and/or e-auction process, it must be ensured that the same level of controls is applied that would normally be applied to a paper based process, in accordance with these Standing Order for Contracts and the Procurement Practice Notes as issued by the Acting Director of Finance and Procurement.

4.4 Receipt of Quotations and Tenders

- 4.4.1 All tenders / quote must be received and opened in accordance with the relevant Procurement Procedure.
- 4.4.2 All tender / quote returns will be received through Public Contracts Scotland portal. Paper copies or copies received directly by email to any SFRS employee undertaking the procurement process will not be accepted by the SFRS.
- 4.4.3 Tender returns received after the date / time set by the SFRS will not be accepted. A statement to this effect will be included in all Invitations to Tender issued by the SFRS into.
- 4.4.4 In the case of unsatisfactory performance or conduct by any person submitting a tender before a decision is made as to which should be accepted, the Acting Head of Finance and Procurement, in consultation with the Acting Director of Finance and Procurement, may disqualify that person from further participation or reject the quotation or tender,

after considering any representations made and taking account of legislative parameters.

4.5 Evaluation

- 4.5.1 All quotes / tenders issued must, for transparency purposes, contain full details of the evaluation model to be used in evaluation, including evaluation criteria and weightings.
- 4.5.2 Quotations and tender returns must be evaluated by a group of nominated individuals in accordance with relevant Procurement Practice Note.
- 4.5.3 Quotations and Tenders must be evaluated in accordance with the quotation or tender award criteria and the agreed strategy for the proposed procurement, and on the basis of establishing which offer is the most economically advantageous tender based on the published evaluation criteria.
- 4.5.4 The SFRS must identify the most economically advantageous tender on the basis of the best price-quality ratio, which “must be assessed on the basis of criteria linked to the subject matter of the public contract in question and must include the price or cost using a cost effectiveness approach” as defined in legislation.
- 4.5.5 For contracts to be awarded under the Regulations, SFRS will require tenderers to explain the price or costs proposed in the tender where they appear to be abnormally low. This requirement will apply to all abnormally low bids received. A mechanism will be stated within the tender documents as to what is considered an abnormally low bid
- 4.5.6 The SFRS may not use price only or cost only as the sole award criteria.
- 4.5.7 Issues relating to the validity of any tender submission will be brought to the attention of the Procurement Manager before any decision is made with regard to its inclusion or exclusion from the evaluation process. Such a decision will be made with reference to the relevant Procurement Practice Note and Procurement / Legal Protocol as necessary.
- 4.5.8 SFRS is required to reject a tender where it has established that the tender is abnormally low because a tenderer has not complied with the environmental, social and labour law listed in the 2015 Regulations.
- 4.5.9 A written record must be maintained outlining the evaluation process, recording the process followed and the criteria applied, and detailing the reasons for the decision. Full details of the reporting requirements for contracts under the 2015 Regulations are detailed in paragraph 4.7.

4.6 Acceptance of Bids

- 4.6.1 A report detailing the outcome of the quote and tender process must be submitted for approval for all procurement activity undertaken.
- 4.6.2 The report will normally be completed by the Designated Officer who undertook the procurement exercise
- 4.6.3 A quality review process requires to be undertaken for all tender process in excess of £50,000 (goods and services) and £2,000,000 (works) prior to the reports being

submitted for approval. The Quality Review process is described fully in Work Instruction 1.

- 4.6.4 Appendix 2 details the individuals with the authority to approve outcome reports and letters of award.

4.7 Reporting and Documentation Requirements - Public Contracts (Scotland) Regulations 2015

- 4.7.1 For every contract or framework agreement that the SFRS establishes under the 2015 Regulations, SFRS will draft a written outcome report, using standard template which must include at least the following:

- i. The name and address of SFRS, the contract / framework agreement value and subject matter.
- ii. Where applicable, the results of the qualitative selection and / or reduction of numbers, namely:
 - The names of those suppliers invited to participate in the procurement process and the reasons for their selection;
 - The names of those participants who were subsequently excluded from the bidding process or who bid but were not successful and the reasons for their rejection;
- iii. The reasons for the rejection of tender found to be abnormally low;
- iv. The name of the successful tenderer and the reasons why its tender was selected
- v. Where known by SFRS, the share (if any) of the contract or framework agreement which the successful tenderer intends to subcontract to third parties and the names of the main subcontractors (if any);
- vi. Where competitive procedures with negotiation and competitive dialogues, the circumstances which were stated to justify the use of those procedures
- vii. For negotiated procedures without prior publication, the circumstances which justify the use of this procedure;
- viii. Where applicable, the reasons why the contracting authority has decided not to award a contract or framework agreement;
- ix. Where applicable, the reasons why means of communication other than electronic means have been used for the submission of tender; and
- x. Where applicable, conflicts of interests detected and subsequent measures taken.

- 4.7.2 SFRS will document the progress of all procurement procedures and will retain sufficient documentation to justify decisions taken in all stages of the procurement process such as:

- i. Communications with suppliers
- ii. Internal deliberations
- iii. Preparation of the ITT documentation
- iv. Dialogue or negotiation (if any)
- v. Selection and award of the contract

- 4.7.3 For all other Regulated Procurements and quote process, the Designated Lead will utilise standard reporting templates developed for this purpose and observe the requirements of the relevant Procure Practice Note/s.

