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SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

16 August 2022

**TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE**

Dear Member

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

**Date:** Tuesday 23 August 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**

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**PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**

**TUESDAY 23 AUGUST 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 30 JUNE 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.

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- 9 CHIEF OFFICER'S REPORT** (*attached*) *R Haggart*

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

**10 COMMITTEE REPORTS**

*The Board is asked to note the following updates:*

**10.1 Change Committee**

- *Update of Meeting: 15 August 2022 (verbal)*

*A Foster*

**10.2 Audit & Risk Assurance Committee**

- *Draft Minute of Meeting: 28 June 2022 (attached)*
- *Audit & Risk Assurance Committee Annual Report to the Accountable Officer (attached)*

*B Baverstock*

**10.3 People Committee:**

- *Draft Minute of Meeting: 21 June 2022 (attached)*

*M Wylie*

**10.4 Service Delivery Committee**

*N Barr*

- 11 RESOURCE BUDGET MONITORING REPORT** (*attached*) *J Thomson*

*The Board is asked to scrutinise the report.*

- 12 CAPITAL BUDGET MONITORING REPORT** (*attached*) *J Thomson*

*The Board is asked to scrutinise the report.*

**13 REPORTS FOR INFORMATION ONLY:**

*The Board is asked to note the following reports:*

**13.1 Youth Volunteer Scheme Evaluation Report** (*attached*)

- 14 RISK THEMES** (*verbal*) *K Darwent*

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

- 15 FORWARD PLAN** (*attached*) *Board Support*

*The Board is asked to note the update.*

- 16 DATE OF NEXT MEETING**  
Thursday 9 September 2022 (Special)

**PRIVATE SESSION**

- 17 MINUTES OF PREVIOUS PRIVATE MEETINGS:** *K Darwent*

**17.1 Thursday 30 June 2022** (*attached*)

**17.2 Thursday 28 July 2022 - Special** (*attached*)

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

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- 18 PRIVATE ACTION LOG (attached)** *Board Support*  
*The Board is asked to note the updated private Action Log and approve the closed actions.*
- 19 BUSINESS CASE FOR ECONOMIC SETTLEMENT OF ET CLAIM (attached)** *L Barnes*  
*The Board is asked to approve the report.*
- 20 STRATEGIC PLAN 2022-25 (attached)** *M McAteer*  
*The Board is asked to approve the report.*

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



SCOTTISH  
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**PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 30 JUNE 2022 @ 1000 HRS**

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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:**

Liz Barnes (LBa)	Director of People and Organisational Development
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
David Lockhart (DL)	T/Assistant Chief Officer, Director of Service Development
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lynne McGeough (LMcG)	Acting Head of Finance and Procurement
Denise Rooney (DR)	Equality and Diversity Manager (Item 18.3 only)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS:**

Graeme Fraser, HMFSI

**1 CHAIR'S WELCOME**

- 1.1 KD opened the meeting and welcomed those participating and observing via MS Teams. On behalf of the Board, KD welcomed Andy Watt, Director of Training, Safety and Assurance and David Lockhart, T/Director of Service Development to their first official Board meeting since their recent appointment.
- 1.2 Those participating via MS Teams 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  
Ross Haggart, Deputy Chief Officer  
John Thomson, Acting Director of Finance and Procurement

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

- 3.1 The Board agreed that the CCF Periodic Update would be taken in private due to the confidential nature of the issues and confidential commercial and financial information (Standing Order 9E).

**4 DECLARATION OF INTERESTS**

- 4.1 There were no declarations of conflict of interests made.
- 4.2 For transparency, Paul Stollard advised the Board of his ongoing involvement in the Grenfell Tower Inquiry, however, there was no conflict of interest. (Agenda Item 10.4)

**5 MINUTES OF PREVIOUS MEETING:**

**5.1 Thursday 28 April 2022**

- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.1.2 **The minutes of the meeting held on 28 April 2022 were approved as a true record of the meeting.**

**5.2 Matters Arising**

- 5.2.1 At the previous meeting, during discussions relating to the Annual Operating Plan 2022/23, it was noted that a single plan, incorporating change, interdependencies and business as usual elements, would be developed. MMcA advised the Board that this consolidated plan would be developed over the summer with a view to publication in October 2022.

**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 assessments 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 28 April 2022. In addition to the written report, the Chair provided a verbal update on the following key areas:
- Recent involvement in the reference group for the appointment of the new Director of Community Safety. Don McGillivray, who held the interim role, was successful in securing the permanent position.
  - Recent attendance at Long Service Good Conduct Awards ceremonies at Dunfermline, Aberdeen and Dundee.
  - Attendance at the National Joint Council (NJC) facilitated negotiation meeting. NJC pay offer (2%) made to all UK firefighters. Although, this was less than deserved, this was considered affordable across all UK fire and rescue services (FRS). The Fire Brigades Union (FBU) were recommending rejection and there was an indication of potential industrial action in the future.

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

**9 DEPUTY CHIEF OFFICER'S REPORT**

9.1 SS presented the Deputy Chief Officer's report noting events which had occurred since the Board meeting held on 28 April 2022. In addition to the written report, SS provided a verbal update on the following key areas:

- Recent publication of Resource Spending Review (RSR) and subsequent Strategic Leadership Team (SLT) early considerations. Individual Directorate's tasked to explore potential options in response to the RSR. Further meetings scheduled to formulate and prioritise a programme of work for Board review together with any further opportunities to share resources/collaboration would be explored. Challenging and difficult decisions, based on risk and underpinned by robust evidence, will be required. Regular and consistent engagement with staff and stakeholder will be essential.

9.2 LBa advised the Board that Morden Solutions provided executive coaching services to support SLT.

9.3 With reference to the RSR, SS reminded the Board that a communication had been issued to all staff to raise awareness of the challenges facing the Service. SS noted that as well as challenges there were opportunities for the Service to reform the organisation, ie footprint, leadership, culture, diversity, etc. MMcA outlined the proposed timeline for the development of the programme of works and future presentation/engagement with the Board.

9.4 The Board queried whether the SLT would benefit from additional external support to assist them through this process. SS noted the comment which would be considered by the SLT. SS advised the Board that a similar approach, which was adopted during the merger into the single Service, would be taken. The Board extended the offer to provide additional assistance as required.

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

**10 COMMITTEE UPDATES**

**10.1 Change Committee (CC)**

10.1.1 FT reported that the Committee held a public meeting on 12 May 2022 and referred the Board to the attached draft minutes. FT highlighted the following:

- Ongoing discussions regarding resourcing challenges and prioritisation within the Change Portfolio.
- Point raised by CC relating to overall size/scope of the People, Training, Finance and Assets Systems project.

10.1.2

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

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

10.2.1 BB reported that the Committee held a public meeting on 30 March 2022 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

10.2.2 BB noted that the Committee held a further public meeting on 28 June 2022 and provided a verbal update, highlighting the following:

- Key governance reports including Committee Annual Report, draft Annual Governance Statement and Internal Audit Annual Report.
- Internal Audit's Final Report on the Portfolio Office: Focus was primarily advisory due to early development stage of the Portfolio Office; however, 5 recommendations were made and the SLT were asked to reconsider the management responses.

## **DRAFT - OFFICIAL**

- Internal Audit's Investigation Report into Alleged Misappropriation of Smoke Detectors/Trauma Bag. Update to be provided in the private session.
- Audit Scotland would take over the role as External Auditors in October 2022.
- Risk Management workshop to be scheduled.
- National Fraud Initiative. Committee were keen to understand what measures can be taken to increase awareness/communications to improve the level of self-declaration across the Service.

10.2.3 The Board were advised that the Final Report on the Portfolio Office would be considered by the CC going forward.

10.2.4 It was confirmed that the invitation to the ARAC Risk Management workshop would be extended to all Committee Chairs.

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

### 10.3 **People Committee (PC)**

10.3.1 MW reported that the Committee held a public meeting on 21 June 2022 and provided a verbal update, highlighting the following:

- Revised Employee Partnership Forum Terms of Reference were recommended for approval by the Board (Agenda Item 13).
- Scrutinised the Performance Report noting the real success in delivering competency training and that there were no RIDDOR reportable injuries during the last quarter.
- Scrutinised the Health and Safety Annual Report 2020/21 (Agenda Item 18.1). Agreed that the Annual Report 2021/22 would be presented more timeously.
- Update on the Mental Health Strategy/Mental Wellbeing Champion, notably the greater than anticipated level of interest throughout the Service.
- Risk Spotlight on Retained Duty System which highlighted the awareness across the Service, efforts being made to identify solutions and the willingness to share good practices with a view to replicating in other areas.
- Future risk spotlight on Operations Control (OC) including recruitment, retention and unique challenges/pressures faced by OC personnel.

10.3.2 With regards to no RIDDOR reportable injuries being recorded within the last quarter of the year, the Board recognised and commended the efforts of the Health and Safety Function and the wider Service on the achievement.

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

### 10.4 **Service Delivery Committee (SDC)**

10.4.1 NB reported that the Committee held a public meeting on 31 May 2022 and referred the Board to the attached draft minutes. NB highlighted the following:

- Revised Committee membership.
- Marauding Terrorist Attacks (MTA) warm zone operator. Cadre of Flexi Duty Officers (FDO) were providing response across all 3 Service Delivery Areas (SDA). General cold zone training had been provided to Firefighters Service wide.
- Discussion re absence levels within OC.
- Update on HMFSI Action Plans and one closing report (Fleet and Equipment).
- Update on Unwanted Fire Alarm Systems (UFAS) implementation plan which highlighted an interdependency on the Command and Control Futures (CCF) project.
- Update on Clinical Governance.
- Grenfell Tower Final Report Phase 1 (separate update to follow).



## **DRAFT - OFFICIAL**

- National operational learning update from Deputy Assistant Chief Officer (DACO) Stewart Nicholson, who was the Chair of the National Fire Chiefs Council (NFCC) National Operational Learning Group.
- Climate Change report focused on Lithium-ion Batteries.
- Risk report on High Risk Firefighting.
- Items to be brought to the next meeting include a deep drive focusing on Home Fire Safety Visits (HFSV) and update on Safe and Well (S&W).

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

10.4.3 Final Report for Grenfell Tower Fire

SS presented the closing report to the Board which detailed the progress and actions taken against recommendations contained with the SFRS Grenfell Tower Phase 1 action plan. The following key points were highlighted:

- Extensive work undertaken by the Service in regard to the Phase 1 action plan and the Scottish Government Ministerial Working Group and sub groups which has resulted in significant sector built environment improvements.
- Overview of Phase 1 Action Plan, which contained 44 recommendations. With one exception, all recommendations have been considered and progressed appropriately. One action was transferred to the Command and Control Futures action plan (due to interdependencies).
- Engagement with partners via the Ministerial Working Group has been invaluable in progressing regulatory changes in Scotland which the Service have strongly influenced.
- Phase 2 inquiry was currently underway and any outcomes will be closely monitored.
- Commitment to continue to develop and improve the Service's high rise policy and procedures.

10.4.4 NB advised the Board that the SDC had continually praised the Service's approach to all recommendations, including those only relevant to London Fire Brigade. NB noted the Committee's high level of assurance regarding the work undertaken in this area.

10.4.5 The Board noted the focus and attention given to the action plan during the challenging pandemic period and the level of scrutiny applied throughout.

10.4.6 For transparency, PSt declared his interest due to his retention by the Metropolitan Police Service as part of the ongoing investigation. PSt noted the potential timescale until the Phase 2 inquiry was finalised. SS noted that the Service would retain the structure to ensure continuity and progressing actions as they arise. SS further noted the close links with the National Operational Learning and NFCC forums would continue.

10.4.7 The Chair noted PSt's non-conflicting declaration of interest

10.4.8 **The Board noted the report.**

## **11 COMBINED RISK AND PERFORMANCE REPORT Q4 PROGRESS REPORT**

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

- SLT's discussions on the strategic risk register re improving usability and the increased visibility/discussion throughout the Service.

**DRAFT - OFFICIAL**

- Annual Operating Plan: Total of 27 actions with 14 complete and the remaining 13 actions would be carried over to next year's plan. Any outstanding actions carried over from the previous year would be prioritised and concluded timeously.
- Corporate Measures were showing a return to normal levels. One key focus remains on improving availability.

- 11.2 The Board commented on several of the Pathway to Green/Next Steps statements being unclear with the potential to review.
- 11.3 In regard to Objective 1.1 (HFSV) and 1.3 (Accidental Dwelling Fires and Fatal Fires), SS advised the Board that any fire investigation process would capture any SFRS contact, data/statistics, etc. Any subsequent case conference process along with partners would help identify root causation factors, develop strategy and pathways to generate referral. SS noted the ongoing work to review the effectiveness of HFSV and an update would be presented to the next SDC (August 2022). MMcA noted the data analytics work being progressed to develop an algorithm/predictive modelling, etc to identify fire risk.
- 11.4 DL reminded the Board of the Community Risk Index Model (CRIM) data available (years 2015-2020) to the Service which could be used to inform delivery of future HFSV and operational response. Data from 2020 onwards was still being cleansed, however due regard would have to be given to the impact of Covid over the past 2 years and statistical adjustments would have to be made.
- 11.5 The Board noted the continued impact and delays caused by the reliance on internal ICT resources/developments.
- 11.6 The Board commented on the level of non-completion of mandatory training, in particular cyber security and queried the completion status of other mandatory training. AW advised the Board that completion of training modules were reported on quarterly and that the completion of mandatory training was good but some challenges remained. MMcA noted that the completion rate (cyber security) was currently 81% and through engagement with Heads of Function this was being progressed within individual teams.
- 11.7 The Board noted the high level of compliance of mandatory training and requested a note to be circulated to the Board for assurance purposes.
- ACTION: AW**
- 11.8 In regard to the implementation of Wide Area Network (WAN) (Objective 4.3) which was due for completion by the end of May 2022, DL agreed to circulate a status update to the Board.
- ACTION: DL**
- 11.9 Brief discussion on the potential underlying issues of non-adherence/application of policies, eg non-completion of mandatory training, non-declaration of interests, etc. It was agreed that this would be referred to the Integrated Governance Forum for further consideration.
- ACTION: BST**
- 11.10 The Board sought assurance on the timescale of the completion of high vulnerabilities identified through the annual penetration tests. DL advised the Board that the areas identified through the penetration testing were progressing well and cyber security remained a key priority for the Service.
- 11.11 MMcA reminded the Board that the Amber status (slightly off target) was applied when the measures were within 10% of the target indicators.

11.12 **The Board scrutinised the Combined Risk and Performance Quarter 4 Progress Report.**

**12 ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD**

12.1 MMcA presented a report to the Board seeking approval of the arrangements for reviewing the effectiveness of the SFRS Board, subject to any amendments. The following key points were highlighted:

- Continuing strong focus on the Board's own review of their effectiveness.
- Strength of governance arrangements within the Service as evidence by Audit Scotland and Deloitte (external auditors).

12.2 The Chair thanked the Board, MMcA, RW and the Board Support Team around the collective work to ensure continuous improvement in this area.

12.3 The Board commented on and noted the lack of action plan, potential improvements, how best to capture the risk thread linking issues. The Board were reminded that this report was identifying the processes to ascertain the issues that need to be addressed rather than highlighting areas being progressed. MMcA noted the comments and reminded the Board that this was a high-level report which referred to the wider scope report/action plan which were scrutinised at Committee level.

12.4 Following a brief discussion, it was agreed that a future Strategy Day session would be beneficial to help clearly indicate where/how improvements were being discussed/progressed as well as the Board's involvement in the review of their own effectiveness.

**ACTION: BST/MMcA**

12.5 **The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.**

*(The meeting broke at 1135 hrs and reconvened at 1145 hrs)*

**13 EMPLOYEE PARTNERSHIP FORUM (EPF) – REVISED TERMS OF REFERENCE**

13.1 SB presented a report to the Board seeking approval of the revised EPF Terms of Reference (ToR) to ensure the continued effectiveness of the governance arrangements and for positive employee partnership working within the Service. The following key points were highlighted:

- Proposed that the rotation of the Chair would cease and would sit with a Board Member. This would be trialled for a period of 12 months.
- Proposed for private workshop sessions as deemed required by the EPF and a further request for short/medium/long term working groups to be convened if deemed appropriate with PC and Board approval.
- The first proposed short term working group would focus on Gender Diversity and Inclusion within the SFRS.

13.2 The Board were supportive of the proposed Gender Diversity and Inclusion within SFRS Working Group.

13.3 **The Board approved the Employee Partnership Forum's Terms of Reference.**

**14 SFRS COMMUNICATIONS AND ENGAGEMENT STRATEGY 2022-25**

14.1 This paper was withdrawn.

**15 DEBT WRITE OFF 2021-22**

15.1 LMCG presented a report to the Board seeking approval of the proposed debt write off for 2021-22 and highlighted the following key points:

- Accumulative proposed debt write off amounted to £3,719.21.
- Breakdown of individual cases and reasons.

## DRAFT - OFFICIAL

- All actions had been taken to recover debts, however, further legal action was now time barred.

15.2 The Chair of ARAC (BB) confirmed that the report had been presented to the Committee on 28 June 2022 and was recommended for approval by the Board.

15.3 **The Board approved the write-off of debts as identified within the report.**

### 16 RESOURCE BUDGET MONITORING REPORT 2022/23 – MAY 2022

16.1 LMcG presented a report advising the Board of the resource budget position for the period ending 31 May 2022. LMcG outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an underspend of £0.064million and a forecast year-end underspend of £1.493million. This forecast position was on the basis that additional funding would be received to support the Service's investment in Emergency Services Mobile Communications Programme (ESMCP). The following key points were highlighted:

- Virements during the reporting period related to support staff, travel and subsistence and physician services.
- Main risk was the potential to overspend within the current financial year. Primarily attributable to pay awards.
- Overall forecast of the main variations related to employee, property and transport costs.
- Overtime forecast remained significant and challenging, however, various mitigating actions were in place to manage the risk.
- Forecast underspend in both support staff and retained/volunteer duty personnel.
- Underspend in property rates costs.
- Increased transport costs (fuel).
- Summary of budgeted savings forecast during the current financial year and the current position to date.

16.2 In regard to staff costs, LMcG explained that despite the forecasted overspend, the virement of costs was required to address identified skills gaps and engagement of agency staff.

16.3 With regard to the forecasted overspend in employee costs, LMcG noted that the Service would take appropriate actions to mitigate this. SS reminded the Board of the challenges with pre-arranged overtime, impact of Covid on training/recruitment, recent pension remedy outcomes, skills gaps and target operating model (TOM) deficiencies. SS advised the Board that the Staffing Tactical Action Group and Staffing Solution Team were working closely on identifying solutions to mitigate the shortfall in the TOM including transfers, increased recruitment and development of a migration course for RDS personnel. SS offered his assurance that the Service were managing the situation and any potential impact on decisions relating to the RSR.

16.4 SS reiterated the difficult and challenging position facing the Service and assured the Board that there were levers available, if necessary.

16.5 LBa informed the Board of the positive cross directorate work being undertaken to promote the Service and attract new recruits, transfers and migrating RDS personnel. This included assistance with relocation, enhanced and focussed leadership development training, reappointment/re-engagement, etc.

16.6 It was agreed that it would be beneficial for further discussion at the Integrated Governance Forum to help identify (quantify) the fragility of the Service's position, impact of any potential industrial action and how any future change may impact.

**ACTION: BST/RH**

- 16.7 In regard to the forecasted savings, LMcG advised the Board that these savings were monitored on a monthly basis, the confidence levels on the deliverability of the savings and confirmed the RAG status was the end of year position.
- 16.8 In regard to the forecasted savings, the Board sought assurance that efficiencies and reoccurring savings were being identified to ensure a long term sustainable position for the Service. It was noted that the SLT were united and focused on this area.
- 16.9 With reference to the crystallisation of risks (pension remedy impact on increased retirement rates), the Board queried whether the risk should now be considered an issue or whether it should be retained as a risk due to mitigations. LMcG noted the comment and consideration would be given to future reporting.
- 16.10 **The Board scrutinised the resource budget position for the period ending 31 May 2022.**
- 17 CAPITAL BUDGET MONITORING REPORT 2022/23 – MAY 2022**
- 17.1 LMcG presented a report advising the Board of the actual and committed expenditure against the 2022/23 capital budget position for the period ending 31 May 2022. It was anticipated that the budget of £34.4 million would be spent by the end of the financial year. Further, LMcG sought approval from the Board for the financial commitment of £5 million for fire appliances be approved from a £7.5 million indicative Fleet Capital Budget for 2023/24. The following key points were highlighted:
- No virement within the reporting period.
  - Budget allocated spent/committed spend to date (51%).
  - Inclusion of Project Milestones (RAG status) and Deviation from Original Budget (RAG Status).
  - Risk remains that the capital budget was insufficient to meet the asset needs which will have an adverse impact on the condition and suitability of our estate assets.
  - Due to the lead time for the supply/delivery of chassis and body builds, approval was sought to financially commit £5 million for fire appliances from next year's indicative capital budget for fleet. Following consultation with Scottish Government, approval has been given to allow the Board to sanction this request.
- 17.2 IM briefed the Board of the challenges with the supply chain for fire appliances, discussions with key suppliers and the commitment to pre-order chassis/body builds to ensure future delivery. IM noted that the budget spend for the current year would be unaffected, the commitment was against the spend on next year's capital budget.
- 17.3 With regard to property projects, IM provided the following updates:
- McDonald Road Refurbishment: Nearing completion with new sub contractor (external cladding) appointed. Option for future Board/Strategy Day meeting to be held at this location.
  - West Asset Resource Centre: Progression remains ahead of schedule.
  - Fleet: Issues with supply chain previously noted. Good progress being made with the electric fire appliance.
  - PPE & Equipment: Procurement of hydraulic hoses, smoke curtains and hoods.
  - Electric Infrastructure: Challenges with suppliers (supply and demand) and connection to the national grid.
- 17.4 In regard to the long term asset management planning, it was noted that further discussions relating to budgets and prioritisation were scheduled at future Board Strategy Days. IM advised the Board that the Strategic Asset Management Plan for Property and Fleet would be brought back to the Board in due course.
- 17.5 The Board sought assurance on the Service's confidence levels to spend the budget taking into consideration the reliance on external suppliers and the mitigating actions

## DRAFT - OFFICIAL

being taken. IM advised the Board of the ongoing discussions with suppliers to identify position issues/delays, noted the levers available to expedite spend and the over commitment of spend on projects that can be halted or progressed as applicable. The difficulties with managing a one year budget were reiterated.

17.6 Due to the significant risk/financial pressures facing the Service, it was deemed appropriate that formal Board discussions should be held to officially record options/decision as this was a key strand of prioritisation for the Service.

17.7 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2022 and approved financial commitment of £5 million for fire appliances be approved from a £7.5 million indicative Fleet Capital Budget for 2023/24.**

*(T Wright left the meeting at 1245 hrs)*

### **18 REPORT FOR INFORMATION ONLY:**

#### **18.1 Health and Safety Annual Report 2020/21**

18.1.1 AW presented the Health and Safety (HS) Annual Report 2020-2021 to the Board which provided analysis of the key areas of performance during the reporting year and detailed the intended risk reduction approaches on key themes. The data detailed within the report was presented to enable a direct comparison between the previous reporting years and that any notable trends evident are identified, where relevant. The following key points were highlighted:

- Overall positive trend across all KPIs, with the exception of acts of violence.
- Completion of Health and Safety Improvement Plans increased by 12%.
- Strong performance and positive benchmarking against other UK FRS's.
- During the emerging and sustained Covid pandemic, the Health and Safety function continue to deliver business as usual as well as implementing Covid arrangements.

18.1.2 The Board welcomed the revised timeframe for the production of the Annual Report 2021/22 as agreed by the People Committee.

18.1.3 The Board were reminded that Leading Safely training was being explored for Board members to better inform and support understanding of legal requirements.

18.1.4 The Board noted their desire for wider benchmarking and the ongoing issue relating to vehicle accidents.

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

#### **18.2 Performance Management Framework (PMF) Annual Report 2020-21**

18.2.1 MMcA presented the PMF Annual Review 2020-21 which defines the Service's high level performance information and the range of indicators the Service uses to assess overall performance over a 12-month period.

18.2.2 The Board commented on the formatting of the document, with reference to the visually impaired.

18.2.3 The Board were reminded that the term Operational Core Competency was a technical term used across all UK FRSs.

18.2.4 MMcA advised the Board that the format of future Ministerial Annual Performance Review reports would be revised. The revised format would combine the PMF annual report, annual performance review report and the Chief Officer's overview report, into a single annual performance report. The Board welcomed this revision and noted that reference to existing performance reporting and future arrangements would be helpful.

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

*(D Rooney joined at 1255 hrs)*

**18.3 Mainstreaming and Equalities Outcomes Progress Report 2022**

18.3.1 LB presented the Mainstreaming and Equality Outcomes Progress report which outlined the excellent work taking place across the Service both locally and nationally to meet these requirements.

18.3.2 It was noted that this report had not formally been presented to the PC, although this area does form part of the formal work of the Committee.

18.3.3 The Board commented positively on the inclusion of case studies within the report and asked for consideration to be given to include performance data within future reports.

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

*(D Rooney left at 1300 hrs)*

**18.4 Scottish Fire and Rescue Service Working in Partnership 2020-21**

18.4.1 MMCA presented the first iteration of the SFRS Working in Partnership report for information and noted that the report would now be shared widely with staff, stakeholders and partners. The report highlighted the work of the Partnership and Collaboration Working Group and captured the breadth, depth and commitment to partnership working within the Service, particularly during the unprecedented challenging few years.

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

**19 RISK THEMES**

19.1 There were no other new or emerging risks identified during this meeting, however it was noted that some risks have progressed into issues.

**20 FORWARD PLAN**

20.1 The Forward Plan was noted and would be kept under review and subject to change.

**21 DATE OF NEXT MEETING**

21.1 The next formal meeting of the Board is scheduled to take place on Tuesday 23 August 2022 at 1000 hrs.

21.2 There being no further matters to discuss in public, the meeting closed at 1305 hours.

**PRIVATE SESSION**

**22 MINUTES OF PREVIOUS PRIVATE MEETING:**

**22.1 Thursday 28 April 2022**

Noting a minor typographical error, the private minutes were agreed as an accurate record of the meeting.

22.2 **The private minutes of the meeting held on 28 April 2022 were approved as a true record of the meeting.**

**23 PRIVATE ACTION LOG**

**DRAFT - OFFICIAL**

- 23.1 The Board considered the private action log noting the updates and agreed the removal of completed actions.
- 23.2 **Members noted the updated Private Action Log and approved the removal of completed actions.**
- 24 COMMAND AND CONTROL FUTURES PROJECT UPDATE**
- 24.1 GMack 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).
- 24.2 **The Board noted the report.**



## 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 5 actions. A total of 4 of these actions have been completed.

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

Board Meeting: 30 June 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 11.7	<b>Combined Risk and Performance Report Q4 Progress Report:</b> Re the high level of compliance of mandatory training and requested a note to be circulated for assurance purposes.	AW	August 2022			<b>Update (23/08/2022):</b> Information currently being collated and will be circulated week commencing 22 August.
Item 11.8	<b>Combined Risk and Performance Report Q4 Progress Report:</b> In regard to the implementation of WAN (Objective 4.3) which has due for completion by the end of May 2022, DL agreed to circulate a status update to the Board.	DL	August 2022		August 2022	<b>Update (23/08/2022):</b> One site (Dalkeith Community Fire Station) remains outstanding, due to ongoing issues with neighbouring properties, which the contractor (MLL Telecom Ltd) are now progressing through the Local Authority.
Item 11.9	<b>Combined Risk and Performance Report Q4 Progress Report:</b> Brief discussion on the potential underlying issues of non-adherence/application of policies, eg non-completion of mandatory training, non-declaration of interests, etc. It was agreed that this would be referred to the Integrated Governance Forum for further consideration.	BST	August 2022		July 2022	<b>Completed (23/08/2022):</b> Added to IGF forward plan for discussion at the next meeting (13 October 2022).
Item 12.4	<b>Arrangements for Reviewing the Effectiveness of the Board:</b> Future Strategy Day session would be beneficial to help clearly indicate where/how improvements were being discussed/ progressed as well as the Board's involvement in the review of their own effectiveness.	BST/ MMcA	August 2022		July 2022	<b>Completed (23/08/2022):</b> Added to Strategy Day Programme for discussion at the next meeting (29 September 2022).

