

OFFICIAL



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

23 June 2022

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 30 June 2022

Time: 1000 hours

Venue: Braidwood Suite, SFRS Headquarters, Cambuslang / 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 30 JUNE 2022 @ 1000 HOURS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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 28 APRIL 2022 (attached)

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

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

OFFICIAL

- 9 **DEPUTY CHIEF OFFICER'S REPORT** (*attached*) S Stevens
- The Board is asked to note the Deputy Chief Officer's Report.*
- 10 **COMMITTEE REPORTS**
The Board is asked to note the following updates:
- 10.1 **Change Committee**
- *Draft Minute of Meeting: 12 May 2022 (attached)* F Thorburn
- 10.2 **Audit & Risk Assurance Committee**
- *Draft Minute of Meeting: 30 March 2022 (attached)* B Baverstock
- *Update of Meeting: 28 June 2022 (verbal)*
- 10.3 **People Committee:**
- *Update of Meeting: 21 June 2022 (verbal)* M Wylie
- 10.4 **Service Delivery Committee:**
- *Draft Minute of Meeting: 31 May 2022 (attached)* N Barr
- *Final Report for Grenfell Tower Fire (attached)* S Stevens
- 11 **COMBINED RISK AND PERFORMANCE REPORT Q4 PROGRESS REPORT** (*attached*) M McAteer
- The Board is asked to scrutinise the report.*
- 12 **ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD** (*attached*) M McAteer
- The Board is asked to approve the report.*
- 13 **EMPLOYEE PARTNERSHIP FORUM – REVISED TERMS OF REFERENCE** (*attached*) S Barron
- The Board is asked to approve the report.*
- 14 **SFRS COMMUNICATIONS AND ENGAGEMENT STRATEGY 2022-25** (*attached*) M McAteer
- THIS REPORT WAS WITHDRAWN*
- 15 **DEBT WRITE OFF 2021-22** (*attached*) L McGeough
- The Board is asked to approve the report.*
- 16 **RESOURCE BUDGET MONITORING REPORT** (*attached*) L McGeough
- The Board is asked to scrutinise the report.*
- 17 **CAPITAL BUDGET MONITORING REPORT** (*attached*) L McGeough
- The Board is asked to approval the report.*

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

OFFICIAL

18 REPORTS FOR INFORMATION ONLY:

The Board is asked to note the following reports:

- | | |
|--|-----------|
| 18.1 Health and Safety Annual Report 2020/21 (attached) | A Watt |
| 18.2 Performance Management Framework Annual Report (attached) | M McAteer |
| 18.3 Mainstreaming and Equalities Outcomes Progress Report (attached) | L Gaja |
| 18.4 Working in Partnership 2020-21 (attached) | M McAteer |

19 RISK THEMES (verbal) K Darwent

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

20 FORWARD PLAN (attached) Board Support

The Board is asked to note the update.

21 DATE OF NEXT MEETING

Tuesday 23 August 2022

PRIVATE SESSION

22 MINUTES OF PREVIOUS MEETINGS: THURSDAY 28 APRIL 2022 (attached) K Darwent

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

23 PRIVATE ACTION LOG (attached) Board Support

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

24 COMMAND AND CONTROL FUTURES PROJECT UPDATE (attached) A Watt/
G MacKay

This report is for information only.

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 - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 28 APRIL 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent, Chair (KD)
Stuart Ballingall (SJB)
Steve Barron (SB)
Lesley Bloomer (LBI)
Malcolm Payton (MP)
Tim Wright (TW)

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

IN ATTENDANCE:

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
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Thomson (JT)	Acting Director of Finance and Procurement
Sandra Fox (SF)	Head of ICT (Item 15)
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Desmond Donnelly, Group Commander Business Support
Robert Scott, HMFSI Chief Inspector

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those participating and observing via MS Team.
- 1.2 The Board were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

2 APOLOGIES

- 2.1 Martin Blunden, Chief Officer
Iain Morris, Acting Director of Asset Management

- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the Strategic Plan 2022-25 For Consultation, Service Delivery Model Programme (SDMP) Outline Options for Change, Command and Control Futures (CCF) Periodic Update and Delegated Authority would be taken in private due to the confidential nature of the issues and confidential commercial and financial information (Standing Order 9G and 9E).
- 4 DECLARATION OF INTERESTS**
- 4.1 There were no declarations of conflict of interests made.
- 5 MINUTES OF PREVIOUS MEETING:
Thursday 31 March 2022**
- 5.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 **The minutes of the meeting held on 31 March 2022 were approved as a true record of the meeting.**
- 6 ACTION LOG**
- 6.1 The Board considered the action log and noted the updates.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**
- 7 DECISION LOG**
- 7.1 The Board considered the Decision Log noting the impact assessment provided for decisions made 12 months ago.
- 7.2 **Members noted the updated Decision Log.**
- 8 CHAIR'S REPORT**
- 8.1 The Chair presented the Chair's Update report noting events which had occurred since the Board meeting held on 31 March 2022. In addition to the written report, the Chair provided a verbal update on the following key areas:
- Attendance at Trainee Firefighter Graduation Ceremonies.
- 8.2 The Board commented on the importance of the graduation ceremonies and noted the ongoing restrictions on attendees. Consideration would be given to allow Board members to attend virtually.
- ACTION: RH**
- 8.3 **The Board noted the report and verbal update.**
- 9 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 31 March 2022.
- 9.2 The Board requested a brief update on the Reform Collaboration Group (RCG). It was noted that Police Scotland's 2-year tenure as Chair was due to conclude and Scottish Fire and Rescue Service (SFRS) would take over this role in May 2022. Going forward there would be a joint secretariat between Police Scotland and SFRS which would improve the co-ordination of the meetings. The next meeting of the RCG was scheduled for Friday 6 May 2022 and an update would be brought back to the next Board meeting. Briefing paper to be provided outlining the strategic intent for future years and clear links to Strategic Plans and the RCG programme of work.
- ACTION: MMcA**

- 9.3 RH reminded the Board that the Blue Light Collaboration Board, which reported into the RCG, had identified 9 different workstreams for potential collaborative opportunities.
- 9.4 MMcA noted that a report on Partnership Working would be brought to a future Board meeting.

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

10 COMMITTEE UPDATES

10.1 People Committee (PC)

- 10.1.1 MW reminded the Board of the workshops held/scheduled to discuss the wider assurance reporting, agree a consistent opinion and hold collaborative discussions with Executives.

11 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS

11.1 MMcA presented a report to the Board seeking approval of the Annual Governance Review of Board and Committee related items for thereby ensuring the continued effectiveness of the governance arrangements within the SFRS. The following key points were highlighted:

- Summary of all amendments listed within Appendix A.
- No revisions were made to the Standing Orders.
- Revisions to the Scheme of Delegations included clarification of responsibilities of the Board, Chair and Chief Officer (section 2), delegated authority (section 4) and delegation to Chief Officer (Section 6).
- Revisions to the Members Code of Conduct due to the publication of a revised Model Code of Conduct by Scottish Government (SG). No deviation from the Model Code of Conduct was permitted without the consent of SG.
- Revisions to Committee structures with Board Members Malcolm Payton and Paul Stollard transferring to the Audit and Risk Assurance and Service Delivery Committees, respectively.
- Revision to the Corporate Report Template to provide further clarity on classification and simplified template.
- Revisions to the Committee's Terms of Reference.
- Revision to the Equality Impact Assessment, subject to approval of the Good Governance Framework (item 12).

11.2 The Board asked how any delegated authority would be tracked/audited. MMcA noted that, in exceptional circumstances, the Chair would delegate authority and then retrospectively seek approval at the next formal Board meeting. MMcA to give consideration for a standard template to be developed to record delegated authority.

11.3 Future Board Strategy Day session to be scheduled to allow further discussions on the Model Code of Conduct and the Board's responsibilities.

ACTION: MMcA

11.4 With regard to the Corporate Report Template, MMcA advised the Board that the key strategic implications would now be incorporated within the main body of the report, assistance would be provided to report authors to ensure that sufficient information was being provided to allow appropriate scrutiny.

11.5 The Board noted the Executive and Board scrutiny guidance table, commented on the differences between the type of scrutiny applied, suggested further amendments and proposed that a future strategy day session be scheduled to consider scrutiny roles/responsibilities and identify further improvement.

ACTION: MMcA

- 11.6 Consideration to be given to the following suggested amendments:
- Standing Orders, Urgent Issues (para 55) “...*the Chief Officer may take reasonable and appropriate action, in relation to any function not delegated to that role, ...*”. Consideration to be given to contextualise by including the term operational matters.
 - Scheme of Delegations Section 4.3 to be renamed Chief Officer Unplanned Absence
 - Scheme of Delegations Section 6.7 Consultation, consideration to be given to include reference to the procurement guidance and the impact of other risks ie reputational.
 - Corporate Report Template, Scrutiny guidance table to be amended to change the word reassurance to assurance (Who), inclusion of “Are the risks inherent in the proposal consistent with the Board’s risk appetite?” (What), change of wording from “*what additional support ..*” to “How can we support and provide constructive challenge ..” (How). Also, the text within the paragraph prior to the table “*The table below clarifies the types of scrutiny that will be applied ..*” to be amended to “*the table below clarifies the type of questions likely to arise ...*”.

ACTION: MMcA

- 11.7 **The Board approved the suite of papers, subject to the additional amendments to Scheme of Delegations and Corporate report template and the acknowledgement of continuous improvement over the coming months.**

(NB Due to technical issues during this item, the discussions were briefly suspended at 1032 hrs and resumed at 1034 hrs)

12 GOOD GOVERNANCE FRAMEWORK

- 12.1 MMcA presented a report to the Board seeking approval of the Good Governance Framework to encourage better service delivery and improved accountability of good governance in the SFRS. The following key points were highlighted:
- Collation of key governance documents and arrangements into a single framework.
 - Simplified, clearer and easier to understand governance across the Service.
 - Proposal for the Integrated assurance to be developed.
 - Framework would remain a living document and be subject to continuous improvement.
 - Key focus on roles and responsibilities across the Service, subject to future detailed discussions.
 - Adopted and adapted the principles from the Good Governance Standard for Public Services (Chartered Institute for Public Finance and Accountancy).
- 12.2 The Board welcomed the comprehensive framework and queried the preferred frequency of the Committee assurance statements. MMcA noted that the Committee assurance statements would remain on an annual basis, however, regular updates would continue to be provided at Board meetings. Continued work through 2022/23 will develop a structured format, without being overly prescriptive, for regular reporting.
- 12.3 The Board commented on principles of good corporate governance, noting that these could be considered actions/commitments rather than principles. MMcA reminded the Board that the framework was based on how CIPFA present their principles and the Service have not varied from this standard. MMcA noted the comments and reiterated that this framework was a living document and would be subject continuous improvement.
- 12.4 MMcA informed the Board that the timescale for the assurance plan initiative had still to be defined.

- 12.5 The Board noted that the simplification the framework provided was the collation of governance documentation and readability. The Board complimented the efforts made to develop this framework. The Board further noted the ongoing potential for future refinements/improvements to be made.
- 12.6 The Board commented on the placement of the Annual Review and Reporting section within the framework and whether this was appropriate.
- 12.7 Brief discussion took place on the contents of the framework, statement of principles, assurance statements and opportunities for future refinement/improvement.

12.8 **The Board approved the Good Governance Framework.**

(NB Due to technical issues during this item, the discussions were briefly suspended at 1125 hrs and resumed at 1127 hrs)

13 ANNUAL OPERATING PLAN 2022/23

13.1 MMcA presented a report to the Board seeking approval of the Annual Operating Plan (AOP) 2022/23. The following key points were highlighted:

- Governance and Accountability Framework specifies that the AOP should link to the delivery (key actions) of the Strategic Plan. The business as usual aspects of the Strategic Plan are captured through the performance management framework and reported through KPI's, risk and performance reports.
- Actions within the AOP were built up over a 3-year period and a programme of work to deliver the Strategic Plan was developed.
- AOP is aligned to the Strategic Plan 2019-22 and will cover the period to September 2022. A new Strategic Plan 2022-25 would be developed and published in October 2022 and a new AOP would then be developed and aligned.

13.2 The Board asked whether the intention was to have one plan which captured the change elements, interdependencies, etc. MMcA informed the Board that the SLT had agreed and committed to include the change elements into the AOP going forward and to provide a fuller overview for the Board.

13.3 MMcA advised the Board that further discussions will be held over the coming months, with the intention to engage and seek feedback from the Board.

13.4 The Board approved the Annual Operating Plan and acknowledged that further work would be carried out over the coming months.

13.5 **The Board approved the Annual Operating Plan 2022/23.**

(NB Due to technical issues, the meeting broke at 1142 hrs and reconvened at 1150 hrs)

14 INTERNAL AUDIT PLAN 2022/24

14.1 BB presented a report to the Board to advise and seek approval of the Internal Audit activity planned for 2022/24. The following key points were highlighted:

- Presented to the Audit and Risk Assurance Committee on 30 March 2022 and recommended for Board approval.
- Development of the plan was a collaborative process between the Executives and Azets.
- Two year plan which could flex, if necessary.

14.2 The Board asked whether there was any particular issues or concerns that influenced the proposed audits. BB noted that no high-risk areas were identified during the

development process. The plan was developed to focus audit attention on areas which would add the most value as opposed to providing assurance of compliance.

14.3 **The Board approved the Internal Audit Plan 2022/24.**

15 DIGITAL STRATEGY 2022-25

15.1 PS presented a report, which included the Equality Impact Assessment, to the Board seeking approval of the SFRS Digital Strategy 2022 – 2025. SF confirmed that the EIA had been completed and has resulted in no amendments being required to the strategy.

15.2 The Board noted the scrutiny undertaken at the previous meeting.

15.3 **The Board approved the SFRS Digital Strategy 2022-25.**

16 STANDING ORDERS FOR THE REGULATION OF CONTRACTS

16.1 JT presented a report to the Board seeking approval of the revised Standing Orders for Regulation of Contracts. The following key points were highlighted:

- Governance arrangements in relation to procurement activity which are in line with the legislation and Scottish Government's guidance.
- All SFRS staff who are involved in procurement activities are required to adhere to the Standing Orders.
- Standing Orders have been updated to reflect latest legislation/guidance and further devolve the procurement process within the Service which will enable, streamline and be more effective.
- Due to EU exit, financial thresholds are now determined by the World Trade Organisation.
- Amendments to the internal processes include the Innovation Partnership Procedures, works contracts (covered by Scottish Government's construction manual) and quick quotes process and devolved authority to award contracts.

16.2 The Board sought clarification whether the delegated limits had been amended and whether the appropriate controls were in place for any new arrangements. JT confirmed that delegated limits had changed. JT advised that previously only the Chief Officer and Director/Head of Financial Services could authorise contracts and this additional devolvement would enable and streamline processes. In terms of control/risk, as part of the audit trail and processes, there was sufficient segregation of duties between individuals and any conflicts of interests are captured.

16.3 JT noted that the Standing Orders covered the procurement authority with the recognition of other required authorities, ie financial, etc across the organisation. JT further noted that there were sufficient measures in place, such as the business case, stakeholder involvement and appropriate authorisation prior to the procurement of goods/services.

16.4 JT noted that the procurement specialists would work with and advise Directorates, through the User Intelligence Group, to identify the requirement and what was trying to be achieved in terms of service provision. The procurement specialists would sign off contract awards to ensure appropriate evidence, controls and governance.

16.5 The Board commented on the potential lack of awareness of the broader governance environment if this was taken in isolation. JT noted the value of the cross reference, however, the Service had to take cognisance of Scottish Government's guidance and changes to thresholds. JT noted that the document, although separate, was linked.

16.6 **The Board approved the Standing Orders for the Regulation of Contracts.**

17 REPORTS FOR INFORMATION ONLY:

17.1 SFRS Safety and Assurance Strategy

17.1.1 JD presented the report to the Board which provided an overview of the SFRS Safety and Assurance Strategy for information.

17.1.2 JD advised the Board that the 5-year Safety and Assurance Strategy had been developed and aligned with the 5-year Training Strategy.

17.1.3 **This report was presented for information only.**

17.2 UK Fire Standards

17.2.1 RH presented the report to the Board which informed the current position in relation to recently published UK fire standards for information.

17.2.2 The Board asked how many actions arising from the standards would be identified and addressed. RH advised that the Service had carried out self-assessments and no gaps had been identified. RH noted the potential for the HMFSI to use these standards to benchmark against other UK fire and rescue services. Consideration to be given on future reporting to the Service Delivery Committee, if appropriate.

17.2.3 **This report was presented for information only.**

18 RISK THEMES

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

19 FORWARD PLAN

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

20 DATE OF NEXT MEETING

20.1 The next formal meeting of the Board is scheduled to take place on Thursday 30 June 2022 at 1000 hrs.

20.2 There being no further matters to discuss in public, the meeting closed at 1215 hours.

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 31 MARCH 2022

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

22 PRIVATE ACTION LOG

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

23 STRATEGIC PLAN 2022-25 FOR CONSULTATION

23.1 MMcA presented a report to the Board seeking approval of the Draft Strategic Plan 2022-25 for its release for public consultation.

23.2 **The Board approved the Strategic Plan, subject to the amendments noted and final circulation, for public consultation.**

24 SDMP OUTLINE OPTIONS FOR CHANGE

24.1 PS presented a report to the Board providing an update on the development phase of the SDMP.

24.2 **The Board scrutinised the report.**

(The meeting broke at 1505 hrs and reconvened at 1535 hrs)

25 COMMAND AND CONTROL FUTURES PROJECT PERIODIC REVIEW

25.1 JD presented a report to the Board providing an overview of the current status of project delivery, supplier management and the scrutiny provided by key stakeholders, including the Digital Assurance Office (DAO) on behalf of the Scottish Government (SG).

25.2 **The Board noted the report.**

26 DELEGATED AUTHORITY

26.1 Following the earlier approval of the revised Scheme of Delegations, KD sought the approval of the Board to enact the power to delegate authority to the Deputy Chief Officer, in the absence on the Chief Officer.

26.2 **The Board approved the enactment of Scheme of Delegations to delegate authority to the Deputy Chief Officer in the absence of the Chief Officer.**

On behalf of the Board, the Chair thanked ACO John Dickie and ACO Paul Stewart for their hard work, contributions and dedication throughout their service and wished them well in their imminent retirement.

SFRS BOARD MEETING – ROLLING ACTION LOG



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 6 actions. A total of 6 of these actions have been completed.

The Board is therefore asked to approve the removal of the 6 actions noted as completed (Blue status), note no actions are categorised as Green status and note no actions categorised as Yellow status on the action log.

OFFICIAL

Board Meeting: 31 March 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 18.3	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	MMcA	June 2022		June 2022	Update (28/04/2022): Updates to be included within the next iteration of the report (June 2022). Completed (30/06/2022): The Corporate Risk and Performance Report has been updated to provide clearer information on revised due dates. As this is the end of the reporting 2021/22 year, further information has also been provided to notify the reader where 2021/22 AOP Actions have been transferred or continue into the AOP 22/23. Further work to develop this report will take place for Quarter 1 of 2022/23.

Board Meeting: 28 April 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 8.2	Chair's Report: Consideration would be given to allow Board members to attend graduation ceremonies virtually.	RH	June 2022		May 2022	Complete (30/06/2022): Training staff will ensure Board Members are included in any online graduation invitations in future.
Item 9.3	Deputy Chief Officer's Report: Briefing paper to be provided outlining the strategic intent for future years and clear links to Strategic Plans and the RCG programme of work.	MMcA	June 2022		June 2022	Complete (30/06/2022): Briefing note and supporting paper re RCG meeting held on 6 May 2022 circulated (via email to Board members) for information. Further update outlining the request of this action scheduled to be provided at a future Strategy Day (July 2022).
Item 11.3	Annual Governance Review for Board and Committee Related Items: Future Board Strategy Day session to be scheduled to allow further discussions on the Code of Conduct and the Board's responsibilities	MMcA	June 2022		May 2022	Complete (30/06/2022): Code of conduct session provided at Strategy Day on 30 May 2022.

Item 11.5	<p>Annual Governance Review for Board and Committee Related Items: Re Executive and Board scrutiny guidance table, comments on the differences between the type of scrutiny applied, suggested further amendments and proposed that a future strategy day session be scheduled to consider scrutiny roles/responsibilities and identify further improvement.</p>	MMcA	June 2022		June 2022	<p>Complete (30/06/2022): A session on Board/Executive scrutiny roles and responsibilities has been added to the Strategy Day programme for September 2022.</p>
Item 11.6	<p>Annual Governance Review for Board and Committee Related Items: Consideration to be given to the following suggested amendments:</p> <ul style="list-style-type: none"> - Standing Orders, Urgent Issues (para 55) “...the Chief Officer may take reasonable and appropriate action, in relation to any function not delegated to that role, ...”. Consideration to be given to contextualise by including the term operational matters. - Scheme of Delegation Section 4.3 to be renamed Chief Officer Unplanned Absence - Scheme of Delegation Section 6.7 Consultation, consideration to be given to include reference to the procurement guidance and the impact of other risks ie reputational. - Corporate Template, Scrutiny guidance table to be amended to change the word reassurance to assurance (Who), inclusion of “Are the risk inherent in the proposal consistent with the Board’s risk appetite?” (What), change of wording from “<i>what additional support ..</i>” to “How can we support and provide constructive challenge ..” (How). 	MMcA	June 2022		May 2022	<p>Complete (30/06/2022): All updated as detailed.</p>

OFFICIAL

	<p>Also, the text within the paragraph prior to the table "<i>The table below clarifies the types of scrutiny that will be applied ..</i>" to be amended to "<i>the table below clarifies the type of questions likely to arise ...</i>"</p>					
--	--	--	--	--	--	--



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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.

OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 May 2021 (Special Board)				
ITEM 5	PERFORMANCE MANAGEMENT FRAMEWORK (PMF) 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
<p>Impact Assessment for Board Decision (Review Date - 06/2022): The SFRS PMF and PMF reports are well established and provide a high level overview of service performance. The annual performance report is available and has been published. In addition, a range of management performance information is available and monitored at directorate, executive board and committee level. The next annual report for the PMF is due in the Autumn of 2022 and the framework (to coincide with the next strategic plan) is expected to come forward by the end of 2022.</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 06/2022): The Long Term Vision (LTV) developed through an extensive staff and public stakeholder engagement exercise was published in October 2021. The LTV was therefore published ahead of the refresh of the Fire and Rescue Framework for Scotland (2016) which was revised in Autumn/Winter 2021/22 and subsequently approved and published by the Scottish Government in March 2022. The LTV and National Framework work-complement each other in shaping the future direction and aspirations for SFRS. The LTV also shaped the content of the draft SFRS Strategic Plan (2022-25) which was published for public stakeholder consultation in May 2022, with the intention for this to be finalised and approved by the SFRS Board in August 2022. The LTV has proven to be a highly influential document to help shape the future direction of the Service and lay the groundwork for the development of subsequent delivery plans for how the Service will proceed to deliver on the commitments set out in the LTV.</p>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 24 June 2021				
ITEM 12	BOARD MEMBER APPOINTMENTS AND	The Director of Strategic Planning, Performance and Communications presented the report for approval following the successful	The Board approved the proposals, in order to assist towards ensuring the continued	December 2021

OFFICIAL

	<p>REVIEW OF COMMITTEE STRUCTURE</p>	<p>appointment of four new SFRS Boards Members. The proposals outlined in the revised Committee Structure are intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland 2016-19 together with the expectations of Scotland's communities. This review will also ensure the continued effectiveness of the Board by aligning the skills and experience the new Members bring to further expand the diversity within the Board and its Committees.</p>	<p>effectiveness of the governance arrangements of the SFRS Board and its Committees.</p>	
<p>Impact Assessment for Board Decision (Review Date - 06/2022): The SFRS Board and its Committee following the successful appointment of four new SFRS Boards Members in July 2021 and review of Committee structures, continues to develop and improve in order to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland together with the expectations of Scotland's communities. This can be evidenced through both Internal and External audit report findings (2021), demonstrating the effectiveness of Governance and Transparency within the Service to which the Board are an integral part.</p>				
<p>ITEM 13</p>	<p>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</p>	<p>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.</p>	<p>The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.</p>	<p>December 2021</p>
<p>Impact Assessment for Board Decision (Review Date - 06/2022): The review of the Board Effectiveness clearly demonstrated the progress and continual improvements being made, together with the commitment of SFRS Board members have providing a world class Fire and Rescue Service. All despite the unprecedented challenges throughout this period of time resulting from the global pandemic.</p>				
<p>ITEM 14</p>	<p>UNWANTED FIRE ALARM SIGNALS (UFAS) CONSULTATION: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS</p>	<p>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.</p>	<p>The Board approved the proposed plans for consulting on 3 options, commencing 19 July 2021, and also the draft Mandate for Consultation.</p>	<p>December 2021</p>

Impact Assessment for Board Decision (Review Date - 06/2022): Following Board approval, the “ <i>Time for Change; Reducing Unwanted Fire Alarm Signals</i> ” public consultation commenced on 19 July 2021, closing on 11 October 2021. Responses to the consultation were analysed with a report recommending the implementation of Option A as the preferred response model with additional exemptions and an extension to the implementation date. SFRS Board approved this recommendation on 16 December 2021.				
ITEM 25	DRAFT UFAS CONSULTATION DOCUMENT: PROPOSALS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (PRIVATE)	The Director of Service Delivery presented the Draft Public Consultation document, setting out proposals for responding to automatic fire alarm (AFA), for approval.	The Board approved the draft Consultation Document, subject to any final amendment as deemed appropriate.	December 2021
Impact Assessment for Board Decision (Review Date - 06/2022): Following SFRS Board decision to implement Option A (with additional exemptions and extended implementation date) at its meeting on 16 December 2021, the Preparing for Implementation Working Group conducted a comprehensive review of the implementation work plan including associated workstreams, membership of sub-groups and timelines. The updated plan was presented to Service Delivery Committee in February 2022 with further updates provided at each quarterly meeting. Work is progressing against the plan with comms & engagement (internal and external) is a priority at this time.				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 August 2021				
ITEM 12	ANNUAL PROCUREMENT REPORT FOR PERIOD 1 APRIL 202-31 MARCH 2021	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2020 – 31 March 21, as required under the Procurement Reform (Scotland) 2014.	The Board approved the Annual Procurement Report for the period 1 April 2020 – 31 March 2021.	February 2022
Impact Assessment for Board Decision (Review Date - 08/2022):				
ITEM 13	SFRS LONG TERM STRATEGIC VISION	The Director of Strategic Planning, Performance and Communications presented to the Board the initial results of the	The Board noted the contents of the report, approved the process going forward with the revised	February 2022

OFFICIAL

		consultation response following the six-week document review of the SFRS Long Term Vision. Following approval of the SFRS Board the Long-Term vision will be revised and designed with a view to being finalised and published by 31 October 2021. To ensure the Board are engaged in the final editing process it is recommended that a Board member is nominated to liaise with the Director of SPPC to provide Board assurance that the request changes have been satisfactorily made.	Long Term Strategic Vision being brought back to a Special Board Meeting (30 September 2021).	
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):				

OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 28 October 2021				
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2022-23	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 2023. These set out the Board's programme of scrutiny and key decisions for 2022-23, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	The Board approved the proposed 2022/23 Forward Plan Schedule.	April 2022
Impact Assessment for Board Decision (Review Date - 10/2022):				
ITEM 12	SFRS LONG-TERM STRATEGIC VISION: UPDATED DOCUMENT AND FINAL ENGAGEMENT DETAIL	The Director of Strategic Planning, Performance and Communications presented to the Board with an amended long-term vision document for approval, along with the final engagement reports and anonymised comments from the consultation process for consideration.	The Board approved the publication of the revised Long Term Strategic Vision.	April 2022
Impact Assessment for Board Decision (Review Date - 10/2022):				

OFFICIAL

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 16 December 2021				
ITEM 11	REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION	The Director of Service Delivery presented the SFRS Board with the results and findings of the consultation on options for responding to	The Board approved the recommendations and	June 2022

OFFICIAL

	RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (AFA)	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 appliances regardless time of day and shall be subject to periodic review; • The implementation of a preferred option, is delayed until April 2023, and • COVID-19 interim response to AFA's, remains in place until go live of a preferred option. 	implementation of the new AFA strategy	
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):				

OFFICIAL



OFFICIAL

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

OFFICIAL

			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):				

OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 28 April 2022				
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS	The Director of Strategic Planning, Performance and Communications presented with Board with a report seeking approval of 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 suite of papers, subject to the additional amendments to Scheme of Delegation and Corporate template and the acknowledgement of continual improvement over the coming months.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 12	SFRS GOOD GOVERNANCE FRAMEWORK	The Director of Strategic Planning Performance and Communication presented the Board with a report seeking approval of the SFRS Good Governance Framework.	The Board approved the Good Governance Framework.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 13	ANNUAL OPERATING PLAN 2022/23	The Director of Strategic Planning, Performance and Communications presented the report to the Board seeking approval of the Annual Operating Plan 2022/23.	The Board approved the Annual Operating Plan 2022/23.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				

OFFICIAL

ITEM 14	INTERNAL AUDIT PLAN 2022/24	The Chair of the Audit and Risk Assurance Committee presented the report seeking approval of 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.	The Board approved the Internal Audit Plan 2022/24.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 15	DIGITAL STRATEGY 2022-2025	The Director of Service Development presented the SFRS Digital Strategy 2022 – 2025 for approval.	The Board approved the SFRS Digital Strategy 2022-25.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 16	STANDING ORDERS FOR THE REGULATION OF CONTRACTS	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.	The Board approved Standing Orders for the Regulation of Contracts.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 23	DRAFT STRATEGIC PLAN 2022-25 FOR CONSULTATION (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the draft Strategic Plan 2022-25 to the Board seeking approval to release the plan for public consultation.	The Board approved the Strategic Plan, subject to the amendments noted and final circulation, for public consultation.	October 2022

Impact Assessment for Board Decision (Review Date - 04/2023):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 JUNE 2022****CHAIR'S UPDATE: MAY-JUNE 2022****Monday 9 May 2022**

Director of Safer Communities Stakeholder Panel Briefing meeting
Special Closed Remunerations, Appointments and Nominations Sub Committee

Tuesday 10 May 2022

Regular Chair/Board Support Team meeting
Annual Review meeting with Don McGillivray, Interim Director of Safer Communities

Thursday 12 May 2022

Director of Safer Communities Engagement Panel meetings
Change Committee

Friday 13 May 2022

Meeting with Wendy Wilkinson, Deputy Director Safer Communities

Monday 16 May 2022

Disciplinary Policy Workshop

Wednesday 18 May 2022

Regular meeting with Deputy Chief Officer (DCO) Ross Haggart
Additional SFRS Board Strategy Day (Health & Safety)

Thursday 19 May 2022

Fire Pay Consultation meeting (virtual)

Friday 20 May 2022

Long Service Good Conduct Ceremony, Dunfermline

Tuesday 24 May 2022

Regular meeting with Fiona Thorburn, Deputy Chair

Thursday 26 May 2022

SFRS Board Strategy Day

Friday 27 May 2022

Assistant Chief Officer Process wash up meeting

Monday 30 May 2022

Meeting with Wendy Wilkinson, Deputy Director Safer Communities
Regular meeting with Robert Scott, HMFSI and DCO Ross Haggart

Tuesday 31 May 2022

Service Delivery Committee
Remunerations, Appointments and Nominations Sub Committee
Resource Spending Review meeting with Wendy Wilkinson, Deputy Director Safer Communities

Wednesday 1 June 2022

National Joint Council Meeting
Meeting with Don McGillivray, Interim Director of Safer Communities

Monday 6 June 2022

Regular meeting with DCO Ross Haggart
Regular meeting with Fiona Thorburn, Deputy Chair
Long Service Good Conduct Ceremony, Aberdeen

Tuesday 7 June 2022

Meeting with Don McGillivray, Interim Director of Safer Communities and DCO Ross Haggart
Long Service Good Conduct Ceremony, Dundee

Friday 10 June 2022

HR Meeting

Monday 20 June 2022

Integrated Governance Forum Pre-Agenda meeting
SFRS Board Pre-Agenda meeting

Tuesday 21 June 2022

National Joint Council/Fire Brigade Union Negotiations

Wednesday 22 June 2022

National Joint Council/Fire Brigade Union Negotiations

Monday 27 June 2022

Regular Chair/Board Support Team meeting

Tuesday 28 June 2022

Audit and Risk Assurance Committee
Integrated Governance Forum

Wednesday 28 June 2022

Regular meeting with Ash Regan, Minister for Community Safety and DCO Ross Haggart

Thursday 30 June 2022

SFRS Board Meeting

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 JUNE 2022**

DEPUTY CHIEF OFFICER'S UPDATE – MAY - JUNE 2022

Monday 2 May 2022

Director Year End Appraisals
Support Staff Pay Discussion
Regular Director 1:1 x 2
Weekly PA catch up

Tuesday 3 May 2022

National Fire Chief's Council (NFCC) Chief Fire Officer (CFO) Weekly Call
Change Committee Pre-Agenda meeting
Cameron House Strategic Group
Regular Director 1:1

Wednesday 4 May 2022

Regular catch up with Sponsor Unit
Strategic Leadership Team (SLT) Meeting

Thursday 5 May 2022

Service Delivery Model Programme (SDMP) Next Steps Meeting
Pensions Webinar
Collective Bargaining Meeting

Friday 6 May 2022

Reform Collaboration Group meeting
Regular Director 1:1

Monday 9 May – Friday 13 May 2022

Leave

Monday 16 May 2022

Weekly PA catch up
Senior Management Board (SMB) Pre-Meet
Regular Director 1:1
Cameron House Strategic Group Meeting
Assistant Chief Officer (ACO) Process Feedback meeting

Tuesday 17 May 2022

NFCC CFO Weekly Call
Firefighters Pension Board
ACO Process Feedback meeting
1:1 with Head of Corporate Governance

Wednesday 18 May 2022

Regular Chair catch up meeting
Ministerial Stakeholder Group – Water Safety
Senior Management Board

Thursday 19 May 2022

Employee Partnership Forum
Informal Deputy Assistant Chief Officer (DACO) discussion meeting
SFRS/Fire Brigade Union (FBU) weekly Tactical Advisory Group (TAG) meeting

Friday 20 May 2022

Long Service Good Conduct Ceremony, Fife
Advisory Forum

Monday 23 May 2022

Weekly PA Catch up
Monthly meeting with Sponsor Unit
Informal DACO discussion meeting

Tuesday 24 May 2022

NFCC Council Pre-Meet, Birmingham

Wednesday 25 May 2022

NFCC Council Meeting, Birmingham

Thursday 26 May 2022

Platinum Jubilee Tree Planting Ceremony
Board Strategy Day
Informal DACO discussion meetings

Friday 27 May 2022

ACO Process meeting
SDMP Senior User Group
Firefighters Charity Meeting

Monday 30 May 2022

New Trainees Introductory Address
Market Allowance Panel Meeting
Regular HMFSI & Chair meeting
Cameron House Strategic Group

Tuesday 31 May 2022

PA weekly catch up
Service Delivery Meeting
Remuneration, Appointments and Nominations Sub Committee (RANSC)
Meeting with Sponsor Unit

Wednesday 1 June 2022

Employers Protocol Meeting
National Joint Council (NJC) Meeting

Thursday 2 June 2022

SLT TAG (support) Meeting
SLT Spending Review Meeting
Trade Union (TU) meeting

Friday 3 June 2022

Public Holiday

Monday 6 June 2022

Regular catch up with Chair
PA weekly catch up
Regular Director 1:1
Long Service Good Conduct Ceremony Aberdeen

Tuesday 7 June 2022

Regular Director 1:1 x 2
Regular Meeting with Director of Safer communities
Long Service Good Conduct Ceremony Dundee

Wednesday 8 June 2022

Formal SLT meeting

Thursday 9 June 2022

ACO Process Feedback meeting
Strategic Contest Board for Scotland

Friday 10 June 2022

Women's Experiences Liaison Forum
Regular Director 1:1
SMB Pre-Meet

Monday 13 June 2022

ACO Process Feedback meeting
NFCC White Paper Member & Staff Engagement Meeting
Introductory Meeting with Morden Solutions
Monthly Director Team meeting

Tuesday 14 June 2022

Weekly NFCC CFO Call
PA Weekly Catch up
SLT TAG (support) Meeting
Museum of Fire Meeting

Wednesday 15 June 2022

Senior Management Board

Thursday 16 June 2022

Leadership, Climate & Reflection Session
Regular Director 1:1

Friday 17 June 2022

Meeting with CO of NIFRS

Monday 20 June 2022

Integrated Governance Forum (IGF) Pre-Agenda Meeting
Career Ready
PA weekly catch up
Blue Light Collaboration Board Meeting
Cameron House Strategic Group
Pay Claim informal meeting

Tuesday 21 June 2022

NJC Negotiations

Wednesday 22 June 2022

NJC Negotiations

Thursday 23 June 2022

Regular 1:1 with Head of Comms
Pensions Remedy Meeting
Regular DACO 1:1
Regular Director 1:1

Friday 24 June 2022

Regular HMFSI Catch up
Regular 1:1 with Head of POD

Monday 27 June – Friday 1 July 2022

Leave



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 12 MAY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SJB)

Nick Barr (NB)
Angiolina Foster (AF)

IN ATTENDANCE:

Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Alasdair Perry (AP)	Head of Prevention & Protection (P&P) (up to Item 9 only)
Curtis Montgomery (CM)	Change Centre of Excellence Manager
David Lockhart (DL)	Head of Service Development
Des Donnelly (DD)	Group Commander, Chief Officer Business Support
Paul McGovern (PMcG)	PTFAS Programme Manager (Item 9.2 only)
Ruth Cairns (RC)	Youth Volunteer Scheme - National Officer (Item 9.1 Only)
Heather Greig (HG)	Board Support Executive Officer
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office
Joan Nilsen	Portfolio Office

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating via MS Teams.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

2 APOLOGIES

Brian Baverstock, Board Member
Ross Haggart, Deputy Chief Officer

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

3.1 The Committee agreed that the Portfolio Office Progress Update (Agenda Item 17) and the Risk Spotlight: SDD01 Inability To Deliver Effective Sustainable Change And Strategic Objectives (Agenda item 18) would be heard in the private session due to the confidential nature of the issues (Standing Order 9G).

3.2 The Command and Control Futures (CCF) Project (Agenda Item 19) and the People, Training, Finance and Assets Systems Business Case (Agenda Item 20) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 3 FEBRUARY 2022

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

5.1.1 **The minutes of the meetings held on 3 February 2022 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 None.

6 ACTION LOG

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

6.2 The Committee agreed Item 11.2.2 on the Action Log had been superseded and should be closed.

7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

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

7.2 PS informed the Committee that there was no further update to add to the Action Log.

7.3 **The Committee noted the SMB Action Log.**

8 ANNUAL VALUE ADDED STATEMENT 2021/22

8.1 FT presented to the Committee the annual Value Added Statement report for 2021/22, which outlined evidence of how the Committee supports the effective functioning of the Board.

8.2 The Committee queried the word 'assurances' in Section 4, paragraph 2 and agreed on its use in the singular form.

ACTION: BST

8.3 **The Committee approved the report subject to the above amendment.**

9 CHANGE PORTFOLIO/MAJOR PROJECTS

9.1 Portfolio Office Project Dashboard

9.1.1 GB presented the Portfolio Office Project Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. The following key issues were highlighted:

- West Asset Resource Centre (ARC) – Change Request: Increase the Project funding to allow for the recently submitted costs and allocation of some 10% contingency, all to the sum of £14.3million.

- Safe and Well – Change Request and Updated Dossier: Extend project timeline to ensure sufficient numbers of visits can be conducted to enable necessary data to be gathered to undertake a meaningful evaluation. It will also ensure there is time to engage with and sign up partners to participate in the pilot; a key element to the Safe and Well project.
- Youth Volunteer Scheme (YVS) Evaluation Report: Provided for information only to advise the Senior Management Board (SMB) of a 'Year One' evaluation which was carried out from March 2020 to April 2021 of the Scottish Fire and Rescue Service (SFRS) Youth Volunteer Scheme.

- 9.1.2 The Committee observed that every project has a resource and skills challenge attached to it and many are related to resource constraints mostly within People and Organisational Development (POD). The Committee asked if we were challenging the priority for the areas that input was being requested from. AM agreed that the observation was well made and is a common theme across the Change Portfolio as well as organisation wide. CM advised of the ongoing work to create a link to the organisational strategy which would set out the priorities of which capabilities were needed to deliver and when and spin out projects from that roadmap. This would be discussed further during the resourcing spotlight. PS added that several aspects are impacting the resourcing challenge, including skills availability, buoyancy of job market and pay rates as well as process and facilitation of resources.
- 9.1.3 Having scrutinised the Project report as highlighted in Appendix B and in the absence of the Executive Lead, Acting Director of Asset Management, the Committee were content with the West ARC Change Request.
- 9.1.4 **The Committee scrutinised the West ARC Change Request.**
- 9.1.5 AP highlighted key points in relation to the Change Request submitted for the Safe and Well Project. The pilot scheme was due to be undertaken during the period October 2021 – March 2022 but faced delays due to the impact of the Omicron variant which affected the ability to engage with partner agencies. The project has worked closely with ICT to develop a system which is user friendly and is aimed to reduce impact on the front line. There are some delays in finalising a progressive web application, however, it is expected to deliver within the project timeline. In delivery of the paper, AP commended Group Commanders Lynne Gow and previously Kevin McCusker on their work in bringing the project forward in challenging circumstances. AP asked the Committee to consider an extension to the project timeline from April 2022 – August 2022.
- 9.1.6 **The Committee scrutinised the Safe and Well Change Request and Updated Dossier.**
- 9.1.7 RC highlighted the positive work undertaken by the YVS and to share its 'One Year' evaluation. The Committee commended the team on their work. RC gave an overview from February 2020 – April 2021 on delivery of the YVS which faced many digital challenges, poor rural connectivity, digital fatigue after the school day and the challenge on mental wellbeing and work life balance that the pandemic brought during lockdown.
- 9.1.8 RC provided further information in relation to what the YVS were able to deliver, this included virtual engagements both locally and at national level, support in progressing the set up of new units and adapting accordingly to meet short term outcomes set out in the evaluation plan. Feedback from the participants included increase in self-esteem, development of life, work and learning skills, improved communication and support in improving their health and wellbeing.
- 9.1.9 RC shared information relating to the evaluation of SFRS YVS, detailing 7 schemes launched face-to-face on fire stations and currently engaging with 89 young people with all 15 schemes anticipated to be launched by the end of summer 2022.

- 9.1.10 The Committee praised the team on the good and uplifting work being undertaken. It was highlighted that the YVS work would be an important existing building block should the Service become involved in the Scottish Government initiative which encourages larger public bodies in Scotland to recognise their potential in making a difference to local communities beyond their stated core business and become 'anchor institutions'.
- 9.1.11 Following discussion, AP would explore what further work could be undertaken by the Service under the anchor institution banner.

ACTION: AP

9.2 **People, Training, Finance and Assets Systems Programme Update**

- 9.2.1 PMcG presented an update to the Committee on the PTFAS programme, highlighting the main areas of activity in the most recent reporting period including the Programme Blueprint which was also published on the SFRS iHub.
- 9.2.2 The Programme Blueprint describes the current and future state under four main topics – Process, Organisation, Technology and Information. PMcG explained that the Process referred to the shift from the old ways of working to new working practices/processes being introduced. The Organisation topic describes the skills and culture changes that will be needed to support new ways of working; the Technology topic describes the software, hardware and other technical resource requirements and the Information topic describes the data and information required to support the future business operations and performance measures.
- 9.2.3 A Scottish Government Audit had been carried out in relation to the People, Payroll and Finance Project which provided positive feedback whilst recognising further work was still required. Further discussion around this would be held during the Private Session of the meeting.
- 9.2.4 The Rostering project is now underway and is in the process of building a Project team. Analysis work has commenced focussing on processes and benefits and aligning to outcomes of the Service Delivery Model Programme (SDMP) in terms of future ways of working. Engagement had started following a Prior Information Notice being issued to the market and potential solution providers were invited to engage. 12 suppliers joined last month's session and a further 7 suppliers have asked to speak with the Service on a 1-2-1 basis.
- 9.2.5 The Committee praised the development of the Blueprint. PMcG advised this would be used as a starting point for the overall programme to help define delivery, including close working with the Portfolio Office in terms of articulation, workshops and resources required to develop further.
- 9.2.6 It was noted that the Blueprint would give assurances around the design of the future state, taking an enterprise approach across the four domains, setting out the road map to the future state and the end point with newer change capabilities, transitional architecture covering data domain, technology architecture, business process architecture and the Organisational target operating model.
- 9.2.7 The Committee observed that there was a fundamental shift in the programme in terms of organisational thinking, culture and technology usage. PMcG agreed that the challenges and issues identified around processes, culture, etc required to be fundamentally addressed at this stage and that the Programme Board recognised the transformation needed.
- 9.2.8 The Committee expressed concern re the significant scale, complexity and cost of the PTFAS programme and offered words of caution in regard to the way forward. The

Committee asked if any of the work could be broken down to alleviate the associated risks. The Committee emphasised the requirement for broader conversations in relation to these concerns.

- 9.2.9 AM highlighted the need for a benefits led approach, identifying the needs of the organisation eg improved ways of working, integrated systems, driving efficiencies etc. However due to the scale of the programme careful consideration would be required on how it is structured going forward. The Committee provided feedback as to how this could be managed with lower risk.

10 GENERAL REPORTS

10.1 Internal Audit Report 2021/2022 – Portfolio Office

- 10.1.1 AM summarised the findings of the final Internal Audit report received from Azets which included their review for accuracy. The report detailed an accurate reflection of the current state and provided encouragement that aligned to the organisation's roadmap. The sequence of activity currently being worked on was largely in line with the recommendations set out by Audit Scotland. The Audit report would be presented to the next formal Strategic Leadership Team (SLT) meeting in June and following the correct governance route to the Audit and Risk Assurance Committee (ARAC) thereafter. AM suggested that the report be circulated to the Change Committee for consideration at that time.

- 10.2 The Committee asked that the Internal Audit report be circulated to the Change Committee members at the same time as ARAC members.

ACTION:PO

- 10.3 **The Committee noted the report.**

11 RISK

11.1 Portfolio Office Risk Log / Tracker

- 11.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office and noted that the areas of change were highlighted within the covering report.

- 11.1.2 GB reminded the Committee of the intention to adopt the revised format, similar to the Aligned Directorate Risks report, which was being developed and would be presented to the Senior Management Board (SMB) in June.

- 11.1.3 **The Committee noted the report.**

11.2 Committee Aligned Directorate Risks

- 11.2.1 PS presented the Aligned Directorate Risks report to the Committee highlighting that the spotlight risk would be discussed during the Private session.

- 11.2.2 **The Committee noted the report.**

12 COMMITTEE ROLLING FORWARD PLAN

12.1 Committee Forward Plan

- 12.1.1 No items were identified.

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

- 12.2.1 The Committee agreed that further discussion should take place regarding prioritisation going forward, specifically around People, Training, Finance and Assets Systems (PTFAS) programme with regards to scale, complexity and resource challenges which seems to be a common thread through a number of projects discussed at the meeting.

13 REVIEW OF ACTIONS

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

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Thursday 11 August 2022 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1130 hrs.

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

WEDNESDAY 30 MARCH 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Ross Haggart (RH) Deputy Chief Officer
Mark McAteer (MMcA) Director of Strategic Planning, Performance and Communications
John Thomson (JTh) Acting Director of Finance and Procurement
David Johnston (DJ) Risk and Audit Manager
Matthew Swann (MS) Internal Audit (Azets)
Gary Devlin (GD) Internal Audit (Azets)
Caroline Jamieson (CJ) External Audit (Deloitte)
Robert Scott (RS) HMFSI
Cathy Barlow (CB) National Community Safety Engagement Manager (Item 15.2 only)
George Lindsay (GL) HROD Manager (Item 17 only)
Kirsty Darwent (KD) Chair of the Board
Ally Cameron (AC) Group Commander Board Support
Heather Greig (HG) Board Support Executive Officer
Debbie Haddow (DH) Board Support/Minutes

OBSERVERS:

Des Donnelly, Group Commander Business Support
Lynne McGeough, Acting Head of Finance and Procurement
Alan Duncan, Accounting Manager
Karen Horrocks, Assistant Verification and Risk Officer
Graeme Fraser, HMFSI

1 CHAIR'S WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating via conference facilities.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

2 APOLOGIES

- 2.1 Martin Blunden, Chief Officer

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

3.1 The Committee discussed and agreed that Item 23 (Final Report ICT and Data Security Follow Up) would be heard in private session due to matters considered of a confidential nature in line with Standing Orders (Item 9G).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

5.1 Thursday 20 January 2022

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

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 20 January 2022 were approved as a true record of the meeting.**

6 ACTION LOG

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

Item 7.1.7 Internal Audit Progress Report 2021/22- Final Report Fire Safety Enforcement (20/01/22): Azets to advise on timescale for a permanent solution to be included within the action log position statement.

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

7 INTERNAL AUDIT

7.1 SFRS Internal Audit Progress Report 2021/22

7.1.1 MS presented a report to the Committee which summarised the progress on the delivery of the 2021/22 Internal Audit Plan and the following key points were highlighted:

- On track for completion of the 2021/22 Internal Audit Plan and reporting to the June meeting.
- Agreed deferment of Workforce Planning Audit to 2022/23.
- Fire Kit investigation update to be provided in the private session.

7.1.2 Final Report – Environmental Sustainability

7.1.3 MS advised the Committee of the outcome of the audit, noting the following key issues:

- Overall positive report with 2 main areas of improvement identified for training and correctly record the review timescale of the terms of reference for the Energy Group and Environmental and Carbon Management Board (ECMB).
- SFRS have relevant strategies and supporting plans to deliver environmental projects.
- Long term environmental targets therefore there will be a requirement for ongoing consideration and reflection by management on the overall progress.

7.1.4 The Committee were advised that the Service would seek to ensure training, relating to environmental matters, be mandatory for specific/relevant roles only at this time, due to the volume of other training undertaken across the Service. It was noted that the Service would continue to raise awareness of all personnel through corporate communications, iHub, etc. MS confirmed that they were supportive with this approach provided evidence was available to support the specific/relevant roles within the Service.

- 7.1.5 GD advised the Committee that a Training Audit was proposed within the 2022/23 Audit Plan. This audit could provide Management with an opportunity to review, identify and prioritise training with appropriate timescales.
- 7.1.6 JT reminded the Committee that the ECMB had undertaken a high volume of activity at local station level and through engaging and raising awareness there was evidence of cultural changes/behaviours.
- 7.1.7 MS noted that the Service were moving in the right direction as evidenced through various strategies and plans and were similarly positioned to their peers. He noted that the Service should continue to review the long-term targets, identify future opportunities and maintain a focus on continual improvement.
- 7.1.8 **The Committee scrutinised the progress report and the final report on Environmental Sustainability.**

7.2 Progress Update – Internal Audit Recommendations

- 7.2.1 MS presented a report to the Committee outlining the status of the recommendations raised by Internal Audit noting the inclusion of a comments section from Azets on previous outstanding recommendations. The following key areas were highlighted:
- Inclusion of summary of findings which reflected on the further work required by management to close recommendations. Management need to clearly articulate how they intend to close recommendations. Azets have included specific comments to aid the closure of actions. Management are being asked to review revised timescales to consider the relevance on the actions and how to proceed.
- 7.2.2 The Committee noted Azets comments regarding extended timescales and the need to focus on addressing the original recommendation. JT agreed that there was a need to clearly focus on addressing the original recommendations and closing actions as promptly as possible. JT noted that it was anticipated that several recommendations would be closed during the next reporting period.
- 7.2.3 The Committee commented on the various due dates and suggested that the table be refreshed. GD noted that the risk prioritising had changed since the recommendations were originally made and these would also benefit from being reviewed.
- 7.2.4 The Committee were reminded that over 30 actions have been completed within the past 12 months which evidenced the progress being made.
- 7.2.5 **The Committee welcomed the update and the progress being made and look forward to receiving a further improved position at its next meeting.**

8 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE

- 8.1 MMcA presented a report to the Committee outlining the arrangements for managing audits/inspections reports and associated action plans and provided an update on the progress relating to the Audit Scotland report. The following key points were highlighted:
- Completion of 35 actions with one action remaining outstanding.
 - One action (1a.2) remains outstanding and relates to the harmonisation of Retained Duty System (RDS) terms and conditions (T&C). The Service is currently waiting on a response from the Fire Brigades Union and a further update/progress would be provided at the next meeting.
- 8.2 With regard to Action 1a.2, the Committee noted the original due date and queried the impact and difficulties caused by the delay. RH noted that the numerous legacy RDS T&Cs which were inherited at the inception of the Service were still in place and the harmonisation of these would be beneficial to both personnel and the Service. The standardisation of the

RDS T&Cs would allow the Service to make improvement to the RVDS systems across the Service and this work was continuing to be progressed.

8.3 **The Committee scrutinised the report.**

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

9.1 JT presented the report to the Committee outlining the progress on the Deloitte Audit Dimensions and Best Value Report for year ending 31 March 2021 and the Annual Report and Accounts Audit for 2020/21. The following key points were highlighted:

- Combining of external audit and wider scope audit actions.
- Three actions have been completed within the reporting period.
- Several actions were nearing completion and were dependent on approval by the Board at their next meeting (31 March 2022). Evidence had already been provided to Deloitte for review. CJ to pick up on how evidence was being received.

9.2 **The Committee scrutinised the report.**

10 **INTERNAL AUDIT – DRAFT INTERNAL AUDIT PLAN 2022-24**

10.1 GD presented the draft internal audit plan for 2022/23 and 2023/24. The following key points were highlighted:

- Consultation and engagement with Strategic Leadership Team (SLT) and wider management team to develop the Plan.
- Key risks identified and audit plan aligned accordingly.
- Recommending 8 reviews for 2022/23.
- Prioritisation of audits agreed with management.
- Azets will remain alive to the “speed of risk” and potential need to adjust the Plan.

10.2 RH confirmed that the draft plan was well received by the SLT, the focus of audit activities was deemed appropriate and timings were adjusted as necessary.

10.3 JT noted that discussions had taken place with Azets regarding terms of reference and gaining additional value/assurance from future audits.

10.4 The Committee welcomed the 2-year plan which provided a more forward-looking approach.

10.5 MS advised that the scope and timing of the Retained Duty System Audit was still to be determined however, this would be confirmed at the next meeting (June). Brief discussion took place on the importance and scheduling of this audit to gain the best value.

10.6 The Committee commented on a potential need for a further follow up on ICT/Data Security audit and noted that this was not scheduled in the proposed plan. It was agreed that this would be discussed further in the private session.

10.7 GD confirmed that both External Audit and HMFSI have been engaged during the development of the audit plan.

10.8 In regard to the individual terms of references, MS confirmed that going forward the progress report would provide further details on a rolling basis to take account of any emerging issues/areas of focus. He noted that the Committee would have the opportunity to contribute ahead of the audit reviews commencing.

10.9 GD commented on the intention to incorporate more data analytics and identifying efficiencies into future audits to add value.

10.10 In regard to the proposed Budgetary Control Audit, the Committee asked whether it would be beneficial for this audit to be brought forward into 2022/23. JT explained the reasoning for the audit being scheduled for 2023/24. The Committee accepted the reasoning and suggested that the audit be carried out as early as possible within 2023/24.

10.11 **The Committee recommended the Draft Internal Audit Plan 2022-24 be approved by the Board.**

11 EXTERNAL AUDIT – THE AUDIT PLAN 2021/22

11.1 CJ presented the External Audit Plan for 2021/22 and the following key points were highlighted:

- Materiality approach in line with previous year.
- Any errors over the value of £0.250 million will be reported to the Committee.
- Outline of significant risks same per previous year with the addition of pension liability due to the ongoing situation in Ukraine/Russia.
- Wider scope requirements – follow up report to form part of the future ISA 260 report.
- Agreed Audit fees in line with Audit Scotland and inclusion of additional work.

11.2 CJ reminded the Committee that External Audit's work naturally differs from Internal Audit and as such they do not input into Azets' plan. However, Deloitte review the outputs of the internal audit work to identify any significant issues which may impact any aspects of the external audit work.

11.3 **The Committee approved the external audit plan for the 2021/22 financial statements.**

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

12 REVIEW OF CODE OF CONDUCT FOR MEMBERS OF SFRS

12.1 MMcA presented the revised Code of Conduct for Members of the SFRS and seek recommendation to the Board. The following key points were highlighted:

- Under the Ethical Standards in Public Life (Scotland) Act 2000, Scottish Government Ministers have to lay before Parliament a Model Code for Members of Devolved Public Bodies. Following a period of consultation, a revised Model Code of Conduct was approved by Scottish Parliament in December 2021. The Standards Commission for Scotland developed a template, which the Service is obliged to use for the basis of our Code of Conduct. Guidance is clear that the template cannot vary from the template and the content is primarily mandated.
- Amendments to SFRS Members Code of Conduct:
 - Streamlining of language with concise overview for easier reading and clearer understanding. Emphasising individual Board members responsibility.
 - Broader scope and greater emphasis around relations, bullying and harassment, use of social media and gifts and hospitality.
 - Register of Interest includes 2 new categories relating to election expenses and close family members. Recording of gifts and hospitality to include all gifts whether accepted or not.
 - Inclusion of information relating to the role of the Commissioner for Ethical Standards should the code be breached.

12.2 MMcA proposed to hold a Strategy Day session to be scheduled to provide an opportunity for a fuller discussion and greater understanding of the Code.

12.3 It was proposed and agreed that the Code of Conduct for Members of SFRS be amended to Code of Conduct for Board Members of SFRS.

ACTION: MMcA

12.4 **The Committee recommended approval of the revised of Code of Conduct for Board Members of SFRS.**

13 ARRANGEMENTS FOR PREPARING THE ANNUAL GOVERNANCE STATEMENT 2021/22

13.1 RH presented a report to the Committee outlining the preparatory arrangements and reporting methods developed to provide sufficient levels of assurance in support of the 2021/22 Annual Governance Statement (AGS). The following key points were highlighted:

- AGS outlined the effectiveness of arrangements for internal control, risk management and corporate governance.
- Similar approach and administration process as previous year.
- Outcomes of the process would be brought back to the next Committee meeting (28 June 2022).

13.2 **The Committee noted the legislative background and approach towards the AGS preparations.**

14 GOOD GOVERNANCE FRAMEWORK

14.1 MMcA provided a brief verbal update on the Good Governance Framework which was being progressed through internal governance routes. The framework will provide a single overarching governance document, further improve accountability and governance within the Service, help develop a fuller understanding and trends of governance. The Committee would be the custodians of the framework. Following review by the Strategic Leadership Team, the framework will be submitted to the Board for approval.

14.2 MMcA noted that the foundation for the Code is the CIPFA code..

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

15 INTERNAL CONTROLS UPDATE

15.1 a) Overview of Strategic Risk Register and Aligned Directorate Risk

15.1.1 DJ presented the revised Strategic Risk Register (SRR) along with the aligned Directorate Risks to the Committee and outlined the information contained within the appendices. The following key points were highlighted:

- No significant amendments within this reporting period.
- Increased discussions and understanding of risk/risk register.
- Use and articulation of risk within the Service is improving.

15.1.2 In regard to Risk SDD007 (cyber security), the Committee noted that procurement was delayed due to other priorities/capacity and queried whether any delay was appropriate. DJ reminded the Committee of the regular discussions held with the Head of ICT and that a further update by the Head of ICT could be sought within the private session.

15.1.3 Discussion took place regarding clear articulation and alignment between the corporate risk register and the strategic objectives. It was noted that the new Strategic Plan would have a clear alignment to strategic risk.

15.1.4 The Committee commented on the challenges around being able to use the new format Strategic Risk Register to support/enable governance scrutiny. It was suggested that the detail within the register may not be capturing the actual current position. Further discussions may be required to identify how the register is being used and updated. The Committee were reminded of the Risk Appetite Strategy Day session scheduled for 31 March 2022.

15.1.5 Similar to earlier discussions, DJ noted the importance of identifying and setting realistic timescales, management of actions and clear articulation on the reasons for any delays.

15.1.6 **The Committee scrutinised and supported the continued development of the Strategic Risk Register.**

(Cathy Barlow joined the meeting at 1150 hrs)

15.2 Risk Spotlight: SD012 (Community Safety and Resilience)

15.2.1 Cathy Barlow presented a risk spotlight report to the Committee, noting the following key points:

- Impact of Covid on partners (competing demands), restricted access, etc.
- Internal capacity/priorities led to a reduction in partnership work.
- Control and mitigation actions include changes in how we engage (more online), review of partnership engagement and training materials and wider unintentional harm partnership activity.
- Safe and Well project would streamline referral processes.
- Funding and support to secure an additional 15 frontline Community Safety Advocates and Auditing Officers.
- Continued lifting of restrictions would help improve and reinvigorate partnership working further.

15.2.2 The Committee noted the general degradation of partnership working due to covid, the importance and role of physical meetings to help form relationships with partners and the impact of staff turnover/handovers to help form long lasting relationships. CB reiterated the intention to reinvigorate partnership relationships and training.

15.2.3 The Committee noted that 2 risks (capacity and competency) were within the control of the Service to mitigate within appropriate timescales. CB advised that the training plan was currently being developed and timescales could be included. RH noted that the long-term picture was unclear due to the changes in pensions, etc, however, the Service have invested in additional resources (staff) and ongoing training.

15.2.4 RW indicated that further reporting to the Board, and publicly, on partnership working across the Service were being considered.

15.2.5 With regard to improving referral rates, the Committee asked whether the Service were comparing practices across local authority areas/referring partners. CB noted that this was not currently done but could be considered, if deemed appropriate, for the future.

15.2.6 With regard to key partners, the Committee noted the importance of reviewing potential partnership working relationships/opportunities due to the impact of covid. CB advised that the Local Senior Officers were reviewing current partners and encouraged to identify key partners and priorities. RW commented on the complexity and nature of partnerships at a local level and the Local Senior Officer's awareness that these arrangements need to recover (post covid).

15.2.7 **The Committee noted the risk spotlight and thanked CB for the update.**

(Cathy Barlow left the meeting at 1220 hrs)

15.3 b) Anti-fraud/Whistleblowing Update

15.3.1 JT noted that there were no issues to report.

15.3.2 Update on investigation would be provided within the private session.

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

16 ACCOUNTING POLICIES

16.1 JT presented a report to the Committee to advise of regulatory changes in relation to the preparation of the Annual Report and Accounts for financial year 2021-22 and to present the Accounting Policies to be adopted. The following key points were highlighted:

- Application of depreciation was reviewed and considered appropriate.
- Preparatory work for the application of IFRS16 highlighted that it would have marginal impact on the Service.

16.2 In regard to vehicle lease, the Committee noted the increase in expenditure from the previous year despite the reduction in leased vehicles due to the introduction of the Provided Car Scheme. JT explained that the Service had initially leased electric vehicles from Transport Scotland and were now looking to extend these leasing commitments further.

16.3 Discussion took place on Deloitte's challenge regarding how the Service applied their depreciation policy given the significant construction programme for the coming year. JT confirmed that the Service had reviewed the policy and were content with the current position and its consistent application.

16.4 In regard to the changes to IFRS16, JT noted that discussions on the potential impact on resource/capital budgets had already taken place with Scottish Government.

16.5 **The Committee approved the Accounting Policies.**

(George Lindsay joined the meeting at 1225 hrs)

17 WHISTLEBLOWING POLICY

17.1 George Lindsay presented a report to the Committee to provide background and rationale for the revision of the Whistleblowing Policy, noting no significant changes were made. Full consultation process was undertaken with management and representative bodies.

17.2 The Committee referred to previous discussions on their potential role in the process and noted that this was not defined within the policy. JT clarified that the People Committee had oversight of the policy, however any reports of whistleblowing events would be brought to the Audit and Risk Assurance Committee.

17.3 **The Committee noted the report.**

(George Lindsay left the meeting at 1240 hrs)

18 QUARTERLY UPDATE REPORT ON HMFSI BUSINESS

18.1 RS presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2021/22 and the following key areas were noted:

- Introduction to Graham Fraser's, Assistant Inspector, possible attendance at future meetings.
- Local Area inspection for Angus had been concluded and published (28 March 2022). Two recommendations were made. Thanks were extended to the Local Senior Officer and team for their support during the process.
- Consultation on the new format of Service Delivery Area Inspections (SDAI) was underway. Anticipated commencement in June/July 2022.
- Initial SDAI would be held in the East Service Delivery Area (SDA). Briefing to be provided to the East SDA management team ahead of the inspection.
- Thematic Inspection Health and Safety had been completed and informal discussions had taken place ahead of the formal consultation. A total of 14 of the 17 recommendations had been accepted by management.
- Thematic Inspection High Rise Building was progressing with the majority of the fieldwork nearing completion and the final report anticipated for summer 2022.
- Revised 3 year plan would be published on 14 April 2022, this will take account of the new format of SDAI and the fire framework.
- Inspection programme will focus on the East SDA and 2 thematic inspections (climate change and mental health/wellbeing).

- Regular progress updates were provided to the Minister of Community Safety on how the Service were progressing with recommendations.

18.2 Regarding the thematic inspection focusing on climate change, RS confirmed that discussions had already taken place with Internal Audit to discuss the scope of both inspections, where they could be complementary and avoid duplications.

18.3 RH noted that the outcomes of the thematic inspection on high rise buildings had been well received and the action plan was already being progressed. Thanks were extended to RS and the wider HMFSI team.

18.4 RS outlined the intention to build a picture of performance at Local Senior Officer levels and an overall SDA level which will add to the data currently available to the Service.

18.5 MMcA advised that work was ongoing with SD colleagues to build a dashboard for LSO/SDA and discussions had taken place with HMFSI to identify data which can be provided during the inspection process. The intention would be to complement, not duplicate, information being provided.

18.6 **The Committee noted the report and welcomed the developing approach of the HMFSI.**

19 REVIEW OF ACTIONS

19.1 AC confirmed that one formal action was recorded during the meeting.

20 FORWARD PLANNING

20.1 a) Committee Forward Plan Review

20.1.1 The Committee considered and noted the Forward Plan.

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

20.2.1 The following items were noted for discussion at a future Strategy Day:

- Code of Conduct for Members of the SFRS (Strategy Day)

21 DATE OF NEXT MEETING

21.1 The next meeting is scheduled to take place on Tuesday 28 June at 1000 hrs.

21.2 There being no further matters to discuss the public meeting closed at 1300 hrs.

PRIVATE SESSION

22 MINUTES OF PREVIOUS PRIVATE MEETING:

22.1 Thursday 20 January 2022

The minutes of the private meeting held on 20 January 2022 were approved as a true record of the meeting.

23 FINAL REPORT – ICT AND DATA SECURITY FOLLOW UP

23.1 PK advised the Committee of the outcome of the follow up audit.

23.2 **The Committee scrutinised the final report.**



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 31 MAY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr, Chair (NB)
Lesley Bloomer (LBI)
Paul Stollard (PS)

Tim Wright, Deputy Chair (TW)
Angiolina Foster (AF)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Bruce Farquharson (BF)	Head of Training (Item 9.1)
Stewart Nicholson (SN)	Head of Service Delivery (East) (Item 9.3)
David Dourley (DD)	Area Commander, Prevention and Protection (Item 10.1 only)
Mark Duffy (MD)	Area Commander, Service Delivery (Item 11.2)
Robert Scott (RS)	HM Chief Inspector
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

Morven Doyle, Scottish Government
Chris Booth, Scottish Government

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and reminded the Committee to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.2 This meeting would be recorded and published on the public website.
- 1.3 The Chair thanked Malcolm Payton (Board Member), for his contributions to the Committee during his tenure, having recently been stood down as part of the annual review of Committee structures, and welcomed Paul Stollard (Board Member) in his place and to his first meeting.
- 1.4 On behalf of the Committee, the Chair thanked ACO John Dickie for his contributions, hard work and support to this Committee and the wider Service ahead of his pending retirement.

2 APOLOGIES

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

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

3.1 Apart from the previous private minutes, no further items were identified.

4 DECLARATION OF INTERESTS

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

4.2 For transparency, Paul Stollard advised the Committee of his ongoing involvement in the Grenfell Tower Inquiry.

5 MINUTES OF PREVIOUS MEETING: 23 FEBRUARY 2022

5.1 One typographical error was noted and amended.

5.2 **Subject to the amendment of the typographical error, the minutes of the meeting held on 23 February 2022 were approved as a true record of the meeting.**

6 ACTION LOG

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

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

7 SERVICE DELIVERY UPDATE

7.1 RH presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 5 February 2022 to 13 May 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Operational Strategy launched on 1 April 2022.
- Establishment of the Staffing Solution Team.
- Youth Volunteer Scheme Evaluation Report.
- Positive Action: Four female On Call personnel interviewed to promote female staff recruitment to help move towards a more reflective workforce within our communities.
- Engagement has commenced on the inaugural HMFSI Service Delivery Area (SDA) Inspection within the East SDA.
- Update on the Partnership Approach to Water Safety (PAWS) initiative. Thanks were extended to Group Commander Albert Bruce for his work in this area.
- Update on the status of the recommendations within the Continuous Improvement Programme (CIP).

7.2 The Committee acknowledged the wide array of work undertaken within the Service Delivery arena.

7.3 In regard to Marauding Terrorist Attack (MTA), the Committee sought an update on the current capability in this area. SS reminded the Committee of the interim arrangements for COP26 which were in place until 31 March 2022. Due to a variety of reasons, these arrangements were no longer in place. However, the Service currently had a cadre of Flexi Duty Officers who would provide cover across the 3 Service Delivery Areas. SS reminded the Committee that Awareness training was delivered to all firefighters prior to COP26 and this remains in place.

- 7.4 The Committee noted the name change from Retained Duty System personnel to On Call personnel and queried what this entailed. SS advised the Committee that this was a change of nomenclature (name) to realign the Service with other Fire and Rescue Services and to better reflect the role of this invaluable group of personnel.
- 7.5 In regard to the Command Competence Review (CCR) Procedure, the Committee noted the extended timescale for an Incident Command Assessment refresher and queried the reasoning, potential risks and impacts of this change. BF advised the Committee of the circumstances and process for assessing and awarding a 2-year extension and noted that the appropriate governance process had been undertaken.
- 7.6 The Committee commented on the reference to the high attrition rate within the Operations Control (OCs) and requested further clarification on the rates and reasons. SS reminded the Committee that the absence rate for OC personnel was 32 per 1,000 head, which was the highest in the Service. SS commented on the challenges in attraction and retention of personnel. SS noted that several workstreams were in place to try to address this and explore the potential to review terms and conditions. The Service were working in partnership with the Fire Brigades Union (FBU) to collectively work to identify solutions. DF noted that any identified solutions would be shared with Area Commander Libby Logan for progressing. DF highlighted some of the reasons given by personnel leaving the Service.
- 7.7 In regard to the National Fire Resilience (Scotland), the Committee asked for further information i.e. costs, risks, etc on the assets which were reaching the end of life. SS advised the Committee that the assets related to the legacy New Dimension project (2007). These included Detection, Identification and Monitoring (DIM), Chemical, Biological, Radiological and Nuclear (CBRN) and Urban Search and Rescue (USAR) equipment which was provided by Scottish Government to the legacy services. Unlike the rest of the UK, the legacy services within Scotland took ownership of these assets. Through discussions with the Home Office, it has been confirmed that there would be no additional funding for the replacement of these assets. Discussions were now ongoing with Scottish Government to secure funding (approx £18.8 million) for a replacement programme. A business case had been developed and was being progressed. The business case was based on the output from the national risk assessment, which took account of MTA and CBRN attacks, however, it was noted that these resources were not statutory duties.
- 7.8 SS noted that the funding for the replacement of these assets was not included within the forward asset resourcing requirements, however discussions were ongoing with Scottish Government.
- 7.9 In regard to the Document Conversion project, the Committee were advised that this was predominately policy and procedural information at this stage. The operational risk information was captured within a separate application on the GETAC tablet.

7.10 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q4 2021-22

- 8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 4. CF highlighted the following key areas:
- Overall increase in the number of incidents (95,655), 1% against the 3-year average and 12% against 2020/21.
 - Increase in fires and false alarms (10%) and non-fire special services (20%).
 - Daily/monthly breakdown of incident type.

- All Casualties incidents increased 16% against 2020/21 but reduced by 7% against the 3-year average. Fire related casualties reduced (18%) against 2020/21 whilst non-fire related casualties increased (27%).
- Fire Fatalities reduced in 2021/22 and in line with 3-year average.
- Increase in non-fire related calls (5%) against the 3-year average from Scottish Ambulance Service but there has been an 11% reduction in the casualties resulting from those incidents.
- Seven indicators currently achieving targets (green), 3 indicators were amber and 5 indicators were red.

8.1.2 The Committee commented on the impact of Covid on statistical data and how the Service would disaggregate the effect on future reporting.

8.1.3 In regard to Home Fire Safety Visits (HFSV) for Vulnerable groups targets now being met, CF advised the Committee that the Service were still recovering from the impact of Covid and had still to achieve pre-Covid capabilities. The Committee were reminded that a deep dive report on HFSV will be presented at the next meeting. Consideration would be given to include the current practices with the Wheatley Group. The Committee queried the value of 3-year average data given the extended impact of Covid and whether the targets were still appropriate. CF noted that discussions with other public agency partners re standardising setting targets following 2020/21 (covid) period. The Service were also engaging with the Office of the Chief Statistician and were seeking support from Scottish Government's statistical services to identify and determine how best to measure key performance indicators.

8.1.4 In regard to call handling and response times, the Committee commented on the previous discussions, noted the stabilisation of performance and the review work done in this area. A summary of what had been done was to be included within the next Service Delivery Update report.

ACTION: SS

8.1.5 **The Committee scrutinised the report.**

(The meeting broke at 1100 hrs and reconvened at 1105 hrs)

8.2 Action Plan and Closing Reports Updates

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

8.2.2 Provision of Operational Risk Information Action Plan

Total of 25 actions with 5 live actions outstanding. Progress has been limited with one action remaining on target and 4 actions remain red due to the slippage in the original agreed timescales. Overall RAG rating was red, due to original timescale not being met and was noted as 91% complete. RH highlighted the revised due date for action 4.1 in relation to the GETAC tablets which remain a concern.