4.8 The Standstill Period and Debrief

- 4.8.1 For every contract to be awarded or framework agreement to be concluded, which are covered by the 2015 Regulation, that SFRS must allow a period of at least the relevant standstill period to elapse between the date of despatch of the notice informing all relevant parties of the decision to award a contract or conclude a framework agreement and the date on which the SFRS enters into the contract or concludes the framework agreement.
- 4.8.2 There is no requirement for a standstill period if there is only one tenderer and no remaining 'concerned' candidates (i.e. candidates excluded at the selection stage that haven't been given reasons for the exclusion decision and are therefore still 'concerned' with the procedure).
- 4.8.3 The SFRS will send such notification by electronic means and as such the standstill period is a period of 10 days ending at midnight at the end of the 10th day after that on which the last notice is sent.
- 4.8.4 The detail to be included in the notice referred to in paragraph 4.8.1 is detailed in Paragraph 85 of the 2015 Regulations and included in Appendix 3.
- 4.8.5 Call-off contracts under a framework or a dynamic purchasing system (DPS) are exempt from the mandatory requirement for a standstill letter / standstill period. However, by observing a standstill voluntarily for an above-threshold call-off contract under a framework following a mini-competition or under a DPS, the application of the ineffectiveness remedy (contract being stopped by the Courts) can be removed. This is because one of the 3 grounds for ineffectiveness is where either of these call-off processes is conducted in breach of the regulations. Where there is a voluntary standstill process (without a challenge during the standstill period) then the remedy of ineffectiveness is removed.
- 4.8.6 A voluntary standstill will be observed as necessary in any relevant procurement activity, with a recommendation as to whether this requires to be observed in the award report.
- 4.8.7 There is no requirement to observe either a mandatory or voluntary standstill for contracts below the threshold values applicable to the 2015 Regulations. However, there is a requirement to issue a debrief as detailed in Paragraph 32 of the 2014 Act as and included in Appendix 4. Debriefs will be undertaken in accordance with the relevant Procurement Practice Note as issued by the Acting Director of Finance and Procurement.

4.9 Contract Management

- 4.9.1 The Designated Officer, in conjunction with the Client Department / Directorate, will ensure that the performance of the contract is monitored and reviewed in accordance with the relevant Procurement Practice Note, and must maintain a record of those processes which is proportionate considering the value, duration, subject matter and complexity of the contract.
- 4.9.2 In a case of unsatisfactory performance or conduct by a contractor following the award of a contract, the Responsible Officer may, in consultation with the Legal Services Manager, take action in terms of the contract to terminate the contract.

4.10 Modification of a Contract during Its Term (including Extension and Renewal)

- 4.10.1 Subject always to compliance with the 2015 Regulations, contracts can be varied, modified or extended (but only where the contract allows the SFRS those options) or renegotiate any part of a contract to achieve best value for the SFRS.
- 4.10.2 For contracts covered by the 2015 Regulations, paragraph 72 (Appendix 4) sets out the parameters under which any modification must consider before any change to the contract is approved.
- 4.10.3 For all other contracts, variations, modifications or extensions can only occur when these are described in the contract documents.
- 4.10.4 A written business case justifying the reasons for this course of action together must be prepared and submitted to the relevant signatory as detailed in Appendix 2 for written approval before proceeding.
- 4.10.5 A detailed written record of all negotiations and discussions with the contractors must be maintained and retained.
- 4.10.6 A written business case justifying the reasons for any modification progressed on any of the grounds listed above must be prepared and submitted to the relevant signatory as detailed Acting Head of Finance & Procurement for written approval before proceeding.

4.11 General Record Keeping and Reporting

- 4.11.1 The Acting Director of Finance and Procurement must submit a report on a quarterly basis to the Good Governance Board, noting the contracts awarded in the preceding quarter.
- 4.11.2 The Acting Director of Finance and Procurement must submit a report to the Good Governance Board at the beginning of the financial year, detailing the programme of work which will be undertaken during the period.
- 4.11.3 SFRS must be required to keep copies of all concluded contracts, whether these are awarded under the Reform Act or the Scottish Regulations for at least the duration of the contracts.
- 4.11.4 The Acting Director of Finance and Procurement will present to the Board, the Annual Procurement Report prior to publication.

4.12 Contracts Register

- 4.12.1 The SFRS will maintain a Contract Register which will detail the contracts which have been awarded by the Service. Such detail will be inclusive of NCA's, quotations and all regulated procurements whether goods, services or works.

4.12.2 As a minimum the Contracts Register must include the following details on each contract awarded by SFRS:

- i. The date of the award
- ii. The name of the contractor
- iii. The subject matter
- iv. The estimated value of the contract
- v. The start date
- vi. The end date provided for in the contract or the circumstances in which the contract will end
- vii. The duration of any extension period

4.12.3 SFRS will make its Contracts Register publicly available on the internet and by such other means as it considers appropriate.

4.12.4 The published Contract Register will be refreshed on a quarterly basis.

4.12.5 The Designated Officer is responsible for the uploading of information to the Contracts Register upon award of a contract.

4.13 Register of Insurance

4.13.1 A Register of Insurance must be maintained by the Risk and Audit Manager so that renewal certificates are obtained where necessary.