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<p><b>Item 16.6</b></p>	<p><b>Resource Budget Monitoring Report 2022/23 – May 2022:</b> Further discussion at the Integrated Governance Forum to help identify (quantify) the fragility of the Service’s position, impact of any potential industrial action and how any future change may impact.</p>	<p><b>BST/RH</b></p>	<p><b>August 2022</b></p>		<p><b>July 2022</b></p>	<p><b>Completed (23/08/2022):</b> Added to IGF forward plan for discussion at the next meeting (13 October 2022).</p>
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## SFRS BOARD MEETING DECISION LOG

### PURPOSE

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

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

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

### RECOMMENDATION

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 26 August 2021</b>				
ITEM 12	<b>ANNUAL PROCUREMENT REPORT FOR PERIOD 1 APRIL 202-31 MARCH 2021</b>	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.	<b>The Board approved the Annual Procurement Report for the period 1 April 2020 – 31 March 2021.</b>	<b>February 2022</b>
<p><b>Impact Assessment for Board Decision (Review Date - 08/2022):</b>  The approved annual procurement for the year ending March 21 was published after board approval and articulates how SFRS's procurement activity has been delivered in accordance with current procurement legislation and Scottish Government guidance. The report also describes we have completed in line with our procurement strategy. The report provides standard information that all Scottish Public Sector Bodies are required to publish and this is then summarised to a national level and linked to national outcomes. Scottish Government use the information to understand how procurement activity is being undertaken by public sector bodies and how organisations are responding to Scottish Government guidance and legislation. The document highlights future regulated procurement activity which can help potential bidders understand the Service's future needs.</p>				
ITEM 13	<b>SFRS LONG TERM STRATEGIC VISION</b>	The Director of Strategic Planning, Performance and Communications presented to the Board the initial results of the consultation response following the six-week document review of the SFRS Long Term Vision. Following approval of the SFRS Board the Long-Term vision will be revised and designed with a view to being finalised and published by 31 October 2021. To ensure the Board are engaged in the final editing process it is recommended that a Board member is nominated to liaise with the Director of SPPC to provide Board assurance that the request changes have been satisfactorily made.	<b>The Board noted the contents of the report, approved the process going forward with the revised Long Term Strategic Vision being brought back to a Special Board Meeting (30 September 2021).</b>	<b>February 2022</b>
<p><b>Impact Assessment for Board Decision (Review Date - 08/2022):</b>  The Board were fully engaged in the drafting of the Long Term Vision for the Service. The final version of the Vision was approved by the Board on the 27/05/21. The Vision document compliments the Fire and Rescue Framework for Scotland (2022) and with the Framework has been critically important in shaping the content of the SFRS Strategic Plan (2022-25).</p>				

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ITEM 21	<b>ANNUAL PERFORMANCE REVIEW REPORT 2020/21 (PRIVATE)</b>	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	<b>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.</b>	<b>February 2022</b>
<p><b>Impact Assessment for Board Decision (Review Date - 08/2022):</b>                  The Annual Performance Report was finalised and approved by the board on 26/08/21 and was thereafter submitted to the Scottish Government (SG). The report framed the core agenda for the Annual Ministerial Performance Review meeting which took place on 05/10/21. Following the meeting SG informed the Service of the Minister for Community Safety's satisfaction with the report and the conduct of the review meeting.</p>				
ITEM 22	<b>REQUEST AUTHORISATION FOR SETTLEMENT OF INSURANCE CLAIM (PRIVATE)</b>	The Acting Director of Finance and Procurement sought approval to authorise Clyde & Co (Scotland) Ltd to settle the claim.	<b>The Board approved the recommendation to instruct Clyde &amp; Co to settle the claim.</b>	<b>February 2022</b>
<p><b>Impact Assessment for Board Decision (Review Date - 08/2022):</b>                  The Annual Performance Report was finalised and approved by the board on 26/08/21 and was thereafter submitted to the Scottish Government (SG). The report framed the core agenda for the Annual Ministerial Performance Review meeting which took place on 05/10/21. Following the meeting SG informed the Service of the Minister for Community Safety's satisfaction with the report and the conduct of the review meeting.</p>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 28 October 2021</b>				
ITEM 11	<b>BOARD FORWARD PLAN SCHEDULE 2022-23</b>	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	<b>The Board approved the proposed 2022/23 Forward Plan Schedule.</b>	<b>April 2022</b>

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		ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.		
<b>Impact Assessment for Board Decision (Review Date - 10/2022):</b>				
<b>ITEM 12</b>	<b>SFRS LONG-TERM STRATEGIC VISION: UPDATED DOCUMENT AND FINAL ENGAGEMENT DETAIL</b>	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.	<b>The Board approved the publication of the revised Long Term Strategic Vision.</b>	<b>April 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2022):</b>				
<b>ITEM 13</b>	<b>RISK MANAGEMENT POLICY</b>	The Acting Director of Finance and Procurement presented the Board with the draft Risk Management Policy for approval.	<b>The Board approved the Risk Management Policy.</b>	<b>April 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2022):</b>				

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<b>ITEM 14</b>	<b>ANTI FRAUD AND CORRUPTION POLICY</b>	The Acting Director of Finance and Procurement presented the Board with the draft Anti-Fraud and Corruption Policy for approval.	<b>The Board approved the Anti-Fraud and Corruption Policy.</b>	<b>April 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2022):</b>				
<b>ITEM 24</b>	<b>DRAFT ANNUAL REPORT AND ACCOUNTS 2020/21 (PRIVATE)</b>	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.	<b>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.</b>	<b>April 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2022):</b>				

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 16 December 2021</b>				
<b>ITEM 11</b>	<b>REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (AFA)</b>	The Director of Service Delivery presented the SFRS Board with the results and findings of the consultation on options for responding to AFA actuations and sought approval of the following recommendations were approved by the SFRS Board: <ul style="list-style-type: none"> <li>Option A is adopted as the preferred model for responding to AFA's.</li> <li>That the automatic exemption applied to hospitals, is increased to a PDA of two</li> </ul>	<b>The Board approved the recommendations and implementation of the new AFA strategy</b>	<b>June 2022</b>



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		<p>appliances regardless time of day and shall be subject to periodic review;</p> <ul style="list-style-type: none"> <li>• The implementation of a preferred option, is delayed until April 2023, and</li> <li>• COVID-19 interim response to AFA's, remains in place until go live of a preferred option.</li> </ul>		
<b>Impact Assessment for Board Decision (Review Date - 12/2022):</b>				
<b>ITEM 12</b>	<b>GAELIC LANGUAGE PLAN 2022 – 2025</b>	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	<b>The Board approved the Gaelic Language Plan 222-2025, with one minor amendment, and the public consultation questionnaire</b>	<b>June 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 12/2022):</b>				
<b>ITEM 21</b>	<b>LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	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.	<b>The Board approved the recommendation to instruct Clyde &amp; Co to settle the claim.</b>	<b>June 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 12/2022):</b>				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 13 January 2022 (Special Board)</b>				
ITEM 5	<b>WEST ASSET RESOURCE CENTRE: PROJECT FUNDING LEVEL</b>	<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"> <li>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.</li> <li>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.</li> </ul>	<b>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</b>	<b>July 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 01/2023):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 24 February 2022 (Special Board)</b>				
ITEM 5	<b>BUDGET STRATEGY 2022-23</b>	<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>	<b>The Board approved the Budget Strategy 2022-23, subject to minor amendment relating to the commitment to delivery and challenges around financial constraints</b>	<b>August 2022</b>

## Impact Assessment for Board Decision (Review Date - 02/2023):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 31 March 2022</b>				
ITEM 11	<b>RESOURCE BUDGET 2022/23</b>	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.	<b>The Board approved the Resource Budget for 2022/23</b>	<b>September 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2023):</b>				
ITEM 12	<b>CAPITAL PROGRAMME 2022/23 – 2024/25</b>	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 <b>£110.900 million</b> , 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.	<b>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</b>	<b>September 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2023):</b>				
ITEM 13	<b>SFRS CHARGING POLICY – APRIL 2022</b>	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,	<b>The Board approved the updated Charging Policy, along with the updated Scale of Charges, noting that charges may include an overtime element where capacity</b>	<b>September 2022</b>

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		particularly in relation to asset sharing with partner organisations	<b>does not permit the service to be carried out during normal working hours</b>	
<b>Impact Assessment for Board Decision (Review Date - 03/2023):</b>				
<b>ITEM 14</b>	<b>DIGITAL STRATEGY 2022-25</b>	On behalf of the Director of Service Development, the Head of ICT presented the SFRS Digital Strategy 2022 – 2025.	<b>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).</b>	<b>September 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2023): Not Applicable</b>				
<b>ITEM 15</b>	<b>GAELIC LANGUAGE PLAN 2022-2025</b>	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.	<b>The Board considered the content of report and approved the Gaelic Language Plan 2022-2025.</b>	<b>September 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2023):</b>				
<b>ITEM 25</b>	<b>BUSINESS CASE FOR ECONOMIC SETTLEMENT OF EMPLOYMENT TRIBUNAL CLAIM (PRIVATE)</b>	The Director of People and Organisational Development presented the Board with a report seeking approval to support the settlement of the claim.	<b>The Board approved the recommendation to support the settlement of the claim.</b>	<b>September 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2023):</b>				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 28 April 2022</b>				
ITEM 11	<b>ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS</b>	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.	<b>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.</b>	<b>October 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2023):</b>				
ITEM 12	<b>SFRS GOOD GOVERNANCE FRAMEWORK</b>	The Director of Strategic Planning Performance and Communication presented the Board with a report seeking approval of the SFRS Good Governance Framework.	<b>The Board approved the Good Governance Framework.</b>	<b>October 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2023):</b>				
ITEM 13	<b>ANNUAL OPERATING PLAN 2022/23</b>	The Director of Strategic Planning, Performance and Communications presented the report to the Board seeking approval of the Annual Operating Plan 2022/23.	<b>The Board approved the Annual Operating Plan 2022/23.</b>	<b>October 2022</b>

<b>Impact Assessment for Board Decision (Review Date - 04/2023):</b>				
<b>ITEM 14</b>	<b>INTERNAL AUDIT PLAN 2022/24</b>	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.	<b>The Board approved the Internal Audit Plan 2022/24.</b>	<b>October 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2023):</b>				
<b>ITEM 15</b>	<b>DIGITAL STRATEGY 2022-2025</b>	The Director of Service Development presented the SFRS Digital Strategy 2022 – 2025 for approval.	<b>The Board approved the SFRS Digital Strategy 2022-25.</b>	<b>October 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2023):</b>				
<b>ITEM 16</b>	<b>STANDING ORDERS FOR THE REGULATION OF CONTRACTS</b>	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.	<b>The Board approved Standing Orders for the Regulation of Contracts.</b>	<b>October 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2023):</b>				

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<b>ITEM 23</b>	<b>DRAFT STRATEGIC PLAN 2022-25 FOR CONSULTATION (PRIVATE)</b>	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.	<b>October 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2023):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 30 June 2022</b>				
<b>ITEM 12</b>	<b>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</b>	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.	The Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board.	<b>December 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b>				
<b>ITEM 13</b>	<b>EMPLOYEE PARTNERSHIP FORUM – REVISED TERMS OF REFERENCE</b>	The 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.	The Board approved the Employee Partnership Forum's Terms of Reference.	<b>December 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b>				

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<b>ITEM 15</b>	<b>DEBT WRITE OFF 2021-22</b>	The Acting Director of Finance and Procurement submitted a report asking for approval to write off outstanding debt of £3,719.21.	<b>The Board approved that the debts identified in Appendix A are written off.</b>	<b>December 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b>				
<b>ITEM 17</b>	<b>CAPITAL MONITORING REPORT 2021/22 – MAY 2022</b>	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. It is currently anticipated that the budget of £34.4m will be fully spent at the 31 March 2023. That approval was sought from the Board for the financial commitment of £5million from next year's indicative capital budget for fleet.	<b>The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2022 and approved a legal commitment of £5m for fire appliances from a £7.5m indicative Fleet Capital Budget for 2023/24</b>	<b>December 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b>				

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Special Meeting Date: 28 July 2022</b>				
<b>ITEM 5</b>	<b>ANNUAL PERFORMANCE REVIEW REPORT 2021/22</b>	The Director of Strategic Planning, Performance and Communications presented the Board with the Annual Performance Review Report 2020/21 and requested its release to the Scottish Government to inform the Annual Performance Review Meeting.	<b>The Board approved the Annual Performance Review Report 2021/22, subject to amendments, for release to Scottish Government</b>	<b>January 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 07/2023):</b>				



**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
TUESDAY 23 AUGUST 2022**

**CHAIR'S UPDATE: JULY-AUGUST 2022**

**Monday 11 July 2022**

Regular meeting with Chief Officer (CO) Ross Haggart

**Wednesday 13 July 2022**

Regular Chair/Board Support Team meeting

HR Meeting

Regular meeting with Don McGillivray, Interim Director of Safer Communities and CO Haggart

**Thursday 14 July 2022**

HR Meeting

**Wednesday 20 July 2022**

Meeting with Fiona Thorburn, Deputy Chair

**Thursday 21 July 2022**

National Joint Council Pre-meeting

**Thursday 22 July 2022**

HR Meeting

**Monday 25 July 2022**

Regular meeting with Fiona Thorburn, Deputy Chair

HR meeting

**Tuesday 26 July 2022**

National Joint Council Meeting with CO Ross Haggart and Liz Barnes, Director of People and Organisational Development

**Thursday 28 July 2022**

National Joint Council Meeting with CO Ross Haggart and Liz Barnes, Director of People and Organisational Development

**Friday 29 July 2022**

National Joint Council Meeting with CO Ross Haggart and Liz Barnes, Director of People and Organisational Development

**Tuesday 2 August 2022**

Remunerations, Appointments and Nominations Sub Committee (Special)

Meeting with Don McGillivray, Interim Director of Safer Communities and CO Ross Haggart

**Thursday 4 August 2022**

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

**Monday 8 August 2022**

Meeting with CO Ross Haggart

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### **Tuesday 9 August 2022**

Meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications  
Meeting with Gill Gittins, Local Government Association, and CO Ross Haggart  
Public Appointments meeting

### **Wednesday 10 August 2022**

Board Strategic Working Group Meeting  
Regular Chair/Board Support Team meeting

### **Thursday 11 August May 2022**

Change Committee Workshop  
Board Strategy Day (Additional)  
SFRS Board Pre- Agenda meeting

### **Monday 15 August 2022**

Regular meeting with Robert Scott, HMFSI and CO Ross Haggart.  
Change Committee

### **Tuesday 16 August 2022**

Trainee Firefighter Graduation, SFRS HQ Cambuslang  
Audit and Risk Assurance Committee Workshop

### **Wednesday 17 August 2022**

Regular Chair/Board Support Team meeting

### **Friday 19 August 2022**

Trainee Firefighter Graduation, SFRS HQ Cambuslang

### **Monday 22 August 2022**

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

### **Tuesday 23 August 2022**

SFRS Board Meeting  
Integrated Governance Forum

### **Wednesday 24 August 2022**

National Joint Council Meeting with CO Ross Haggart and Liz Barnes, Director of People and Organisational Development

### **Thursday 25 August 2022**

Kilbirnie Street Memorial Service

### **Tuesday 30 August 2022**

Service Delivery Committee

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  
TUESDAY 23 AUGUST 2022**

**INTERIM CHIEF OFFICER'S UPDATE – JULY & AUGUST 2022**

**Friday 1 July – Sunday 10 July 2022**

Annual Leave

**Monday 11 July 2022**

Regular Chief & Chair Meeting  
Weekly PA Meeting  
Senior Management Board (SMB) Pre-Meet

**Tuesday 12 July 2022**

Weekly National Fire Chief Council (NFCC) Chief Fire Officer (CFO) Call  
Strategic Leadership Team (SLT) Spending Review Meeting  
Fire Strategic Resilience Board Meeting  
Reform Collaboration Group Update Meeting

**Wednesday 13 - Thursday 14 July 2022**

NFCC Trustees Board Meeting, Cheshire

**Friday 15 July 2022**

Career Ready Passing Out Event, National Headquarters (NHQ)

**Monday 18 July 2022**

Weekly PA catch up  
EFR Sub Committee Meeting

**Tuesday 19 July 2022**

Regular Director 1:1s x 3

**Wednesday 20 July 2022**

SLT Informal Meeting  
NFCC CFO Call

**Thursday 21 July 2022**

Retained Duty System (RDS) Conciliation Pre Meet  
Regular monthly meeting with Sponsor Unit  
UK Covid-19 Inquiry Official Launch Event virtual event  
Justice Board  
Cameron House Strategic Group

**Friday 22 July 2022**

Regular monthly meeting with HMFSI  
Director 1:1  
National Employers Meeting

**Monday 25 July 2022**

Regular meeting with Commissioner of London Fire Brigade (LFB)  
Scottish Fire and Rescue Service (SFRS) & Fire Brigade Union (FBU) Tactical Advisor Group (TAG) meeting  
Market Allowance Panel Meeting

**Tuesday 26 July 2022**

NJC Conciliation Meeting

**Wednesday 27 July 2022**

SLT TAG Support Meeting

Firefighters Charity Board Meeting

**Thursday 28 July**

RDS Conciliation Meeting

**Monday 1 August 2022**

Deputy Assistant Chief Officer (DACO) Interviews

**Tuesday 2 August 2022**

Regular Director 1:1s

Remuneration, Appointments and Nominations Sub Committee (RANSC)

Regular meeting with Director of Safer Communities and Chair

**Wednesday 3 August 2022**

SLT Formal Meeting

SLT Resource Spending Review Meeting

**Thursday 4 August 2022**

DACO Interviews

Regular meeting with Minister for Community Safety

**Friday 5 – Monday 8 August 2022**

Leave

**Tuesday 9 August 2022**

Weekly NFCC CFO Call

Comms filming

Strategic Contest Board for Scotland Meeting

Regular weekly PA catch up

SFRS & Local Government Association (LGA) meeting

**Wednesday 10 August 2022**

Regular Director 1:1

Appeal Hearing

**Thursday 11 August 2022**

Board Strategy Day

SFRS Board Pre-Agenda Meeting

**Friday 12 August 2022**

Regular PA Catch up

Meeting with Azets

**Monday 15 August 2022**

Meeting with CEO Scottish Ambulance Service

Regular PA Catch up

Regular Director 1:1

**Tuesday 16 August 2022**

Regular Meeting with HMFSI  
Trainee Firefighter Graduation Ceremony  
Advisory Forum meeting  
Regular Director meeting

**Wednesday 17 August 2022**

Regular Director 1:1  
SLT Filming and Presentation Training event

**Thursday 18 August 2022**

Regular PA Catch up

**Friday 19 August 2022**

Morden Solutions  
Regular Director 1:1  
Trainee Firefighter Graduation Ceremony

**Monday 22 August 2022**

Regular Chief & Chair meeting  
Regular meeting with Sponsor Unit  
SLT TAG Support meeting  
Regular PA Catch up

**Tuesday 23 August 2022**

Weekly NFCC CFO Call  
SFRS Board Meeting  
DACO Interviews

**Wednesday 24 August 2022**

NJC Meeting

**Thursday 25 August 2022**

Kilbirnie Street Memorial Event, Glasgow

**Sunday 28 August 2022**

Kilbirnie Street FBU Red Plaque Unveiling.

**Monday 29 August 2022**

Regular Director 1:1

**Tuesday 30 August 2022**

Firefighter Pension Board Meeting



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE**

**TUESDAY 28 JUNE 2022 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Brian Baverstock, Chair (BB)      Lesley Bloomer, Deputy Chair (LBI)  
Malcolm Payton (MP)              Tim Wright (TW)  
Mhairi Wylie (MW)

**IN ATTENDANCE:**

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
Andy Main (AM)	Head of Portfolio Office
Lynne McGeough (LM)	Acting Head of Finance and Procurement
Gillian Callaghan (GC)	Internal Audit (Azets)
Gary Devlin (GD)	Internal Audit (Azets)
Paul Kelly (PK)	Internal Audit (Azets)
Graeme Fraser (GF)	HMFSI
Kirsty Darwent (KD)	Chair of the Board
Alistair Cameron (AC)	Group Commander Board Support
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader / Minutes

**OBSERVERS:**

Lynne McGeough (LMcG), Acting Head of Finance and Procurement  
Karen Horrocks, Assistant Verification and Risk Officer

**1 CHAIR'S WELCOME**

- 1.1 The Chair opened the meeting and welcomed those participating via conference facilities and Malcolm Payton to his first Committee meeting as a Member.
- 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  
Ross Haggart, Deputy Chief Officer  
Caroline Jamieson, Deloitte  
Pat Kenny, Deloitte  
Robert Scott, HMFSI

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

- 3.1 The Committee discussed and agreed the following item to be taken in private:  
Final Internal Audit Report: Investigation of Alleged Misappropriation of Smoke Detectors and Trauma Bag.

**4 DECLARATIONS OF INTERESTS**

- 4.1 No declarations of interest were declared.

**5 MINUTES OF PREVIOUS PUBLIC MEETING:**

**5.1 Thursday 30 March 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 30 March 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 **The Committee noted the updated Action Log and approved the removal of completed actions.**

**7 COMMITTEE ANNUAL REPORT 2021/22 TO THE BOARD AND ACCOUNTABLE OFFICER OF SCOTTISH FIRE AND RESCUE SERVICE**

- 7.1 The Chair advised, in accordance with the Audit and Risk Assurance Committee's (ARAC) Terms of Reference, this report had been prepared for the Board and Accountable Officer to provide the Committee's opinion on the effectiveness of governance, risk management and internal controls across the organisation. This opinion was based on the work received by the Committee over the year 2021/22 and was intended to assist with the preparation of the Annual Governance Statement.

- 7.2 The Committee sought amendment to the wording of Section 3.1 to clarify that, because of Covid restrictions, meetings had been held via MS Teams, which allowed access by the public.

**ACTION: BST**

- 7.3 **The Committee approved the Committee Annual Report 2021/22 to the Board and Accountable Officer of Scottish Fire and Rescue Service.**

**8 ANNUAL GOVERNANCE STATEMENT FOR ACCOUNTING PERIOD 2021/22**

- 8.1 MMcA presented the Annual Governance Statement (AGS) to the Committee for inclusion in the Annual Report and Accounts of the Scottish Fire and Rescue Service (SFRS) for the year ended 31 March 2022.

- 8.2 On 30 March 2022, the ARAC considered the SFRS's approach for preparing the AGS for the year ended March 2022. This approach follows an Assurance plan that enables SFRS to manage and assess the evidence that underpins the preparation of the AGS in a structured way.

- 8.3 Evidence has been drawn from the following key assurance providers outlined in the Scottish Public Finance Manual (SPFM):

- ARAC Annual Report
- Views of Internal Audit
- Views of External Audit

- Assurances from Executive Directors and Senior Managers using the self-assessment Certificate of Assurance process

8.4 MMcA concludes that there are no significant issues to draw to the Committee's attention.

8.5 The Committee highlighted 2 minor clerical errors in the table at 2.2 and 2.3.1 of the report which will be amended to reflect attendance.

**ACTION: BST**

8.6 Discussion took place regarding the position of the Accountable Officer and all agreed that the report is written in 'the office of' the Accountable Officer rather than one individual and therefore no amendment was needed.

8.7 **The Committee scrutinised the report.**

## **9 DEBT WRITE OFF 2021/22**

9.1 JTh presented the Committee with details of proposed debt write-off's for 2021/22.

9.2 The Committee is asked to recommend that the debts of £3,719.21 identified in Appendix A are passed to the Board for approval to be written off. All efforts have been taken to collect the debts however they are now time barred from legal action being taken.

9.3 The Committee seeks assurance that late notification of resignation is not a systemic problem. LMcG advises of stringent controls and improved legal processes in place.

9.4 A breakdown of outstanding debt (value of £168,424.07) as at 6 April 2022, would be provided to the Committee Chair. Assurance was given that stringent controls and measures were now in place and the value of debt in the forthcoming year should reduce significantly.

**ACTION: JTh/LMcG**

9.5 **The Committee scrutinised the report.**

## **10 INTERNAL AUDIT**

### **10.1 SFRS Internal Audit Annual Report 2021/22**

10.1.1 GD presented a report to the Committee which summarised the conclusions and key findings from the internal audit work undertaken at SFRS during the year ended 31 March 2022 and provides an overall opinion on SFRS's governance, risk management and internal control frameworks. The following key points were highlighted:

- Azets is of the opinion that SFRS has a framework of governance, risk management and controls that provides reasonable assurance regarding the effective and efficient achievement of objectives.
- Summary of reports by control objective assessment and action grade was highlighted to the Committee.
- The report highlighted that there is scope for improvement regarding progress made in implementing agreed internal audit actions.
- A specialist ICT follow-up review was also carried out in relation to the ICT and Data Security Audit and found that progress has been made against all agreed actions.
- Five Grade 3 recommendations were made in relation to the Portfolio Office review.
- Two Grade 3 (high risk exposure) recommendations were made in relation to the Fire Safety Enforcement review.

10.1.2 The Committee welcomed the report and encouraged the timely clearance of actions and recommendations.



10.1.3 In relation to Appendix 2, Summary of Internal Quality Assurance (QA) Assessment, GD confirmed that SFRS audit files were included in the sample for this exercise, the results of which were positive.

10.1.4 Following discussion on Appendix 3, Progress against KPI's, it was agreed that in future Azets would provide a summary of the meetings held and feedback/assurances gathered from this process.

**ACTION: Azets**

10.1.5 **The Committee scrutinised the report.**

## **10.2 Internal Audit Progress Report 2022/23**

10.2.1 GC presented the Committee with details of the progress made in relation to the audits contained within the 2022 / 2023 agreed audit plan and to confirm that the audit programme is generally progressing as planned. The following key points were highlighted:

- An audit plan is now in place and dates have been agreed with management.
- Revenue Maximisation audit and Post Pandemic Review have now commenced and are scheduled to be presented at the ARAC meeting in October 2022.

10.2.2 GC asked for feedback on the report. The Committee welcomed the inclusion of the outline scope for upcoming reviews and the opportunity this provided to comment on these.

10.2.3 In relation to Revenue Maximisation control objectives, the Committee asked if Azets will be able to look at the Service's income derived from shared premises. GC explained that SFRS has clear arrangements to identify, assess and decide upon potential revenue generating initiatives to ensure they are aligned with SFRS 's strategy. The Committee ask if the control objectives are written too narrow. The Committee's view is that this review needs to consider all aspects of revenue maximisation, including commercialisation; innovation; sponsorship; borrowing; creation of subsidiaries and Arms Length Foundations. GD advised that the Azets review would look at wider areas, including those highlighted by the Committee.

10.2.4 In relation to Post Pandemic review, the Committee asked if the Service has defaulted back to practices used pre-pandemic without due consideration of benefits planned and unexpected which came from different ways of working. GC explained that action plans are developed in relation to the implementation of noted objectives which are subject to regular monitoring and reporting on progress. It is expected that a change in practice will be highlighted at this stage. The Committee also felt the words 'take cognisance' (in control objective 3) were too weak and that ensuring potential efficiencies were identified and maximised should be a key focus from the review. Azets agreed and stated this was the intention and would amend the wording accordingly.

**ACTION: Azets**

## 10.2.5 Portfolio Office Internal Audit Report 2021 / 2022

PK presented a report to the Committee in which Azets assessed whether there were effective controls over the Change Portfolio, to confirm that programmes and projects were being effectively managed, in a manner consistent with the Scottish Government's programme and project management principles. In conclusion, Management should explore opportunities to accelerate implementation of the Portfolio Office Roadmap to reduce the risk of change activities not being in line with best practice. The report makes seven recommendations, five at Grade 3 (high risk exposure).

10.2.6 With regard to the control objectives documented in the report, AM advised that significant work has been progressed in some areas (since the review) whilst other areas had not progressed as much due to capacity challenges. To deliver strategic change well, it is not the sole responsibility of the portfolio function, the organisation needs to delivery effective changes and this requires the Portfolio Office to integrate and partner with other functions

to embed best practice.

- 10.2.7 AM provided assurance that a programme of training had been undertaken for Senior Responsible Officers (SRO) who take an executive lead on projects and programmes, with some project leads having completed external training such as Managing Successful Programmes (MSP). However, the challenge going forward would be staff moving roles, a situation compounded by recent pensions remedy issues.
- 10.2.8 It was noted that the organisation does not consistently align to the five case model (for developing business cases) however it is the intention to do this proportionately eg PTFAS is aligned to this approach.
- 10.2.9 In terms of timelines for management actions in response to the internal audit recommendations, the Portfolio Office can accelerate some of the work but it is the organisational capacity to execute support and implement the necessary further developments. Resourcing challenges within the Portfolio Office will also impact in terms of delivery timelines.
- 10.2.10 The findings and recommendations in the report make a number of significant points about the pace and effectiveness of change and the resourcing of and commitment to the portfolio change function. The management responses to these points reflect the operational position (as articulated by the Head of Function), but do not address the more strategic issues around timing, effectiveness and resources. The Committee asks that the Deputy Chief Officer considers these issues (as necessary, along with the responsible Directors/wider SLT colleagues) and provides an enhanced response on how these key points are to be addressed. The Committee would like this enhanced response to be circulated in advance of its next meeting.