8.2.3 The Committee requested that a spotlight on the GETAC tablets be provided at the next meeting (Forward Plan).

8.2.4 RS commented on the reoccurring themes within thematic inspection reports, particularly the GETAC tablets. RS welcomed the proposed spotlight on GETAC tablets and commented on the possible benefits from engaging with London Fire Brigade re how they use their tablets/information available. RS also noted the importance of recognising the work being undertaken to address the recommendations.

- 8.2.5 The Committee queried if consideration had been given to seek external expertise to resolve the issues with GETAC and noted the reoccurring challenges to deliver technical projects.
- 8.2.6 SS advised the Committee that discussions continued with ICT, including sourcing external expertise, in an effort to progress issues as quickly as possible. SS noted that GETAC tablets were central to various areas such as hydrants, safe and well, etc. SS suggested the spotlight be jointly presented by Service Delivery and ICT colleagues to provide a fuller view on the situation. SS noted that the Emergency Services Mobile Communication Programme (ESMCP) was gaining momentum and the Service had an opportunity to become a pathfinder for this project, i.e. network all appliances through the early installation of the ESMCP equipment. SS welcomed the opportunity to provide an update to the Committee, along with ICT colleagues, on the Operational Document Review project and technical (hardware) solutions.
- 8.2.7 The Committee noted the need for this to be raised for further discussion at a future Integrated Governance Forum or Board Strategy Day relating to ICT priorities, capabilities and potential additional resources being secured.
- 8.2.8 Planning and Preparedness for Covid-19 Update Action Plan
Total of 16 actions with 7 live actions outstanding and 9 actions were complete. Overall RAG rating was green and was noted as 92% complete.
- 8.2.9 Command and Control: Aspects of the Incident Command System Action Plan
Total of 25 actions, all now completed. Overall RAG rating was green and was noted as 100% complete. Formal closing report to be prepared.
- 8.2.10 Fire Safety and Enforcement Action Plan
Total of 20 actions with 2 live actions (previously deferred) outstanding and 18 actions were complete. Overall RAG rating was red due to slippage from the original timescales and was noted as 92% complete.
- 8.2.11 The Committee discussed the potential to review the outstanding actions and, if appropriate, close these actions as the timescale has not been set by the National Fire Chief's Council and they are outwith the control of the Service. In regard to legal compliance, SS noted the legislative differences between Scotland and the wider UK. However, these actions related to the overarching management/approach to fire safety.
- 8.2.12 Local Area Inspections (LAI) National Recommendation Action Plan
Total of 10 actions with one live action outstanding. Overall RAG rating was red due to a slippage from the original agreed timescale and was noted as 91% complete.
- 8.2.13 Fleet and Equipment Action Plan
Following the completion of the action plan, the formal Closing Position Statement report had been prepared.
- 8.2.14 **The Committee scrutinised the open action plans and noted the closing position statement report.**
- 8.3 UPDATE ON DEVELOPMENT OF WORK PLAN TO IMPLEMENT THE PREFERRED UNWANTED FIRE ALARM SIGNALS RESPONSE OPTION**
- 8.3.1 SS presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:
- Six workstreams established to support the implementation of the selected option approved by the Board (December 2021).

- Primary focus has been the comms and engagement workstream to ensure dutyholders are adequately prepared and supported for the future changes.
- Outline of specific mechanism to support the comms and engagement.
- Development of specific operational arrangements for alarm receiving centres (ARC).
- Development of key performance indicators to report and monitor the impact of the changes.
- Recognition of the interdependency between the new Unwanted Fire Alarm Signals (UFAS) and Command and Control Futures (CCF) project and both teams are closely aligned.

8.3.2 SS advised the Committee that the implementation date for the rollout of the new UFAS response model may be impacted by the CCF project. The current command and control mobilising systems were unable to support the new UFAS response model. Additional manual processes would have to be introduced and this would add further pressure/workload within Operational Controls.

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

9 OPERATIONAL LEARNING

9.1 SFRS Operational Clinical Governance Framework Update

9.1.1 BF presented a report to the Committee providing an update on progress made to implement arrangements to deliver the Scottish Fire and Rescue Service Operational Clinical Governance Framework. The following key points were highlighted:

- Memorandum of Understanding had been agreed and signed by SFRS and Scottish Ambulance Service (SAS).
- Responsibility for all aspects of clinical governance is shared between SFRS Training and Operations functions.
- Meeting and governance arrangements were in place and the Operational Clinical Governance Technical Working Group had identified objectives for the current financial year.
- Now transferring and embedding into business as usual.

9.1.2 BF advised the Committee that the Service Level Agreement had been drafted by SFRS's Legal Service and was currently with SAS's Legal Service for final approval.

9.1.3 NB to meet with the newly appointed Director of Training, Safety and Assurance, Assistant Chief Officer Andy Watt, at an appropriate time, to discuss potential future reporting and the role of the Committee moving forward.

ACTION: NB/AW

9.1.4 **The Committee noted the report.**

9.2 Grenfell Tower Fire – Phase One Closing Report

9.2.1 SS presented the closing report to the Committee to provide an update on the progress and actions taken against the recommendations contained within the Grenfell Tower Phase One action plan. The following key points were highlighted:

- Significant work undertaken by the Service including the Action Plan, wider work of the Ministerial Working Group and the 3 sub-groups which has resulted in a number of sector and build environment improvements.
- As a direct outcome of the Phase 1 Public Inquiry, the action plan was developed and contained 44 recommendations for both London Fire Brigade and the wider UK fire and rescue services (FRS).
- All 44 recommendations have been progressed, closed or transferred as appropriate.
- Due to regulatory differences between England and Scotland, where appropriate the Service had met the spirit of the recommendation.

- Holistic approach to action recommendations has proven effective.
- Invaluable engagement with partners, through the Ministerial Working Group, to progress legislative and regulatory issues, e.g. broaden the scope to include sheltered accommodation risks.
- Awaiting outcome of Phase 2 Inquiry.

9.2.2 The Committee acknowledged the Service's effective holistic approach to address the complicated and challenging action plan. The Committee also noted and welcomed the Service's role in influencing national improvements.

9.2.3 The Committee queried how the Service would continue to monitor and maintain the level of commitment ahead of the Phase 2 Inquiry report i.e. light touch monitoring.

9.2.4 The Committee commented on the term "meeting the spirit of the recommendation" and queried the governance behind the decision to meet the spirit rather than the letter of the recommendation. A brief explanation of the difference and reasons for meeting the spirit rather than the letter of the recommendation was provided. SS advised that the Service Delivery Directorate Management Team were the authorising environment for this decision making.

9.2.5 **The Committee scrutinised the report.**

9.3 National Operational Learning Presentation

9.3.1 SN presented a report to the Committee providing an update regarding the National Operating Learning (NOL) including present position, methods of analysis relating to learning and the potential future direction. The following key points were highlighted:

- Benefits of a national and consistent approach to sharing, actioning and embedding learning from across the UK fire and rescue service.
- Main purposes were to improve firefighter and public safety and contribute to a more modern and professional sector striving to be continually learning and improving.
- Overview of the NOL development since 2016 with over 400 cases received.
- Outline of how the operating learning is captured, considered and shared.
- Recent NOL review has identified cultural change (willingness to share good practice/learning) and the ability to access/contribute to a national UK platform for learning.
- Technical solutions relating to Lithium Ion Batteries, Water Rescue and Operational Discretion.
- Next aspirations included wider international learning, horizon scanning and academic learning.

9.3.2 SN confirmed that the role of the NOL was to publish best practice/learning to all UK Fire and Rescue Services for their consideration and adoption. SN noted that due to different statutory responsibilities across the UK, some operational learning may not be applicable to all services.

9.3.3 RH commented on the updates on the HMFSI and Grenfell action plans and the NOL presentation has demonstrated the Service's willingness to learn, share and implement improvements for the benefit of firefighters and communities' safety. RH thanked the Committee for the opportunity to publicly present these updates.

9.3.4 **The Committee noted the report and presentation.**

10 CLIMATE CHANGE

10.1 Lithium Ion Battery Technology Update

10.1.1 SS introduced DD, who presented an update report to the Committee on the emerging risks presented by Lithium Ion battery technology and the workstreams being progressed within the Service in response to those risks. The following key points were highlighted:

- Increased use and application of lithium batteries across a wider range of technology.
- SFRS were sighted on emerging risks within the community and were proactively taking steps to learn and act appropriately to maintain firefighter/community safety.
- General low level of risk with lithium-ion batteries. However continual discharge and recharge can lead to a slow degradation of components which can lead to overheating.
- Good information available through NOL. Appropriate Standard Operating Procedures (SOP) and Safe Systems of Work in place.
- Electrical Good Working Group, chaired by SFRS, provides a forum to share information with partners from industry, trading standards and Scottish Government.
- Operational Strategy outlines our commitment and focus on safety and provides effective emergency response to the changing risks.
- Hazmat SOP update to include lithium-ion battery risks, take cognisance of the increasing electric vehicles and the storage of batteries in the environment.
- Research and development work including fire blankets specifically for electric vehicle fires.
- Potential risks for reconditioned/recycled lithium-ion batteries.
- Continue to monitor lithium-ion battery trends, engaging with NOL and wider partners, share learning and develop training materials and preparing for future incidents.
- Lithium-ion Battery Working Group to be convened to co-ordinate activities, consider risks and actions relating to electric vehicle, charging infrastructure, firefighting tactics, risks in the building environment and firefighter procedures and equipment. Ensure operational learning is realised and supported.
- Details of incidents involving lithium-ion batteries.
- Supporting ongoing learning with key stakeholders including National Fire Chief's Council, Edinburgh Airport, Transport Scotland and Emergency One.
- First electrical appliance would be delivered and trialled by the Service in 2023. Currently there were 172 electric vehicles and 14 charging points across 61 sites.

10.1.2 The Committee commented on the relatively low number of incidents involving lithium-ion batteries and the work being undertaken in the Service to identify and prepare for future risks.

10.1.3 **The Committee noted the report.**

(D Dourley left the meeting at 1240 hrs)

11 **SERVICE DELIVERY RISK REGISTER**

11.1 **Committee Aligned Directorate Risks**

11.1.1 RH presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee.

11.1.2 In regard to Risk SD004 (Standardisation of Service Delivery), the Committee commented on the control summary and the need for further discussions on GETAC tablets.

11.1.3 The Committee noted concerns regarding potential wider ICT issues. This would be covered under Item 14.2.

11.1.4 **The Committee scrutinised the report.**

11.2 **Risk Spotlight – High Rise Firefighting**

11.2.1 SS introduced MD, who presented the risk spotlight briefing note and highlighted the following:

- Brief overview of Grenfell Tower Fire.

- Within Scotland, domestic high rise buildings (840 No.) are subject to quarterly operational assurance visits by operational crews for operational intelligence and familiarisation purposes.
- Overview of the Prevention and Protection function and Strategic Leadership Team's involvement with the Ministerial Working Group (MWG), influence and involvement in legislative and regulatory changes.
- Review and improvement of training exercises/packages and policy and procedures.
- High Rise Building Standard Operating Procedures (SOP) revised to include additional information on construction and design of premises, dedicated building spotters to monitor fire condition, structural integrity and identify any rescues.
- Evacuation and Firefighting in Building Procedure was currently out for consultation. Stay Put procedure remains the default position for the Service. The procedure details 2 types of evacuations (partial and full).
- Procurement of fire escape hoods and smoke curtains.
- Operational Strategy 2022-32 launched on 1 April 2022 contains 7 key themes which places operational resources at the forefront of the Service utilising the latest technology to benefit communities and firefighter safety.

11.2.2 The Committee sought clarification on the reference to data indicating no greater risk than any other property types. MD noted that there was no greater prevalence of incidents within high rise premises in comparison to other standard domestic premises. This data was sourced from the Incident Reporting System (IRS).

11.2.3 The Committee queried the compartmentalisation of fires within high rise buildings and any potential deterioration of compartments affecting firefighting activities. MD assured the Committee that the Service were comfortable with the building standards within Scotland and outlined the operational assurance inspection process. MD noted that the Service understood how fire behaved within buildings, undertook appropriate training on fire and fire behaviour, structural collapse, etc. MD further noted that the Service had introduced building spotters to monitor and identify external potential structural damage, fire spread, etc. SS reminded the Committee that less than 1% of fires in high rise premises leave the compartment of origin and the Stay Put Policy remained the correct policy within Scotland. The Stay Put policy is supported by supplementary procedures should evacuation become necessary. SS advised the Committee that following the introduction of building spotters, the next iteration would be Stairwell Welfare Teams.

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

(A Foster left the meeting at 1300 hrs)

12 **UPDATE FROM HM FIRE SERVICE INSPECTORATE**

12.1 RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:

- Publication of Local Area Inspection for Angus was published in March 2022. Overall positive report and interaction with the Service.
- Continuing to progress towards Service Delivery Area approach to inspections. Engaging with DACO Stewart Nicholson and his team to discuss future inspection and gather data.
- Thematic Inspection: Health and Safety An Operational Focus has concluded and was laid before Parliament in April 2022. Eight recommendations, 25 areas for consideration and 9 areas of good practice were identified.
- Thematic Inspection: Firefighting in High Rise Buildings. Fieldwork has concluded and the final report was being prepared. Number of recommendations and observations had been identified and some had already been addressed.
- Thematic Inspection: Climate Change Impact on Operational Activity. Data request and terms of reference had been shared with the Service for consultation.

- Thematic Inspection: Mental Health and Wellbeing. Will commence Autumn 2022 and conclude 2023.

12.2 RH commented on the positive feedback from DACO Stephen Wood and his team following the Angus Local Area Inspection relating to the engagement and work of the HMFSI team.

12.3 **The Committee noted the report.**

13 VALUE ADDED STATEMENT 2021/22

13.1 NB presented a report to the Committee seeking approval of the Valued Added Statement 2021/22 which outlined evidence of how the Committee supported the effective functioning of the Board.

13.2 **The Committee approved the report.**

14 FORWARD PLANNING

14.1 Committee Forward Plan

14.1.1 The Committee noted the forward plan and confirmed the following additional items.

- Risk spotlight on GETAC tablets
- Operational Document Review (transferred from Strategy Day programme)
- Next Generation Breathing Apparatus (transferred from Strategy Day programme)

14.2 Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings

14.2.1 The following items would be taken to the next Integrated Governance Forum:

- ICT Development

15 REVIEW OF ACTIONS

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

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Tuesday 30 August 2022.

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

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 23 FEBRUARY 2022

17.1 The minutes of the private meeting held on 23 February 2022 were approved as a true record of the meeting.

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



Report No: B/SDEL/01-22

Agenda Item: 10.4

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	GRENFELL TOWER FIRE – PHASE 1 CLOSING 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>					
		<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 provide the Scottish Fire and Rescue Service (SFRS) Board with a closing report detailing the progress and actions taken against the recommendations contained within the SFRS Grenfell Tower Phase 1 action plan.						
2	Background						
2.1	The fire at Grenfell Tower on 14 June 2017, in which 72 people tragically died, was the worst residential fire in the UK since the Second World War. The SFRS, along with partners, is committed to learning all lessons arising from the incident, including those identified in the resultant inquiries and reports.						
2.2	The London Fire Brigade's (LFB) Grenfell Tower Investigation and Review Team (GTRT) report, published April 2019, provided a comprehensive evaluation to identify lessons from the incident. Shortly after, the UK Government Public Inquiry, the Grenfell Tower Inquiry (GTI) produced its Phase 1 report, published 30 October 2019 - https://www.grenfelltowerinquiry.org.uk/phase-1-report						
2.3	In response to this, the Scottish Government (SG) convened a specific Ministerial Working Group for Building and Fire Safety (MWG). Details of the MWG work can be found here - https://www.gov.scot/groups/ministerial-working-group-building-and-fire-safety/						
2.4	The published response from the SG to the GTI Phase 1 report can be referenced here – https://www.gov.scot/publications/scottish-government-response-grenfell-inquiry-phase-1-recommendations/pages/1/						
2.5	Eleven of the recommendations within the GTI Phase 1 report were allocated to the work of the MWG. These largely relate to legislative or regulatory matters that are out with the scope of the SFRS.						
2.6	The SFRS established a working group to create, develop and coordinate a detailed action plan based on the LFB GTRT and the remaining GTI Phase 1 report recommendations. The SFRS Grenfell Action Plan combined 13 recommendations from the LFB GTRT report and 31 recommendations from the GTI Phase 1 report that were applicable to Fire and Rescue Services: creating a total of 44 recommendations.						

2.7	SFRS has taken full cognisance of the 44 recommendations and worked collectively to ensure that any learning opportunity has been fully explored, and any subsequent actions taken to meet or exceed the requirements of each recommendation in their entirety.
3	Main Report/Detail
3.1	The 44 recommendations are detailed in the SFRS Grenfell Action Plan, which has been summarised and detailed in Appendix A of this report for ease of reference.
3.2	Each recommendation has been addressed and the content of the report outlines the steps and actions that were taken to demonstrate if SFRS have met, exceeded or transferred (to other workstreams) the requirements of each recommendation.
3.3	To appropriately address each recommendation, the SFRS working group established a baseline position that recognised the specific and differing regulatory and legislative environment within Scotland. The group then detailed the appropriate actions to directly satisfy or exceed each recommendation. Where steps to achieve a recommendation were deemed as not practicable, measures were taken to meet the spirit of the recommendation or, where appropriate, review and test existing procedures.
3.4	The proposed actions were allocated to the appropriate Directorate and/or Function to progress, and timescales for completion were agreed.
3.5	<u>Recommendations and Actions</u>
3.6	This section provides an overview of the progress made against the 44 actions with more detail included within Appendix A. The table in Appendix A provides abbreviated details from the Action Log; summarising how actions taken to meet the GTRT and GTI recommendations have been met and closed.
3.7	The paragraphs below provide a general overview of actions taken, highlighting the improvements implemented across the SFRS to bolster policies, procedures, training capabilities, resources and equipment.
3.8	Where the recommendations rest with the MWG and have elements that may require a revised approach in terms of regulation or legislation, SFRS have noted the recommendation and will continue to monitor for any legislative or regulatory changes.
3.9	Where SFRS have had scope and capability to progress actions this has been captured and completed as detailed in the action plan and summarised in Appendix A.
3.10	<p>Actions taken by SFRS to address the GTI Phase 1 recommendations are wide and varied but include -</p> <ul style="list-style-type: none"> • Extensive review, refinement and publication of Policy and Operational Guidance (POG) – with both the Breathing Apparatus POG and the Incident Command POG amended and updated, • General Information Note (GIN) - Major Incidents and Control Operating Procedure for Incident Response reviewed and amended, • Revised training arrangements with SMARTEU to train SFRS Loggists to accurately record decisions on the tri-service log, • SFRS ICL course content reviewed and amended to ensure Decision Making, Major Incident declaration and logging of decision training is provided • SFRS High Rise Standard Operating Procedure (SOP) reviewed, revised and amended • In vehicle solutions project commenced to progress the hardware and software requirements to provide SFRS operational crews detailed risk information via the appliance on board tablet,

	<ul style="list-style-type: none"> • Gap analysis of SFRS procedures against National Operational Guidance (NOG) for Incident Command and Operations Control (OC), • Specific training for Operational staff to improve knowledge and skills to undertake Multi-Storey Flat (MSF) Operational Assurance Visits, • Delivery of virtual and live play exercises involving Operations and OC staff at real buildings to test Incident Command decision making, consider human behaviour, bolster and test Fire Survival Guidance, test OC to fireground communications/improve situational awareness and test agility to change tactics from a stay put policy to full or partial evacuation, • Improve SFRS Operational Intelligence processes and ensure that robust communication pathways are effective to share risk information across the Service and other blue light and partner stakeholders, • SFRS staff trained to recognise the types of building construction in the built environment and how it can be expected to react in a fire situation. LCMS training packages have been reviewed to meet this recommendation, • Improved awareness of Positive Pressure Ventilation resources, tactics and operational use, • Enhanced Command Support Unit crew training and maintenance of skills arrangements to robustly resource and manage large scale MSF evacuations, • Trial of smoke hoods to support occupier evacuation processes, • Significant changes to OC systems to improve live information sharing with other blue light partners.
3.11	The full list of recommendations can be reviewed in Appendix A
3.12	<u>Next Steps</u>
3.13	<p>In addition to the completion of the action plan, the SFRS continues to support the following Working Groups.</p> <ul style="list-style-type: none"> • The Grenfell Inquiry Phase 2 Working Group – To consider the emerging recommendations from Phase 2 (see below). • The Building and Fire Safety Technical Working Group – To consider technical standards in relation to cladding on High Rise Domestic Buildings (HRDB's) • The HRDB Cladding and Mortgage Lending Working Group – To consider the mortgage lending issues in relation to HRDB's which have arisen as a result of the different legislative framework in Scotland • The Scottish Government Single Building Assessment Scheme – Considering remediation for buildings where dangerous cladding materials have been identified. • Continuation of the SFRS High Rise Continuous Improvement Group (HR CIG) to monitor GTI Phase 2 developments and other significant fires on a national and international basis to act on early identified learning opportunities.
3.14	Phase 2 of the Grenfell Tower Inquiry began on 20 January 2020 and remains ongoing. The Phase 2 report and recommendations are due for publication in Spring 2023. SFRS attend the SG GTI Phase 2 Working Group – a group that is actively monitoring the progress of the GTI and taking steps to identify emerging themes and actions required to progress immediately in advance of the full report and recommendations.
3.15	The SFRS will host the HR CIG every two months to consider potential GTI Phase 2 learning opportunities and actions required as they emerge.
3.16	The group will also focus on other learning opportunities gleaned from significant fire incidents across the UK and the world. The group is chaired by Prevention and Protection and consists of representatives from the Prevention and Protection, Operations, and Area based Service Delivery and Training functions. Each representative is responsible for progressing work through their respective Function and providing progress updates.

3.17	The key Strategic Consideration addressed within this report cover the implications of:
3.17.1	Training Training provision has been improved through several of the outcomes delivered at all operational levels within the organisation.
3.17.2	Risk Organisational risk has been reduced through recognition of the learning opportunities presented through the GTI Phase 1 recommendations and the subsequent actions and outcomes delivered throughout the Service.
3.17.3	Service Delivery Service Delivery impact has been managed through the Grenfell working group workstreams and will continue to be managed through existing governance channels.
4	Recommendation
4.1	The Scottish Fire Service Board is invited to review the information provided in this closing report and the detail provided in Appendix A.
5	Core Brief
5.1	The 44 actions resulting from the GTI Phase 1 report have been either processed and closed or moved to another action plan for completion.
5.2	Extensive work has been undertaken to ensure that the SFRS has considered and acted appropriately in response to each of the recommendations. This approach will provide outcome-based evidence that we have taken the opportunity to continuously improve our policies, procedures, resources and equipment.
5.3	Our engagement with partners through the MWG has been invaluable in progressing legislative and regulatory issues that lie out with the ability of SFRS to progress in isolation.
5.4	The holistic approach taken to action the recommendations has featured a cross-Function and cross-Directorate approach. This collaborative approach has resulted in SFRS undertaking meaningful and significant review work. Through this process, several key areas were identified for improvement, and appropriate actions have been taken.
5.5	This closing report provides evidence of the approach applied and formidable volume of work that has been undertaken. When considered in its entirety, the measurable outcomes related to the GTI Phase 1 Action Plan have undoubtedly improved SFRS resilience, capability, knowledge, resources, equipment, policy, procedure and processes.
5.6	SFRS await the publication of the GTI Phase 2 Report. In the interim the Service will continue to monitor Phase 2 of the inquiry through the HRCIG, anticipating and acting on emerging issues identified through that process.
6	Appendices/Further Reading
6.1	Appendix A: SFRS Grenfell Tower Inquiry Phase 1 Action Plan summary
6.2	<u>Further Reading</u> <i>Grenfell Tower Inquiry: Phase 1 Report</i> (https://www.grenfelltowerinquiry.org.uk/phase-1-report).

6.3	Scottish Government Ministerial Working Group for Building and Fire Safety - MWG Webpage	
6.4	The Scottish Government SG response to the GTI Phase 1 report here - Scottish Government response GTI Phase 1	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	David Dourley, Area Commander, Prevention and Protection.	
Sponsored by:	Alasdair Perry, DACO, Head of Prevention and Protection.	
Presented by:	David Dourley, Area Commander, Prevention and Protection.	
Links to Strategy and Corporate Values		
This report supports the SFRS Strategic Plan Outcomes of <i>Prevention</i> and <i>Response</i> . It also supports all the Service's Values of <i>Safety</i> , <i>Teamwork</i> , <i>Respect</i> and <i>Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Prevention and Protection FMT</i>	<i>19 April 2022</i>	<i>For Approval</i>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Information</i>

Actions from London Fire Brigade Grenfell Tower Investigation and Review Team (GTRT)				
AP No.	Recommendation	Previous Position	Action	Revised Position
LFB GTRT 1	The Brigade should continue to work with all stakeholders to identify and deliver improvements to the regulatory regime to prevent a re-occurrence of the Grenfell Tower fire and increase the safety of the public and firefighters.	The Ministerial Working Group was set up in Scotland to review building and fire safety frameworks, regulations and guidance, and any other relevant matters review panels have now concluded, and actions are being implemented.	The action relating to LFB1 should be considered as complete and will continue to be discussed through ongoing engagement with SG and the development of the Combustibles in Common Areas Campaign and Framework.	The Combustibles in Common Areas campaign completes the actions arising from the Ministerial Working Group
LFB GTRT 2	The Brigade should continue to campaign vigorously for the provision of sprinklers in residential high rise and other types of buildings in order to improve public safety.	Carried out through work of MWG. Standard 2.15 will also be amended in 2020 to require automatic fire suppression systems in all new build social housing, all new flats and certain new HMOs by the end of the current Parliamentary session in 2021.	No further action required.	Recommendation met through legislation.
LFB GTRT 3	The Brigade should consider reviewing its policies and training packages relevant to 7(2)d visits to ensure consistent guidance is provided to operational personnel.	High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. Familiarisation currently carried out through quarterly inspection regime. Training presentation on MSF Inspection hosted on LCMS	Review implementation of MSF inspection process and recording/resolution of identified deficiencies. The spirit of LFB3 is met within the current SFRS arrangements. Consideration should be given to developing a report follow up procedure and the use of the High-Rise Inventory should be investigated by the GTFSG in this regard. P&P to consider the development of additional training aid to facilitate improve knowledge and consistency of high-rise operational assurance visits that can support TED in the delivery of	Now BAU as detailed in GTRT4

OFFICIAL

			<p>training. OAV process updated Aug 2020</p> <p>OAV reports now included within HRI</p>	
LFB GTRT 4	<p><i>The Brigade should consider how to ensure information relating to identified fire safety deficiencies in a premises is available to all operational crews.</i></p>	<p>Upon completion of audit activity, specified information is passed to Operational Intelligence for inclusion within the OI portal. This is supported by an FSE/FE/OPS notification form to supporting stations with relevant risk information. This is also undertaken upon receipt of intelligence or issues when received by FSE officers or when FI identify FF safety measures. PPED has been created with an ability to link automatically to the OI system once the OI database is further developed. This will ensure immediate notification to OI as necessary.</p>	<p>Further develop OI database to allow automatic updates from PPED system. OI test notification to be sent from each SDA to ensure process functions correctly.</p>	<p>This falls under the "In vehicle Solutions Project with a Board established led to oversee development.</p> <p>The full scope of work being considered by this Board is under review due to Home Office ESMCP solution not being available until 2024.</p> <p>This position addresses the action created specific to the use of the OI system and how this presents to end users.</p> <p>In relation to the recommendation there are a number of existing channels which provide information relating to identified fire safety deficiencies in premises is available to all operational crews including - updates via mobilisation to crews of relevant information held by OC - this will be enhanced by the additional functionality of the new Command and Control system.</p>
LFB GTRT 5	<p><i>It is recommended that the Brigade determines whether to retain the Decision-Making Model (DMM) or move to the Decision Control Process (DCP). It is acknowledged the Brigade needs to consider the challenges and benefits of implementing such a wider ranging</i></p>	<p>Consider decision Control Process - SFRS have used the DCP since the SOP incident Command was introduced in 2015. It is still part of the NOG Incident Command which is currently under review. SFRS is currently reviewing the SOP incident Command and when the update is</p>	<p>No further action required.</p>	<p>Updated National Guidance on Incident Command is expected by March 2020. SFRS are currently closing identified gaps in incident command that will result in a new Policy and Operational Guidance (POG) document.</p>

OFFICIAL

	<p><i>and fundamental change to its incident command framework, at a time of significant organisational change and other improvement programmes.</i></p>	<p>published (March 2020) a gap analysis will be undertaken</p>		<p>Ops May 21 Incident Command and Breathing Apparatus POGs are now live (March 2021) TSA APR 21 - IC POG and BA POG introduced with all ICL courses amended accordingly</p> <p>Also See GTRT12</p>
<p>LFB GTRT 6</p>	<p><i>The Brigade should consider the extent to which human factors affecting command and control are addressed in policy and training.</i></p>	<p>Human Behaviour input is delivered at ICL1, 2 and 3 on both Development and Refresher Courses as part of the Decision-Making Presentation.</p> <p>JOSIC Course also includes input on Human Behaviours and Human Factors.</p> <p>ICL assessments facilitated within the Incident Command Suite and on ICL1 Practical Assessments allow instructors to introduce risk critical decision making injects to create a scenario whereby Human Behaviour/Factors come into play.</p>	<p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to replicate scenarios whereby officers are exposed to Risk Critical Decision Making.</p>	<p>Consider Human factors -This is part of the current NOG review as per LFB GTR 5. Jan 21 -The work relating to the TSA Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme.</p> <p>A virtual Multi Storey Building exercise scenario has been delivered remotely via Microsoft Teams during July and August 2021. This provided Operational Crews and Command Groups across Scotland with the opportunity to exercise the varied scenarios within this incident type including members of the public leaving the building and responding to intelligence from Fire Survival Guidance and transition from Stay Put Guidance to get out.</p> <p>A Multi Storey Building Live play exercise took place in September in the West Service Delivery Area,</p> <p>All exercises (virtual and physical) incorporated the challenges of stay put guidance, members of the public leaving their flats against Fire</p>

OFFICIAL

				Service advice as well as Firefighters self-deploying to assist members of the public in stairways.
LFB GTRT 7	The Brigade should consider how it can most effectively raise awareness of and reinforce the requirements of PN 828 'Recording decision at incidents.	<p>The subject of Recording Decisions at Incidents is delivered at ICL1, 2, 3 and 4 on both Development and Refresher Courses and is also included within the JOSIC course.</p> <p>The annual Flexi Duty Managers Training for Operational Competence Framework has a Core Module, Command Support, this includes information on why it is important to record decisions at incidents.</p> <p>SMARTEU have this year introduced a Tri Service Loggist Course which reinforces to all attendees the importance of recording decisions at incidents. Personal notebooks are issued from CC upwards</p>	<p>Within the TED Review a recommendation is to implement a programme of development between ICL 3 yearly assessments, this would likely include CPD events, Practical Exercises and Hydra Minerva Decision Making Syndicate sessions, this will afford the service further opportunity to reinforce and embed good practice in terms of recording decision at incidents.</p>	<p>Recording decision at incidents is part of the ongoing SFRS review of Incident Command as per LFB GTR 5. Jan 21 - The work relating to the TED Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme</p> <p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Continuous Improvement Programme and will expose officers to Risk Critical Decision Making. The recording of these decisions will be captured within the Operational Assurance process assessment.</p> <p>Loggist courses are delivered by SMARTEU, and SFRS have developed an "Introduction to Loggist" PowerPoint presentation on LCMS for station-based personnel.</p>
LFB GTRT 8	Whilst it is recognised that the volume of Fire Survival Guidance (FSG) calls experienced during the Grenfell Tower fire and the information associated with those calls was unprecedented, it is recommended the Brigade considers the issues carefully to ascertain if any measures can be implemented to address this matter.	See GT 14, GT 16 & GT 17	See GT 14, GT 16 & GT 17	<p>If there is a spate of calls OC will use available day duty staff and apply the Recall to Duty policy for acute staff needs as required.</p> <p>Also see GTI 14,16 and 18</p>

<p>LFB GTRT 9</p>	<p>The Brigade should consider to what extent recognition that a building is behaving unpredictably in fire is addressed in policy and training.</p>	<p>Within the Training for Operational Competence Framework for FF to WC is a Standard Module relating to High Rise Buildings. Within this module is a Modern Methods of Construction presentation also included are case studies on Shirley Towers and Harrow Court.</p> <p>Another Standard Module for FF to WC is Building Construction which details not only construction methods but also materials used within construction and how those materials react in a fire scenario. Awareness Briefing published on 16/10/2017 provides information to crews regarding external fire spread.</p>	<p>Review of SOP Firefighting in buildings required. Training relating to buildings behaving unpredictably in a fire would be developed following lessons learned from Operational Assurance and production of policy by R&R. Future scope to utilise learning from Case Studies.</p> <p>Content of the Building Construction Module will need to be updated accordingly to reflect lessons learned from Grenfell.</p>	<p>High Rise SOP released. Jan 21 - The modules reference pages have been updated, with link to new SOP added. Engagement with a subject matter expert on the lessons learned is required to be programmed. The live play exercise identified a number of learning points</p> <p>Ops Jan 21-Fire Service Response Plan process is being developed specifically for High Rise Buildings. Firefighting in buildings forms part of Document suite review project instigated in Jan 21.</p> <p>Ops May 21 Through the Fire in Tall Building working group it has been identified that the NFCC are currently developing online learning materials which include High Rise Building Construction. Once complete, this material will be reviewed by the Policy team then referenced with content added into Firefighting in buildings Manual, GRA and relevant Operational Procedures. The Operations Function prioritised Firefighting in buildings as the first series of SOPs to be converted into the new format and information streamlined.</p> <p>TSA April 21: A Multi Storey Building exercise scenario is under development by the Incident Command Team. This will provide Operational Crews and Command Groups across Scotland with the opportunity to exercise the varied scenarios within this incident type including unpredictable fire spread.</p>
---------------------------	--	---	--	---

				<p>The Multi storey buildings scenarios will be complete by September 2021.</p> <p>The content of the Building Construction module on LCMS will be updated by September 2021.</p> <p>Ops July 21: Work now completed on Firefighting in Buildings Manual, GRA and Operating procedures. ICT work ongoing to launch via vehicle tablets to allow accessibility at point of need for all Operational Staff. Fire Service Incident Response plans continue to be developed in LSO areas where required.</p> <p>TSA July 21: The virtual Multi Storey Building scenario is now complete and is now being scheduled for delivery to all officer command groups across Scotland. Work to update the content of the Building Construction module on LCMS continues and is on track to be complete by September 2021.</p> <p>Ops Sept 21: Evacuation OP and Manual updated following live play exercise (15/09/21). Further exercises scheduled for 8th and 9th Dec 2021 this will allow for these amendments to be tested. TSA</p> <p>October 21: The delivery of Virtual Multi Storey Exercises for Officers is complete. The creation of additional information within the Building Construction LCMS module has been delayed due to awaiting the arrival of a NFCC Building Construction training package. Due</p>
--	--	--	--	--

				to this delay a decision has been made to create a SFRS bespoke building construction package relating to cladding on buildings. This will be complete and on LCMS by mid-November. TSA January 22: An "External Fire Spread" Training Module has been developed and is available on LCMS. This module will be scheduled for delivery to Operational Crews as part of the new Training for Operational Competence Framework.
LFB GTRT 10	<i>It is suggested the Brigade considers the extent to which policy, training and human factors played a role in the control measure degradation identified</i>	Human Behaviour input is delivered at ICL1, 2 and 3 on both Development and Refresher Courses as part of the Decision-Making Presentation. JOSIC Course also includes input on Human Behaviours and Human Factors. ICL assessments facilitated within the Incident Command Suite and on ICL1 Practical Assessments allow instructors to introduce risk critical decision making injects to create a scenario whereby Human Behaviour/Factors come into play.	The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to replicate scenarios whereby officers are exposed to Risk Critical Decision Making.	See LFB GTRT 6.
LFB GTRT 11	<i>It is suggested the Brigade considers how shared situational awareness within the Control room might be achieved in similar circumstances and whether a more sophisticated system than the</i>	An interim procedure to manage sharing of situational awareness is currently being developed within the SFRS. ISR GIN supports shared situational awareness. CCMS	Finalise interim procedure on managing situational awareness. Monitor CCMS functionality once launched.	Mar21. A process has been developed using MS 365 to share information between the OC and FG. Proof of concept has been carried out however this will form part of a training exercise due to

OFFICIAL

	<p><i>whiteboards used on the 14th of June should be developed and implemented as an established Control protocol.</i></p>	<p>functionality will be evaluated once the system is live</p>		<p>take place on 14.5.21 Ops July 21: Following evaluation from exercise on 14/5/21, 5 live play exercises are being held in September</p> <p>TSA will support the live play exercises and any learning identified will be developed into training packages for operational staff.</p> <p>Ops/OC Sept 21: FSG tabletop exercise on 14/05/21 went well however the live play exercise held on 15/09/21 identified a number of learning points. Further training required on electronic system will be arranged and OC personnel to be mobilised to incident ground as part of future training exercise planned for December 21. A paper-based system is also being considered as fallback. Whilst this action is not complete the knowledge and understanding of operational and OC staff regarding these procedures has improved.</p> <p>DEC 2021 - live play exercise carried out with successful use of MS 365 and paper exercise - the use of OC personnel at the incident ground was also recognised as good practice - this will now be further developed into a procedure with associated training. There will be further exercise planned in the NSDA and ESDA as confirmation exercises.</p>
--	--	--	--	--

<p>LFB GTRT 12</p>	<p><i>The Brigade should consider whether any improvement measures are necessary in relation to Firefighter Emergency (FFE) policy and / or training.</i></p>	<p>The purpose, use and responsibilities associated with the Firefighter Safety Resource is covered at ICL1, 2, 3 and 4 on both Development and Refresher Courses and is supported by the FSR SOP.</p> <p>The Firefighter Safety Resource is covered within the BA Core Module for FF to WC and within the Incident Command Module for Flexi Duty Managers.</p>	<p>Review FSR SOP. Within the TED Review a recommendation is to implement a programme of development between ICL 3 yearly assessments, this would likely include CPD events, Practical Exercises and Hydra Minerva Decision Making Syndicate sessions, this will afford the service further opportunity to reinforce and embed good practice in terms of FF emergency.</p>	<p>SFRS SOP firefighter safety resource covers this and is under review via Operational Assurance process. Operational learning has identified some improvements which have already been made. Jan 21 - Changes to the FRS SOP have been incorporated into the ICL delivery and in relation to the practical exercising this was part of the work relating to the TED Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme. OPS Jan-21 revised BAPOG and ICPOG to be released during Q1 21. Ops May 21 Incident Command and Breathing Apparatus POGs are now live (March 2021) TSA APR 21 - IC POG and BA POG introduced with all ICL courses amended accordingly. Recommendations 38 and 39 from the Continuous Improvement Plan will expand incident command training and assessment materials and introduce area based practical exercises across all command groups and will be delivered as part of the Training Continuous Improvement Plan (CIP), an implementation plan for all recommendations within the CIP is currently being developed. Once this is developed this action will be complete. TSA July 21: Virtual Incident Command Training exercises will be developed by the TSA Incident Command Team and</p>
----------------------------	---	---	--	---

				<p>delivered to Officer Command groups on a quarterly basis. The first of these scenarios is ready to be rolled out and involves a multi storey building fire. The implementation of regular live play exercises will be delivered as part of the Training Continuous Improvement Plan. TSA</p> <p>October 21: Virtual Multi Storey exercises have been delivered to all 12 Officer Command Groups across Scotland. These exercises incorporated the challenges of stay put guidance, members of the public leaving their flats against Fire Service advice as well as Firefighters self-deploying to assist members of the public in stairways. These exercises have been well received by Command Officers across the country. This method of providing Incident Command development training for Officers is now being considered as a preference to Live play exercises as virtual events can cover all incident types, be run more regularly, involve more officers than a live play event and takes a lot less resources to organise.</p> <p>Also see LFB GTRT 6</p>
<p>LFB GTRT 13</p>	<p><i>It is suggested that the Brigade considers whether it needs to make operational staff more aware of the current available Positive Pressure Ventilation (PPV) capability and its uses.</i></p>	<p>A review of PPV use across Scotland is required.</p>	<p>Develop SFRS position statement following review.</p>	<p>Operations Function are currently reviewing PPV Fan locations within SFRS and developing a re-distribution strategy to ensure fans are located evenly across the Service.</p>

				<p>Tactical Ventilation Policy and Operational Guidance is currently being developed.</p> <p>This work is linked to the production of the Operational Strategy and the Concept of Operations. This Strategy has a target date of the 31st of March 2022. 28.10.21 Service Delivery alert to be issued post COP26 on PPV, the availability throughout the service and the use/benefits.</p> <p>April 2022 Operational Strategy and concept of Operations is published and available via SFRS intranet</p>
--	--	--	--	--

Actions from the Phase 1 Grenfell Tower Inquiry Report (GTI)

GTI 1	<i>that the owner and manager of every high-rise residential building be required by law to provide their local fire and rescue service with information about the design of its external walls together with details of the materials of which they are constructed and to inform the fire and rescue service of any material changes made to them</i>			<p>Recommendation being considered by MWG Fire Safety subgroup.</p>
GTI 2	<i>that all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.</i>	The SFRS Standard Operating Procedure (SOP) has been reviewed and will soon be circulated within the SFRS. Prior to completion of the review and in the aftermath of the GTI, the SFRS increased the	SOP to be updated by R&R to provide strategic direction. Published 15/06/20 Training relating to buildings behaving unpredictably in a fire would be developed following	SOP & GRA firefighting in buildings under review to include fire spread and subsequent need for evacuation. Updated training materials will be completed within 3-6 months. Mandatory package will

OFFICIAL

		<p>Pre-determined Attendance (PDA) to all High-Rise buildings by one additional pumping appliance. The purpose of increasing the PDA is to have a dedicated resource at the outset of an incident for the monitoring of potential external fire spread. An Awareness Briefing was issued to this effect to all operational personnel. The PDA for all Hi Rise buildings consists of 4 Pumping appliances, a high reach appliance, a first call officer, with a second call officer informed of the incident. A bespoke Incident Response Plan has been developed for each building with identified cladding issues.</p> <p>Within the Training for Operational Competence Framework for FF to WC is a Standard Module relating to High Rise Buildings. Within this module is a Modern Methods of Construction presentation also included are case studies on Shirley Towers and Harrow Court.</p> <p>Another Standard Module for FF to WC is Building Construction which details construction methods and materials used within construction and how those materials react in a fire scenario.</p> <p>The revised SOP issued on 15/06/20 includes information on construction features, fire spread, the use of external spotters and thermal image cameras to identify changes to external conditions.</p>	<p>lessons learned from Operational Assurance and production of policy by R&R. Future scope to utilise learning from Case Studies.</p> <p>Content of the Building Construction Module will need to be updated accordingly to reflect lessons learned from Grenfell.</p> <p>Training Function (TF) to incorporate updated High-Rise SOP procedures into IC courses</p>	<p>be scheduled once training materials are complete.</p> <p>27/04/20 - Consultation underway on updated SOP</p> <p>SOP Published 15/06/20</p> <p>Training element - Delayed due to COVID</p> <p>Ops May 21 Practical exercises scheduled for August 2021 which will include identifying and monitoring external fire spread, initiating a partial/full evacuation and managing an evacuation from the initial stages of an incident to being supported by the evacuation team PDA.</p> <p>The Firefighting in Buildings SOP has been adopted as part of the Document Conversion Project. The Firefighting in Buildings document provides information on external and undetected fire spread. Evacuation Exercises were carried out in the West Service Delivery Area on 8th and 9th Dec 2021 which included identifying and observing external fire spread</p> <p>11/5/22 TSA have created a specific module on external fire spread scheduled for delivery in Q2 of 22/23.</p> <p>SOP procedures links to virtual training sessions delivered by the</p>
--	--	---	---	--

OFFICIAL

				Training function as detailed in action point LFB GTR6
GTI 3	<i>that the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2.</i>	<p>PN633 is a LFB policy document. The updated SFRS SOP aligns with NOG - Fires in tall buildings which has superseded GRA 3.2</p> <p>SFRS have an Operational Assurance Visit (OAV) (Revised July 2020) programme embedded within existing procedures which supports the collection of relevant information to support firefighting in accordance with section 9(2)(d). This meets the spirit of this recommendation. Further information is contained in the response to R4.</p>	<p>High Rise SOP will take account of GRA 3.2 and National Operational Guidance.</p> <p>OAV procedure to be reviewed to include comment on floor and flat numbering and detail the link to the Operational Intelligence procedure.</p>	<p>Revised SOP published 15/06/20</p> <p>Revised OAV procedure published July 20</p>
GTI 4	<i>that the LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.</i>	<p>OAV procedure is embedded within SFRS. OAV Inspection presentation is included within High Rise module which applies to all ranks from FF. Outcome reports are provided to the responsible person for each premises to action. Compliance with the SFRS report falls to the responsible person and would only be followed up in the event of a deficiency having the potential to affect firefighter safety.</p> <p>Training is delivered through an LCMS training package which is currently under review.</p>	<p>Review existing LCMS OAV Inspection presentation within High Rise module. Complete 17/07/20.</p> <p>Consider development of OAV visual training aid</p>	<p>P&P to consider development of additional training aids to improve the quality of training provided.</p> <p>Existing provision meets the spirit of this recommendation.</p> <p>P&P May 21- As an LCMS package is in place in relation to conducting OAV inspections this action is complete; however, the updates below identify the work being undertaken to further develop and enhance the available training.</p> <p>P&P May 21: The Prevention and Protection Function has accessed appropriate high-rise properties to record 360 pictures to be support an LCMS training package. Work is now underway to add this material to</p>

OFFICIAL

				<p>LCMS for use as an interactive training tool.</p> <p>TSA April 21: The Training Function will assist P&P with the delivery of any identified additional training required.</p>
GTI 5	<p><i>that the owner and manager of every high-rise residential building be required by law to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems</i></p>	<p>High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. This is not currently being done. MSF information plate system in place across Scotland.</p>	<p>SFRS to monitor progress and consider the impact of legislative change and prepare accordingly. Review extent of MSF plate implementation across SDA's</p>	<p>SFRS to monitor progress and consider the impact of legislative change and prepare accordingly.</p> <p>April 22 - Work to install new MSF plates and record status is in place. P&P continuing to monitor progress. Local area engagement with building owners continuing. SFRS reporting to SG on a routine basis</p>
GTI 6	<p><i>that the owner and manager of every high-rise residential building be required by law to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services.</i></p>	<p>High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. This is not currently being done. MSF information plate system in place across Scotland.</p>	<p>SFRS to monitor progress and consider the impact of legislative change and prepare accordingly. Review extent of MSF plate implementation across SDA's</p>	<p>As per GTI 5</p>
GTI 7	<p><i>I also recommend, insofar as it is not already the case, that all fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers</i></p>	<p>The question of premises information boxes will be addressed by the Grenfell Tower Fire Safety Group which is led by SG colleagues.</p> <p>Operational Intelligence, (OI) including Fire Service Response Plans (FSRP) of relevant buildings is stored on a bespoke electronic Operational Intelligence System (OIS) that is available on a</p>	<p>Current SFRS arrangements meet the spirit of GTI R7, but further investigation is required to establish the extent and accessibility of information held.</p> <p>A review of the high-rise information plate system would also be beneficial, and this will be incorporated into the work of the MWG</p>	<p>A 'pop up' function is being developed for the appliance GETAC tablets that will provide OICs with information when mobilised to incidents. For example, any Fire Service Response Plan (for that premises), operational procedure for Firefighting in buildings, operational procedure for High Rise buildings any relevant operational intelligence will be presented to the OIC.</p>

OFFICIAL

		<p>removable Tablet device on all Frontline Fire Appliances. This allows access to relevant risk information at point of need in any sector or Bridgehead. A desktop version of this is also available in all Command Support Units (CSU's), Incident Support Rooms and the 3 SFRS Operational Control (OC) Rooms. This system also holds all relevant Standard Operating Procedures (SOP's) for the Incident Commander to refer to as required.</p> <p>SFRS also utilise a system of high-rise information plates located on the exterior of buildings which provide key information to attending crews.</p>		
GTI 8	<p><i>that the owner and manager of every high-rise residential building be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such inspections to their local fire and rescue service at monthly intervals.</i></p>	<p>Not widely done by building owners. Operation of firefighters' switch included in quarterly multi storey inspection regime carried out by SFRS.</p>	<p>Captured under GTI 4 action. No further SFRS action required. Monitor any legislative change and prepare accordingly.</p>	<p>See GTI 4</p>
GTI 9	<p><i>that the owner and manager of every high-rise residential building be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.</i></p>	<p>Not widely done by building owners. Operation of firefighters' switch included in quarterly multi storey inspection regime carried out by SFRS.</p>	<p>Captured under GTI 4 action. No further SFRS action required. Monitor any legislative change and prepare accordingly.</p>	<p>See GTI 4.</p>

OFFICIAL

<p>GTI 10</p>	<p><i>that the London Fire Brigade (LFB) review its policies on communications between the control room and the incident commander</i></p>	<p>SFRS Policy is detailed in the Control Operating Procedure for Radio Procedures which outlines the communication processes between OCs and the Incident. This is incorporated into Incident Command and other routine training for both OC and Operational personnel. SFRS have dedicated talk groups between OC and the IC. This is an established process and meets the criteria for this recommendation</p> <p>COP Radio Procedures was reviewed in February 2020.</p>	<p>A review of current arrangements will be carried out to ensure that procedures meet the spirit of this recommendation. A review of the COP was carried out in February 2020</p>	<p>27/04/20 - Evacuation & FSG comms in draft.</p> <p>Testing & exercising delayed by COVID-19.</p> <p>OPS Jan-21 The exercising has been delayed due to COVID-19 tabletop exercise to be initiated to test concepts.</p> <p>Evacuation Exercises were carried out in the West Service Delivery Area on 8th and 9th Dec 2021. Communications between fireground/incident commander and OC was tested throughout</p>
<p>GTI 11</p>	<p><i>that all officers who may be expected to act as incident commanders (i.e., all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room.</i></p>	<p>Reviewed version of Radio Procedures COP was published in February 2020. Opportunity for training refresh to coincide with publication of this. Incident Command team currently deliver input on ICL1 Development Courses in relation to Radio Procedures' deliver input and on the ICL2 Development Courses in the practical use of Airwave Radios and Radio Procedures.</p> <p>On all ICL courses instructors reinforce the importance of communication with OC it is also part of the marking criteria set out within both WM7 and EFSM 1.</p> <p>An OC GC has been aligned to Training, Safety and Assurance (TSA) Directorate to support</p>	<p>A recommendation within the TED Review, the Group Commander from OC with the Training Reference will work closely with the Training Directorate, this will ensure OC are embedded within training and should ensure a closer working relationship.</p> <p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to test communication between Incident Commanders and OC. In addition, National operational guidance for Control Incident Command was developed by the NOG team in 2021. SFRS OC personnel are key players in the creation of this guidance</p>	<p>Mar 21 - OC provide input on communications to FDO courses</p> <p>Ops May 21 - This action is met through the input on ICL1 Development Courses in relation to Radio Procedures' deliver input and on the ICL2 Development Courses in the practical use of Airwave Radios and Radio Procedures. On all ICL courses the importance of communication with OC is reinforced and forms part of the marking criteria. To further enhance and develop this provision the undernoted measures are being taken.</p> <p>Ops May 21 Fire Survival Guidance (FSG) Exercise is scheduled for 14th May 2021. This will test the communications systems (SharePoint database, dedicated talk group and mobile devices)</p>

OFFICIAL

		<p>ongoing development of training courses aligned to OC and communications.</p>	<p>A review of OC comms input is required for ICL 3&4 courses.</p>	<p>between OC and the fireground when multiple FSG calls are being handled and the Evacuation Team are being stood up.</p> <p>This will provide feedback on draft High Rise Evacuation procedures for.</p> <ul style="list-style-type: none">• OC recording information on the database• OC passing information to the fireground (database and talk group)• fireground interpreting and sharing the information with the relevant persons• fireground recording updates on the database• fireground passing information to OC (database and talk group) <p>TSA April 21: A review of OC comms input is required for ICL 3&4 courses will be complete by September 2021. This work is now being progressed after being delayed due to the COVID-19 pandemic.</p> <p>Group Commander from OC is projected to move into the Training Function after completion of CCF Project.</p> <p>The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all</p>
--	--	--	--	---

OFFICIAL

				recommendations within the CIP is currently being developed. 11/5/22 the 22 remaining recommendations within the CIP are being delivered as BAU through standard governance arrangements through the Training FMT
GTI 12	<i>that all control room operators (CROs) of Assistant Operations Manager rank and above receive training directed to the specific requirements of communication with the incident commander.</i>	<p>Training for Operational Competence Framework for OC staff includes 12 Core Modules which are completed annually and 25 Standard Modules which are completed once every three years.</p> <p>An Incident Command course which will be credit rated is currently being developed for all OC personnel. Two modules have already been completed. This is part of a UK wide process.</p>	Action complete. Programme now in place to instigate regular review of OC Training for Operational Competence modules. Potential to participate in future Practical Live Play Exercises.	Programme now in place to instigate regular review of OC Training for Operational Competence modules. Potential to participate in future Practical Live Play Exercises.
GTI 13	<i>that a dedicated communication link be provided between the senior officer in the control room and the incident commander</i>	The current method of allocating a single talk group per incident which is applied in the East and North SDAs will be rolled out to the West SDA in the future. Should a large incident occur in the West SDA a single Talkgroup will be utilised for this incident. ISR process supports OC/IC communications and a reviewed version of ISR GIN is due for publication.	No further action required.	The current method of allocating a single talk group per incident which is applied in the East and North SDAs will be rolled out to the West SDA in the future.
GTI 14	<i>that the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing.</i>	Further investigation required regarding how this relates to SFRS call management. SFRS Policy is detailed in the Control Operating Procedure: Call Handling which outlines the methods of questioning and information gathering. This is a core skill for OC personnel and is	<p>SFRS to benchmark against LFB. LFB workshop is scheduled for Feb 2020.</p> <p>Workshop timescales have slipped. 15/01/21 LFB procedures will be incorporated into National Guidance. SFRS Call handling processes</p>	Gap analysis has been completed. SFRS call handling procedures are robust and are aligned to National Operational Guidance updated and Call Handling COP due to be published in October 21.

OFFICIAL

		<p>incorporated into annual training. Further investigation will be carried out to ensure that those procedures meet the requirements of these recommendation</p> <p>Work is ongoing at a national level to develop guidance. Two OC personnel have been seconded to NOG to develop FSG and emergency call handling procedures. 15/01/21 The first draft of Control NOG relating to Fire Survival Guidance is out for consultation</p>	<p>robust and will be subject to routine review</p>	<p>11/5/22 Update - due to acute staffing issues, the Call handling COP has been delayed. The publication of the revised COP is now expected to be completed no later than 30th June 2022.</p>
GTI 15	<p><i>that the LFB provide regular and more effective refresher training to CROs at all levels, including supervisors.</i></p>	<p>All OC staff take part in 3-year Training for Operational Competence (TfOC) which incorporates the core skill of proactive call handling. Core skills have a requirement to have annual training.</p>	<p>No further action required.</p>	<p>Dedicated OC training section is in place.</p>
GTI 16	<p><i>that all fire and rescue services develop policies for handling a large number of Fire Survival Guidance (FSG) calls simultaneously.</i></p>	<p>A FSG module is contained in OC TfOC as a core module. A procedure is being developed that provides a process for OCs managing multiple FSG calls and relaying the information gathered to the Incident via the Command Support Unit. practical testing of this procedure has been delayed due to COVID19.</p> <p>Current procedure is for each OC to overspill callers to a buddy OC within SFRS to manage the additional calls. Northern Ireland FRS provide second tier resilience.</p>	<p>Practical exercises planned to incorporate change of advice, how we communicate details of multiple FSG and co-ordination between control room and incident ground.</p> <p>15/01/21 This has been delayed due to current COVID situation planning meeting arranged for 20/01/21.</p>	<p>NTG20 testing regime across UK Controls has now been completed and will be incorporated into routine exercises. All UK FRS have participated, and procedures are in place to deal with the communication of multiple Fire Survival calls and change of advice. A continual review of these processes through Ops Assurance will take place. In addition any improved methods of communication through MAIT or other procedural developments will be incorporated into National Operational Guidance and adopted by the SFRS.</p>

OFFICIAL

<p>GTI 17</p>	<p><i>that electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units.</i></p>	<p>Specific Fire Survival Guidance (FSG) guidance can currently be obtained on CSU's via accessing the relevant OC log and via recorded voice messages between OC and the Officer in Charge (OIC) of the Incident.</p> <p>SFRS are currently developing a new Command and Control Mobilising System, with the facility to access real-time identical data on the incident ground via an electronic application to further enhance SFRS's ability to accurately deploy resources to the areas of greatest need and enhance Firefighter and Public safety. In the meantime, the use of an Office 365 spreadsheet which can be accessed by OC and the CSU is being developed.</p>	<p>Investigation will be carried out to ascertain if this will be achievable with the CCMS once the system is live.</p>	<p>Draft procedure has been created and proof of concept has been carried out with OC and CSU personnel - awaiting outcome of Exercise planned for the 14th of May 2021 prior to training being rolled out, once the exercise is complete and the results analysed this action will be complete.</p> <p>Ops May 21: Fire Survival Guidance (FSG) Exercise scheduled 14th May 2021. This will test the communications systems use of office 365 (SharePoint database, dedicated talk group and mobile devices) between OC and the fireground when multiple FSG calls are being handled and the Evacuation Team are being stood up.</p> <p>This will provide feedback on draft High Rise Evacuation procedures for.</p> <ul style="list-style-type: none"> • OC recording information on the database • OC passing information to the fireground (database and talk group) • fireground interpreting and sharing the information with the relevant persons • fireground recording updates on the database • fireground passing information to OC (database and talk group). A
-------------------	--	--	---	--

				<p>training plan will be developed as per GT7</p> <p>22/7/21 - Exercise took place and the above points were confirmed. Guidance and procedures are being developed as a result A series of live play training/learning events are subsequently being scheduled during September. These will involve the each of the Command groups and OC Staff and operational personnel from the each of the 5WDS</p> <p>Exercise details see - GT 11 - Following the exercise in May the need to conduct live play exercises was realised and therefore we are asking for an extension to allow these confirmatory exercises to take place.</p> <p>Ops/OC Sept 21: FSG tabletop exercise on 14/05/21 went well however the live play exercise held on 15/09/21 identified several learning points including difficulties with the electronic database solution. Further training required on electric system will be arranged and OC personnel to be mobilised to incident ground as part of future training exercise planned for December 21. A paper-based system is also being considered as fallback. Whilst this action is not complete the knowledge and understanding of operational and OC staff regarding these procedures has improved. DEC2021 As updated action above based on live play</p>
--	--	--	--	--

				<p>exercise in Dec 21 - There will be further exercises planned in North and East as confirmation exercises.</p> <p>April 2022 - The use of the electronic and/or paper-based solution tested during the live play exercises in in December 2021. There are dependences on internet connectivity hence the requirement for 2 solutions both of which are now available.</p>
<p>GTI 18</p>	<p><i>that policies be developed for managing a transition from “stay put” to “get out”.</i></p>	<p>Interim OC procedure in place - reliant on decision from the fireground. Draft High Rise Tactical Evacuation Strategy has been developed which considers additional resources, co-ordination and recording. Awareness briefing 16/10/2017 provides some guidance on managing transition to full evacuation.</p> <p>SOP High Rise Buildings released on 15/6/20 provides guidance on managing full evacuation</p>	<p>Test SOP through planned practical exercise prior to wider dissemination.</p>	<p>SOP Released 15/6/20 Exercise delayed due to COVID</p> <p>Ops May 21 - Fire Survival Guidance exercise scheduled for 14th May 2021 which will include the draft phased/full evacuation procedure and Evacuation Team PDA. This will provide initial feedback for development of the draft procedure prior to running further practical trials later in the year. Further details of the exercise are detailed in GT 11</p> <p>OPS July 21 - the exercise was completed in May and further live play confirmatory exercises are planned for September.</p> <p>Ops Sept 21: Evacuation Manual/OP in draft format details fire ground procedure for updating OC/ISR regarding partial/full evacuation and moving from stay put to evacuate.</p> <p>11/5/2022 - The Evacuation Procedure has been completed by the Document Conversion Team</p>

OFFICIAL

				and will be added to the existing SOP format as soon as possible. Evacuation Boards to manage the evacuation process are currently being procured and will complement the SOP.
GTI 19	<i>that control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.</i>	Interim OC procedure in place - reliant on decision from the fireground. Draft High Rise Tactical Evacuation Strategy has been developed which additional resources, co-ordination and recording. Awareness Briefing 16/10/2017 provides some guidance on managing transition to full evacuation.	As per GTI 19	FSG tabletop exercise on 14/05/21 and the live play exercise held on 15/09/21 showed that the change of advice process worked well. Call Handling is a core skill for OC staff and information on handling change of advice has been incorporated into the OC TFoC. TSA October 21: TSA will continue to support the live play exercises being organised by the Operations function and will incorporate any identified learning into training packages for Operational staff.
GTI 20	<i>that steps be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room.</i>	A procedure is currently being developed in association with other Fire Controls across the UK to deal with the overspill of calls to other FRS. Standard procedures exist to support through 3 OCs in Scotland and use NI if required.	Awaiting UK guidance	The installation of TG20 allows for the transmission of critical information between Fire controls UK wide
GTI 21	<i>that the London Ambulance Service (LAS) and the Metropolitan Police Service (MPS) review their protocols and policies to ensure that their operators can identify FSG calls (as defined by the LFB) and pass them to the LFB as soon as possible</i>	Procedures exist between SAS, SFRS and PS to pass relevant calls. Has been discussed at SFRS, SAS and PS Control room managers meeting	Final review of SFRS procedures required	Final review of SFRS procedures required The set up within Scotland and arrangement with BT means the likelihood of SAS or PS receiving Fire Survival calls is unlikely, however this is on the agenda for Tri Service Control meetings when the resume after COVID 22/7/21

				<p>OC Sept 21 - These meeting have not taken place but are due to commence after COP26. SFRS OC is leading on the adoption of a UK wide buddy system for Fire Controls to negate calls spilling to other emergency services and lessen the impact on BT. This is due to be piloted in November 21 DEC 2021 pilot postponed until Feb 2022. April 2022 the National UK procedure went live in April 2022 and therefore the is little potential for Police Scotland or the Scottish Ambulance Service to receive 999 calls for the Fire Service.</p>
<p>GTI 22</p>	<p><i>that the LFB develop policies and training to ensure better control of deployments and the use of resources</i></p>	<p>Incident Command SOP section 3.7 covers briefings. Input on current ICL courses emphasises the necessity to utilise Functional Officers at incidents to limit spans of control and put in place a robust Command Support structure to manage and coordinate resources on the incident ground.</p>	<p>Final review of SFRS procedures required</p>	<p>The set up within Scotland and arrangements with BT means the likelihood of SAS or PS receiving Fire Survival calls is unlikely, however this is on the agenda for Tri Service Control meetings when the resume after COVID 22/7/21</p> <p>OC Sept 21 - These meeting have not taken place but are due to commence after COP26. SFRS OC is leading on the adoption of a UK wide buddy system for Fire Controls to negate calls spilling to other emergency services and lessen the impact on BT. This is due to be piloted in November 21 DEC 2021 pilot postponed until Feb 2022. April 2022 the National UK procedure went live in April 2022 and therefore the is little potential for Police Scotland or the Scottish Ambulance Service to receive 999 calls for the Fire Service.</p>

OFFICIAL

<p>GTI 23</p>	<p><i>that the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediately to the incident commander (and thereafter to the command units and the control room)</i></p>	<p>Captured within the BA Policy and Operational Guidance sections 15.4 Search Co-Ordinator and 15.5 Co-ordinating a search</p> <p>Trainee Firefighters on their Foundation Programme are taught to provide a comprehensive update to the BAECO when returning from deployment, this is delivered through their BA phase and Scenario phase.</p> <p>Trainees are also taught how to record information on the BA Entry Control Board.</p> <p>Trainees receive input from the Incident Command team on their Foundation Course on the Incident Command system, ARAs, DRAs and risk awareness and risk perception.</p> <p>On ICL courses officers are taught to set up regular updates from sectors to feed into Incident Command timeline for messages to OC.</p>	<p>This can be further tested with the introduction on Practical Live Play Exercises and has been captured within the Operational Training Review.</p> <p>Pilot to standardise Command Support Training has now concluded and training content will now be rolled out nationally, this includes application of message timeline and communication with OC</p>	<p>This is already incorporated into the SFRS Breathing Apparatus Policy & Operational Guidance.</p> <p>Incident Command training has been delivered to all watches on stations with Command Support Units. Additional training has been provided on the set up of satellite communications systems that are now available for use.</p> <p>LCMS modules have been created to provide maintenance of skills for Command Support.</p> <p>The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all recommendations within the CIP is currently being developed.</p> <p>Command Support Training has been delivered to all watches at Stations who crew a Command Support Unit.</p>
<p>GTI 24</p>	<p><i>that the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.</i></p>	<p>Processes are in place to ensure that efficient communication takes place between the incident ground and the control room and incident support room. Further investigation will be carried out to ensure that procedures meet the requirements of these recommendations.</p>	<p>Testing of new procedure to be carried out early in 2020. This may include use of point-to-point calls. This will be tested during planned exercises. Linked to GT10, GT16 and GT13</p>	<p>Communication methods tested and successful during Live Play exercises (December 2021) which included communication between Operational Control, the Incident Commander.</p>
<p>GTI 25</p>	<p><i>that the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing</i></p>	<p>A procedure is being developed that provides a process for OCs managing the multiple FSG calls and relaying the information gathered to the Incident via the</p>	<p>Link to GT 13,16, 17 and 24</p>	<p>Direct communication between OC and the Bridgehead does not align with the Incident Command process and will not be pursued by SFRS.</p>

OFFICIAL

	<i>information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.</i>	Command Support Unit. Direct communication between OC and the Bridgehead does not align with the Incident Command process and will not be pursued by SFRS.		
GTI 26	<i>that the LFB urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings.</i>	<p>SFRS provide BA teams with radios for communications with the bridgehead. OA procedure in place to capture any issues. Radio procedures are covered as part of the BA policy and operational guidance as well as the SOP Incident Command.</p> <p>the effectiveness of radios has previously been identified through OA processes and a digital fireground radio project is underway and managed through the OA Board.</p>	No Further action required.	ICT will procure and plan for the roll out of new digital fireground radios. This will be completed by March 2023
GTI 27	<i>that urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.</i>	Ongoing testing regime ensures all units are fully functional. Command Support Unit training is currently facilitated at station level. A pilot has been undertaken to incorporate the use of Command Support Unit personnel on ICL training courses and assessments. National rollout underway including application of message timeline and communication with OC.	Develop a plan to deliver training to all personnel on stations with Command Support Unit Stations to incorporate the unit set up and the roles and responsibilities of all crews when attending incidents. Rollout due for completion in Q4 2020.	<p>Incident Command training has been delivered to all watches on stations with Command Support Units.</p> <p>Additional training has been provided on the set up of satellite communications systems that are now available for use.</p> <p>LCMS modules have been created to provide maintenance of skills for Command Support. A maintenance of skills programme is now being developed.</p>

OFFICIAL

<p>GTI 28</p>	<p><i>that the government develop national guidelines for carrying out partial or total evacuations of high-rise residential buildings, such guidelines to include the means of protecting fire exit routes and procedures for evacuating persons who are unable to use the stairs in an emergency, or who may require assistance (such as disabled people, older people and young children).</i></p>	<p>SFRS strategy in draft. Link to GT 16, 17, 18 & 19.</p>		<p>Recommendation being considered by MWG Fire Safety subgroup.</p>
<p>GTI 29</p>	<p><i>that fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them.</i></p>	<p>Procedures developed and captured within the Hi Rise Tactical Evacuation Strategy SOP. Link to GT 16,17,18 & 19.</p> <p>High Rise SOP now released.</p>	<p>Tactical evacuation strategy now in draft and to be tested prior to release.</p>	<p>Draft Evacuation procedure trialed during Fire Survival Guidance Exercise 14th May 2021, which includes</p> <p>Tactical Evacuation Strategy SOP has been superseded by the publication of the High Rise SOP.</p> <p>OPS July 21 - These procedures were exercised in the exercise on the 14 May and further live play confirmatory exercises are planned for September. Ops Sept 21: Live play exercise ran 15/09/21 partial/full evacuation procedures tested further exercises due Dec 2021 evacuation manual/OP will be updated following OA13 feedback. Further exercises are scheduled for the 8th and 9th of Dec 2021 this will allow these amendments to be tested.</p> <p>Evacuation Exercises were carried out in the West Service Delivery Area on 8th and 9th Dec 2021. Further Evacuation Exercises will be completed in the North and East</p>

OFFICIAL

				Service Delivery Areas in 2022-2023
GTI 30	<i>that the owner and manager of every high-rise residential building be required by law to draw up and keep under regular review evacuation plans, copies of which are to be provided in electronic and paper form to their local fire and rescue service and placed in an information box on the premises.</i>	OI system in place and would be utilised if this action was realised within Scotland. Individual evacuation plans out with existing stay put strategy would not be encouraged.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 31	<i>that all high-rise residential buildings (both those already in existence and those built in the future) be equipped with facilities for use by the fire and rescue services enabling them to send an evacuation signal to the whole or a selected part of the building by means of sounders or similar devices.</i>	SFRS to consider changes to Building Standards Technical Handbooks requiring evacuation systems in new high rise domestic buildings from 1/10/19. No momentum around retrospective application of this standard. Retrospective application of this work is not within the remit of SFRS		Recommendation being considered by MWG Fire Safety subgroup.
GTI 32	<i>that the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to self-evacuate may be compromised (such as persons with reduced mobility or cognition).</i>	Not within remit of SFRS		Recommendation being considered by MWG Fire Safety subgroup.
GTI 33	<i>that the owner and manager of every high-rise residential building be required by law to include up-to-date information about persons with reduced mobility and their associated PEEPs in the premises information box.</i>	Not within remit of SFRS		Recommendation being considered by MWG Fire Safety subgroup.

