

OFFICIAL



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

8 December 2022

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 15 December 2022

Time: 1000 hours

Venue: Conference Facilities

The business for the meeting is detailed overleaf.

Should you require any other information, please contact Group Commander 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.



SCOTTISH
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PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 15 DECEMBER 2022 @ 1000 HOURS
BY CONFERENCE FACILITIES

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5 MINUTES OF PREVIOUS MEETINGS: THURSDAY 27 OCTOBER 2022 *K Darwent*
(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)* *K Darwent*

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

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

- 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** F Thorburn
- Draft Minute of Meeting: 10 November 2022 *(attached)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
- Draft Minute of Meeting: 13 October 2022 *(attached)*
- Update of Special Private Meeting: 9 December 2022 *(verbal)*
- 10.3 **People Committee:** M Wylie
- Approved Minute of Meeting: 3 October 2022 *(attached)*
- Update of Meeting: 8 December 2022 *(verbal)*
- 10.4 **Service Delivery Committee:** N Barr
- Update of Meeting: 29 November 2022 *(verbal)*
- 11 COMBINED RISK AND PERFORMANCE REPORT Q2 PROGRESS REPORT** *(attached)* M McAteer
- The Board is asked to scrutinise the report.*
- 12 RESOURCE BUDGET MONITORING REPORT** *(attached)* J Thomson
- The Board is asked to scrutinise the report.*
- 13 CAPITAL BUDGET MONITORING REPORT** *(attached)* J Thomson
- The Board is asked to approve the report.*
- 14 REPORTS FOR INFORMATION ONLY:**
The Board is asked to note the following reports:
- 14.1 **Draft Corporate Parenting Plan and Action Plan 2023-26** *(attached)*
14.2 **Health and Safety Annual Report 2021/22** *(attached)*
- 15 RISK THEMES** *(verbal)* K Darwent
- The Board is asked to reflect on any risk themes identified during this meeting.*
- 16 FORWARD PLAN** *(attached)* Board Support
- The Board is asked to note the update.*
- 17 DATE OF NEXT MEETING**
Monday 9 January 2023 (Special Private)

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

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETINGS:

18.1 **Thursday 27 October 2022** (*attached*)

K Darwent

18.2 **Thursday 24 November 2022 – Special** (*attached*)

K Darwent

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

19 PRIVATE ACTION LOG (*attached*)

Board Support

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

20 BUDGET STRATEGY 2023-24 (*attached*)

J Thomson

The Board is asked to scrutinise the report.

21 LEGACY INSURANCE CLAIMS (*attached*)

J Thomson

The Board is asked to note the report.

**22 COMMAND AND CONTROL FUTURES UPDATE / OPERATIONS
CONTROL RESILIENCE** (*verbal*)

A Watt

The Board is asked to note the verbal report.

23 INDUSTRIAL RELATIONS (*verbal*)

S Stevens

The Board is asked to note the verbal report.



SCOTTISH
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 27 OCTOBER 2022 @ 1000 HRS

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

PRESENT:

Fiona Thorburn, Deputy Chair (FT)
Nick Barr (NB)
Lesley Bloomer (LBI)
Malcolm Payton (MP)
Tim Wright (TW)

Stuart Ballingall (SJB)
Steve Barron (SBa)
Angiolina Foster (AF)
Paul Stollard (PS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
Liz Barnes (LBa)
David Lockhart (DL)
Mark McAteer (MMcA)
Iain Morris (IM)
John Thomson (JT)
Andy Watt (AW)
Kevin Murphy (KM)
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 Development
Director of Strategic Planning, Performance and Communications
Acting Director of Asset Management
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 FT opened the meeting and welcomed those present and participating or 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.

2 APOLOGIES

- 2.1 Kirsty Darwent, Chair
Brian Baverstock, Board Member
David Farries, T/Assistant Chief Officer, Director of Service Delivery

- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the *Legacy Settlement Claim, Command and Control Futures Update*, and *Industrial Relations* items would be taken in private due to matters being subject of legal proceedings (Standing Orders 9D), confidential commercial/financial information (Standing Orders 9E) and the confidential nature of the issues (Standing Order 9G), respectively.
- 4 DECLARATION OF INTERESTS**
- 4.1 There were no declarations of conflict of interests made.
- 5 MINUTES OF PREVIOUS MEETINGS:**
- 5.1 **Thursday 23 August 2022**
- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.1.2 **The minutes of the meeting held on 23 August 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 assessments provided for decisions made 12 months ago.
- 7.2 Minor typographical error was noted and amended.
- 7.3 **Members noted the updated Decision Log.**
- 8 CHAIR'S REPORT**
- 8.1 In the Chair's absence, FT presented the Chair's Update report noting events which had occurred since the Board meeting held on 23 August 2022. In addition to the written report, FT provided a verbal update on the following key areas:
- Potential industrial action update to be provided in the private session.
 - Helpful and constructive Board/Strategic Leadership Team (SLT) Development Days held on 29-30 September. Thanks to all participants.
- 8.2 **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 23 August 2022. In addition to the written report, RH provided a verbal update on the following key areas:
- Uniformed pay award.
 - Results awaited following the closure of Support Staff ballot on pay award.
 - Attendance at Justice Committee along with Deputy Chief Officer Stevens and John Thomson, Acting Director of Finance and Procurement to support and evidence budget scrutiny.
- 9.2 RH reminded the Board of the planned Fire Brigades Union (FBU) rally being held at the Scottish Parliament today as part of their political campaigning on budgets and pay.

- 9.3 The Board acknowledged the Service's representation and presentation at the Justice Committee on 26 October 2022. RH thanked MMcA and his Directorate for their work in producing the written report for submission to the Justice Committee.
- 9.4 In regard to potential for industrial action within Scottish Ambulance Service, RH noted his understanding that the ballot for such action had been suspended pending further discussion. SS informed the Board that at a recent Strategic Resilience Partnership meeting, the potential for industrial action was discussed and plans were being put in place to ensure support for all organisations in the event of industrial action.
- 9.5 **The Board noted the report and verbal update.**

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

- 10.1.1 FT reported that the Committee held a public meeting on 15 August 2022 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The next meeting was scheduled to be held on 10 November 2022.
- 10.1.2 Within the draft minutes under the People, Training, Finance and Assets System (PTFAS project update item (para 8.2.3)), clarification was requested regarding the statement "*the programme values differed from the Service's values of Safety, Teamwork, Respect and Innovation*". It was noted that an explanation for this was provided at the Change Committee and accepted.

ACTION: DL

- 10.1.3 Within the draft minutes under the Low Carbon Appliance – Proof of Concept Dossier item (para 8.1.3), FT confirmed that submission of the dossier was the first time the Committee were aware of the project.
- 10.1.4 **The Board noted the verbal update and draft minutes.**

10.2 Audit and Risk Assurance Committee (ARAC)

- 10.2.1 LBI reported that the Committee held a public meeting on 13 October 2022 and provided a verbal update, highlighting the following:
- Annual Procurement Report considered and recommended for Board approval (Agenda Item 13).
 - Internal Audit report included routine review of the scope of upcoming audits which was welcomed by the Committee.
 - Two final Internal Audit reports were presented – Funding and Revenue Maximisation and Post Pandemic Review.

10.2.2 The Board noted the verbal update.

10.3 People Committee (PC)

- 10.3.1 MW reported that the Committee held a public meeting on 3 October 2022 and provided a verbal update, highlighting the following:
- Performance and Risk reports continue to highlight the continuing pressure of staff turnovers and the 2nd consecutive quarter with no RIDDOR incidents reported.
 - Update on Staffing Solutions Team work packages.
 - Health and Safety data summary presented and Annual Report anticipated for December 2022.
 - Updates on the Rehabilitation and Physiotherapy provision and POD vision.
 - Risk Spotlight on arrangements to support Operations Control (OC) personnel.

10.3.2 The Board noted the verbal update.

10.4 Service Delivery Committee (SDC)

10.4.1 NB reported that the Committee held a public meeting on 30 August 2022 and referred the Board to the attached draft minutes, highlighting the following:

- HMFSI Action Plan update noting and supporting the renewed focus on closing long term actions.
- Risk spotlight on GETAC tablets which highlighted interdependencies with Command and Control Mobilising System (CCMS).
- Update on OC Systems Resilience.
- Assurance workshop scheduled for 21 November 2022.
- Items for the next meeting (29 November 2022) include a deep dive on Home Fire Safety Visits and further update on potential industrial action.

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

11 COMBINED RISK AND PERFORMANCE REPORT Q1 PROGRESS REPORT

11.1 The Board were reminded that this report was originally scheduled to be presented at the Special Board meeting on 9 September 2022, which was cancelled following the death of Her Majesty Queen Elizabeth II.

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

- Business Intelligence and Data Services Manager, Chris Fitzpatrick, to be invited to future meetings.
- Fire casualties – Discrepancies within the data and the actions taken to rectify the situation and reduce reoccurrences.
- SFRS Communication and Engagement Strategy 2021-2023 (Objective 3.4) to be deferred to early next year to take account of the impact from the Resource Spending Review (RSR). Consideration to be given to bring to a future strategy day for initial discussion.

ACTION: MMcA

11.3 In regard to Cyber Security, DL noted that there had been significant progress since the penetration testing was undertaken in June 2021. DL confirmed that any outstanding actions would be carried over to the new Annual Operating Plan (AOP), the next penetration testing was scheduled for November 2022 and the current completion rate for training (91%).

11.4 The Board noted the progress in regards to Cyber Security. The Board requested that consideration be given on the potential risk of losing previous RAG status when transferring information between future AOP revisions.

ACTION: MMcA

11.5 The Board suggested Cyber Security (penetration testing recommendations) be discussed at the next Integrated Governance Forum to ascertain the correct governance route for scrutiny.

ACTION: BST

11.6 In regard to data discrepancies relating to fire casualties, MMcA noted that the historical data was currently being reviewed and agreed to circulate an update, once available, outwith the meeting.

ACTION: MMcA

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11.7 The Board noted that the percentage of Home Fire Safety Visits carried out to high risk/vulnerable households' comparisons to previous years was omitted from this report. MMcA agreed to reintroduce this measure into future reports.

ACTION: MMcA

11.8 In regard to the Community Risk Index Model, SS confirmed that the Senior Management Board approved the decision to pursue the appointment of a consultant to provide and undertake specialist analysis and support this significant area of work.

11.9 The Board were reminded of the timescale for producing this report (approximately 6 weeks) which was necessary for data input and quality assurance processes to be undertaken.

11.10 **The Board scrutinised the Combined Risk and Performance Quarter 1 Progress Report.**

12 BOARD FORWARD PLAN SCHEDULE 2023/24

12.1 MMcA presented a report to the Board seeking approval of the proposed scheduling of Board and Committee related meetings covering the period 1 April 2023 to 31 March 2024, which supported a balance of face to face and virtual meetings. The Board were asked to note that there was the potential for additional meetings to be added to the schedule, if deemed necessary, during the course of the year.

12.2 **The Board approved the proposed 2023/24 Forward Plan Schedule.**

13 ANNUAL PROCUREMENT REPORT 2021/22

13.1 JT presented a report to the Board seeking approval for the Annual Procurement Report for the period 1 April 2021 – 31 March 2022 noting the Service's requirement to prepare and publish under the Procurement Reform (Scotland) Act 2014. JT highlighted the following:

- Presented at the Audit and Risk Assurance Committee on 13 October 2022 and recommended for decision.
- Prescriptive format of the report which aligns with Scottish Government's guidance and legislative requirements and follows best practice.
- 45 regulated procurements with an overall value of £186.0million.
- Significant work undertaken with the Supplier Development programme. Shortlisted for 2022/23 GO Awards for the category Contract and Suppliers Management.
- 85% of contract spend was through collaborative contracts.
- Increased expenditure in Small and Medium-sized Enterprises.
- 47.25% total spend during the financial year was with Scottish based suppliers.
- Ongoing commitment to climate change with specific ring-fenced funding being sourced and specific training provided to procurement team on climate change literacy.
- Commitment to fair working practices such as Project Bank Accounts and community benefits.
- Slight reduction in non-contract spend.
- 17 non-competitive actions (direct award of contract).
- Thanks to Board Member Lesley Bloomer for assistance and guidance regarding gross value added.

13.2 **The Board approved the Annual Procurement Report for the period 1 April 2021 – 31 March 2022.**

14 RESOURCE BUDGET MONITORING REPORT 2022/23 – SEPTEMBER 2022

14.1 JT presented a report advising the Board of the resource budget position for the period ending 30 September 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 £0.952million and a forecast year-end underspend of £1.911million. The following key points were highlighted:

- Revised format and reduced narrative.
- Employee Costs for OC and Other Employee costs were forecasting an overspend whilst Wholetime, On Call personnel and Support costs were forecasting an underspend.
- Forecasted overspend for Transport costs.
- Underspend forecasted on Property Costs, Supplies and Services and additional income.
- Due to the reversal of the mini budget relating to National Insurance contributions, the forecast included a positive financial impact of £0.670million.
- Forecast does not include any pay award, which are still under negotiation.
- Budget virements relating to realignment of Support Staff recruitment profile and Third Party/Central Support costs.
- Forecasted budgeted savings.
- RAG status reporting red against Transport and Agency/Consultation costs.
- Main financial risks remain the potential overspend.

14.2 In regard to the overspend in transport costs, JT advised the Board that this was due to the increase in fuel prices which were outwith the control of the Service.

14.3 The Board welcomed the revised format of the report and requested that consideration be given to include an additional column within the Analysis of Budget Savings table for “Budget Savings Achieved” so that this can be monitored throughout the year.

ACTION: JT

14.4 **The Board scrutinised the resource budget position for the period ending 30 September 2022.**

15 CAPITAL BUDGET MONITORING REPORT 2022/23 – SEPTEMBER 2022

15.1 JT presented a report advising the Board of the actual and committed expenditure against the 2022/23 capital budget position for the period ending 30 September 2022. It was anticipated that the budget of £36.64 million would be spent by the end of the financial year. The following key points were highlighted:

- Additional funding (£1.985million) secured for decarbonisation projects.
- Virements during the report period included PC’s, laptops and peripherals from Ops Mobilisation and Website Development and AV Kit from Network Infrastructure.
- Overall budget committed/paid to date of the revised budget.
- Overall property projects were progressing well, albeit, some issues relating to accessing appropriate trades and supplier chain remain.
- Minor works projects committed (60%) and 10% were completed.
- Fleet orders raised for next financial year and update provided on current orders/delivery status.
- Continuing phased roll out of power rescue equipment.
- Inflation continuing to impact on costs.

15.2 In regard to supply chains, IM noted that the challenges had not eased and provided an example of some specific issues facing the Service.

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15.3 The Board noted concerns regarding capitalisation of elements relating to the People, Training, Finance and Assets System (PTFAS) project. JT advised that the Service were reviewing a number of inflight projects, including PTFAS. JT highlighted the significant slippage within the actual spend and this would be reviewed to ensure full spend against the overall budget.

15.4 In regards to ICT expenditure, the Board asked for consideration to be given to separate the spend attributable solely to CCF from other standard ICT spend within future reports.

ACTION: JT

15.5 **The Board scrutinised the level of actual and committed expenditure for the period ending 30 September 2022.**

16 RESOURCE BUDGET MONITORING – 2021/22 FINAL OUTTURN

16.1 JT presented a report to the Board advising the provisional Resource Budget position for the financial year 2021/22 before audit, which shows an underspend of £0.357million. The following key points were highlighted:

- Additional funding received to support Emergency Services Mobile Communications Programme (ESMCP), fireworks campaign, rural Covid testing, Conference of Parties (COP26).
- Decreased funding in respect of Firelink, due to Scottish Government absorbing costs.
- Main variances were Employee costs, Early Retirement Charges, Subsistence and Transport costs.
- Based on variances, agreement to accelerate expenditure within Property costs and Supplies and Services.

16.2 Brief discussion on the forecasting process for the 2022/23 budget and the impact of any variances identified during the 2021/22 budget.

16.3 **The Board scrutinised the Resource Budget Outturn Report 2021/22.**

17 CAPITAL BUDGET MONITORING – 2021/22 FINAL OUTTURN

17.1 JT presented a report advising the Board of the final Capital Budget position before audit for the financial year 2021/22 and to outline the areas which have benefited from the investment and the impact of the capital investment plan. JT highlighted the following key areas:

- Additional funding secured in relation to Low Carbon Appliance and PPE.
- Permission sought and received from Scottish Government to overspend up to £2.000million, due to an overall underspend within the Justice Portfolio.
- Based on the revised budget, final outturn was an £0.021million underspend.
- Overall investment since 2013 and revised backlog investment figure.
- Outline of overview capital investment and capital investment plan.
- Update on McDonald Road Refurbishment project and potential future direction.

17.2 The Board were reminded of the changes to the accounting process required for PPE as highlighted within the 2020/21 External Audit of the Final Account.

17.3 RH acknowledged the efforts and hard work from the Director and teams involved in achieving the final position amidst the challenging environmental and financial landscape.

17.4 **The Board scrutinised the Capital Budget Outturn Report 2021/22.**

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18 REPORTS FOR INFORMATION ONLY:

18.1 Revised Annual Operating Plan 2022/23

18.1.1 The revised Annual Operating Plan 2022/23 had been submitted for information.

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

18.2 Health and Safety Policy and Policy Statement

18.2.1 The 2022/23 Health and Safety Policy and Policy Statement had been submitted for information.

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

19 RISK THEMES

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

20 FORWARD PLAN

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

21 DATE OF NEXT MEETING

21.1 During the Command and Control Futures Project update within the private session, it was agreed that a Special Private Board meeting would be scheduled on 24 November 2022.

21.2 Thereafter, the next formal meeting of the Board is scheduled to take place on Thursday 15 December 2022 at 1000 hrs.

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

PRIVATE SESSION

22 MINUTES OF PREVIOUS PRIVATE MEETING:

22.1 23 August 2022

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

22.1.2 MMcA highlighted that an action raised at the previous meeting had not been captured within the private Action Log. The action related to the costs/resources involved in producing the designed version of the Strategic Plan 2022-25 and this information was verbally provided to the Board.

22.1.3 **The private minutes of the meeting held on 23 August 2022 were approved as a true record of the meeting.**

23 LEGACY SETTLEMENT CLAIM

23.1 JT presented a report, previously circulated by email, to the Board seeking formal approval for settlement of a legacy insurance claim. JT reminded the Board that the report had previously been circulated and approval sought via email due to the issue being timebound.

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

24 COMMAND AND CONTROL FUTURES UPDATE

24.1 AW provided a verbal update on the current position with the Command and Control Futures project. This included continued delivery failure and increasing financial fragility on the part of the supplier. Formal paper to be brought to the Special Board meeting on 24 November 2022 for decision.

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

25 INDUSTRIAL RELATIONS

25.1 SS provided a verbal update on the potential industrial action relating to pay award for uniformed personnel.

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

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 8 actions. A total of 8 of these actions have been completed.

The Board is therefore asked to approve the removal of the 8 actions noted as completed (Blue status), note no actions are categorised as Green status and note no actions categorised as Yellow status on the action log.

Board Meeting: 27 October 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
10.1.2	Change Committee (Draft Minutes 15 August 2022): Clarify in detail why in para 8.2.3 the programme values differ from SFRS Values.	DL	December 2022		October 2022	Completed (15/12/2022): Email providing further information was circulated on 31 October 2022
11.3	Corporate Risk and Performance Report Q1: SFRS Communication and Engagement Strategy 2021-2023 (Objective 3.4) to be deferred to early next year to take account of the impact from the Resource Spending Review (RSR). Consideration to be given to bring to a future strategy day for initial discussion.	MMcA	December 2022		November 2022	Completed (15/12/2022): Update provided to reflect this in Corporate Risk and Performance Report (Quarter 2).
11.4	Corporate Risk and Performance Report Q1: Consider the risk of transferring information when revising AOP's and the loss of previous RAG status	MMcA	December 2022		November 2022	Completed (15/12/2022): The residual actions in Section 3 are reported against original due dates. As such, each outstanding action will have a red RAG status until completed. Explanatory text has been added the Corporate Risk and Performance Report (Quarter 2) to clarify this.
11.5	Corporate Risk and Performance Report Q1: Add Cyber Security (penetration testing recommendations) to next IGF agenda to ascertain the correct Board/Committee for scrutiny	BST	December 2022		October 2022	Completed (15/12/2022): Added to IGF Forward plan for discussion at the next meeting (19 January 2023).
11.6	Corporate Risk and Performance Report Q1: Details on the scale of the discrepancies re casualties to be circulated outwith the meeting.	MMcA	December 2022		December 2022	Completed (15/12/2022): Update to be provided during the presentation of the Q2 Performance Report at the next meeting.