**ACTION: Deputy Chief Officer**

- 10.2.11 **The Committee scrutinised the report.**

### **10.3 Progress Update - Internal Audit Recommendations**

- 10.3.1 GC presented a report which provides the Committee with the status of recommendations raised by Internal Audit. This report maintains the previous format for updates with the addition of comments on the current status from Azets who have made the following observations:
- Good progress has been made in implementing agreed internal audit recommendations with 11 actions being classed as closed.
  - Some actions are nearing completion with final steps to be taken by management before recommendations can be classed as fully implemented.
  - Three 'high grade' recommendations remain outstanding in respect of Water Planning Arrangements, one of which is dependent on the agreement of Scottish Water for its completion.
- 10.3.2 The Committee welcomed the addition of *the 'Key Actions – by months past the original due date'* Dashboard, which provides a very clear summary of progress and delays.
- 10.3.3 In regard to Recommendation 5a, Risk Appetite, the Committee asked when the statement would be drafted for future submission to the Board. BB advised that a further board development session is being planned which should enable agreement on risk appetite statements.
- 10.3.4 The Committee can now see Actions being closed, the exception to this is the ongoing failure to address the actions regarding Water Planning. JTh anticipated that this may now have to be escalated to Scottish Government. The Committee would like to get an update on progress on the Water Planning recommendations at its next meeting.

*(Meeting broke at 1154 hrs and reconvened at 1159 hrs)*

## **11 INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE**

11.1 MMcA presented the report to the Committee, consisting of the overview dashboard and the detailed Audit Scotland Action Plan progress report. On the latter, there had been no further progress on the one remaining actions (No 1a – RDS Terms and Conditions). Rather than reproducing the full action plan for subsequent meetings, it was agreed that a verbal update on No 1a would be sufficient. However, the dashboard should continue to come to each meeting.

11.2 **The Committee scrutinised the report.**

## **12 EXTERNAL AUDIT**

### **12.1 Deloitte - Audit Dimensions and Best Value Report for Year Ended 31 March 2021**

JTh presented a progress report on Deloitte, Audit Dimensions and Best Value report who, as External Auditors to Scottish Fire and Rescue Service (SFRS) undertook a review for the year ended 31 March 2021, designed to help ARAC and the SFRS Board discharge their governance duties on the following areas:

- Financial Management (67% complete)
- Financial sustainability (33% complete)
- Governance and transparency (100% complete)
- Value for money (20% complete)

12.2 Overall, good progress has been made particularly in the wider scope audit. Where an action is identified as complete by the Responsible Officer, evidence is forwarded to Deloitte who will then review and conclude position.

12.3 JTh highlighted the one high priority outstanding action in relation to last year's audit regarding PPE, noting that this action is now complete.

12.4 The Committee thanked JTh for the report and transparency in the delivery with regards to progress made to date. The Committee also expressed their disappointment that there was no representation for Deloitte at today's meeting.

12.5 **The Committee scrutinised the report.**

## **13 INTERNAL CONTROLS UPDATE**

### **13.1 Overview of Strategic Risk Register and Committee Aligned Directorate Risks**

13.1.1 DJ presented the quarterly report and updated Strategic Risk Report to the Committee with the purpose of providing additional awareness of the risks faced and the actions required to minimise these risks. Highlighting the following:

- SLT reviewed 9 strategic risks and outlined 4 changes in terms of assessments made.
- DJ provided assurance of a continual review, meeting with Heads of Function to ensure risk is monitored and reported back.
- Significant work is being carried out with the Portfolio Office to ensure that reporting of risk and awareness of risk from a Change / Portfolio perspective is aligned to the overall framework.
- In relation to capacity and work plan within Data Services, it is the intention to simplify reporting within a dashboard.

13.1.2 In relation to Risk SDD007 Cyber Security, rollout of multi-factor authentication, the Committee requested clarity around the delay and any concerns associated with this.

13.1.3 In relation to Risk SDD004 Organisational Culture of Continual Development and Improvement, risk probability has increased due to ongoing challenges in relation to recruitment of posts, the Committee queried which posts this related to and what is being done to address these issues.

13.1.4 DJ offered to provide a fuller update on the Strategic Risks highlighted and report back to the Committee via email.

**ACTION: DJ**

13.1.5 BB proposed holding a workshop with ARAC and Chairs of the other Committees to look at the risk registers to gain a fuller understanding of how these are used at the executive level and, importantly, how they support effective scrutiny by ARAC and the other Board Committees.

**ACTION: BB**

13.1.6 **The Committee scrutinised the report.**

## **13.2 Anti-Fraud and Whistleblowing**

13.2.1 JTh advised the Committee that he had nothing further to disclose at this stage, however a verbal update would be provided during the private session.

13.2.2 **The Committee agreed that this should be discussed during the private session.**

## **14 NATIONAL FRAUD INITIATIVE EXERCISE 2020/21**

14.1 DJ presented the Committee with an update on the outcome of the National Fraud Initiative (NFI) Exercise 2020-21. The exercise commenced in September 2020 with SFRS providing datasets for payroll and trade creditors as per the prescribed timetable and guidance issued by Audit Scotland. These datasets were then matched between the participating bodies. The following areas were highlighted:

- Audit Scotland released a total of 1,055 matches between January and May 2021.
- SFRS investigated all matches prioritising those of high risk, of which there were 3 identified within payroll.
- 1,041 (99%) matches have been investigated and closed with no issue of fraud identified.
- 5 matches have been referred to HR for further investigation.

14.2 In relation to the Companies House matches which identified 22 potential conflicts of interest. As this number seemed high, the Committee questioned how the conclusion of the associated investigations was that there was no risk to SFRS. DJ provided an example and assurances that the areas of activity specific to the individual's roles (in the 22 cases) within the Service were being examined and that no risk has been identified to date.

14.3 The Committee highlighted a fundamental and serious weakness in not getting staff to register interests. In regard to the 22 potential conflicts, further information was requested around how many had previously registered interest and assurance that action has been taken to manage any conflict. The Committee would be content to receive this information via email.

**ACTION: DJ**

14.4 The Committee shared their dismay that 9 of these matches relate to external bodies such as Councils, Police Scotland and Colleges despite public sector organisations in Scotland being required to participate in NFI's.

14.5 **The Committee noted the report.**

## **15 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS REGISTER**

15.1

DJ provided the Committee with 2021/22 Quarter 4 and 2022/23 Quarter 1 updates on the Gifts, Hospitality and Interests Register, highlighting the following areas:

- The register for 2021/22 as at the end of Q4 identifies 5 entries and no declarations have been received during Q1 of 2022/23.
- A gift declaration was made in relation to a monetary donation to the Fire Fighters Charity, this was under the £50 threshold.
- A presentation is currently being developed in relation to Gifts, Hospitality and Interests to be utilised via LCMS to widen engagement and communications.

15.2

Regarding Appendix A in relation to 'paid for meals' JTh clarified this was a result of a cancelled party night due to covid restrictions, where individuals who contributed personally to these meals were subsequently unable to attend. The establishment (Arta) did not offer a refund and through discussion, these hot meals were donated to Cowcaddens Fire Station rather than go to waste. It was noted that Finance and Procurement Directorate did not pay for a party night and the Register should be amended for complete clarity before being published on the website.

15.3

**ACTION: DJ**

**The Committee noted the report.**

## **16 ANNUAL UPDATE REPORT ON HMFSI BUSINESS**

16.1 GF presented the report to the Committee with an update on HM Fire Service Inspectorate's (HMFSI) inspection and reporting activity for 2021/22. The report also provides an update with regard to inspection work underway and planned for 2022/23, highlighting the following areas:

- During 2021/22 HMFSI concluded 2 Local Area Inspections (LAI's) in Argyll and Bute and Angus together with one Thematic Inspection of the management of Health and Safety with an operational focus.
- An additional fact-finding inspection was undertaken on preparations made in relation to COP26 Climate Change Event and concluded that SFRS had adequately planned and prepared for the Conference.
- A review into how the Service prepares for, and carries out firefighting in high rise buildings also formed part of the inspection with fieldwork almost concluded and the report being drafted. It is anticipated that the report will be laid in Parliament in July / early August 2022.
- HMFSI intends to move to a system of measuring performance against a range of themes across each of the Local Senior Officer (LSO) areas within one of the three Service Delivery Areas (SDA) and are currently in the planning and data collection stage to inspect in the East SDA.
- In relation to Climate Change and the impact on operational activity, the aim of this inspection is to assess the effectiveness, efficiency and preparedness of the Service and alignment to Scottish Government policies.

16.2 Regarding Climate Change, the Committee suggested that, if there was scope within the fieldwork, the Inspectorate look at how the SFRS is able to support fire services outwith Scotland in relation to tackling wild fires which are now occurring more frequently.

16.3 **The Committee noted the report.**

## **17 REVIEW OF ACTIONS**

17.1 AC confirmed that 11 formal actions were recorded during the meeting.

## **18 FORWARD PLANNING**

### **18.1 Committee Forward Plan Review**

18.1.1 There are no items to note for the Committee Forward Plan Review.

### **18.2 Items for Consideration at Future IGF, Board and Strategy Day Meetings**

18.2.1 There are no items for consideration at Future IGF, Board and Strategy Day Meetings.

**19 DATE OF NEXT MEETING**

19.1 The next meeting is scheduled to take place on 13 October 2022 at 1000 hrs.

There being no further matters to discuss the public meeting closed at 1245 hrs.

**PRIVATE SESSION**

**20 MINUTES OF PREVIOUS PRIVATE MEETING: WEDNESDAY 30 MARCH 2022**

20.1 The minutes of the private meeting held on 30 March 2022 were approved as a true record of the meeting.

**21 ACTION LOG**

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

21.2 **The Committee noted the rolling Action Log and approved the removal of completed actions.**

**22 INTERNAL AUDIT**

**Final Report: Investigation of Alleged Misappropriation of Smoke Detectors and Trauma Bags.**

22.1 GC presented the report to the Committee advising that Azets were requested by SFRS management to carry out an investigation into the facts surrounding the alleged misappropriation of these items.

22.2 **The Committee scrutinised the report.**



**Report No: B/ARAC/02-22**

**Agenda Item: 10.2ii**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>23 AUGUST 2022</b>						
<b>Report Title:</b>	<b>AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2021/22 TO THE BOARD AND ACCOUNTABLE OFFICER OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Report Classification:</b>	<b>For information only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to present the review of the Audit and Risk Assurance Committee (ARAC) Annual Report 2021/22, to the Scottish Fire and Rescue Service (SFRS) Board 'For Information Only' following its approval at the ARAC on 28 June 2022.						
<b>2</b>	<b>Background</b>						
2.1	Consistent with the Scottish Government Audit and Assurance Committee Handbook, and generally accepted principles of good corporate governance, the Terms of Reference of the SFRS ARAC calls for an Annual Report to the Board and Accountable Officer of the SFRS, summarising the Committee's work for the year past, and its opinion of the overall assurances it has received and issues it has considered.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The ARAC Annual Report supports and assists with the preparation of the Accountable Officer's 2021/2022 Annual Governance Statement (AGS), which was also scrutinised by ARAC on the 28 June 2022. Production of the ARAC Annual Report has therefore been timed to support the preparation of the AGS.						
3.2	The AGS provides further assurance in support of the SFRS Annual Report and Audited Accounts for 2021/22 which is scheduled to be presented to the SFRS Board around October/November 2022.						
<b>4</b>	<b>Recommendation</b>						
4.1	The Board are therefore invited to consider the contents of the ARAC Annual Report 2021/22 as set out in Appendix A, and provide feedback to the ARAC should it be necessary.						
<b>5</b>	<b>Core Brief</b>						
5.1	The Chair of the Audit and Risk Assurance Committee (ARAC) asked the Board to note the contents of the ARAC Annual Report 2021/22. The ARAC Annual Report assists with the preparation of the organisation's 2021/22 Annual Governance Statement (AGS), prior to inclusion in the Annual Report and Accounts of the Scottish Fire and Rescue Service for 2021/22 all of which support good corporate governance arrangements.						

<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A – SFRS ARAC Annual Report 2021/22 to The Accountable Officer and Board of the Scottish Fire and Rescue Service.	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Alasdair Cameron, Group Commander, Board Support Manager	
<b>Sponsored by:</b>	Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee	
<b>Presented by:</b>	Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee	
<b>Links to Strategy and Corporate Values</b>		
This links to SFRS Strategic Plan 2019-22. Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Audit and Risk Assurance Committee</i>	<i>28 June 2022</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>23 August 2022</i>	<i>For Information only</i>





## **SFRS AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2021/22**

**TO**

### **THE BOARD AND ACCOUNTABLE OFFICER OF THE SCOTTISH FIRE AND RESCUE SERVICE**

#### **1 Purpose**

- 1.1 In accordance with the Audit and Risk Assurance Committee's Terms of Reference this report has been prepared for the Board and Accountable Officer to provide the Committee's opinion on the effectiveness of governance, risk management and internal controls across the organisation. This opinion is based on the work received by the Committee over the year 2021/22 and is intended to assist with the preparation of the Annual Governance Statement.

#### **2 Background**

- 2.1 The report provides a high-level overview of the Audit and Risk Assurance Committee's work for the year 2021/22 and its opinion on:
- The comprehensiveness of assurances in meeting the Board and Accountable Officer's needs;
  - The reliability and integrity of these assurances in relation to their accountability obligations;
  - The implication of these assurances for the overall management of risk;
  - Any issues the Audit and Risk Assurance Committee considers pertinent to the Annual Governance Statement and any long-term issues the Committee thinks the Board and/or Accountable Officer should give attention to;
  - Financial reporting for the year, and
  - The Audit and Risk Assurance Committee's view of its own effectiveness.

#### **3 Summary of Audit and Risk Assurance Committee's Work**

- 3.1 In the period from April 2021 to March 2022 the Audit and Risk Assurance Committee has met five times. All meetings were conducted using MS Teams as a result of restrictions imposed by Covid-19 and to ensure the safety of our staff and stakeholders. To support transparency in the Committee business all public papers and minutes, continued to be accessible on the SFRS website. The ability and developments using MS Teams enabled members of the public to have access to meetings as an observer, should this be requested and as published on our [website](#). To further improve transparency, all public meetings were also recorded and recordings placed on the SFRS website.

- 3.2 The Committee comprises of five Non-Executive members. It has a quorum of three members and all meetings were quorate. The Committee has the relevant skills and experience collectively to assess the issues within its terms of reference. This conclusion was confirmed at a virtual workshop on 16 February 2022, at which the Committee confirmed compliance with its Terms of Reference.
- 3.3 All meetings were attended by senior management of the SFRS. Deloitte as the external auditors, Azets, who are SFRS's Internal Auditors and Her Majesty's Fire Service Inspectorate (HMFSI). This routine attendance provided the Committee regular access to all key assurance sources.
- 3.4 The key areas of the Committee's work are outlined in sections 4 to 10 below.

#### 4 Internal Audit

- 4.1 Azets were appointed as Internal Auditor partners at the start of 2020/21 for a 4 year period. [Progress reports](#) are presented at every meeting of the Committee outlining progress against the annual audit plan and the implementation of internal audit recommendations.
- 4.2 In reviewing the work of internal audit, the Committee:
- focused on the reported assurance levels, the quality and significance of audit recommendations and reasonableness the management responses to them;
  - Monitored the ongoing implementation of recommendations arising from current and prior year audits;
  - Praised the efforts of Azets and the Executive Team in completing the 2021/22 audit plan despite the continued Covid-19 challenges; Noting the requirement to defer the Workforce Planning Audit until 2022/23 for operational reasons and the need for an unplanned investigation into the SFRS Investigation Alleged Misappropriation of Smoke Defectors/Trauma Bags.
  - Held a private meeting with Internal Audit on 8th July 2021 which highlighted no issues of concern and reported positively on the working relationship between the internal audit team and SFRS staff. The next private meeting with internal audit is scheduled for 28 June 2022; and
  - Noted the overall opinion given by Internal Audit in its Annual Assurance Report, that the Scottish Fire and Rescue Service has a framework of governance, risk management and controls that provides **reasonable assurance** regarding the effective and efficient achievement of objectives.
- 4.3 ***The Committee concluded that Internal Audit's work was appropriately focused and, despite in-year challenges as a result of Covid-19, was sufficiently resourced. Based on the Committee's review of audit reports and the Auditor's overall opinion we can conclude that controls are generally operating effectively.***
- 4.4 Azets also presented their draft Internal Audit Plan for a two year period 2022/24 in March 2022. The Committee recommended the Board approve the [2022/24 Internal Audit Plan](#) which it did in April 2022 and it will take them to the end of their appointment period. In recommending approval of the new audit plan, the Committee stressed the importance of seeing audit reviews as an opportunity to 'add real value', going beyond simply the provision of assurance on controls. It was agreed that the audit team and the SLT would work together to ensure opportunities for achieving this outcome are identified and realised.

Azets have also engaged with HMFSI, including reviewing the HMFSI's plan for 2022/24 to identify opportunities for synergies and avoid any potential overlap or duplication of review activity.

## 5 External Audit

5.1 Deloitte were SFRS's external auditors for 2021/22 as appointed by the Auditor General for Scotland. This is Deloitte's final year of a 5-year appointment.

5.2.1 During the period under review, the Committee:

Agreed the scope, timetable for and planning of the external audit for 2021/22, through consideration of the Audit Plan. Key areas of interest of the Committee from the plan were:

- The approach to Materiality, setting out the materiality calculated and the changes in controls.
- Significant risks for the current year (2021/22) including operating within the expenditure limit, and management override of controls. Other areas of focus include pensions liability and the impact of Covid-19
- A special meeting of ARAC was held for the purposes of the Audit Dimensions and Best Value For the Year ended 31 March 2021 where the report was presented to the Committee for scrutiny and noted that this Wider Scope Review was a key part of the dual responsibility of the Public Sector Audit Model in Scotland. It covers financial management, financial sustainability, value for money, governance and transparency and concludes in a best value assessment. The report highlights several positive elements and also identifies areas of improvement.
- The Committee reviewed Deloitte's Wider Scope Review, including holding an additional meeting on 26 August 2021, to consider the Report and the concerns expressed by the SLT around the findings and conclusions, including the 'tone' adopted in reporting these. This was a constructive meeting, resulting in some adjustments to the report and the detailed action plan. Progress against the action plan has been a key focus for the Committee over 2021/22.
- The Committee also reviewed the draft 2020/21 annual report and external auditor's report, which provided an unqualified opinion. The Committee commended the efforts of the SFRS Finance Team in achieving this positive outcome, particularly given the challenges encountered during the year.
- Held a private session with External Audit in October 2021, no matters were raised that would require to be disclosed in this report. The Committee will consider the draft 2021/22 Accounts and the external auditor's report at its October 2022 meeting.
- Details for audit fee and reaffirmation of their independence.

## 6 Her Majesty's Fire Service Inspectorate

6.1 The HMFSI attends and presents progress update reports at each ARAC with an Annual Update Report, being presented to the ARAC in June 2022.

6.2 During 2021-22 HMFSI concluded 2 Local Area Inspections (LAI's):-

- Argyle & Bute (published December 2021)
- Angus (published March 2022).

Both LAI's concluded predominantly positive impressions about the commitment and quality of the SFRS within the areas.

6.3 During 2021-22 HMFSI completed the following Thematic Inspection:-

- The Inspection of 'Management of Health and Safety: An Operational Focus' was (laid in Parliament in April 2022). The report concluded the SFRS has a good understanding of its duties relating to H&S, with good structures in place for developing H&S related plans and monitoring activities and investigating events. H&S is positively promoted across the

Service by senior leaders and through our fieldwork we have been able to identify areas that staff feel are good practice. The report contained 8 Recommendations and 25 Areas for Consideration and 9 Areas of Good practice for SFRS to consider.

- 6.4 In addition, during the reporting period 2021-22, there was a request by Scottish Government for HMFSI to conduct a review around the appropriateness of steps taken by the SFRS in preparing for the United Nations Framework Convention on Climate Change (UNFCCC) 26th Conference of the Parties (COP26) which was undertaken and published in October 2021. The report concluded that, at that point, the SFRS had adequately planned and prepared for the COP26 Conference.
- 6.5 An overview of the key themes and focus for the forthcoming year 2022/23 is also set out within the Annual Update Report. HMFSI will also continue to maintain contact with both the Internal and External Auditors to progress areas of shared work which is essential to reduce any duplication of work where not necessary. The Reports themselves are published on the HMFSI [Website](#) which details the assurances and recommendation to the SFRS.
- 6.6 The Committee welcomes the [Chief Inspector's Plan 2021-24](#), which outlines how HM Fire Service Inspectorate in Scotland (HMFSI) will meet its statutory purpose to inquire into the efficiency and effectiveness of the Scottish Fire and Rescue Service (SFRS) to assist in its continuous improvement.

## 7 Risk Management

7.1 During the year the Committee:

- Reviewed regular updates on risk management arrangements and revisions to the Strategic Risk Register (SRR) and alignment to the Directorate Risks (DR)
- Spotlighted particular risks that are aligned to the business of each Committee of the Board asking the responsible risk owner to provide updates to each respective Committee which for ARAC during 2021/22, covered: -
  - SPPC008 Corporate Social Responsibility and Sustainability
  - SD012 Community Safety and Resilience
- The Committee commends the work that has been undertaken to ensure robust risk management arrangements are in place and followed across the SFRS. Further work is needed to develop a proportionate approach to risk appetite; and ensuring the committees of the Board fully understand the structure and content of the various risk reports and how these are used to best effect to support appropriate scrutiny. A workshop was held on 31 March with the Board and SLT to help define risk appetite and there will be a further session in July to build on this.

7.2 **Based on its scrutiny of risk, and recognising the further work needed on risk appetite, the Committee is satisfied that there is well developed and continually improving, risk management arrangements in place.**

## 8 Financial Reporting

8.1 During the year the Committee:

- Reviewed and approved the accounting policies that underpin the financial statements.
- Considered in more detail the accounting policies relating to items of materiality in the financial statements:

- **Leases:** In particular the application of IFRS 16 (all leases to be considered as Finance rather than Operating). The Service has chosen only to consider leases above the value of £4,000. This includes radio masts, properties and vehicles but exclude things like photocopiers.
- **Componentisation of properties:** only material assets over the value of £500K will be componentised, i.e. treat each element differently for valuation and depreciation.
- **The impact of the Goodwin case on Pensions liabilities:** the Goodwin case relates to where a female member in an opposite sex marriage is treated less favourably than a female in a same sex marriage or civil partnership. Our actuaries have noted the impact is likely to be minimal (significantly less than 0.1% of liabilities) and have not separately identified the cost. Information is not readily available to calculate the value although an attempt could be made at several thousand pounds per scheme (there are 9). This work has therefore not been commissioned as deemed immaterial although Deloitte have noted this as an unadjusted error in previous years' Accounts and are likely to do so again in 2021/22.
- Received assurances from the work of internal and external audit about the financial systems and controls that provide the figures for the accounts for 2020/21.

8.2 ***The Committee is satisfied that the accounting policies adopted for the preparation of the 2021/22 accounts are appropriate and that it has received reasonable assurance on the financial systems and controls.***

## **9 Audit and Risk Assurance Committee Effectiveness**

- 9.1 The Committee considers that it has operated in accordance with its Terms of Reference (ToR) pursuing the appropriate issues of risk assurance and internal control, and that its challenge and scrutiny function continues to be robust.
- 9.2 The Committee ToR were reviewed at their workshop in February 2022 and amended and approved by the SFRS Board on 28 April 2022.
- 9.3 At the Committee's operational level, improvements continue to be made where appropriate to the management of meetings, including the forward planning of agendas of business for the year ahead. Specific forward planning and pre-agenda meetings were held to further support this approach.
- 9.4 Administrative arrangements continually improve with revised templates and guidance being provided for corporate level papers as approved by the SFRS Board, to ensure that reports contain an appropriate level of classification in order to assist Committee members scrutinise and challenge effectively, with risk and assurance being much more of a focus of when reporting to Committee and the Board in general.
- 9.5 The Committee continue to receive a complete oversight of the management and scrutiny process for independent audits and subsequent action plans through a high-level dash board. This has strengthened the governance in this area and the level of scrutiny being applied.
- 9.6 The Committee's effectiveness continues to rely heavily on the support provided by the Board Support Team, which, despite the challenges of the pandemic, has once again shown to be of the highest quality.

## **10 Conclusions**

- 10.1 Overall the work of the Committee during the period under review and the assurances received, enables ARAC to conclude that the SFRS has effective governance, risk management and internal control arrangements in place.

- 10.2 Looking ahead at the risks and challenges facing SFRS it is clear that the continuing need to adjust business operations as a result of the pandemic will feature large, including the risk that it fails to fully recognise and embed the benefits from this experience. Ensuring the Service adequately plans for a sharp tightening fiscal future and responding to the growing threat of Cyber crime will also be key areas of focus for the Committee over 2022/23 and beyond.

**Brian Baverstock**  
**Chair of Audit and Risk Assurance Committee**  
**Scottish Fire and Rescue Service**

**28 June 2022**



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – PEOPLE COMMITTEE**

**TUESDAY 21 JUNE 2022 @ 1000 HOURS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Mhairi Wylie (Chair) (MW)  
Malcolm Payton (MP)  
Paul Stollard (PSt)

Steve Barron (Deputy Chair) (SBa)  
Fiona Thorburn (FT)

**IN ATTENDANCE:**

Liz Barnes (LBa)	Director of People and Organisational Development
Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Bruce Farquharson (BF)	Head of Training
Scott Semple (SSe)	Head of People and Organisational Development
Lyndsey Gaja (LG)	Head of People and Organisational Development
Jim Holden (JHo)	Head of Safety and Assurance
Ceri Dodd (CD)	Deputy Head of Human Resources and Organisational Development
Mary Corry (MC)	People and Organisational Development Business Manager
Sandra Haig (SH)	HROD Manager
Roz Munro (RM)	HROD Manager
Justin Smithson (JS)	Clinical Lead (Occupational Health)
Kirsty Darwent (KD)	Chair of the Board
Alasdair Cameron (AC)	Group Commander, Board Support
Heather Greig (HG)	Board Support Executive Officer
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader / Minutes

**OBSERVERS**

Lynn Mills, Scottish Government

**1 CHAIR'S WELCOME**

- 1.1 The Committee Chair opened the meeting, welcomed those present and in particular, Andrew Watt to the People Committee in his new role as Assistant Chief Officer, Director of Training, Safety and Assurance.
- 1.2 The Committee were reminded to keep their microphones on mute unless speaking and use the hand raising function on MS Teams, in accordance with the remote meeting protocol, should they wish to ask a question.

**2 APOLOGIES FOR ABSENCE**

- 2.1 No formal apologies were received.

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

3.1 No items were identified to be taken in private.

### **4 DECLARATIONS OF INTERESTS**

4.1 No conflict of interest were declared.

### **5 MINUTES OF PREVIOUS MEETING: THURSDAY 3 MARCH 2022**

5.1 The minutes of the meeting held on 3 March 2022 were approved as an accurate record of the meeting.

#### **5.2 Matters Arising**

5.2.1 No matters arising from the minutes of the previous meeting.

### **6 ACTION LOG**

6.1 The Committee considered the Action Log, noted the updates and approved the removal of the closed items.

### **7 ANNUAL VALUE ADDED STATEMENT 2021/22**

7.1 MW presented the People Committee (PC) and Remuneration, Appointments and Nominations Sub-Committee (RANSC) Annual Value Added Statement 2021/22, outlining evidence of how the Committee supports the effective functioning of the Board for approval.

7.2 **The Committee approved the Annual Value Added Statement 2021/22.**

### **8 EMPLOYEE PARTNERSHIP FORUM REVISED TERMS OF REFERENCE**

8.1 SBa presented a revised Employee Partnership Forum (EPF) Terms of Reference (ToR) to the People Committee as part of an annual review and for recommendation prior to submission for approval by the Scottish Fire and Rescue Service (SFRS) Board, thereby ensuring the continued effectiveness of the governance arrangements and for positive employee partnership working within the SFRS. SBa advised the Committee that changes were procedural and highlighted the following updates -

- Update throughout the ToR to state 'Representative Bodies' as opposed to referencing 'Trade Unions' to align with our revised Working Together Framework.
- 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 twelve months and reviewed as part of the Annual Governance Review April 2023.