OFFICIAL

<p>GTI 34</p>	<p><i>that all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.</i></p>	<p>Evaluation currently underway.</p>	<p>Await result of evaluation</p>	<p>Jan 21 Ops: Smoke hood evaluation underway in SL report to be compiled by March 21 to allow SFRS to evaluate findings.</p> <p>Ops May 21 Smoke hood trials have been carried out by South Lanarkshire LSO Area. Report submitted to the Service Delivery Directorate (ACO Stevens Feb 2021) and is being progressed to AMLB on June 1 for decision on a wider pilot.</p> <p>OPS July 21 - the evaluation process is complete - In the June AMLB meeting the purchase of smoke hoods and smoke curtains was agreed and a full business case is now being developed. As the evaluation is complete, a paper has been submitted to AMLB and approved and a business case is being developed this action has now become BAU and can be closed.</p>
<p>GTI 35</p>	<p><i>that in all high-rise buildings floor numbers be clearly marked on each landing within the stairways and in a prominent place in all lobbies in such a way as to be visible both in normal conditions and in low lighting or smoky conditions</i></p>	<p>Included within the Technical Handbooks Section 2 (Fire) and applicable from 1/10/19. Not currently retrospective.</p>		<p>Recommendation being considered by MWG Fire Safety subgroup.</p>
<p>GTI 36</p>	<p><i>that the owner and manager of every residential building containing separate dwellings (whether or not it is a high-rise building) be required by law to provide fire safety instructions (including instructions for evacuation) in a form that the occupants of the building can</i></p>	<p>Whilst aimed at building owners, one of the recommendations of the MWG was the production of fire safety guidance for residents of high-rise buildings. This was provided in leaflet format in December 2019.</p>		<p>Recommendation being considered by MWG Fire Safety subgroup.</p>

OFFICIAL

	<i>reasonably be expected to understand, taking into account the nature of the building and their knowledge of the occupants.</i>			
GTI 37	<i>that the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) carry out an urgent inspection of all fire doors to ensure that they comply with applicable legislative standards.</i>	Inspection of doors giving access to lobbies and staircases included in quarterly SFRS high rise inspections. "Legislative standard" is not a clear definition. Information on fire doors is included within recently released SG guidance for residents and owners of domestic high-rise premises.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 38	<i>that the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) be required by law to carry out checks at not less than three-monthly intervals to ensure that all fire doors are fitted with effective self-closing devices in working order.</i>	Inspection of doors giving access to lobbies and staircases included in quarterly SFRS high rise inspections.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 39	<i>that all those who have responsibility in whatever capacity for the condition of the entrance doors to individual flats in high-rise residential buildings, whose external walls incorporate unsafe cladding, be required by law to ensure that such doors comply with current standards.</i>	Not relevant premises within Scotland. SFRS have no legislative powers.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 40	<i>that each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible.</i>	The requirements for when a Major Incident should be declared, by whom and how that's communicated are all covered in the JESIP METHANE module contained within	No further action required.	Action Complete – contained in ICPOG, Josic and ICL training. Also, training package in FDM TfOC and captured in Tri service partnership working activities

OFFICIAL

		<p>the FDM Training for Operational Competence Framework.</p> <p>The declaration of a Major Incident is also covered on all ICL Development and Refresher Courses as well as the JOSIC Course. Covered in GIN Major Incident. Procedures in place within OC to inform partners of major incidents. OC protocol is practised weekly with a Tri-Service call.</p>		
GTI 41	<i>that on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services.</i>	A Major incident will instigate the opening of an Incident Support Room which will facilitate the sharing of information. In addition, the use of a tri service call between the Controls may also be established.	Final review of SFRS procedures required	An Emergency Services Inter-Control (ESICTRL) Talk group has been created to facilitate the transfer of information between ES during a major incident. Operating Principles have been agreed (April 21) and training and regular exercises will commence on May 21
GTI 42	<i>that a single point of contact should be designated within each control room to facilitate such communication.</i>	Procedures are in place for the establishment of a tri-service call. GIN Major Incidents and COP Incident Response detail SFRS actions.	No further action required	Tri-service call is tested weekly with each controls designated point of contact.
GTI 43	<i>that a "METHANE" (Major incident declared, Exact location, Type of incident, Hazards, Access, Number and type of casualties, Emergency services present and required) message should be sent as soon as possible by the emergency service declaring a Major Incident.</i>	Covered in SFRS SOP Incident Command, SOP High Rise Buildings and GIN Major Incident. Procedures in place within OC to inform partners of major incidents. Covered during ICL training and in the JESIP METHANE module contained within the FDM Training for Operational Competence Framework.	No further action required	METHANE included in SOP Incident command page 47
GTI 44	<i>that steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three</i>	The new SFRS mobilising system will be Multi Agency Incident Transfer (MAIT) enabled which will	The Systel CCMS has a requirement to be MAIT compliant and therefore SFRS cannot progress this work until the system has gone live. Work	The completion of this action is predicated on the introduction of the CCMS which is scheduled for Jan 22. This action cannot be

OFFICIAL

	<p><i>emergency services' systems to read each other's messages.</i></p>	<p>allow future investigation into the transfer of data to take place.</p>	<p>is being carried out in England and Wales to introduce MAIT and SFRS OC personnel are in close contact with them to obtain lessons learned</p>	<p>progressed until the CCMS project is implemented. The Systel system has a requirement to be MAIT compliant and therefore SFRS cannot progress this work until the system has gone live.</p> <p>The statement of requirements for the CCMS includes MAIT and therefore this action is part of that project. Following discussions with the CCMS project manager it is recommended this action be transferred to the CCMS project.</p> <p>OC - Sept 21 Multi Agency Incident Transfer is being funded by the Home Office for English FRS. This will allow the transfer of data between control rooms. SFRS OCs are involved in this and obtaining costings to inform a business case so we can be included. CCMS project remains ongoing this action was transferred to the CCMS project May 2021.</p>
<p>GTI 45</p>	<p><i>that steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.</i></p>	<p>PS footage has been used at previous incidents but currently SFRS do not have the ability to do this. AC Logan is in communication with PS to assess feasibility.</p>	<p>Contact has been made with PS and they would look to share footage if it was available.</p>	<p>Police Scotland have confirmed they will share available footage; however, they do not intend to progress the work in relation to the airborne datalink.</p> <p>It is of note that the Community Asset Register includes Drone support.</p> <p>Police Scotland are exploring the potential use of Drones. SFRS are exploring the potential to use Drones</p>

OFFICIAL

				to support operational activity though the AMLB.
GTI 46	<i>that the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.</i>	SOP High Rise Buildings has guidance on collecting information on the evacuation of premises. Appendix B&C are data collection sheets for information of evacuees. In the event of a similar incident and LRP would stand up and have procedures to collect casualty information.	Link to release of Tactical Evacuation Strategy - GT 18 & 19 Covered by High Rise SOP which is now released.	See GTI 18 and 19. Details provided within High Rise SOP

Report No: B/SPPC/07-22

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 4						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to present the Board with a quarterly progress report on how we are performing against our strategic outcomes and objectives.						
2	Background						
2.1	The Combined Risk and Performance Report was introduced in August 2020 and provides a quarterly update on how we are performing against each Strategic Outcome and Objective.						
2.2	The document provides a detailed update against the actions within the Annual Operating Plan 2021/22, 18 of our Key Performance Indicators as outlined within the Performance Management Framework, and high-level Strategic Risk and Portfolio performance information.						
3	Main Report/Detail						
3.1	The quarterly progress report is attached as Appendix A . This provides details of progress made against our Strategic Outcomes between 1 January and 31 March 2022.						
3.2	<p>Strategic Risks</p> <p>A high-level overview of our Strategic Risk Register is included within the report. Further detail on the register is reported to the Audit and Risk Assurance Committee (ARAC). The figures in this report align with the most recent submission to ARAC and shows:</p> <ul style="list-style-type: none"> • 6 Strategic Risks are noted as Very High Risk (Red RAG Status) • 4 Strategic Risks are noted as High Risk (Amber RAG Status) 						
3.3	<p>Annual Operating Actions</p> <p>This section of the report provides details of the progress made against the actions of the Annual Operating Plan 2021/22. There are 27 Actions contained within the Plan.</p>						
3.4	<p>At the end of the last quarter of 2021/22, the following progress has been reported:</p> <ul style="list-style-type: none"> • 14 actions have been completed and are noted as complete and are green. • 13 actions were not completed within the reporting year: <ul style="list-style-type: none"> ○ 9 are noted as amber due to the slip in timescales ○ 4 are marked as red as they have not progressed as planned and timescales have slipped. 						

3.5	Detailed commentary on the amber and red actions which have experienced slippage is contained within Section 3 of the attached report. The commentary for each of these actions also provides information on how that action will continue to be reported upon.
3.6	Half of amber/red actions within Section 3 of the report will be carried forward into the Annual Operating Plan 2021/22 (7 out of 13). A further six actions, which had milestones that were due for completion this year but will not be carried forward into the next plan, will be reported on as a residual action within Section 4 of the Combined Risk and Performance Report moving forward.
3.7	Board members are asked to review the commentary and confirm they are happy with these proposals.
3.8	Section 4 (Residual AOP Action 2020/21 Reporting) provides commentary on the remaining five actions that were not completed within the timescale agreed within the previous 2020/21 Annual Operating Plan.
3.9	Board members are asked to note: <ul style="list-style-type: none"> • A further seven of these residual actions from the 2020/21 AOP were completed over the reporting year. These were removed from the report on completion. • This leaves five actions which are still overdue, despite original 2021 deadlines.
3.10	Section 5 (Residual AOP Action 2019/20 Reporting) provides commentary on the one remaining action that has been carried forward from the previous 2019/20 Annual Operating Plan. This action has been marked red due to the slip in original timescale. This will only change when the action is completed and will continue to be reported on as part of the Combined Risk and Performance Report moving forward.
3.11	Our Corporate Measures As agreed within the Performance Management Framework, 18 measures will be reported to the Board to provide a high-level overview of our performance results.
3.12	Up to the end of the reporting year, of the 18 measures identified: <ul style="list-style-type: none"> • 7 measures are on track to meet their target (Green) • 3 measures are slightly off target (Amber) • 2 measures are off track to meet their target (Red) • 6 measures have no target but are being closely monitored (Blue)
3.13	Further information on those measures which are off track or are of heightened interest are provided within the report.
3.14	Our Projects The report also provides a high-level overview of how our Portfolio Office projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Change Committee. The information contained in this report is from the Programme Dashboard most aligned with the Quarter 4 reporting period.
4	Recommendation
4.1	The Board is invited to: <ul style="list-style-type: none"> • note the quarterly report and progress made against our strategic outcomes and objectives as detailed in Appendix A and agree its release to the Strategic Leadership Team and Board. • review the commentary in Section 3 and confirm they are content with the proposals for future reporting.

5	Core Brief	
5.1	The Director of Strategic Planning, Performance and Communication presented the Corporate Risk and Performance Report 2021/22 (Quarter 4) to the Strategic Leadership Team and recommended its release to the SFRS Board.	
6	Appendices/Further Reading	
6.1	Appendix A – Corporate Risk and Performance Report Quarter 4 (2021/22).	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Kirsty Jamieson, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>18 May 2022</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>8 June 2022</i>	<i>For recommendation</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Scrutiny</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

CORPORATE RISK AND PERFORMANCE 2021/22

Quarter 4 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

The Corporate Risk and Performance Quarterly Report incorporates our strategic risks, Annual Operating Plan actions, measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes and objectives, as detailed within our Strategic Plan 2019-22.

Section 1 – Executive Summary

This section provides an overview summary of the combined results for Strategic Risks ratings, the progress of Annual Operating Plan actions and the performance against our measures.

The Strategic Risk Register is prepared through discussion with the Strategic Leadership Team, considering the current Strategic Plan, Directorate Risks and other relevant information. For the presentational purposes of this report, each Strategic Risk has been aligned to a single Strategic Objective deemed most relevant to it. It is, however, acknowledged that other Objectives may also be impacted by how we manage our Strategic Risks. A more detailed Risk Report is provided quarterly to the Audit & Risk Assurance Committee, and other Committee's and Executive Boards, with Directorate Risks aligned to our Strategic Objectives. This can be found in our quarterly [Audit and Risk Assurance Committee Risk Reports](#).

Section 2 - Performance Dashboard

This section provides more detail on the RAG scoring of each of the actions, measures and projects.

- **Red** indicates an activity is **not progressing as planned** or data without a specified target* has a greater than 10% variance
- **Amber** suggests that an activity is **slightly off track** or indicators without a specified target* remains within the 10% threshold
- **Green** indicates everything is **progressing as planned** and data is on target.

Further details of our actions are contained in the [Annual Operating Plan 2021/22](#). More information about our measures and their targets is contained in the SFRS Performance Management Framework.

Section 3 - Exception Report

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

Section 4 – Residual Annual Operating Plan Action 2020/21

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

Section 5 – Residual Annual Operating Plan Action 2019/20

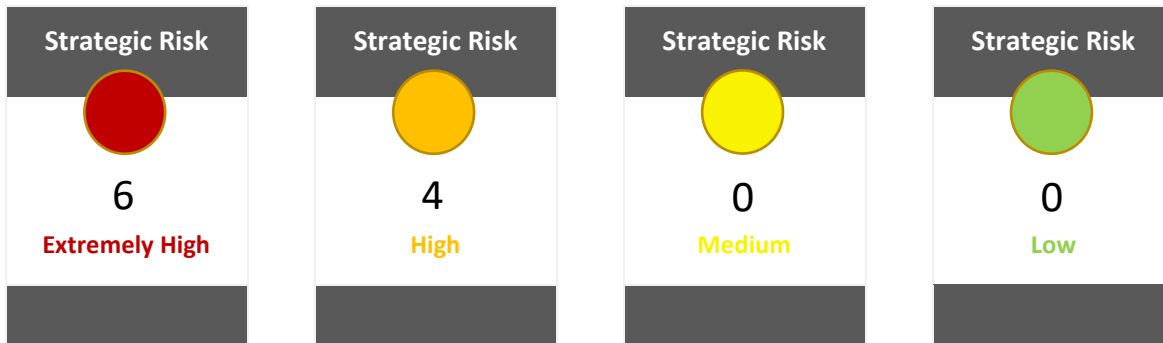
This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2019/20.

More detailed reports of our risks, measures and projects are provided to Committees of the Board to enable closer scrutiny of the steps we are taking to manage these.

* As outlined with the Performance Management Framework 2021/22.

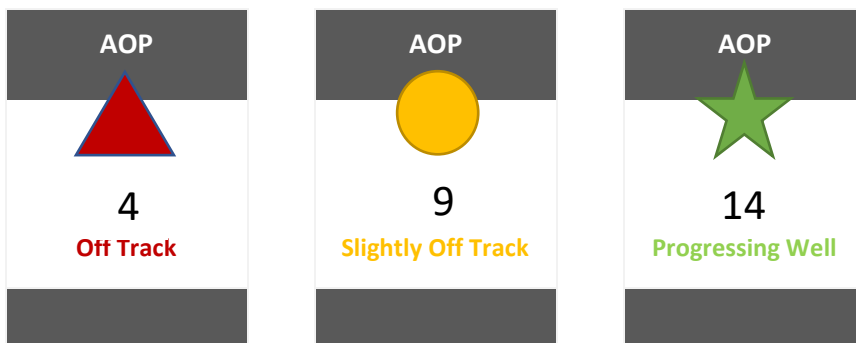
Section 1: Executive Summary

Strategic Risks Ratings Totals

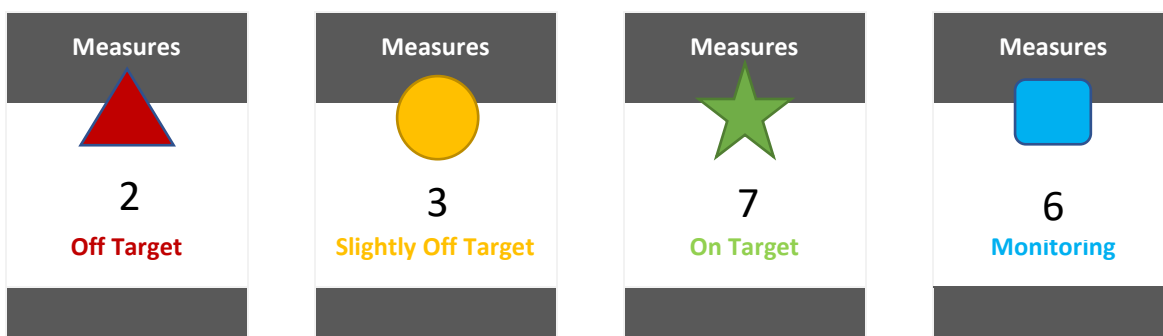


The latest Strategic Risk Update is [available here](#).

Annual Operating Plan RAG and Status Totals



Performance Measures Target Result Totals



*Please note that the data supplied in this document is provisional and is only provided as a guide. Verified data will be published in our annual statistical returns at the end of August and the end of October each year.

Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

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

Objective 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

Performance Question: How effective are we at enhancing community safety and wellbeing?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences.	Service Delivery	01/04/2020	30/04/2022	85%	●
Manage the commissioning of the new SFRS museum.	Service Delivery	01/04/2020	31/11/2021	65%	▲


Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	★	★	●	★
Pathway to Green / Next Steps: <ul style="list-style-type: none"> The project extension will support quality's return to green. This is, however, dependant in part upon the completion of Progressive Web Application testing and use within pilot visits. Indications from ICT are that this will be tested and useable in May 2022. 				

The May 2022 Change Portfolio Monthly Update Dashboard is [available here](#).

Strategic Risk	Risk Description	Risk Rating
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.	16
3	Ability to collaborate effectively with partners and communities to enhance service delivery and best value.	12

The March 2022 Risk Report is [available here](#).

Home Fire Safety Visits



44,197

On Target

YTD

During 2021/22, a total of 44,197 Home Fire Safety Visits have been undertaken.

Home Fire Safety Visits during 2021/22 were more than twice that achieved in 2020/21 but remain only two-thirds of all regular visits achieved pre-pandemic.

Outcome 1: Prevention


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

Objective 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Performance Question: How effective are we protecting our built environment? To what extent do we contribute to economic growth?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery	01/04/2021	31/03/2022	40%	●

Non-Domestic
Fires



1,499

On Target

YTD

Non-domestic building fires reduced significantly during the previous fiscal year.

Incidents reported during 2021/22 were around 11 per cent higher, however, the target to reduce against the moving three-year average was achieved (6 per cent).



Strategic Outcome 1: Prevention

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

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

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

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

ADF Casualties	Fire Fatalities	
 415 On Target	 42 Monitoring	Accidental dwelling fires (ADF) continue to fall and desired reductions have been significantly surpassed. Deeper analysis of the ADF casualties does show that the monthly average (35) was noticeably higher (47) during May, June and July 2021 with one-fifth of all casualties recorded on Saturdays. On average, early evening (5pm to 8pm) also reported the highest proportion (24 percent) of casualties which was the same as those reported between midnight to midday.
YTD	YTD	There were 42 fire fatalities during 2021/22. Overall Fire Fatalities has shown no trend in recent years.

Strategic Outcome 1: Prevention

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


Objective 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

Performance Question: To what extent are we reducing Unwanted Fire Alarm Signals? How well do we work with our partners to reduce and manage their impact?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.	Service Delivery	01/14/2020	31/03/2022	100%	★

Strategic Risk	Risk Description	Risk Rating
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk.	15

The March 2022 Risk Report is [available here](#).

Unwanted Fire Alarm Signals	Unwanted Fire Alarm Signal incidents unsurprisingly increased against the previous year and reflects similar activity recorded in the three years pre-pandemic. September through November 2021 remain the months we see the highest daily rates of this type of false alarm (80+ per day) and activity predominantly between 8am and 3pm (50 per cent).
 28,690	
On Target	
YTD	

Strategic Outcome 2: Response

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

Objective 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

Performance Question: How well do we understand community risk? How will we have the right resources in the right places at the right time?

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Community Risk Index Model (formerly Futures Vision)	●	★	★	▲
Pathway to Green / Next Steps: <ul style="list-style-type: none">Resolve Community Risk Index Model (CRIM) code issues in consultation with University partner and confirm the ability for Scottish Fire and Rescue Service to run independently.Appoint Senior Geographic Information System (GIS) Analyst for Community Risk Index Model (CRIM) 2 spatial analysis and risk mapping.Alternative option should be considered including a longer-term contract aligned to a role that could assist an organisational utilisation of the Geographic Information System (GIS) specialism.				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Station and Appliance Review	●	★	★	●
Pathway to Green / Next Steps: <ul style="list-style-type: none">Successfully appoint a suitable Service Delivery Model Programme (SDMP) Geographic Information System (GIS) Analyst to support the delivery of the next iteration of the Community Risk Index Model (CRIM).Conduct detailed simulation modelling to assess the impacts of alternative Station and Pump configurations. (Apr-Aug 2022)Engage and consult with stakeholders in the development of Refined Change Options which utilise alternative Station and Pump configurations. (Apr-Aug 2022)Populate Business Case and Impact Assessments with sufficient detail to support the selection of Refined Change Options. (Apr-Aug 2022)				

The May 2022 Change Portfolio Monthly Update Dashboard is [available here](#).

Strategic Risk	Risk Description	Risk Rating
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.	16
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.	16

The March 2022 Risk Report is [available here](#).

Incidents Attended

95,655

Monitoring

YTD

Q4 only	
Top 10 incident types	Total
01. False Alarm (UFAS) (31.8%)	6937
02. False Alarm (Dwelling) (14.1%)	3082
03. False Alarm (Good Intent) (8.8%)	1925
04. Outdoor Fire (8.7%)	1901
05. Refuse Fire (7.6%)	1666
06. Dwelling Fire (5.1%)	1113
07. Special Service - Effecting entry/exit (4.9%)	1069
08. Special Service - RTC (2.5%)	550
09. Vehicle Fire (2.1%)	447
10. Other Building Fire (1.9%)	419

Strategic Outcome 2: Response

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

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

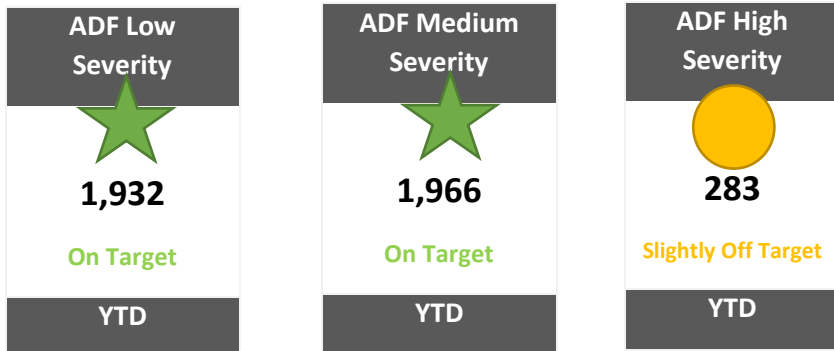
Performance Question: How will we demonstrate we are more flexible? How will we demonstrate we have modernised our preparation and response to emergencies? How effective and efficient is our emergency response?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Complete the development phase to produce and publish an SFRS Operations Strategy.	Service Delivery	01/07/2020	30/03/2022	100%	★
Plan and deliver a number of national events taking place across Scotland during 2021/22 to ensure that SFRS Operational Response remains resilient throughout these events.	Service Delivery	01/10/2019	31/03/2022	100%	★
Introduce a Clinical Governance regime for Operational Care.	Training, Safety & Assurance	01/04/21	28/02/2022	100%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System	●	★	★	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> • Successfully appoint a suitable Service Delivery Model Programme (SDMP) Geographic Information System (GIS) Analyst to support the delivery of the next iteration of the Community Risk Index Model (CRIM). • Conduct detailed simulation modelling to assess the impacts of alternative Station and Pump configurations. (Apr-Aug 2022) • Engage and consult with stakeholders in the development of Refined Change Options which utilise alternative Station and Pump configurations. (Apr-Aug 2022) • Populate Business Case and Impact Assessments with sufficient detail to support the selection of Refined Change Options. (Apr-Aug 2022) 				

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Responding Options and Duty Systems Relationships	●	★	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Project team scoping various workstreams that could be accelerated to support Staffing Solutions Team. Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'. This is further impacted for this project as both Project leads are due to retire May/June with RAG likely to increase to red. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
RVDS Attraction and Recruitment Improvements	●	★	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Variable Contract Options & On Call Station Establishments	●	★	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality' 				

The May 2022 Change Portfolio Monthly Update Dashboard is [available here](#).



Accidental dwelling fires achieved reductions across all three categories however, only 'low' and 'medium' severity achieved the targets set for the year. 'High' severity fires reduced by two per cent when the target was set at five per cent against the three-year average.

SFRS Median Response Time (mins)

Fsc Year	Response times	Response times (East)	Response times (North)	Response times (West)
2021-22	8.10	8.35	9.10	7.60
2020-21	8.10	8.35	9.50	7.50
2019-20	7.70	7.90	8.45	7.20
2018-19	7.60	7.90	8.50	7.20
2017-18	7.60	8.00	8.40	7.10

The response time is the time it takes from the call being logged to the time at which the first responding vehicle arrives at the incident. The response time therefore includes the call-handling time.

Median response time for the country as a whole is currently 8 minutes and 10 seconds.

Strategic Outcome 2: Response

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

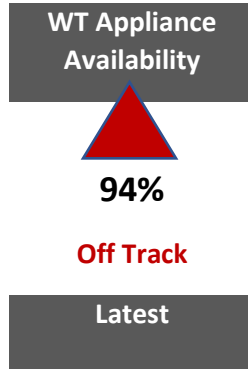
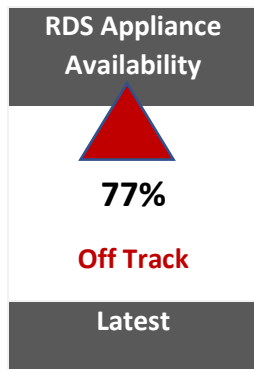
Objective 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Performance Question: How will we demonstrate we have maintained a strong presence across Scotland? How will we, with our partners, demonstrate we have improved community resilience?

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

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

The May 2022 Change Portfolio Monthly Update Dashboard is [available here](#).



Both availability of retained crews and wholetime appliances haven't achieved their targets for the period. Wholetime fell one percentage point short of 95 per cent confidence levels and retained crewing was 11 percentage points short of target. 77 per cent was achieved against a target of 88 per cent.

Strategic Outcome 2: Response

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

Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communication arrangements.

Performance Question: How will we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Futures (phase 2)	▲	●	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none">Quality – stability being seen and measured, defects addressed and the next iterations of software being tested and bedded-in. Following the January 2022 Strategic Leadership Team workshop, a formal/legal letter was issued by the office of the Scottish Fire and Rescue Service Chief Officer to the supplier with.Skills and Resources – delivery of all aspects of the rectification plan, as instructed to supplier on 11 March 2021, and the provision of a detailed project implementation plan (by the provider, expected April 2022) including adequate resourcing. In addition, a strategic engagement meeting between the Scottish Fire and Rescue Service Deputy Chief Officer and supplier took place in April 2022.				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	▲	● <i>Long term</i>	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none">Project Board supported the development and research into the Emergency Services Network Connect data only proposal. Meetings thereafter took place with the Programme and Scottish Government. Working and Steering Groups have been formed.Meetings have taken place with the Handsfree Group who supply the devices as well as Fleet Management within Scottish Fire and Rescue Service. Further details behind this proposal will be presented to Project Board and Strategic Leadership Team over the next month. This, if adopted and financed, will significantly de-risk a lot of the Project for Scottish Fire and Rescue Service particularly in the fleet risks.A proposed timeline of transition will form part of the Project Initiation Document to be submitted to the Programme, this again will be forwarded to the Project Board and Strategic Leadership Team for approval. One of the many benefits of this proposal is a slower time adoption of the product allowing greater pilot and testing				

opportunities which will impact on the Quality delivery element. The early recruitment of fitting resources (financed by the Programme for a partial fit of devices) will again impact upon the resourcing scoring.

- Financing of this option is one of the significant issues to resolve. Securing long-term funding will be a clear path to recruit resources and purchase assets. Meetings have taken place, still no assurance regarding long-term funding, being managed as in-year pressure. New Scottish Government Senior Responsible Officer in place now, has met with the Strategic Lead and Project Manager. Funding for this year has been provided.
- Anticipated transition to Emergency Service Network Connect would be Summer 2023.

The May 2022 Change Portfolio Monthly Update Dashboard is [available here](#).

Median Call Handling Times (mins)

Fsc Year	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2021-22	1.32	1.27	1.67	1.25
2020-21	1.32	1.22	1.75	1.25
2019-20	1.22	1.12	1.47	1.17
2018-19	1.20	1.15	1.52	1.12
2017-18	1.22	1.27	1.45	1.10

Call handling time is the time it takes from an emergency call being logged on our systems to the first station being alerted. The median (or middle) values of the set of call handling times per year for each Service Delivery Area are shown.

Call handling times for Scotland (median) shows no significant change.

Strategic Outcome 3: People

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

Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

Performance Question: How do we demonstrate our workforce is supported? How will we demonstrate strong leadership levels at all levels? How will we know we have built capacity at all levels? How much have we improved the diversity of our workforce?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2019	30/09/2023	25%	●
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	60%	★

Strategic Outcome 3: People

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

Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

Performance Question: How will we demonstrate we have inclusive learning and development arrangements? How will we demonstrate the quality of our learning and development arrangements? How will we know if our learning and development arrangements are efficient and have improved capability?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop, implement and review the SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	People and Organisational Development	01/10/2019	30/09/2022	70%	★

Strategic Outcome 3: People

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

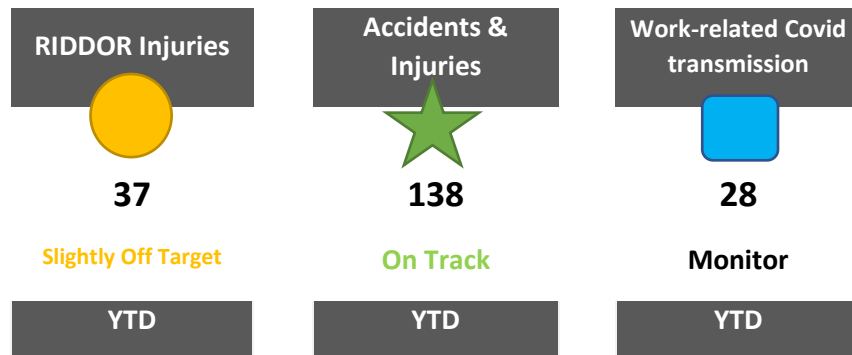
Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Performance Question: How effective are our health, safety and wellbeing arrangements?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement the Mental Health Strategy to promote and mainstream positive mental health.	People and Organisational Development	01/04/2021	30/03/2023	65%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2021	28/02/2022	15%	▲
Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	01/04/2020	31/03/2024	75%	★

Strategic Risk	Description	Risk Rating
5	Ability to have in place a suitable skilled, trained and motivated workforce that is well supported both physically and mentally.	16

The March 2022 Risk Report is [available here](#).



For the purposes of Performance Management Framework reporting, the RIDDOR Injuries figure shown includes work-related Covid transmission.

There were 37 RIDDOR reportable injuries this reporting year, of which 28 of them were due to work-related Covid transmission.

Strategic Outcome 3: People

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

Objectives 3.4 We will engage with our people, and other stakeholders, in an open and honest way ensuring all have a voice in our Service.

Performance Question: How effective are we at engaging in an open and honest way? How will we demonstrate that all have a voice in our Service?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/07/2021	30/03/2022	95%	●

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

Performance Question: To what extent do we contribute to sustainable development? How effective are we at reducing our impact on the environment?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights.	People and Organisational Development	01/04/2020	31/03/2022	100%	★
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2022	90%	●
Develop formal Fleet Strategy 2022-2032 with clear links to the Carbon Management Plan 2022 – 2025 and associated strategies.	Finance and Contractual Services	01/05/2021	31/01/2022	100%	★
Complete decommissioning of fuel sites identified as environmental concerns surplus.	Finance and Contractual Services	01/02/2021	28/02/2024	85%	★

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.


Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Performance Question: How effective are we at reducing organisational risk? How will we demonstrate levels of business compliance?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems.	Service Development	01/04/2021	31/03/2022	70%	▲
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/04/2021	31/03/2022	50%	▲
Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2021	31/03/2022	80%	●

Strategic Risk	Risk Description	Risk Rating
4	Ability to ensure legal and regulatory compliance.	12

The March 2022 Risk Report is [available here](#).

FOIs responded to within timescale	<p>Although slightly off the 95% target, there has been significant improvement on the pre-Covid figures of 70-75% returned within 20 days to 91% across the reporting year. This follows a review of our Freedom of Information processes. The introduction of Single Points of Contact and the regular reporting on Information Recording System completion by Performance Data Services has contributed to this improvement.</p> <p>Information Governance are working with Corporate Admin to embed a 10-day checking process and this should impact further on our performance against the 20-day deadline.</p>
 91% Slightly Off Track	
YTD	

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Performance Question: To what extent do we invest in our infrastructure to improve our services to the public?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement the new Wide Area Network.	Service Development	01/04/2021	31/03/2022	90%	●
Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	01/04/2021	31/12/2021	100%	★
Implement Employee Self Service (ESS) for all employees within iTrent as a precursor to future development within the PTFA project.	Finance and Contractual Services	01/03/2021	31/12/2021	100%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	←	★	★	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Develop action plan in response to Digital Assurance Office audit which includes review of project plan and critical milestone planning and tracking. Conduct impact assessment of Digital Scotland Services Standard Level 1 audit and incorporate into project plan. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Rostering	★	★	★	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Confirmation of resources to support creation of a project team and ensure stakeholders can be engaged with. 				

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
McDonald Road Redevelopment and Museum of Fire	←	★	●	★
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Main Building cost: Consultant PM/QS to agree recent compensation events with the main contractor as well as agreeing a figure for any outstanding commercial matters. Contractor to review the commercial aspects of the project at the earliest opportunity so that clarity on cost is achieved and reported. This is ongoing. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
West Asset Resource Centre	★	★	★	★

The May 2022 Change Portfolio Monthly Update Dashboard is [available here](#).

Strategic Risk	Risk Description	Risk Rating
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.	20
7	Ability to deliver a high quality, sustainable service within the funding envelope.	16

The March 2022 Risk Report is [available here](#).

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.4 We will strengthen performance and management and improvement arrangements to enable robust scrutiny, challenge and decision-making nationally and locally.

Performance Question: To what extent have we strengthened performance management and improvement arrangements? How will we demonstrate scrutiny, challenge and decision-making is robust?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambitions and change portfolio.	Service Development	01/04/2021	31/03/2022	100%	★
Implement Phase 1 of a Portfolio, Programme and Project approach to managing change across the SFRS. *Amended action*	Service Development	01/11/2020	31/03/2022	75%	●
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/09/2020	31/03/2022	95%	●

Section 3: Exception Reporting: Annual Operating Plan Actions 2021/22

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.1	Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Service Delivery (Prevention & Protection)	30/04/2022	●	<p>Fire Safety Support and Education policy, procedure and guidance has been produced and published on iHub. Safeguarding Policies and Procedures are drafted and awaiting data sharing process to be supported by Information Governance. Fireskills policy and procedure has been reviewed however the Service now require a new credit rating body which has delayed this milestone. Discussions are taking place between Training Safety and Assurance (TSA), Human Resources and Equality & Diversity to ensure Safeguarding becomes mandatory training for all SFRS staff. Discussions continue to be held with ICT for access to ICT for volunteers to allow them to complete this training.</p> <p>Adult and Child protection E-learning modules are complete and a bid for this training will be submitted to the training for Operational competence group. Work is ongoing to establish a new credit rating body is needed for the delivery of Fireskills Youth Engagement Programme.</p> <p>Drill ground Supervision training briefing paper approved by Youth Volunteer Scheme board and TSA Directorate Management Team. Area identified to run a test of change which will be reported on by October 22.</p> <p>Safeguarding policies reviewed, and areas for improvement have been identified by information governance in relation to sharing sensitive data internally. Information governance supporting a new process to ensure this is more secure.</p> <p>Community Safety Education (CSE) Development Record sent to all Local Senior Officer (LSO) areas. CSE training action plan completed. Community Safety Advocate induction training delivered and feedback received.</p> <p>This action is amber due to the slip in timescales.</p> <p>This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by October 2022.</p>

1.2	Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery (Prevention & Protection)	31/03/2022	●	<p>The procurement process has now concluded and the first programme of modules was delivered in March 2022. The programme continues with the first contingent progressing through the 9-week programme in a series of blocks. SFRS are part of National Fire Chiefs Council (NFCC) working group carrying out a review of NFCC Competency Framework. The outcome of the review will inform the work to be carried out to create an SFRS Competency Framework. Competency work will align with proposed development pathway for individuals. Awaiting conclusion of the review of the National Fire Chief's Council Competency Framework and the outcome of the staffing review to ensure development pathway meets the needs of the Service.</p> <p>Fire Safety Enforcement Modules have now been procured. This is the first necessary element of the Competency Framework to develop Fire Safety Enforcement Officers (FSEO) and Fire Engineering Officers. Further work to extend the Competency Framework will take place throughout 2023/24.</p> <p>A function-based Station Commander has been tasked to attend the Risk Based Inspection Development Workshops hosted by National Fire Chiefs Council. This will inform and support the review, design, development and implementation of a revised Risk Based Inspection Programme for SFRS.</p> <p>This action is amber due to the slip in timescales caused by the need to await the conclusions of the review of the National Fire Chiefs Council Competency Framework and the outcome of the staffing review.</p> <p>This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.</p>
-----	---	--	------------	---	--

1.1	Manage the commissioning of the new SFRS museum.	Service Delivery (Prevention & Protection)	30/11/2021	▲	<p>Final layout and design drawings have been approved to ensure fabrication can begin and offsite construction began in January 2022 (created off display infrastructure). The on-site fit-out commenced on 8 April 2022 and the appliance move was scheduled 22 April 2022. The Health and Safety action plan for the museum has been developed and is in progress to support opening to the public and the handover of the site is anticipated in mid-July 2022. A post-handover pre-opening period will commence to ensure the site is ready for public access (including volunteer and staff training, health and safety assessments etc). Outstanding decisions and process around cost and budget for outstanding elements were to be discussed at meeting on 14 April 2022.</p> <p>This action has been marked red due to the slip in the original timescales caused by a delay in the construction and fit out of the building.</p> <p>This action will be completed by the end of July 2022. It will remain within the exception reporting section of this report until it is completed.</p>
3.1	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People & Organisational Development	30/09/2023	●	<p>Progress of the programme development phase continues to catch up from the impact of the pandemic and concurrent priorities, with timescales for full recovery currently being scoped. As part of the recovery from Covid-19 some progress has been made with workstream and programme development progressed with initial one to one discussions with workstream leads and the implementation of leadership psychometric assessments.</p> <p>Workstream and programme development has progressed with initial one-to-one discussions with workstream leads as part of the Covid-19 recovery. Implementation of the interdependent Recovery Rest and Renew Leadership objectives within the People work package has commenced with the rollout of leadership psychometric assessments.</p> <p>Progress of the programme development phase continues to catch up from the impact of the pandemic and concurrent priorities, with timescales for full recovery currently being scoped.</p> <p>This action is marked amber due to the pace reduction and delayed progress of the programme development phase caused by concurrent Service priorities and the ongoing pandemic.</p> <p>This action is continuing to be progressed to the original timescales of September 2023.</p>

3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	28/02/2022	▲	<p>Engagement with ICT continues to develop the bespoke Health and Safety Management System (HSMIS) - TASS (Think, Act, Stay, Safe). ICT development work has not progressed as well as anticipated due to technical issues and competing demands within ICT. Due to resourcing issues within ICT there has been limited progress with the development of modules.</p> <p>This action has been marked red as due to competing demands within ICT. There has been no significant progress in the development of the Health and Safety Management Information System (HSMIS) modules. This has resulted in delays which will impact upon the timescales of subsequent milestone activity.</p> <p>This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.</p>
3.4	Develop a SFRS Communications and Engagement Strategy for 2021-23.	Strategic Planning, Performance and Communications	31/03/2022	●	<p>The Communications and Engagement Strategy has been designed and Equality Impact Assessment (EIA) completed. EIA has been shared with the Equality and Diversity team for comment. Final proofing to be completed ahead of publication in May 2022.</p> <p>This action has been marked amber as it has not been completed by its due date.</p> <p>This action is due to be fully completed by the end of May 2022 when the Communications and Engagement Strategy will be published. It will remain within the exception reporting section of this report until it is completed.</p>

4.2	Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Service Development	31/03/2022	▲	<p>All milestones have progressed well but none have been completed due to failed recruitment, resolution delayed due to the global chip shortage impacting on hardware delivery timescales and non-compliance by staff with mandatory cyber security training.</p> <p>Two of the three new cyber security staff members have been recruited and were in post from August 2021. The third post has been re-advertised through an external recruitment campaign but no suitable candidates have been found due to market salary demands.</p> <p>Following the annual penetration tests in July 2021, 75% of high vulnerabilities have been resolved by mid-March 2022, 66% of total all high, medium and low vulnerabilities have been completed. A small number of actions will slip into 2022/23 due to extended hardware delivery timescales and limited development resources due to staff turnover.</p> <p>With regards to the annual cyber security training, 68.4% of staff have completed the training at 25 March 2022. Details of non-compliance are being provided to Senior Managers to progress.</p> <p>This action is red due to the slip in timescales.</p> <p>This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.</p>
4.3	Implement the new Wide Area Network.	Service Development	31/03/2022	●	<p>Excellent progress has been made on implementation of sites on to the new Wide Area Network. The small number of outstanding sites will be completed before the existing contract ends in May 2022.</p> <p>This action is amber due as it has not been completed by its due date.</p> <p>This action will be completed by the end of May 2022. It will remain within the exception reporting section of this report until it is completed.</p>

4.4	Implement Phase 1 of Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	31/03/2022	●	<p>Progress to complete work on the Business Change Lifecycle has been impeded by a shift in priority to design and implement a Benefits Management Framework and Toolkit. Progress continues to be made however on the Business Change Lifecycle, albeit at a slower pace than was intended.</p> <p>Draft Governance Design for Portfolio Management has been documented, and in a state of readiness for implementation in alignment to the progress and implementation timeline of the Business Change Lifecycle.</p> <p>Work commenced on Portfolio Prioritisation has slowed down to allow for progress on Benefits and the Business Change Lifecycle. There is also a dependency on the work to formalise the Strategic Plan for 2022-25 and the priorities and imperatives that will be formed as an outcome of that work.</p> <p>Tooling has been de-prioritised because of the delays to implement key processes in the organisation. The priority should be to focus on the process framework and then focus on how the tools will both support and provide enablement.</p> <p>Level 1 of Sub-Process design now complete. To fully close the design milestone, we need to run Tests of Change prior to implementation. Test of Change initially delayed due to capacity issues and priority of Benefits management. Now expected to commence early Quarter 2 and therefore Latest Thinking Forecast of September 2022.</p> <p>This action is amber due to the slip in timescales caused by the unexpected delay in the sub-process design, however, work is progressing across all milestones.</p> <p>This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by September 2023.</p>
4.1	Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	31/03/2022	●	<p>All corporate hubs have Electric Vehicle Charging facilities and the £1.5M grant secured has been prioritised to cover all remaining Wholetime Rural Watch Manager stations.</p> <p>All corporate buildings and larger Wholetime Fire Stations have a Photo Voltaic installation (where roof structure is suitable for installation).</p> <p>All larger premises have a Building Management System installed.</p> <p>This action is as it has not been completed by its due date, despite work having been fully completed already on two of the three milestones.</p> <p>This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.</p>

4.2	Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	31/03/2022	▲	<p>Further discussions have been ongoing with Pension Advisors and Scottish Government. Agreement has been reached to move forward with the merge and a business case is in progress to be agreed through SFRS governance routes. Review of current Local Government Pension Scheme (LGPS) arrangements - Advisors were appointed and a Feasibility Study was completed and has been obtained. The review of the study has progressed and it has been determined advantageous to consolidate the LGPS schemes into one.</p> <p>Design and agree options to take forward - Design and options were agreed, have been completed and are in progress moving forward.</p> <p>Consultation on options with employees will be done once formal approval for the business case has been granted and more information and details are available to share.</p> <p>Procure/select provider - Included in Procurement workplan for 22/23 once approval has been obtained.</p> <p>This action is red due to the slip in timescales following the delay in discussions with and appointment of Pension Advisors to assist in the process.</p> <p>This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.</p>
4.2	Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	31/03/2022	●	<p>The Good Governance Framework Draft is complete and is due for final approval at the April Good Governance Board, followed by submission to the SFRS Board on 28 April 2022.</p> <p>This action is amber as it has not been completed by its due date.</p> <p>This action will be completed by the end of May 2022. It will remain within the exception reporting section of this report until it is completed.</p>
4.4	Create a structure for the Service Delivery Directorate that recognises the relationship between its constituent Functions.	Service Delivery	31/03/2022	●	<p>This action is 95% complete with three of the four milestones fully completed. The final milestone is 80% complete and is awaiting confirmation of Central Staffing Restructure - Case for Change which would release staff to enable a wider restructure within the Operations Function. Work to implement a more localised restructure to improve capacity and resilience across some teams has commenced to address identified gaps.</p> <p>This action is amber as it has not been completed by its due date.</p> <p>It will continue to remain within the exception reporting section of this report until it is completed.</p>

Section 4: Residual AOP Action 2020/21 Reporting

**Some actions in this residual reporting section are also included in this year's plan (where the action spans more than one year). This section of the report details the outstanding activities from the previous year's Annual Operating Plan (2020/21). Where this is the case, to offer further clarity, the outstanding milestones associated with the action from the 2020/21 reporting year have been detailed to allow scrutiny of the overdue work packages.*

This section also includes uncompleted actions from last year's AOP (2020/21) that were not carried forward into this year's Plan (2021/22)

Objective	Annual Operating Plan Action: Outstanding Milestone	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.3	<p>Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.</p> <p><i>*Action not carried forward into AOP 2021/22 but was not fully completed in 2020/21. Included within this section of the report for completeness reporting.</i></p>	Service Delivery	30/09/2021	13/06/2022	▲	<p>Following approval to implement Option 1, work on the restructure commenced on 1 December 2021. A working group reports to a Restructure Board. The Fire Brigade Union have been involved and are engaging with Fire Investigation staff around restructure matters. The group was working towards an implementation date of April 2022, however engagement with Representative Bodies and the Fire Investigation staff has been ongoing. Progress has been made with the Working Group reporting to the Fire Investigation Restructure Board. Human Resources colleagues are supporting the implementation. An extension to timescales will be necessary to allow for further development and engagement on a one to one basis. Finance partners have been consulted and are aware. Pay protection elements are also being discussed with savings required to facilitate this aspect. The revised date of 1 June was initially communicated and agreed however to accommodate notification period and other issues the go live date for restructure implementation is the 13th June 2022. As of the 29th April 2022 all Fire Investigation personnel have been notified of moves.</p> <p>This action is 90% complete and is red due to the slip in original milestone timescales.</p> <p>A revised due date of 13 June 2022 is proposed. It will continue to remain within the exception reporting section of this report until it is completed.</p>
3.1	<p>Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and</p>	People & Organisational Development	31/03/2021	31/03/2022	●	<p>Dialogue has continued with the Fire Brigades Union during Quarter 4, involving consideration of next steps and exploration of alternative options for external assistance to seek to resolve the outstanding matter. Further correspondence was exchanged with the Fire Brigades Union, including exploration of alternative options for external assistance to seek to resolve the outstanding matter.</p>

	<p>attractive and remain fit for purpose: <i>Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>					<p>This action remains incomplete and will carry forward to 2022/23</p> <p>This action is now 95% complete but remains amber due to the slip in original timescales. It is also expected that new delays will impact upon revised due date. It will continue to remain within the exception reporting section of this report until it is completed.</p>
3.4	<p>Implement recommendations from the internal communications review.</p> <p><i>*Outstanding milestone from 2020/21</i></p>	Strategic Planning, Performance and Communications	30/06/2021	31/05/2022	●	<p>The review identified several solutions involved the intranet so the decision was taken to pause the business communications review and await the outcome for the iHub review before progressing further. Further engagement work is also required and this will begin in May 2022. Cascade brief proposal has been drafted and will be submitted to the Strategic Leadership Team for approval. The review and report have been concluded with recommendations made for redevelopment.</p> <p>This action is amber status due to the slip in original and revised timescales. Work will continue with a view to complete following the ongoing engagement work in May 2022. It will continue to remain within the exception reporting section of this report until it is completed.</p>
4.2	<p>Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems.</p> <p><i>*Outstanding Milestones from 20/21</i></p>	Service Development	31/10/2021	30/09/2022	▲	<p>Multi Factor Authentication (MFA) tokens were received in March 2022 and planning is now underway for distribution. Logistics of delivering to 4000 staff across the Service is complex and likely to be completed by September 2022.</p> <p>This action is 90% complete and remains red due to the slip in original timescales caused by a delay in awarding the contract. A revised due date of September 2022 is proposed. It will continue to remain within the exception reporting section of this report until it is completed.</p>
4.4	<p>Coordinate the statutory review of Local Fire and Rescue Plans: <i>Support Local Senior Officers to revise and publish Local Plans in line with review outcomes.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Strategic Planning, Performance & Communications	31/03/2021	31/08/2022	●	<p>29 of the 32 Local Plans have been approved at local Scrutiny and have been published on the SFRS website. The remaining have all been developed but are awaiting approval at Scrutiny/Council level.</p> <p>This action is 85% complete and remains amber due to the slip in original timescales caused by current local authority scrutiny processes. A revised due date of August 2022 is proposed. It will continue to remain within the exception reporting section of this report until it is completed.</p>

Section 5: Residual AOP Action 2019/20 Reporting

Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	30/06/2022	▲	<p>Working group continues to meet fortnightly to overview progress of restructure and associated work. A new implementation date of 13th June was agreed and all stakeholders aware. Final delivery model agreed and work ongoing to align all supporting documentation, amend Conference of Parties (COP) and additional training to Flexi Duty Officers continues. Restructure has been agreed and all Fire Investigation personnel notified as to moves, whether it be location, duty pattern, both or displaced. Work continues to align with ISO standards and a review of all policies/procedures underway to fit new structure and working patterns. Operations Control have been contacted regarding changes to COP and addition of Fire Investigation attribute to Flexi Duty Officer (FDO) cadre.</p> <p>Although work is now progressing and is 75% complete, this action remains red due to the slip in the original timescale.</p> <p>This action has a revised due date of 13 June 2022. It will continue to remain within the exception reporting section of this report until it is completed.</p>

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



Report No: B/SPPC/08-22

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD						
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 highlight how the Scottish Fire and Rescue Service (SFRS) Board Member arrangements have been reviewed to ensure their continued effectiveness. Incorporated in this paper is a summary review and provision of future arrangements for decision, Appendix A.						
2	Background						
2.1	The Board approved its first action plan back in November 2014, which outlined improvement actions and timescales for delivering the outcomes of the review of the effectiveness of the Board. Activities and actions continue to be undertaken in order to support Board Members and ensure ongoing review of the effectiveness of the Board.						
2.2	In May 2015 Audit Scotland published their Best Value report of the SFRS where improvement actions were undertaken. In May 2018, Audit Scotland published their most recent Best Value report of the SFRS (Further Reading within 6.3), where it details the progress made. It states that we have well-structured corporate template for reporting to the SFRS Board and its Committees that is now being used. This corporate report template continues however to be reviewed and amended annually and was last approved by the Board at its meeting in April 2022 .						
2.3	In November 2020, Azets, our Internal Auditor concluded a report into our corporate governance arrangements (Further Reading within 6.4), stating they gained assurance that Scottish Fire and Rescue Service has generally effective corporate governance arrangements. These are supported by procedures, covering recording, monitoring and reporting processes, which they found these to be well designed and generally reflect good practice.						
2.4	In March 2021, Deloitte, our External Auditors presented their wider scope report (Further Reading within 6.5 and Appendix A) which included aspects of 'Governance and Transparency' within the Service and specifically detailed two recommendations for the SFRS Board to consider.						

3	Main Report/Detail	
3.1	To ensure continuous improvement, future arrangements to review the effectiveness of the Board will evolve to allow the SFRS Board to continue developing and improving in its role to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	
3.2	As a result, on that basis it is proposed that the monitoring of the effectiveness and future development of SFRS Board continues to be progressed as detailed within Appendix A.	
3.3	It is important to highlight that as a result of the COVID-19 pandemic, further arrangements were put in place and reported to the Board on 26 March 2020 . The Service continue to follow national guidelines in its approach ensuring it is safe, sensible and measured, acting on their duty of care, while also ensuring the effectiveness of the Board is maintained.	
3.4	In summary and despite the challenges COVID-19 has had on us all, this paper highlights some of the key areas that have contributed to developing the effectiveness of the SFRS Board collectively and individually throughout 2021/22.	
4	Recommendation	
4.1	The SFRS Board are invited to approve the arrangements for reviewing the effectiveness of the SFRS Board as set out in section 3 and Appendix A, subject to any amendments.	
5	Core Brief	
5.1	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2021/22. This is intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	
6	Appendices/Further Reading	
6.1	Appendix A - Arrangements for Reviewing the Effectiveness of the Board	
6.2	Annual Governance Review of Board and Committee Related Items 2022	
6.3	Audit Scotland Report – Scottish Fire and Rescue Service, Published May 2018	
6.4	Internal Audit Corporate Governance – Assurance January 2021	
6.5	Deloitte Wider Scope Report 2020/21	
6.6	Scottish Governance Guidance on the Appraisal of Non Departmental Public Body (NDPB) Board members and Chairs, Published February 2017	
6.7	Changing the Chemistry, a peer-to-peer support network designed to improve the effectiveness of Boards, Website Home Page	
6.8	Scottish Government Governance Hub Website	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes

OFFICIAL

Prepared by:	Alasdair Cameron, Group Commander, Board Support Manager / Heather Greig, Board Support Executive Officer	
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		
SFRS Strategic Plan 2019-22		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Decision</i>



2021/22

ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE SFRS BOARD

The global pandemic presented a challenging operating environment within which the SFRS successfully maintained its delivery of services throughout. Despite these challenges a significant level of activity and outcomes continued to be achieved and scrutinised by the SFRS Board.

To demonstrate the effectiveness of the SFRS Board, monitoring of the effectiveness and future development is captured and progressed through the implementation of the following:

- The 'Annual Governance Review of Board and Committee Related Items' presented to the Board in [April 2022](#), as part of our continuous improvement and effectiveness of the Board and its Committees, in compliance with statutory requirements.
- The governance arrangements were kept under review in preparation of any decision being required as previously agreed in March 2020 by the SFRS Board. This included the continued interim additional delegation given to the Chief Officer should any circumstances arise where an immediate emergency decision was required to be made. A protocol was also developed around attendance during meetings held by conference facilities. All Board and Committee meetings continued to be undertaken using conference facilities. The Board agreed to the restricting of public access to meetings in line with government guidance however with the development of ICT systems a video conference facility was fully introduced into the organisation from March 2021. All public [Board and Committee meetings](#) are now being recorded and published on the SFRS website, with the ability for stakeholders to request remote access to our public meetings should they wish.
- Following the External Audit wider scope report the recommendations concluded that the Service put in place appropriate plans to amend the governance arrangements, as needed, in response to the COVID-19 pandemic. These plans were ultimately not needed and that attendance at Committee and Board meetings was strong. They also stated that the Service has a comprehensive set of governance documents in place. Recommendations were made specific to the SFRS Board further strengthening internal processes and also public access to Board and Committee meetings which have all now been fully actioned. They highlighted a point as part of our continuous improvement to further develop our Code of Corporate Governance, this was an area that we had already included as an objective within our Annual Operating Plan 2020-21. The action has been completed and our new [SFRS Good Governance Framework](#) was approved by the Board at its meeting on [28 April 2022](#) and is now published on our SFRS website, work will now continue to develop areas detailed within this framework and to further strengthen our approach to governance.

OFFICIAL

- To demonstrate the governance arrangements and routes for executive and non-executive groups the Executive Governance Arrangements diagram, to assist in understanding the meeting structure and flow of meeting business, along with the Governance Routes and Themes diagram, to assist in understanding potential routes to progress workloads to SFRS Committees and SFRS Board, were developed and circulated.
- Throughout 2021/22, the continued approach of using a series of virtual Committee workshops provided an opportunity for Members to focus on any key areas of work and support each other while also providing an opportunity to review each Committee's Terms of Reference, ensuring they remain fit for purpose and are relevant.
- Board Strategy / Information / Development Days continued to take place with clear guidance and format for these events now well embedded, the key objectives being:
 - To continue to support the effective and positive working relationships with the Board and Senior Leaders of the Service.
 - To inform the Board of key strategic projects, work streams and organisational workloads.
 - To give the Board time to ask questions and gain clearer understanding of these workloads.
 - To ensure better scrutiny and assurance at Board level.
 - To provide the Board with development and information to improve their overall effectiveness.
- The revised strategic risk register continues to be well received, with an ask of the Board to minimise any further amendments if necessary and to enable this version to embed itself. A separate session on Risk Appetite was also held and facilitated by the Chair of our Audit and Risk Assurance Committee, which was well received and acknowledged that further work is required in this area and for sessions to be planned early 2022/23.
- Board Member Access to the SFRS Learning Content Management System (LCMS) continues to enable training to be carried out. Over this period specific focus/access was provided to the following:
 - Information Governance (GDPR)
 - Cybsafe
- Access also continues to Office 365 training and development sessions on our SFRS iHub in order to further support our digital first ethos.
- All SFRS Board Members continue to receive access to the Scottish Government Governance Hub which gives access to modules together with an online forum intended to support the induction of new Board Members to Public Body Boards. This remains a useful maintenance of skills tool for existing Board Members and access will continue to be used moving forward.
- Training/development opportunities, were also identified through NHS Education for Scotland and made available to Board members.
- Chairs Workshop – Our Deputy Chair attended this course which was facilitated by the Standards Commission for Scotland and provided an opportunity to identify and discuss any ongoing issues and trends, discuss how to promote and encourage awareness of, and compliance with, the Codes of Conduct and how to report potential breaches and to discuss the Standards Commission's approach to training and promotion.

OFFICIAL

- Board Member SharePoint platform within O365 was refreshed, providing continued access to a purpose-built area for Board Members. It is used to host general information and, for example, public body updates, together with quick, easy and secure access to Board and Committee papers/reports in preparation for forthcoming meetings.
- A Board 'Effectiveness Survey' was conducted for Board Members in preparation for the Board Effectiveness Away Days which took place in October 2021. This event was well received, providing a great opportunity for the Board and Members of SLT to meet and discuss matters of a strategic nature and future vision of the SFRS.
- The Board Members appraisal process continues to work well and identify individual areas of development and also common themes across the Board. It is now fully aligned to the SFRS policy timeframe which includes a mid-year review being offered.
- The template for Board Member appraisals continues to incorporate the most recent guidance issued by Scottish Government (Further Reading - 6.5). Most recently the Chair facilitated these during March and April of 2022.
- The outcomes of Board Members appraisals and production of a skills matrix continues to be used to consider the Board's strengths and weaknesses and therefore help to inform its medium to long term succession planning arrangements, something that will be used for future Public Appointments.
- Following successful Public Appointments four new Board Members joined in July 2021 with a comprehensive Induction Programme developed and carried out. Feedback received following conclusion of the Board Induction programme was captured and will be considered for future recruitment processes.
- In July 2021, four new Board Members formally joined the Board. The arrangements included continuing to support the Scottish Government's strategy of 50:50 gender representation on the Boards of public bodies, which the SFRS Board, where possible strives to continue, along with having a Board representative of the Communities it serves.
- Board Member engagement at a more local level through their attendance at, for example the Deputy Assistant Chief Officer Service Delivery Area meetings with their Local Senior Officers, was suspended due to Covid-19, however dedicated virtual workshops/sessions have ensured some useful insight into service delivery challenges and these, from direct feedback received, are assisting Board Members when considering higher level matters.
- As part of the annual review of the Performance Management Framework, workshops were held during January and February 2021 to allow Board members the opportunity to consider and provide feedback on the Framework as well as the performance measures contained within. The revised document was approved by the Board at its meeting on 27 May 2021.
- Performance reporting with use of new tooling has been developed during 2021 and being rolled out across the organisation during 2022. For the board the first use of the new approach is evident through the quarterly performance reporting delivered to the Service Delivery Committee throughout 2021.

In summary, collectively and through detailing a variety of examples within this summary report, it clearly demonstrates that progress continues to be made in order to improve the overall effectiveness of the Board, despite the unprecedented challenges throughout this period.

Report No: B/EPF/01-22

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	EMPLOYEE PARTNERSHIP FORUM REVISED TERMS OF REFERENCE						
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>					
		A	B	C	D	E	F
1	Purpose						
1.1	To present a revised Employee Partnership Forum (EPF) Terms of Reference (ToR) to the Scottish Fire and Rescue Service (SFRS) Board as part of an annual review and for decision. Noting this revised ToR has been scrutinised by the EPF and recommended by the People Committee (PC). This thereby ensures the continued effectiveness of the governance arrangements and for positive employee partnership working within the SFRS.						
2	Background						
2.1	To ensure our continuous improvement and effectiveness of employee partnership working.						
3	Main Report/Detail						
3.1	Following formal scrutiny of this ToR by the EPF at their meeting on 19 May 2022, and the submission to the PC on 21 June 2022 with their recommendation for approval by the SFRS Board.						
3.2	<p>The Employee Partnership Forum is committed to working in accordance with the principles laid out in the Working Together Framework. As part of the annual general review of the EPF ToR please see below a summary of the key proposed amendments (Note Appendix A details the complete EPF ToR) for decision:-</p> <p>General:</p> <ul style="list-style-type: none"> Update throughout the ToR, any reference to the 'Staff Governance Committee' amending to state 'People Committee'. Update throughout the ToR to state 'Representative Bodies' as opposed to referencing 'Trade Unions' this aligns with our revised Working Together Framework. <p>Section 2 Membership:</p> <ul style="list-style-type: none"> Update to state the Chair and now Deputy Chair will be Board Members who sit on the People Committee negating the need to rotate every two years with Representative Body. Agreed this would be trialled for a period of 12 months and reviewed as part of the Annual Governance Review April 2023. 						

	<p>Section 4 Responsibilities:</p> <ul style="list-style-type: none"> • 1st bullet point - added detail to state that meetings will be based on forward planning and in relation to employee partnership matters for clarity. • 4th bullet point – added detail to state that the forum could address issues that have not been resolved but only after exhausting the Local Partnership arrangements. • 7th bullet – revised wording to ensure engagement is constructive and focuses on joint problem solving techniques to implement positive change with the SFRS. • 10th bullet point – added the words ‘to aid continuous improvement’, when monitoring and reviewing performance criteria against employee matters. <p>Section 5 Rights:</p> <ul style="list-style-type: none"> • 4th bullet – ‘added in agreement with the Chair’ when asking for any other official or representative body to assist with discussion on a particular matter. • 5th bullet – added ‘The Chair will ask’ anyone attending, but who are not Members to facilitate open, honest and frank discussion. • 6th bullet – added ‘open to freedom of information requests’. • 7th bullet – added ‘Hold private workshop sessions as required for development purposes and to accommodate organisational input and support. If this extends to short/medium/long term working group then authorisation is required by the People Committee and SFRS Board.’ <p>Section 6 Access:</p> <ul style="list-style-type: none"> • Members of the Forum, as required, will have free and confidential access to the Chair of the Forum. <p>Section 7 Meetings:</p> <ul style="list-style-type: none"> • 7.2 – in absence of both the Chair and Deputy Chair it has been added that ‘the Chair in advance of the meetings will seek an alternative temporary chair from the Board and brief them accordingly. • 7.3 - detail added around use of MS Teams to join future meetings and arrangements to inform the Chair in advance. • 7.4 - align for governance purposes with the Standing Orders. • 7.5 - added the option for the Chair and/or the Deputy Chair to meet with the Director of POD ahead of each forum meeting to review agenda and attendees needed. • 7.7 - added the provision of an updated forward plan and specific reference to the provision of an update from the Director of POD or suitable representative. <p>Section 8 Information Requirements: Updated Committee to state ‘Forum.</p> <p>Inserted an Appendix 1 – clearly detailing standing forum membership.</p> <ul style="list-style-type: none"> • 2 Board Members • Director of People and Organisational Development • Head(s) of People and Organisational Development • Fire Brigades Union • Fire Officers Association • Fire and Rescue Service Association • Unite • Unison; • Other representation, as appropriate and by invitation,
4	Recommendation
4.1	The Board is asked to approve the Employee Partnership Forum’s Terms of Reference.

5	Core Brief	
5.1	Steve Barron, Chair of the Employee Partnership Forum (EPF) presented a revised Terms of Reference (ToR) to the SFRS Board for approval, following formal scrutiny of this ToR by the EPF at their meeting on 19 May 2022, and the subsequent recommendation by the People Committee to submit to the SFRS Board for formal approval on 30 June 2022.	
6	Appendices/Further Reading	
6.1	Appendix A – Draft EPF ToR	
7.2	<u>Further Reading:</u> Equality Impact Assessment– contained within Annual Governance Review of Board and Committee Related Matters presented at April 2022 Board.	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Group Commander Alasdair Cameron, Board Support Manager	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Steve Barron, Board Member – Chair of Employee Partnership Forum	
Links to Strategy and Corporate Values		
This links to the desired outcomes within the SFRS Strategic Plan 2019-22, our SFRS values and the Working Together Framework		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Employee Partnership Forum</i>	<i>19 May 2022</i>	<i>For Scrutiny</i>
<i>People Committee</i>	<i>21 June 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Decision</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE EMPLOYEE PARTNERSHIP FORUM

Original Author/Role	Fiona McOmish,
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Data Protection Impact Assessment (if applicable)	N/A
Quality Control (name and date)	Richard Whetton Head Of Function Governance, Strategy and Performance May 2022
Authorised (name and date)	Liz Barnes Director of People and Organisational Development
Last reviewed/amended (name and date)	Group Commander Alasdair Cameron May 2022
Date for Next Review	May 2023



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE EMPLOYEE PARTNERSHIP FORUM

1. [INTRODUCTION](#)

2. [MEMBERSHIP](#)

3. [REPORTING](#)

4. [RESPONSIBILITIES](#)

5. [RIGHTS](#)

6. [ACCESS](#)

7. [MEETINGS](#)

8. [INFORMATION REQUIREMENTS](#)

[APPENDIX 1 – STANDING FORUM MEMBERSHIP](#)

[APPENDIX 2 – EXAMPLE OF ANTICIPATED ATTENDEES AT MEETINGS](#)

1. INTRODUCTION

The Board of the Scottish Fire and Rescue Service, its managers, and recognised Representative Bodies, are committed to working together to create a model of employee relations that is based on mutual respect and trust. In recognition of this commitment, a Working Together Framework, which outlines the principles of working in partnership, has been developed.

The Board and the Chief Officer has established an Employee Partnership Forum to support them in their responsibilities under the terms of the Working Together Framework.

The purpose therefore of the Employee Partnership Forum is for SFRS, Representative Bodies to identify areas of discussion which require resolution and matters of mutual interest in the spirit of the working together framework.

2. MEMBERSHIP

- 2.1 The Forum consists of the Chair of the People Committee, one other Board Member from the People Committee, senior Representative Body representatives, and senior members of SFRS staff as appropriate to the agenda.
- 2.2 Representatives invited to attend are in accordance with the Working Together Framework, section 4.1.
- 2.3 The Chair and Deputy Chair of the Forum will be any Board Member that sits on the People Committee. (Note; this will be trialled over a period of 12 months and reviewed as part of the Annual Governance Review – April '23)

Detail of the Standing Membership can be found within Appendix 1.

A further example of the regular attendees anticipated at local and national meetings, in accordance with the Working Together Framework, is provided in Appendix 2.

3. REPORTING

The Forum will provide a copy of the agreed minutes and action log from the meeting to all members. A verbal update will also be reported at the People Committee and the Partnership Advisory Group.

Reports and or updates from the Forum may also be presented to the Board as required through the People Committee.

4. RESPONSIBILITIES

The Employee Partnership Forum is committed to working in accordance with the principles laid out in the Working Together Framework. In addition to these the Forum will provide 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.

The Forum has no specific authority but will offer opinions, guidance, support and recommendations on matters affecting employees to the People Committee, Partnership Advisory Group and other appropriate forums.

The Employee Partnership Forum will specifically:

- Discuss matters relating to the employment of SFRS staff.
- Meet based on forward planning and need to discuss and review proposed and on-going developments relating to the SFRS employee partnership matters.
- Ensure that the work of the Forum is communicated appropriately to all employees and key stakeholders.
- Ensure that any necessary resources and facilities are in place to support the partnership arrangements; and seek appropriate opportunities to build capacity within the relevant forums.
- Address any issues that have not been resolved after exhausting the local partnership arrangements.
- Recommend and offer opinions on the progression of defined areas of work.
- Identify areas of 'good practice' to assist the partnership arrangements.

- Ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change within the SFRS.
- Consider and keep under review SFRS policies and procedures as they affect terms and conditions, working practices, equal opportunities, training and development and any other related policies as may be required.
- Monitor and review performance criteria against employment matters to aid continuous improvement.

5. RIGHTS

The Forum may:

- Co-opt additional members for a period to provide specialist skills, knowledge and experience. Where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Seek additional information from the Strategic Leadership Team, Directorates and Representative Bodies;
- Seek guidance and, where appropriate, escalate matters to the Partnership Advisory Group.
- In agreement with the Chair ask any other officials of the organisation or representative bodies to attend to assist it with its discussions on any particular matter.
- The Chair will ask any or all of those who attend, but who are not Members, to facilitate open, honest and frank discussion.
- The Forum will be held in private but members should note that Forum updates can be publicly accessed via People Committee and SFRS Board governance routes and open to Freedom of Information requests.
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support. If this extends to short/medium/long term working group then authorisation is required by the People Committee and SFRS Board.

6. ACCESS

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

7. MEETINGS

- 7.1 The Forum will normally meet at least four times a year in SFRS Headquarters, Cambuslang or an agreed alternative.
- 7.2 In the absence of the Chair, the Deputy Chair will assume the role for the duration of the meeting. In both their absence, the Chair in advance of the meeting will seek an alternative temporary chair from the Board and brief them accordingly.
- 7.3 Members are permitted to attend the meeting via Video Conferencing (VC) or Teams. Members who wish to use this option should arrange this with the Forum administrator and inform the Chair.
- 7.4 The Forum administrator is responsible for the timeous collation and distribution of agendas, minutes and papers and align for governance purposes with the Standing Orders.
- 7.5 The Chair and/or Deputy Chair together with the Director of POD will meet ahead of each Forum to review agenda items and ensure appropriate attendees.
- 7.6 Where a declaration of interest has been declared, consideration will be given to the nature of the conflict of interest to determine the most appropriate course of action. This may include the temporary removal of the individual(s) whilst the specific agenda item is being considered. In circumstances where a conflict of interest has been declared by the Chair, the Deputy Chair of the Forum will temporarily assume the role of Chair for the specific agenda item(s).

7.7 For each meeting the Forum will be provided with:

- A minute of the previous meeting
- An updated Action Log
- An updated Forward Plan
- An update from the Director of POD or representative

As and when appropriate the Forum will also be provided with:

- An update on relevant SFRS Performance Reporting
- Proposals for key strategies, policies and frameworks (affecting employees)
- Workforce planning reports
- Updates on employment and equalities legislation
- Results of employee surveys
- Equality, Diversity and 'Balancing the Workforce Profile'

8. INFORMATION REQUIREMENTS

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

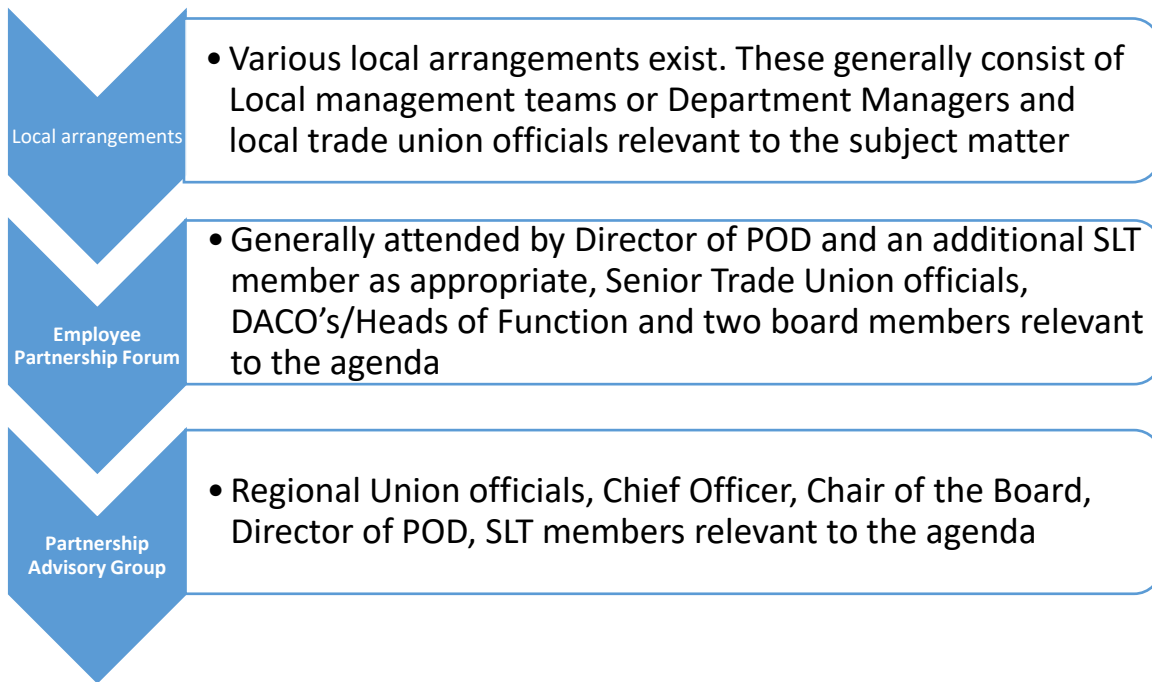
APPENDIX 1 – STANDING FORUM MEMBERSHIP

- 2 Board Members
- Director of People and Organisational Development
- Head(s) of People and Organisational Development
- Fire Brigades Union
- Fire Officers Association
- Fire and Rescue Service Association
- Unite
- Unison;

- Other representation, as appropriate and by invitation.

APPENDIX 2

Example of anticipated attendees at meetings (in accordance with the Working Together Framework)



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



Report No: B/FCS/09-22

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	DEBT WRITE-OFF 2021-22						
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 ask the Board to approve proposed debt write-offs for 2021-22 totalling £3,719.21.						
2	Background						
2.1	The Scheme of Delegated Authority (Section 6.4) 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. This authority has been sub-delegated to the Acting Director of Finance and Procurement.						
2.2	The Financial Regulations (Section 5.1.9) allows the Acting Director of Finance and Procurement, in consultation with the Chief Officer, to write off individual irrecoverable debts up to £1,000. Any individual debts over £1,000 may only be written off after due consideration by and approval of the Board and Scottish Government.						
2.3	The Acting Director of Finance and Procurement has also delegated authority to the Acting Head of Finance and Procurement Services and the Accounting Manager to write off debt up to £200.						
2.4	The Service raises invoices for services provided to external third parties and to employees who have left the Service owing overpayments of pay. Despite action taken by the Service, some debt remains outstanding and is unlikely to be recovered. It is therefore recommended that this is written off – further details are provided below and in Appendix A.						
3	Result of Annual Review 2021 - 2022						
3.1	The value of outstanding debt as at 6 April 2022 was £168,424.07, of which approximately £30,000 related to former employees.						
3.2	Outstanding debt is constantly reviewed through the year to consider actions to be taken and identify debt that is unlikely to be recovered. Actions include cold calling debtors, arranging repayment plans and involving the Legal Section to raise Court actions where necessary. Legal advice has been provided which states that debt over 5 years old (from the point at which the original event took place) will not be successful in being recovered through the court system.						

3.3	The review resulted in 3 cases totalling £3,719.21 (each over the value of £1,000) where employees left the Service owing money. These debts are now over 5 years old and are time barred. Further information on the debts are shown in Appendix A.
3.4	Two of the debts involved outstanding Salary Advance Payments (SAPs) which related to the migration to a single monthly payroll. The repayment period ended in 2019 and SAPs for existing employees are therefore no longer an issue, though there are some further current debts where SAP is a factor.
3.5	In all cases, the normal processes were followed to raise invoices and issue follow up requests for payment, including a letter warning of legal proceedings. The cases were also ultimately passed to the Legal Section, however the debtors did not reply and could not be traced.
3.6	As these debts represent public money, the Service maintained the view that every debt would be pursued until payment was made, hence the time taken to request that these accounts are written off. This has not been possible and the debts are now time barred as more than 5 years have passed. It is recommended that these debts are written-off and adjustments made to the Annual Report and Accounts for 2021/22.
3.7	All other debts will continue to be pursued in a more timely and robust manner to ensure the Service collects money that is owed. This will include engaging with debtors to arrange payment plans and also the Legal Section to potentially claim back through the Court system where necessary. The level of former employee debt currently with the Legal Section to be recovered is approximately £18,000. Reasons include overpayments due to late notification of leaving and where there was an existing debt being recovered by payroll deduction however the final salary was insufficient to cover it.
3.8	Key Strategic implications
3.8.1	Risk: There is a risk that the Service is challenged on why outstanding debt is held within the SFRS Accounts without being considered for write-off. Accounting Standard IFRS9 requires organisations to consider the expectations of recovery as soon as debt is raised. Writing off debt demonstrates compliance with this standard.
3.8.2	Financial: Implications are noted in this report.
3.8.3	Timing: The adjustments noted in this report will be incorporated in the Annual Report and Accounts for 2021/22.
3.8.4	Legal: The Legal Section advise that debt more than 5 years old (from the date that the original event took place) will not be successfully recovered through court action.
3.8.5	Information Governance: Names of employees are not provided to maintain confidentiality.
3.8.6	Equalities: This report relates to a single part of the debt recovery process, i.e. writing off debt that cannot be recovered. This forms part of the wider process on debt recovery for which an Equality and Human Rights Impact Assessment is attached. Within the broader process the equality issues relate primarily on the grounds of age, disability, sex and social and economic disadvantage and the general equality duties for removing unlawful discrimination and promoting equality of opportunity. The potential impact will be on those individuals who require to enter into a debt with the SFRS in the first instance and the follow-on impact of lost revenue for allocating to other priorities if this debt is not recovered (which may or may not be equality related priorities). As the figure to be written off at this time is not significant, the impact on the level of service that will be provided without these funds is minimal.

