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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

20 October 2022

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 27 October 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 Kevin Murphy on 07780 468734, 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.



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PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 27 OCTOBER 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: TUESDAY 23 AUGUST 2022** *F Thorburn*
(attached)

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)* *F Thorburn*

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

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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**
 - Draft Minute of Meeting: 15 August 2022 *(attached)* F Thorburn
- 10.2 **Audit & Risk Assurance Committee**
 - Update of Meeting: 13 October 2022 *(verbal)* B Baverstock
- 10.3 **People Committee:**
 - Update of Meeting: 3 October 2022 *(verbal)* M Wylie
- 10.4 **Service Delivery Committee:**
 - Draft Minute of Meeting: 30 August 2022 *(attached)* N Barr
- 11 COMBINED RISK AND PERFORMANCE REPORT Q1 PROGRESS REPORT** *(attached)* M McAteer
- The Board is asked to scrutinise the report.*
- 12 BOARD FORWARD PLAN SCHEDULE 2023/24** *(attached)* M McAteer
- The Board is asked to approve the report.*
- 13 ANNUAL PROCUREMENT REPORT 2021/22** *(attached)* J Thomson
- The Board is asked to approve the report.*
- 14 RESOURCE BUDGET MONITORING REPORT** *(attached)* J Thomson
- The Board is asked to scrutinise the report.*
- 15 CAPITAL BUDGET MONITORING REPORT** *(attached)* J Thomson
- The Board is asked to scrutinise the report.*
- 16 RESOURCE BUDGET OUTTURN REPORT 2021/22** *(attached)* J Thomson
- The Board is asked to scrutinise the report.*
- 17 CAPITAL BUDGET OUTTURN REPORT 2021/22** *(attached)* J Thomson
- The Board is asked to scrutinise the report.*

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

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18 REPORTS FOR INFORMATION ONLY:

The Board is asked to note the following reports:

18.1 **Revised Annual Operating Plan 2022/23** (attached)

18.2 **Health and Safety Policy and Policy Statement** (attached)

19 RISK THEMES (verbal)

F Thorburn

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

20 FORWARD PLAN (attached)

Board Support

The Board is asked to note the update.

21 DATE OF NEXT MEETING

Thursday 15 December 2022

PRIVATE SESSION**22 MINUTES OF PREVIOUS PRIVATE MEETING:
TUESDAY 23 AUGUST 2022** (attached)

F Thorburn

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

23 LEGACY SETTLEMENT CLAIM (attached)

J Thomson

The Board is asked to approve the report.

24 COMMAND AND CONTROL FUTURES UPDATE (verbal)

A Watt

The Board is asked to note the verbal report.

25 INDUSTRIAL RELATIONS (verbal)

S Stevens

The Board is asked to note the verbal 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

TUESDAY 23 AUGUST 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)
Angiolina Foster (AF)
Tim Wright (TW)

Fiona Thorburn, Deputy Chair (FT)
Nick Barr (NB)
Brian Baverstock (BB)
Malcolm Payton (MP)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
Liz Barnes (LBa)
David Farries (DF)
David Lockhart (DL)
John Thomson (JH)
Andy Watt (AW)
Alasdair Cameron (AC)
Heather Greig (HG)
Debbie Haddow (DJH)

Interim Chief Officer
Interim Deputy Chief Officer
Director of People and Organisational Development
T/Assistant Chief Officer, Director of Service Delivery
T/Assistant Chief Officer, Director of Service Development
Acting Director of Finance and Procurement
Assistant Chief Officer, Director of Training, Safety and Assurance
Group Commander Board Support
Executive Officer Board Support
Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those present and participating or observing via MS Team.
- 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 Lesley Bloomer, Board Member
Paul Stollard, Board Member
Mark McAteer, Director of Strategic Planning, Performance and Communications
Iain Morris, Acting Director of Asset Management

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- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the *Business Case for Economic Settlement of ET Claim and Strategic Plan 2022-25* items would be taken in private due to matters which are the subject of legal proceedings (Standing Orders 9D) and the confidential nature of the issues (Standing Order 9G), respectively.
- 3.2 The Board further agreed an additional private item relating to the Command and Control Futures Project which would be taken in private due to confidential commercial/financial information (Standing Orders 9E).
- 4 DECLARATION OF INTERESTS**
- 4.1 There were no declarations of conflict of interests made.
- 5 MINUTES OF PREVIOUS MEETINGS:**
- 5.1 **Thursday 30 June 2022**
- 5.1.1 The following amendments and 2 minor typographical errors were noted:
- Item 10.4 Service Delivery Committee – 5th bullet point to be amended to read “*Update on Unwanted Fire Alarm Systems (UFAS) implementation plan which reinforces the interdependency on the Command and Control Futures (CCF) project.*”
- Item 10.2 Audit and Risk Assurance Committee – Final bullet point to be amended to read “*National Fraud Initiative. Committee were keen to understand what measures can be taken to increase awareness/communications to improve the level of self-declaration of interests across the Service.*”
- 5.1.2 **Subject to the above amendments, the minutes of the meeting held on 30 June 2022 were approved as a true record of the meeting.**
- 5.2 **Matters Arising**
- 5.2.1 There were no matters arising.
- 6 ACTION LOG**
- 6.1 The Board considered the action log and noted the updates.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**
- 7 DECISION LOG**
- 7.1 The Board considered the Decision Log noting the impact assessment provided for decision made 12 months ago.
- 7.2 AC advised the Board that the following amendments would be made to the Decision Log:
- Item 12 Annual Procurement Report for Period 1 April 2020 -31 March 2021: The second sentence should read: “*The report also describes the actions we have completed in line with our procurement strategy.*”
 - Item 22 Request Authorisation for Settlement of Insurance Claim (Private): Impact Assessment statement was inaccurate. For record purposes, it should read: “*Following approval by the SFRS Board the Scottish Government provided their authority to settle the claim in September 2021. Clyde & Co Solicitors continued negotiations with the pursuer and subsequently agreed settlement, which was within the authority provided. Work is continuing to finalise the remaining defence and pursuer costs and regular meetings are held with Clyde & Co Solicitors to monitor this and other ongoing claims.*”
- 7.3 **Members noted the updated Decision Log.**

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8.1 KD presented the Chair's Update report noting events which had occurred since the Board meeting held on 30 June 2022. In addition to the written report, KD provided a verbal update on the following key areas:

- Pay negotiations - No formal updates. Negotiations at the National Joint Council (NJC) and discussions with Scottish Government were ongoing.
- Discussions continue with Scottish Government regarding implications of the future budget and the strategic spending review.

8.2 KD advised the Board that Maureen Rooney would take over as Deputy Director of Safer Communities on 21 September 2022, following Wendy Wilkinson's retirement.

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

9 CHIEF OFFICER'S REPORT

9.1 RH presented the Chief Officer's report noting events which had occurred since the Board meeting held on 30 June 2022. In addition to the written report, RH provided a verbal update on the following key areas:

- Kilbirnie Street 50th Anniversary Commemoration event (25 August 2022). Invitation extended to all Board Members.
- Kilbirnie Street Red Plaque Unveiling event (28 August 2022). Invitation extended to all Board Members.

9.2 **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 15 August 2022 and provided a verbal update, highlighting the following:

- Scrutiny of the Low Carbon Appliance dossier which lead to discussions regarding early sight of projects and the importance to establish discipline around the business change lifecycle.
- People, Training, Finance and Assets System Update noting the complexity of the project and the Committee welcomes the benefits lead approach to establish scope and focus on high yield end to end processes. Engaging with Scottish Government regarding a potential shared procurement opportunity.
- Update on the Portfolio Office's work including the new report format.
- Update on the Command and Control Futures Programme (to be discussed further in private session).

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

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the Committee held a public meeting on 28 June 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 Audit and Risk Assurance Committee Annual Report to the Accountable Officer

BB presented 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. BB confirmed that the Committee were broadly satisfied with the assurances provided from Internal Audit, External Audit and HMFSI, during the year. BB reminded the Board that the ARAC Annual Report to the Accountable Officer formed a key component of the Annual Governance Statement.

10.2.3 **The Board noted the draft minutes and Annual Report to the Accountable Officer.**

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10.3.1 MW reported that the Committee held a public meeting on 21 June 2022 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

10.3.2 The next meeting was scheduled on 15 September 2022.

10.3.3 The Board noted the draft minutes.**10.4 Service Delivery Committee (SDC)**

10.4.1 NB reported that the Committee held a public meeting on 12 May 2022 and noted that the draft minutes had previously been presented to the Board.

10.4.2 The next meeting was scheduled to be held on 30 August 2022.

10.4.3 The Board noted the verbal update.**11 RESOURCE BUDGET MONITORING REPORT 2022/23 – MAY 2022**

11.1 JT presented a report advising the Board of the resource budget position for the period ending 31 July 2022. JT outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an underspend of £0.615million and a forecast year-end underspend of £0.039million. 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:

- Budget virements during this period related to Marauding Terrorist Firearms Attack (MTFA) and training overtime.
- Financial risk remains for a potential overspend. The ongoing pay negotiations may have a direct impact on the overall financial position for the current and future year. Impact of high inflation rates were now becoming apparent.
- Overall forecast reported an underspend in Employee Costs primarily due to a reduction in wholtime overtime, increase in Property costs due to higher rates, increase in Transport costs due to higher fuel prices and reduction in energy consumption however, this has been impacted by the increased cost of services.
- Budgeted savings forecasting marginally lower than anticipated. Inclusion of RAG status to highlight the position and management of the savings.

11.2 The Board commented positively on the inclusion of the additional information extremely helpful.

11.3 In regard to Employee costs, the Board queried the challenges in future years. JT confirmed that the main driver was wholtime costs and the Service had to maintain and manage availability, skills and overtime appropriately. This would continue to be managed and mitigated within the current year and into futures years.

11.4 In regard to overspending in hydrant maintenance, JT noted that it was agreed that the backlog in this area would be progressed at the end of the previous financial year and this has carried over to the current year. JT assured the Board that this position was being managed appropriately. DF reminded the Board of the discussions and progress made with Scottish Water in regard to maintenance and payments.

11.5 The Board commented on whether the forecast portrayed a realistic position due to the various uncertainties/economic conditions and how the Service were positioned to react to any potential significant overspend.

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- 11.6 JT advised the Board that the forecast presented was based on the current known position and until the final position was known it was difficult to include this within the overall forecast. JT assured the Board that the Service had made Scottish Government aware of the affordability of any potential pay award (higher than the budgeted 2%) was not affordable within the current climate nor sustainable in future years. The potential to accelerate/identify new efficiencies or savings would not be sufficient or sustainable to offset any potential pay award over that already budgeted.
- 11.7 JT reminded the Board of the ongoing negotiations and the sensitivities surrounding this process. JT advised the Board that the Service would continue to manage the financial position to deliver against a balanced budget, whilst maintaining operational resources and community risks appropriately.
- 11.8 RH advised the Board that the Service continues to manage the increased inflationary position within budget. RH commented on the depleted Target Operating Model (TOM) and use of overtime to maintain operational capacity. RH outlined the main reasons for depleted TOM, ie recruitment restrictions, pension remedy, etc and noted the mitigations in place. These included the dedicated Staffing and Tactical Advisory Group and Operational Availability Group and noted the improving trajectory and management around overtime. RH reiterated the assurance that Scottish Government were being kept fully abreast of the ongoing discussions and negotiations relating to the pay award.
- 11.9 In regard to Agency and Contractor costs, the Board queried where these costs were being incurred and sought assurance that this was being managed appropriately.
- 11.10 JT advised the Board that agency staff had been used to help manage the challenges around recruitment. Although this had been for a longer period than anticipated, JT noted that agency costs were balanced against the underspend in Support Staff costs. JT confirmed that the overall position was being managed appropriately. LBa advised the Board that all vacancies were subject to review prior to recruitment. RH reminded the Board that the Budgetary Sub Group continue to meet on a quarterly basis to provide additional focus and oversight on the budget position.
- 11.11 In regard to forecasting on the basis of an annual budget, the Board sought assurance that the Service had not taken any longer term financial decisions that would result in operational and financial pressures going forward.
- 11.12 RH advised the Board that no known decisions had been made, since the resource spending review, that would conflict with the direction of travel. RH assured the Board that the Service would continue to manage the current position appropriately and maintain awareness of the future longer-term vision and potential challenges. RH noted that the Strategic Leadership Team (SLT) were aware of the potential scenarios falling out of the resource spending review and would be reviewing potential savings for the next financial year. RH further noted that the SLT would also start the process to identify a longer-term programme (2-4 years) and this would be discussed further at the scheduled Away Days.
- 11.13 KD reminded the Board that the Away Days would be used to discuss the financial current and future challenges, restrictions on annual budgeting and uncertainties surrounding future budgets.
- 11.14 **The Board scrutinised the resource budget position for the period ending 31 July 2022.**
- 12 CAPITAL BUDGET MONITORING REPORT 2022/23 – JULY 2022**
- 12.1 JT presented a report advising the Board of the actual and committed expenditure against the 2022/23 capital budget position for the period ending 31 July 2022. It was

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anticipated that the budget of £34.4 million would be spent by the end of the financial year. The following key points were highlighted:

- Inclusion of RAG status.
- New Accounting Standards relating to leases, potential transfer from Resource to Capital budgets.
- Funding bid for decarbonisation (£2.8 million) has been submitted. Formal response awaited. A further multi-year bid would be submitted in January 2023.
- Funding bid for installation of electric vehicle infrastructure (£0.254 million) has been submitted to Transport Scotland. Formal response awaited.
- Two virements during this period due primarily to difficulties with supply chains.
- Overall progress against budget was currently £20.577 million (60%).
- Reminder that the capital budget remains insufficient for the overall asset profile, however the Service remains focussed on maximising spend on the capital budget.

12.2 The Board expressed their gratitude to those involved in identifying and securing various grants and funding for capital projects.

12.3 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 July 2022.**

13 REPORT FOR INFORMATION ONLY:

13.1 Youth Volunteer Scheme Evaluation Report

13.1.1 The Youth Volunteer Scheme Evaluation Report had been submitted for information. The Board acknowledged the importance and benefits of this scheme and reiterated their continuing support.

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

14 RISK THEMES

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

14.2 The Board commented on the need for greater emphasis and scrutiny on the financial position/decision and any potential future impact on operational delivery. The Board acknowledged that this known risk was actively being managed to ensure there was no increased risk to personnel or communities.

15 FORWARD PLAN

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

15.2 The Board were reminded that a Special Board meeting had been convened on 9 September 2022 to allow the Combined Risk and Performance Report to be presented.

16 DATE OF NEXT MEETING

16.1 The next formal (Special) meeting of the Board is scheduled to take place on Friday 9 September 2022 at 0930 hrs.

16.2 There being no further matters to discuss in public, the meeting closed at 1110 hours.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING:

17.1 The private minutes of the meetings held on 30 June 2022 and 28 July 2022 were approved as a true record of the meeting.

DRAFT - OFFICIAL**18 PRIVATE ACTION LOG**

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

19 BUSINESS CASE FOR ECONOMIC SETTLEMENT OF ET CLAIM

19.1 Due to a significant change in circumstances, the Chair informed the Board that it was necessary to revisit the previous decision made on 31 March 2022 and confirmed that this aligned to the Standing Orders.

19.2 LBa presented a report, previously circulated by email, to the Board seeking approval to support the updated business case to support economic settlement of an Employment Tribunal claim against the Service.

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

20 STRATEGIC PLAN 2022-25

20.1 MMcA presented a report to the Board seeking approval of the final draft of the Strategic Plan 2022-25 to the Board and seek approval for its release to the Minister for Community Safety for approval.

20.2 The Board acknowledged the efforts and hard work involved across the Service in the production of the Strategic Plan.

20.3 **The Board approved the Strategic Plan 2022-25 for release to the Minister for Community Safety.**

21 COMMAND AND CONTROL FUTURES PROJECT UPDATE

21.1 The Board were informed that a comprehensive update was provided to the Change Committee on 15 August 2022 and a further update meeting was held on 22 August 2022 between AW, NB and FT.

21.2 The Board were updated on the progress of the Remedial Advisor's final report which was anticipated later this week (w/e 26 August).

21.3 **The Board noted the update and acknowledged the emerging concerns.**

SFRS BOARD MEETING – ROLLING ACTION LOG



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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

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

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

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Board Meeting: 30 June 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
Item 11.7	Combined Risk and Performance Report Q4 Progress Report: Re the high level of compliance of mandatory training and requested a note to be circulated for assurance purposes.	AW	August 2022		September 2022	Update (23/08/2022): Information currently being collated and will be circulated week commencing 22 August. Completed (27/10/2022): Information circulated on 2 September (via email)



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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
Meeting Date: 28 October 2021				
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2022-23	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 2023. These set out the Board's programme of scrutiny and key decisions for 2022-23, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	The Board approved the proposed 2022/23 Forward Plan Schedule.	April 2022
<p>Impact Assessment for Board Decision (Review Date - 10/2022): The balance between in person and virtual meetings has allowed the Board to continue to operate in an open and transparent manner while balancing considerations of travel, environmental impacts and the ongoing need to be mindful of COVID-19 transmissions. The decision has allowed the Board to operate within Service decisions concerning agile working to no detriment to the quality of Board discussions and decisions.</p>				
ITEM 12	SFRS LONG-TERM STRATEGIC VISION: UPDATED DOCUMENT AND FINAL ENGAGEMENT DETAIL	The Director of Strategic Planning, Performance and Communications presented to the Board with an amended long-term vision document for approval, along with the final engagement reports and anonymised comments from the consultation process for consideration.	The Board approved the publication of the revised Long Term Strategic Vision.	April 2022
<p>Impact Assessment for Board Decision (Review Date - 10/2022): The Long Term Vision (LTV) was important in influencing the Fire and Rescue Framework for Scotland (2022) and shaped the Strategic Plan 2022/25. It has also proven to be important in shaping considerations of how the service responds to the indicative flat cash budget for the Service as set out in the Scottish Government Resource Spending Review (RSR). The LTV ambitions heavily influenced the Service's decisions on the RSR and proved to be a valuable influencer on decision s making in that context.</p>				

ITEM 13	RISK MANAGEMENT POLICY	The Acting Director of Finance and Procurement presented the Board with the draft Risk Management Policy for approval.	The Board approved the Risk Management Policy.	April 2022
<p>Impact Assessment for Board Decision (Review Date - 10/2022): The Policy provides an understanding of how the management of risk adds value to the Services scrutiny and assurance processes. Ongoing monitoring and reporting of risk and the continued development of the risk framework demonstrates a growing level of maturity. Examples are seen through additional reporting capability and the current development of risk dashboards.</p>				
ITEM 14	ANTI FRAUD AND CORRUPTION POLICY	The Acting Director of Finance and Procurement presented the Board with the draft Anti-Fraud and Corruption Policy for approval.	The Board approved the Anti-Fraud and Corruption Policy.	April 2022
<p>Impact Assessment for Board Decision (Review Date - 10/2022): The Fraud policy provides an overview of the Services approach to and management of fraud risk. Awareness of fraud through direct discussion at Committee and Executive Board level, the provision of training, the tailoring of internal controls (including the fraud risk assessment) and monitoring through the National Fraud Initiative continues to demonstrate an increasing level of maturity and awareness throughout the Service, building from the Anti Fraud and Corruption policy.</p>				
ITEM 15	CAPITAL MONITORING REPORT 2021/22 – SEPTEMBER 2021	The Acting Director of Finance and Procurement presented the Board with the Capital Monitoring Report 2021/22 – September 2021 advising the actual and committed expenditure against the 2021/22 capital budget for the period ending 30 September 21 and sought authorisation of the budget virements totalling £3.410 million.	The Board scrutinised the level of actual and committed expenditure for the period ending 30 September 2021 and approved the budget virements totalling £3.410million.	April 2022
<p>Impact Assessment for Board Decision (Review Date - 10/2022): The capital monitoring report highlighted to the Board the capital spend and commitments made to September 2021 against the planned capital programme. The Board also approved budget virements between capital categories due to supply chain challenges to maximise capital spend in the year. This decision supported the Service in spending out the capital budget in the year.</p>				

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

The annual report and accounts for 2020/21 was laid before parliament and published following conditional Board approval. The outstanding audit issues were resolved and SFRS received additional capital funding from Scottish Government to resolve the accounting treatment of PPE. SFRS received a clean audit certificate.

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 16 December 2021				
ITEM 11	REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (AFA)	The Director of Service Delivery presented the SFRS Board with the results and findings of the consultation on options for responding to AFA actuations and sought approval of the following recommendations were approved by the SFRS Board: <ul style="list-style-type: none"> • Option A is adopted as the preferred model for responding to AFA's. • That the automatic exemption applied to hospitals, is increased to a PDA of two appliances regardless time of day and shall be subject to periodic review; • The implementation of a preferred option, is delayed until April 2023, and • COVID-19 interim response to AFA's, remains in place until go live of a preferred option. 	The Board approved the recommendations and implementation of the new AFA strategy	June 2022
Impact Assessment for Board Decision (Review Date - 12/2022):				

ITEM 12	GAELIC LANGUAGE PLAN 2022 – 2025	The Director of People and Organisational Development presented to the Board with the implementation of the second iteration of our Gaelic Language Plan 2022 – 2025 to meet our statutory duties as set out in the Gaelic Language (Scotland) Act 2005 for approval	The Board approved the Gaelic Language Plan 2022-2025, with one minor amendment, and the public consultation questionnaire	June 2022
Impact Assessment for Board Decision (Review Date - 12/2022):				
ITEM 21	LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided the Board with a report on a legacy asbestos related claim requesting Board authority to settle in line with recommendations from Clyde & Co Solicitors.	The Board approved the recommendation to instruct Clyde & Co to settle the claim.	June 2022
Impact Assessment for Board Decision (Review Date - 12/2022):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 13 January 2022 (Special Board)				
ITEM 5	WEST ASSET RESOURCE CENTRE: PROJECT FUNDING LEVEL	The Acting Director of Asset Management presented the SFRS Board seeking approval to develop a West Asset Resource Centre at the National HQ/Training Centre site in Cambuslang with an increased funding level of £13.0m. The Board is asked to approve the following recommendation; <ul style="list-style-type: none"> To increase the budget allocation and proceed with the delivery of the West Asset Resource Centre at SFRS HQ/National Training Centre, Cambuslang based upon costs received from the Framework Contractor at £13.0m. 	The Board approved the recommendation to increase the budget allocation and proceed with the West Asset Resource Centre at SFRS HQ based on the cost received from the Framework Contractor at £13.0m with an identified contingency of 10%. The Board agreed the governance route for this project through the Change Committee	July 2022

		<ul style="list-style-type: none"> 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. 		
Impact Assessment for Board Decision (Review Date - 01/2023):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 24 February 2022 (Special Board)				
ITEM 5	BUDGET STRATEGY 2022-23	The Acting Director of Finance and Procurement asked the Board, to approve the Budget Strategy for 2022/23, which outlines the approach to developing both Resource and Capital budgets, within the context of the Scottish Government's budget proposals.	The Board approved the Budget Strategy 2022-23, subject to minor amendment relating to the commitment to delivery and challenges around financial constraints	August 2022
Impact Assessment for Board Decision (Review Date - 02/2023):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 31 March 2022				
ITEM 11	RESOURCE BUDGET 2022/23	The Acting Director of Finance and Procurement advised the Board of the proposed Resource Budget for 2022/23 and sought approval. The total Resource Budget for 2022/23 will be set at £294.207million, in line with resource budget funding from the Scottish Government.	The Board approved the Resource Budget for 2022/23	September 2022

Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 12	CAPITAL PROGRAMME 2022/23 – 2024/25	The Acting Director of Finance and Procurement advised the Board of the proposed Capital Programme for 2022/23 – 2024/25 and sought approval. Total proposed expenditure over the 3-year period is £110.900 million , funded by anticipated Capital DEL budget of £97.500million; estimated capital receipts from fleet disposals and sale of property of £10.400million and Net Zero Transition Grants of £3.000million.	The Board approved the proposed Capital Programme for 2022-25 recognising that the figures for years 2 and 3 are indicative and will be refined for future years	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 13	SFRS CHARGING POLICY – APRIL 2022	The Acting Director of Finance and Contractual Services presented to the Board the draft updated SFRS Charging Policy for approval, which takes account of recent developments, particularly in relation to asset sharing with partner organisations	The Board approved the updated Charging Policy, along with the updated Scale of Charges, noting that charges may include an overtime element where capacity does not permit the service to be carried out during normal working hours	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 14	DIGITAL STRATEGY 2022-25	On behalf of the Director of Service Development, the Head of ICT presented the SFRS Digital Strategy 2022 – 2025.	The Board did not approve the Digital Strategy. The Board requested that the Digital Strategy report be reviewed and resubmitted to the next meeting (28 April 2022).	September 2022

Impact Assessment for Board Decision (Review Date - 03/2023): Not Applicable				
ITEM 15	GAELIC LANGUAGE PLAN 2022-2025	The Director of People and Organisational Development presented the report noting the implementation of the second iteration of our Gaelic Language Plan 2022 – 2025 to meet our statutory duties as set out in the Gaelic Language (Scotland) Act 2005.	The Board considered the content of report and approved the Gaelic Language Plan 2022-2025.	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				
ITEM 25	BUSINESS CASE FOR ECONOMIC SETTLEMENT OF EMPLOYMENT TRIBUNAL CLAIM (PRIVATE)	The Director of People and Organisational Development presented the Board with a report seeking approval to support the settlement of the claim.	The Board approved the recommendation to support the settlement of the claim.	September 2022
Impact Assessment for Board Decision (Review Date - 03/2023):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 28 April 2022				
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS	The Director of Strategic Planning, Performance and Communications presented with Board with a report seeking approval of the proposed amendments outlined in the revised Standing Orders for Meetings of the Board and its Committees, Scheme of Delegations and other associated documents to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees. These arrangements are intended to ensure that the SFRS Board and its Committees continue to meet their statutory	The Board approved the suite of papers, subject to the additional amendments to Scheme of Delegation and Corporate template and the acknowledgement of continual improvement over the coming months.	October 2022

		requirements and strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland, together with the expectations of Scotland's communities.		
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 12	SFRS GOOD GOVERNANCE FRAMEWORK	The Director of Strategic Planning Performance and Communication presented the Board with a report seeking approval of the SFRS Good Governance Framework.	The Board approved the Good Governance Framework.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 13	ANNUAL OPERATING PLAN 2022/23	The Director of Strategic Planning, Performance and Communications presented the report to the Board seeking approval of the Annual Operating Plan 2022/23.	The Board approved the Annual Operating Plan 2022/23.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 14	INTERNAL AUDIT PLAN 2022/24	The Chair of the Audit and Risk Assurance Committee presented the report seeking approval of the SFRS Internal Audit Plan 2022/24. This set out a timetable of the main reviews of key activities during 2022/24 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS which link to the Service's purpose, outcomes and risks.	The Board approved the Internal Audit Plan 2022/24.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				

ITEM 15	DIGITAL STRATEGY 2022-2025	The Director of Service Development presented the SFRS Digital Strategy 2022 – 2025 for approval.	The Board approved the SFRS Digital Strategy 2022-25.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 16	STANDING ORDERS FOR THE REGULATION OF CONTRACTS	The Acting Director of Finance and Procurement presented the Standing Orders for the Regulation of Contracts for approval to the Board. The Standing Orders have been developed to take account of the SFRS procurement governance regime and reflect the procurement legislative requirements in all SFRS procurement activity.	The Board approved Standing Orders for the Regulation of Contracts.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 23	DRAFT STRATEGIC PLAN 2022-25 FOR CONSULTATION (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the draft Strategic Plan 2022-25 to the Board seeking approval to release the plan for public consultation.	The Board approved the Strategic Plan, subject to the amendments noted and final circulation, for public consultation.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 June 2022				
ITEM 12	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD	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 Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board.	December 2022

		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.		
Impact Assessment for Board Decision (Review Date - 06/2023):				
ITEM 13	EMPLOYEE PARTNERSHIP FORUM – REVISED TERMS OF REFERENCE	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.	December 2022
Impact Assessment for Board Decision (Review Date - 06/2023):				
ITEM 15	DEBT WRITE OFF 2021-22	The Acting Director of Finance and Procurement submitted a report asking for approval to write off outstanding debt of £3,719.21.	The Board approved that the debts identified in Appendix A are written off.	December 2022
Impact Assessment for Board Decision (Review Date - 06/2023):				
ITEM 17	CAPITAL MONITORING REPORT 2021/22 – MAY 2022	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.	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	December 2022

Impact Assessment for Board Decision (Review Date - 06/2023):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Private Meeting Date: 28 July 2022				
ITEM 5	ANNUAL PERFORMANCE REVIEW REPORT 2021/22 (PRIVATE)	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.	The Board approved the Annual Performance Review Report 2021/22, subject to amendments, for release to Scottish Government	January 2023

Impact Assessment for Board Decision (Review Date - 07/2023):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Meeting Date: 23 August 2022				
ITEM 19	BUSINESS CASE FOR ECONOMIC SETTLEMENT OF EMPLOYMENT TRIBUNAL CLAIM (PRIVATE)	The Director of People and Organisational Development presented the Board with a report seeking approval to support the settlement of the claim.	The Board formally approved the recommendation to support the settlement of the claim.	February 2023

Impact Assessment for Board Decision (Review Date - 08/2023):

ITEM 20	STRATEGIC PLAN 2022-25 (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the Strategic Plan 2022-25 to the Board for approval and sought authorisation for release to the Minister for Community Safety.	The Board approved the Strategic Plan 2022-25 for release to the Minister of Community Safety	February 2023
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Impact Assessment for Board Decision (Review Date - 08/2023):

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**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 27 OCTOBER 2022****CHAIR'S UPDATE: SEPTEMBER-OCTOBER 2022****Thursday 1 September 2022**

Informal Board/Committee Chair meeting

Friday 2 September 2022

National Joint Council meeting

Monday 5 September 2022

Remuneration, Appointments and Nominations Sub Committee
Reform Collaboration Group Update with Mark McAteer

Tuesday 6 September 2022

Long Service Good Conduct Event, Shetland

Wednesday 8 September 2022

Long Service Good Conduct Event, Orkney

Monday 12 September 2022

Service of Thanksgiving for Her Majesty Queen Elizabeth II

Tuesday 13 September 2022

Norwegian Fire Service Delegation Visit
HR Meeting

Thursday 15 September 2022

Meeting with CO Ross Haggart
Remunerations, Appointments and Nominations Sub Committee
Business Case Engagement with CO Ross Haggart, DCO Stuart Stevens and Mark McAteer

Friday 16 September 2022

HR Meeting

Monday 19 September 2022

State Funeral for Her Majesty Queen Elizabeth II

Tuesday 20 September 2022

Introductory meeting with Anne MacColl
HR Meeting
National Joint Council meeting
Ministerial Annual Performance Review Briefing

Wednesday 21 September 2022

Performance and Risk meeting
Regular Chair/Board Support Team meeting

Thursday 22 September 2022

Introductory meeting with Maureen Rooney, Deputy Director for Safer Communities and CO Ross Haggart

Monday 26 August 2022

National Joint Council meeting

Tuesday 27 September 2022

Ministerial Annual Performance Review
Command and Control Mobilising System Sounding Board.
Regular meeting with Fiona Thorburn, Deputy Chair

Thursday 29 and Friday 30 September 2022

Board/Strategic Leadership Team Development Days

Monday 3 October 2022

Integrated Governance Forum Pre-Agenda meeting

Tuesday 4 October 2022

National Joint Council

Thursday 6 October 2022

Regular meeting with Don McGillivray, Interim Director of Safer Communities and CO Ross Haggart
Long Service Good Conduct Event, Inverness

Wednesday 12 October 2022

Meeting with Maureen Rooney, Deputy Director for Safer Communities and CO Ross Haggart
Regular Chair/Board Support Team meeting

Thursday 13 October 2022

Meeting with CO Ross Haggart
Audit and Risk Assurance Committee
Integrated Governance Forum

Friday 14 October 2022

SFRS Heritage Trust Annual Charity Concert

Monday 17 October 2022

SFRS Board Pre-Agenda meeting

Wednesday 19 October 2022

Additional Strategy Day

Monday 24 October 2022

Fire Brigade Union meeting with CO Ross Haggart
Regular Meeting with CO Ross Haggart and Fiona Thorburn, Deputy Chair

Monday 31 October 2022

Fire Brigade Union meeting with CO Ross Haggart

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 27 OCTOBER 2022****INTERIM CHIEF OFFICER'S UPDATE – SEPTEMBER & OCTOBER 2022****Thursday 1 September 2022**

Weekly CO Business Support meeting

Friday 2 September 2022

NJC Employers Meeting

Monday 5 September 2022

Weekly CO Business Support meeting

SLT TAG Meeting

Wholtime Firefighter Foundation Programme visit with new Trainees

RANSC

Tuesday 6 - Thursday 8 September 2022

Long Service Good Conduct Ceremonies Orkney & Shetland Isles

Friday 9 September 2022

NFCC CFO Briefing Operation London Bridge

Sunday 11 September 2022

Proclamation, Edinburgh

Monday 12 September 2022

Service of Remembrance and Motion of Condolence, Edinburgh.

Tuesday 13 September 2022

Weekly CO Business Support meeting

Visit from Norwegian FRS

Regular Director 1:1

Wednesday 14 September 2022

Regular Director 1:1

NFCC Trustees Meeting

Thursday 15 September 2022

Chief & Chair regular meeting

RANSC

Business Case engagement meeting

Justice Board

Friday 16 September 2022

NFCC CFO Briefing Operation London Bridge

Monday 19 September 2022

Queen's Funeral, London

Tuesday 20 September 2022

SLT TAG

SLT Extraordinary Meeting

Chairs/PFCCs & CFOs - Pay consultation session

Regular Director 1:1

Wednesday 21 September 2022

Weekly CO Business Support meeting
Monthly coaching session
Regular Director 1:1

Thursday 22 September 2022

Resource Spending Review Directors' meeting
Introductory Meeting with Deputy Director of Safer Communities
Firefighters Charity Trustees Meeting

Friday 23 September 2022

Technical Reading

Monday 26 September 2022

Weekly CO Business Support meeting
NJC Meeting
CCF Update

Tuesday 27 September 2022

Annual Performance Review
CCF Sounding Board

Wednesday 28 September 2022

SLT Formal Meeting
Collective Bargaining Meeting

Thursday 29 September – Friday 30 September 2022

SFRS Board Away Days

Monday 3 October 2022

IGF Pre-Agenda Meeting
Regular Director 1:1
Weekly CO Business Support meeting
Blue Light Collaboration Programme Conference

Tuesday 4 October 2022

National Joint Council Meeting

Wednesday 5 October 2022

Meeting with HR
SLT Formal Meeting
SLT TAG

Thursday 6 October 2022

Cameron House Strategic Group Meeting
Regular Director 1:1
Regular Meeting with Director of Safer Communities
LSGC Award Ceremony, Dornoch

Friday 7 October 2022

Regular Director 1:1

Monday 10 October 2022

Weekly CO Business Support meeting
Regular Director 1:1
Blue Light Collaboration Board Meeting
Feedback on DACO process

Tuesday 12 October 2022

Weekly NFCC CFO Call
International Fire Rescue Association Royal Visit
SFRS/FBU Strategy Meeting

Wednesday 13 October 2022

Visit of Deputy Director of Safer Communities to NHQ
SLT Resource Spending Review Meeting
Filming for RSR

Thursday 14 October 2022

Regular Chair & Chief Meeting
ARAC
IGF

Friday 19 October – Sunday 23 October 2022

Annual Leave

Monday 24 October 2022

SLT Informal meeting
RCG informal Chief & Chairs meeting
Regular HMI Catch up
SFRS/FBU Strategy Meeting
Regular Meeting with Chair & Deputy Chair of SFRS

Tuesday 25 October 2022

Weekly CO Business Support meeting
Anti-Racism Training Session
Regular Director 1:1

Wednesday 26 October 2022

Criminal Justice Committee, Edinburgh
Regular Director 1:1

Thursday 27 October 2022

SFRS Board Meeting
Meeting with HR & Unison
LSGC Ceremony, Fort William

Friday 28 October 2022

DACO Process Feedback

Monday 31 October 2022

SFRS/FBU Strategy Meeting
Regular Director 1:1 x 2
SLT/SMB Leadership Climate & Reflection Development Session



SCOTTISH
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PUBLIC MEETING - CHANGE COMMITTEE

MONDAY 15 AUGUST 2022 @ 1400 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

Nick Barr (NB)
Angiolina Foster (AF)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Andy Main (AM)	Head of Portfolio Office
Curtis Montgomery (CM)	Change Centre of Excellence Manager
Stewart Nicholson (SN)	Deputy Assistant Chief Officer, Service Delivery (Item 8.1)
Scott Semple (SSe)	Head of People and Organisational Development (Item 8.2)
Ally Cameron (AC)	Group Commander Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Joan Nilsen	Portfolio Office

1 WELCOME

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

2 APOLOGIES

Brian Baverstock, Deputy Chair
Gillian Buchanan, Deputy Portfolio Manager

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

- 3.1 The Committee agreed that the Highlight Reports (Agenda Item 16), Financial Reports (Agenda Item 17) and Command and Controls Futures (CCF) Project (Agenda Item 18) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS PUBLIC MEETING: 12 MAY 2022

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

5.1.1 **The minutes of the meeting held on 12 May 2022 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 None

6 ACTION LOG

6.1 The Change Committee Rolling Action Log was considered and actions were agreed and removed. The Committee noted and welcomed the detailed Youth Volunteer Scheme update contained on the action log.

Action 9.1.1 Portfolio Office Progress Update (3 February 2022): AM confirmed that this was still being progressed through the Senior Management Board and the Strategic Leadership Team. Due date to be extended to November 2022.

6.2 **The Committee noted the Action Log.**

7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

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

7.2 For information SS noted that the action referencing the creation of a risk spotlight related to GETAC tablets. The risk spotlight would be presented at the SMB and the Service Delivery Committee.

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

8 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 **Change Portfolio/Major Projects Dashboard**

8.1.1 AM presented the Change Portfolio/Major Projects Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. The following key issues were highlighted:

- Transition ongoing to the new reporting format (to be presented under Agenda Item 16 in the private session).

8.1.2 Low Carbon Appliance – Proof of Concept Dossier

SN presented the Dossier to the Committee and highlighted the following key points:

- New phase of project moving to the introduction and delivery of appliance to service delivery and acknowledgement of the change of Executive Lead to SN from Iain Morris, Acting Director of Asset Management.
- Focus on engagement with internal partners including training, operations, etc and external partners, ie Scottish Government, Transport for Scotland, Scottish Enterprise.
- Next steps include identifying how to maximise opportunities and innovation for the appliance, gather intelligence and share learning throughout the sector and wider stakeholders.
- Overview of current and future steps for the project outlined within the Dossier.
- Timeline - Anticipated to be delivered November/December 2022, initial 3 month period of familiarisation/training (National Training Centre) followed by operational deployment in March 2023.
- Executive Lead and Portfolio Office were identifying and focussing on evaluation of the project.

8.1.3 The Committee noted on the financial contribution from Transport Scotland and subsequent commitment from the Service associated with this project. The Committee sought clarification whether the project remained within budget and what resources were allocated to the project. The Committee commented on the advanced stage of the project and the fact that this was the first time the Committee had been made aware of it and sought assurance that this situation would not be repeated.

8.1.4 SN confirmed that the project remained in line with the projected budget and provided assurance of the governance arrangements now in place for the project which would ensure that the Committee would be kept fully informed of progress.

8.1.5 As a result brief discussion took place on the failure to initiate and produce a business case for this project and the need to evaluate whether it would be appropriate to retrospectively document the business case to identify and track added value/benefits. It was noted that the work of the Portfolio Office to develop a design authority process would reduce this re-occurring. The Committee Chair supported the development of a retrospective business case. Portfolio Office to consider and confirm whether a retrospective business case or an alternative means to capture benefits would be developed to support this project.

ACTION: PO

8.1.6 AM confirmed that the formal presentation of the Portfolio Office function's new governance arrangements would be tabled at the Strategic Leadership Team in September 2022, this will address the intake of major change going forward. The Committee welcomed the confirmation that the framework (presented at the Committee workshop on 11 August) would be the gateway for all new proposals going forward.

8.1.7 SN noted that the original scope of the project was to deliver a standard reliable rescue appliance. Any wider opportunities to explore innovation, both in relation to appliances and firefighting, would be considered in the future.

8.1.8 **The Committee scrutinised the report and the Low Carbon Appliance Dossier.**

(SS joined the meeting at 1430 hrs)

8.2 **People, Training, Finance and Assets Systems (PTFAS) Programme Update**

8.2.1 SS presented an update to the Committee on the PTFAS programme, highlighting the following key points:

- Discussions ongoing with Scottish Government to explore the opportunity for joint procurement of a new HR/Finance solution. Anticipate a more detailed update would be provided at the next meeting (November 2022). **(ACTION: PMcG)**
- As a result of the Resource Spending Review (RSR), the plan would be reviewed to identify options for phasing of programme and prioritising elements.
- Contract with current HR provider to be further extended. Currently this is due to expire in September 2023.
- Preparatory work ongoing for the Digital Scotland Service Standard and Technical Assurance Framework audits. Both audits were scheduled for October 2022.
- Work undertaken to develop and align the programme visions, values, principles and benefits. Thanks were extended to the Portfolio Office for their assistance in this area.

8.2.2 The Committee noted and welcomed the review of the phasing of the programme due to the significant size, complexity and associated risk. However, the Committee also noted their concern that the phasing of such a complex programme may not be sufficient given the level of risk and financial pressures.

DRAFT - OFFICIAL

- 8.2.3 The Committee noted that the programme values differed from the Service's values of Safety, Teamwork, Respect and Innovation. The rationale for this was explained and understood by the Committee.
- 8.2.4 The Committee noted the SMART benefits and sought assurance that the appropriate benchmarking would be in place to evidence benefits in the future. SS advised the Committee of the intention to develop the matrix to be able to evidence future benefits.
- 8.2.5 AM further advised the Committee that the Service would be taking a benefit led approach to inform the phasing of the programme to ensure measurable benefits against the level of investment. AM noted that the benefits framework would help individual teams identify targets, benefits, etc and would assist the Executive in making informed decisions regarding the future programme.
- 8.2.6 CM summarised the support provided to help identify benefits, smart objectives, improve focus on improvement including smart objectives and supporting matrix measures. CM noted the collation of a business process catalogue to target high yield end to end processes across the whole organisation which would help to identify what was feasible, potential savings and options of future planning (blueprint).

8.2.7 **The Committee scrutinised the report.**

(S Semple left the meeting at 1450 hrs)

9 GENERAL REPORTS

9.1 **Portfolio Progress Update**

9.1.1 AM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the PO in developing new and existing capacity specific to Portfolio, Project and Programme management.

9.1.2 The Committee observed that the Portfolio Office were gaining momentum and progressing at pace and thanked all those involved for their continued work. The Committee noted that the discussions at the recent Strategy Day and Committee workshops were informative and helpful.

9.1.3 The Committee sought clarification whether the reporting periods related to calendar or fiscal years. AM confirmed that the reporting period was fiscal year and would adjust future reports to provide this clarity.

ACTION: PO

9.1.4 **The Committee noted the report.**

9.2 **Internal Audit - Portfolio Office**

9.2.1 AM provided a verbal update to the Committee on the findings of the Internal Audit report, noting that there were no new issues identified. AM highlighted the alignment from the progress reporting on the roadmap against the Internal Audit recommendations, noting that work had already begun. AM noted that there was recognition and work still required within the Service in regard to fully resourcing the Portfolio Office function.

9.2.2 AM confirmed the governance arrangements for the Internal Audit report were Good Governance Board and Audit and Risk Assurance Committee.

9.2.3 **The Committee noted the report.**

10 RISK**10.1 Portfolio Office Risk Report**

10.1.1 AM presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office and noted that the areas of change were highlighted within the covering report. The following key points were noted:

- Reformat to align with Strategic Risk Register
- Downward trend in risk (reduction of 26 to 22 critical risks)

10.1.2 AM intimated that the reduction in risk may not be truly reflective of the situation. AM noted that dependencies across the portfolio were not always reflected from a risk perspective, however, internally work was ongoing to review/change risk narrative.

10.1.3 The Committee commented on the distinction between risks and issues (ie a risk that has crystallised/materialised therefore becomes an issue).

10.1.4 AM commented on the need for further education within the Service to help differentiate risks and issues and when appropriate, the need to identify corrective and remedial actions. AM advised the Committee of ongoing discussions to identify future improvements, greater understanding, consistency and appropriate governance routes.

10.1.5 AM advised that the intention was for future reports to capture the separation of risks and issues (crystallised risks) and be supported by a revised management response. AM to provide an update with regard to the development of this work.

ACTION: PO

10.1.6 CM noted that a separate issues log would be implemented for all new projects going forward.

10.1.7 **The Committee scrutinised the report.**

10.2 Committee Aligned Directorate Risks

10.2.1 DL presented the Aligned Directorate Risks report to the Committee noting the following key points:

- 10.2.2
- Two new risks.
 - Increased risk rating relating to SD001 (Delivery of Directorate Commitments) and SD004 (Organisational Culture).

10.2.3 **The Committee scrutinised the report.**

11 COMMITTEE ROLLING FORWARD PLAN**11.1 Committee Forward Plan**

11.1.1 No items were identified. AC highlighted the update on the Safe and Well Evaluation would be brought to the next meeting (November 2022).

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

11.2.1 AC reminded the Committee that PTFAS was scheduled to be discussed at a Strategy Day, however, this has been deferred due to the broader prioritisation discussions required.

11.2.2 **The Committee noted the Forward Plan.**

12 REVIEW OF ACTIONS

12.1 AC confirmed that 4 formal actions were recorded during the meeting.

13 DATE OF NEXT MEETING

- 13.1 The next meeting is scheduled to take place on Thursday 10 November 2022 at 1000hrs.
- 13.2. There being no further matters to discuss, the public meeting closed at 1510 hrs.

PRIVATE SESSION**14 MINUTES OF PREVIOUS PRIVATE MEETING: 12 MAY 2022**

- 14.1 The minutes of the meeting held on 12 May 2022 were approved as a true record of the meeting.

15 PRIVATE ACTION LOG

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

16 PORTFOLIO OFFICE PROJECTS**16.1 New Highlight Report (Test of Change)**

AM presented the Project Highlight Reports to the Committee for scrutiny. It was noted that these reports were being taken in private due to the financial information now being contained within the reports.

- 16.2 Brief discussion took place on whether future reports should be taken in private due to the financial and contractual elements whilst maintaining transparency. It was noted that transparency could still be made through public Board reports. Proposed for future highlight reports to omit the financial elements and a separate financial report would be presented.

16.3 The Committee scrutinised the report.**17 FINANCIAL REPORTING – CHANGE PORTFOLIO**

- 17.1 AM presented the report to the Committee, commented on the good partnership with Finance (Marcus Jenks, Decision Support Manager) in producing monthly forecasting reports and trying to drive further improvements into the reports.

- 17.2 AM confirmed that the Low Carbon Appliance project would be included in future reports.

17.3 The Committee noted the report.**18 COMMAND AND CONTROL FUTURES (CCF) PROJECT****18.1 Command and Control Futures Project Update**

GMack presented the Periodic Update Report to the Committee providing an overview of the project timeline, progress against critical pathway and relevant events and issues.

- 18.2 **The Committee scrutinised the report and thanked GMack for the update.**



SCOTTISH
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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 30 AUGUST 2022 @ 1000 HRS

**CONFERENCE ROOM, BLACKNESS ROAD FIRE STATION,
 DUNDEE, DD1 5PA / CONFERENCE FACILITIES**

PRESENT:

Nick Barr, Chair (NB)
 Paul Stollard (PS)

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

IN ATTENDANCE:

Stuart Stevens (SS)
 David Farries (DF)
 Andy Watt (AW)
 Kirsty Darwent (KD)
 Alasdair Perry (AP)
 Richard Whetton (RW)
 Chris Fitzpatrick (CF)
 Mark Duffy (MD)
 Kenny Christie (KC)
 Lynne Gow (LG)
 Stuart Chalmers (SC)
 Rick Taylor (RT)
 Alasdair Cameron (AC)
 Heather Greig (HG)
 Pamela Nicol (PN)

Interim Deputy Chief Officer
 T/Assistant Chief Officer, Director of Service Delivery
 Assistant Chief Officer, Director of Training, Safety and Assurance
 Chair of SFRS Board
 Deputy Assistant Chief Officer (Prevention and Protection) (Item 9)
 Head of Governance, Strategy and Performance
 Business Intelligence and Data Services Manager
 Area Commander Service Delivery (Item 10 and 11.2)
 Watch Commander (Item 9)
 Group Commander (Prevention and Protection) (Item 9)
 ICT Business Services Manager (Item 11.2)
 Assistant Inspector, HMFSI
 Group Commander, Board Support Manager
 Board Support Executive Officer
 Corporate Admin Assistant Team Leader/Minutes

OBSERVERS

Lisel Porch Scottish Government

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating and observing via MS Teams.
- 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.
- 1.4 The Chair thanked Interim Chief Officer Ross Haggart for his support to the Committee over a demanding period and welcomed Stuart Stevens in his new role as Interim Deputy Chief Officer, Andy Watt in his new role as Assistant Chief Officer, Director of Training, Safety and Assurance and David Farries in his new role as T/Assistant Chief Officer, Director of Service Delivery.