8.2 AC clarified at Section 5, Rights, that it should include the ability for the Forum to hold private workshop sessions as required for development purposes to accommodate organisational input and support. In terms of any short life working group, AC added that this would likely require more resource and input, which would need further discussion and approval from the Committee and Board. SBa to provide a verbal update on the discussions during item 14 of the agenda.

8.3 The Committee sought amendment to the wording of Section 7.2 for the ease of reading.

**ACTION: BST**

8.4 **Subject to amendments noted, the Committee recommended the Employee Partnership Forum's revised Terms of Reference for approval by the Board.**



## 9 PERFORMANCE AND RISK REPORT QUARTER 4 2021/22

### 9.1 People and Organisational Development (POD)

9.1.1 LG presented the POD Progress and Performance Report Quarter 4 2021/22 to the Committee. The following key areas were highlighted from the Executive Summary:

- Recent changes to Firefighter (FF) pension arrangements mean that FF's who are over 50 years old and have more than 25 years' service now have the option of retiring earlier than previous workforce planning assumptions indicated. This has the potential to significantly alter the Service's retirement profile, impacting headcount, operational availability and skills profile. A Staffing Tactical Action Group (TAG) has been set up, supported by a Staffing Solutions Team, to identify and implement mechanisms to mitigate the impact of increased retirements. Options being progressed include on-call to wholetime migration, inter-service transfers, re-employment and increased recruitment into wholetime and on-call rolls.
- Recruitment continues to be a challenge in a highly competitive labour market. The number of vacancies increased by 47 (3.8% increase). The vacancy rate in Operations Control has increased from 2.3% to 6.6% since the previous quarter, due to a combination of early retirements and leavers. This is being addressed through recruitment campaigns, promotion of flexible working options and succession planning. Fifteen new trainees have since joined Operations Control in Q1 2022/23.
- The overall absence rate increased from 5.56% in Q3 to 6.57% in Q4. Short term absences increased whilst long term absences decreased during this period. The short-term absence rate was driven by Covid-19 cases, where the number of days lost to sickness (displaying Covid-19 symptoms) more than doubled to 14,025 compared to 6,405 the previous Quarter. This was the highest number of Covid-19 sickness absence days lost recorded by the Service since the start of the pandemic, however absence levels have since returned to pre-pandemic levels following the end of Government regulations around testing and self-isolation at the start of May.

9.1.2 With regard to the Staffing TAG, the Committee sought clarification on when the planning processes would be able to take account of the spending review implications. SS advises of considerable piece of work currently being commissioned by Senior Leadership Team (SLT) and is in the mindset of Staffing TAG at present.

9.1.3 LG would circulate (via email) further information to provide greater insight of the attrition rate outside retirement and risks associated, together with any impact to recruitment and retention.

**ACTION: LG**

9.1.4 The Committee asked in relation to section 2.1.2 (discipline cases), in particular breaches of the Code of Conduct regarding criminal convictions, whether there was any correlation with the PVG process. LG explains that while a number of these convictions occurred outside the employment environment, a significant amount of work has been carried out and promoted across the Service in relation to the Dignity and Respect at Work policy which may have heightened awareness, resulting in issues being addressed in the correct and appropriate manner.

9.1.5 The Committee suggested that with Retained Duty System (RDS) and Volunteer Duty System (VDS) vacancies remaining high they would expect to hear at a future meeting when these will be returning to 'business as usual' levels.

9.1.6 The Committee referred to Section 2 (Support, promote and monitor the development of a diverse workforce and inclusive culture, aligned with SFRS values) and suggested that the 3 measures used to highlight this were not aligned. The Committee would like to see closer alignment with the measures and the objective at future meetings.

9.1.7 The Committee conveyed their thanks to LG for providing a comprehensive report.

9.1.8 **The Committee scrutinised the report.**

## 9.2 Training, Safety and Assurance

9.2.1 BF presented the Training, Safety and Assurance Progress and Performance Q4 Report 2021/22 and highlighted the following key successes for the Training Function within this quarter:

- 63 Wholetime Trainee Firefighters completed the new Foundation Training Programme delivery model at the National Training Centre.
- Following a review of the Training for Operational Competence (TfOC) Framework, the new TfOC went live on 4 April 2022 which has been well received and allows a more targeted approach in the delivery of Training.

9.2.2 BF offered clarity to the Committee on the following three points:

- Page 61 of the report shows a drop in the number of Flexi Duty Officers (FDO) who have completed the TfOC module, reasoning that each time an FDO gains promotion they will always be behind the curve in relation to the number of modules completed as these are calculated each April in the reporting year.
- Page 64 and 65 shows delivery of more than 100% in relation to water rescue and mask decontamination, following review, more people have now been trained than is required.
- Page 68 of the report shows VDS Personnel having only achieved one of the advanced modules but explained that this is over and above the twelve standard modules required to carry out their duties. This is due to the reduced number of incidents in which volunteers would be mobilised to, predominantly road traffic collisions and wildfires.

9.2.3 The Committee thanked BF for the detailed report.

9.2.4 JHo presented the Training, Safety and Assurance Progress and Performance Q4 Report 2021/22 and highlighted the following key areas within Safety and Assurance Annual Improvement Plan:

- Of the 85 Actions to date, the Service displays 71% progress towards completion, advising that dips were in relation to specific actions within the Service Delivery Area (SDA) plans regarding SDA Handbooks in which progress has now been made.
- Reduction in RIDDOR Reportable events of 40% which shows a positive trend.
- One of the key events where injuries occurring at primary fires where reporting of such incidents are most common.
- Downward trend in relation to training injuries-
- In relation to the types of events, injuries relating to Compartment Fire Behaviour Training (CFBT) and musculoskeletal (MSK) injuries, these continue to be an issue within the training environment. An action plan is now in place for CFBT which is being progressed within the training function and MSK group are looking at specific issues as well as the MSK campaign which is expected to go live in August.
- Working days lost due to health and safety events showed a reduction in long term absences and remains very low. Causations of short term absences are from moving objects, gates and doors, all of which is avoidable if guidance was followed, situational awareness would eliminate these types of injuries. Further instruction has been issued regarding stowage of equipment within appliances
- Downward trend in near misses however the ratio gives the Department cause for concern in terms of the number of near misses in relation to RIDDOR reportable events, despite promotional campaigns and issuing of fact sheets. In trying to be proactive, an anonymous hazard reporting option will be made available in due course. Trends in near misses include leaks in Breathing Apparatus (BA) sets mostly relating to hoses and stowage issues which have resulted in the setting up of a working group and external advice has also been sought.

- Acts of Violence continues to increase. These issues were being addressed through Partnership working in which a pledge of zero tolerance has been signed by colleagues within the Local Authority, NHS and Ambulance Service which has had a degree of success in terms of raising awareness.
- Increase in vehicle accidents (slow speed manoeuvres). The Drivers Safety Group is collating approaches taken in the North Service Delivery area and will look to mirror this across the Service. An interactive Low Speed Manoeuvre Module has also been introduced as part of TfOC in Q1 and will take the student through a series of hard hitting case studies and addresses potential harm which may result in prosecution.

9.2.4 The Committee thanked JHo for the detailed report, acknowledging the hard work required to keep RIDDOR levels as low and congratulated the team on zero RIDDOR's within the last quarter adding that this type of achievement should be headlined.

9.2.5 In relation to acts of violence, the Committee asked if these are broken down into types of violence, for example physical or verbal. JHo advised that most of these acts are verbal and that physical acts involve objects being thrown at appliances. The Committee queried whether the higher awareness has had a positive impact on the number of incidents being reporting. JHo reminded the Committee of the work carried out to promote the reporting of incidents and encourage staff to log any type of violent incident.

9.2.6 In relation to low speed manoeuvres, the Committee asked as part of basic training for a new driver, whether drivers are also trained in being a Banks person and how to use one. BF advises that this task is part of Firefighter training and Drivers are taught how to use a Banks person during their training process, this reinforcement forms part of the ongoing 3-year maintenance phase development planner and the modules within.

9.2.7 The Committee offered assistance in relation to acts of violence whether via communications networks or offering support to staff members who have gone through the trauma of verbal or physical abuse incidents and would encourage the Executive to ask the Board for direct support and ensures a supportive response.

9.2.8 The Chair wished to make note within the minute of achieving zero RIDDOR. The Committee congratulated everyone involved in this significant achievement and will make the Board aware of this.

9.2.9 **The Committee scrutinised the report.**

### **9.3 Staffing Tactical Action Group Update**

9.3.1 LG provided a verbal update on Staffing TAG which has been formed to lead the activity in the Service on addressing the challenges faced due to the changes in the retirement profile and to support work in carrying through these actions, a Staffing Solutions Team (SST) has been created. The SST were working on six distinct work packages covering different areas of activity, which include:

- Staffing and skill rebalancing, asking what is the retirement profile doing to staffing numbers and distribution of skills across Operational colleagues
- Staffing Business continuity arrangements to ensure that this area is appropriately refined or amended as required by changes to retirement profile.
- The Group will also look at the capabilities within the Day Duty population and when/how we may want to use colleagues currently in Day Duty roles to support the 5 Watch Duty System.
- Significant amount of work is also linked to the activity of the On-Call Improvement Programme around On-Call to Wholetime migration for those On-Call colleagues seeking a Wholetime career within the Service and look to expedite their pathway to competence in recognition of their current skills.
- Re-employment and maximising availability policy is being reviewed and discussions with colleagues around abatement and Pensions being mindful not to provide Pension advice

but making sure access to accurate information is available and how re-employment into a different role may or may not affect their Pension. Local Senior Officers (LSO) within Service Delivery areas have been discussing with colleagues who are potentially in scope for the Pension changes to explore re-employment opportunities.

- Management of pre-arranged overtime and how this can be used to maintain availability.

9.3.2 In addition, a significant amount of work is being undertaken by Workforce Planning Team to model what the retirement profile may look like over the next couple of years and using this to inform Wholetime Firefighter campaigns and promotion campaigns.

9.3.3 SS advises of significant challenges ahead in plugging the experience gap but also gives us the opportunity to reshape the Organisation. SS praises the relationship with Staffing TAG, SST and Rep bodies who are working exceptionally well together and wishes to highlight this to the Committee.

9.3.4 LB wished to emphasise that People and Organisational Development (POD) are currently looking at realigning focus on Leadership Development to help plug the gap that losing a number of Managers and Senior Personnel creates so that we are expediting the development of people to avoid diluting leadership capacity.

9.3.5 The Committee are enthused by the report due the scope of strategic changes within the Organisation.

9.3.6 **The Committee scrutinised the verbal report.**

## **10 INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE**

### **10.1 Training of RDS Personnel**

10.1.1 BF presented the HMFSI Report relating to the Training of RDS Personnel and gave an update following the independent audit.

10.1.2 BF explained that the Action Plan is currently 92% complete and all other actions are nearing completion.

10.1.3 The Committee are asked to consider a revised due date for action 9.3 relating to improving Broadband capacity at RDS stations in the new Wide Area Network (WAN) contract to May 2022 which is recognised as past, this relates to ICT work to improve the situation which reached 100% completion in mid-May as opposed to the anticipated completion date of March 2022.

10.1.4 The Committee are also asked to consider action 21.1 be moved to business as usual following emergence from Covid working practices as networking and engaging in training now become business as usual.

10.1.5 The Committee thanked BF for delivering the report and are content with the requests.

10.1.5 **The Committee scrutinised the report.**

*(The meeting broke at 1100 hrs and reconvened at 1108 hrs)*

## **11 HEALTH AND SAFETY ANNUAL REPORT 2020-2021**

11.1 JHo presented the report which provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes. JHo apologised for the delay in bringing this report before The Committee, explaining the reasoning for a significant amount of re-prioritisation within the period.

- Many of the existing health and safety arrangements had been reviewed and updated to ensure appropriate control measures were in place to manage the new hazard. The changes were necessary to ensure continued safety of staff and the public whilst

maintaining a high level of emergency response, these changes were recognised by the Health and Safety Executive (HSE).

- SFRRS continues to carry out benchmarking of H & S performance against other UK Fire and Rescue Services (FRS's) where data is available. For this reporting period, usable data was received from 6 of the other 50 UK FRS's.
- The total number of accidents, injuries and RIDDOR's show a positive downward trend. Body movement and manual handling was the most common cause of accidents / injuries. This equates to one injury sustained every 6,583 operational incidents attended compared to one in 3,054 in the previous reporting year.
- Inaccuracy at item 3.6 of the report relating to slips, trips and falls, this will be adjusted to read an increase of 70%, not 11% as reported. These were primarily associated with inclement weather.
- There were no specified RIDDOR injuries during the reporting year compared to 3 in the previous reporting year. All RIDDOR's (17) were over 7-day accident / injuries events.
- Although reported separately, SFRRS 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 transmissions and subsequently reported to the HSE under RIDDOR.
- Near miss reporting has a ratio of 9:1 which shows a reduction from the previous year split between 47% operational issues and 44% property issues.
- Analysis of accident / injuries by activity indicate a 16% decrease in events occurring at operational incidents with a Firefighter injured every 1,258 operational incidents attended.
- A vehicle accident is reported every 590 operational incidents attended, although a 10% decrease from the previous year, this still shows the need for continued improvement.

11.2 The Committee are encouraged by benchmarking against other UK FRS's and commented on the value in this process.

11.3 The Committee commented on the delay in the presentation of the Annual Report and were advised that the actions highlighted within the report had been progressed timeously. It was the intention for the 2021/22 Annual Report to be brought to the Committee later this year.

11.4 The Committee praised the report and the positive effect on the Department and function within the Organisation

11.5 **The Committee scrutinised the report.**

## 12 MENTAL HEALTH STRATEGY / MENTAL WELLBEING CHAMPION UPDATE

12.1 SH presented the report to the Committee providing an update on progress of the Mental Health and Wellbeing Action Plan and implementation of Mental Wellbeing Champion Model. SH highlighted the following areas

- The Service was now aligned to the UK's Blue Light Together 'Mental Health at Work Commitment' signed by the senior leaders of the emergency service bodies in the UK, adopting its six commitments and integrating them into our action plan which will allow SFRRS to measure its success by benchmarking against other FRS's.
- Absence levels continue to be a key issue due to psychological reasons related to mental ill health. In 2020/21, 373 employees were absent resulting in 10,080 days being lost which carries associated resourcing challenges.
- A pattern of change is noticed in the referrals being received from self-referrals and management referrals and notes an increase in the number of referrals received via the crisis route which suggests that staff are seeking help and support earlier.
- Another key element of the services preventative approach was the creation of a network of wellbeing champions, expectations were vastly exceeded in terms of the number of applicants and the process of appointment and development is well underway.

12.2 The Committee gained further insight into the role of a wellbeing champion and asked whether retirees could help as this may allow the group to tap into an excellent skill base. SH advises the upcoming campaign has reached far and wide and would include retirees in a wellbeing role.

12.3 The Committee thanked SH and team for excellent work and wished them well. SS added that the impact of the Group was massive and embraced within the Service.

12.4 **The Committee scrutinised the report.**

### 13 PEOPLE COMMITTEE RISK REGISTER

#### 13.1 Committee aligned Directorate Risk

13.1.1 SSe presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Board and highlighted the following POD risks:

- POD004 (staff recruitment): The probability score increased from 3 – 4 to reflect current market conditions and challenges experienced around pay and ability to onboard quickly when recruiting to vacancies.
- POD008 (medical restrictions): The probability score decreased from 3 – 2 given the progress made in recruiting staff to the Health and Wellbeing Team.
- POD009 (employment tribunals): The impact has decreased from 5 - 3 with recent conclusion of employment tribunal cases bringing this to a small number, along with introduction of revised Dignity and Respect policy.

13.1.2 JHo highlighted the following H&S risks:

- TSA009 (Health and Safety Legislation and TASS system): Probability increased from 4 - 5 due to continued challenges within ICT.
- TSA010 (staff resources): Risk of insufficient staff capacity and resources available to meet service demands with regard improvement plan and HSMS due to the impact of pension changes within uniformed staff.
- TSA003 (lessons learnt): An organisational learning group has been established which will ensure outstanding actions are prioritised accordingly.
- TSA005 (Health and Safety Legislation and audit programme): H&S auditor has now been appointed and audit programme was being progressed.

13.1.3 BF highlighted the following progress made within Training Resources:

- Police Scotland would assist in the delivery of Emergency Response driving modules and would train 2 FDO's in Borders area.
- Emergency Services Training co-ordination group are looking at areas of overlap in specialist training and seeking to generate shared capacity.
- Capacity to recruit trainees has been increased with 96 trainees on the next 2 courses of Wholtime Firefighter Foundation Programme which is an increase of 30+ on previous courses.
- The current Service Delivery model was being utilised for Rural Full Time Support Officers and building a role for a training instructor, delivering training at point of need rather than bringing staff into a central location. This was more efficient and allowed specialist training to be delivered in rural locations.

13.1.4 **The Committee scrutinised the report.**

#### 13.2 Risk Spotlight: SD006 On Call Retained / Volunteer Duty System People Specific and around Recruitment / Training

13.2.1 SS presented the Risk Spotlight Briefing note to the Committee and noted the following key points:

- Service Delivery Risk SD006 (There is a risk the Service Delivery is unable to maintain an effective level of capacity and resource within the Directorate because of challenges relating to the recruitment, promotion and retention of staff): Meaning that Service

Delivery does not meet its statutory duties and POD Directorate Risk - The risk of being unable to support the recruitment of staff across SFRS in a timely manner and aligned with workforce planning requirements and 2021 approved business cases due to prolonged recruitment processes or delayed recruitment scheduling resulting in a rise in vacant posts and an inability of SFRS to deliver core services.

- Current On Call deficiency of 1060 against Target Operating Model of 3693 full time equivalent based on legacy numbers.
- Controls and mitigation actions being taken include ongoing negotiations to standardise RDS terms and conditions, several projects to help attract and recruit staff, reviewing establishment methodologies and training at the 'point of need' as per the launch of Training for Operation Competency (TfOC). Work was also being progressed to provide variable contract options which would provide greater flexibility during specific challenging time slots.

13.2.2 The Committee commended the content of the report and were optimistic if progress continued on the same trajectory.

11.3 **The Committee scrutinised the report.**

## 14 PARTNERSHIP WORKING

### 14.1 Employee Partnership Forum

14.1.1 SBa provided the Committee with a verbal update detailing the content of EPF meeting on 19 May 2022 and proposes the establishment of a Short Life Working Group.

14.1.2 SBa advised the Committee that he was encouraged by the gender equality discussions and felt positive regarding the EPF being collaborative, inclusive and honest, however, felt that it exposed a challenge for the Service requiring the issues to be raised and prioritised.

14.1.3 Elaine Gerrard has agreed to lead on the Short Life Working Group with the intention of meeting three times over 3 months to highlight and consider evidence and finally to consider recommendations to take forward.

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

### 14.2 Partnership Advisory Group

14.2.1 LG advised there were no new items so the meeting was stood down.

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

## 15 REPORTS FOR INFORMATION ONLY

### 15.1 Leadership for Change Programme Update

15.1.1 CD provided an update on the Leadership for Change Programme (LfCP) following the first iteration of virtual delivery and detailed the future development and implementation plans for the programme

15.1.2 **The Committee noted the report.**

### 15.2 Graduate Recruitment Scheme

15.2.1 CD provided an update on the first year of the SFRS POD Graduate Programme Pilot and set out the initial steps for a wider rollout proposal.

15.2.2 The Committee asked of the strategic intent of the graduate programme in terms of diversity, perspective, skills and challenges to the perceived 'norms' of the organisation. CD highlighted that many of these were addressed in the original report, which would be recirculate for information, and also to broaden out with a discussion on future progress.

**ACTION: CD**

15.2.3 **The Committee noted the report.**

**15.3 Bullying, Harassment and Discrimination Project Update / Policy Review**

15.3.1 RM provided an update on progress being made on the review of the SFRS policies, procedures and supporting arrangements relating to the Bullying, Harassment and Discrimination project and for noting the amended Dignity and Respect policy and accompanying procedures.

**15.3.2 The Committee noted the report.**

**15.4 Statutory Health and Medical Surveillance**

15.4.1 JS provided an update on the current provision of 'fitness for work medicals', health and medical surveillance currently in place and to present an options appraisal, including recommendations on the implementation of further health and medical surveillance resource requirements not currently in place, following a gap analysis of 'at risk staff'

15.4.2 The Committee asked that costings are circulated to better support the rationale behind the decisions.

**ACTION: JS**

**15.4.3 The Committee noted the report.**

**16 FORWARD PLANNING**

**16.1 POD Policy Review Schedule Update**

16.1.1 MC presented the POD Policy Review Schedule Update report to the Committee for information advising the schedule has been reviewed taking into account the Directorate Plan and priorities for 2022, with a focus on essential policies and stakeholder engagement required moving forward.

**16.1.2 The Committee noted the report.**

**16.2 Health and Safety Policy Management Arrangements Forward Planning Schedule**

16.2.1 AW presented the Health and Safety Policy and Management Arrangements to the Committee for information, detailing that there are no new Management Arrangements (MAs) scheduled for development by HS Department. The agreed suite of MAs identified for development and publication within 2019 – 2024 forward plan schedule was completed within 2021 – 2022 financial year.

**16.2.2 The Committee noted the report.**

**16.3 Committee Forward Plan Review**

16.3.1 The following items were noted for future meetings:

- Health and Safety Annual Report 2021–2022 (date to be confirmed)
- Potential risk spotlight on the support mechanisms in place for Operations Control

**16.3.2 The Committee noted the Forward Plan**

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

16.4.1 There were no items noted.

**17 REVIEW OF ACTIONS**

17.1 AC confirmed that 4 formal actions were recorded during the meeting

**18 DATE OF NEXT MEETING**

18.1 The next meeting is scheduled to take place on Thursday 15 September 2022.

18.2 There being no further matters to discuss, the public meeting closed at 1244hrs



**PRIVATE SESSION**

**19 MINUTES OF PREVIOUS PRIVATE MEETING: 3 MARCH 2022**

19.1 The minutes of the private meeting held on 3 March 2022 were approved as a true record of the meeting.

**20 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE**

20.1 The draft minutes of the RANSc meeting on 3 March 2022 had been circulated to the Committee.

20.2 **The Committee noted the draft minutes.**

**21 PARTNERSHIP WORKING**

**21.1 Update from Employee Partnership Forum**

21.1.1 Update provided within the public session.

**21.2 Update from Partnership Advisory Group**

21.2.1 Update provided within the public session.

**22 KEY CASE UPDATES 2021/22 – QUARTER 4**

22.1 LG presented the report to the Committee providing an overview on employee relations cases which have resulted in claims to the Employment Tribunal

22.2 **The Committee scrutinised the report.**

Report No: B/FCS/12-22

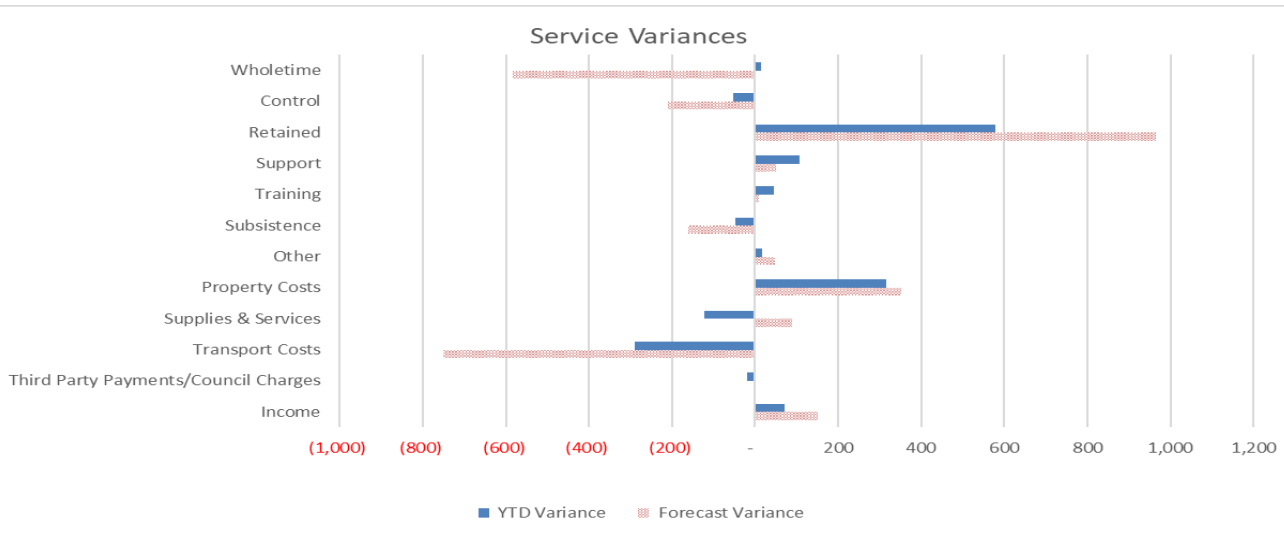
Agenda Item: 11

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>23 AUGUST 2022</b>						
<b>Report Title:</b>	<b>RESOURCE BUDGET MONITORING – JULY 2022</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <u><b>Board Standing Order 9</b></u>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	To advise the Board of Scottish Fire and Rescue Service (SFRS) of the Resource Budget position for the period ending 31 July 2022.						
<b>2</b>	<b>Background</b>						
2.1	The Scottish Government allocated funding to 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).						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A and B.						
3.2	These reports detail the current year to date underspend against budget of £0.615million. The forecast year-end position at this stage shows an overall overspend of £0.039million.						
3.3	Employee costs are underspent by £0.659million to date due to both on call staff and support staff costs being less than budget. Actual to budget variances on non employee costs have arisen due to hydrant maintenance, increased fuel prices and subsistence associated with training. This has been offset by savings in comparison to budget on rates and utilities.						
3.4	The forecast year-end position is a small overspend of £0.039million forecasted which is a significant improvement on previous forecasts. The forecast highlights that employee cost overspends are expected on wholetime £0.583million, Control £0.211million and other employee cost of £0.102million. The respective underspends are on call £0.964million and support £0.051million. On non-employee costs the main overspend forecasted is on transport costs of £0.752million, underspends forecasted are property costs £0.351million, £0.090million on supplies and services and additional income of £0.151million.						
3.5	The forecast position excludes costs for ESMCP which will be recovered separately from the Scottish Government.						

<b>4</b>	<b>Recommendation</b>	
4.1	The Board of Scottish Fire and Rescue Service is asked that the resource budget position for the period ending 31 July 2022 is noted.	
<b>5</b>	<b>Core Brief</b>	
5.1	The Acting Director of Finance and Procurement advised the Strategic Leadership Teams (SLT) of the resource budget position for the period ending 31 July 2022. The July resource monitoring report shows a current underspend against budget of £0.615 million, with a forecast year-end overspend of £0.039 million. This forecast position is on the basis that additional funding is received to support the Services investment in ESMCP.	
<b>6</b>	<b>Appendices/Further Reading</b>	
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 savings delivered during the year.	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Marcus Jenks, Decision Support Manager	
<b>Sponsored by:</b>	Lynne McGeough, Acting Head of Finance and Procurement	
<b>Presented by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>24 August 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>23 August 2022</i>	<i>For Scrutiny</i>

# Scottish Fire & Rescue Service Overview – July 2022

# Appendix A



## Forecast Full Year Headlines

### Underspends greater than £20,000

- WTFF – increased vacancies mainly due to the impact of the pension changes are reflected across a range of salary related costs. CPD due to staff in development rates of pay, Flexi pay due to delays in acting up chains and development rates of pay.
- Control – vacancies.
- RVDS – drill nights, turnouts, 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.
- Employee Other – optical vision aids.
- Property – electricity, rates.
- Supplies & Services – Firelink staff, uniform laundry.
- Third Party – Lifelines project multi agency contribution reduced.
- Income – electric vehicle charging grants.

### Overspends greater than £20,000

- WTFF – overtime, mainly to compensate for vacancies arising from the effects of the pension changes, payments in lieu of notice and holidays.
- Control – unbudgeted secondee, additional Station Commanders and overtime.
- RVDS – sickness and COVID related, standbys and bank hours (off duty uniformed staff deployed to RDS stations to maintain availability).
- Support – agency staff, overtime.
- Subsistence – accommodation for new recruits, increased unit costs, Health & Wellbeing support of recruitment activity.
- Transport – fuel prices, travel.
- Third Party – physician contract, security support, actuarial costs.

### Note

There may be both underspends and overspends within the same category of expense and these should be considered together.