4	Recommendation	
4.1	The Board is asked to approve that the debts identified in Appendix A are written off. All efforts have been taken to collect the debts however they are now time barred from legal action being taken.	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement submitted a report asking for approval to write off outstanding debt of £3,719.21.	
6	Appendices/Further Reading	
6.1	Appendix A: Summary of debts to be written off	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Alan Duncan, Accounting Manager	
Sponsored by:	John Thomson, Acting Director of Finance and Procurement	
Presented by:	Lynne McGeough, Acting Head of Finance and Procurement	
Links to Strategy and Corporate Values		
Strategic Outcome 4: we are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Audit and Risk Assurance Committee</i>	<i>28 June 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Decision</i>

DEBTORS - WRITE OFF (SUMMARY)				
Over £1,000				
Customer Reference	Outstanding Balance	Date Issued	Invoice Number	Explanation
2015				
10888	£1,283.20	04/09/2015	INV0001422	Relates to an Outstanding Salary Advance Payment (SAP). Legal Proceedings letter was issued with no reply. Debt was passed to the SFRS Legal Section in 2019 who advised they were unable to locate the individual. The case is now time barred.
2016				
11009	£1,092.81	04/02/2016	INV0001679	Relates to a late notification of resignation. Legal Proceedings letter was issued with no reply. Time barred to pursue.
11017	£1,343.20	10/03/2016	INV0001700	Relate to an outstanding SAP. Legal Proceedings letter was issued with no reply. Letter has been issued to advise Legal Proceedings. Passed to Legal Section in 2019 who advised they were unable to locate the individual. The case is now time barred.
Total Debt to be written-off	£3,719.21			

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



Report No: B/FCS/10-22

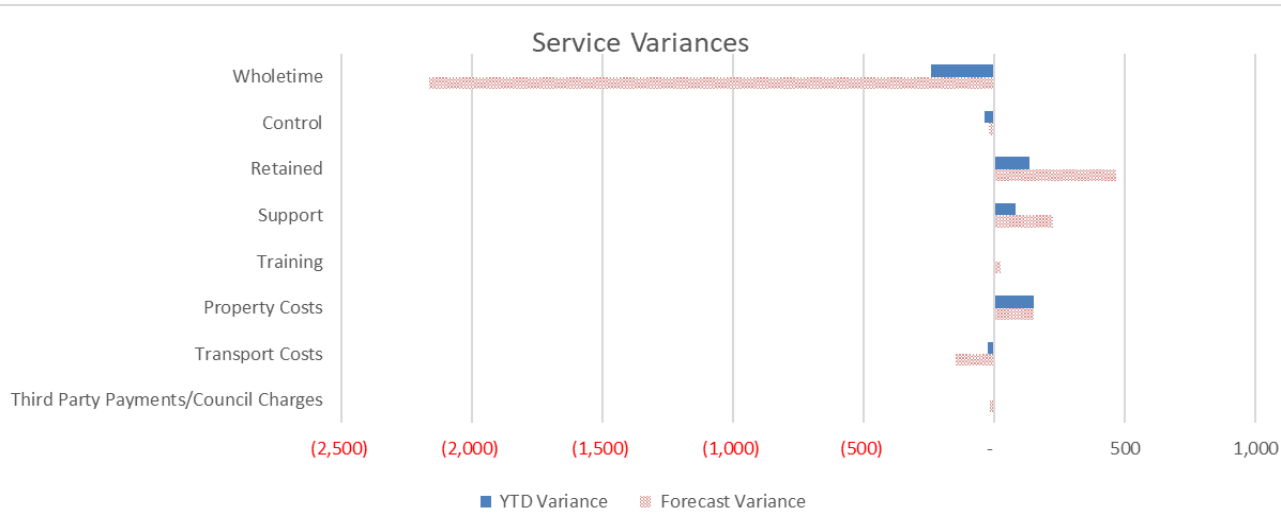
Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	30 JUNE 2022							
Report Title:	RESOURCE BUDGET MONITORING – MAY 2022							
Report Classification:	For Scrutiny	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>		
1	Purpose							
1.1	To advise the Board of the Resource Budget position for the period ending 31 May 2022.							
2	Background							
2.1	The Scottish Government allocated funding to Scottish Fire and Rescue Service (SFRS) for 2022/23 of £352.707million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £294.207million and £32.5million respectively, and £26million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
3	Main Report/Detail							
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A, B and C.							
3.2	These reports detail the current underspend against budget of £0.064million. The forecast year-end position at this stage shows an overspend of £1.493million.							
3.3	The forecast position excludes costs for Emergency Service Mobile Communications Programme (ESMCP) which will be recovered separately from the Scottish Government.							
4	Recommendation							
4.1	The Board is asked to scrutinise the resource budget position for the period ending 31 May 2022.							
5	Core Brief							
5.1	The Acting Director of Finance and Procurement advised the Board of the resource budget position for the period ending 31 May 2022. The May resource monitoring report shows a current underspend against budget of £0.064 million, with a forecast year-end overspend of £1.493 million. This forecast position is on the basis that additional funding is received to support the Services investment in ESMCP.							
6	Appendices/Further Reading							
6.1	Appendix A provides a summary of the consolidated financial position at this stage in the financial year along with risks that may impact the forecast position.							
6.2	Appendix B provides an explanation of the current significant variances relative to budget.							

6.3	Appendix C provides a summary of the budgeted saving delivered during the year.	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Marcus Jenks, Decision Support Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Scrutiny</i>

Scottish Fire & Rescue Service Overview – May 2022

Appendix A



Forecast Full Year Headlines

Underspends greater than £20,000

- WTFF – increased vacancies mainly due to the impact of the pension changes.
- Control – vacancies.
- RVDS – drill nights, vacancies (mainly within the North SDA) and training wages.
- Support Staff – vacancies.
- Training – planned saving in Learning & Development courses to fund the unbudgeted Control secondee.
- Property – rates.

Overspends greater than £20,000

- WTFF – overtime, mainly to compensate for vacancies arising from the effects of the pension changes.
- Control – unbudgeted secondee and overtime.
- RVDS – sickness and COVID related, standbys and bank hours (off duty WTFF deployed to RDS station to maintain availability).
- Support – agency staff.
- Transport – fuel prices.

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date				Year-End Projection		
				Budget	Actual	Variance		Forecast	Variance	
						£	%		£	%
(1)	(2)	(1)+(2) (3)		(4)	(5)	(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(8) (10)
234,114	(464)	233,650	Employee Costs	38,451	38,509	(58)	-0.2%	235,125	(1,475)	-0.6%
226,123	(476)	225,647	Salary and Related Costs (including overtime)	37,444	37,506	(62)	-0.2%	227,144	(1,497)	-0.7%
153,772	(484)	153,288	Wholetime	25,525	25,766	(241)	-0.9%	155,455	(2,167)	-1.4%
7,622	23	7,645	Control	1,261	1,300	(39)	-3.1%	7,668	(23)	-0.3%
26,504	(226)	26,278	Retained	4,217	4,081	136	3.2%	25,811	467	1.8%
38,225	211	38,436	Support	6,441	6,359	82	1.3%	38,210	226	0.6%
7,991	12	8,003	Other Employee Costs	1,007	1,003	4	0.4%	7,981	22	0.3%
4,105	-	4,105	Early Retirement Charges	481	481	-	0.0%	4,105	-	0.0%
1,008	-	1,008	Training	218	214	4	1.8%	986	22	2.2%
1,623	12	1,635	Subsistence	216	216	-	0.0%	1,635	-	0.0%
1,255	-	1,255	Other	92	92	-	0.0%	1,255	-	0.0%
27,246	698	27,944	Property Costs	4,575	4,425	150	3.3%	27,794	150	0.5%
24,525	(246)	24,279	Supplies & Services	7,944	7,944	-	0.0%	24,279	-	0.0%
6,392	(12)	6,380	Transport Costs	958	983	(25)	-2.6%	6,530	(150)	-2.4%
1,498	24	1,522	Third Party Payments	301	304	(3)	-1.0%	1,540	(18)	-1.2%
2,143	-	2,143	Financing	(118)	(118)	-	0.0%	2,143	-	0.0%
295,918	-	295,918	GROSS EXPENDITURE	52,111	52,047	64	0.1%	297,411	(1,493)	-0.5%
(1,711)	-	(1,711)	Income	(103)	(103)	-	0.0%	(1,711)	-	0.0%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
294,207	-	294,207	NET EXPENDITURE	52,008	51,944	64	0.1%	295,700	(1,493)	-0.5%

High Impact Risks

Pension Remedy - WTFF

- There is a risk that the number of wholetime retirals may be significantly greater than planned because of changes to the pension regulations. This may result in an increase in overtime costs that are required to maintain appliance availability within confidence levels and cover specific skill shortages. This would lead to overtime costs being higher than the current forecast.

Retained Activity

- There is a risk that retained activity may differ from the budgeted assumptions. This may result in spend for RVDS employee costs varying from the current forecast.

Pay Awards – WTFF, Control, Retained and Support

- There is a risk that the final pay award settlements may differ from the rates that have been included in the budget due to upwards pressure caused by the cost of living crisis. This would result in salary related costs being higher than the current forecast.

Commodities & Supply Chain – Subsistence, Property, Supplies & Services, Transport, Training

- There is a risk that the ongoing conflict between Ukraine and Russia and sanctions applied by the West may result in further increases in energy prices and subsequent increase in production costs for goods and services worldwide.
- There is a risk that the ongoing COVID restrictions in Asia may impact the supply chains making it difficult to source some goods and materials leading to further price increases.
- There is a risk that existing suppliers may not be able to maintain their current level of service due to economic pressures. This may result in the delays in receiving goods and services.

Holiday Pay / TOIL

- There is a risk that Holiday entitlement and TOIL balances held at the 31st March 2023 may differ from those held at 31st March 2022. This would result in the need for a financial adjustment (accrual) to reflect the change in liability and would lead to employee costs varying from forecast.

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

Scottish Fire & Rescue Service Financial Risks

Medium Impact Risks

Recruitment

- There is a risk that the timing of recruitment both for uniformed and support staff may be different to the forecast assumptions resulting in employee costs varying from the current forecast.

Low Impact Risks

Property

- There is a risk that the proposed replacement of facilities at North Ronaldsay may be different to the forecast assumptions resulting in property costs varying from the current forecast.

Uniformed Laundry

- There is a risk that the variable element of the laundry contract may be different to the forecast assumptions resulting in laundry costs varying from the current forecast.

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

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget Monitoring Report
For Period Ending 31st May 2022

1) INTRODUCTION

The attached report covers the period 1st April 2022 – 31st May 2022. It highlights a year to date underspend of £0.064 million (0.1% of the year to date budget) with a forecast overspend of £1.493 million (0.5% of the full year budget).

2) FORECAST ASSUMPTIONS

In preparing the forecast position the following assumptions have been adopted:

a) Wholetime Firefighters (WTFF)

All staff are forecast to continue in their current role and pay rate for the remainder of the financial year with the following exceptions:

- Employees who have indicated they intend to retire, or meet the retiral assumptions are forecast to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirals are forecast to result in savings at Firefighter competent level.
- Two employees are forecast to leave the Service each month, over and above those accounted for as retirals and an acting up chain will immediately follow.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment for the remainder of the year.
- Those in firefighter development roles will progress to competent pay after 33 months.

The following new recruits have been included in the forecast:

Date	Intake Type	North	East	West	Total
May	Trainees	16	24	32	72
September	Trainees	16	36	44	96
January	Trainees	18	28	38	84

Overtime

- Forecast retirals and planned recruitment will have a direct impact on group shortage activity, with every additional vacancy resulting in overtime being incurred.
- Crewing requirements for single pump stations are based on five firefighters.

b) Control

- All existing staff are forecast to continue in their current role and pay rate for the remainder of the financial year.
- Predicted retirals have been factored into the forecast.
- Staff in firefighter development roles will progress to competent pay after 36 months.

OFFICIAL

c) Retained and Volunteer Duty System (RVDS) personnel

- Retainer fees and other costs, which are correlated to headcount, have been forecast based on predicted staff levels.

d) Support

- All existing staff are forecast to continue in their current role and pay rate for the remainder of the financial year.
- Where recruitment for vacant posts is in progress, the start date for new employees entering the Service is based on the average timescales being experienced across the Service.
- Where a vacant post is filled by an internal candidate it is assumed that this will lead to two periods of internal back-filling, both lasting for 60 days, before an external candidate is appointed.
- A corporate adjustment to reflect the staff turnover has been included within the forecast.
- Employees working 100% on the People, Payroll, Finance and Asset System (PTFAS) initiative have been charged against the capital budget and have been excluded from the resource forecast.

e) Expenses

- At this stage of the year the majority of expenses are forecast to be in line with the budget.

f) Grants

- It is assumed that costs in respect of the ESMCP project will be recovered. These costs have been excluded from the resource forecast and have been treated as an externally funded project.

BUDGET VIREMENTS

Virements this period

In May the following budget virements were made:

- To realign the budget for Support staff. This resulted in a £28,000 increase in the Support staff budget which was offset by a £28,000 budget reduction in Supplies and Services.
- To realign the budget between travel and subsistence. This resulted in a £12,000 increase in the Subsistence budget which was offset by a £12,000 budget reduction in the Transport budget.
- To realign the budget for physician services. This resulted in a £24,000 increase in the Third Party budget which was offset by a £24,000 budget reduction in the Support staff budget.

Virements Year to Date

The budget approved by the Board on 31st March 2022 reflected the financial forecast at the end of February. The budget was subsequently amended to include the following adjustments prior to being uploaded into the Service's financial ledger:

- £673,000 reduction in staff resourcing.
- £480,000 increase in utility prices.
- £218,000 increase to recognise the additional facility management services that are required.
- £249,000 reduction in the saving expected due to the profiling of recruitment. This is offset by a corresponding decrease in the Service's contingency budget.
- £25,000 for other minor budget decreases.

The table below details all budget adjustments to date.

Analysis of Budget Virements £000's

	Budget Approved by the Board	Staffing Changes Prior to Budget Upload (leavers, movements, overtime)	Utility Price Revisions	Facility Management Services	Support Staff Recruitment Profile	Other Changes Before Initial Upload	RVDS Support Team and Control Flexi	MTFA	Dev to Comp	Support Staff	Other	Revised Budget
Employee WT	153,770	(362)			-		150	(127)	(143)	-	-	153,288
Employee Control	7,622	(1)			-		24	-	-	-	-	7,645
Employee Retained	26,504	(226)			-		-	-	-	-	-	26,278
Employee Support	38,225	(84)			249		42	-	-	28	(24)	38,436
Employee Pension	4,105				-		-	-	-	-	-	4,105
Employee Training	1,008				-		-	-	-	-	-	1,008
Employee Subsistence	1,623				-		-	-	-	-	12	1,635
Employee Other	1,255				-		-	-	-	-	-	1,255
Property	27,246		480	218	-		-	-	-	-	-	27,944
Supplies & Services	24,525				(249)	(25)	(216)	127	144	(28)	(1)	24,279
Transport	6,392				-		-	-	-	-	(12)	6,380
Third party / Central Support	1,498				-		-	-	-	-	24	1,522
Financing	2,143				-		-	-	-	-	-	2,143
Unallocated Savings	-				-		-	-	-	-	-	-
Income	(1,711)				-		-	-	-	-	-	(1,711)
Disposal of Assets	-				-		-	-	-	-	-	-
Net Expenditure	294,207	(673)	480	218	-	(25)	-	-	1	-	(1)	294,207

VARIANCE ANALYSIS

£000

1 WHOLETIME FIREFIGHTERS**1.1 Year to Date****241 OVER**

Wholetime Firefighter (WTFF) employee costs are currently £241,000 overspent, representing 0.9% of budget.

Wholetime salaries and related costs are underspent by £220,000, overtime related costs, including National Insurance (NI), are overspent by £453,000 and seconded officer income is under recovered by £8,000.

The underspend in WTFF salaries includes:

- £249,000 underspend in basic pay, of which contributing factors include:
 - Changes to the retirement profile. The significant contributing factor being the effect of the pension changes which means retiring earlier for some WTFF has become a more attractive proposition.
 - The mix of employees within roles, with budgeted assumption that all vacancies will result in an immediate acting up chain not being fully realised.
- £13,000 underspend in respect of training instructor allowances. The underspend represents vacancies within the training structure.
- £6,000 underspend in respect of costs for Additional Responsibility Allowances (ARA) as a result of vacancies.
- £11,000 overspend in respect of costs for payment in lieu of holidays and sickness.
- £37,000 overspend in respect of other salary related costs including National Insurance.

The overspend in overtime includes:

- £362,000 overspend relating to group shortages and Time Off In Lieu (TOIL). This is due to a combination of factors including:
 - A notable increase in vacancies at stations due to the impact of the pension changes and additional WTFF required to support the off-station structure.
 - Skill shortages within stations.
 - The profiling of roster days to ensure sufficient capacity was available to support the additional public holiday for the Queen's Jubilee.
 - Overtime being required to provide cover for employees taking accrued TOIL.

OFFICIAL

- Other overtime is £32,000 overspent. This is mainly driven by delays at incidents and fire investigation activity.
- £59,000 overspend relating to overtime NI.

Seconded officer income is £8,000 under recovered due to a reduction in the number of WTFF employees that are currently seconded. This should be seen in conjunction with WTFF vacancies.

1.2 Forecast

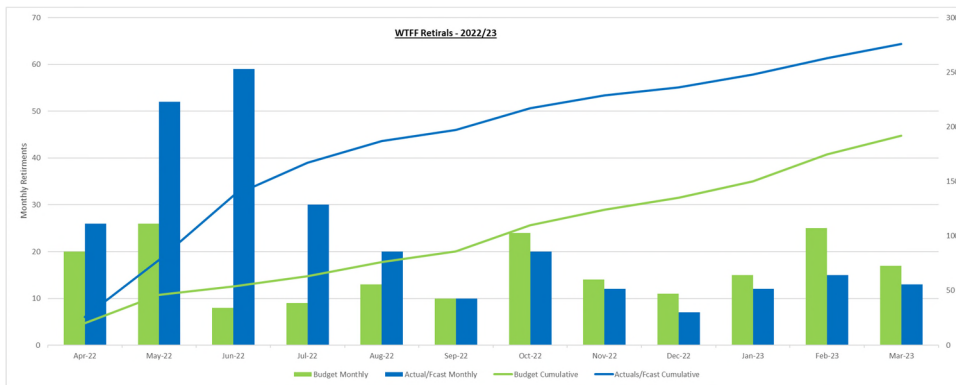
2,167 OVER

Wholtime employee costs are forecast to be £2,167,000 overspent, representing 1.4% of budget.

WTFF Salaries and related costs are forecast to be £3,832,000 underspent mainly due to the effect of the pension changes as detailed in section 1.1.

The forecast includes an increase of 24 new recruits from the original budget, to partly mitigate the impact of the increase in retirements.

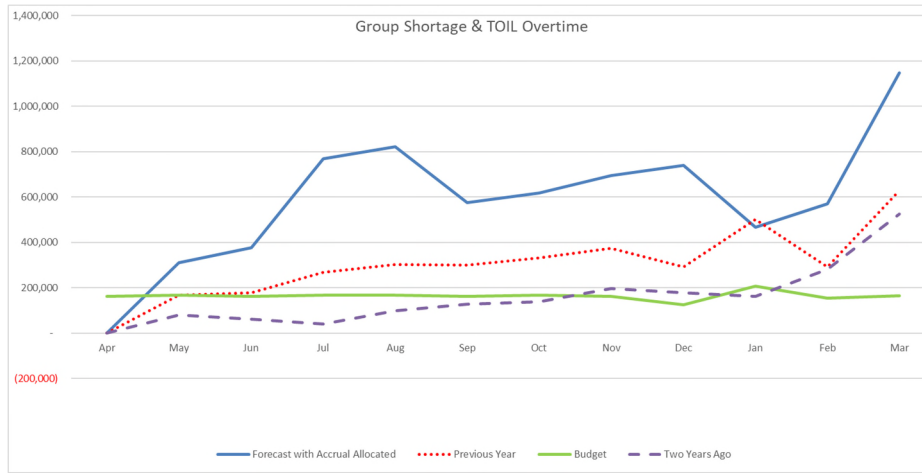
The graph below shows the effect of the pension changes and how the budgeted retirement profile, which was based on February data is significantly less than the latest forecast. The graph highlights that the accelerated levels of retirement, compared to budget, are forecast to slow down from September.



Overtime costs (including NI) are forecast to overspend by £5,940,000 as detailed in section 1.1. Costs are forecast to escalate as the impact of the increased retiral rate will require additional overtime to ensure operational availability is maintained.

The chart below shows the forecast for group shortage & TOIL overtime over the year.

OFFICIAL



Seconded officer income is forecast to under recover by £59,000 as detailed in section 1.1.

1.3 Action to be Taken

The Operational Availability Group should continue to oversee the management of appliance availability and associated overtime costs.

The Staffing Tactical Action Group should continue to coordinate action to address the impact of the pension changes on WTFF vacancies.

Consideration should be given to introducing an automated process to track and manage TOIL balances.

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

2 CONTROL FIREFIGHTERS

2.1 Year to Date

39 OVER

Control Firefighter costs are currently £39,000 overspent, representing 3.1% of budget.

Overtime costs (including NI) required to provide cover for vacancies and sickness has resulted in a £58,000 overspend.

Unbudgeted costs for an employee who has been seconded to the Scottish Trade Union Congress account for a £4,000 overspend.

There is an underspend in salary related costs of £23,000 due to vacancies within the Control rooms.

2.2 Forecast

23 OVER

Control Firefighter costs are forecast to be £23,000 overspent, representing 0.3% of budget.

Overtime (including NI) is forecast to overspend by £90,000.

OFFICIAL

Costs for the unbudgeted secondee to Scottish Trade Union Congress are forecast to result in a £22,000 overspend.

Other salary related costs are forecast to underspend by £89,000 which includes the full year effect of three employees that left during the month.

2.3 Action to be Taken

This position will continue to be monitored.

A restructure is being developed to support the requirements of the new Command and Control system and it should consider staff returning from the project.

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

3 RETAINED AND VOLUNTEER FIREFIGHTERS

3.1 Year to Date

136 UNDER

Retained costs are currently £136,000 underspent, representing 3.2% of budget.

Drill nights are £160,000 underspent due to delays in implementing the harmonisation of increased hours across the Service.

Community initiatives, including Home Fire Safety Visits (HFSV) are £41,000 underspent due to reduced activity levels.

Vacancies within the RVDS workforce, mainly within the North Service Delivery Area (SDA) account for an underspend in Retainer and CPD costs of £34,000.

Training wages are £28,000 underspent due to reduced activity levels.

Sickness and COVID related costs are £80,000 overspent.

Turnout and standby related costs are £25,000 overspent with turnout activity in the first two months being higher than the corresponding period for the previous two years.

Bank hours, where wholtime firefighters are deployed to retained stations to ensure availability can be maintained, are £21,000 overspent.

Costs to support the Scottish Ambulance Service (SAS) are £8,000 overspent.

Other Retained costs are £7,000 underspent.

3.2 Forecast

467 UNDER

Retained costs are forecast to be £467,000 underspent, representing 1.8% of budget.

OFFICIAL

Drill nights are forecast to underspend by £550,000 due to delays in the voluntary increase in drill night duration.

Retainer and CPD costs are forecast to underspend by £70,000. This includes the impact of additional recruitment which is expected as the year progresses.

Training wages are forecast to remain £28,000 underspent with activity expected to increase as the year progresses.

Sickness and COVID related costs are forecast to overspend by £125,000.

Standby costs are forecast to overspend by £30,000 with all other turnout activity on budget.

Bank hour costs are forecast to overspend by £30,000.

Costs to support SAS are forecast to remain £8,000 overspent.

Community initiatives are expected to increase as the year progresses and are forecast on budget.

Other Retained costs are forecast to be £12,000 underspent.

3.3 Action to be Taken

The National On Call Leadership Forum (NOCLF) should continue to address recruitment and other areas of priority.

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

4 SUPPORT STAFF

4.1 Year to Date 82 UNDER

Support staff costs are currently £82,000 underspent, representing 1.3% of budget.

Vacant posts across the Service, account for an underspend of £228,000. This is partly offset by an overspend in agency staff costs of £146,000.

4.2 Forecast 226 UNDER

Support staff costs are forecast to underspend by £226,000, representing 0.6% of budget.

Support staff costs are forecast to continue to underspend as detailed in section 4.1. Current staffing levels combined with anticipated staff turnover are forecast to result in a £1,936,000 underspend.

OFFICIAL

Plans to increase recruitment of both temporary and permanent support staff is forecast to result in an additional 64 new starts during the year with associated costs of £1,425,000.

Agency staff costs are forecast to overspend by £285,000, with a reduction in numbers expected as the year progresses and permanent employees take up post.

4.3 Action to be Taken

The planned increased levels of Support staff recruitment should continue to be monitored.

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

5 EARLY RETIREMENT CHARGES

5.1 Year to Date ON BUDGET

Early retirement charges are currently on budget.

5.2 Forecast ON BUDGET

Early retirement charges are forecast to be on budget.

5.3 Action to be Taken

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

6 TRAINING

6.1 Year to Date 4 UNDER

Training costs are currently £4,000 underspent representing 1.8% of budget.

Learning & Development costs are £4,000 underspent due to planned savings to fund the unbudgeted secondee to the Scottish Trade Union Congress as detailed in section 2.1.

6.2 Forecast 22 UNDER

Training costs are forecast to underspend by £22,000 representing 2.2% of budget.

Learning & Development costs are forecast to be £22,000 underspent as detailed in section 6.1.

6.3 Action to be Taken

A review of capacity to support training activity, in light of current WTFF vacancies should be undertaken.

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

7 SUBSISTENCE

7.1 Year to Date

ON BUDGET

Subsistence costs are currently on budget.

7.2 Forecast

ON BUDGET

Subsistence costs are forecast to be on budget.

7.3 Action to be Taken

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

8 OTHER EMPLOYEE COSTS

8.1 Year to Date

ON BUDGET

Other employee costs are currently on budget.

8.2 Forecast

ON BUDGET

Other employee costs are forecast to be on budget.

8.3 Action to be Taken

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

9 PROPERTY

9.1 Year to Date

150 UNDER

Property costs are currently £150,000 underspent representing 3.3% of budget.

Rates are £150,000 underspent due to inflationary increases applied by local authorities being less than the 4% included within the budget.

9.2 Forecast 150 UNDER

Property costs are forecast to be £150,000 underspent representing 0.5% of budget.

Rates are forecast to be £150,000 underspent as detailed in section 9.1. Where rate bills have yet to be received it is assumed that they will be in line with the budget.

9.3 Actions to be Taken

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

10 SUPPLIES & SERVICES**10.1 Year to Date ON BUDGET**

Supplies & Services are currently on budget.

Uniformed laundry costs are £12,000 underspent due to reduced volumes.

Engineering inspection costs are £12,000 overspent following an increase in price which was applied when the contract was renewed.

10.2 Forecast ON BUDGET

Supplies & Services are forecast to be on budget.

Uniformed laundry costs are forecast to remain £12,000 underspent with new processes expected to result in increased volume as the year progresses.

Engineering inspection costs are forecast to be £12,000 overspent, as detailed in section 10.1.

10.3 Action to be Taken

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

11 TRANSPORT**11.1 Year to Date 25 OVER**

Transport costs are currently £25,000 overspent representing 2.6% of budget.

Fuel costs are £25,000 overspent reflecting the increases seen in petrol and diesel prices.

11.2 Forecast 150 OVER

Transport costs are forecast to be £150,000 overspent representing 2.4% of budget.

Fuel costs are forecast to overspend by £150,000 as detailed in section 11.1.

11.3 Action to be Taken

Fuel prices will continue to be monitored and any changes will be reflected in future forecasts.

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

12 THIRD PARTY PAYMENTS**12.1 Year to Date 3 OVER**

Third Party payments are currently £3,000 overspent representing 1.0% of budget.

Professional fees are £3,000 overspent following the appointment of new physician services which have resulted in higher than budgeted unit prices.

12.2 Forecast 18 OVER

Third Party payments are forecast to be £18,000 overspent representing 1.2% of budget.

Professional fees are forecast to overspend by £18,000 as detailed in section 12.1.

12.3 Action to be Taken

In light of the spending review settlement a review should be undertaken to identify where efficiencies can be delivered.

13 FINANCING**13.1 Year to Date ON BUDGET**

Financing costs are currently on budget.

13.2 Forecast ON BUDGET

Financing costs are forecast to be on budget.

13.3 Action to be Taken

This position will continue to be monitored.

14 INCOME

14.1 Year to Date

ON BUDGET

Income is currently on budget.

14.2 Forecast

ON BUDGET

Income is forecast to be on budget.

14.3 Action to be Taken

A review should be undertaken to ensure opportunities to recover costs for recoverable services are not being missed.

Analysis of Budgeted Savings

	Included in the 22/23 Budget	Forecast to be Delivered in 22/23	Nature of Savings	RAG Status
Support Vacancies	1,827	2,338	One Off	G
RVDS Vacancies	600	664	One Off	G
AFA Impact	509	494	Recurring	A
Property Repairs	500	500	One Off	G
Utility Efficiency Programme	415	415	Recurring	G
Rates	360	510	Recurring	G
Apprenticeship Scheme Income	258	258	Recurring	G
Travel & Subsistence	208	208	Recurring	G
Loan Funds	199	199	Recurring	G
SAS Shared Services	148	148	Recurring	G
Transport Costs	131	(19)	One Off	R
Agency / Contractors	128	(157)	Recurring	R
New Recruit Accomodation	118	118	Recurring	G
ICT	102	102	Recurring	G
EV Grants	100	100	One Off	G
Face Masks	90	90	One Off	G
Other	51	51	Recurring	G
Soft FM	49	49	Recurring	G
Foam Tanks	29	29	Recurring	G
Expense savings	5,822	6,097		G

Commentary
<p>The May Forecast highlights that the budgeted savings are primarily on track (Green) with an overall increase in the total savings forecast compared to the budget. This is primarily due to an increase in the forecast savings for support vacancies and rates.</p> <p>Savings in retained turnouts (AFA Impact) are forecast to be slightly less than budgeted at this stage of the year following an increase in turnout activity during the first two months.</p> <p>Transport costs are not expected to deliver the budgeted savings due to a significant increase in fuel prices.</p> <p>Agency staff savings are not on track and reflect the continued use of agency staff to fill gaps whilst recruitment continues.</p>

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



Report No: B/FCS/11-22

Agenda Item: 17

Report to:	THE BOARD OF SCOTTISH FIRE & RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	CAPITAL MONITORING REPORT 2022/23 – MAY 2022						
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 advise the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 May 2022.						
1.2	That a legal commitment of £5m for fire appliances be approved from a £7.5m indicative Fleet Capital Budget for 2023/24						
2	Background						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 10 February 2022 set Capital DEL funding for the Scottish Fire & Rescue Service (SFRS) at £32.5m for 2022/23.						
2.2	In addition, SFRS has budgeted £0.4m for the sale of non-operational vehicles in the year.						
2.3	Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. A Grant of £1.5m was awarded in November 2021 from Transport Scotland, to purchase approximately Ninety Electric Vehicle Charging Infrastructure points at various locations across the Service. Transport Scotland approved the £1.5m Grant to be carried forward into 2022/23.						
2.4	The total budget is £34.4m, as shown in Section 3.1.						
3	Main Report/Detail						
3.1	Expenditure						
		Expenditure					
	Approve d Budget	Ordered	Received not yet Invoiced	Paid	Total		
					£0	%	
	Property – Major Works	13,630	10,400	851	46	11,297	82.9
	Property – Minor Works	5,100	642	0	12	654	12.8
	Vehicles	3,680	1,606	0	805	2,411	65.5
	ICT	7,600	1,069	40	327	1,436	18.9
	Operational Equipment	2,890	0	0	381	381	13.2
	Electric Vehicles Infrastructure	1,500	1,500	0	0	1,500	100.0
	TOTAL EXPENDITURE	34,400	15,217	891	1,571	17,679	51.4

3.2	<p>Funding</p> <table border="1"> <thead> <tr> <th>Funding Source</th> <th>Budget £000</th> </tr> </thead> <tbody> <tr> <td>Capital DEL</td> <td>32,500</td> </tr> <tr> <td>Capital Receipts</td> <td>400</td> </tr> <tr> <td>Transition to Net Zero Grants</td> <td>1,500</td> </tr> <tr> <td>TOTAL FUNDING</td> <td>34,400</td> </tr> </tbody> </table>	Funding Source	Budget £000	Capital DEL	32,500	Capital Receipts	400	Transition to Net Zero Grants	1,500	TOTAL FUNDING	34,400
Funding Source	Budget £000										
Capital DEL	32,500										
Capital Receipts	400										
Transition to Net Zero Grants	1,500										
TOTAL FUNDING	34,400										
3.3	<p>Budget Virements</p>										
3.3.1	<p>Budget virements of £0.180m took place in April for ICT. The reallocation of budget was within ICT projects and therefore no overall change to the value of the ICT budget.</p>										
3.4	<p>Progress During the Month</p>										
3.4.1	<p>Expenditure</p>										
3.4.2	<p><u>Property</u> <u>McDonald Road Refurbishment Project.</u> The Defects list is now 99.1% complete internally and 26.4% complete externally. Post contract works are now complete.</p> <p>The Museum of Fire is now 30% complete on-site and off-site manufacturing is 80% complete.</p> <p>Heritage Appliances were successfully delivered to the Museum in April. Museum scheduled to be handed over at the start of July 22.</p>										
3.4.3	<p><u>West Asset Resource Centre.</u> Full Planning approval and Stage 1 Building Warrant application has been granted. Stage 2 Building Warrant has been submitted. The contractor commenced construction on site on 21st February 22, two months ahead of schedule. Grounds works and access road were completed in May. Construction is continuing to progress at pace and remains ahead of schedule.</p>										
3.4.4	<p><u>Fleet</u> Seven Rescue Pump Chassis's were delivered in May. Great progress has also been made with the electric fire appliance, with chassis and bodybuild now combined.</p>										
3.4.5	<p><u>PPE & Equipment</u> Phase 1 & 2 of the roll out programme for Powered Rescue Equipment (PRE) is now complete and operational. 22 stations of 36 in Phase 3 are also complete and operational. The roll out for all PRE is expected to take 18 months, due to the training implications and the vehicle modifications that will be required to accept the new equipment.</p> <p>The contract is being finalised for Smoke Curtains and UIG's are ongoing for Airbags and Thermal Imaging Cameras.</p>										
3.4.6	<p><u>ICT</u> <u>Command & Control Futures Project.</u> The project has appointed additional resources to support User Acceptance Testing. A Remedial Advisor has been appointed under the contract and work has commenced. Information sharing is now underway and the Remedial Advisor has a timeline of 12 weeks to provide a full, detailed report with relevant recommendations to both SFRS and the system supplier.</p>										

3.4.7	<p><u>People, Training, Finance and Asset System.</u> The actions from the audit gateway review recommendations are being progressed. The Statement of Requirements (SOR) is being worked on, with UIG scheduled for June 22nd. Seven supplier sessions for the Rostering solution have been held to understand the market. Resourcing for the Health & Wellbeing solution has commenced, with routes to market being investigated.</p>
3.4.8	<p><u>Electric infrastructure (Grant Funded)</u> Fifty-two Electric Vehicle Charging Points were installed last year from Grants offered in 2020/21.</p> <p>Site surveys have commenced for approximately ninety new Electric Vehicle Charging Points. Awaiting final programme of works from contractor. R&D surveys of sites to be undertaken by SFRS Compliance Officers prior to works commencing.</p>
3.5	<p>Progress Anticipated Next Month</p>
3.5.1	<p>Expenditure</p>
3.5.2	<p><u>Property</u></p>
	<p><u>West Asset Resource Centre.</u> The foundations and piling for the West ARC are due to complete in June and Superstructure is due in July.</p>
3.5.3	<p><u>Fleet</u></p>
	<p>One management team car is due to be delivered in early June and the second one is due to be delivered in July. Bodybuild works for the seven chassis's delivered in the month, are due to commence in the coming weeks.</p>
3.5.4	<p><u>ICT</u></p>
	<p><u>Command and Controls Future Project.</u> Two further Digital Assurance Office audits / checkpoint reviews have been scheduled to be carried out over the current financial year.</p>
3.5.5	<p><u>People, Training, Finance and Asset System.</u></p>
	<p>The People, Payroll & Finance (PPF) 'as-is' process and data work is on track for completion by the end of June. The Programme Board has agreed the requirement to procure a Client-Side Partner subject to appropriate approvals to support delivery of Programme outputs (future state operating model and business case, along with support for project delivery).</p>
3.5.6	<p><u>PPE & Ops Equipment</u></p>
	<p>The contract was awarded for Wildland Fire PPE and orders for stations are due to be placed in the coming months.</p>
3.5.7	<p><u>Electric Infrastructure (Grant Funded)</u></p>
	<p>The final Six Electric Vehicle Charging point sites from the 2020/21 Grants have had electrical installations completed and are awaiting the Distribution Network Operator (DNO) connections.</p> <p>Works will commence on the Ninety Electric Vehicle Charging point sites from the £1.5m Grant offered in November 2021, when site surveys are complete.</p>
3.6	<p>Project Milestones (RAG status)</p>
3.6.1	<p>Project Milestones across all Asset Categories (Property, Fleet, ICT, Ops Equipment and Transition to Net Zero) are currently sitting at a Green RAG Status. These are monitored at the monthly Capital Monitoring Group and status will be updated accordingly throughout the year.</p>

3.7	Deviation from Original Budget (RAG status)	
3.7.1	There is no deviation from Original Budget across all Asset Categories (Property, Fleet, ICT, Ops Equipment and Transition to Net Zero). These are all currently sitting at a Green RAG Status and will be monitored at the monthly Capital Monitoring Group and updated accordingly throughout the year.	
3.8	Receipts	
3.8.1	Sale of non-operational properties are not expected in the current financial year.	
3.8.2	The budget for the sale of non-operational vehicles in the year, is £0.4m. The sale of these non-operational vehicles is expected to take place over autumn and winter.	
3.9	Forecast	
3.8.1	Appendix A provides the Forecast spend profile for the full financial year.	
3.8.2	Total forecast expenditure is expected to be in line with the budgeted figure of £34.4m.	
3.10	Financial commitment for future year	
3.10.1	The lead time for the supply of vehicle chassis and subsequent bodybuilds for our fire appliances is extending beyond the annual cycle due to current supply chain difficulties. In order to maintain supply and agree build slots with suppliers, financial commitment is required in July for next year's capital budget. The required financial commitment is £5million from next year's indicative capital budget for fleet of £7.5million. Scottish Government finance have confirmed this legal commitment is allowable outwith the annual budget approval process with Board approval.	
4	Recommendation	
4.1	The Board is asked to approve the following recommendations: (a) that the level of actual and committed expenditure for the period ended 31 May 2022 be noted. (b) that a legal commitment of £5m for fire appliances be approved from a £7.5m indicative Fleet Capital Budget for 2023/24.	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 May 2022.	
5.2	It is currently anticipated that the budget of £34.4m will be fully spent at the 31 March 2023.	
5.3	That approval was sought from the Board for the financial commitment of £5million from next year's indicative capital budget for fleet.	
6	Appendices/Further Reading	
6.1	Appendix A – Forecast spend profile – Capital Programme 2022/23	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)	Added Yes
Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance & Procurement	

Links to Strategy and Corporate Values		
Our Money & Our Performance – SFRS Strategic Plan 2019-22		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>29 June 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Approval</i>

Scottish Fire & Rescue Service

Forecast Spend Profile – Capital Programme 2022/23

£000

Category	Budget	Actual	Forecast					Variance to budget	Variance (%)
		Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Total			
Property – Major Works	13,630	898	4,674	4,271	3,787	13,630	0	0	
Property – Minor Works	5,100	12	1,250	1,200	2,638	5,100	0	0	
Vehicles	3,680	805	688	861	1,326	3,680	0	0	
ICT	7,600	367	2,478	1,802	2,953	7,600	0	0	
Operational Equipment	2,890	381	1,218	657	634	2,890	0	0	
Transition to Net Zero Grants	1,500	0	133	750	617	1,500	0	0	
TOTAL EXPENDITURE	34,400	2,463	10,441	9,541	11,955	34,400	0	0	
CUMULATIVE TOTAL	34,400	2,463	12,904	22,445	34,400	0	0	0	

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/TSA/03-22

Agenda Item: 18.1

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	HEALTH AND SAFETY ANNUAL REPORT 2020 - 2021						
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>					
		<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 Health and Safety (HS) Annual Report 2020 – 2021 to the Scottish Fire and Rescue Services (SFRS) Board.						
2	Background						
2.1	The SFRS produces an Annual Health and Safety report which provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes.						
2.2	The data detailed in this report is presented to enable a direct comparison between the previous reporting years and any notable trends evident are identified, where relevant.						
3	Main Report/Detail						
3.1	The COVID-19 pandemic has presented the SFRS with new and significant challenges. Many of our existing health and safety arrangements had to be reviewed and updated to ensure that appropriate control measures were in place to manage this new hazard. This has influenced the way our staff work and how we responded to operational incidents. These changes were necessary to ensure the continued safety of our staff and the general public whilst maintaining a high standard of emergency response. Although difficult to determine the exact effect, the COVID-19 pandemic has had an impact on the SFRS HS performance during this reporting year. For the purposes of analysis, we have reported on COVID-19 separately.						
3.2	59% of 2020-21 health and safety improvement plans actions were closed during the reporting year, representing an 12% increase when comparing to the previous reporting year.						
3.3	The total number of accidents/injuries for the reporting year was 156 which is a 26% decrease when comparing this to the previous reporting year. When considering those events reported to the Health and Safety Executive (HSE) under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) excluding COVID -19, we note that 11% (17 of 156) of all SFRS accidents/injuries are reported to the HSE. This is a 1% decrease when comparing to the previous reporting year.						

3.4	<p>SFRS continues to carry out benchmarking of HS performance against other UK Fire and Rescue Services (FRS) where data is available. For this reporting period, usable data was received from 6 of the other 50 UK FRS.</p> <p>Body movement/manual handling was the most common cause of accident/injury (including RIDDOR) during the reporting year followed by slips, trips and falls and then impact with a moving object.</p>
3.5	<p>The percentage of body movement/manual handling accident/injuries shows a 5% decrease compared to the previous reporting year. Data shows that a manual handling/body movement accident/injury is sustained every 6,583 operational incidents attended compared with 1 every 3,054 in the previous reporting year.</p>
3.6	<p>Slips, trips and falls saw a 11% increase, from 24 to 34 and were primarily associated with inclement weather, compared to the previous year.</p>
3.7	<p>Impact with a moving object saw a 2% increase, however a numerical decrease of 1 is noted, from 20 to 19, compared to the previous year. All involved uniform personnel, and were associated with, for example incorrect storage of equipment.</p>
3.8	<p>Numerically the number of events at operational incidents (8) remained the same compared to the previous year.</p>
3.9	<p>We will continue to implement risk reduction measures such as Health and Wellbeing led Musculoskeletal Risk Reduction Group, promotion of gritting regime within workplace development of non-operational activities risk assessments.</p>
3.10	<p>With regard our RIDDOR injuries, excluding COVID -19, there were no specified injuries during the reporting year compared to 3 the previous reporting year. All RIDDORs (17) were over 7-day accidents/injuries events representing a 12% increase when comparing to the previous reporting year.</p>
3.11	<p>29% of over 7-day accident/injuries reported to the HSE were associated with slips, trips and falls, 18% of over 7-day accidents/injuries were as a result of manual handling and /or body movement. There was no notable trend with the remainder RIDDOR cases.</p>
3.12	<p>59% (10 of 17) resulted in musculoskeletal injuries.</p>
3.13	<p>23% related to one operational incident as a result of actions undertaken by a partner agency.</p>
3.14	<p>On 23 March 2020 the UK went into lockdown as a result of the Coronavirus COVID-19 pandemic. Throughout the pandemic SFRS maintained its front line and essential services whilst developing and introducing workplace COVID controls. During the reporting year SFRS staff recorded 352 confirmed cases of COVID-19, of these 15% (54 of 352) were deemed as having reasonable evidence to be determined as workplace transmission and subsequently reported to the HSE under RIDDOR.</p>
3.15	<p>When considering the number of NM in relation to the number of RIDDOR reportable events (excluding COVID -19) we see a ratio of 9:1 which is an improvement on the 8:1 ratio reporting for previous reporting year. 47% of near misses were associated with operational activities, an increase of 11%, 44% with property issues, an increase of 30% and 24% with training activities, a 9% decrease when comparing to previous reporting year.</p>
3.16	<p>Analysis of our accident /injuries by activity indicate a 16% decrease in events occurring at operational incidents this year compared to last year with a Firefighter injured every 1,258 operational incidents attended compared with 1,130 in 2019/20.</p>

3.17	When considering operational accidents/injuries by the stage of the incident the data shows that 16% occurred during mobilisation, 19% occurred during the initial stage ,50% occurred during the developing stage with the remaining 15% occurring during the closing stage of the incident.		
3.18	With regard non-operational accident/injuries 83% occurred within station premises and associated with routine tasks e.g. kitchen duties, equipment inspections etc.		
3.19	30% of accident injuries occurred whilst undertaking training of which 73% occurred during SDA led training activities and 27% occurred during national training activities.		
3.20	During 2020/21, a Firefighter was subjected to an act of violence every 1,358 operational incidents attended, compared with 1 every 1,636 in 2019/20.		
3.21	We will continue to work with business partners to promote SFRS’s zero tolerance approach to AOVs and continue to share historical information to minimise the likelihood of acts of violence.		
3.22	During 2020/21 SFRS, vehicle accidents saw a 11% decrease, from 249 to 221 when compared to the previous reporting year.		
3.23	The most common cause of vehicle accidents reported remains hitting something fixed or stationary, accounting for 81% of the total reported a decrease of 20%, from 198 to 180 when compared to the last reporting year.		
3.24	A vehicle accident is reported every 590 operational incidents attended representing a 10% decrease, from 654 to 590 when comparing to the previous reporting year. Operational related vehicle accidents remain the most common accounting for 65% of the total reported during 2020/21, 32% attributed to other duties and 3% occurred during Training.		
3.25	Driver assistants were being used in 28% of the vehicle accidents attributed to operational incidents, representing an increase of 6% when comparing to the previous reporting year.		
3.26	We will continue to promote the driver handbook and the role of the Officer in Charge. The health and safety team will continue to work with our business partners to improve safety standards through analysis of health and safety events and the co-ordination of health and safety improvement plans and specific working groups.		
4	Recommendation		
4.1	The Board is invited to note the content of the HS Annual Report 2020 – 2021.		
5	Core Brief		
5.1	The Director of Training, Safety and Assurance presented the Health and Safety Annual Report 2020–2021 to the Board. The report provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes such as driver safety and musculoskeletal injuries.		
6	Appendices/Further Reading		
6.1	Appendix A - Health and Safety Annual Report 2020 – 2021.		
7	Key Strategic Implications		
7.1	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</td> <td style="width: 20%; text-align: center;">Yes</td> </tr> </table>	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes		

Prepared by:	Owen Hanratty, Health and Safety Adviser	
Sponsored by:	Jim Holden, Head of Safety and Assurance	
Presented by:	Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance	
Links to Strategy and Corporate Values		
<p>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.</p> <p>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.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>National Safety and Assurance Board</i>	<i>10 February 2022</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>26 April 2022</i>	<i>For Decision</i>
<i>People Committee</i>	<i>21 June 2022</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Information Only</i>



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

APPENDIX A

Health and Safety Annual Report 2020/21

**Working together
for a safer Scotland**



SCANIA

SCANIA

SF70 GXC

SF70 GXM

SF70 GXP

Emergency 24h

P230

CONTENTS

1.	INTRODUCTION BY DEPUTY CHIEF OFFICER AND CHAIR	1
2.	EXECUTIVE SUMMARY	2
3.	HEALTH AND SAFETY FUNCTIONAL PLAN 2020/21	3
4.	ADDITIONAL ACTIVITIES UNDERTAKEN IN SUPPORT OF BUSINESS PARTNER OBJECTIVES/INITIATIVES	6
5.	DIRECTORATE/SERVICE DELIVERY UPDATE	7
6.	KEY PERFORMANCE INDICATORS	12
7.	HEALTH AND SAFETY IMPROVEMENT PLANS	13
8.	PERFORMANCE DASHBOARD	15
9.	UK FIRE AND RESCUE SERVICE COMPARISON	17
10.	PERFORMANCE OVERVIEW	18
11.	LOOKING FORWARD 2021/22	50
12.	GLOSSARY OF TERMS	51

1. INTRODUCTION BY DEPUTY CHIEF OFFICER AND CHAIR OF THE SCOTTISH FIRE AND RESCUE SERVICE BOARD



KIRSTY DARWENT

Chair
Scottish Fire and Rescue Service Board



ROSS HAGGART

Deputy Chief Officer
Scottish Fire and Rescue Service

Welcome to the Scottish Fire and Rescue Service's Health and Safety Annual Report for 2020/21. This report provides an account of our overall health and safety performance during the reporting year and highlights key areas of work which have contributed to improving this performance.

It is pleasing to note the positive progress that the Scottish Fire and Rescue Service (SFRS) continues to make in relation to Health and Safety (HS) performance. Overall the number of Accidents/Injuries, Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), Reportable incidents (excluding those associated with COVID-19) and Vehicle Accidents (VA) have all reduced during this reporting year.

The continued strengthening of relationships between the Safety and Assurance Function and Business Partners within Directorates and Service Delivery Areas (SDA) has been a key element of managing our HS performance. The bespoke objectives set within each Health and Safety Improvement Plan (HSIP) and the work carried out by the Safety and Assurance Improvement Groups (SAIG) have contributed significantly.

One performance indicator which has seen an unwelcome increase however, is the number of Acts of Violence (AoV) against our staff. This is a totally unacceptable position and efforts will be made to address this and, where necessary, we will make use of the Emergency Workers (Scotland) Act 2005 to bring those responsible to justice.

To provide a benchmark, ensure transparency and to share best practice we continue to assess our performance against other United Kingdom Fire and Rescue Services. Data provided from the other Services who provided a response, demonstrates that our HS performance remains strong in the UK context.

The COVID-19 pandemic has presented us with new and additional challenges which necessitated a review and update of our operating model resulting in the creation of new Risk Assessments and Safe Systems of Work (SSoW) to ensure the safety of staff and the public whilst maintaining our high standard of service delivery.

This work has supported safe delivery of uninterrupted services during the pandemic. Throughout this period of change in our lives we continued to promote our mental health and suicide prevention strategies ensuring they remained at the fore. This proved invaluable for many during these unprecedented and often difficult times.

Looking forward, it is important that we maintain our focus so that we can continue to build on the positive progress that we are reporting. Key areas such as manual handling, slips trips and falls and impact with moving objects, as well as low speed VA will receive additional scrutiny to further drive the instances of these type of events down.

It is important to acknowledge that our improved HS performance has only been made possible due to the continued commitment, efforts and contributions of all our staff. This is especially pleasing considering the additional challenges they were presented with during the reporting year.

We hope that you find this report informative and valuable.

2. EXECUTIVE SUMMARY

This Annual Report for the reporting year 2020/21 provides an opportunity for the SFRS to provide an update of HS performance for the reporting year and the comparison of data from the last four years where relevant data is available. The Report will also focus on any identified trends which have been highlighted.

During the reporting year, the HS Department has continued to build on existing strong relationships with our Business Partners in Directorates and SDA, developing new and reviewing existing Generic Risk Assessment (GRA) and SSoW.

This year saw the launch of our new Health and Safety Management System called Think, Act, Stay Safe (TASS) which went live on 1 October 2020. The primary module, the event reporting module is now embedded across the SFRS with several other modules nearing completion. In addition to this, seven new Management Arrangements were developed and issued.

The COVID-19 pandemic has presented the SFRS with new and significant challenges. New Risk Assessments and SSoW had to be developed and implemented as well as the revision of existing GRA and SSoW. This ensured that appropriate and proportionate control measures were in place to manage this new risk. These changes were necessary to ensure the continued safety of our staff and the general public whilst maintaining an uninterrupted high standard of service delivery. Although difficult to determine the exact effect, the COVID-19 pandemic has had an impact on the SFRS HS performance during this reporting year. It is noted that 85,581 operational incidents were attended this year compared to 92,070 in 2019/20 and 92,748 in 2018/19. It is also noted that the total number of candidates who attended Training Courses during 2020/21 was 5,366 compared to 5,712 in 2019/20. 19,998 Home Fire Safety Visits were carried out in 2020/21 compared with 69,139 in 2019/20.

Overall, the total number of Accidents/Injuries (including RIDDOR) reduced by 26% (212 to 156) when compared to the previous reporting year. The number of recorded Accidents/Injuries (excluding RIDDOR) also decreased by 25% (186 to 139).

This improvement may be attributed in part to the impact of the COVID-19 pandemic on our activities and the embedding of enhanced mitigating controls. These include, but not limited to, the completion and embedding of various technical assessment, such as Provision and Use of Work Equipment Assessments to

further inform the procurement of equipment, a review of the Operational Dynamic and Analytical Risk Assessment process, the development of a training matrix to inform training requirements per job role and our strengthening engagement with Business Partners in the completion of annual HSIP and the management of emerging local risk.

The number of Accidents/Injuries which were reported to the Health and Safety Executive (HSE) as a requirement of RIDDOR decreased by 35% (26 to 17). In addition to this, 54 RIDDOR events were reported to the HSE due to workplace transmission of COVID-19 however, these have been recorded separately for the purposes of this report and analysis.

When considering the data as an Accident/Injury Rate, we see a 25% decrease (26.7 to 19.9 per 1000 staff) compared to 2019/20.

31% (48 of 156) of Accidents/Injuries reported during 2020/21 occurred whilst undertaking training related activities, this is a 2% decrease in this category when comparing to the previous reporting year and a numerical decrease of 21. It should be noted however, that as a result of COVID-19 there was a reduction in the number of Training Courses during this reporting year. Training delivery methods were also revised, including a reduction in the numbers of students attending each course.

This reporting year saw a 26% decrease (199 to 148) in the number of Near Misses (NM) reported when compared with the previous reporting year. Whilst the reporting of NM events continues to be encouraged this reduction in NM is also reflected in a comparable reduction in our Accident/Injury and RIDDOR (excluding COVID-19) events.

Our AoV have increased by 23% increase (56 to 69) from the previous reporting year. 91% (63 of 69) of AoV reported occurred at operational incidents which is a 4% decrease. 9% (6 of 69) occurred during non-operational activities, an increase of 4% from the previous reporting year.

A welcome reduction of 11% (249 to 221) in VA was noted for the reporting year, this is against the backdrop of reduced vehicle movement due to COVID-19.

Work will continue during the next reporting year to identify and address emerging trends with the aim of further improvements in HS performance, particularly around AoV.





















3. HEALTH AND SAFETY FUNCTIONAL PLAN 2020/21

Our 2020/21 HS Functional Plan sets out our commitment to further enhance our HS provision. Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety. The COVID-19 pandemic was a significant challenge with resources being redistributed to address emerging Directorate and Organisational risk. This had a direct impact on progress against objectives set in 2020/21. Our achievements against our 2020/21 objectives are detailed below:

Objective Progress: ● Achieved ● Partially Achieved ● Not Achieved

Objective	RAG	Progress
Develop and implement an in-house HS Management Information System	●	Task: Develop a suite of Management Arrangements and where required Learning Competent Management System modules which provide managers with the tools to support legal compliance
	●	• Management Arrangement for Confined Space has been published;
	●	• Management Arrangement for Lift Trucks has been published;
	●	• Management Arrangement for Road Traffic Collision Investigation has been published;
	●	• Management Arrangement for Safety and Assurance Engagement and Governance has been published;
	●	• Management Arrangement for Operational Dynamic and Analytical Risk Assessment has been published;
	●	• Management Arrangement for Display Screen Equipment Homeworking has been published;
	●	• Management Arrangement for COVID-19 Workplace has been published;
	●	• Management Arrangement for Event Reporting Systems has been drafted and following consultation will be implemented in 2021/22;
	●	• Management Arrangement for Pressure Systems has been drafted and following consultation will be implemented in 2021/22;
	●	• Management Arrangement for Organised Events has been drafted and following consultation will be implemented in 2021/22; and
●	• Management Arrangement for Self-Audits has been drafted and following consultation will be implemented in 2021/22.	

Objective	RAG	Progress
	<ul style="list-style-type: none"> ● ● ● ● ● 	<p>Task: Develop modules for inclusion in the Electronic HS Management System known as Think, Act, Stay Safe</p> <ul style="list-style-type: none"> • Event Reporting module live; • Display Screen Equipment module development complete - launch due 2021/22; • Premise Inspection module - development commenced, scheduled for completion 2021/22; and • Risk Assessment module - development commenced, scheduled for completion 2021/22.
<p>Deliver a rolling programme of SFRS HSIP across the organisation</p>	<ul style="list-style-type: none"> ● ● ● ● ● 	<p>Task: Prepare Annual Improvement Plans and advise all SDA and Directorates on implementation</p> <ul style="list-style-type: none"> • Plans agreed with all SDA/Directorates; • Meeting regime between SDA/Directorates and HS staff in place; • Quarterly progress reports developed; and • 59% of the SFRS plan complete. SDA/Directorate performance is as follows: <ul style="list-style-type: none"> • North SDA (NSDA) 92%; • East SDA (ESDA) 79%; • West SDA (WSDA) 75%; • Finance and Contractual Services (FCS) 75%; • Prevention and Protection Function (P&P) 89%; • Strategic Planning, Performance and Communications (SPPC) 100%; • People and Organisational Development (POD) 92%; • Operations Function (Operations) 64%; • Training, Safety and Assurance (TSA) 93%; and • Service Development (SD) 93%.

Objective	RAG	Progress
	 	<p>Task: Facilitate completion of the Management of Risk at Operational Incidents Framework</p> <ul style="list-style-type: none"> Limited progress was achieved in 2020/21 due to realigning resources as a result of the COVID-19 pandemic. Work will commence in 2021/22.
Develop a culture of compliance	  	<p>Task: Manage the completion of Noise and Hand Arm Vibration measurements</p> <ul style="list-style-type: none"> All identified assessments complete; and Outcome reports prepared.
	  	<p>Task: Develop a suite of Employee Fact Sheets</p> <ul style="list-style-type: none"> Development of programme and format; and Implementation delayed due to COVID-19. Work will commence in 2021/22.
	     	<p>Task: Develop Employee Handbooks to capture Risk Assessments and SSoW (excluding operational activities)</p> <ul style="list-style-type: none"> Office Handbook updated to reflect COVID-19; Prevention and Protection Handbook complete; Asset Management Handbook complete; Training Handbook - development commenced, scheduled for completion 2021/22; and Service Delivery Handbook development on going and will be complete in 2021/22.
To promote competence in HS management and knowledge	  	<p>Task: Develop and review a training matrix for all SDA/Directorates in relation to HS training requirements (excluding Training for Operational Competence)</p> <ul style="list-style-type: none"> Training matrix completed for previous year and a more user-friendly version of training matrix in development; and HS Induction checklist prepared.
Document Conversion Project	  	<p>Task: To liaise with Operations to review and agree a new format of GRA, Standard Operating Procedures (SOP), Technical Information Notes and Periodic Inspection and Testing Sheets</p> <ul style="list-style-type: none"> New document formats developed in conjunction with Operations; and Conversion of documents to new GRA and SOP formats has commenced.

4. ADDITIONAL ACTIVITIES UNDERTAKEN IN SUPPORT OF SFRS BUSINESS PARTNER OBJECTIVES/INITIATIVES

The following additional activities were undertaken by HS during 2020/21 to support SFRS Business Partner objectives and initiatives.

- Production of quarterly reports to the SFRS National Safety and Assurance Board (NSAB) to provide progress on HSIP and HS events;
- Establishment of a bespoke team within the HS Department to develop and advise on a suite of COVID-19 control measures including:
 - Development of a COVID-19 Workplace Management Arrangement and Workplace plan;
 - Completion of support reviews to assist Business Partners in the achievement of a COVID-19 Secure workplace;
 - Development and implementation of a COVID-19 RIDDOR determination process;
 - Participating in the development of a suite of SFRS and partner agency Risk Assessments and SSoW; and
 - Development of a Display Screen Equipment (DSE) Homeworking Management Arrangement.
- Advised on the implementation of Face Fit Testing across SFRS;
- Assisted in the completion of a various technical assessments and SOP for operational staff;
- Participated in 9 User Intelligence Groups to ensure the consideration of HS in the procurement of equipment and services;
- Development and implementation of pilot to embed lessons learnt from significant events;
- Undertook a review of water rescue HS events and facilitated the completion of the associated action plan;
- Advised on the format and content of the Operational Document Conversion Project;
- Enhanced the Accident Reporting and Investigation course by developing additional technical elements such as gathering of evidence, analysis tools and report writing. This is supported by the introduction of realistic scenarios to consolidate the learning;
- Managed the investigation of 3 significant HS events; and
- Worked in conjunction with Human Resources and Organisational Development (HROD) in supporting the development of individual SSoW arrangements to allow staff with known medical or physical conditions to return to work in a safe manner.

5. DIRECTORATE/SERVICE DELIVERY UPDATE

Finance and Procurement

During 2020/21 F&P continued to engage with HS through the SAIG meetings and attendance by the Head of Function at the NSAB. HS is a standing agenda item at the Finance & Procurement Management Team meeting, ensuring focus is maintained and progress updates monitored and reviewed. The HSIP is used as a management tool to inform discussion and monitor activity, directing resource as required.

To assist the monitoring activity, F&P continue to utilise a formal HS tracker with active monitoring against required Learning Content Management System (LCMS) modules and other HS activities.

Required activity in relation to the 2020/21 HSIP was completed, including engagement with staff on Fire Evacuation, Traffic Management and general awareness of HS requirements. In addition to this however, significant levels of engagement were undertaken to ensure the health, safety and wellbeing of staff whilst working at home.

The DSE Homeworking Assessments identified the necessary equipment to ensure work activity could continue in a safe and controlled manner. Through direct engagement across the Function we also ensured the wellbeing of staff was considered and where appropriate alternative arrangements identified to manage the need of individuals. Section meetings, competitions, coffee mornings and other activities helped to maintain an awareness of the challenges presented throughout COVID-19.

Asset Management

Throughout 2020/21 Asset Management have been involved in various workstreams with HS at the forefront of all activities. Good partnership working with HS and Asset Management, saw a full time HS Adviser being embedded into the Asset Management structure for a period of 18 months. This has led to the enhanced completion rate of the HSIP and HS workstreams, benefiting all areas of the business.

The enhancement of HS within Asset Management has also resulted in a reduction in Accidents/Injuries and NM and has identified additional staff training needs. A refocus on training has resulted in technical

specification requirements being included in procurement contracts to ensure training is provided for the use and maintenance of equipment.

Excellent cross Directorate partnership working has resulted in the completion of backlogged Personal Protective Equipment (PPE) assessments, the introduction of structural fire PPE posters, an enhanced Pre-Delivery Inspection (PDI) procedure, the production of a Client Brief for construction works projects and a Noise Reduction Vehicle Modification Programme.

With a focus on HS, we have procured new water rescue equipment, are piloting an electronic vehicle inventory checklist, and are carrying out a programme to replace Hydraulic Rescue Equipment (HRE) with Powered Rescue Equipment (PRE). In addition to this we have decommissioned 52 fuel sites and published the Drivers Handbook and an associated Dashcam Policy. The Assets Resource Centres (ARC) have developed and implemented their ARC HS Handbook throughout all stores along with a suite of SSoW and toolbox talks.

Looking ahead, we will continue to focus on improving HS arrangements within our Function and work towards the completion of the HSIP. We will continue to work in partnership with our Business Partners and strive to promote HS.

People and Organisational Development

Throughout 2020/21, the POD Directorate continued to work in partnership with HS to enhance standards of HS within POD. As a result, when comparing the percentage completion of the POD HSIP to the previous year, an 8% increase is noted from 84% to 92%.

Our 2020/21 HSIP focused on ensuring the provision of robust Risk Assessments and supporting arrangements, such as Manual Handling Assessments, Control of Substances Hazardous to Health (COSHH) Assessments, DSE Assessments, Stress Assessments, and briefing for POD employees on site specific HS arrangements (e.g. Traffic Management Plan, Emergency Fire Evacuation Plan and First Aid). We carried out Risk Assessments and developed SSoW to support SFRS critical activities whilst focusing on safety of staff and others in response to COVID-19, including the move to safe home working. This proactive work contributed to zero HS events being reported for POD across 2020/21, noting that

the vast majority of POD staff were working from home throughout 2020/21 in response to the pandemic.

During 2020/21 the HSIP remained as a standing item at POD Directorate Management Team meetings and the POD Management Team meetings. In support of the existing POD HS Coordinator and Liaison roles, a POD HS Liaison role was established for each SFRS premises with a POD presence. This wider POD HS Group continue to meet regularly, typically 6-weekly to ensure regular progress updates are communicated to all functional managers and POD staff. This has enhanced promotion of and responsibility for health, safety and wellbeing at all levels within the Directorate and across all locations.

Looking ahead to 2021/22, the POD SAIG will continue to enhance directorate and functional HS arrangements. POD as a directorate will also continue to support the Service wide response to and recovery from the pandemic including the mental health and wellbeing strategic priority. We will continue to work with our Business Partners through established forums including the SFRS Musculoskeletal (MSK) Injury Reduction Group and Contaminants Group as well as wider programme of work including the continued development of the HS training matrix. This will be supported by appropriate implementation arrangements to promote and enable the positive health, safety and wellbeing culture across the Service.

Prevention and Protection

During the reporting year 2020/21, the P&P SAIG has continued to evolve which has assisted with working towards the completion of the objectives of our HSIP.

All HS objectives and progress are discussed with P&P Functional Managers and Head of Function. These discussions are also reflected at the functional managers team meetings, thus ensuring and maintaining robust governance arrangements which promotes a positive HS culture within P&P.

Working closely with the HS team, effective progress has been achieved by working towards the completion of the objectives contained within the 2020/21 HSIP, this includes:

- Overall, 89% of all P&P actions have been completed, a 4% improvement from 2019/20. This includes ongoing actions relating to PPE, COSHH, the Provision and Use of Work Equipment Regulations and Dangerous Substances and Explosive Atmospheres Regulations (DSEAR);
- Two objectives have been deferred and two are currently outstanding which require input from other Directorates before they can be completed. P&P managers are actively engaging with these Directorates to progress these actions; Objectives that have not been completed or require input from other Directorates have been carried forward to the 2021/22 HSIP. Revised completion dates have been agreed where ongoing monitoring continues;
- The Heritage HS Handbook is currently under review prior to HS approval and publishing. Further reviews may be required due to the heritage stores relocation and the impact of the COVID-19 pandemic on the Museum of Scottish Fire Heritage redevelopment timescales; and
- The new SFRS Stress Management Arrangement has been well received and a programme of workplace stress identification forms have been developed and implemented to support staff health and wellbeing.

In addition to the above, P&P worked closely with other Functions to align the response to the COVID-19 pandemic. COVID-19 Task cards and SSoW were produced and published in the Protections Level Framework providing considerations and guidance to staff when undertaking P&P activities.

Operations

Operations has now been fully integrated into the wider Service Delivery Directorate adopting a strong partnership approach in achieving outcomes within the HSIP and significant event action plans.

Operational has played a pivotal role in the SFRS response to COVID-19 ensuring risk mitigation information and guidance was developed and delivered to frontline staff.

Progression of the HSIP through the SAIG continues in partnership with the HS Department. Key projects to enhance staff safety have commenced and include the Document Conversion Project to align all operational

information for end users in a simple to navigate format, ensuring risk critical information is available at point of need underpinned by robust Risk Assessments. To compliment this piece of work a review of all technical documentation including testing information, in conjunction with HS and Asset Management has commenced with support being provided from subject matter experts across all SDA.

An Operational Strategy Framework has also been produced to drive forward safety and innovation on the incident ground. The strategy which will be launched next year will deliver across several key areas including:

- Appliances and Equipment;
- Operational Communications;
- Firefighting;
- National Fire Resilience;
- Wildfire; and
- Height.

All these workstreams have a strong focus on enhancing staff safety, through the provision of appropriate equipment aligned to clear policy and Risk Assessments.

Strategic Planning Performance and Communications

The SPPC Directorate has continued to develop its management and tracking of HS activities during 2020/21. This is supported through regular meetings of our now well established, Directorate SAIG. The Directorate have kept the HSIP under continual review and reported quarterly performance at Directorate Management Team meetings along with any key areas of HS focus.

The Directorate wide SharePoint Site, which provides relevant HS information, links to training requirements and our HSIP, together with a dedicated HS tracker for recording quarterly performance. This is kept up to date, under review, and enhanced where possible. Collectively, these measures taken at Directorate level appear to have made a marked improvement in performance over this period. Importantly, this work has increased Directorate staffs HS awareness. It has also helped to make it clear the key roles that individuals and teams play in relation to HS within our workplace, regardless of role.

Training, Safety and Assurance

Throughout the year the TSA Directorate has continued to embed the management of HS into our Directorate and address any emerging issues timeously to promote the safety of SFRS staff.

TSA has made good progress with the implementation of the HSIP, completing 93% (51 of 55) of actions. The effective embedding of completed actions and resultant increase in our standards of safety has been witnessed through a continued reduction in our work-related accidents for the third consecutive year.

This year has seen the completion of a SFRS Noise and Hand Arm Vibration Assessment Programme, a significant review of the Operational Dynamic and Analytical Risk Assessment Management Arrangement, the development of a process to promote the embedding of identified lessons within the SFRS, and the continued development of the Training Function Electronic HS Handbook.

Significant progress has occurred across the TSA Directorate despite the challenges presented by the COVID-19 pandemic. The pandemic presented new hazards for the Directorate which were effectively managed in conjunction with Business Partners, thereby ensuring the continued provision of critical activities such as training delivery.

Looking ahead to 2021/22 there will be a continued focus on the completion of the HSIP and our ongoing cross Directorate work such as the Document Conversion Project, and the Noise and Vibration Reduction Programme both of which will continue to improve staff safety across SFRS.

Service Development

During 2020/21, SD undertook a review of its internal HS processes and implemented a new integrated management process, drawing existing functional leads together into the Directorate SAIG, led by the Directorate Single Point of Contact.

HS monitoring, compliance and reporting is a continuous focus for the Directorate and is reflected as a standing agenda item at all Directorate Management Team meetings. The Directorate through the

orchestration of the SAIG continues to partner closely with HS regarding performance standards, including accurate and timely reporting of key measures.

As a result of establishing the Directorate SAIG there has been a positive trend in terms of HS performance. Additionally, there was a focus on the completion of the HSIP which this year primarily involved the review and update of a number of processes, Risk Assessments, and SSoW.

During the reporting year, ICT had to significantly adapt and continually evolve the way in which we deliver our service to the rest of SFRS to support the move to safe home working, whilst continuing to ensure provision of a robust ICT service.

In 2021/22 Service Development will continue to review, develop, and evolve our working practices to ensure we fully support the changing needs of SFRS HS.

North Service Delivery Area

The management of HS continues to be a high priority in the NSDA. The NSDA SAIG has representation from all Local Senior Officer (LSO) areas as well as Operations Control, Fleet and Equipment Workshops, and TSA representatives, which ensures that a strong culture of HS exists and encompasses all areas of work in the SDA. The HSIP is the foundation of all the work carried out and for 2020/21 the NSDA completed 92% of the actions it was allocated, the remaining 8% were unable to be progressed as they relied upon other Directorate workstreams which had not been completed due to the impact of the pandemic, and have been carried forward into the 2021/22 HSIP for completion.

The NSDA continues to focus on low speed manoeuvre VA reduction and has created a task and finish working group made up of Station staff. The group are developing a range of ideas with a view to reducing these preventable accidents. We have seen a decrease in the number of Accidents/Injuries which unfortunately hasn't been reflected in RIDDOR Reportable Accidents which has shown an increase from 2 to 6. AoV continue a slow but steady decrease, and although one instance of this type of event is unacceptable the reduction made is welcomed.

Over the 2021/22 period the NSDA SAIG will continue to focus on the reduction of low speed manoeuvre VA, and to encourage NM reporting by all staff. The momentum created by the work on the HSIP will be maintained with a view to replicating last year's performance and completing all of the locally achievable actions.

The NSDA Management Team continue to actively support the NSDA SAIG and maintain a strong focus of ensuring that the health, safety and wellbeing of all staff is a priority.

East Service Delivery Area

The new governance arrangements creating the SAIG have been successfully implemented in the ESDA with continued support from all Directorates, LSO Areas and Representative Bodies ensuring that a positive HS culture is promoted across the Area. The HSIP drives the business of the SAIG and at the end of the reporting year 79% of actions were completed. All outstanding actions are being progressed through the appropriate Directorates and have been carried forward into the 2021/22 plan.

Priorities throughout the year included highlighting behavioural safety to reduce Accidents/Injuries and VA. This focus has maintained a relatively stable trend in the number of reported Accidents/Injuries and an 11% reduction in VA. The number of VA in the ESDA has seen a reduction for the third year in a row and will continue to be a priority in the coming year through the proactive promotion of VA prevention to supplement event analysis in conjunction with SFRS Driver Safety Group at a national level along with all LSO Areas.

The ESDA is focused on ensuring the improvements that have been made in previous years are built upon, and that we continue to ensure the ESDA is placing the health, safety and wellbeing of all staff at the forefront of everything we do.

West Service Delivery Area

The WSDA SAIG has focused on achieving the objectives contained within the 2020/21 HSIP. This year's plan held a total of 27 overarching objectives, of which 75% were completed; with several additional local actions being distributed to specific LSO Areas throughout the associating period.

Revised governance arrangements were introduced during the previous year to support the management of HS activities across the WSDA. This, along with the contents of the HSIP, Significant Event Action Plans and accompanying local management arrangements, has enabled Safety and Assurance Liaison Officers (SALO) to analyse events at West SAIG meetings and to agree actions that promote a positive HS culture across all LSO Areas, Directorates and Functions.