4.14 Non-Regulated Goods and Services Contracts (Below £50,000)

4.14.1 Where the estimated contract value is £4,000 or more but less than £50,000 for goods and services, the procurement will be undertaken by using Quick Quote on Public Contracts Scotland and a minimum of three (3) quotations must be sought. Where possible at least one of these quotations should be from an SME.

4.14.2 Quick quote on PCS utilises firms already pre-registered on the system and involves no advertisement of the requirement.

4.15 Non-Regulated Works Contracts (Below £2,000,000)

4.15.1 Where the estimated contract value is less than £500,000, the procurement will be undertaken by using Quick Quote on Public Contracts Scotland and a minimum of four (4) quotations must be sought. Where possible at least one of these quotations should be from an SME. The procurement process will be conducted in observance of the relevant Procurement Practice Note/s and the Construction Manual – Construction Route 1A

4.15.2 Quick quote on PCS utilises firms already pre-registered on the system and involves no advertisement of the requirement.

4.15.3 Where the estimated contract value is £500,000 or more but less than £2,000,000 for works, the procurement will be undertaken by advertising the requirement on Public Contracts Scotland and a minimum of four (4) bids must be sought. Where possible at least one of these bids should be from an SME. The procurement process will be

conducted in observance of the relevant Procurement Practice Note/s and the Construction Manual – Construction Route 1B.

4.16 Regulated Works Contracts in Excess of £2,000,000 or more but less than 2015 Regulations Threshold

4.16.1 Where the estimated contract value is £2,000,000 or more but less than the current threshold for works for the 2015 Regulations, the procurement will be advertised on Public Contracts Scotland and a minimum of five (5) bids must be sought. Where possible at least one of these bids should be from an SME. The procurement process will be conducted in observance of the relevant Procurement Practice Note/s and the Construction Manual – Construction Route 2A.

4.17 Non-Competitive Action (NCA)

4.17.1 Non-Competitive Action (NCA) refers to the process whereby competition is not deemed appropriate and a direct award of a contract is made without advertisement. An NCA must be approved in advance of any contract being placed.

4.17.2 It is the general policy of the SFRS that goods, services and works must be bought by genuine and effective competition. NCA is only granted in **exceptional** circumstances. It is strictly limited to situations where competition is not deemed appropriate and is dealt with on a case by case basis.

4.17.3 The Acting Director of Finance and Contractual Procurement (or their Designee) has the sole authority to approve the NCA process up to a value of £25,000 (excluding VAT). All requests to proceed with NCA for procurements over £25,000 must be approved in advance by Scottish Government.

4.17.4 The individual making the request for an NCA to be considered, must complete the required paperwork for submission to the Procurement Manager for consideration. Submission of paperwork does not guarantee approval. Where the Procurement Manager is satisfied that the case for direct award through the NCA process is justified, then the submission will be forwarded to the Acting Director of Finance and Procurement for consideration and approval.

4.17.5 Procurement will keep a record of all NCA's submitted and approved. NCA's that are approved will be published on the Contract Register.

4.17.6 Where NCA submissions are in excess of the 2015 Regulations thresholds, consideration will be given to the use of the Negotiation Procedure without the Prior Publication of a Notice under the 2015 Regulations.

4.18 Use of Consultants

4.18.1 SFRS must observe Scottish Government policy (link below) that robust procedures must be followed for the engagement of consultancy services to ensure that these resources are used sparingly, appropriately and effectively.

<https://www.gov.scot/publications/use-of-consultants-guidance/>

4.18.2 As such and before any procurement process takes place a business case must be prepared and approved based on the amount that the SFRS expects to pay for the requirement. The following table details the threshold approval amount:

Value	Approver
Up to £2,000	Head of Function
£2,000 - £100,000	Acting Director of Finance and Procurement
Over £100,000	Scottish Government

4.18.3 After approval has been granted, the procurement exercise to identify the most competitive provision of service must in all instances be progressed by the Procurement Section in accordance with this Procurement Practice Note.

4.19 Disposals

4.19.1 The Acting Director of Finance and Procurement in consultation with the Acting Director of Asset Management and the Acting Head of Finance and Procurement will be responsible for disposing of all assets and materials (including land and buildings) which are not needed on behalf of all SFRS.

4.19.2 All disposals of assets and materials must be undertaken in accordance with the SFRS Disposals Policy as approved by the Board or issued by the Acting Director of Finance and Procurement under delegated powers.

Appendix 1a Thresholds

Procurement thresholds and VAT inclusion in estimated contract value: SPPN 8/2021

<https://www.gov.scot/publications/procurement-thresholds-and-vat-inclusion-in-estimated-contract-value-sppn-8-2021/>

The SPPN 8/2021 provides details on the new procurement thresholds and the inclusion of value added tax (VAT) in calculating the estimated value of contracts from 1 January 2022.