11.7	Corporate Risk and Performance Report Q1: High Risk Home Fire Safety Visits measure to be reintroduced into Risk and Performance Reports.	MMcA	December 2022		November 2022	Completed (15/12/2022): This KPI has been reintroduced into the Corporate Risk and Performance Report (Quarter 2),
14.3	Resource Budget Monitoring Report 2022/3 - September 2022: Consideration be given to include an additional column within the Analysis of Budget Savings table for "Budget Savings Achieved" so that this can be monitored throughout the year	JT	December 2022		December 2022	Completed (15/12/2022): The format for budgeted savings has been revised to include this information.
15.4	Capital Budget Monitoring Report 2022/23 - September 2022: Under ICT expenditure, separate the information between what is solely CCF and what is standard ICT in Capital Budget Monitoring Report.	JT	December 2022		December 2022	Completed (15/12/2022): Considered. The capital monitoring report will be updated to include a specific line in relation to CCMS and will be included in January report once virements have been approved. Moving forward significant ICT projects will be identified in capital programme and subsequent monitoring.



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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: 16 December 2021				
ITEM 11	REDUCING UNWANTED FIRE ALARM SIGNALS: CONSULTATION RESULTS AND RECOMMENDATIONS FOR RESPONDING TO AUTOMATIC FIRE ALARMS (AFA)	<p>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:</p> <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
<p>Impact Assessment for Board Decision (Review Date - 12/2022): The UFAS preparing for Implementation Working Group (UPIWG) are anticipating a delay in the launch of the new AFA response model which was due April 2023.</p> <p>We are not in a position to provide a full impact assessment at this time, predominantly due to other project interdependencies (CCF) as reported through SDC and SFRS Board. Milestones in the Communication and Engagement plan (6 month lead in time) will continue to be assessed against the implementation of a new mobilising system.</p> <p>This will assist us in preparing our staff and stakeholders for the changes affecting relevant premises.</p> <p>In order for us to realise the benefits of a significant reduction in UFAS as soon as possible, an Options for implementation paper is progressing through Governance (SLT 07/12) with an option for phased implementation of the recommended UFAS reduction model. Phased implementation may enable SFRS to enact a manual "call challenge" process utilising existing systems and infrastructure. It should be noted that at this time SFRS continue to benefit from the COVID 19 interim response model, this is seen as a positive step towards full application of the agreed model.</p>				

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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): Bòrd na Gàidhlig (BnG) have now assessed the 2 nd edition of our draft plan and made a number of recommendations, these recommendations have been considered by SLT. The Chief has responded within the designated timescale set by BnG and we await their response.				
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): The report related to a legacy insurance claim against the Service. Following approval by the Board, Clyde & Co Solicitors successfully negotiated a settlement with the pursuers agents. Payments have now been made in respect of injury and pursuer legal expenses with Clyde & Co defense costs still to be received.				

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. • Subject to agreement of the Board, the Acting Director of Asset Management will 	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

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		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):				

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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				

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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 requirements and strategic ask of Ministers contained within the Fire and Rescue	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

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		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):				

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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	The Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board.	December 2022

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		during 2021/22. This is intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.		
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	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

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		from next year's indicative capital budget for fleet.		
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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
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 PLAN2022-25 (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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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 October 2022				
ITEM 12	BOARD FORWARD PLAN SCHEDULE 2023-24	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.	The Board approved the proposed 2023/24 Forward Plan Schedule.	April 2023
Impact Assessment for Board Decision (Review Date - 10/2023):				
ITEM 13	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2021 – 31 MARCH 2022	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2021 – 31 March 2022, as required under the Procurement Reform (Scotland) Act 2014.	The Board approved Annual Procurement Report for the period 1 April 2021 – 31 March 2022.	April 2023
Impact Assessment for Board Decision (Review Date - 10/2023):				
ITEM 19	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICES (PRIVATE)	The Acting Director of Finance and Procurement provided a report to the Board of the Scottish Fire and Rescue Service outlining an employer's liability claim intimated against the Service.	The Board approved the recommendation to instruct Clyde & Co to settle the claim.	April 2023

Impact Assessment for Board Decision (Review Date - 10/2023):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Private Meeting Date: 24 November 2022				
ITEM 5	RECOMMENDATION TO TERMINATE – SERVICE LEVEL AGREEMENT BETWEEN SFRS AND SYSTEL (PRIVATE)	The Director of Training, Safety and Assurance, Project SRO, presented a report providing SFRS Board with a sufficient level of detail on the current CCF project that will enable the SFRS Board to make an informed decision.	The Board approve the decision to terminate the Contract between System and SFRS.	November 2023
Impact Assessment for Board Decision (Review Date - 11/2023):				
ITEM 6	LEADHILLS COMMUNITY FIRE STATION (PRIVATE)	The Director of Service Delivery presented a report providing a full review of the outline options on the future of a SFRS resource at Leadhills.	The Board accepted and approved the recommendation to conduct a public consultation on the formal discontinuation of operations at Leadhills Community Fire Station.	November 2023
Impact Assessment for Board Decision (Review Date - 11/2023):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 15 DECEMBER 2022****CHAIR'S UPDATE: NOVEMBER-DECEMBER 2022****Tuesday 1 November 2022**

Meeting with Fiona Thorburn, Deputy Chair

Wednesday 2 November 2022

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities

Thursday 3 November 2022

Meeting with CO Ross Haggart

Shortlisting meeting (Scottish Government Public Appointments)

Thursday 10 November 2022

Change Committee

Fire Brigade Union meeting with CO Ross Haggart

Meeting with CO Ross Haggart

Tuesday 15 November 2022

Deputy Chief Officer (Executive) Interviews

Regular Chair/Board Support Team meeting

Wednesday 16 November 2022

Fire Brigade Union meeting with CO Ross Haggart

Introductory meeting with Elena Whitham, Minister of Community Safety and CO Ross Haggart

Deputy Chief Officer (Executive) Interviews

Thursday 17 November 2022

Reform Collaboration Group

Friday 18 November 2022

Long Service Good Conduct, Dunfermline

Monday 21 & Tuesday 22 November 2022

Interviews (Scottish Government Public Appointments)

Wednesday 23 November 2022

Regular meeting with Fiona Thorburn, Deputy Chair

Regular meeting with Robert Scott, HMFSI

Thursday 24 November 2022

Special Board meeting

Board Strategy Day

National Joint Council meeting

Friday 25 November 2022

Fire Brigade Union meeting with CO Ross Haggart

Long Service Good Conduct, Cambuslang

Tuesday 29 November 2022

Interviews (Scottish Government Public Appointments)

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Wednesday 30 November 2022

Assurance Mapping meeting with Richard Whetton and Kevin Murphy

Thursday 1 December 2022

Fire Brigade Union meeting with CO Ross Haggart

Friday 2 December 2022

Operations Control Trainee Graduation

Monday 5 December 2022

Regular Meeting with CO Ross Haggart

Meeting with Don McGillivray, Interim Director of Safer Communities, Maureen Rooney, Deputy Director for Safer Communities and CO Ross Haggart

SFRS Board Pre-Agenda meeting

Introductory meeting with David Lockhart, Director of Service Development

Tuesday 6 December 2022

Regular Chair/Board Support Team meeting

Thursday 8 December 2022

Remuneration, Appointments and Nominations Sub Committee

People Committee

Friday 9 December 2022

Audit and Risk Assurance Committee (Special)

Tuesday 13 December 2022

Trainee Firefighter Graduation, SFRS HQ Cambuslang

Thursday 15 December 2022

SFRS Board meeting

Friday 16 December 2022

Trainee Firefighter Graduation, SFRS HQ Cambuslang

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 15 DECEMBER 2022**

INTERIM CHIEF OFFICER'S UPDATE – NOVEMBER & DECEMBER 2022

Tuesday 1 November 2022

National Fire Chief Council (NFCC) Steering Group Meeting
Meeting with His Majesty's Fire Service Inspector (HMFSI)
Regular Director 1:1

Wednesday 2 November 2022

Regular Chair & Chief catch up
Director Mid-Year Review

Thursday 3 November 2022

Regular Director 1:1
Meeting with Prof A Stec
Regular Meeting with Sponsor Unit
Strategic Leadership Team (SLT) Resource Spending Review (RSR) Meeting

Friday 4 November 2022

Regular catch up with B Baverstock

Monday 7 November 2022

SLT Industrial Action Tactical Action Group (IATAG) Meeting
Regular Director 1:1
Regular coaching session with Morden Solutions

Tuesday 8 November 2022

Directors' Informal Meeting x 2
Regular Weekly PA Catch up

Wednesday 9 November 2022

SLT Formal Meeting
Long Service Good Conduct Ceremony, Inverness

Thursday 10 November 2022

Cameron House Strategic Group Meeting
SFRS/Fire Bridage Union (FBU) Strategy Meeting

Friday 11 November 2022

Weekly NFCC Chief Fire Officer (CFO) Call

Monday 14 November 2022

SLT IA TAG Meeting
SLT RSR Meeting
Regular Director 1:1
Weekly PA Catch up

Tuesday 15 November 2022

Deputy Chief Executive (DCE) Interviews
Attendance at Funeral of CC Samson

Wednesday 16 November 2022

SFRS/FBU Strategy Meeting
Introductory Meeting with Minister for Community Safety, Edinburgh
DCE Interviews

Thursday 17 November 2022

Regular Director 1:1
Reform Collaboration Group Pre-Meet
Reform Collaboration Group Meeting

Friday 18 November 2022

Long Service Good Conduct Ceremony, Fife

Monday 21 November 2022

Weekly PA Catch Up
Regular HMI Meeting
Meeting with Deputy Director of Safer Communities
Regular Director 1:1 x 2
NFCC Future Firefighter Interview session

Tuesday 22 November 2022

Firefighter Pension Board
Long Service Good Conduct Ceremony, Aberdeen

Wednesday 23 November 2022

SLT Informal Meeting
SLT IA TAG Meeting

Thursday 24 November 2022

SFRS Board Strategy Day

Friday 25 November 2022

SFRS/FBU Strategy Meeting
Long Service Good Conduct Ceremony, Cambuslang
DCE Interview Feedback

Monday 28 November 2022

Weekly PA Catch up
Interview Feedback Meeting
SLT IA TAG

Tuesday 29 November 2022

NFCC Council Meeting – Pre Meet

Wednesday 30 November 2022

NFCC Council Meeting

Thursday 1 December 2022

SFRS/FBU Strategy Meeting
Appeal Hearing

Friday 2 December 2022

Operations Control Trainee Graduation Ceremony, Cambuslang

Monday 5 December 2022

Regular Chief & Chair Catch up
Visit of Director & Deputy Director of Safer Communities to National Headquarters (NHQ)
SFRS Board Pre-Agenda Meeting
Regular Director 1:1

Tuesday 6 December 2022

Accountable Officer Event, Edinburgh

Wednesday 7 December 2022

SLT Formal Meeting
NFCC Trustees Meeting

Thursday 8 December 2022

RANSC
Regular Director 1:1
Regular meeting with B Baverstock

Friday 9 December 2022

Regular catch up with Commissioner LFB
Regular Director 1:1 x 2
Special Audit and Risk Assurance Committee (ARAC)

Monday 12 December 2022

Regular Director 1:1 x 3
CO Christmas Message Filming
Regular Coaching Session

Tuesday 13 December 2022

Trainees Graduation Ceremony, Cambuslang
SLT RSR Meeting

Wednesday 14 December 2022

SLT/Senior Management Board (SMB) Leadership Climate and Reflection Development Session
Regular Meeting with HMI
Regular Director 1:1 x 2

Thursday 15 December 2022

SFRS Board Meeting
Justice Board Meeting

Friday 16 December 2022

Trainees Graduation Ceremony, Cambuslang

Monday 19 December 2022

SLT Informal Meeting
Blue Light Collaboration Board Meeting

Tuesday 20 December 2022

Weekly NFCC CFO Call
SLT IA TAG Meeting
PA Weekly Catch up

Wednesday 21 December 2022

Technical Reading

Thursday 22 December 2022

Technical Reading

Friday 23 – Friday 30 December 2022

Leave



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 10 NOVEMBER 2022 @ 1000 HRS

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

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SJB)
Angiolina Foster (AF)

Brian Baverstock, Deputy Chair (BB)
Nick Barr (NB)

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Kirsty Darwent (KD)	Chair of the Board
Curtis Montgomery (CM)	Interim Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery (Item 7.1 only)
Stewart Nicholson (SN)	Deputy Assistant Chief Officer, Service Delivery
Marysia Waters (MWa)	Head of Communications and Engagement (Item 7.1 only)
Andy Girrity (AG)	Area Commander, Service Delivery (Item 7.1 only)
Gordon Pryde (GP)	Deputy Assistant Chief Officer, Community Safety (Item 7.1 only)
Kevin Murphy (KM)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Kimberley Gogarty	Corporate Administration

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 and introduce themselves, 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

David Lockhart, Assistant Chief Officer, Director of Service Development

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

3.1 The Committee agreed that the *Financial Reports – Change Portfolio* (Agenda Item 15) and *Command and Control Futures (CCF) Project* (Agenda Item 16) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the *Resource Spending Review – Programme of Work* (Agenda Item 17) would be held in private session due to confidential nature of the issues (Standing Order 9G).

3.2 Following a request from SS, the Committee agreed to move the *People, Training, Finance and Assets System (PTFAS) update* (Agenda Item 7.2) into the private session under *Resource Spending Review – Programme of Work* (Agenda Item 17).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 15 AUGUST 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 15 August 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 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.

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

7 CHANGE PORTFOLIO/MAJOR PROJECTS

7.1 Portfolio Office Highlight Report

7.1.1 CM presented the Portfolio Office Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. It was noted that the financial information had been redacted and would be discussed in the private session.

7.1.2 In regard to the Rostering project, the Committee noted that there was no business case/dossier associated with this project and queried what the current RAG status (green) was measuring against. CM noted that some projects are borne out of business as usual, so retrospective business cases are produced however, some projects are so mature that it was not deemed appropriate to produce a retrospective business case. CM assured the Committee that all new projects would require a business case/project dossier. CM noted that the timeline and costs were being monitored for this project.

7.1.3 Within the covering report (under the Community Risk Index Model (CRIM) update), the Committee noted their concern relating to the implications of the sentence “*Extension to the timeline should have a positive impact on the current RAG status moving forward*”. CM noted and agreed with the concerns and advised that this was an area that would be scrutinised more once the Assurance Group were stood up. The current capacity within the Portfolio Office remained a challenge in this regard.

7.1.4 With regard to the Community Risk Index Model (CRIM) project, the Committee requested clarification on the timescale and organisation capability (GIS analysis).

7.1.5

AG explained that the timeline within the dashboard was the original timeline which had still to be updated. AG noted that the completion date for the development phase should be September 2023 (not July 2023 as stated). Between October 2023 and March 2024, the project would transition to programme end. AG noted that following approval of the timeline, the timeline would be realigned and risks would be revisited.

7.1.6

The Committee commented on the different phases of projects and how these are articulated, what the role of the Committee is in the implementation phase and when engaged and what the timeframe was for signing off on full integration.

ACTION: PO

7.1.7

To help provide clarity on the project timeline, a short report (one A4 page) to be prepared on all the revisions to the timelines relating to the Service Delivery Model Programme (SDMP).

ACTION: PO

7.1.8

AG confirmed that the GIS senior capability was required and a procurement exercise was currently ongoing with the hope to award the contract by the end of the year. AG confirmed that the large capacity desktop at HQ was being sourced and would enable the Service to refresh and run the risk metrics independently.

7.1.9

Low Carbon Appliance Project (Presentation)

SN provided a presentation to the Committee on the Low Carbon Appliance project highlighting the following key points:

- Change in Executive Lead reflecting the change from the build to delivery to Service Delivery (on station).
- Business planning assumption/engagement.
- Mission Statement, success criteria and benefits.
- Benefits of collaborative approach with Portfolio Office.

7.1.10

The Committee commented on the benefits from the Portfolio Office's involvement and the quality of the information being presented.

7.1.11

In regard to the business case, CM noted that it was considered appropriate that the outline success criteria/benefits considered against the finances of the project would be sufficient. As this project was borne out of business as usual, it was felt that there was justification to look forward rather than retrospectively look back.

7.1.12

The Committee commented on the scale, cost and potential risks associated with this project and the level of early governance and oversight given to it. Discussion then took place around the benefits of the new governance being put in place eg Change Portfolio Investment Group. CM noted that the lack of metrics data was due to the project moving through the pilot activity and work was ongoing to identify the benefits from the pilot to then inform the decision whether to roll out nationally.

7.1.13

SN accepted the comments regarding the early stages of the project and noted the collaborative approach with the Portfolio Office to identify the best way to progress through proof of concept stage over the next 12-18 month period. SN to explore how to provide regular focussed data internally to SFRS on how the Low Carbon Appliance was performing over the next 12 months as input to the future decision on whether to move from proof of concept to full rollout.

ACTION: PO/SN

7.1.14

The Committee requested that a retrospective business case be produced and include whole life costs.

ACTION: PO

7.1.15

During discussions, the Committee requested some additional information relating to the CRIM (as noted with the Highlight Report covering report). To avoid any potential confusion, these has been captured within the minutes in paragraphs 7.1.4-7.1.8.

7.1.16

The Committee noted the Low Carbon Appliance Project presentation and verbal update.

7.1.17

Web/iHub Design Project Dossier

MWa provided an overview to the Committee noting the project was initially approved in 2020 but delayed due to Covid. A discovery exercise was undertaken in early 2022 to identify options for redevelopment of iHub. Subsequently, issues were also identified with the current website. A complete redesign of the iHub and website was recommended and approved by the Strategic Leadership Team in May 2022.

7.1.18

MWa outlined the key elements of the project, ie improved document management and governance arrangements, user centric and intuitive, improved cyber security and accessibility. MWa also outlined the key benefits which included improved user experience/access, improved trust on content, enhanced public accessibility and improved cyber security.

7.1.19

The Committee commented on the advanced stage of the project as the procurement exercise was currently ongoing and questioned whether the Committee should have had earlier sight. MWa noted that due to time pressures relating to the website, the procurement exercise was running concurrently with the project development.

7.1.20

In regard to benefits, MWa to provide clarity on financial benefits associated with the project.

ACTION: MWa

7.1.21

The Committee scrutinised the project dossier.

(M Waters left the meeting at 1050 hrs)

7.1.22

Service Delivery Model Programme (SDMP) Change Request and Framework

AG presented the Change Request, noting that reference to transition to business as usual was incorrect and should read transition to programme end. The end date for the programme had been identified as October 2023-March 2024. The outputs from SDMP would support and inform any options for change that are implemented for the wider organisation moving forward. Due to the change in timeline, AG noted that risks have been revisited (no additional risk identified), milestones realigned and project dossiers are being revised.

7.1.23

AG noted that the next steps were: developing the CRIM to holistic point continue to conduct relevant response modelling scenarios to align with Service priorities, development of impact assessment process, continuing assessments of existing alternative duty systems, and continuing to liaise with public involvement consultation team regarding potential public consultation.

7.1.24

AG assured the Committee that the core programme elements would continue to be developed and completed by the development phase.

7.1.25

The Committee scrutinised the Change Request and Framework.

(G Pryde joined the meeting at 1055 hrs)

(A Girrity left the meeting at 1055 hrs)

7.1.26

Safe and Well Project Evaluation Update

GP informed the Committee that the project evaluation was nearing completion and would be presented through the appropriate governance before being brought forward to the Change Committee (February 2023).

7.1.27

GB noted that work had been undertaken to review the pilot and capture and collate information to develop a full implementation plan.

7.1.28

In regard to key learning, GB advised the Committee that feedback from partners was positive, however, some areas were continuing to be tested and piloted.

7.1.29

GB noted that further details on the benefit, key performance indicators, etc would be captured within the evaluation report.

7.1.30

The Committee noted the verbal update.

(G Pryde left the meeting at 1100 hrs)

7.1.31

On-Call Improvement Programme

DF provided a brief update on progress of the On-Call Improvement Programme, the following key points were highlighted:

- Some milestones were able to be delivered immediately whilst other elements would be presented as recommendations at the end of the programme.
- Mapping interdependencies and review of project timelines to consider the impact of the Resource Spending Review and the lack of harmonised terms and conditions.
- Significant improvements within the Attraction and Recruitment Improvements project, such as streamlined recruitment processes and the Pre-Recruitment Engagement Programme (PREP).
- Significant risk remains around the lack of harmonised terms and conditions alongside skills and resources.
- Accelerated elements of the Responding Options and Duty System project such as migration and accelerated route to competency.
- Scheduled migration of 35 firefighters in December 2022. Awareness of potential issue relating to competency rate of pay and are communicating with individuals.
- Significant work within the Variable Contract Options and On Call Statement Establishment projects, including modelling options, identified costs, etc.

7.1.32

DF informed the Committee that although the Service had improved the systems/processes for recruitment, there were still challenges and the downward trajectory remained unchanged. DF noted that there were pockets of high interest and it was hoped that this would spread wider within communities.

7.1.33

DF noted that the project structure was supportive, drives the individual elements, provided clear governance arrangements and was timebound to June 2023. DF further noted his hopes to maintain the On-Call Support Team on a permanent basis. The Committee noted the clear purpose and practical application of the project and the value of any lessons learned.

7.1.34

The Committee noted the verbal update.

(D Farries left the meeting at 1123 hrs)

(Meeting broke at 1123 hrs and reconvened at 1130 hrs.)