2 APOLOGIES

- 2.1 Lesley Bloomer, Board Member
Robert Scott, HMFSI

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

- 3.1 The Committee agreed that the Operations Control (OC) Systems Resilience would be taken in private due to the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

- 4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 31 MAY 2022

- 5.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 **The minutes of the meeting held on 31 May 2022 were approved as a true record of the meeting.**

6 ACTION LOG

- 6.1 The Committee considered the action log and noted the updates.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**

7 SERVICE DELIVERY UPDATE

- 7.1 SS presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates. The report covered the period 13 May 2022 to 30 August 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:
- Wildfire incidents worthy of note took place in West Lothian and West Calder which spanned five days in total, further highlighting the effects of climate change and demand on the SFRS.
 - Operational Strategy launched in April 2022 was now very much a live document and the delivery plan for this year had been developed and approved by the various governance forums within the Service.
 - Progress was being made by Staffing Solutions Team to manage the organisational impact of the reduction of staff as a result of the pensions remedy and Covid recovery.
 - Operations Command Seminar was held online and in person simultaneously on 18 May 2022 and saw approximately 200 senior officers attend.
 - Narrative provided to the Committee regarding OC call handling and response times as requested.
 - Prevention and Protection (P&P), Glasgow School of Art final report recommendations were being actioned and SFRS would continue to look to improve processes and investigative practices.
 - Grenfell closing report had been presented to the SFRS Board in June 2022.
 - P&P have seconded an Area Commander to lead the Cameron House Fatal Accident Investigation (FAI) team.
 - Fire Safety Enforcement (FSE) Competency Framework had concluded.
 - Fire Investigation (FI) restructure was implemented on 13 June 2022.
 - Positive progress has been made in the Youth Volunteer Scheme with 120 Youth Volunteers engaging across 10 schemes.
 - SFRS led the launch of Water Safety Scotland's Education packages which had been developed in partnership with Education Scotland and the Scottish Government.
 - On Call Recruitment for Remote / Rural Communities had received an increased number of applicants resulting in the highest ever intake into a remote course anywhere in Scotland seeing a 400% increase on the last comparable period (2019).

- Emergency Services Training Collaboration Group (ESTCG) was showing success in sharing best practices as well as sharing resources.

7.2 The Committee acknowledged the rich content of the report and wide array of work undertaken within Service Delivery Directorate.

7.3 In regard to 15% of OC personnel being in the development phase, with service of less than 3 years, the Committee asked for further information on these figures. DF highlighted some contributing factors and would discuss fully in the private session due to the sensitivities of the information.

7.4 The Committee sought clarification with regard to the Safe and Well pilot and the significant ICT challenges in existence with the partner referral site which remains an issue until ICT certificate / hosting issues are resolved. DF advised that there were a number of elements and proposed to discuss further during the insight into the Safe and Well System (item 9).

7.5 The Committee commented on the benefits of referencing the challenges in regard to the Resource Spending Review (RSR) in future reports and suggested future reports should consider reflecting this. SS advised that the narrative of the next report would change substantially due to the impact of the RSR on the Service and was a timing matter for inclusion within the report presented.

7.6 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q1 2022-23

8.1.1 DF introduced CF to the Committee, who presented the performance report for Quarter 1. CF highlighted the following key areas:

- Operational demand across the quarter is 1% lower than 2021 / 2022 and evenly split across the months of April, May and June.
- Fire casualties reporting 35% lower than 2021 / 2022, however the quality of casualty information in fire reports is currently under review.
- Figures relating to fire fatalities remain the same as the first quarter.
- Six Key Performance Indicator targets were achieved with 8 being missed, which included the number of fires in non-domestic buildings, refuse and vehicle fires, the number of fire fatalities, the number of accidental dwelling fires broken down into high severity category, Unwanted Fire Alarm Signal (UFAS) incidents attended in non-domestic premises and the number of Home Fire Safety Visits (HFSV) conducted for vulnerable groups.

8.1.2 CF provided the Committee with a further breakdown of figures from the statistical report, detailing outcomes against a three-year average.

8.1.3 In regard to HFSV, the Committee questioned the disparity in the figures which show an increase in the number of HFSV conducted yet a decline in the number of visits conducted for vulnerable groups with a high-risk rating. DF advised that one factor was due to the number of people claiming to be high-risk in relation to the new smoke detection standard and the fitting of interlinked smoke alarms. It was found that through visits to this client group, a large number were downgraded to medium risk category, having not met the criteria and details recorded as such.

8.1.4 The Chair reminded those present of the forthcoming deep dive report on HFSV. NB would discuss the specific requirements of this report with DF noting that it should also encompass aspects such as limited resources and value for money. NB to write to DF detailing the Committee ask around the deep dive into HFSV report.

ACTION: NB

8.1.5 The Committee queried whether this would have an effect on the targeted activities of partnership working being referred to. SS expanded by advising that while this report looked back in terms of performance, in the current climate and the cost of living crisis being faced by many, the Service would not be immune to these factors in terms of operational demand and potential increased activity. SS commented on the potential issues facing the Service and the importance of targeted working partnership and identifying vulnerable groups.

8.1.6 The Committee commended CF on the comprehensive overview of the report and were encouraged by the quality of data recording.

8.1.7 **The Committee scrutinised the report.**

8.2 Action Plan and Closing Reports Updates

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

8.2.2 Provision of Operational Risk Information Action Plan

Total of 25 actions with 5 live actions outstanding. Progress has been limited with one action remaining on target and 4 actions remaining red due to the slippage in the original agreed timescales. Overall RAG rating was red, due to original timescales not being met and was noted as 91% complete.

8.2.3 The Committee asked for assurance regarding the closure of the remaining red actions, highlighting little or no change since the last Service Delivery Committee meeting in May 2022. SS explained the discipline on the part of SFRS in giving actions 'due regard' and often, the ability to complete an action is not within the gift of the Service, sitting instead with others. SS agreed with the requirement to see 'a path to green' and in showing the steps being taken to achieve this.

8.2.4 Planning and Preparedness for Covid-19 Update Action Plan

Total of 15 actions with 5 live actions outstanding. Two actions remaining on target and 3 actions were marked amber due to the slippage in the original agreed timescales. Overall RAG rating was green and was noted as 93% complete.

8.2.5 Fire Safety and Enforcement Action Plan

Total of 20 actions with 18 actions complete. One outstanding action has been made void (approved by the Senior Management Board) and the other outstanding action remains marked as red as no agreed timescale has been identified. Overall RAG rating was red due to slippage from the original timescales and was noted as 96% complete.

8.2.6 Local Area Inspections (LAI) National Recommendation Action Plan

Total of 10 actions with one live action outstanding. Overall RAG rating was amber due to a slippage from the original agreed timescale and was noted as 90% complete.

8.2.7 The Committee suggests an informal action be taken to monitor the endeavours and achieve resolution in reducing red actions, evaluating them in the spirit of the original recommendation.

8.2.8 **The Committee scrutinised the open action plans and noted the closing reports.**

8.3 Update on Development of Work Plan to Implement the Preferred UFAS Response Option

8.3.1 DF presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:

- Six workstreams have been established to allow implementation of the project to be delivered in a co-ordinated manner, these are:
 1. Policy Review
 2. Performance Measures
 3. Communications and Engagement
 4. Training and Awareness
 5. Configure Mobilising System
 6. Alarm Receiving Centres (ARC) Operating Agreements
- The priority of the Preparing for Implementation Working Group (PIWG) has been developing and progressing the communications and engagement plan which was agreed by the project review board in May 2022.
- A series of milestones have been developed to support the delivery of the communications and engagement plan, which include internal and external surveys to assess staff knowledge and awareness levels.
- Outcomes of the surveys will help to shape presentations for both internal and external engagement sessions.
- All workstreams are continuing to target the current implementation date of 1 April 2023, however recognising the interdependency between the new response model and the availability of a new mobilisation system to support this, the Project Review Board receive regular updates from OC via the Command and Control Futures (CCF) project to ensure both are closely aligned and dates adjusted to reflect any changes.

8.3.2 In regard to the work with ARC's to establish new operating agreements based on the expectations of the new response model, the Committee asked of the current standing in relation to the drafting of a joint operating agreement with ARC's to focus on establishing effective working relationships and performance expectations. These were currently showing 25% complete, despite a due date of April 2022. AP advised that an appropriate implementation timeline which aligns with other relevant work, for example the implementation date of the new AFA response model was still to be identified.

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

(The meeting broke at 1115 hrs and reconvened at 1120 hrs)

9 AN INSIGHT INTO THE CONTENT OF THE SAFE AND WELL SYSTEM

- 9.1 AP presented a report to the Committee providing an insight into the content of the Safe and Well Management System (SWMS). The following key points were highlighted:
- The SWMS is a modern intuitive ICT system designed to support and manage the requirements of Safe and Well (S&W) and HFSV.
 - The SWMS consists of several elements; main dashboard application, partner referral site and Progressive Web Application (PWA).
 - The system would capture outcomes in real time and would enable reports to be generated for evaluation and performance purposes.
- 9.2 KC provided the Committee with an overview of the system, giving an insight into the operation and methodology of the S&W dashboard and partner site.
- 9.3 For clarity, the list of names and addresses provided on the test site were noted as fictional and for the purpose of demonstration only.
- 9.4 LG advised that a key element of S&W was to tackle high risk factors within the home safety arena which included the protection of vulnerable members of society through unintentional harm. ICT continue to develop the partner referral site for this purpose.
- 9.5 Nearing completion, PWA was a significant feature of the project as this software enables up-to-date detail to be captured during visits offline, where there was no 4G / 5G signal.

- 9.6 Lack of data sharing from other organisations was one of the current issues the project faced due to GDPR regulations as S&W looked to expand visits beyond fire safety. Vulnerability was known to cross boundaries, for example those with hoarding tendencies.
- 9.7 The pilot ran for 6 months from February to August 2022 and was currently in its evaluation phase. LG explained the findings to date and that of the 18 members of SFRS mapped throughout the whole of Scotland in various different communities including rural, island and central belt and 6 of the community safety advocates who carried out 179 visits in total, collectively have been providing qualitative and quantitative feedback on the nature of the visits.
- 9.8 SC shared his findings in regard to the certification errors on the Microsoft site which have now been resolved with new infrastructure which has been set up by Microsoft. This was currently being re-tested and was expected to go live at the end of the week (w/e 4 September 2022).
- 9.9 The Committee commended the S&W Project on its intent to join up services across different sectors to then deliver a more holistic response, showing sectorial and local leadership.
- 9.10 The Committee asked for further information by way of an email response, on the ethical approach to the project and how SFRS deals with research which has an ethical dimension, including external bodies validating the findings.
- 9.11 SS to provide an e-mail response to Service Delivery Committee members within 4 weeks in regard to SFRS's consideration relating specifically to ethical considerations for the Safe and Well System.
- ACTION: SS**
- 9.12 **The Committee noted the report.**
- 10 DOCUMENT CONVERSION PROJECT**
- 10.1 DF presented a report to the Committee providing an update on the progress being made on the Operations Function Document Conversion Project which had the task to convert and streamline the current suite of operational documentation within SFRS.
- 10.2 MD delivered a presentation which provided further detail on workstreams, project goals, timelines, work completed to date and current challenges. The aim of the Document Conversion Project is to reduce duplication and collate information that operational staff are required to read, understand and apply, whilst ensuring any documentation developed provides clear and concise information on safety critical risk control measures.
- 10.3 Four main operational procedures have been created:
1. Firefighting
 2. Special Structures
 3. Transport
 4. Rescues
- 10.4 The new operational procedures would replace the current Standard Operating Procedures (SOP) with easy to navigate interactive buttons, condensed Risk Critical information, easy access for all operational personnel via Desktop, GETAC tablet and mobile devices. This should increase Firefighter safety by providing the latest guidance at the point of need.
- 10.5 An extensive consultation process had been undertaken and engaging with staff would remain a priority with comments and feedback being received via an automated process which allows for response.

10.6 The Committee asked whether reliance would be placed on the use of GETAC tablets in regard to displaying documents. MD advised that with the GETAC tablets being readily available on appliances at present, the information required would be at the touch of a button. However it was expected that manuals would be used while on station during Continual Professional Development (CPD) events, using the tablet only to deal with the incident faced at scene.

10.7 In regard to governance and keeping documents up to date, DF explained the streamlined process which afforded the ability to be more agile and review the documents at once and at point of source then send an update to all devices.

10.8 **The Committee noted the report.**

11 **SERVICE DELIVERY RISK REGISTER**

11.1 **Committee Aligned Directorate Risks**

11.1.1 The Chair informed all in attendance of his discussions with SS regarding Committee aligned Directorate risks and the way in which Committees review risks. Directorate risks are managed in a dynamic manner however there is a delay in how this is reflected. The Chair advised his intention of not having a risk spotlight at the next meeting, however time to be allocated for the Committee to discuss how it wishes to look at risk, understand limitations and how this can be improved.

11.1.2 In regard to Risk SPPC001 with risk description of the service not providing accurate performance management information because of inaccurate data or inadequate systems resulting in loss of confidence in service performance, the Committee commented on the change reason, noting the risk probability increasing from 2 to 3. RW informed the Committee that it forms part of a broader piece of work which includes concerns regarding the quality of data and issues surrounding statistical reporting. RW explained that it was deemed appropriate to increase the risk score to raise the risk and give it due regard and attention and noted concerns regard resourcing in terms of the ability to manage the risk at pace.

11.1.3 **The Committee scrutinised the report.**

11.2 **Risk Spotlight – GETAC Tablets**

11.2.1 MD presented the risk spotlight briefing note and highlighted the following:

- GETAC Rugged Tablet (GRT) was currently being used by Service Delivery colleagues. The GRT was vehicle mounted on all frontline appliances and was currently not functioning to full capacity due to several issues which included:
 - running with an outdated operating system;
 - security settings within GRT preventing easy fixes and applications to be added to the devices;
 - the networking infrastructure was no longer suitable as the device works as a desktop and not a mobile device as originally intended.
- GRT being fully functional was essential for the Document Conversion Project to progress as currently planned as the suite of documents being built are designed to be used on the fireground. These documents would provide fire crews with the most up to date operational procedures and risk assessments but are not able to be uploaded to the GRT due to the current security settings on the device.
- There was also an impact on P&P as the S&W Project which would be a newer model of undertaking HFSV was intended to be hosted on the GRT.
- Once fully embedded, it was the intention to host S&W on the GRT.
- The 3 short term issues which were restricting the use of the GRT were linked to the In-Vehicle Solutions (IVS) project.

DRAFT - OFFICIAL

11.2.2 The Committee questioned the use of a device so tied down that it is unable to be manipulated. DF commented that the tablets performance in the current format does not match its capability and that GETAC was not a bad product. DF was confident of the tablets capabilities if set up correctly. SC added the restrictions on the tablet were due to it having to be connected to the Airwave Network which was controlled by the Home Office who set standards for connection, originally set back in 2007, which was an old version of windows long-term service branch. Some restrictions would change with Emergency Services Network (ESN) as this was of a more modern standard but noted the delays on this project since 2019.

11.2.3 The Committee questioned whether other national fire services currently use GETAC. DF referenced the minutes of the last Service Delivery Committee in which it was noted that London Fire Brigade also use the tablet and are faced with similar issues in relation to being locked down to Home Office standards.

11.2.4 In terms of Firefighter safety, the Committee asked whether the workarounds are viable. DF advised that safety was not diminished and that operational intelligence still exists in its current format elsewhere.

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

12 UPDATE FROM HM FIRE SERVICE INSPECTORATE

12.1 RT presented his report to the Committee to provide an update on HMFSI inspection activity during the reporting period and future planned activities.

12.2 **The Committee noted the report.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan and confirmed additional time would be given at the next meeting for the Committee to discuss, in private, the scrutiny of the aligned Directorate Risks.

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

13.2.1 The following items would be taken to the next Board:

- Operations Control Systems Resilience

14 REVIEW OF ACTIONS

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

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Tuesday 29 November 2022.

15.2 There being no further matters to discuss, the public meeting closed at 1244 hours.

PRIVATE SESSION

16 OPERATIONS CONTROL SYSTEMS RESILIENCE

16.1 DF presented the Operations Control Systems Resilience report to the Committee. The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on the current state of Operations Control (OC) legacy systems.

16.2 **The Committee noted the contents of the report.**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/14-22

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 OCTOBER 2022							
Report Title:	CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 1							
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service with a quarterly progress report on how we are performing against our strategic outcomes and objectives.							
2	Background							
2.1	The Combined Risk and Performance Report was introduced in August 2020 and provides a quarterly update on how we are performing against each Strategic Outcome and Objective.							
2.2	The document provides a detailed update against the actions within the Annual Operating Plan 2022/23, 18 of our Key Performance Indicators as outlined within the Performance Management Framework, and high-level Strategic Risk and Portfolio performance information.							
3	Main Report/Detail							
3.1	The quarterly progress report is attached as Appendix A . This provides details of progress made against our Strategic Outcomes between 1 April and 30 June 2022.							
3.2	Strategic Risks							
3.2.1	A high-level overview of our Strategic Risk Register is included within the report. Further detail on the register is reported to the Audit and Risk Assurance Committee (ARAC). The figures in this report align with the most recent submission to ARAC and shows: <ul style="list-style-type: none"> • 4 Strategic Risks are noted as Very High Risk (Red RAG Status) • 5 Strategic Risks are noted as High Risk (Amber RAG Status) 							
3.3	Annual Operating Actions							
3.3.1	This section of the report provides details of the progress made against the actions of the Annual Operating Plan 2022/23. There are 22 Actions contained within the Plan.							
3.3.2	At the end of the Q1 2022/23, the following progress has been reported: <ul style="list-style-type: none"> • 16 actions have been noted as progressing as planned are green. • 6 actions have been noted as experiencing some slippage or experiencing challenges: <ul style="list-style-type: none"> ○ 3 are noted as amber due to the slip in timescales ○ 3 are marked as red as they have not progressed as planned and timescales have slipped. 							

3.3.3	Detailed commentary on the amber and red actions which have experienced slippage is now contained within an Exception Summary Report table directly under each action for the current AOP 22/23. The commentary for each of these actions also provides information on how that action will continue to be reported upon.
3.3.4	Board members are asked to review the commentary and confirm they are happy with the content and the proposals for amended action due dates at Objective 4.4.
3.3.5	Section 3 (Residual AOP Action 2021/22 Reporting) provides commentary on the remaining four actions that were not completed within the timescale agreed within the previous 2020/21 Annual Operating Plan. One of the outstanding actions was completed during the reporting period, leaving three live actions.
3.3.6	Section 4 (Residual AOP Action 2020/21 Reporting) provides commentary on the remaining four actions that were not completed within the timescale agreed within the previous 2020/21 Annual Operating Plan. One of the outstanding actions was completed during the reporting period, leaving three live actions.
3.3.7	Section 5 (Residual AOP Action 2019/20 Reporting) provides commentary on the one remaining action that has been carried forward from the previous 2019/20 Annual Operating Plan.
3.4	Our Corporate Measures
3.4.1	As agreed within the Performance Management Framework, 18 measures will be reported to the Board to provide a high-level overview of our performance results.
3.4.2	Up to the end of the reporting year, of the 18 measures identified: <ul style="list-style-type: none"> • 6 measures are on track to meet their target (Green) • 3 measures are slightly off target (Amber) • 3 measures are off track to meet their target (Red) • 6 measures have no target but are being closely monitored (Blue)
3.4.3	Further information on those measures which are off track or are of heightened interest are provided within the report.
3.5	Our Projects
3.5.1	The report also provides a high-level overview of how our Portfolio Office projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Change Committee. The information contained in this report is from the Programme Dashboard most aligned with the Quarter 1 reporting period.
4	Recommendation
4.1	The SFRS Board is invited to: <ul style="list-style-type: none"> • note the quarterly report and progress made against our strategic outcomes and objectives as detailed in Appendix A. • Review the commentary in the Exceptions Report Summary table for each action and confirm they are content and revised due dates at Objective 4.4.
5	Core Brief
5.1	The Director of Strategic Planning, Performance and Communications presented the Corporate Risk and Performance Report (Quarter 1) to members of members of the SFRS Board.

6	Appendices/Further Reading	
6.1	Appendix A – Corporate Risk and Performance Report (Quarter 1)	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Kirsty Jamieson, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>17 August 2022</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>7 September 2022</i>	<i>For recommendation</i>
<i>SFRS Board (Special Meeting)</i>	<i>27 October 2022</i>	<i>For scrutiny</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

CORPORATE RISK AND PERFORMANCE 2022/23

Quarter 1 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

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

Section 1 – Executive Summary

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

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

Section 2 - Performance Dashboard & Exception Report

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

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

Further details of our actions are contained in the [Annual Operating Plan 2022/23](#). More information about our measures and their targets is contained in the [SFRS Performance Management Framework](#).

This section also provides a commentary against any actions that have been allocated a red or amber RAG status and, as such, are not progressing as planned (exceptions). This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring the action and milestones back on track.

If the action is green and on-track, no further information has been provided.

Section 3 – Residual Annual Operating Plan Action 2021/22

This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2021/22.

Section 4 – Residual Annual Operating Plan Action 2020/21

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

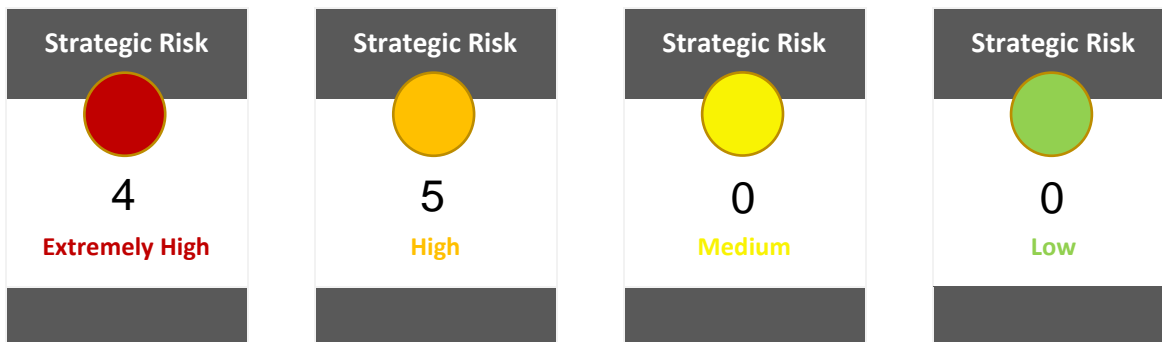
Section 5 – Residual Annual Operating Plan Action 2019/20

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

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

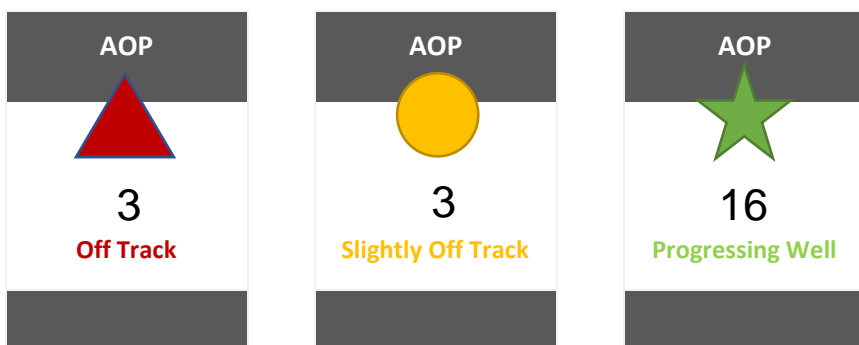
Section 1: Executive Summary

Strategic Risks Ratings Totals

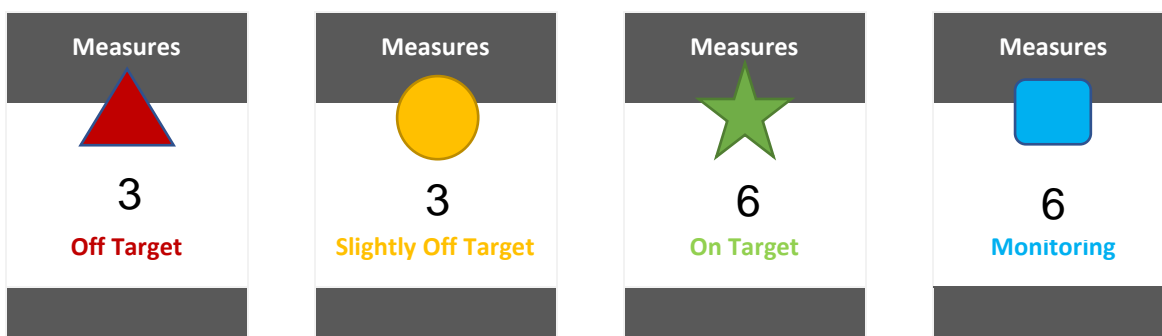


The latest Strategic Risk Update is [available here](#).

Annual Operating Plan RAG and Status Totals



Performance Measures Target Result Totals



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

Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Service Delivery	01/04/2021	31/10/2022	80%	★


Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	★	★	▲	★
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> The pilot remains on track for time however a new issue has arisen during the pilot in that the partner site, which allows us to sign up referring partners: a critical aspect of the success of the project, has been offline for 6 weeks. ICT have explained there is a significant problem within the hosting platform (locked out due to certificate update blocking access) and are exploring options to resolve or rebuild the "tenancy". ICT Issues need to be resolved. 				

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

Strategic Risk	Risk Description	Risk Rating
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.	15
3	Ability to collaborate effectively with partners and communities to enhance service delivery and best value.	12

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

Home Fire Safety Visits



10,151

On Target

YTD

Home Fire Safety Visits continue to increase quarter on quarter after the difficult period experienced during the pandemic.

Total visits conducted were 14% higher than this time in 2020/21.

Outcome 1: Prevention

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery	01/04/2021	31/03/2023	35%	●
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> This action has been marked as amber due to milestone slippage, however, it is likely that the overall action will be completed by target end date. Prevention and Protection (P&P) staff are working with National Fire Chiefs Council (NFCC) to complete review of NFCC version of the Competency Framework (CF). When the review has concluded a draft SFRS version CF will be produced for approval. Initial stages have been implemented including the provision of the required level of training required for Protection Officers. The production of a development pathway is also tied to the review of the existing CF. P&P are in touch with FRS from Wales and Northern Ireland to scope out options for an appropriate development pathway. Procurement of appropriate training for new Protection Officers has been completed. Focus is now on the procurement of Recognition of Prior Learning training for existing Protection Officers. Two pilots have been completed which will assist in the formation of the specification document for procurement. Scoping work is underway for an appropriate Fire Safety Enforcement training package. 					

**Non-Domestic
Fires****414**

Slightly Off Target

YTD

Non-domestic building fires increased against 2021/22, however, there is a zero per cent change against the three-year average and the long-term trend continues to show a reduction in activity.

Nine of the 14 local senior officer areas (predominantly large urban) show they are achieving rate reductions against the three-year average.



Strategic Outcome 1: Prevention

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

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

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

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

ADF Casualties	Fire Fatalities	
 67 On Target	 12 Monitoring	12 fire fatalities were recorded during the first quarter representing no change from 2021/22. The fatalities recorded does reflect as an 11 per cent increase against the three-year average. Fire casualties are currently reporting at an all-time low. There is concern around the quality of the data contained in fire reports involving dwelling properties and is currently under review to establish a more accurate position. Evidence suggests that 'fire casualties' and 'fire casualties in accidental dwelling fires' will increase once all quality assurance checks are complete.
YTD	YTD	

Strategic Outcome 1: Prevention

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


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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation Work Plan for the preferred option as agreed following the national consultation process.	Service Delivery	01/10/2021	31/03/2023	12%	★

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

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

Unwanted Fire Alarm Signals	Nationally, UFAs incidents increased 18 per cent against the previous year but missed target by less than one per cent. Activity in one city area was 36 per cent higher than the previous year with half of all local senior officer areas experiencing increases greater than 20% per cent.
 6,798 Slightly Off Target	
YTD	

Strategic Outcome 2: Response

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

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

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

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


Strategic Risk	Risk Description	Risk Rating
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.	16
9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.	12

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

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

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

Incidents
Attended



24,895

Monitoring

YTD

Q1 only

Top 10 incident types
Total

Top 10 incident types	Total
01. False Alarm (UFAS) (27.3%)	6798
02. Outdoor Fire (14.2%)	3546
03. False Alarm (Dwelling) (13.7%)	3409
04. Refuse Fire (9.0%)	2229
05. False Alarm (Good Intent) (8.4%)	2092
06. Special Service - Effecting entry/exit (4.3%)	1079
07. Dwelling Fire (4.3%)	1059
08. Other Primary Fire (2.1%)	534
09. Other Building Fire (2.1%)	530
10. Vehicle Fire (2.0%)	507

Strategic Outcome 2: Response

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implementation of the SFRS Operational Strategy.	Service Delivery	01/04/2022	31/12/2022	100%	★
Delivery of the Document Conversion Project	Service Delivery	01/04/2022	31/03/2023	40%	★

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Responding Options and Duty Systems Relationships	●	★	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Finalised full migration process to be presented to Staffing Tactical Action Group (STAG) for approval and implementation (8th July 2022) Latent resource/day duty staff proposal paper, approved at STAG – progressing to implementation. Amber Tolerance Skills & resource, time and quality regular monitoring of the issue and potential impact/risk to agreed project milestones. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
RVDS Attraction and Recruitment Improvements	●	★	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Amber Tolerance skills & resource, time and quality: regular monitoring of the issue and potential impact/risk to agreed project milestones. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Variable Contract Options & On Call Station Establishments	●	★	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Amber tolerance skills & resource, time and quality: regular monitoring of the issue and potential impact/risk to agreed project milestones. 				

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



Low severity fires have more consistently achieved target across each quarter for the last 5 years when compared to the changes in 'medium' and 'high' severity fires. Medium severity fires have achieved target each quarter since second quarter 2020-21 and high severity has not achieved the five per cent target reduction in the last four years.

SFRS Median Response Time (mins)

Fsc Year	Response times	Response times (East)	Response times (North)	Response times (West)
2022-23	8.18	8.48	9.32	7.63
2021-22	8.15	8.50	9.28	7.65
2020-21	8.00	8.30	8.80	7.60
2019-20	7.90	8.20	8.90	7.40
2018-19	7.80	8.10	8.85	7.30
2017-18	7.60	8.20	8.40	7.00

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

There is no significant change in response times to report.

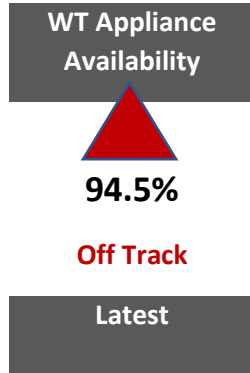
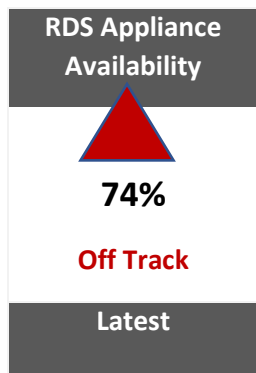
Strategic Outcome 2: Response

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

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

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

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



Retained crewing availability is currently at its lowest (74 per cent) for a number of years with availability ranging from 78 per cent in West SDA to 67 per cent in the East Service Delivery Area.

Strategic Outcome 2: Response

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

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

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

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Futures (phase 2)	▲	●	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Time: Failure to achieve exit from user acceptance testing in Jan 22 and Airwave confirming that the data element of their connectivity work will now potentially slip 2-4 months. Remedial Advisor now appointed at SFRS Instruction. Cost/Quality/Skills and Resources: delay in delivery timeline that will impact on this year and next year's budget planning, the high number of defects, as highlighted by risk 3.4 and the impact of Systel resources on this project. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	▲	● <i>Long term</i>	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Project Board supported the development and research into the ESN Connect data only proposal. Meetings thereafter took place with the Programme and Scottish Government, Working and Steering Groups have been formed. Scottish Government fully briefed on the proposal and the finance required, discussions between them and the Programme Leads still to take place to resolve the funding. Meetings have taken place with the Handsfree Group who supply the devices as well as Fleet management within SFRS. Further details behind this proposal will be presented to Project Board and SLT over the next month. This if adopted and financed will significantly de-risk a lot of the Project for SFRS particularly in the fleet risks. One of the many benefits of this proposal is a slower time adoption of the product allowing greater pilot and testing opportunities which will impact on the Quality delivery element. The early recruitment of fitting resources (financed by the Programme for a partial fit of devices will again impact upon the resources scoring. Training delivery for ESMCP is currently under review by SFRS given the significant changes to the workforce because of the Pension regulation changes and the 				

Green: Progressing as Planned **Amber:** Slightly off track **Red:** Not progressing as planned

- potential early delivery of a Data solution separate from Voice, this paper will be forwarded to Project Board at the July meeting for consideration.
- Financing of this option between the Home Office and Scottish Government is one of the significant issues to resolve. Securing long term funding from the Scottish Government will be a clear path to recruit resources and purchase assets. Meetings with the SG Finance took place, still no assurance regarding long term funding, being managed as in year pressure by Sponsor body. New Scottish Government SRO in place now, has met with the Strategic Lead and Project Manager. Funding for this year has been provided.
 - Anticipated transition to ESN Connect would be Summer 2023.

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

Median Call Handling Times (mins)

Fsc Year	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2022-23	1.30	1.27	1.65	1.25
2021-22	1.30	1.30	1.77	1.20
2020-21	1.32	1.27	1.75	1.20
2019-20	1.25	1.22	1.62	1.15
2018-19	1.27	1.27	1.60	1.15
2017-18	1.12	1.22	1.40	1.00

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

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

Strategic Outcome 3: People

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	75%	★
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2020	30/09/2023	20%	●
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> This action has been marked as amber due to some slippage on milestones, however, it is likely that the overall action will be completed by target end date. Progress on the Building the Future Together programme development continues to catch up from the impact of the pandemic and concurrent priorities. Re-engagement with workstream leads commenced in Quarter 1 and will continue in to Quarter 2. Various workstreams across the programme have recommenced in the latter part of Quarter 4 (2021/22) in to Quarter 1 (2022/23). Early activity to identify and implement any changes to People and Organisational Development's structures, capabilities and ways of working required to deliver the People Strategy have commenced, aligned to work within the PTFAS/PPFT workstream. Engagement with stakeholders across SFRS to develop and roll out the organisation's People Strategy, linked to the Long-Term Vision and refreshed Corporate Strategy is planned to commence in Quarter 2. 					

Strategic Outcome 3: People

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implementation of Year 3 of the Training Strategy.	Training, Safety and Assurance	01/04/2022	31/03/2023	78%	★
Full Review of the Training Continuous Improvement Programme.	Training, Safety and Assurance	01/04/2022	30/06/2022	100%	★

Strategic Outcome 3: People

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs.	People and Organisational Development	01/04/2022	31/03/2024	40%	★
Further enhance the management of risk to safety within the operational environment.	Training, Safety and Assurance	01/04/2022	31/03/2023	50%	★
Progress the development of an in-house Health and Safety Management Information System. (HSMIS)	Training, Safety and Assurance	01/04/2022	31/03/2023	18%	▲
Exception Summary Report:					
<ul style="list-style-type: none"> This action is marked as red and is unlikely to be completed by target end date due to considerable challenges being experienced in terms of capacity within ICT which significantly impacts delivery. Reporting function is in final testing phase prior to launch. Display Screen Equipment module is 90% complete and testing will commence in Quarter 2/3. 					

Strategic Risk	Description	Risk Rating
5	Ability to have in place a suitable skilled, trained and motivated workforce that is well supported both physically and mentally.	20

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



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

There were 42 RIDDOR reportable injuries this Quarter, of which there were no work-related Covid transmissions.

Strategic Outcome 3: People

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/01/2022	31/05/2022	95%	▲
Exception Summary Report:					
<ul style="list-style-type: none"> This action is marked as red and is unlikely to be completed by target end date. The SFRS Communications and Engagement Strategy 2021-23 is completed and will be submitted to SFRS Board for approval in August 2022. The overall action is complete with exception of the final milestone, to publish the strategy. The overall action percentage is considerably higher than the outstanding milestone percentage but the RAG remains red due to the slip in timescale. 					

Strategic Outcome 4: Public Value

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2023	0%	▲
Exception Summary Report:					
<ul style="list-style-type: none"> This action is marked as red and is unlikely to be completed by target end date due to considerable challenges being experienced in terms budget which significantly impacts delivery. The order has been placed for a further 90 charging points across Wholetime and Rural Wholetime Officer Stations. There is no internal budget for the Carbon Management Plan in 2022/23 therefore there are no projects underway. Scottish Government grant funding bids are currently being prepared in the hope that funding will be allocated in September 2022. 					

Strategic Outcome 4: Public Value

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Service Development	01/04/2022	31/03/2023	5%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/01/2022	31/03/2023	30%	★

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

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

FOIs responded to within timescale



87%

Slightly Off Track

YTD

Although slightly off the 95% target, there has been significant improvement on the pre-Covid figures of 70-75% returned within 20 days to 87% across the quarter.

The Information Governance Team can report that the complexity of requests has become apparent throughout 2021/22 which has increased the amount of time required spent on such cases. Our Admin Support Officer is returning to work fulltime at the end of August which will further our performance against the 20-day deadline.

Strategic Outcome 4: Public Value

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Procure and implement replacement digital fireground radios.	Service Development	01/04/2022	31/03/2023	5%	★
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Service Development	01/03/2022	31/03/2023	25%	★

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

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

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

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

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

Strategic Outcome 4: Public Value

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

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

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop a SFRS Innovation Strategy.	Strategic Planning, Performance and Communications	01/04/2022	31/12/2022	100%	★
Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	01/01/2022	31/12/2022	50%	★
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> This action is on target with progress on milestones being made therefore it has been given a green RAG rating despite the requirement for some due dates to be revised. Revised due dates provided for two milestones as follows: <ul style="list-style-type: none"> Refresh, renew and integrate Portfolio governance: New Portfolio Governance Design is in draft and will be presented for approval by the SLT in September 2022. Milestone due date revised from Jun 2022 to Sep 2022. Implement and embed interim tooling: ICT Partner engagement has initiated with two workshops conducted to determine SFRS needs and requirements. Outline design of interim tooling presented and awaiting full specification and quotes. Milestone due date revised from Jun 2022 to Dec 2022. Overall due date for this action has been revised from Sep 2022 to Dec 2022 to reflect the changes in timescales for delivery of the above milestones. 					
Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change.	Service Development	01/02/2022	31/12/2022	50%	★
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> This overall action is on target with progress on milestones being made and work progressing as per original timescales. It has been given a green RAG rating despite the requirement for one of the milestone due dates to be revised. Revised due date provided for one milestone as follows: 					

- Establish a Benefits Management Strategy: Work not started due to awaiting outcomes of Test of Change prior to finalising strategy. Milestone due date revised from Apr 2022 - Oct 2022.

Design and Implement a Continuous Improvement Framework across SFRS.	Service Development	01/01/2022	30/06/2023	20%	●
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Exception Summary Report:

- The Service Improvement team are working on the establishment of a Self-Assessment Framework as a priority and have recently introduced the EFQM Framework for Improvement as a best practice approach to do that.
- There have been significant resource constraints due to the loss of the Service Improvement & Quality Manager which has impeded further progress in other areas of the Annual Operating Plan.
- The overall due date for this action is still in place despite the challenges faced, however, it has been given an amber RAG rating due to delays and the requirement for two of the milestones due dates to be revised.
- Revised due date provided for two milestones as follows:
 - Develop a Continuous Improvement and Quality Strategy: Work not started due to Service Improvement & Quality Manager resource being reallocated to SST Team Milestone due date revised from Jun 2022 to Jan 2023.
 - Develop a Self-Assessment Process and Reporting format: This milestone is progressing well. EFQM Framework has been implemented and Test of Change is being conducted with Dumfries & Galloway prior to wider scale rollout as a standard. Delayed because of reallocation of the Service Improvement & Quality Manager. Milestone due date revised from Jun 2022 to Sep 2022.

Section 3: Residual AOP Action 2021/22 Reporting

**Some actions in this residual reporting section are also included in this year's plan (where the action spans more than one year). This section of the report details the outstanding activities from the previous year's Annual Operating Plan (2021/22). Where this is the case, to offer further clarity, the outstanding milestones associated with the action from the 2020/21 reporting year have been detailed to allow scrutiny of the overdue work packages.*

This section also includes uncompleted actions from last year's AOP (2021/22) that were not carried forward into this year's Plan (2022/23)

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.4	Manage the commissioning of the new SFRS museum.	Service Delivery (Prevention & Protection)	30/1/2021	▲	<p>Fit out of the museum commenced in June by specialist contractors. This is due for completion by September 2022. This is due to delays with graphic supply and fit and damage to one of the display cases by contractors. Replacement parts for case have been ordered.</p> <p>Volunteers have been recruited and going through induction training. Health & Safety activity is ongoing with dedicated action plans. Some policies and Health & Safety activities cannot be complete until the museum is handed over to the Service. Delays in the wider McDonald Road project and work require for the reception space means opening is likely to be September / October 2022.</p> <p>This action has been marked red due to the slip in the original timescales caused by a delay in the construction and fit out of the building.</p> <p>This action will be completed by the end of October 2022. It will remain within the exception reporting section of this report until it is completed.</p>

3.1	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People & Organisational Development	30/09/2023	★	<p>Progress on the Building the Future Together programme development continues to catch up from the impact of the pandemic and concurrent priorities. Re-engagement with workstream leads commenced in Quarter 1 and will continue in to Quarter 2. Various workstreams across the programme have recommenced in the latter part of Quarter 4 (2021/22) in to Quarter 1 (2021/22). Early activity to Identify and implement any changes to People and Organisational Development's structures, capabilities and ways of working required to deliver the People Strategy have commenced, aligned to work within the PTFAS/PPFT workstream. Engagement with stakeholders across SFRS to develop and roll out the SFRS People Strategy, linked to the Long-Term Vision and refreshed Corporate Strategy planned to commence Quarter 2.</p> <p>This action is marked green despite the pace reduction and delayed progress of the programme development phase caused by concurrent Service priorities and the ongoing pandemic.</p> <p>This action is continuing to be progressed to the original timescales of September 2023.</p>
4.2	Implement the new Wide Area Network.	Service Development	31/08/2022	▲	<p>Excellent progress has been made on implementation of sites on to the new Wide Area Network. All priority sites have been completed. Five sites remain outstanding with installation started at the end June and will be completed by end August.</p> <p>This action is red due as it has not been completed by its due date.</p> <p>This action will be completed by the end of August 2022. It will remain within the exception reporting section of this report until it is completed.</p>
4.2	Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	31/03/2022	★	<p>The Good Governance Framework Draft was approval at the April Good Governance Board, followed by submission to the SFRS Board on 28 April 2022.</p> <p>This action is now complete and will be removed from the exception reporting section of this report moving forward.</p>

Section 4: Residual AOP Action 2020/21 Reporting

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

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

Objective	Annual Operating Plan Action: Outstanding Milestone	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.3	<p>Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.</p> <p><i>*Action not carried forward into AOP 2021/22 but was not fully completed in 2020/21. Included within this section of the report for completeness reporting.</i></p>	Service Delivery	30/09/2021	13/06/2022	★	<p>The review was undertaken and the recommendations were progressed through SLT for approval. The recommendation for implementation of a blended delivery model was been further developed and prepared for implementation. The Fire Investigation Restructure agreed model was implemented on the 13 June 2022 as per the revised timescales.</p> <p>This action is now complete and will be removed from the exception reporting section of this report moving forward.</p>
3.1	<p>Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose: <i>Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	People & Organisational Development	31/03/2021	31/03/2023	▲	<p>Dialogue has continued with the FBU during Quarter 1 to confirm arrangements for external assistance from National Joint Council Secretaries to seek a resolution to the outstanding matter in relation to contracts and retaining fees within the proposals on Standardisation of RDS terms and conditions.</p> <p>This action is now 95% complete but remains red due to the slip in original timescales. A revised due date of March 2023 has been proposed however it is also expected that further delays will impact upon this revised due date. It will continue to remain within the exception reporting section of this report until it is completed.</p>

3.17	Implement recommendations from the internal communications review. <i>*Outstanding milestone from 2020/21</i>	Strategic Planning, Performance and Communications	30/06/2021	31/05/2022	▲	<p>This action is almost complete with one short-term action remaining outstanding which is to develop an internal communications framework. An initial draft is being prepared and a revised end date has been proposed of August 2022.</p> <p>This action has a red status due to the slip in original and revised timescales. Work will continue with a view to complete by the revised due date of 31 August 2022.</p> <p>It will continue to remain within the exception reporting section of this report until it is completed.</p>
4.1	Coordinate the statutory review of Local Fire and Rescue Plans: Support Local Senior Officers to revise and publish Local Plans in line with review outcomes. <i>*Outstanding milestone from 2020/21</i>	Strategic Planning, Performance & Communications	31/03/2021	31/08/2022	▲	<p>29 of the 32 Local Plans have been approved at local Scrutiny and have been published on the SFRS website. The remaining have all been developed but are awaiting approval at Scrutiny/Council level.</p> <p>This action is 85% complete and remains red due to the slip in original timescales caused by current local authority scrutiny processes. A revised due date of August 2022 is proposed. It will continue to remain within the exception reporting section of this report until it is completed.</p>

Section 5: Residual AOP Action 2019/20 Reporting

Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	31/12/2022	▲	<p>Design and implementation now complete. Work is continuing to refine procedures and expand the ISO 17020 requirements into the Fire Investigation policy, procedure and practices.</p> <p>Although work is now progressing, this action remains red due to the slip in the original timescale with the remaining outstanding milestone at 40% complete. This action has a revised due date of 31 December 2022. It will continue to remain within the exception reporting section of this report until it is completed.</p>

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



Report No: B/SPPC/02-22

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 OCTOBER 2022						
Report Title:	BOARD FORWARD PLAN SCHEDULE 2023-24						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To present a proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2024. This has been provided in as timely a manner as possible to allow members to plan their forward schedules and enable the Executive to schedule their meetings in order to service the Board and its Committees. The 2023-24 schedule also demonstrates that consideration has been given to the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'.						
2	Background						
2.1	To support the business needs and time commitments of the Board, forward plans have been made to outline the proposed frequency and pattern of meetings for the Scottish Fire and Rescue Service (SFRS) Board and its Committees. The cycle of meeting dates has been selected to ensure as far as practicable that they align with the outputs of the Service's annual planning cycle (eg Annual Operating Plan), including performance monitoring, annual budget setting and the preparation of the annual report and accounts.						
2.2	The forward plans and arrangements for reviewing these are intended to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.						
3	Main Report/Detail						
3.1	The proposed schedule of meetings (Appendix A) and Board Forward Plan 2023-24 (Appendix B) outline proposals until March 2024. This does not preclude the Board from considering any other strategic issues it wishes or to vary the forward plan to fulfil its functions and maintain a focus on strategy, performance and behaviour. The Board and Committee Forward Plans and Strategy/Information/Development Day programmes are also routinely reviewed by the Strategic Leadership Team (SLT) on a monthly basis to ensure the strategic needs of the Board and the assurances they can be offered, continue to meet their expectations.						
3.2	The COVID-19 pandemic meant that the SFRS was required to adapt our approach to how we work. Throughout that period the SFRS Board and its Committees conducted business entirely through virtual meetings as a way to continue business as usual, while importantly ensuring everyone's safety. This virtual approach has now developed to a point that enables complete public access to these meetings. This has also brought some positive change, for example supporting attendance and productivity of Board/Committee meetings, limiting the need to travel and helping to make a contribution towards the						

3.3	reduction in carbon emissions. In our recovery from COVID-19, and to ensure our commitment to supporting the rebuilding of our society and economy in a greener, fairer and more sustainable way, the proposal for the 2023-24 schedule (Appendix A) will look to equally balance the number of in person and virtual meetings and that by adopting this hybrid approach we are also providing our stakeholders with different options to attend our public meetings over this period.	
3.4	The Board Forward Plan (Appendix B) should be reviewed to ensure that the business being brought forward to the Board is strategic in nature and aligning with the Service's governance policies, procedures and priorities.	
4	Recommendation	
4.1	The Board are invited to approve the proposed schedule of meetings for the SFRS Board and its Committees and Board Forward Plan 2023-24 along with the arrangements for reviewing these.	
5	Core Brief	
5.1	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 2024. These set out the Board's programme of scrutiny and key decisions for 2023-24, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	
6	Appendices/Further Reading	
6.1	Appendix A – SFRS Board Meetings Schedule 2023-24	
6.2	Appendix B – SFRS Draft Board Forward Plan 2023-24	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above) Yes	
Prepared by:	Heather Greig, Board Support Executive Officer / Kevin Murphy, Group Commander, Board Support Manager	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
SFRS Strategic Plan 2019-22		
Governance Route for Report	Meeting Date	Report Classification/ Comments
SFRS Board	27 October 2022	For Decision

Meeting Dates 2023/24 - DRAFT

	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	
Monday														Monday
Tuesday														Tuesday
Wednesday	1					1								Wednesday
Thursday	2	PC/RANSC			1	2							1	Thursday
Friday	3				2	3							2	Friday
Saturday	4				3	4							3	Saturday
Sunday	5				4	5							4	Sunday
Monday	6				5	6							5	Monday
Tuesday	7				6	7	Chairs (Inf)	ARAC WS					6	Tuesday
Wednesday	8				7	8							7	Wednesday
Thursday	9				8	9	CC	CC WS	ARAC/IGF	CC	PC/RANSC		8	Thursday
Friday	10				9	10							9	Friday
Saturday	11				10	11							10	Saturday
Sunday	12				11	12							11	Sunday
Monday	13				12	13							12	Monday
Tuesday	14				13	14							13	Tuesday
Wednesday	15				14	15							14	Wednesday
Thursday	16				15	16	PC/RANSC	PC/RANSC W		Board			15	Thursday
Friday	17				16	17							16	Friday
Saturday	18				17	18							17	Saturday
Sunday	19				18	19							18	Sunday
Monday	20				19	20							19	Monday
Tuesday	21				20	21							20	Tuesday
Wednesday	22				21	22							21	Wednesday
Thursday	23		BO Session		22	23	SDC	SDC (WS)	BO Session	SD	ARAC/IGF	Board (Prov)	22	Thursday
Friday	24				23	24	Kilbirnie St						23	Friday
Saturday	25				24	25							24	Saturday
Sunday	26				25	26							25	Sunday
Monday	27				26	27							26	Monday
Tuesday	28	Cheapside			27	28							27	Tuesday
Wednesday	29	ARAC/IGF			28	29							28	Wednesday
Thursday	30	Board*	Board	SD	Board	SD	Board	Dev Day	Board**				29	Thursday
Friday	31				30	31							30	Friday
Saturday														Saturday
Sunday														Sunday
Monday														Monday
Tuesday														Tuesday
Wednesday														Wednesday
Thursday														Thursday
Friday														Friday

Virtual meetings * Physical meeting due to Budgets, ** Physical meeting due to Annual Accounts

Full Board Meeting (Board)	Public Meeting: 1000 hrs start	Service Delivery Committee (SDC)	Public Meeting: 1000 hrs start	Change Committee (CC)	Public Meeting: 1000 hrs start
Audit & Risk Assurance Committee (ARAC)	Public Meeting: 1000 hrs start	Remuneration, Appointments and Nominations Sub-Committee (RANSC)	Private Meeting: 1000 hrs start	Strategy/Development/ Information Day (SD)	Private Meeting: 1000 hrs start
Integrated Governance Forum (IGF)	Private meeting: 1400 hrs start	People Committee (PC)	Public Meeting: 1300 hrs start	Board/SLT Development Day (Dev Day)	Private Meeting

- Other Events:
- XXX (AGW) - Committee Annual Governance Workshop
 - XXX (WS) - Committee Mid Year Workshop (Provisional Dates)
 - BO Session - Board Only Session (Provisional Dates)
 - Dev Days - Board/SLT Development Days
 - Chairs (Inf) - Board/Cmt Chairs Informal Meeting
 - Cheapside Street Anniversary (28 March)
 - Kilbirnie Street Anniversary (25 August)

SFRS DRAFT BOARD FORWARD PLAN 2023-24

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
27 April 2023	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
29 June 2023	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Health & Safety Annual Report 2021/22 • Equalities Outcomes/ Mainstreaming report • Performance Management Framework Annual Report • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q4 Progress Report • Arrangements and Outcomes of Annual Review – Effectiveness of Board <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Debt Write Off 2021-22 <p><u>New Business</u></p> <ul style="list-style-type: none"> •

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p>31 August 2023</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • ARAC Committee Annual Report to Accountable Officer • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q1 Progress Report <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Annual Performance Review 2022/2023 • Annual Procurement Report 2022/23 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p>19 October 2023</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p>26 October 2023</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2022/23 • Resource Budget Outturn Report 2022/23 <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Board Forward Plan Schedule 2024/25 • Draft Annual Report and Accounts 2022/23 (PRIVATE) • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p>14 December 2023</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q2 Progress Report <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Budget Strategy 2024-25) <p><u>New Business</u></p> <ul style="list-style-type: none"> •

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p>22 February 2024</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p>27 March 2024</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report • Q3 Progress Report • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget 2024/25 • Capital Programme 2024-2027 <p><u>New Business</u></p> <ul style="list-style-type: none"> •

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



Report No: B/FCS/15-22

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	13 OCTOBER 2022						
Report Title:	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1ST APRIL 2021 - 31ST MARCH 2022						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To present to the Board of the Scottish Fire and Rescue Service (SFRS) the Annual Procurement Report for the period 1 st April 2021 – 31 st March 2022, which the Service is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014.						
2	Background						
2.1	The Procurement Reform (Scotland) Act 2014 (“the Act”) provides a national legislative framework and states obligations for Scottish public bodies such as a sustainable procurement duty, community benefits requirements and additional duties that affect lower threshold procurement exercise referred to as “regulated procurements”.						
2.2	The Act requires contracting authorities with regulated procurement activity of £5 million or more per annum to have prepared a Procurement Strategy and subsequently to produce an Annual Procurement Report after the end of each financial year. The Annual Procurement Report reviews the contracting authority’s regulated procurement activities against its stated procurement strategy.						
2.3	For the purposes of the Act, the SFRS is a public sector contracting authority due to its annual regulated procurement spend and therefore is required to produce and publish an Annual Procurement Report as soon as reasonably practical after the end of its financial year.						
2.4	These individual annual procurement reports published by relevant public bodies in Scotland inform a separate annual report on public procurement activity across Scotland prepared each year by Scottish Ministers.						
2.5	The Service when preparing its Annual Procurement Report, must include the following: (a) A summary of the regulated procurements that have been completed during the year covered by the report. (b) A review of whether those procurements complied with the contracting authority’s procurement strategy. (c) To the extent that any regulated procurements did not comply, a statement of how the contracting authority intends to ensure that future regulated procurements do comply.						