Key Points

- The new threshold values are relevant to procurement exercises which commence on, or after, 1 January 2022.
- There will be a change to the way the value of a contract is estimated for the purpose of determining whether that contract meets or exceeds the new threshold values. From 1 January 2022 VAT, where applicable, must form part of the calculation.
- SFRS is a Schedule 1 Body
- The main thresholds applicable to the SFRS are shown in the table below:

Category	Old Thresholds 1st Jan 2020 – 31st December 2021 (exclusive of VAT)	New Thresholds 1st Jan 2022 – 31st December 2023 (inclusive of VAT)
Goods (Supplies)	£122,976	£138,760 (Indicative value excluding 20% VAT £115,633)
Services	£122,976	£138,760 (Indicative value excluding 20% VAT £115,633)
Light Touch Services	£663,540	£663,540 Indicative value excluding 20% VAT £552,950
Works	£4,733,252	£5,336,937 (Indicative value excluding 20% VAT £4,447,447)

Procurement Reform (Scotland) Act 2014

The threshold values of the Procurement Reform (Scotland) Act 2014 are not revised every two years and have not changed, remaining £50,000 for goods and services, and £2 million for works contracts. Likewise, the method for calculating the estimated contract value of procurement which falls under the Act has not changed and remains exclusive of VAT.

Appendix 1b

SFRS Internal Thresholds

Supplies and Services

Procurement Type	Aggregated Estimated Contract Value	Advertising Requirements	Minimum No of Quotations / Tenders Sought
Low Value	£0 - £3,999	Not Applicable	Requirement to ensure best value
Quick Quote	£4,000 - £49,999	Not Applicable	3
Tender	£50,000 -£138,759 (Indicative value excluding 20% VAT £115,632)	PCS	4
Tender	£138,760 (Indicative value excluding 20% VAT £115,633)	PCS	5

Works

Procurement Type	Aggregated Estimated Contract Value	Advertising Requirements	Minimum No of Quotations / Tenders Sought
Quick Quote	Below £500,000	Not applicable	4
Tender	£500,000 - £2,000,000	PCS	4
Tender	£2,000,000 – £5,336,936 (Indicative value excluding 20% VAT £4,447,446)	PCS	5
Tender	£5,336,937 (Indicative value excluding 20% VAT £4,447,447)	PCS	5

Appendix 2: Approval Levels

i. Approval of Contract Award Reports and Letters of Award

Role	Value
Acting Director of Finance and Procurement	All contracts of any value
Acting Director of Asset Management	Works contracts to a value of £5,336,937 ((Indicative value excluding 20% VAT £4,447,446)
Acting Head of Finance & Procurement	All contracts of any value
Procurement Manager	Goods / Services contract of any value
National Property Manager	Works contracts to a value of £500,000
Asset and Performance Manager	Works contracts to a value of £500,000
Property Development Manager	Works contracts to a value of £500,000
Category Lead	Goods / Services up to £138,760
Procurement Specialist	Goods / Services up to £138,760
Head of Function / Director / Assistant Chief Officer	Goods / Services up to £49,999

ii. Approval of Commodity Strategy

Role	Commodity Strategy
Acting Director of Finance and Procurement	All Goods / Services Strategies
Acting Head of Finance & Procurement	All Goods / Services Strategies
Procurement Manager	All Goods / Services Strategies
Category Lead	All Non-Strategic Goods / Services

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/TSA/01-22

Agenda Item: 17.1

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	28 APRIL 2022							
Report Title:	SCOTTISH FIRE AND RESCUE SERVICE (SFRS) SAFETY AND ASSURANCE STRATEGY							
Report Classification:	For Information	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9						
		A	B	C	D	E	F	G
1	Purpose							
1.1	The purpose of this report is to provide an overview of the Scottish Fire and Rescue Service (SFRS) Safety and Assurance Strategy.							
2	Background							
2.1	SFRS have a broad range of well-established safety and assurance arrangements which enable the implementation of its Health and Safety Policy.							
2.2	Whilst there is no legal duty to develop a safety and assurance strategy, having a well-defined document which reinforces the organisation's commitment to safety and sets out areas of focus for the forthcoming years would be well received by the Health and Safety Executive.							
3	Main Report/Detail							
3.1	The strategy is designed to promote the SFRS safety value and the mechanisms through which the value is brought to life across the service, within all staff groups and in all work activities undertake: <i>“Our number one priority is to work together for a safer Scotland and safety is at the core of everything we do”.</i>							
3.2	The strategy also acknowledges the safety objective contained within the SFRS Strategic Plan and outlines how this objective will be delivered: <i>‘We will care for our people through progressive health, safety and wellbeing arrangements’.</i>							
3.3	The safety objective will be delivered through five key themes - compliance, culture, control, communication and engagement, and continuous improvement. These themes are underpinned by specific priority actions which are then translated into measurable outcomes for each financial year of the strategy.							
3.4	This is a significant milestone, one which the Safety and Assurance Directorate have been working towards for some time. This step flags that all other elements of the SFRS Health and Safety Management System - which is aligned to the PLAN, DO, CHECK, ACT MODEL are sufficiently developed. That said, year one of the Strategy commits to the introduction of proactive safety audits. A significant amount of development and implementation work has been undertaken across SFRS to support the introduction of							