7.2

People, Training, Finance and Assets System Programme Update

7.2.1

This item was deferred to the private session.

8 GENERAL REPORTS

8.1 Portfolio Progress Update

8.1.1 CM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the PO in developing new and existing capacity specific to Portfolio, Project and Programme management. The following key points were highlighted:

- Business case for Portfolio Office capabilities developed and submitted to the Senior Management Board and Strategic Leadership Team (7 December). Developed strategy based on 4 pillars of activities, these were (i) Centre of Excellence; (ii) Portfolio Management, Assurance and Governance; (iii) Business Architecture, Analysis; and Service Improvement; and (iv) Programme and Project Delivery.
- Presentation on Low Carbon Appliance Project Test of Change using the business change lifecycle.
- External supplier engaged to support our maturity assessment on the capabilities within the Portfolio and Portfolio Office. Key findings include recognition of progress over the last 12 months, implementation of new process, development of draft governance structure and future implementation, creation of Portfolio Office KPIs to identify and understand volatility and drift within projects, recommendations for improvements in project handover/data transfer, improving support for Project Manager, lack of suitably qualified experienced personnel within the Portfolio Office, and the maturity of the toolkits at handover stage.

8.1.2 The Committee to consider the findings of the External Supplier at the workshop (January/February 2023).

ACTION: PO

8.1.3 In regard to benefits management, CM assured the Board that the benefits management process had been launched and based on standard practice. CM highlighted the 7 key categories where benefits can be identified and improvements measured. These include cost, quality, risk and user satisfaction. CM noted that the facilitation of the process was a challenge due to lack of resources across the portfolio.

8.1.4 **The Committee noted the report.**

9 RISK

9.1 Portfolio Office Risk Report

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

9.1.2 The Committee commented on the statistic nature of the risks. GB noted that further work was required in this area and discussions were ongoing with Project Managers.

9.1.3 In regard to Risk CCF008 (supplier instability), the Committee were reminded that there was some delay in updating the risk ratings due to the timings of the Senior Management Board meetings.

9.1.4 **The Committee noted the report.**

9.2 Committee Aligned Directorate Risks

9.2.1 CM presented the Aligned Directorate Risks report to the Committee noting that there has been no change since the previous report.

9.2.2 Update on ICT to be provided within the private session.

9.2.3 **The Committee noted the report.**

10 COMMITTEE ROLLING FORWARD PLANNING

10.1 Committee Forward Plan

10.1.1 No additional items were identified.

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

10.2.1 No additional items were identified.

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

11 REVIEW OF ACTIONS

11.1 KM confirmed that 6 formal actions was recorded during the meeting.

12 DATE OF NEXT MEETING

12.1 The next meeting is scheduled to take place on Thursday 9 February 2022 at 1000hrs.

12.2. There being no further matters to discuss, the public meeting closed at 1150 hrs.

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETING: 15 AUGUST 2022

13.1 The minutes of the meeting held on 15 August 2022 were approved as a true record of the meeting.

14 PRIVATE ACTION LOG

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

15 FINANCIAL REPORTING – CHANGE PORTFOLIO

15.1 CM presented a report to the Committee providing an overview of the financial forecast for the Change Portfolio and its evolution.

15.2 **The Committee noted the report.**

16 COMMAND AND CONTROL FUTURES (CCF) PROJECT UPDATE

16.1 AW provided a verbal update to the Committee of the status of the project and the recent discussions at both the Board and Strategic Leadership Team meetings.

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

17 RESOURCE SPENDING REVIEW PROGRAMME OF CHANGE

17.1 SS presented a report to update the Committee on the methodology and approach being adopted in order to manage the significant change implications associated with the Scottish Government's Resource Spending Review (RSR) and also the review and prioritisation of current in-flight change projects.

17.2 **The Committee noted the report.**



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 13 OCTOBER 2022 @ 1000 HRS

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

PRESENT:

Brian Baverstock, Chair (BB)
Tim Wright (TW)

Lesley Bloomer, Deputy Chair (LBI)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
John Thomson (JTh)
Richard Whetton (RW)
David Johnston (DJ)
Gary Devlin (GD)
Caroline Jamieson (CJ)
Robert Scott (RS)
Kirsty Darwent (KD)
Kevin Murphy (KM)
Debbie Haddow (DJH)

Interim Chief Officer
Interim Deputy Chief Officer
Acting Director of Finance and Procurement
Head of Governance, Strategy and Performance
Risk and Audit Manager
Internal Audit (Azets)
External Audit (Deloitte)
HMFSI
Chair of the Board
Group Commander Board Support
Board Support/Minutes

OBSERVERS:

Lynne McGeough, Acting Head of Finance and Procurement
Curtis Montgomery, Head of Portfolio Office

1 CHAIR'S WELCOME

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

2 APOLOGIES

- 2.1 Malcolm Payton, Board Member
Mark McAteer, Director of Strategic Planning, Performance and Communications
Pat Kenny, Deloitte
Matthew Swann, Azets

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

- 3.1 The Committee discussed and agreed that Item 19 (Investigation Report – Trauma Bag/Smoke Detectors Follow Up) and Item 20 (Risk Spotlight Scottish Water Service

Level Agreement) would be heard in private session due to matters considered of a confidential nature in line with Standing Orders (Item 9G).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 None.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

5.1 Tuesday 28 June 2022

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

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 The minutes of the meeting held on 28 June 2022 were approved as a true record of the meeting.

6 ACTION LOG

6.1 The Committee considered the action log, noted the updates and agreed the closure of actions.

Action 13.1.5 Overview of Strategic Risk Register and Committee Aligned Directorates (28/06/2022): BB briefly updated the Committee on the workshop held in August 2022 where the Committee discussed whether the format/content of risk being presented allowed sufficient scrutiny. The 4 specific points which would be progressed following the workshop were: improve currency of information on the register, consider presentation/structure to better align strategic risks to strategic objectives, importance of supporting narrative to accompany the risk register and that any further refinements were consistent with the work being led by RW around revised risk and performance reporting.

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

7 ANNUAL PROCUREMENT REPORT 2021/22

7.1 JT presented the Annual Procurement Report for the period 1 April 2021 – 31 March 2022 to the Committee for recommendation, noting that the Service was required to produce and publish this report in line with the Procurement Reform (Scotland) Act 2014. The following key points were noted:

- Total of 45 regulated procurements awarded with an overall value of £186.0m.
- Work of the Supplier Development Programme approach resulted in shortlisting in the 2022/23 GO Awards.
- 85% procurement activity delivered via joint collaborative contracts.
- Increased expenditure with Small and Medium Sized Enterprises (SMEs).
- Increased expenditure with Scottish based suppliers, approximately £46.15m.
- Significant commitment to climate change through procurement activities, notable low carbon appliance, carbon management, decarbonisation through ring-fenced funding from Scottish Government.
- Commitment to fair working practices with the establishment of Project Bank Accounts. This ensures that main contractors and sub-contractors be paid at the same time and supports the whole construction supply chain.
- Community benefits noted for McDonald Road, Portlethen Training Centre and West Asset Resource Centre.
- Slight reduction in non-contract spend and non-competitive tenders and expenditure.

- 7.2 The Committee queried the opportunities to identify community benefits in rural areas outwith the central belt. JT noted that the community benefits depend on the location of the individual projects and were defined by the framework. JT further noted that although the Service try to maximise community benefits, there was potential for further improvement ie improving link between community benefits and corporate parenting.
ACTION: JT
- 7.3 The Committee commented on the potential use of a Community Benefits Wish List which would help to identify community benefit opportunities within the local and wider communities.
- 7.4 In regard to the latest Procurement and Commercial Improvement Programme Assessment (PCIP), the Committee were reminded that this was undertaken in 2019 and achieved the highest band rating (81%) and the next assessment was due to be undertaken in August 2023.
- 7.5 The Committee asked whether consideration had been given on the use of Gross Value Added (GVA) to highlight economic impact. JT noted that the Service were not required to use GVA and noted his concerns on how the Service would demonstrate, measure against and evidence additional value. JT noted that this was an area for future consideration.
ACTION: JT
- 7.6 In regard to the £1.18m savings achieved through Scottish Government frameworks, JT clarified that this was attributable to all frameworks, not solely Scottish Government and noted that this area was being reviewed to ensure accuracy.
- 7.7 In regard to non-contract spend, JT noted that there would always be an element of non-contract spend, however there was potential for further reduction albeit this was resource dependent. Brief discussion on the general compliance with Service policy, potential for continued use of legacy suppliers and controls in place to prevent this occurring.
- 7.8 In regard to Non-Competitive Actions (NCA), JT outlined the process for reviewing the use and approval of NCAs.
- 7.9 **The Committee recommended this report for approval by the Board.**

8 INTERNAL AUDIT

8.1 SFRS Internal Audit Progress Report 2022/23

- 8.1.1 GD presented a report to the Committee which summarised the progress on the delivery of the 2022/23 Internal Audit Plan and the following key points were highlighted:
- Overall good progress and remains on track.
 - Two Final Reports completed and submitted (on agenda).
 - Further 2 reports were in the planning stage and the scope of audits were included for review/comment.
 - KPI status noting one measure reporting Amber due to time. Thanks were extended to the Service for their support during this challenging reporting period.
- 8.1.2 In regard to the planned Training audit, the Committee noted the importance of taking account of any learning/changes to delivery gained during the Covid pandemic. GD advised that it would be possible to incorporate and test any learning, changes to delivery, etc.
- 8.1.3 The Committee noted that this audit focused solely on operational staff and further noted that there was not a similar assurance process for competency/currency for support staff. Discussions had taken place between the Chair of People Committee and Directors of People and Organisational Development and Training, Safety and Assurance to review this issue.

ACTION: MW

- 8.1.4 Within the Training audit, GD confirmed the intention to confirm the completion rates ie appropriate monitoring and recording of all required training.
- 8.1.5 In regard to the Training audit, GD reminded the Committee that Specialist Training had already been subject to in-house scrutiny and outlined the rationale for omitting this from the scope of the proposed audit.
- 8.1.6 For awareness, RS advised the Committee of the recent training report published by HMFSI Wales which focussed on appropriate/required training to support service delivery and noted that he was currently considering the findings and potential of any similar future inspection.
- 8.1.7 General discussion took place on the need for a greater understanding and awareness for all aspects of training, acknowledgement of the work previously/currently being undertaken on specific areas, and the different sources of assurance available to the Service.
- 8.1.8 GD acknowledged that training affected the whole organisation, however, the current scope of the proposed audit was deemed appropriate. GD noted that there was potential for any wider concerns identified to be signposted within the final report.
- 8.1.9 In regard to the Corporate Performance Management audit, the Committee asked whether a good practice framework was being used to assess the dimension of the PIs. GD advised that the initial question would be to ask how the Service regulate performance and gain the pyramid of assurance. If appropriate, the audit would make recommendations on how to develop performance management and provide assurance to the Board that any existing performance management was reliable.
- 8.1.10 The Committee welcomed the opportunity to review the audit scope and asked that where necessary (because of the ARAC meeting schedule) scopes should be circulated to the Committee to allow the Committee to provide comment in advance of commencement of audits.

ACTION: Azets

- 8.1.11 Final Report – Revenue and Funding Maximisation
- 8.1.12 GD advised the Committee of the outcome of the audit, noting the following key issues:
- Generally good arrangements for controls around revenue streams and maximisation.
 - Issues identified relate to how the Service draws the diverse activities throughout the Service together to ensure corporate control and collective approach to revenue maximising activities.
- 8.1.13 JT highlighted the positive good practices identified during the audit and noted the overall acceptance of the recommendations relating to oversight, scrutiny and central repository. JT reminded the Committee of the complexities and outlined how the Service were trying to maximise and identify new funding streams. JT commented on the additional work and engagement with Local Senior Officers to ensure a consistent approach and implementation of the charging policy. As part of the budget process, JT noted that any unbudgeted income would be identified and streamed into the normal process and any opportunity to increase income generation would be explored. JT further noted that through the Reform Collaboration Group, the Service would review charging for attendance at events to ensure consistency in its application.
- 8.1.14 BB expressed concern that the scope of this review had not been extended to reflect the comments made by the Committee at its meeting on 28 June 2022, specifically that it should examine what is being done, and could be done, around commercialisation, innovation and financial mechanisms for retaining income across annual boundaries.

Going forward, greater care is needed to ensure that audit scopes are adjusted to take account of, appropriate, comments from the Committee

8.1.15 In regard to Recommendation 1.3a (external funding maximisation), the Committee requested clarification on the management response and whether consideration was given to create a specific role. JT advised the Committee that oversight and scrutiny of external funding would be undertaken through the Good Governance Board, which all Heads of Functions attended, with Finance taking on the central co-ordinating role. The Committee noted that a fuller written management response would have been helpful.

8.1.16 Brief discussion took place regarding the potential for commercialisation opportunities to generate revenue. It was noted that the Service had not fully considered maximising revenue/commercialisation previously, however, going forward all opportunities to maximise revenue would be considered. JT to engage and explore opportunities with subject matter experts (eg universities).

ACTION: JT

8.1.17 The Committee commented on the identified timescales against the recommendations and asked for consideration to be given to review and reduce same. Noting the comments, JT advised that the identified timescales were realistic but assured the Committee that all recommendations would be progressed timeously.

8.1.18 Final Report – Post Pandemic Review

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

- Overall positive response and timely response by the Service. Subsequently, the Recovery, Reset and Renew (RRR) programme was established.
- Best practice areas identified.
- Identified Areas of Improvement include embedding learning from the pandemic into business continuity plans, finalising future working arrangements and the continuation of recording progress against actions raised through the RRR.

8.1.19 RH informed the Committee that all recommendations and areas of improvement were welcomed and accepted.

8.1.20 In regard to Control Objective 3 (potential efficiency savings and modernisation), the Committee noted that there was no clear indication how the Service would mitigate the risk of reverting back to the previous working practices. The Committee sought clarification on the future working arrangements. RH reminded the Committee that due to the operating environment, the RRR Group was stood down prematurely and focus moved to the Tactical Staffing Action Group work. RH assured the Committee that the RRR work/lessons learned were being progressed through separate workstreams.

8.1.21 In regard to Agile Working, RH noted that the audit had highlighted some uncertainty with the approach to agile working and this would be re-emphasised with management and staff. RH further noted that the Service would look to review the use of corporate estates to take account of agile working across the Service.

8.1.22 JT noted that the work of the RRR was considered during the budget setting process, acknowledged that this was a continuous process, with an additional need to overlay the implications of the Resource Spending Review and the need to achieve practical savings within the next financial year.

8.1.23 RH informed the Committee that the Service were looking to collate all actions/action plans (Internal Audit report, HMFSA's report and internal debrief) to co-ordinate and progress actions.

8.1.24 RH assured the Committee that the governance route for potential future savings would be through the SFRS Board and would feed into the budget setting for 2023/24.

8.1.25 **The Committee scrutinised the progress report and the final reports.**

8.2 Progress Update – Internal Audit Recommendations

8.2.1 GD presented a report to the Committee outlining the status of the recommendations raised by Internal Audit noting the inclusion of a comments section from Azets on previous outstanding recommendations. The following key areas were highlighted:

- Water Planning Arrangements – Ongoing challenges relating to the Service Level Agreement and the proposed course of action.

8.2.2 The Committee noted the number of actions attributed to ICT and queried whether the responses provided and the understanding of the recommendations were adequate. GD commented on the resource (both capacity and capability) and workload of the small team, noting that this was being reviewed by Management.

8.2.3 With regard to Recommendation 5a (Risk Management), it was confirmed that a further Board workshop would not be held on 19 October (as noted within the progress to update section).

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

8.3 Internal Audit on Portfolio Office – Enhanced Management Response

8.3.1 SS presented a report to the Committee to provide an enhanced Management response for the recent audit on the Portfolio Office. The following key points were noted:

- Revised governance structure, approved by Strategic Leadership Team, to support the Portfolio Office.
- Commitment to streamline reporting processes and improve performance management arrangements.
- Working to enhance resourcing within the Portfolio Office.
- Engage technical expertise where required.
- Identify collaborative opportunities with Blue Light partners.
- Review of ongoing projects in order to identify any capacity, challenges, etc and to ensure strategic alignment.

8.3.2 **The Committee welcomed the additional update and noted the report.**

(Break at 1150 hrs, resumed at 1155 hrs)

9 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE

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

- Audit Scotland Report (May 2018), one outstanding action relating to RDS terms and conditions remains open. As previously agreed a verbal update would be given against this action once it was completed.
- All action plans were reporting green with one exception (Provision of Operational Risk Information). However, the majority of actions (20 of 25) were complete. The 5 outstanding actions were related to the Emergency Services Network UK wide project which continues to suffer from delays.

9.2 **The Committee scrutinised the report.**

- 10 DELOITTE - AUDIT DIMENSIONS AND BEST VALUE FOR THE YEAR ENDED 31 MARCH 2021**
- 10.1 JT presented the report to the Committee outlining the progress on the Deloitte Audit Dimensions and Best Value Report for year ending 31 March 2021 and the Annual Report and Accounts Audit for 2020/21. The following key points were highlighted:
- Good progress continues against recommendations/actions.
 - Recommendations 1.3 (financial reporting) and 2.3 (medium-to-long term financial planning): JT noted the issues to meet these recommendations and continued to liaise with Deloitte to identify a path to delivery.
- 10.2 CJ confirmed that a review of progress against previous actions would be undertaken during the current audit.
- 10.3 **The Committee scrutinised the report and noted the progress being made.**
- 11 INTERNAL CONTROLS UPDATE**
- 11.1 **a) Overview of Strategic Risk Register and Aligned Directorate Risk**
- 11.1.1 DJ presented the revised Strategic Risk Register (SRR) along with the aligned Directorate Risks to the Committee and outlined the information contained within the appendices. The following key points were highlighted:
- As previously discussed, good information contained within the risk register but consideration needs to be given on how to tailor and present this to ensure that it is clearly understood. Working with Data Services to review current risk register format.
- 11.1.2 The Committee noted that continued efforts to improve presentation to allow the Committees to scrutinise, understand and use the register more effectively.
- 11.1.3 **The Committee scrutinised and supported the continued development of the report.**
- 11.2 **b) Anti-fraud/Whistleblowing Update**
- 11.2.1 JT noted that there were no issues to report.
- 11.2.2 **The Committee noted the verbal report.**
- 12 QUARTERLY UPDATE ON GIFTS, HOSPITALITY AND INTERESTS REGISTER**
- 12.1 DJ presented the report to the Committee providing an update on the Gifts, Hospitality and Interests Register for Quarter 2 2022/23. The following key points were noted:
- Publication of the register on SFRS website.
 - Continue to communicate and raise awareness across the Service to ensure improved understanding.
 - Outlined plans to develop LCMS package to help raise awareness/aid discussion and would like to link to other areas, eg fraud, etc.
- 12.2 The Committee welcomed the improved number of interests being recorded and urged the team to maintain efforts to raise awareness of the need to register interests.
- 12.3 **The Committee noted the report.**
- 13 QUARTERLY UPDATE REPORT ON HMFSI BUSINESS**
- 13.1 RS presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2022/23 and the following key areas were noted:
- First Service Delivery Area (SDA) Inspection – East had commenced and findings were similar to those identified during previous local area inspections. Publication of final report anticipated at the end of the financial year.
 - Thematic Inspection on Firefighting in High Rise Buildings was laid before parliament on 27 September 2022. Conclusion noted some scope for improvement; however, the overall impression of the Service was principally positive. Report reflects that the

Evacuation Policy was still being drafted and consideration may be given to return and review this in the future. Eight recommendations and 5 areas of good practice were noted.

- New SDA inspection approach was positive with good engagement throughout the process.
- Thematic Inspection on Climate Change - Impact on Operational Activity fieldwork has commenced, good engagement with Service SPOC to date and interviews were being scheduled.
- Thematic Inspection on Mental Health and Wellbeing Provision commenced and aims to conclude in March 2023.

13.2 The Committee commented on previous discussions regarding risk and assurance being taken from reports and identifying future thematic reports on a risk-based approach. RS noted that he would be keen to continue these discussions.

13.3 **The Committee noted the report.**

14 REVIEW OF ACTIONS

14.1 KM confirmed that 5 formal actions were recorded during the meeting.

15 FORWARD PLANNING

15.1 a) Committee Forward Plan Review

15.1.1 The Committee considered and noted the Forward Plan.

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

15.2.1 No items were identified.

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 17 November 2022 at 1100 hrs.

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

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING:

17.1 Tuesday 28 June 2022

17.1.1 Subject to one minor amendment, the minutes of the private meeting held on 28 June 2022 were approved as a true record of the meeting.

18 PRIVATE ACTION LOG

18.1 The Committee considered the private action log, noted the updates and agreed the closure of actions.

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

19 FOLLOW UP ON INVESTIGATION INTO ALLEGED MISAPPROPRIATION OF SMOKE DETECTORS AND A TRAUMA BAG

19.1 JT presented a report to the Committee providing update on the progress against the actions identified in relation to smoke detectors. JT reminded the Committee that information had been circulated (via email 05/08/2022) to advise of the accelerated timelines to resolve issues and procedures being adopted around smoke detectors and the use of the asset management app.