	<p>(d) A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the financial year covered by the report.</p> <p>(e) A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the reporting period covered by the report.</p> <p>(f) A summary of the regulated procurements the authority expects to commence in the next two financial years.</p>
3	Main Report/Detail
3.1	The Annual Procurement Report for the period 1 st April 2021 – 31 st March 2022 has been prepared in accordance with legislative reporting requirements and is attached at Appendix A.
3.2	Forty-five regulated procurements were awarded during the year with a total estimated value of £186,358,893 exclusive of VAT.
3.3	SFRS is committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. SFRS achieved 98% of suppliers paid with 30 days and 82% within 10 days.
3.4	The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, approximately 85% of total contract spend was through collaborative contracts such as Scottish Government, Scotland Excel, Crown Commercial Services or NFCC Frameworks. Savings of £1.18million being achieved through the use of Scottish Government frameworks.
3.5	Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended the “virtual” Meet the Buyer events held online both on a national and local basis
3.6	SFRS’s continued commitment to deliver on its sustainability duty and demonstrate community benefits through the delivery of relevant procurement activity is described in detail in the report but the following highlights key achievements.
3.7	<u>Supplier Spend</u>
3.7.1	In financial year 2021/22, 47.25% (£46.15million) of the SFRS total spend was with suppliers based in Scotland, which represented an increase of 1.10% on the previous reporting period
3.8	<u>Engagement with Supplier Development Programme</u>
3.8.1	The Supplier Development Programme (SDP) was engaged to provide direct support in the procurement of Hard Facilities Management to assist in engaging more directly with potential supply chains and Small and Medium Sized Enterprises (SMEs). The success in this approach led to the SDP producing a good practice guide and a joint submission from SFRS / SDP / successful contractor being shortlisted in the 2022/23 GO Awards in the category of Contract and Supplier Management
3.9	<u>Fleet Initiatives</u>
3.9.1	With financial support provided by Transport Scotland and working in partnership with Scottish Government and Scottish Enterprise, we have awarded a contract for the development of a prototype low carbon fire appliance which will have similar operational

	capabilities to the current diesel internal combustion engine appliances operated by the Service.
3.9.2	We purchased an additional 60 electric cars and 3 minibuses within the financial year. The SFRS now operate a fleet of 174 low emissions vehicles to support the work of rural firefighters and have charging points at 65 locations which supports the decarbonisation of our light fleet.
3.10	<u>Carbon Management</u>
3.10.1	we continue to invest in technologies to reduce waste energy. In financial year 2021/22, we completed 127 projects linked to climate change and invested £3.70million and worked with our contractors to install smart energy controls, low carbon heating, pollution prevention measures, solar panels in our properties throughout Scotland.
3.11	<u>Supported Business</u>
3.11.1	Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. Although no new contracts were awarded within the reporting period, there was still spend of approximately £90,000 excl. VAT with this sector through existing arrangements.
3.12	<u>Station Storage Solutions</u>
3.12.1	We are working in partnership with the Scottish Prison Service on a contract for the Supply of Station Storage Solutions which provides opportunities for those individuals within the care of the Scottish Prison Service to gain valuable social skills and realistic work skills to enhance employability prospects.
3.13	<u>Fair Work</u>
3.13.1	SFRS is an Accredited Living Wage employer and through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law. In the reporting period, twenty-three regulated contracts included Fair Work criterion in the evaluation process. Eleven suppliers who were awarded a regulated contract committed to pay the Real Living Wage and 4 suppliers who were awarded contracts are accredited Living Wage employers.
3.14	<u>Project Bank Accounts</u>
3.14.1	A PBA was used on the Portlethen Training Centre project and has also been established on the West Asset Resource Centre project, which was awarded in February 2022. The PBA requires payments made directly and simultaneously by SFRS to members of the construction supply chain involved in the Project and supports prompt payment which assist firms involved in construction projects with their cashflows.
3.15	<u>McDonald Road Modernisation</u>
3.15.1	This project has now been completed and the community benefits delivered are detailed within Appendix Bii of the Annual Procurement Report
3.16	<u>Portlethen Training Centre</u>
3.16.1	This project has now been completed and delivered social value impact inclusive of local economic value of £0.92million. The community benefits delivered are detailed within Appendix Biii of the Annual Procurement Report.
4	Recommendation
4.1	The Board of the Scottish Fire and Rescue Service is asked to approve the Annual Procurement Report for the period 1 st April 2021 – 31 st March 2022 as attached at Appendix A.

5	Core Brief	
5.1	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 st April 2021 – 31 st March 2022, as required under the Procurement Reform (Scotland) Act 2014.	
6	Appendices/Further Reading	
6.1	Appendix A – Annual Procurement Report for the period 1 st April 2021 – 31 st March 2022	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Stephen McDonagh, Procurement Manager	
Sponsored by:	John Thomson, Acting Director of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Good Governance Board</i>	<i>28 September 2022</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>5 October 2022</i>	<i>For Recommendation</i>
<i>Audit and Risk Assurance Committee</i>	<i>13 October 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 October 2022</i>	<i>For Decision</i>



**ANNUAL PROCUREMENT REPORT
FOR THE PERIOD
1st APRIL 2021 – 31ST MARCH 2022**

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Section 1: Introduction

- 1.1 The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service, committed to ensuring the safety and wellbeing of the people of Scotland. We are a national organisation delivering our front-line services locally from three strategically positioned hubs based in the North, West and East of the country.
- 1.2 The strategic priorities for the Scottish Fire and Rescue Service (SFRS) are set out within the Fire and Rescue Framework for Scotland 2022 and the SFRS Strategic Plan 2022-25.
- 1.3 In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.
- 1.4 An Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.
- 1.5 In accordance with its legislative obligations under the Procurement Reform (Scotland) Act 2014, the SFRS publishes a Corporate Procurement Strategy which is maintained by the SFRS Finance and Procurement Department and it aligns procurement activity with the SFRS Corporate Plan and Annual Operating Plan.
- 1.6 As required under section 15 of the Procurement Reform (Scotland) Act 2014 ("the Act"), the SFRS publishes an Annual Procurement Report, as required by section 18 of the Act.
- 1.7 The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its procurement strategy.
- 1.8 The Scottish Fire and Rescue Service is pleased to publish our fifth Procurement Report covering the period 1st April 2021– 31st March 2022. The content of this Report covers all regulated procurements completed during this period and details how those procurements supported the objectives included within our Corporate Procurement Strategy.
- 1.9 The success in delivery of the Corporate Procurement Strategy is achieved only by working in partnership with colleagues across the Service and this positive commitment and collective contribution from all is highlighted within this report. We look forward to the continuation of this collaborative approach in the delivery of our new procurement strategy.

- 1.10 Our Corporate Procurement Strategy articulates how our procurement activity is aimed at supporting the delivery of SFRS strategic priorities and undertaking these in a manner which supports delivery against National Outcomes.
- 1.11 This report details six main areas, the first five cover mandatory reporting with the sixth discretionary, these being:
- i. Summary of Regulated Procurement Completed
 - ii. Review of Regulated Procurement Compliance
 - iii. Community Benefits Summary
 - iv. Supported Business Summary
 - v. Future Regulated Procurement
 - vi. Procurement Performance Analysis
- 1.12 We also take the opportunity within the report to detail the key achievements of our Procurement Team and our key priorities for the Team in financial year 2021-22.

John Thomson

Acting Director of Finance and Procurement

Section 2: Summary of Regulated Procurement

- 2.1 Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”
- 2.2 The Procurement Reform (Scotland) Act Section 18 states that relevant bodies must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practical after the end of the financial year. A regulated procurement as defined by the Act is any procurement for supplies or services with a value more than £50,000 and for works contracts with a value over £2million.
- 2.3 A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to new contracts and framework agreements but also to mini-competitions and call offs from existing framework agreements.
- 2.4 Wherever possible, the SFRS, has sought to make use of national, sectoral and local collaborative contracts and frameworks.
- 2.5 SFRS regulated procurement within the reporting period was undertaken across 6 categories of spend:
- i. Fleet
 - ii. Personal Protective Equipment
 - iii. Operational Equipment
 - iv. Property and Facilities
 - v. ICT
 - vi. Corporate
- 2.6 Table 1 below summaries the regulated procurement awarded by the Scottish Fire and Rescue Services in the period 1st April 2021 – 31st March 2022.

Number of Regulated Procurements Awarded	45
Total Estimated Value of Awarded Regulated Procurements (excl VAT)	£186,358,893

- 2.7 Full details of these regulated procurements can be found in Appendix A.
- 2.8 Contracts which are worth less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. Details of the non-regulated procurements awarded during the reporting period can be found in Appendix A. This information has been provided in order for the SFRS to provide transparency of this area of expenditure.
- 2.9 Section 9 of the Procurement Reform (Scotland) Act 2014 details the sustainable procurement duty and in particular the facilitation of the involvement of small and medium sized enterprises. During the period circa £27 million of the £82 million third party spend was with SME's.
- 2.10 The SFRS is a Living Wage Accredited Employer and is committed to working with our contractors to ensure the same commitment to fair working practices. In all relevant procurement exercises, there is provision included within the invitation to tender for those organisations who participate in our procurement activity to highlight their commitment.

Section 3: Review of Regulated Procurement Compliance

3.1 Overview of Regulated Procurement Compliance

- 3.1.1 Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's procurement strategy, so far as reasonably practical.
- 3.1.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".
- 3.1.3 The corporate procurement strategy 2021-24, as approved by the Board of the Scottish Fire and Rescue Service in April 2021, sets out the basis for all procurement activity across the SFRS and it ensures that our procurement activity is undertaken in an efficient and customer focused manner which adds values whilst ensuring compliance with legislative duties. It is aligned to the Scottish Model of Procurement.
- 3.1.4 The Procurement Strategy sets out the basis for all procurement activity across the SFRS and it continues to ensure that procurement activity enables delivery of the SFRS Strategic Plan and Annual Operating Plan. The Strategy also reflects the SFRS legal obligation to ensure compliance with Procurement legislation and associated Statutory Guidance across its procurement activity.
- 3.1.5 The SFRS has a fully documented procurement governance framework which provides a well-established set of policies and processes to support effective and compliant public procurement.
- 3.1.6 All procurements progressed by the Procurement Team and undertaken in the reporting period observed the following five themes as fully detailed within our Procurement Strategy which are detailed in the following pages.

3.2 Value for Money and Efficiency

3.2.1 Our activities continue to increase around the delivery of Regulated Procurements. In the reporting period, the procurement activity undertaken by the SFRS can be summarised as follows (full details are listed in Appendix A):

Procurement Type	Nos.	Projected Total Value (£) – Excl VAT
Regulated Procurement	45	£186,358,893
Framework Call-Offs (Below £50,000)	11	£256,995
Property Contracts (below £2,000,000)	2	£936,730
Quote	23	£547,665
Non-Competitive Action	17	£237,467
Total	98	£188,587,750

3.2.2 The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, approximately 85% of total contract spend was through collaborative contracts.

3.2.3 We continue to utilise national frameworks established by Scottish Government and achieved cash savings of £1.18million through their use. We are associate members of Scotland Excel and make use of relevant frameworks. Work continues to further develop relationships with the wider UK Fire and Rescue Services for the procurement of common goods and services, with SFRS continuing to make use of National Frameworks for key operational personal protective equipment and front-line vehicles.

3.2.4 Work also continues with partners such as Scottish Government, Transport Scotland, Scottish Enterprise and the Energy Savings Trust, to explore future opportunities for collaboration and innovation particularly within our Fleet Category to minimise the impact of climate change.

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- 3.2.5 Within the reporting period, we awarded a contract to Emergency One in Cumnock, for the development of a prototype low emissions fire appliance, which will have a range of approximately 220miles with an 80% charge. The electric appliance is anticipated to be delivered later in 2022 and will have the same capability and equipment as the diesel-powered appliances utilised by the Service. Funding of £500,000 was secured from Transport Scotland to assist in procuring the appliance.
- 3.2.6 Innovation is one of the values of the Service and plays a key role in improving firefighter safety and improving service delivery. Two examples highlight the SFRS commitment to considering innovation in their procurement activity.
- 3.2.7 Following the Grenfell disaster, it was identified that Fire and Rescue Services (FRS) should have equipment/PPE that allows FRS personnel to self-rescue if trapped within a toxic/smoke filled environment where Self-contained Breathing Apparatus (SCBA) is not being worn and also have the ability to provide to members of the public who may require this breathing system to escape safely. Work undertaken by the SFRS and Draeger, our current supplier of SCBA identified a solution to this issue, with the solution being introduced in to contracted services in early April 2022 with the addition of an Escape Hood System.
- 3.2.8 The SFRS is heavily reliant on full time and part time fighters, to provide services to the rural and urban communities of Scotland. The majority of these part time fire fighters have full-time employment, serving the local community, but who respond to emergency calls within their local area as and when required. It is critical to the operations of the SFRS to be able to quickly alert these firefighters to operational incidents within the local community. A resilient paging network is currently used to facilitate this. Changes within existing paging technology which will soon become redundant meant that the SFRS required a new solution to maintain operational resilience
- 3.2.9 Through the support provided by the Can Do Innovation Fund, The SFRS undertook a **Small Business Research Initiative** (SBRI) competition, run over two phases, with the aim of developing 2 x GD92 complaint mobilising bearers (communications protocol specified by the United Kingdom Home Office for Fire and Rescue Service resource mobilising) which are not reliant of the Airwave or SFRS Wide Area Network to provide resilience to mobilisation of Firefighters in the communities of Scotland to operational incidents.

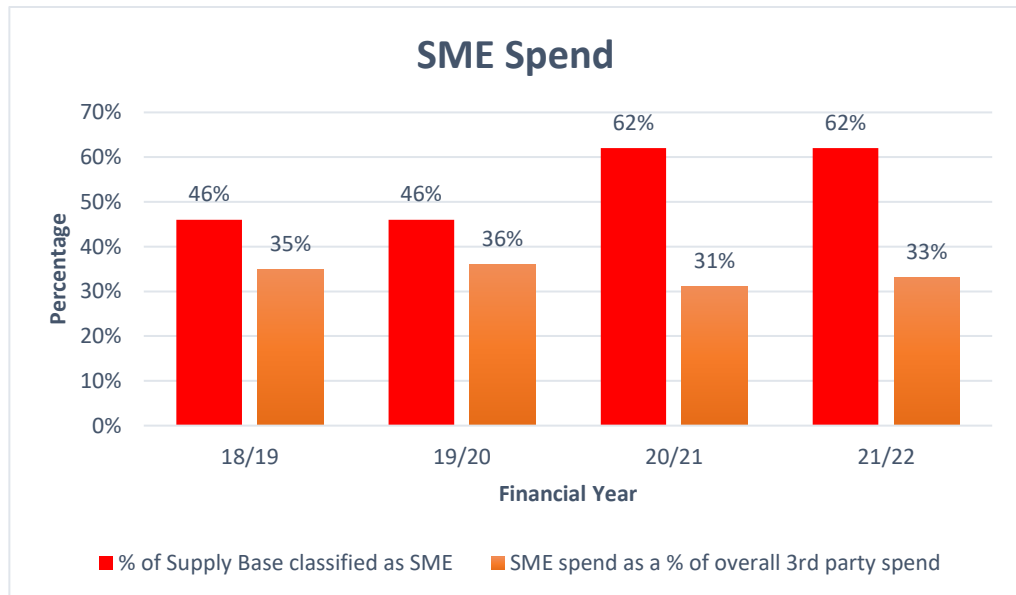
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- 3.2.10 Phase 1 involved research and development together with a feasibility study to prove design of concept has been completed. The SFRS is now about to move onto Phase 2 which will further develop the solution in order to a prototype stage and undertake field testing.
- 3.2.11 The benefits in developing a successful solution is a high level of resilience to the SFRS mobilisation of resources, when demands for the Fire Service are greatest during poor weather, and during major civil emergencies. It is expected that the successful supplier may be able to provide the solution developed to emergency services and the public sector though-out the UK and potentially worldwide. Providing similar services to remote communities, and ensuring resilience of these critical mobilisation services is preserved.
- 3.2.12 We continue to work with our existing contractors to develop our low carbon infrastructure within SFRS properties and over the reporting period we have invested approximately £3.71million in support of initiatives to assist in the delivery of our Carbon Management Plan which has been developed to assist not only with the SFRS response to the climate emergency by reducing carbon emissions, but also in driving down heat waste and costs.
- 3.2.13 Spend and contract analysis continues to inform the planning of our procurement. The outcome of the analysis assists in the development of a rolling three-year programme of work which is agreed with stakeholders and monitored throughout the financial year.
- 3.2.14 We are committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. We act in a responsible and sustainable manner so prompt payment is a priority. Our on-time payment performance for financial year 2021/22 is detailed below together with previous year's performance.

Payment Term	2018/19	2019/20	2020/21	2021/22
Payment within 30 days	97%	96%	97%	98%
Payment within 10 days	67%	81%	82%	82%

- 3.2.15 The SFRS is committed to supplier inclusion, and we seek to conduct our procurement activity with a wide range of providers including Small and Medium Enterprises (SMEs), and third sector, including supported business. We continue to build upon our relationship with the Supplier Development Programme to encourage the ongoing use of Scottish SME's in the delivery of SFRS requirements.

3.2.16 In financial year 2021/22, 47.25% (£46.15million) of the SFRS total spend was with suppliers based in Scotland, which represented an increase of 1.10% on the previous reporting period. The table below details the breakdown of SME's as a percentage of overall Suppliers in scope and SME spend as a percentage of overall 3rd party spend in scope.



3.2.17 End user involvement and consultation continues to be key to the development of Commodity Strategies and Tender Documents to ensure that technical specifications meet Service needs and can be clearly understood by suppliers. Early engagement with End users continues to be progressed by the Procurement team.

3.2.18 The Procurement Team continue to engage and build on existing relationships with internal customers ensuring their involvement in the planning and undertaking of SFRS procurement activity and aiding greater understanding of the need to observe the sustainable procurement duty. The success of this customer focused approach is reflected in the end of year internal survey of those individuals who are directly involved in the procurement process e.g. through the UIG process, with 100% customer satisfaction rated as good or excellent.

3.2.19 Market engagement is undertaken in all relevant procurement activity and is used to assist understanding of market capability to address the SFRS needs and to inform the development of the specification and ensure that the procurement route chosen and the Invitation to Tender requirements are appropriate and well-developed.

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- 3.2.20 This was particularly relevant in Hard FM, as the contract would be the largest contract in monetary terms awarded by SFRS and which would offer significant opportunities for the participation of SME's through sub-contract opportunities.
- 3.2.21 A User Intelligence Group, representing all stakeholders met at regular intervals prior to launch of the competition and their expertise was used to develop award criteria including specific areas of Risk Management, Problem Identification and Resolution, Supply Chain Management (SCM), Carbon Reduction, Waste Minimisation, Environmental Mitigation, and Elimination of Inequalities.
- 3.2.22 The UIG understood that SCM would be crucial in ensuring that the award criteria were transferred into real benefits and the active management of the Service Provider's performance and delivery, specifically of those areas above, would be required to ensure the achievement of social value through contract implementation.
- 3.2.23 The Supplier Development Programme (SDP) was engaged to support this during development and competitive stages of the project as a potential facilitator of many of these outcomes and as a means of engaging more directly with potential supply chains and Small and Medium Sized Enterprises (SMEs).
- 3.2.24 Two stages of supplier engagement were undertaken. Initial involvement was in development of the specification / contractual outcomes, and during the competition to ensure that the industry understood the Service's emphasis on and commitment to these outcomes before being asked to make commitments to their delivery. Secondly SDP were involved during the early stage of the competitive phase to clarify requirements and prepare tenderers to a new approach to contract management which would support delivery of these outcomes.
- 3.2.25 The SFRS recognises that SME's including third and fourth sector organisations can support economic growth and employment in Scotland. This is particularly important in the recovery from COVID-19. As detailed in our Corporate Procurement Strategy we are committed to improving the access to such opportunities. In January 2022, the SDP invited SFRS to participate in a free online event with Robertson to engage suppliers in subcontract and CWB opportunities for Hard FM.

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- 3.2.26 The free online event in January 2022 was attended by 118 suppliers, including 78 unique Scottish SMEs and gave a robust operational overview of potential opportunities with Robertson. Nearly all Scottish SMEs (96%) were more likely to bid after participating; almost two-thirds (65%) felt more positive about potentially working with Robertson FM. SDP shared the recording and wrote a good practice case study on open and transparent supply chain engagement. SMEs from 29 of 32 Scottish local authorities attended the event.
- 3.2.27 Through SDP, Robertson FM was introduced to more than 100 new suppliers it says it may otherwise have been unaware of, which will be key to the successful delivery of the contract. Robertson committed to building upon SDP's expertise throughout the duration of the contract.
- 3.2.28 The success of the partnership approach to the contract and supplier methodology employed on the Hard FM project was highlighted in being selected as a finalist for the national GO Awards 2022/23 in the category of Contract and supplier Management.
- 3.2.29 As well as the targeted support provided by the SDP as highlighted in the example of Hard FM, the SFRS continues to attend both national and regional Meet the Buyer Events which were held online during the reporting period, due to the continued impact of COVID-19.

3.3 Governance, Risk and Fraud

- 3.3.1 The SFRS has a well-established procurement government framework with supporting documentation and standard template which support the delivery of its procurement activity and ensure compliance with legislation and associated Statutory Guidance.
- 3.3.2 Within the reporting period we revised our Standing Order for the Regulation of Contracts which have now been approved by our Board and subsequently published. The revised Standing Orders reflect the aims of our Strategy and seeks to empower the wider organisation Strategy aims to be outwardly orientated, seeking to work with others, in support of our continuous improvement in this area.
- 3.3.3 The Procurement Team continues to engage with customers to reinforce the application of the procurement governance model and ensures that regulated procurement is undertaken in accordance with the legal and procedural framework. Training is provided to those individuals who are involved in supplier selection and tender evaluation.

- 3.3.4 The Procurement Team attended relevant training to provide awareness of potential forthcoming changes to UK procurement legislation
- 3.3.5 Progress continued with the delivery of the “Red Flag Procurement Fraud Action Plan” with approximately 80% of improvement actions completed and the Plan on track to be delivered over the period of our Procurement Strategy
- 3.3.6 Application of SFRS procurement governance framework and the undertaking of our quality review process to provide assurance on projects undertaken ensured that there were no successful legal challenges within the reporting period, with any issues raised by unsuccessful tenderers being robustly defended in conjunction with Legal Services and external legal support as required.
- 3.3.7 We completed a survey for all relevant contractors who have a legal duty to comply with the Modern Slavery Act and obtain copy of their Modern Slavery Statements. This exercise will be refreshed at regular intervals.
- 3.3.8 The Procurement Team worked with colleagues within Property Services to enhance governance relating to works projects which will be rolled out within the period of the Procurement Strategy. Direct support is also now provided by the Procurement team in undertaking Works Services projects, which was previously undertaken by the Property Team.
- 3.3.9 Work continues with the delivery of the Procurement Capability Improvement Programme Action Plan in preparation of the next assessment which is due in Autumn 2023.

3.4 Transparency

- 3.4.1 Transparency in public procurement requires the SFRS to show openness, visibility to its procurement activities and to have ready accessibility to information regarding its procurement plans and spend, all of which provides external parties with confidence that we undertake our procurement activity in a fair and transparent manner

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- 3.4.2 The SFRS procurement strategy for the period 1st April 2021 – 31st March 2024 was published in April 2021 and is our third procurement strategy since the formation of the Service in 2013. Procurement resource and capability has now successfully been developed and our performance reported through our published annual procurement reports. This growing and evolving procurement maturity gives confidence to develop a more outward focused procurement strategy that responds to the wider challenges presented today and the aspirations of Scottish Government.
- 3.4.3 The Performance Indicators related to the Strategy delivery are listed in Appendix D for the reporting period.
- 3.4.4 The SFRS utilise Public Contracts Scotland (PCS) to advertise all regulated procurement activity with a value of £50,000 or more. All relevant procurement activity is also published on UK Find a Tender site.
- 3.4.5 In accordance with the Public Contracts (Scotland) Act 2014, the SFRS has published and maintained a Contracts Register thereby providing visibility on live contracts.
- 3.4.6 In all relevant procurements, evaluation methodology is fully detailed in the Invitation to Tender and full debriefs are provided to all participants in all regulated procurement and quotes undertaken by the Service.
- 3.4.7 During the reporting period we introduced “Cenefits” which when fully rolled out, will enable the SFRS to manage, measure and realise community benefits, sustainability impact as well as generally assist in the management of relevant contract activity. The use of the system will enable ease of recording and reporting in a consistent manner.

3.5 Enhancing Capability

- 3.5.1 We continue to make use of technology to assist in the delivery of the Corporate Procurement Strategy. We continue with the use of Achilles Themis, which provides up-to-date case law interpretation together with various guidance documents which assist in the update / maintenance of our procurement governance framework.
- 3.5.2 The SFRS continues to support Procurement team members with their professional studies which will lead to full membership of the Chartered Institute of Procurement and Supply.

- 3.5.3 A further training needs analysis has been undertaken which will assist in informing individual requirements both within the Procurement Team and the wider organisation. The Procurement Team has also complete Climate Literacy e-learning training and sustainability training.
- 3.5.4 The Procurement Competency framework is also utilised by the Procurement Team, aligning its use with the SFRS appraisal system. This national toolkit sets out the skills and competency levels required of procurement teams involved in the public-sector procurement process and its use is aligned to each individual / role within the Procurement Team.
- 3.5.5 Partnership working involving the sharing of knowledge and best practice continues with the NFCC for fire sector specific goods and services where the SFRS is represented on various committees related to national procurement activity. The SFRS also continues to contribute to the Central Government Procurement Collaboration Group and work continues with Police Scotland and the Scottish Ambulance Services to identify areas of collaboration.
- 3.5.6 The structure of the Procurement Team was reviewed and a new post of Procurement Specialist was introduced, thereby offering a further enhancement to the career structure within the team.
- 3.5.7 There continues to be successful close engagement between Procurement and all Directorates / key stakeholders through the planning of procurement activity and the User Intelligence Group process where input is sought on specification development and relevant stakeholders are also engaged in supplier selection, tender evaluation, contract award decisions and in supporting contract and supplier management arrangements
- 3.5.9 The manner by which the Procurement Team interacts with suppliers is a key factor in the success of relevant projects. The SFRS undertakes pre-procurement activity, early market engagement and being accessible to prospective suppliers. This involves the use of the Prior Information Notice to alert the market to forthcoming opportunities and holding supplier briefing days, both virtual when home working and face-to-face, where this could be undertaken during COVID-19 restrictions.

3.6 **Sustainability**

- 3.6.1 The Scottish Fire and Rescue Service (SFRS) is committed to observing our sustainable procurement duty as stated within the Procurement Reform (Scotland) Act 2014 and continue to review and update our internal policies and procedures to reflect our legal duty and to ensure the proper consideration of how best we can improve the social, environmental and economic wellbeing of our communities through our procurement activity.
- 3.6.2 Sustainability is an area that the SFRS can and does influence by making sure the elements which impact on sustainability are built into the procurement process at an early stage and considered throughout the procurement lifecycle in the specification development, tender evaluation and contract management.
- 3.6.3 For all procurements for goods and services with a value of £50,000 or more, we develop a Commodity Strategy which requires the use of the Sustainable Procurement Toolkit which assists in embedding relevant and proportionate requirements in our procurement activity.
- 3.6.4 Reflecting the requirement contained within SPPN1/2021 that Procurement professionals have a responsibility to be climate literate and to have an appreciation of how contracting activity can support net-zero aims for their organisation and Scotland, all members of the Procurement Team have completed their Literacy e-learning and Sustainability Training to best understand how to account for such areas within relevant procurement activity.
- 3.6.5 In support of our commitment to our sustainable procurement duty, we have a nominated Sustainable Procurement Champion who is responsible for ensuring compliance with legislation across the Service and promoting the adoption of sustainable procurement practices.
- 3.6.6 Our Procurement Strategy 2021-2024 was published in April 2021 and is anticipated to remain relevant until March 2024, but it is reviewed on an annual basis and adjusted to ensure that it remains current to the challenges faced by the SFRS. The strategy re-iterates our commitment to ensure the consideration of issues that may assist in improving the economic, social and environmental wellbeing of the communities that we serve.

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- 3.6.7 We include the consideration of community benefits in all relevant procurement activity and use these to deliver wider benefits for the communities which we serve. Section 4 of this Report details the Community Benefits delivered in financial year 2021/22. We have introduced the use of a new system (Cenefits Benefits Realisation Software) to assist in the recording, management and reporting of the sustainability impact which are delivered through our procurement activity.
- 3.6.8 Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended the “virtual” Meet the Buyer events held online both on a national and local basis.
- 3.6.9 Targeted action, as detailed in Section 3.2, was undertaken by the SFRS in partnership with the SDP as part of the market engagement for the Hard Facilities Management Project and this partnership working continued when the new contractor was appointed, with a sub-contractor event held explaining the opportunities that would be available in the wider supply chain.
- 3.6.10 The SFRS has successfully introduced project bank accounts (PBA) in relevant procurement projects in previous years and this has continued with the award of the West Asset Resource Centre where a PBA has been agreed with the appointed contractor. Project Bank Accounts are designed to pay sub-contractors at the same time as main contractors in relevant procurement activity.
- 3.6.11 Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. Although no new contracts were awarded within the reporting period, there was still spend of approximately £90,000 excl. VAT with this sector through existing arrangements. We are working in partnership with the Scottish Prison Service on a contract for the Supply of Station Storage Solutions which provides opportunities for those individuals within the care of the Scottish Prison Service to gain valuable social skills and realistic work skills to enhance employability prospects. Section 5 of this Report details our spend with Supported Business.

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3.6.12 We support the Scottish Government's goal to become net zero by 2045. SFRS has pledged to cut carbon emission by 6% per annum until 2030 which equates to an 80% overall reduction. To support this, we continue to invest in technologies to reduce waste energy. The SFRS Sustainability Team champions climate emergency and waste management activity, and oversee progress against our Climate Change Response Plan 2045 across the service. In financial year 2021/22, we completed 127 projects linked to climate change and invested £3.70million and worked with our contractors to install smart energy controls, low carbon heating, pollution prevention measures, solar panels in our properties throughout Scotland. The table below summarises the projects completed in the reporting period with a comparison with previous reporting period together with spend to date information.

Carbon Management Plan 2020-25 -Total Number of Projects Completed to date

Rolling Programme Since April 2020	2020/21	2021/22	Rolling Total Completed to date
Building Management System and Controls	23	19	42
Heatboss system Controls	16	37	53
Retained Station Energy Package	1	11	12
Solar PV	24	30	54
Insulation Works		26	26
Biomass Boilers	2	2	4
AMR Install Programme		1	1
Consultancy support		1	1
Total	66	127	193

Carbon Management Plan 2020-25 -Spend to Date

Rolling Programme Since April 2020	2020/21	2021/22	Rolling Total to date
Building Management System and Controls	£550,000	£559,259	£1,109,259
Heatboss system Controls	£150,000	£466,754	£616,754
Retained Station Energy Package	£100,000	£1,029,919	£1,129,919
Solar PV	£1,090,000	£1,121,910	£2,211,910
Insulation Works		£125,062	£125,062
Biomass Boilers		£322,600	£322,600
AMR Install Programme		£89,646	£89,646
Consultancy support		£1,400	£1,400
Total	£1,890,000	£3,716,549	£5,606,549

3.6.13 With financial support provided by Transport Scotland and working in partnership with Scottish Government and Scottish Enterprise, we have awarded a contract for the development of a prototype low carbon fire appliance which will have similar operational capabilities to the current diesel internal combustion engine appliances operated by the Service.

3.6.14 Through continued funding provided by the Scottish Government's Switched on Fleets initiative for the procurement of electric vehicles and charging infrastructure, we purchased an additional 60 electric cars and 3 minibuses within the financial year. The SFRS now operate a fleet of 174 low emissions vehicles to support the work of rural firefighters and have charging points at 65 locations which supports the decarbonisation of our light fleet.

3.6.15 The SFRS is an Accredited Living Wage employer and through our procurement activity, we recognise that inviting suppliers to adopt fair working practices will reduce inequalities and develop a more inclusive and sustainable society. We continue to ensure that all relevant procurement activity includes criteria to address Fair Work Practices. We are committed to developing our requirements further to include mandating the payment of the Real Living Wage where it is relevant and proportionate.

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- 3.6.16 In the reporting period, the SFRS completed an exercise to validate that relevant contractors to the SFRS had published a Slavery and Human Trafficking Statement in compliance of Section 54 of the Modern Slavery Act 2015.
- 3.6.17 The SFRS continues to consider Equality and Diversity in all relevant procurement activity and observes the requirement to comply with the **Equality Act 2010** and the 'General Duty'. Completion of an Equality and Diversity Impact Assessment is undertaken and where appropriate provision is included in the conditions of contract, specification and contract award criteria, with performance measured through management of the contract.
- 3.6.18 The SFRS recognises the importance of ensuring that it continues to comply with the Health and Safety at Work Act 1974 and that our contractors are familiar with this legislation, understand their responsibilities and operate safe systems of work. The SFRS continues to check and monitor contractors understanding of their responsibilities. For relevant contracts, the SFRS addresses specific Health and Safety issues as they relate to the contract requirement. Relevant contractors are also required to demonstrate and ensure compliance with the CDM Regulations 2015.
- 3.6.19 The SFRS is a member of the Scottish Free Trade Forum and our standard procurement process includes consideration of what Fair Trade provisions or equivalent could apply appropriately in the delivery of the contract provision. Our Soft Facilities management contractor, Sodexo has a similar commitment to Fairtrade.
- 3.6.20 SFRS is currently engaging through our Local Senior Officers (LSO's) as part of our partnership working with local authorities to support Community Wealth Building Projects. Progressive procurement is a core principle to help develop local supply chains of businesses likely to support local employment and keeping wealth in communities. The SFRS Procurement Team continues to support LSO's to provide subject matter expertise as part of these projects.
- 3.6.21 We procure timber for use in carbonaceous training facilities with all timber products supplied by our contractor is certified as being sourced from legal and sustainable sources. Timber supplied to the SFRS must be accredited to meet either the Forest Stewardship Council (FSC) or the Program for the Endorsement of Forest Certification (PEFC). Conformity to this requirement is monitored throughout the contract duration.

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3.6.22 The SFRS has adopted the flexible framework tool for Sustainability and we will utilise this to measure our level of performance and identify the actions required to embed good procurement practice to realise intended sustainable outcomes. We will seek to achieve level 3 on the flexible framework by 31st March 2024.

Section 4 Community Benefits Summary

- 4.1 Section 18(2)(d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.
- 4.2 Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities “must consider whether to impose community benefit requirements as part of the procurement” when the estimated contract value is greater than or equal to £4,000,000. However, as stated in SFRS Standing Orders for the Regulation of Contracts, we aim to consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant.
- 4.3 The SFRS Procurement Strategy clearly states the organisation’s commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity.
- 4.4 The following key projects highlight SFRS continued commitment to deliver community benefits in relevant procurement activity.
- 4.5 **Hard FM**

The contract for Hard FM was awarded in October 2021, with the contract formally commencing on 1st April 2022 after a period for contract implementation. The successful contractor, Robertson made measurable commitments to:

- risk management
- managing and developing the supply chain including engagement with SMEs and third/fourth sectors, representative bodies and economic development agencies
- contributing to the Service’s target of a 6% reduction in carbon output year on year
- eliminating/minimising waste arisings
- maximising contribution to long-term employability particularly in deprived areas/rural communities, enhancing local skills base; specific numbers of apprentices/trainees, engaging with schools and moving long-term unemployed people into employment
- maximising contribution to the elimination of inequalities

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- contributing to the development/restoration of natural environment and biodiversity levels

Prior to the contract go-live date of 1st April 2022, Robertson and SDP hosted a free Talking Tenders webinar on the SFRS Hard FM Services contract in January 2022. In total, 118 suppliers attended, including 76 unique Scottish SMEs and two social enterprises: Dovetail Enterprises and Scotland's Bravest Manufacturing Company.

Robertson's commitment to the contract commitments can be seen in the short time the contract has been live. From April to June 2022, 72 total subcontractors had been utilised by Robertson FM, including some third sector businesses.

In addition:

- 16% of 545 total hours of volunteering time has been provided by Robertson to support local community projects
- 28% of 100 total hours toward initiatives to engage people in health interventions is complete
- 26% of total hours supported older, disabled and vulnerable people into work to build stronger community networks

Sample activity from this period also includes:

- Supporting a wellbeing scheme for a charity working with clients who are persistent drinkers with digital inclusion
- Working with community radio charity
- Mentoring a BAME S5 pupil Career Ready programme via a four-week paid internship
- Participation in Developing the Young Workforce Roadshow
- Environmental work for Clackmannanshire community resilience team
- Supporting HMP Grampian with employability advice around facilities management as a route into employment
- Volunteering with Glasgow girl football team

4.6 **Soft Facilities Management**

The following highlights the progress made by Sodexo in the delivery of the Soft FM contract over financial year 2021/22.

Catering Provision

- Active participation in Community Garden now being produced for catering menu's
- Leanpath introduced at all 3 sites and waste reduction targets being set
- Plant based menu options introduced
- New menu cycle introduced with more specialised and differentiated products introduced in order to cater for different age, gender and ethnic groups

Cleaning Provision

- Engagement with social enterprise to fulfil vacancies

Security Provision

- New security officers recruited for Newbridge and top up training arranged for licence renewals

Waste Provision

- Climate action plan developed
- Engagement with waste subcontractor planned for industry updates
- Litter pick completed with 28 bags of rubbish picked up with a special menu created for World Earth Day

Grounds Maintenance

- 17 Cherry trees donated for plant a tree for the jubilee project with Tivoli agreeing to do all pre-plant work

Supplier Engagement

- 41% of catering spend is sourced in Scotland with a further 34% from the UK
- £0.80million worth of purchases in the 12 months of the reporting period was with SMEs

General Service Provision

- Sodexo launched a 100% hybrid and electric vehicle company car policy in November 2021. In FY21, over 68% were hybrid vehicles. All petrol and diesel vehicles will be replaced with electric and hybrid alternatives.

People Initiatives

- 14 Recognising You Awards made:
 - ❖ 1 Star of the Month nomination
 - ❖ 55 safety conversations completed
 - ❖ 20 hours volunteering
 - ❖ 4 carbon literacy certificates awarded
 - ❖ 338 online hours training completed
 - ❖ Collection for Ukraine completed
 - ❖ Gift presentation for cleaner leaving due to family commitments
 - ❖ 12 staff completed First Aid refreshers

4.7 West Asset Resource Centre

The contract for the Design and construction of the West Asset Resource Centre was awarded to McLaughlin Harvey in February 2022. McLaughlin Harvey, have made a commitment to the use of local labour, SME engagement, fair payment as detailed in Appendix Bi. Performance against targets will be measured over the contract term.

A Project Bank account will also be used on the project.

4.8 McDonald Road Modernisation

McDonald Road refurbishment was completed within the financial year. The upgrade is primarily for an efficient and operational fire station, but this extends to other functions in the building. The investment will provide a modern environment for support staff, reflecting our corporate identity. The Scottish Ambulance Service will also have a significant presence on completion of the project as they increase the complement of first responders based here underlining our joint commitment to partnership working.

Work continues on completion of the Museum of Fire.

Over the contract term, local labour provision, fair payment, SME engagement, SME spend, Micro Business Engagement, local school/college/ university engagement, apprenticeships were all delivered.

Appendix Bii, details the Performance Indicators associated with the project delivery.

4.9. Portlethen Training Centre

Refurbishment of our training facilities at Portlethen was completed during financial year 2021/22 with a total social value impact inclusive of local economic value of £924,381 being delivered. Appendix Biii details the breakdown of this total.

This project highlights our continued investment in training facilities, which is intended to enable appropriate training to be delivered as locally as possible, minimising disruption to family life and other employment.

Payments were made through the Project Bank Account (PBA) associated with this project, with both sub-contractors and the main contractor signing up to its use. The PBA required payments made directly and simultaneously by SFRS to members of the construction supply chain involved in the Project and supports prompt payment which assist firms involved in construction projects with their cashflows, this has been particularly important over the reporting period when accounting for the impact of the global pandemic.

4.10 Wireless Smoke Alarms

Following the tragic fire at Grenfell Tower in London, a Ministerial Working Group on Building and Fire Safety was established to review Scotland's building and fire safety regulatory frameworks.

As part of this work, the group undertook a consultation on fire and smoke alarms. As a result, a fire alarm new standard was agreed that will cover all homes in Scotland which meant that homes would require to have interlinked alarms.

A new contract was awarded for such alarms to ensure that the SFRS was in a position to provide wireless smoke alarm provision to high-risk households under The Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019.

Meeting this requirement will assist the SFRS in meeting Scottish Government National Outcomes and ensure that the Service are leading on best practice for Home Fire Safety for high risk groups within the UK

4.11. Fire Retardant Bedding

The Scottish Fire and Rescue Service (SFRS) works closely with local communities and partners to identify those most at risk of unintentional harm within their home. Many of the most vulnerable members of our communities can have underlying health conditions, mobility issues or a dependency to drugs and/or alcohol; this impacting their judgement and lifestyle choices.

Statistics show that smoking is one of the main causes of fire fatalities within the home. Therefore, the SFRS is focussed on prevention activity to target those most at risk, to reduce fire casualties and fatalities, and support intervention activity designed to improve outcomes for our communities across Scotland. The supply of fire retardant textiles can be an effective solution to reduce or mitigate the risk of careless or accidental disposal of smoking materials.

A contract was awarded to Thomas Kneale & Co. Limited for the provision of Fire Retardant Bedding, Throws, Blankets and Mattress Toppers following a call-off from the West Midlands Fire Service National Framework.

4.12 Carbon Management and Climate Change

SFRS has pledged to cut carbon emission by 6% per annum until 2030 which equates to an 80% overall reduction. To support this, we are investing in technologies to reduce waste energy. This has involved working with our contractors to install smart energy controls, low carbon heating, pollution prevention measures, solar panels in our properties throughout Scotland. Full details are contained in Section 3.6: Sustainability.

4.13. **Fleet Initiatives**

A number of contracts were awarded in our fleet category which will assist the SFRS in lessening the impact of our activities on the environment. Working in partnership with the Scottish Government, Transport Scotland and Scottish Enterprise, we awarded a contract for a prototype low emissions fire appliance to local firm Emergency One who are located in Cumnock, East Ayrshire.

The electric appliance, which will be delivered later this year, will have the same capability and equipment as a diesel model and it will be able to assist in emergencies.

It has a range of approximately 220 miles with an 80% charge, which is the equivalent of driving to Dunbar to Dundee and back again.

The performance of the appliance will be monitored over an operational deployment pilot period of 18 months.

In addition, we invested in our light fleet and purchased an additional 60 electric cars and 3 minibuses within the financial year. The SFRS now operate a fleet of 174 low emissions vehicles to support the work of rural firefighters and have charging points at 65 locations which supports the decarbonisation of our light fleet.