	these audits, without robust arrangement for the preceding elements the proposed audits would be of very limited value.
3.5	<p>The SFRS has a well-documented Health and Safety Management System (TASS) and Operational Assurance System (OARRS) with clearly defined roles and embedded arrangements for operational and non-operational environments. The vision of this strategy is to build upon the work undertaken to date by:</p> <ol style="list-style-type: none"> 1. Ensuring compliance with all applicable statutory obligations continues on the trajectory set through the well-established Annual Health and Safety Improvement Plans and informed by performance reports; 2. Enhancing the inclusion of health and safety in decision making including business processes; 3. Developing behavioural safety arrangement to positively influence hazard identification and risk perception; 4. Streamlining safety control documents focussing on the end user; 5. Enhancing arrangement in place for learning lessons including engagement and feedback; and 6. Developing proactive audit arrangements.
3.6	By achieving all of the above SFRS will be in a very strong position to meet the requirements of ISO 45001 – Health and Safety Management Systems achieving certification in the final year of the strategy, if not before.
3.7	Progress against the strategy and annual outcomes would be reported with the Safety and Assurance Annual Health and Safety Report.
4	Recommendation
4.1	It is recommended that the Fire Board note the content of the Safety and Assurance Strategy.
5	Key Strategic Implications
5.1	Risk
5.1.1	There is a risk of the SFRS not delivering the workstreams within the Safety and Assurance Strategy due to resourcing.
5.2	Financial
5.2.1	Any financial implications due to implementation of Safety and Assurance Strategy will be considered by the risk owner and progressed as appropriate.
5.3	Environmental & Sustainability
5.3.1	Environmental implications will be considered by risk owners and progressed as appropriate.
5.4	Workforce
5.4.1	The progression of workstreams contained within the Safety and Assurance Strategy will promote workforce health and safety.
5.5	Health & Safety
5.5.1	The implementation of the Safety and Assurance Strategy will contribute to the continuous improvement in the health and safety of SFRS staff.
5.6	Training
5.6.1	Any training implications will be considered by the risk owner and progressed accordingly.

5.7 5.7.1	Timing The Safety and Assurance Strategy will commence in 2022 -23.	
5.8 5.8.1	Performance The Safety and Assurance Strategy is intended to improve health and safety performance.	
5.9 5.9.1	Communications & Engagement Communication and engagement occurs through the formalised engagement arrangements in place via the Health and Safety Management System.	
5.10 5.10.1	Legal If actions stemming from safety and assurance activities are not fully implemented, there is a risk that the SFRS may not enhance compliance with its legislative responsibilities.	
5.11 5.11.1	Information Governance Not applicable.	
5.12 5.12.1	Equalities Captured in overarching Health and Safety Equality Impact Assessment.	
5.13 5.13.1	Service Delivery Completion of actions will enhance the safety of all relevant aspects of Service Delivery.	
6	Core Brief	
6.1	This paper provides information on the Safety and Assurance Strategy within the SFRS.	
7	Appendices/Further Reading	
7.1	Appendix A – Safety and Assurance Strategy	
Prepared by:	Julie Harkins, Head of Safety and Assurance	
Sponsored by:	John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance	
Presented by:	Julie Harkins, Head of Safety and Assurance	
Links to Strategy and Corporate Values		
Strategic Plan 2019-2022: Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.		
Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>National Safety and Assurance Board</i>	<i>07 October 2021</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>30 November 2021</i>	<i>For Decision</i>
<i>People Committee</i>	<i>03 March 2022</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Information</i>

APPENDIX A



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Safety and Assurance Strategy 2022-2026

**Working together
for a safer Scotland**



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1. FOREWORD – DIRECTOR OF TRAINING, SAFETY AND ASSURANCE

Health and safety is an integral part of delivering a quality service to the public. The Scottish Fire and Rescue Service (SFRS) recognises its statutory responsibilities under the Health and Safety at Work etc. Act 1974 and other legislation, and is committed, so far as is reasonably practicable, to ensuring the health, safety and welfare, of its employees and others including members of the public, contractors, visitors, etc. who may be affected by Service activities.

It is recognised that preventing harm to employees and those affected by our activities is integral for the success, growth and continued excellent reputation of the SFRS. It is therefore important that we learn lessons from past experiences, notable practice, innovation, event investigations and case law.

To ensure we continue to improve our safety culture in the Service, robust and effective health and safety management systems and operational assurance is required.

As a service we need to ensure that our safety value is known, understood and becomes embedded in everyone's thinking and in all of our actions.

The SFRS Board, senior management and representative bodies are committed to working together to improve and assure the health, safety and well-being of all, which will result in keeping employees and the communities safe and well.

This Safety and Assurance Strategy sets out the strategic objectives for the next five years that seek to improve health, safety and well-being in the workplace and build upon our current successful track record.

JOHN DICKIE
Assistant Chief Officer
Director of Training, Safety and Assurance

2. INTRODUCTION

This strategy is designed to promote the Scottish Fire and Rescue Service's (SFRS) safety value and outlines the mechanisms through which the value is brought to life across the service, within all staff groups and in the activities, we undertake.

The document also outlines the SFRS Safety and Assurance (SA) objective and the associated actions that are required to ensure the objective is met. These actions are the stepping stones to maintaining and enhancing safety across the SFRS.

Whilst our safety culture and associated performance is one to be proud of we must not rest on our laurels, as doing so promotes complacency which ultimately, through time, erodes the culture and has a detrimental impact upon the safety of staff. It is vital that we recognise that there are always opportunities to learn whether it be from within our own Service through

processes such as Event Investigations, Operational Assurance; or externally from other Fire and Rescue Services through National Operational Learning (NOL) processes or sector specific bodies such as the Driver and Vehicle Standards Agency. If we are to continually develop and mitigate new and emerging risk from an ever-changing landscape it is essential that we identify and act upon all learning opportunities.