20
20.1

RISK SPOTLIGHT: SCOTTISH WATER SERVICE LEVEL AGREEMENT

DF presented the briefing note to the Committee to provide an update on progress on the revision of the Service Level Agreement with Scottish Water.

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING – PEOPLE COMMITTEE

MONDAY 3 OCTOBER 2022 @ 1330 HOURS

BY CONFERENCE FACILITIES

PRESENT:

Mhairi Wylie (Chair) (MW)
Malcolm Payton (MP)

Steve Barron (Deputy Chair) (SBa)
Paul Stollard (PSt)

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Garry MacKay (GMack)	Deputy Assistant Chief Officer, Head of Operations
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Lyndsey Gaja (LG)	Head of People and Organisational Development
Jim Holden (JHo)	Head of Safety and Assurance
Geri Thomson (GT)	Deputy Head of People and Organisational Development
Ross Robison (RR)	Area Commander, Staffing Solutions Team (Item 7.3)
Greig Hastie (GH)	Lead Health and Wellbeing Practitioner (Item 10)
Fiona McOmish (FMcO)	HROD Manager (Item 14.2)
Mary Corry (MC)	People and Organisational Development Business Manager (Item 15.1)
Kevin Murphy (KM)	Group Commander, Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Teresa Kelly, Deputy Head of Health and Safety

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present, in particular Group Commander Kevin Murphy, in his new role as Board Support Manager.
- 1.2 The Committee were reminded to keep their microphones on mute unless speaking and use the hand raising function on MS Teams, in accordance with the remote meeting protocol, should they wish to ask a question.

2 APOLOGIES FOR ABSENCE

- 2.1 Fiona Thorburn, Board Member
Liz Barnes, Director of People and Organisational Development
David Farries, Assistant Chief Officer, Director of Service Delivery

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

- 3.1 The Committee discussed and agreed that the Key Case Summary Report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the Remuneration, Appointments and Nominations Sub Committee and the verbal update on the Employee Partnership Forum and Partnership Advisory Group would also be taken in private due to the confidential nature of business taken to this meeting. The Recent Employment Tribunal Case Lessons Learnt report would also be taken in private as this is subject to restrictions relating to confidentiality, in line with Standing Orders (Item 9D).
- 3.2 No further items were identified.

4 DECLARATIONS OF INTERESTS

- 4.1 No conflict of interests were declared.

5 MINUTES OF PREVIOUS MEETING: 21 JUNE 2022

- 5.1 The minutes of the meeting held on Tuesday 21 June 2022 were approved as an accurate record of the meeting.

5.2 Matters Arising

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

6 ACTION LOG

- 6.1 The Committee considered the Action Log, noted the updates and approved the removal of the closed items.
- 6.2 In regard to Action 7.2.19, AW provided a brief update and confirmed that the timescale for presenting the options was Q2 within the current financial year. It was agreed that the due date would be further extended to the end of Q4 to allow better alignment with the performance management framework.

7 PERFORMANCE AND RISK REPORT QUARTER 1 2022/23

7.1 People and Organisational Development (POD)

- 7.1.1 LG presented the POD Progress and Performance Report Quarter 1 2022/23 to the Committee. The following key areas were highlighted from the Executive Summary:
- Continued increase in retirements (wholetime), due to pension remedy.
 - Increased level of support staff turnover noting the current competitive labour markets.
 - Small decrease in absence rates, particularly within operational control personnel. Ongoing engagement programme to understand how to support attendance and wellbeing for this staffing group.
 - Since May 2022, Covid absences were no longer being captured separately.
- 7.1.2 In regard to turnover of staff, LG advised the Committee that there were different challenges and initiatives associated with each staffing group. LG indicated that it may be 18-24 months before there was a change to the retirement profile. LG highlighted the changes to On Call attraction and engagement initiative which was already reporting some success. Due to the competitive labour market, workshops were held with Heads of Function to review approach to job evaluations, remuneration and rewards/benefits for support staff.
- 7.1.3 The Committee commented on the potential for the current retirement trend to mask other trends for staff turnover. LG offered to have an off-table discussion to gain a better understanding of the ask for potential further analysis of trends.
- 7.1.4 **The Committee scrutinised the report.**

7.2 Training, Safety and Assurance (TSA)

- 7.2.1 BF presented the Training, Safety and Assurance Progress and Performance Q1 Report 2022/23 and highlighted the following key issues for the Training Function within this quarter:
- Work of the Tri Service Driver Training Collaborative Working Group which has resulted in increased efficiency and capacity across driver training, ability to benchmark and shared delivery of training.
 - Due to the revised delivery of Operational Competency Framework (implemented in Q1), direct comparison to previous quarters had been affected. Discussions were ongoing regarding a potential workshop to aid understanding and awareness for the Committee.
- 7.2.2 The Committee were reminded that a joint workshop with the Service Delivery Committee has been scheduled for 9 March 2023. The Committee requested that a brief overview of the core competencies be provided at the start of the workshop to aid understanding and awareness.
- 7.2.3 In regard to the anticipated increased driver assessment/training, BF noted that once the programme had been rolled out fully it would be the intention to capture and report measurable data.
- 7.2.4 AW assured the Committee that areas of underperformance had been identified and were being addressed. These areas were Urban Search and Rescue (USAR) and Flexi Duty Officers (FDO) Training for Operational Competence (TFoC).
- 7.2.5 In regard to On Call/Volunteer personnel, BF updated the Committee on the positive impact the changes to the TFoC have made i.e. group training records, etc and noted the positive impact of the pre-recruitment engagement.
- 7.2.6 In regard to the Health and Safety Management Information System, JH provided a brief update on the progress being made. However, JH commented on the ongoing capacity challenges with support from ICT and noted that options were being reviewed and considered.
- 7.2.4 JHo presented the Training, Safety and Assurance Progress and Performance Q1 Report 2022/23 and highlighted the following key areas within Safety and Assurance Annual Improvement Plan:
- Update on Improvement Plan progress noting a decrease in completion rates within Q1, however, early indications in Q2 were showing an improvement.
 - Slight increase in Accident/Injuries incidents. Work continues on the completion of Service Delivery Area handbooks which would help address minor routine injuries.
 - No reportable RIDDOR incidents for the 2nd consecutive quarter.
 - Working days lost levels, common causations and the work being done to address these.
 - Decrease in Near Misses Incidents however focus would remain on promotion of reporting near misses. Development and trialling of a hazard reporting system to help support this area.
 - Increase in Acts of Violence incidents.
 - Increase in vehicle accidents particularly low speed manoeuvres. Sub Group had been convened to focus on low speed manoeuvres to identify a standard approach to management of these types of events. Interactive training for operational competence module had also been developed.
 - Recent significant events include subsequent next steps/actions and the ongoing trial of joint investigations with Operational Assurance teams to help expedite learning/actions.
- 7.2.5 The Committee acknowledged and congratulated the team on zero RIDDOR's for the 2nd consecutive quarter.

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7.2.6 In regards to low speed manoeuvres, JHo agreed to provide further details on actions arising from the Sub Group in future reports. JHo noted the remit of the Sub Group was to review existing practises/culture and identify potential improvements.

ACTION: JHo

7.2.7 In regard to acts of violence, the Committee noted that whilst these were unacceptable, it remained outwith the control of the Service. The Committee noted that the Service were continuing to raise awareness and providing appropriate training for personnel on how to report and respond to these types of incidents.

7.2.8 The Committee were given a brief summary of the recent road traffic collision at Tollcross and subsequent internal investigation.

7.2.9 **The Committee scrutinised the report.**

7.3 Staffing Solutions Team (SST) Work Packages Update

7.3.1 RR presented a report and provided an update on the progress of the six work packages currently forming the work of the SST, as directed by the Staffing Tactical Action Group, for information. The following key points were highlighted:

- Work Package 1 Staff and Skill Rebalancing: Main themes include liaison between Central Staffing and Training to improve use of out of pattern roster reserve (OPRR) hours and planned workshop for Central Staffing and Local Senior Officer (LSO) Resourcing SPOCs.
- Work Package 2 Staffing Business Continuity: Development of Operational Availability Management Guidance (OAMG) document which incorporates appliance and specialist appliance withdrawal strategies, staffing hierarchies, etc and is supported by the Community Risk Index Model (CRIM) data. Final drafting stage of OAMG prior to consultation phase.
- Work Package 3 Day Duty Capability: Phase 1 and 2 were nearing completion with approx. 80 (day duty) personnel now being available for operational duties. Phase 3 would support regular planned return of day duty staff to operational duties, resulting in an additional 1400 days per annum.
- Work Package 4 On Call Migration & Pathways to Competence: Pilot migration initiated to support on call to wholetime, selection centres and transition course planned. Working with Scottish Qualifications Authority (SQA) to aid the pathway to competency and develop a framework to enable recognition of prior learning, skills and experience.
- Work Package 5 Re-employment and Maximising Availability: Re-employment register was now active. Potential scope to extend scope of detached duty policy and introduction of detached duty volunteers' database.
- Work Package 6 Pre-Arranged Overtime (PAO) Management Arrangements: Pilot programme ongoing to streamline processes, support managers, etc, with full roll out in the new year.

7.3.2 In regards to staffing business continuity, RR briefed the Committee on some of the wide-ranging circumstances this would apply to i.e. 2nd pandemic, severe weather, etc. The OAMG would provide a structured framework and guidance which covers the full spectrum of availability from business as usual to decreased level of personnel/skills.

7.3.3 In regard to recognising prior learning, RR noted that this is not unique to the Service and the framework was based on best practice and work previously undertaken by the National Fire Chiefs Council (NFCC).

7.3.4 **The Committee noted the report.**

(R Robison left the meeting at 1425 hrs)

8 INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE

8.1 Training of RDS Personnel

8.1.1 BF presented the report, updating the Committee on the progress against the action plan developed in response to the HMFSI report relating to the Training of RDS Personnel. BF noted the good overall progress and where delays have been identified and appropriate mitigations put in place.

8.1.2 AW informed the Committee that the HMFSI (Wales) have undertaken a review of RDS Training and the draft report has been shared with Scottish Government. Taking cognisance of this report and the potential renewed focus in this area, AW advised that the Service would review the narrative and evidence prior to closing any future actions.

8.1.3 **The Committee scrutinised the report.**

9 HEALTH AND SAFETY ANNUAL REPORT 2021-22: DATA SUMMARY

9.1 JH presented the report which provided the Committee with a summary of progress against the Annual Health and Safety Improvement Plan 2021-22 and an overview of the agreed suite of performance indicators. The following key points were highlighted:

- Trends relating to low speed manoeuvres and acts of violence (as per earlier discussions).
- Absences attributable to Covid-19 were displaying an increase, however this was due to this statistic being calculated over a 2-year average. Anticipated to continue to decrease.
- On schedule for presenting the full Health and Safety Report in December 2022 for scrutiny prior to submission to the Board for information.

9.2 The Committee were reminded that this report had been presented to provide an overview of past performance and flag any new issues emerging.

9.3 The Committee commented on the potential misinterpretation of the data being presented within the summary, should it be read in isolation as this could detract from the overall positive work in regards to health and safety. The impact on 2020/21 statistics due to Covid was also noted. Whilst acknowledging the potential for misinterpretation, AW reiterated the purpose of the data summary, noting that no new issues had been identified and that the full report would provide additional details to support the data.

9.4 **The Committee scrutinised the report and thanked all those involved in producing the report.**

(G Hastie joined at 1438 hrs)

10 PROVISION OF REHABILITATION AND PHYSIOTHERAPY ARRANGEMENTS

10.1 GH presented the report to the Committee providing a cost/benefit analysis and options appraisal for physiotherapy and rehabilitation services within the Service. GH highlighted the following areas:

- Overview of the current provision and identified areas for improvement.
- Increasing levels of musculoskeletal (MSK) sickness absences.
- Approved by the Strategic Leadership Team to progress with Option 2 (in-house physiotherapy services supported by external provision).

10.2 In regard to potential additional travel distances, GH informed the Committee that there was a framework of external providers, including rural communities, to support in-house services.

10.3 GH advised the Committee that the intention would be to measure performance in order to evidence the impact.

10.4 **The Committee scrutinised the report.**

(G Hastie left at 1442 hrs)

11 PEOPLE AND ORGANISATIONAL DEVELOPMENT (POD) VISION

11.1 LG gave a presentation to the Committee relating to the POD operating model to identify how the Directorate could deliver the services required to support SFRS's vision. The following areas were highlighted:

- Identified activities undertaken over the last 12 months to enable work to start on the future operating model.
- Held full Directorate and breakout engagement sessions to work on SWOT analysis and review customer feedback.
- Discussions relating to career development and progression pathways to attract and retain professional staff.
- Discussions relating to systems and processes to help deliver work/services of the Directorate, some links to the People, Training, Finance and Assets Systems (PTFAS) project.
- Early engagement with Representative Bodies to discuss potential changes in roles, capabilities and Directorate structure.
- Identify purpose of Directorate along with POD specific mission and vision.
- Development of design principles and themes that should inform decisions on proposals for POD.
- Development of POD high level model.
- Next steps include road testing with SMB/SLT colleagues for feedback, progressing next level (roles and responsibilities) and continued engagement with teams/Representative Bodies.

11.2 AW noted that the Training, Safety and Assurance Directorate would be sharing their vision and would be keen to link with LG to discuss further off table.

11.3 Presentation to be circulated to the Committee for reference purposes.

ACTION: BST

11.4 **The Committee noted the presentation and verbal update.**

12 PEOPLE COMMITTEE RISK REGISTER

12.1 Committee Aligned Directorate Risk

12.1.1 LG and BF presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Board and highlighted the following risks:

- Closure of risks POD008 (Medical Restrictions) due to progress in this area and POD009 (Employment Tribunals) due to conclusion of the majority of work/no further claims.
- Closure of 3 risks due to change in Covid restrictions, TSA001 (Training Resources – Continuous Improvement) due to actions being transferred into business as usual/dedicated task and finish group stood down, and TSA008 (Training Resources – Section 19 Road Safety Act) due to further delays/de-escalation to functional level.

12.1.2 The Committee commented on the potential risk of industrial action/impact on service delivery. AW advised that the SLT had discussed this recently and it was agreed that this was already captured within an existing overarching risk.

12.1.3 **The Committee scrutinised the report.**

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

12.2.1 GMack presented the Risk Spotlight Briefing note to the Committee and noted the following key points:

- Focus on risk to service delivery and capabilities, to deliver statutory duties through failure to attract, train and retain new and existing personnel.

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- Reasons for attrition of personnel include remuneration and lack of flexibility in working patterns.
- Risk of insufficient qualified personnel within Operations Control (OC) which in turn would directly impact on ability to respond to emergencies effectively.
- Impact of reduced staffing within OC on existing personnel.
- Awareness and concerns relating to OC personnel's morale, wellbeing and mental health.
- Focus on recruitment, succession planning, development of an active recruitment strategy sitting alongside the wholetime firefighter recruitment, social media campaign and awareness days to raise profile and knowledge of OCs, opportunities to increase retention i.e. flexibility, pay, etc.
- Key focus to ensure OC personnel feel valued, supported and have the opportunity to develop.
- Consideration of flexibility relating to role, working patterns and contractual arrangements to attract and retain personnel.

12.2.2 The Committee asked whether feedback was provided to OC personnel to help maximise job satisfaction. GMack noted that the Service in general do not garner praise and there was no obvious route for feedback to OC personnel in place at this time. GMack further noted that there was a lack of understanding within the Service and the wider public on the important role of OC personnel.

12.2.3 Brief discussion re the potential for a joint recruitment campaign (Wholetime and OC), potential dual roles, flexibility etc.

12.2.4 The Committee commented on the high level of absences within OC and requested an update on the work in this area. GMack advised the Committee that visits were ongoing to OC to engage with personnel to discuss both the positive aspects and challenges, ensure existing personnel are aware of their importance, understand reasons for leaving and what would attract new personnel to join the Service.

12.2.5 GMack reiterated the ongoing challenges within OC and noted that there was no quick or easy solution however, there was optimism to stabilise and improve the long-term position.

12.2.6 The Committee fully acknowledged, supported and valued the key role of OC within the Service. The Committee acknowledged it would be helpful to receive a further update, at the appropriate time, either at this Committee or a Board Strategy Day.

12.2.7 The Committee scrutinised the report.

(G MacKay left the meeting at 1522 hrs)

(The meeting broke at 1522 hrs and reconvened at 1527 hrs)

(F McOmish joined the meeting at 1527 hrs)

13 PARTNERSHIP WORKING

13.1 Employee Partnership Forum

13.1.1 SBa provided the Committee with a verbal update detailing the content of EPF meeting on 18 August 2022, noting the following key points:

- Focus on diversity and recruitment with open and constructive discussions from all attendees.
- For future meetings, agreed to summarise key points and transfer to mainstream activities to avoid any duplication.
- Short life working group convened to focus on gender diversity and inclusion.
- Continuing to share information on policy and practises and escalation of issues.

13.1.2 The Committee noted the verbal update.

13.2 **Partnership Advisory Group**

13.2.1 LG advised there were no new items of business put forward therefore the meeting was stood down.

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

14 **REPORTS FOR INFORMATION ONLY**

14.1 **Health and Safety Policy and Policy Statement**

14.1.1 JHo presented an update on the 2022/23 Health and Safety Policy and Policy Statement to the Committee for information, noting the alignment of the policy with the Safety and Assurance Strategy.

14.1.2 **The Committee noted the report.**

14.2 **Recognition of Prior Learning**

14.2.1 FMcO presented a report informing the Committee of the introduction of the Recognition of Prior Learning Policy, which would ensure a fair and consistent approach to recognise knowledge, skills and experience previously gained.

14.2.2 The Committee commented on the potential to include recognition of flexible approaches to learning i.e. patterns of study. Consideration would be given to include this within the accompanying guidance document.

14.2.3 **The Committee noted the report.**

(F McOmish left the meeting at 1533 hrs and M Corry joined the meeting at 1533 hrs)

15 **FORWARD PLANNING**

15.1 **POD Policy Review Schedule Update**

15.1.1 MC presented the POD Policy Review Schedule Update report to the Committee for information, noting the following updates to the schedule since the publication of the report:

- Publication of Whistleblowing and Re-employment policies.
- Following engagement with the Fire Brigades Union (FBU), the Working Together Framework would be presented to the SLT in October.
- Statutory Health Surveillance Policy pilot had commenced and completed during this quarter.
- Full business case to be prepared, for SLT approval, to support proposals within the Family Leave Policy.
- Policies issued for consultation were Flexi Time Scheme and Wholetime Day Duty Hours and Leave Policy.
- Policies scheduled to be issued for consultation in Q2 were Managing Employee Performance Policy and Secondary Employment Policy.

15.1.2 With regard to the Re-employment Policy, the Committee queried whether there were any time limitations on re-employment. LG noted that the time limitations on re-employment applied particularly to operational roles and whether individuals could still be deemed competent in that role/skills.

15.1.3 **The Committee noted the report.**

(M Corry left the meeting at 1539 hrs)

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

15.2.1 JHo presented the Health and Safety Policy and Management Arrangements to the Committee for information, detailing that there were no new Management Arrangements (MAs) scheduled for development.

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15.2.2 JHo noted that there had been no significant changes, progress remained on target albeit with one exception (PUWER Management Arrangements) and a new review process had been developed to ensure reviews were undertaken at the appropriate time.

15.2.3 **The Committee noted the report.**

15.3 **Committee Forward Plan Review**

15.3.1 The Committee noted the Forward Plan.

15.3.2 MW noted the joint workshop with Service Delivery Committee, scheduled on 9 March 2023, to focus on competency and currency in relation to training.

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

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

15.4.1 There were no new or emerging items noted.

16 **REVIEW OF ACTIONS**

16.1 KM confirmed that 2 formal actions were recorded during the meeting.

17 **DATE OF NEXT MEETING**

17.1 The next meeting is scheduled to take place on Thursday 8 December 2022.

17.2 There being no further matters to discuss, the public meeting closed at 1545 hrs.

PRIVATE SESSION

18 **MINUTES OF PREVIOUS PRIVATE MEETING: 21 JUNE 2022**

18.1 The minutes of the private meeting held on 21 June 2022 were approved as a true record of the meeting, subject to Paul Stollard being added as present.

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

19.1 The draft minutes of the RANSc meeting on 31 May 2022 had been circulated to the Committee.

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

20 **RECENT EMPLOYMENT TRIBUNAL CASE – LESSONS LEARNED**

20.1 RS presented the report to the Committee providing background in relation to a recent employment tribunal (ET) case, lessons learned and actions being taken by the Service in response to this.

20.2 **The Committee scrutinised the report.**

21 **KEY CASE UPDATES 2022/23 – QUARTER 1**

21.1 LG presented the report to the Committee providing an overview on employee relations cases which have resulted in claims to the ET.