4.14. **Fair Work**

SFRS is an Accredited Living Wage employer and through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law. In the reporting period, twenty-three regulated contracts included Fair Work criterion in the evaluation process. Eleven suppliers who were awarded a regulated contract committed to pay the Real Living Wage and 4 suppliers who were awarded contracts are accredited Living wage employers

4.15 **SME Engagement**

Targeted action, was undertaken by the SFRS in partnership with the Supplier Development Programme (SDP) as part of the market engagement for the Hard Facilities Management

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Project and this partnership working continued when the new contractor was appointed, with a sub-contractor event held explaining the opportunities that would be available in the wider supply chain.

A free online event held in January 2022 was attended by 118 suppliers, including 78 unique Scottish SMEs. The event provided an overview of potential opportunities with Robertson in the delivery of the Hard FM contract. The SDP shared the recording and wrote a good practice case study on open and transparent supply chain engagement. SMEs from 29 of 32 Scottish local authorities attended the event.

Through this event and other SDP initiatives, Robertson FM was introduced to more than 100 new suppliers it says it may otherwise have been unaware of, which will be key to the successful delivery of the contract. Robertson committed to building upon SDP's expertise throughout the duration of the contract

4.16. **SFRS Donation for Ukraine**

At the outset of the conflict in Ukraine, the SFRS was approached for assistance by the Scottish Emergency Rescue Association (SERA) based in Edinburgh. Asset Management then made arrangements for the release of three appliances from the SFRS disposal list and ensuring that these were fuelled up, serviced and ready to drive across to Poland and/or Romania with eventual deployment in Ukraine. In addition, 'end of life' firefighting kits and uniforms were sent along with the vehicles.

An example of how such vehicles and equipment which would normally have been discarded, have been utilised in a manner in which to extend their life cycle.

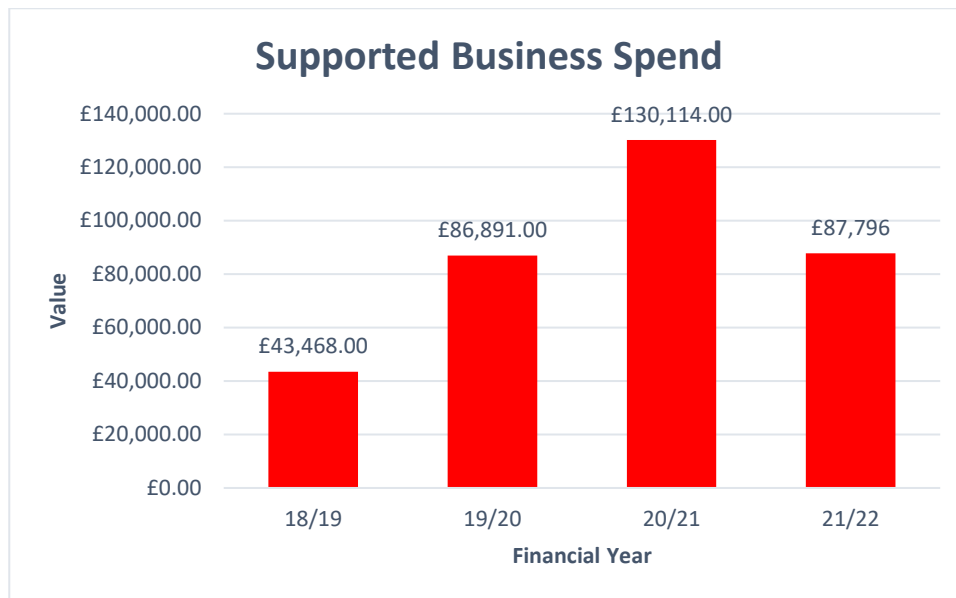
Section 5 Supported Business Summary

- 5.1 Section 18(2) (e) of the Procurement Reform Act requires organisations to include a “summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the year covered by the report”.
- 5.2 A supported business is defined in Regulation 21 of The Public Contracts (Scotland) Regulations 2015 and means “an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.
- 5.3 SFRS recognise that the inclusion of Supported Business in SFRS procurement activity is a key aspect in delivering its Sustainable Procurement Duty and have a clear commitment to this contained within its Procurement Strategy.
- 5.4 Spend with supported business for the period 1st April 2021 to 31st March 2022 was as follows.

Supported Business	Value (£) Excl. VAT
Capture-All Ltd	£59,368
Haven Products Limited	£12,091
Ulster Supported Business	£7,840
Lady Haig Poppy Factory	£5,525
Dovetail Enterprises	£2,972
Total	£87,796

- 5.5 The following tables highlights the consistency of spend with supported business over the past 4 years.

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- 5.6 A contract was also awarded to Scottish Prison Service Industries for the provision of Station Storage Solutions. The contract will provide opportunities for those in the care of the Scottish Prison Service to gain valuable social skills and realistic work skills to enhance employability prospects. The SFRS spend approximately £16,000 on this contract in financial year 2021/22

Section 6 Future Regulated Procurement

6.1 Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 states it is mandatory that an annual procurement report must include “a summary of the regulated procurements the authority expects to commence in the next two financial years.”

Regulated procurement reflects contracts over £50k in value for goods and services or over £2m in value for public Works (excluding VAT).

6.2 Future regulated procurements have been identified via the following means:

- Current contracts on the SFRS contracts register that will expire and need to be extended or re-let over the next three years.
- New procurements identified via future work plans provided by SFRS Directorates.
- New procurements identified via anticipated work plans for service transformation.
- Projects identified from Capital Programme approved by the Board of Scottish Fire and Rescue Service.

6.3 A full list of procurements which are anticipated to be carried out in the next three years is detailed in Appendix C.

6.4 Contracts which are worth less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. We have included the latter for information to provide transparency of this area of expenditure.

6.5 This Section reflects the range of Goods, Service or Works contracts which, as at June 2022, the SFRS reasonably expects to tender either in 2022-23 or 2023-24. / 2024-25 Whilst SFRS can forward forecast and anticipate a number of contract renewals, the SFRS forward work programme in this Section 5 (both the number of Regulated procurement projects and the estimated £ value) is dynamic and subject to variation annually.

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- 6.6 Emerging or changing business needs and availability of funding or capital to support investment activity also influence when projects may be progressed. In some cases, the SFRS has yet to take a decision whether to exercise an option to extend an existing contract or to retender. The decision-making process will include due consideration of the procurement route options (including collaborative government contracts) which the SFRS could take, and the duration of any new contract.
- 6.7 The appendix lists potential future Goods or Service contracts on the basis of the estimated annual value – this is on the basis that decisions about the duration of the forward contracts are generally confirmed closer to the date of any Contract Notice advertisement.

Section 7 Procurement Performance Analysis

7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1st April 2021 – 31st March 2022) was approximately £93.39 million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-Scope Spend	81.64
Out of Scope Spend	11.18
Below £4,000	0.57
Total	93.39

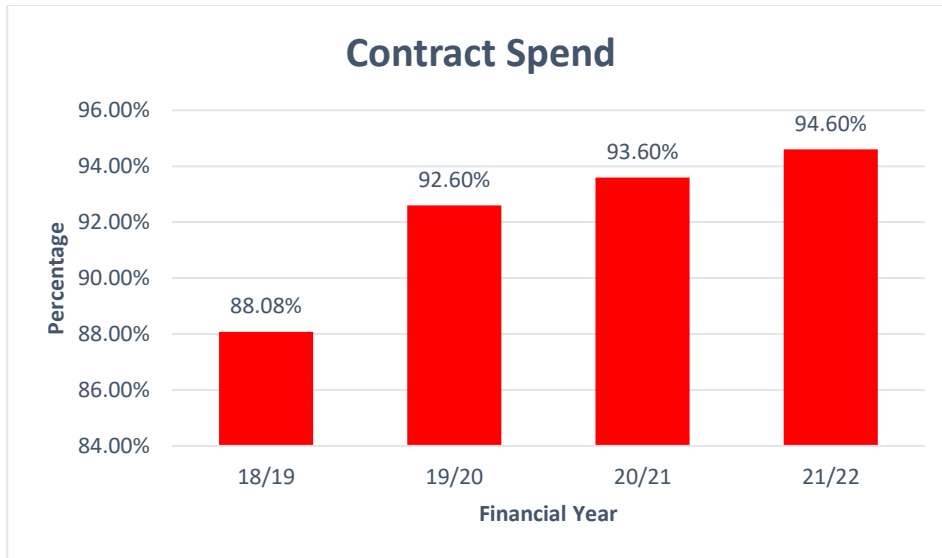
Notes:

- i. “Out of Scope” spend includes payments to local authorities, pension authorities, government bodies etc.
- ii. “In-scope spend” is spend which the organisation can directly influence through the co-ordination and regulation of the SFRS procurement activity.
- iii. Below £4,000 spend amounted to £0.57million. This amount was excluded from the final analysis of spend as shown in the table in paragraph 7.1.2, as it was undertaken in accordance with relevant procurement guidance regarding below £4,000 spend.
- iv. Purchase Card spend of approximately £0.13million is not included in the above total. This spend is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

7.1.2 In-scope spend can be broken down as follows:

Category of Spend	1 st April 21 – 31 st March 2022		KPI Target
	Value (£) Million	%	
Contract Spend	77.24	94.60%	95.00%
Non- Contract	4.40	5.40%	
Total	81.64	100.00%	

- i. Contract spend increased over the reporting period when compared with the previous reporting period.



- ii. Non-contract spend was reduced by £0.60million (12%) from the previous financial year figure as detailed in the table below, which highlights the breakdown of non-contract spend over the past 4 financial years.



- iii. It is anticipated that with contracts due to be awarded in the 1st / 2nd quarter of financial year 2022-23 together with planned procurements already commenced, approximately £0.40million of the outstanding non-contract spend will be addressed financial year 2022-23 with full benefit being seen in financial year 2023-24. The remaining areas of non-contract spend are planned to be addressed in current financial / future years. Where resources and priorities permit, the workplan will be revised to enable this to be addressed sooner.

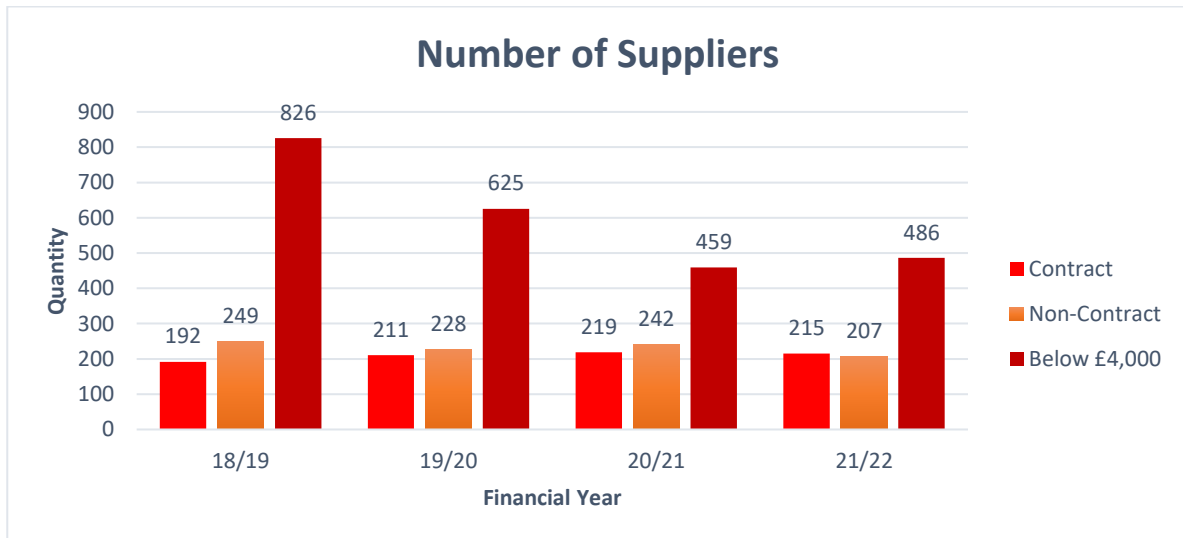
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- ii. Appendix C details the projects that the SFRS anticipates will be progressing in financial years 2022-23 / 2023-24 / 2024-25 that will assist in the delivery of the Capital Programme and addressing remaining areas of non-contract spend.

7.1.3 A total of 908 suppliers were used in the reporting period across the in-scope spend, which is broken down as follows.

Category	Numbers of Suppliers	KPI Target
Contract	215	
Non-contract	207	600
Below £4,000	486	
Total	908	

7.1.4 Supplier numbers over the past 4 reporting periods are shown in the table below:



7.1.5 Contract spend against the top 50 supplier's amounts to approximately 89% of total contract spend.

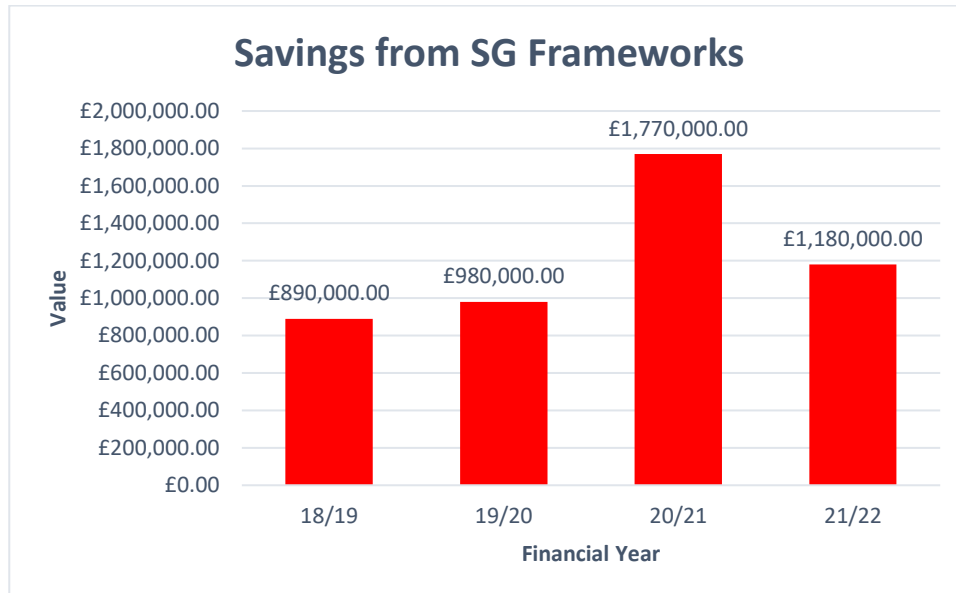
7.1.6 Below £4,000 spend was reduced by 14% from £0.64million to £0.54million, reflecting the continued consolidation of spend into longer term contracts.

7.1.7 Below £4,000 continues to be analysed to see how best it can be undertaken in a manner which supports adherence to current procurement governance and support spend with local SME's and other procurement initiatives linked to Local Community Wealth Building initiatives

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7.1.8 Approximately 85% of total contract spend was through collaborative contracts which represents an increase of 2% on the previous year's figure and a total saving of £1.18million were achieved through the use of Scottish Government frameworks.

7.1.9 The table below illustrates the savings achieved through the use of such frameworks over the past 4 financial years.



7.2 Key Achievements

- 7.2.1 The primary focus for SFRS procurement activity in financial year 2021-22 has been to ensure the continuity of supply for key goods, services and works against the agreed workplan during the period of the global pandemic when all the Procurement Team continued to work from home. Forty-six regulated procurements with a potential value of £186.60 million over the contract term were awarded during the reporting period.
- 7.2.2 Eleven call-offs were made from frameworks with a value below £50,000 with an estimated potential value of £0.26million over the contract term were awarded during the reporting period
- 7.2.3 Twenty-three quotations with an estimated potential value of £0.54 million over the contract term were awarded during the reporting period.
- 7.2.4 Non-Competitive Action (NCA) processes were undertaken on 17 occasions with an aggregated value of £0.23 million and their continued use reflects the need to maintain “business as usual” in several key areas where due to operational and business needs there is limited scope for competition. The NCA processes followed the approval route as stated in the Standing Orders for the Regulation of Contracts.
- 7.2.5 Cash savings of £1.18million were delivered across all procurement activity.
- 7.2.6 Non-contract spend continues to be addressed with a 12% reduction in the previous year’s figure being delivered.
- 7.2.7 The key contract for Hard Facilities Management was awarded which is to-date, the largest monetary contract awarded by the SFRS with a potential value of £132 million over the contract period.
- 7.2.8 Twenty-three regulated contracts included Fair Work criterion in the evaluation process. Eleven suppliers who were awarded a regulated contract committed to pay the Real Living Wage and 4 suppliers who were awarded contracts are accredited Living wage employers.
- 7.2.9 Innovative projects such as the award of Zero Emissions Fire Appliance and GD92 Compliant Mobilising Bearers project were awarded.

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- 7.2.10 A contract for Cenefits Benefits Realisation Software was awarded which will assist in the consistency of recording and reporting of sustainability and community benefits outcomes.
- 7.2.11 Procurement governance was updated with Standing Orders for the Regulation of Contracts being revised and approved by the Board of the SFRS.
- 7.2.12 Actions related “Procurement Red Flag Action Plan, which was developed in response to the Audit Scotland Report for the Scottish Public Sector, were progressed with approximately 80% of actions completed within the reporting period
- 7.2.13 Improvements actions as stated in the Corporate Procurement Strategy Action Plan progressed with approximately 70% completed over the reporting period. Outstanding Actions will be carried forward into the new financial year where these are still relevant.
- 7.2.14 Collaboration opportunities continued to be maximised with partner organisations such as NFCC, Scottish Government, Scotland Excel, other Emergency Services and Crown Commercial Services to ensure the best use of SFRS resources.
- 7.2.15 Guidance was developed in relation to contract and supplier Management and all levels of contract management mapped out, which will ensure a consistent approach across the service and address a key improvement action within the PCIP Action Plan.
- 7.2.16 A survey was completed for all relevant contractors who are required to publish a Modern Slavery Statement.
- 7.2.17 The rolling workplan was revisited and refreshed for the period 1st April 2022 – 31st March 2024.
- 7.2.18 Training support continued to be provided to the Procurement Team with support provided for the continuation of professional Chartered Institute of Procurement Institute training.
- 7.2.19 The Procurement Team completed on-line training related to Sustainability and Climate Change.
- 7.2.20 The SFRS worked successfully in partnership with the Supplier Development Programme in relation to Hard Facilities Management with the approach being recognised by being shortlisted in the GO Awards 2022/23 in the Category of Contract and Supplier Management

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7.2.21 The following represent a sample of the Regulated Procurements awarded in the reporting period:

- Provision of Hard Facilities Management
- Ultra-Low Emissions Fire Appliance
- Medium Weight Adaptable Rescue Pumps
- Provision of Fire Investigation Vehicles
- Provision of Low Emission Vehicles
- Fluid Management Various
- Post Incident Support Services
- Supply of Wireless Smoke Alarms
- West Asset Resource Centre Design and Build
- PDR-Pro LCMS Service
- Provision of Fire Retardant Textiles
- Ill Health Retiral / IQMP Services
- Provision of Protection Officers Training
- Specialist Flood & Water Rescue Training Services

7.3 Procurement Priorities in Financial Year 2022-23

- 7.3.1 The Action Plan as detailed in the Corporate Procurement Strategy has been update and is detailed in Appendix E.
- 7.3.2 In 2022-23 the focus for procurement will be ensuring business as usual for SFRS through the delivery of contractual arrangements to meet the organisation's needs with prioritisation given to the delivery of the Capital Programme. Appendix C details future procurements for years 2022-23 / 2023-24 / 2024-25. We will work with our customers to ensure that the rolling three-year workplan continues to meet the needs and expectations.
- 7.3.3 Support will continue to be provided to support the procurement process for a new system in relation to the People Training, Finance and Assets project.
- 7.3.4 We will continue with the implementation of Cenefits to develop greater consistency in the recording and reporting of sustainability and community benefit outcomes.
- 7.3.5 The Supplier Development Programme will continue to be support with attendance at national and local Meet the Buyer events. Targeted support for specific projects will also continue to be explored.
- 7.3.6 Our commitment to sustainability will continue and we will monitor of level of performance and the actions required to embed good practice against the requirements of the Flexible Framework.
- 7.3.7 Work will commence on the development and publication of the SFRS Modern Slavery and Human Trafficking Statement.
- 7.3.8 Non-contract spend will be further analysed to better understand how outstanding areas can be addressed and we will engage with Directorates to address this.
- 7.3.9 The Category Teams will continue to explore opportunities for the SFRS to collaborate with our public-sector partners.
- 7.3.10 We will seek to enhance feedback mechanisms for suppliers in our procurement process.
- 7.3.11 We will seek to adopt the Scottish Government From now to 2030 (FNT2030) templates across individual categories.

- 7.3.12 Further development of Procurement iHub site will be undertaken with publication of all Procurement governance and procedures to aid SFRS understand procurement performance and improve transparency.
- 7.3.13 We will engage with colleagues to develop an SFRS Internet Page for Procurement to aid suppliers access workplan, governance arrangements and to understand our performance.
- 7.3.14 Opportunities for the inclusion will continue to be explored across all categories
- 7.3.15 The PCIP Action Plan will be updated to account for new question set and improvement actions progress.
- 7.3.16 Further progress against the Red Flag Fraud Action Plan shall continue to be monitored.
- 7.3.17 The SFRS response to the Flexible Framework will be further developed.
- 7.3.18 Training events will be attended to enable the Procurement Team to enable them to understand the nature of the procurement legislative reform post EU exit.
- 7.3.19 Actions to support the SFRS Stonewall membership will be progressed.
- 7.3.20 Our governance procedures for Works contracts will continue to be updated.

Section 8: Further Information

For further information on our annual report or any other information on the procurement work that we're doing in SFRS please contact:

John Thomson

Acting Director of Finance and Procurement

john.thomson@firescotland.gov.uk

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APPENDIX A (i)- REGULATED PROCUREMENTS

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F6C-100-2021	Provision of Cleaning Products	Bunzl Cleaning & Hygiene Supplies	Call Off from Framework	£288,214	13/04/2021	13/04/2025	13/04/2025
F3A-103-2021	Lease of Franking Machines and Associated Consumables	The Mailing Room (TMR)	Call Off from Framework	£144,806	21/04/2021	20/04/2024	19/04/2025
t2a-093-1920	Provision of Right Angle Torches	Peli Products (UK) Limited	Open Procedure	£403,000	03/05/2021	03/05/2023	03/05/2025
F5A-003-2122	Provision of Egress Licences	Softcat PLC	Call Off from Framework	£115,674	24/06/2021	23/06/2024	23/06/2024
T4C-125-1920	Medium Weight Adaptable Rescue Pumps	Emergency One (UK) Ltd	Framework	£26,500,000	30/06/2021	29/06/2025	29/06/2025
F3A-031-2122	Research Partnering Services	Gartner	Call Off from Framework	£57,400	19/07/2021	18/07/2022	18/07/2023
F5A-023-2122	Provision of Wide Area Network - Temporary Continuation	Virgin Media Business	Framework	£911,467	26/05/2021	25/06/2022	25/05/2023

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-058-2122	Provision of Interim Professional Staff Services	Harvey Nash	Call Off from Framework	£52,417	13/09/2021	12/09/2022	11/09/2023
F4A-126-2021	Provision of Fire Investigation Unit Vehicles	Angloco Limited	Call Off from Framework	£137,772	13/09/2021	12/09/2024	12/09/2026
F4A-068-2122	Provision of Light to Medium Commercial Vehicles	Mercedes Benz Western Commercial	Call Off from Framework	£537,212	22/09/2021	21/09/2024	21/09/2024
F3A-144-2021	Provision of Media Planning, Buying and Associated Services	Republic of Media	Call Off from Framework	£250,000	28/09/2021	31/08/2023	31/08/2023
F4A-034-2122	Provision of Low Emission Vehicles	Arnold Clark Motor Group	Call Off from Framework	£2,047,681	06/07/2021	05/07/2022	5/7/22
F3A-033-2122	Provision of Hotel Fire Escape Staycation Advert	Republic of Media	Call Off from Framework	£70,078	12/07/2021	31/08/2021	31/08/2021
F4A-044-2122	Provision of Large Pool Vans for Fleet	Mercedes Benz Western Commercial	Call Off from Framework	£566,910	26/07/2021	25/07/2024	25/07/2024
F6A-080-2021	Provision of Hard FM Contract Management Solution	Think Project Ltd	Call Off from Framework	£100,000	22/11/2021	21/11/2023	21/11/2025

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
T2C-052-2122	Fluid Management: Lot 1 Lay Flat Fire Delivery Hose	Angus Fire Ltd	Call Off from Framework	£850,000	14/12/2021	13/12/2023	13/12/2025
T2C-052-2122	Fluid Management Lot 2 Fluid Transfer Equipment and Compressed Air Foam Systems	Fire Hosetech Limited	Call Off from Framework	£58,191	14/03/2022	13/03/2024	13/03/2026
T2C-052-2122	Fluid Management: Lot 3 Semi-Rigid Firefighting Delivery Hose / Hard Suction Hose	Premier Hose Technologies Ltd	Call Off from Framework	£37,000	14/12/2021	13/12/2023	13/12/2025
F5A-028-2122	Provision of ICT Recruitment Campaign	Badenoch and Clark	Framework	£100,000	06/08/2021	05/08/2022	05/08/2022
F5A-035-2122	Provision of Backup Replacement	Proact IT Group	Call Off from Framework	£268,107.00	01/09/2021	31/08/2024	31/08/2026
F5A-010-2122	Provision of Server Maintenance	Park Place Technologies Limited	Call Off from Framework	£79,758	24/09/2021	23/09/2023	23/09/2023
F2C-099-2021	Batteries	YESSS Electrical	Call Off from Framework	£96,000	01/09/2021	31/08/2025	31/08/2025
T6C-055-2021	Hard Facilities Management Re-provision	Robertson Facilities Management Ltd	Restricted	£132,000,000	01/04/2022	31/03/2027	31/03/2030

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-139-2122	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£77,352	05/04/2022	30/09/2022	30/09/2022
NP3C-089-2122	Specialist Flood & Water Rescue Training Services	Rescue 3 Europe Limited	Negotiated Procedure without Competition	£75,650	01/04/2022	31/03/2025	31/03/2025
T3C-072-2122	Post Incident Support Services	The Rivers Centre for Traumatic Stress, NHS Lothian	Open	£675,449	18/01/2022	16/01/2026	16/01/2026
F5A-029-2122	Provision of Nintex Licences and Associated Professional Services	Synergi	Call Off from Framework	£600,000	31/01/2022	22/01/2024	22/01/2026
F5A-029-2122	Provision of Professional Services	Sword I.T Solutions	Call Off from Framework	£240,000	31/01/2022	22/01/2024	22/01/2024
F3C-126-2122	Supply of Wireless Smoke Alarms	Aico	Call Off from Framework	£663,300	31/01/2022	31/03/2022	00/01/1900
F5A-094-2122	Provision of Direct Access Replacement	Softcat PLC	Call Off from Framework	£80,435	07/02/2022	06/02/2025	06/02/2025
T3A-032-2122	Provision of Protection Officers Training	C S Todd Associates	Open Procedure	£337,122	11/02/2022	10/02/2025	10/02/2027

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-065-2122	People & Finance Cloud Support	Moore Stephens Insight	Call Off from Framework	£113,425	04/10/2021	03/10/2022	03/10/2023
F5A-105-2122	Provision of Ivanti ITSM & Related Professional Services	Softcat PLC	Call Off from Framework	£144,039	01/03/2022	28/02/2025	28/02/2025
Q3A-062-2122	Specialist Medical Supplies	Baymed Healthcare Limited	Open Procedure	£243,750	01/03/2022	28/02/2025	28/02/2027
F3C-005-1920	Ill Health Retiral/IQMP Services	Genesis Occupational Health	Call Off from Framework	£250,000	07/03/2022	06/03/2026	06/03/2026
F3A-106-2122	Provision of Fire Retardant Textiles	Thomas Kneale & Co Ltd.	Call Off from Framework	£600,000	14/03/2022	13/03/2025	12/03/2026
F5A-011-2122	Provision of Dell Boomi Integration & Professional Services	Phoenix Software Limited	Call Off from Framework	£221,147	14/03/2022	13/03/2024	13/03/2024
F3A-076-2122	Provision of Gymnasium Equipment Maintenance	Sportsafe UK Ltd	Call Off from Framework	£250,000	28/03/2022	27/03/2025	27/03/2027
F3A-027-2122	PTFAS Interim Staff Project Manager	Lorien Resourcing Limited	Call Off from Framework	£139,650	01/04/2022	31/03/2023	31/03/2023

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-046-2122	PTFAS Interim Staff Business Analyst	ASA Recruitment	Call Off from Framework	£121,365	01/04/2022	31/03/2023	31/03/2023
F5A-127-2122	PDR-Pro LCMS Service	eFire Service	Call Off from Framework	£1,517,879	01/04/2022	31/03/2024	31/03/2026
T4C-054-2021	Ultra-Low Emissions Fire Appliance	Emergency One (UK) Ltd	Call Off from Framework	£660,000	01/12/2021	30/11/2024	30/11/2024
F3A-061-2122	Employee Assistance Counselling Services	Health Assured Ltd	Call-Off from Framework	£50,908	01/02/2022	31/01/2023	31/01/2025
	West Asset Resource Centre Design & Build	McLaughlin Harvey	Call Off from Framework	£13,575,735	21/02/2022	06/03/2023	06/03/2023
Q6A-102-2021	Provision of Station Storage Solutions	Scottish Prison Service	Direct Award	£50,000	22/12/2021	21/12/2023	21/12/2025

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APPENDIX Aii: CALL-OFFS FROM FRAMEWORKS WITH VALUE BELOW £50,000

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F2A-037-2021	Provision of Bottled Water	Brake Brother's Limited	Call Off from Framework	£26,500	12/04/2021	12/04/2025	12/04/2025
F5A-008-2122	Provision of Interim Professional Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£9,960	24/05/2021	13/08/2021	31/12/2021
F5A-018-2122	Provision of Interim IT Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£43,065	24/05/2021	26/11/2021	26/11/2021
F5A-024-2122	Provision of Professional Services	Proact IT Group	Call Off from Framework	£11,600	27/06/2021	26/06/2022	26/06/2022
F5A-045-2122	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£20,807	26/07/2021	31/12/2021	31/12/2021
F5A-048-2122	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£15,877	09/08/2021	05/11/2021	05/11/2021
F5A-047-2122	Provision of Vehicle Inventory App (Reporting Dashboard Upgrade)	ESRI (uk) Limited	Call Off from Framework	£29,728	09/08/2021	31/03/2022	31/03/2022

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-050-2122	Provision of Interim Professional Staff Services	Harvey Nash Limited	Call Off from Framework	£30,189	17/08/2021	12/08/2022	11/08/2023
F5A-101-2122	Provision of Interim IT Staff Services	Harvey Nash Limited	Call Off from Framework	£33,648	20/12/2021	31/03/2022	31/03/2022
F5A-013-2122	Provision of Pluralsight	Softcat	Call Off from Framework	£23,861	01/03/2022	28/02/2025	28/02/2025
F3C-117-2122	Provision of Fitness Equipment (Supply, Delivery and Installation)	Gym Gear	Call Off from Framework	£11,760	08/02/2022	31/03/2022	31/03/2022

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APPENDIX Aiii: WORKS CONTRACTS WITH VALUE BELOW £2,000,000

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
	Inverness Phase 1	Morgan Sindall	Non-Regulated Procurement	£532,760	16/09/2021	28/01/2022	28/01/2022
	Museum of Fire	Elmwood Projects	Non-Regulated Procurement	£403,970	11/08/2021	17/07/2022	17/07/2022

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APPENDIX Avi - QUOTATIONS

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q2B-015-2122	Hapsite smart Plus Preventative Maintenance and Performance Testing	Inficon Ltd	Quotation	£26,180	06/04/2021	05/04/2022	05/04/2022
Q3A-004-2122	Provision of Home Fire and Safety Visit Request Line	Orbis Protect Limited	Quotation	£46,580	23/06/2021	22/06/2022	21/06/2023
Q5A-016-2122	Provision of VMWare Workspace ONE Support	Phoenix Software Limited	Quotation	£14,605	11/06/2021	10/06/2022	10/06/2022
Q4A-006-2122	Provision of Fuel Management System	Cameron & Baxter Industrial Services t/a Industrial Services	Quotation	£32,000	23/08/2021	22/08/2023	23/08/2024
Q5A-037-2122	Provision of Cyber Security Training	Cybsafe Limited	Quotation	£42,240	31/07/2021	30/07/2022	30/07/2022
Q3A-007-2122	Provision of Courier Services	LKMz Couriers Limited	Quotation	£3,,062	02/08/2021	01/08/2024	01/08/2024
Q3A-019-2122	Provision of Museum of Scottish Fire Heritage Website Development	Surface Impression Limited	Quotation	£49,140	08/09/2021	07/09/2024	07/09/2024

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3C-049-2122	Provision of Presentation Coins	Koin Limited	Quotation	£21,702	22/09/2021	31/10/2021	31/10/2021
Q4A-067-2021	Provision of Fuel Site Maintenance	Cadden Engineering Scotland Ltd	Quotation	£26,086	12/11/2021	11/11/2024	11/11/2026
Q3C-087-2122	Delivery of Presentation Challenge Coins	Koin Limited	Quotation	£26,470	03/11/2021	26/11/2021	26/11/2021
Q3A-091-2122	IOSH MANAGING SAFELY	Ligtas Consultancy & Training Ltd	Quotation	£45,540	10/01/2022	30/09/2022	30/09/2022
Q3A-093-2122	Provision of support for undertaking a review of Audience Insight Research	Diffley Partnership Ltd	Quotation	£14,275	21/12/2021	20/12/2022	20/12/2022
Q3A-100-2122	SFRS Website and Intranet Future Development Scope and Options Appraisal	Storm ID	Quotation	£19,999	06/01/2022	31/03/2022	31/03/2022
Q5A-060-2122	Provision of OATH Tokens	Deepnet Security Limited	Quotation	£36,000	24/01/2022	23/01/2023	23/01/2023
Q3A-043-2122	Provision of Recruitment Services - Health and Safety Advisers (Fixed Term Contracts)	Synergize Consulting Limited; and Morgan Hunt	Quotation	£11,200	14/10/2021	14/11/2021	14/11/2021

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-113-2122	Provision of Sharegate Licences	Softcat PLC	Quotation	£5,582	26/03/2022	25/03/2023	25/03/2023
Q5A-114-2122	Provision of ManageEngine ADManager and ADSelfService	Boxxe Limited	Quotation	£9,041	13/03/2022	12/03/2023	12/03/2023
Q3A-098-2122	CIPD L7 Advanced Diploma in Strategic People Management	Watson Martin	Quotation	£14,940	21/03/2022	20/03/2024	20/03/2024
Q3C-110-2122	Provision of Workplace Accessed Core Skills of Numeracy and ICT at SCQF Level 5 for Firefighter Modern Apprentices	New College Lanarkshire	Quotation	£38,927	21/03/2022	20/03/2023	20/03/2023
Q3C-137-2122	Functional Hearing Test Calibration Services	Acoustic Metrology Ltd	Quotation	£2,000	14/03/2022	on completion	on completion
Q5A-128-2122	Provision of Adobe Licence Bundle	Insight Direct (UK) Ltd	Quotation	£8,470	13/04/2022	12/04/2023	12/04/2023
Q3A-135-2122	Provision of Security Services	McClumpha Associates	Quotation	£48,688	25/03/22	24/03/23	24/03/23
Q5A-083-2122	Provision of Community risk Index Model (2nd External Evaluation)	DAMSL Limited	Quotation	£8,000	11/10/21	17/12/21	17/12/21

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APPENDIX Av - NON- COMPETITIVE ACTION (NCA)

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
2C-040-2122	Chemline Subscription	Respirex	NCA	£16,000	01/04/2021	31/03/2022	31/03/2022
NC5A-021-2122	Provision of ICT Architect Recruitment	Hays	NCA	£9,600	07/06/2021	06/08/2021	06/08/2021
NC5A-036-2122	Provision of Intranet Services	VerseOne	NCA	£20,165	19/07/2021	18/07/2022	18/07/2022
NC5C-099-2122	Provision of OC Voice Recorders and Support	SVL Business Solutions	NCA	£11,000	01/02/2022	31/01/2023	31/01/2023
NC5A-136-2122	Renewal of Philips Sopho telephone switch maintenance at Edinburgh Fire Control	Getronics	NCA	£17,823	01/04/2022	31/03/2023	31/03/2023
NC3A-141-2122	Provision of Geodemographic Dataset	CACI Ltd	NCA	£17,010	01/04/2022	31/03/2023	31/03/2023
NC2C-143-2122	Replacement Outboard Motor	Ferry Marine Ltd	NCA	£6,800	07/04/2021	07/04/2021	07/04/2021

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N3C3-070-2122	MSc Human Resource Mgt course	Glasgow Caledonian University	NCA	£10,000	02/09/21	01/09/2024	01/09/2024
N3C-039-2122	Skills for Justice Membership	Skills for Justice	NCA	£12,800	01/04/2021	31/04/2022	31/04/22
N3C-042-2122	Career Ready Foundation	Career Ready / The career Academy Foundation	NCA	£7,434.54	09/07/21	08/07/2022	08/07/2022
NC3C-025-2122	Water Rescue Training	Rescue 3	NCA	£23,580.30	26/05/2021	31/03/2022	31/03/2022
NC3C-069-2122	Vema High Lift Appliance Training	Vema Lift Oy	NCA	£20,000	03/09/2021	02/09/2022	02/09/2022
NC3C—077-2122	DACO Recruitment Services	Fire Knowledge Ltd	NCA	£21,000	22/09/2021	31/03/2022	31/03/2022
NC3C-078-2122	Rosenbauer Highlift Appliance Instructors Training	Rosenbauer	NCA	£16,614	24/09/2021	30/09/2021	30/09/2021
NC3C-079-2122	Angloco Highlift Appliance Instructors Training	Angloco	NCA	£12,120	24/09/2021	30/09/2021	30/09/2021

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Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
NC3C-086-2122	Excellence Squared Academy Membership	Excellence Squared Academy	NCA	£9,520	19/11/2021	31/03/2022	31/03/2021
NC3C-144-2122	Corporate Professional Training	TCS Engagement	NCA	£6,000	03/02/2022	31/01/2023	31/01/2023
NC2C-145-2122	Respirex International Ltd	Chemline Subscription	NCA	£16,000	01/04/2021	31/03/2022	31/03/2022

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APPENDIX Bi – WEST ARC PERFORMANCE DATA**Scope Framework: National Construction Framework****Client: Scottish Fire and Rescue Service**

KPI	Scape Target	West Arc
Time Predictability - Preconstruction	100%	100%
Time Predictability - Construction	100%	100%
Cost Predictability - Preconstruction	100%	100%
Cost Predictability - Construction	100%	100%
Health and Safety	100%	100%
Number of Environmental Incidents	100%	100%
Fair Payment	100%	100%
Considerate Constructor	38	
Client Satisfaction – Service and Product	8	
Client Satisfaction - Product	8	
Client Satisfaction - Defects	8	
KPI	Client Target	West Arc
Local Labour – Within 20miles	40%	70.29%
Local Spend – Within 20 miles	40%	96.89%
SME Engagement	85%	87.50%
SME Spend	85%	99.90%
Achievement of Client’s Social Value Targets	100%	On Target
Client Satisfaction – Value for Money	8	

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KPI	Scape Target	Scape Term Contract General
Time Predictability	100%	100%
Cost Predictability	100%	100%
Fair Payment	100%	38.46%
Local Spend – within 20 miles	35%	See Below
SME Engagement	85%	26.32%
SME Spend	85%	24.40%
Achievement of Client’s Social Value targets	100%	See Below
Client Satisfaction	8	
Client Satisfaction	8	

Social Value

Measure	Target	Number Delivered
NT1: No. of local direct employees (FTE) hired or retained on contract	10	
NT1c: No. of local people (FTE) on contract, employed through the supply chain.	18	
NT8: No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	N/A	
NT28: Donations or in-kind contributions to local community projects (£ & materials)	N/A	
NT32: Car miles saved on the project as a result of a green transport programme or equivalent	330	

APPENDIX Bii – MCDONALD ROAD PERFORMANCE DATA

PI Title	Score	Data	Target
Time & Cost			
C1 PI - Time Predictability - Preconstruction	0.00%	0.00%	Score of 0% or less, with 0% indicating completion on programme (after accounting for the effects of any client agreed changes), and a minus % indicating completion earlier than programmed.
C2 PI - Time Predictability - Construction	47.27%	47.27%	Score of 0% or less, with 0% indicating completion on programme (after accounting for the effects of any client agreed changes), and a minus % indicating completion earlier than programmed
C3 PI - Cost Predictability - Preconstruction	-2.11%	-2.11%	Score of 0% or less, with 0% indicating completion on budget/cost (after accounting for the effects of any client agreed changes), and a minus % indicating completion less than budget/cost.
C4 PI - Cost Predictability - Construction	0.00%	0.00%	Score of 0% or less, with 0% indicating completion on cost (after accounting for the effects of any client agreed changes), and a minus % indicating completion less than cost.
Defects	N/A	N/A	0% or less difference between agreed and actual making good defects date

PI Title	Score	Data	Target
Quality			
C5 PI - Employer/Client Satisfaction – Defects	N/A	N/A	8
C6 PI - Health & Safety - RIDDOR accidents(<i>0 RIDDOR accidents equates to a score of 10</i>)	0.00	0	0
C7a PI - Employer/Client Satisfaction – Service - Preconstruction	9.20	9.20	8
C7b PI - Employer/Client Satisfaction – Service - Construction	N/A	N/A	8
C8a PI - Employer/Client Satisfaction – Product - Preconstruction	8.50	8.50	8
C8b PI - Employer/Client Satisfaction – Product - Construction	N/A	N/A	8
C9a PI - Employer/Client Satisfaction – Value for Money - Preconstruction	8.80	8.80	8
C9b PI - Employer/Client Satisfaction – Value for Money - Construction	N/A	N/A	8
C11 PI - Supply Chain Satisfaction	10.00	10.00	8
MiBuild Manage	100.00	Yes	Offered
2 Years standard aftercare	100.00	Yes	Offered
Defects reported per £m of construction	100.00%	0	TBC
Defect Response Times (Routine)	N/A	N/A	100%

PI Title	Score	Data	Target
Value for money achieved	N/A	N/A	£89,910
FM Design Review	100.00	Yes	Offered
Defect Response Times (Urgent)	N/A	N/A	100%
Employer/Client Satisfaction - DQI	10.00	10	8
50hrs Free Strategic Advice	100.00	Yes	Offered
Project Bank Account	100.00	Yes	Offered
Defect Response Times (Serious)	N/A	N/A	100%
Social			
C10 PI - Fair Payment	N/A	N/A	100% of payments to tier 2 made within 19 days of the Due Date
PI - Fair Payment (Client payments made on time)	100%	100%	Client payments made on time
PI - Fair Payment (Tier 2 payments made within 19 days)	100%	100%	Tier 2 payments made within 19 days
C13 PI - Considerate Constructor	42.00	42.00	38
S1 PI - Local Labour	100.00%	100.00	20% to be within 10 miles from site, 40%

PI Title	Score	Data	Target
			within 20 miles from site, 75% to be in range 0-40 miles from site
PI - Local Labour (20% to be within 10 miles from site)	40.13%	40.13%	20% to be within 10 miles from site
PI - Local Labour (40% to be in range 0-20 miles from site)	61.61%	61.61%	40% to be in range 0-20 miles from site
PI - Local Labour (75% to be in range 0-40 miles from site)	97.19%	97.19%	75% to be in range 0-40 miles from site
S2 PI - Local Spend	50.00%	Within 10 miles : 37.67% Within 20 miles : 49.87% Within 40 miles : 60.94%	20% within 10 miles, 40% within 20 miles, 75% within 40 miles
PI - Local Spend (Within 10 miles)	37.67%	37.67%	Within 10 miles
PI - Local Spend (Within 20 miles)	49.87%	49.87%	Within 20 miles
PI - Local Spend (Within 40 miles)	60.94%	60.94%	Within 40 miles

PI Title	Score	Data	Target
S3 PI - SME Engagement	87.10%	87.10%	85% of total number of suppliers to be SMEs
S4 PI - SME Spend	79.15%	79.15%	85% of subcontractor's value to be SME's
S5 PI - Micro Business Engagement	4.30%	4.30%	10% of total number of suppliers to be Micro Businesses
S6 PI - Micro Business Spend	0.51%	0.51%	10% of subcontractor's value to be Micro Businesses
Lectures at local schools	133.33%	4	3
V2 – Social Value	34.44%	34.44	5
No. of BAME black, Asian and minority ethnic into employment	0.00%	0	1
No. of BAME black, Asian and minority ethnic Completing Apprenticeships	0.00%	0	1
No. of BAME black, Asian and minority ethnic in Work Experience over 16	100.00%	1	1
Number of Women into employment	500.00%	5	1

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PI Title	Score	Data	Target
Work experience under 16 years	150.00%	3	2
University/college visits	233.33%	7	3
Number of apprentices created	233.33%	7	3
Number of adults employed	650.00%	26	4
Number of adult employment opportunities created	520.00%	26	5
Graduate recruitment	100.00%	1	1
Charity Work	0.00%	0	2
CIOB/ICE/RICS/CIBSE/APM etc – Starts	300.00%	3	1
Catalyst Companies	100.00%	1	
CIOB/ICE/RICS/CIBSE/APM etc – Completions	100.00%	1	1
University/college sponsorship of students	100.00%	1	1
Degree/HNC or similar – Starts	300.00%	3	1
No. of BAME black, Asian and minority ethnic in Work Experience Under 16	0.00%	0	1
Degree/HNC or similar – Completions	100.00%	1	1
No. of BAME black, Asian and minority ethnic Starting Apprenticeships	0.00%	0	1
NVQ (any level) – Starts	38.89%	7	18

PI Title	Score	Data	Target
No. of BAME black, Asian and minority ethnic achieving professional or academic qualifications	0.00%	0	1
NVQ (any level) – Completions	18.75%	3	16
Community Engagement	100.00%	1	1
No. of Women in Work Experience Under 16	0.00%	0	1
School leaver recruitment	N/A	N/A	1
No. of Women in Work Experience Over 16	150.00%	3	2
School visits/workshops	125.00%	5	4
Number of Women Starting Apprenticeships	0.00%	0	1
PI – Social Value (TOMS)	N/A	N/A	
Number of Women Completing Apprenticeships	0.00%	0	1
Work experience over 16 years	88.89%	8	9
Number of Women achieving professional or academic qualifications	0.00%	0	1
Work placement during university/college courses	160.00%	8	5
Lectures at local universities/colleges	50.00%	1	2
Number of apprentices completed	0.00%	0	1
Environmental			

PI Title	Score	Data	Target
C12 PI - Waste diverted from landfill	95.91%	95.91%	96% diverted from landfill
PI-5b Impact on biodiversity - Construction	N/A	N/A	8
Mains Water Use	2.83	2.83	5.3m3/£100k
Commercial Vehicle Movements	3.53	3.53	16.5/£100k
Energy Use - Product	N/A	N/A	2940kg CO2e/100m2
Atentu - Post Occupancy Support	100.00	Yes	Offered
Energy use - Process	386.87	257.45	2940kg CO2e/100m2
BREEAM assessment rating on all new buildings	100.00	NA	Very Good

APPENDIX Biii – PORTLETHEN SOCIAL VALUE SUMMARY

Ref	Measurement Requirements	Unit	PROXY VALUE	Delivered	SVA £
Jobs: Promote Local Skills and Employment					
More local people in employment					
NT1	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.	no. people FTE	£28,758.00	1.00	£28,758.00
NT2	% of local people employed on contract (FTE)	%	£0.00		£0.00
More opportunities for disadvantaged people					
NT3	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	no. people FTE	£15,085.95	0.00	£0.00
NT4	No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)	no. people FTE	£12,776.32	1.00	£12,776.32
NT5	No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	no. people FTE	£15,856.88	0.00	£0.00
NT6	No. of jobs (FTE) created for people with disabilities	no. people FTE	£13,234.70	0.00	£0.00
NT7	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance -(over 24 y.o.)	no. hrs*no. attendees	£100.33	121.00	£12,139.93
Improved skills for local people					
NT8	Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)	no. staff hours	£14.80	879.00	£13,009.20
NT9	No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by	no. weeks	£246.39	409.00	£100,773.51

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	the organisation to completion in the following years - Level 2,3, or 4+				
NT10	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no. weeks	£176.80	696.60	£123,158.88
Improved employability of young people					
NT11	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	no. hrs*no. attendees	£100.33	2451.00	£245,908.83
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£148.95	55.20	£8,222.04
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£148.95	0.00	£0.00
Growth: Supporting Growth of Responsible Regional Business					
More opportunities for local SMEs and VCSEs					
NT14	Total amount (£) spent with VCSEs within your supply chain	£	£0.12	0.00	£0.00
NT15	Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£85.57	0.00	£0.00
NT16	Equipment or resources donated to VCSEs (£ equivalent value)	£	£1.00	0.00	£0.00
NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£14.80	0.00	£0.00
NT18	TOTAL amount (£) spend with LOCAL Supply Chain through the contract.	£	£0.62	0.00	£0.00