£000

Period 4	1 April 2022 - 31 July 2022
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Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date				Year-End Projection		
				Budget	Actual	Variance		Forecast	Variance	
						£	%		£	%
(1)	(2)	(1)+(2)	(4)	(5)	(4)-(5)	(6)/(4)	(8)	(3)-(8)	(9)/(3)	
234,114	(386)	233,728	Employee Costs	77,314	76,655	659	0.9%	233,609	119	0.1%
226,123	(398)	225,725	Salary and Related Costs (including overtime)	75,176	74,531	645	0.9%	225,504	221	0.1%
153,772	(447)	153,325	Wholetime	51,129	51,116	13	0.0%	153,908	(583)	-0.4%
7,622	23	7,645	Control	2,535	2,587	(52)	-2.1%	7,856	(211)	-2.8%
26,504	(226)	26,278	Retained	8,641	8,063	578	6.7%	25,314	964	3.7%
38,225	252	38,477	Support	12,871	12,765	106	0.8%	38,426	51	0.1%
7,991	12	8,003	Other Employee Costs	2,138	2,124	14	0.7%	8,105	(102)	-1.3%
4,105	-	4,105	Early Retirement Charges	949	949	-	0.0%	4,105	-	0.0%
1,008	-	1,008	Training	320	276	44	13.8%	998	10	1.0%
1,623	12	1,635	Subsistence	487	535	(48)	-9.9%	1,795	(160)	-9.8%
1,255	-	1,255	Other	382	364	18	4.7%	1,207	48	3.8%
27,246	698	27,944	Property Costs	13,639	13,324	315	2.3%	27,593	351	1.3%
24,525	(324)	24,201	Supplies & Services	11,014	11,137	(123)	-1.1%	24,111	90	0.4%
6,392	(12)	6,380	Transport Costs	2,096	2,385	(289)	-13.8%	7,132	(752)	-11.8%
1,498	24	1,522	Third Party Payments	336	355	(19)	-5.7%	1,520	2	0.1%
2,143	-	2,143	Financing	119	119	-	0.0%	2,143	-	0.0%
295,918	-	295,918	<b>GROSS EXPENDITURE</b>	<b>104,518</b>	<b>103,975</b>	<b>543</b>	<b>0.5%</b>	<b>296,108</b>	<b>(190)</b>	<b>-0.1%</b>
(1,711)	-	(1,711)	Income	(434)	(506)	72	-16.6%	(1,862)	151	-8.8%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
294,207	-	294,207	<b>NET EXPENDITURE</b>	<b>104,084</b>	<b>103,469</b>	<b>615</b>	<b>0.6%</b>	<b>294,246</b>	<b>(39)</b>	<b>0.0%</b>

## 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, mainly community initiatives, training, drill nights and retainer fees 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 in Ukraine 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 supply chains restrictions may make it difficult to source some goods and materials leading to further price increases and potentially costs, planned for 2022/23, not being realised until 2023/24.
- 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.
- There is a risk that government tax changes to fuel duty may mean that the future forecast price assumptions are not correct.

### 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.

### Spending Review

- There is a risk that decisions made to address the spending review may impact core business activity and costs.

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.

### Hydrants

- There is a risk that the costs for hydrant maintenance may be greater than the current forecast due to addressing historical backlogs.

## 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.

### Loan Funds

- There is a risk that interest rate changes may result in the forecast assumptions for loan charges 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 31<sup>st</sup> July 2022**

## 1) INTRODUCTION

The attached report covers the period 1<sup>st</sup> April 2022 – 31<sup>st</sup> July 2022. It highlights a year to date underspend of £0.615 million (0.6% of the year to date budget) with a forecast overspend of £0.039 million (0.01% 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.
- Employees 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
September	Trainees	16	36	44	96
October	External Transfers	2	2	2	6
January	Trainees	24	36	48	108

### Overtime

- Forecast retirals and planned recruitment will have a direct impact on group shortage activity, with vacancies resulting in additional 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.
- Known retirals have been factored into the forecast.
- Staff in firefighter development roles will progress to competent pay after 36 months.
- Recruitment of 12 trainees is scheduled for September.

## 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 100 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, Training, Finance and Asset System (PTFAS) initiative have been charged against the capital budget and have been excluded from the resource forecast.

### e) Pay Awards

- Pay awards for staff have been forecast in line with the budgeted assumptions.

### f) Expenses

- Fuel costs are based on current prices and anticipated volumes.

### g) Grants

- It is assumed that costs in respect of the Emergency Services Mobile Communication Programme (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 July the following budget virements where made:

- To realign the budget for MTFA allowances. This resulted in a £2,000 increase in the WFFF Staff budget and a £2,000 decrease in Supplies and Services.
- To realign the budget for Training overtime. This resulted in a £7,000 reduction in the WFFF Staff budget and a £7,000 increase in Supplies and Services.

Virements Year to Date

The budget approved by the Board on 31st March 2022 reflected the financial forecast at the end of February 2022. 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	Safe & Well	POD Resource	Other	Revised Budget
Employee WT	153,770	(362)			-		150	(125)	(143)	-	46	-	(10)	153,325
Employee Control	7,622	(1)			-		24	-	-	-	-	-	-	7,645
Employee Retained	26,504	(226)			-		-	-	-	-	-	-	-	26,278
Employee Support	38,225	(84)			249		42	-	-	28	-	34	(17)	38,477
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)	125	144	(28)	(46)	(34)	2	24,201
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****13 UNDER**

Wholetime Firefighter (WTFF) employee costs are currently £13,000 underspent, representing 0.03% of budget.

Wholetime salaries and related costs are underspent by £1,073,000, overtime related costs, including National Insurance (NI), are overspent by £1,066,000 and seconded officer income is over recovered by £6,000.

The underspend in WTFF salaries includes:

- £952,000 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.
- £66,000 underspend in CPD payments. This is the result of vacancies and acting up chains. This means staff are being paid at development rates until they become competent and are not eligible for CPD payments.
- £33,000 underspend in respect of training instructor allowances. The underspend represents vacancies within the training structure.
- £19,000 underspend in Flexi Duty costs the result of delays in the acting up chain following retirements and an increase in the number of officers on development rates.
- £11,000 underspend in respect of costs for Additional Responsibility Allowances (ARA) as a result of vacancies.
- £50,000 overspend in respect of costs for payment in lieu of holidays.
- £42,000 underspend in respect of other salary related costs including National Insurance.

The overspend in overtime includes:

- £884,000 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.
  - Management of 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

- Overtime holiday pay, which is calculated using overtime earned over a rolling 12 month period, is £32,000 overspent. This reflects the increased levels of overtime incurred during 2021/22 due to COVID and COP26.
- Other overtime is £11,000 overspent.
- £139,000 overspend relating to overtime NI.

Seconded officer income is £6,000 over recovered due to an increase in the number of WTFF employees that are currently seconded. This should be seen in conjunction with WTFF salaries.

1.2 Forecast

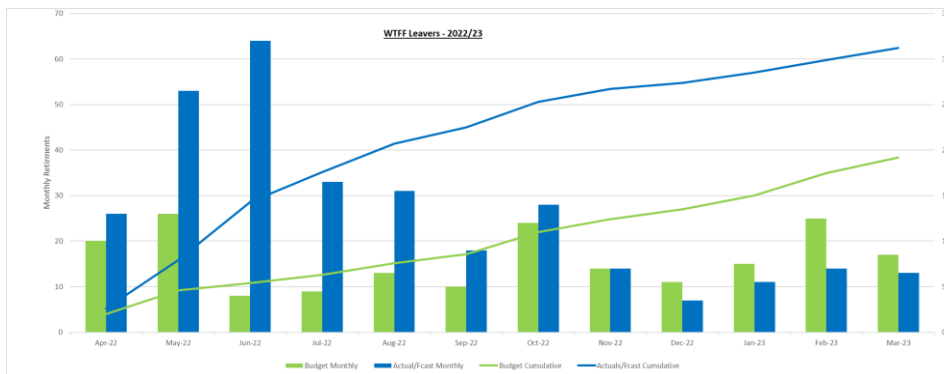
583 OVER

Wholetime employee costs are forecast to be £583,000 overspent, representing 0.4% of budget.

WTFF Salaries and related costs are forecast to be £4,673,000 underspent mainly due to the effect of the pension changes as detailed in section 1.1.

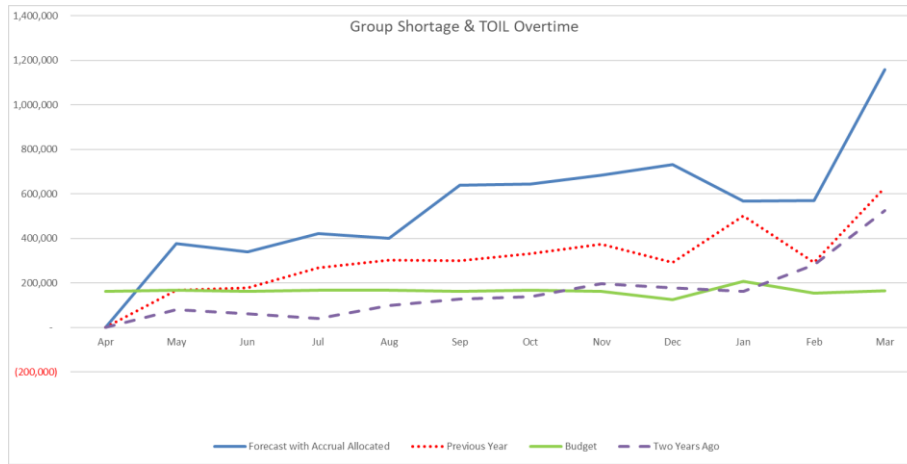
The forecast includes an increase of 48 new recruits and six transfers from the original budget, to partly mitigate the impact of the increase in retirements.

The graph below shows the effect of the pension changes and how the budgeted retirement profile, which was based on February 2022 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 November.



Overtime costs (including NI) are forecast to overspend by £5,295,000 as detailed in section 1.1. This is a reduction in the overtime forecast of £553,000 from last month and reflects the impact of overtime fatigue which in turn will affect operational availability. Overtime costs are forecast to increase above current levels, over the coming months, as the impact of the increased retiral rate continues to be felt. The graph below highlights the current forecast for Group Shortage and TOIL overtime.

## OFFICIAL



Seconded officer income is forecast to over recover by £39,000 as detailed in section 1.1.

The forecast overspend within WTFF should be considered alongside the underspend with the Retained and Volunteer costs.

### 1.3 Action to be Taken

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

The Staffing Tactical Action Group should continue to coordinate action to address the longer-term impacts of WTFF staffing.

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

In light of the Spending Review settlement a thorough financial evaluation should continue to identify where efficiencies can be delivered.

## 2 CONTROL FIREFIGHTERS

### 2.1 Year to Date

**52 OVER**

Control Firefighter costs are currently £52,000 overspent, representing 2.1% of budget.

Overtime costs (including NI) required to provide cover for vacancies and long term absence have resulted in a £104,000 overspend.

Unbudgeted costs for an employee who has been seconded to the Scottish Trade Union Congress account for a £7,000 overspend.

There is an underspend in salary related costs of £59,000 due to vacancies within the Control rooms which is partly offset by a temporary increase in the Station Commander structure.

**2.2 Forecast****211 OVER**

Control Firefighter costs are forecast to be £211,000 overspent, representing 2.8% of budget.

Overtime (including NI) is forecast to overspend by £283,000.

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 £94,000 which includes current vacancies partly offset by the planned recruitment of 12 trainees in September.

**2.3 Action to be Taken**

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 thorough financial evaluation should continue to identify where efficiencies can be delivered.

**3 RETAINED AND VOLUNTEER FIREFIGHTERS****3.1 Year to Date****578 UNDER**

Retained and Volunteer costs are currently £578,000 underspent, representing 6.7% of budget.

Drill nights are £393,000 underspent due to the voluntary increase in hours across the Service not being adopted in all areas, combined with vacancies at stations.

Turnout related costs are £133,000 underspent with activity being lower than budgeted.

Community initiatives, including Home Fire Safety Visits (HFSV) are £97,000 underspent.

Vacancies within the On-call workforce, mainly within the North Service Delivery Area (SDA) account for an underspend in Retainer and CPD costs of £89,000.

Training costs are £51,000 underspent due to reduced activity levels.

Sickness and COVID related costs are £106,000 overspent.

Bank hours, where wholtime firefighters are deployed to retained stations to ensure availability can be maintained, are £55,000 overspent.

Standby hours are £40,000 overspent.

Costs to support the Scottish Ambulance Service (SAS) are £14,000 overspent.

## OFFICIAL

Other Retained costs are £30,000 underspent, which includes £15,000 National Insurance savings.

### 3.2 Forecast

964 UNDER

Retained costs are forecast to be £964,000 underspent, representing 3.7% of budget.

Drill nights are forecast to underspend by £1,032,000 as detailed in section 3.1.

Retainer and CPD costs are forecast to underspend by £161,000. This includes the impact of additional recruitment which is expected as the year progresses.

Turnout related costs are forecast to remain £133,000 underspent with activity expected to be on budget for the remainder of the year.

Training costs are forecast to remain £51,000 underspent with activity expected to increase as the year progresses.

Community initiatives are expected to increase as the year progresses and are forecast to be £6,000 underspent.

Sickness and COVID related costs are forecast to overspend by £225,000.

Standby costs are forecast to overspend by £103,000.

Bank hour costs are forecast to overspend by £101,000 as detailed in section 3.1.

Costs to support SAS are forecast to remain £14,000 overspent.

Other Retained costs are forecast to be £24,000 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 thorough financial evaluation should continue to identify where efficiencies can be delivered.

The forecast underspend within Retained and Volunteer costs should be considered alongside the overspend within WTFF.

## 4 SUPPORT STAFF

### 4.1 Year to Date

106 UNDER

Support staff costs are currently £106,000 underspent, representing 0.8% of budget.

Vacant posts across the Service account for an underspend of £481,000.

Agency staff and private contractors, used to provide temporary resource until vacancies are filled, are £310,000 overspent.

Overtime (including NI), mainly due to vacancies within the fleet function, is overspent by £65,000.

**4.2 Forecast**

**51 UNDER**

Support staff costs are forecast to underspend by £51,000, representing 0.1% 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 £1,569,000 underspend.

Plans to increase recruitment of both temporary and permanent support staff are forecast to result in an additional 44 new starts during the year with associated costs of £924,000.

Agency staff and private contractors are forecast to overspend by £460,000, with a reduction in numbers expected as the year progresses and permanent employees take up posts.

Overtime (including NI), as detailed in section 4.1, is forecast to overspend by £134,000.

**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 thorough financial evaluation should continue 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 thorough financial evaluation should continue to identify where efficiencies can be delivered.

**6 TRAINING****6.1 Year to Date****44 UNDER**

Training costs are currently £44,000 underspent representing 13.8% of budget.

Learning & Development costs are £42,000 underspent, which includes planned savings to fund the unbudgeted secondee to the Scottish Trade Union Congress as detailed in section 2.1.

Training equipment costs are £10,000 underspent.

Specialist training courses within Directorates are £8,000 overspent.

**6.2 Forecast****10 UNDER**

Training costs are forecast to underspend by £10,000 representing 1.0% of budget.

Learning & Development costs are forecast to be £22,000 underspent, the result of planned savings to fund the unbudgeted secondee to the Scottish Trade Union Congress.

Specialist training courses within Directorates are forecast to overspend by £10,000.

Training equipment costs are forecast to overspend by £2,000.

**6.3 Action to be Taken**

A review of capacity to support training activity, taking into account current WFFF vacancies, should be undertaken.

In light of the Spending Review settlement a thorough financial evaluation should continue to identify where efficiencies can be delivered.

**7 SUBSISTENCE****7.1 Year to Date****48 OVER**

Subsistence costs are currently £48,000 overspent representing 9.9% of budget.

Training subsistence costs are £22,000 overspent which includes unit cost increases and costs for the January 2022 intake extending into the current financial year.

Other subsistence costs are £26,000 overspent mainly within the SDAs with an increase in accommodation, specifically in more rural areas. In addition, Health & Wellbeing activity to support recruitment has also contributed to the overspend.



**7.2 Forecast 160 OVER**

Subsistence costs are forecast to be £160,000 overspent representing 9.8% of budget.

Training subsistence costs are forecast to overspend by £85,000 reflecting the increased number of recruits that are scheduled during the remainder of the year.

Other subsistence costs are forecast to overspend by £75,000 as detailed in section 7.1.

**7.3 Action to be Taken**

In light of the Spending Review settlement a thorough financial evaluation should continue to identify where efficiencies can be delivered.

**8 OTHER EMPLOYEE COSTS****8.1 Year to Date 18 UNDER**

Other employee costs are currently £18,000 underspent representing 4.7% of budget.

Costs for optical vision aids are £18,000 underspent.

**8.2 Forecast 48 UNDER**

Other employee costs are forecast to be £48,000 underspent representing 3.8% of budget.

Costs for optical vision aids are forecast to be £48,000 underspent.

**8.3 Action to be Taken**

In light of the Spending Review settlement a thorough financial evaluation should continue to identify where efficiencies can be delivered.

**9 PROPERTY****9.1 Year to Date 315 UNDER**

Property costs are currently £315,000 underspent representing 2.3% of budget.

Utility costs, mainly in respect of electricity, are £168,000 underspent due to reduced consumption which includes the effect of solar panel installations.

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

Other property costs are £3,000 overspent.

**9.2 Forecast****351 UNDER**

Property costs are forecast to be £351,000 underspent representing 1.3% of budget.

Rates are forecast to be £183,000 underspent as detailed in section 9.1 with further savings forecast on bills that have yet to be received.

Utility costs are forecast to be £167,000 underspent with caution being applied to future costs due to the volatile nature of these commodities.

Other property costs are forecast to be £1,000 underspent.

**9.3 Actions to be Taken**

In light of the Spending Review settlement a thorough financial evaluation should continue to identify where efficiencies can be delivered.

**10 SUPPLIES & SERVICES****10.1 Year to Date****123 OVER**

Supplies & Services are currently £123,000 overspent representing 1.1% of budget.

Hydrant maintenance costs are £221,000 overspent with a significant increase in repairs being carried out by the supplier over the first four months of the year.

Engineering inspection costs are £13,000 overspent following a price increase which was applied when the contract was renewed.

Insurance premium costs are £8,000 overspent.

Uniformed laundry costs are £69,000 underspent due to reduced volumes.

Catering costs, mainly within the training campuses are £22,000 underspent.

Firelink staff costs are £19,000 underspent due to fewer staff currently being allocated to this project.

Other Supplies & Services are £9,000 underspent.

**10.2 Forecast****90 UNDER**

Supplies & Services are forecast to be £90,000 underspent representing 0.4% of budget.

Uniformed laundry costs are forecast to remain £69,000 underspent reflecting the uncertainty of how changes to the contaminant control process will impact future demand.

Firelink staff costs are forecast to be £63,000 underspent as detailed in section 10.1.

## OFFICIAL

Catering costs are forecast to underspend by £8,000 with increased activity anticipated as new recruits join the Service.

Engineering inspection costs are forecast to be £13,000 overspent, as detailed in section 10.1.

Insurance premium costs are forecast to be £9,000 overspent.

Hydrant repairs are forecast to be on budget with future orders being managed to ensure they remain on target.

Other Supplies and Services are forecast to be £28,000 overspent.

### 10.3 Action to be Taken

Hydrant maintenance spend should continue to be managed with the supplier to ensure it is contained within budget.

In light of the Spending Review settlement a thorough financial evaluation should continue to identify where efficiencies can be delivered.

## 11 TRANSPORT

### 11.1 Year to Date

**289 OVER**

Transport costs are currently £289,000 overspent representing 13.8% of budget.

Fuel costs are £311,000 overspent reflecting the increases seen in prices.

Travel costs are £22,000 underspent, the majority of which relates to the Training and People & Organisational Development Directorates.

### 11.2 Forecast

**752 OVER**

Transport costs are forecast to be £752,000 overspent representing 11.8% of budget.

Fuel costs are forecast to overspend by £743,000 as detailed in section 11.1.

Travel costs are forecast to overspend by £9,000 with activity expected to increase as the year progresses mainly within the SDAs.

### 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 thorough financial evaluation should continue to identify where efficiencies can be delivered.

**12 THIRD PARTY PAYMENTS****12.1 Year to Date****19 OVER**

Third Party payments are currently £19,000 overspent representing 5.7% of budget.

Professional fees are £24,000 overspent. Physician services have resulted in an overspend of £15,000 due to higher than budgeted unit prices. In addition, costs for the security project have continued into the current financial year and have resulted in a £9,000 overspend.

Costs for medical reports are £7,000 underspent.

Other Third Party Payments are £2,000 overspent.

**12.2 Forecast****2 UNDER**

Third Party payments are forecast to be £2,000 underspent representing 0.1% of budget.

Payments to other bodies are forecast to underspend by £46,000 following contributions by the Firefighter Charity to the Lifeline project which means that costs expected to be borne by the Service are now less than expected.

Costs for medical reports are forecast to underspend by £11,000.

Professional fees are forecast to overspend by £48,000. Costs for the physician contract are forecast to result in a £30,000 overspend. The security project is forecast to remain £9,000 overspent. Actuarial pension costs are forecast to result in a £9,000 overspend.

Other Third Party Payments are forecast to be £7,000 overspent, mainly the result of an increase in physiotherapy costs.

**12.3 Action to be Taken**

In light of the Spending Review settlement a thorough financial evaluation should continue 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**

**72 OVER RECOVERED**

Income is currently £72,000 over recovered representing 16.6% of budget.

Accrued income in respect of electric vehicle charging points accounts for an over recovery of £42,000.

Other income is £30,000 over recovered which includes the sale of obsolete equipment and the recovery of costs for training facilities.

**14.2 Forecast**

**151 OVER RECOVERED**

Income is forecast to be over recovered by £151,000 representing 8.8% of budget.

Income in respect of the vehicle charging points is forecast to result in an over recovery of £125,000.

Other income is forecast to over recover by £26,000 as detailed in section 14.1.

**14.3 Action to be Taken**

A review should be undertaken to ensure opportunities to recover costs for recoverable services are not being missed. This includes supporting the internal audit review of "income maximisation".

**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	774	One Off	G+
AFA Impact	509	586	Recurring	G+
Property Repairs	500	500	One Off	G
Utility Efficiency Programme	415	584	Recurring	G+
Rates	360	543	Recurring	G+
Apprenticeship Scheme Income	258	258	Recurring	G
Travel & Subsistence	208	117	Recurring	A
Loan Funds	199	199	Recurring	G
SAS Shared Services	148	148	Recurring	G
Transport Costs	131	(612)	One Off	R
Agency / Contractors	128	(332)	Recurring	R
New Recruit Accomodation	118	33	Recurring	A
ICT	102	102	Recurring	G
EV Grants	100	225	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
<b>Expense savings</b>	<b>5,822</b>	<b>5,682</b>		<b>A</b>

Commentary
Additional vacancies - should be considered alongside the agency/ contractor saving target
Increased vacancies within the North SDA
Reduced activity levels
Reduced consumption of electricity including solar savings
Budgeted inflation levels higher than actual inflation applied by local authorities
Increased costs to support recruitment activity within Health & Wellbing plus support for rural areas
Significantly increased fuel prices
Continued use of agency staff to provide cover for vacancies
Additional costs for the January 2022 recruits plus an increase in intake numbers
Income for electric vehicle charging points expected to be greater than budgeted

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



Report No: B/FSC/13-22

Agenda Item: 12

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>23 AUGUST 2022</b>						
<b>Report Title:</b>	<b>CAPITAL MONITORING REPORT 2022/23 – JULY 2022</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To advise the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 July 2022.						
<b>2</b>	<b>Background</b>						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 10 February 2022 set Capital DEL funding for the Scottish Fire and 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.						
<b>3</b>	<b>Main Report/Detail</b>						
<b>3.1</b>	<b>Expenditure</b>						
			<b>Expenditure</b>				
	<b>Category</b>	<b>Approved Budget</b>	<b>Ordered</b>	<b>Received not yet Invoiced</b>	<b>Paid</b>	<b>Total</b>	
						<b>£0</b>	<b>%</b>
	Property – Major Works	13,630	8,953	0	2,657	11,610	85.2
	Property – Minor Works	5,100	1,574	66	145	1,785	35.0
	Vehicles	3,680	1,574	0	869	2,443	66.4
	ICT	7,600	1,125	70	1,189	2,384	31.4
	Operational Equipment	2,890	158	0	697	855	29.6
	Transition to Net Zero	1,500	1,426	0	74	1,500	100.0
	<b>TOTAL EXPENDITURE</b>	<b>34,400</b>	<b>14,810</b>	<b>136</b>	<b>5,631</b>	<b>20,577</b>	<b>59.8</b>

**3.2****Funding**

<b>Funding Source</b>	<b>Budget £000</b>
Capital DEL	32,500
Capital Receipts	400
Transition to Net Zero Grants	1,500
<b>TOTAL FUNDING</b>	<b>34,400</b>

**3.3****Budget Virements**

## 3.3.1

Some internal virements for ICT took place in July, as follows:

- £180k vired to PC's, laptops & peripherals from Ops Mobs
- £33k vired to Replacement & Upgrade of AV Kit from Server Infrastructure
- £120k vired from Telephony to PC's, laptops & peripherals

**3.4****Progress During the Month**

## 3.4.1

**Expenditure**

## 3.4.2

Property

McDonald Road Refurbishment Project. The Defects list is now 99.1% complete internally and 58% complete externally. Post contract works are now complete.

## 3.4.3

The Museum of Scottish Fire Heritage off-site manufacturing is now 87% complete. Museum installation commenced in May with handover taking place in July.

## 3.4.4

West Asset Resource Centre. 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 21 February 2022, two months ahead of schedule. Grounds works and access road were completed in May. Foundations and piling were completed in June and Superstructure work was completed in July. Construction is continuing to progress at pace and remains ahead of schedule.

## 3.4.5

Inverness Fire Station Development – Phase 2. The Design team have been appointed for the project, prior to pricing. Works are scheduled to commence in November.

## 3.4.6

Fleet

Work continues on the bodybuild's for the 18 Tonne Medium Weight Rescue Pumps. The first of these are expected to be complete in September.

## 3.4.7

PPE & Equipment

Phase 1 & 2 of the roll out programme for Powered Rescue Equipment (PRE) is now complete and operational. 30 stations of 39 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. An order was placed in July for 2 Thermal Imaging Cameras.