21.2 **The Committee noted the report.**

21.3 There being no further matters to discuss, the public meeting closed at 1615 hrs.

Report No: B/SPPC/16-22

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	15 DECEMBER 2022							
Report Title:	CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 2							
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 (SFRS) 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 (AOP) 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 July and 30 September 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 Quarter 2 2022/23, the following progress has been reported: <ul style="list-style-type: none"> • 12 actions have been noted as progressing as planned and are green • 9 actions have been noted as experiencing some slippage and are amber • 1 action has been noted as experiencing challenges or has not progressed as planned with a slip in timescales and is marked as red 							

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 2022/23. In some cases, revised due dates have also been requested within this section of the report.	
3.3.4	Section 3 provides commentary on six residual actions from previous Annual Operating Plans. Within the reporting period, two of these residual actions have been closed off, leaving four remaining residual actions. These actions will remain within the report until completion. These actions are reported against original due dates and, as such, will have a red RAG status until completion.	
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 19 measures identified: <ul style="list-style-type: none"> • 5 measures are on track to meet their target (Green) • 3 measures are slightly off target (Amber) • 5 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 that was presented to the Change Committee in November 2022. It should be noted that updates for the Command and Control Futures Project and the Emergency Services Network Project could not be supplied as the November Highlight Reports were heard in private session.	
4	Recommendation	
4.1	The Board of the SFRS are invited to: <ul style="list-style-type: none"> • scrutinise the quarterly report and progress made against our strategic outcomes and objectives as detailed in Appendix A. 	
5	Core Brief	
5.1	The Director of Strategic Planning, Performance and Communications presented members of the Board of the Scottish Fire and Rescue Service with the Corporate Risk and Performance Report for Quarter 2. Board members were asked to scrutinise the content of the report.	
6	Appendices/Further Reading	
6.1	Appendix A – Corporate Risk and Performance Report (Quarter 2)	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified 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	

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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 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsible and provide best value for money to the public.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>16 November 2022</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>7 December 2022</i>	<i>For recommendation</i>
<i>SFRS Board</i>	<i>15 December 2022</i>	<i>For scrutiny</i>

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for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

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CORPORATE RISK AND PERFORMANCE 2022/23

Quarter 2 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 and 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

This section provides commentary against any actions that have required to be carried forward from the previous Annual Operating Plans in 2021/22, 2020/21 and 2019/20. These actions will remain within the report until completion and are reported against original due dates. As such, each outstanding action will have a red RAG status until completed.

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.

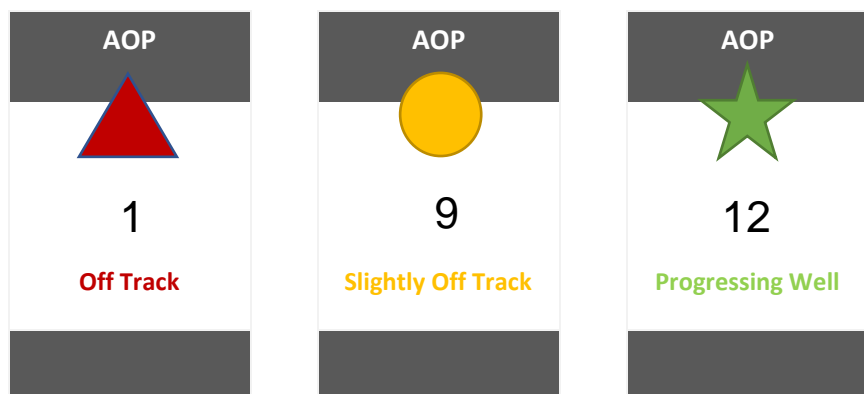
Section 1: Executive Summary

Strategic Risks Ratings Totals

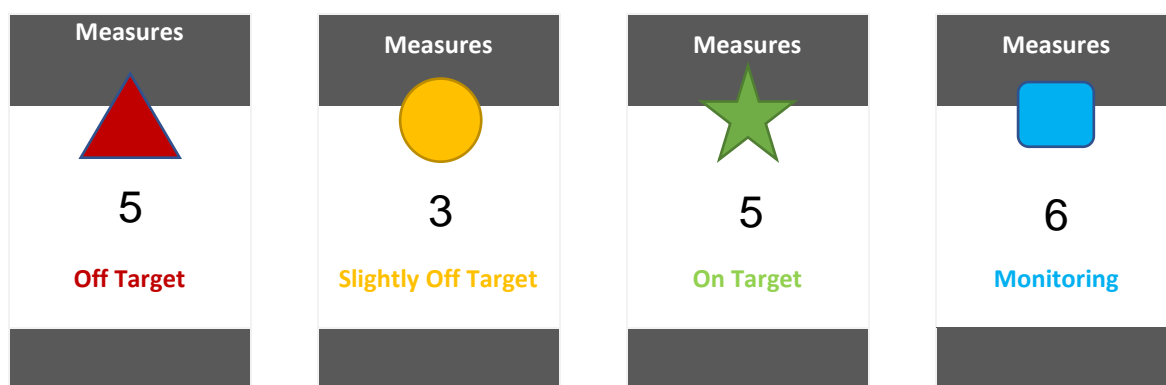


The latest Strategic Risk Update is [available here](#).

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?

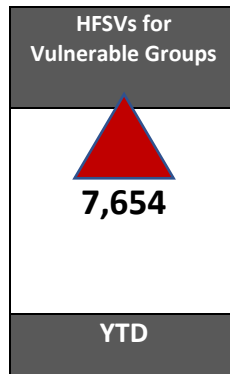
Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Service Delivery	01/04/2021	31/10/2022	100%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	★	★	▲	★
Pathway to Green / Next Steps: <ul style="list-style-type: none"> • The Safe and Well project pilot evaluation report is underway. • Progress continues through Prevention & Protection projects/business as usual activity. • The quality remains red due to the ICT challenges: <ul style="list-style-type: none"> ○ The Project requires the partner site and the Progressive Web Application (PWA) to be completed and piloted (no due date available as yet). ○ Safe and Well Project Manager has formed an ICT sub group to provide focus on these elements (ongoing). ○ ICT report that progress is being made but they continue to have resourcing challenges (ongoing). ○ The Project Team are working with ICT to prioritise outstanding work (ongoing). 				

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



The number of Home Fire Safety Visits conducted for the year is four per cent lower than in 2021/22 and 44 per cent lower than the three-year average prior to the pandemic.

The demand from self-referrals and partner referrals are both down on pre-pandemic levels, direct targeting remains unchanged on last year but Post Domestic Incident Response (PDIR) has returned to normal levels. Work is ongoing in the Service Delivery Areas to improve performance now that post-pandemic local statistics are available.

High risk visits were down on the previous year down 18 percent on the target. Across the three SDAs visits were down 17 per cent (North), 30 per cent (East) and 22 percent (West).

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	40%	●
Exception Summary Report: <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 functional staff have started to prepare information to produce a draft Competency Framework (CF). The SFRS version will go for approval in the next Quarter. Initial stages have been implemented, including the provision of the required level of training required for Protection Officers (Quarter 3/Quarter 4).Work to produce a development pathway for Fire Safety Enforcement ongoing with visits to Wales and Northern Ireland being arranged to inform an initial draft development pathway to be produced (Quarter 3).Procurement of an accredited training package for new Fire Safety Enforcement and Fire Engineering Officers which aligns to the agreed Competency Framework is now proceeding and security of services of Recognised Prior Learning (RPL) provider are planned (Quarters 3 and 4).The Risk Based Inspection Programme (RBIP) and Risk Rating Methodology (RRM) Frameworks should be complete in Quarter 3. SFRS will review these and current RRM/RBIP and draft an implementation plan if appropriate (Quarter 4).					

Non-Domestic Fires



818

Slightly Off Target

YTD

Indicators for fires in non-domestic buildings were down by less than one per cent.

The number of incidents attended in these categories may increase once all outstanding incident reports are complete hence performance to target shown as 'amber'.



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	
 109 On Target	 15 Monitoring	<p>In the second quarter there were three fire fatalities recorded, two reported in dwellings, making a total of 15 this year. One fatality has been confirmed as 'fire related', with two still 'not known'. All three casualties were female, two aged over 60 and one 'not known'.</p> <p>Fire casualties continue to report at an all-time low* and continue to significantly meet target. The reduction of fire casualties from accidental dwelling fires on last year alone is greater than 50 per cent at the time of reporting. This is likely to be considerably more favourable than the true value, as there are known recording issues and quality assurance is ongoing. Service Delivery and the Business Intelligence team have agreed, in principle, to a new process which will be trialled early next year and which seeks to improve IRS data quality overall.</p> <p>*At time of writing 30 incidents attended have been found to contain 'casualties' but attending crews have failed to record. Quality assurance procedures will correct these to ensure they are reflected in future reports.</p>
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	50%	★

Strategic Risk	Risk Description	Risk Rating
2	Ability to reduce the number of Unwanted Fire Alarm Signals and associated occupational road risk.	15

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

Unwanted Fire Alarm Signals	Indicators for Unwanted Fire Alarm Signals were down by less than one per cent. The number of incidents attended in these categories may increase once all outstanding incident reports are complete, hence performance to target shown as 'amber'.
 15,073 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.					


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">Confirm and test internal arrangements for running the Community Risk Index Model (CRIM) code independently. This includes the provision of a Large Capacity Desktop to provide the necessary computing capacity to refresh and the CRIM metric (Quarter 3).Receive CRIM code programming training from Nottingham University (Quarter 3).Revised/extended programme timeline that will provide sufficient time for appropriate CRIM development (Quarter 3).				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Station and Appliance (SAR) Review	●	★	★	●
Pathway to Green / Next Steps:				
<ul style="list-style-type: none">Obtain formal approval for revised SAR Project timeline and milestones to reflect the strategic requirement for a change in the project scope (Quarter 3).Secure additional Geographic Information System (GIS) Analyst capability to deliver the next iteration of the CRIM (Quarter 3 2022).Engage with external resource modelling specialist in the identification of alternative Outline Options for Change which address the change in project scope (Quarter 3).Conduct detailed simulation modelling to assess the impacts of Station and Appliance Options for Change (Quarter 3 22/23 to Quarter 2 23/24).Engage with internal partners in the development of Station and Appliance Options for Change (Quarter 3 22/23 to Quarter 2 23/24).Populate Business Case and Impact Assessments with sufficient detail to enable selection of the most suitable Station and Appliance Options for Change for refinement and consultation (Quarter 3 22/23 to Quarter 2 23/24).				

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

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

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

Incidents Attended



52,704

Monitoring

YTD

Q2 only	
Top 10 incident types	Total
01. False Alarm (UFAS) (29.7%)	8255
02. False Alarm (Dwelling) (14.9%)	4136
03. Outdoor Fire (12.2%)	3382
04. False Alarm (Good Intent) (8.6%)	2394
05. Refuse Fire (8.5%)	2358
06. Special Service - Effecting entry/exit (4.0%)	1101
07. Dwelling Fire (3.7%)	1034
08. Other Primary Fire (2.5%)	706
09. Special Service - RTC (2.2%)	600
10. Vehicle Fire (1.9%)	529

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%	●
Exception Summary Report:					
<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 of March 2023. The completion of Transport Work packages due October 2022, is 90% complete. Additional workstreams have impacted delivery. [SO2:2 Milestone 2: Revised due date from October 2022 to December 2022 requested] The Firefighting Work packages, due in January 2023 are 60% complete but additional workstreams have impacted delivery and the work will not be completed by the due date. [SO2:2 Milestone 3: Revised due date from January 2023 to February 2023 requested] 					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System (DBDS)	▲	★	★	●
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> Obtain formal approval for revised DBDS Project timeline and milestones to reflect the strategic requirement for a change in the project scope (Quarter 3). Secure additional GIS Analyst capability to deliver the next iteration of the CRIM (Quarter 3). Engage with external resource modelling specialist in the identification of alternative Outline Options for Change which address the change in project scope (Quarter 3). Conduct detailed simulation modelling to assess the impacts of Alternative Duty System Options for Change (Quarter 3 22/23 to Quarter 2 23/24). 				

- Engage with internal partners in the development of Alternative Duty System Options for Change (Quarter 3 22/23 to Quarter 2 23/24).
- Populate Business Case and Impact Assessments with sufficient detail to enable selection of the most suitable Alternative Duty System Options for Change for refinement and consultation (Quarter 3 22/23 to Quarter 2 23/24).
- Ensure that robust Human Resource and management documentation is in place to support any expansion of the existing Day Shift Duty System and Mid Shift Duty System.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Responding Options and Duty Systems (On Call)	●	★	●	▲

Pathway to Green / Next Steps:

- Regular monitoring of 'skills' and 'resource' and potential impact and risk to agreed project milestones (ongoing).
- Priority consideration continues to be given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'time' and 'quality' (ongoing).
- Continue provision of support for migration of pilot (ongoing).

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
On Call Attraction and Recruitment Improvements	●	★	●	▲

Pathway to Green / Next Steps:

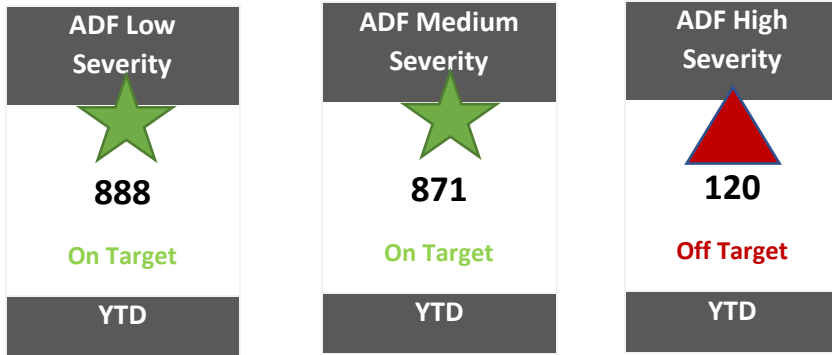
- Whilst the Recruitment and Selection (R&S) improvements have been implemented, briefing sessions will support implementation of the new arrangements, coupled with close monitoring to respond to any implementation issues, with ongoing drop-in sessions and briefings scheduled to maintain focus (Quarter 3).
- The Pre-Employment Engagement Process (PEEP) process now forms an integral part of the revised R&S process and, as such, a review of how well this has been embedded is underway. Feedback from PEEP Phase 2 pilot areas is being collated to identify and address any issues before being progressed nationally (Quarter 3).

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Variable Contract Options & On Call Station Establishments	●	★	●	●

Pathway to Green / Next Steps:

- Regular monitoring of skills and resource, time, and quality with issues and potential impact/risk to agreed (ongoing).

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



Low and medium severity accidental dwelling fires continue to meet the target but slightly higher activity in the second quarter means that the reductions reported after quarter one have slowed.

High severity occurrences had a five per cent reduction against the three-year average target of 123, but the current three-year average stands at 127. Year-to-date activity is currently 120 fires.

SFRS Median Response Time (mins)

Year	Average/Median response time	Average/Median response time (East)	Average/Median response time (North)	Average/Median response time (West)
2022-23	8.20	8.80	9.40	7.50
2021-22	8.20	8.50	9.60	7.60
2020-21	8.00	8.20	9.50	7.30
2019-20	7.60	8.00	8.50	7.10
2018-19	7.80	8.00	8.70	7.25
2017-18	7.50	7.70	8.30	7.00

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

Response times show no significant change from the previous quarter and no change from the previous year.

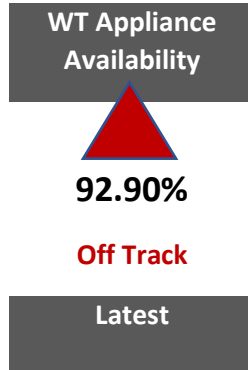
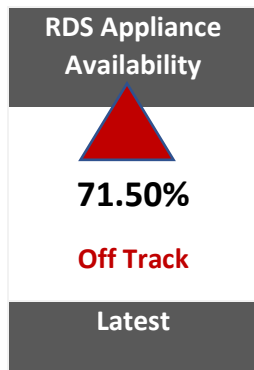
Strategic Outcome 2: Response

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.					



Availability of crews has reduced sharply for both Retained and Wholetime personnel due, in large part, to an imbalance between leavers and new entrants. The statistic presented for Wholetime availability reflects current challenges, but may not be accurate due to data collection and methodology issues.

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)	-	-	-	-
The November Project Highlight Report for the Command and Control Futures Project will be held in private and, as such, the update is not available.				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	-	-	-	-
The November Project Highlight Report for the Emergency Services Network Project will be held in private and, as such, the update is not available.				

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Mobile Communications Programme	●	▲	★	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Scottish Government fully briefed on the proposal and the finance required, proposals approved and backed by the Scottish Government and Programme (ongoing). Funding now approved by the PUS to Cabinet Office and Treasury. Once financed this option will significantly de-risk a lot of the Project for SFRS, particularly in the Fleet Migration and Training risks. 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 (SG) will be a clear path to recruit resources and purchase assets (ongoing). Meetings with the SG Finance have taken place, still no assurance regarding long term funding, being managed as in year pressure. Funding for this year has been provided. 				

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

Median Call Handling Times (mins)

Year	Call handling times	Call handling times, East	Call handling times, North	Call handling times, West
2022-23	1.30	1.30	1.67	1.20
2021-22	1.27	1.22	1.82	1.20
2020-21	1.32	1.20	1.77	1.20
2019-20	1.22	1.12	1.52	1.12
2018-19	1.22	1.17	1.52	1.15
2017-18	1.17	1.17	1.45	1.07

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

Call Handling times are unchanged from the previous quarter and no significant change from the previous second quarter. Since 2017/18 there is an eight second variance in times recorded.

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	50%	★
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	25%	●
Exception Summary Report: <ul style="list-style-type: none">This action has been marked as amber due to some slippage on workstreams, however, it is likely that the overall action will be completed by target end date.Building the Future Together programme re-engagement sessions with workstream leads will continue in to Quart 3. Various workstreams across the programme have recommenced and continue in to Quarter 3 and Quarter 4.Activity to identify and implement any changes to People and Organisational Development's (POD) structures, capabilities and ways of working required to deliver the People Strategy continue, aligned to work within the PTFAS/PPFT workstream. This work continues to follow the progression of the POD model.Engagement with stakeholders across SFRS to develop and roll out the organisation's People Strategy, linked to the Long-Term Vision and new Strategic Plan 2022-25 now planned to commence Quarter 3, early Quarter 4 to ensure the Strategy remains aligned to the POD Model, prior to socialisation.					

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	90%	★
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.

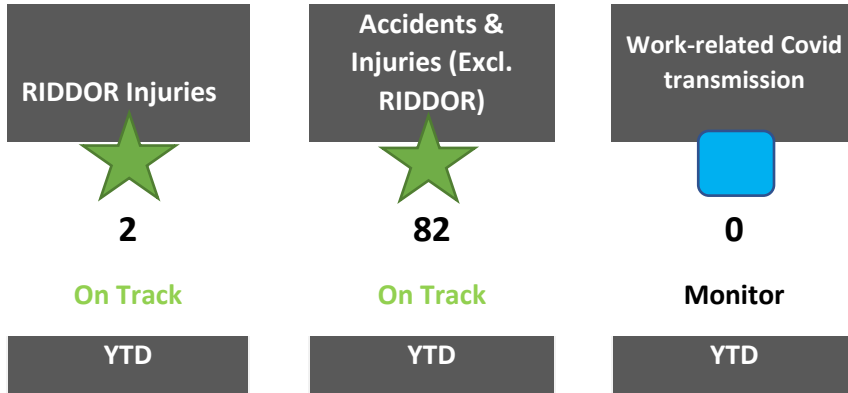
Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

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	70%	★
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	50%	●
Exception Summary Report: <ul style="list-style-type: none">This action is marked as amber however, it may be completed by target end date despite considerable challenges being experienced in terms of capacity within ICT which has significantly impacted delivery.Safety and Assurance testing of Digital Screen Equipment and Reporting modules to be completed in October 2022 and scheduled to go live in November 2022. [SO5:3 Milestone 1: Revised due date from June 2022 to December 2022 requested]The development of Premises Inspection, Transport and Risk Assessment is nearing completion and will be subject to user testing in Quarter 3/Quarter4. Module development is ongoing, with ICT estimating completion by the end of Quarter 4. [SO5:3 Milestone 2: Revised due date from September 2022 to March 2023 requested]Specification of system elements of Self-Audit and First Aid complete, however, no progress has been made with module development due to ICT capacity. [SO5:3 Milestone 3: Revised due from January 2023 to March 2023 requested]					

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 October 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 have been 2 RIDDOR reportable injuries this year, of which there were no work-related Covid transmissions. There have been 82 Accidents and Injuries which is 5 percent less than the previous three-year average.

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	Q1 2023	95%	▲
Exception Summary Report: <ul style="list-style-type: none">The Communications and Engagement Strategy was withdrawn from the Board Agenda in August 2022.The postponement will allow the Strategy to be amended to reflect the implications of the Resource Spending Review and ensure alignment with the Strategic Plan 2022-25.It is anticipated that the Strategy will be submitted to the Board in Quarter 1 of 2023/24 with an amended date of 2023-2026.					