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NT19	TOTAL amount (£) spend through the contract with LOCAL SMEs.	£	£0.62	604174.27	£374,588.05
Improving staff wellbeing					
NT20	Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses	no. hrs*no. attendees	£97.75	0.00	£0.00
A Workforce and Culture that reflect the diversity of the local community					
NT21	Diversity Training provided for contractors and subcontractors	No. Hours x No. Attendees	£0.00	0.00	£0.00
Ethical Procurement is Promoted					
NT22	% of procurement contract that includes commitments to ethical procurement, including to verify anti slavery and other relevant requirements	%	£0.00	0.00	£0.00
Social Value Embedded in the Supply Chain					
NT23	% of contract with the supply chain on which social value commitments, measurement and monitoring are required	%	£0.00		£0.00
Social: Healthier, Safer and more Resilient Communities					
Crime is reduced					
NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)	Tonnes of CO2e	£1.00	0.00	£0.00
Creating a healthier community					
NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc)	£ invested including staff time	£1.00	0.00	£0.00
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or	£ invested including staff time	£1.00	5046.80	£5,046.80

	wellbeing initiatives in the community, including physical activities for adults and children.				
Vulnerable people are helped to live independently					
NT2 7	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£1.00	0.00	£0.00
More working with the Community					
NT2 8	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00	0.00	£0.00
NT2 9	No hours volunteering time provided to support local community projects	no. staff volunteering hours	£14.80	0.00	£0.00
NT3 0	Support provided to help local community draw up their own Community Charter or Stakeholder Plan	£ invested including staff time	£1.00	0.00	£0.00
Environment: Protecting & Improving our Environment					
Climate impacts are reduced					
NT3 1	Savings & CO2 omissions on contract NOT from transport (specify how these are to be achieved)	Tonnes of CO2e	£67.01	0.00	£0.00
Air Pollution is reduced					
NT3 2	Car Miles Saved on the project (e.g. cycle to work programme, public transport or car pooling programme etc.)	Hundreds of Miles Saved	£1.61	0.00	£0.00
NT3 3	No. low or no emission staff vehicles included on project (miles driven)	Hundreds of Miles Driven	£0.76	0.00	£0.00
Better places to live					
NT3 4	Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean	no. staff volunteering hours	£14.80	0.00	£0.00
Sustainable procurement is promoted					

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NT3 5	% of procurement contract that includes sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, keep resources in circulation longer).	%	£0.00		£0.00
Innovation: Promoting Social Innovation					
Other measures (TBD)					
NT3 6	Other measures (£) - please describe any additional initiatives that you would like to make and £ to be invested	£	£1.00	0.00	£0.00
NT3 7	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. expert hrs)	no. staff expert hours	£85.57	0.00	£0.00
NT3 8	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. voluntary hrs)	no. staff volunteering hours	£14.80	0.00	£0.00

<i>Total social value</i>	<u>£521,035.51</u>
<i>Total local economic value</i>	<u>£403,346.05</u>
Total social value including local economic value	£924,381.56
SVA (%)	21.87%

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APPENDIX C – FUTURE REQUIREMENTS**Financial Year 22/23**

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
Fleet	Wildfire Appliances	New	July 22	Oct 22	Nov 22	£3,000,000
Fleet	Heavy Adaptable Rescue Vehicles	Relet	Oct 22	Jan 23	Feb 23	£30,000,000
Fleet	Light Adaptable Pumping Appliances	New	Nov 22	Feb 23	Mar 23	£15,000,000
Fleet	Lubricating Oils, Greases and Antifreeze	Relet	Oct 22	Mar 23	Mar 23	£400,000
Corporate - FCS	Engineering Inspections	New	TBC	Apr 23	Jun 22	£1,120,800
Corporate – Service Delivery	Provision of Signage	New	Aug 2022	Sept 2022	Sept 2022	£100,000
Corporate – Service Delivery	Media Planning & Buying	Relet	Jan 2023	Aug 2023	Aug 2023	£240,000
Corporate – Service Delivery	RPL Training Courses	New	Oct 2022	Nov 2022	Dec 2022	£100,000
Corporate – Service Delivery	Smoke, Heat & CO Detection (Interlinked)	Relet	Sept 2022	Dec 2022	Dec 2022	£400,000
Corporate – Service Delivery	Smoke, Heat & CO Detection (Stand Alone)	Relet	Sept 2022	Dec 2022	Dec 2022	£50,000
Corporate - SPPC	Stationary	Relet	Aug 22	Oct 22	Nov 22	£186,000
Corporate - SPPC	Legal Services f/w	New	Sept 22	Mar 23	Apr 23	£100,000
Corporate - SPPC	Web and ihub Development	New	Aug 22	Jan 23	Jan 23	£300,000
ICT	Digital Fireground Radios	New	Sept 22	Mar 23	Apr 23	£3,500,000
ICT	In-Vehicle systems	New	Sept 22	Mar 23	Apr 23	£700,000
ICT	Station End Kit	Relet	Nov 22	Mar 23	Apr 23	TBC

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Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	AD Upgrade - Phase 1	New	Dec 22	Mar 23	Apr 23	TBC
ICT	Mobile and Data Services	Relet	Aug 22	Aug 22	Sept 22	£900,000
ICT	Provision of Test Management and Reporting Tool	Relet	Oct 22	Oct 22	Nov 22	£47,000
ICT	Provision of Nessus Licences and Associated Services	Relet	Dec 22	Dec 22	Jan 23	£16,000
ICT	IT Hardware (Peripherals)	Relet	Mar 23	Mar 23	Apr 23	£1,000,000
ICT	TextHelp Read & Write (Neurodiversity)	Relet	Jan 23	Jan 23	Feb 23	£50,000
ICT	Microsoft Licensing Agreement EA	Relet	Oct 22	Mar 23	Apr 23	£4,800,000
ICT	Provision of ArcGIS Development EA	Relet	Aug 22	Mar 23	Apr 23	£180,000
ICT	Provision of Qlikview Licence Renewal	Relet	Nov 22	Mar 23	Apr 23	£200,000
ICT	Project Management System	Relet	Aug 22	Dec 22	Jan 23	TBC
ICT	LCAP Software	New	Sept 22	Dec 22	Dec 22	£300,000
ICT	Application Hosting Services	Relet	Sept 22	Mar 23	Apr 23	£160,000
PPE & Equipment	Provision of Gas Tight Suits	Relet	TBC	Aug 22	Aug 22	£90,000
PPE & Equipment	Chemline Subscription	Relet	NCA	Sept 22	Oct 22	£16,000
PPE & Equipment	Provision of Powered Respirator Protective Suit (PRPS)	Relet	TBC	Sept 22	Oct 22	£480,000
PPE & Equipment	Repairs of Mass Decontamination Structures & Boiler Systems	Relet	NCA	Sept 22	Oct 22	£24,200
PPE & Equipment	Hapsite smart Plus Preventative Maintenance and Performance Testing	Relet	TBC	Sept 22	Oct 22	£34,560
PPE & Equipment	Trauma Bags	Relet	Direct Award Supported Business	Sept 22	Oct 22	£50,000

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Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
PPE & Equipment	Disposable PPE	New	Sept 22	Nov 22	Dec 22	TBC
PPE & Equipment	Small Tools	New	Jan 23	Mar 23	April 23	£280,000
PPE & Equipment	Fire Fighting Foam	New	Jan 23	Mar 23	April 23	
PPE & Equipment	Foul Weather PPE	Relet	Dec 22	Mar 23	April 23	
PPE & Equipment	Rank Markings for Fire Tunics	Relet	Dec 22	Feb 23	March 23	£12,000
PPE & Equipment	Sharps End Protection Kits	Relet	Jan 23	Mar 23	April 23	£34,600
PPE & Equipment	Hotpack Meals	Relet	Jan 23	Mar 23	April 23	£70,000
Property & Facilities	Water Coolers	New	Oct 2022	Jan 2023	Jan 2023	£200,000
Property & Facilities	EV Charging Infrastructure	Relet	Sept 2022	Dec 2022	Jan 2023	TBC
Property & Facilities	Room & Desk Booking Software	New	Aug 2022	Sept 2022	Sept 2022	£131,000
Property & Facilities	Office Furniture	New	Aug 2022	Sept 2022	Sept 2022	£500,000
Property & Facilities	Professional Services	New	Sept 2022	Jan 2023	Jan 2023	TBC
Property & Facilities	Solar PV Management System	New	June 2023	Sept 2023	Sept 2023	£350,000
Property & Facilities	Legionella Testing	New	Aug 2022	Sept 2022	Sept 2022	£400,000
Property and Facilities	Signage	New – Supported Business	TBC	TBC	TBC	TBC
POD	Job Vacancy Advertising Portal	Relet	Sept 2022	Feb 2023	Mar 2023	£100,000

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FINANCIAL YEAR 2023/24

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
Fleet	Vehicle Spare Parts	Relet	June 23	Jan 24	Feb 24	£750,000
Fleet	Workshop Consumables	Relet	Jan 23	Apr 23	Jun 23	£600,000
Fleet	Vehicle Hire Services	Relet	Feb 23	Jul 23	Aug 23	£130,000
Fleet	Fuel Management System	Relet	Feb 23	Jul 23	Aug 23	£35,000
Fleet	Fuel Cards	Relet	Nov 22	Mar 23	April 23	£7,200,000
Fleet	Fleet Services (Service / Maintenance / Repairs)	New	TBC	TBC	TBC	TBC
Corporate - FCS	Insurance Portfolio	Relet	TBC	Mar 24	Apr 23	£8,344,500
Corporate - FCS	Internal Audit Services	Relet	TBC	Mar 24	Jul 23	£306,000
Corporate – Service Delivery	HFSV Line	Relet	March 2023	May 2023	June 2023	£300,000
Corporate – Service Delivery	Fire Hydrant Lids	New	TBC	TBC	TBC	TBC
Corporate – Service Delivery	FE Diploma & Degree Courses	Relet	March 2023	May 2023	June 2023	£100,000
Corporate – Service Delivery	Smoke, Heat & CO Detection (Interlinked)	Relet	April 2023	Nov 2023	Dec 2023	£1,000,000
Corporate – SPPC	Business Cards	Relet	Sept 23	Mar 24	Apr 24	£35,000
Corporate	Print Services	New	TBC	TBC	TBC	£160,000
ICT	Server Maintenance	Relet	Mar 23	Sept 23	Oct 23	£80,000
ICT	Cisco ELA – Licences, Software	Relet	May 23	Nov 23	Dec 23	£300,000
ICT	Portable Satellite Communication Terminals and Associated Services	Relet	May 23	Jan 24	Feb 24	£122,000
ICT	Provision of Dell Boomi	Relet	Jul 23	Mar 24	Mar 24	£222,000

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Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	Fireground Radio Maintenance	Relet	May 23	Dec 23	Jan 23	£120,000
ICT	Pagers	Relet	TBC	TBC	TBC	£320,000
ICT	Chemdata Licence	New	TBC	TBC	TBC	£160,000
ICT	Telecom Services	New	TBC	TBC	TBC	TBC
PPE & Equipment	Medical Supplies and Defibrillators	Relet	May 23	Jul 23	Jan 23	TBC
PPE & Equipment	Youth Volunteer and Fire Skills Uniforms	Relet	Aug 23	Oct 23	May 23	£150,000
PPE & Equipment	Footwear	New	TBC	TBC	TBC	£400,000
PPE & Equipment	Uniform	Relet	Sep 23	Nov 23	Mar 23	£780,000
PPE & Equipment	Undress / Ceremonial Uniform	Relet	Sep 23	Nov 23	Mar 23	£32,000
PPE & Equipment	Ladders	Relet	Oct 23	Dec 23	Apr 23	£1,600,000
PPE & Equipment	Back Pack Sprayers	New	TBC	TBC	TBC	£160,000
Property & Facilities	Soft FM	Relet	Sep 2023	Feb 2025	March 2025	£20,000,000
Property & Facilities	Asbestos Services	Relet	April 2023	June 2023	July 2023	£200,000
Property & Facilities	Energy Management Bureau Services	Relet	Nov 2023	Jan 2024	Jan 2024	£250,000
Property & Facilities	Smart Asset Management Solution	New	June 2023	August 2023	August 2023	£250,000
Property & Facilities	Station Storage Solutions	Relet	Aug 2023	Nov 2023	Dec 2023	£50,000
POD	Training for Operational Competence	New	Mar 2023	May 2023	Aug 2023	£1,000,000

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FINANCIAL YEAR 2024/25

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
Fleet	End of Life Vehicles	Relet	Aug 24	Jan 25	Feb 25	£150,000
Fleet	Large Pool Vans for Fleet	Relet	Feb 23	Jun 24	Jul 24	£750,000
Fleet	Light to Medium Commercial Vehicles	Relet	Mar 24	Aug 24	Sep 24	£600,000
Fleet	Fuel Site Maintenance	Relet	Mar 24	Aug 24	Nov 24	£30,000
Corporate – SPPC	Lease of Franking Machines and Associated Consumables	Relet	Aug 24	Mar 25	Apr 25	£150,000
ICT	Egress Licenses	Relet	Mar 24	May 24	Jun 24	£120,000
PPE & Equipment	Safe Working at Height Equip	Relet	Aug 24	Oct 24	Apr 23	£700,000
PPE & Equipment	Light Portable Pumps	Relet	Nov 24	Jan 25	Jun 24	TBC
PPE & Equipment	Water Rescue Boats	Relet	Jan 25	Mar 25	Jun 24	TBC
PPE & Equipment	Powered Rescue Equipment	Relet	Jan 25	Mar 25	Jul 24	TBC

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APPENDIX D: PROCUREMENT PERFORMANCE MEASURES**1. SUSTAINABILITY**

KPI	Frequency	Target	Performance
Percentage of spend with SME's	Annually	30%	33%
Number of supported business contracts awarded in the reporting period	Annually	2	0
Percentage of SDP "Meet the Buyer" Events attended	Annually	100%	100%
Flexible Framework Level attained over the reporting period (measured annually)	Annually	Level 3 over the term of the Strategy	Level 1
Percentage of quotes undertaken which included at least 1 SME	Quarterly	100%	Not Yet Measured
Procurement contribution to SFRS target of an average 6% annual reduction of Carbon emissions per annum	Annually	Average 6% annual reduction on carbon emissions per annum for all SFRs activity	Not Yet Measured

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2. VALUE FOR MONEY AND EFFICIENCY

KPI	Frequency	Target	Performance
Percentage of all influenceable SFRS expenditure covered by contracts	Monthly	95%	94.60%
Percentage of internal customers who rated customer satisfaction as good or excellent	Annually	95%	100%
Percentage of contract and supplier management meetings conducted with strategically critical suppliers	Quarterly	100%	31%
Reduction of number of suppliers for influenceable spend	Monthly	600 (over the period of the Strategy)	422
Number of innovative projects delivered on annual basis	Annually	1	2
Procurement Tender Exercises completed in the Financial Year	Annually	100%	100%
Percentage of valid orders £4,000 or greater progressed within 2 working days	Monthly	100%	79%

3. ENHANCING CAPABILITY

KPI	Frequency	Target	Performance
Percentage of Procurement Team who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS)	Annual	80% (over the Strategy term)	77.77%
Percentage of procurement spend actively influenced by a procurement professional	Annual	100%	100%
Procurement people of Tomorrow actions completed within reporting period	Annual	100%	Actions Not Yet Commenced

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4. GOVERNANCE AND RISK

KPI	Frequency	Target	Performance
No successful legal challenges	Annual	Zero (0)	0
Percentage of tenders completed which have a documented quality review process	Quarterly	100%	100%
Percentage of Actions completed in Red Flag Action Plan within reporting timeframe	Annual	100% over the term of the strategy	78.87%
Percentage of independent reviews completed with no issues noted*	Quarterly	100%	Actions not Yet Commenced
PCIP Action Plan completed	Annual	100%	Action Plan Being Reviewed due to the updating of question set at a national level.

- A number of close evaluation reviews were undertaken during the reporting period. These being undertaken by the Procurement Manager with support provided by Legal Services and External Legal provision as required

5. TRANSPARENCY

KPI	Frequency	Target	Performance
Contracts Register published on a quarterly basis.	Quarterly	Publish per quarter in financial year	Quarterly
Award Notice placed for all relevant tender exercises	Monthly	100%	100%
Percentage of suppliers who rated the ease of access to information about SFRS contract opportunities as good or excellent	Quarterly	100%	Actions Not Yet Commenced

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APPENDIX E: PROCUREMENT STRATEGY ACTION PLAN APRIL 2022- MARCH 2023

1. SUSTAINABILITY

Action Ref	Actions	Target Date	Owner	KPI's
1.1	Embed the use of the FNT2030 templates within procurement activity	Dec 2022	Category Leads	<ul style="list-style-type: none"> ●Percentage of spend with SME's ●Number of supported business contracts awarded in the reporting period. ●Percentage of SDP "Meet the Buyer" Events attended ●Flexible Framework Level attained over the reporting period (measured annually) ●Percentage of quotes undertaken which included at least 1 SME
1.2	Complete procurement process leading to the award of 2 Supported Business Contracts	March 2023	Category Leads	
1.3	Full roll out of Cenefits across all Categories and relevant Property contracts to assist in recording and reporting of sustainable impact of SFRS procurement activity	Dec 2022	Procurement Manager / Category Leads	
1.4	Attend Meet the Buyer Events both locally / nationally	March 2023	Category Teams	
1.5	Complete Actions to achieve Level 2 of the Flexible Framework	March 2023	Procurement Manager	
1.6	Continued support to Areas with regard to Community Wealth Building Partnership initiatives	March 2023	Procurement Manager	
1.7	Complete actions associated with carbon reduction within the reporting period	March 2023	Property Manager	
1.8	Develop methodology to understand SME participation in Quote process with a target to include at least one SME where feasible	October 2022	Procurement Manager	
1.9	Procurement contribution to SFRS target of an average 6% annual reduction on carbon emissions per annum (measured CO2 emission reduction	March 2023	Category Leads / Procurement Officers/ Sustainability Team	
1.10	Embed Climate Change and Circular Economy requirements of the Single Procurement Document into SFRS procurement activity where relevant	Dec 2022	Category Leads	
1.11	Embed prompt payment requirements as outlined in SPPN2/2022 into relevant procurement activity	March 2023	Category Leads / Property Team	

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2. VALUE FOR MONEY AND EFFICIENCY

Action Ref	Actions	Target Date	Owner	KPI's
2.1	Explore opportunities for targeted support from Supplier Development Programme in specific projects	March 2023	Procurement Manager / Category Leads	<ul style="list-style-type: none"> ●Percentage of all influenceable SFRS expenditure covered by contracts ●Percentage of internal customers who rated customer satisfaction as good or excellent ●Percentage of contract and supplier management meetings conducted with strategically critical suppliers ●Reduction of number of suppliers for influenceable spend ●Number of innovative projects delivered on annual basis ●Savings achieved on annual basis ●Procurement Tender Exercises completed in the Financial Year ●Percentage of valid orders £4,000 or greater progressed within 2 working days
2.2	Continue to target savings from all aspects of the strategic procurement for recording on Benefits Tracker.	March 2023	Category Leads	
2.3	Ensure that suppliers provide regular management information on our usage of their contracts and incorporate this information into the contract management process for key strategic contracts.	March 2023	Category Leads	
2.4	Continue to address outstanding areas of non-contract spend within the Procurement Workplan	March 2023	Procurement Manager / Category Leads	
2.5	Continue to seek opportunities for SFRS to collaborate with our public-sector partners and benchmark to ensure that collaborations provide best value.	March 2023	Category Leads	
2.6	Continue to support customers and work in partnership to understand their needs and identify opportunities to reduce expenditure, control demand and improve efficiencies.	March 2023	Procurement Manager / Category Leads	
2.7	Deliver an annual "Voice of the Customer" workshop	March 2023	Head of Procurement / Procurement Manager	
2.8	Develop overarching category strategies for Property, ICT, Fleet, PPE & Equipment, and Corporate	March 2023	Category Leads	
2.9	Together with Directorates, examine opportunities to deliver innovation with SFRS procurement activity where this has the potential to deliver benefits to the Service.	March 2023	Procurement Manager / Category Leads / User Intelligence Groups / Directorates	
2.10	Delivery of Procurement Workplan for Financial Year 2022-23	March 2023	Procurement Manager / Category Leads	
2.11	Contribute to innovation strategy and development of an innovation hub. Include within the workplan a project adopting a pathfinder innovation partnership procedure where feasible	March 2023	Procurement Manager	

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3. ENHANCING CAPABILITY

Action Ref	Actions	Target Date	Owner	KPI's
3.1	Review our feedback mechanisms for suppliers relating to SFRS Procurement Activity	March 2023	Procurement Manager	<ul style="list-style-type: none"> •Percentage of Procurement Team who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS) •Percentage of procurement spend actively influenced by a procurement professional •Procurement people of Tomorrow actions completed within reporting period
3.2	Continue to support individuals within the Procurement Team in their studies towards MCIPS	March 2023	Individual Team Members / Training	
3.3	Complete recruitment of procurement team	Feb 2023	Procurement Manager	
3.4	The procurement Team complete procurement training relating to updates in legislative framework	March 2023	Procurement Manager	
3.5	Property Team to complete Climate Literacy e-learning	Dec 2022	Property Manager	
3.6	Review Procurement People of Tomorrow Charter with Partner Organisations and agree commitments which can be progressed	Jan 2023	Head of Finance and Procurement / Procurement Manager / POD	
3.7	Continue to identify training opportunities and requirements for Procurement Team and wider organisation where resources permit	March 2023	Procurement Manager / Category Leads	
3.8	The Procurement Team to complete National Procurement Development framework to assist in identifying training or development needs	Sept 2022	Procurement Manager / Category Leads	

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4. TRANSPARENCY

Action Ref	Actions	Target Date	Owner	KPI's
4.1	Publish revised Procurement Strategy for the period 2021-24 with updated Action Plan	Oct 2022	Procurement Manager	<ul style="list-style-type: none"> •Contracts Register published on a quarterly basis. •Award Notice placed for all relevant tender exercises •Percentage of suppliers who rated the ease of access to information about SFRS contract opportunities as good or excellent
4.2	Publish workplan on I-hub/ SFRS internet / PCS Scotland	July 2022	Procurement Manager	
4.3	Publish Annual Procurement report for financial year 2021-22	Sept 2022	Procurement Manager	
4.4	Further development of Procurement iHub site with publication of all Procurement governance and procedures and to aid SFRS understand procurement performance	March 2023	Procurement Manager / Corporate Communications	
4.5	Further enhance the "How to do Business with SFRS" guidance for inclusion of SFRS internet site	March 2023	Procurement Manager / Category Teams	
4.6	Development of SFRS Internet Page for Procurement to aid suppliers access workplan and governance and to understand our performance	March 2023	Corporate Communications / Procurement Manager / Category Teams	

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5. GOVERNANCE & RISK

Action Ref	Actions	Target Date	Owner	KPI's
5.1	Develop and publish SFRS Modern Slavery Statement	March 2023	Procurement Manager	•No successful legal challenges
5.2	Develop partnership with Police Scotland in relation to impact of Serious Organised Crime in procurement activity	March 2023	Procurement Manager	
5.3	Complete actions to support SFRS Stonewall membership	March 2023	Procurement Manager / Category Leads	•Percentage of tenders completed which have a documented quality review process
5.4	Complete actions to embed SG Construction Manual for works projects in Procurement Governance	March 2023	Procurement Manager / Property Manager / Property Category Lead	
5.5	Update procurement governance in line with legislation change and/or updates to Procurement Journey	March 2023	Procurement Manager	
5.6	Undertake documented quality review process for all relevant procurement activity	March 2022	Category Leads / Procurement Officers	•Percentage of Actions completed in Red Flag Action Plan within reporting timeframe
5.7	Revise PCIP Action Plan to reflect new question set	Nov 2022	Procurement Manager	
5.8	Complete PCIP Actions in readiness for assessment in Autumn 2023	March 2023	Procurement Manager / Category Leads / Procurement Specialists / Procurement Officers	<ul style="list-style-type: none"> •Percentage of independent reviews completed with no issues noted. •PCIP Action Plan completed
5.8	Complete actions for financial year 2022/23 for the Procurement Red Flag Action Plan	March 2023	Procurement Manager	

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



Report No: B/FCS/16-22

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 OCTOBER 2022						
Report Title:	RESOURCE BUDGET MONITORING – SEPTEMBER 2022						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of Scottish Fire and Rescue Service (SFRS) of the Resource Budget position for the period ending 30 September 2022.						
2	Background						
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).						
3	Main Report/Detail						
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A.						
3.2	Appendix A presents the financial position in a revised format to the Board with the intent of reducing the volume of narrative that has been previously presented. The Board are asked to provide feedback on the new format.						
3.3	The report details the current underspend against budget of £0.952million. The forecast year-end position at this stage shows an underspend of £1.911million.						
3.4	The forecast highlights that employee cost overspends are expected on Control £0.124million and Other Employee costs of £0.140million. There are respective underspends for Wholetime of £0.911million, On-Call £0.679million and Support £0.621million. On non-employee costs the main overspend forecast is on Transport costs of £0.844million and a small overspend on Third Party Payments of £0.019million. There are underspends forecast in respect of Property costs £0.297million, Supplies & Services £0.370million and additional Income of £0.160million.						
3.5	The mini Budget reversed the recent NI increase of 1.25%. The positive financial impact from November 2022 of £0.670million has been included in the forecast. This forecast, is based on an estimated 2% pay award, and does not recognise any impact of the current pay negotiations. The forecast position excludes costs for ESMCP which will be recovered separately from the Scottish Government.						

4	Recommendation	
4.1	The SFRS Board is asked to scrutinise the contents of this report and to provide feedback on the new format of the financial reporting.	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of the resource budget position for the period ending 30 September 2022. The September resource monitoring report shows a current underspend against budget of £0.952 million, with a forecast year-end underspend of £1.911 million.	
6	Appendices/Further Reading	
6.1	Appendix A provides: <ul style="list-style-type: none"> • the assumptions that underpin the forecast • details of budget virements • a summary of the consolidated financial position at this stage of the year. • an explanation of the current significant variances relative to budget. • a summary of the budgeted saving delivered during the year. • risks that may impact the forecast position. 	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Marcus Jenks, Decision Support Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>24 October 2022</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>27 October 2022</i>	<i>For Scrutiny</i>

Contents

	Description
1	Forecast Assumptions
2	Budget Virements
3	Monitoring Report Overview
4	Variance Analysis Graph by Expenditure Category
5.1	Wholetime
5.2	Control
5.3	On Call
5.4	Support
5.5	Property
5.6	Supplies & Services
5.7	Transport
5.8	Income
6	Analysis of Budget Savings
7.1	Forecast Risks Summary
7.2	Forecast Risks – High Level Detail
7.3	Forecast Risks – Medium & Low Level Detail

Forecast Assumptions

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 and external transfers have been included in the forecast: September 96 (recruits), October 8 (transfers) and January 108 (recruits).

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.

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.

On Call personnel

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

Support

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

National Insurance

- Reversal in the recent mini budget of the last National Insurance Contribution increase.

Pay Awards

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

Expenses

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

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

In August a budget virement of £53,000 to cover tribunal costs was made. This resulted in an increase in the budget for Third Party/Central Support costs and a corresponding reduction in budget for Supplies & Services. In addition SLT agreed to realign the Support Staff recruitment profile and this resulted in a movement of £727,000 between Corporate Finance and the Directorates. No virements have been made in September.

The table below highlights the budget virements that have taken place within the current financial year.

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)	(144)	-	46	-	(11)	153,323
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	145	(28)	(46)	(34)	(50)	24,151
Transport	6,392				-		-	-	-	-	-	-	(12)	6,380
Third party / Central Support	1,498				-		-	-	-	-	-	-	77	1,574
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

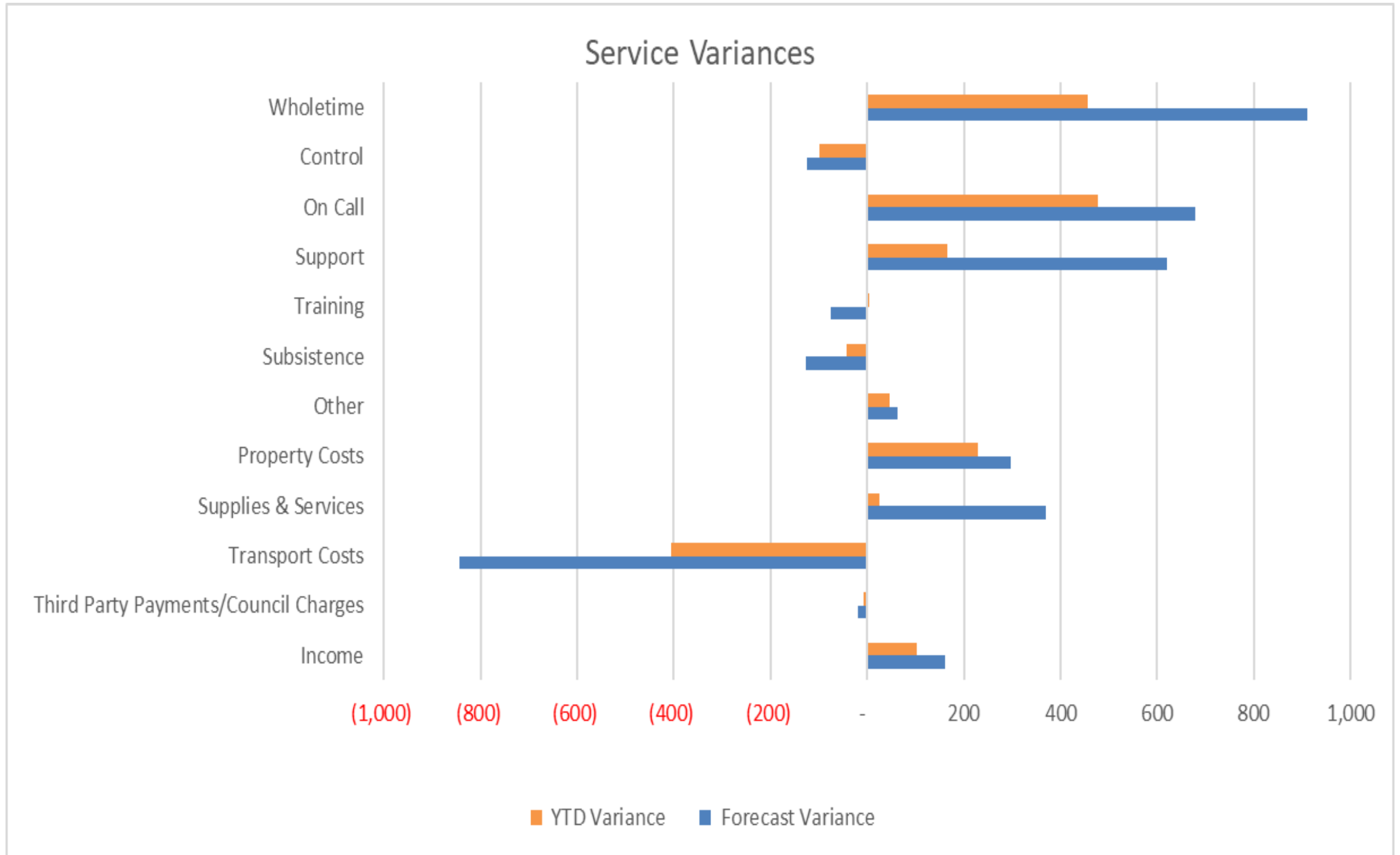
SFRS Resource Monitoring Reports April 2022 – September 2022

The attached report covers the period 1st April 2022 – 30th September 2022. It highlights a year to date underspend of £0.952 million (0.6% of the year to date budget) with a forecast underspend of £1.911 million (0.6% of the full year budget). This forecast, based on a budgeted 2% pay award, does not recognise any impact of the current pay negotiations.

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
				Budget	Actual	Variance		Forecast	Variance	
						£	%		£	%
(1)	(2)	(1)+(2) (3)		(4)	(5)	(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(3) (10)
234,114	(388)	233,726	Employee Costs	116,481	115,472	1,009	0.9%	231,779	1,947	0.8%
226,123	(400)	225,723	Salary and Related Costs (including overtime)	112,972	111,969	1,003	0.9%	223,636	2,087	0.9%
153,772	(449)	153,323	Wholetime	76,701	76,244	457	0.6%	152,412	911	0.6%
7,622	23	7,645	Control	3,806	3,904	(98)	-2.6%	7,769	(124)	-1.6%
26,504	(226)	26,278	On-Call	13,126	12,648	478	3.6%	25,599	679	2.6%
38,225	252	38,477	Support	19,339	19,173	166	0.9%	37,856	621	1.6%
7,991	12	8,003	Other Employee Costs	3,509	3,503	6	0.2%	8,143	(140)	-1.7%
4,105	-	4,105	Early Retirement Charges	1,670	1,670	-	0.0%	4,105	-	0.0%
1,008	-	1,008	Training	484	481	3	0.6%	1,084	(76)	-7.5%
1,623	12	1,635	Subsistence	752	796	(44)	-5.9%	1,762	(127)	-7.8%
1,255	-	1,255	Other	603	556	47	7.8%	1,192	63	5.0%
27,246	698	27,944	Property Costs	17,201	16,972	229	1.3%	27,647	297	1.1%
24,525	(374)	24,151	Supplies & Services	13,489	13,465	24	0.2%	23,781	370	1.5%
6,392	(12)	6,380	Transport Costs	3,166	3,572	(406)	-12.8%	7,224	(844)	-13.2%
1,498	76	1,574	Third Party Payments	588	595	(7)	-1.2%	1,593	(19)	-1.2%
2,143	-	2,143	Financing	544	544	-	0.0%	2,143	-	0.0%
295,918	-	295,918	GROSS EXPENDITURE	151,469	150,620	849	0.6%	294,167	1,751	0.6%
(1,711)	-	(1,711)	Income	(553)	(656)	103	-18.6%	(1,871)	160	-9.4%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
294,207	-	294,207	NET EXPENDITURE	150,916	149,964	952	0.6%	292,296	1,911	0.6%

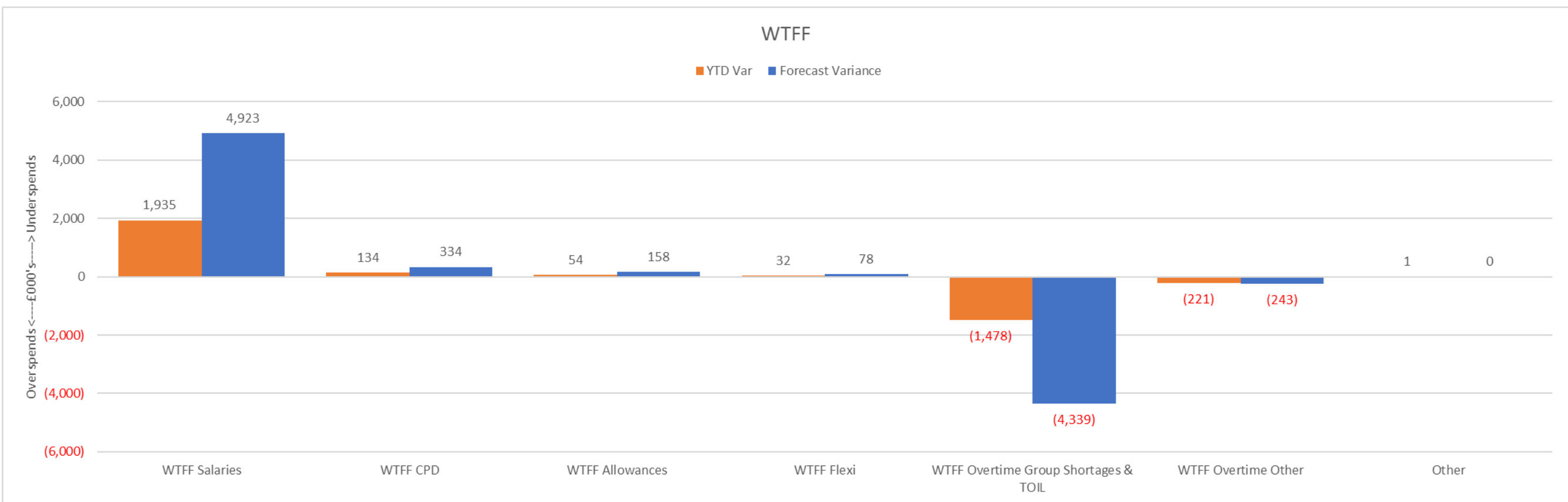
Figures are based on assumptions detailed in section 1.

Variance Analysis by Expenditure Categories

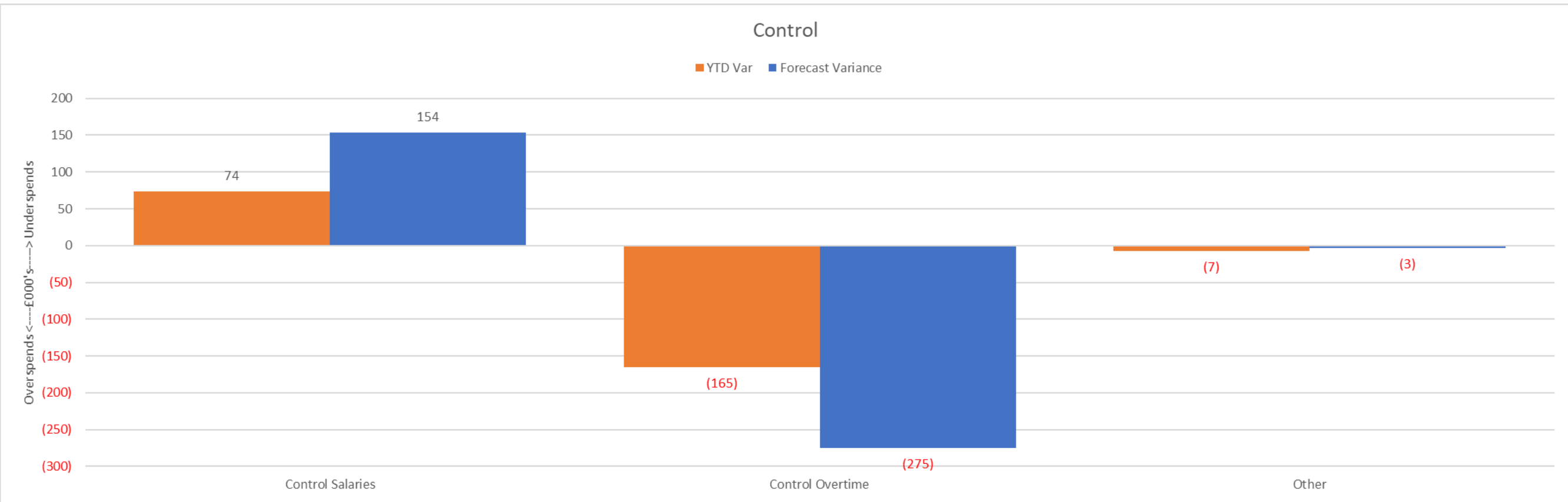


Significant variances will be presented to the Board as per subsequent sections for scrutiny.

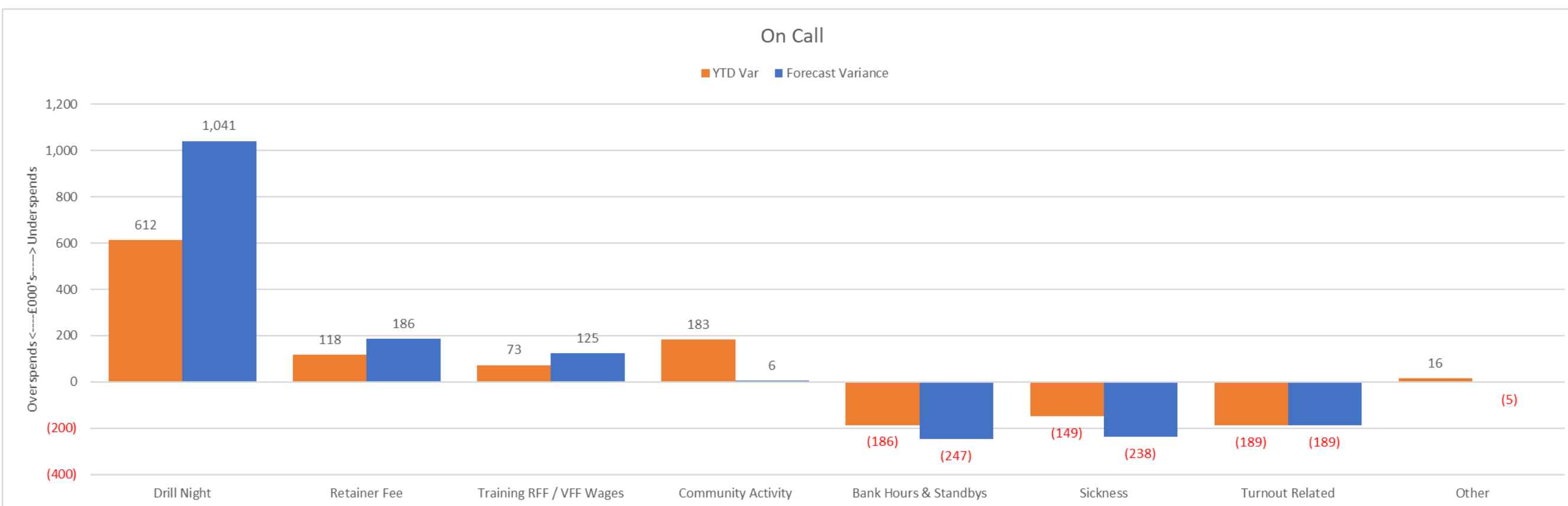
Year to Date (YTD)	Forecast
<p>Currently £457,000 underspent, representing 0.6% of budget.</p>	<p>Forecast to be £911,000 underspent, representing 0.6% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Salaries – the impact of the pension remedy which has led to increased retirements and the promotion of staff into development roles at reduced rates of pay. CPD – the result of vacancies and staff in development roles who are not eligible for payments. Allowances – mainly in respect of trainer vacancies. Flexi – the result of delay in acting up staff following retirements. 	<p>Improvements in Financial Position:</p> <ul style="list-style-type: none"> Salaries – Full year effect of the pension remedy will see retirements continue to increase above the budgeted level and the reversal in the recent mini budget of the last National Insurance Contribution increase. Overtime Group shortages and TOIL due to operational decisions, overtime costs have not been incurred at the predicted levels.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Overtime Group shortages and TOIL – to provide operational cover due to vacancies caused by retirements. Other Overtime – holiday payments reflecting the increased levels of overtime incurred during 2021/22 due to COVID and COP26 which are used in the calculation of overtime holiday pay. Additional public holiday overtime following the death of HM Queen Elizabeth II. 	<p>Reductions in Financial Position:</p> <ul style="list-style-type: none"> Salaries – increased recruits to partly mitigate the impact of the increase in retirements. Overtime Group shortages and TOIL – increased overtime to manage availability as additional retirements take place.



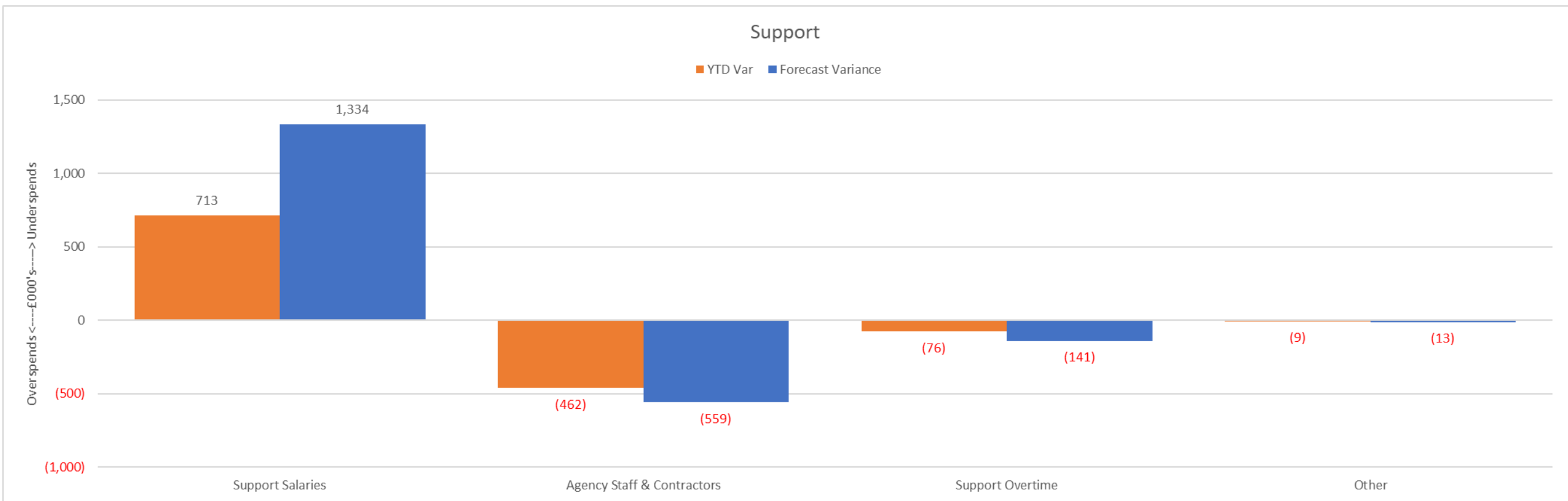
Year to Date (YTD)	Forecast
Currently £98,000 overspent, representing 2.6% of budget.	Forecast to be £124,000 overspent, representing 1.6% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies within the control rooms. 	Improvements in Financial Position: <ul style="list-style-type: none"> Salaries - the reversal in the recent mini budget of the last National Insurance Contribution increase. Overtime – overtime is expected to reduce when new recruits have completed their initial training.
YTD Overspends: <ul style="list-style-type: none"> Salaries – the result of unbudgeted costs for an employee who has been seconded to the Scottish Trade Union Congress. Overtime – the impact of providing cover for vacancies and staff that have been absent long-term. 	Reductions in Financial Position: <ul style="list-style-type: none"> Salaries – new recruits included in the forecast.



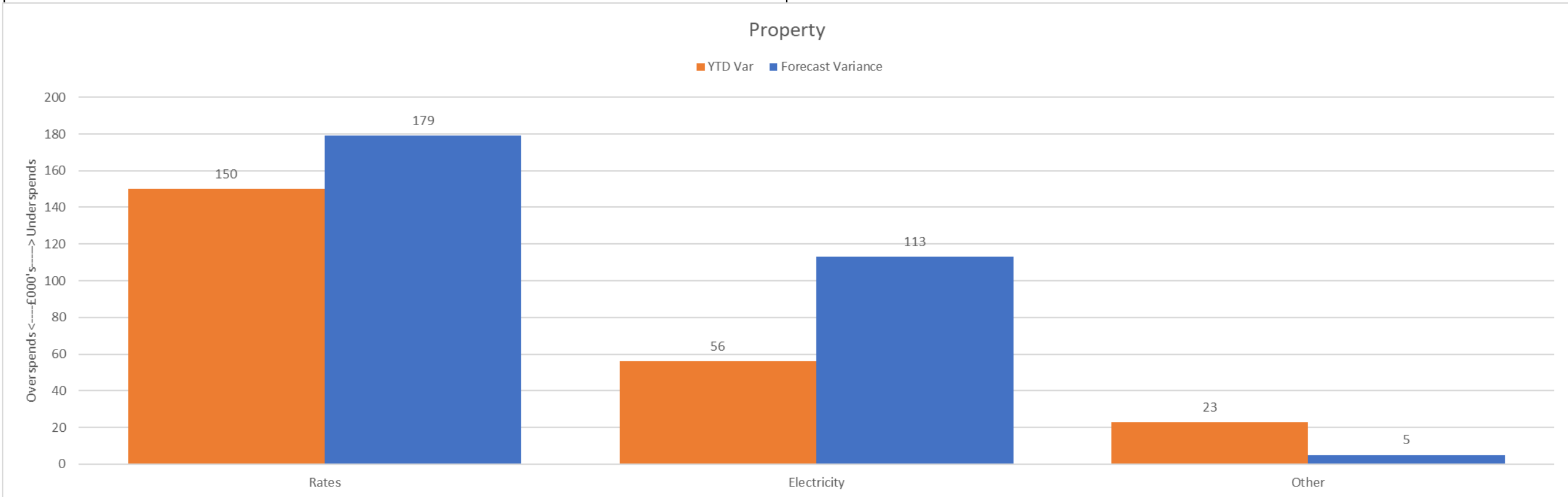
Year to Date (YTD)	Forecast
Currently £478,000 underspent, representing 3.6% of budget.	Forecast to be £679,000 underspent, representing 2.6% of budget.
YTD Underspends: <ul style="list-style-type: none"> • Drill nights – due to the voluntary increase in hours across the Service not being adopted in all areas, combined with vacancies at stations. • Retainer Fees – the result of vacancies within the On Call workforce, mainly within the North Service Delivery Area (SDA). • Training costs – due to reduced activity levels. • Community Activity – activity levels (including HFSV) are lower than budgeted. 	Improvements in Financial Position: <ul style="list-style-type: none"> • Turnout activity - due to its volatility, forecast to be on budget for the remainder of the year. • Agile Cover and Standby – the pilot within Dumfries is forecast to cease whilst evaluation takes place.
YTD Overspends: <ul style="list-style-type: none"> • Agile Cover and Standby – increased to provide operational availability. • Sickness – payments for loss of earnings during periods of absence. • Turnout related – mainly within in the North SDA including increased wildfire activity. 	Reductions in Financial Position: <ul style="list-style-type: none"> • Recruitment of On Call firefighters is forecast to result in less vacancies and therefore a slowing down of the underspend in Retainer Fees. • Training costs – forecast to increase, this includes specialised wildfire training. • Community Activity – forecast to increase and to be in line with the budget.