The success of this strategy is very much dependent upon on strong partnership working across the SFRS and with our representative bodies. Safety cannot and should not be considered as the sole responsibility of a select few, nor can it be considered a never ending thankless task, it is something that can and does add value where there is early engagement and a shared vision of the common goal – to make the SFRS a safer place to work.

3. SFRS SAFETY VALUE

Our number one priority is to 'Work together for a safer Scotland and safety is at the core of everything we do'.

We recognise the role we play working alongside communities and in partnership with others in the public, private and third sectors, to keep Scotland safe.

The SFRS are committed to keeping our firefighters safe, whilst it is acknowledged that all operational staff work in dangerous and dynamically hazardous environments as an inherent part of their role the need for safety does not stop there. Many non-operational environments and roles present risks of varying

degrees. Whilst the risks may be significantly less than at an operational incident it is imperative that this is not underestimated. Every member of staff within the SFRS will have safety elements to their role in one aspect or other, therefore everyone can take steps to promote and support a safe working environment.

If every member of staff takes steps to safeguard their own safety, a positive safety culture will flourish and, by engaging with each other, our stakeholders, partners and our communities, we will be better equipped to work together to create a safer Scotland.



4. OUR SAFETY OBJECTIVE

**“WE WILL CARE FOR
OUR PEOPLE THROUGH
PROGRESSIVE HEALTH,
SAFETY AND WELLBEING
ARRANGEMENTS.”**



5. DELIVERING OUR OBJECTIVE

Five themes have been identified which are underpinned by specific priority actions.

The identified themes are:

1. **Compliance** – Ensuring processes are in place to identify our statutory duties and ensuring arrangements are put in place to meet them. This includes maintaining the spirit of legislation in the operational environment;
2. **Culture** – Protecting the safety of our staff through a strong proactive safety culture;
3. **Control** – Ensuring the risk to staff is controlled through the identification of significant hazards along with sensible and proportionate mitigation of risk;
4. **Communication and Engagement** – Engaging with staff at all levels, listening to their voice and acting upon what they say to support their safety at work; and
5. **Continuous Improvement** – Key Performance Indicators (KPIs) that continually show an improvement in safety performance.

The associated priority actions are:

Theme 1 Compliance

- The SFRS Health and Safety Management System (HSMS) and Operational Assurance (OA) system continues to be developed in line with ISO 45001;
- Development of a programme for the development and implementation of topic specific Health and Safety Management Arrangements and OA procedures which are prioritised based on risk; and
- Develop an SFRS Annual SA Improvement Plan, supported by bespoke Directorate SA Improvement Plans.

Theme 2 Culture

- Define role specific requirements to achieve our safety value;
- Develop an OA campaign to embed and enhance the outcomes of robust operational assurance on the incident ground;
- Prioritise safety responsibilities and expected behaviours in all training courses.

- SA is ‘designed-in’ when implementing change decisions; and
- Develop a behavioural safety campaign.

Theme 3 Control

- Identification of significant hazards and determine the associated risk to SFRS staff, by carrying out the assessment of the risk then identifying and implementing risk control measures required to mitigate the risk;
- Development of an associated method of recording and ensuring defined periodic reviews of assessments within the required timescales;
- Ensuring the SFRS has a holistic approach to the management of risk through the Management of Risk at Operational Incidents framework; and
- Ensuring, so far as is reasonably practicable that SA documentation is simplified with the end user in mind.

Theme 4 Communication and Engagement

- Develop feedback arrangements to inform staff involved in changes following lessons learnt; and
- Develop business partner engagement feedback processes.