3.4.8	<p><u>ICT</u> <u>Command &amp; Control Futures Project</u> Work continued with system configuration and testing. The project team continued to engage with the Remedial Advisor with a full report &amp; timeline anticipated to be received next month, where it will be discussed at Project Board. The system supplier who is supported by SFRS ICT, continued work on the development and configuration of the MODAS gateway works.</p>
3.4.9	<p><u>People, Training, Finance and Asset System</u> Consolidated requirements for PPF project were reviewed by working group members in July. Health &amp; Wellbeing statement of requirements completed and will be procured via an available framework.</p>
3.4.10	<p>Client-side partner Invitation to Tender (ITT) was issued to potential suppliers on the G-Cloud framework, in July. Closing date for submissions of ITT returns is 10 August 2022.</p>
3.4.11	<p><u>Transition to Net Zero (Grant Funded)</u> Fifty-two Electric Vehicle Charging Points were installed last year from Grants offered in 2020/21.</p>
3.4.12	<p>Programme of works is now finalised for Phase 4 for Grant funding of £1.5m. Twelve stations per month are due to be fitted with EV Charging Points, by the end of the financial year.</p>
3.4.13	<p>A bid for £2.8m for 2022/23 was submitted to SG's Directorate for Energy &amp; Climate Change (DECC) at the end of July. Awaiting decision on whether bid has been successful. A multi-year bid will be submitted in January 23.</p>
3.4.14	<p>A bid for £0.254m was submitted to Transport Scotland in July, for the installation of Electric Charging Points for the Low Carbon Fire Appliance at Clydesmill Fire Station. Awaiting decision on whether bid has been successful.</p>
3.5	<p><b>Progress Anticipated Next Month</b></p>
3.5.1	<p><b>Expenditure</b></p>
3.5.2	<p><u>Property</u> <u>West Asset Resource Centre.</u> Floor slabs are due to complete in September and the external envelope and utilities are due to complete late autumn.</p>
3.5.3	<p><u>Fleet</u> Bodybuild works for the seven chassis's delivered in June, have commenced, with first completions due late summer/early autumn.</p>
3.5.4	<p><u>ICT</u> <u>Command and Controls Future Project</u> The project team will continue to work on configuration and system testing of the Minimum Viable Product (MVP). Go Live readiness meetings will re-commence to plan the Implementation phase of the project and will include all key stakeholder representatives. Once the Remedial Advisor process has concluded, this will allow the Project Team to determine which milestone payments are likely to be paid this financial year.</p>
3.5.5	<p><u>People, Training, Finance and Asset System</u> Draft Statement of Requirements (SoR) is due to be reviewed by Crown Commercial Services and Expression of Interest to be issued to the market. Benefits workshops are due to be held with departmental management teams, which is aligned to Portfolio Office's benefit management toolkit. A purchase order for £25,000 is to be raised for integration work. Two resources from the Training, Safety &amp; Assurance Directorate are to be on-boarded on</p>

	<p>3 October 2022. A Watch Commander has been identified and expected to start during August.</p>
3.5.6	<p><b><u>PPE &amp; Ops Equipment</u></b>          UIG's are ongoing for Airbags.</p>
3.5.7	<p><b><u>Electric Infrastructure (Grant Funded)</u></b>          The final Six Electric Vehicle Charging point sites from the 2020/21 Grants have had electrical installations completed and four are awaiting the Distribution Network Operator (DNO) connections.</p>
3.5.8	<p>Works are due to commence on the Ninety Electric Vehicle Charging point sites from the £1.5m Grant offered in November 2021, in the coming months.</p>
<b>3.6</b>	<p><b>Project Milestones (RAG status)</b></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>
3.6.2	<p><b>Deviation from Original Budget (RAG status)</b>          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.</p>
<b>3.7</b>	<p><b>Receipts</b></p>
3.7.1	<p>Sale of non-operational properties are not expected in the current financial year.</p>
3.7.2	<p>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.</p>
<b>3.8</b>	<p><b>Forecast</b></p>
3.8.1	<p>Appendix A provides the Forecast spend profile for the full financial year.</p>
3.8.2	<p>Total forecast expenditure is expected to be in line with the budgeted figure of £34.4m.</p>
<b>3.9</b>	<p><b>IFRS 16 – Accounting for Leases</b></p>
3.9.1	<p>Accounting standard IFRS 16, issued by the International Accounting Standards Board (IASB) in 2016, will be adopted by the UK Public Sector from 1 April 2022. It replaces IAS 17 Leases. The introduction of IFRS 16 changes the accounting for lessees. The new Standard eliminates a lessee's classification of leases in their Accounts, as either Operating Lease or Finance Lease. Instead, almost all leases are capitalised by recognising a lease liability and right-of-use on the balance sheet. There is little change for lessors.</p>
3.9.2	<p>The introduction of IFRS 16 for SFRS as lessee for several leases, will mean that certain leases which meet the criteria, will be transferred to the balance sheet as Assets from 1 April 2022. The Leasing costs will be charged to the Capital Budget (Capital DEL), rather than the Resource Budget (Resource DEL) from 1 April 2022. The depreciation charge on the assets will be charged to Ring Fenced DEL and the nominal interest rate on the assets will be charged to Resource DEL.</p>

3.9.3	Scottish Government are in the process of making the relevant GIA Budget transfers for all SG bodies and the adjustments will be included in the next Scottish Government Annual Budget Review in 2022. SFRS will not be required to fund the Leases from existing Capital DEL, as the budget will be transferred from Resource DEL. Budget transfer values will be confirmed after Autumn Budget Review.	
<b>3.10</b>	<b>Risk</b>	
3.10.1	The condition and suitability of the majority of SFRS stations, is assessed as poor or worse. Due to experienced and expected funding constraints, the overall estate condition continues to deteriorate further, resulting in an increased risk of failure of built elements and increasing reactive maintenance costs. Capital investment plans continue to be prioritised to those elements within our buildings with the highest risk of failure, or which have the highest operational impact from failure and to address those issues of concern for the health and safety of building users. Prioritisation of funding on improving condition severely limits the services capacity to address the recognised suitability issues and in addition, as highlighted previously, in particular instances of life expired building elements such as RAAC roof structures, there is no cost-efficient maintenance solution and only a major project such as New Build can resolve.	
3.10.2	Post the Covid 19 pandemic, building construction costs have significantly increased due to inflationary pressures, as well as delays in supplying materials which is continuing to impact capital spending in the year. This will be closely monitored through the Capital Monitoring Group and has been reflected in the authorised budget virements.	
3.10.3	Strategic Leadership Team (SLT) agreed previously to include these risks in the strategic risk register and these will be kept under review.	
<b>4</b>	<b>Recommendation</b>	
4.1	The Board is asked to: (a) Scrutinise the level of actual and committed expenditure for the period ended 31 July 2022.	
<b>5</b>	<b>Core Brief</b>	
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 July 2022.	
5.2	It is currently anticipated that the budget of £34.4m will be fully spent at the 31 March 2023.	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A – Forecast spend profile – Capital Programme 2022/23	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Tracey-Anne Morrow, Deputy Accounting Manager	
<b>Sponsored by:</b>	Lynne McGeough, Acting Head of Finance and Procurement	
<b>Presented by:</b>	John Thomson, Acting Director of Finance & Procurement	

<b>Links to Strategy and Corporate Values</b>		
Our Money & Our Performance – SFRS Strategic Plan 2019-22		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>24 August 2022</i>	<i>For Noting</i>
<i>SFRS Board</i>	<i>23 August 2022</i>	<i>For Scrutiny</i>

## Scottish Fire &amp; Rescue Service

## Forecast Spend Profile – Capital Programme 2022/23

£000

Category	Budget	Actual	Forecast					Variance to budget	Variance (%)	RAG Status
		Apr-Jul	Aug-Sep	Oct-Dec	Jan-Mar	Total				
Property – Major Works	13,630	2,657	2,669	4,123	4,181	13,630	0	0		
Property – Minor Works	5,100	211	938	1,598	2,353	5,100	0	0		
Vehicles	3,680	869	622	861	1,328	3,680	0	0		
ICT	7,600	1,260	969	2,570	2,801	7,600	0	0		
Operational Equipment	2,890	697	796	797	600	2,890	0	0		
Transition to Net Zero Grants	1,500	74	133	750	543	1,500	0	0		
<b>TOTAL EXPENDITURE</b>	<b>34,400</b>	<b>5,768</b>	<b>6,127</b>	<b>10,699</b>	<b>11,806</b>	<b>34,400</b>	<b>0</b>	<b>0</b>		
<b>CUMULATIVE TOTAL</b>	<b>34,400</b>	<b>5,768</b>	<b>11,895</b>	<b>22,594</b>	<b>34,400</b>	<b>0</b>	<b>0</b>	<b>0</b>		

## Actuals v Forecast – Quarter 1

Category	Budget	Actual	Forecast		Commentary
		Apr-Jul	Apr-Jul	Variance to forecast	
Property – Major Works	13,630	2,657	2,887	230	West ARC actual spend lower than anticipated due to timing issue of Period 2 invoice. Project still progressing ahead of schedule.
Property – Minor Works	5,100	211	400	189	Minor works projects progressing slower than expected due to change in supplier.
Vehicles	3,680	869	861	(8)	Vehicle delivery earlier than forecast in Quarter 1.
ICT	7,600	1,260	1,775	515	ICT project spend slightly behind due to deliveries.
Operational Equipment	2,890	697	873	176	Ops equipment actuals lower than forecast as orders still to be placed.
Transition to Net Zero Grants	1,500	74	0	(74)	DNO connections for EV Infrastructure Phase 3 completed earlier than anticipated.
<b>TOTAL EXPENDITURE</b>	<b>34,400</b>	<b>5,768</b>	<b>6,796</b>	<b>1,028</b>	<b>Some delays in deliveries being offset with accelerated expenditure for the West ARC project.</b>
<b>CUMULATIVE TOTAL</b>	<b>34,400</b>	<b>5,768</b>	<b>6,796</b>	<b>1,028</b>	<b>Expected to spend overall Capital Budget by end of financial year.</b>

# SCOTTISH FIRE AND RESCUE SERVICE

## The Board of Scottish Fire and Rescue Service



Report No: B/SDEL/02-22

Agenda Item: 13.1

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>23 AUGUST 2022</b>						
<b>Report Title:</b>	<b>EVALUATION OF SCOTTISH FIRE AND RESCUE SERVICES YOUTH VOLUNTEER SCHEME 2020-2021</b>						
<b>Report Classification:</b>	<b>For Information Only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To advise the Board of a 'Year One' Evaluation which was carried out from March 2020 to March 2021 of the Scottish Fire and Rescue (SFRS) Youth Volunteer Scheme (YVS).						
<b>2</b>	<b>Background</b>						
2.1	In 2019, the SFRS Transformation Programme recommended the development and implementation of the SFRS YVS which would strengthen and build on the existing Youth Engagement work and the Youth Employment Strategy, aligning with the Scottish Government's agenda and priorities in terms of reducing inequalities, promoting citizenship and health and wellbeing.						
2.2	Launched in February 2020, the YVS is a national youth initiative that creates opportunities to improve life chances and empower young people to work together for a safer Scotland. It provides a safe, welcoming, enjoyable and fun environment where Youth Volunteers (YVs) can learn as individuals, develop positive relationships, develop their skillsets and make a valuable contribution to their local communities whilst gaining a unique insight into life at a working fire station.						
2.3	In the initial project planning stage of the YVS, SFRS received support from the Scottish Government who funded the start-up costs of 15 units. This included six legacy youth engagement schemes which were transitioned to the YVS.						
2.4	Following the first year of delivery, the Community Safety Engagement (CSE) national team undertook an evaluation of the scheme to determine the impact that being part of YVS had on young people and Volunteer Youth Instructors (VYIs), and the difference it has made to them and their communities.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The evaluation report fulfils the objectives of the CSE Planning and Evaluation Policy and Procedure which includes a commitment to continuous improvement and the creation of a culture of reflection and review that helps staff to improve the quality of their work and the services they deliver. It also aligns with <b>Objective 1.3 of the SFRS Strategic Plan</b> ' <i>we will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.</i> '						

3.2	Prior to commencing the evaluation, personnel used a Planning and Evaluation Toolkit to set out what was required within the evaluation; how it correlated with organisational and higher-level strategic objectives, resources required, activities and participants. As the Planning and Evaluation Policy promotes outcome focussed evaluation, a set of outcomes which aligned with a set of higher-level outcomes and a set of indicators were produced which would help form the evaluation.	
3.3	The evaluation report 'tells the story' of young people engaged across 10 initial units in Scotland. The evaluation also sought feedback from a number of VYIs, Local Scheme Co-ordinators (LSCs) and Depute Co-ordinators (DCs) who manage YVS groups locally. By using mixed methodologies of evaluation, the report contains valuable evidence from the young people and SFRS personnel involved in the scheme.	
3.4	The report highlights how the scheme was able to meet and evidence a number of projected short-term outcomes and overcome the significant challenges caused by the impact of Covid-19 on the ability to roll-out and deliver the YVS after its launch.	
3.5	Subsequently, the first-year evaluation report provides not only evidence of the challenges that the YVS faced in its first year, and the negative impact that Covid-19 had on the ability to deliver as planned, but how, SFRS as a service, was able to adapt its delivery and approach and the positive outcomes and key successes that were achieved despite those barriers.	
3.6	The Service has now authorised the recommencement of CSE activities from SFRS premises (Nov 2021) which will support local Units to start face-to-face engagement. The national CSE team are supporting scheme 1-10 re-establish and engage young people, whilst recruiting and training Volunteer Youth Instructors for schemes 11-15. Once all 15 schemes are fully embedded, the YVS board will progress with schemes 16-20.	
<b>4</b>	<b>Recommendation</b>	
4.1	The SFRS Board are requested to note the report and support the National CSE Team in the continued development and implementation of the SFRS YVS.	
<b>5</b>	<b>Core Brief</b>	
5.1	The Prevention and Protection Functional Management Team were asked to note the evaluation of the YVS First Year Evaluation report on 22 <sup>nd</sup> July 2021.	
5.2	The evaluation has provided the CSE national team with key learning points, and recommendations for improvements have been made.	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	YVS Year One Evaluation report.	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes/No</b>
<b>Prepared by:</b>	Ruth Cairns, Youth Volunteer Scheme National Officer and Bernadine Blair, Evaluation, Funding and Initiatives Officer	
<b>Sponsored by:</b>	Megan Taylor, T/National Community Safety Engagement Team Leader	
<b>Presented by:</b>	Alasdair Perry/Ruth Cairns	

<b>Links to Strategy and Corporate Values</b>		
<p><b>Strategic Plan</b></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 1 Objective 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>Outcome 1 Objective 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>Outcome 3. We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.</p> <p>The Children and Young People Scotland 2014 Act sets out a statutory responsibility for the Scottish Fire and Rescue Service (SFRS) to support GIRFEC and Children's Services Planning.</p> <p>SFRS Youth Engagement activities are ideally placed to support these important government priorities, utilising the positive role model of the firefighter, the attitude and aptitude of SFRS staff, the exciting and unique activities and opportunities on offer as well as the strong brand of the SFRS.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Board</i>	<i>16 February 2022</i>	<i>For Information</i>
<i>Strategic Leadership Team</i>	<i>22 March 2022</i>	<i>For Information</i>
<i>Change Committee</i>	<i>12 May 2022</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>23 August 2022</i>	<i>For Information</i>





# SFRS YOUTH VOLUNTEER SCHEME



**Scottish Fire and Rescue Service**

# **Youth Volunteer Scheme**

## **Year One Evaluation 2020-2021**

# CONTENTS

	<b>FOREWORD</b>	<b>1</b>
<b>1.</b>	<b>INTRODUCTION</b>	<b>2</b>
<b>2.</b>	<b>BACKGROUND TO THE YOUTH VOLUNTEER SCHEME</b>	<b>3</b>
<b>3.</b>	<b>WHAT WE INTENDED TO DO</b>	<b>4</b>
<b>4.</b>	<b>YVS OBJECTIVES AND RELATED SHORT-TERM OUTCOMES FOR YEAR 1</b>	<b>5</b>
<b>5.</b>	<b>CHALLENGES WE FACED</b>	<b>6</b>
<b>6.</b>	<b>WHAT WE DELIVERED</b>	<b>8</b>
<b>7.</b>	<b>MEETING THE OUTCOMES – DID WE MAKE A DIFFERENCE?</b>	<b>10</b>
	<b>OBJECTIVE 1</b>	<b>10</b>
	<b>OBJECTIVE 2</b>	<b>12</b>
	<b>OBJECTIVE 3</b>	<b>14</b>
	<b>OBJECTIVE 4</b>	<b>17</b>
	<b>OBJECTIVE 5</b>	<b>19</b>
	<b>OBJECTIVE 6</b>	<b>20</b>
<b>8.</b>	<b>CASE STUDIES OF YOUTH VOLUNTEERS</b>	<b>22</b>
<b>9.</b>	<b>WHAT YVS MEANS TO OUR VOLUNTEER YOUTH INSTRUCTORS</b>	<b>24</b>
<b>10.</b>	<b>WHAT WE LEARNED AND NEXT STEPS</b>	<b>25</b>
<b>11.</b>	<b>CONCLUSION AND RECOMMENDATIONS</b>	<b>27</b>
<b>12.</b>	<b>ACKNOWLEDGEMENTS</b>	<b>27</b>
<b>13.</b>	<b>APPENDICES</b>	<b>28</b>
	<b>PLANNING TOOL – PROJECT PLAN</b>	<b>28</b>
	<b>PLANNING TOOL – EVALUATION PLAN</b>	<b>29</b>
	<b>FOCUS GROUP QUESTIONS</b>	<b>32</b>
	<b>VYI QUESTIONNAIRE</b>	<b>33</b>



## FOREWORD

It gives me great pleasure to introduce this 'Year One' evaluation report for SFRS' Youth Volunteer Scheme. The scheme provides an excellent 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.

Despite the various challenges over the last year, it is fantastic to see that the Youth Volunteer Scheme has continued to make a positive difference to the lives of the young people involved, and to their wider communities.

All our staff, volunteers and youth volunteers play a crucial role in making Scotland safer. Those who represent the SFRS are widely viewed as role models within our communities and share a strong sense of belonging and commitment. I am proud of the resilience, creativity, and adaptability that has been shown by all of those involved in the Youth Volunteer Scheme in what has been an extremely challenging year.

We look forward to the opportunities that this next year will bring, to learn from the feedback provided, and to develop and strengthen the Youth Volunteer Scheme further.

**Alasdair Perry**  
Deputy Assistant Chief Officer  
Prevention and Protection

# 1. INTRODUCTION

In 2019 the Scottish Fire and Rescue Service's (SFRS's) Transformation Programme recommended the development and implementation of the SFRS Youth Volunteer Scheme (YVS), which would strengthen and build on the existing SFRS Youth Engagement work and Youth Employment Strategy, aligning with the Scottish Government's agenda and priorities in terms of reducing inequalities, promoting citizenship, and health and wellbeing.

Having now reached the end of the first year of delivery, the Community Safety Engagement (CSE) national team undertook an evaluation to determine the impact that being part of YVS has had on young people and Volunteer Youth Instructors (VYIs), and the difference it has made to them and their communities. The report highlights the outcomes and objectives that were achieved in the first year, despite the challenges we faced due to the COVID-19 pandemic, and considers the next steps for YVS.

The evaluation captures the views of a number of Youth Volunteers (YVs) and their instructors who participated in the first phase of the YVS. This was conducted through using virtual engagement tools and by monitoring and analysing feedback via online focus groups.

The responses received throughout this engagement were very encouraging and demonstrate how important YVS is to these young people, reinforcing our commitment to support those individuals who are already part of the SFRS family.

The evaluation report draws on the experiences of YVs and VYIs to give an account of what the key impacts were during what has been a very difficult year due to the Covid-19 pandemic, and the main challenges that we faced in our ability to deliver YVS as planned.

From this, we have developed a set of recommendations for the SFRS to consider when developing and delivering future phases of the YVS. The report combines an overall analysis of the findings by illustrating participants' own feedback.



## 2. BACKGROUND TO THE YOUTH VOLUNTEER SCHEME

Launched in February 2020, 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 would 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.

In the initial project planning stage, SFRS received support from the Scottish Government who funded the start-up costs of 15 units. This included six legacy youth engagement programmes, that had been running under various titles for several years, largely in the West of Scotland region. The legacy programmes were transitioned over to the YVS, and given the same support and guidance that any new units would receive.

A scoping exercise was undertaken to ensure that we developed a YVS that best suited the needs of all stakeholders. We consulted with a range of partner organisations such as Police Scotland Youth Volunteers, National Fire Cadets, LGBT Youth Scotland, Army Cadets, and Enable Scotland to build on their experience and ensure best practice. We worked with young people in the remaining legacy programmes to develop various aspects of the scheme, such as the syllabus and the uniform.

Based on this feedback, the YVS was designed to promote citizenship, health and wellbeing, and develop young people's skills, with a community focus. It will support young people to volunteer within their communities whilst assisting them to make positive choices as they emerge into adulthood.

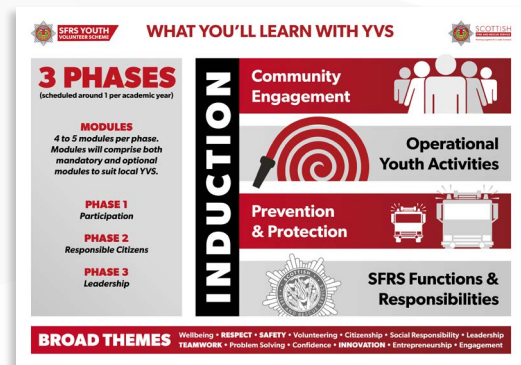
In addition, YVS is supported by a network of committed Volunteer Youth Instructors (VYIs). These adult volunteers go through a robust recruitment and training process, and are supported locally in the day-to-day running of YVS by the Local Scheme Coordinator (LSC) or Depute Coordinator - roles that are filled by existing SFRS staff.

In turn, each unit's LSC and Depute receives guidance and support from the national CSE team, and the dedicated YVS National Officer. A YVS Board, chaired by the DACO of Prevention and Protection, provides overall governance and quality assurance for the scheme.

Working together we strive to provide a programme that will empower young people and improve their life chances.



Picture 1: What Young People Said They Want In The Programme



Picture 2: What You'll Learn With Us



Picture 3: YVS Mission Statement

### 3. WHAT WE INTENDED TO DO

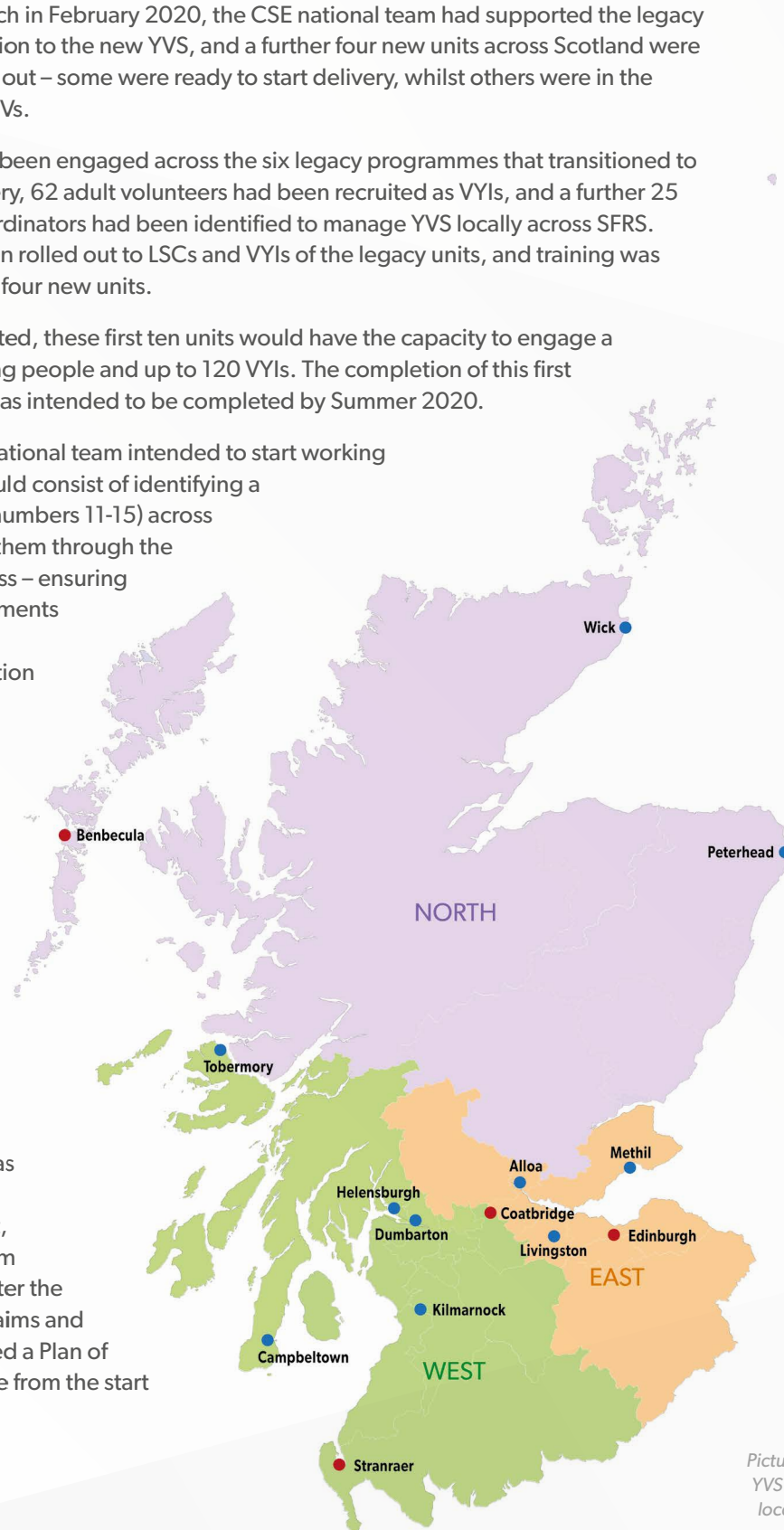
At the time of the launch in February 2020, the CSE national team had supported the legacy programmes to transition to the new YVS, and a further four new units across Scotland were on the verge of rolling out – some were ready to start delivery, whilst others were in the process of recruiting YVs.

66 young people had been engaged across the six legacy programmes that transitioned to YVS. To support delivery, 62 adult volunteers had been recruited as VYIs, and a further 25 LSCs and Depute Coordinators had been identified to manage YVS locally across SFRS. Initial training had been rolled out to LSCs and VYIs of the legacy units, and training was underway for the next four new units.

Once this was completed, these first ten units would have the capacity to engage a maximum of 200 young people and up to 120 VYIs. The completion of this first phase of the roll-out was intended to be completed by Summer 2020.

After the launch, the national team intended to start working on Phase 2, which would consist of identifying a further five schemes (numbers 11-15) across Scotland, supporting them through the first steps of the process – ensuring their premises requirements were met, recruiting potential VYIs, promotion of the scheme to partners, and delivering training. The completion of Phase 2 would extend the capacity of YVS to engage 300 young people and was intended to be met by April 2021.

During the project planning stage of the YVS, a Planning and Evaluation Tool was implemented, setting out the intended short, medium, and long-term outcomes, which bolster the project's overarching aims and objectives, and ensured a Plan of Evaluation was in place from the start of the programme.



Picture 4: Map of the 15 YVS locations; existing locations in blue, new locations in red

## 4. YVS OBJECTIVES AND RELATED SHORT-TERM OUTCOMES FOR YEAR 1

### YVS Objectives

### Short term outcomes for year one

<p>1. <i>Young people will have a practical understanding of the SFRS and play supportive roles in communities</i></p>	<ul style="list-style-type: none"> <li>• Young people will broaden their perspectives through new challenges and experiences</li> </ul>
<p>2. <i>Young people will become successful learners, confident individuals, responsible citizens and effective contributors as well as being equipped with improved life skills</i></p>	<ul style="list-style-type: none"> <li>• Improved self-esteem and confidence</li> <li>• Young people participate safely and effectively in groups</li> </ul>
<p>3. <i>Young people will have increased capacity for further learning, employment or volunteering</i></p>	<ul style="list-style-type: none"> <li>• Improved problem solving and communication skills</li> <li>• Develop the skills to participate responsibly in political, economic, social and cultural life</li> </ul>
<p>4. <i>SFRS YVS will contribute to reducing inequalities by engaging with a diverse range of young people</i></p>	<ul style="list-style-type: none"> <li>• Young people will contribute to the development of the YVS syllabus ensuring it is person centred and inclusive</li> <li>• YVS are places which reduce isolation and create a sense of belonging</li> </ul>
<p>5. <i>Support the development of an adult volunteer network which will enhance personal development, training and employability prospects</i></p>	<ul style="list-style-type: none"> <li>• Volunteer Youth instructors will have opportunities to influence YVS policy and practice</li> <li>• Volunteer Youth Instructors will contribute positively to their local communities</li> </ul>
<p>6. <i>Improve health and wellbeing by providing a range of information and resources for young people and adult volunteers</i></p>	<ul style="list-style-type: none"> <li>• Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing</li> </ul>

### National Performance Framework Outcomes

- We live in communities that are inclusive, empowered, resilient and safe
- We are well educated, skilled and able to contribute to society
- We grow up loved, safe and respected so that we realise our full potential
- We are healthy and active

## 5. CHALLENGES WE FACED

2020 was a challenging year for everyone, and it was no different for YVS. With the launch in late February 2020, there were high hopes of rolling out YVS across Scotland and meeting the targets that had been set.

### COVID-19

The impact of COVID-19 on the ability to roll-out and deliver the YVS was significant. Since the first lockdown in March 2020, there has been no in-person delivery of the syllabus. Due to the practical nature of YVS, digital youth engagement was not considered during its development and all documentation including the syllabus was created based on face-to-face engagement.

Although we have taken steps to mitigate the impact that Covid-19 and the lockdown has had on YVS, such as virtual sessions, it has still proved to be a difficult time for our YVs, VYIs, and the national team.

### Digital Challenges

When the first national lockdown was announced, our new units were in a position where they had yet to recruit YVs, or had only met them once or twice and had yet to build lasting relationships with them. Due to this situation, the new units were unable to transfer to virtual or online delivery, and their official roll-out was delayed.

Our existing units were at an advantage in that they had been operating for a number of years, and there were strong relationships between the YV and VYIs. These units were supported by the national team to deliver virtual youth engagement, as will be outlined later, but this did not come without its own challenges.

Some of our LSCs and VYIs lacked the digital skills or confidence to engage with young people online and may not even have heard of various video call platforms before the pandemic. In addition, some VYIs simply did not have the required infrastructure to enable them to deliver online engagement due to various factors, including the impact of living in a rural area.

#### Quotes from Volunteer Youth Instructors

*'I am not totally confident in using Zoom/MS Teams to a large group of people.'*

*'I have poor internet signal at home, which is very limiting.'*

Even where VYIs did have the necessary skills, they still found it challenging to engage with YVs using digital means, and felt this had an impact on what they were able to deliver.