Year to Date (YTD)	Forecast
<p>Currently £166,000 underspent, representing 0.9% of budget.</p>	<p>Forecast to be £621,000 underspent, representing 1.6% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Salaries – the result of vacancies. 	<p>Improvements in Financial Position:</p> <ul style="list-style-type: none"> Salaries - the reversal in the recent mini budget of the last National Insurance Contribution increase. 19 leavers in September, higher than anticipated level, including senior posts. Agency staff and private contractors – forecast to reduce as vacancies are filled and fixed term contracts come to an end.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Agency staff and private contractors – required to provide temporary resource until vacancies are filled. Overtime – the impact of providing cover for vacancies mainly within the fleet function. 	<p>Reductions in Financial Position:</p> <ul style="list-style-type: none"> Salaries – the forecast includes recruitment of additional 26 posts over the remainder of the year.

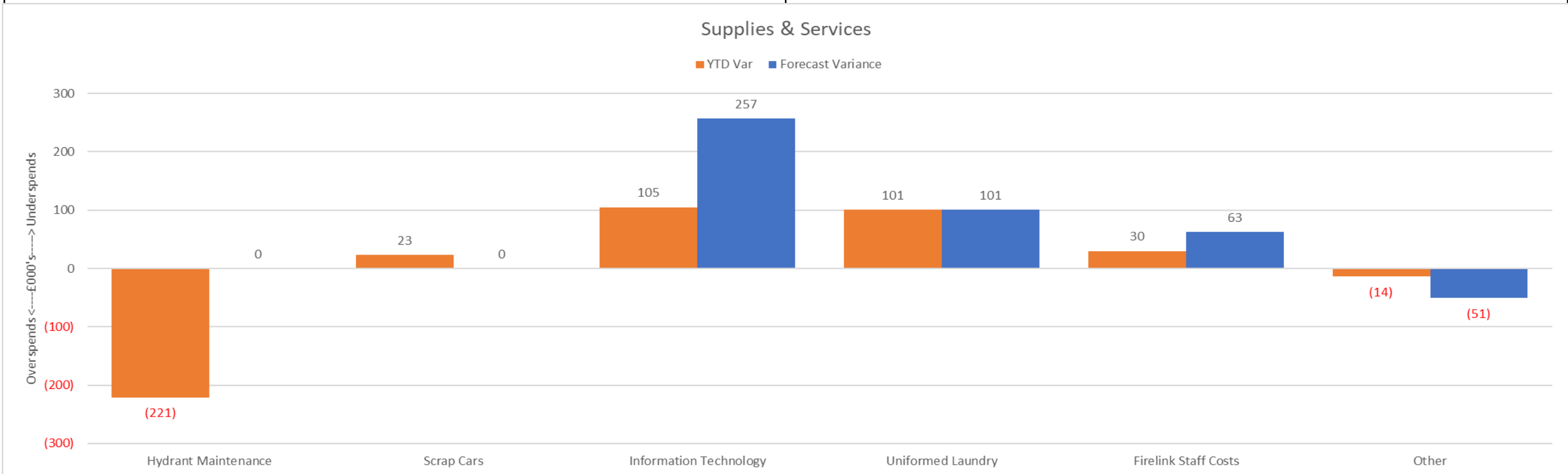


Year to Date (YTD)	Forecast
<p>Currently £229,000 underspent, representing 1.3% of budget.</p>	<p>Forecast to be £297,000 underspent, representing 1.1% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Rates – due to inflationary increases applied by local authorities being less than the 4% included within the budget. Majority of annual invoices received and paid. • Electricity – due to reduced consumption which includes the effect of solar panel installations. 	<p>Improvements in Financial Position:</p>
<p>YTD Overspends:</p>	<p>Reductions in Financial Position:</p> <ul style="list-style-type: none"> • Rates – further savings are forecast on a small number of annual invoices that have yet to be received.

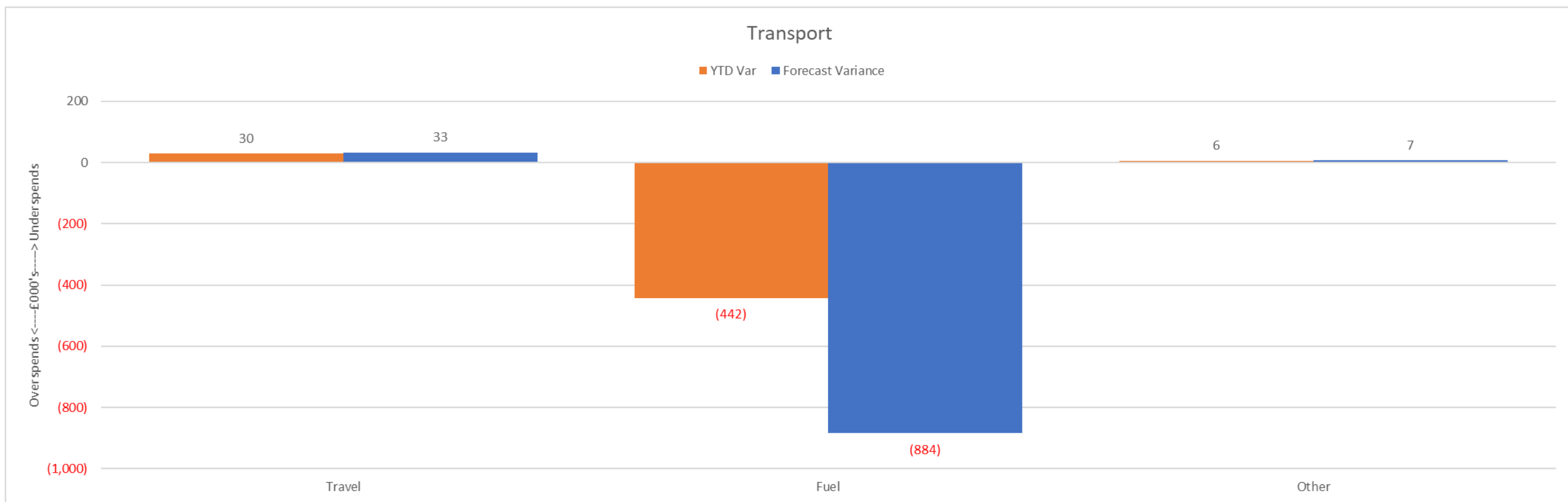


Supplies & Services

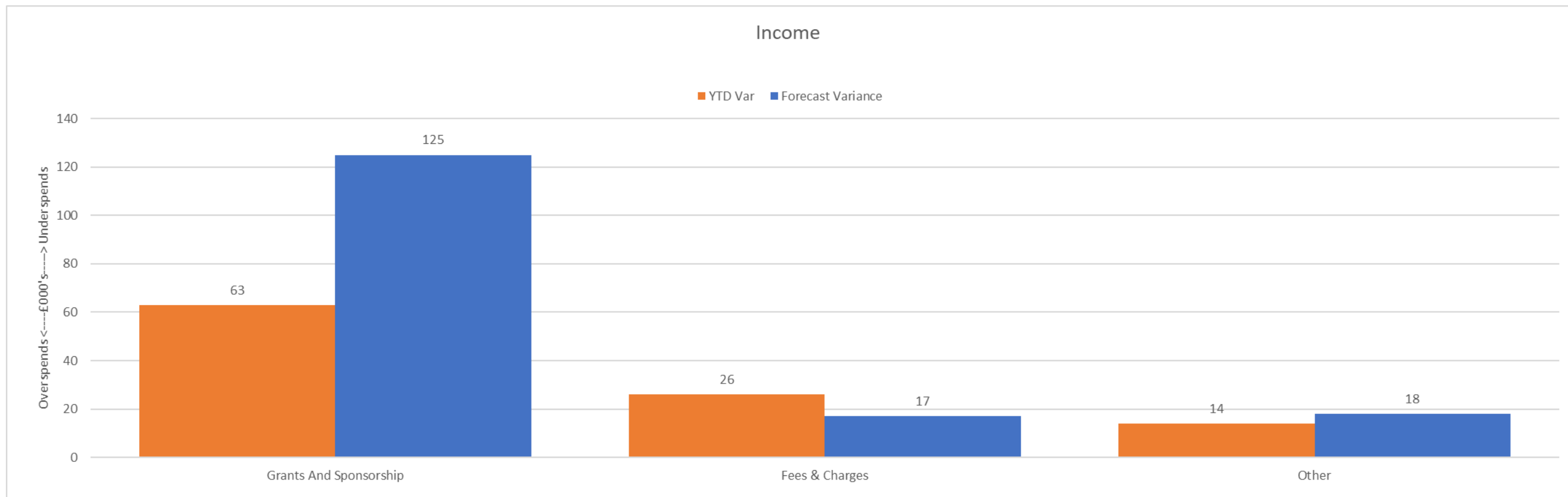
Year to Date (YTD)	Forecast
Currently £24,000 underspent, representing 0.2% of budget.	Forecast to be £370,000 underspent, representing 1.5% of budget.
YTD Underspends: <ul style="list-style-type: none"> Scrap cars – due to reduced volumes. Information Technology – delays in the Command & Control Futures (CCF) Project. Uniformed laundry – due to reduced volumes. Firelink staff costs – due to fewer staff currently being allocated to this project. Training Campus Catering – budgeted volumes not being realised. Postages – expected post Covid demand has not materialised. 	Improvements in Financial Position: <ul style="list-style-type: none"> Hydrant maintenance – repairs are forecast to be on budget with future orders being managed to ensure they remain on target. Information Technology – continued savings forecast in respect of delays in the CCF Project.
YTD Overspends: <ul style="list-style-type: none"> Hydrant maintenance – a significant increase in repairs being carried out by the supplier. Other – includes engineering inspections following a price increase which was applied when the contract was renewed. Insurance premiums and advertising for specialist posts have also increased. 	Reductions in Financial Position: <ul style="list-style-type: none"> Uniformed laundry costs are forecast on budget, reflecting the uncertainty of how changes to the contaminant control process will impact future demand. Training Campus Catering – forecast increased to reflect the revised recruitment plans for trainee firefighters. Scrap Cars – activity forecast to increase over the coming months.



Year to Date (YTD)	Forecast
<p>Currently £406,000 overspent, representing 12.8% of budget.</p>	<p>Forecast to be £844,000 overspent, representing 13.2% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Other – travel costs, the majority of which relates to the Training, Safety & Assurance (TSA) and People & Organisational Development (POD) Directorates. 	<p>Improvements in Financial Position:</p>
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Fuel – increases in prices caused by geopolitical reasons. 	<p>Reductions in Financial Position:</p> <ul style="list-style-type: none"> Other – travel costs activity is expected to increase as the year progresses mainly within the SDAs.



Year to Date (YTD)	Forecast
Currently £103,000 over recovered, representing 18.6% of budget.	Forecast to be £160,000 over recovered, representing 9.4% of budget.
YTD Over Recoveries: <ul style="list-style-type: none"> Grants and Sponsorship – accrued income in respect of electric vehicle charging points. Fees & Charges – includes income for the sale of obsolete equipment and the recovery of costs for supporting unbudgeted events. Other – recharges for the provision of training facilities. 	Additional Forecast Over Recoveries: <ul style="list-style-type: none"> Grants and Sponsorship – current trends are forecast to continue.
YTD Under Recoveries:	Additional Forecast Under Recoveries: <ul style="list-style-type: none"> Fees & Charges – no additional unbudgeted income is forecast. Other – only minor recharges for the provision of training facilities are forecast for the remainder of the year.



Analysis of Budgeted Savings

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	2,934	One Off	G+
On-call Vacancies	600	786	One Off	G+
AFA Impact	509	277	Recurring	A
Property Repairs	500	500	One Off	G
Utility Efficiency Programme	415	539	Recurring	G+
Rates	360	539	Recurring	G+
Apprenticeship Scheme Income	258	258	Recurring	G
Travel & Subsistence	208	168	Recurring	A
Loan Funds	199	199	Recurring	G
SAS Shared Services	148	148	Recurring	G
Transport Costs	131	(753)	One Off	R
Agency / Contractors	128	(358)	Recurring	R
New Recruit Accommodation	118	65	Recurring	A
ICT	102	359	Deferred	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
Expense savings	5,822	6,106		G

Commentary
Additional vacancies - should be considered alongside the agency/ contractor saving target
Increased vacancies within the North SDA
Increased 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 & Wellbeing 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
Delays in the roll out of the new CCF system
Income for electric vehicle charging points expected to be greater than budgeted

- Pay Awards
- Commodity prices (inflation)
- Supply chain delays
- Holiday pay TOIL
- On Call Firefighter activity
- Pension Remedy leading to further retirals and overtime
- Spending Review
- Apprenticeship Income delays
- Overtime to maintain operational availability

- Timing of recruitment
- Hydrant maintenance
- IFRS16

- New station location at North Ronaldsay
- Uniformed laundry contract
- Loan Fund interest charges

Risks

High Impact Risks impact on reported forecast may be greater than £500,000

Medium Impact Risks impact on reported forecast likely to be between £250,000 and £499,999

Lower Impact Risks impact on reported forecast not likely to exceed £249,999

High Impact Risks

Pay Awards – WTFF, Control, On Call and Support

- 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 and Training

- 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.
- Supply chain 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.
- 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.
- Government tax changes to fuel duty may mean that the future forecast price assumptions are not correct.

Holiday Pay / TOIL

- The 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.

On Call Activity

- On Call activity, mainly community initiatives, training, drill nights and retainer fees may differ from the budgeted assumptions. This may result in spend for On Call employee costs varying from the current forecast.

Pension Remedy - WTFF

- 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.

Spending Review

- Decisions made to address the spending review may impact core business activity and costs.

Apprenticeship Income

- There is a risk that the training required, in order for new recruits to qualify for completion of the green phase development module, is delayed. Due to the additional issue of not meeting SVQ requirements, we cannot claim any income until these are satisfied. This would mean that income forecast for 2022/23 is not recovered in the current financial year.

Overtime

- There is a risk that operational decisions and their impact will result in different costs from those currently forecast.

Risks

High Impact Risks impact on reported forecast may be greater than £500,000

Medium Impact Risks impact on reported forecast likely to be between £250,000 and £499,999

Lower Impact Risks impact on reported forecast not likely to exceed £249,999

Financial Risks continued

Medium Impact Risks

Recruitment

- 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

- The costs for hydrant maintenance may be greater than the current forecast due to addressing historical backlogs.

IFRS16

- The final calculations required by IFRS16 may result in a change to the budgets allocated for both Resource and Capital.

Low Impact Risks

Property

- 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

- 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

- Interest rate changes may result in the forecast assumptions for loan charges varying from the current forecast.

Risks

High Impact Risks impact on reported forecast may be greater than £500,000

Medium Impact Risks impact on reported forecast likely to be between £250,000 and £499,999

Lower Impact Risks impact on reported forecast not likely to exceed £249,999

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



Report No: B/FCS/17-22

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 OCTOBER 2022						
Report Title:	CAPITAL MONITORING REPORT 2022/23 – SEPTEMBER 2022						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 30 September 2022.						
2	Background						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 10 February 2022 set Capital DEL funding for the Scottish Fire 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.						
3	Main Report/Detail						
3.1	Expenditure						
		Expenditure					
	Category	Approved Budget	Ordered	Received not yet Invoiced	Paid	Total	
						£k	%
	Property – Major Works	13,522	6,971	0	5,291	12,262	90.7
	Property – Minor Works	5,405	2,844	112	478	3,434	63.5
	Vehicles	3,680	1,582	0	876	2,458	66.8
	ICT	7,600	1,757	146	1,668	3,571	47.0
	Operational Equipment	2,890	428	0	1,119	1,547	53.5
	Transition to Net Zero	3,543	3,469	0	74	3,543	100.0
	TOTAL EXPENDITURE	36,640	17,051	258	9,506	26,815	73.2

3.2	Funding										
3.2.1	The Service applied for additional from Scottish Government and Transport Scotland awarded SFRS additional Capital DEL funding, via Budget Transfer of £0.255m in September 2022, for the purchase of Electric Vehicle Charging points at Clydesmill Fire Station, for the prototype Low Carbon Fire Appliance.										
3.2.2	In addition, Scottish Government's Directorate for Energy & Climate Change, awarded SFRS three new Grants from the Green Public Sector Estate De-Carbonisation Scheme, in September 2022. The Grants total £1.985m for various De-carbonisation projects in the service, ranging from Retained Estate Energy Efficiency, Solar PV Installations and Heating Controls.										
3.2.3	The total revised budget is £36.64m based on this additional funding, as shown below										
	<table border="1"> <thead> <tr> <th>Funding Source</th> <th>Budget £000</th> </tr> </thead> <tbody> <tr> <td>Capital DEL</td> <td>32,755</td> </tr> <tr> <td>Capital Receipts</td> <td>400</td> </tr> <tr> <td>Transition to Net Zero Grants</td> <td>3,485</td> </tr> <tr> <td>TOTAL FUNDING</td> <td>36,640</td> </tr> </tbody> </table>	Funding Source	Budget £000	Capital DEL	32,755	Capital Receipts	400	Transition to Net Zero Grants	3,485	TOTAL FUNDING	36,640
Funding Source	Budget £000										
Capital DEL	32,755										
Capital Receipts	400										
Transition to Net Zero Grants	3,485										
TOTAL FUNDING	36,640										
3.3	Budget Virements										
3.3.1	Budget virements for ICT took place in September, as follows:- <ul style="list-style-type: none"> £250,000 vired to PC's, laptops & peripherals from Ops Mobs Website Development £71,000 vired to Replacement & Upgrade of AV Kit from Network Infrastructure 										
3.4	Progress During the Month										
3.4.1	Expenditure										
3.4.2	<u>Property</u> <u>McDonald Road Refurbishment Project.</u> The Defects list is now 100% complete internally and 91% complete externally. Post contract works are now complete.										
3.4.3	The Museum of Scottish Fire Heritage off-site manufacturing is now nearly complete. CCTV's were installed in the month and the Museum Gallery was also completed. The final works remaining include the post dehumidifier installation and final light focusing.										
3.4.4	<u>West Asset Resource Centre.</u> The contractor commenced construction on site on 21 February 2022, two months ahead of schedule. The works are progressing well on site. The contractor has completed the superstructure and is continuing with works across the site and building, including to the roof / wall cladding, floor slabs, internal blockwork, fire protection to steelwork, external drainage and surfacing to rear yard. Design proposals also continue to be issued.										
3.4.5	<u>Training Sites Life Cycle Programme.</u> Portacabin is now complete for the satellite training facility at Hamilton. The scope of the project has been increased to cover Urban Search and Rescue (USAR) building, which is currently being priced.										
3.4.6	<u>Minor Works.</u> 60% of minor works projects are committed for this financial year, with 10% completed so far. Work continues to progress.										

3.4.7	<p><u>Fleet</u> Work continues on the Bodybuild's for the 18 Tonne Medium Weight Rescue Pumps. The first of these are expected to be complete in October. Invitation to Tender has been issued to market for the Wildland Fire Fighting Vehicles and tender evaluation will also take place in the coming month.</p>
3.4.8	<p><u>PPE & Equipment</u> Phase 1 & 2 of the roll out programme for Powered Rescue Equipment (PRE) is now complete and operational. 31 stations of 36 in Phase 3 are also complete and operational. The remaining 5 stations in the East SDA have completed the training programme and are awaiting Appliance retro fitting to accept the PRE. 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. UIG for Air Bags is complete and orders will be placed as soon as contract is awarded.</p>
3.4.9	<p><u>ICT</u> <u>Command & Control Futures Project</u> The project team have started testing the latest software build received from the system supplier. Work continues on the Minimum Viable Product (MVP) delivery and the continuation of developing a Requirements Verification Traceability Matrix (RVTM) which is a recommendation from the Remedial Advisor process. The Remedial Advisors report has gone through internal governance for the project and the system supplier have also received a copy of the report along with a request for a formal response to the recommendations contained within. Work continues between Airwave, 3TC & the system supplier on the delivery of a single Gateway for the CCMS.</p>
3.4.10	<p><u>People, Training, Finance and Assets System</u> Onboarding of Client-Side Partner completed in the month, following 2-day workshop at SFRS Headquarters. Creation of deliverables specified in the Contract is now underway, with initial focus on programme level deliverables, reviewing programme plan, developing a future state operating model and aligning the programme business case to the HM Treasury 5 Case guidance. Constituent projects will also be supported by client-side partner. Training, Safety and Assurance resources now onboarded on to the PPFT project team and capturing relevant process information. Rostering project stakeholder workshops are also underway.</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. Fifteen stations per month are due to be fitted with EV Charging Points, by the end of the financial year.</p>
3.4.13	<p>As indicated at 3.2.2, grants totalling £1.985m were offered and accepted by SFRS in September. Instructions have been raised and awaiting a program of works. A multi-year bid will be submitted in January 2023 for further projects to decarbonise our activities.</p>
3.5	Progress Anticipated Next Month
3.5.1	Expenditure
3.5.2	<p><u>Property</u> <u>McDonald Road Refurbishment Project.</u> Practical completion is scheduled for the start of October 22.</p>
3.5.3	<p><u>West Asset Resource Centre.</u> The external envelope and utilities are due to complete late autumn.</p>

3.5.3	<u>Salen Fire Station</u> – The purchase of former NHS Surgery in Salen is due to be concluded mid- October, to reconfigure and adapt the building to provide Fire Station facilities.
3.5.4	<u>Low Carbon Appliance – EV Charging Points</u> . Instruction has been issued for the Charging points at Clydesmill Fire Station and awaiting confirmation from Distribution Network Operator (DNO) for new electrical supply and programme of works.
3.5.5	<u>Fleet</u> Bodybuild works for the seven chassis's delivered in June, have commenced, with first completions due in autumn.
3.5.6	<u>ICT</u> <u>People, Training, Finance and Assets System</u> Dates of Digital Services Standard Scotland audit have moved to November, as outcome of discussions with Scottish Government regarding potential to join their Shared Services programme, need to be concluded before audit can proceed. Onboarding assessment workshops for Scottish Government Shared Services Programme are arranged for the end of October. There will be 3 workshops covering HR, Finance and Training. Development of internal Statement of Requirements (SoR) and other procurement documents are continuing in tandem for use in an SFRS procurement exercise. Technical Assurance Framework Pre-Procurement gateway audit will follow in February 2023 prior to publication of ITT. Health and Wellbeing system migration due to go live before end March 2023.
3.5.7	<u>PPE & Ops Equipment</u> Two hundred and ten Smoke curtains are expected to be delivered in October. Four hundred and twenty sets of Wildland Fire PPE are expected to be delivered in November.
3.5.8	<u>Electric Infrastructure (Grant Funded)</u> The final Six Electric Vehicle Charging point sites from the 2020/21 Grants have had electrical installations completed and four are awaiting the Distribution Network Operator (DNO) connections.
3.5.9	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.
3.6	Project Milestones (RAG status)
3.6.1	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.
3.7	Deviation from Original Budget (RAG status)
3.7.1	There is no deviation from Original Budget across all Asset Categories (Property, Fleet, ICT, Ops Equipment and Transition to Net Zero). These are all currently sitting at a Green RAG Status and will be monitored at the monthly Capital Monitoring Group and updated accordingly throughout the year.
3.8	Receipts
3.8.1	Sale of non-operational properties are not expected in the current financial year.
3.8.2	The budget for the sale of non-operational vehicles in the year, is £0.400m. The majority of sales of these non-operational vehicles are expected to take place over autumn and winter. To date, SFRS have received £0.066m of capital receipts from sale of non-operational vehicles, with a Net Book Value (NBV) of £0.059m.
3.9	Forecast
3.9.1	Appendix A provides the Forecast spend profile for the full financial year.

3.9.2	Total forecast expenditure is expected to be in line with the budgeted figure of £36.64m. It should be noted that the current variance of actual expenditure compared to forecast is an underspend of £4.4million to date across all capital categories as detailed and explained in appendix A. The RAG status however remains green and teams are working hard to keep spend on track.	
3.10	Risk	
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	Due to the Covid pandemic, building construction costs have significantly increased, as well as delays in supplying materials which is continuing to impact capital spending in the year. This will be closely monitored through the Capital Monitoring Group and has been reflected in the authorised budget virements.	
3.10.3	SLT agreed previously to include these risks in the strategic risk register and these will be kept under review.	
4	Recommendation	
4.1	The Board is asked to scrutinise the level of actual and committed expenditure for the period ended 30 September 2022.	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 30 September 2022.	
5.2	It is currently anticipated that the budget of £36.64m will be fully spent at the 31 March 2023.	
6	Appendices/Further Reading	
6.1	Appendix A – Forecast spend profile – Capital Programme 2022/23	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	

Links to Strategy and Corporate Values		
Our Money & Our Performance – SFRS Strategic Plan 2019-22		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>24 October 2022</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>27 October 2022</i>	<i>For Scrutiny</i>

Scottish Fire & Rescue Service
Forecast Spend Profile – Capital Programme 2022/23

£000

Category	Budget	Actual		Forecast					RAG Status
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total	Variance to budget	Variance (%)	
Property – Major Works	13,522	1,683	3,609	3,605	4,625	13,522	0	0	
Property – Minor Works	5,405	37	553	917	3,898	5,405	0	0	
Vehicles	3,680	840	36	1,136	1,668	3,680	0	0	
ICT	7,600	644	1,170	2,240	3,546	7,600	0	0	
Operational Equipment	2,890	558	560	852	920	2,890	0	0	
Transition to Net Zero Grants	3,543	74	0	300	3,169	3,543	0	0	
TOTAL EXPENDITURE	36,640	3,836	5,928	9,050	17,826	36,640	0	0	
CUMULATIVE TOTAL	36,640	3,836	9,764	18,814	36,640	0	0	0	

Actuals v Forecast – Quarter 2

Category	Original Budget	Actual	Original Forecast		Commentary
		Apr-Sep	Apr-Sep	Variance to forecast	
Property – Major Works	13,630	5,292	6,487	1,195	The cashflow profiling for the West ARC changed in May, therefore the spend to date is showing an underspend versus the original forecast from April.
Property – Minor Works	5,100	590	1,300	710	60% of Minor works projects have been committed, but only 10% completed so far. This is due to a change in the Hard FM contractor in the year and low availability of labour.
Vehicles	3,680	876	1,483	607	£0.5m of the underspend is due to Bodybuild works for seven chassis's been delayed until Autumn. £0.1m of the underspend is due to a delay in the Low Carbon Appliance programming works.
ICT	7,600	1,814	3,012	1,198	ICT Telephony contract awarded later than expected (£0.4m). PTFA Project team members and Client-side partner onboarded later than anticipated (£0.2m). Spend on CCF project delayed due to awaiting outcome of Remedial Advisor Report Outcomes (£0.2m). Late delivery of Network Infrastructure equipment (£0.3m). Fireground radios spend delayed, as a result of a delay in the procurement exercise and likely lead times (£0.1m).
Operational Equipment	2,890	1,118	1,493	375	Ops equipment actuals to date lower than original forecast, due to various orders and deliveries being later than expected.
Transition to Net Zero Grants	1,500	74	133	59	Awaiting final DNO connections for EV Infrastructure Phase 1. Delays with the DNO operators.
TOTAL EXPENDITURE	34,400	9,764	13,908	4,144	Various delays in orders and deliveries, being offset with accelerated work for the West ARC project.
CUMULATIVE TOTAL	34,400	9,764	13,908	4,144	Expected to spend overall Capital Budget by end of financial year.

Scottish Fire & Rescue Service

Forecast Spend Profile – Capital Programme 2022/23

£000

Category	Budget	Actual		Forecast					RAG Status
		Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total	Variance to budget	Variance (%)	
Property – Major Works	13,522	1,683	3,609	3,605	4,625	13,522	0	0	
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TOTAL EXPENDITURE	34,400	9,764	13,908	4,144	Various delays in orders and deliveries, being offset with accelerated work for the West ARC project.
CUMULATIVE TOTAL	34,400	9,764	13,908	4,144	Expected to spend overall Capital Budget by end of financial year.

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



Report No: B/FCS/18-22

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 OCTOBER 2022						
Report Title:	RESOURCE BUDGET MONITORING – 2021/22 FINAL OUTTURN						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of the Scottish Fire and Rescue Service (SFRS) the provisional Resource Budget position for the financial year 2021/2022 before audit.						
2	Background						
2.1	The Scottish Government allocated funding to SFRS for 2021/22 of £343.207million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £284.707million and £32.5million respectively, and £26million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
2.2	Following the Scottish Government’s budget revision transfer process, the following adjustments to the Resource Grant in Aid (GIA) funding were confirmed for the financial year 2021/22: <ul style="list-style-type: none"> • £0.261m increase in funding to support ESMCP • £0.045m increase in funding to support the Fireworks Campaign • £0.270m increase in funding to support Rural COVID Testing • £1.304m increase in funding to support COP26 • £4.261m decrease in funding in respect of Firelink with costs being absorbed directly by the Scottish Government. 						
2.3	The revised resource funding following the Scottish Government adjustments was £282.326million.						
3	Main Report/Detail						
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A and B.						
3.2	These reports detail the provisional underspend against budget of £0.357million and compares it against the forecast reported in February 2022.						
4	Recommendation						
4.1	The Board of the Scottish Fire and Rescue Service is asked to scrutinise: <ul style="list-style-type: none"> • The resource budget position for the period ending 31 March 2022. 						

5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of the Scottish Fire and Rescue Service the resource budget position for the period for the financial year 2021/2022. The provisional monitoring report shows an underspend against budget of £0.357 million.	
6	Appendices/Further Reading	
6.1	Appendix A provides a summary of the consolidated financial position at this stage in the financial year along with risks that may impact the forecast position.	
6.2	Appendix B provides an explanation of the current significant variances relative to budget.	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Marcus Jenks, Decision Support Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>28 September 2022</i>	<i>For Noting</i>
<i>SFRS Board</i>	<i>27 October 2022</i>	<i>For Scrutiny</i>

SCOTTISH FIRE & RESCUE SERVICE
Resource Budgetary Control Report 2021/22

£000

Period 12			1 April 2021 - 31 March 2022			
Original Budget	Virements	Revised Annual Budget	Narrative	Year-End Outturn		
				Outturn	Variance	
					£	%
226,603	953	227,556	Employee Costs	227,321	235	0.1%
219,091	912	220,003	<i>Salary and Related Costs (including overtime)</i>	220,989	(986)	-0.4%
148,639	542	149,181	<i>Wholetime</i>	152,671	(3,490)	-2.3%
7,441	27	7,468	<i>Control</i>	7,551	(83)	-1.1%
26,579	(167)	26,412	<i>Retained</i>	24,336	2,076	7.9%
36,432	510	36,942	<i>Support</i>	36,431	511	1.4%
7,512	41	7,553	<i>Other Employee Costs</i>	6,332	1,221	16.2%
4,010	(5)	4,005	<i>Early Retirement Charges</i>	3,221	784	19.6%
748	72	820	<i>Training</i>	919	(99)	-12.1%
1,552	(43)	1,509	<i>Subsistence</i>	1,176	333	22.1%
1,202	17	1,219	<i>Other</i>	1,016	203	16.7%
24,520	3,127	27,647	Property Costs	27,202	445	1.6%
21,418	(3,273)	18,145	Supplies & Services	19,093	(948)	-5.2%
6,724	(387)	6,337	Transport Costs	5,761	576	9.1%
1,621	40	1,661	Third Party Payments	1,595	66	4.0%
2,343	-	2,343	Financing	2,260	83	3.5%
283,229	460	283,689	GROSS EXPENDITURE	283,232	457	0.2%
(903)	(460)	(1,363)	Income	(1,300)	(63)	4.6%
-	-	-	Disposal of Assets	37	(37)	0.0%
282,326	-	282,326	NET EXPENDITURE	281,969	357	0.1%

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

INTRODUCTION

The attached report covers the period 1st April 2021 – 31st March 2022 the complete financial year. It highlights a full year underspend of £0.357 million (0.1% of budget) compared against the February 2022 forecast underspend of £0.979 million. Resulting in a swing of £0.622 million, to bring the outturn closer to the budgeted position.

GRANT IN AID ADJUSTMENTS

Following the Scottish Government's budget revision transfer process, the following adjustments to the Resource Grant in Aid (GIA) funding were confirmed for the financial year 2021/22:

- £0.261m increase in funding to support ESMCP
- £0.045m increase in funding to support the Fireworks Campaign
- £0.270m increase in funding to support Rural COVID Testing
- £1.304m increase in funding to support COP26
- £4.261m decrease in funding in respect of Firelink with costs being absorbed directly by the Scottish Government.

BUDGET VIREMENTS

The budget approved by the Board on 25th March 2021 reflected the financial forecast at the end of February 2021. The budget was subsequently amended to include the following adjustments prior to being uploaded into the Service's financial ledger:

- Reallocation of costs to reflect the anticipated savings in the first quarter from COVID.
- £270,000 additional income recovery of apprenticeship levy.
- £653,000 reduction in staff resourcing.
- £907,000 additional budget allocation for asset management.
- £16,000 other minor budget increases.

In addition, SLT on 14th April 2021 agreed the reallocation of £7,242,000 funding for business cases in support of recovery activities and this were reflected in the revised budget for this financial year.

The table below details all the budget adjustments that were made in 2021/2022 along with the effect of the changes to GIA funding.

Analysis of Budget Virements £000's

	Budget Approved Budget Board	Reallocation of COVID Savings	Apprenticeship Levy Delays in 20/21 recovery	Staffing Changes Prior to Budget Upload (leavers, movements, overtime)	Asset Investment	Other Changes Before Upload	Business Cases	Other	Dev to Comp	Mess Correction	SLT Changes	Cameron House	PTFAS	Property	ESMCP	Fireworks Campaign	Rural Covid Testing	COP26	Firelink	Revised Budget
Employee WT	148,641			(588)		(0)	84	12	(94)	(70)	-	43	-	-	32	-	-	1,121	-	149,181
Employee Control	7,441			(51)		(0)	-	1	(9)	-	-	-	-	-	-	-	-	86	-	7,468
Employee Retained	26,579			(1)		0	(569)	13	-	-	-	-	-	-	-	-	-	379	10	26,412
Employee Support	36,432			54		(0)	(630)	23	-	-	175	32	635	-	172	-	-	-	50	36,942
Employee Pension	4,010					(5)	-	-	-	-	-	-	-	-	-	-	-	-	-	4,005
Employee Training	748					0	75	(3)	-	-	-	-	-	-	-	-	-	-	-	820
Employee Subsistence	1,552	(75)				(0)	-	32	-	-	-	-	-	-	-	-	-	-	-	1,509
Employee Other	1,202					0	-	17	-	-	-	-	-	-	-	-	-	-	-	1,219
Property	24,520					20	2,955	(155)	-	-	-	-	-	300	-	-	5	2	-	27,647
Supplies & Services	23,799	522		(67)	907	(29)	(1,987)	138	103	70	(175)	(75)	(635)	(300)	57	45	4	31	(4,261)	18,145
Transport	6,724	(433)				(1)	70	(31)	-	-	-	-	-	-	-	-	-	-	8	6,337
Third party / Central Support	1,621	(14)				32	2	(47)	-	-	-	-	-	-	-	-	-	-	68	1,661
Financing	2,343					-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,343
Unallocated Savings	-					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income	(903)		(270)			0	-	-	-	-	-	-	-	-	-	-	(118)	(72)	-	(1,363)
Disposal of Assets	-					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	284,707	-	(270)	(653)	907	16	-	-	-	-	-	-	-	-	261	45	270	1,304	(4,261)	282,326

VARIANCE ANALYSIS

£000

1 WHOLETIME FIREFIGHTERS

1.1 Final Outturn

3,490 OVER

Wholetime Firefighter (WTFF) employee costs overspent by £3,490,000, representing 2.3% of budget.

Wholetime salaries and related costs overspent by £501,000, overtime related costs, including National Insurance (NI), overspent by £3,041,000 and seconded officer income over recovered by £52,000 as detailed below.

The overspend in WTFF salaries included:

- £243,000 overspend in basic pay, of which contributing factors included:
 - The pay award of 1.5% which was 0.5% higher than the budget.
 - Changes to the recruitment profile.
 - Budgeted slippage for business cases.
 - One-off backdated payments.
 - A post which has been transferred from the capital budget.
 - An additional seconded officer whose costs were recovered.
 - Short term vacancies that arose whilst employees were supporting COP26.

- £142,000 overspend in respect of payments in lieu of holidays and notice.
- £66,000 overspend for Flexi Duty pay, the result of there being more Flexi Duty Officers (FDO) than budgeted combined with the impact of the increased pay awards.
- £43,000 overspend in respect of CPD payments following the annual review of employees' eligibility combined with the impact of the increased pay award.
- £34,000 underspend in respect of training instructor allowances. These allowances were harmonised in July and the underspend represents vacancies within the training structure during the early part of the year.
- £22,000 underspend in respect of costs for Additional Responsibility Allowances (ARA).
- £63,000 overspend in respect of other salary related costs including National Insurance.

The overspend in overtime included:

- £2,536,000 overspend relating to group shortages and Time Off In Lieu (TOIL). This was due to a combination of factors including:
 - A notable increase in vacancies at stations, partly the result of COVID recruitment restrictions, COP26 and other off station demands.
 - COVID restrictions which limited staff being detached from adjacent stations when there were shortages.
 - Skill shortages within stations. This included the impact of experienced employees being removed from stations to support the planning for COP26 and other initiatives.
 - The profiling of roster days to ensure sufficient capacity was available to support COP26.
 - Overtime being required to provide cover for employees taking accrued TOIL.
- £204,000 overspend in respect of training related overtime, which included additional costs to provide cover for vacancies within the training structure and to support local training delivery.
- £88,000 overspend in respect of overtime holiday payments.
- £147,000 underspend relating to public holiday overtime. This reflected fewer staff being available during public holidays as result of COVID.

- £58,000 underspend relating to detached duties which were restricted due to COVID.
- £368,000 overspend relating to overtime NI.
- £50,000 overspend relating to other overtime costs.

Seconded officer income was £52,000 over recovered. The increased income for the additional secondee, as outlined above, was partly offset by reduced cost recovery for staff supporting the representative bodies.

1.2 Change from Forecast

248 ADVERSE

Wholetime Firefighter costs in February were forecast to overspend by £3,242,000. The year-end position has therefore resulted in an adverse swing of £248,000 representing 0.2% of budget.

Overtime costs, including NI accounted for an adverse swing of £234,000. This included:

- An adverse swing of £106,000 in respect of group shortages and TOIL.
- An adverse swing a £105,000 to account for an increase in the liability for overtime holiday pay.
- An adverse swing of £28,000 relating to overtime National Insurance.
- A favorable swing in other overtime costs of £5,000.

Other WTFF costs accounted for an adverse swing of £14,000.

2 CONTROL FIREFIGHTERS

2.1 Final Outturn

83 OVER

Control Firefighter costs overspent by £83,000, representing 1.1% of budget.

There was an underspend in salary related costs of £242,000 due to vacancies. This included employees that were supporting COP26 and increased levels of maternity and sick leave. Compounding this issue were challenges in recruiting new intakes.

The above underspend was offset by additional overtime costs (including NI) of £300,000.

Seconded officer income was £25,000 under recovered due to a reduction in the recovery of costs for staff supporting representative bodies.

2.2 Change from Forecast

11 FAVOURABLE

Control costs in February were forecast to overspend by £94,000. The year-end position has therefore resulted in a favourable swing of £11,000 representing 0.1% of budget.

Salary related costs accounted for a favorable swing of £17,000.

Overtime costs, including national insurance accounted for an adverse swing of £6,000.

3 RETAINED AND VOLUNTEER FIREFIGHTERS**3.1 Final Outturn****2,076 UNDER**

Retained costs underspent by £2,076,000, representing 7.9% of budget.

There was an underspend in payments for attendance at training courses, of £727,000. The extension to the Safe & Well initiative pilot, which meant that costs to roll-out the programme were not incurred in 2021/22, accounted for a £418,000 underspend. The remaining underspend was a result of COVID restrictions.

Retainer fees were £670,000 underspent reflecting vacancies across all Service Delivery Areas (SDA).

Turnout related costs were £707,000 underspent. This underspend included the reduced attendance to calls generated by automated fire alarm signals.

Payments for attendance at drill nights were £256,000 underspent due to the impact of COVID on drill night activity. The budget for the initiative to harmonise RVDS terms and conditions was reallocated and is excluded from this variance.

Home Fire Safety Visits (HFSV) were £175,000 underspent due to COVID restrictions.

Holiday pay costs were £86,000 underspent, the result of increased vacancy levels and less holidays being taken.

Unbudgeted costs directly attributable to COVID caused an overspend of £344,000. This included costs to ensure all RVDS employees received payments when they were unable to attend drill nights due to COVID as well as sickness payments for employees that were required to self-isolate during the pandemic.

Standby and bank hour costs, used to ensure station availability is maintained, were £73,000 overspent.

Support of the COVID vaccination programme in the North SDA and ambulance support accounted for an overspend of £66,000.

Equipment maintenance costs overspent by £58,000 with additional activity being undertaken to perform checks that would normally be carried out on Drill Nights.

Other RVDS costs were £4,000 overspent.

3.2 Change from Forecast **13 FAVOURABLE**

Retained costs in February were forecast to underspend by £2,063,000. The year-end position has therefore resulted in a favourable swing of £13,000 representing 0.05% of budget.

An increase in drill night activity accounted for a favourable swing of £27,000.

Turnout related activity accounted for a favourable swing of £19,000.

An increase in training activity resulted in an adverse swing of £20,000.

Holiday pay costs accounted for an adverse swing of £17,000.

Other Retained costs accounted for a favourable swing of £4,000.

4 SUPPORT STAFF

4.1 Final Outturn **511 UNDER**

Support staff costs underspent by £511,000, representing 1.4% of budget.

Vacant posts across the Service accounted for an underspend of £1,724,000. This was partly offset by a net overspend in agency staff costs and private contractors of £953,000.

Backdated pay for employees impacted by regrading accounted for an overspend of £147,000.

The pay award was 0.5% higher than budgeted and this accounted for a further overspend of £113,000.

4.2 Change from Forecast **153 ADVERSE**

Support Staff costs in February were forecast to underspend by £664,000. The year-end position has therefore resulted in an adverse swing of £153,000 representing 0.4% of budget.

Backdated pay for employees impacted by regrading accounted for an adverse swing of £97,000.

Agency staff costs accounted for an adverse swing of £41,000.

Other Support staff costs accounted for an adverse swing of £15,000.

5 EARLY RETIREMENT CHARGES

5.1 Final Outturn 784 UNDER

Early retirement charges underspent by £784,000, representing 19.6% of budget.

Fewer than budgeted ill health retirals account for a £837,000 underspend.

Local Government Pension Scheme (LGPS) unfunded costs for retired employees accounted for a £6,000 underspend.

Injury benefit charges overspent by £59,000. The overspend related to backdated injury benefit charges and followed a review by the Scottish Public Pension Authority which identified an issue within their internal processes that affected cases dating back to 2016.

5.2 Change from Forecast 140 FAVOURABLE

Early Retirement Charges in February were forecast to underspend by £644,000. The year-end position has therefore resulted in a favourable swing of £140,000 representing 3.5% of budget.

Ill health retiral costs accounted for a favourable swing of £157,000, with costs not being confirmed until they are finally approved by the independent assessor.

Injury benefit charges accounted for an adverse swing of £17,000.

6 TRAINING

6.1 Final Outturn 99 OVER

Training costs overspent by £99,000 representing 12.1% of budget.

Training equipment costs overspent by £69,000 which included the purchase of manikins for the training centres along with budget holders taking the opportunity to utilise underspends in other areas of their budget to purchase additional training equipment.

Specialist training courses within Directorates overspent by £63,000 which included ICT training and Scottish Improvement Foundation courses.

External learning and development courses accounted for a £37,000 overspend.

Training costs relating to the SDMP and Property Contract Management initiatives underspent by £63,000 and £10,000 respectively. The PTFAS initiative overspent by £3,000.

6.2 Change from Forecast

82 ADVERSE

Training costs in February were forecast to overspend by £17,000. The year-end position has therefore resulted in an adverse swing of £82,000 representing 10.0% of budget.

Training equipment costs accounted for an adverse swing of £53,000, mainly due to the purchases of manikins for use at the training centres. External learning and development courses accounted for an adverse swing of £18,000.

Specialist training courses accounted for an adverse swing of £11,000.

7 SUBSISTENCE

7.1 Final Outturn

333 UNDER

Subsistence costs underspent by £333,000 representing 22.1% of budget.

Subsistence costs, for employees attending training courses underspent by £348,000. This reflected internal COVID controls that remained in place and the reduced levels of new recruits during the year.

Spoilt meal costs were underspent by £20,000 reflecting the reduced attendance to calls generated by automated fire alarm signals.

Other subsistence costs overspent by £35,000. This was the result of national COVID restrictions easing which in turn lead to increased demand for accommodation in Scotland and a corresponding increase in unit prices.

7.2 Change from Forecast

46 ADVERSE

Subsistence costs in February were forecast to underspend by £379,000. The year-end position has therefore resulted in an adverse swing of £46,000 representing 3.0% of budget.

Training subsistence costs accounted for an adverse swing of £28,000.

Other subsistence costs accounted for an adverse swing of £18,000, reflecting an increase activity, mainly across the SDAs.

8 OTHER EMPLOYEE COSTS

8.1 Final Outturn 203 UNDER

Other employee costs underspent by £203,000 underspent representing 16.7% of budget.

The majority of the underspend, £147,000 related to a year-end accrual for outstanding holiday entitlement. The decrease in the liability reflects an improved position from the previous financial year, when employees delayed their holidays due to COVID restrictions.

Costs for optical and vision aids were £45,000 underspent reflecting COVID restrictions that remained in place and limited throughput at opticians.

Apprenticeship levy charges, which are based on a percentage of staff costs underspent by £11,000.

Relocation costs underspent by £3,000.

Pre-employment costs overspent by £21,000, mainly due to increased costs for employee assessments. This was partly offset by reduced costs for disclosure checks.

Other staff costs were £18,000 underspent, mainly the result of reduced class 1B National Insurance charges.

8.2 Change from Forecast 187 FAVOURABLE

Other Staff costs in February were forecast to underspend by £16,000. The year-end position has therefore resulted in a favourable swing of £187,000 representing 15.3% of budget.

The year-end accrual for holiday pay accounts for £147,000 of the swing. This figure could not be quantified until after the 31st March when holiday balances for staff are confirmed. The decrease reflects an improvement in employees utilising their holiday entitlement during the first three months of the calendar year compared to 2020/21 when COVID was at its peak.

Apprenticeship Levy charges accounted for a favourable swing of £11,000.

Relocation costs accounted for a favourable swing of £9,000.

Optical vision aids accounted or a £2,000 favourable swing.

Pre-employment checks accounted for a £5,000 adverse swing.

Other staff costs accounted for a £23,000 favourable swing, mainly the result of reduced class 1B National Insurance charges in respect of calculated employee benefits in relation to physiotherapy services and employee recognition vouchers.

9 PROPERTY

9.1 Final Outturn

445 UNDER

Property costs were £445,000 underspent, representing 1.6% of budget.

Rates underspent by £934,000. The majority of the underspend related to the successful challenge of rateable values following historical price increases. This resulted in one-off refunds and a reduced annual charge. In addition, the sale of Thornton accounted for a recurring saving of £148,000.

Utility costs underspent by £471,000 due to the earlier than expected sale of Thornton, savings from energy efficiency programmes and mild weather over the winter months.

Facility management professional service costs underspent by £201,000. Delays in progressing initiatives for estate drainage assessments & repairs, legionella risk assessments, condition surveys, Cambuslang bio mass, fire risk assessments, standard station design and asbestos surveys account for underspends of £114,000, £70,000, £27,000, £23,000, £8,000, £7,000 and £5,000 respectively. Other facility management charges were £53,000 overspent following an increase in activity by the service provider.

Other property costs underspent by £58,000 mainly due to savings relating to the foam tank at the Newbridge training facility.