Current performance management information indicates that both VA and AoV continue to be areas

of concern for the West SAIG; with low speed vehicle manoeuvre accidents continuing to be one of the highest categories of vehicle events across the WSDA.

Areas of good practice have been identified for both concerns and a series of actions are being implemented to raise an awareness of these issues and to reiterate the steps required to reduce future events; with one example being a multi-agency AoV pledge scheduled to be trialed during 2021/22.

Outcomes from Operational Assurance activities continue to provide valuable lessons for operational managers to focus on. These processes, along with the establishment of added Command Group communication channels, will be used to raise an awareness of key learning onto operational staff across the organisation.

Further emphasis will be placed on completing all HSIP objectives and Significant Event Actions within the allocated quarterly milestones moving forward.

6. KEY PERFORMANCE INDICATORS

Historically there have been six key performance indicators detailed within this report:

- Improvement Plans;
- Accidents/Injuries;
- RIDDOR Reportable Injuries;
- Near Misses;
- Acts of Violence; and
- Vehicle Accidents.

However, as a result of the pandemic, this reports now includes a seventh performance indicator, RIDDOR Reportable COVID-19 Events.

7. HEALTH AND SAFETY IMPROVEMENT PLANS

To support legislative compliance, there is one overarching SFRS HSIP supported by ten bespoke plans, one for each SDA and Directorate. The SFRS table below indicates the current completion status at the end of 2020/21.

Year	Number of Identified Actions	Number of Actions Completed	Completion Percentage (%)	RAG
2016/17	122	40	33	-
2017/18	66	9	14	
2018/19	63	14	22	
2019/20	68	32	47	
2020/21	61	36	59	

Table 1: Improvement Plan Progress 2020/21

Overall completion of the 2020/21 HSIP is 59% (36 of 61) representing a 12% increase when comparing to the previous reporting year.

Significant progress is noted in six of the ten plans in place, with TSA, POD, P&P, SD and NSDA completing over 80% and SPPC completing 100% of their actions for 2020/21. Of the 25 outstanding actions, analysis shows 48% (12 of 25) are over 70% complete.



8. PERFORMANCE DASHBOARD

About the statistics in the performance dashboard

The statistics quoted in this dashboard are internal management information published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review.

As all statistics quoted are provisional there may be differences in the period totals quoted in successive reports after original publication, which result from revisions or additions to the data on our systems.

Statistical reporting will be based on the date the event occurred. This means that all reports will include information on exceptions, i.e. events that were reported late and out with the previous reporting year.

Spark lines which show the breakdown of events by year over a four-year period and the underlying trend for that period. Anomalies will be reported by exception.

The dashboard utilised all reported HS events over a four-year period from 2017/18 to 2020/21. This provides Key Performance Indicator (KPI) Totals average trend comparison over a four-year period from 2017/18 to 2020/21.

KPI Trend Comparison Dashboard

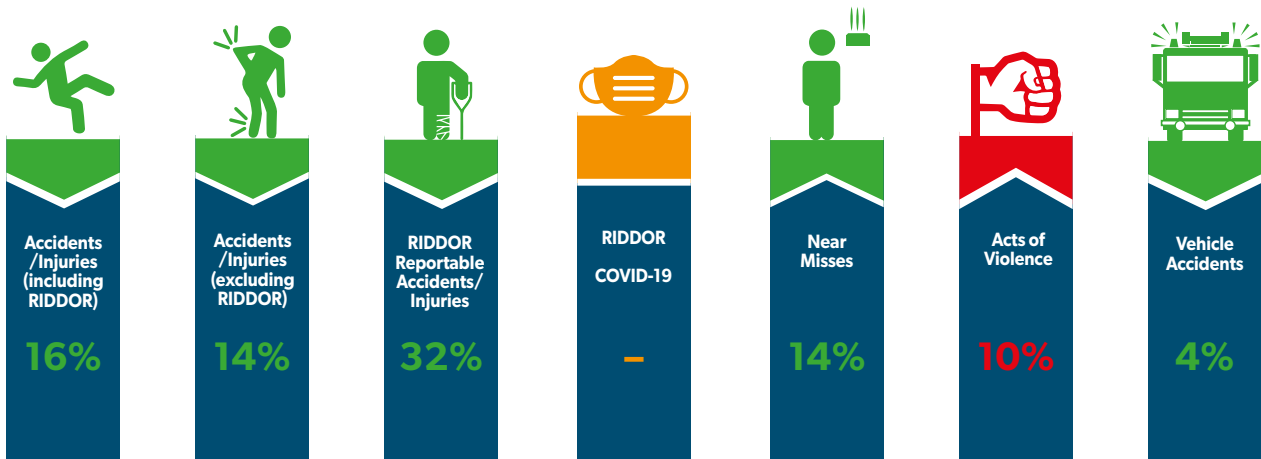


Figure 1: Trend Comparisons 2020/21

*Note - A deviation of +/- 5% falls within the expected variance and is therefore represented as no change.

The table below shows year-to-date totals to the end of each year from 2017/18 onwards. The trend change matches those shown in the infographic above.

Event	2017/18	2018/19	2019/20	2020/21	RAG	4 Year Trend % Change
Accidents/Injuries (including RIDDOR)	258	227	212	156	Green	-16%
Accidents/Injuries (excluding RIDDOR)	223	190	186	139	Green	-14%
RIDDOR Reportable Accidents/Injuries	35	37	26	17	Green	-32%
RIDDOR COVID-19	0	0	0	54	Orange	-
Near Misses	168	203	199	148	Green	-14%
Acts of Violence	61	83	56	69	Red	-10%
Vehicle Accidents	230	241	249	221	Green	-4%
Total	717	754	716	594	Green	-12%

Table 2: Total Events by Year

It is noted that whilst the number of NM has reduced this is reported in a positive trend due to a similar or greater reduction in Accidents/Injuries and RIDDOR.

Further detail on each event type and causation is contained within the relevant sections of this report.

The HS performance during this reporting year may have been influenced by the effects of the COVID-19 pandemic.

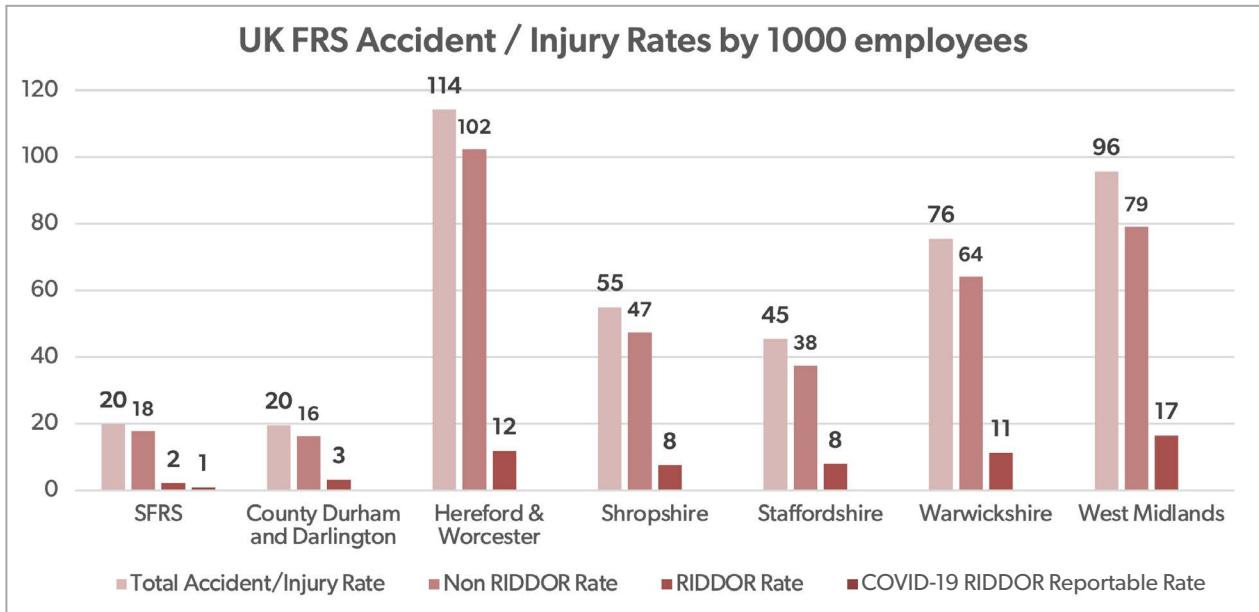
On the 23rd of March 2020 the UK went into lockdown because of the Coronavirus COVID-19 pandemic.

The development and subsequent implementation of control measures to reduce the risk of workplace transmission required SFRS to act promptly whilst maintaining an emergency response.

Our emergency response operating model and the way in which our staff work had to be reviewed and revised to protect staff and the public. This resulted in a reduction in operational incidents, training events, Home Fire Safety Visits and changes to the way our staff carry out their roles.

9. UK FIRE AND RESCUE SERVICE COMPARISON

SFRS continues to carry out benchmarking of HS performance against other UK Fire and Rescue Services (FRS) where data is available. For this reporting year data was received from 6 of the other 50 UK FRS.



Graph 1: UK FRS Accident/Injury Rates

In comparison with the 6 other FRS that provided usable data, we can see that the SFRS HS performance remains strong in the UK context. This reporting year, the total SFRS Accident/Injury Rate was 20 per 1000 employees, the non RIDDOR Injury Rate was 18 per 1000 employees and the RIDDOR Injury Rate was 2 per 1000 employees. These rates are comparable to only one other UK FRS, County Durham and Darlington, with all other reporting significantly higher rate.

It was not possible to provide a comparison of RIDDOR reportable Reportable COVID-19 cases due to the limited information received from other FRS.

We will continue to liaise and engage with other UK FRS through the National Fire Chiefs Council (NFCC) HS Committee. This will allow areas of best practice to be shared, with the aim of enhancing Firefighter safety UK wide.

10. PERFORMANCE OVERVIEW

The spark lines below show the trend over a 4-year period from 2017/18 to 2020/21. The dotted line on each panel gives an indication of overall trends. There is no spark line for COVID-19 as there is no previous comparative data.

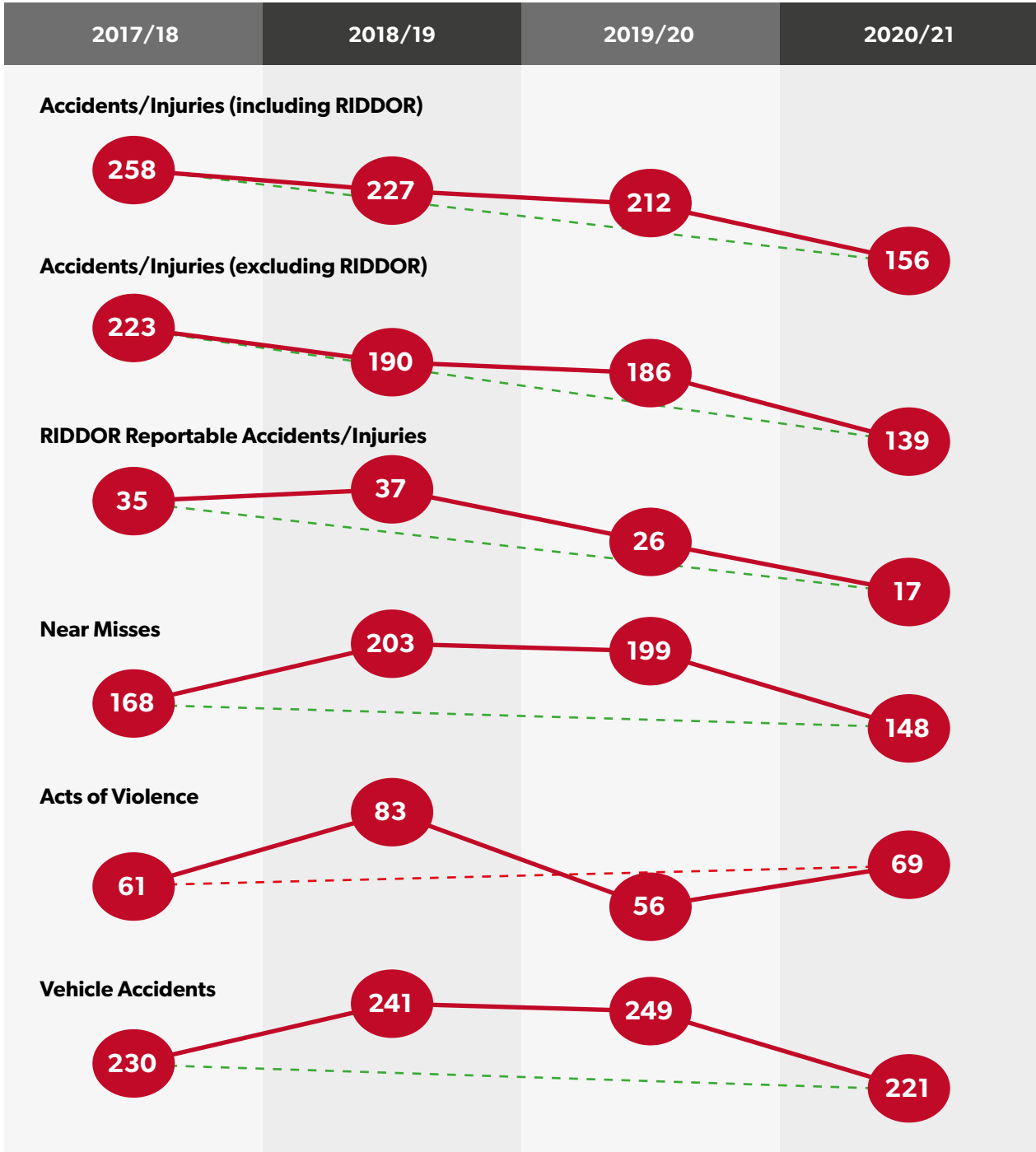


Figure 2: Event KPI Totals from 2017/18 to 2020/21

The trend is positive for Accidents/Injuries (including RIDDOR), Accidents/Injuries (excluding RIDDOR), RIDDOR Reportable Accident/Injuries, NM and VA, however AoV show a relatively static trend. Further analysis of all key performance indicators can be found in the related sections of this report.



ACCIDENTS/INJURIES (INCLUDING RIDDOR)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	53	42	41	36		-12%
East	92	68	54	48		-11%
West	49	69	68	53		-22%
Strategic Planning, Performance and Communications	3	0	0	0		0%
Finance and Contractual Services	10	9	6	3		-50%
People and Organisational Development	1	2	2	0		-100%
Prevention and Protection	1	1	1	0		-100%
Operations	5	3	6	1		-83%
Service Development	0	0	0	0		0%
Training, Safety and Assurance	44	33	34	15		-56%
Total	258	227	212	156		-26%

Table 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Annual Totals

The total number of Accidents/Injuries (including RIDDOR) shows a 26% (212 to 156) decrease when comparing to the previous reporting year. Improvements are noted within all three SDA as well as TSA, Operations, FCS, and POD Directorates.

When considering the data as an Accident/Injury rate 1000 employee, we see a 25% decrease (26.7 to 19.9) in our Accident/Injury rate compared to 2019/20, a 30% decrease (28.3 to 19.9) when compared to 2018/19, and a 47% decrease when compared to 2017/18.

Accidents/Injuries (including RIDDOR)

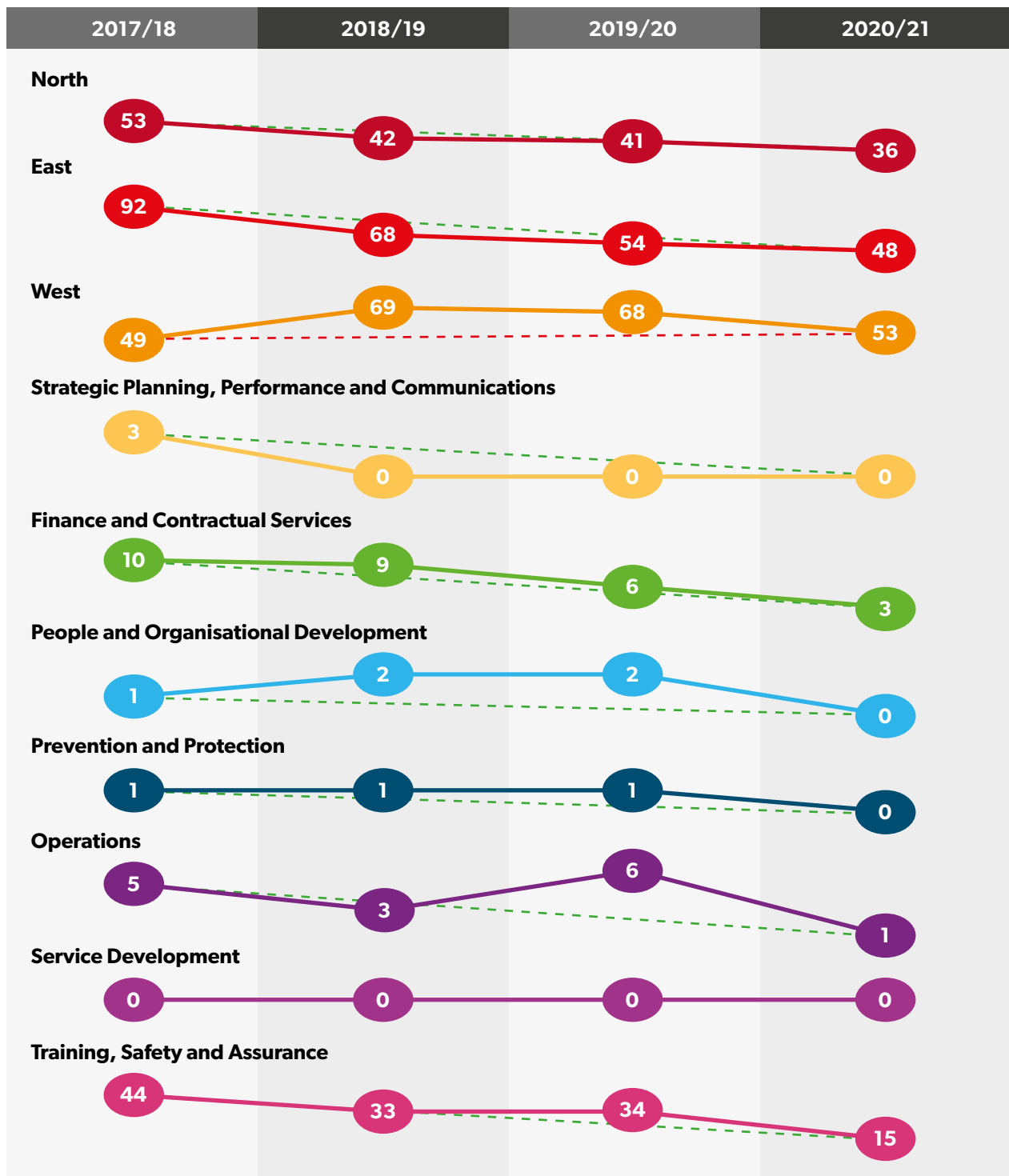


Figure 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Totals from 2017/18 to 2020/21

It is noted that Service Development is a new Directorate with P&P and Operations being new Functions. However, to allow comparison to previous years, analysis of each Function has been provided.

Overall SFRS Accidents/Injuries (including RIDDOR) show an improving trend over the four-year period. A positive trend is seen across 2 of the 3 SDA and all Directorates. A negative trend is noted within the WSDA over the four-year period, however a 22% decrease is seen from the previous reporting year. The most notable improvement is seen within the ESDA.



ACCIDENTS/INJURIES (EXCLUDING RIDDOR)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	47	38	39	30	Green	-23%
East	81	56	41	45	Red	10%
West	41	53	60	46	Green	-23%
Strategic Planning, Performance and Communications	3	0	0	0	White	
Finance and Contractual Services	8	9	6	3	Green	-50%
People and Organisational Development	1	2	2	0	Green	-100%
Prevention and Protection	1	1	1	0	Green	-100%
Operations	5	3	4	0	Green	-100%
Service Development	0	0	0	0	White	
Training, Safety and Assurance	36	28	33	15	Green	-55%
Total	223	190	186	139	Green	-25%

Table 4: Accidents/Injuries (excluding RIDDOR) Annual Totals

The total number of Accidents/Injuries (excluding RIDDOR) shows a 25% (186 to 139) decrease when comparing to the previous reporting year. Improvements are shown in 2 of the 3 SDA and in all other Directorates.

Accidents/Injuries (excluding RIDDOR)

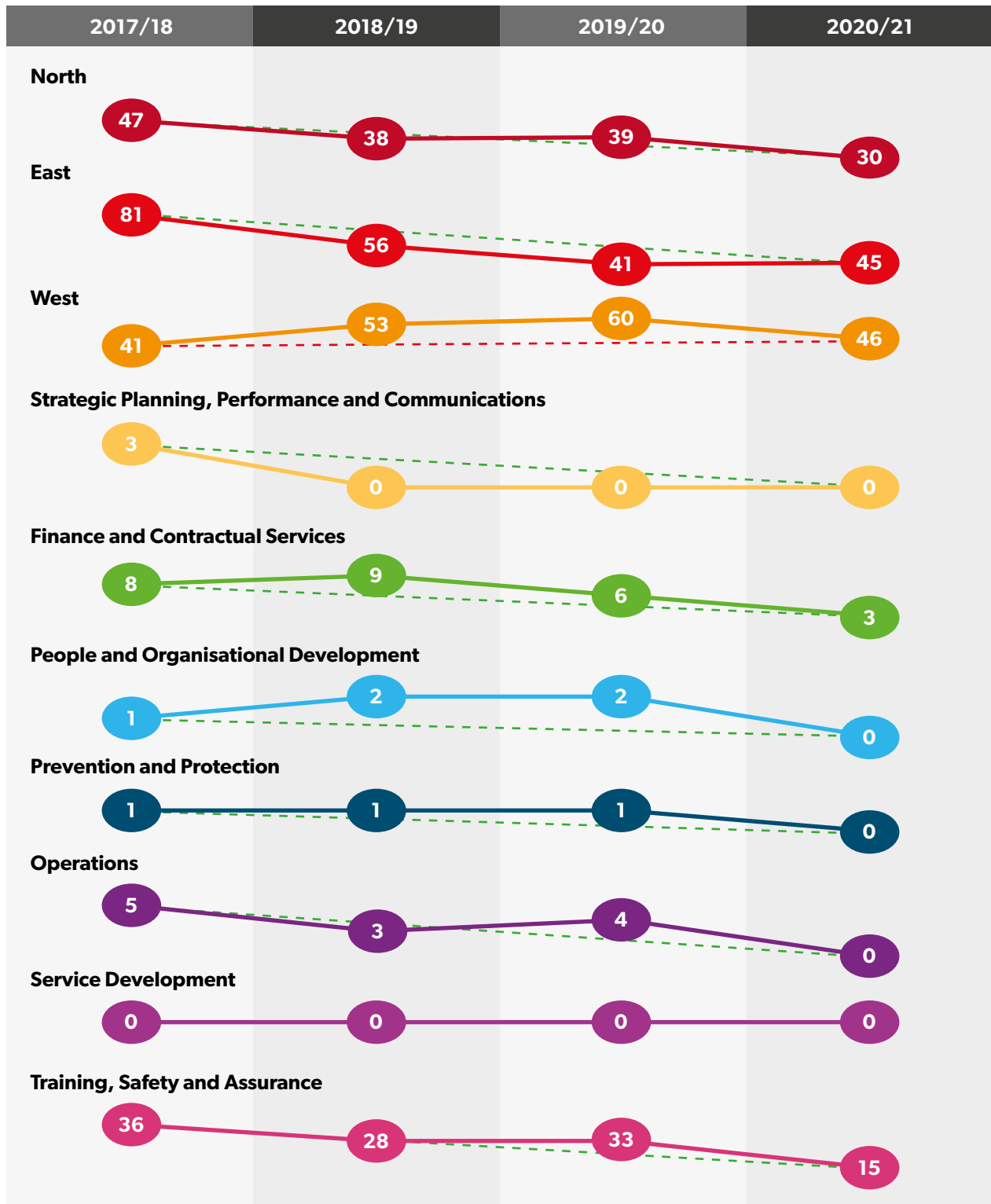


Figure 4: Accidents/Injuries (excluding RIDDOR) Totals from 2017/18 to 2020/21

Overall SFRS Accidents/Injuries (excluding RIDDOR) show an improving trend over the four-year period. The most notable improvement is seen within the ESDA. Conversely, the WSDA shows a rising trend over the four-year period, however a 23% decrease is noted when comparing to the previous year.



RIDDOR REPORTABLE ACCIDENTS/INJURIES

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	6	4	2	6		200%
East	11	12	13	3		-77%
West	8	16	8	7		-13%
Strategic Planning, Performance and Communications	0	0	0	0		0%
Finance and Contractual Services	2	0	0	0		0%
People and Organisational Development	0	0	0	0		0%
Prevention and Protection	0	0	0	0		0%
Operations	0	0	2	1		-50%
Service Development	0	0	0	0		0%
Training, Safety and Assurance	0	5	1	0		-100%
Total	27	37	26	17		-35%

Table 5: RIDDOR Reportable Accidents/Injuries (Excluding COVID-19) Annual Totals

The total number of Accidents/Injuries reported to the HSE under RIDDOR shows a 35% (26 to 17) decrease when comparing to the previous reporting year. The most notable improvement is seen within the ESDA, with this improvement attributed to a reduction in operational activity related RIDDOR Reportable events (7 to 2) and (5 to 1) in SDA led training. Whilst numerically the values are low, improvements are also recorded within the WSDA, as well as TSA and Operations Directorates. The NSDA shows a 200% (2 to 6) increase in RIDDOR Reportable Accidents/Injuries when comparing to the previous reporting year, however it should be noted that 4 Reportable Accidents/Injuries occurred at the same operational incident.

RIDDOR Reportable Accidents/Injuries

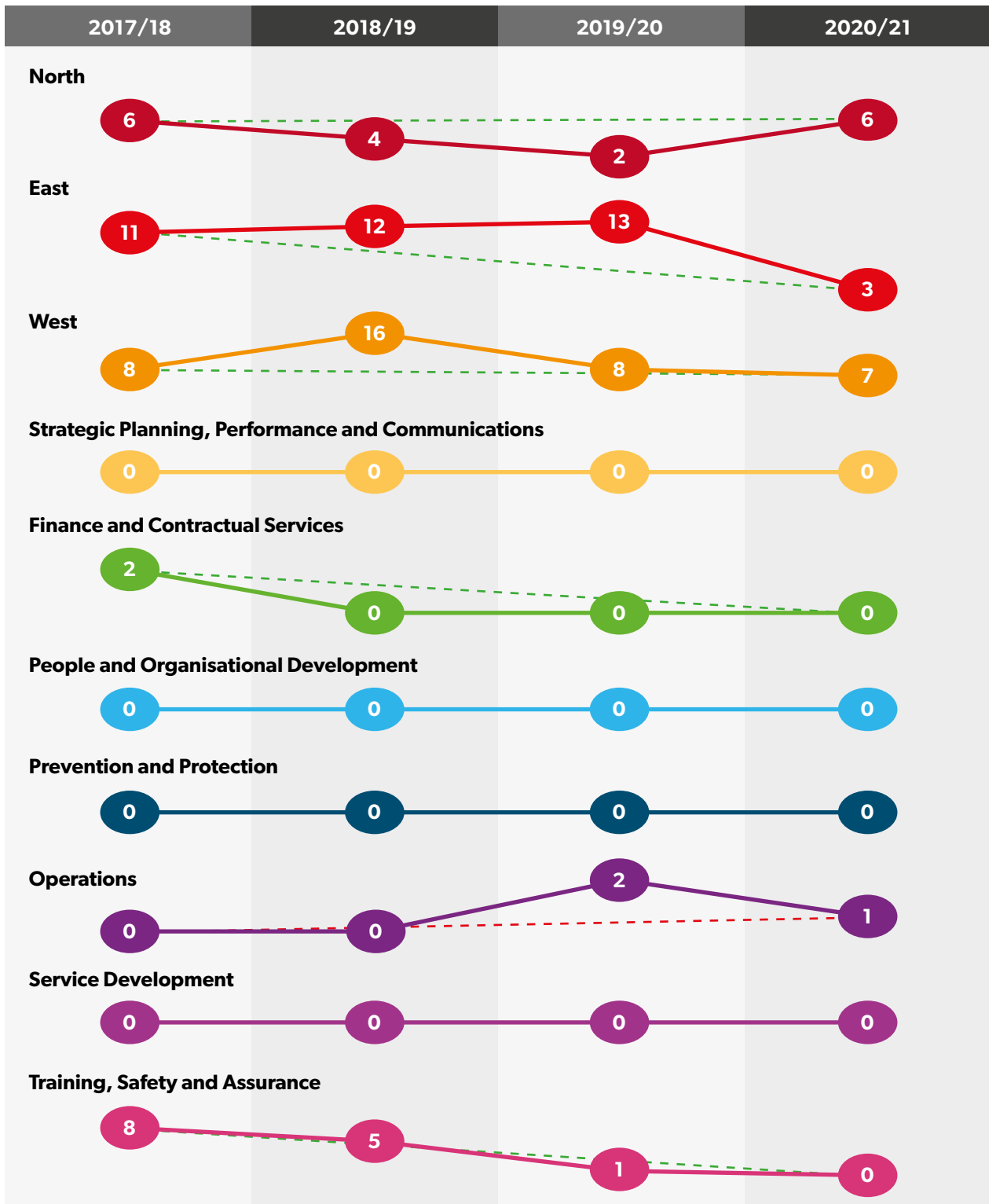


Figure 5: Total RIDDOR Reportable Accidents/Injuries 2017/18 to 2020/21

All SDA and Directorates show an improving trend over the 4-year period, with the most notable improvement recorded within the ESDA. TSA has shown a year on year improvement.



RIDDOR ANALYSIS 2020/21

There were no specified injuries during this reporting year compared to 3 the previous reporting year.

All RIDDORs (17) were over 7-day Accidents/Injuries events representing a 12% increase in this category when comparing to the previous reporting year, however, numerically a decrease of 6 is noted.

29% (5 of 17) of over 7-day Accidents/Injuries reported to the HSE were associated with Slips, Trips and Falls (STF) representing a 6% increase in this category when comparing to the previous reporting year. 60% (3 of 5) of these events occurred during non-operational activities and related to slipping on ice within SFRS car parks. It should be noted however, that numerically there was 1 less STF Accident/Injury reported to the HSE (6 to 5) compared to the previous reporting year.

24% (4 of 17) related to the Stonehaven train derailment operational incident which involved SFRS staff being hit by a third-party runaway vehicle. There is no comparative data of this type from the previous reporting year to compare.

18% (3 of 17) of over 7-day Accidents/Injuries reported to the HSE were as a result of manual handling and/or body movement representing a 13% decrease in this category when comparing to the previous reporting year, and numerically a decrease of 5.

The remaining 29% (5 of 17) events have no identifiable associated trend.

71% (12 of 17) of over 7-day Accidents/Injuries occurred at operational incidents, representing an 21% increase in this category when comparing to the previous reporting year, however it should be noted that numerically there was 1 less operational RIDDOR Reportable Accident/Injury reported to the HSE. 92% (11 of 12) of the operational Accidents/Injuries reported to the HSE occurred during the developing stage of the incident representing a 38% increase when comparing to the previous reporting year, numerically an increase of 4.

Finally, 12% (2 of 17) of Accidents/Injuries reported to the HSE were attributed to training activities, representing a 23% decrease in this category when comparing to the previous reporting year. Both events were SDA led training and occurred during swift water rescue refresher training and ladder drills.

We will:

- Seek continuous improvement by participating in and supporting the work of SAIG;
- Where necessary, develop/review Risk Assessments, Manual Handling Assessments and SSoW;
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries; and
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather.



RIDDOR COVID-19

On the 23rd of March 2020, the UK went into lockdown because of the Coronavirus COVID-19 pandemic. Throughout the pandemic SFRS maintained its front line and essential services whilst developing and introducing a variety of workplace COVID-19 controls.

SDA/Directorate	2020/21
North	3
East	9
West	40
Strategic Planning, Performance and Communications	0
Finance and Contractual Services	0
People and Organisational Development	0
Prevention and Protection	0
Operations	0
Service Development	0
Training, Safety and Assurance	2
Total	54

Table 6: RIDDOR COVID-19 2020/21

RIDDOR COVID-19

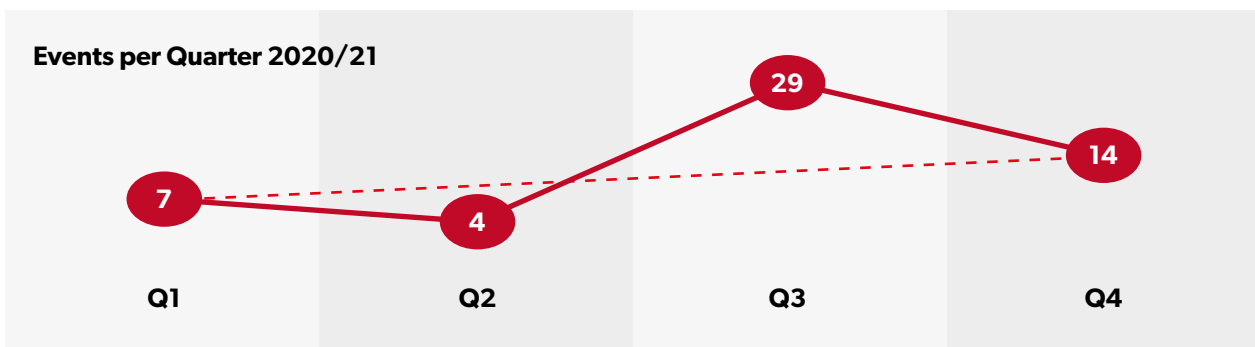


Figure 6: Total RIDDOR COVID-19 per Quarter 2020/21

During the reporting year SFRS staff reported 352 confirmed cases of COVID-19, of these 15% (54 of 352) were deemed as having reasonable evidence to be determined as a workplace transmission and subsequently reported to the HSE under RIDDOR.

Of the 54 workplace transmissions, 74% (40 of 54) occurred in the WSDA, 17% (9 of 54) in the ESDA, 6% (3 of 54) in the NSDA, and 4% (2 of 54) during training activities delivered by TSA.

54% (29 of 54) RIDDOR Reportable workplace transmissions occurred during Quarter 3 at the height of the second wave of the pandemic, of these 45% (13 of 29) occurred during outbreak clusters within two stations in the WSDA.

We will:

- Continue to monitor the guidance provided by the UK and Scottish Governments;
- Continue to support all Business Partners to maintain front line and essential services;
- Develop and update all SFRS COVID-19 controls as appropriate; and
- Continue to carry out support visits and desk top reviews where required.



OPERATIONAL Accidents/Injuries

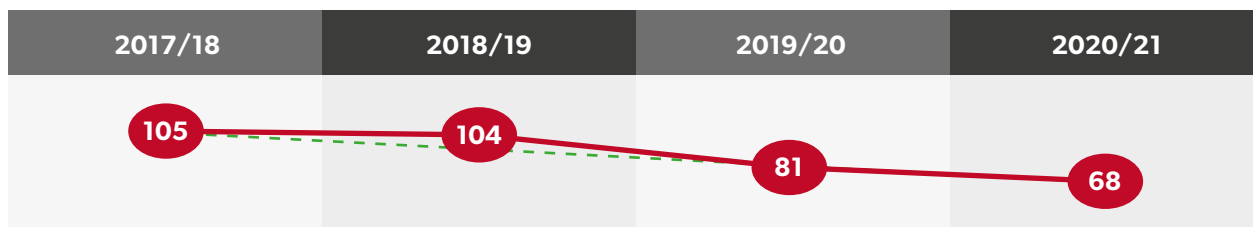


Figure 7: Operational Accidents/Injuries 2017/18 to 2020/21

There is a notable improvement in the trend for operational Accidents/Injuries over the four-year period. However, a 16% decrease is noted this year when comparing to the previous reporting year.

It is further noted that there is also a 7% decrease in the trend for operational incidents attended over the four-year period. The figures are: 2017/18 – 91901, 2018/19 – 92748, 2019/20 – 92070 and 2020/21 85581.

When considering the data in the context of operational incidents attended, a Firefighter was injured every 1,258 operational incidents attended during 2020/21 compared to every 1,130 in 2019/20, 885 in 2018/19 and every 857 in 2017/18, representing a year on year improvement.

40% (27 of 68) operational related Accidents/Injuries reported during 2020/21 occurred at Special Services representing an increase of 18% in this category when comparing to the previous reporting year. Numerically this equates to 9 additional Accidents/Injuries at Special Services. This increase is attributed to water rescue related incidents (2 to 8) and one event resulting in 4 injuries at the same operational incidents due to a third-party runaway vehicle.

A further 35% (24 of 68) of operational related Accidents/Injuries reported occurred whilst attending primary fires representing a decrease of 14% in this category when comparing to the previous reporting year, numerically this equates to 16 less Accidents/Injuries. 16% (11 of 68) occurred at secondary fires, representing a 2% increase in this category when comparing to the previous reporting year, however numerically the number remains the same. Finally, 9% (6 of 68) occurred at false alarm type incidents, representing a 5% decrease in this category when comparing to the previous reporting year, numerically this equates to 5 less Accidents/Injuries.

Operational Accidents/Injuries by Phase of the Incident

SDA	Mobilising	Initial	Developing	Closing	Returning	Total
North	4	3	11	3	0	21
East	3	5	12	3	0	23
West	4	5	11	4	0	24
Total	11	13	34	10	0	68

Table 7: 2020/21 Totals by Phase of Operational Incident

When we consider operational Accidents/Injuries by the stage of the incident, the data shows that 50%, (34 of 68) occurred during the developing stage of the incident, representing a 6% increase in this category, however numerically a decrease of 10 when comparing to the previous reporting year. These events are attributed to slips and trips on uneven/wet ground, being struck by objects, and manual handling/body movement injuries.

A further 19% (13 of 68) occurred during the initial stage of the incident, representing a decrease of 6% in this category and numerically a decrease of 7 when comparing to the previous reporting year. These are attributed to slipping on uneven ground, forcing entry, falling objects, and burns.

16% (11 of 68) occurred during mobilisation, representing an 8% increase in this category and numerically an increase of 3 when comparing to the previous reporting year. These events are attributed to lack of situational awareness e.g. slipping on uneven ground.

Finally, the remaining 15% (10 of 68) occurred during the closing stage of the incident, representing a 5% decrease in this category, numerically a decrease of 5 when comparing to the previous reporting year. These events are attributed to slipping on uneven ground, falling objects, animals, and manual handling/body movement injuries.

We will:

- Promote awareness of slips and trips on the incident ground through engagement with Service Delivery SAIG;
- Engage with Business Partners to identify behavioural issues and where existing control measures and/or SSoW are not being implemented; and
- Review water rescue arrangements and identify any areas of improvement.

Non-Operational Accidents/Injuries

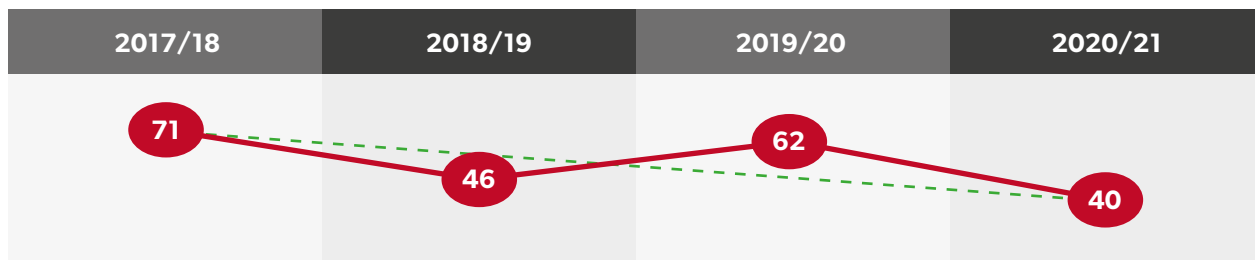


Figure 8: Non-Operational Accidents/Injuries 2017/18 to 2020/21

The four-year trend shows a continuing improvement in relation to non-operational Accidents/Injuries.

83% (33 of 40) of all non-operational Accidents/Injuries occurred within station premises, of which 28% (11 of 40) involved slipping on ice within SFRS car parks. A further 55% (22 of 40) occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismantling appliance, taking part in physical exercise and exiting car in car park. All can be attributed to lack of situational awareness.

We will:

- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather;
- Develop a suite of GRA and SSoW for activities undertaken within the station environment; and
- Re-emphasise the need to comply with existing control measures e.g. the procedure for mounting and dismantling appliances/vehicles.

Training Accidents/Injuries

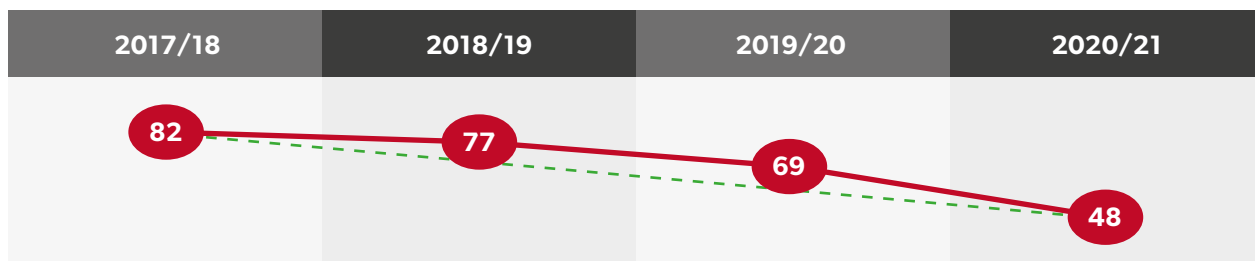


Figure 9: Training Accidents/Injuries 2017/18 to 2020/21

There is a year on year improvement noted in the four-year trend for training related Accidents/Injuries with a 42% improvement recorded when comparing 2017/18 with 2020/21. However, a 30% decrease is noted this year when comparing to the previous reporting year.

Whilst any improvement is welcomed the data must be considered in the context of reduced training activity in 2020/21 due to COVID-19.

31% (48 of 156) of all Accidents/Injuries reported during 2020/21 occurred during training related activities representing a 2% decrease in this category when comparing to the previous reporting year and a numerical decrease of 21.

73% (35 of 48) of all training related Accidents/Injuries occurred during SDA led training activities representing a 19% increase in this category, however numerically a decrease of 2 is noted when comparing to the previous reporting year. A further 27% (13 of 48) occurred during National Training activities representing a 19% decrease in this category and a numerical decrease of 19 when comparing to previous reporting year.

The majority, 73% (35 of 48), of all training related Accidents/Injuries reported occurred during refresher training, representing a 6% increase in this category and a numerical decrease of 11. Further analysis shows 37% (13 of 35) occurred during Core Skills training such as ladder drills and pump drills representing a 13% increase in this category and a numerical increase of 2. A further 23% (8 of 35) occurred during Breathing Apparatus (BA) training, representing an 14% decrease in this category and a numerical decrease of 9. Finally, 17% (6 of 35) occurred during swift water rescue training representing a 2% increase when comparing to the previous reporting year and a numerical decrease of 1.

During this reporting year 46 students and 2 instructors incurred Accidents/Injuries. There is no comparative data for previous reporting years.

We will:

- Undertake a review of training standards made available for the undertaking of SDA led training;
- Undertake a review of HS arrangements in place for core skills and swift water rescue training activities; and
- Identify and implement any additional control measures which may be required.

All Accidents/Injuries (including RIDDOR) to Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	50	41	38	36		-5%
East	89	66	53	47		-11%
West	47	67	67	52		-22%
Strategic Planning, Performance and Communications	0	0	0	0		0%
Finance and Contractual Services	0	0	0	1		-
People and Organisational Development	1	1	0	0		0%
Prevention and Protection	1	1	1	0		-100%
Operations	5	2	4	1		-75%
Service Development	0	0	0	0		0%
Training, Safety and Assurance	42	33	32	14		-56%
Total	235	211	195	151		-23%

Table 8: Accidents/Injuries (including RIDDOR) to Uniformed Staff Annual Totals

It is noted that 45% (68 of 151) of all Accidents/Injuries to uniformed staff occurred whilst attending operational incidents representing an 3% increase in this category and numerically a decrease of 13 when comparing to the previous reporting year. A further 30% (45 of 151) occurred during training, representing a 5% decrease in this category and a numerical decrease of 24 when comparing to the previous reporting year.

When considering the type of incident being attended data shows 38% (26 of 68) of uniformed staff Accidents/Injuries occurred at Special Services representing a 16% increase in this category, numerically this is an increase of 8 when comparing to the previous reporting year. 31% (8 of 26) related to operational water rescue incidents a 6% increase in this category and a numerical increase of 3. A further 37% (25 of 68) occurred whilst attending primary fires representing a 12% decrease in this category and numerically 15 less Accidents/Injuries when comparing to the previous reporting year. 16% (11 of 68) occurred at secondary fires an increase of 2% in this category, although numerically the number of events reported remains the same when comparing to the previous reporting year. Finally, 9% (6 of 68) of the injuries occurred as a result of attending False Alarm incidents representing a 5% decrease and numerically 5 fewer Accidents/Injuries when comparing to the previous reporting year.

50% (34 of 68) of the total operational related Accidents/Injuries occurred during the developing stage of the operational incident, representing a 6% increase in this category, however, numerically a decrease of 2 is noted when comparing to the previous reporting year. A further 19% (13 of 68) occurred during the initial stage of the operational incident, representing a 6% decrease and numerically a decrease of 7 from the previous reporting year.

31% (47 of 151) of all Accidents/Injuries to uniformed staff occurred during training, representing a decrease of 4% in this category and a numerical decrease of 22 when comparing to the previous reporting year. Further analysis shows 28% (13 of 47) were attributed to Core Skill training representing a 11% increase in this category however numerically the number of events reported remains the same when comparing to the previous reporting year. A further 26% (12 of 47) related to BA training Search and Rescue and Carbonaceous training representing a 9% decrease in this category and a numerical decrease of 12 when comparing to the previous reporting year. Finally, 13% (6 of 47) were attributed to Swift Water Rescue training, this figure is comparable to 2019/20 however a numerical decrease of 3 event is noted. The majority, 72% (34 of 47), of training related uniformed staff Accidents/Injuries occurred during SDA led training representing a 18% increase in this category, however numerically a decrease of 3 is noted when comparing to the previous reporting year.

24% (36 of 151) occurring during non-operational activities representing a 1% increase in this category and a numerical decrease of 9 when comparing to the previous reporting year. 92% (33 of 36) of those reported were attributed to a lack of situational awareness with no identifiable trend e.g. slipping on ice, working in kitchens, dismounting appliance, open gates, equipment poorly stowed, and walking into objects.

We will:

- Continue to work with and support our Business Partners via SAIG to identify root causes and implement appropriate control measures; and
- We will work with SDA to update/create a suite of risk assessments and SSoW for non-operational activities.

All Accidents/Injuries (including RIDDOR) to Non-Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	3	1	3	0		-100%
East	3	2	1	1		0%
West	2	2	1	1		0%
Strategic Planning, Performance and Communications	3	0	0	0		-
Finance and Contractual Services	10	9	6	2		-67%
People and Organisational Development	0	1	2	0		-100%
Prevention and Protection	0	0	0	0		-
Operations	0	1	2	0		-100%
Training, Safety and Assurance	2	0	2	1		-50%
Total	23	16	17	5		-71%

Table 9: Accidents/Injuries (including RIDDOR) to non-uniformed staff Annual Totals

Of the total non-uniformed Accidents/Injuries reported, 80% (4 of 5) were attributed to a lack of situational awareness e.g. moving tools, siting of equipment, and walking into signs, representing a 2% decrease and a numerical decrease of 10 when comparing to the previous reporting year.

40% (2 of 5) of all Accidents/Injuries to non-uniformed staff occurred within Fleet Workshops, representing a 16% increase in this category, however numerically a decrease of 2 is noted when comparing to the previous reporting year.

We will:

- Undertake a review of workplace inspections carried out within ARCs; and
- We will look at initiatives to promote/increase situational awareness.

Working Days Lost Due to Accidents/Injuries

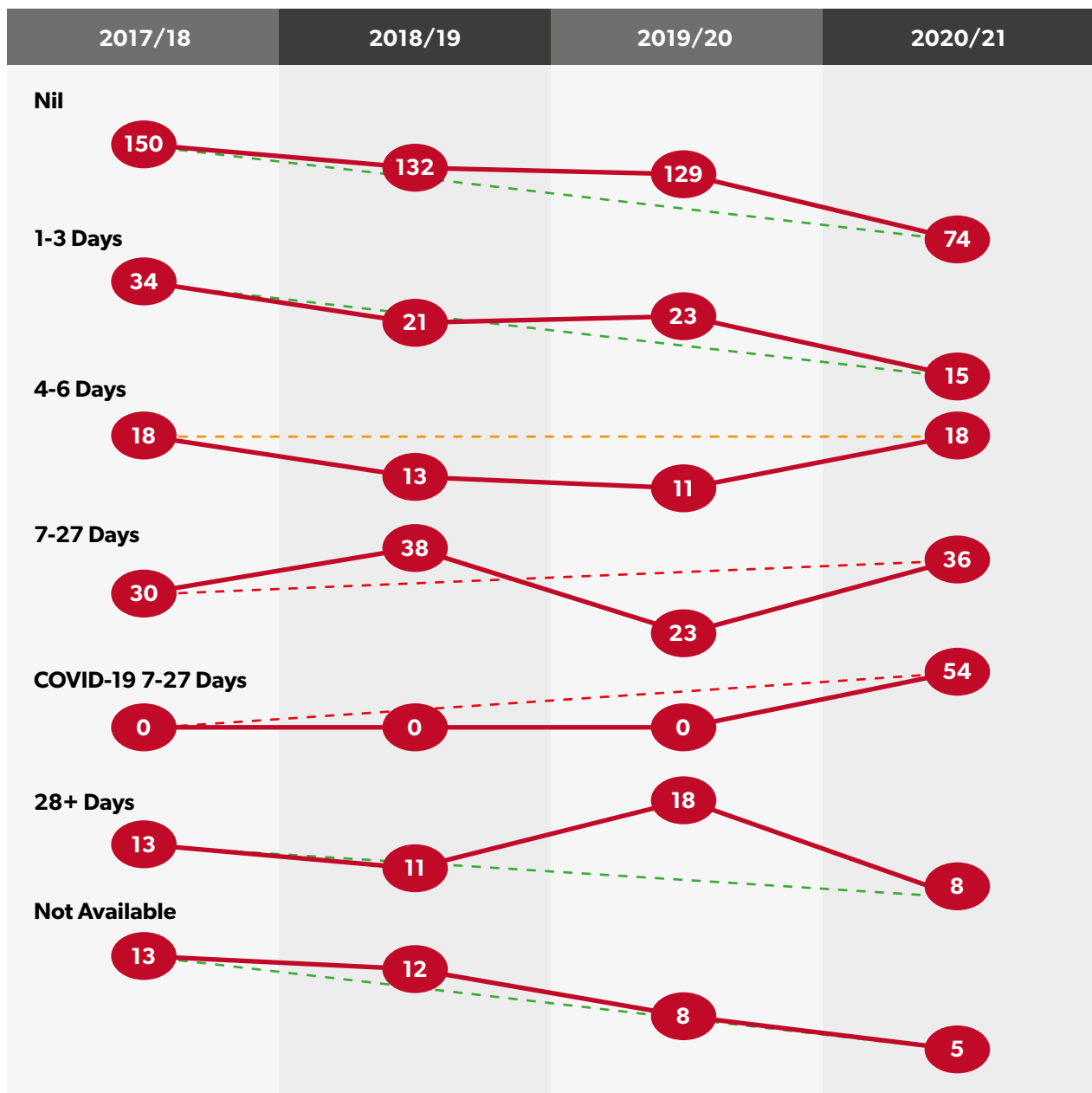


Figure 10: Working Day Lost Due to Accidents/Injuries 2017/18 to 2020/21

With the exception of the 7–27 days category and the newly added COVID–19 category all categories are showing a positive trend. Significant improvements have been made in gathering information resulting in a year on year improvement in the “not available” category.

We will:

- Continue to work with our colleagues in POD to review information in relation to absence and determine any necessary actions that may reduce absence;
- Continue to ensure that complete and accurate information relating to lost working time is being recorded; and
- Undertake support reviews to assist with compliance with COVID-19 workplace arrangements and task cards.

Three Most Common Accidents/Injuries by Causation

2017/18		2018/19		2019/20		2020/21	
Manual Handling/ Body Movement	55	Manual Handling/ Body Movement	81	Manual Handling/ Body Movement	77	Manual Handling / Body Movement	49
Slips, Trips & Falls	57	Slips, Trips & Falls	36	Slips, Trips & Falls	24	Slips, Trips & Falls	34
Hot / Cold	29	Hot / Cold	20	Hot / Cold	24	Impact (moving object)	19

Table 10: Three Most Common Accidents/Injuries by Causation

The most common cause of Accidents/Injuries across the SFRS remains manual handling/body movements accounting for 31% (49 of 156) of the total reported, although there has been a welcomed decrease of 5% in this category and a numerical decrease of 28 when comparing to the previous reporting year.

Further analysis shows 57% (28 of 49) occurring whilst undertaking training representing an increase of 19% in this category, however a numerical decrease of 1 is noted when comparing to the previous reporting year. A further 27% (13 of 49) occurred during operational incidents representing a decrease of 12% in this category and a numerical decrease of 17 when comparing to the previous reporting year. Finally, 16% (8 of 49) occurred whilst undertaking non-operational duties, representing a decrease of 8% in this category and a numerical decrease of 10 when comparing to the previous reporting year.

20% (10 of 49) of all manual handling/body movement injuries occurred whilst using ladders, with 60% (6 of 10) happening whilst undertaking training. A further 18% (9 of 49) occurred whilst using hose and 10% (5 of 49) whilst using BA sets.

Significant improvements are noted in operational related manual handling/body movement Accidents/Injuries with 1 Accident/Injury sustained every 6,583 operational incidents attended compared with 1 every 3,054 in the previous reporting year.

STF are the second most common cause of Accidents/Injuries within SFRS accounting for 22% (34 of 156) of the total Accidents/Injuries reported during 2020/21.

This represents an increase of 11% in this category and a numerical increase of 10 when comparing to the previous reporting year.

41% (14 of 34) of the total STF reported occurred at operational incidents representing a 1% decrease, however a numerical increase of 4 is noted when comparing to the previous reporting year. A further 35% (12 of 34) occurred whilst undertaking non-operational duties representing an increase of 2% and a numerical increase of 4 when comparing to the previous reporting year. 83% (10 of 12) of non-operational STF occurred within SFRS car parks or appliance bays, representing an 8% increase in this category and a numerical increase of 4 when comparing to the previous reporting year. 70% (7 of 10) of STF which occurred in SFRS car parks reported occurred due to slipping on ice.

Finally, 24% of STF (8 of 34) occurred whilst undertaking training, representing a decrease of 1% and a numerical increase of 2 when comparing to the previous reporting year. 63% (5 of 8) occurred during SDA led training, all occurred during refresher training representing a 4% decrease in this category and a numerical increase of 1 when comparing to the previous reporting year.

In an operational context a slip, trip and fall Accident/Injury occurred every 6,113 operational incidents attended compared with 1 in every 9,161 in the previous reporting year.

The third most common cause of Accidents/Injuries reported during 2020/21 is impact (moving object) accounting for 12% (19 of 156) of all Accidents/Injuries reported, representing a 2% increase in this category

and a numerical decrease of 1 when comparing to the previous reporting year. 42% (8 of 19) of the total reported occurred at operational incidents representing an increase of 4%, however numerically the number of events reported remains the same when comparing to the previous reporting year. A further 32% (6 of 19) of Accidents/Injuries involving impact (moving object) occurred whilst undertaking training, representing an increase of 13% and a numerical increase of 2 when comparing to the previous reporting year. 83% (5 of 6) occurred during SDA led training.

Finally, 26% (5 of 19) occurred whilst undertaking non-operational duties within SFRS premises, representing a 16% decrease in this category and a numerical decrease of 4 when comparing to the previous reporting year.

An Accident/Injury involving impact with a moving object occurred every 10,697 operational incidents attended compared with 1 in every 11,508 in the previous reporting year.

We will:

- Continue to support the work of SAIG;
- Ensure that the causes of all Accidents/Injuries sustained as a result of STF are fully scrutinised so

that preventative measures can be identified and implemented;

- Liaise with SDA via SAIG to ensure:
 - All equipment is stored securely in appliance lockers;
 - The correct PPE is worn at all stages on an incident; and
 - So far as is reasonably practicable, a visual inspection of structures used to pitch ladders.
- Ensure that training standards are reviewed to ensure sufficient information on manual handling and body movement is included;
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries;
- Support the MSK Injury Reduction Group in undertaking a review of manual handling training provision and warm up methods;
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather; and
- Ensure that existing procedures for reporting property defects are being adhered to.



NEAR MISSES

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	62	48	32	36	Green	13%
East	51	74	76	49	Red	-36%
West	33	51	59	48	Red	-19%
Strategic Planning, Performance and Communications	0	0	0	0	White	-
Finance and Contractual Services	2	7	8	1	Green	-88%
People and Organisational Development	0	2	0	0	White	-
Prevention and Protection	1	0	0	0	White	-
Operations	4	3	8	5	Red	-38%
Service Development	0	0	0	0	White	-
Training, Safety and Assurance	15	18	16	9	Green	-44%
Total	168	203	199	148	Green	-26%

Table 11: NM Annual Totals

When considering the number of NM in relation to the number of RIDDOR Reportable events (excluding COVID-19) we see a ratio of 9:1 which is an improvement on the 8:1 ratio recorded for previous reporting year.

Operational NM accounted for 47% (70 of 148) of the total reported, representing an 11% increase in this category and a numerical increase of 1 when comparing to the previous reporting year. Given the corresponding reduction, 9% in operational related Accidents/Injuries and RIDDOR, this increase is considered a positive trend.

29% (43 of 148) of NM events occurred during non-operational activities, representing a 1% decrease in this category and a numerical reduction of 16 from the previous reporting year. 44% (19 of 43) related to property issues e.g. appliance bay doors, station locker doors, electrical faults and water related issues, representing a 30% increase in this type of NM and a numerical increase of 11 when comparing to the previous reporting year.

There were no other notable trends.

24% (35 of 148) of all NM reported were associated with training activities, representing a 9% decrease in this category and a numerical decrease of 34 when comparing to the previous reporting year. 74% (26 of 35) of all training related NM occurred during SDA led training representing a decrease of 7% in this category and a numerical decrease of 30 on the previous reporting year. All training related NM occurred during refresher training, an increase of 12% in this category, however a numerical decrease of 23 is noted when comparing to the previous reporting year.

The most common type of training being undertaken when a NM event occurred was during BA related training accounting for 37% (13 of 35) of the total training NM reported. The most common causes involved free flow incidents which account for 31% (3 of 13), 15% (2 of 13) involved BA Cylinders, 15% (2 of 13) involved Emergency Air Supply Equipment (EASE) kits and 15% (2 of 13) involved extension cables.

Near Misses

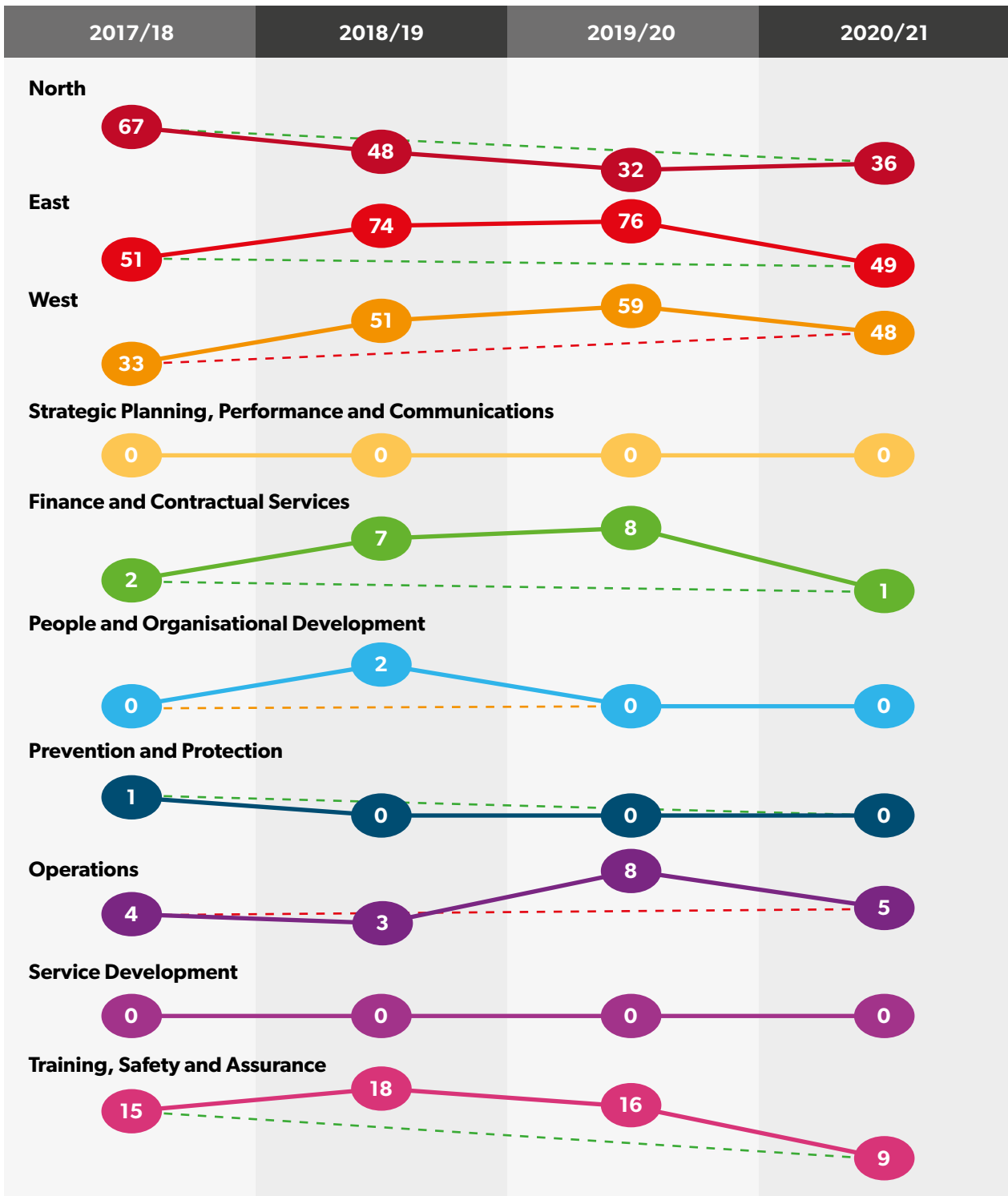


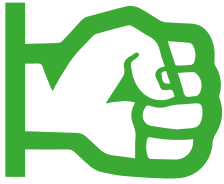
Figure 11: NM 2017/18 to 2020/21

To accurately interpret the NM reporting trend, data must be considered alongside Accidents/Injuries including RIDDOR Reportable event. By doing this, the preventative value and contribution to improving safety can be determined. When considering the number of NM in relation to the number of Accidents/Injuries (excluding COVID-19), we see a ratio of 1:1 in the NSDA, an improvement in frequency compared to 1:0.7 when compared to the previous reporting year. The ESDA shows a ratio of 1:0.9 a decrease in frequency compared to 1:1.4 when compared to the previous reporting year. The WSDA shows a ratio of 1: 0.9 a decrease in frequency compared to 1:0.8 when compared to the previous reporting year. TSA shows a ratio of 1:0.6 an

improvement in frequency compared to 1: 0.4 when compared to the previous reporting year.

We will:

- Utilise the SAIG to continue to promote the need and the benefits of reporting NM;
- Support the Training Function in identifying the causes of NM during carbonaceous fire behaviour Training Courses and implementing suitable control measures; and
- Consult with Property Services to review inspection regimes to ensure that they are still fit for purpose and where appropriate update regimes as required.



ACTS OF VIOLENCE

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	6	10	9	8		-11%
East	15	26	15	23		53%
West	40	47	31	37		19%
Strategic Planning, Performance and Communications	0	0	0	0		-
Finance and Contractual Services	0	0	0	0		-
People and Organisational Development	0	0	0	0		-
Prevention and Protection	0	0	0	0		-
Operations	0	0	1	1		0%
Service Development	0	0	0	0		-
Training, Safety and Assurance	0	0	0	0		-
Total	61	83	56	69		23%

Table 12: AoV Annual Totals

The total number AoV reported this year shows an increase of 23% (56 to 69) when comparing to the previous reporting year. This increase is attributed to a 53% (15 to 23) increase within the ESDA and 19% increase (31 to 37) in the WSDA.

With consideration to the number of incidents attended, a Firefighter was subjected to an AoV every 1,358 operational incidents attended, compared with 1 every 1,636 in 2019/20, 1 every 1,117 in 2018/19, and 1 every 1,698 in 2017/18.

91% (63 of 69) of AoV reported occurred at operational incidents, representing a 4% decrease in this category, however, a numerical increase of 10 is noted when comparing to the previous reporting year. Of the AoV which occurred at operational incidents 68% (43 of 63)

occurred at secondary fires, representing an increase of 2% and a numerical increase of 9 when comparing to the previous reporting year. 14% (9 of 63) occurred when responding to primary fires, representing a 1% decrease, and a numerical increase of 1 is noted when comparing to the previous reporting year.

51% (35 of 69) of the total AoV reported involved missiles or thrown objects, representing a 10% decrease in this category, however, numerically an increase of 1 is noted when comparing to the previous reporting year. 28% (19 of 69) involved bricks/bottles being thrown and 16% (11 of 69) involved fireworks being thrown.

43% (30 of 69) were attributed to verbal abuse to crews, representing a 25% increase in this category and a numerical decrease of 20 when comparing to

the previous reporting year. 6% (4 of 69) were physical assault by a person, representing a 12% decrease in this category and a numerical decrease of 6 when comparing to the previous reporting year. Of the physical AoV reported, 1 resulted in a Firefighter sustaining a leg injury after being struck by a member of the public.

Police assistance was requested in 81% (56 of 69) of AoV with 20% (11 of 56) considered as reportable under the Emergency Workers (Scotland) Act 2005. However, there have been no associated prosecutions.

Acts of Violence

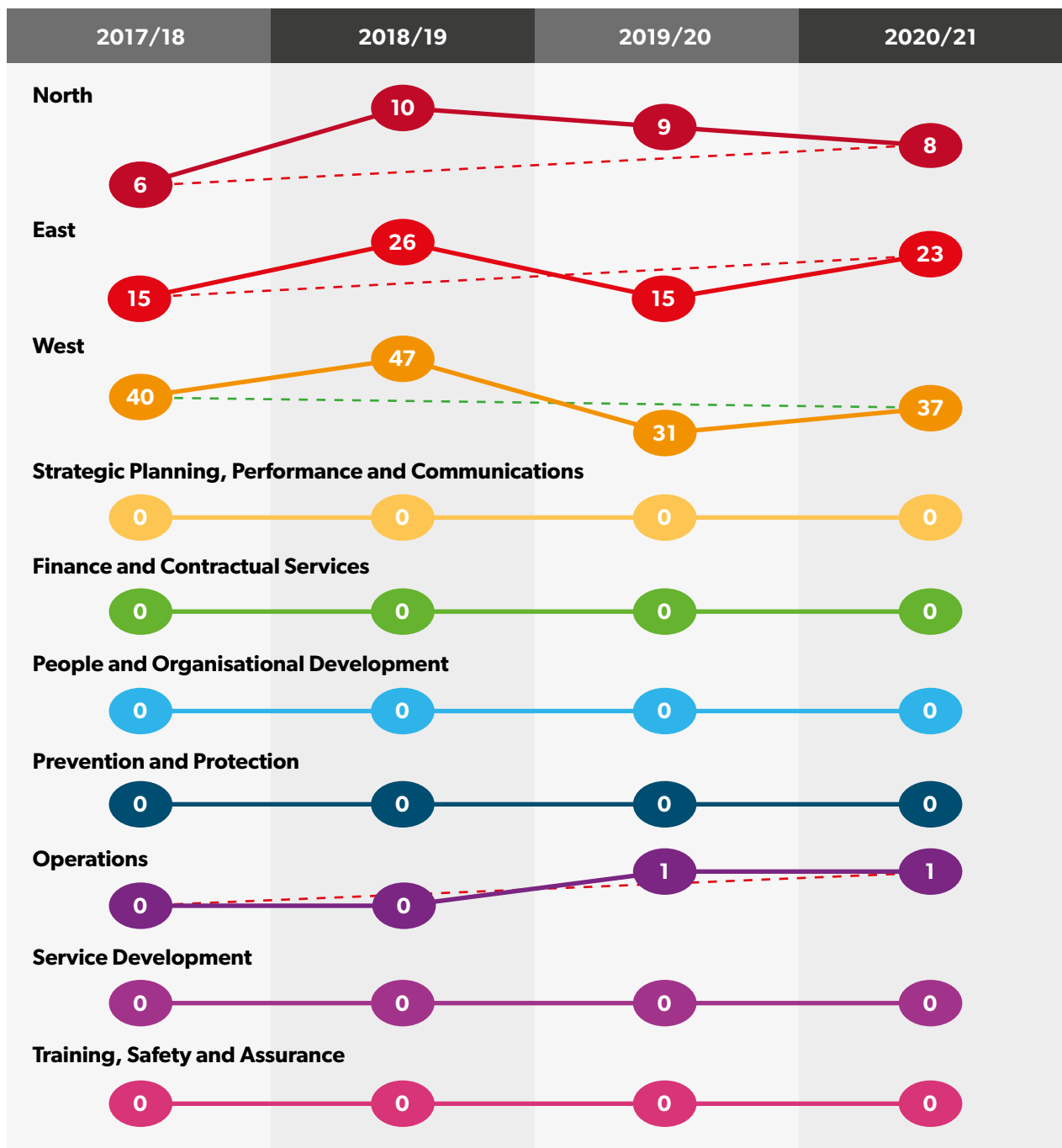


Figure 12: Annual Totals for AoV 2017/18 to 2020/21

There has been a steady underlying increasing trend of AoV reported over the four-year period, except for the WSDA.

When analysing AoV by season we see 17% (12) occurring during spring, 26% (18) during summer, 31% (22) during Autumn, and 25% (17) during winter. The period surrounding Bonfire night (01/11 – 09/11) accounted for 20% (14 of 69) of AoV, this shows an increase of 2 % and a numerical increase of 4 when comparing to the previous reporting year.

We will:

- Support SDA in engaging with partner agencies to further develop and enhance current arrangements to support the reduction of AoV, particularly at peak times e.g. bonfire night;
- Support the ESDA and WSDA in identifying geographical hotspots where AoV have taken place so that community engagement activities can be tailored and targeted;
- Ensure that crews are reminded of the need to use the following messages when under attack or under the threat of attack:
 - ‘Immediate Police assistance required, crews under attack’ or ‘Police assistance required, crews under threat of attack’ . This is outlined within SFRS SOP and SFRS Awareness Briefing – Request for Police Scotland Assistance at Operational Incidents’ (6/12/2016); and
- Ensure that staff are made aware of the importance and benefits of reporting relevant incidents under the Emergency Workers (Scotland) Act 2005.



VEHICLE ACCIDENTS

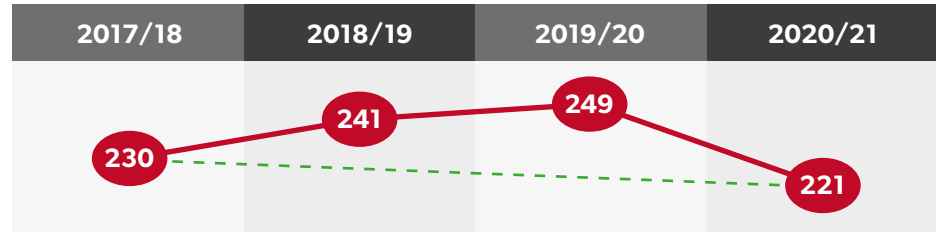


Figure 13: Vehicle Accidents 2017-18 to 2020-21

Over the four-year period, the overall number of VA are showing a downward trend. Across SFRS there were 221 VA, a 11% (249 to 221) decrease when comparing to the previous reporting year.

Analysis shows operational related VA accounted for 66% (145 of 221) of the total, a 10% increase

and a numerical increase of 5 when comparing to the previous reporting year. 32% (70 of 221) were attributed to non-operational activities, a 1% decrease and a numerical decrease of 13 when comparing to the previous reporting year. Finally, 3% (6 of 221) were attributed to training, representing an 8% decrease in this category and a numerical decrease of 20.

Vehicle Accidents

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	RAG	% Change from Previous Reporting Year
North	59	52	42	43	Red	2%
East	58	74	72	64	Green	-11%
West	99	94	116	96	Green	-17%
Strategic Planning, Performance and Communications	0	0	1	0	Green	-100%
Finance and Contractual Services	5	6	8	11	Red	38%
People and Organisational Development	0	1	0	0		-
Prevention and Protection	2	1	1	0	Green	-100%
Operations	1	2	3	3	Orange	0%
Service Development	0	0	0	0		-
Training, Safety and Assurance	6	11	6	4	Green	-33%
Total	230	241	249	221	Green	-11%

Table 13: Vehicle Accidents Annual Totals

Vehicle Accidents by Activity

SDA/Directorate	Operational	Non-Operational	Training	Total
North	31	12	0	43
East	46	15	3	64
West	67	28	1	96
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	0	11	0	11
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	1	2	0	3
Service Development	0	0	0	0
Training, Safety and Assurance	0	2	2	4
Total	145	70	6	221

Table 14: Activity Undertaken Annual Totals

Operational related VA remain the most common VA with a VA reported every 590 operational incidents attended, compared to 1 in every 654 the previous reporting year indicating a negative trend in this category.

Further analysis shows a VA occurred every 604 operational incidents attended in the NSDA, compared to 1 in every 677 in the previous reporting year. In the ESDA a VA occurred every 614 operational incidents, compared to 1 in every 673 in the previous reporting year. Finally, in the WSDA a VA occurred every 663 operational incidents attended, compared with 1 in every 639 the previous reporting year.