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	5%	●
Exception Summary Report:					
<ul style="list-style-type: none">This action is marked as amber at this point; however, it is unlikely to be completed by target end date due to considerable challenges being experienced in terms of budget which will significantly impact delivery.No installations of Electric Vehicle Charging to corporate hubs and rural wholetime stations with Watch Managers have taken place yet, however, a meeting with the Marketing Director of supplier is being arranged to discuss the delays.Scottish Government funding was secured for solar Photo Voltaic installations at 21 sites. Projects will be delivered through contractor and programmes and schedules are being worked on.No budget or funding was secured for building management systems, only funding for building heating controls at eight stations.There is no internal budget for the Carbon Management Plan in 2022/23, therefore there are no projects underway.					

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	20%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/01/2022	31/03/2023	80%	★

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

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

FOIs responded to within timescale



88%

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 88% across the quarter.

The Information Governance Team received slightly more requests than last quarter and managed to increase their completion rate from last Quarter (87%), although not to the target.

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	20%	●
Exception Summary Report:					
<ul style="list-style-type: none"> The digital radio procurement exercise is underway but it will slip into January 2023 for contract of the award. [SO4:5 Milestone 1: Revised due date from September 2022 to January 2023 requested] The development of an implementation plan to rollout replacement radios is dependent on procurement timescales but principles of approach are under discussion. [SO4:5 Milestone 1: Revised due date from September 2022 to January 2023 requested] The commencement of the rollout of replacement radios is dependent on procurement timescales but there is a possibility that this will commence on schedule and be delivered by March 2023. 					
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Service Development	01/03/2022	31/03/2023	50%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Payroll, Finance & Training (PPFT)	●	●	★	★
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> Re-baseline Project Plan with effort and resource for Scottish Government (SG) Shared Service options appraisal and assessment and revised dates for Scottish Government DAO Assurance Date (DSSS) assessments included (Quarter 3). Continue to onboard resources and new client-side partner to support workload for SG Assurance Gateways and Invitation to Tender (Quarter 3). Affordability of new solution to be agreed by Senior Responsible Officer and Director of Finance to incorporate into Invitation to Tender (Quarter 3). Sign new contract with supplier to avoid additional and excessive costs as contract expires in October 2023 (Quarter 3). Determine the feasibility and solution for SG Shared Services Oracle Enterprise Resource Planning (ERP) estimated to be November 2022 (Quarter 3). 				

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Rostering	★	★	★	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Confirmation of additional resources to support the creation of an expanded project team (Quarter 3). Utilising operational staff and People, Training, Finance and Asset System programme Small and Medium Enterprises (SMEs) as an interim measure until the full project team is in place (Quarter 3). Detailed analysis of information gathered to start forming the statement of requirements (Quarter 4). 				
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 to agree recent compensation events with the main contractor as well as agreeing a figure for any outstanding commercial matters (ongoing). Consultant to review the commercial aspects of the project at the earliest opportunity so that clarity on cost is achieved and reported (ongoing). 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
West Asset Resource Centre	★	★	★	★
Pathway to Green / Next Steps: <ul style="list-style-type: none"> The accepted programme indicates completion in March 2023 this is in advance of the agreed SFRS programme. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Low Carbon Appliance	★	★	★	★
Pathway to Green / Next Steps: <ul style="list-style-type: none"> The accepted programme indicates completion in Quarter 1 (2023/24). 				

The November 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 October 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	30/03/2023	50%	●
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> Integration of the business case process has been delayed as it will form part of the work being undertaken by the client-side partners working on the Business Change Lifecycle. [SO4:2 Milestone 1: Revised due date from September 2022 to March 2023 requested] The design of Portfolio roles and responsibilities will form part of the above work and expected to be completed by the end of September, as such a new date has not been requested. The new structural design of Portfolio Governance, due in September, has been drafted along with supporting Terms of Reference and will be presented to Strategic Leadership Team in October, following approval at Senior Management Board, for review and approval for implementation. As the slip in timescale is so minor, a new due date has not been requested. First draft of recommended Change Portfolio Prioritisation Model was presented at a Board Strategy Day and it was agreed that this can now be used in conjunction with any new strategic demand to help inform prioritisation. A definition of Change for SFRS has been drafted and will be circulated with the Change Portfolio Investment Committee when formally established for approval. This milestone was due in September and an extension has been requested to complete the task. [SO4:2 Milestone 5: Revised due date from September 2022 to March 2023 requested] 					
Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change.	Service Development	01/02/2022	30/03/2023	60%	●
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> The benefits framework and toolkit implementation is progressing with new implementations taking in Health and Wellbeing and Training within the People, Training, 					

Finance, and Asset System Programme, as well as continuing the test of change with On Call and Safe & Well. Further sessions on the Benefits Framework have been presented to the Service Delivery Model Programme programme team with a view to further dialogue and collaboration. This work remains ongoing and will not be completed by the revised due date of October 2022 due to resource constraints.

[SO4:3 Milestone 1: Revised due date from October 2022 to March 2023 requested]

- Work to establish a Benefits Management Process is ongoing with a Test of Change underway. This work has not been completed by the September 2022 due date due to resource constraints.

[SO4:3 Milestone 2: Revised due date from September 2022 to December 2023 requested]

- Work to integrate the Benefits Management Process with Business Case Process will form part of the work being undertaken by the client-side partner working on the Business Change Lifecycle. This means that the due date of September 2022 has not been met.

[SO4:3 Milestone 3: Revised due date from September 2022 to January 2023 requested]

- The development of Benefits Management Reporting and KPIs is contained within the Benefits Framework Test of Change. It has not been completed by the original due date of September 2022.

[SO4:5 Milestone 3: Revised due date from September 2022 to March 2023 requested]

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:

- Development of the Continuous Improvement and Quality Strategy has been delayed due to a reduction in the central Service Improvement resources, however, work has continued to progress in terms of the implementation of the European Foundation for Quality Management (EFQM) Framework and EFQM assessment tools. This milestone is due in January 2023, no revision has been requested at this point.
- Development of a Self-Assessment Process and Reporting format is ongoing, but behind schedule. The EFQM Test of Change is now in the implementation phase of this project, 12 face to face workshops have been undertaken using the 'Questionnaire' level of EFQM within stations. As a result of these workshops, two PDSA's have been undertaken and small improvements made to the process, supporting our Test of Change learning. All stations, FDMs and the Area Management Team (Matrix level) in D&G will be self-assessed in this Test of Change. In partnership with D&G LSO and Management Team we have realigned the timeline for this first Test of Change to finish end Oct 2022.

[SO5:3 Milestone 2: Revised due date from June 2022 to March 2023 requested]

- Work to establish a suite of Continuous Improvement processes and tools is underway with EFQM assessment tools procured which represents the beginning of establishing a suite of tools, however, resource constraints could delay further progress, impacting the December 2022 due date.

[SO5:3 Milestone 3: Revised due date from December 2022 to March 2023 requested]

Section 3: Residual AOP Actions from 2021/22, 2020/21 and 2019/20

AOP Year	Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2021/22	1.4	Manage the commissioning of the new SFRS museum.	Service Delivery (Prevention & Protection)	30/1/2021	2 nd revised due date 31/01/2023	▲	<p>Fit out of the museum commenced in June by specialist contractors. The main gallery phase is complete and the snagging period underway to resolve minor issues. Dehumidifier install remains paused, looking at options for temporary solution until component parts become available. Fit out of reception and the shop space is due to complete in October 2022.</p> <p>Ongoing McDonald Road works are complete, reception space fitout to be completed this Quarter. Dehumidifier install may prevent public opening. Project managers are exploring other options. Health and Safety processes such as Fire Risk Assessment are underway.</p> <p>This action remains at 90% complete and is 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 January 2023. It will remain within the exception reporting section of this report until it is completed.</p>
2021/22	4.2	Implement the new Wide Area Network.	Service Development	31/08/2022	TBC	★	<p>The work at the last outstanding site has been completed.</p> <p>This action is now complete.</p>

AOP Year	Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2020/21	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:</p> <p><i>Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</i></p>	People & Organisational Development	31/03/2021	31/03/2023	▲	<p>External assistance via the NJC Secretariat took place in Q2 however, this was unsuccessful in reaching an agreed way forward to address the outstanding area of disagreement. Further discussions have continued with the FBU during Quarter 2, with the viability of an alternative option being explored with a view to resolving matters in respect of the differing positions regarding contracts and retaining fees.</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 was previously agreed however it is also expected that further delays will impact upon this revised due date.</p> <p>It will continue to remain within the exception reporting section of this report until it is completed.</p>
2020/21	3.17	<p>Implement recommendations from the internal communications review.</p>	Strategic Planning, Performance & Communications	30/06/2021	31/03/2023	▲	<p>This action is almost complete with one short-term action remaining outstanding which is to develop an internal communications framework. During the reporting period two actions were prioritised over the Framework:</p> <ol style="list-style-type: none"> 1. The first FRS Cascade Brief was produced. 2. An Invitation to Tender for the redevelopment of iHub was developed and issued. <p>This action has a red status due to the slip in original and revised timescales. Work is 80% complete and revised due date of 31 March 2023 has been provided for full completion.</p> <p>It will continue to remain within the exception reporting section of this report until it is completed.</p>
2020/21	4.1	<p>Coordinate the statutory review of Local Fire and Rescue Plans:</p> <p><i>Support Local Senior Officers to revise and publish Local Plans in line with review outcomes.</i></p>	Strategic Planning, Performance & Communications	31/03/2021	31/08/2022	★	<p>This action has now been superseded by the requirement to review all Local Plans in line with the new Strategic Plan 2022-25. As such it is recommended that this action is closed off with the minor outstanding work forming part of that workstream.</p>

2019/20	1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	31/12/2022	<p data-bbox="1240 105 1274 129">▲</p> <p data-bbox="1314 105 2096 368">Following on from the design/implementation of the new Fire Investigation (FI) model, all policies and procedures have been amended to reflect this and FI continue to deliver as per expectations. Work continues to align to ISO 17020 with all learning from National groups reviewed and applied moving forward. Aligning to ISO 17020 is a continuous process and has not yet been achieved Nationally so this will continue into the New Year and the overall % complete for this action has increased to 80%.</p> <p data-bbox="1314 408 2116 496">Although work is now progressing, this action remains red due to the slip in the original timescale with the remaining outstanding milestone at 60% complete.</p> <p data-bbox="1314 536 2101 620">This action has a revised due date of 31 December 2022 and it will continue to remain within the exception reporting section of this report until it is completed.</p>
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SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/FCS/21-22

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	15 DECEMBER 2022						
Report Title:	RESOURCE BUDGET MONITORING – OCTOBER 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 (SFRS) of the Resource Budget position for the period ending 31 October 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 Appendices A.						
3.2	These reports detail the current underspend against budget of £0.586million. The forecast year-end position at this stage shows an overspend of £0.472million.						
3.3	The forecast highlights that employee cost overspends are expected on Control £0.202million and Support £0.729million. There are respective underspends for Wholetime of £1.057, On-Call £0.667million and Other Employee cost of £0.024million.						
3.4	On non-employee costs there are overspends forecast in Supplies & Services £0.661million, Transport costs of £1.031million and Third Party Payments of £0.028million. There is an underspend forecast in respect of Property costs £0.343million and additional Income of £0.088million.						
3.5	The mini Budget reversed the recent NI increase of 1.25%. The positive financial impact from November 2022 of £0.670 million has been included in the forecast.						
3.6	This forecast reflects the agreed pay settlement for Support staff of 5% which is higher than the budgeted rate of 2%.						
3.7	The forecast for uniformed employees is based on the budgeted rate of 2%, and does not recognise any impact of the current pay negotiations. The impact on the forecast of a pay settlement of 5% for uniformed employees is approximately £4.377 million and this is highlighted as a risk in section 8 of appendix A. A business case to support additional funding in excess of budgeted levels has been submitted to the Scottish Government.						

3.8	There is a legacy asbestosis claim currently assessed at £0.750million where no previous insurance cover can be found. It is likely to settle before the end of the financial year and this has been included in the forecast	
3.9	Potential industrial action may lead to significant financial costs to the Service in the current financial year, a new financial risk has been added.	
3.10	The forecast position excludes costs for Emergency Service Mobile Communications Programme (ESMCP) which will be recovered separately from the Scottish Government.	
4	Recommendation	
4.1	The Board of the Scottish Fire and Rescue Service is asked to scrutinise the financial report.	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of the Resource Budget position for the period ending 31 October 2022. The October resource monitoring report shows a current underspend against budget of £0.586 million, with a forecast year-end overspend of £0.472 million.	
5.2	This forecast position is on the basis that additional funding is received to support the Services investment in ESMCP.	
5.3	The forecast is based on an estimated 2% pay award for Uniformed employees and it does not recognise any impact of the current pay negotiations. Also included in this forecast is the reversal in the recent mini budget of the last National Insurance Contribution increase.	
6	Appendices/Further Reading	
6.1	Appendix A provides: <ul style="list-style-type: none"> • the assumptions that underpin the forecast • a summary of the consolidated financial position at this stage of the year. • an explanation of the current significant variances relative to budget. • risks that may impact the forecast position. • a summary of the budgeted saving delivered during the year. 	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Marcus Jenks, Decision Support Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes and aspiration of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>23 November 2022</i>
<i>SFRS Board</i>		<i>15 December 2022</i>
		Report Classification/ Comments
		<i>For Information</i>
		<i>For Scrutiny</i>

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Section	Description
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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	Early Retirement Charges
5.6	Training
5.7	Subsistence
5.8	Other Employee Costs
5.9	Property
5.10	Supplies & Services
5.11	Transport
5.12	Third Party Payments
5.13	Income
6	Actions
7	Analysis of Budget Savings
8.1	Forecast Risks Summary
8.2	Forecast Risks – High Level Detail
8.3	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: October 6 (transfers), December 35 fast-tracked On Call firefighters, 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

- The impact on National Insurance following the recent mini budget has been included in the forecast from November.

Pay Awards

- Pay awards for Uniformed staff have been forecast in line with the budgeted assumptions. Support staff pay awards have been forecast based on the agreed settlement of 5%.

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

There were no budget virements in October.

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 – October 2022

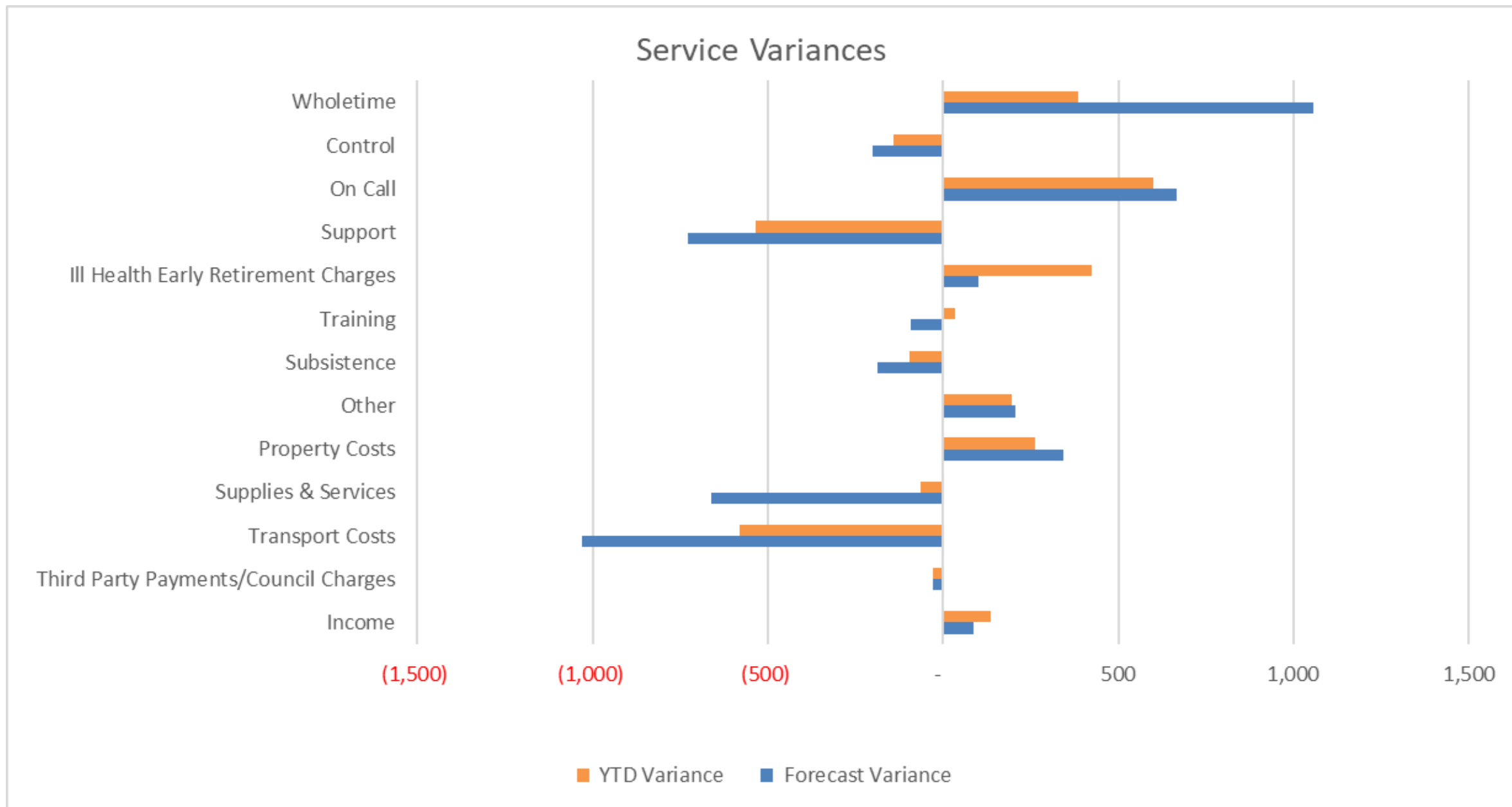
The report below covers the period 1st April 2022 – 31st October 2022. It highlights a year to date underspend of £0.586 million (0.3% of the year to date budget) with a forecast overspend of £0.472 million (0.2% of the full year budget).

This forecast reflects the agreed 5% pay award for support staff. The forecast for uniformed employees is based on the budgeted 2% pay award and 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	136,151	135,288	863	0.6%	232,909	817	0.3%
226,123	(400)	225,723	Salary and Related Costs (including overtime)	131,612	131,305	307	0.2%	224,930	793	0.4%
153,772	(449)	153,323	Wholetime	89,330	88,945	385	0.4%	152,266	1,057	0.7%
7,622	23	7,645	Control	4,447	4,588	(141)	-3.2%	7,847	(202)	-2.6%
26,504	(226)	26,278	On-Call	15,303	14,705	598	3.9%	25,611	667	2.5%
38,225	252	38,477	Support	22,532	23,067	(535)	-2.4%	39,206	(729)	-1.9%
7,991	12	8,003	Other Employee Costs	4,539	3,983	556	12.2%	7,979	24	0.3%
4,105	-	4,105	Early Retirement Charges	2,356	1,933	423	18.0%	4,005	100	2.4%
1,008	-	1,008	Training	589	554	35	5.9%	1,102	(94)	-9.3%
1,623	12	1,635	Subsistence	898	995	(97)	-10.8%	1,823	(188)	-11.5%
1,255	-	1,255	Other	696	501	195	28.0%	1,049	206	16.4%
27,246	698	27,944	Property Costs	19,058	18,797	261	1.4%	27,601	343	1.2%
24,525	(374)	24,151	Supplies & Services	14,542	14,605	(63)	-0.4%	24,812	(661)	-2.7%
6,392	(12)	6,380	Transport Costs	3,524	4,105	(581)	-16.5%	7,411	(1,031)	-16.2%
1,498	76	1,574	Third Party Payments	653	683	(30)	-4.6%	1,602	(28)	-1.8%
2,143	-	2,143	Financing	638	638	-	0.0%	2,143	-	0.0%
295,918	-	295,918	GROSS EXPENDITURE	174,566	174,116	450	0.3%	296,478	(560)	-0.2%
(1,711)	-	(1,711)	Income	(766)	(902)	136	-17.8%	(1,799)	88	-5.1%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
294,207	-	294,207	NET EXPENDITURE	173,800	173,214	586	0.3%	294,679	(472)	-0.2%

Figures are based on assumptions detailed in section 1.