Refuse collection costs underspent by £51,000 following a review of the services being provided.

Repairs & maintenance costs overspent by £444,000. The Traffic Management Improvement initiative overspent by £64,000. Remedial work at a site impacted by Reinforced Autoclaved Aerated Concrete (RAAC) roof issues accounts for an overspend of £57,000. Other initiatives resulted in a £20,000 underspend. In addition, there was an overspend of £343,000 for non-initiative works with opportunities being taken to utilise underspends in other areas to fund the acceleration of priority property repairs.

Property adaptations and fixtures and fittings overspent by £222,000 and £60,000 respectively with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Cleaning costs overspent by £207,000. This was due to specialist cleaning activity to ensure facilities remained COVID secure.

Service contracts overspent by £119,000, mainly in respect of TUPE and mobilisation costs relating to the new service contract.

Security costs overspent by £80,000 following an increase in the provision of security at the Newbridge training facility and additional security at the Dundee Resource Centre due to attempted security breaches.

Property insurance excess charges were £52,000 overspent due to additional claims.

Soft facility management contract costs overspent by £30,000. The majority of this, £17,000, related to an increase in pension costs for employees that were impacted by the TUPE arrangement with the service provider.

Rental costs overspent by £20,000 following the need to extend the lease for offices at Maritime Street whilst work at McDonald Road continued. In addition increased costs for radio masts and storage facilities for heritage assets also contributed to the overspend.

Energy Carbon and Environmental costs overspent by £18,000. Within this £7,000 related to the Electrical Metering AMR initiative, the balance related primarily to water saving initiatives.

Ground maintenance overspent by £11,000 following an increase in the level of services being provided.

Other property related costs overspent by £7,000.

9.2 Change from Forecast

203 ADVERSE

Property costs in February were forecast to underspend by £648,000. The year-end position has therefore resulted in an adverse swing of £203,000 representing 0.7% of budget.

Property Repairs & Maintenance accounted for an adverse swing of £306,000. Acceleration of priority repairs, funded by underspends in other areas, accounted for £188,000 of the swing, the Traffic Management Initiative accounted a further £136,000. Other initiatives resulted in a £18,000 favourable swing.

Property adaptations and fixtures and fittings accounted for an adverse swing of £79,000 with budget holders taking the opportunity to utilise underspends in other areas of their budget to carry out minor improvements.

Cleaning costs accounted for an adverse swing of £23,000.

Utility costs accounted for a favourable swing of £167,000 the majority of which related to savings in electricity arising from the energy efficiency programmes and mild winter weather.

Fuel site associated costs resulted in a favourable swing of £20,000 with decommissioning plans being delayed.

Facility management professional services accounted for a favourable swing of £18,000. The initiatives for Estate Drainage Assessments & Condition Surveys and Legionella Risk Assessments accounted for favourable swings of £108,000 and £24,000 respectively. The Fire Risk Assessment and Cambuslang Biomass initiatives accounted for adverse swings of £40,000 and £30,000 respectively. Other facility management charges accounted for a £44,000 adverse swing following an increase in activity by the service provider.

10 SUPPLIES & SERVICES

10.1 Final Outturn

948 OVER

Supplies and Services overspent by £948,000, representing 5.2% of budget.

Communications and telephony costs overspent by £595,000. This was due to a combination of factors including:

- Additional dual running costs required to facilitate the change of network service provider.
- Budgeted savings for ISDN lines not being fully realised due to delays in the migration of lines between service providers.
- The extended delivery timetable for the Command and Control Futures (CCF) initiative.
- The introduction of Smart Numbers to enhance relicence within the North and East Control rooms.

Hydrant maintenance costs overspent by £497,000 with opportunities being taken to utilise underspends in other areas to address outstanding maintenance issues.

Smoke alarms overspent by £300,000. This followed legislation changes which resulted in increased market demand and subsequent higher unit prices needing to be paid as the Service's primary supplier was unable to meet demands.

Operational equipment non-HQ costs overspent by £155,000 mainly due to increased consumables to support community safety activity. In addition, activity undertaken by the National Retained and Volunteer Leadership Forum and equipment required for the Youth Volunteer

Scheme also contributed to the overspend. This should be seen in conjunction with the underspend in RVDS costs.

Timber and scrap car costs for training activities overspent by £65,000 and £63,000 respectively. This reflected the price increases seen across the construction industry due to material shortages and increases in the cost of scrap steel.

Corporate expenditure costs overspent by £55,000. This related to commemorative coins for staff to recognise their contribution during the COVID pandemic.

Printing costs overspent by £53,000, the majority of which related to fire prevention and protection leaflets. In addition, address plates at high-rise sites, following recommendations from the Grenfell Tower inquiry, also contributed to the overspend.

Community initiatives overspent by £33,000 which included investment in defibrillators within local communities.

Gym Equipment maintenance costs overspent by £23,000 with additional costs incurred to address outstanding maintenance requirements.

Stock write offs were £22,000 overspent following adjustments for obsolete items of stock.

Insurance excess costs underspent by £187,000 following the final valuation of outstanding insurance claims.

Uniform laundry costs underspent by £163,000, with the number of garments requiring cleaning and repair having reduced. This reflected reduced demand caused by vacancies within the WTFF and RVDS employee groups.

Information technology costs underspent by £142,000. Delays in the delivery of the CCF initiative resulted in a £269,000 underspend. Costs to support the Property Contract Management initiative also underspent by £30,000. These were partly offset by increased costs of £157,000, mainly for licences and web services.

The remaining contingency budget was not allocated during the year and this resulted in a £140,000 underspend.

Uniforms and Personal Protective Equipment (PPE) underspent by £78,000 and £75,000 respectively. This reflected reduced demand caused by vacancies within the WTFF and RVDS employee groups.

Catering costs underspent by £63,000, reflecting internal COVID restrictions which limited training activity at the centralised training centres. In addition, meetings with third party organisations were carried out online.

Subscription costs underspent by £32,000 mainly due to the release of a historical accrual which was not required. In addition, subscriptions to support fire prevention activities were partly offset by savings relating to the NFCC.

Cost for staff supporting Firelink underspent by £31,000.

Advertising costs underspent by £26,000 mainly due to the release of an accrual relating to 2020/21 which was not required. In addition, the extension to the Safe & Well initiative pilot meant that advertising activity planned for this year was delayed.

Other Supplies & Services overspent by £24,000.

10.2 Change from Forecast

246 ADVERSE

Supplies & Services in February were forecast to overspend by £702,000. The year-end position has therefore resulted in an adverse swing of £246,000 representing 1.4% of budget.

Communications and telephony spend accounted for an adverse swing of £198,000. The swing included costs to facilitate the introduction of Smart Numbers required to enhance resilience within the Control rooms, along with additional network service migration costs.

Operational equipment non-HQ costs accounted for an adverse swing of £105,000 due to an increase in consumables to support community safety activities.

The acceleration of hydrant maintenance activity, to address outstanding maintenance issues, resulted in an adverse swing of £61,000.

Communication & IT non-HQ funded costs accounted for a £42,000 adverse swing mainly in respect of developing a website to support water safety and the purchase of smart boards for a number of stations.

Printing costs accounted for an adverse swing of £38,000 following the purchase of additional fire prevention and protection leaflets.

Community initiative spend accounted for an adverse swing of £26,000.

Information technology spend accounted for an adverse swing of £25,000.

The stock write-off adjustment accounted for an adverse swing of £24,000.

Catering costs accounted for an adverse swing of £22,000.

The final reconciliation of insurance excess charges resulted in a favourable swing of £182,000.

Equipment maintenance spend accounted for a £42,000 favourable spend following supply chain delays.

Uniforms and Personal Protective Equipment (PPE) accounted for favourable swings of £18,000 and £39,000 respectively. This reflected the reduced demand caused by vacancies within the WTFF and RVDS employee groups.

Firelink costs accounted for a favourable swing of £33,000 following an adjustment for costs which span three years.

Uniformed laundry costs accounted for a favourable swing of £27,000.

All other Supplies & Services accounted for an adverse swing of £46,000.

11 TRANSPORT

11.1 Final Outturn

576 UNDER

Transport costs underspent by £576,000, representing 9.1% of budget.

Travel costs underspent by £389,000 reflecting the restrictions imposed on travel as a result of COVID and the efficiencies being delivered by employees working from home. This was partly offset by an increase in some flight and ferry prices caused by increased demand as highlighted in section 7.1.

Vehicle Maintenance underspent by £149,000, reflecting the impact of the current staffing levels and their ability to meet planned workloads.

Lease car costs underspent by £35,000 reflecting a reduction in car lease users.

Other vehicle running costs were £34,000 underspent due to supply chain issues.

Tyre costs underspent by £13,000, the net effect of reduced volume partly offset by an increase in unit prices.

Fuel costs overspent by £28,000, the net effect of reduced volume and increased fuel prices.

Vehicle hire costs were £13,000 overspent with additional vans being required to support the transportation of ICT equipment to remote locations.

Fleet external contract costs were £3,000 overspent due to the introduction of lone-working monitoring arrangements for fleet support

technicians and the need to supplement shortages in internal capacity with external resource.

11.2 Change from Forecast

45 FAVOURABLE

Transport costs in February were forecast to underspend by £531,000. The year-end position has therefore resulted in a favourable swing of £45,000 representing 0.7% of budget.

Supply chain issues, in respect of other vehicle running costs and fleet external contractors, accounted for favourable swings of £34,000 and £14,000 respectively.

Other transport costs accounted for an adverse swing of £3,000.

12 THIRD PARTY PAYMENTS

12.1 Final Outturn

66 UNDER

Third Party payments underspent by £66,000 underspent representing 4.0% of budget.

Professional fees underspent by £101,000. The majority of the underspend, £76,000, related to the PVG initiative. Savings for the Health & Safety recording system following the appointment of a new service provider account for a £12,000 underspend. Other professional fees underspent by £13,000 mainly within the POD Directorate.

Payments to other bodies underspent by £77,000. This followed a legacy refund relating to the Service Group Life scheme and the release of a historical accrual relating to boat berthing. These underspends were partly offset by additional costs for a scoping exercise to explore opportunities to consolidate the Local Government Pension Schemes (LGPS) for Support and Control employees.

Fire Board costs underspent by £56,000 due to reduced travel and overnight accommodation caused by COVID restrictions.

Costs for medical reports underspent by £21,000 due to lower than budgeted activity caused by COVID restrictions.

Court and tribunal costs overspent by £190,000 due to an increase in the number of tribunal cases.

Other Third-Party Costs underspent by £1,000.

12.2 Change from Forecast

33 ADVERSE

Third Party payments in February were forecast to underspend by £99,000. The year-end position has therefore resulted in an adverse swing of £33,000 representing 2.0% of budget.

Court and tribunal costs accounted for an adverse swing of £40,000, the result of increased tribunal costs.

Other Third-Party costs accounted for a favourable swing of £7,000.

13 FINANCING

13.1 Final Outturn 83 UNDER

Financing costs underspent by £83,000 representing 3.5% of budget.

Loan fund charges for historical debt accounted for a £83,000 underspend.

13.2 Change from Forecast 83 FAVOURABLE

Financing costs in February were forecast to be on budget. The year-end position has therefore resulted in a favourable swing of £83,000 representing 3.5% of budget.

The loan fund charges on historical debt accounted for a favourable swing of £83,000.

14 INCOME

14.1 Final Outturn 63 UNDER RECOVERED

Income under recovered by £63,000, representing 4.6% of budget.

Firefighter apprenticeship income under recovered by £248,000. This followed clarification that additional skills in ICT and numeracy are required before Skills Development Scotland will make the final Green Phase Outcome payment for development firefighters. This has resulted in income, that was expected in 2021/22 being delayed until 2022/23.

Accrued income in respect of electric vehicle charging points accounted for an over recovery of £91,000.

Rental income in relation to shared services was over recovered by £56,000 following an increase in the number of sites being shared with the Scottish Ambulance Service (SAS).

Fees and Charges over recovered by £24,000. Income following the sale of scrap equipment, grants for renewable energy schemes and funding for supporting International Search & Rescue operations accounted for an over recovery of £31,000. This was partly offset by

reduced income due to the cancellation of rechargeable public events caused by COVID.

Charges to third parties for hire of facilities at the Cambuslang training facility resulted in an over recovery of £14,000.

14.2 Change from Forecast

72 ADVERSE

Income in February were forecast to over recover by £9,000. The year-end position has therefore resulted in an adverse swing of £72,000 representing 5.3% of budget.

Firefighter apprenticeship income accounted for a £62,000 adverse swing with additional staff being identified that need to complete the core ICT and numeracy modules before Green Phase Outcome payments will be received.

Income in respect of electric vehicle charging points accounted for an adverse swing of £10,000.

15 DISPOSAL OF ASSETS

15.1 Final Outturn

37 LOSS

There was a loss on disposal of assets of £37,000.

The sale of sites at Thornton and Maddiston for less than the net book value, along with small losses on the disposal of vehicles accounted for the loss.

15.2 Change from Forecast

18 ADVERSE

The loss on disposal of assets in February was forecast to be £19,000. The year-end position has therefore resulted in an adverse swing of £18,000.

The loss on sale of the site at Maddiston along with small losses on the sale of vehicles accounted for the adverse swing.

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



Report No: 17

Agenda Item: B/FCS/19-22

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 OCTOBER 2022						
Report Title:	CAPITAL BUDGET OUTTURN REPORT 2021/22						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to advise the Board of the final Capital Budget position before audit for the financial year ending 31 March 2022 and to outline the areas which have benefitted from the investment and the impact on our capital investment plan.						
2	Background						
2.1	The Scottish Government (SG) allocated funding to SFRS within its 2021/22 Budget of £346.138 million. This funding comprised a Cash Departmental Expenditure Limit (DEL) of £319.138 million and £27.000 million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
2.2	Within the Cash DEL funding for 2021/22, the Capital Programme was set at £32.500 million and the balance of £282.326 million was assigned to the Resource Budget.						
2.3	As part of the Autumn Budget Review, a Budget Transfer was agreed by Transport Scotland for £0.500 million, to the Capital Programme, to be spent on a Zero Emission Fire Appliance proto-type.						
2.4	In the Spring Budget Review, the SG allocated additional budget of £3.700 million, to the Capital Programme, to be attributed to the transfer of Un-issued PPE from Stock to the Capital Budget. This was following a change in accounting treatment for Un-issued PPE post the 2020/21 External Audit of the Final Accounts. In addition, £0.112 million of budget was allocated to the Capital Programme, for expenditure attributable to the ESMCP project within ICT.						
2.5	In addition to DEL funding, the Capital Programme initially anticipated income from capital receipts of £0.760 million, which was revised during the year to £1.233 million. The sale of Maddiston, Thornton and Excess land at Cove accounted for £1.086 million and the sale of non-operational vehicles accounted for £0.147 million.						
2.6	Four funding grants were received in the year from the Directorate of Energy and Climate Change (DECC) at SG, of £2.135 million, for De-carbonisation Projects, £0.243 million for a Biomass Boiler at Fort William Fire Station, £0.217 million for Building Energy Management Systems (BEMS), £0.645 million for Solar PV Installations and £1.030 million for Retained Estate Energy Efficiency. £0.298 million was also received from Grants offered in the previous year. The connections for the EV Charging Works in Phase 2 and 3 were carried forward to 2021/22 and Grants claimed for the expenditure in the year.						

2.7	<p>SG agreed an overspend to the Capital Budget of up to £2 million in 2021/22. This was due to an underspend elsewhere in the Justice Portfolio. SG's confirmation to overspend, came after the last Budget Review of the financial year, therefore a Budget Transfer was not possible. SG however provided a letter of comfort for the actual overspend of £1.971 million.</p> <table border="1" data-bbox="263 387 1216 698"> <thead> <tr> <th>Funding Source</th> <th>Original £000</th> <th>Additional £000</th> <th>Revised £000</th> </tr> </thead> <tbody> <tr> <td>Capital DEL</td> <td>32,500</td> <td>4,312</td> <td>36,812</td> </tr> <tr> <td>Capital Receipts</td> <td>760</td> <td>473</td> <td>1,233</td> </tr> <tr> <td>Transition to Net Zero Grants</td> <td>2,719</td> <td>(286)</td> <td>2,433</td> </tr> <tr> <td>TOTAL FUNDING</td> <td>35,979</td> <td>4,499</td> <td>40,478</td> </tr> </tbody> </table>	Funding Source	Original £000	Additional £000	Revised £000	Capital DEL	32,500	4,312	36,812	Capital Receipts	760	473	1,233	Transition to Net Zero Grants	2,719	(286)	2,433	TOTAL FUNDING	35,979	4,499	40,478								
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3	Main Report/Detail																												
3.1	<p>Final Outturn</p> <p>3.1.1 The final outturn for 2021/22, as reported in the draft accounts, was £42.449 million which comprised the following:</p> <table border="1" data-bbox="263 952 1299 1294"> <thead> <tr> <th>Category</th> <th>Revised Budget £000</th> <th>Final Outturn £000</th> <th>Variance £000</th> </tr> </thead> <tbody> <tr> <td>Property</td> <td>15,157</td> <td>16,660</td> <td>(1,503)</td> </tr> <tr> <td>Vehicles</td> <td>8,703</td> <td>9,114</td> <td>(411)</td> </tr> <tr> <td>ICT</td> <td>4,251</td> <td>4,403</td> <td>(152)</td> </tr> <tr> <td>Operational Equipment</td> <td>9,859</td> <td>9,839</td> <td>20</td> </tr> <tr> <td>Transition to Net Zero</td> <td>2,508</td> <td>2,433</td> <td>75</td> </tr> <tr> <td>GROSS EXPENDITURE</td> <td>40,478</td> <td>42,449</td> <td>(1,971)</td> </tr> </tbody> </table> <p>3.1.2 When compared with the Capital DEL funding of £36.812 million, this represents an agreed overspend against budget of £1.971 million (5.3%).</p> <p>3.2 Overview of our capital investment and our capital investment plan</p> <p>3.2.1 The Service has invested £277.898 million in Capital over the past nine years funded by SG, an average of £30.900 million per annum. There remains however a substantial inherited backlog of investment to enable all assets to achieve satisfactory ratings for condition and suitability. In 2018 Audit Scotland recorded the asset investment backlog sum at £389.000 million, the Service reviewed this backlog investment figure which has increased in 2022 to £492 million.</p> <p>3.2.2 Audit Scotland recognised and reported a need for action in this regard and recommended in order to bring the Service's property, vehicles, and other assets across Scotland up to a minimum satisfactory condition and maintain them over the next ten years, the SFRS required an average annual investment of £80.400 million for three years and thereafter £42.000 million per annum. SG allocated capital DEL funding remains at £32.500 million and is anticipated to remain at this level until 2025/26.</p> <p>3.2.3 Recognising that SG and UK finances are constrained by the current economic impacts of EU exit, COVID 19 and the war in Ukraine, which have also led to increased construction costs and inflationary pressures throughout supply chains, SFRS has revised the approach to allocating capital funding adopting a risk-based approach which would minimise the risk</p>	Category	Revised Budget £000	Final Outturn £000	Variance £000	Property	15,157	16,660	(1,503)	Vehicles	8,703	9,114	(411)	ICT	4,251	4,403	(152)	Operational Equipment	9,859	9,839	20	Transition to Net Zero	2,508	2,433	75	GROSS EXPENDITURE	40,478	42,449	(1,971)
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	of failure in terms of service delivery.
3.2.4	Our 10-year capital investment plan aims to transform SFRS's legacy asset estate to one which is Collaborative, Service Led, Net Zero and Modernising. Risk management is an integral part of good asset management practice, risk-based asset management is a process in which risk is used to balance the operational performance of the asset against life-cycle cost. To support this change of approach, the Service has completed a review of our 10-year Asset Investment Plan (AIP) for Property, Fleet, and Equipment. The AIP indicates a 10-year programme of investment totalling £630.000 million is now required, £63.000 million per annum to cover the asset backlog and the suitability of our estate assets.
3.2.5	In addition, the Carbon Management Plan 2020-25 sets out in detail how we will approach carbon reduction over the next few years, as we work towards the SG's ambitious target of net zero by 2045. Whilst we are currently on track for 6% per annum reduction in our carbon we have insufficient funding for the projects identified in the Carbon Management Plan. Total investment of £48.400 million is required from 2020 to 2025, of which £12.800 million of ring fenced funding has been received to date, therefore making it very unlikely we will meet our targets within the identified timescales.
3.3	Capital investment by asset category in 2021/22
3.3.1	The total investment of £42.449 million for the year is detailed by each asset category of Property, Vehicles, ICT and Operational Equipment including the additional investment in net zero projects delivered by ring fenced funding.
3.4	Property (incl Transition to Net Zero)
3.4.1	SFRS has a significant number of properties within the inherited estate which are not fit for purpose and do not fully support operational response nor currently comply with the minimum standards of the Workplace (Welfare) Regulations. There is insufficient funding to develop or replace these buildings and the position is managed on a risk basis. SFRS has further identified 14 fire stations which have deteriorated Reinforced Autoclaved Aerated Concrete (RAAC) roofs and the stations have reached the end of their useful life and need urgent replacement prior to failure and loss of operational capacity. Lack of investment compounds the continual deterioration of the condition of SFRS properties.
3.4.2	In 2021/22 investment of £19.093 million in the property portfolio (incl Transition to Net Zero) has enabled the Service to: <ul style="list-style-type: none"> • Substantially complete the refurbishment of McDonald Road Fire Station project, permitting re-occupation of fire station by staff, providing a modern fit for purpose fire station and co-located with Scottish Ambulance Service, LSO office and city centre staff hub, community engagement facilities and progression of the development of the new Museum of Fire due for completion in 2022-23. The timing of completion was extended due to the impact of the Covid 19 pandemic, including lock down and restrictive working practices on site and subsequent impacts of EU exit with regards the availability of labour material and components. • Complete the development of the Portlethen Training Centre project, replacing end of life Carbonaceous Burn Fire Training (CBFT) facilities with modern multi-purpose facility inclusive of smoke capture, in addition to new Height line rescue and Urban Search And Rescue (USAR) training facilities. This has provided a fully functional training facility accessible by SFRS staff in the North SDA Area. The project had a minimal impact on backlog maintenance as the majority of cost was for new provisions including a substantially improved CBFT facility. • Commence construction of the West Asset Resource Centre (West ARC) facility to provide a modern state of the art Vehicle and Communications workshops and stores facility, replacing the aged workshops and stores facilities in Cowcaddens and Hamilton. Acceleration of this project in March 2022, was primarily funded by

the permitted overspend from Scottish Government. This project will improve backlog maintenance figures and operating costs on the eventual disposal of the replaced facilities from the Service.

- Complete Fire Station reconfigurations at Stirling, Alloa and Inverness to provide dignified dormitories as phase one of project, to bring an existing fire station in line with the Services standardised station design and provide a modern fit for purpose facility for operational staff. These projects had minimal impact on backlog or future maintenance requirements but reduce the development costs identified to modernise and improve the services estate. Both projects were impacted to a limited extent by the current labour and material supply issues extending completion date into first month of the new financial year. Phase 2 of the projects to provide dignified gender-neutral toilets and contaminant control areas are currently in design for progression in future financial years subject to available funding.
- Complete the reconfiguration at Inverness ARC to decommission laundry and extend and upgrade the stores facility and create a good's reception area.
- Provide a provision of operational resilience on the Island of Benbecula through the relocation and commissioning of an emergency power generator repurposed following installation of correctly sized unit at Inverness ARC.
- Progress the Service's Carbon Management Plan through 95 improvement projects across the Service; Solar roof panels (14), Building Management Systems (13), Smart Heating Systems (42), Retained Fire Station upgraded insulation works (26).
- Complete works totalling £2.135 million, for De-carbonisation projects through Grant Funding via SG. These projects enabled change of heating from Oil to Biomass at Fort William Fire Station, Retained Station packaged upgrades (11), Solar roof panels (21) and Building Energy Management Systems (6).
- Undertake 142 minor works projects in 111 Properties across Scotland as detailed in Appendix A, including; replacement appliance bay doors or internal / external pass doors (29), replacement floors (4), isolated room upgrades such as toilets / kitchens / BA Rooms (8), heating upgrades and boiler replacements (11), replacement roofs (19), internal lighting upgrades and emergency lighting (8), training tower upgrades (13), yard resurfacing (2), window replacements (4), boundary fencing (3) and emergency generators (4). The Minor Works investment addressed some of the backlog maintenance requirements identified in previous years and allowed us to prioritise the worst affected building elements.

3.4.3 In 2020 the SFRS Board agreed to support the principles of Standard Station Design, (SSD) as the starting point for all future new build fire station developments, and also agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. However, it is widely acknowledged there is insufficient funding available to implement SSD to any meaningful extent. The combination of age, condition, suitability and restrictions of existing land and buildings are all risk elements which will further prevent the implementation of SSD to a significant number of properties.

3.5 Vehicles

3.5.1 A data led, targeted approach was taken to reduce risk across the fleet by achieving a drop in average age of appliances and light fleet; reducing emissions, whilst also improving operational activity, for example by doubling the number of hydrant support vehicles. Whilst making improvements across the fleet it should be noted that the current level of investment did not reduce the overall investment backlog which sat at £70.000 million in 2020 and has now risen to £92.000 million. This increase is attributed to the remaining aging vehicles as well as the increased replacement cost. The drive to replace existing Internal Combustion Engine (ICE) vehicles with electric equivalents will also further increase the backlog figure as electric vehicles are twice the cost of an ICE vehicle.

3.5.2	<p>In 2021/22 investment of £9.114 million provided 114 replacement, new and in-production vehicles. This comprised 25 rescue pumps, 2 aerial ladder platforms, 3 fire investigation units, 8 hydrant support vehicles and 76 replacement vehicles within the light fleet.</p> <ul style="list-style-type: none"> • 7, 18-tonne Heavy Rescue Pump Appliances were delivered, which will go to refresh driver training fleet, allowing utilisation of Euro 6 compliant appliances in Ultra Low Emission Zone (ULEZ) areas of Scotland and further reduced the average fleet age in this category to an average age of 9.53 years from 10.93 years. This had no impact on the backlog of appliances in this category, as SFRS needs to introduce 30 appliances in this category year on year to standstill. • 18, 15-tonne Medium Rescue pumps were delivered, which will go to replace end of life fleet in West SDA and North SDA areas. This will reduce the emission output of euro 2 compliance to euro 6 compliance in these more rural areas and reduces the average vehicle age from 15.74 to 14.6 years. • 2 new Rosenbauer 32metre Aerial Ladder Platforms were procured but supply chain issues have severely hampered the build due to current market challenges around chassis supply. Payment was made for the engineering stage of these vehicles. Delivery will now be in 2023. This will allow implementation of SFRS aerial fleet strategy and make significant changes to fleet working within the ULEZ cities. • 3 new Fire Investigation Units were delivered, allowing for standard working practices across Scotland and removing end of life legacy service fleet. It will also make a positive impact on fleet backlog and emission output in this category. • 3 fully electric 9 seat minibuses were introduced, making a significant impact on euro emission output and reduction of fleet average age in this category to 6 years from 8.21 years. • 26 general purpose vans were introduced replacing end of life fleet and making significant impact on euro emission output and backlog in this category. • 8 hydrant support vehicles were introduced, replacing 4 life expired vehicles together with an increase of 4 vehicles to the fleet allowing the introduction of hydrant operatives across the whole of Scotland, to be utilised in a standard working model. It also makes an impact on Euro emissions and backlog in this category. The average age of vehicles in this category has now dropped to zero. • 45 fully electric response cars were introduced, removing end of life fleet and reducing the average age in this category to 2.34 years from 4.8 years, making the response fleet either Euro 6 or carbon neutral as a minimum in this category. • 2 hybrid management team cars were introduced, reducing the average euro emission standards in this category.
3.6	ICT
3.6.1	<p>In 2021/22 investment of £4.403 million in our ICT infrastructure has enabled:</p> <ul style="list-style-type: none"> • Replacement of core ICT assets, mainly laptops (550), and peripherals such as docking stations (500), monitors (135) and cameras, headsets, wireless cards etc (371) to ensure the five-year replacement strategy for desktop/mobile equipment is adhered to, preventing any resurgence of backlog seen in previous years. • Implementation of 5 Teams conferencing setups in corporate buildings and replacement of ageing audio visual equipment such as screens and projectors with smartboards in 29 stations. This is an ongoing replacement programme as and when budget is available. • Purchase and rollout of 4,000 multi-factor authentication tokens to allow operational staff secure access to Office 365 from any device/location. The rollout of tokens continues until September 2022. • Services to implement the new Wide Area Network in 350+ locations improving broadband speeds and access. The rollout carried forward into 2022/23 with one location outstanding at September 2022.

- Services to carry out annual penetration testing by independent supplier to maintain and improve cyber security.
- Replacement of end of life firewall hardware to maintain and improve cyber security. Further investment will continue to replace other network equipment in future years.
- Replacement of 743 pagers and 250 fireground radios to support operational communication addressing mainly breakage and wear and tear of this equipment. Ongoing investment will continue on pagers as required but fireground radios will be replaced with digital models in the three years from 2022/23.
- Upgrade of WiFi infrastructure including replacement of 250 Wireless Access Points (WAPs). Further investment will continue into future years to meet the seven-year replacement strategy for this type of equipment.
- Services to move off premise Gartner solutions to Amazon Web Services from previous on-premise environments, work completed on budget and timescale.
- Services to develop electronic forms for HR and other business improvement which will continue into future years to support the automation of processes and replace the use of Microsoft Word and Excel forms.
- Continuation of the Command & Control Futures Project.

3.7 Operational Equipment

3.7.1 In 2021/22 over 22,000 equipment items were older than the stated replacement cycle, representing an investment backlog of over £15.000 million.

3.7.2 Investment of **£9.839 million** in Operational Equipment has helped to reduce the Equipment Investment backlog and enabled the purchase and commissioning of:

- 169 Advanced Weber Battery Powered Rescue Equipment sets and additional batteries.
- 121 Standard Weber Battery Powered Rescue Equipment sets and additional batteries.
- 2 Weber Heavy Rescue Battery Powered Rescue Equipment sets and additional batteries.
 - All of the above sets were for allocation to the new rescue pumps entering service and also for the replacement of aging assets, thus increasing firefighter safety and de-risking SFRS from High Pressure injection injury cases.
- 43 Rapid Weber Battery Powered Rescue Equipment sets and additional batteries.
 - These sets were for the replacement of aging assets, thus increasing firefighter safety and de-risking SFRS from High Pressure injection injury cases
- 112 ladders (13.5 metre, 9 metre, roof and short extension) for new rescue pumps
- 28 Light Portable Pumps for new rescue pumps
 - The ladders and Light Portable Pumps are to replace aging assets that are at the end of their useful lives across all 3 SDA areas.
- 170 Gas Tight Suits to replace assets at end of life and support operational frontline delivery for Hazmat incidents.
- 150 Automatic distress signal units to replace assets at end of life and support operational frontline delivery for Hazmat incidents.
- 8 Swift Water and Flood Response Technician (SRT) Boat packages (Boats, outboards, trailers). These are replacements of 4 water rescue boat packages that are at end of life and 4 for the Training department, increasing Firefighter safety and operational response.
- 140 Safe Working At Height kits. These are replacements and standardisation of SWAH equipment that has come to end of life, part of ongoing replacement program.
- 7,500 incident ground lighting systems (torch) to provide personal issues lighting solution to all firefighter's, increasing firefighter safety.
- 2,350 x lay flat firefighting hoses to replace aging assets that are at the end of their useful lives across all 3 SDA areas.

<p>3.8</p> <p>3.8.1</p> <p>3.8.2</p> <p>3.8.3</p> <p>3.8.4</p>	<ul style="list-style-type: none"> • £2.0 million on Structural PPE replacement of items that have been damaged through wear and tear and new recruits entering service. • £3.5 million for the capitalisation of PPE stock. <p>Risk</p> <p>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. The impact of the risks were managed through the Capital Monitoring Group throughout the year.</p> <p>The worldwide shortage of semi-conductors in 2021/22 continued to present significant risks to the delivery of Rescue Pump Chassis, Laptops and the connection of Electric Vehicle Charging Points in the financial year. The impact of the risks were managed through the Capital Monitoring Group throughout the year.</p> <p>Due to the Covid 19 pandemic, building construction costs significantly increased, as well as delays in supplying materials which continued to impact capital spending in the year. The impact of the risks were managed through the Capital Monitoring Group throughout the year.</p> <p>The capital investment made in 2021/22 has been reflected in our asset management plans and the approved risk based three year capital programme for 2022/23 to 2024/25.</p>		
4	Recommendation		
4.1	The Board is asked to scrutinise the information contained within this report.		
5	Core Brief		
5.1	The Acting Director of Finance and Procurement advised the Board of the final Capital Budget Outturn position before audit for the financial year ending 31 March 2022 and outlined the areas which have benefitted from capital investment over the year and the remaining challenges in our capital investment plan.		
6	Appendices/Further Reading		
6.1	Appendix A - Provides details of the minor upgrades undertaken to 111 (30%) of our fire stations across Scotland.		
7	Key Strategic Implications		
7.1	<table border="1" style="width: 100%;"> <tr> <td style="width: 80%;">Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</td> <td style="width: 20%;">Yes/No</td> </tr> </table>	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes/No
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Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager/Ijaz Bashir, Asset Governance & Performance Manager		
Sponsored by:	Lynne McGeough, Acting Head of Finance & Procurement		
Presented by:	John Thomson, Acting Director of Finance & Procurement		

Links to Strategy and Corporate Values		
Our Money & Our Performance – SFRS Strategic Plan 2019-22, Asset Management Strategy 2019-2029.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>24 October 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 October 2022</i>	<i>For Scrutiny</i>

SCOTTISH FIRE & RESCUE SERVICE
Capital Outturn 2021/22

Appendix A

Property Expenditure

Property	Description of Works	SDA Area
Achiltiebuie Fire Station	Replace Appliance Bay Doors	North
Alloa Fire Station *	Replace end of life Generator set and Installation of wireless L1 fire detection system	East
Aultbea Fire Station *	Replacement Appliance Bay Doors	North
Altens Fire Station *	Replacement appliance Bay Door 2 rear and Yard resurfacing	North
Auchtermuchty	Replace end of life Roof coverings	East
Ayr Fire Station *	Replace Floor coverings I corridors (phase 1) and Installation of new Heating plant and dhw system	West
Balfroun Fire Station	Replacement of end-of-life Roof coverings	East
Ballater Fire Station	Gutter replacement and fitting snow guards	North
Balloch Fire Station	LED lights	West
Baltasound Fire Station	Roof encapsulation	North
Banchory Fire Station *	Drill Tower foundation replacement and tower refurbishment	North
Bathgate Fire Station *	Replace 52no. internal pass and fire door sets in accordance with SFRS corporate standards and Internal reconfiguration for SAS sharing purposes	East
Beith Fire Station	Appliance Bay door front	West
Bellshill Fire Station *	Upgrade fire doors and Refurbish watch managers toilet/shower	West
Benbecula Fire Station *	Provision of Standby Generator	North
Bo'ness Fire Station *	Replace 39no. internal pass and fire door sets in accordance with SFRS corporate standards.	East
Bowmore Fire Station	LED lights	West
Broadford Fire Station	Roof encapsulation	North
Broxburn Fire Station *	Full re-wire of station	East
Burntisland Fire Station *	Lift end of life concrete hardstanding and renew with RC	East
Calton Fire Station *	Upgrade distribution board	West
Campbeltown Fire Station *	Overhaul of full tower	West
Castle Douglas Fire Station	Renew defective flooring	West
Castlebay Fire Station *	Provision of Standby Generator	North
Castlemilk Fire Station *	CCTV installation	West
Clarkston Fire Station *	Refurbish kitchen area and Stringer flashing roof elevation	West
Clydebank Fire Station *	Renew doors and windows	West
Coatbridge Community Safety Office	Upgrade 3 fire doors and Upgrade watch managers toilets	West
Coldstream Fire Station *	Replace 10no. internal pass and fire door sets in accordance with SFRS corporate standards.	East
Cowcaddens Fire Station & LSO Offices *	Boiler replacement	West
Crewe Toll Fire Station	Resin flooring remedial works	East
Dalkeith Fire Station	Single ply over-roofing	East
Douglas Fire Station *	Upgrade of B.A Room	West
Dufftown Fire Station	Replace soffits	North
Dumbarton Fire Station *	Rewire station as per design and Overhaul of full tower	West
Dumfries Fire Station & LSO Offices	Upgrade Led lighting & suspended ceilings	West
Dumfries Training Centre	Boiler replacement	West
Dundee Asset Resource Centre *	Expansion and reconfiguration of stores facility	North
Dundee Control *	Provision of new fire door and fire stopping in loft and Ventilation modifications	North
Duns Fire Station *	Replace 14no. internal pass and fire door sets in accordance with SFRS corporate standards.	East
Dunvegan Fire Station *	Replacement fence and gates to land next to station	North
East Kilbride Fire Station *	Replace appliance bay doors	West
East Linton Fire Station *	Replace 2no. external door sets and 10no. windows in accordance with SFRS corporate standards.	East
East SDA HQ/ARC	Traffic management and site security measures	East
Falkirk Fire Station *	Replace 80no. internal pass and fire door sets in accordance with SFRS corporate standards.	East
Fetlar Fire Station	Roof encapsulation	North
Fort Augustus *	Replacement Appliance Bay Doors	North
Fort William Fire Station *	AHU Remedial works	North
Fortrose Fire Station *	Roof encapsulation	North
Fraserburgh Fire Station	Drainage repairs	North
Gairloch Fire Station *	Replacement Appliance Bay Doors	North
Girvan Fire Station	Replace lighting with LED and Renew roof coverings	West
Golspie Fire Station	Roof encapsulation	North
Govan Fire Station *	CCTV installation	West
Hamilton Fire Station	Upgrade of Lighting & suspended ceilings on ground floor	West
Hawick Fire Station	Drill tower concrete remedial works	East
Hillswick Fire Station *	Installation of fences and gate	North
Invergordon Fire Station *	Replacement Appliance Bay Doors	North
Inverness Asset Resource Centre *	Replacement external doors, Roof encapsulation and Replacement intruder alarm	North

SCOTTISH FIRE & RESCUE SERVICE
Capital Outturn 2021/22

Appendix A

Property Expenditure

Property	Description of Works	SDA Area
Inverness Fire Station and Headquarters *	Roof encapsulation	North
Johnstone Fire Station *	Replace Priva Building Management System	West
Johnstone Operational Control *	Replace 2 Denco units at JOC	West
Kingsway East Fire Station	Cladding coatings	North
Kinlochleven Fire Station *	Install new sewage pumps	North
Kirkcaldy Fire Station	Balcony drainage works	East
Kirkcudbright Fire Station *	Overhaul Training Tower including Lighting, Cills and make good finishes	West
Kirkwall Fire Station *	Design new switch room, Provision of Standby Generator and Roof encapsulation	North
Kirriemuir Fire Station *	Weather proof coating	North
Lairg Fire Station	Replacement Appliance Bay Doors and Roof encapsulation	North
Langholm Fire Station *	Upgrade of Lighting, Heating and Fire alarm	West
Lesmahagow Fire Station *	ACM above suspended ceilings, drop ceilings dispose of ACM & Renew lighting and suspended ceiling	West
Linlithgow Fire Station	Replacement of external door sets and screens	East
Livingston Fire Station	Resin flooring remedial works and Drill tower concrete remedial works	East
Lochmaddy Fire Station	Replacement electric heating	North
Macapline Road Fire Station *	Replacement Appliance Bay Doors	North
Millport Fire Station	Erect new Crofton tower and associated ground and electrical works	West
Moffat Fire Station	Upgrade of B.A Room	West
Montrose Fire Station *	Roof encapsulation	North
Motherwell Fire Station & LSO Offices *	Renew defective tarmac front of building and Plate heat exchanger	West
Newbridge Training Centre	Rectification works from new build.	East
Newcraighall Fire Station *	Tower & Canopy Remedial works inclusive of full preparation and application of new protective coatings	East
Newton Stewart Fire Station *	Overhaul Training Tower including Lighting, Cills and make good finishes	West
North Anderson Drive Fire Station *	Yard resurfacing and BA Room Modifications	North
Oban Fire Station *	External Signage	West
Papa Westray Fire Station	Replacement electric heating	North
Peebles Fire Station *	Replace 2no. external door sets and 13 no. windows in accordance with SFRS corporate standards.	East
Perth Fire Station and Training Centre *	Boiler replacement	North
Peterhead Fire Station *	Replacement lighting, Fire door improvements and Gutter repairs and steelwork coatings	North
Portlethen Training Centre	Roof encapsulation	North
Portree Fire Station	Roof encapsulation	North
Renfrew Fire Station *	Erect new Crofton tower and associated ground and electrical works	West
Rousay Fire Station *	Replacement electric heating	North
Scalpay Fire Station	Replacement electric heating	North
SFRS HQ and National Training Centre *	Carry out adaptations to multi storey building to support the provision of training	West
Sighthill Fire Station	Full re-wire of station and Replace internal fire and pass door sets	East
Slamannan Fire Station	Rewire drill tower, Replacement of drill tower shutters, defective rendering and re-pointing of brickwork, Replacement of external door sets and screens and Replacement of end of life roof coverings (station and tower)	East
Stranraer Fire Station	Upgrade of B.A Room	West
Stromness Fire Station	Drill tower refurbishment	North
Strontian Fire Station *	Replacement Appliance Bay Doors	North
Sumburgh Fire Station	Replacement electric heating	North
Tain Fire Station	Replacement Appliance Bay Doors	North
Tarbert Fire Station *	Roof Covering and ancillary works	West
Tayport Fire Station *	Rewire throughout in accordance with PE drawings/specification and Replacement of ceiling throughout appliance bay	East
Thurso Fire Station *	Weather proof coating	North
Tobermory Fire Station *	Overhaul of full tower	West
Tollcross Fire Station *	Roofing remedial works/provision of additional gutter overflow	East
West Calder Fire Station *	Toilet and shower areas - upgrading in accordance with SFRS corporate standards and SSD, Protective coatings to structure and Replacement of end of life roof coverings	East
West SDA HQ *	Replace windows main office block open plan area and Dunlop suite and Replace internal doors first floor	West
Wick Fire Station *	Weather proof coating	North
Yell Fire Station	Replacement electric heating	North
Yorkhill Fire Station *	Renewal of fans and Watch commander's Toilet and shower areas - upgrading in accordance with SFRS corporate standards and SSD	West
TOTAL	111	

* Projects spanning 2 financial years or where capital budget has been spent over 2 consecutive years

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



Report No: B/SFRS/15-22

Agenda Item: 18.1

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 OCTOBER 2022						
Report Title:	REVISED ANNUAL OPERATING PLAN 2022/23						
Report Classification:	For Information	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service (SFRS) with the amended Annual Operating Plan (AOP) 2022/23 for information.						
2	Background						
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an AOP each year to support the achievement of the Strategic Plan.						
2.2	The current AOP was approved by the SFRS Board in April 2022. At that time, the AOP was aligned to the four Outcomes of the Strategic Plan 2019-22, with the understanding that the document would be re-aligned in October 2022 once the Strategic Plan 2022-25 was published.						
3	Main Report/Detail						
3.1	The new SFRS Strategic Plan 2022-25 was laid before Parliament on 3 October 2022 and is now live.						
3.2	Publication of the new Plan instigated the need to review a range of our business planning documents, one of which is the AOP 2022/23.						
3.3	The revised AOP, attached as Appendix A , contains the existing information that was approved by Board members in April 2022. This information has been re-formatted to ensure that the actions and milestones are now aligned to the seven new Strategic Outcomes as outlined in the Strategic Plan 2022-25.						
3.4	The revised AOP 2022/23 will operate until 31 March 2023. Work to develop the AOP 2023/24 will begin in late November 2022 when Directorates will be asked to consider actions for 2023/24. These actions will be reviewed and interdependencies identified at Senior Management Board (SMB) and Strategic Leadership Team (SLT) workshops planned for January 2024. Thereafter, the draft AOP 2023/24 will be submitted to the SMB in February 2024, followed by the SLT and the Board of SFRS in March 2024, allowing for publication in April 2024.						
3.5	In the meantime, quarterly reporting against the AOP 22/23 will continue to the SMB, SLT and the SFRS Board via the Corporate Risk and Performance Report, with any timescale or action amendments being requested through this governance route.						

4	Recommendation	
4.1	Members of the SFRS Board are asked to: <ul style="list-style-type: none"> Note the realignment of the Annual Operating Plan 2022/23 	
5	Core Brief	
5.1	Following publication of the Strategic Plan 2022-25, the Director of Strategic Planning, Performance and Communications presented the re-aligned Annual Operating Plan 2022/23 to the SFRS Board for information.	
6	Appendices/Further Reading	
6.1	Appendix A – Revised Annual Operating Plan 2022/23	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Louise Patrick, Temporary Strategic Planning Manager	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service (SFRS) is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>5 October 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 October 2022</i>	<i>For Information</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN 2022/23

April 2022 – March 2023

(Revised October 2022)

Safety. Teamwork. Respect. Innovation.

Introduction

To strengthen Scottish Fire and Rescue Service's (SFRS) business planning arrangements, and to ensure that our primary statutory responsibilities as directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function) (Scotland) Order 2005 are met, the Service creates an Annual Operating Plan which details how we will achieve our strategic outcomes over the lifetime of our Strategic Plan.

The Annual Operating Plan 2022/23 has 22 actions that will be carried out throughout this reporting year. Building on the success of our actions in previous years, these actions have been proposed to ensure that continuous improvement of our services is achieved. These actions and the key aspects of the work to be undertaken will enforce our commitment to build national and community resilience, to develop our workforce, modernise our response and improve local outcomes, governance and social responsibility arrangements.

The Annual Operating Plan has been structured to show the actions we will take to achieve the seven outcomes set within the Strategic Plan 2022-25¹, see below. Although work for Directorates may naturally fall into just one of the key areas below, it is important to note that no single Directorate is responsible for the sole delivery of any of the Strategic Outcomes.

- **Outcome 1** – Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies from harm.
- **Outcome 2** – Communities are safer and more resilient as we respond effectively to changing risks.
- **Outcome 3** – We value and demonstrate innovation across all areas of our work.
- **Outcome 4** – We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
- **Outcome 5** – We are a progressive organisation, use our resources responsibly and provide best value for money.
- **Outcome 6** – The experience of those who work for SFRS improves as we are the best employer we can be.
- **Outcome 7** – Community safety and wellbeing improves as we work effectively with our partners.

The Annual Operating Plan is made up of fundamental improvement actions. Many of these actions are considerably wide-ranging and substantial in scale, and as such, there will be a requirement to carry these forward into future years for completion with tasks undertaken in phases to ensure necessary scrutiny and forward planning. Progression of actions during this specific operating period will be demonstrated through the achievement of specific key milestones. Only those milestones scheduled to commence in this

¹ Although originally published in April 2022 to align to the Strategic Plan 2019-22, this Annual Operating Plan was revised in October 2022 to re-align with the new Strategic Plan 2022-25 which came into effect on 3 October 2022.

operating period have been included within this Plan. Additional milestones will be detailed in future operating plans to support the achievement of these actions.

Recovering from Covid-19

This Plan was created following a period of unprecedented national and global adversity with the emergence of the Covid-19 pandemic. Throughout this period of long-term significant impact, we have continued to deliver strong, reliable and resilient services, achieve stability through flexibility and provide communities with the support of a dependable and functioning Service. As we move into the next phase following the pandemic, we continue to build upon the strong foundations we have established, with a view of maintaining flexibility through significant changes to our operating landscape and amendments to our working practices which are reflected in the key improvement actions.

As the Service emerges from the significant impacts of the global pandemic and moves from a response to a phase of recovery, reset and renew, the implications on how the Service works and the issues we will have to manage will become more apparent. However, as we move forward the longer-term impact that the virus has had upon the Service and staff will continue to be a main priority in the planning and progression of all workloads (across the Service) not necessary.

The Senior Management Board (SMB) will oversee all recovery work on behalf of the Service, and this will have significant impacts for all Directorates. As the scale and impact of that work becomes apparent it may also have an impact on the content of the Annual Operating Plan 2022/23. We fully anticipate that the impact on our staff will be significant as we re-orientate towards and through the recovery period. Consequently, this will significantly impact on the workloads of all directorates.

At this stage of the planning process the full impacts of recovery work are not fully known. It is certain that new actions for directorates will arise over the course of the year and will be incorporated into the Annual Operating Plan. Conversely, this may mean actions currently included are amended or postponed into future years as directorates re-prioritise their workloads accordingly. Any such changes will be managed through the SMB and will be reported to both the Strategic Leadership Team (SLT) and the SFRS Board for scrutiny purposes.

As such, this document will remain flexible ensuring that we can amend matters as new priorities arise within our changing operating environment. As the Plan changes, an updated version will be published on the website with any new activities or updates clearly highlighted.

Actions will be progressed where possible, but our primary focus will be to continue to protect our people so that they can keep delivering an effective service for Scotland.