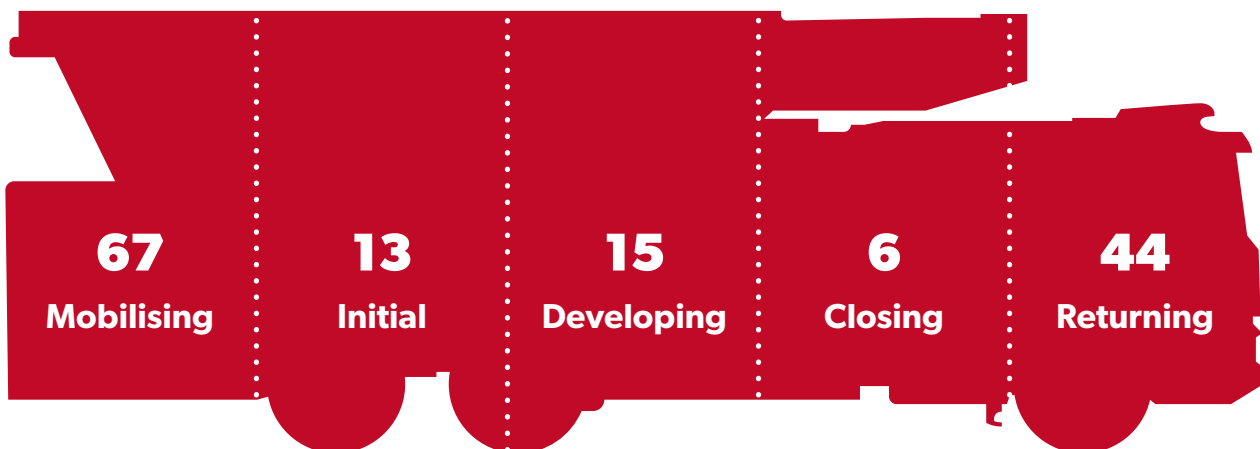


Figure 14: Phases of Operational Incidents Annual Totals

46% (67 of 145) of operational related VA were attributed to mobilising representing a 2% increase in this category, although numerically the number of VA reported remains the same when comparing to the previous reporting year. The initial phase decreased by 2%, whilst during the developing phase VA increased by 4%. The closing and returning phases remained the same when compared to the previous reporting year.

Of the VA attributed to operational incidents, 58% (84 of 145) occurred at low speed, representing an increase in this category and numerical increase of 10 when comparing to the previous reporting year. 69% (58 of 84) of low speed VA occurred whilst moving forward, a decrease of 8% in this category, however numerically an increase of 1 is noted when comparing to the previous reporting year. 43% (36 of 84) of low speed manoeuvres occurred during the returning phase of the incident with 81% (29 of 36) of these as a result of hitting something fixed or stationary e.g. parked cars and street furniture.

A further 26% (37 of 145) of operational related VA occurred whilst driving under blue light conditions, representing a decrease of 8% in this category and a numerical decrease of 10 when comparing to the previous reporting year.

34% (50 of 145) of the operation VA occurred on urban roads, representing a 9% increase in this category and a numerical increase of 15 when comparing to the previous reporting year. 19% (28 of 145) occurred on A Class roads, representing a decrease of 7% in this category and a numerical decrease of 8 when comparing to the previous reporting year. 19% (28 of 145) occurred on B Class roads, representing a 4% increase in this category and a numerical increase of 7 when comparing to the previous reporting year. A further 8% (12 of 145) occurred off road, representing a decrease of 5% and a numerical decrease of 5.

12% (17 of 145) occurred in appliance bays, representing an increase of 1% in this category and a numerical increase of 1.

Driver assistants were used in 28% (41 of 145) of the VA reported, representing an increase of 6% and a numerical increase of 10 when comparing to the previous reporting year.

32% (70 of 221) of VA reported were attributed to non-operational activities, representing a 1% decrease and a numerical decrease of 13 with the previous reporting year. 59% (41 of 70) of the non-operational VA involved the use of Fire Appliances, representing a decrease of 10% in this category and a numerical decrease of 16 when comparing to the previous reporting year.

36% (25 of 70) involved the use of SFRS White Fleet, representing an increase of 5% in this category and a numerical increase of 8 when comparing to the previous reporting year. 4% (3 of 70) involved private cars, representing a decrease of 5% in this category, however numerically remaining the same when comparing to the previous reporting year. The remaining 1% (1 of 70) involved a forklift.

There is no comparative data for the previous reporting year.

Finally, Training related VA accounted for 3% (6 of 221) of VA, representing a 7% decrease and a numerical decrease of 20 for the previous reporting year. 83% (5 of 6) were attributed to attending refresher training, representing an increase of 18% and a numerical decrease of 12 is noted in this category when comparing to the previous reporting year. 60% (3 of 5) occurred whilst attending Swift Water Rescue training, representing an increase of 19%, however, a numerical decrease of 4 is noted in this category when comparing to the previous reporting year.

Vehicle Accidents by Cause

SDA/Directorate	Hit Something Fixed or Stationery	Hit or Hit by a Moving Vehicle	Other	Total
North	35	2	6	43
East	51	4	9	64
West	80	6	10	96
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	8	2	1	11
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	2	0	1	3
Service Development	0	0	0	0
Training, Safety and Assurance	4	0	0	4
Total	180	14	27	221

Table 15: Vehicle Accidents Cause Annual Totals

Examples of "Others" includes charging cable not being released and vehicle slides due to icy conditions.

The most common cause of VA across the SFRS continues to be 'hit something fixed or stationary, accounting for 81% (180 of 221) of the total reported, representing an increase of 20% and numerically an increase of 18 when compared to the previous reporting year.

44% (80 of 180) occurred in the WSDA, representing a decrease of 10% in this category and numerically a decrease of 6 when compared to the previous reporting year. 28% (51 of 180) occurred in the ESDA, a 4% increase in this category and numerically an increase of 14 when compared to the previous year. 19% (35 of 180) occurred in the NSDA, a 4% increase in this category and numerically an increase of 9 when compared to the previous year.

Vehicle Accidents by Speed Type

SDA/Directorate	Low Speed	ERD (Blue Light)	Normal Road Use	Water Related Events	Total
North	30	11	2	0	43
East	36	18	3	4	61
West	67	19	9	0	95
Strategic Planning, Performance and Communications	0	0	0	0	0
Finance and Contractual Services	7	0	4	0	11
People and Organisational Development	0	0	0	0	0
Prevention and Protection	0	0	0	0	0
Operations	1	0	1	0	2
Training, Safety and Assurance	3	1	0	0	4
Total	144	49	19	4	216

Table 16: Vehicle Accidents Speed Type Annual Totals

65% (144 of 221) of VA across the SFRS occurred at low speed, representing a 5% decrease and numerically decrease of 5 when compared to the previous reporting year.

The difference in overall totals (221 to 216) is due to Third Party at fault events.

Vehicle Accidents by Direction of Travel

SDA/Directorate	Forward	Reverse	Total
North	32	11	43
East	47	14	61
West	75	18	95
Strategic Planning, Performance and Communications	0	0	0
Finance and Contractual Services	5	6	11
People and Organisational Development	0	0	0
Prevention and Protection	0	0	0
Operations	1	1	2
Training, Safety and Assurance	3	1	4
Total	164	51	221

Table 17: Vehicle Accidents Speed Type Annual Totals

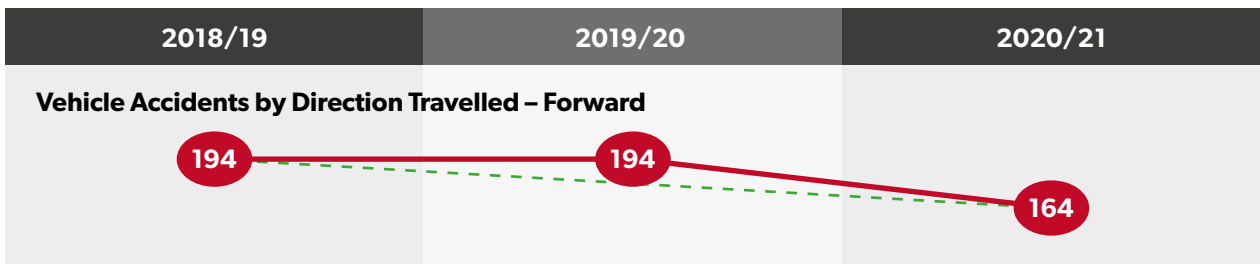


Figure 15: Vehicle Accidents by Travel - Forward Annual Totals

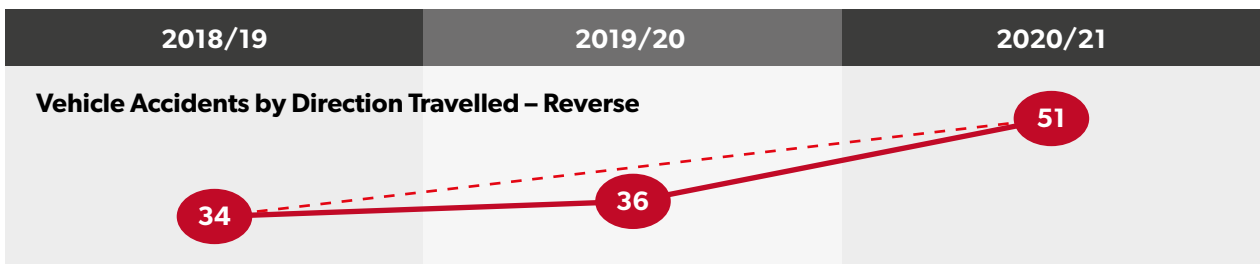


Figure 16: Vehicle Accidents by Travel - Reverse Annual Totals

There was no comparative data available in these categories of VA which occurred whilst the vehicle was moving forward for 2017/18.

74% (164 of 221) of VA across the SFRS occurred whilst the vehicle was moving forward representing, a 4% decrease and numerically decrease of 30 when compared to the previous reporting year. 23% (51 of 221) of VA across the SFRS occurred whilst the vehicle was reversing, representing a 9% increase and numerically increase of 15 when compared to the previous reporting year.

22% (48 of 221) of VA involved the use of Driving Assistants, an increase of 3% and a numerical increase of 1 when comparing to the previous reporting year. Another 26% (57 of 221) of VA required Driving Assistants to be in position, however they were not used. This represents an increase of 7% and a numerical increase of 10 when comparing to the previous reporting year.

We will:

- Engage with SDA SAIG to:
 - Ensure Officers in Charge (OIC) and drivers are made aware of the need and importance of utilising Driving Assistants at all times as detailed in the SFRS Driver's Handbook;
 - Ensure Driving Assistants are used when entering and leaving appliance bays;
 - Ensure that OIC monitor Driving Assistants to ensure the role is being properly carried out;
 - Ensure the position and statements from Driving Assistants are included in all event reports;
 - Ensure that OIC and drivers are reminded of the importance of ensuring charging cables have been disconnected before driving off;
 - Ensure that OIC and drivers are reminded of the importance of ensuring checks are made to confirm appliance locker doors are properly open before driving off;
- Undertake a review of Water Rescue to determine any areas of good practice and improvement; and
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather.

11. LOOKING FORWARD 2021/22

Health and Safety Functional Plan 2021/22

During 2021/22, HS will work towards fulfilling the following objectives, with a view to increasing the overall effectiveness of HS management:

Deliver rolling programme of SFRS HSIP across the organisation

- Develop the SFRS Annual HSIP and bespoke SDA/Directorate Improvement Plans; and
- Facilitate the completion of Plans through robust engagement and advice to Business Partners.

Develop and implement the following suite of Management Arrangements and LCMS modules to provide managers with the tools to support legal compliance

- Radiation;
- Management of Plant and Equipment;
- New and Expectant Mothers;
- Self-Audits; and
- Audits.

Develop and implement business processes that promote efficiency and compliance with General Data Protection Regulation (GDPR)

- Develop and implement HS Department internal business protocols handbook.

Develop and implement ICT solutions to enhance HS

- Continue to develop modules and liaise with ICT in relation to the SFRS bespoke Electronic HS Management System – Think, Act, Stay Safe.

Develop and facilitate implementation of various risk reduction strategies

- Advise on the outcomes of hand-arm vibration and noise measurements;
- Advise on the Operational Document Conversion Project;
- Support the work of the SFRS Contaminants Group by coordinating the development of practices to mitigate the risk of exposure;
- Develop and advise on various measures to reduce the work-related transmission of COVID-19;
- Develop and implement practices to enhance the embedding of identified lessons within the SFRS following significant events; and
- Facilitate the completion of Directorate Employee Handbooks.

12. GLOSSARY OF TERMS

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Terms and/or abbreviations	Definitions and/or meanings
Accident/Injury Rate	The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee
AoV	Acts of Violence
BA	Breathing Apparatus
GRA	Generic Risk Assessment
HS	Health and Safety
HSE	Health and Safety Executive
HSIP	Health and Safety Improvement Plan
LSO	Local Senior Officer
MSK	Musculoskeletal
Musculoskeletal	Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues
NM	Near Miss
Operational Accident/Injury Rate	Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended
P&P	Prevention and Protection
POD	People and Organisational Development
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SAIG	Safety and Assurance Improvement Group

Terms and/or abbreviations	Definitions and/or meanings
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SOP	Standard Operating Procedure
SSoW	Safe System of Work
VA	Vehicle Accident
White Fleet	White Fleet is anything falling below 7,000 kgs whether blue lighted or not



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

www.firescotland.gov.uk

Report No: B/SPPC/09-22

Agenda Item: 18.2

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	PERFORMANCE MANAGEMENT FRAMEWORK ANNUAL REVIEW REPORT 2020-2021						
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>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide Board Members with the Performance Management Framework Annual Review 2020 -21 (Appendix A)						
2	Background						
2.1	The SFRS Performance Management Framework (PMF) (Appendix B) defines the services high level performance information and the range of indicators the service uses to assess overall performance over a 12-month period.						
2.2	It also 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 and the outcomes and objectives set out in our Strategic Plan.						
3	Main Report/Detail						
3.1	SFRS has created a Performance Management Framework Annual Review Document. Members may recall when the first designs were brought to a Board Strategy Day in November 2021. As part of that discussion, the design and format was finalised with additional context added to assist the reader.						
3.2	Alongside our national statistics publications and annual review report, this document helps to provide an overview of service performance and reports on the indicators agreed in the current version of the Scottish Fire and Rescue Service (SFRS) Performance Management Framework.						
3.3	This version was published in April 2022. Future versions will be published in the autumn of each year. The next version is expected by November 2022, this will bring the service up-to-date with PMF reporting. Future iterations are being planned to come earlier in the year to directly complement the Annual Performance Review report.						
4	Recommendation						
4.1	Members are asked to note the report for information.						

5	Core Brief	
5.1	The Performance Management Framework Annual Review 2020-21 is provided to SFRS Board members.	
6	Appendices/Further Reading	
6.1	Appendix A - Performance Management Framework Annual Review 2020-2021 Appendix B – SFRS Performance Management Framework	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Richard Whetton, Head of Governance, Strategy and Performance	
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		
Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Information Only</i>



Performance Management Framework

2020-21 Annual Review

Working together for a safer Scotland



Contents

Introduction 1

The Year in Summary 2

OUTCOMES

1 Prevention 3

2 Response 7

3 People 12

4 Public Value 20



INTRODUCTION

The SFRS Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), will manage our performance. It describes the processes we will use and the tools available to support us in achieving the priorities set within the Fire and Rescue Framework for Scotland 2016; and the outcomes and objectives set out in our Strategic Plan.

As well as defining our processes and the good practice we aim to follow, the PMF provides a comprehensive suite of performance indicators that monitor how well we are doing.

Our **62 indicators** have each been aligned to **one of the four outcomes** within our **Strategic Plan 2019-22**.

This introductory review looks at our progress against each of these indicators between **1 April 2020** and **31 March 2021**. As an annual review, it will be produced to the same timetable as the operational Official Statistic publication and will be available in November each year providing a review of the past fiscal year.



THE YEAR IN SUMMARY

The fourth quarter of 2020-21 brought Scottish Fire and Rescue Service to the end of what has been a challenging year for those living, working and studying across Scotland. The experience of this global pandemic continued throughout the year, and is likely to continue for some time yet. How the Service recognises the societal, environmental and economic impact of the pandemic will not be clear until we have a fuller understand of what will equate to the 'new normal'.

Blue light services face varying challenges ensuring the safety of the general public in any given year, but the last year has added a further challenge in how we continue to engage effectively with people throughout Scotland's communities. The insight gleaned during this time mean that it would not always be practical to disregard the data from this past year when comparing historical data.

Comparisons of the four quarters in both operational and organisational context was not always possible due to the difficulties faced across the Service. Remote access to systems, reduced numbers of staff, delays in capturing information and regional variance in lockdown restrictions all played a part affecting the organisations capabilities to report performance. There were both positive and negative changes that require more in-depth analysis to identify factors that may have influenced quarterly performance.

The reduction in operational activity continued across the fourth quarter but at a slower rate than the first three quarters of the year. Both non-fire incidents and False Alarms followed the same downward trend evident in the fourth quarter as in previous quarters however, fires increased (12 per cent) against the previous fourth quarter and marginally (2.5 per cent) for the year.

Accidental dwelling fires (ADFs) were at their lowest rates of incidence since pre- 2009-10. Fire casualties resulting from accidental fires in the home continued to be markedly lower than in previous years.

The target reduction of three per cent based on the moving three-year average was surpassed with a reduction greater than ten per cent. Fatalities resulting from fires in the home have had a significantly different outcome in the last year, with the last two years recording both the lowest (2019-20) and the highest fatality (2020-21) rates over the last nine years.

Special Service and False Alarm incidents were down versus previous years. The Service experienced a direct impact on operational activity in these categories influenced by regional restrictions across Scotland. Unwanted Fire Alarm Signal incidents reported in educational premises out of lockdown were not dissimilar to previous years. Temporary Closure of business premises and educational facilities during lockdown meant that over the course of the year false alarm incidents were down by a third versus 2019-20. Hospitals have been well documented as premises that have been under significant pressure in terms of demand, yet non-fire emergency responses in this environment were down by one fifth on the previous year.

Scottish Fire and Rescue Service have for many years made a concerted effort to work more closely with partner agencies where possible. This has been evident in medical response incidents and related categories. Full year analysis shows that incidents recorded specifically as 'Medical Response' reduced by ten per cent on the three-year average whilst 'Effecting Entry/Exit' incidents have increased by more than six per cent based on the three-year average. There was less than one per cent change to incidents recorded as 'Assist other agencies' against the three-year average. The impact of the pandemic has meant that all three categories are reporting fewer incidents than the previous years which was the first decline since before 2015-16.

Official Statistics about SFRS can be found on our website at www.firescotland.gov.uk/about-us/who-we-are/statistics/

OUTCOME 1 - Prevention

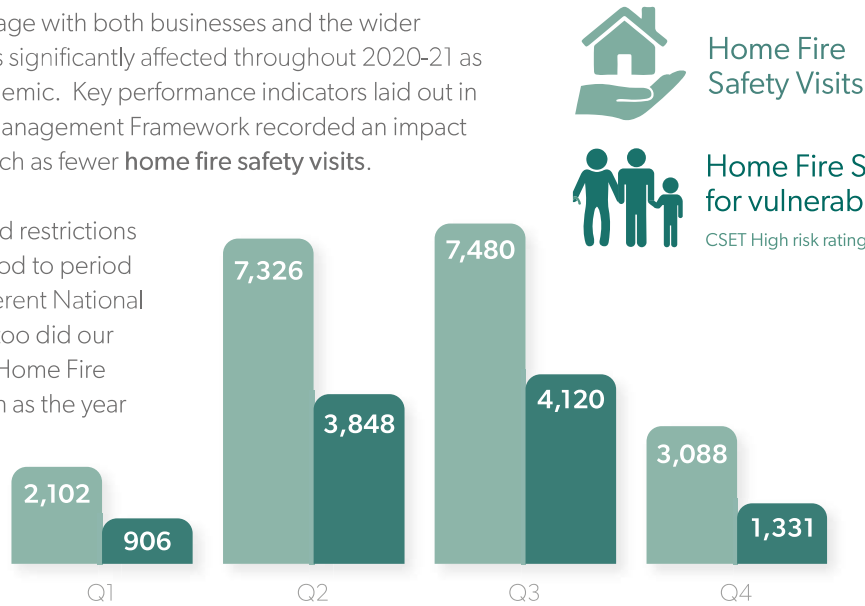
Our collaborative and targeted prevention activities improve community safety and wellbeing, and support sustainable economic growth.

1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

SFRS ability to engage with both businesses and the wider Scottish public was significantly affected throughout 2020-21 as a result of the pandemic. Key performance indicators laid out in the Performance Management Framework recorded an impact on performance such as fewer **home fire safety visits**.

As guidance around restrictions changed from period to period and across the different National Health Boards, so too did our ability to carry out Home Fire Safety Visits as seen as the year progressed.

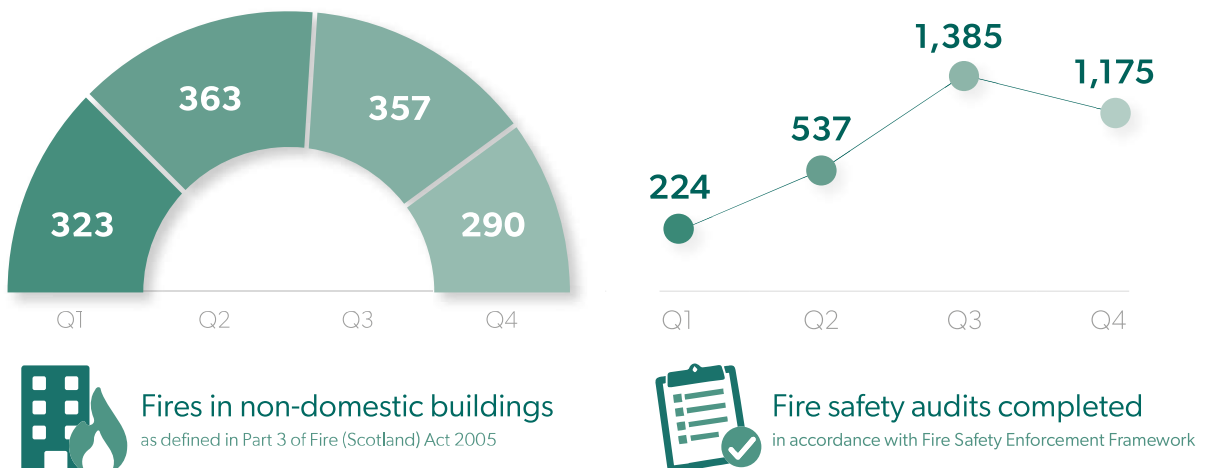
Chris Fitzpatrick,
Business Intelligence and
Data Services Manager



1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Fires reported in non-domestic premises were lower than in previous years, likely to have been positively impacted with relevant premises having a reduced human presence during the pandemic. The quarters where we have seen a higher number of incidents were during periods where initial restrictions had been more relaxed and greater freedom of movement.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



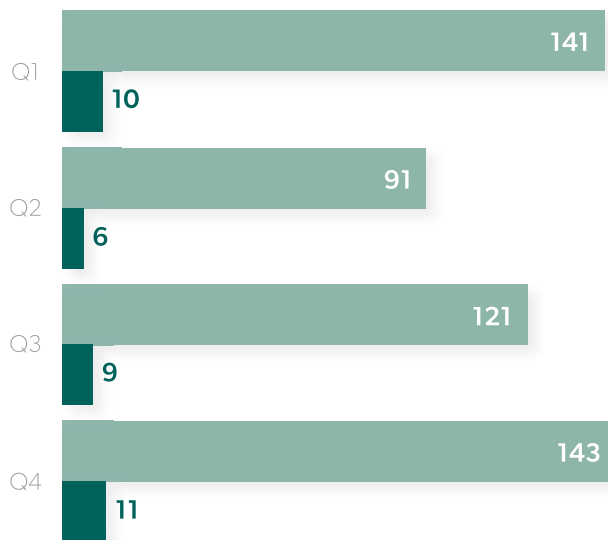
1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

Non-fatal fire casualties recorded in the home varied across the four quarters and was noticeably lower than the years which have gone before. Unfortunately recorded fatalities from fires in the home were higher than the previous year however, the previous year was an all-time low and 2020-21 was more in line with the occurrences recorded in the years prior to 2019-20.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



Accidental Dwelling Fire Casualties



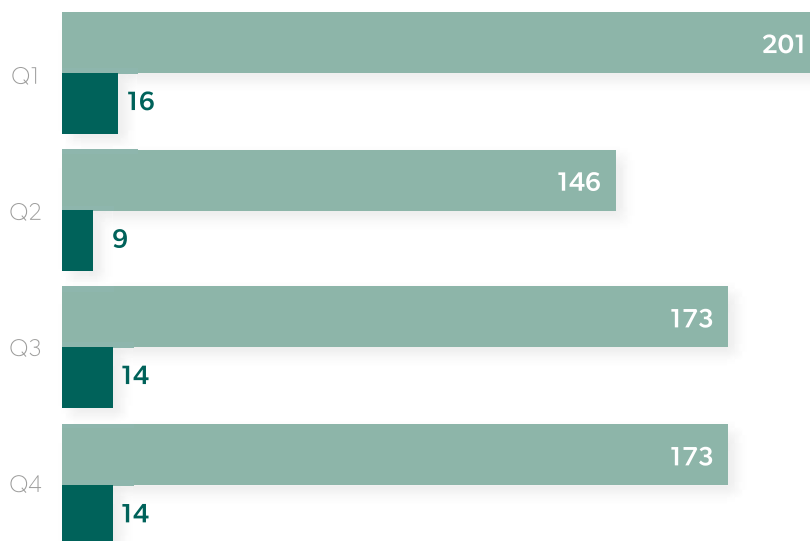
Fire Casualties
(excluding precautionary checks)



Fire Fatalities



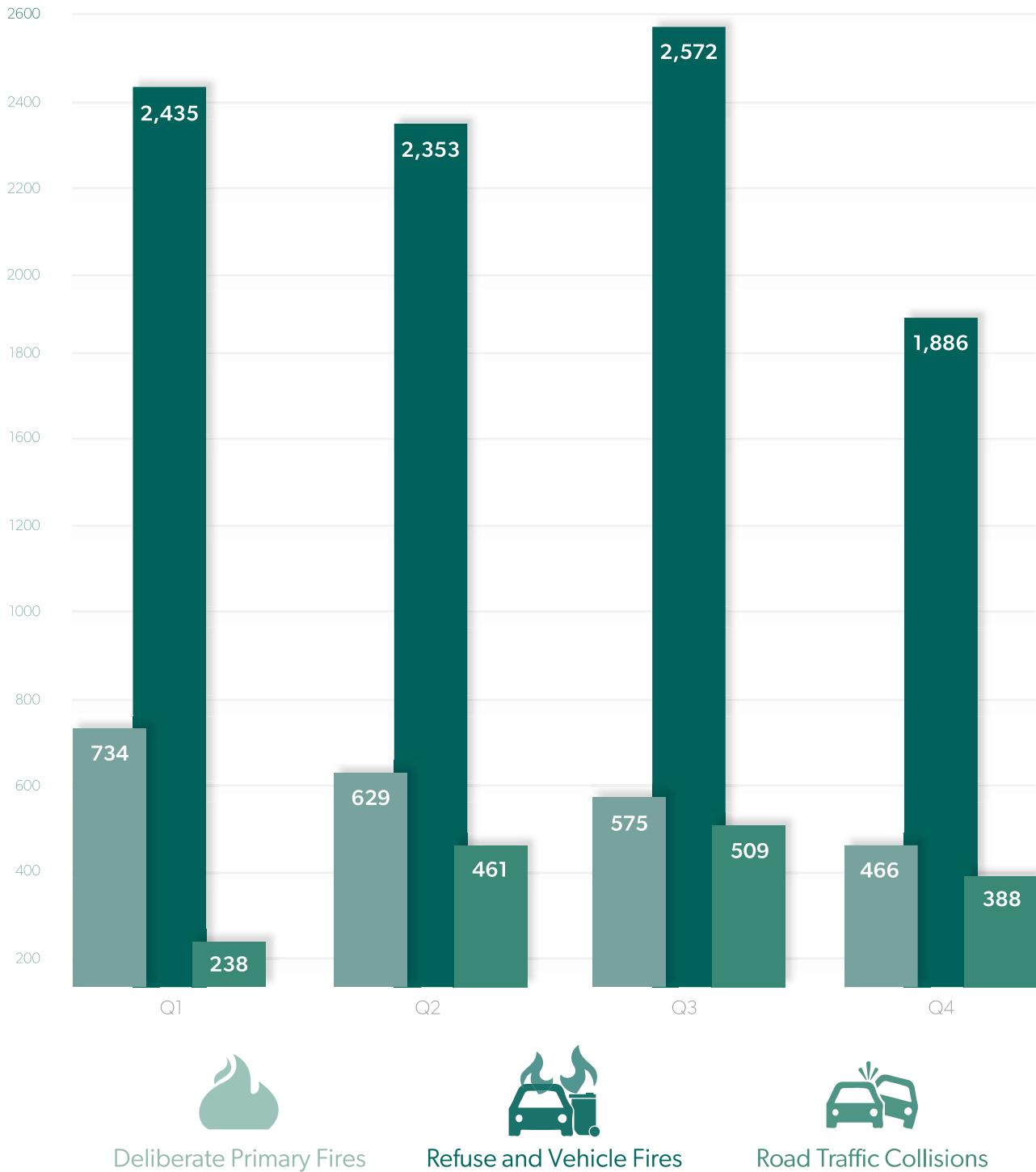
All Fire Casualties



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

Road Traffic Collisions (RTCs) attended by SFRS were markedly different to previous years with all four quarters noticeably different than the equivalent periods before. Tighter restrictions limiting unnecessary travel and working from home would have had an impact.

Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



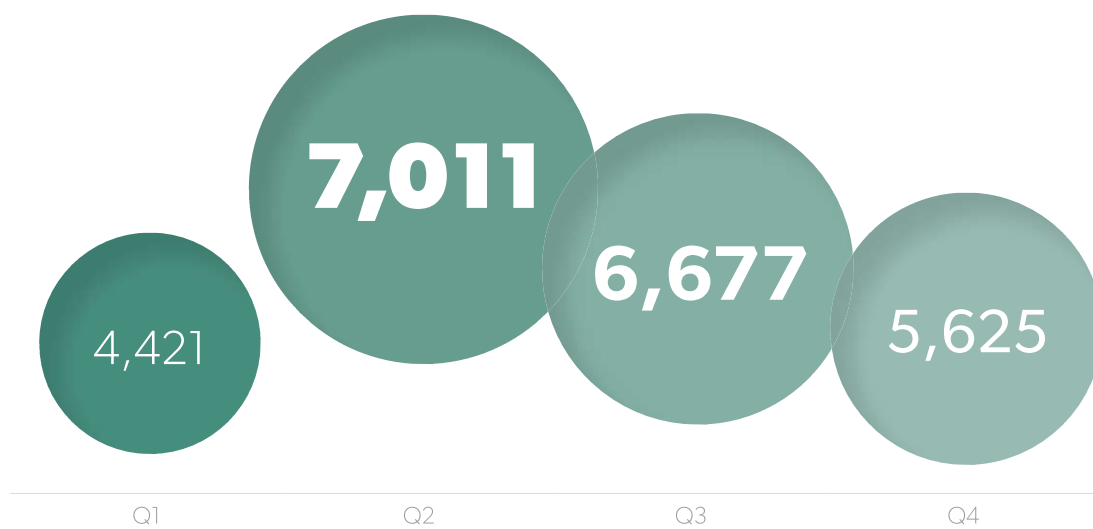
1.4 We will respond appropriately to Unwanted Fire Alarm Signals (UFAS) and work with our partners to reduce and manage their impact on businesses, communities and our Service.

UFAS incidents are false alarms reported across non-domestic premises, most of which experienced a reduction in the number of people entering those building types. As a result, UFAS incidents were down by more than one-third against previous years.

Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



Unwanted Fire Alarm Signal incidents attended in non-domestic premises



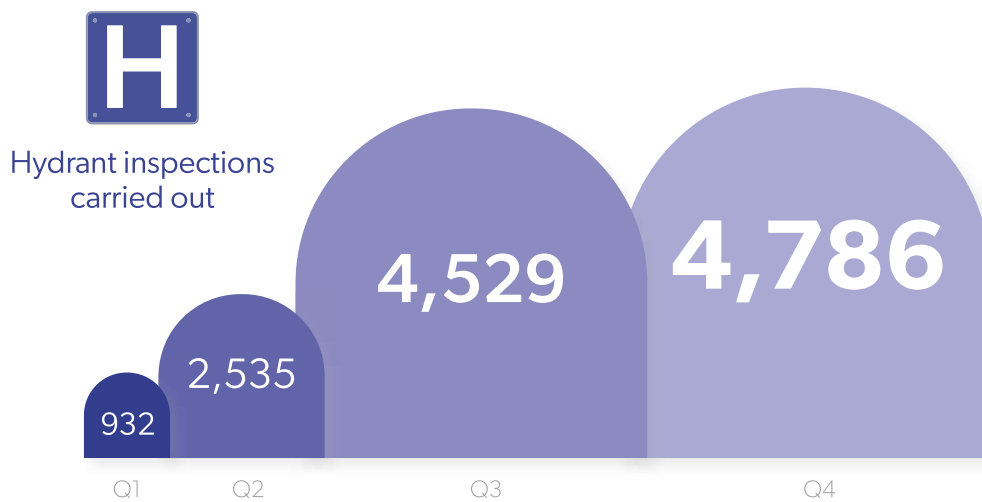
OUTCOME 2 - Response

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

2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

Similar to community engagement activity, hydrant inspections were unusually low in the first quarter as a result of the pandemic related affects. As the Service began to positively adjust, so too did the number of inspections performed across the following three quarters.

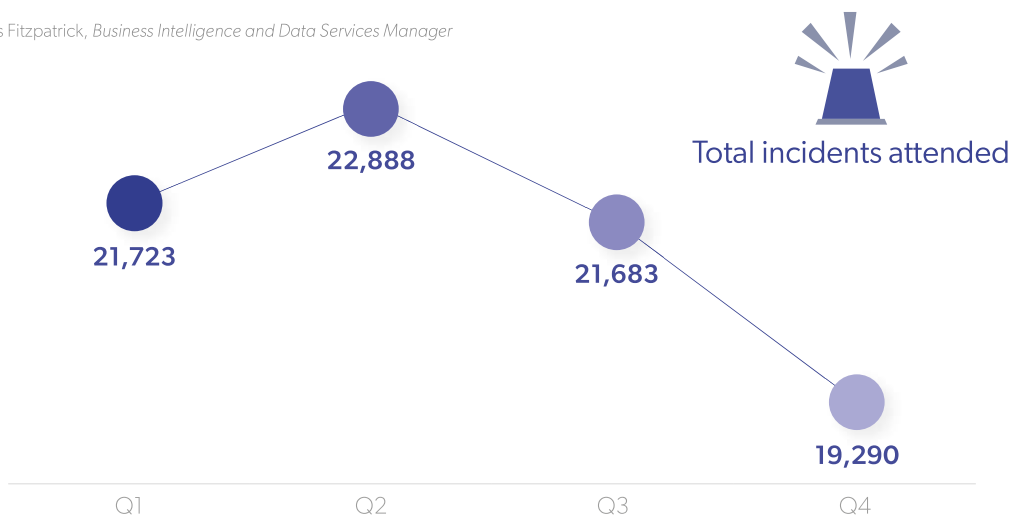
Chris Fitzpatrick, Business Intelligence and Data Services Manager



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

Full year incidents attended were at their lowest since 2014-15 with fewer false alarms and non-fire related incidents.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



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

SFRS attendance at incidents commonly associated with working with partner agencies has been increasing year-on-year. 2020-21 was the first year for a number of years where a slow down was evident. Quarterly activity was on a par but noticeably lower across the first quarter at both 'assistance to other agencies' and 'effecting entry/exit' incidents.

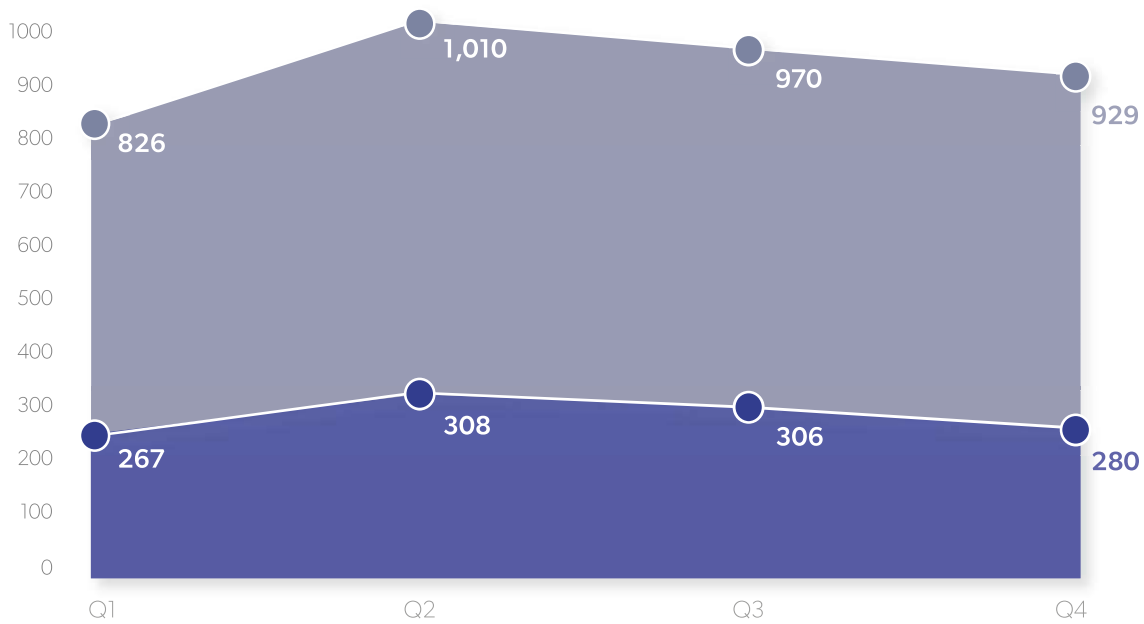
Chris Fitzpatrick, Business Intelligence and Data Services Manager



Effect entry/exit incidents attended



Incidents attended at the request of other agencies



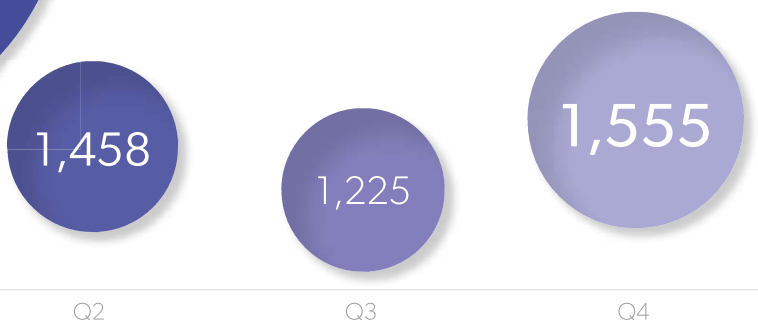
3,463



Non-refuse secondary fires

The first quarter of the year remains the period when most outdoor fires are experienced, this is influenced greatly by weather conditions and dry flora as well as human factors.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



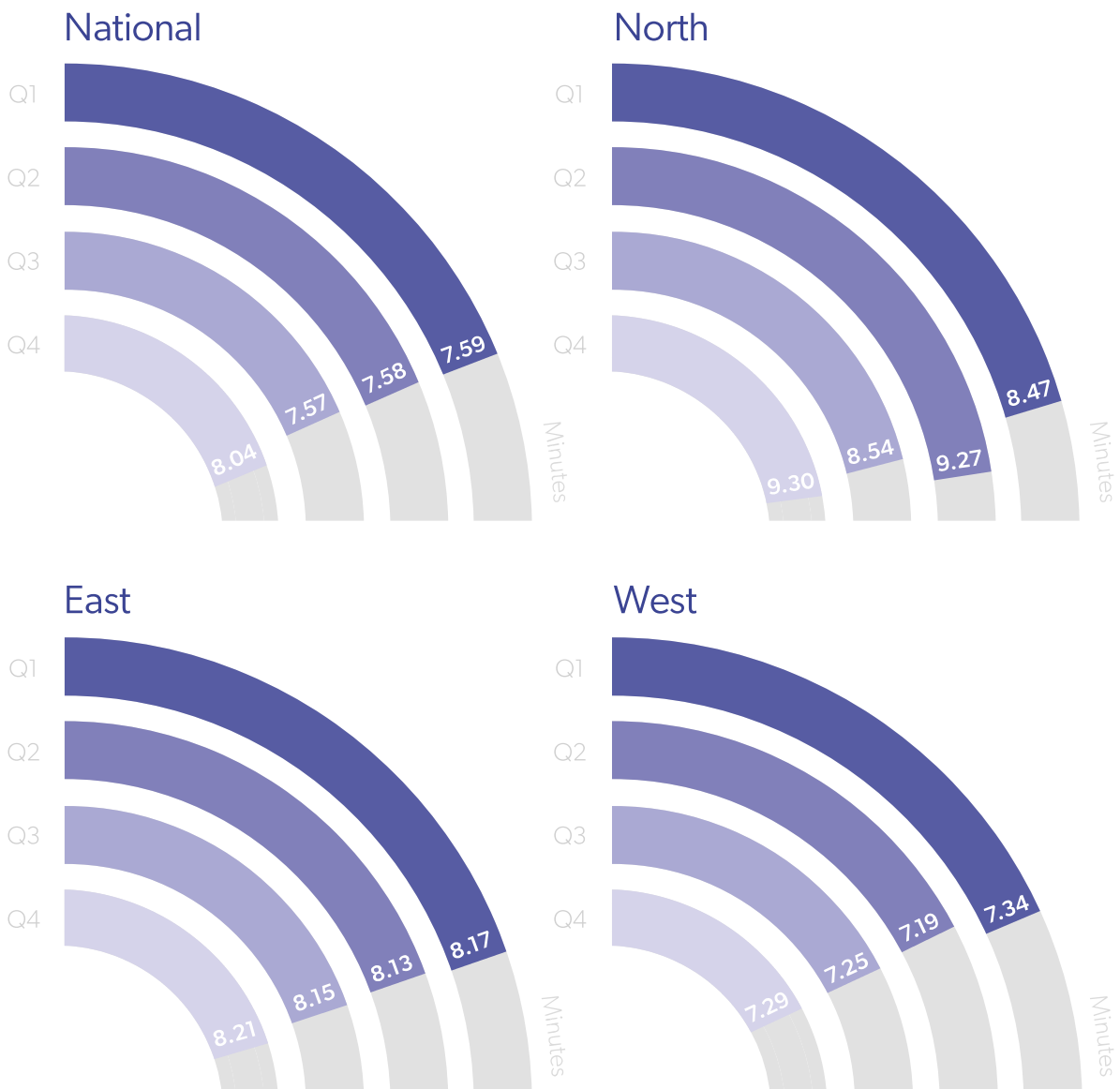
2.2 We will be more flexible and modernise how we prepare for and respond to emergencies including working and learning with others and making the most of technology.

Response times across the three Service Delivery Areas were consistent across all quarter. The rurality of the North SDA has historically meant that response is marginally longer than the more urban East and West Service Delivery Areas.

Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



Response times by Service Delivery Area



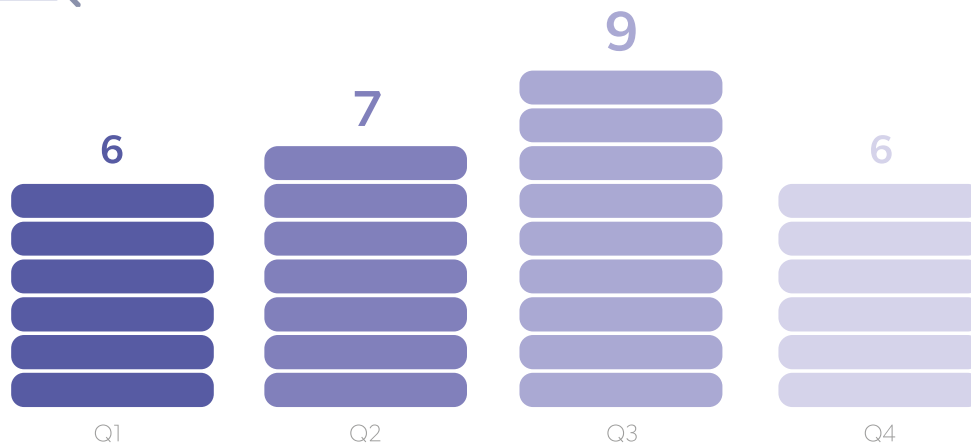
2.2 We will be more flexible and modernise how we prepare for and respond to emergencies including working and learning with others and making the most of technology.

High severity accidental dwelling fires remain a far lower percentage of all those accidental dwelling fires recorded, and both medium and low severity fires continue on a downward trend across the year.

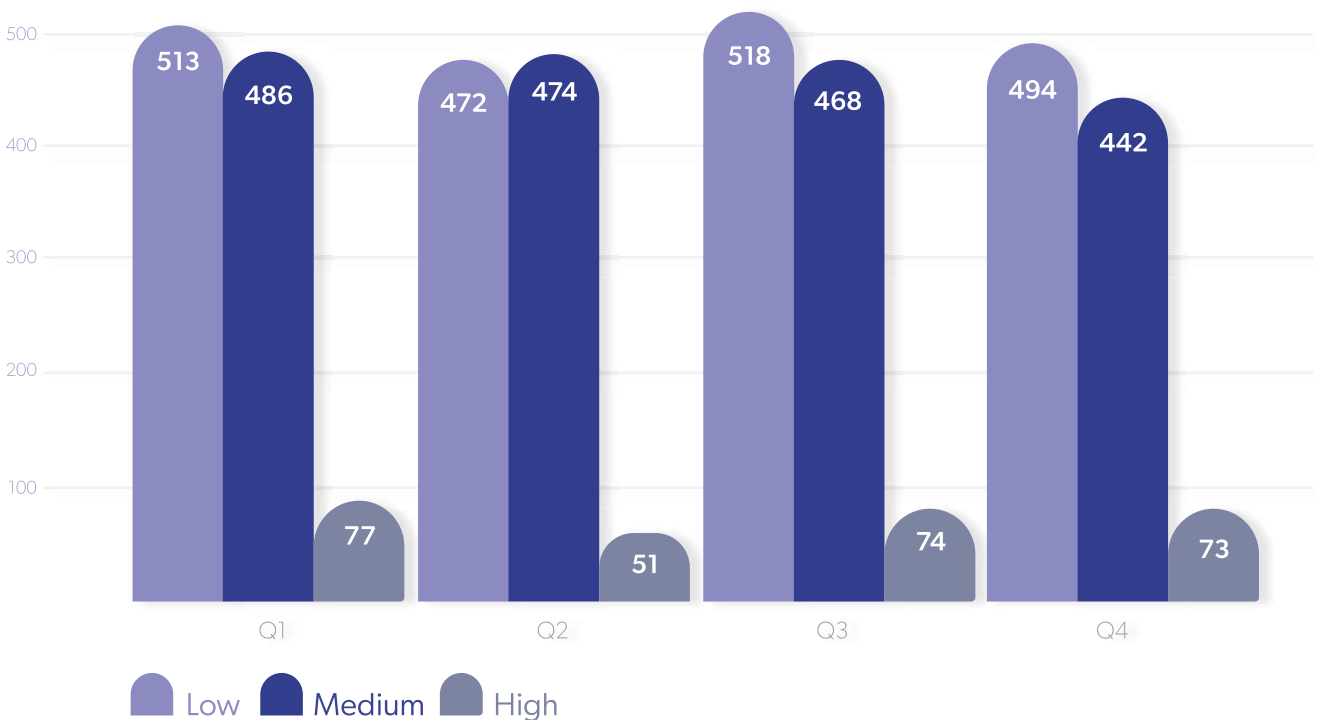
Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



Audit actions arising from Operational Assurance process



Accidental dwelling fires broken down into the **severity** categories



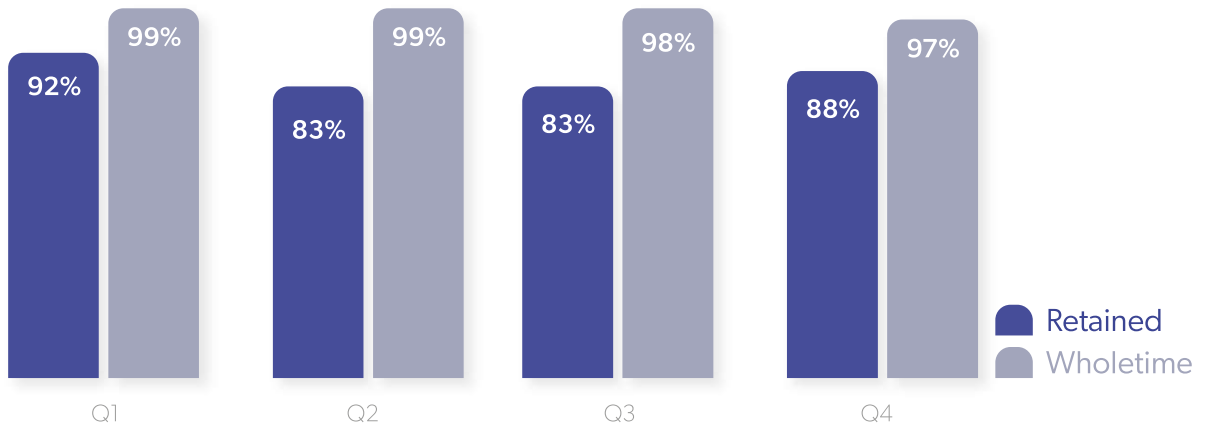
2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Wholetime appliance availability was consistently strong across the year and with limited impact from the conditions experienced by the pandemic. Retained availability in the first quarter was higher than normal because of crews who had been furloughed from their primary employment.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



Appliance availability



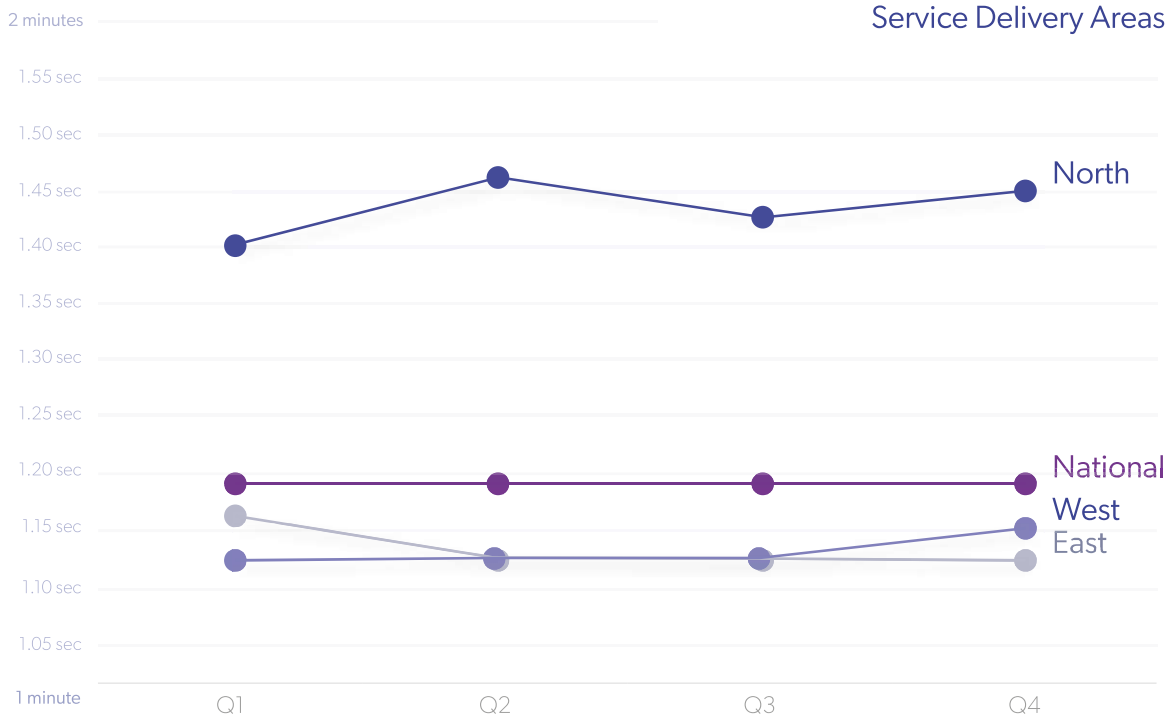
2.4 We will make our frontline service delivery more effective by enhancing our command, control and communication arrangements.

As with response times, call handling times remained consistent across the four quarters within each Service Delivery Area and for Scotland as a whole.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



Call Handling times by Service Delivery Areas



OUTCOME 3 - People

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

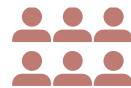
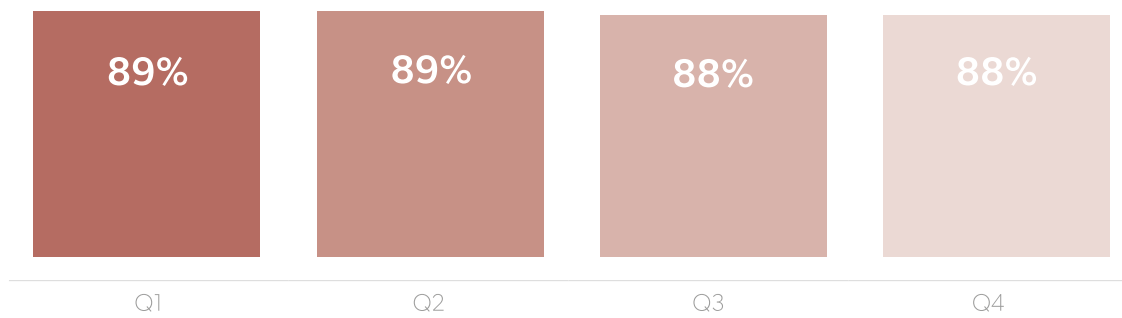
3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

COVID impacts and the buoyant and competitive UK employment market has affected attraction and retention. We are changing how and where we recruit, as well as how we position our total reward offering to prospective and existing colleagues.

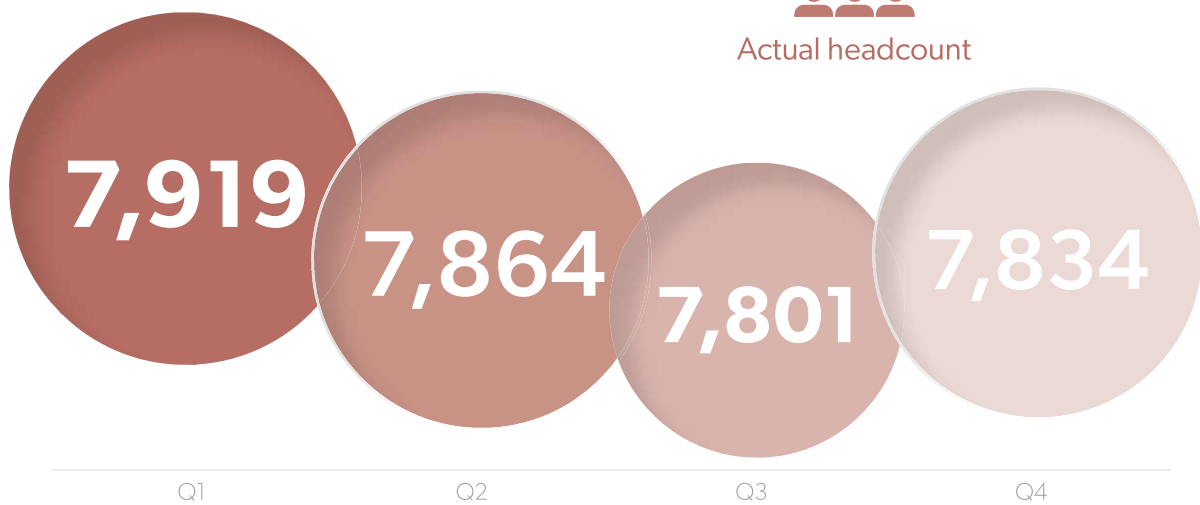
Lyndsey Gaja, Head of People and Organisational Development



Actual Full Time Equivalent (FTE) staff against Target Operating Model



Actual headcount



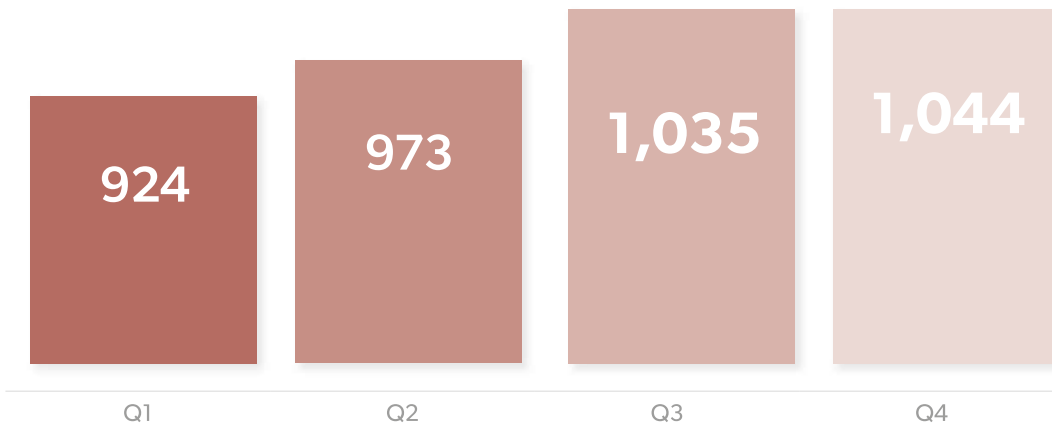
3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

Staff vacancies and turnover are evidence that SFRS is committed to being a great place to work, with a compelling reward and benefit offering, so we attract and retain the best talent.

Lyndsey Gaja, Head of People and Organisational Development



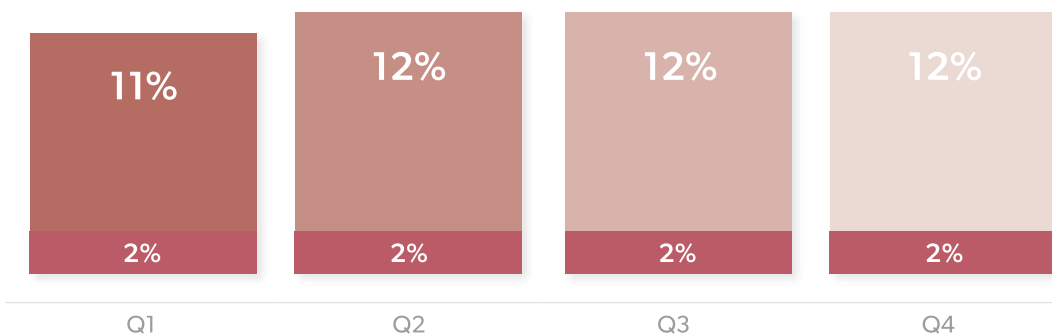
Staff vacancies by FTE



Staff vacancies



Staff turnover



3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

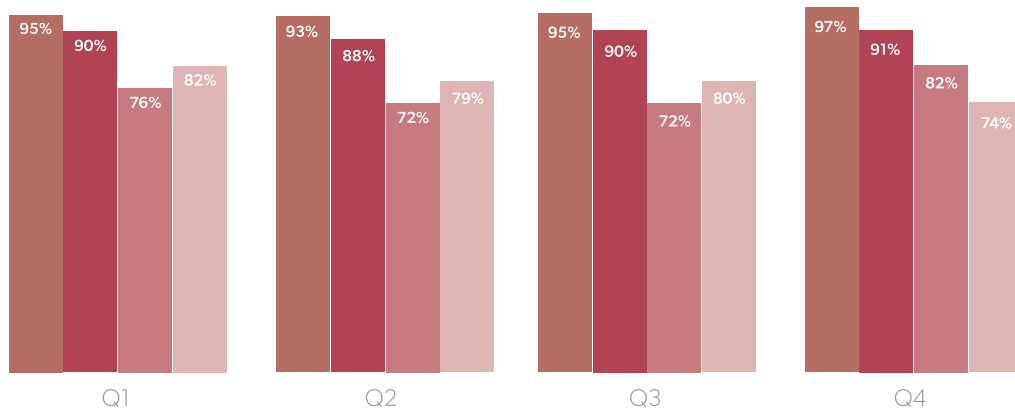
For Operational Core Competence, the figures shown across all four quarters of the year are fairly consistent. There is undoubtedly some room for improvement, however the data is aligned to our expectations and to the variances caused by the impact of personnel movement and promotion, particularly in our Flexi Duty Officers.

Bruce Farquharson, Head of Training, Safety and Assurance

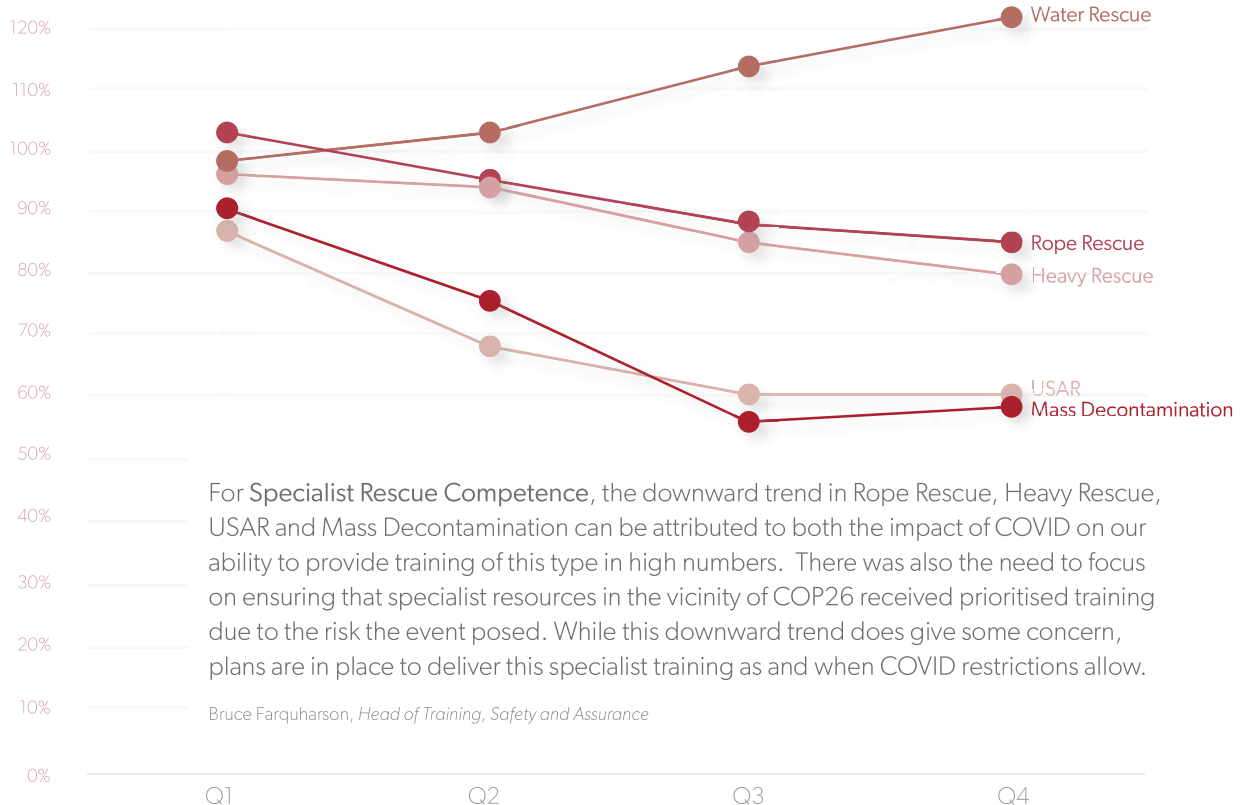


Staff deemed competent against requirement for **Operational Core Competence**

Resource Based Crewing
Retained Duty System
Volunteer Duty System
Flexi Duty System



Staff deemed competent against requirement for **Specialist Rescue Competence** (of required staff)



For Specialist Rescue Competence, the downward trend in Rope Rescue, Heavy Rescue, USAR and Mass Decontamination can be attributed to both the impact of COVID on our ability to provide training of this type in high numbers. There was also the need to focus on ensuring that specialist resources in the vicinity of COP26 received prioritised training due to the risk the event posed. While this downward trend does give some concern, plans are in place to deliver this specialist training as and when COVID restrictions allow.

Bruce Farquharson, Head of Training, Safety and Assurance

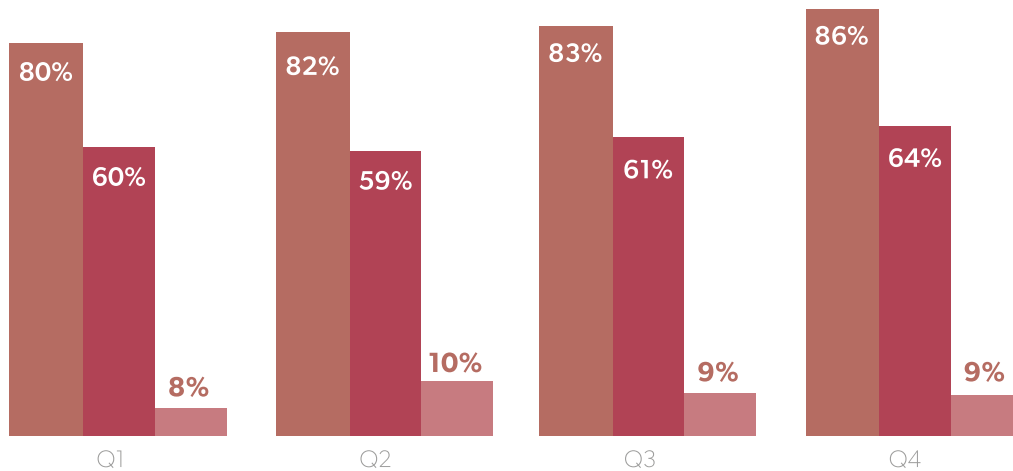
3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

Mandatory Maintenance Phase Training for Standard Modules remain relatively stable across all four quarters, and closely reflect the expectation we have for each staff type represented. Challenges felt by the restrictions in place to mitigate COVID do play a part, as does ICT pressures felt in the parts of the country that have a Retained or Volunteer Duty System provision, which tend to be more rural and remote.

Bruce Farquharson, Head of Training, Safety and Assurance



Staff deemed competent against requirement for Mandatory Maintenance Phase Training for Standard Modules

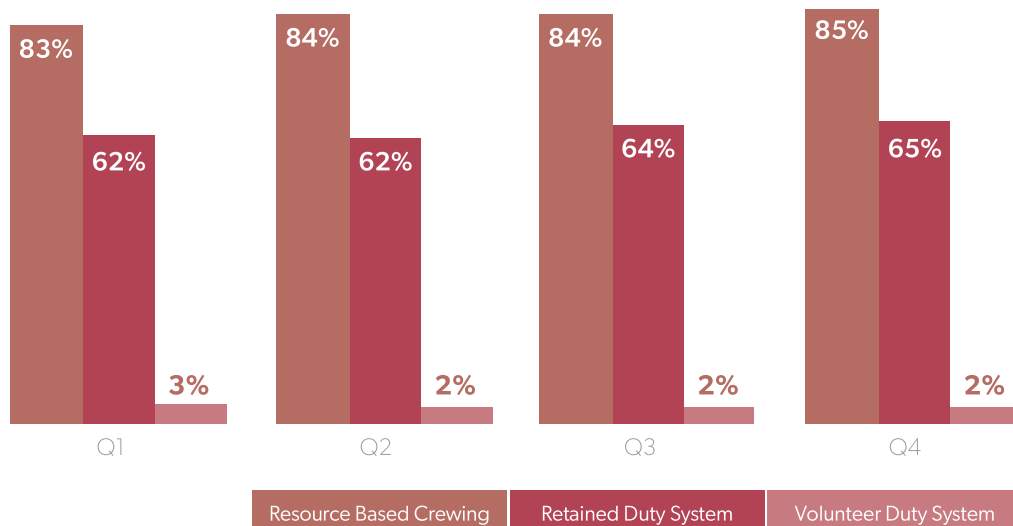


When comparing Mandatory Maintenance Phase Training for Advanced Modules to the performance against the Standard Modules it is clear to see a correlation in the performance for the Advanced modules. Our Volunteer Duty System Colleagues have a reduced need for the Advanced modules which is also reflected in the performance shown.

Bruce Farquharson, Head of Training, Safety and Assurance



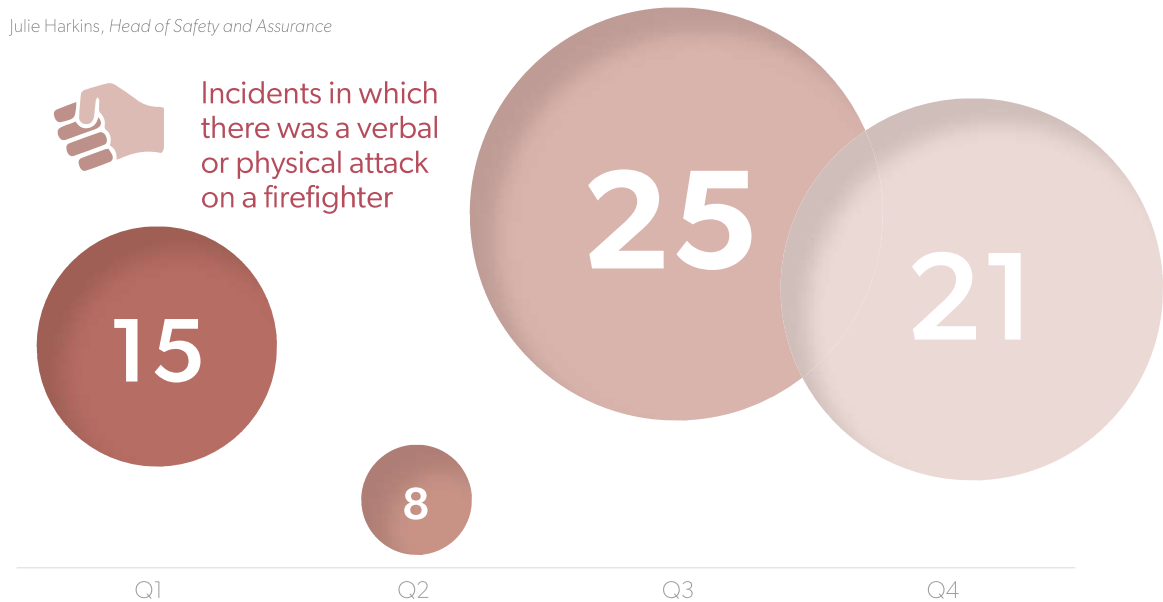
Staff deemed competent against requirement for Mandatory Maintenance Phase Training for Advanced Modules



3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Incidents in which there was a verbal or physical attack on a firefighter shows an increase of 23% when comparing to the previous reporting year. The evidence is that a Firefighter was subjected to an act of violence (AoV) every 1400 operational incidents attended. Police assistance was requested for four in every five AoVs recorded.

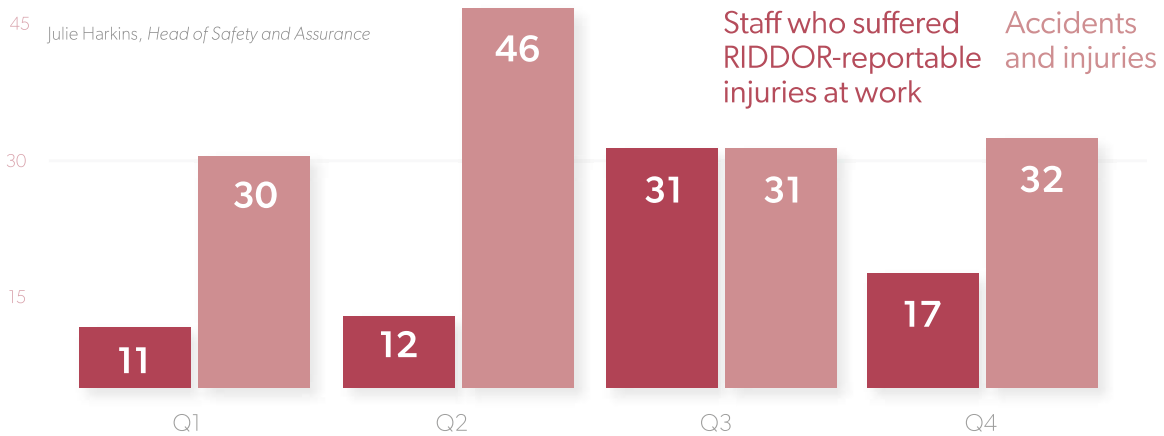
Julie Harkins, *Head of Safety and Assurance*



3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

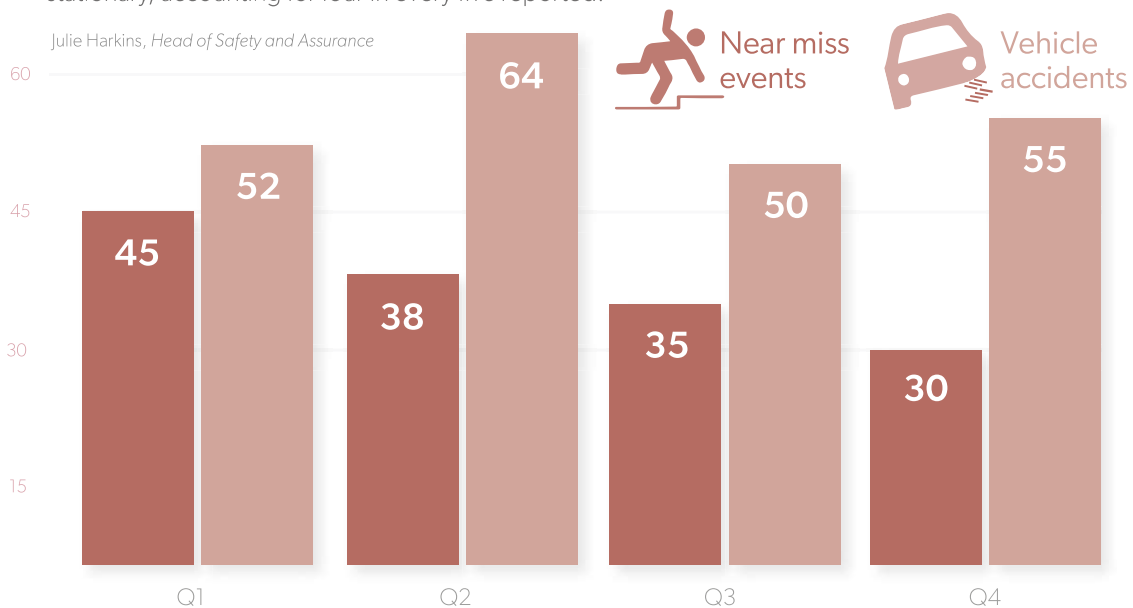
The total number of Accidents/Injuries reported to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) shows a 35% decrease when comparing to the previous reporting year. All RIDDORs were over 7-day Accidents/Injuries events representing a 12% increase in this category when comparing to the previous reporting year. 29% of over 7-day accidents/injuries reported to the HSE were associated with slips, trips and falls, 18% were as a result of manual handling, 24% were associated with a runaway vehicle at one incident and the remaining 29% there was no identifiable trend.