#### Quotes from Volunteer Youth Instructors

*'The lack of face-to-face training sessions has been extremely challenging, engagement has been difficult as there is only so much you could cover via zoom sessions.'*

*'It was difficult to come up with and plan training sessions, and deliver them via an online platform, and we're very limited in what we can teach over a screen. So much of YVS is practical, and young people have missed out on that.'*

Equally, the use of different online platforms was a challenge to many of our YVs too, and despite them generally being more familiar with technology than adults, they were unsure and nervous about using it.



### Quotes from Youth Volunteers regarding the use of video calls and virtual meetings

*'It was a bit weird at first as no one was used to it.'*

*'It was tricky at first getting used to it but after a while it was alright.'*

In addition, the pandemic brought different local priorities resulting in LSCs having to re-direct their work and affecting capacity for the delivery of YVS. This resulted in a mixed picture across the existing units, with some being able to deliver weekly virtual sessions, others setting challenges through social media platforms, and some keeping in touch via text or a group chat on a monthly basis. Where weekly sessions could not continue, wellbeing calls and check-ins were made regularly to YVs.

While there was an initial flurry of engagement from young people in the first lockdown, this has reduced over the last year with some young people becoming fatigued with virtual meetings and online interaction. With schools closed for long periods and uncertainty about when restrictions would ease, young people have had to attend virtual classes, sometimes several in a day, and complete their learning from home. The prospect of joining yet another virtual call later in the day may have deterred some young people from taking part. Some YVs found their new way of life challenging, with new commitments and priorities, and an 'online' version of YVS was not a priority for them.

#### Quote from a Youth Volunteer

*'My biggest challenge has been that I have started working and because of different things happening when I come in at night, it doesn't appeal to go back online'*

#### Quote from a Volunteer Youth Instructor

*'It was difficult due to lack of interest from young people in joining video calls.'*

Some of our YVs with learning difficulties or additional support needs have found engaging online especially hard because they couldn't receive the normal level of support required. YVIs reported that some of these young people had initially tried to attend virtual sessions but struggled, and ultimately, they had to prioritise any virtual learning for their school work.

### Mental Wellbeing and Work/Life Balance

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.

#### Quote from a Youth Volunteer

*'Yes, it's affected people's mental health, the lack of contact with other family and friends, and being in the house all the time.'*

The impact of the pandemic on mental health extends also to our VYIs, many of whom are SFRS employees and may have experienced an increased workload or change in priorities. VYIs with children at home have had to juggle workloads, home learning, and their volunteer commitments – so this sometimes led to decreased capacity within units where some VYIs were understandably unable to lead or be involved in virtual sessions.

### Staffing Changes

As well as the challenges that the Covid-19 pandemic brought, there was a change in personnel for the YVS National Officer post, which had been vacant for three months. Once the new national officer was in place, a period of learning and understanding of the role was required before steps were taken to progress YVS.

## 6. WHAT WE DELIVERED

Despite all the challenges that YVS faced in its first year, the significant change to the way in which the scheme was delivered has also afforded us positive opportunities and experiences.

A digital strategy was quickly created when home working was announced in March 2020. This included training and awareness for 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.

To support this transition to digital engagement, 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.

### Digital Engagement

Since March 2020 YVS moved to online engagement. YVs are very much the face of SFRS, and are recognised as positive role models in their communities. As such they were actively encouraged to take part in online activities that focused on positive social action.

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.

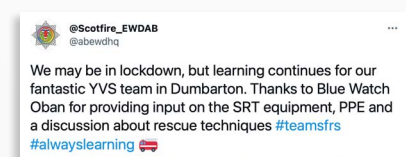


Picture 5: Social Media post encouraging YVs to follow government guidelines

Various lesson plans from the YVS syllabus were created and adapted to allow YVs to meet and interact digitally and continue their learning with SFRS. Activities included Home Fire Safety, SFRS functional fitness sessions, knots and lines, equipment identification, water safety, health and wellbeing, cyber safety and loneliness and isolation.

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.



Picture 6/7/8: Examples of the activities run through virtual 'drill nights'

A weekly online chat service was also set up to allow YVs and VYIs to interact with a member of the national CSE team to keep updated and connected.

## YVS Engage

In 2021, the newly appointed YVS National Officer commenced the development of a digital engagement programme and a revised recovery plan was introduced to re-engage YVs. Consultation was undertaken at focus groups, and YVS Engage was launched on 19th April 2021. Running until the end of June, the programme provides YVs with the opportunity to be involved in a wide range of activities based on the modules within the YVS syllabus, expanding their skills and knowledge, and strengthening their role within the SFRS family.

In addition to the existing syllabus modules, activities focusing on the theme of health and wellbeing were included in the YVS Engage programme, after feedback from YVs demonstrated that young people had been struggling with this over the last year. These activities (carried out individually at home or in their local community) could also be undertaken alongside taking part in weekly virtual sessions, coordinated by YVS Dumbarton who were still running these.



Picture 9: Video created by a YV to promote firework and bonfire safety

## Support to New Units and Training

With support from the local management team and the YVS National Officer, the first new unit, YVS Alloa, officially launched on 22nd April 2021 with 10 YVs, holding an online celebration attended by senior management, staff, local councillors and invited guests.

To support and progress the new units we had hoped to have established pre-pandemic, we held refresher induction training to ensure all VYIs were confident to deliver when the time came. Prior to this the national team had to review, update, and adapt the YVS training package, which was originally intended for face-to-face delivery, into online training including virtual sessions, independent learning and the development of an electronic training manual.

The training to support the initial launch and refresher training consisted of seventy-six learning hours for 62 VYIs. This included safeguarding, working with young people, risk management and delivering the syllabus. In addition, eight learning hours were provided to 20 LSCs on 'managing YVS'.

## Communications

To ensure that local teams were kept up to date with the latest developments in YVS, the national team created a private Facebook group for VYIs to share information, resources and good practice. Feedback from VYIs identified challenges with this approach, for example, not all of them used social media or had sufficient internet access.

The new YVS National Officer quickly recognised that this was an issue and, as a priority, created an online weekly newsletter and Teams group chat for LSCs, from which they could cascade information to their VYIs.



Picture 10/11/12/13: Posters promoting YVS Engage activities

## 7. MEETING THE OUTCOMES – WHAT DIFFERENCE DID WE MAKE?

Despite the challenges faced in this first year of YVS, we have still been able to meet and evidence the projected short-term outcomes set out in the Evaluation Plan. However, we have had to adapt the ways in which we measure these outcomes due to the significant change that COVID had on the delivery of YVS. Some of the proposed indicators in the original Planning Tool were relevant only to activity taking place on station and in person, or dependent on certain milestones being reached. However, others have been evidenced through qualitative data collected from a range of digital methods.

From February to March 2021 the YVS national team met with all 10 units to receive feedback on engagement with YVs and what their local plans were for progression.

Focus groups were held with Youth Volunteers from three of the six units that had young people already engaged – Campbeltown, Dumbarton, and Kilmarnock.

In addition, we asked all VYIs from the current units to complete an online questionnaire to gain an insight into their experiences and challenges over the last year, and give them an opportunity to share both positive and negative feedback.

### OBJECTIVE 1

**Young people will have a practical understanding of the SFRS and play supportive roles in communities**

YVs gain a sound knowledge of many different aspects of the SFRS through YVS, including the many roles that SFRS staff play within communities. The syllabus also promotes community engagement and peer education, through which YVs will try and learn new things, and have new experiences.

#### Young people will broaden their perspectives through new challenges and experiences

YVs are afforded opportunities through being part of YVS which challenge them to push themselves out of their comfort zones, expand their horizons through new experiences, and create wider social networks.

Through this YVs increase their skills and knowledge, work with people from a range of different backgrounds and cultures, and widen their ‘world-view.’ We asked YVs what experiences they have had through YVS that they wouldn’t have had otherwise.

#### They said:

*‘We met up with other units and met new people and made new friends, if I wasn’t in the YVS I wouldn’t have met them.’*

*‘I got over a fear of heights and confined spaces, I couldn’t have done that without the help from my unit or the instructors.’*

*‘Helping the community e.g. we acted as marshals for the local 10k race and did fundraising. I would never have done things like that if I wasn’t in YVS.’*



Picture 14: Example of an activity shared through YVS national social media pages.

They told us that YVS had afforded them opportunities that they wouldn't have in their own lives due to barriers such as financial exclusion, living in remote or rural areas, or being disengaged from learning.

**They said:**

*'We did the Ayr show and that was really good to see all the other groups that were there and speaking to the public. We also got to speak to firefighters during a station visit once and find out about their work which was fantastic.'*

*'I'm not part of anything else, and don't really like school so I'd just sit at home on my computer or be out with my friends if I didn't go to YVS.'*

*'We went to London for a competition, and got to meet loads of other units from all over the UK. I'd never been before and I'm from quite an isolated area so getting to do the sightseeing and be in the big city was amazing.'*

YVs were able to articulate what skills and knowledge they thought they had gained from taking part in YVS. They described all the practical knowledge of operational drills and being able to use equipment, and the soft skills that they had developed such as teamwork and social skills.

**They said:**

**Practical Skills & Knowledge**

*'I've learned hose training, using ladders, how to work fire hydrants, all about the fire engine, as well as the way to do drills, and how firefighters save people.'*

*'One night the crew from a different station were training and showing us what they do with the BA and getting us to do some activities after them. We got a chance to practice it and learn how to search for people.'*

**Soft Skills**

*'Being part of this has allowed me to push myself, I'm more confident and can speak to others.'*

*'I've learned how to work in a team, and why it's important.'*

*You have to have good teamwork to do drills properly and safely.'*

*'Going out into the community helps you with social skills and how to talk to people.'*

An emphasis on developing skills and knowledge has continued throughout lockdown at both a local and national level. YVs were encouraged through the YVS social media pages to take part in activities related to national awareness campaigns, such as Sign Language Week and International Day for the Elimination of Racism, that promoted developing new skills and knowledge.

YVS Dumbarton, who have run weekly virtual drill nights since the start of the first lockdown, incorporated guest speakers into their programme content, to further YVs knowledge on the different aspects of SFRS.

The YVS Engage programme provides further opportunities for YVs to participate in a wide variety of activities that help to develop skills for life, learning and work, such as leadership and communication. The programme encourages them to learn about different topics such as water or road safety, and then create safety messages that can be shared online and within their communities.

Through ensuring YVs have an extensive understanding of the SFRS, and supporting them to contribute to their communities, YVS helps them to broaden their perspectives and build confidence and resilience.



Picture 15: Example of an activity for a 'virtual drill night'

## OBJECTIVE 2:

**Young people will become successful learners, confident individuals, responsible citizens and effective contributors as well as being equipped with improved life skills**

### Young people participate safely and effectively in groups

Despite not being able to hold face to face sessions, our YVs were encouraged to attend weekly virtual sessions, and contribute to activities over social media and group chats.

YVs reported that whatever form of group engagement they took part in, it was beneficial to them. They appreciated the opportunity to stay in touch with each other, and to continue their learning.

#### They said:

*'It helped to keep things in our memories so that it would not be a fresh start when we go back.'*

*'It has still been good as we are still getting knowledge of the Fire Service so this is benefiting me.'*

*'We are still getting a lot of knowledge about the Fire Service through the zoom calls, which are really beneficial at this moment in time.'*

Some YVs who had been promoted to Youth Crew or Youth Watch Commander reported that managing a group chat, and motivating their peers to participate, helped them develop their interpersonal skills.

#### They said:

*'As a Youth Crew Commander I was in charge of a group chat, I think it was beneficial as the skills you could be developing from organising and taking part in these chats are social skills, organisational skills, diplomacy'*

There was also a consensus among YVs that they felt supported by others in their unit, and that they worked well with each other.

#### They said:

*'We had to try and be there for one another! If I didn't know a question I would text someone and get the answer and share this with my crew. We had to work together or else we wouldn't succeed.'*

*'When I started and was the newest member, the others were really supportive when I was struggling.'*

Although not being able to meet as they normally would, YVs were supported to take part in group interactions in whichever way was most relevant to them. This has helped them to keep developing their interpersonal and leadership skills, and stay connected with others during a potentially isolating period.

### Improved self-esteem and confidence

YVS encourages YVs to take part in activities that challenge them, push them out of their comfort zone, and help them grow as individuals.

All YVs in the focus groups said that taking part in YVS had improved their confidence and self-esteem. When asked to give specific examples to demonstrate this they talked about being able to speak in front of others or to people they didn't know, taking on leadership roles, feeling able to express their opinions or give suggestions, overcoming fears, and feeling proud of themselves.

**They said:**

*'Before I wouldn't have gone for promotion, but after a while I felt confident enough to go for Youth Crew Commander and when we go back I will apply for Youth Watch Commander.'*

*'[At the launch night] it was nerve wracking speaking to the senior officers and others at first, but I soon eased into it and felt proud that I'd done that.'*

*"I overcame my fear of heights, I managed to climb to the top of the ladder. I was proud of myself and actually enjoyed it.'*

*'Everything I've learnt and done at YVS has made me more confident.'*

YVs told us that it was daunting for them when they first joined their local unit, but as they got to know everyone and started participating this became easier, and eventually they felt confident to help others in their unit and became role models for new members.

**They said:**

*'When I joined there were a lot of older ones, I was only 13. It was quite scary walking in and seeing all these older people who knew each other. But once you got to know people it was good, so I make sure I talk to the new ones to make them feel comfortable and if they need help I help them.'*

*'Others helped me when I started. They helped me to get over my fear of heights and confined spaces by encouraging me to do the different activities. That helped me so I try to encourage others.'*

YVs also reported that after getting to know others in the group they felt more able to share their own opinions and ask for help.

**They said:**

*'I would feel confident to speak up and ask the others for help if I need it. I wouldn't have done that at the start as I didn't know most of them then but now I know they will help me.'*

*'I became friendlier towards others as I was quite shy before, and I can speak in front of others better now.'*

The above evidence highlights the positive impact that YVS has had on YVs self-esteem and confidence, supporting them to grow and develop.

### OBJECTIVE 3:

**Young people will have increased capacity for further learning, employment or volunteering**

#### **Develop the skills to participate responsibly in political, economic, social and cultural life**

YVs are given the opportunity to grow and develop a range of skills for life, learning and work that will benefit them long after they have left the scheme. YVS has a holistic programme of learning which encourages YVs to become well rounded individuals. The syllabus promotes peer education, and YVs can learn about various health and wellbeing topics from partner agencies. Through this they are supported to develop the skills necessary for them to flourish in their adult lives, such as leadership, communication, working with others, making reasoned decisions and expressing their opinions.

In the focus groups we asked the YVs what came to mind when they thought of YVS, and which skills they had gained from taking part. Their answers are encapsulated in the following image.



Picture 16: What came to mind when YVs thought of Youth Volunteer Scheme, and which skills they had gained from taking part.

We can see from this that YVs reported many of the skills that YVS aims to help develop in young people, with some of them recognising that they are transferable skills that they can apply elsewhere in the future.

#### **They said:**

*'I've learned lots of new skills like teamwork and how follow instructions. I think this will help me find a good job when I turn 18.'*

*'Being part of the programme has taught me how to talk to and help members of the community, that will help me when I want to get a job.'*





Kelly McSporran  
@Kelly\_McSpo

...

Exceptionally proud of the newly promoted WC/CC's at Campbeltown Youth Volunteer Scheme for their support in these challenging times as we look to adapt our training programme to off-station engagement.  
[#campbeltownYVS](#) [#youthengagement](#) [@SFRSYVS](#)

*Post by YVS Campbeltown's Depute Coordinator recognising the contribution of Youth Crew and Watch Commanders*

The structure of local units allows for YVs to apply for the promoted posts of Youth Crew or Youth Watch Commander, which builds on the leadership skills they have already gained.

During the initial lockdown, YVs in these posts played a vital role in supporting our VYIs to connect and engage virtually with their units, and they in turn kept their peers motivated and informed about what was happening.

YVs reported that they enjoy being role models and mentors for younger members of their units, assisting their communities and highlighted some of the skills they have gained from these activities.

**They said:**

*'The young ones look up to us to see what we are doing, they rely on us to help with the teaching and doing the drills with them, we need to help them a lot but we are happy doing this.'*

*'We have learned a lot engaging with the community and talking to people, like team work and social skills which we can benefit from.'*

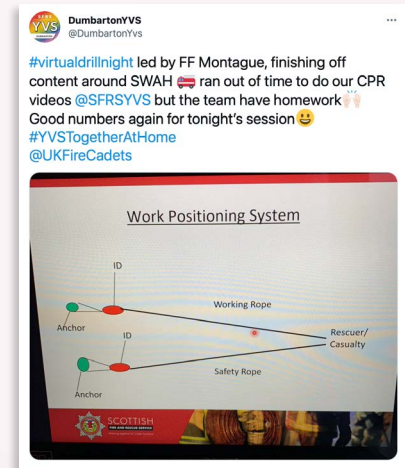
YVs were also encouraged to express their opinion and participate in decision-making processes. At its core, YVS is youth-led, with opportunities for YVs to influence various aspects of the scheme. Feedback is regularly sought from young people and consultation is undertaken about new developments, such as the YVS Engage programme. YVs said that they had lots of opportunities to be involved in creating their unit's virtual learning programme, and that they felt confident they could put forward suggestions to VYIs and be heard.

**They said:**

*'Instructors are always here for us when we need them. Our suggestions are taken on board and our opinions are listened to.'*

External youth voice opportunities were also promoted, particularly through our social media pages and local unit group chats. YouthLink Scotland's 'Lockdown Lowdown' surveys were shared, and we encouraged YVs to join information sessions about the Scottish Youth Parliament, and how to register to vote. Taking part in opportunities beyond YVS helps YVs to create wider social networks and discover new perspectives.

Picture 17/18/19: Screenshots showing activities delivered at virtual drill nights



### Improved problem solving and communication skills

As mentioned previously, the change to online delivery, particularly for units running virtual sessions, was difficult to navigate at first for some of our YVs. Some hadn't used specific virtual platforms before or had never taken part in a video call. These young people stated however, that although challenging at first, they persevered and became more confident at using such platforms.

#### They said:

*'We are still communicating with each other, just in a different way.'*

*'It was a bit different as everyone used to talk to one another in person, it wasn't much of an issue after a while, we just weren't used to it.'*

*'We were more reserved at the start but feel confident [using it] now.'*

YVs also said that they had opportunities to offer their own ideas with regards to planning the virtual session programme and online challenges, and felt able to do so within the group setting.

#### They said:

*'I feel comfortable giving suggestions or my opinions about things in front of everyone else, I know they'll listen to me even if they don't agree.'*

The virtual activities and challenges that our YVs took part in also promoted the use of problem solving skills, and working and communicating with others. This included practicing knots and lines, team quizzes, virtual escape rooms, and team building exercises.

These activities helped YVs to continue to develop their skills despite not being able to experience the full syllabus.

#### They said:

*'The things I've done with YVS have helped me be able to communicate better with others, and I can follow instructions and work things out.'*

## **OBJECTIVE 4:** **SFRS YVS will contribute to reducing inequalities by engaging with a diverse range of young people**

### **YVS are places which reduce isolation and create a sense of belonging.**

With social connections being severely impacted through the pandemic, it has been more important than ever to find ways in which we can tackle loneliness and isolation. YVs reported that the lockdowns had an isolating effect on them, by not being able to see their friends or wider family.

#### **They said:**

*'The fact that you can't meet anyone is difficult.'*  
*'It's a big change from being around everyone, being social,  
and then being in your house a lot, not seeing anyone.'*

Some YVs also said that they felt scared to go out and meet others, even when some of the restrictions in their area eased and allowed them to do so.

#### **They said:**

*'During first lockdown I was too scared to leave the house.'*  
*'It was the whole thing of being afraid of going out.'*

However, they also told us that this sense of isolation had been reduced by taking part in the various online activities, or weekly virtual sessions on offer.

#### **They said:**

*'It was a good way to keep in touch with everyone.'*  
*'We've haven't been able to go see our friends because we have been restricted to who  
you can see and where you can go, so it's been nice to talk within this group and be social.'*  
*'Some people miss the social aspect of life, so they probably are feeling cut off.  
The YVS might be their only place to mix with others and make friends'*  
*'When we see everyone, we don't realise how much you miss everyone  
in person, but it is brilliant seeing everyone here every week.'*

As well as the benefits YVs have gained through staying connected virtually, all focus group members stated that they had made new friends through being part of their unit, and had benefited from being able to meet new people. They reported a sense of camaraderie and that they helped and supported each other.

#### **They said:**

*'After I joined YVS it was good as I got to know a lot more people and could work alongside them.'*  
*'I was the only girl in the unit but started to socialise with the others and made good pals.'*  
*'We can express how we've been feeling and be there to listen and encourage and help one another.'*

The YVs also conveyed that the VYIs in their units helped them to feel welcome and part of the group, which further fostered a sense of belonging.

**They said:**

*'We are treated like equals. They listen to us and we can have a laugh with them.'*

*'If I am stuck they are always there – very welcoming and I could go to them. I feel confident that they're there to help.'*

All YVs in the focus groups said they were proud to be part of the scheme and to represent SFRS.

**They said:**

*'I definitely tell people that I'm part of this and I'm proud to help promote the fire service and everything they do.'*

*'Wearing my uniform out in the community makes me feel proud and that I'm doing something good.'*

*'Yes I tell people about it, what you learn and about all the volunteering we do.'*

*'It feels good to go along to events and be out and about in the community and wear the service crest with pride because you know you're part of something.'*

**Young people will contribute to the development of the YVS Syllabus ensuring it is person-centred and inclusive.**

As well as being part of the initial development work of Phase 1 and 2 of the YVS syllabus, YVs have had further opportunities to contribute to learning content and means of delivery.

Feedback was regularly sought from young people on social media platforms, especially at the beginning of the first lockdown when virtual engagement was new to everyone.

YVs said that they had lots of opportunities to be involved in creating their unit's virtual learning programme, and that they felt confident they could put forward suggestions to VYIs and be heard.

**They said:**

*'We've been able to give ideas of what we want to do at the virtual drill nights and what can be improved.'*

YVs were also involved in the development of the YVS Engage programme, particularly with regards to the activities that should be included, safety information they could share with family and friends, and other areas of the SFRS they wanted to learn about. They had the opportunity to give their opinion on how information and resources would be shared, and how to reach individuals who don't use social media.

## **OBJECTIVE 5: Support the development of an adult volunteer network which will enhance personal development, training and employability prospects**

VYIs were given the opportunity to feedback to the national team on a variety of issues, including training, resources and communication. The feedback contained many positives, the key points being as follows:

- Many VYIs used to be part of young firefighter or other cadet schemes when they were younger and want to give back.
- A significant number of VYIs have volunteered with SFRS for five years or more and they will continue to do so.
- VYIs feel a sense of reward and satisfaction from supporting youth volunteers to develop, grow and achieve.
- VYIs can recognise the skills they have gained from their role and how it has helped them in other areas of their lives.

With regards to the skills and knowledge they have gained they told us the following:

### **They said:**

*'Being a VYI has taught me the skills to be able to deliver training to groups and tailor lessons to suit their abilities. It has also helped me progress my career from RDS to Wholetime firefighter.'*

*'Leadership, fire safety, first aid, teamwork, management, health and safety, and people skills, which I can use elsewhere.'*

*'Mentoring skills - teaching/passing on knowledge to others while identifying their strengths and weaknesses.'*

Due to the challenges over the last year, it was expected that there would also be some areas for improvement. Although most VYIs reported that overall, they felt supported in their volunteer role and that they had been given adequate training to carry out the role, a number of concerns were raised from VYIs from the legacy programmes who wanted more clarity on the delineation of roles and responsibilities between themselves and the LSC. This will be addressed over the next year, with opportunities for refresher training for VYIs, and ensuring any LSCs who are relatively new in post undertake the required 'Managing YVS' training package.

### **Volunteer Youth Instructors will contribute positively to their local communities**

This outcome can be evidenced by the dedication and commitment of VYIs who supported YVS during a national pandemic and continued to give up their time. Feedback from areas demonstrated that although they felt that they did contribute to their communities in some ways, they didn't have the same opportunities as they would normally have had due to the pandemic, as community engagement activities within their local areas had halted.

Some also said that although they unable contribute to their local YVS unit as they normally would, they found other ways of helping and supporting their communities through

lockdowns such as food or medicine deliveries, checking in on neighbours, and trying to reduce social isolation.

### **Volunteer Youth Instructors will have opportunities to influence YVS policy and practice**

Although formal opportunities for contributing to YVS policy and practice were not implemented as originally planned due to the pandemic, VYIs were still able to provide valuable feedback in other ways. VYIs share their ideas with their LSC, who passes this feedback on to the YVS National Officer through regular check-ins.

During induction training, VYIs are given an overview of the library of key documents and policies, for example a handbook outlining everything required to run a YVS unit, and they are encouraged to review these working documents regularly and their feedback is incorporated where relevant.

VYIs were also asked to complete an anonymous online questionnaire, both to give them the opportunity to provide their views on different aspects of YVS, and to find out if they felt able to do so. Responses showed that 72% of VYIs said they felt able to give both positive and negative feedback about YVS. Barriers to this for the remaining respondents centred on a perceived lack of communication at a local level, or feeling that their voice wouldn't be heard.

## OBJECTIVE 6:

### Improve health and wellbeing by providing a range of information and resources for young people and adult volunteers

#### Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing

The health and wellbeing of both YVs and VYIs is extremely important to the SFRS. YVS encourages activity around both physical and mental wellbeing through the syllabus, however it was not always possible to ensure this content would reach all our YVs.

The national team CSE developed various means of getting the 'health and wellbeing' message out to YVs and VYIs, and those units who were meeting online increased the amount of sessions focusing on health and wellbeing being delivered.

On the YVS national social media pages, activities and challenges designed to promote a healthy lifestyle were regularly posted, and content was sourced and shared from partner organisations such as Young Scot. This included 'Stepember', PE at home, acts of kindness, and the 'Clear Your Head' challenge.

The YVS Engage digital programme has further reinforced these messages to our YVs on the importance of looking after your health and wellbeing, promoting activities around functional fitness, the '1000 miles challenge', and Mental Health Awareness Week.

In addition, local units were encouraged to highlight health and wellbeing messages in their interactions with their YVs. This included sharing resources or links via group chats, ensuring the young people knew someone was there to talk to if required, and via virtual lessons.

We asked YVs to describe how they had been looking after the health and wellbeing over the last year. All those who responded said they were able to pinpoint something they had been doing which had a positive impact on them.

#### They said:

*'Every day me and my family walked somewhere – long walks, this was during the first lockdown, not this one, I was glad to get out of the house. After online schooling and not allowed to see my friends, it was good to get fresh air'*

*'I did some mountain biking to clear my head'*

*'I have been writing a lot more - writing music and writing in general – it gets your feelings out.'*

They said that the information, activities and messages from both the national team, and their local units where relevant, encouraged them to look after their health and wellbeing, with some actively checking the social media pages for updates.



Picture 20: Example of a health and wellbeing challenge for YVs and VYIs



Picture 21: Example of the national social media pages promoting activities for positive mental health

**They said:**

*'I just tried to talk to people more – about emotions and my mum bought me a journal to fill in.'*

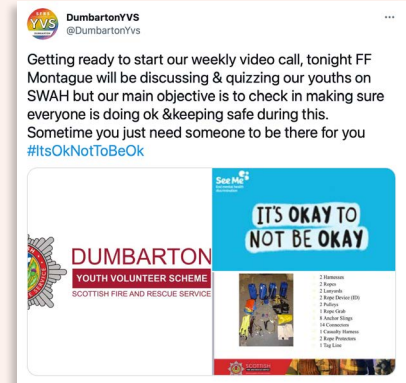
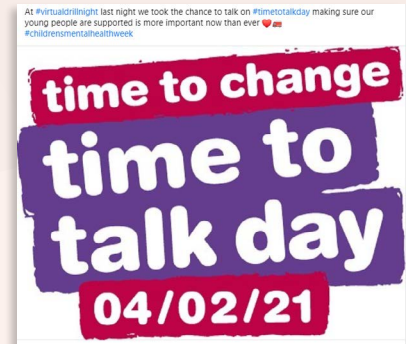
*'[In the virtual sessions] we talked about mental health, our feelings and how we were getting on.'*

*'We did fitness sessions where you did the moves firefighters would need to be able to do.'*

A lot of the health and wellbeing information shared by the national team online was also relevant to VYIs, such as 'Time to Talk' day and they were encouraged to look at the resources. VYIs also had access to the Lifelines Scotland website where they can find advice and information to support their emotional and psychological wellbeing and access help if needed, and is promoted through the YVS Handbook, VYI training packages and their induction process.