Monitoring Progress

Progress reports on the Annual Operating Plan will be prepared each Quarter in the form of the Corporate Risk and Performance Report. These will be monitored by the SMB who will adopt a planning and performance scrutiny role. Reports will then be shared with the SLT and the Board for scrutiny and/or noting.

The SMB, who also scrutinise our Portfolio of Projects, will give our senior managers insight into the

delivery requirements of our strategic activities and ensure effective delivery.

Business as Usual Activity

The Annual Operating Plan complements the many “business as usual” (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day-to-day activities of a function, team or individual which are essential to the sound operation and delivery of our services. Although not included in the Annual Operating Plan, these activities require significant resources from each of our Directorates. The planning processes implemented when developing this Plan, however, ensure that the Annual Operating Plan is flexible enough that it can be delivered alongside our BAU activities.

Each day our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort is expended in making sure our crews and commanders are sufficiently prepared, trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with national and local groups, businesses and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In carrying out our day-to-day business, we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public through various accessible communication platforms, which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day to day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health, safety and wellbeing support arrangements to ensure that our people feel safe, valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

Portfolio Office

As well as our BAU activity and the Annual Operating Plan actions that follow, key change and improvement projects will also be progressed during the year. Determined by the high level of risks associated with their delivery, these projects will be managed and scrutinised through our Portfolio Office arrangements.

Different from the actions of the Annual Operating Plan, these projects will be overseen by our SMB and progress scrutinised by the Change Committee.

Further work on our forward planning will be carried out during this year to understand more fully the combined impact of Improvement Projects, Annual Operating Plan actions and BAU on our capacity.

The list on the following page indicates what projects we are progressing this year. Please note that this list is current as at September 2022 and may be revised during the year:

Outcome	Programme/Function	Project	Scope	Start Date	Due Date
2 – Response	On Call Strategy	Attraction & Recruitment Improvements	To promote and enhance the Service’s ability to attract and recruit potential candidates to the role of RVDS firefighter whilst refining our processes and improving the candidates experience.	Nov-21	Apr-23
	On Call Strategy	Responding Options & Duty System	To improve the flexibility and effectiveness of all our RVDS resources to enhance the service we provide to the communities whilst providing additional agile working solutions.	Nov-21	Jun-23
	On Call Strategy	Variable Contracts & Station Establishment	Creation of an improved reward framework that appropriately remunerates RVDS employees, enhances flexibility in contractual arrangements and improves appliance availability which positively impacts on our ability to attract, recruit and retain RVDS firefighters; and to support the ability to improve availability of our RVDS appliances and better inform our recruitment needs.	Nov-21	Mar-23
	Service Delivery Model	Demand Based Watch Duty Systems	To create a more efficient alignment between appliance crewing arrangements and variations in the local service delivery demand profile.	Jun-18	Jul-23
	Service Delivery Model	Community Risk Index Model	To deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. The model will be accredited by Edinburgh University.	May-19	Jul-23
	Service Delivery Model	Station and Appliance Review	To identify where and how the distribution of community fire stations and pumping appliances can be rebalanced to provide a more efficient, harmonised and risk-based delivery of services	May-19	Jul-23
	Major Projects	Command and Control Phase	To deliver a modern, resilient and scalable command and control communications system and supporting infrastructure that meets the priorities of	Jan-14	TBC

			the organisation in terms of improving Firefighter and community safety. The initial stage of the Programme has been completed with the integration of eight Operations Controls into three. The focus of the Programme will now be on the delivery of the Command and Control Mobilisation System Project outcomes.		
4 – Climate Change	Major Projects	Low Carbon Emission Vehicle	To determine a proof of concept low carbon appliance, prior to moving into full multiple production models. All the data, performance information, evaluation criteria and any lessons learned will be collated and can be shared.	Apr-20	Mar-24
6 – Best Value	Major Projects	McDonald Road Redevelopment and Museum of Fire	To carry out a reconfiguration and refurbishment of McDonald Road Fire Station to provide a modern fire station, City of Edinburgh Local Senior Officer headquarters, a Museum of Fire, and facilities for support staff, partner agencies and the community.	Apr-17	Sep-22
	People, Training, Finance and Assets Systems (PTFAS) Programme	People, Payroll and Finance	To deliver a fully integrated solution that meets the functional and business needs. The programme will realise several business benefits for SFRS including improved access for managers to business data, improved business reporting, an improved user experience and create business capacity through the automation of processes.	Apr-21	Apr-24
	People, Training, Finance and Assets Systems (PTFAS) Programme	Rostering	To define and implement new ways of working for the Service's rostering that is characterised by more efficient processes. This will be underpinned by new application(s) that are inherently more integrated and that remove the need for duplication of effort and maintenance of workarounds.	Jan-22	Apr-24
	Major Projects	West Asset Resource Centre	To design and construct modern, fit for purpose workshops and stores facility capable of increasing	Aug - 20	Jul-23

			the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs, to be located on a vacant site at Cambuslang to the east of the National HQ and Training Centre site.		
7 – Partnership	Major Projects	Emergency Services Network Implementation (ESN)	To plan and implement the transition from Airwave to ESN within the stated timescales, ensuring that the operational impact to SFRS is minimised. This work will also ensure full integration of the ESN to the new Command and Control System and all associated back office systems.	May-19	Dec-26

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies from harm.

SO1: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Design a training framework for employees and volunteers to ensure robust health and safety and safeguarding for Children and Young People operational drills.	Apr-21	Oct-22 (Completed)	Service Delivery (Prevention & Protection)	SR3, SR4
<p>Purpose: This action will ensure compliance with relevant legislation. It will also promote diversity and help to ensure that young people are safe from fire and personal harm. The review of adult safeguarding will ensure legislative compliance and assist with agreed adult safeguarding referral pathways. Understanding the contributory factors, missed intervention opportunities, trends and outcomes from Case Conferences ensures that SFRS can adjust strategy and tactics to target the members of our communities at risk.</p>					

S01: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Agree and implement a SFRS specific competency Framework that will outline the competency standards and skills required of FSE teams.	Apr-21	Mar-23	Service Delivery (Prevention & Protection)	SR3, SR4, SR5
	Seek and produce a development pathway for FSE that will maintain skills and provide a dedicated promotion pathway within the function.	Apr-21	Mar-23		
	Implement and procure an accredited training package for new Fire Safety Enforcement and Fire Engineering officers which aligns to the agreed Competency Framework.	Apr-21	Mar-23		
	Undertake a review of the risk rating methodology to	Apr-21	Mar-23		

	determine local and national priorities in line with the National Fire Chief's Council review into Risk Based Inspection Programs.				
<p>Purpose: Following the work undertaken post Grenfell, the importance of competency is being reinforced across all sectors. This action will reduce risk to the organisation from challenge in competency and provide a framework to ensure all FSE teams are adequately trained, skilled and maintaining their competence. This will also retain the skills developed within the function through a development pathway and consider any revisions required to manage community risk.</p>					

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

SO2: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implementation of the SFRS Operational Strategy.	Establish Strategy Implementation Plan and processes.	Apr-22	Jun-22 (Completed)	Service Delivery (Operations)	SR1, SR3, SR6, SR7
	Implement new governance route for Operational Strategy work streams.	Apr-22	Jun-22 (Completed)		
	Review and refresh how we identify, adopt, procure, and introduce service operational assets and manage these over the course of their lifespan.	Apr-22	Dec-22 (Completed)		
	Develop a plan in conjunction with Asset Management for future operational Fleet.	Oct-22	Dec-22 (Completed)		
<p>Purpose: To mainstream the SFRS Operational Strategy moving it from Task and Finish to Business as Usual.</p>					

SO2: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation	Develop and implement monitoring arrangements that are capable of measuring the impact of new AFA response model against intended benefits and perceived risks.	Mar-22	Dec-22	Service Delivery (Prevention & Protection)	SR2

Work Plan for the preferred option as agreed following the national consultation process.	Work with Alarm Receiving Centres (ARCs) to establish new operating agreements based on the expectations of the new response model.	Apr-22	Dec-22		
	Review and revise UFAS policy, in light of changes to Automatic Fire Alarm (AFA) response model and recommendations from UFAS Stocktake Review.	Oct-21	Feb-23		
	Develop a communications and engagement plan focusing on "preparing for implementation".	Feb-22	Mar-23		
	Undertake a programme of training and awareness, that will prepare affected staff for any change.	Apr-22	Mar-23		
	Configure mobilising system to accommodate new AFA response model and associated monitoring arrangements.	Apr-22	Mar-23		
Purpose: Following the publication and adoption of the recommendation within the Time for Change Reducing Unwanted Fire Alarm Signals Report, the SFRS has commissioned a UFAS Preparing for Implementation Working Group to take forward the work streams, that will ensure implementation of the chosen model for responding to AFAs and supporting policy, procedures and other necessary arrangements.					

SO2: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implementation of Year 3 of the Training Strategy.	Implementation of a process for individuals to record training and development requirements.	Apr-22	Jul-22 (Completed)	Training, Safety and Assurance (TSA)	SR 4, SR 5, SR 6
	Implementation of a process to ensure that the individual, team and organisational needs are recorded to use as a key driver for direction future training delivery.	Apr-22	Jul-22 (Completed)		
	Implementation of revised key performance indicators to assist and support the	Apr-22	Oct-22 (Revised Due)		

	Performance Management Framework.		Date Mar-23)		
	Ensure work carried out within the auspice of the Strategy is well managed in accordance with the SFRS governance process.	Jun-22	Mar-23		
Purpose: To deliver the priorities set out within the Training Strategy.					

SO2: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Full Review of the Training Continuous Improvement Programme.	Creation of the Training Continuous Improvement Board which will provide governance for all areas of improvement within the Training function.	Apr-22	May-22 (Completed)	Training, Safety and Assurance (TSA)	SR 4, SR 5
	Carry out review of Continuous Improvement Programme. Rationalisation and re-distribution of remaining recommendations.	Apr-22	Jun-22 (Completed)		
	Implementation of new Training for Operational Competence Framework.	Apr-22	May-22 (Completed)		
Purpose: A review of our Continuous Improvement Programme will ensure we continue to improve training efficiency and performance, thereby improving both firefighter and public safety.					

SO2: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Delivery of the Document Conversion Project.	Deliver Frontline Delivery Platform.	Apr-22	Sept-22 (Revised Due Date TBC)	Service Delivery (Operations)	SR 1, SR 3, SR 7, SR 8
	Deliver the completion of Transport Work Packages.	Jul-22	Oct-22 (Revised Due Date Dec-22)		
	Deliver the completion of Firefighting Work Packages.	Oct-22	Jan-23 (Revised Due Date Feb-23)		

	Deliver the completion of Hazmat Work Packages.	Jan-23	Mar-23		
Purpose: A two-year project to review and update all SFRS operational documents into Policy and Operational Guidance, Manuals or Operating Procedures. Using SharePoint, the project will deliver accessible, risk critical information to Firefighters and Incident Commanders on the incident ground.					

SO2: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Procure and implement replacement digital fireground radios.	Carry our procurement of replacement radios including market engagement and detailed specification of requirements.	Apr-22	Sep-22 (Revised Due Date Jan-23)	Service Development	SR1, SR6
	Develop implementation plan to rollout replacement radios.	Jun-22	Sep-22 (Revised Due Date Jan-23)		
	Commence rollout of replacement radios.	Sep-22 (Revised Start Date Feb-23)	Mar-23		
Purpose: Research and development has taken place to confirm the strategy of replacing SFRS current analogue fireground radios with digital radios to enhance reliability and contribute to firefighter safety.					

Outcome 3: We value and demonstrate innovation across all areas of our work.

SO3: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a SFRS Innovation Strategy	Consult across the service and with partners on approaches to progressing innovation.	Apr-22	Jul-22 (Completed)	Strategic Planning, Performance and Communications	SR 8
	Publish SFRS Innovation and Improvement Strategy.	Jul-22	Dec-22 (Completed)		
Purpose: To allow SFRS to make clear progress against its Innovation value, bring together a coherent approach to innovation and better meet the requirements contained within the Fire and Rescue Framework for Scotland and the SFRS Strategic Plan.					

SO3: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Progress the development of an in-house Health and Safety Management Information System. (HSMIS)	Launch of the reporting functionality associated with Event Reporting and Display Screen Equipment (DSE).	Apr-22	Jun-22 (Revised Due Date Dec-22)	Training, Safety and Assurance (TSA)	SR 4, SR 5, SR 6
	Launch of system elements of Workplace Inspection, Workplace Transport and Risk Assessment.	Apr-22	Sep-22 (Revised Due Date Mar-23)		
	Launch of system elements of Self-Audit and First Aid.	Sep-22	Jan-23 (Revised Due Date Mar-23)		
	Completion of Event Reporting upgrades.	Dec-22	Mar-23		
Purpose: To develop and implement a bespoke Health and Safety Management System that meets the needs of SFRS.					

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

SO4: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Year 2 Actions from the Carbon Management Plan 2020-2025	Install Electric Vehicle Charging to corporate hubs and rural wholetime stations with Watch Managers.	Apr-21	Mar-23	Finance and Contractual Services	SR8, SR7, SR6, SR4
	Photo voltaic installations to corporate hubs and larger wholetime stations.	Apr-21	Mar-23		
	Installation of Building Management Systems to larger premises.	Apr-21	Mar-23		
Purpose: Our Carbon Management Plan, in response to the Scottish Government's Emergency Climate, is a legislative commitment. This action will see delivery of our Year 2 actions within the Plan which seek to reduce our carbon footprint and provide a cleaner environment to the communities of Scotland.					

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money.

SO5: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Integrate business case process with Portfolio lifecycle phases.	Jul-22	Sep-22 (Revised Due Date Mar-23)	Service Development	SR7, SR8
	Design Portfolio roles and responsibilities.	Apr-22	Jun-22 (Completed)		
	Refresh, renew and integrate Portfolio governance.	Jan-22	Jun-22 (Completed)		
	Implement and embed interim tooling.	Jan-22	Jun-22 (Revised date Dec-22)		
	Design Portfolio prioritisation and selection process.	Jul-22	Sep-22 (Revised Due Date Mar-23)		
<p>Purpose: The purpose of introducing and implementing a consistent and repeatable approach to Portfolio, Project and Programme Management out in full. Is to ensure that progress both at an individual and collective level across the change portfolio is regularly monitored against our delivery baselines which helps to ensure that delivery stays on track and that the change portfolio remains strategically aligned as well as relevant and reflective of best value for the SFRS.</p>					

SO5: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change.	Establish a Benefits Management Strategy.	Feb-22	Apr-22 (Revised Due Date Mar-23)	Service Development	SR7
	Establish a Benefits Management Process and Categorisation.	Jul-22	Sep-22 (Revised Due Date Dec-22)		

	Integrate Benefits Management Process with Business Case Process.	Jul-22	Sep-22 (Revised Due Date Jan-23)		
	Develop a Benefits Management Tool that allows for Forecasting and Mapping.	Aug-22	Sep-22 (Completed)		
	Develop Benefits Management Reporting and KPIs.	Jul-22	Sep-22 (Revised Due Date Mar-23)		
	Integrate Benefits Tracking across the Business Change Lifecycle.	Oct-22	Dec-22		
<p>Purpose: The purpose of our Management of Value Framework is to clearly identify and manage the benefits anticipated and to be realised from across the change portfolio, helping to inform the decision-making process in selecting new change initiatives and ensuring SFRS make best use of scarce organisational resource and that each project and programme adds value and contributes directly to the overall strategic objectives and outcomes defined by SFRS.</p>					

SO5: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Design and Implement a Continuous Improvement Framework across SFRS.	Develop a Continuous Improvement and Quality Strategy.	Jan-22	Jun-22 (Revised Date Jan-23)	Service Development	SR8
	Develop a Self-Assessment Process and Reporting format.	Mar-22	Jun-22 (Revised date Mar-23)		
	Establish a suite of Continuous Improvement Processes and Tools.	Jul-22	Dec-22 (Revised date Mar-23)		
	Determine Organisational Quality Management System (QMS) Capability and Readiness.	Oct-22	Dec-22 (To be carried forward into 23/24)		
	Design a Quality Management System (QMS) for purposes of 'Implementation & Pilot'.	Jan-23	Jun-23		

Purpose: The purpose of a consistent approach to Continuous Improvement and Quality will enable SFRS to deliver best value by taking a continuous approach to improvement and optimise the ways in which we operate and the services we provide, whilst focusing on the reduction of waste and cost, and the increase of commitment and engagement from our employees in the pursuit of the outcomes we aim to achieve resulting in improved public satisfaction of the SFRS and realisation of 'Best Value'.

SO5: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Determine next steps based on recommendations of feasibility study and begin preparation work for changes proposed – Human Resources / Scottish Government Engagement.	Jan-22	Apr-22 (Completed)	Finance and Contractual Services	SR7, SR4
	Consult with members and select LGPS provider.	Mar-22	Jul-22 (Completed)		
	Consult with Representative Bodies	Jul-22	Sept-22 (Completed)		
	Review and consolidate.	Sept-22	Mar-23 (To be carried forward into 23/24)		

Purpose: The Service currently administers multiple Pensions under the Local Government Pension Scheme (LGPS). This action would reduce that administrative burden by exploring opportunities to consolidate LGPS membership and ensure that we achieve best value for employer contributions.

SO5: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Complete actions from annual penetration test.	Apr-22	Mar-23	Service Development	SR6, SR5
	Develop and implement annual cyber security training refresh for all staff.	Apr-22	Mar-23		
	Procure and commence implementation of Security Information and Event Management (SIEM) solution (assuming funding business case approve)	Apr-22	Mar-23		

Purpose: Cyber threats to SFRS continue to develop and require continuing vigilance, controls and awareness to protect SFRS systems and infrastructure. This action aims to introduce measures that minimise the opportunity for cyber-attacks, including the use of technical controls within the ICT function and the provision of training to all staff to ensure that they can identify cyber security risks and know how to report them.

SO5: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver Strategic Workforce Planning and Resourcing.	Strengthen and continually review our approach to Strategic Resource Planning, ensuring that SFRS current and future workforce needs are understood and planned for.	Apr-20	Mar-23	People and Organisational Development	SR 5
	Develop and deliver a recovery strategy for all staff groups to address impact of reduced resourcing activity due to the Covid-19 pandemic.	Apr-21	Mar-23		
Purpose: This action will ensure a strategic focus is maintained on our ability to have our workforce resourced to deliver our statutory responsibilities.					

Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.

SO6: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Engage with stakeholders across SFRS to develop and roll out the organisation's People Strategy, linked to the Long-Term Vision and refreshed Corporate Strategy.	Apr-22	Mar-23	People and Organisational Development	SR5
	Identify and implement any changes to People and Organisational Development's structures, capabilities and ways of working required to deliver the People Strategy.	Apr-22	Mar-23		

	Implement the Building the Future Together Programme (Organisational Effectiveness and Staff Engagement Framework) enabling the foundation and conditions for the delivery of the Future Vision.	Oct-20	Sep-23		
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Purpose: This action will see the implementation of the Building the Future Together Programme. This Framework aims to create the environment and conditions to support our workforce to think innovatively, empower our leaders, build on our skills, competencies and behaviours and deliver a Service that is 'fit for the future'. All of this must be built on a foundation of clear vision, structures, systems and processes to ensure that our organisational infrastructure can support the future direction of travel. Development of the SFRS People Strategy will clearly articulate the POD priorities and programme of work that underpin achievement of the objectives within the Corporate Strategy, aligned to the Long-Term Vision. The review of POD's structure, roles, capabilities and ways of working will ensure the team is set up to effectively deliver against the agreed strategic priorities.

SO6: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs.	Implement a wellbeing champion network across SFRS that will enable a proactive approach to help tackle the stigma of mental ill health support and support early intervention.	Apr-22	Apr-23	People and Organisational Development	SR4, SR5
	Review the Health and Wellbeing Team Structure to create a more preventative and responsive approach to support the wider wellbeing agenda.	Apr-22	Oct-23		
	Implement a range of platforms that encourage and enable staff to access wellbeing resources that meet their individual needs.	Apr-22	Mar-24		

Purpose: This action will help to ensure that the mental and physical health and wellbeing of our staff is supported by providing early and ongoing tools and interventions that support our workforce. It also aims to develop a culture of openness and stigma reduction by providing mental health awareness and training to support managers' awareness of mental health issues and provide guidance on how to support employees.

SO6: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a SFRS Communications and Engagement Strategy for 2021-23.	Publish final Communications and Engagement Strategy.	Jan-22	May-22 (Revised due date TBC)	Strategic Planning, Performance and Communications	SR8
Purpose: This action will provide a document that outlines how we plan to communication with our staff, the public and our stakeholders. The Strategy aims to improve communications to these groups leading to them being better informed and engaged with our activities and messaging.					

SO6: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Further enhance the management of risk to safety within the operational environment.	Development of a Management of Operational Risk Policy and Operational Guidance.	Apr-22	Jun-22 (Completed)	Training, Safety and Assurance (TSA)	SR 4, SR 5
	Development of an overarching Management of Risk at Operational Incidents Management Arrangement.	Apr-22	Jun-22 (Completed)		
	Formal consultation and review.	Jul-22	Sep-22 (Revised Due Date Mar-23)		
	Implementation.	Oct-22	Mar-23		
Purpose: To promote a holistic approach to the management of risk with regard to Firefighter safety.					

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.

S07: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Provide Quarter 1 progress report to SFRS ESN Project Board.	Mar-22	Jun-22 (Completed)	Service Development	SR1, SR6
	Provide Quarter 2 progress report to SFRS ESN Project Board.	Jul-22	Sep-22 (Completed)		
	Provide Quarter 3 progress report to SFRS ESN Project Board.	Oct-22	Dec-22		
	Provide Quarter 4 progress report to SFRS ESN Project Board.	Jan-23	Mar-23		
<p>Purpose: The Emergency Services Network (ESN) is the output of a UK Home Office programme to replace the current emergency services' critical communications system, Airwave. The current planned timescale for implementation in SFRS and the other Scottish emergency services is Quarter 2 2024 to Quarter 4 2025.</p>					

Appendix 1: Strategic Risks Table

Strategic Risk	Risk Description
SR1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
SR2	Ability to reduce the number of Unwanted Fire Alarm Signals and associated occupational road risk.
SR3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value.
SR4	Ability to ensure legal and regulatory compliance.
SR5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
SR6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.
SR7	Ability to deliver a high quality, sustainable service within the funding envelope.
SR8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.
SR9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.



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Annual Operating Plan 2022/23
Version 2: October 2022

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



Report No: B/TSA/05-22

Agenda Item: 18.2

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 OCTOBER 2022						
Report Title:	HEALTH AND SAFETY POLICY AND POLICY STATEMENT						
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the 2022/23 Health and Safety Policy and Health and Safety Policy Statement for information to the Scottish Fire and Rescue Service (SFRS) Board.						
2	Background						
2.1	The SFRS has developed a Health and Safety Policy and supporting Management Arrangements to address areas of risk identified previously through legislative compliance audits and event management.						
2.2	The Health and Safety Policy is designed to provide detail of the management of health and safety within SFRS and to outline standards and responsibilities.						
2.3	The implementation of the Health and Safety Policy is facilitated through the annual health and safety improvement plans.						
3	Main Report/Detail						
3.1	The Health and Safety Policy has been developed to ensure compliance with the content and spirit of the Health and Safety at Work etc. Act 1974 and all associated applicable legislation, regulations and guidance. The Policy has been updated to reflect the new structure in place within the SFRS and the Safety and Assurance Engagement and Governance Management Arrangement.						
3.2	<p>The Health and Safety Policy outlines:</p> <ul style="list-style-type: none"> • The commitment of the SFRS to ensuring, so far as is reasonably practicable, the health and safety of staff and those affected by our activities; • The 5 key themes as outlined within the Safety and Assurance Strategy 2022-2026, supporting the strategy by contributing to the effective management of health and safety through compliance, culture, control, communication and engagement, and continuous improvement; • The key principles and responsibilities for firefighter safety; and • The organisation of Health and Safety within the SFRS and the associated responsibilities. 						
3.3	This Health and Safety Policy and Policy Statement applies to all SFRS premises and work activities.						

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4	Recommendation	
4.1	That the Board note the content of the Health and Safety Policy and Policy Statement.	
5	Core Brief	
5.1	The SFRS Board was provided with a copy of the SFRS Health and Safety Policy and Policy Statement for their information. The SFRS continues to harmonise, review and develop a suite of health and safety management arrangements. These arrangements provide all SFRS management with the tools required to promote legal compliance within their area of responsibility.	
6	Appendices/Further Reading	
6.1	Appendix A contains the Health and Safety Policy; and	
6.2	Appendix B contains the Health and Safety Policy Statement.	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Mark Penman, Senior Health and Safety Advisor	
Sponsored by:	Jim Holden, Head of Safety and Assurance	
Presented by:	Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance	
Links to Strategy and Corporate Values		
Safety and Assurance Strategy 2022-26:		
Our Safety Objective: We will care for our people through progressive Health, Safety and Wellbeing Arrangements.		
Safety Value: Our number one priority is to 'Work together for a safer Scotland and safety is at the core of everything we do'.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>National Safety and Assurance Board</i>	<i>04 August 2022</i>	<i>For Recommendation</i>
<i>Training, Safety and Assurance DMT</i>	<i>17 August 2022</i>	<i>For Information</i>
<i>People Committee</i>	<i>3 October 2022</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>27 October 2022</i>	<i>For Information</i>

Training, Safety and Assurance



APPENDIX A

SCOTTISH
FIRE AND RESCUE SERVICE
 Working together for a safer Scotland

SAFETY AND ASSURANCE

HEALTH AND SAFETY POLICY

Author/Role	Karen Lockhart – Head of Health and Safety
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	Refer to EIA HS Policy
Date of Impact Assessment (commenced)	N/A
Date of Impact Assessment (concluded)	N/A
Quality Control (name)	Jim Holden - Deputy Head of Safety and Assurance
Authorised (name and date)	Jim Holden – May 2022
Date for Next Review	1 April 2023

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as Health and Safety Policy	Karen Lockhart, Head of Health and Safety	05/06/2013
1.0	First version issued as Health, Safety and Wellbeing Policy	Health, Safety and Wellbeing	08/10/2014
2.0	Reviewed and updated	Health, Safety and Wellbeing	11/12/2015
3.0	Reviewed and updated	Health, Safety and Wellbeing	08/06/2018
4.0	Reviewed and updated	Health, Safety and Wellbeing	03/04/2019
5.0	Reviewed and updated, issued as Health and Safety Policy	Jim Holden, Senior H&S Adviser	09/07/2021
6.0	Reviewed and updated, to include consultation feedback, issued as Health and Safety Policy	Mark Penman, Senior H&S Adviser	27/07/2022



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

TRAINING, SAFETY AND ASSURANCE

HEALTH AND SAFETY POLICY

1. [INTRODUCTION](#)
2. [POLICY STATEMENT](#)
3. [FIREFIGHTER SAFETY](#)
4. [ORGANISATION OF HEALTH AND SAFETY](#)
5. [PLANNING FOR HEALTH AND SAFETY](#)
6. [IMPLEMENTATION OF HEALTH AND SAFETY](#)
7. [MONITORING PERFORMANCE](#)
8. [AUDIT](#)
9. [REVIEW](#)
10. [FURTHER INFORMATION](#)
11. [ASSOCIATED DOCUMENTS / REFERENCES](#)

1. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) recognises the beneficial impact that a positive health and safety culture can have on the Service.

We are committed to the promotion of sensible and proportionate health and safety, recognising the need to balance operational risk control measures against firefighter and public safety.

To achieve this, the SFRS is committed to continuous improvement in all aspects of health and safety.

2. POLICY STATEMENT

The SFRS recognises that our staff are central to the delivery of our service and we are fully committed to ensuring, so far as is reasonably practicable, the health and safety (HS) of staff and those affected by our activities.

This policy is inclusive of and supports the content outlined within the [Safety and Assurance Strategy 2022-2026](#) by contributing to the effective management of HS through compliance, culture, control, communication and engagement, and continuous improvement.

This policy applies to all SFRS employees, irrespective of age, sex, disability, ethnicity/race, marital or civil partnership status, sexual orientation, religion or belief, pregnancy or maternity or gender reassignment.

Compliance

We Will: As a minimum standard, comply with the content and spirit of the Health and Safety at Work etc. Act 1974, all associated applicable legislation, regulations and guidance.

We Aim to: Prevent injury or ill-health, from work related hazards, through identification and management of associated risks, continue to develop the SFRS Health and Safety Management System in line with ISO 45001. Develop an implementation programme of topic specific HS Management Arrangements prioritised based on risk, and develop an

SFRS Annual Safety and Assurance (SA) Improvement Plan, supported by bespoke Directorate SA Improvement Plans.

Culture

We Will: Provide visible leadership with defined role specific requirements to support the safety value of the SFRS. Protect and enhance staff safety and mental health within the workplace through a strong proactive safety culture, with recognition to the higher risk, dynamic and often complex environments our firefighters encounter at operational incidents.

Prioritise safety responsibilities and expected behaviours in all training events, and integrate the management of HS into all aspects of work undertaken by the SFRS or others undertaking work on behalf of the SFRS.

Control

We Will: Identify significant hazards determining associated risks to staff by risk assessing, identifying and implementing risk controls to mitigate risks. Make provision for the HS requirements of staff at specific risk, e.g. pregnant women, young people, staff with a disability or those returning to work following ill-health or injury, and develop, implement and promote proactive, sensible and proportionate HS arrangements aligned to relevant standards and guidance e.g. HS(G) 65 'Managing for Health and Safety'.

We Aim to: Reduce workplace injury and illness, develop a method of recording defined periodic reviews and ensuring completion of assessments within required timescales, and ensure, so far as is reasonably practicable, that HS documentation is simplified with the end user in mind.

Communication and Engagement

We Will: Engage with staff and Trade Unions at all levels, acting upon feedback received and lessons learned to support staff safety at work and effectively communicate resulting changes to guidance, policy and procedure to staff. Provide information, instruction, training and supervision ensuring staff have the skills and knowledge needed to safely perform their role.

We Aim to: Develop feedback arrangements for business partners and inform staff involved in changes following lessons learned.

Continuous Improvement

We Will: Produce an annual HS performance report to identify and build on best practice, trend analysis, identify areas of development, and inform annual HS Improvement Plans. Investigate all safety events to prevent reoccurrence, drive HS management improvements, develop and implement robust monitoring, audit and review against agreed objectives.

We Aim to: Continually improve our HS performance by raising awareness and learning lessons through the early reporting and investigation of all safety events, develop and implement a programme of topic specific SA audits and a lessons learnt programme for Organisational Learning.

Signature (Chief Officer):

Signature (Chair of Board):

Date:

Date:

3. FIREFIGHTER SAFETY

The SFRS recognises that operational incidents present the highest risk environment encountered by its staff. Whilst there is a degree of foreseeable risk, it is acknowledged that each incident will have its own specific hazards and associated risks due to unique and unforeseeable environmental factors. To manage this risk to firefighters, the SFRS endorses and promotes the [Health, Safety and Welfare Framework for the Operational Environment](#) and the safe person principles contained within.

To secure these fundamental principles of effective health and safety management and safe and effective operations, the SFRS will ensure our staff have support through a combination of the following:

Organisational Responsibilities:

- Providing a robust and effective recruitment and selection process for new employees and promotions;
- Ensuring suitable arrangements for the acquisition and maintenance of competence through training and development;

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- Ensuring suitable arrangements for the maintenance and recording of the incident command skill and competence of supervisors, managers and commanders;
- Providing guidance and Safe Systems of Work (SSOW) for operational incidents;
- Providing and maintaining suitable appliances, equipment and Personal Protective Equipment (PPE) required for operational incidents;
- Gathering and reviewing operational risk information including post-event analysis; and
- Ensuring the provision of sufficient welfare arrangements.

Individual Responsibilities:

- Ensuring competency to perform assigned tasks is maintained and staff are self-disciplined to work sensibly and responsibly within the command and control arrangements;
- Recognising physical limitations to perform a task and personal limitations in knowledge and experience and to ensure that they have the necessary information to perform safely and effectively;
- Being observant and constantly aware of their situation and taking steps to safeguard their personal safety and the safety of team members;
- Being decisive about hazards and risks and communicating safety information to supervisors and commanders and where appropriate offering alternative courses of action;
- Mitigating risk by taking action to reduce personal and team exposure to risk;
- Communicating unexpected developments within the operational environment to support team members, supervisors and commanders; and
- Recognising hazards and their role in command and control arrangements to provide relevant and timely information about unknown or unexpected developments.

The principles outlined above ensure that operational personnel make informed professional risk based decisions that are reasonable, logical and defensible.

The SFRS will also encourage a culture of delegated authority, empowerment and acceptance of responsibility ensuring systems and processes are in place to effectively prepare Incident Commanders at every level in incident command and management of risk.

The SFRS is a learning organisation and will collate, review and analyse incident information using Operational Assurance (OA) processes and health and safety event investigation.

4. ORGANISATION OF HEALTH AND SAFETY

This section outlines the responsibilities of all stakeholders to ensure our commitment to health and safety is being achieved through maintenance of the 5 key themes: compliance, culture, control, communication and engagement, and continuous improvement.

The Board

The Board will be responsible for:

- Providing strategic direction, support and guidance on the management of health and safety within the Service;
- Ensuring that health and safety is given the necessary due attention when making board decisions;
- Scrutinising health and safety performance;
- Holding the Chief Officer and Strategic Leadership Team (SLT) to account on health and safety matters; and
- Promoting a positive health and safety culture and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions.

Chief Officer

The Chief Officer is responsible for the discharging of the SFRS legal obligations.

To achieve this, the Chief Officer will:

- Determine and resource the strategic direction of health and safety throughout the Service;
- Detail the SFRS organisational structure through which this Policy, Health and Safety Management Systems and Health and Safety Improvement Plans are implemented; and
- Always promote a positive safety culture and ensure that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions.

Deputy Chief Officer

In the absence of the Chief Officer, the Deputy Chief Officer is responsible for discharging the legal obligations in all areas of health and safety matters.

Strategic Leadership Team (SLT)

The SLT are responsible for:

- Developing a positive safety culture within the SFRS by ensuring that health and safety is integrated into all SFRS business processes and key decisions and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions;
- Ensuring the availability of resources to meet the requirements of this policy; and
- Visibly demonstrating a commitment to health and safety through the promoting, implementing and monitoring of associated SFRS arrangements.

National Safety and Assurance Board (NSAB)

The NSAB is responsible for:

- Assisting the Chief Officer in the discharge of their health and safety responsibilities;
- Determining the strategic direction of health and safety matters and operational readiness and effectiveness;
- Seeking endorsement from and advising the SLT on current or emerging risk as required;
- Reviewing and monitoring of health and safety performance including operational performance; and
- Promoting positive aspects and identifying areas for improvement.

Director of Training, Safety and Assurance

In addition to the responsibilities listed under SLT, the Director of Training, Safety and Assurance has a delegated duty to act on behalf of the Chief Officer in relation to health and safety matters and is responsible for:

- Promoting and monitoring the development of the Health and Safety Policy, the associated Health and Safety Management System, Health and Safety Improvement Plans and all associated arrangements to ensure the effective management of health and safety risk;
- Ensuring that the Board and SLT are advised of aspects of health and safety performance; and
- Promoting a positive safety culture and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions.

Director of People and Organisational Development (POD)

In addition to those responsibilities listed under ACO, Directors and Heads of Function, the Director of POD has a delegated duty to act on behalf of the Chief Officer in relation to health and safety matters and is responsible for:

- Ensuring Health and Wellbeing undertake a programme of health surveillance for all relevant staff;
- Ensuring Health and Wellbeing undertake a programme of medical and fitness assessment to support firefighter safety;
- Initiating a risk assessment process for any health conditions that may impact on staff ability to safely undertake a role; and
- Implementing a system to monitor exposure to workplace hazards, e.g. noise, vibration, hazardous substances.

Strategic Managers (ACO, Directors, Heads of Function, Department Managers, Area Commanders)

Strategic Managers are responsible for:

- Promoting, resourcing, implementing and monitoring the Health and Safety Policy, Management Arrangements and Improvement Plans within their area of responsibility;
- Appointing Safety and Assurance Co-ordinators (SAC) and Safety and Assurance Liaison Officers (SALO);
- Ensuring SAC and SALO progress the completion of Health and Safety Improvement Plans, the implementation of the Health and Safety Management System, and ensuring health and safety considerations are integrated into all management processes and decisions;
- Promoting a positive safety culture and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions; and
- Reviewing performance and compliance with health and safety legislation to ensure continuous improvement and constantly work towards an improved health and safety standard and safety culture.

Middle/Supervisory Managers (Group Commanders, Station Commanders, etc.)

Middle/Supervisory Managers are responsible for:

- The implementation, monitoring and review of the Health and Safety Policy, Management Arrangements and Health and Safety Improvement Plan within their area of responsibility;
- Ensuring health and safety is considered in all work activities and that risk controls are considered in all stages of the business process;
- Promoting a positive safety culture and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions; and
- Consulting with Trade Unions or staff representatives on health and safety matters.

Safety and Assurance Function

The Safety and Assurance Function's principal aim is to promote the health and safety of every member of SFRS staff.

The Head of Function is deemed to be the SFRS 'competent person' as required by the Management of Health and Safety at Work Regulations 1999 and has primary responsibility for:

- Developing, maintaining, auditing and reviewing Health and Safety Policy, the associated Health and Safety Management System, Health and Safety Improvement Plans and any other supporting arrangements within the SFRS;
- Providing sensible and proportionate health and safety advice and guidance to the SFRS Board, Chief Officer, SLT members and SFRS staff as necessary;
- Developing, measuring and reviewing health and safety performance indicators and producing management reports which assist in the undertaking of risk based decisions;
- Promoting a positive safety culture and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions; and

- Liaising with internal and external stakeholders, including Trade Unions and the HSE.

Safety and Assurance Co-ordinators (SAC)

The SAC has delegated authority from the Strategic Manager and is responsible for:

- Promoting continuous improvement in health and safety;
- Promoting a positive safety culture and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions;
- Appointing and co-ordinating SALO from within each of their Local Senior Officer (LSO)/Directorate areas;
- Co-ordinating the completion of Health and Safety Improvement Plans and actions from the National Safety and Assurance Board, through a formalised meeting structure including health and safety staff and Trade Union representation; and
- Monitoring the application and effectiveness of health and safety measures across their area of responsibility and addressing any areas of improvement including the completion of health and safety investigations.

Safety and Assurance Liaison Officers (SALO)

SALO must be of Department Manager/Group Commander level and are responsible for:

- Facilitating the completion of all actions stemming from the Health and Safety Improvement Plan;
- Monitoring and reviewing the effectiveness of health and safety measures taken and addressing any areas of improvement;
- Promoting a positive safety culture and ensuring that our Safety Value is known, understood and becomes embedded in everyone's thinking and in all of our actions;
- Monitoring and, where required, undertaking health and safety investigations to ensure lessons to be learnt are identified and improvements made;
- Liaising with the Health and Safety Department to ensure the achievement of SFRS health and safety standards; and

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- Providing management reports on health and safety performance and emerging risk in their areas of responsibility.

Employees

Whilst at work, every SFRS employee is responsible for:

- Taking reasonable care of their own health and safety and of other persons who may be affected by their acts or omissions;
- Promoting a positive safety culture;
- Co-operating with the SFRS by complying with the Service's Health and Safety Policy and associated arrangements, including periodic inspections, SSOW, Standard Operating Procedures (SOPs), Incident Command, Risk Information, and associated training;
- Not intentionally or recklessly interfering with or misusing anything provided in the interest of health and safety;
- Immediately reporting any damage or defects to premises, vehicles or equipment;
- Advising their line manager of any situation that represents serious or immediate danger because of any shortfalls in health and safety measures;
- Recognising their limitations to perform a task;
- Reporting all events including accidents, near misses, hazards, cases of ill health, and dangerous occurrences;
- Immediately reporting to their line manager any new or changing medical condition and/or medication taken that may affect their ability to fulfil their duties safely;
- Only operating SFRS equipment they have been authorised to use and that they are trained to operate;
- Maintaining good housekeeping principles and adopting clean and tidy working methods;
- Completing relevant training and maintaining competence;
- Being familiar with the emergency procedures, including first aid and emergency fire action plans, e.g. escape routes and assembly points, relative to their place of work;
- Adopting and maintaining a proactive approach to their personal fitness (operational staff); and

- Maintaining situational awareness regarding personal safety and the safety of others.

Trade Unions

The SFRS is committed to working in partnership with employees and will consult with employees through their relevant Trade Union Representatives. If an employee is not represented by a Trade Union, employees may communicate health and safety issues directly with their line manager.

Trade Unions functions include:

- Promoting a positive health, safety and wellbeing culture within the SFRS;
- Cooperating with the SFRS to ensure Health and Safety Management Arrangements, as outlined within this document, are effectively implemented;
- Ensuring health and safety concerns and issues are reported in accordance with local meetings arrangements;
- Consulting with management on health and safety issues and concerns;
- Encouraging staff to cooperate and comply with Health and Safety Management Arrangements, e.g. Generic Risk Assessments (GRA), SOP, SSOW, and other procedures in place for health and safety;
- Communicating health and safety critical information to staff appropriately; and
- Collaborating with the Safety and Assurance Function to continuously improve the health and safety performance and culture of the SFRS.

The SFRS will provide such facilities, training and assistance as Safety Representatives may reasonably require to perform their functions and in accordance with the [SFRS Time Off for Trade Union Duties Policy](#).

5. PLANNING FOR HEALTH AND SAFETY

Planning is essential to ensure that our health and safety arrangements are embedded into all aspects of service delivery supporting the key themes of compliance, control, and culture. The planning process results in the identification of risk based priorities, setting key objectives, and reviewing lessons learned to continually improve performance.

The SFRS will:

- Ensure health and safety is considered in its strategic planning processes;
- Ensure that the Health and Safety Department is consulted at all stages of the development, review and implementation of working practices;
- Produce an annual Health and Safety Improvement Plan that identifies objectives that are realistic, measurable and achievable; and
- Develop and implement a management system that provides the SFRS with a suite of management tools to achieve legal compliance in relation to health and safety matters.

6. IMPLEMENTATION OF HEALTH AND SAFETY

The Safety and Assurance Function will liaise with Directorates and Service Delivery Areas to produce bespoke annual Health and Safety Improvement Plans that contribute to the overall achievement of the SFRS Health and Safety Improvement Plan. These plans will be delivered through a formalised meeting structure with the SAC, SALO, Trade Unions and the Safety and Assurance Function supporting the key themes of compliance, control, and communication and engagement.

7. MONITORING PERFORMANCE

To ensure active monitoring and highlighting of examples of good practice and any areas for improvement within the management of health and safety throughout the Service, the following will be implemented supporting the key themes of culture and continuous improvement:

Directorate/SDA/Function

- Monitor the progress of their Health and Safety Improvement Plan and the effectiveness of any controls implemented;
- Scrutinise management information and identify any areas of good practice or areas for improvement; and
- Undertake inspections/audits to determine the effective application of the Health and Safety Management System and legislative compliance.

Safety and Assurance Function

- Actively engage with risk owners to assist in the completion of the SFRS Health and Safety Improvement Plan;
- Produce health and safety quarterly and annual performance reports for the SFRS;
- Promote thematic campaigns to raise awareness of identified risks;
- Develop training and awareness content for staff;
- Review Operational performance through OA processes to highlight best practice and make recommendations for improvement where necessary;
- Undertake audits and inspections to review the application of the Health and Safety Management System;
- Monitor and investigate all health and safety events; and
- Review and assure all aspects of operational activity across the SFRS to influence future practices, enhance firefighter safety, and improve performance in support of strategic objectives.

8. AUDIT

Formal audit arrangements are essential in identifying good practice and areas for improvement to ensure we are a learning organisation supporting the key theme of continuous improvement. Furthermore, they offer a structured means of evaluating SFRS compliance with its statutory duties.

The Safety and Assurance Function will undertake Support Reviews on the efficiency and effectiveness of the Health and Safety Management System.

OA will undertake audits of identified incidents and emerging trends from health and safety events that have potential impact on operational activity.

Thematic Support Reviews may be undertaken by Health and Safety and/or OA as appropriate to review identified emerging risk or trends.

To ensure continual improvement, outcomes from Support Review processes will be reviewed and where required documents and actions will be added to the relevant Health and Safety Improvement Plan(s).

9. REVIEW

The SFRS is fully committed to continuous improvement of health and safety performance as one of the 5 key themes.

This Policy will be subject to review annually or as a result of:

- Changes to existing or introduction of new legislation;
- Changes in technology;
- Changes to organisation of the SFRS;
- Significant learning following implementation of SFRS health and safety arrangements;
- Significant learning following outcomes of major accident investigations;
- At the request of the HSE; and
- As a result of emerging research or guidance relating to SFRS health and safety matters.

All records of revisions to the Policy and Arrangements will be retained for future reference and subject to audit as required.

10. FURTHER INFORMATION

Please contact the email address below for further information:

Health and Safety Department - SFRS.HealthandSafety@firescotland.gov.uk

11. ASSOCIATED DOCUMENTS / REFERENCES

[Equality Impact Assessment – Health and Safety;](#)

[Time Off for Trade Union Duties Policy;](#)

[Safety and Assurance Strategy 2022-26;](#)

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[DCLG, Fire and Rescue Authorities: Health, Safety and Welfare Framework for the Operational Environment, 2013;](#)
[Health and Safety at Work etc. Act 1974;](#) and
[Management of Health and Safety at Work Regulations 1999.](#)

APPENDIX B



HEALTH AND SAFETY POLICY STATEMENT

The SFRS recognises that our staff are central to the delivery of our service and we are fully committed to ensuring, so far as is reasonably practicable, the health and safety (HS) of staff and those affected by our activities.

This policy is inclusive of and supports the content outlined within the [Safety and Assurance Strategy 2022-2026](#) by contributing to the effective management of HS through compliance, culture, control, communication and engagement, and continuous improvement.

This policy applies to all SFRS employees, irrespective of age, sex, disability, ethnicity/race, marital or civil partnership status, sexual orientation, religion or belief, pregnancy or maternity or gender reassignment.

Compliance

We Will: As a minimum standard, comply with the content and spirit of the Health and Safety at Work etc. Act 1974, all associated applicable legislation, regulations and guidance.

We Aim to: Prevent injury or ill-health, from work related hazards, through identification and management of associated risks, continue to develop the SFRS Health and Safety Management System in line with ISO 45001. Develop an implementation programme of topic specific HS Management Arrangements prioritised based on risk, and develop an SFRS Annual Safety and Assurance (SA) Improvement Plan, supported by bespoke Directorate SA Improvement Plans.

Culture

We Will: Provide visible leadership with defined role specific requirements to support the safety value of the SFRS. Protect and enhance staff safety and mental health within the workplace through a strong proactive safety culture, with recognition to the higher risk, dynamic and often complex environments our firefighters encounter at operational incidents. Prioritise safety responsibilities and expected behaviours in all training events, and integrate the management of HS into all aspects of work undertaken by the SFRS or others undertaking work on behalf of the SFRS.

Control

We Will: Identify significant hazards determining associated risks to staff by risk assessing, identifying and implementing risk controls to mitigate risks. Make provision for the HS requirements of staff at specific risk, e.g. pregnant women, young people, staff with a disability or those returning to work following ill-health or injury, and develop, implement and promote proactive, sensible and proportionate HS arrangements aligned to relevant standards and guidance e.g. HS(G) 65 'Managing for Health and Safety'.

We Aim to: Reduce workplace injury and illness, develop a method of recording defined periodic reviews and ensuring completion of assessments within required timescales, and ensure, so far as is reasonably practicable, that HS documentation is simplified with the end user in mind.

Communication and Engagement

We Will: Engage with staff and Trade Unions at all levels, acting upon feedback received and lessons learned to support staff safety at work and effectively communicate resulting changes to guidance, policy and procedure to staff. Provide information, instruction, training and supervision ensuring staff have the skills and knowledge needed to safely perform their role.

We Aim to: Develop feedback arrangements for business partners and inform staff involved in changes following lessons learned.

Continuous Improvement

We Will: Produce an annual HS performance report to identify and build on best practice, trend analysis, identify areas of development, and inform annual HS Improvement Plans. Investigate all safety events to prevent reoccurrence, drive HS management improvements, develop and implement robust monitoring, audit and review against agreed objectives.

We Aim to: Continually improve our HS performance by raising awareness and learning lessons through the early reporting and investigation of all safety events, develop and implement a programme of topic specific SA audits and a lessons learnt programme for Organisational Learning.

Signature (Chief Officer):

Signature (Chair of Board):

Date:

Date:

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
15 December 2022	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/ Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • Gaelic Language Plan Consultation • CCF Update (PRIVATE) • Health and Safety Annual Plan 2021/22 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q2 Progress Report 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Budget Strategy 2023-24) • Draft Annual Report and Accounts 2021/22 (PRIVATE)
30 March 2023	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/ Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • CCF Update (PRIVATE) 	<ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Combined Risk and Performance Report Q3 Progress Report • Annual Operating Plan 2023/24 Development 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Resource Budget 2023/24 • Capital Programme 2023-2026