In addition to the above SFRS staff reported 352 confirmed cases COVID-19, of these 15% were deemed as having reasonable evidence to be determined as a workplace transmission and subsequently reported to the HSE under RIDDOR.



Near miss events in relation to the number of RIDDOR reportable events (excluding COVID-19) show a ratio of 9:1 which is an improvement on the 8:1 ratio recorded for previous reporting year.

Operational near misses accounted for 47%. 29% occurred during non-operational activities and 24% were associated with training activities. Vehicle accidents at operational incidents remain the most common vehicle accident with a vehicle accident reported every 590 operational incidents attended. The most common cause of vehicle accidents across the SFRS continues to be 'hit something fixed or stationary, accounting for four in every five reported.



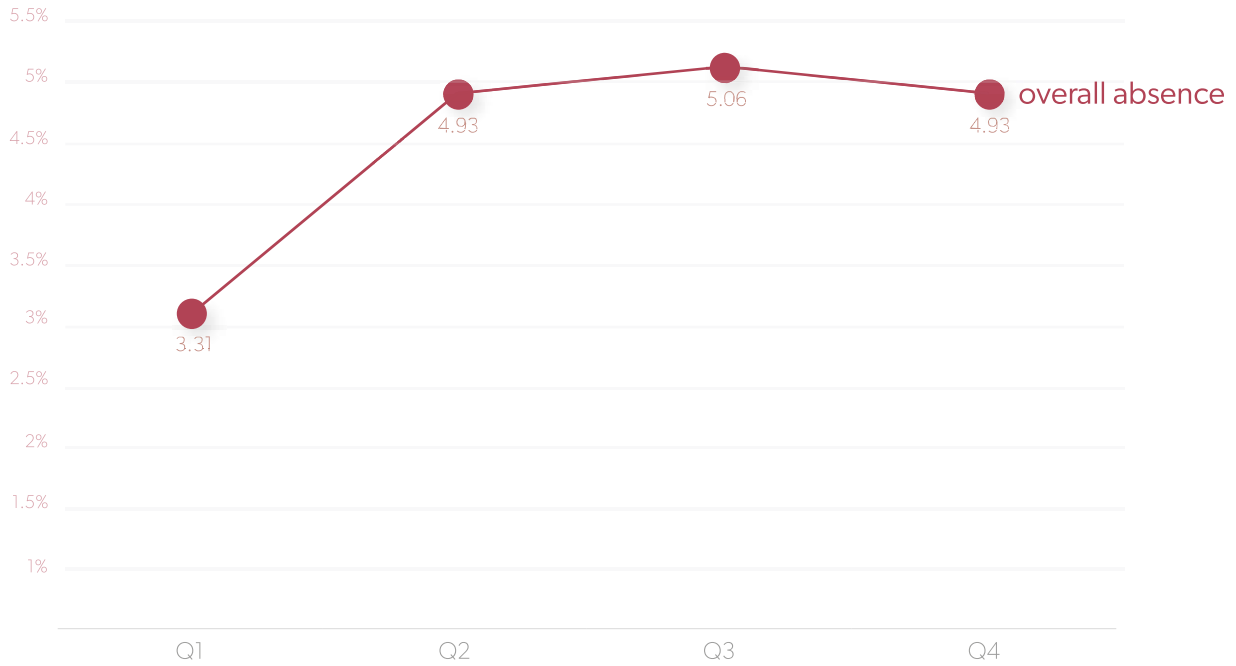
3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Working days lost against days available. SFRS offers a broad range of interventions to maintain the good physical and mental wellbeing of all colleagues, and to support a return to health for colleagues who are absent from work due to ill health. This includes, where possible, considering alternative or amended duties to allow a safe return to work.

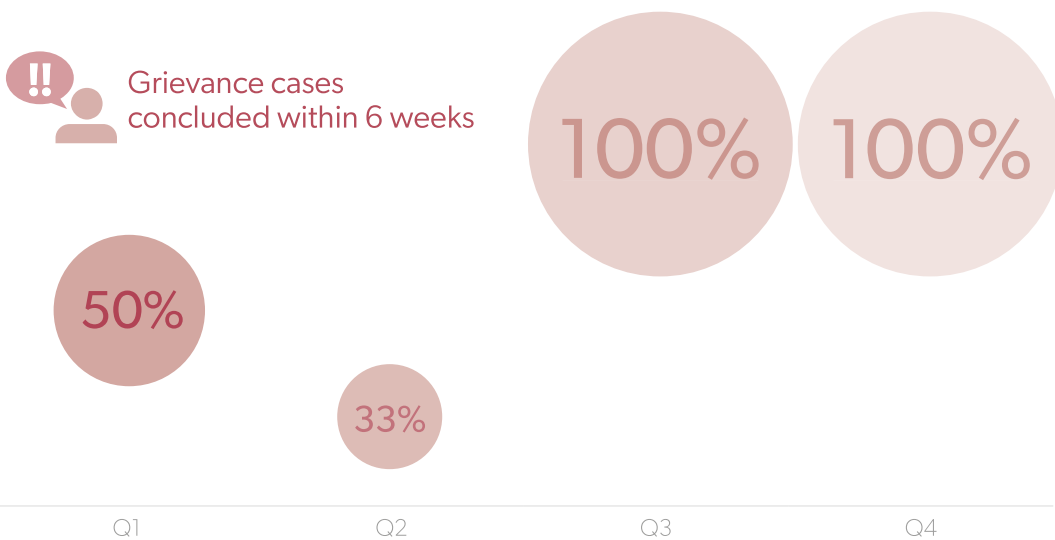


Working days lost against/ versus days available

Lyndsey Gaja, Head of People and Organisational Development



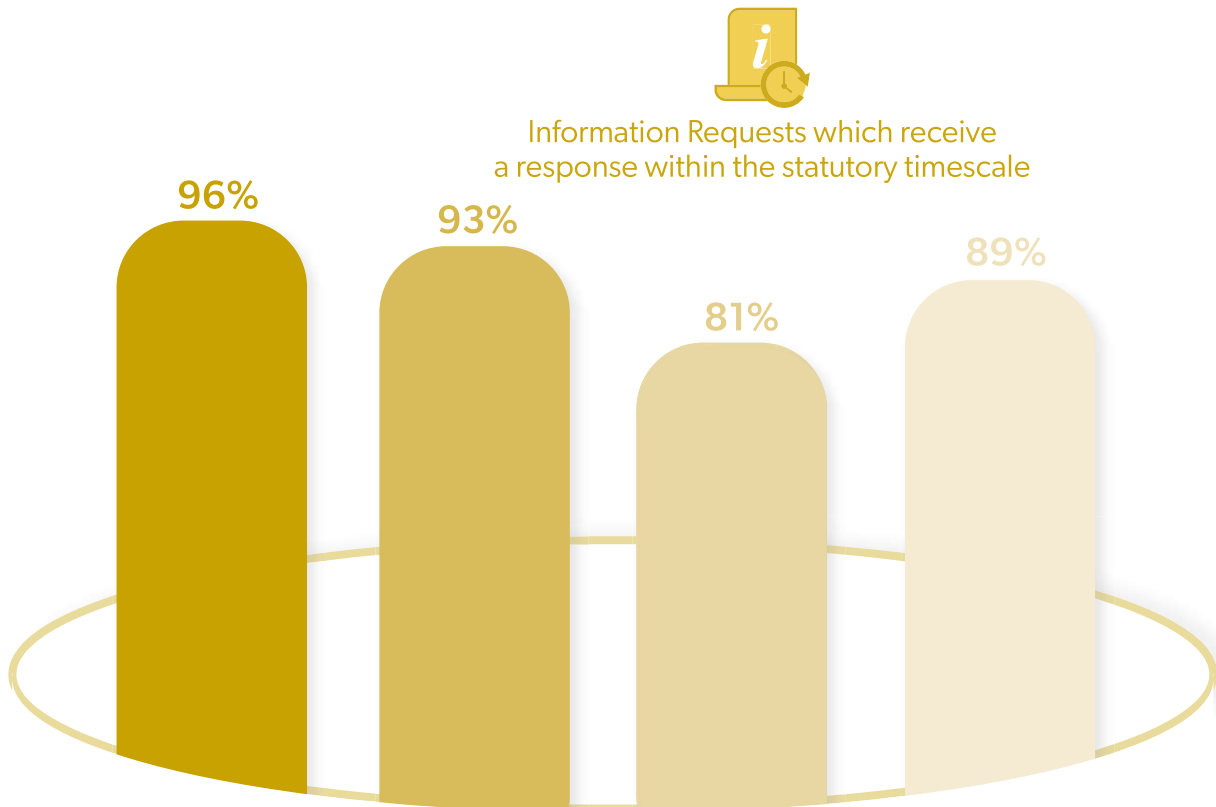
3.4 We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.



OUTCOME 4 - Public Value

We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.



4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

The SFRS terms and conditions for payment of suppliers is to pay suppliers within 30 days of the invoice date. Analysis of our performance during 2020/21 shows that 97% of invoices were paid within this timescale (96% in 2019/20).

Lyne McGeough, Acting Head of Finance and Procurement



*N/A – Data during these periods was unattainable due to processes and procedures affecting personnel impacted by the pandemic across the year.

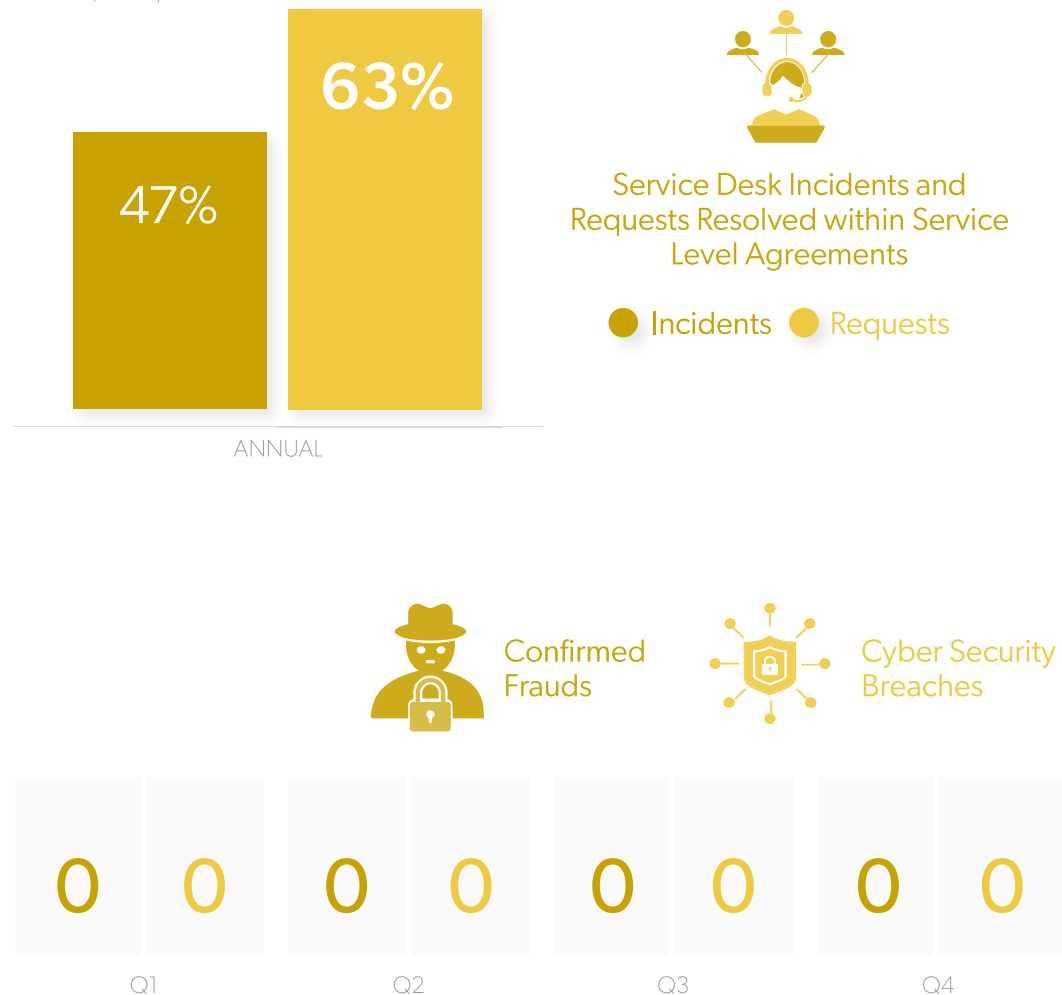
4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Service Incidents are faults reported to the ICT Service Desk where a piece of equipment, system or service is broken or unavailable. These are broken down by priority and a timescale attached to each priority as a target for resolving the incident. For example a Priority 1 incident is a critical failure in an operations control room and attracts a fix timescale of 24 hours.

Service Requests are also reported to the Service Desk and are requests for change to a system or new equipment. These are also broken down by priority and a timescale attached as a target for resolution. The overall Service Level Agreement (SLA) is agreed by user departments and includes these timescales.

Performance against the SLA slipped during the year 2020/21 and specifically in Q1 and Q2 of the year due to the increase in both incidents and requests due to Covid and the move to working from home for many staff.

Sandra Fox, Head of ICT





SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

firescotland.gov.uk

SFRS Performance Management Framework
2020-21 Annual Review

Version 1.0 April 2022



Performance Management Framework 2021

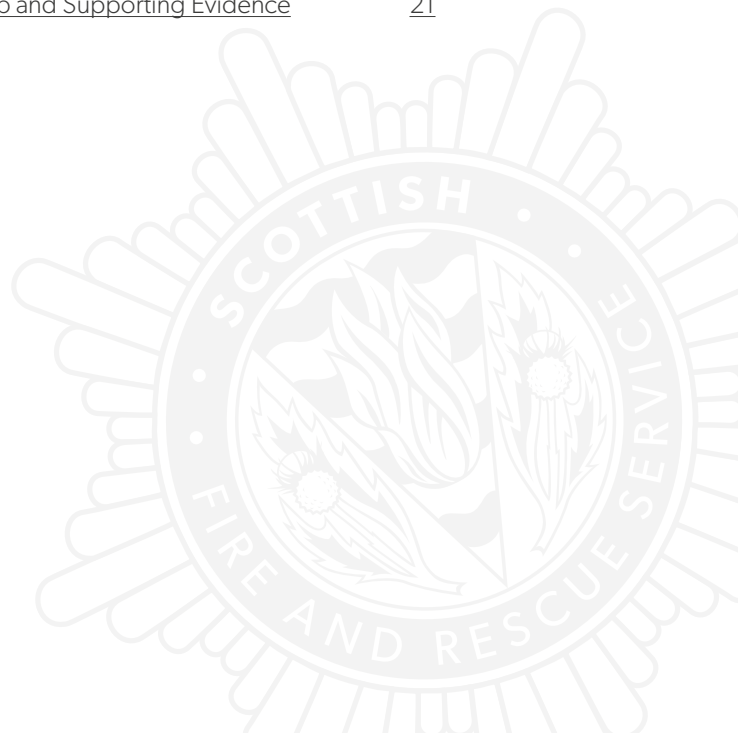
Working together for a safer Scotland

CONTENTS

<u>Introduction</u>	1
<u>Performance Management in Scotland</u>	2
<u>Performance Management in the Scottish Fire and Rescue Service</u>	4
<u>Phase 1: Plan</u>	5
<u>Phase 2: Do</u>	6
<u>Phase 3: Study</u>	8
<u>Phase 4: Act</u>	10

APPENDICES

<u>Appendix 1 – Roles and Responsibilities</u>	12
<u>Appendix 2 – Alignment of SFRS Strategic Plan with Fire and Rescue Framework</u>	14
<u>Appendix 3 – Business Planning Structure</u>	15
<u>Appendix 4 – Corporate Performance Measures</u>	16
<u>Appendix 5 – Strategic Plan 2019-22 Delivery: Evidence Map and Supporting Evidence</u>	21



INTRODUCTION

This 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](#).

Effective performance management firstly involves identifying organisational direction and defining necessary actions. Then by monitoring, maintaining and improving performance it can be used as a key tool for delivering better outcomes, achieving value for money and increasing sustainability. Our PMF is fundamental to this by bringing together all the associated elements to guide our overall approach.

In the spirit of openness and transparency and to assure accountability, the PMF supports the effective reporting of performance nationally, locally and across the Service. It ensures that our people, and our key stakeholders, have access to appropriate performance information to fulfil their duties, support sound evidence-led decision making and effect robust scrutiny.

Effective performance management also requires the right culture and organisational capacity to succeed. This, in turn, requires leadership and organisational commitment. By building on our past successes and further developing our approach to performance management we drive improvements in community outcomes and improve our operational effectiveness and efficiency.

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.

We keep the PMF under regular review. Particular attention is paid to the measures we have identified and the targets we have set to ensure they remain relevant and current. This informs decisions and communicates performance against our changing landscape.

Additionally, on the implementation of a revised Strategic Plan, a formal review will be instigated to ensure full alignment with any new objectives set.

PERFORMANCE MANAGEMENT IN SCOTLAND

We have a duty to work with other public services to contribute to the Scottish Government’s Purpose and the [National Performance Framework \(NPF\)](#).

The Safer Communities Directorate of the Scottish Government sets out its plans for keeping communities safe in its document [Justice in Scotland: Vision and Priorities](#). The vision “for a safe, just and resilient Scotland” is supported by four outcomes which our work must also contribute to. These are:

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
We live in safe, cohesive and resilient communities	Prevention and early intervention improve wellbeing and life chances	Our systems and interventions are proportionate, fair and effective	We deliver person-centred, modern and affordable public services

In support of the NPF and the Justice in Scotland Vision and Priorities, [The Fire and Rescue Framework for Scotland 2016](#), and its ten priorities, set out the operating context of SFRS, and our purpose to:

“Work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland.”

Our Strategic Plan covers a three-year period and outlines four **Outcomes** we aspire to achieve. Each of these Outcomes has a further four **objectives**, all of which will help us to achieve the Scottish Government’s overall purpose.

The **Outcomes of our Strategic Plan** are

OUTCOME 1 - PREVENTION

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

OUTCOME 2 - RESPONSE

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

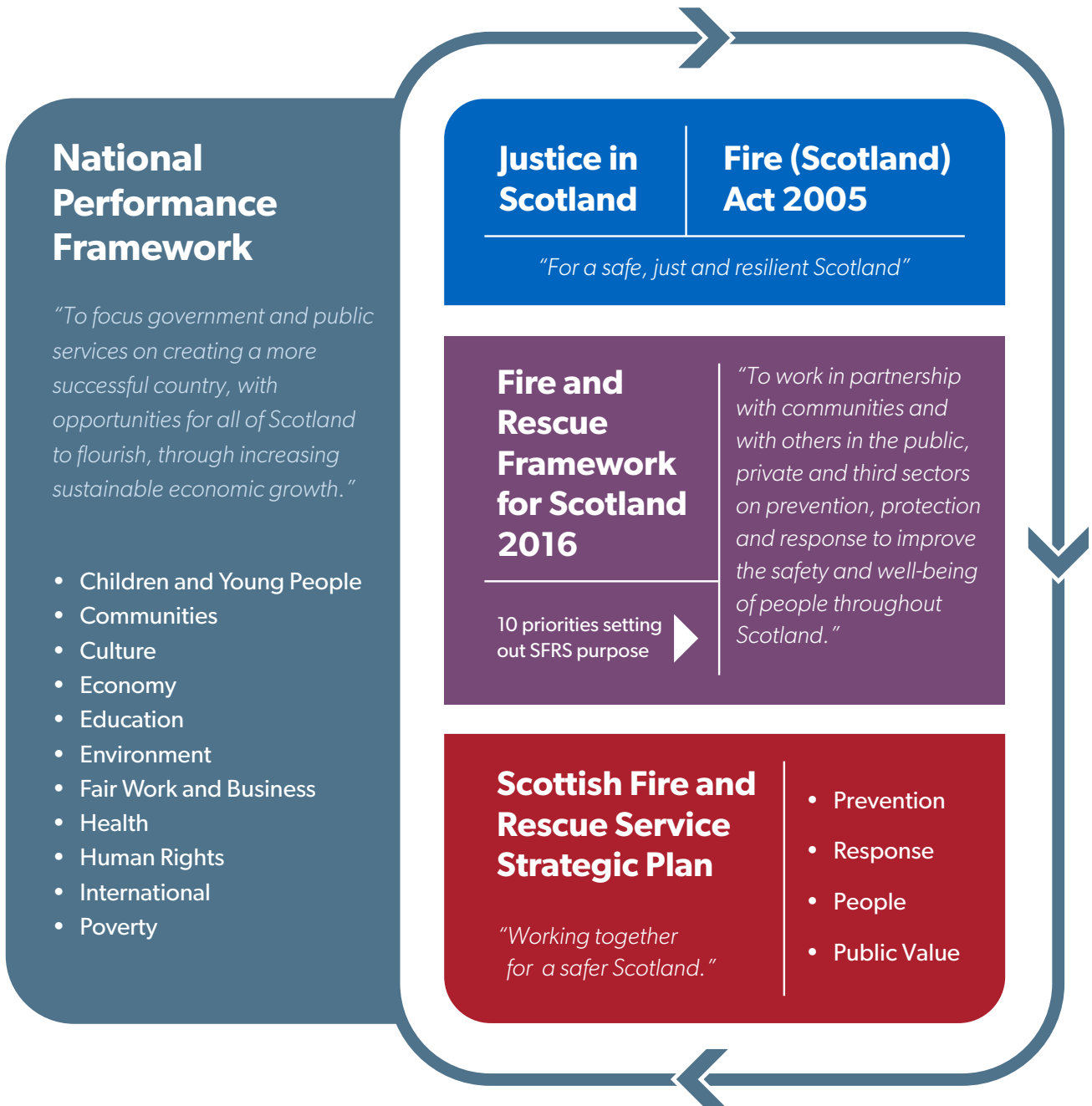
OUTCOME 3 - PEOPLE

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

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.

See how the NPF connects down to our strategic outcomes and objectives below:



PERFORMANCE MANAGEMENT IN THE SCOTTISH FIRE AND RESCUE SERVICE

Our Culture

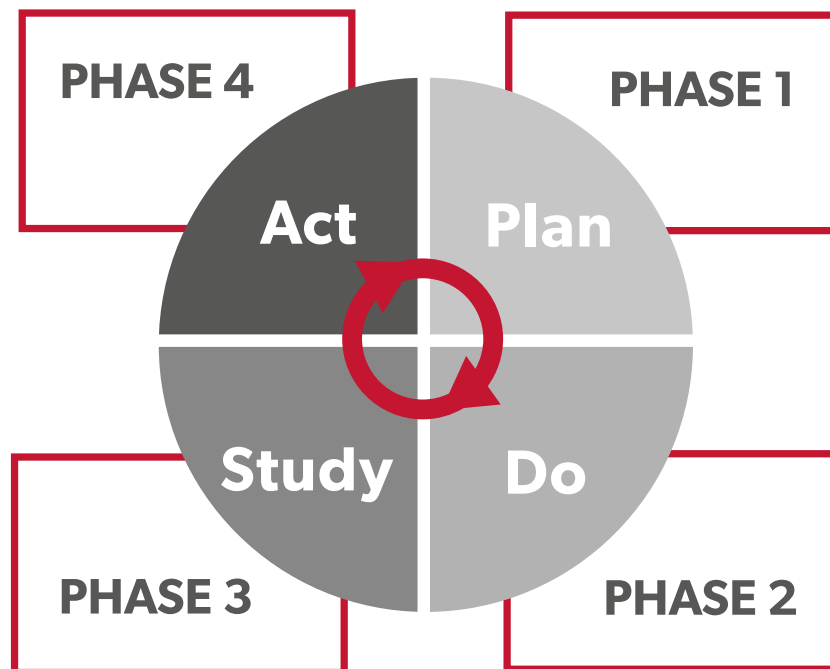
The PMF is supported by a performance enabling culture. We have strong active leadership committed to learning and improvement and are willing to challenge existing performance. As a result, we aim to deliver the most efficient and effective emergency service to all communities in Scotland.

Within the SFRS, we all have a part to play in how we manage and challenge our performance. Clear plans ensure every member of staff fully understand how their day-to-day work contributes to our strategic outcomes. An outline of roles and responsibilities is attached as **Appendix 1**.

Our Performance Cycle

To ensure we succeed, the PMF is structured around the performance improvement cycle '**Plan-Do-Study-Act**' adopted by the Scottish Government.

This continuous cycle helps us ask the right questions and generate the right information to support evidence based decision making and promote learning in delivering organisational improvements.



PHASE 1 - Plan

The Scottish Government sets out what is expected of us within the Fire and Rescue Framework for Scotland. We prepare a statutory three-year [Strategic Plan](#) setting out our outcomes and objectives to meet those expectations. **Appendix 2** demonstrates how our Strategic Plan aligns to the 10 priorities set within the Fire and Rescue Framework for Scotland 2016.

Our Strategic Plan is supported by a three-year Strategic Programme of Work which provides details on the activities we intend to carry out to successfully achieve our objectives. This informs our [Annual Operating Plan](#), which provides specific detail on the actions we carry out each year, and from which our performance is scrutinised.

Directorate Plans further support the achievement of strategic priorities. These Plans provide specific information of what each Directorate will do over a rolling three-year period. These are supported by layers of functional, team and the individual development plans that are developed as part of our appraisal process. Progress of these actions are monitored by Directorate, functional or line managers as appropriate.

We also have to provide evidence of how we work towards certain statutory duties, such as Health and Safety, Environment, General Data Protection Regulation (GDPR), Procurement and Equality. These legally bound activities are captured and published within specific Strategies. Our equality outcomes are published and then mainstreamed throughout our business planning structure.

To meet our strategic change ambitions, our Portfolio Office Programme provides information on the key changes and major projects we carry out. Vigorous project management methodology provides greater assurance that our significant projects are completed to a high quality, are on time and are within allocated budgets, with regular updates being scrutinised by Executive and Non-Executive Committees.

How we deliver our services at a local level is defined by statutory Local Fire and Rescue Plans. These set local direction to meet the corporate outcomes and objectives and contribute to Community Planning Partnerships (CPPs). Local Councillors, through identified scrutiny committees in each local authority area, regularly challenge and scrutinise our performance against each Local Fire and Rescue Plan.

In addition, under the [Community Empowerment \(Scotland\) Act 2015](#), we are statutorily bound to contribute to Local Outcome Improvement Plans (LOIPs) for each CPP area. These, together with the supporting Locality Plans, are intended to address the inequalities experienced by the most disadvantaged localities within the CPP area. By working closely with our Community Planning Partners, and leading some of their multi-organisation initiatives, we demonstrate our contributions and commitment to improving local outcomes.

Appendix 3 provides an overview of how all our business plans fit together and influence each other.

PHASE 2 - Do

Phase 2 involves taking action and tracking progress. To do this we use a number of tools to support effective delivery of performance management.

Performance systems

Our Performance Management System has been implemented and continues to be developed to join all threads of the Strategic Plan's underpinning actions, performance measures and risks from across the Service. The system enables consistent application of the PMF and supports the Board and managers by providing and communicating accessible, quality performance information.

Principally, we draw down our corporate data from just a few functional specific systems, such as the Incident Recording System used by all UK Fire and Rescue Services, our Human Resource Systems and our Financial Management System. These systems, together with other bespoke databases, feed information to a central data analytics application. From here our data is collated, presented and reported in many different formats to support detailed analytics and scrutiny.

Performance measures

To ensure we achieve our ambitions and priorities, measures are used to assess our progress and the intended impact of our activities, projects, or programmes of work. A balance of quantitative measures (the numbers) and qualitative measures (the story) are used to provide information of how well we are doing.

In selecting performance indicators, we have considered key performance questions to define what success looks like. By using this systematic approach, we have developed a holistic suite of corporate performance measures which directly supports the outcomes of the Strategic Plan. A list of our corporate performance measures is attached as **Appendix 4**.

Our performance measures continue to develop year on year to ensure we have the right measures in place to monitor our performance across all aspects of the Service. This work will continue to ensure that we can provide a more balanced list of performance indicators in line with common best practice.

This would provide a more comprehensive view of our performance as a whole. Only quantitative data can be analysed statistically and this data type is used as a method of more rigorous assessment of our performance. We make sure our data is accurate and of the highest quality to enable sound decision making.

Alongside our ambitions for change and expanding community role, we are exploring methods and systems to collate relevant performance measures to demonstrate the wider value and the positive impact we have on Scotland's communities and households.

Target Setting

Targets provide a quantitative representation of our aspirations and give a good indication of the areas we wish to focus our attention. They provide an indication of the topics where we most wish to improve and a value of what a reasonable expectation for the future would be. All indicators are closely monitored whether targets have been set or not as, in some cases, target setting is not feasible. All of our performance indicators link in with our strategic plan and are underpinned by the services values.

In setting targets we look at historic data and the latest data analysis to consider the most appropriate methodology. If required we smooth out the volatility of the quarterly totals to set appropriate targets such that the latest data can be assessed fairly in our context.

We also look to trends in other Fire and Rescue Services and while direct comparison is often not possible due to differences in geography and demographics, we take inspiration from what has been achieved elsewhere. We will set longer-term targets when justified by the data and we continue to stretch our performance and encourage continuous improvement.

In addition to target setting, we routinely provide data analysis on a wide range of topics and are increasingly using advanced analytical techniques and developing internal benchmarking metrics in line with the priorities outlined in the Business Intelligence Strategy.

Our performance indicators which do not have specific targets set against them are treated in the same way as those with numeric targets. They are closely monitored through our governance routes and are regularly reviewed, analysed, and scrutinised at senior management and board committee level, with mitigating actions taken where possible.

PHASE 3 - Study

In this phase our performance is reported, scrutinised and evaluated. We have a statutory duty to report on our performance against many criteria, including our activity performance, our sustainability, our corporate governance and our financial management.

Every year we are subject to an annual Ministerial review. An [Annual Performance Review Report](#) is produced and published to provide evidence of our progress towards the priorities set by Ministers in the Fire and Rescue Framework. The Board is held to account on this performance at a public meeting each year. A Mid-Year Performance Review is also submitted to provide assurance against our performance.

An [Annual Report and Accounts](#) is prepared each year in accordance with the [Government Financial Reporting Manual](#). External Auditors, appointed by Scottish Ministers, are invited to carry out a comprehensive audit to ensure our Annual Report and Accounts have been prepared with integrity and probity. Once approved the document is laid before the Scottish Parliament and published on our [website](#).

In our role as 'Producers of Official Statistics' we publish [statistical bulletins](#) each year. Tables and charts are included for analysis, as well as associated policy documents explaining how we deal with issues of data quality, revisions and disclosure.

Through an integrated approach to performance reporting we continue to keep our performance expectations on track to deliver our priorities. Timely performance reports are presented to the Board, and Committees of the Board (detailed in Appendix 4), including exception reporting where necessary, ensuring there is regular, appropriate level of scrutiny and challenge applied to the progress of our actions and performance indicators.

More detailed scrutiny and analysis of our performance is carried out by our Executive Boards and Management Teams who regularly monitor trends and gain a greater understanding of the cause and effects to our performance.

To evidence how we are delivering against our Strategic Plan we have prepared an 'evidence map' including tangible supporting evidence, attached at **Appendix 5**. Regular progress reports are prepared to evidence our progress against the listed corporate indicators and supporting evidence. Additional evidence is gathered through annual reports on our strategies and case studies, specific analytical reports and review outcome reports.

To facilitate local scrutiny and to demonstrate our contribution to local outcomes against Local Fire Plans, Local Senior Officers produce timely local performance reports. A local performance measurement framework is being developed to align with the corporate framework, ensuring there is a clear line of sight established between national and local service delivery performance.

Internal Scrutiny and Assessment

Our internal audit arrangements protect our assets and reputation by providing assurance over risk management controls and governance processes. To keep their independence, Internal Audit arrangements are provided by an audit service and report directly to the [Audit and Risk Assurance Committee](#) and the Chief Officer (as Accountable Officer) and consult with them to create their Annual Audit Plan.

Similar audit programmes are also undertaken by Health and Safety and Operational Assurance to review our activity and standards. These are intended to identify strengths, areas for improvement, risks and opportunities so that these can be integrated into our planning and performance arrangements. To ensure continuous improvement the outcomes of these are reported to a relevant Executive Board and subsequently to the appropriate Committee of the Board.

To promote continuous improvement and robust performance management, we are also committed to self-assessment. This is a process which uses evidence, challenge and critical reflection to improve performance.

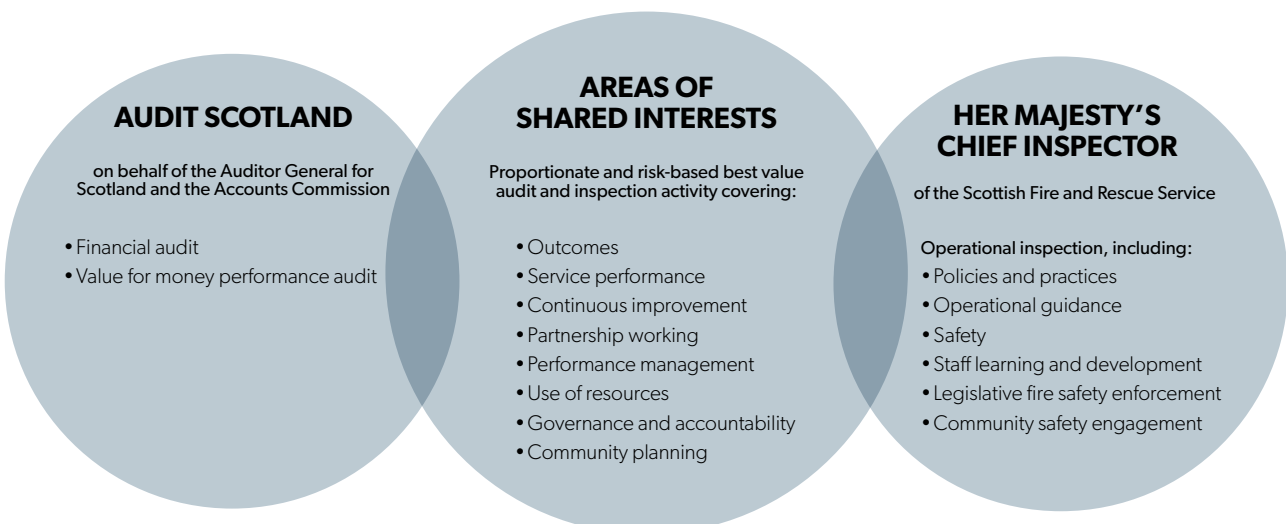
Our [Improvement Strategy](#) outlines how we support performance improvement across the Service by using an approach which combines process and systems with relationships, skills and attitudes. This will be delivered through a series of self-assessments, process reviews and redesign, peer reviews and strategic service reviews.

External Scrutiny

External scrutiny is primarily undertaken through the co-operative approach of complementary and proportionate scrutiny by [Her Majesty's Fire Service Inspectorate](#) (HMFSI) and on behalf of the Auditor General for Scotland and the Accounts Commission.

Whilst there are areas of shared interest for inspection of issues relating to Best Value, Audit Scotland have clear responsibility for financial and value for money, and HMFSI has responsibility for operational inspection as outlined below.

Monitoring and reporting of internal and external audit performance is carried out regularly at different levels and by different stakeholders. This ensures an appropriate level of scrutiny and challenge is applied at each stage which further encourages accountability and develops a rigorous performance culture.



PHASE 4 - Act

Phase 4 evidences our commitment to continuous improvement by learning from our performance information, sharing good practice or implementing additional measures to drive improvements.

Knowledge management

Knowledge and performance management are intrinsically linked within a continuous cycle of learning and action. By learning from performance, we increase our knowledge. The more we know, the more we can improve.

Our measures are used to identify where our strengths and weaknesses are. By scrutinising our performance and by applying appropriate benchmarks, from internal or external sources, we can identify where good practice exists. Building an understanding of the practices which have delivered good performance creates knowledge, which can be shared and applied to other areas where performance needs to be improved.

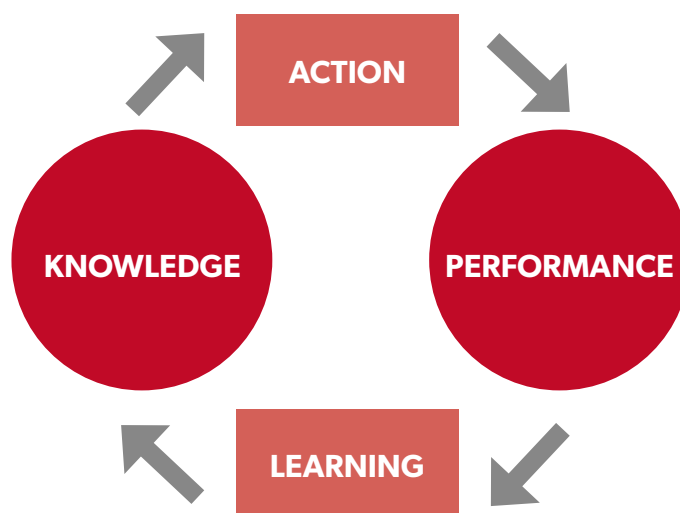
Organisational learning is not just generated from performance indicators. Many sources such as audits, inspections, assessments and reviews all provide valuable information from which we can improve. We also learn from our engagement and consultation activities.

These help to identify where we need to improve, as well as build an understanding of our staff and stakeholders' expectations, so that we can plan and deliver services which, as far as practicable, meet their needs.

Performance information generated needs to reach the right teams or individuals at the right time so that they can learn from it and take action as necessary. Our Performance Management System, performance related business processes and dedicated teams help make relevant and current information available to all staff, allowing monitoring and reporting as and when required, with real time information.

We have in place a variety of Board committees, executive and management forums which oversee the delivery of specific tasks or functions and their performance.

You can find out more about our different committees on our [website](#) (each of our committees is listed on the left). These corporate and local forums are kept under regular review not only to make sure our governance of performance is sound throughout the organisation, but also to make sure learning opportunities are maximised.



APPENDICES

<u>Appendix 1 – Roles and Responsibilities</u>	<u>12</u>
<u>Appendix 2 – Alignment of SFRS Strategic Plan with Fire and Rescue Framework</u>	<u>14</u>
<u>Appendix 3 – Business Planning Structure</u>	<u>15</u>
<u>Appendix 4 – Corporate Performance Measures</u>	<u>16</u>
<u>Appendix 5 – Strategic Plan 2019-22 Delivery: Evidence Map</u>	<u>21</u>



APPENDIX 1

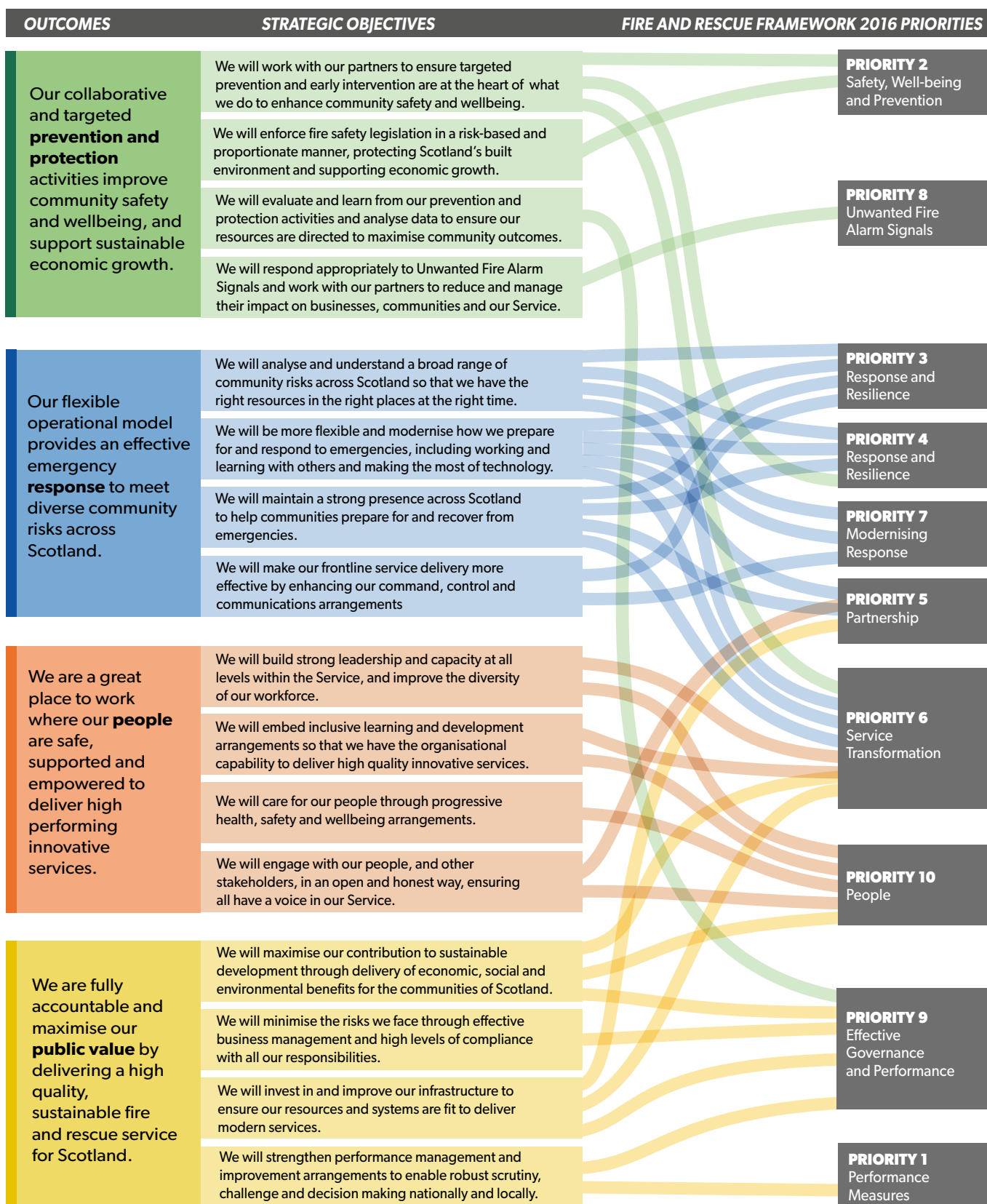
ROLES AND RESPONSIBILITIES

GROUP	ROLE	RESPONSIBILITY
Scottish Ministers	<ul style="list-style-type: none"> Scottish Ministers are accountable to the Scottish Parliament and to the public for the activities of the SFRS and its use of resources. 	<ul style="list-style-type: none"> Set out priorities for the SFRS in the Fire and Rescue Framework. Approve the SFRS Strategic Plan. Agree the budget and associated grant aid requirement to be paid to the SFRS.
SFRS Board and Committee Members	<ul style="list-style-type: none"> Collectively responsible for the long-term success of the Service. Strategic role in setting Service vision, values, priorities and securing Best Value. Hold the Strategic Leadership Team to account on high level performance and to provide constructive challenge. Review performance against the Fire and Rescue Framework for Scotland. 	<ul style="list-style-type: none"> Produce and submit Strategic Plans to Scottish Ministers for approval. Take forward the outcomes and objectives of the Strategic Plans and secure Best Value. Determine the steps needed to deal with wider changes which are likely to impact on the delivery of Strategic Plans or attainment of operational targets. Produce and lay before the Scottish Parliament an Annual Report and Accounts. Ratify any changes proposed to Corporate Performance Indicators. Monitor and challenge progress against strategic outcomes, objectives and performance indicators. Determine the nature and extent of the significant risks it is willing to take and oversee sound risk management and internal control systems. Direct specific reviews to scrutinise decisions and agree alternative strategic proposals to help improvement. Provide challenge on performance issues. Promote positive performance management culture.
SFRS Strategic Leadership Team and Senior Management Board	<ul style="list-style-type: none"> Strategic role in setting and ensuring achievement of Service objectives, vision and targets. Holding Directorates to account on progress against outcomes, objectives and performance indicators. Ensure action is taken to deal with areas of weak performance. 	<ul style="list-style-type: none"> Prepare Strategic Plans for Board approval and advise members of progress. Assure Annual Report and Annual Statement of Accounts for onward submission to the Board. Ensure that timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. Ensure the preparation of Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. Lead the review and development of Corporate Performance Indicators. Monitor and challenge performance outcomes and direct action to improve areas of poor performance. Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. Agree Portfolio Office programmes and receive reports for scrutiny on project performance. Celebrate good performance and ensure good practice is shared throughout the organisation. Ensure arrangements are in place to monitor significant risks and direct action to manage emerging and escalating risks. Direct and agree internal self-assessment and audit programmes and receive outcome reports.

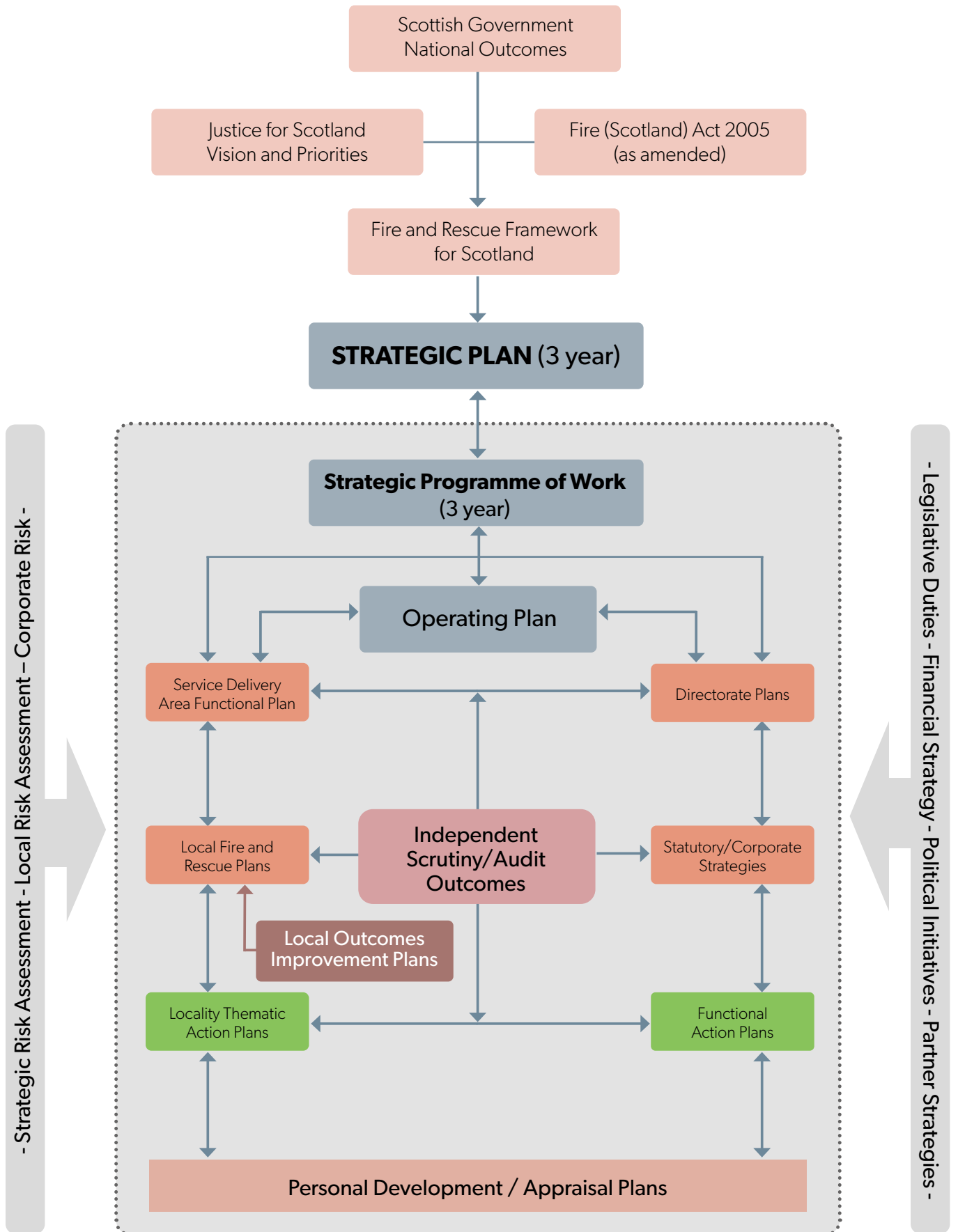
GROUP	ROLE	RESPONSIBILITY
SFRS Directors and Heads of Function	<ul style="list-style-type: none"> In accordance with the Performance Management Framework managing performance within area of responsibility to support the achievement of outcomes and objectives. 	<ul style="list-style-type: none"> Develop plans to align functions with the strategic priorities of the Strategic Plan and ensure performance measures and targets are proportionate and fit for purpose. Celebrate good performance and ensure good practice is shared throughout the organisation. Develop a sound process of monitoring performance and ensure action is taken to deal with areas of poor performance and risks as well as developing areas of good practice and innovation. Ensure all staff within functions understand their performance requirements. Benchmark performance across functions.
Strategic Planning, Performance and Communications Directorate	<ul style="list-style-type: none"> Support the Service in meeting its planning and performance statutory duties responsibilities. Support and provide guidance to Directors and Heads of Function in delivering the requirements of the Performance Management Framework. 	<ul style="list-style-type: none"> Prepare Strategic Plans for Board approval and advise members of progress. Ensure that timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. Ensure the preparation of Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. Oversee monitor and challenge performance outcomes and direct action to improve areas of poor performance. Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. Agree Portfolio Office programmes and receive reports for scrutiny on project performance. Celebrate good performance and ensure good practice is shared throughout the organisation. Ensure arrangements are in place to monitor significant risks and direct action to manage emerging and escalating risks. Direct and agree internal self-assessment and audit programmes and receive outcome reports.
SFRS Local Senior Officers (LSOs)	<ul style="list-style-type: none"> Managing performance within an LSO area to support the achievement of the Service's outcomes and objectives and locally aligned priorities. 	<ul style="list-style-type: none"> Produce and submit to Local Authorities Local Fire and Rescue Plans for approval. Produce performance monitoring reports in accordance with Local Authority requirements. Lead Community Planning Partnership work to deliver improved local outcomes. Ensure action is taken to deal with areas of poor performance and risk as well as developing areas of good practice and innovation.
All Staff	<ul style="list-style-type: none"> Managing personal performance to support delivery of outcomes and objectives. 	<ul style="list-style-type: none"> Take action to maintain and improve performance. Celebrate good performance and escalate good practice to share throughout the organisation.

APPENDIX 2

ALIGNMENT OF SFRS STRATEGIC PLAN WITH FIRE AND RESCUE FRAMEWORK



APPENDIX 3 BUSINESS PLANNING STRUCTURE



APPENDIX 4

CORPORATE PERFORMANCE MEASURES

Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.							
Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
INCIDENTS							
1.1	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	Quarterly	Reduce based on moving 3-year average	✓	✓		
1.2	Number of deliberate primary fires	Quarterly	Reduce based on moving 3-year average		✓		
1.3	Number of Road Traffic Collisions attended	Quarterly	Monitor		✓		
1.4	Number of refuse and vehicle fires	Quarterly	Reduce by 10% based on moving 3-year average		✓		
1.5	Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	Quarterly	Reduce based on moving 3-year average	✓	✓		
CASUALTIES							
1.6	Number of accidental dwelling fire fatalities	Quarterly	Target of zero casualties		✓		
1.7	Number of fire fatalities	Quarterly	Reduce based on moving 3-year average	✓	✓		
1.8	Number of accidental dwelling fire casualties (excluding precautionary checks)	Quarterly	Reduce by 3% based on moving 3-year average	✓	✓		
1.9	Number of fire casualties	Quarterly	Reduce based on moving 3-year average		✓		
FIRE SAFETY							
1.10	Number of Home Fire Safety Visits conducted	Quarterly	Increase based on previous reporting year	✓	✓		
1.11	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	Quarterly	Increase based on moving 3-year average	✓	✓		
1.12	Number of fire safety audits conducted in accordance with Fire Safety Enforcement Framework	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)		✓		
1.13	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)		✓		
1.14	Number of accidental dwelling fires broken down into the severity categories – low	Quarterly	Reduce based on moving 3-year average	✓	✓		
1.15	Number of accidental dwelling fires broken down into the severity categories – medium	Quarterly	Reduce by 3% based on moving 3-year average	✓	✓		

Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
INCIDENTS							
2.1	Total number of incidents attended	Quarterly	Monitor	✓	✓		
2.2	Number and % top 10 incidents attended by type	Quarterly	Monitor	✓	✓		
2.3	Number of incidents attended at the request of other agencies	Quarterly	Monitor		✓		
2.4	Number of effect entry/exit incidents attended	Quarterly	Monitor		✓		
2.5	Number of non-refuse secondary fires	Quarterly	Monitor		✓		
2.6	Response times by Service Delivery Area	Quarterly	Monitor	✓	✓		
2.7	Number of accidental dwelling fires broken down into the severity categories – high	Quarterly	Reduce by 5% based on moving 3-year average	✓	✓		
2.8	Call Handling Times by Service Delivery Area	Quarterly	Monitor	✓	✓		
AVAILABILITY							
2.9	Retained Duty System Appliance availability	Quarterly	Increase based on moving 3-year average	✓	✓		
2.10	Wholetime Appliance availability	Quarterly	% compliance against confidence levels	✓	✓		
OPERATIONAL RESILIENCE							
2.11	% of inspections carried out in line with Operational Intelligence Framework	Quarterly	Monitor		✓		
2.12	Number of audit actions arising from Operational Assurance process*	Quarterly	Monitor		✓		
2.13	Number of hydrant inspections carried out	Quarterly	Monitor		✓		

*Operational Assurance is a process that provides effective feedback and review of our performance at operational incidents and training events to influence future practice, enhance performance and improve firefighter safety.

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

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
STAFF							
3.1	Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group	Quarterly	Monitor			✓	
3.2	Number of staff vacancies by FTE	Quarterly	Reduce based on moving 3-year average			✓	
3.3	% Staff vacancies	Quarterly	Monitor			✓	
3.4	% Staff turnover	Quarterly	Monitor			✓	
3.5	Overall absence %	Quarterly	Reduce based on moving 3-year average			✓	
3.6	Total number of grievance cases concluded in 6 weeks	Quarterly	Monitor			✓	
3.7	Total number of discipline cases concluded in 6 weeks	Quarterly	Monitor			✓	
3.8	Employee Engagement Index	Annually	Monitor			✓	
3.9	Number of scheduled Wholtime Firefighter Foundation Programme courses delivered against planned courses.	Quarterly	Monitor			✓	
3.10	Number of scheduled Retained/Volunteer Duty System Task & Task Management courses delivered against planned courses	Quarterly	Monitor			✓	
3.11	Number of Incident Command courses delivered against planned courses	Quarterly	Monitor			✓	

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

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
3.12	Number of acquisition Emergency Response Driver Training courses (Cat B) delivered against planned courses	Quarterly	Monitor			✓	
3.13	Number of acquisition Emergency Response Driver Training courses (Cat C) delivered against planned courses	Quarterly	Monitor			✓	
3.14	Number of acquisition Emergency Response Driver Training (Cat C) refresher courses delivered against planned courses	Quarterly	Monitor			✓	
HEALTH AND SAFETY							
3.15	Number of incidents in which there was a verbal or physical attack on a firefighter	Annually	Reduce based on moving 3-year average			✓	
3.16	Number of staff who suffered RIDDOR-reportable injuries at work	Quarterly	Reduce based on moving 3-year average	✓		✓	
3.17	Number of staff who suffered work-related COVID-19 transmission	Quarterly	Reduce based on previous reporting year.	✓		✓	
3.18	Number of accidents and injuries	Quarterly	Reduce based on moving 3-year average	✓		✓	
3.19	Number of near miss events	Quarterly	Reduce based on moving 3-year average			✓	
3.20	Number of vehicle accidents	Quarterly	Reduce based on moving 3-year average			✓	
3.21	Completion of Health and Safety Improvement Plans	Quarterly	Increase based on previous reporting period			✓	

Outcome 4 - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
COMPLIANCE							
4.1	Number of Cyber Security Breaches	Annually	0				✓
4.2	% of subject access requests responded to within the statutory timescales	Annually	95%				✓
4.3	Number of Data Breaches	Annually	0				✓
4.4	% of FOIs responded to within statutory timescales	Quarterly	95%	✓			
FINANCE							
4.5	Number of confirmed frauds	Annually	0				✓
4.6	% of invoices paid in 30 days	Annually	98%				✓
ICT							
4.7	% Service Desk incidents and requests resolved within Service Level Agreement	Annually	85%				✓
ENVIRONMENTAL							
4.8	Organisational carbon emissions	Annually	Reduce annually by 6%	✓			
4.9	Recycling rate	Annually	Increase annually by 5%	✓			

APPENDIX 5

STRATEGIC PLAN 2019-22 DELIVERY: EVIDENCE MAP AND SUPPORTING EVIDENCE

Outcome 1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.			
Objective	Performance Question	Performance Indicators	Supporting Evidence
<p>Objectives 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.</p>	<p>Q. How effective are we at enhancing community safety and wellbeing?</p>	<p>1.10 - Number of Home Fire Safety Visits conducted</p> <p>1.11 - Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)</p> <p>1.14 - Number of accidental dwelling fires broken down into the severity categories – low</p> <p>1.15 - Number of accidental dwelling fires broken down into the severity categories – medium</p>	<p>Fire Safety in the Home Self-Assessment Tool</p> <p>Safe and Well Project</p> <p>Community Safety Engagement Thematic Action Plans</p> <p>Home Fire Safety Visit programme</p> <p>Community Safety Engagement Toolkit (internal resource)</p> <p>Community Safety Engagement Evaluation intranet hub (internal resource)</p> <p>Guidance to support fitting to revised domestic detection legislation (internal resource)</p> <p>Community Risk Register</p>
<p>Objectives 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland’s built environment and supporting economic growth.</p>	<p>Q. How effective are we at protecting our built environment?</p>	<p>1.1 - Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)</p> <p>1.12 - Number of fire safety audits conducted in accordance with Fire Safety Enforcement Framework</p> <p>1.13 - Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework</p>	<p>Practical Fire Safety Guidance for Existing High Rise Domestic Buildings</p>
	<p>Q. To what extent do we contribute to the economic wellbeing of Scotland?</p>		<p>Procurement Strategy</p>

Outcome 1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

Objective	Performance Question	Performance Indicators	Supporting Evidence
<p>Objectives 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.</p>	<p>Q. How effective are our prevention and protection activities?</p>	<p>1.2 - Number of deliberate primary fires 1.3 - Number of Road Traffic Collisions attended 1.4 - Number of refuse and vehicle fires 1.6 - Number of accidental dwelling fire fatalities 1.7 - Number of fire fatalities 1.8 - Number of accidental dwelling fire casualties 1.9 - Number of fire casualties</p>	<p>Community Safety Engagement Planning and Evaluation Policy and Procedure v3.0</p> <p>Community Safety Engagement Evaluation intranet hub (internal resource)</p>
<p>Objectives 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.</p>	<p>Q. To what extent are we reducing Unwanted Fire Alarm Signals?</p>	<p>1.5 - Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises</p>	<p>Recommendations from UFAS Stocktake Review Report</p> <p>UFAS Review Project Board Established to Implement Recommendations from Stocktake Review</p> <p>Options Appraisal evaluating Strategies for Responding to AFA Actuations</p> <p>UFAS Champions National Forum</p> <p>UFAS good practice hub on staff intranet (internal resource)</p>
	<p>Q. How well do we work with our partners to reduce and manage the impact of Unwanted Fire Alarm Signals?</p>		<p>Community Safety Engagement Planning and Evaluation Policy and Procedure v3.0</p> <p>Community Safety Engagement Evaluation intranet hub (internal resource)</p>

NPF CONTRIBUTION:

Children and Young People, Communities, Economy, Education, Health and Poverty.

Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.	Q. How well do we understand community risks?		Service Delivery Model Programme
	Q. How do we know that we have the right resources in the right places at the right time?	2.13 - Number of hydrant inspections carried out 2.11 - % of inspections carried out in line with Operational Intelligence Framework	Service Delivery Model Programme Development of Community Index Risk Model Wholetime Recruitment Process aimed at community workforce
Objectives 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.	Q. How do we demonstrate we are more flexible?	2.1 - Total number of incidents attended 2.2 - Number and % top 10 incidents attended by type	Service Delivery Model Programme Community Asset Register
	Q. How do we demonstrate we have modernised our preparation and response to emergencies?	2.3 - Number of incidents attended at the request of other agencies 2.4 - Number of effect entry or exit incidents attended 2.5 - Number of non-refuse secondary fires 2.6 - Response times by Service Delivery Area 2.12 - Number of audit actions arising from Operational Assurance process	Wildfire Strategy Dedicated Conference of the Parties (COP) 26 project team established Service Delivery Model Programme Rural Risk Project
	Q. How effective and efficient is our emergency response?	2.7 - Number of accidental dwelling fires broken down into the severity categories – high	Quarterly Performance Service Delivery Committee Reports Official Statistics Annual Performance Review Operational Assurance Recording & Reporting System (internal reporting system) Operational Assurance Process Frontline Updates (internal resource for sharing learning from incidents)

Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.	Q. How do we demonstrate we maintain a strong presence across Scotland?	2.9 - Retained Duty System Appliance availability 2.10 - Whole-time Appliance availability	Service Delivery Model Programme Transport Strategy
	Q. How do we work with our partners to demonstrate we improve community resilience?		Scottish Resilience Partnership membership Regional Resilience Partnership membership Local Resilience Partnership membership Community Planning Partnership membership
Objectives 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.	Q. How do we demonstrate increased effectiveness of service delivery through improved 3C arrangements?	2.8 - Call handling times by Service Delivery Area	Participation in Emergency Services Network Project Command and Control Mobilising System Project Refurbishment works at Johnstone Operations Control

NPF CONTRIBUTION:

Children and Young People, Communities, Environment, Fair Work & Business, Health, International, Poverty.

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

Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.	Q. How do we demonstrate our workforce is supported and rewarded?		Benefits and Reward Framework including: <ul style="list-style-type: none"> • Staff discount scheme • Flexible working • Cycle to Work Scheme • Pension Schemes • Employee Group Life Accident Scheme Employee COVID Recognition Scheme Employee Engagement Index
	Q. How do we demonstrate strong leadership at all levels?		The Chief Officer's Online Engagement Sessions Leading-Edge Strategic Leadership Team Development Programme Leadership for Change Programme Middle Manager Leadership Development Centres
	Q. How do we know we have capacity at all levels?	3.1 - Actual Full Time Equivalent staff against Target Operating Model by staff group 3.2 - Number of staff vacancies by FTE 3.3 - % Staff vacancies 3.4 - % Staff turnover 3.8 - Employee Engagement Index	Governance Statement (Annual Report and Accounts) Workforce and Strategic Resourcing Plan 2018-21
	Q. How much more diverse is our workforce?		Positive Action Strategy Youth Employment Strategy Positive Disability Guidance v1.1 Guide to Recognised Employee Network Corporate Parenting Plan 2020-23 Gaelic Language Plan 2018-21 Sustainability Report (Annual Report and Accounts) Inclusive Recruitment Campaign 2021 Equal Pay and Gender Pay Gap Report (every two years) Mainstreaming and Equality Outcomes Report (every two years)

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

Objective	Performance Question	Performance Indicators	Supporting Evidence
<p>Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.</p>	<p>Q. How do we know that our learning and development arrangements add value?</p>		<p>Appraisal Policy</p> <p>Learning Needs Analysis Annual Programme</p> <p>Training and Employee Development Review</p> <p>Course Evaluation</p>
	<p>Q. How do we demonstrate the quality of our learning and development arrangements?</p>	<p>3.6 - Total number of grievance cases concluded in 6 weeks</p> <p>3.7 - Total number of discipline cases concluded in 6 weeks</p> <p>3.9 - Number of scheduled Wholetime Firefighter Foundation Programme courses delivered against planned courses.</p> <p>3.10 - Number of scheduled Retained/ Volunteer Duty System Task & Task Management courses delivered against planned courses.</p> <p>3.11 - Number of Incident Command courses delivered against planned courses.</p> <p>3.12 - Number of acquisition Emergency Response Driver Training courses (Cat B) delivered against planned courses.</p> <p>3.13 - Number of acquisition Emergency Response Driver Training courses (Cat C) delivered against planned courses.</p> <p>3.14 - Number of acquisition Emergency Response Driver Training (Cat C) refresher courses delivered against planned courses.</p>	<p>Training Strategy</p>
<p>Objectives 3.2 (continued)</p>	<p>Q. How do we know if our learning and development arrangements are efficient and have improved capability?</p>		<p>Flexi Duty Managers Training for Operational Competence Programme</p>

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

Objective	Performance Question	Performance Indicators	Supporting Evidence
<p>Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.</p>	<p>Q. How effective are our health, safety and wellbeing arrangements?</p>	<p>3.15 - Number of incidents in which there was a verbal or physical attack on a firefighter 3.16 - Number of staff who suffered RIDDOR-reportable injuries at work 3.17 - Number of staff who suffered work-related COVID Transmission 3.18 - Number of accidents and injuries 3.19 - Number of near miss events 3.20 - Number of vehicle accidents 3.21 - Completion of Health and Safety Improvement Plans 3.5 - Overall absence %</p>	<p>SFRS Health and Safety Improvement Plans</p> <p>SFRS Clinical governance arrangements</p> <p>Mental Health Strategy</p> <p>Employee Covid-19 Health and Wellbeing Hub (internal staff resource)</p> <p>Lifeline Partnership</p>
<p>Objectives 3.4 We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.</p>	<p>Q. How effective are we at engaging in an open and honest way?</p>		<p>Communications and Engagement Strategy (updated version in development)</p> <p>Internal Communications Review</p> <p>Guide to Published Information</p>
	<p>Q. How do we demonstrate that all have a voice in our service?</p>		<p>Working Together Framework and Action Plan</p> <p>Future Vision Survey and focus groups 2020 (Internal)</p> <p>Chief Officer Covid Information Broadcasts and Q&A (Internal resource)</p> <p>Trade Union Facility Time Annual Report (Annual Report and Accounts)</p>

NPF CONTRIBUTION:

Culture, Education, Fair Work & Business, Health, Human Rights, Poverty, Children and Young People, Economy.

Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.	Q. To what extent do we contribute to sustainable development?		Sustainability Report (Annual Report and Accounts) Mainstreaming and Equality Outcomes Report (every two years) SFRS Youth Volunteer Scheme Corporate Parenting Plan 2020-23
	Q. How effective are we at reducing our impact on the environment?	4.8 - Organisational carbon emissions 4.9 - Recycling rate	Sustainability Report (Annual Report and Accounts) Climate Change Response Plan 2045 Energy and Carbon Strategy 2020-30 Asset Management Strategy
	Q. How do we demonstrate we are maximising our public value?		Long Term Financial Strategy 2017-27 Capital Budget Monitoring Reports Resources Budget Monitoring Report Procurement Strategy 2019-21
Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.	Q. How effective are we at reducing organisational risk?	4.1 - Number of cyber security breaches 4.2 - % of subject access requests responded to within the statutory timescales 4.3 - Number of data breaches 4.5 - Number of confirmed frauds	Strategic Risk Register Data Protection – GDPR Hub and guidance on intranet (internal resource) Information Governance Policy Cyber Security Assurance Annual Report Mandatory Cyber Security Training Programme for staff
	Q. How do we demonstrate appropriate levels of business compliance?	4.2 - % of subject access requests responded to within the statutory timescales 4.4 - % of FOIs responded to within statutory timescales 4.6 - % of invoices paid in 30 days 4.7 - % Service Desk incidents and requests resolved within Service Level Agreement	Financial Statements (Annual Report and Accounts) Annual Procurement Report 2019-20 PVG Scheme Project

NPF CONTRIBUTION:

Economy, Environment, Fair Work and Business, Health, Human Rights, International, Poverty.

Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.	Q. To what extent do we invest in our infrastructure to improve our service to the public?		Asset Management Strategy Digital Strategy 2018-2021 Transport Strategy
	Q. How do we demonstrate our resources and systems are fit for purpose?		Asset Management Strategy Digital Strategy 2018-2021 West Asset Resource Centre Project Standard Station Design Principles McDonald Road Redevelopment Reform Collaboration Group – Joint Asset Project Climate Change Response Plan 2045 Energy and Carbon Strategy 2020-30
Objectives 4.4 We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.	Q. How do we manage our performance and improvement arrangements?		Business Intelligence Strategy 2021-24 Updated audit inspection and improvement process Corporate Performance Management System Service Improvement Strategy
	Q. How do we demonstrate scrutiny, challenge and decision making is robust?		Review of Board effectiveness (Annual Report and Accounts) Governance Statement (Annual Report and Accounts) Code of Corporate Governance Annual Operating Plan and Quarterly Progress Reporting Strategic Plan 2019-22 Statutory Local Plan Review Official Statistics

NOTES



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

firescotland.gov.uk

SFRS Performance Management Framework 2021

Version 3.0 July 2021

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



Report No: B/POD/05-22

Agenda Item: 18.3

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	MAINSTREAMING AND EQUALITY OUTCOMES PROGRESS REPORT						
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	In March 2021, it was agreed by the Strategic Leadership Team (SLT) that the Scottish Fire and Rescue Service (SFRS) would produce and publish an annual review of performance against the SFRS Equality Outcomes and the steps the Service are taking to mainstream equality. It was further agreed that this Mainstreaming and Equality Outcomes Progress report would be shared with the SFRS Board for information.						
2	Background						
2.1	The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires the SFRS to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and, in particular, what steps it has taken to mainstream the three elements of the general equality duty - the duty to have due regard to the need to: <ul style="list-style-type: none"> • Eliminate discrimination, harassment and victimisation • Advance equality of opportunity between different groups • Foster good relations between different groups 						
2.2	The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 places a statutory obligation on the SFRS to: <ul style="list-style-type: none"> • prepare and publish a set of Equality Outcomes • report on progress against the Equality Outcomes every two years • review and revise Equality Outcomes every four years • prepare and publish a report every two year that sets out the steps taken to mainstream equality – the Mainstreaming Report 						
3	Main Report/Detail						
3.1	In 2021, the Scottish Fire and Rescue Service published our fifth Mainstreaming Report and continues to provide updates on progress since our previous reports published in 2013, 2015, 2017 and 2019. It was agreed by the Board and SLT that a yearly update report would be produced to map progress against the Equality Outcomes.						
3.2	The SFRS Equality Outcomes are: <ol style="list-style-type: none"> 1. SFRS services are accessible and appropriate to the needs of Scotland's diverse communities. 2. Scotland will be a safer and fairer place as a result of our collaborative work with other organisations. 3. SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society. 						