Variance Analysis by Expenditure Categories

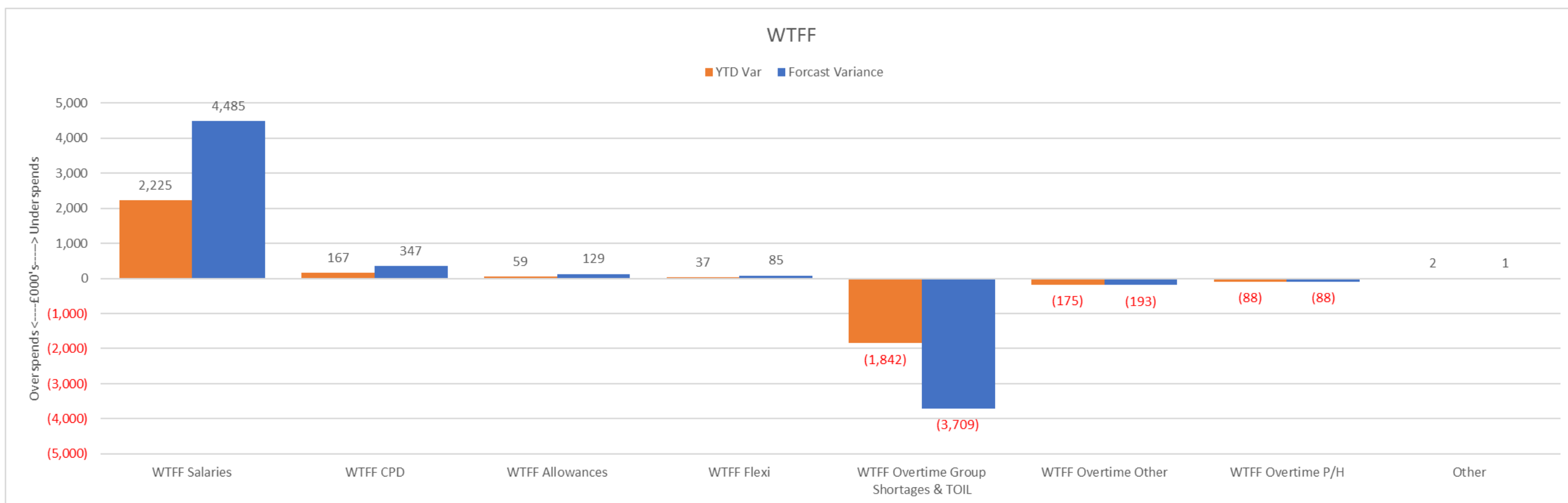


Significant variances will be presented to the Board as per subsequent sections for scrutiny.

Wholetime

Year to Date (YTD)	Forecast
Currently £385,000 underspent, representing 0.4% of budget.	Forecast to be £1,057,000 underspent, representing 0.7% of budget.
YTD Underspends: <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 vacancies for trainers and firefighters at specialist stations. Flexi – the result of delay in acting staff up following retirements. 	Improvements in Financial Position: <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. CPD – increased staff in development roles who are not eligible for payments. Flexi – based on current staff profile. Overtime Other – no additional recall to duty costs expected. Overtime P/H – forecast to return to budgeted levels.
YTD Overspends: <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. Staff recalled to duty to support project Unicorn following the death of HM Queen Elizabeth II. Overtime Public Holiday - additional public holiday overtime following the death of HM Queen Elizabeth II. 	Reductions in Financial Position: <ul style="list-style-type: none"> Salaries – increased recruits to partly mitigate the impact of the increase in retirements.

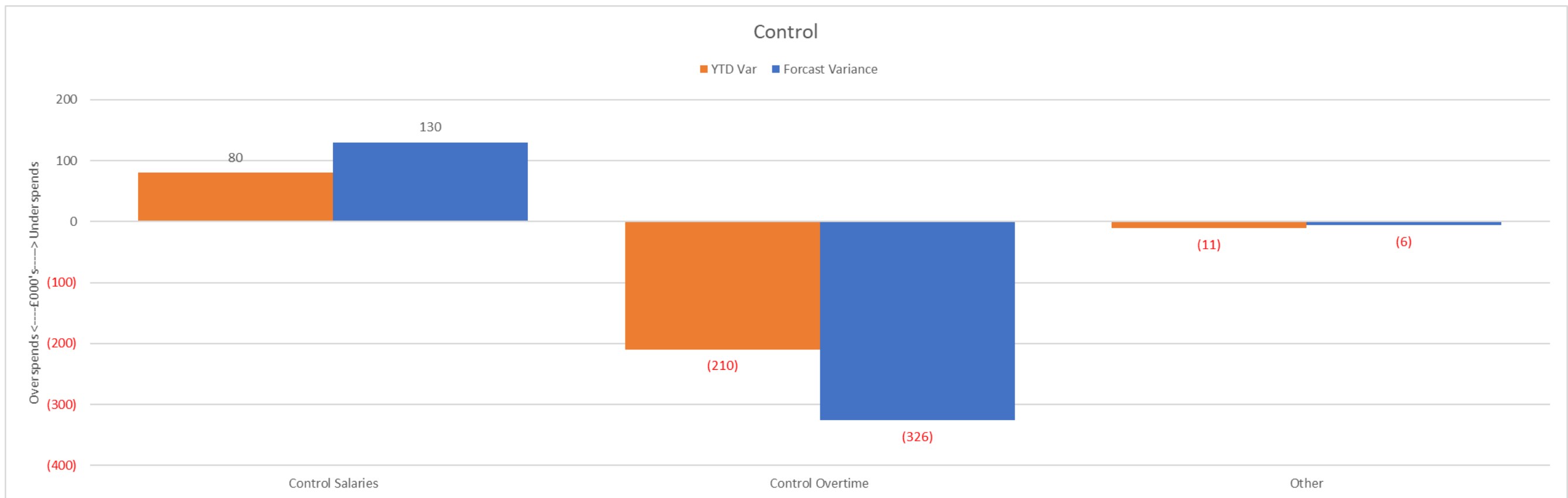
* Pay awards have been forecast at budgeted levels whilst negotiations remain ongoing. A business case to support funding in excess of budgeted levels has been submitted to the Scottish Government.



Control

Year to Date (YTD)	Forecast
Currently £141,000 overspent, representing 3.2% of budget.	Forecast to be £202,000 overspent, representing 2.6% 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 - staff returning from maternity and sick leave.

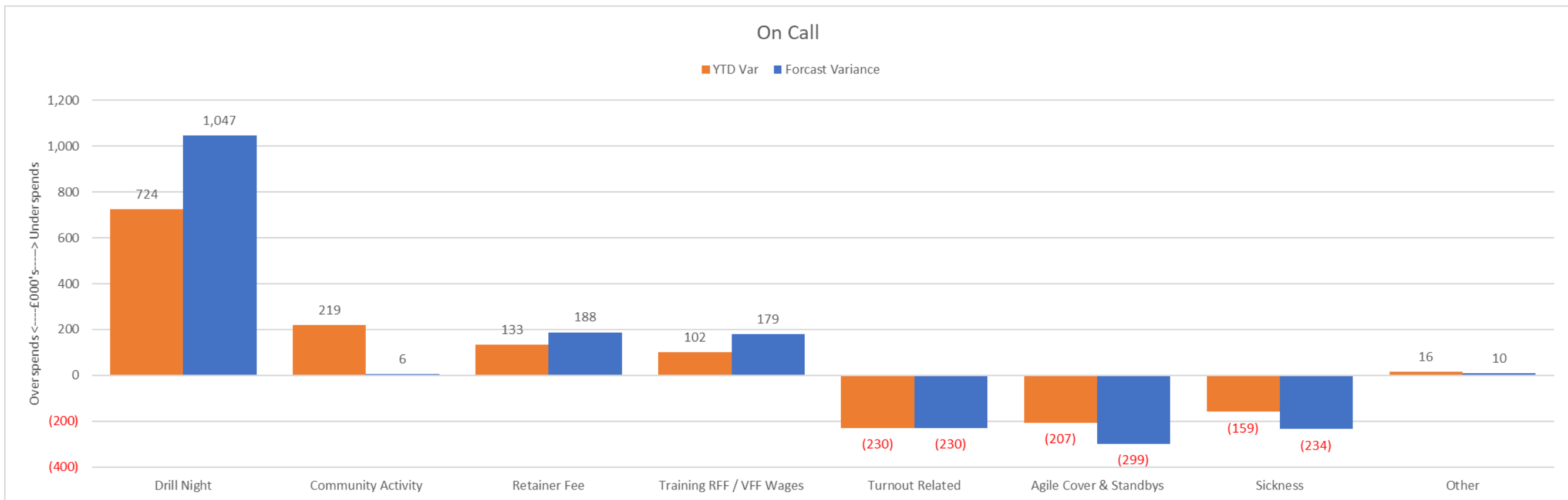
* Pay awards have been forecast at budgeted levels whilst negotiations remain ongoing. A business case to support funding in excess of budgeted levels has been submitted to the Scottish Government.



On Call

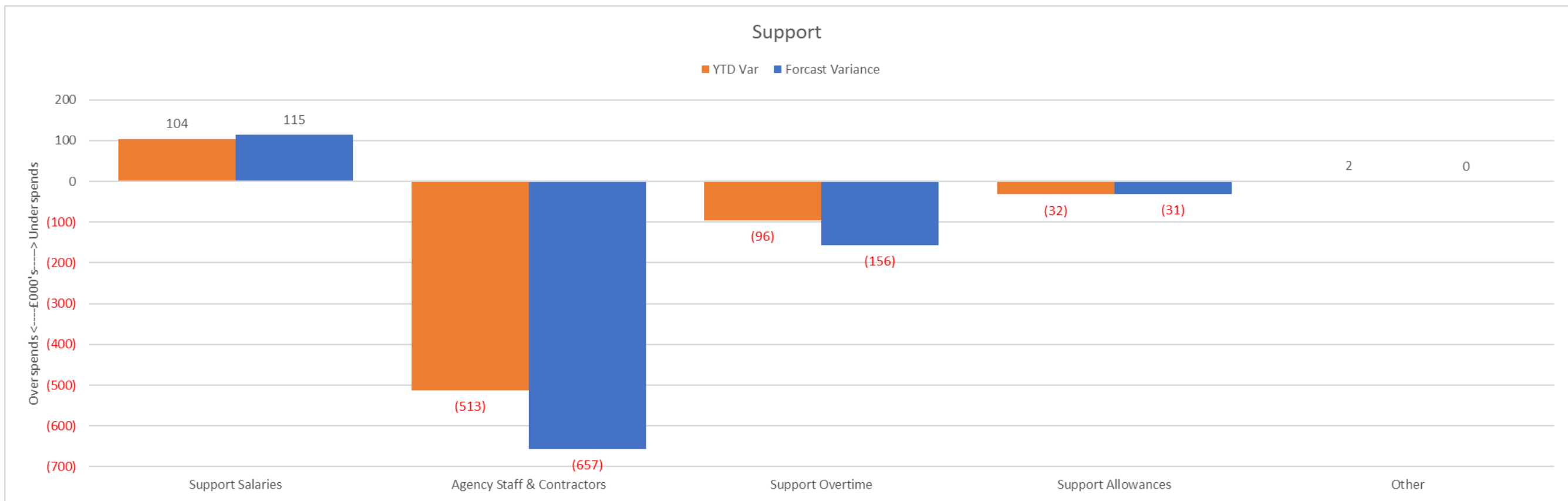
Year to Date (YTD)	Forecast
Currently £598,000 underspent, representing 3.9% of budget.	Forecast to be £667,000 underspent, representing 2.5% of budget.
YTD Underspends: <ul style="list-style-type: none"> • Drill nights – due to the voluntary increase in hours across the Service not being adopted in all areas, combined with vacancies at stations. • Community Activity – activity levels (including HFSV) are lower than budgeted. • 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. 	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.
YTD Overspends: <ul style="list-style-type: none"> • Turnout related – mainly within in the North and East SDA including increased wildfire activity. • Agile Cover and Standby – increased to provide operational availability. • Sickness – payments for loss of earnings during periods of absence. 	Reductions in Financial Position: <ul style="list-style-type: none"> • Drill Night – forecast assumes the option to increase hours is taken up by more staff. • Community Activity – forecast to increase and to be in line with the budget.

* Pay awards have been forecast at budgeted levels whilst negotiations remain ongoing. A business case to support funding in excess of budgeted levels has been submitted to the Scottish Government.



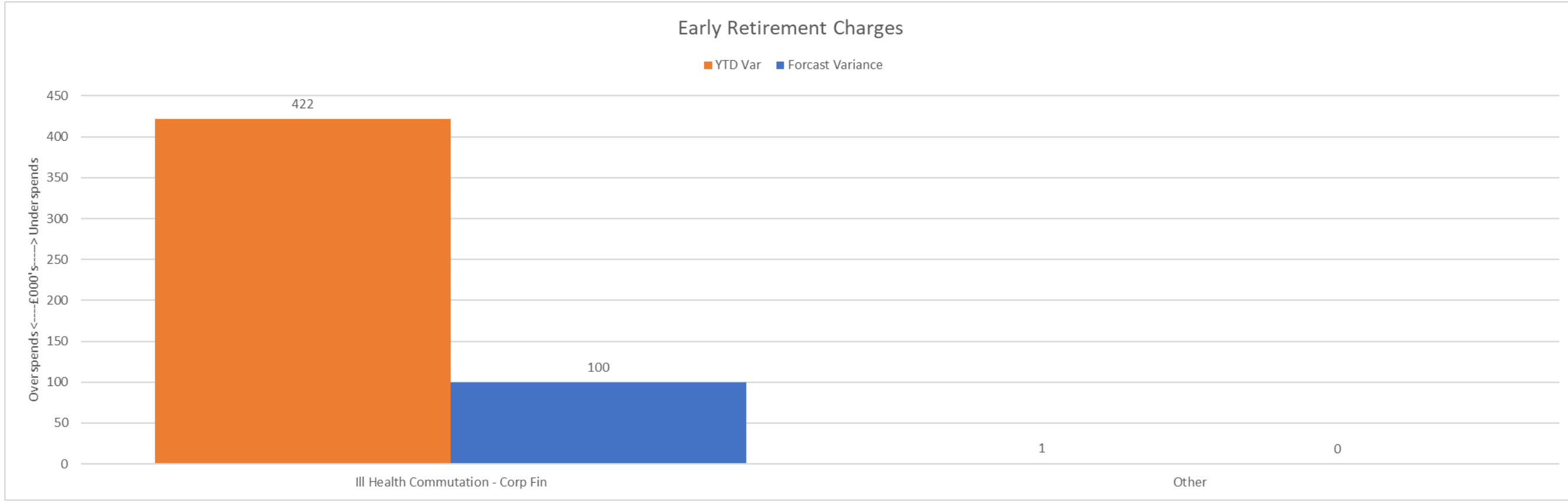
Support

Year to Date (YTD)	Forecast
Currently £535,000 overspent, representing 2.4% of budget.	Forecast to be £729,000 overspent, representing 1.9% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies. 	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. Agency staff and private contractors – forecast to reduce as vacancies are filled and fixed term contracts come to an end.
YTD Overspends: <ul style="list-style-type: none"> Salaries – agreed pay award of 5% higher than the budgeted rate of 2%. This was previously identified as a risk which has now crystallised. A business case to support funding in excess of budgeted levels has been submitted to the Scottish Government. 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. 	Reductions in Financial Position: <ul style="list-style-type: none"> Salaries – higher than budgeted pay award, the forecast includes recruitment of additional posts over the remainder of the year.



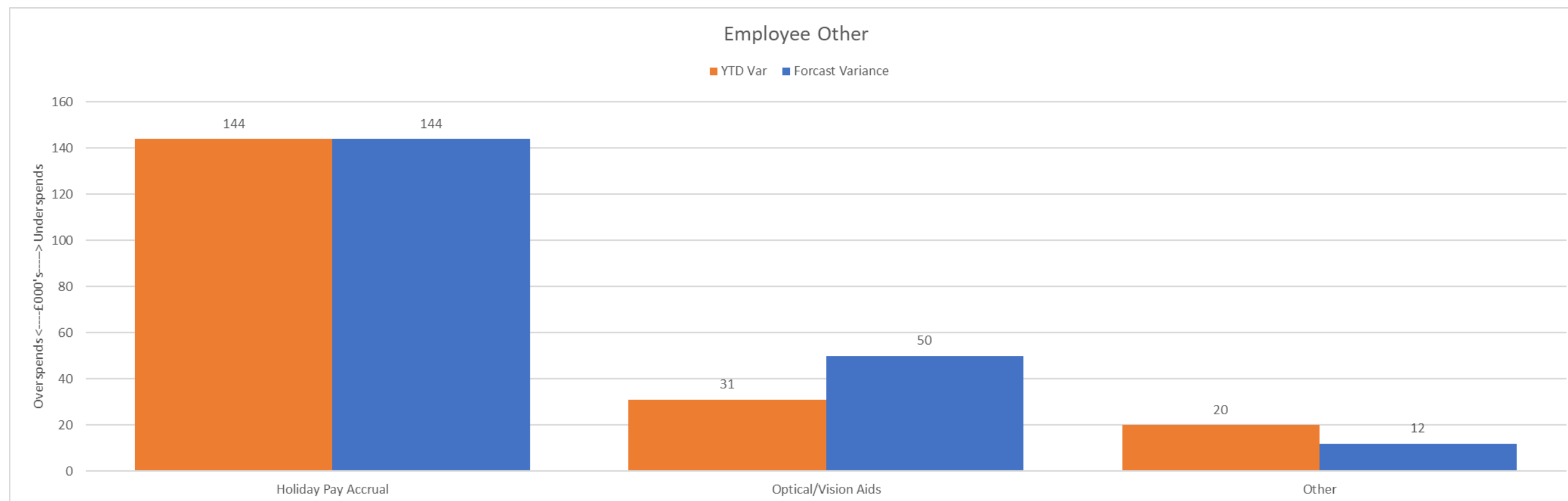
Early Retirement Charges

Year to Date (YTD)	Forecast
Currently £423,000 underspent, representing 18% of budget.	Forecast to be £100,000 underspent, representing 2.4% of budget.
YTD Underspends: Ill Health Commutations - fewer ill health retirals than budgeted.	Improvements in Financial Position:
YTD Overspends:	Reductions in Financial Position: <ul style="list-style-type: none"> Ill Health Commutations – the forecast assumes a prudent position with ill health retirals increasing to nearer budgeted levels.



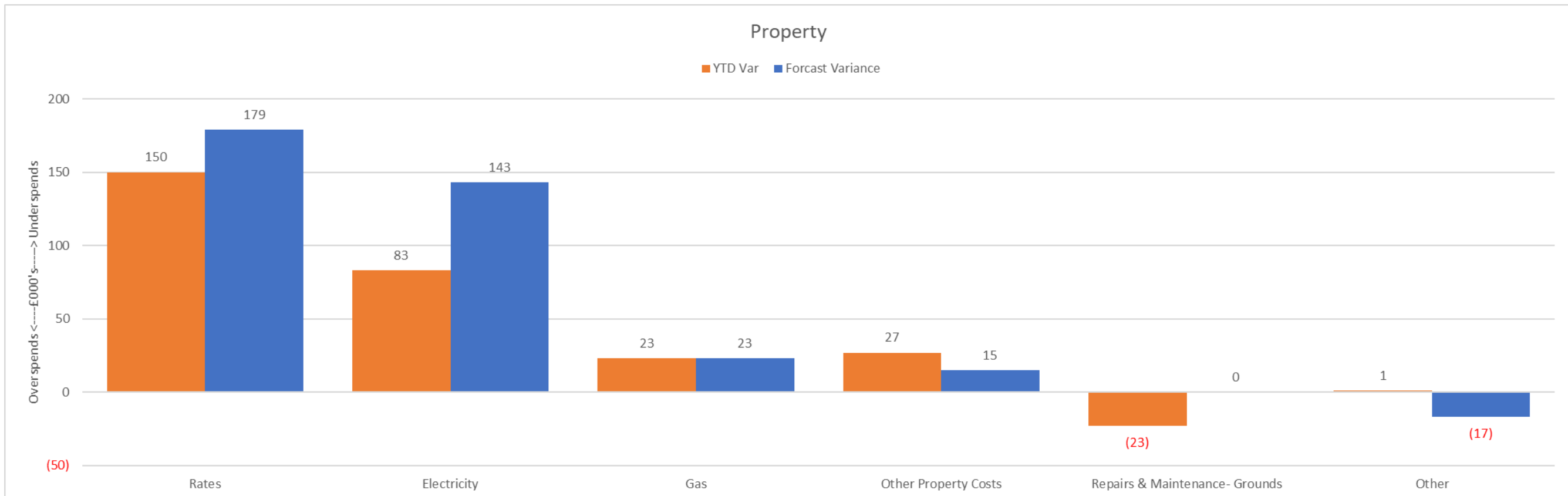
Other Employee Costs

Year to Date (YTD)	Forecast
Currently £195,000 underspent, representing 28.0% of budget.	Forecast to be £206,000 underspent, representing 16.4% of budget.
YTD Underspends: <ul style="list-style-type: none"> Holiday Pay Accrual – payments in respect of holidays that were lost in 21/22 as a result of COVID19 have now been paid. The accrual made in 2021/22 in respect of this has been released. Optical/ Vision Aids – the impact of policy changes and reduced throughput at opticians have resulted in an underspend. Other – re-employment checks and relocation costs. 	Improvements in Financial Position:
YTD Overspends:	Reductions in Financial Position: <ul style="list-style-type: none"> Holiday Pay Accrual - no further adjustments are forecast. Other – costs of pre-employment checks are forecast to increase in line with the planned recruitment of staff. The forecast for relocation costs remains on budget.