Theme 5 Continuous Improvement

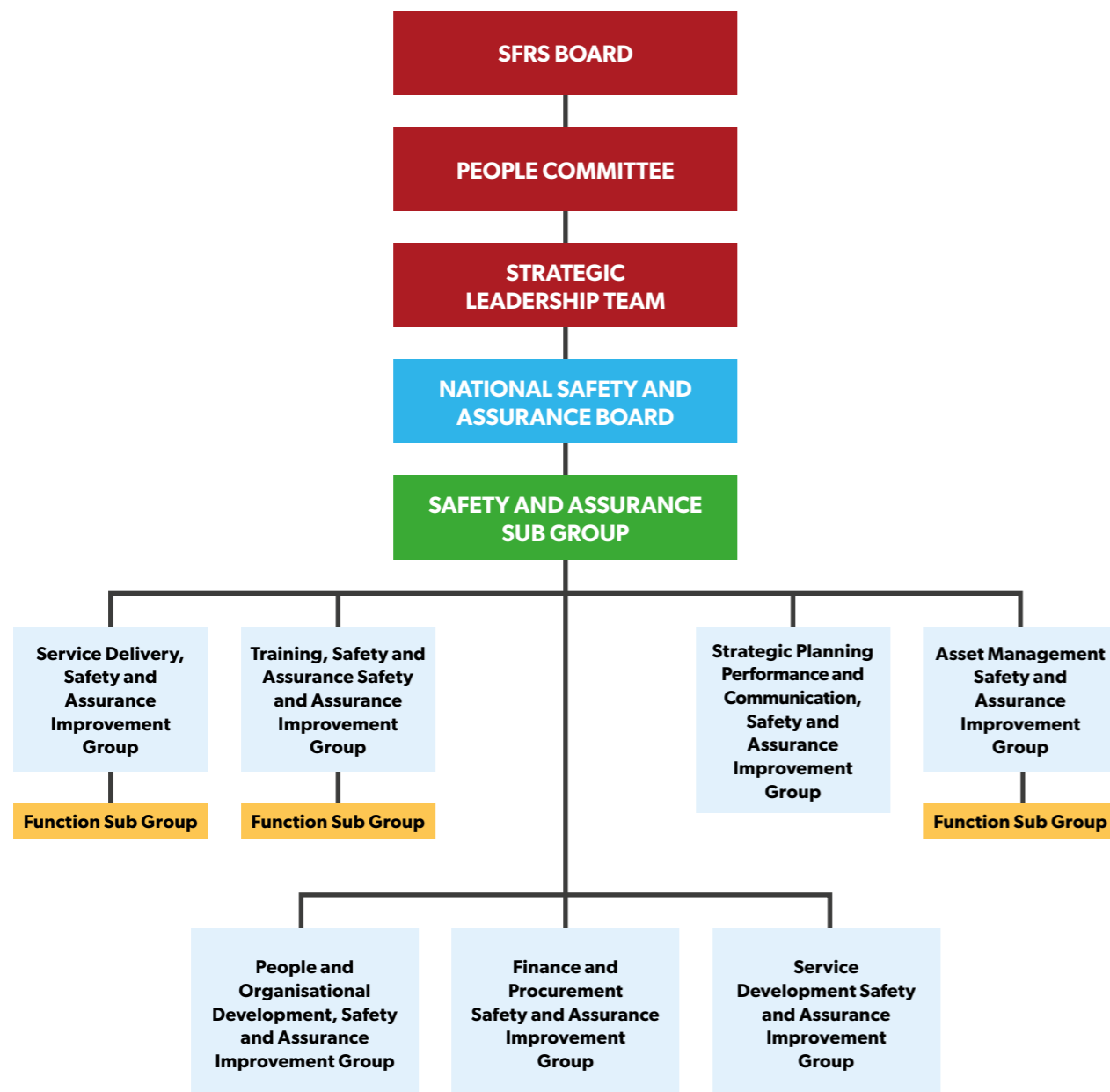
- Promotion of active monitoring through the delivery of SA support visits;
- Review Operational performance through OA processes and make recommendations for improvement where necessary;
- Production of an Annual Health and Safety Performance Report to identify and build on best practice, identify areas of development and inform annual Health and Safety Improvement Plans;
- Development of a lessons learnt programme for Organisational learning;
- Review safety event investigation arrangements and make recommendations for improvement; and
- Develop and implement a programme of topic specific SA audits.

6. GOVERNANCE ARRANGEMENTS

As SA is a corporate governance matter it is integrated into SFRS governance structures, including the Board, sub-committees and the Strategic Leadership Team (SLT). Scrutiny occurs annually at the SFRS Board, quarterly at the People Committee (PC) and six monthly at the SLT. Associated risks are also scrutinised at the Audit and Risk Assurance Committee (ARAC).

Subordinate groups of the PC which provide regular scrutiny and direction of Health and Safety across the SFRS are shown in the diagram below. The primary group is the National Safety and Assurance Board (NSAB) which meets 8 weekly and is chaired by the Director of Training, Safety and Assurance (TSA).

THE NATIONAL SAFETY AND ASSURANCE BOARD (NSAB) WHICH MEETS 8 WEEKLY AND IS CHAIRED BY THE DIRECTOR OF TRAINING, SAFETY AND ASSURANCE



APPENDIX 1

Year 1 – 2022-23

- SFRS has a documented programme for SA audits and support visits;
- SFRS will have a campaign to raise awareness of the importance of reporting all health and safety events;
- SFRS has a defined lesson learnt programme which will be implemented following identification of lessons from internal or external sources;
- SFRS has a HSMS and OA system development programme which has been agreed with ICT;
- SFRS will develop SA improvement plans based upon risk priorities and identified areas of improvement;
- SFRS has a defined process for ensuring all risk control documents are reviewed within defined timescales;
- SFRS will continue to engage with employees and their representatives to continue to build our safety culture;
- The SFRS procurement process actively considers Health and Safety from the outset;
- SFRS will have a defined feedback mechanism informing of changes following a significant health and safety event; and
- SFRS will have a documented lesson learnt programme which clearly defines the roles and responsibilities of TSA.

Year 2 – 2023-24

- SFRS has a defined programme for both proactive and reactive audits;
- Hazard perception is measured during the recruitment process;
- SFRS significant event investigations are carried out in a timely manner by proficient investigators;

- The SFRS appraisal process is linked to measurable SA performance;
- SFRS has a defined behavioural safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture;
- SFRS will review arrangements in place to manage enterprise risk within the context of the operational environment through targeted engagement and support reviews;
- SFRS will have a revised event investigation and OA process which expedites the identification of lessons; and
- SFRS will have defined arrangements for topic specific audits which are informed by lessons learnt, audit outcomes and event trends.

Year 3 – 2024-25

- SA Improvement Plans are 100% complete at the end of the financial year;
- SFRS will have a ISO 45001 gap analysis carried out by an accredited body;
- SFRS has a documented asset design process in place that actively considers Health and Safety; and
- All SFRS staff are fully trained to allow tasks to be undertaken safely.

Year 4 – 2025-26

- SFRS HSMS meets the full requirements of ISO 45001.