	<p>4. SFRS staff feel valued and have the opportunity to achieve their full potential.</p> <p>5. SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.</p> <p>6. SFRS will support Scotland's young people reach their full potential.</p>
3.3	<p>The Equality Outcomes were developed based on corporate priorities within the Strategic Plan, the Annual Operating Plan 3-year cycle and functional plans. This has allowed performance management of the Equality Outcomes to align with existing corporate reporting mechanisms. This is still relatively new and the Equality & Diversity (E&D) Team continue to support functions and areas with embedding progress into current reporting mechanisms.</p>
3.4	<p>In collating the evidence for inclusion in the Mainstreaming and Equality Outcomes Report, it was evident that there remains a number of improvement measures that SFRS could take to improve its performance on equality, diversity, inclusion and human rights within the following areas:</p> <ul style="list-style-type: none"> • Equality and Human Rights Impact Assessment Process • Equality Partnership Group • Equalities data • Employee Networks and Equality Champions • Equality Training
3.5	<p>The Equality Improvements paper was presented to SLT and the Board in March 2022 and the recommendations agreed by SLT will play a vital role in supporting this process.</p>
3.6	<p>Evidence shows that the impacts of the Covid-19 pandemic have gone far beyond the virus itself. It has exacerbated existing inequalities for individuals and groups with protected characteristics in almost all aspects of life including employment and access to services. The pandemic has had a disproportionate impact on older adults, women, children and young people, individuals with a disability, care experienced people, minority ethnic groups and social and economic inequalities have also deepened. As the SFRS moves ahead with our covid recovery planning, we must take cognisance of these inequalities as they relate to both our employees and the communities we serve.</p>
3.7	<p>Detailing this work in current reporting mechanisms is inconsistent across the Service but it is still a relatively new ask. The E&D Team are working with colleagues to address this and as stated above, the recommendations made in the Equality Improvements paper, particularly around data collation, employee networks and the potential for a strategic group will assist with this process.</p>
3.8	<p>The report provides an overview of each of the Equality Outcomes, further detailing how we are mainstreaming equality into our day to day activities. Alongside this, there are case studies that provide a snap shot of the excellent work that is taking place across the Service both locally and nationally.</p>
3.9	<p>Key Strategic Implications</p>
3.9.1	<p>Risk: The risk to the SFRS arises from a potential failure to meet the requirements as set out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The risk relates to the failure to meet a statutory obligation and ensuing reputational damage.</p>
3.9.2	<p>Performance: In March 2021, it was agreed by SLT that the SFRS would produce and publish an annual review of performance against the SFRS Equality Outcomes and the steps the Service are taking to mainstream equality. It was further agreed that this Mainstreaming and Equality Outcomes Progress report would be shared with the Good Governance Board and SFRS Board for information and awareness.</p>

3.9.3	Legal: The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 set out the legal requirements for statutory reporting. The non-statutory guidance issued by the Equality and Human Rights Commission (Scotland) sets out the parameters for setting Equality Outcomes. The oversight for both the statutory and non-statutory elements is met by the Equality and Human Rights Commission (Scotland). Failure to meet either the statutory or non-statutory elements is a compliance notice from the Equality and Human Rights Commission (Scotland) instructing remedial action and reputational damage.	
4	Recommendation	
4.1	Members of the SFRS Board are asked to note the contents of the Mainstreaming and Equality Outcomes Progress report.	
5	Core Brief	
5.1	The SFRS has a duty under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to report on every two years and set every four years a series of Equality Outcomes which outlines the high-level ambitions this organisation has to improve the life chances and opportunities for communities and employees. This progress report provided a snapshot of the excellent work that is taking place across the Service both locally and nationally to meet these requirements.	
6	Appendices/Further Reading	
6.1	Appendix A – Mainstreaming and Equality Outcomes Progress Report 2022	
6.2	Further Reading: SFRS Mainstreaming and Equalities Outcome Report 2021	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Denise Rooney, Equality and Diversity Manager	
Sponsored by:	Ceri Dodds, Deputy Head of People and Organisational Development	
Presented by:	Lyndsey Gaja, Head of People and Organisational Development	
Links to Strategy and Corporate Values		
<p>The aim of this report is to provide an update against the Equality Outcomes and the mainstreaming of equality into our employment and service delivery practices.</p> <p>There is relevance to:</p> <ul style="list-style-type: none"> • Work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland. • 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. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Leadership Team</i>	<i>25 May 2022</i>	<i>Information</i>
<i>Good Governance Board</i>	<i>15 June 2022</i>	<i>Information</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>Information</i>

SFRS

Mainstreaming and Equality Outcomes

Progress Report 2022

Background

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires the SFRS to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and, in particular, what steps it has taken to mainstream the three elements of the general equality duty - the duty to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 places a statutory obligation on the SFRS to:

- prepare and publish a set of Equality Outcomes
- report on progress against the Equality Outcomes every two years
- review and revise Equality Outcomes every four years
- prepare and publish a report every two years that sets out the steps taken to mainstream equality – the Mainstreaming Report

In 2021, the Scottish Fire and Rescue Service published our fifth Mainstreaming Report and continues to provide updates on progress since our previous reports published in 2013, 2015, 2017 and 2019. It was agreed by the Board and SLT that a yearly update report would be produced to map progress against the Equality Outcomes.

Equality Outcomes

Mainstreaming equality has the benefit of ensuring that people's needs are identified and met at the point of service delivery. It has the further advantage of improving the capacity of the organisation to meet those needs, as the responsibility for achievement does not rest with a small number of individuals it rests with everyone. Those individual employees and teams that work with local communities are the ones best able to establish meaningful relationships with communities and ensure that their specific requirements are met. It means that those fulfilling roles as line managers, trainers, HR practitioners and others involved in the employer – employee relationship can respond to employee needs at the closest point of contact.

The SFRS Equality Outcomes are:

1. SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.
2. Scotland will be a safer and fairer place as a result of our collaborative work with other organisations.
3. SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.
4. SFRS staff feel valued and have the opportunity to achieve their full potential.
5. SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.
6. SFRS will support Scotland's young people reach their full potential.

Impact of Covid-19 on Equality

Evidence shows that the impacts of the COVID-19 pandemic have gone far beyond the virus itself. It has **exacerbated existing inequalities** for individuals and groups with protected characteristics in almost all aspects of life including employment and access to services. The pandemic has had a **disproportionate impact on older adults, women, children and young people, individuals with a disability, care experienced people, minority ethnic groups and social and economic inequalities** have also deepened. As the SFRS moves ahead with our covid recovery planning, we will take cognisance of these inequalities as they relate to both our employees and the communities we serve.

Equality Outcome One

SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.

Across the range of services provided by the SFRS we have been making improvements to the accessibility of our services. We have been working with colleagues in Police Scotland and the Scottish Ambulance Service to explore where we can make improvements to the experience of individuals at an incident. We are currently exploring a communications aide that will be used to determine critical responses from individuals who are non-verbal. The intention is to have universal symbols that are used across the services to provide consistency not only for this purpose but to minimise potential communication barriers in other areas e.g. language barriers if someone's first language isn't English.

In line with our legislative duty under the Gaelic Language (Scotland) Act 2005, we have developed the second iteration of our plan to build on the successful implementation of our first plan. We devised and delivered a comprehensive communications plan to ensure we could accurately gather the views of our employees and the communities of Scotland. The POD Director recorded an informative and engaging video that talks about our ambitions for Gaelic within the SFRS. The video and subsequent social media messages were available in both English and Gaelic and the plan and the consultation document were shared across Scotland with a number of local authorities, charities and third sector organisations to ensure they could participate in the proposed plan and its development. The results of the consultation assisted us in the development of the final draft plan, which we will implement following approval from Bòrd na Gàidhlig.

The requirement to collect and use equality related data is set out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. It places a duty on organisations to make policy decisions based on evidence which in turn requires a degree of monitoring.

SFRS's obligations for collating, reporting and using equality employment data is currently being progressed and improved through the sensitive information project as part of the Midland-HR iTrent system and the People Finance Training and Asset Systems project.

Whereas, there is a specific requirement to collate and publish equality related employment data, the Regulations make no such demand of service provision equality data and currently the Service do not collate information by protected characteristic.

In March 2022, SLT agreed that steps should be taken so that service delivery activities are monitored on the grounds of the protected characteristics where it is appropriate to do so. In addition to this, the categorisation of equality characteristics to be captured by SFRS for the purposes of recording, monitoring and reporting on employment and service delivery practices are being reviewed in line with the Scotland Census 2022.

Case Study 1 – COP 26

The UK hosted the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow on 31 October – 12 November 2021. An estimated 30,000 delegates from around the world attended COP26. This included thousands of official negotiators, representing 197 different countries in the talks.

The impact on Scotland was significant in terms of visitor numbers and the Scottish Fire and Rescue Service planned ahead to ensure we were prepared for the impact that COP26 had on the organisation and our services to the public.

The diversity of visitors brought a wealth of different languages, communication and cultural differences and it was essential the SFRS were mindful of this so that we could carry out our prevention and rescue roles to the best of our ability.

Our goals were to be respectful to all, to be aware of and celebrate diversity, and to be committed to ensuring everyone had the safest possible experience.

We produced a pictorial, easy read, safety booklet to aid communication with the public and designed cultural awareness guidance for employees.

We engaged positively with Activists, respecting their right to do so in a safe manner for all. This included safety information around camping including disposal of waste.

Thursday 4th November 2021, marked the festival of Diwali. The festival extended over five days and our visitors from many different countries meant a potentially larger number of individuals celebrating this festival so celebrating safely advice was disseminated.

We respected an employee's right to their views on climate change as a protected philosophical belief and provided communications around this to aid understanding.



We were involved in making venues safe by carrying out risk assessments, ensuring our communications and services were as accessible as possible and we equality impact assessed our strategies and procedures.

Case Study 2 – Reducing Unwanted Fire Alarm Signals (UFAS) - Options for responding to AFAs

Τη Σχοττιση Φιρε ανδ Ρεσχυε Σερπιχε (ΣΦΡΣ) εμβαρκεδ ον α φουρνεψ το χηανγε της ωαψ ιτ μαν αγεσ τηε λεπελ οφ δεμανδ χρεατεδ βψ ρεσπονδινγ το ΑΦΑσ, τηατ τυρν ουτ το βε υνωαντεδ φιρε αλ αρμ σιγναλσ (ΥΦΑΣ).

To meet the requirements of the Public-Sector Equality Duty, the Service had to be able to demonstrate that the options appraisal and final business case for decision had due regard to the equality duty.

Through the Equality and Human Rights Impact Assessment process, the SFRS had to ensure that the needs of our different employee groups and the vulnerable individuals/communities that could be impacted were considered.

It was important that any change made was done in partnership with our key partners, stakeholders and the people of Scotland so we had to ensure that our engagement and consultation exercises were widely accessible.

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

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

Postcards raising awareness of the consultation were also produced and distributed to the Dutyholder/Premises Responsible Person by operational crews, following attendance at a UFAS incident during the consultation period.

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

Equality Impact Assessment Executive Summaries were developed for each of the options that went out for consultation. There was a lot of technical information involved and this had to be made accessible to our employees, stakeholders and wider communities; being mindful of advice from the Consultation Institute.

Initial stakeholder engagement highlighted potential areas that required further information to make an informed decision. One of the areas that was highlighted as requiring further evidence from stakeholders was that of Scottish Island communities.

Depopulation is a threat to many of Scotland's island communities. Over the last 10 years, almost twice as many islands have lost populations as have gained. Socio-economic concerns may impact on island communities in relation to depopulation.

Public consultation targeted Island communities through the initial stakeholder engagement, the use of local media, engagement sessions with local stakeholders and translating key messages into Gaelic. This included Gaelic versions of the 5 press releases, the consultation document was made available in Gaelic and a Gaelic transcript highlighting the consultation.

Points raised within the consultation exercise have been factored into the implementation and monitoring processes.

Case Study 3 - SFRS Support to Ukrainian Refugees

SFRS employees in Ayrshire formed part of a weekly Task Force, meeting with various partners to discuss support for Ukrainian Refugees entering local communities.

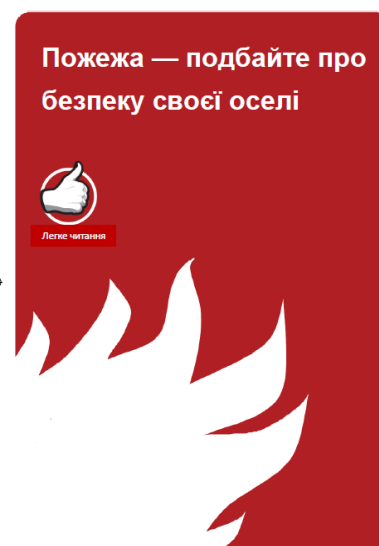
All partners provide updates and discuss how jointly they can support the refugees within their new communities.

Members of the Task Force were provided with information on the new legislation for detectors in Scotland to assist with establishing premises and sponsor property checks for the refugees being placed in a safe and secure home.

Through engagement with the P&P Directorate, SFRS have been able to develop a Ukrainian version of our Home Fire Safety booklet. This booklet has also recently been updated and forwarded to all personnel who attend the Task Force. This booklet is then distributed within any welcome packs that are provided to the refugees. It has also been highlighted that around 30% of Ukrainians speak Russian, SFRS are now considering developing a Russian version of the HFS booklet.

SFRS working in partnership with Ayrshire Local Authorities and housing networks to ensure that once the refugees enter our communities, we can provide reassurance visits to promote a culture of support and provide a warm welcome to all refugees being housed in the Area. We will also be providing refugees with a Home Fire Safety Visit. Super sponsors who will also house refugees along with social housing options will receive support from SFRS to ensure all homes and refugees are safe and well.

Through our links within the communities it is also possible to signpost to community groups to help prevent any loneliness or social isolation and support inclusiveness for the refugees.



Equality Outcome 2

Scotland will be a safer and fairer place as a result of our collaborative work with other organisations

This outcome is supported by the recent SFRS 'Working in Partnership' document that demonstrates how we work with our partners to design and deliver the best possible services to help make the people of Scotland safer both locally and nationally.

Partnership working with colleagues from across the public sector but especially Scottish Government, Police Scotland and the Scottish Ambulance Service is an invaluable tool in meeting our own and our combined equality responsibilities.

Participating in the Scottish National Equality Improvement Project, Cross Justice Sector Working Group on Race and Employment, the Cross Justice Group on Race and Service Delivery Data and the Justice Advisory Group on BSL provide for a common approach to shared concerns to be shared across our related public bodies.

Working with organisations such as the Asian Fire Service Association, Stonewall Scotland, Changing Faces, Wise Women and Deaf Action has provided a direct link to the communities we serve.

At a local level, areas have the flexibility to adapt the Equality Outcomes to the needs of their local communities and local partnership arrangements. Examples of this are our representation on the NHS Grampian Trauma Informed working group, working with Police Scotland in Wallacetown to engage with residents and working with Fife Council to consider the needs of Care Experience people.

The Corporate Parenting Working Group have invited external agencies along to their meetings including the Promise Team and MCR Pathways to gain a better understanding of the vital role that the SFRS can play in this area.

The Equality and Diversity Team have been working with external organisations and practitioners to develop and deliver information sessions. The sessions are generally 1hr 30 minutes and they focus on particular equality themes and considerations with an opportunity for questions. Since December 2021, 5 sessions have been delivered including:

- Donaldson Trust - Neuro-Diversity
- Wise Woman – Domestic Abuse
- Stonewall Scotland – LGBT+
- Who Cares? Scotland – Care Experience and Employment
- Ellie Muniandy - What is 'Anti-Racism?'

Where possible, these sessions are recorded and made available on i-hub as learning resources for the wider Service.

Case Study 1 – 16 Days of Action

The 16 Days of Action Campaign runs each year, between the 25th November to 10th December, to raise awareness and call for changes to end violence against women and girls (VAWG).

The SFRS are committed to supporting the international campaign to challenge violence against women and girls and support the wider issues of domestic abuse. During 16 Days of Action as a service we took the opportunity to work in partnership to raise awareness and call for changes to end violence against women and girls (VAWG).

We worked in partnership with Wise Women a Scottish Organisation who address women's fears and experiences of crime and violence through the provision of Personal Safety and Confidence Building courses and workshops. This information session was available to all employees across the service and was attended by over 60 employees, positive feedback was received with employees finding the session useful and thought provoking.

We published a Domestic Abuse and Employment briefing note to provide some guidance on how we can support a member of staff who is, or is at risk of experiencing domestic abuse. It covers areas such as possible indicators, potential workplace amendments and signposting details for partner organisations who can provide further advice and support.

Across the country our service delivery areas worked in partnership with other agencies and local authorities to deliver key support within the local communities with stations displaying banners and lighting up areas in purple to demonstrate visible support, displaying and wearing the white ribbon and employees within our CAT team have received training to enable them to spot signs of domestic abuse whilst carrying out Home Fire Safety Visits.

In Scottish Borders East, teams shared photos on social media channels, to show support throughout the 16 Days of Action and a multi-agency launch event took place on 25th November at Waverly Station in Edinburgh, where members of the MELSB CAT attended.

The Violence Against Women and Girls North Ayrshire Partnership provided information throughout the 16 Days, including supporting the 'Shine a Light on Domestic Abuse' and 'Ask for Angela' campaigns with signposting to local support networks.

Dalkeith Blue Watch & CAT were out spreading Winter/festive Safety messages with a stall at Dobbies Garden Centre and showed support for White Ribbon Scotland with promotional materials and a White Ribbon Banner.

Case Study 2 – Scottish Government Ethnicity Pay Gap Strategy Working Group

The Ethnicity Pay Strategy Short-Life Working Group was set up in November 2021, and established to co-produce the Scottish Government's Ethnicity Pay Gap (EPG) Strategy and action plan by April 2022.

The group consists of a cross sector of organisations and academics from the public, private and 3rd sectors.

The key objectives of the EPG short life working group were to:

- Discuss, agree and develop the content of the strategy, working collaboratively with each other and the Scottish Government.
- Discuss and agree actions to include in the action plan that will accompany the strategy.

The working group meetings focussed on the following topics:

- Institutional racism
- Intersectionality
- Employer practice

The purpose of the strategy is to respond to the scale and complexity of the challenge of institutional racism by putting anti-racism at the heart of what we do.

In early February 2022, a first draft report was produced and circulated to the group members for initial comments. Comments were grouped under the following headings:

- Accessibility/clarity
- Intersectionality
- Accountability
- Terminology
- Measuring Impact

The final step was to produce an action plan to underpin and operationalise the strategy. This will improve both data management and policy development across organisations, ensuring that it drives the reduction of labour market disparities for ethnic minorities.

The E&D Team and colleagues from across HR have contributed towards the various stages of its development.

Equality Outcome 3

SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.

Case Study 1 - Positive Action

Throughout 2021/22 SFRS continued to promote itself as an inclusive employer and made efforts to attract and retain a diverse workforce.

Restrictions on face-to-face activities due to the pandemic remained in place, and the initiatives pursued by the Positive Action and Engagement Team reflected these constraints. The Team took the opportunity to consider new ways of delivering engagement activities and transferred what had been in-person information and fitness sessions to an online format with great success.

During the past 12 months the Team were able to deliver 12 information events and facilitated fitness sessions for 154 potential applicants drawn from the under-represented groups of women (in operational roles), people from an ethnic minority heritage and those identifying as LGBT+.

Limited performance monitoring of the activities was undertaken but it is presumed that the majority of those attending the sessions had already determined that a career as an operational firefighter was an attractive career option.

OFFICIAL

The Positive Action and Engagement Team took the opportunity with the anticipated easing of lockdown measures to plan for the resumption of in-person activities, including developing the capacity of Service Delivery Area colleagues to deliver positive action activities and renew the SFRS approach to positive action. A renewed approach to positive action will be developed and progressed through corporate governance channels during 2022/23.

This case study focuses on the activities the Team took in partnership with the Communications Team to develop and normalise the messaging around positive action in recruitment activities. In particular the creation of a suite of role-model case studies.

Volunteers were sought from colleagues in different roles across the organisation to share their stories of being an employee of SFRS. Their stories are being captured and will be shared on the SFRS website within the Working for US section. To date we have focused on role models of women, people from and ethnic minority heritage and LGBT+ colleagues. We used Ijaz's story to help promote an open event for people from ethnic minority communities:

A Scottish Fire and Rescue Service employee has told how receiving a panicked call from his daughter informing him his shed was on fire, reaffirmed his pride in working for Scotland's fire and rescue service.

Ijaz Bashir works as a manager in the SFRS Asset Management team. His role sees him help to overview the Service's fleet of fire engines, equipment and buildings and ensure they are all fit for purpose.

Not long after joining the SFRS in April, Ijaz took a call while at work which he admits to originally thinking was a prank.

However, it didn't take long for Ijaz to detect the panic in his daughter's voice and realise she was telling the truth - the family's garden shed was really on fire.

While the shed and the items inside were destroyed, firefighters prevented any fire-spread to the family home and Ijaz and his family were all unharmed.



Seeing the work of firefighters up close and personal gave Ijaz a renewed sense of pride in his role.

He reflected: "The operational crews saved the day.

"My kids noticed something was wrong when they looked outside and thought it was snowing...it was the ash falling.

"But the firefighters were fantastic and were really professional. They calmed everything down and were very reassuring.

"My family and I could not be prouder of where I work - it's been fantastic."

Being a leader within the SFRS is an aspect of Ijaz's role which fills him with immense pride.

Showing others from underrepresented groups that they can become leaders too is something Ijaz is passionate about.

He said: "I am immensely proud to work for the Asset Management department within the SFRS.

"I've been asked to lead on a number of key strategy documents across the department and this is a responsibility I am honoured and excited to be able to deliver. I firmly believe that this work will be of considerable benefit to the organisation.

"The challenge of developing and leading a new Asset Governance and Performance section is also a task that I am enjoying."

Ijaz believes it to be very important for people of all genders, backgrounds and creeds to know that there are career opportunities for them with Scotland's fire and rescue service.

The SFRS is working to reach out to people across Scotland to show that being part of an underrepresented societal group is not a barrier to employment.

He said: "It would be good to see more people from the BAME community in senior roles - society isn't representative at the moment.

"I'm used to it, but it's particularly important for the next generation, my kid's generation.

"We need to have aspirational role models for people to look up to.

"My time here has been fantastic and I know my family are proud of the job I do."

Case Study 2 - Youth Employment - Impact of Career Ready

During 2021/22 SFRS continued to participate in the Career Ready programme. The scheme is a partnership arrangement with the Career Ready charity whereby S5/6 pupils from disadvantaged backgrounds are matched with a volunteer mentor for a period of 18 months and have the opportunity to participate in a one month paid internship. SFRS has participated in the programme since 2019 and during 2021/22 SFRS agreed to an annual intake of up to 8 young people under the scheme.

The mentees who participated in the internship in 2021 had to undertake their activities online due to restrictions imposed by the pandemic. All 8 young people successfully completed their internship and mentoring programme and were able to graduate from the programme in March of this year.

In autumn 2021 we sought volunteer mentors from our colleagues and were delighted to receive more applications than were needed. Those volunteer mentors we were not able to match to a young person for 2021/23 was recommended to our other mentoring programme MCR Pathways or retained for the intake in 2022/24. Volunteer mentors participated in a training programme including elements that focused on safeguarding young people before being matched to their mentees.

SFRS took the opportunity to align its ambitions to work more closely with care experienced young people in its participation with Career Ready. For our 2021/23 intake we requested that some of our matched mentees come from a care experienced background and were matched with 2 young people who were care experienced and 6 others.

We look forward to welcoming our current Career Mentees into our HQ/National Training Centre this summer for their internship and have an exciting programme of activities planned out for them.

The impact of the Career Ready mentees is wonderfully demonstrated in this digital art work by Rachel Lang who graduated from the programme in March 2022. Rachel wrote of the piece, “The inspiration for this drawing was that no matter age or race the fire service will reach out a hand to help. I did some of it in black and white and some in colour to show that the fire service has always had the same aim, which is to help others... what I took away most of all is how committed everyone is to help prevent and protect the public from danger. Everyone in the fire service is extremely passionate about what they do and the role they play. I could not be happier that I got to do this and experience what it is like in the fire service.”



Equality Outcome 4

SFRS staff feel valued and have the opportunity to achieve their full potential.

The Service seeks to maintain a positive working environment and to enable this we have recently developed the Building the Future Together Programme to support the development of our workplace culture which promotes ‘Our Commitment’ to our employees, with a specific focus on Dignity in the workplace.

The SFRS recognises that from time to time we can all benefit from engaging with people who have similar life experiences, challenges and ambitions. This can sometimes be more challenging or there may be barriers to doing so for those with protected characteristics. In turn, these shared experiences can help inform others who do not share that protected characteristic and this can have a positive effect in creating an inclusive, dignified and respectful working environment. The Equality and Diversity Team have supported the development of Employee Networks and currently there are networks for Race, Disability, Carers, Women, Religion or Belief, LGBT+ and Neuro Diversity. Work is underway to revise the guidance to allow pathways to support and collaborate on equality needs in the workplace.

We have Equality Champions and Domestic Abuse Champions, established from our strategic and senior management teams, who are taking an active role in promoting equality and inclusion issues in the SFRS.

The SFRS Dignity and Integrity at Work Policy has recently been reviewed and updated to become our Dignity and Respect Policy, with an accompanying Bullying, Harassment and Discrimination Procedure. In launching this revised policy, we have introduced a network of trained Contact Advisers who will act as a confidential, impartial point of contact for employees and provide an additional mechanism for raising concerns and exploring support with employees.

At key times throughout the year we celebrate and support equality events to communicate our commitment to Diversity and celebrate difference. Diversity and inclusion are vital for the organisation's performance and staff wellbeing and by recognising these, we make a meaningful difference to our employees and the communities we serve.

Case Study 1 – LGBT+ History Month and launch of Trans guides

During February 2022 the focus and theme was to highlight the personal stories of our LGBT+ employees, focus on the role of LGBTQ allies and the national theme of Blurring borders, A World in Motion. Each week we had both internal and external messages that we communicated to our employees and to the wider communities of Scotland.

We took the opportunity during Trans Day of Visibility to launch bespoke guidance documents for trans employees, these documents are designed to provide employees and their line managers with information and detail the supports we have in place for anyone who maybe transitioning or indeed identify as non-binary/gender non-conforming.

Two LGBT+ employees shared their personal stories and these were well received both internally and externally with both local and national press picking up and running the stories.

An extract from Craig's story :-

An openly gay firefighter is helping to break down barriers for future lifesavers.

Craig Carter is based at Springburn Fire Station and has been a Wholetime firefighter for the past 15 months. The 26-year-old has also worked as a retained firefighter in Greenock for the last four years, responding to emergencies via a pager.

The former mental health student has spent much of his life working to support others and enjoys his role helping people in their time of need.

Craig has never encountered any negativity or bigotry within his role and has a positive relationship with his crewmates.

However, the number of employees who identify as LGBT+ within Scotland's fire and rescue service, as is the case with many employers, remains very low.

The SFRS is using the experiences of people like Craig to organise bespoke information events for LGBT+ people to spotlight the range of careers on offer and to show sexual orientation is no barrier to employment.

Craig, who has helped to organise some of these events, said: "I'm supported by my watch commander and my colleagues.

"I'm quite reserved about my life, but if people ask everyday questions, then I tell them - I'm open.

"It was daunting coming into the job. You do wonder if people will accept you and wonder how they will treat you.

"But I have a good relationship with the people on my watch and can speak to them about anything - whether it's work-related or about outside of work.

"I think being LGBT+ is becoming more accepted in society, but change takes time."

Craig has played his part in trying to support people who identify as LGBT+ consider a role within the SFRS.

He has been on hand to share his experience with interested applicants and to answer questions from members of the LGBT+ community on life with the SFRS.

Craig believes opportunities are available to all and is keen to point out that everyone who applies for the SFRS is treated equally and is asked to meet the same standards.

He said: "I think the Service is doing everything it can to recruit more LGBT+ people - the opportunity is there for underrepresented groups.

"People maybe think you'll get in and become a firefighter if you're gay or black, but that's not the case - the criteria is the same for everyone.

"You need to be mentally and physically fit to be a firefighter. The training is intense, but I enjoy it.

"If anyone is interested in working with the SFRS then they will be supported."

Case Study 2 - Contact Advisors

The SFRS have reviewed our approach to creating a workplace culture that is aligned with our values. We're committed to ensuring everyone is treated with dignity and respect and have a zero-tolerance approach to all forms of bullying, harassment and discrimination. We encourage a report-it culture where you will be supported to raise concerns. We all play a vital role in being role models and leading by example by demonstrating professional behaviours at all times.

Part of the review included the introduction of Contact Advisors. These advisors will listen to any concerns in a confidential, impartial way and will be able to explore and signpost other sources of support available.

There are currently 15 advisors who are spread across Scotland, from support and uniform roles. They have undergone comprehensive training to prepare them for the role which has included active listening skills, different types of listening, behaviour change and building trust and demonstrating empathy. A bio of each advisor will be available on i-hub and individuals seeking support will be able to contact specific individuals if they feel they would better understand their needs. It is acknowledged that the role of a contact advisors at times may include difficult conversations and the process has ensures that the advisors themselves will be able to seek support if they require it.

This is a positive step and demonstrates our commitment to improving the culture, current and future behaviours and building on existing positive relationships within the SFRS.

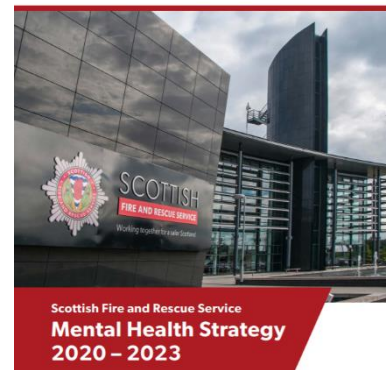
Equality Outcome 5

SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.

The SFRS Mental Health Strategy sets the scene for the work that is taking place throughout the Service setting out the following:

- Our Mental Health Pledge;
- Our Mental Health Commitment;
- Our Mental Health Model;
- Our Mental Health Objectives

The Strategy itself acknowledges that mental health outcomes are different across the Scottish population, with inequalities evident for most of the protected characteristics, as detailed in the Equality Act 2010. Individuals face stigma and discrimination in society and are at higher risk of developing poor mental health because of this. Evidence shows there can be barriers to accessing mental health services; particularly services that understand and can provide support according to individual needs and experiences. Groups with these protected characteristics already face discrimination, adding stigma and a lack of services around mental health just further compounds these impacts.



The Equality and Human Rights Impact Assessment (EHRIA) template has been amended to specifically include references to mental health and wellbeing. The assessment has a section to consider mental health in its own right but each protected characteristic also has 'points to consider' around policy and practice. This is supported by the work of the Mental Health policy sub group and Life Lines Scotland have provided subject matter expertise in this area. Guidance and training is currently being developed to tease out these points further and ensure that mental health is considered through the EHRIA process.

Case Study 1 – Mental Health and Wellbeing Champions

A Mental Wellbeing Champion is an individual within SFRS who is dedicated to raising awareness of mental wellbeing. They will lend an informal, friendly, confidential ear and signpost colleagues who need support to relevant resources. This is a voluntary role which will encourage colleagues to participate in health campaigns and promote anti-stigma activities across SFRS working collaboratively with other champions.

Since the launch of the Mental Wellbeing Champion Programme, 170 SFRS employees have volunteered to become Mental Wellbeing Champions.

A 1-2-1 informal discussion was held with two colleagues from POD as the first step to understanding the Employee's interests and motivation followed by Lifelines Scotland training. As a Mental Wellbeing Champion, the modules are classed as 'risk critical' as they are required to carry out this volunteer role.

Once the training has been completed the Champions will be on call to provide support to colleagues as and when required.

Case Study 2 – Mental Health Awareness Week

Mental Health Awareness Week, took place from the 9th to 15th May and this year focussed on the theme of loneliness. Across the country, people reflected on loneliness and how it impacts our mental health. Long-term loneliness is closely linked to mental health problems such as depression and anxiety.

To mark this week, a Mental Health Awareness Week edition of the SFRS weekly brief was developed and introduced with a positive message around the importance of wellbeing from the **HROD Manager overseeing the Health and Wellbeing team.**



Mental Health Awareness Week

9 - 15 May 2022

Together we can tackle loneliness

#IveBeenThere

The Service approached the theme of loneliness with a **focus on the mental health of children and young people**. Emerging evidence suggests that the proportion of adults experiencing the highest levels of loneliness is young adults aged 18-24, with another survey identifying that 50% of 16 to 24 year olds have experienced 'lockdown loneliness.'

Resources from the Anna Freud foundation on supporting young people to enjoy positive mental health and combat loneliness were shared and training opportunities with Lifelines Scotland were promoted.

Although anyone can feel lonely, there are groups that are at higher risk of loneliness, such as people who belong to a minority group and live in an area without many people from a similar background, people who experience discrimination because of their gender, race, sexual orientation or a disability. Information around dealing with loneliness was available for all employees on i-Hub.

Our Employee Assistance Programme, Health Assured, offers advice and counselling to support individuals with any personal challenges and details on how to access this service were highlighted throughout the week.

Equality Outcome 6

SFRS will support Scotland's young people reach their full potential.

The SFRS engage with children and young people in a variety of ways across directorates and Service Delivery Areas. Within P&P, there is the Youth Volunteer Scheme, Youth Engagement Fireskills, Fireskills Employability SCQF level 4 and Fire Safety Support and Education (FSSE). All of this work is guided by Safeguarding principles and training.

Within POD there is Corporate Parenting, Career Ready, the Youth Employment Strategy, the Kickstart Scheme and Modern Apprenticeships.

Much of the actions detailed within the above are delivered at a local level and have the flexibility to adapt to the needs and experiences of young people in that area.

The Equality and Human Rights Impact Assessment (EHRIA) process is currently being reviewed by the E&D Team and care experience has now been explicitly incorporated into the template. An example of this making a difference in practice was the P&P review of the SFRS Firesetters Intervention and Re-education Scheme (FIReS) Policy and Procedure. The EHRIA highlighted that care experienced young people may face potential barriers to engaging, including moving geographical location for care. The SFRS will ensure communication between LSO areas is consistent and appropriate should the young person move locations. Being care experienced will not be a barrier to receiving support through the FIReS.

The Fireskills Employability Programme at Her Majesty's Young Offenders Institute, Polmont supports the development of skills for life, learning, and employment for young people. The course provides participants the opportunity to achieve a SCQF level 4 Employability Award.

An online information event focussing on children and young people was arranged by community safety and engagement colleagues. The sessions included various inputs from internal and external partners and presenters who specialise in youth related issues and youth engagement.

The East SDA have been collaborating with the Jane Moore Trust, which is a charitable organisation giving care experienced young people in Scotland the support they need, when they need it. The SFRS worked with the Moore House Care and Education Service, showing a short film to a group of care experienced young people to provoke discussion on consequences of actions.

After a two-year hiatus due to the pandemic, young people from North Lanarkshire were able to complete the Fire Reach programme at Coatbridge Community Fire Station. The week-long course, held in April, develops pupils' teamwork, leadership and communication skills. They learn basic first aid and experience aspects of the role of a firefighter.

For Care Day in February, Community Safety Advocates in the Stirling, Clackmannanshire and Fife LSO Area, invited 10 care experienced individuals with their parents/carers to Methil Community Centre. The purpose was to re-introduce them to their local Community Action Team after a long spell of no engagement due to Covid. This was a success and feedback was positive on return to the residential care home with the young people looking forward to the next stage. Fife stations are building on these relationships and discussions have been held on how the momentum can be sustained and future engagement with young people arranged. Fife Council are particularly looking forward to attending 'Firefighter for a Day' courses and potentially applying for future Youth Volunteer Schemes. The area has booked 3 evening sessions with care experience people for CPR training.

During Mental Health Awareness Week in May, volunteering opportunities to be a role model in a young person's life were discussed, including the MCR Pathways programme and the Youth Volunteer Scheme.

Case Study 1 – Youth Volunteer Scheme

The SFRS Youth Volunteer Scheme (YVS) is a national youth initiative that creates opportunities to improve life chances and empower young people to work together for a safer Scotland.

The main objective of YVS is to provide a safe, welcoming, enjoyable and fun environment where Youth Volunteers (YVs) can learn as individuals, develop positive relationships and actively work together for a safer Scotland. YVS provides a great opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station. By participating in the programme, young people develop a practical understanding of the SFRS and play a supportive role in their communities as SFRS YVs; supporting development and enhancing inter-personal skills and confidence.



The impact of Covid-19 on the ability to roll-out and deliver the YVS was significant. There were Digital Challenges around ITC access for the YVs and YVs with learning difficulties or additional support needs found engaging online especially difficult because they couldn't receive the normal level of support required. On top of the pressures of home learning, young people were dealing with increased mental health issues and social isolation. YVs in our focus groups reported that they felt isolated, and this had a negative impact on their mental health.

Despite all the challenges that the YVS faced in its first year, the significant change to the way in which the scheme was delivered afforded positive opportunities and experiences. A digital strategy was quickly created when home working was announced in March 2020. This included training and awareness for Volunteer Youth Instructors (VYIs) on digital safety, a communications plan for engaging with YVs using digital platforms and social media, and social media branding guidelines in line with SFRS policy. Documents were created with the support of some YVs, and home learning lesson plans were designed to keep everyone engaged. Guidance and risk assessments were provided to all instructors on digital engagement during Covid-19 to ensure robust safeguarding was in place.

Additional work was carried out with partners, including YouthLink Scotland and Young Scot, to ensure SFRS fulfilled its responsibility in supporting the YVs already engaged, with more focus on

less traditional YVS topics such as mental health awareness, loneliness and isolation, carrying out acts of kindness and representing SFRS from home.

The six 'active' YVS units kept in touch via digital channels to provide some peer and adult support promoting positive mental health and wellbeing. Creative sessions were held with YVs taking part in quizzes online, setting social media challenges, and working in partnership with other national youth organisations to develop learning. The six local schemes designed youth messaging around Covid-19, which supported Scottish Government messages about social distancing, 'Clap for Carers,' and keeping in touch with those feeling isolated - all covered in the #YVSTogetherAtHome.

Meeting virtually made it easier for YVS units to provide opportunities that weren't previously feasible due to staff capacity or geographical location; such as having input from different departments and gaining an insight into their roles within SFRS, as well as being able to learn about various rescue operations through virtual tours and live demo exercises.

YVs created videos to promote SFRS community safety initiatives such as the Autumn 2020 Safety campaign about Firework and Bonfire Safety.

Case Study 2 - East Dunbartonshire Housing Project

The National House Project is a charity who provides support and expertise to local authorities around the country to set up and manage Local House Projects so that young people leave care in a planned and supported way. The young people experience leaving care together and this peer community supports them to develop the practical and emotional skills that they need to live interdependently.

Colleagues in East Dunbartonshire are working with a Local House Project to support young people in care moving into their own homes. Colleagues have been attending weekly groups to build rapport with the young people and getting to know their needs.

Once the individual takes up tenancy, they are then supported with fire safety advice. The area is also looking at running adapted Fireskills courses that incorporate the principles of the Promise. This has also been extended to consider running an adapted course for those in residential, kinship and foster care. Discussions are taking place with the lead for the Promise in East Dunbartonshire and the SFRS is represented on the local steering group.

Looking Ahead

We have visible leadership on equality issues which is important for any organisation mainstreaming equality. We have Equality Champions for age, disability, gender, care experienced/carer providers, LGBT+, tackling domestic abuse and race who provide visible leadership to our corporate messaging on a range of issues such as positive action in recruitment to Corporate Parenting. The Strategic Leadership and Senior Management Teams, supported by other senior managers within the directorates, are focused on ensuring that the SFRS develops an inclusive culture where mainstreaming is ingrained through the integration of positive behaviours in everything we do. Throughout the next 6 months, we are re-launching our Equality Champions programme and exploring the creation of a strategic equality and human rights group for the SFRS to assist with mainstreaming.

We will be updating our guidance and training to support the Equality and Human Rights Impact Assessment process and looking at the current operating model for our Employee Networks.

The Equality and Diversity Team will continue to assist functions and SDAs to mainstream equality into their day-to-day activities and to highlight the excellent work that is taking place in their reporting mechanisms so that equality is a component of everything the SFRS do.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/10-22

Agenda Item: 18.4

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JUNE 2022						
Report Title:	SCOTTISH FIRE AND RESCUE SERVICE WORKING IN PARTNERSHIP JANUARY 2020 – DECEMBER 2021						
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>					
		<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 members of the Scottish Fire and Rescue Service (SFRS) Board with the 'Scottish Fire and Rescue Service Working in Partnership' document for their information.						
1.2	Following presentation to the members of the SFRS Board, the document will be shared widely with staff, stakeholders and partners.						
2	Background						
2.1	Renewed emphasis has been placed on partnership working and the SFRS continues to be fully committed to working with a wide and diverse range of partners, both locally and nationally, across public, private and third sectors.						
2.2	It was therefore agreed in 2021 to establish an Oversight Working Group of the Good Governance Board (GGB) entitled the 'Partnership and Collaboration Working Group' (PCWG). This cross-representative internal working group is chaired by the Head of Governance, Strategy and Performance.						
2.3	The purpose of the PCWG is to provide greater co-ordination of partnership and collaborative working across the SFRS.						
2.4	The SFRS Working in Partnership document was created as part of the work of the PCWG and highlights some of the tremendous partnership and collaborative work that has taken place across the Service between January 2020 and December 2021.						
2.5	The document was approved by the GGB and Strategic Leadership Team (SLT) in April and May 2022 respectively.						
3	Main Report/Detail						
3.1	This document contains information about some of the critical, partnership and collaborative work that has taken place during the last two years – some of which has been even more significant during the COVID-19 pandemic.						
3.2	It features some of the wide-ranging partnership and collaborative activities that have taken place and highlights opportunities to share innovation and best practice throughout the SFRS.						

3.3	It also highlights that clear strong partnership and collaborative working exists within the SFRS and with external partners/stakeholders.	
3.4	The document emphasises that the SFRS proactively seeks opportunities to secure a joined-up approach to Scotland's challenges, both at local and national levels, through robust and transparent partnership working to ensure the best services are provided for our communities.	
3.5	<p>The 'SFRS Working in Partnership' document contains the following sections relating to our core values which have been broken down into geographical Service Delivery Areas and National:</p> <ul style="list-style-type: none"> • Foreword • Safety • Teamwork • Respect • Innovation. 	
3.6	Going forward future 'SFRS Working in Partnership' reports will evolve and develop as part of a PCWG review of how existing partnership and collaborative work is captured, co-ordinated and reported with the introduction of new processes and procedures for capturing this work with both internal and external stakeholders.	
3.7	The 'SFRS Working in Partnership' document covers the period 1 January 2020 to 31 December 2021. Thereafter, the PCWG will oversee and produce an annual 'SFRS Working in Partnership' document which will be published annually in the Spring.	
3.8	After the Board meeting the document will be distributed to staff, partners and the public.	
4	Recommendation	
4.1	Members of the SFRS Board are asked to note the contents of the 'SFRS Working in Partnership' report.	
5	Core Brief	
5.1	The Director of Strategic Planning, Performance and Communications presented members of the SFRS Board with the 'SFRS Working in Partnership 2020-21' report for their information and informed them that the report would now be shared widely with staff, stakeholders and partners.	
6	Appendices/Further Reading	
6.1	Appendix A: SFRS Working in Partnership 2020-21.	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Bridget Spence, Collaboration Officer	
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		
<p>This document links to the SFRS Strategic Plan 2019-22 through the following Outcomes:</p> <p>Outcome 1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.</p> <p>Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.</p> <p>Outcome 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>19 April 2022</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>25 May 2022</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For Information</i>



SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland



**Scottish Fire and Rescue Service
Working in Partnership
January 2020 - December 2021**

CONTENTS

1.	FOREWORD	1
2.	SAFETY	2
3.	TEAMWORK	5
4.	RESPECT	9
5.	INNOVATION	12

1. FOREWORD



MARK MCATEER

Director of Strategic Planning, Performance and Communications, Lead Officer

Welcome to our first edition of 'SFRS Working in Partnership', a document which provides a snap-shot of the breadth and depth of the partnership working we have been involved in over the last two years.

We know that to be as effective as possible and to deliver the services the communities of Scotland need from us, we must continue to work in partnership with others and continue to build and develop the great partnership work already taking place across the Service, at a local, national and international level.

As an Emergency Service we have always made a strong commitment to partnership working over many years, proudly responding alongside our emergency service partners and working closely with local authorities and others to protect the public and promote safety. We are very proud of all the work and commitment our people put into all this work.

The purpose of this document is to highlight some examples of our partnership work. You can read examples from all across Scotland which includes of how we train, plan, deliver and share knowledge with our partners to ensure we can work well together and continue to keep our communities safer. During the COVID-19 pandemic, as with all public services, we

continued to provide the best service we could to the public and our partners and we commend our staff for stepping up, taking on new projects and adapting to new ways of working in such challenging times, some of which are included here.

Through all our partnership working, our staff continue to live by our core values of Safety, Teamwork, Respect and Innovation, and these values shine through in all these partnership projects. We feel it is important that our partners and the public know that they can continue to rely on us, and we think our adaptability during this challenging time helped demonstrate this.

Finally, thank you to all our staff for the incredible work they do and thank you to all our partners who work with us. Going forward, we will continue to place partnership working at the very heart of who we are and will work with our partners to design and deliver the best possible services to help make the people of Scotland safer.

2. SAFETY



EAST SERVICE DELIVERY AREA

Fire stations across the Scottish Borders help public test for COVID-19

Firefighters based across nineteen fire stations in the Scottish Borders facilitated thousands of COVID-19 tests in the heart of local communities for people without symptoms. The partnership approach in 2021 brought together SFRS, NHS Borders, Scottish Government, Scottish Borders Council, Armed Forces and RAF.

NHS Borders commended SFRS colleagues for their local knowledge, enthusiasm and good relationships with the public, which were key to sharing messages and encouraging take-up.

Discharged NHS patients supported with Home Fire Safety Visits

Residents across Stirling and Clackmannanshire who use an air flow mattress at home once discharged from hospital have benefitted from fire safety advice, thanks to a collaboration between SFRS and NHS Forth Valley. The discharge team was given training to identify those at high risk of fire in the home creating a referral pathway for a Home Fire Safety Visit.

Mental health is front and centre at Falkirk Community Fire Station

An accredited two-day Scottish Mental Health First Aider Course incorporating twelve hours of learning is routinely held at the lecture room at Falkirk Community Fire Station. The course, delivered by NHS Forth Valley, has also been completed by a number of local SFRS personnel who wanted to upskill on the subject. In addition, two local staff members have commenced a pilot initiative to deliver training to all watches at Bo'ness, Larbert and Falkirk to raise awareness of the issue as well as coping strategies. Dedicated mental health notice boards have been introduced at



Figure 1: Hawick Fire Station assists with COVID-19 tests

community fire stations which signposts staff to a range of information on health and wellbeing.

Firefighters support care home residents during Pandemic

Crews in Stirling and Clackmannanshire helped to deliver dozens of cases of hand sanitiser to care homes in the area after teaming up with Doune's Deanston Distillery who produces the product.

Teams search streets for dumped refuse ahead of Bonfire Night

Proactive patrols by SFRS, Police Scotland and Midlothian Council took place ahead of Bonfire Night in 2020 to identify potential hazards including dumped combustible materials, which were removed from the streets. These patrols were carried out in liveried SFRS vehicles in areas known to have higher secondary fire activity levels. Information was shared between partner agencies and operational crews in the lead up to November 5 to glean insights ahead of attending incidents in these areas. Engagement with youths also took place. Many positive comments were received. A similar project was also carried out in the City of Edinburgh.

Keeping high rise residents safe during Pandemic

In the early stages of lockdown, the SFRS Prevention & Protection team in Edinburgh worked with concierges,

housing wardens and officers to minimise the build-up of rubbish in high rise premises across the city. Leaflets and posters were placed in areas of high foot fall to maximise fire prevention awareness. Lockdown meant that more waste was being generated in these buildings, and collecting in bin rooms, as people self-isolated or worked from home. Waste removal practises, such as skip hire, were put in place in partnership with the council.

Water safety event at Scottish Borders beauty spot

The dangers of entering water unprepared was laid bare at a community event near the River Tweed at Kelso. Our colleagues in the Scottish Borders and Midlothian, including swift water rescue crews and emergency service partners, also took the opportunity to share fire safety and safe camping guidance with a large number of local attendees.

Raising awareness of the dangers of frozen water

A multi-agency event was held on a cold Friday morning in December 2021 at the very scenic location of Harlaw Reservoir at the Pentland Hills on the outskirts of Edinburgh. Partner agencies, including Police Scotland and local park rangers, collaborated to deliver safety advice.

The key message is avoid frozen water as ice can suddenly crack and cause a person or a dog to fall through and potentially become trapped. They engaged with more than 40 members of the public including pet owners and walkers as they enjoyed the outdoors. Marionville firefighters also provided a demonstration of inflatables used in water related rescue incidents.

NORTH SERVICE DELIVERY AREA

Powerful theatre experience on safe driving attended by 3,500 pupils

A stage show, targeted at S5 pupils from Perth and Kinross, Angus and Dundee, takes the audience through what it is like for police, firefighters and paramedics to assist at the scene of a road traffic collision. Pop music creates an upbeat atmosphere at the start of the show but this is soon replaced by real life stories from parents who have lost loved-ones. This roadshow initiative organised by a number of blue light partners including St. Andrews First Aid and Scottish National Blood Transfusion Service took place in November 2019,

but it is hoped it will continue well into the future. An evaluation report was completed on this project in May, 2020 to share good practice across the Service.

Pitching safety advice to campers in the woods

Roseisle Forest in Moray was the stunning backdrop to an event highlighting the dangers of wildfires in rural spots. Frequented by campers, it was the ideal location to engage with the public on how to prevent grass, heather and forest fires that can quickly spread and destroy vast areas of land. SFRS was joined by Police Scotland and Forestry and Land Scotland to help spread the safety message in the height of the summer in 2021. An all-terrain vehicle and a water carrier which were on display to members of the public to make them more aware of what resources are involved at these types of fires. Local radio and newspapers also promoted the event.

COVID-19 Testing in Rural Areas

Fire stations at Thurso and Lochgilphead joined forces with NHS Highland to become the first of many stations across Highland and Argyll & Bute to help increase COVID-19 symptomatic testing in rural areas.

WEST SERVICE DELIVERY AREA

Helping vulnerable adults stay healthy and active during winter

More than 1600 salt sticks that clear wintry pathways have been delivered to over 65s and vulnerable adults across South Lanarkshire thanks to a partnership approach involving SFRS. Due to the COVID-19 pandemic, it has been more important than ever to support those most vulnerable to trips and falls to protect the NHS. Older people can feel trapped in winter even when public pavements on the outside have been suitably gritted. The salt sticks, which are a simple solution to reduce unintentional injuries, can be easily stored at the back of a door to help people quickly de-ice steps and paths to allow them to get to garden gates or wheelie bins. They are also refillable and can be recycled. Our staff worked alongside Care & Repair, VASLAN, Police Scotland, Seniors Together, SL Sheltered Housing and SL Leisure & Culture to source and distribute the products. Feedback has been extremely positive and partners are looking into expanding the project in the future.

Emergency simulations in Glasgow to enhance partnership working

Red Watch at Yorkhill Community Fire Station and colleagues from Johnstone Operations Control worked alongside NHS partners to carry out a training exercise based on a fire within the high dependency unit of the Louisa Jordan Hospital, Glasgow. The exercise scenario was a simulated bedding fire whereby the NHS fire team would respond initially, followed by a full SFRS response with crews wearing Breathing Apparatus (BA) and carrying hose. This allowed testing of both SFRS and NHS procedures as well as communications between both agencies and Operations Control.

A multi-agency training exercise was also carried out at Glasgow Airport involving SFRS, Police Scotland, Scottish Ambulance Service, HM Coastguard, Royal National Lifeboat Institute, Glasgow Airport Fire Service, Glasgow Airport Staff and Red Cross. Around 100 people were involved to test a joint response to a developing emergency involving an aircraft.

Visitor Safety at Ayrshire beauty spot

Cumnock Fire Station and East Ayrshire Council teamed up for an engagement exercise with visitors at Loch Doon, where an extendable pole called a Portsafe has been installed to reach anyone getting into difficulties at the beauty spot. At the nearby Roundhouse Cafe, a new defibrillator has been installed and Ayrshire crews will be providing CPR training to staff at the cafe, and members of the local Forestry Commission and countryside rangers.

NATIONAL

Raising standards in cyber security

To minimise the risk from cyber threats, our ICT team has been working with partners externally, including the Scottish Government, to gain accreditation to the Cyber Essentials standard as required by the Public-Sector Action Plan. During 2019/20 a full refresh of cyber security awareness training has been provided to staff, including testing of their understanding through assessment. With more people working remotely, the roll out of Multi-Factor Authentication (MFA) is also almost completed across the Service. Work is being undertaken to develop a revised SFRS Digital Strategy for 2022-2025.

Campaign promotes the safe use of domestic white goods

White goods should only be used when householders are at home and awake, that's the message behind a campaign established by a White Goods Working Group involving SFRS, Electrical Safety First, Trading Standards, The Convention of Scottish Local Authorities (COSLA), Select, National Inspection Council and Scottish Joint Industry Board. To raise awareness, key messaging was shared with the media and partners to reach a wider audience. The expert group will continue to develop the campaign in future.

Supporting care premises

In June 2019, we signed a Memorandum of Understanding (MOU) with the Care Inspectorate to enhance the partnership between both organisations and continue to maintain the highest standards of safety within premises for care services. The MOU is designed to formalise and maintain effective working arrangements between both organisations and improve information sharing to reduce risk to those most vulnerable in our communities.

The revision of our Memorandum of Understanding with the Care Inspectorate improved communication across the country to react to new care premises and ensure those most vulnerable, who needed support, could receive it at the earliest opportunity.

Improving communications at major incidents

A dedicated emergency services 'talk group' was commissioned by the Home Office and has been introduced across the United Kingdom. We have worked closely with Police Scotland and the Scottish Ambulance Service to put procedures and processes in place to share information should a major incident occur within Scotland.

Volunteers undergo trauma training with emergency service partners

SFRS colleagues volunteered to complete Marauding Terrorist Attack training courses alongside blue light partners. They took part in enhanced casualty handling and triage, as well as getting valuable insights into how police and ambulance would work in this scenario. Staff who signed up to participate were thanked for their dedication.

3. TEAMWORK



EAST SERVICE DELIVERY AREA

Helping Fife pharmacy keep the public safe

During the COVID-19 pandemic, vulnerable householders in Glenrothes were unable to leave their homes to collect medicine. Our local Community Action Team worked with Cadham Pharmacy to deliver medication and food parcels due to high demand. They made more than 200 journeys. While making these trips, the team also asked householders if they had a working smoke alarm and provided leaflets on Home Fire Safety Visits. This linked in with the SFRS Make The Call campaign to identify vulnerable people at high risk of fire in the home. The pharmacy also agreed to share campaign materials in the store to help promote awareness of the issue.

Hundreds of youths receive first aid training in one day

470 pupils from Eyemouth High School in the Scottish Borders took part in a First Aid course thanks to an ambitious plan by Head Girl Colbie-Kate Ross and Watch Commander Gale Coates.



Figure 2: WC Coates with pupils at Eyemouth High School

WC Coates enlisted the help of SFRS colleagues to attend a special 'first aid day' at the school in February 2020, which was also supported by Scottish Ambulance Service, Police Scotland, Eyemouth Response Team, Eyemouth Rotary, Splash Project and First Responders who all shared their knowledge in a smoothly run operation.

West Lothian Community Action Team (CAT) help charity effort to deliver over 10 tonnes of food each month to those in need

Working with The Trussell Trust and the Craigshill Food Bank, members of the Community Action Team spent at least one day per week collecting, sorting and distributing food across local communities, as well as providing home fire safety advice at the same time. This extended to delivering lunches in the Bo'ness area to families who were in receipt of free school meals. Through partnership with the West Lothian Gateway, a third sector interface, the team also assisted in the transportation of bulk waste to the local recycling centre when required.

Delivering Fire Skills Employability Programme at Polmont

A recent evaluation has been carried out on our youth engagement partnership with Community Justice Scotland at Her Majesty's Young Offenders Institute, Polmont. The purpose of the evaluation was to report the outcomes, achievements and lessons learned from the partnership programme which ran between March 2019 and March 2020. The review highlighted the positive impact and successes of the partnership and made recommendations for the delivery of the programme, which supports the development of skills for life, learning, and employment for young people. The course provides participants the opportunity to achieve a SCQF level 4 Employability Award.

Partnership working with paramedics in Edinburgh and Midlothian

Around 50 members of staff from the Scottish Ambulance Service will be sharing our facilities in Edinburgh and Midlothian in a move which will extend response capabilities and help protect communities. This shared service is taking place in three locations – Crewe Toll, Sighthill and Penicuik.

NORTH SERVICE DELIVERY AREA

Western Isles colleagues drive ambulances to assist Scottish Ambulance Service

Firefighters underwent driver training with ambulance crews during the COVID-19 pandemic to help protect lives. It meant, if needed, they could be called upon during periods of extreme demand to drive ambulances to emergencies and to assist with patient transportation and care, under the direction of a SAS colleague. A Memorandum of Understanding between the blue light partners has been agreed to set out how the partnership will work.

Hundreds of food parcels handed out by Carnoustie crew

After learning of the plight of local families, Watch Commander Jim Kinnear organised a public food bank collection on station grounds, which saw

hundreds of bags packed full of essentials given to those in need. It's become a permanent arrangement with the local British Legion including holiday periods around Easter and Christmas.

WEST SERVICE DELIVERY AREA

Galloway Mountain Rescue Team keeps state-of-the-art response vehicle at Ayr Community Fire Station

The volunteer-led organisation will have the benefit of their own bay and dedicated space within the station. This will increase the capability of rescue teams helping people in difficulty within the area. Their team also has a fully trained water rescue section, which brings a valued resource to the station. This is another great example of partnership working to keep communities safe.

SFRS welcomes Police Scotland colleagues into Kirkcudbright Fire Station

The two national emergency services have come together in partnership to launch a new joint hub in the town of Kirkcudbright, Dumfries and Galloway. The two services worked together to ensure the community retains a strong emergency service presence through co-location. The partnership will see Police Scotland officers and SFRS crews working closely together on a daily basis to tackle local issues.



Figure 3: Galloway Mountain Rescue Team at Ayr Fire Station

Firefighters help develop syllabus for nursing students

The Green Watch from Cowcaddens Fire Station was immersed in an emergency simulation event at Glasgow Caledonian University (GCU) to help shape future lessons for student nurses. 700 students each year enrol for the Professional Studies in Nursing BSc (Hons) and part of their syllabus is to enact major incidents. However, with such high numbers of students it proves too challenging to organise an event big enough to include everyone. Crew Commander Steven Morrison agreed to collaborate on a scaled back event for 80 people, involving two multiple casualty scenarios, in order to collect evidence and develop online resources to benefit hundreds of students. GCU's School of Health & Life Sciences Research Study Protocol will also carry out a study of this initiative, which will be shared with SFRS, and could inform how the Service works with academic institutions going forward.

Supporting COP26

The Conference of the Parties (COP26) event was held in November 2021 at the Scottish Event Campus in Glasgow. During the climate change conference, firefighters were based at the main event sites adjacent to the SEC and Glasgow Science Centre. Trained water rescue teams were based on the River Clyde, near to the event, with rope rescue and other specialist crews available if required. We were an important partner in supporting the safety and security of COP26 and have a statutory requirement, as detailed within the Civil Contingencies Act (2004), to plan for, respond to and recover from such national events.

Veterans receive essential supplies

Colleagues in South Lanarkshire and North Lanarkshire have been involved in delivering food parcels to Armed Forces veterans. The Community Action Teams also delivered prescriptions, as well as taking the opportunity to share fire safety leaflets, as part of the project which reached out to 250 voluntary groups, including elderly person's befriending charity LEAP.



Figure 4: SFRS staff attend COP26 in Glasgow

NATIONAL

Firefighters from across Scotland trained to drive ambulances during pandemic

The Scottish Fire and Rescue Service began working closely with the Scottish Ambulance Service (SAS) during the COVID-19 pandemic to respond quickly and effectively to meet the needs of our communities.

As part of this partnership, firefighters from across Scotland trained to drive ambulances and use their first aid skills, under the direction of a paramedic.

All those who volunteered to undertake this training also completed an ambulance driving assessment further to their ability to already drive fire appliances under blue lights.

A formal joint working request from the SAS, as part of COVID-19 pandemic contingency planning, resulted in a Memorandum of Understanding being agreed between both organisations.

Firefighters give support when requested and this can vary depending on SAS requirements.

This training was completed by SFRS staff across the country including the Lothians, Forth Valley, Fife, Grampian, Western Isles, Highland and Tayside.

Supporting staff through mental wellbeing partnerships

Staff are being encouraged to use a new online resource designed to provide mental health support for

Scotland's emergency services. The Lifelines Scotland website includes very frank experiences of mental ill health from SFRS personnel and partners. Crucially, it also provides advice and support as well as signposting information for anyone suffering mental ill health. The Rivers Centre for Traumatic Stress was appointed as our provider of trauma services. The service is in place to support those who may be exposed to potentially traumatising events through the course of their role. The support includes assessment and treatment utilising the most up to date and evidence based trauma focused therapies. The Post Incident Support Policy was also launched to support staff members.



Figure 5: Anthony Nolan donor Mitchell Robertson



Figure 6: Anthony Nolan donors Kirsty Ogden and Mitchell Robertson with their dads Rich Odgen and Graham Robertson at Kirkcaldy Fire Station

SFRS and Anthony Nolan Trust enjoy record-breaking year

Despite the impact of COVID-19, more than 3,700 new donors have been recruited and 18 donations of stem cells have taken place. The partnership, which recently celebrated its 11th anniversary, allows firefighters to engage with young people on the benefits of joining the Anthony Nolan Trust to donate stem cells and give a patient with blood cancer a second chance of life.

Delivering a low carbon future

SFRS has pledged to reduce its own carbon footprint and has set out a climate change response plan which aims to reduce emissions by six percent each year until 2030. The goal is to be carbon neutral by 2045. We are key stakeholders in public-sector sustainability reporting, sharing carbon and environmental reporting mechanisms and we contribute through the Sustainable Scotland Network. We have formed a cross-functional Environmental and Carbon Management Board and an Environment and Carbon Management Team.



Figure 7: SFRS water rescue crew on the River Clyde

4. RESPECT



EAST SERVICE DELIVERY AREA

Igniting young people's interest in the role of a firefighter

South Queensferry Fire Station was transformed into a classroom for ten students who each received the SFRS Fire Skills Employability Award by learning about the role of a firefighter. During the week-long event, young people were supported to complete the course and gain four credit points at SCQF level four. SFRS worked in partnership with British Red Cross, Camera Safety Partnership, Parentline and EY Foundation to develop the activities which enable participants to become more confident, active and safer members of the community. These courses are being reviewed and developed following feedback from candidates, partners and our staff. It's hoped in the future they will involve Operational Crews to help carry out drill sessions giving students even more insights into the role.

NORTH SERVICE DELIVERY AREA

A Perthshire fire station has become the ideal place to stop for a blether with friends

Aberfeldy Fire Station is now a Dementia Friendly space thanks to a community approach to turn a disused piece of land into a sanctuary for those affected by social isolation and loneliness. The project blossomed after Janette Barrie from Dementia Friendly Aberfeldy spoke to Watch Commander Matt McLay who invited her to make use of a small piece of ground at the station. Local businesses offered their help too under the watchful eye of garden designer Ruth Howell. The team effort also involved school children who designed tiles to attach to the trellis. Local couple Miriam and Alan, who used to live across the road from the station, enjoyed being amongst the first visitors to the project.

Tackling deliberate fires in Dundee

The North-East ward of Dundee sees the highest number of deliberate fires, with an average of 200 each year. Primary school pupils across the ward took part in a Young Firefighter Programme. During a 2.5 hour session, SFRS Community Safety Firefighter Kevin Phillip builds up a rapport with the youngsters and takes them through a day in the life of a firefighter including hose running as well as search and rescue techniques. The initiative in conjunction with Locality Youth Workers addresses problematic fire related anti-social behaviour.



Figure 8: Local residents Miriam and Alan Proud at the Dementia Garden at Aberfeldy Fire Station



Figure 9: Dementia Garden at Aberfeldy Fire Station – before

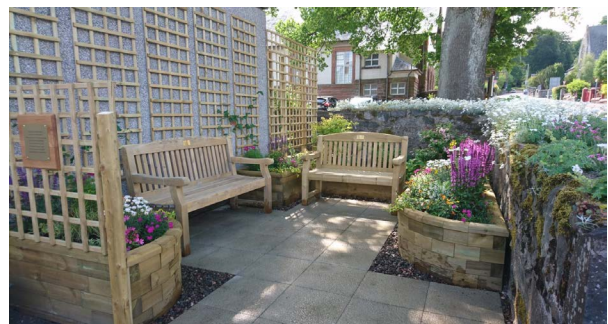


Figure 10: Dementia Garden at Aberfeldy Fire Station – after

WEST SERVICE DELIVERY AREA

Ayrshire community comes together to lift spirits

Colleagues in Ayrshire have teamed up with partners to improve the life experiences of people living in the Wallacetown community.

A call for help from locals saw groups including Police Scotland, South Ayrshire Council and SFRS get involved with projects to address some of the long-standing social challenges there linked with deprivation.

Community events like litter-picking, cooking and gardening were organised. In addition to this, more than 30 youngsters from the area were welcomed to Ayr Fire Station to take part in educational and morale-building exercises with firefighters and police officers.

Residents will feedback on the scheme to help identify what can be learned long-term by working together.

Ayrshire Pledge to support blue light partners

Emergency service staff across Ayrshire have launched a collective anti-violence pledge which states that attacks and verbal abuse are not part of the job. The pledge has been developed in consultation with the Crown Office, Procurator Fiscal and Victim Support. The campaign supports all uniformed and non-uniformed frontline employees who are encouraged to report any form of abuse directed at them.



Figure 11: SFRS staff help launch MCR Pathways partnership

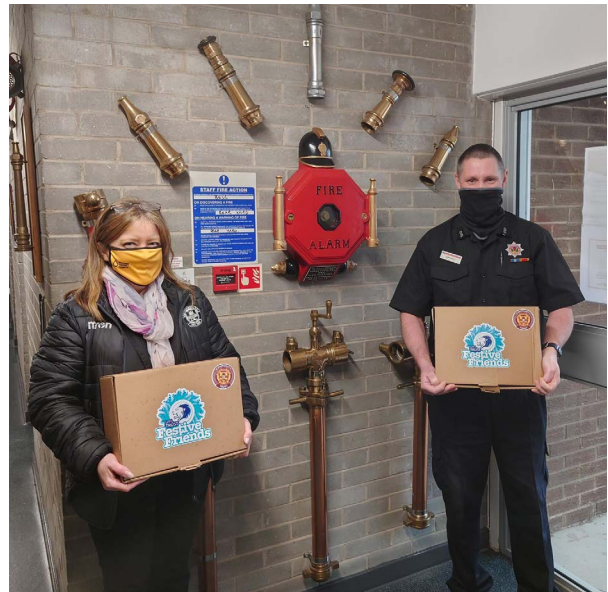


Figure 12: The Festive Friends project in action

NATIONAL

British Sign Language video helps reach those at high risk of fire

SFRS worked with partners in Fife to create a British Sign Language video to support its Make The Call campaign, which aims to identify those most in need of a Home Fire Safety Visit. The video was created by Fife Deaf Communication Service (FDCS) and it outlines how people with hearing difficulties can help keep family and friends safe from potentially deadly fires in the home by getting in touch with their local fire station or contact FDCS who can support them through the process.

The SFRS has helped launch a pioneering partnership with MCR Pathways

A number of firefighters and members of SFRS support staff have already joined the scheme, which sees volunteers use their experience to help a young person realise their full potential; empowering them with confidence and self-belief.

MCR Pathways helps over 2,000 young people every week achieve the same educational outcomes, career opportunities and life chances as their peers. The organisation currently operates in Aberdeenshire, Aberdeen, Clackmannanshire, Edinburgh, Glasgow, North Ayrshire, South Lanarkshire and West Dunbartonshire. Its vision is for further expansion across Scotland in the near future.

Helping charity to find those who need acts of kindness

We have joined together with Chest Heart & Stroke Scotland to help tackle isolation and keep the vulnerable safe. Through the partnership, staff working in communities across the country will identify people during Home Fire Safety Visits who could benefit from the charity's Kindness Project. There are over 5,000 charity volunteers supporting people through regular phone calls, collection of medication, as well as shopping and dog walking.

Football provides a pathway to tackle social isolation

SFRS and the Scottish Professional League Football Trust (SPFL) Trust are working together on a number of community projects. The SPFL Trust is an independent registered charity that works in partnership with all 42 SPFL clubs to develop safety and wellbeing initiatives. We have signed a MOU with the SPFL Trust to formalise our partnership. Colleagues across the country have been assisting staff and players from SPLF clubs in the delivery of more than 2,400 hampers to socially isolated older and vulnerable people. The deliveries are based on referrals from community outreach programmes and partner agencies to the SPFL Trust and its annual Festive Friends Campaign.

Upskilling young people

SFRS mentors are currently supporting young people progressing through the Career Ready Scheme. We will support the project each year with an intake of between four and eight young people. Career Ready is a national charity that links schools and students with employers. The Scheme offers us the opportunity to meaningfully engage with school students and increase their understanding of the wide-ranging career options available to them. We also participated in the Kickstart scheme in 2021 with an initial intake of two participants. The scheme is aimed at 16 to 24-year olds currently on Universal Credit and at risk of long-term unemployment who will be able to access a six-month paid placement for a minimum 25 hours a week. We continue to develop and maintain our Modern Apprenticeship Scheme and have continued to support Apprenticeships across our functional areas, with 643 Modern Apprentices (MAs). We are proud to continue to be the largest SQA Awarding Centre for the delivery of SVQs outside of colleges in Scotland.

Becoming an Employer of Choice and breaking down barriers

We seek a diverse workforce which is representative of the communities we serve. As part of our Positive Action Strategy, we have continued to connect with members of under-represented groups to improve our relationships. We now advertise a range of vacancies on the Proud Employers jobsite owned by Stonewall to help us target our advertising more directly to members of the LGBT communities and their allies. We continue to engage with other organisations to explore opportunities for joint working and partnership events on positive action. We are also undertaking an exercise to improve our employee sensitive data, which will assist in informing our policies, practices and decision making.

Supporting equality, diversity, human rights and inclusion

Working with the Coalition for Racial Equality (CRER) and the University of the West of Scotland, cross-justice sector focus groups were carried out with employees to explore the lived experiences of our ethnic minority colleagues. The results of this exercise are in the process of being analysed and will contribute to the efforts to conduct the race and employment review set out by the Equalities and Human Rights Committee.

Enabling lifelong learning

The well-established partnership with the Collective Learning Partnership and Scottish Union Learning Fund continues to support our staff to access personal development courses, as well as provide the opportunity for additional support.

Developing our leaders

We continue to develop our leadership capability which centres around strategic organisational needs. In line with the Scottish Emergency Services National Collaboration Strategy, agreement has been reached to establish the Collaborative Leadership Project through a shared resource and learning model for SFRS, Police Scotland and Scottish Ambulance Service.

5. INNOVATION



EAST SERVICE DELIVERY AREA

Bonfire Night safety advice for the next generation

With COVID-19 halting all school visits in the build up to last year's Bonfire Night, Watch Commander Garry Douglas and his team in the Scottish Borders put their heads together with local police and council partners to find a solution. Harnessing YouTube and QR code-related technology, the team was able to put together a hard-hitting educational package around the dangers of fireworks, which was circulated to schools across the area. The project gained more than 700 examples of priceless feedback to help shape educational efforts in the future.

NORTH SERVICE DELIVERY AREA

Drone technology used in fire training event at historic site

A drone camera used during an exercise at Glamis Castle in Angus gave crews an insight into how this technology could provide aerial footage during an actual incident.

A multi-agency event was given the go-ahead by Strathmore Estate, the custodians of the historic landmark, and involved months of planning.

The exercise explored effective partnership working in a fire situation with crews demonstrating specialist skills using high volume pumping and high reach capability.

Participants also took into consideration the castle's vast array of valuable artefacts to assist with salvage plans going forward.

The drone, which is listed on the community asset register, can be used during day or night time with normal or thermal imagery and was operated by a retained Brechin firefighter.

Firefighter mums support other families with safety advice

Parents across Shetland can access home-schooling packs created by local Watch Commander Amy Gerrard from Lerwick. During the COVID-19 pandemic, she wanted to support parents by creating an online resource to teach children of all ages how to prevent, detect and escape from fire. In the Western Isles, Watch Commander Danielle MacGillivray called upon a team of youngsters, including her eight-year-old son Peter, to help create a fun and informative video on how families can stay safe at home.

WEST SERVICE DELIVERY AREA

Road safety message given to drivers using Virtual Reality Headsets

"The experience will give me the confidence to speak up when I don't feel safe in a car" was the feedback by a high school pupil who used a VR headset to view a road traffic collision video, giving users a 360-degree view of an incident. The immersive technology has been used in South Lanarkshire as part of an initiative to modernise the teaching style of safety messages to young and professional drivers as well as the wider community. In 2016, sadly eighteen people were killed in road



Figure 13: Drone footage captures Glamis Castle



Figure 14: WC Veitch with Clare Adamson MSP

accidents in South Lanarkshire and road safety is a priority in the area. The SFRS local community safety team has delivered the session to seventeen high schools as well as professional drivers including those at DHL in East Kilbride. This Virtual Reality (VR) technology is helping to shift our teaching style and continues to grow in strength.

Tending to honeybees is rewarding pastime for Watch Commander

The honeybees that inhabit Motherwell Community Fire Station are carefully watched over by Watch Commander Chris Veitch who is supported by Lanarkshire Beekeepers Association. The station's garden hosts nine hives and the bees produce honey that helps to raise funds for The Fire Fighters Charity, which receives 50p from every jar sold. Clare Adamson MSP for Motherwell and Wishaw was impressed with the nature project when she visited the grounds in June 2021. Hives have also been set up at other Lanarkshire fire stations as the SFRS pollinator network continues to expand.

New parents in Port Glasgow helped to create safer homes

Mums and dads say they've felt reassured by taking part in a Home Fire Safety Visit (HFSV) after bringing their newborns home. It started after Watch Commander Stephen Anderson had a discussion with his wife after the birth of their first child and realised that there could be a better pathway to get new parents a HFSV locally. The project that started in Port Glasgow in partnership with local health visitors has been rolled out in the rest of the Inverclyde Council area and continues to be well received.

NATIONAL

Predicting where and when wildfires occur

We are taking part in an exciting EU project called HEIMDALL that combines Earth observation and ground sensor data to allow for predictions on where and when wildfires might occur. It provides real time information to all response agencies to allow for a variety of response tactics. We also chair the Scottish Wildfire Forum, a multiagency group that seeks to reduce the instance of wildfires by promoting good practice, providing information and developing a shared understanding across all relevant sectors for wildfire. We have developed a Concept of Operations and new Wildfire Strategy that focuses on the need to prevent these fires from happening, and ensuring that when they do, the response involving key partners is as efficient and effective as possible.

Transforming our communications services

SFRS is part of the Emergency Services Mobile Communications Programme alongside Police Scotland, Scottish Ambulance Service, Scottish Government and Home Office.

The project will deliver the new Emergency Services Network (ESN) to replace the current Airwave service used by emergency services across Great Britain. ESN will transmit data giving first responders immediate access to life-saving information in live situations.

SFRS has an active cross-directorate working group at tactical level and a Project Board at strategic level to oversee the transition to ESN, which will take place in the summer of 2024 with the decommissioning of Airwave planned for the end of 2026.



Figure 15: Minister for Community Safety Ash Regan visits Port Glasgow project

If you require further information on any of the contents of this Review, please email Bridget Spence bridget.spence@firescotland.gov.uk who will pass on your details to the relevant individuals.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

www.firescotland.gov.uk

SFRS Working in Partnership Version 1 – June 2022

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 20

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">Special Private Board 28 July 2022 (Pre SD)</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/Decision on Private Items • Declaration of Interests • Date of Next Meeting 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Annual Performance Review 2021/22 (PRIVATE)
<p align="center">23 August 2022</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"> • ARAC Committee Annual Report to Accountable Officer • CO Annual report 2021/22 • Youth Volunteer Scheme Evaluation Report 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q1 Progress Report 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Annual Procurement Report 2021/22 • Strategic Plan 2022-25
<p align="center">27 October 2022</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"> • HS Policy and Policy Statement • 	<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)

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">15 December 2022</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"> • 	<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)
<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