72% of respondents to the online questionnaire agreed or strongly agreed with the statement 'I have access to resources to support my health and wellbeing.'

SFRS recognises the increased importance of supporting health and wellbeing over the last year, and YVS will consider how to implement this as a priority going forward.



Picture 22/23/24/25: Examples of wellbeing related activities delivered through virtual drill nights

## 8. CASE STUDIES OF YOUTH VOLUNTEERS

While we have demonstrated how YVS has been able to meet the short-term outcomes as outlined in the Planning & Evaluation Tool, and how these link into the six objectives, the data gathered in the first year cannot yet evidence the overarching aims of improving life chances and empowering young people. The following case studies of young people from legacy units demonstrate the significant long-term impact that being part of a Youth Volunteer Scheme has had on these individuals.

### Isla Overend – YVS Dumbarton



Picture 26: Isla receiving her WFS award from SFRS Chief Officer Martin Blunden

Isla joined the legacy Dumbarton young firefighters' programme at the age of 14 and has been instrumental in driving forward the transition to the YVS. When she first joined, she was quiet and her instructors remember she didn't talk to anyone if she didn't know them. She remembers this being a very daunting experience and ended up the only girl in the group, finding the drills and the wider group extremely tough, but she did not give up. After a short time, Isla gained a little more confidence and started to feel a lot more relaxed and comfortable, starting to make new friends and embrace the experiences offered to her.

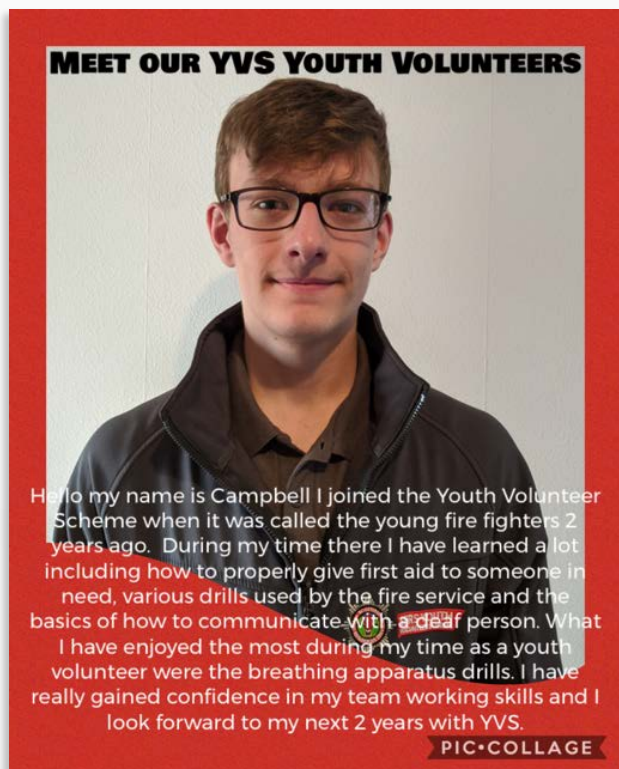
Isla was successful in gaining a Youth Crew Commander position, and later a Youth Watch Commander at her YVS unit. Isla's determination and caring approach quickly sent the message to other young people (girls in particular) within the community that they too could be successful young role models representing the fire and rescue service and working together for better outcomes and improving life chances.

Isla has gone above and beyond her role as a Youth Watch Commander, a true role model to not only young people in the SFRS but within the wider service and community. Isla has had numerous successes including;

- Becoming a Train the Trainer First Aid Ready champion, teaching skills to young people, peers in other youth groups and school and dementia carers in her local community.
- Gained SQA Youth Achievement Award at bronze level, and was involved in helping others in her group achieve the award.
- Leading on various local fundraising activities and community events
- Helping to plan and attending a youth cultural learning event in Germany with FRS from across Europe
- Supporting younger and less experienced youth volunteers train and compete at competitions whilst being involved in competition herself



Picture 27/28: Promotions of the achievements of our current YVs via our national social media channels.



**Isla said:**

*'Through taking part, my attitude has changed and I have learned to do things outside my comfort zone and that I can in fact do way more than I give myself credit for.*

*I'm hopeful that the Youth Volunteer Scheme can help more young people across the country like me. I have transformed from a shy, quiet little girl into a proud, confident member of the community and fire service employee.'*

Isla stood alongside our Chief Officer and Minister for Community Safety at the national YVS launch and shared her story to an audience of over 150 people.

Isla has said that due to her increased confidence, determination and skills she gained through YVS, she has gone on to secure a Central Staffing position within SFRS whilst she is studying for a Health Sciences degree through the Open University.

In June 2020, Isla was also awarded joint runner-up of the Young Role Model category at the prestigious Women in the Fire Service Awards.

Whilst Isla left YVS in August 2020 when she turned 18, she has been a fantastic ambassador for the scheme and for SFRS as a whole.

In July 2020 we promoted the achievements of our current YVs via our national social media channels. Their testimonies highlight the skills and knowledge they have gained through YVS, and how taking part has had a positive impact on their lives.

## 9. WHAT YVS MEANS TO OUR VOLUNTEER YOUTH INSTRUCTORS

We asked some of our new and existing VYIs what impact YVS has had on them.

### They said:

*'I had nothing when I was growing up, also had to put up with living in a kinda posh area hence lots of bullying and had to learn how to stick up for myself. This usually led me to getting into trouble...went down the wrong path and finally in my later years got my act together and joined the fire service. If I can help one person whilst volunteering as a Youth Instructor then it's a winner'*

*'I want to give the same opportunities to young people that were given to me when I was in their position. Training and developing them within the unit has always been a passion of mine, even before becoming an instructor. It is rewarding to see.'*

*'I enjoy the satisfaction in developing the youth volunteers, helping them gain key life skills. A number of YVs I have taught over the years have now joined the fire service and I serve alongside them in the RDS which is rewarding.'*

*'I want to give young people chances that I never had. Watching them grow, learn and support them as they begin their careers/leave school.'*



## 10. WHAT WE LEARNED & NEXT STEPS

Although YVS had a challenging first year, it has provided us with some new opportunities and positive experiences, as well as several learning points.

### Online Engagement

This was the main challenge for the YVS, but also where we had most to learn. No online or digital engagement had been considered for YVS prior to Covid-19, except the national and local YVS social media pages. The change in delivery compelled the YVS to become more digitally competent and investigate innovative ways to engage YVs online.

It also allowed a wider scope for learning within the syllabus. Units have been able to interact with SFRS teams they wouldn't previously have been able to due to them being too far away, or difficult to arrange for a group setting. The virtual drill nights have included virtual demos from the Heavy Rescue unit in Oban, Water Rescue, and Community Action Teams. It also provided the opportunity for YVs to engage with online materials created by other fire and rescue services across the UK, whereas before this might not have been considered.

### Importance of Health and Wellbeing

It is evident that the pandemic has had a negative impact on young people's mental health across Scotland. This sentiment has been upheld by our YVs who described how important it was for them to take part in activities that promoted positive wellbeing, and reduced social isolation.

YVs said that virtual sessions focused on discussing mental health and wellbeing, and that being encouraged to share their feelings and talk to each other was a positive outcome from the pandemic; topics that they'd like to see more emphasis on in the future.

Whilst health and wellbeing is promoted through the VYI induction training and YVS handbook, we will consider if there is more that can be done to ensure all VYIs are aware of and have access to appropriate resources and support.

### Relationships

The last year has reinforced how important building a strong relationship with a trusted adult is for our YVs, and units were most successful in continuing to engage virtually where these relationships had already been established. YVs value the relationship they have with VYIs, and for those who go on to become instructors themselves on leaving YVS, they strive to continue that with the next generation of young people.

### Communication

It is clear from the feedback provided by VYIs that work is required to improve communication channels, particularly regarding how information is communicated to VYIs at a local level. Some voiced feelings of disconnection and uncertainty during the last year, reporting that they felt there had been very little or no communication with them, which translated into a frustration that they then couldn't keep YVs and/or their parents and carers up to date. It is vital that steps are taken to address this and that guidance for ensuring effective communication is reviewed and reissued to both LSCs and VYIs.

## Next Steps

There are some key pieces of work to be developed over the next year to progress YVS.

- Support the three remaining new units to recruit YVs and launch in their local areas, depending on the COVID-19 restrictions at the time. The national team will work towards providing guidance and procedure for a return to face-to-face delivery and keep all units up to date with relevant information.
- The original timeline for rolling out units 11-15 will be reviewed, taking the recruitment of VYIs, training, promotion and engagement of YVs into consideration. This will need to be adaptable to any government restrictions and prepare for the possibility of a return to virtual learning.
- We will build on our existing partnerships, and make connections with new ones. In particular, we will work with the Saltire Awards scheme to become Group Administrators, allowing the national team to manage the awards centrally and ensure that all YVs will be signed up and receive recognition for their volunteering. In addition, we will support Save a Life Scotland to develop their educational materials for the secondary age group.
- Establish a more formal youth voice structure, to ensure youth volunteers have opportunities to meaningfully influence YVS/SFRS strategy.



## 11. CONCLUSION & RECOMMENDATIONS

This evaluation has provided SFRS with invaluable evidence which will enable the YVS to consider measures for improvement.

Taking account of all the challenges that YVS faced in its first year, the feedback highlights both the negative impact that Covid-19 has had on the ability to deliver as planned, and the positive outcomes and key successes that were achieved despite these barriers.

From our learning points we have developed the following recommendations:

- Explore opportunities for more nationally driven activities; providing guidance and/or resources that local units can incorporate into their weekly sessions e.g. national awareness weeks or campaigns.
- Make health and wellbeing a priority topic over the next year, ensuring that YVs and VYIs have relevant resources and support.
- Ensure all VYIs and LSCs have received the required training to fulfil their roles, delivering refresher training where necessary.
- Expand the training packages on offer for VYIs and LSCs to complement the required modules – develop a range of ‘bitesize’ digital learning modules on a range of topics including mental health, cyber awareness, and autism.
- Depending on COVID restrictions, hold a regional event in each Service Delivery Area Autumn 2021 – April 2022, where Youth Volunteers and VYIs can come together to provide feedback, take part in learning opportunities, and share good practice.
- Strengthen the existing avenues for VYIs and LSCs to feedback to the national team and ensure there are dedicated opportunities for influencing policy and practice e.g. regular feedback sessions, online surveys on varying topics such as training, and an annual questionnaire.
- Build on existing communication channels with LSCs and VYIs to ensure they receive regular updates and are provided with relevant information, and explore other means of communication such as the online platform Fire Cadet Manager.
- Continue to develop collaborative opportunities with partners.

These recommendations will support the national team to foster a sense of cohesiveness, ensuring there is a consistency of approach and delivery across all YVS units, and that our valued VYIs feel supported, recognised, and appreciated in their role.

## 12. ACKNOWLEDGEMENTS

Thanks goes to the Youth Volunteers from YVS Campbeltown, Dumbarton and Kilmarnock, and their VYIs for supporting them to participate in focus groups.

Thanks is also extended to all the Local Scheme Coordinators, Deputes, Station and Group Commanders who were involved in progressing YVS over the last year.

Finally, thank you to our valued VYIs, who have contributed significantly during this challenging first year.

# 13. APPENDICES

## Project Plan

INPUTS		ACTIVITIES			OUTCOMES	
What do you need to require?		What are you going to do? Who with?			What are you hoping to achieve?	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Fire service personnel</li> <li>• Volunteers</li> <li>• Lecture Room/ Training space</li> <li>• Equipment</li> <li>• PPE/ Uniforms</li> <li>• Computer/ printer/ stationery</li> <li>• Learning resources</li> <li>• Funding</li> <li>• Risk Assessments</li> <li>• Handbook/ Paperwork</li> </ul>	<b>Activities</b> <p>What is involved in delivering the initiative? (flexible area to area and local needs)</p> <ul style="list-style-type: none"> <li>• First Aid</li> <li>• Pump drills</li> <li>• Home fire safety</li> <li>• Road Safety</li> <li>• Anti-social behaviour</li> <li>• Mental Health &amp; Wellbeing</li> <li>• Community Events</li> <li>• Community Safety Engagement</li> <li>• Firework Safety</li> </ul>	<b>Participation</b> <p>Target audience - Include approximate numbers of who/what will be involved</p> <ul style="list-style-type: none"> <li>• 10-20 young people per course (recruitment locally)</li> <li>• LSO area will support to recruit Volunteer Youth Instructors</li> <li>• Support from YVS National Officer</li> <li>• Partner Agencies</li> </ul>	<b>Short Term (0-1 year) Phase 1 – Participation</b> <p>Benefits or changes for participants or the wider community Phase 1 Participation.</p> <ul style="list-style-type: none"> <li>• Young people will have broadened perspective through new challenges and experiences</li> <li>• Young people participate safely and effectively in groups</li> <li>• Improved problem solving and communication skills</li> <li>• Improved self-esteem and confidence</li> <li>• Young people create, describe and apply their learning and skills (indicator)</li> <li>• Develop the skills to participate responsibly in political, economic, social and cultural life</li> <li>• YVS are places which reduce isolation and create a sense of belonging</li> <li>• Young people will contribute to the development of the YVS syllabus ensuring it is person centred and inclusive</li> <li>• Volunteer Youth instructors will have opportunities to influence YVS policy and practice</li> <li>• Volunteer Youth Instructors will contribute positively to their local communities</li> <li>• Young people and Volunteer Youth Instructors broaden their perspectives through new experiences and thinking</li> <li>• Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing</li> </ul>	<b>Medium Term (1 to 2 years) Phase 2 – Responsible Citizens</b> <p>Sustained reduction in incidents or changes in attitude over a longer period.</p> <ul style="list-style-type: none"> <li>• An increased ability to build, develop and manage relationships</li> <li>• Increased knowledge of social responsibility</li> <li>• Young people can express their voice and demonstrate social community (through peer learning)</li> <li>• Young people can consider risk, make reasoned decisions and take control (passing on safety messages)</li> <li>• Improved leadership qualities</li> <li>• Young people are confident, resilient and optimistic for the future</li> <li>• Young people can manage personal social and formal relationships with peers and adults</li> <li>• Volunteer Youth Instructors will develop their understanding and skills of working with vulnerable young people and the wider community</li> <li>• Volunteer Youth Instructors will develop their skills and confidence to impart their operational knowledge to young people</li> <li>• Young people and Volunteer Youth Instructors will pass on their learning to peers</li> <li>• Young people and Volunteer Youth Instructors are more able to respond when unintentional injury occurs</li> </ul>	<b>Long term 3 years – full programme Phase 3 – Leadership</b> <ul style="list-style-type: none"> <li>• Young people will have practical understanding of the SFRS and play supportive roles in communities</li> <li>• Young people have become successful learners, confident individuals, responsible citizens and effective contributors with improved life skills</li> <li>• Young people have increased capacity for further learning, employment or volunteering</li> <li>• SFRS will contribute to reducing inequalities by engaging with a diverse range of young people (25% vulnerable)</li> <li>• SFRS will support the development of an adult volunteer network which will enhance personal development, training and employability prospects</li> <li>• Improved health and wellbeing by providing a range of information and resources for young people and adult volunteers</li> </ul>	

## Evaluation Plan

OUTCOMES	OUTCOME INDICATORS	METHOD OF COLLECTING INFORMATION	WHO WILL COLLECT THE DATA?	WHEN WILL DATA BE COLLECTED?
<p>Same as the short-term outcomes overleaf. The change or difference that result from your work (e.g. To improve knowledge and understanding of Road Safety)</p>	<p>Specific measures of success. What will the outcome look like in practice? (e.g. number of young people able to identify hazards)</p>	<p>What type of evidence will you collect to tell your story? How will you collect it? (e.g. questionnaires, focus groups, social media, numerical data)</p>	<p>This will usually be the person delivering the initiative, but it may also be a project partner.</p>	<p>Build data collection into your everyday work. Remember not to leave it until the end.</p>
<p><b>Young people will have broadened perspective through new challenges and experiences</b></p>	<ul style="list-style-type: none"> <li>Young people completing approx. 85 learning hours per phase (3 phrases) 4-5 modules per phase</li> <li>Numbers of certificates awarded at end of course</li> <li>Competence rate for all sections of course</li> </ul>	<ul style="list-style-type: none"> <li>Attendance records</li> <li>Personal records</li> <li>Workbooks/completed modules</li> </ul>	<p>The course lead instructor &amp; other personnel</p> <ul style="list-style-type: none"> <li>CSE Staff</li> <li>YVS National Officer</li> </ul>	<ul style="list-style-type: none"> <li>Before, during on a regular basis and after the scheme</li> <li>Annually – quantitative data i.e. numbers of courses held, number of participants etc</li> </ul>
<p><b>Young people participate safely and effectively in groups</b></p>	<ul style="list-style-type: none"> <li>Participation in events</li> <li>Young people understand the rules and regulations within a Fire Station</li> <li>Young People have knowledge of Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Observation</li> <li>Workbooks/completed modules</li> <li>Feedback via discussions/focus groups</li> <li>Informal chats</li> <li>Q&amp;A sessions</li> </ul>		
<p><b>Improved problem solving and communication skills</b></p>	<ul style="list-style-type: none"> <li>YP listen to instructions and work out challenges and engaged in discussions</li> <li>YP offer opinions, ask questions, adapt to change</li> </ul>	<ul style="list-style-type: none"> <li>Completed modules</li> <li>Observation by Instructors</li> <li>Informal chats</li> <li>Focus Groups</li> <li>Q&amp;A sessions</li> <li>Casual comments during the sessions</li> </ul>		
<p><b>Develop the skills to participate responsibly in political, economic, social and cultural life</b></p>	<ul style="list-style-type: none"> <li>Competence rate for all sections of course</li> <li>Understand issues that can have a detrimental effect on communities (fire/home/personal safety)</li> <li>Advise they will share their learning/experiences with family/peers</li> <li>Number of young people who will report positive changes in their behaviour</li> <li>Understanding of rights and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Focus Groups, Q&amp;As, casual moments</li> <li>Photographs</li> <li>One to ones</li> <li>Focus Groups, modules completed</li> </ul>		

## EVALUATION PLAN

OUTCOMES	OUTCOME INDICATORS	METHOD OF COLLECTING INFORMATION	WHO WILL COLLECT THE DATA?	WHEN WILL DATA BE COLLECTED?
<p>Same as the short-term outcomes overleaf. The change or difference that result from your work (e.g. To improve knowledge and understanding of Road Safety)</p> <p><b>Improved self-esteem and confidence</b></p>	<p>Specific measures of success. What will the outcome look like in practice? (e.g. number of young people able to identify hazards)</p> <ul style="list-style-type: none"> <li>No. of young people who will report that their confidence has increased</li> <li>Change in behaviour and attitude</li> <li>Took part in sessions</li> <li>Volunteered to answer</li> <li>Regularly speak up and offer opinion</li> <li>Communicate with others</li> <li>Are enthusiastic</li> <li>Expressed positive as well as negative feelings on occasion</li> <li>Consented to take the lead in roles</li> <li>Listened to advice and guidance</li> </ul>	<p>What type of evidence will you collect to tell your story? How will you collect it? (e.g. questionnaires, focus groups, social media, numerical data)</p> <ul style="list-style-type: none"> <li>Observation on behaviour by Instructor</li> <li>Questionnaires</li> <li>Completed modules</li> <li>Photographs</li> </ul>	<p>This will usually be the person delivering the initiative, but it may also be a project partner.</p>	<p>Build data collection into your everyday work. Remember not to leave it until the end.</p>
<p><b>YVS are places which reduce isolation and create a sense of belonging</b></p>	<ul style="list-style-type: none"> <li>Took part in sessions</li> <li>Became more engaged</li> <li>Improved social relations,</li> <li>Showed optimism for the course</li> <li>Volunteered to answer questions</li> <li>Young people's attendance</li> <li>Young people make new friends</li> <li>Instructors' observations in behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Attendance records</li> <li>PDPs</li> <li>Instructors' observations</li> <li>Social media screenshots</li> <li>Photographs</li> <li>One to One sessions</li> </ul>		
<p><b>Young people will contribute to the development of the YVS syllabus ensuring it is person centred and inclusive</b></p>	<ul style="list-style-type: none"> <li>Young people are confident to give their views of the Syllabus and SFRS incorporate changes into syllabus</li> <li>Young people will complete a Personal Development Record to gather evidence of their learning</li> <li>Young people are keen to provide regular formal/informal feedback</li> </ul>	<ul style="list-style-type: none"> <li>Personal Record Plans</li> <li>Focus Groups</li> <li>Q&amp;As</li> <li>Feedback from Instructors</li> </ul>		



<p><b>Volunteer Youth instructors will have opportunities to influence YVS policy and practice</b></p>	<ul style="list-style-type: none"> <li>• VYI are confident to give views and offers advice/feedback</li> <li>• Can recognise what works and what can be improved upon and provide positive as well as negative feedback</li> <li>• Creates new opportunities, events, sessions</li> <li>• Plans for future events</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement sessions with National Officer</li> <li>• Questionnaires</li> <li>• Emails</li> <li>• Progress reports</li> <li>• Personal Development Plans</li> </ul>		
<p><b>Volunteer Youth Instructors will contribute positively to their local communities</b></p>	<ul style="list-style-type: none"> <li>• Numbers of hours volunteering</li> <li>• Volunteers feel their contribution; links with communities and social interaction are improving</li> <li>• Number of events/engagement sessions with local communities, individually and as a group</li> </ul>	<ul style="list-style-type: none"> <li>• Data</li> <li>• Questionnaire</li> <li>• Data</li> <li>• Feedback from partners, other stakeholders and members of the community via questionnaire/social media</li> </ul>		
<p><b>Young people and Volunteer Youth Instructors broaden their perspectives through new experiences and thinking</b></p>	<ul style="list-style-type: none"> <li>• Report they can do new things (because of improved confidence)</li> <li>• Report they have a positive, supportive network</li> <li>• Became more involved in role</li> <li>• Asked for references</li> <li>• Took ownership of participation/results/difficulties and asked for assistance</li> <li>• Are enthusiastic about activities/learning opportunities</li> <li>• Offer suggestions</li> <li>• Individuals report their skills have increased and their knowledge has improved</li> </ul>	<ul style="list-style-type: none"> <li>• Focus Groups/Questionnaires</li> <li>• One to one sessions</li> <li>• Photographs</li> <li>• Social media</li> <li>• Newspapers/other media engagement new events, changes to the syllabus</li> <li>• Personal Development Plan</li> <li>• Engagement Sessions</li> </ul>		
<p><b>Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing</b></p>	<ul style="list-style-type: none"> <li>• Satisfaction and knowledge of physical health</li> <li>• Personal insight - can advise how participation in regular physical activity can affect health and wellbeing</li> <li>• Participation in workshops on personal safety and risk-taking behaviour</li> <li>• Access to support, education and learning on health and wellbeing via SFRS and national guidance</li> <li>• Participation in regular physical activity and workshops on personal safety and risk-taking behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback via focus groups, questionnaires, one to ones</li> <li>• Modules completed</li> <li>• Partner engagement, reports on national guidance</li> </ul>		

# 13. APPENDICES

## Focus Group Questions – Summary of Group Feedback

- Words that come to mind when you think of YVS

- What do you get out of it?

### 1. Outcome: Young People participate effectively in groups

#### Question:

- Although we haven't been able to meet as a group because of Covid but what are your experiences engaging during the last year e.g. online?
- Did you feel it was still beneficial and what have you learned?

### 2. Improved problem solving and communication skills

#### Question:

- How have you found communicating with your instructors or each other during Covid/via the online zoom sessions? (use as appropriate)
- What were your biggest challenges? How did you respond?

### 3. Improved self-esteem and confidence

#### Question:

- Again, referring to the online sessions, in what ways do you think engaging with the instructors etc., has or can improve your confidence?
- Can you provide any examples when you have made any suggestions to improving things or have spoken up when things haven't been working?
- Have you done anything you wouldn't normally do because of YVS?

### 4. Develop the skills to participate responsibly in political, economic, social and cultural life

#### Question:

- What's your views on how COVID has affected young people with regard to learning, attendance and not being able to attend the YVS?
- Do you know what is happening with the easing of lockdown etc.? and are you aware of how it's affected communities?
- Have you been involved in helping out in your community during Covid?
- On another issue, do you tell people that you are part of the YVS and what do you say about it?

### 5. YVS are places which reduce isolation and create a sense of belonging

#### Question:

- Have you managed to take part in every zoom session and if not why not? Be honest, everyone has struggled during this time.
- Did you take part in all of the activities set out by your YVS unit, and if not why not?
- What did you get out of the sessions/activities?
- Can you describe your relationship with the other young people and instructors?

### 6. YP and YVI broaden their perspectives through new experiences and thinking

#### Question:

- We are always looking at ways to improve how we do things, is there anything you can suggest or that we need to do differently?
- What new things have you learned?
- What do you think about the support you receive?
- Can you provide an example when you have asked for assistance, highlighted any difficulties?
- Consequently, can you provide an example of when you have offered suggestions?

### 7. Health and wellbeing

#### Question:

- Your health and wellbeing is very important especially to us as an organisation and we hope you are doing ok. Can you describe anything you have been doing during lockdown i.e. going out for walks, dog walking?
- What information have you gained from SFRS? Do you check out sites online?

## Volunteer Youth Instructor Feedback Survey

1. How long have you been volunteering with SFRS as a YVS youth instructor?  
\_\_\_\_\_
2. What are the main reasons you joined as a volunteer?  
\_\_\_\_\_  
\_\_\_\_\_
3. Pre-COVID, how many hours did you typically volunteer each month with YVS?  
\_\_\_\_\_
4. Since COVID, how many hours have you typically volunteered each month with YVS?  
\_\_\_\_\_
5. What do you enjoy about being a Volunteer Youth Instructor with YVS?  
\_\_\_\_\_  
\_\_\_\_\_
6. Apart from a return to face-to-face delivery, what would you like to change or improve about YVS?  
\_\_\_\_\_  
\_\_\_\_\_
7. What skills or knowledge have you gained from being a VYI?  
\_\_\_\_\_  
\_\_\_\_\_
8. What have the challenges been over the last year in your role as a VYI?  
\_\_\_\_\_  
\_\_\_\_\_
9. How difficult was it for you to carry out your VYI role over the last year?  
 Very difficult  
 Difficult but I was able to adapt  
 Not at all difficult
10. Can you explain your answer to question 9? (e.g. it was very difficult due to lack of digital skills)  
\_\_\_\_\_  
\_\_\_\_\_

11. Please choose the most relevant to you below:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel supported in my role as a volunteer					
I feel my volunteer role is recognised and celebrated					
I have been given adequate training to carry out my role					
I feel able to give both positive and negative feedback about YVS					
I have access to resources to support my health and wellbeing					
I receive regular updates and information about YVS					

12. How much of an impact do you feel you have had in the past year through your VYI role?  
 A great deal of impact       A moderate amount       No impact at all  
 A lot of impact       Little impact
13. If you chose 'little impact' or 'no impact at all' what have been the barriers and challenges being able to fulfil your role?  
\_\_\_\_\_  
\_\_\_\_\_
14. Is there anything else you'd like to feedback back about your VYI role or YVS?  
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\_\_\_\_\_



# **SFRS YOUTH VOLUNTEER SCHEME**

[www.firescotland.gov.uk](http://www.firescotland.gov.uk)

Youth Volunteer Scheme – Year One Evaluation 2020-2021

Version 1.0 – 21 July 2021

**SFRS BOARD FORWARD PLAN**

**Agenda Item 15**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<b>Special Board 9 September 2022 (Pre SD)</b>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of /Decision on Private Item</li> <li>• Declaration of Interests</li> <li>• Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Combined Risk and Performance Report Q1 Progress Report</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>27 October 2022</b>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/ Decision on Private Item</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• HS Policy and Policy Statement</li> <li>• Staff Survey</li> <li>• Gaelic Language Plan Consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Capital Budget Outturn Report 2021/22</li> <li>• Resource Budget Outturn Report 2021/22</li> <li>• Performance Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Board Forward Plan Schedule 2023/24</li> <li>• Draft Annual Report and Accounts 2021/22 (PRIVATE)</li> <li>• Integrated AOP and Change Plan</li> <li>• Annual Procurement Report 2021/22</li> </ul>
<b>15 December 2022</b>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/ Decision on Private Item</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Combined Risk and Performance Report Q2 Progress Report</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Strategy 2023-24</li> </ul>

**SFRS BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<p align="center"><b>30 March 2023</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/ Decision on Private Item</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>		<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Combined Risk and Performance Report Q3 Progress Report</li> <li>• Annual Operating Plan 2023/24 Development</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget 2023/24</li> <li>• Capital Programme 2023-2026</li> </ul>