Year 5 – 2026-27

- SFRS has a streamline suite of operational documents; and
- SFRS has a HSMS that is certified to ISO 45001.



SCOTTISH
FIRE AND RESCUE SERVICE

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Report No: B/BS/01-22

Agenda Item: 17.2

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	28 APRIL 2022						
Report Title:	UK FIRE STANDARDS						
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>
1	Purpose						
1.1	The purpose of this report is to inform the Board of the Scottish Fire and Rescue Service (SFRS) of the current position in relation to recently published UK fire standards.						
2	Background						
2.1	The role of the Fire Standards Board (FSB) is to oversee the identification, organisation, development and maintenance of professional standards for Fire and Rescue Services in England.						
2.2	The FSB is responsible for the approach to the development of standards and their subsequent approval.						
2.3	It sets the priorities for standards development, and will commission work based on proposals from third parties, monitor progress with on-going work, and approve completed work.						
2.4	It seeks to ensure that any standards presented for approval have: <ul style="list-style-type: none"> • Been developed in line with the agreed development process; • Undergone appropriate consultation with subject matter experts and relevant stakeholders; and, • Undergone an independent quality assurance process. 						
3	Main Report/Detail						
3.1	The first four standards for Fire and Rescue Services in England were published on 16 February 2021. Self-assessment reviews were undertaken to assess how SFRS is placed against these first four standards; these were presented to Strategic Leadership Team (SLT) on 28 April 2021. The reviews identified that SFRS is well placed against these standards, which cover: <ul style="list-style-type: none"> • <i>Emergency Response Driving;</i> • <i>Operational Preparedness;</i> • <i>Operational Competence;</i> • <i>Operational Learning.</i> 						

3.2	<p>Updates against three further standards were then provided to SLT on 30 November 2021. These included self-assessment reviews on the following two standards:</p> <ul style="list-style-type: none"> • <i>Protection</i>; • <i>Code of Ethics</i>.
3.3	<p>These two self-assessments again demonstrated that SFRS is well placed in respect of these standards. In addition, SLT approved the deferral of a self-assessment against the <i>Community Risk Management Planning</i> standard. Due to the on-going development of the Service Delivery Model Programme and Community Risk Index Model, it is considered premature at this time to review SFRS' position against this standard. However, at an appropriate time in the future this review will be undertaken.</p>
3.4	<p>Standards continue to be developed and published on an on-going basis. Since the last presentation to SLT, standards have been produced on <i>Prevention</i> and <i>Safeguarding</i>. Reviews are currently on-going in respect of these standards, which will be presented to SLT when completed.</p>
3.5	<p>Supporting guidance and implementation support for all standards is provided by the National Fire Chiefs Council (NFCC) drawing on their unique network and subject matter expertise.</p>
3.6	<p>The above standards only apply to the English Fire and Rescue Services; however, self-assessment review processes have been undertaken to identify where the SFRS is in relation to these standards.</p>
4	Recommendation
4.1	<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Note the update provided above in respect of how SFRS is assessing itself against standards as they are developed and published; • Advise if any further scrutiny is required by the Board and/or its committees.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no risks associated with the recommendations of this report.
5.2	Financial
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications associated with the recommendations of this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	Training
5.6.1	There are no training implications associated with the recommendations of this report.
5.7	Timing
5.7.1	As and when other standards are published, a similar review exercise will be carried out.

5.8	Performance	
5.8.1	There are no performance implications associated with the recommendations in this report.	
5.9	Communications & Engagement	
5.9.1	There are no communications and engagement implications associated with the recommendations in this report.	
5.10	Legal	
5.10.1	There are no legal risks associated with the recommendations in this report.	
5.11	Information Governance	
5.11.1	There are no Information Governance implications associated with the recommendations of this report.	
5.12	Equalities	
5.12.1	An Equality Impact Assessment is not required for this report.	
5.13	Service Delivery	
5.13.1	There are no service delivery implications related to this report.	
6	Core Brief	
6.1	The SFRS Board were updated on self-assessment reviews being undertaken as standards are developed and published by the Fire Standards Board.	
7	Appendices/Further Reading	
7.1	More information is available on Fire Standards Board website at www.firestandards.org	
Prepared by:	Ross Haggart, Deputy Chief Officer	
Sponsored by:	Ross Haggart, Deputy Chief Officer	
Presented by:	Ross Haggart, Deputy Chief Officer	
Links to Strategy and Corporate Values		
This report links to SFRS Strategic Plan Outcomes of <i>Prevention, People and Public Value</i> and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>28 April 2022</i>	<i>For Information</i>

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
30 June 2022	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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) • Final Report for Grenfell Fire 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Performance Management Framework Annual Report
23 August 2022	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • ARAC Committee Annual Report to Accountable Officer 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q1 Progress Report • Annual Performance Review 2021/22 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Annual Procurement Report 2021/22 • Strategic Plan 2022-25

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
27 October 2022	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Board Forward Plan Schedule 2023/24 • Draft Annual Report and Accounts 2021/22 (PRIVATE)
15 December 2022	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q2 Progress Report 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Budget Strategy 2023-24)

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">30 March 2023</p>	<ul style="list-style-type: none"> • 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 		<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q3 Progress Report • Annual Operating Plan 2023/24 Development 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Resource Budget 2023/24 • Capital Programme 2023-2026