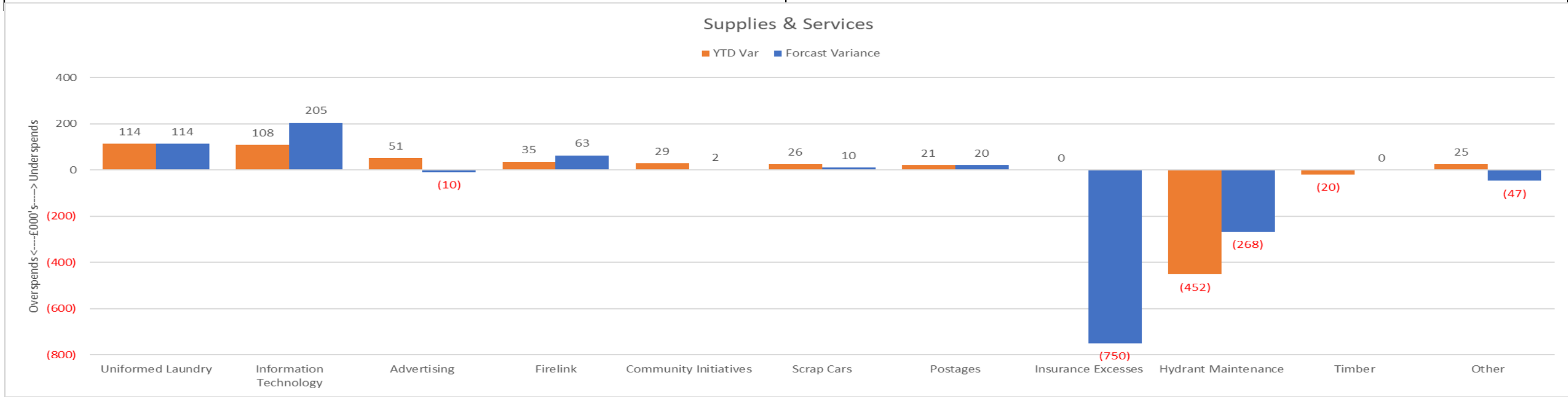
Property

Year to Date (YTD)	Forecast
Currently £261,000 underspent, representing 1.4% of budget.	Forecast to be £343,000 underspent, representing 1.2% of budget.
YTD Underspends: <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. Gas – reduced consumption due to mild weather. Other Property Costs – Savings mainly within SDA's and costs for emptying of foam tanks within training. 	Improvements in Financial Position: <ul style="list-style-type: none"> Repairs & Maintenance Grounds - expenditure is planned to be managed within budget.
YTD Overspends: <ul style="list-style-type: none"> Repairs & Maintenance Grounds – tree felling at stations and landscaping at McDonald Road. 	Reductions in Financial Position: <ul style="list-style-type: none"> Rates – further savings are forecast on a small number of annual invoices that have yet to be received. Gas – the forecast assumes a prudent position over the winter period. Other – Utilisation of underspends at station on minor improvements.



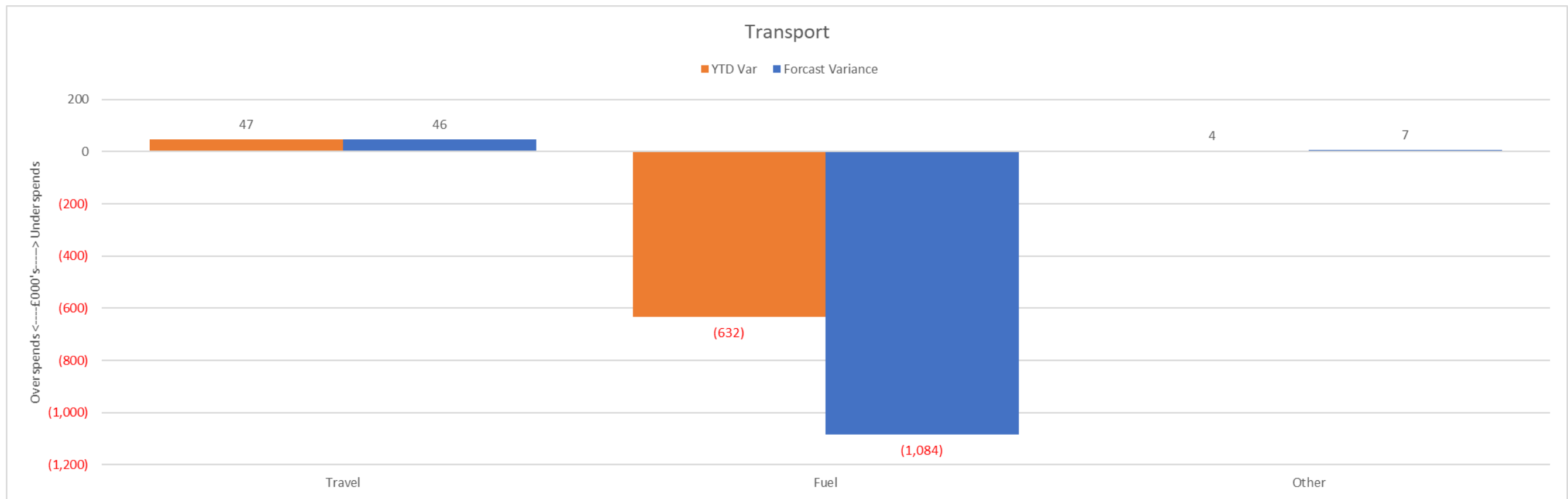
Supplies & Services

Year to Date (YTD)	Forecast
<p>Currently £63,000 overspent, representing 0.4% of budget.</p> <p>YTD Underspends:</p> <ul style="list-style-type: none"> Uniformed laundry – due to reduced volumes. Information Technology – delays in the Command & Control Futures (CCF) Project. Advertising – due to reduced volumes of prevention advertising. Firelink staff costs – due to fewer staff currently being allocated to this project. Community initiatives – due to reduced volumes. Scrap cars – due to reduced volumes. Postage – expected post Covid demand has not materialised. Other – includes gym equipment maintenance & medical supplies partly offset by engineering inspections following a price increase which was applied when the contract was renewed. 	<p>Forecast to be £661,000 overspent, representing 2.7% of budget.</p> <p>Improvements in Financial Position:</p> <ul style="list-style-type: none"> Information Technology – continued savings forecast in respect of delays in the CCF Project. Hydrant maintenance – the backlog of repairs is forecast to reduce over the remainder of the financial year. Timber – the forecast assumes that current stock levels are sufficient to ensure the budget can be managed.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Information Technology –increased costs for contractual renewals. Hydrant maintenance – backlogged repairs being carried out by the supplier. Timber – increased unit costs. 	<p>Reductions in Financial Position:</p> <ul style="list-style-type: none"> Uniformed laundry - costs are forecast to return to budgeted levels reflecting the uncertainty of how changes to the contaminant control process will impact future demand. Advertising – activity for prevention campaigns expected to increase over the Christmas period. Community initiatives – activity is planned before the end of the financial year. Scrap Cars – activity forecast to increase over the coming months. Postage – activity is forecast to return to budgeted levels. Insurance Excess – anticipated liability in respect of legacy asbestosis settlement. Other – additional costs forecast in respect of document storage & equipment.



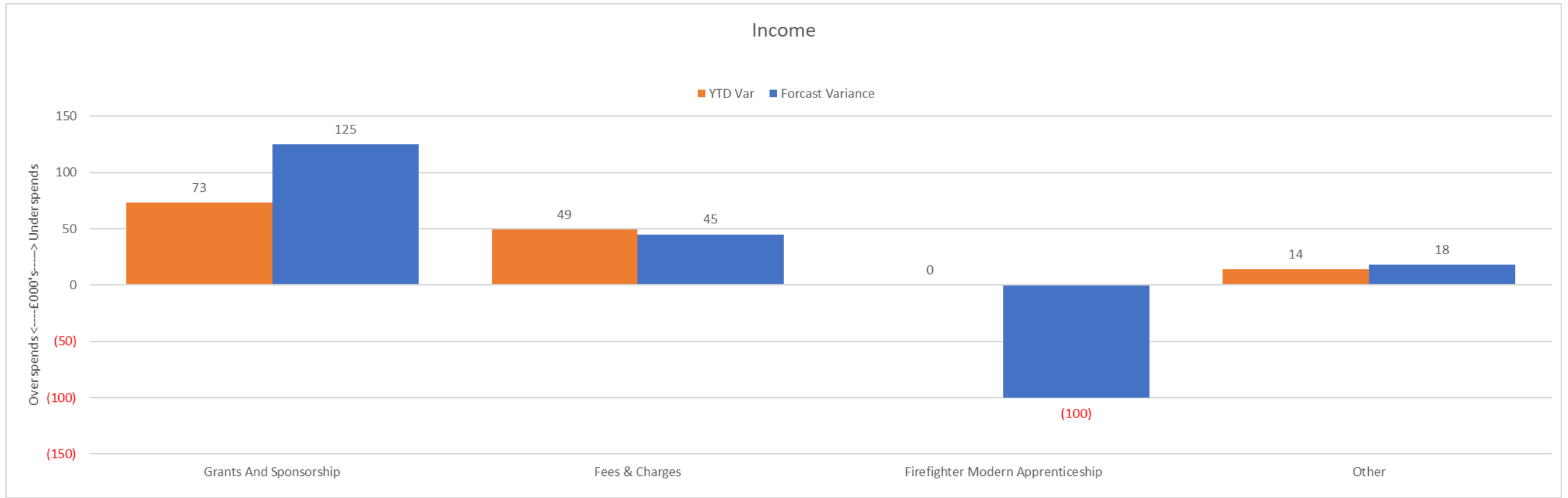
Transport

Year to Date (YTD)	Forecast
Currently £581,000 overspent, representing 16.5% of budget.	Forecast to be £1,031,000 overspent, representing 16.2% of budget.
YTD Underspends: <ul style="list-style-type: none"> Travel – the majority of which relates to the Training, Safety & Assurance (TSA) and People & Organisational Development (POD) Directorates. 	Improvements in Financial Position:
YTD Overspends: <ul style="list-style-type: none"> Fuel – increases in prices caused by geopolitical actions. 	Reductions in Financial Position: <ul style="list-style-type: none"> Travel – activity is expected to increase as the year progresses mainly within the SDAs.



Income

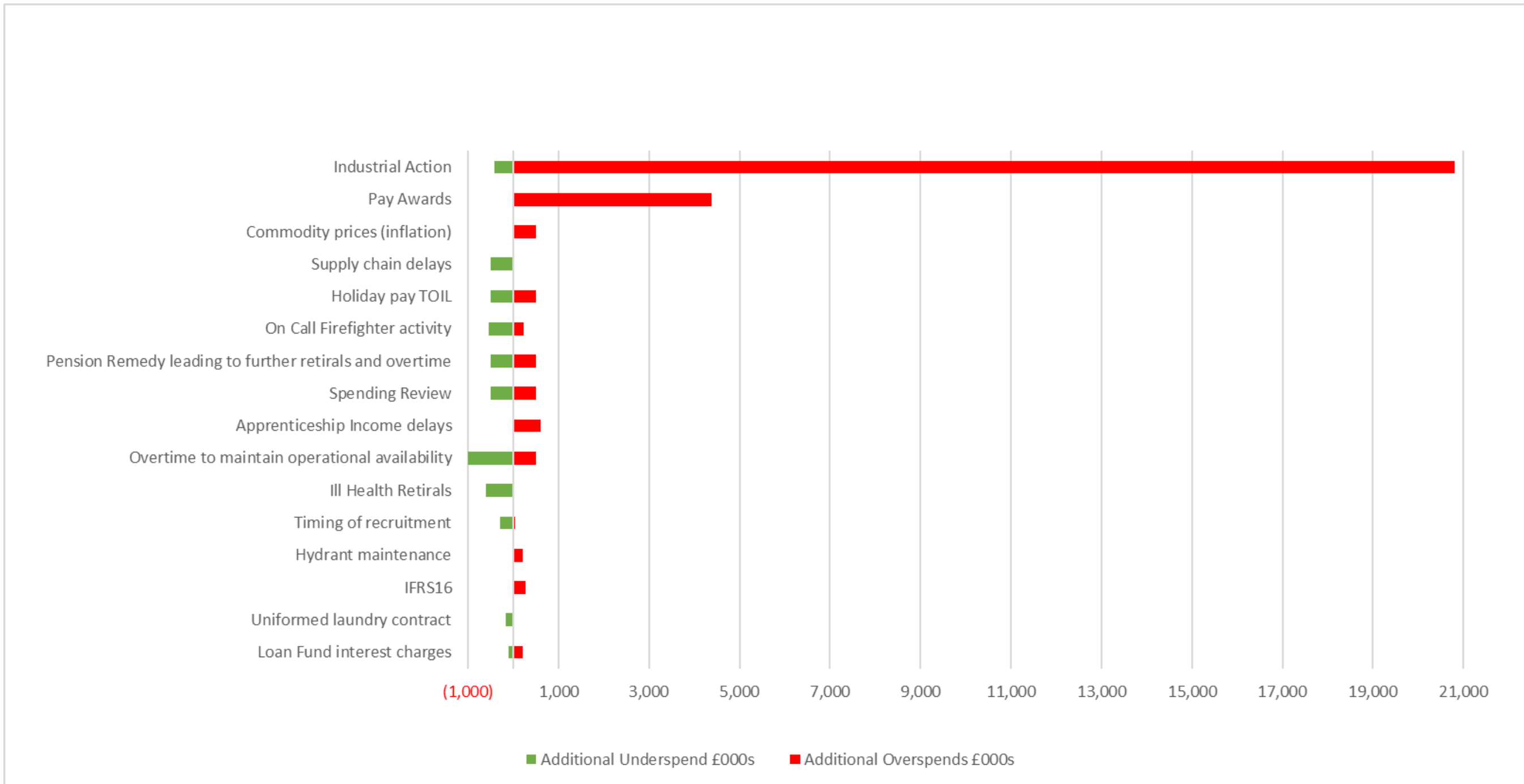
Year to Date (YTD)	Forecast
Currently £136,000 over recovered, representing 17.8% of budget.	Forecast to be £88,000 over recovered, representing 5.1% of budget.
YTD Over Recoveries: <ul style="list-style-type: none"> Grants and Sponsorship – accrued income in respect of electric vehicle charging points. 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. Firefighter Modern Apprenticeship – delays in the process for reclaiming income are forecast. Other – only minor recharges for the provision of training facilities are forecast for the remainder of the year.



Analysis of Budgeted Savings

	Included in the 22/23 Budget	Forecast to be Delivered in 22/23	Nature of Savings	RAG Status	Full Year Savings Delivered	Commentary
Support Vacancies	1,827	1,669	One Off	A		Additional vacancies offset by increased pay award - should be considered alongside the agency/ contractor saving target
On-call Vacancies	600	788	One Off	G+		Increased vacancies within the North SDA
AFA Impact	509	249	Recurring	A		Increased activity levels
Property Repairs	500	500	One Off	G		
Utility Efficiency Programme	415	581	Recurring	G+		Reduced consumption of electricity including solar savings
Rates	360	539	Recurring	G+		Budgeted inflation levels higher than actual inflation applied by local authorities
Apprenticeship Scheme Income	258	158	Recurring	A		Delays in processing and completion of applications for income
Travel & Subsistence	208	169	Recurring	A		Increased costs to support recruitment activity within Health & Wellbeing plus support for rural areas
Loan Funds	199	199	Recurring	G		
SAS Shared Services	148	148	Recurring	G		
Transport Costs	131	(953)	One Off	R		Significantly increased fuel prices
Agency / Contractors	128	(443)	Recurring	R		Continued use of agency staff to provide cover for vacancies
New Recruit Accommodation	118	12	Recurring	A		Additional costs for the January 2022 recruits plus an increase in intake numbers
ICT	102	307	Deferred	G+	yes	Delays in the roll out of the new CCF system
EV Grants	100	225	One Off	G+	yes	Income for electric vehicle charging points expected to be greater than budgeted
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	4,367		A		

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£5,130

Total Overspend Risk to Reported Position £000

£29,242

Financial Risks

High Impact Risks

Industrial Action– WTFF, Control, On Call

- Failure to reach an agreed pay settlement may lead to industrial action and the need to use the Army to support our operational response. This would result in additional cost to both train and pay Army staff.

Pay Awards – WTFF, Control, On Call

- 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 wholtime 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.

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

High Impact Risks continued

Ill Health Retirals

- There is a risk that the costs for staff retiring because of Ill Health is different from the current forecast.

Overtime

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

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.

IFRS16

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

Low Impact Risks

Hydrants

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

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/22-22

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	15 DECEMBER 2022						
Report Title:	CAPITAL MONITORING REPORT 2022/23 – OCTOBER 2022						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 October 2022.						
1.2	To seek approval from the Board on the proposed budget virements of £3.9million in relation to People, Training, Finance and Asset Systems (PTFAS) and Command and Control Futures (CCF).						
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.						
2.4	The Capital Budget was revised in the month and budgets re-allocated to ensure capital projects and expenditure remain on target to spend out by the end of the financial year.						
2.5	Slippage in the CCF project resulted in an underspend of £2.4m. A review of the PTFAS project by Strategic Leadership Team (SLT) has concluded the current programme should focus on retaining and leveraging existing systems if possible. The work completed this year will be used to improve processes and drive efficiencies to support the Resource Spending Review. Costs for this year will be moved to resource in 22-23. This results in a capital underspend of £1.5m in 22-23. The total £3.9m capital underspend has been re-allocated to various other projects in the capital programme (Property, Fleet, ICT and Operational Equipment), to ensure the capital budget is fully spent out by 31 March 23. A revised forecast spend profile is included in Appendix A.						

3	Main Report/Detail																																																															
3.1	Expenditure																																																															
3.1.1	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="3" style="width: 30%;">Category</th> <th rowspan="3" style="width: 10%;">Approved Budget</th> <th colspan="5">Expenditure</th> </tr> <tr> <th rowspan="2" style="width: 10%;">Ordered</th> <th rowspan="2" style="width: 10%;">Received not yet Invoiced</th> <th rowspan="2" style="width: 10%;">Paid</th> <th colspan="2">Total</th> </tr> <tr> <th style="width: 10%;">£0</th> <th style="width: 10%;">%</th> </tr> </thead> <tbody> <tr> <td>Property – Major Works</td> <td style="text-align: right;">13,822</td> <td style="text-align: right;">6,026</td> <td style="text-align: right;">0</td> <td style="text-align: right;">6,375</td> <td style="text-align: right;">12,401</td> <td style="text-align: right;">89.7</td> </tr> <tr> <td>Property – Minor Works</td> <td style="text-align: right;">6,105</td> <td style="text-align: right;">3,373</td> <td style="text-align: right;">112</td> <td style="text-align: right;">586</td> <td style="text-align: right;">4,071</td> <td style="text-align: right;">66.7</td> </tr> <tr> <td>Vehicles</td> <td style="text-align: right;">5,280</td> <td style="text-align: right;">1,140</td> <td style="text-align: right;">0</td> <td style="text-align: right;">1,317</td> <td style="text-align: right;">2,457</td> <td style="text-align: right;">46.6</td> </tr> <tr> <td>ICT</td> <td style="text-align: right;">4,000</td> <td style="text-align: right;">1,455</td> <td style="text-align: right;">129</td> <td style="text-align: right;">2,416</td> <td style="text-align: right;">4,000</td> <td style="text-align: right;">100.0</td> </tr> <tr> <td>Operational Equipment</td> <td style="text-align: right;">3,890</td> <td style="text-align: right;">385</td> <td style="text-align: right;">24</td> <td style="text-align: right;">1,292</td> <td style="text-align: right;">1,701</td> <td style="text-align: right;">43.7</td> </tr> <tr> <td>Transition to Net Zero</td> <td style="text-align: right;">3,543</td> <td style="text-align: right;">3,451</td> <td style="text-align: right;">18</td> <td style="text-align: right;">74</td> <td style="text-align: right;">3,543</td> <td style="text-align: right;">100.0</td> </tr> <tr> <td>TOTAL EXPENDITURE</td> <td style="text-align: right;">36,640</td> <td style="text-align: right;">15,830</td> <td style="text-align: right;">283</td> <td style="text-align: right;">12,060</td> <td style="text-align: right;">28,173</td> <td style="text-align: right;">76.9</td> </tr> </tbody> </table>	Category	Approved Budget	Expenditure					Ordered	Received not yet Invoiced	Paid	Total		£0	%	Property – Major Works	13,822	6,026	0	6,375	12,401	89.7	Property – Minor Works	6,105	3,373	112	586	4,071	66.7	Vehicles	5,280	1,140	0	1,317	2,457	46.6	ICT	4,000	1,455	129	2,416	4,000	100.0	Operational Equipment	3,890	385	24	1,292	1,701	43.7	Transition to Net Zero	3,543	3,451	18	74	3,543	100.0	TOTAL EXPENDITURE	36,640	15,830	283	12,060	28,173	76.9
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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 (DECC), 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	DECC have now decided that funding will be changed to a budget transfer through GiA which means no carry forward of projects via grant into next year will be allowed. The property team have reviewed commitments with the contractor to consider the impact and amended the delivery schedule to spend out the £1.985million.																																																															
3.2.4	The total revised budget remains currently at £36.64m based on this additional funding, as shown below:																																																															
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3.3	Budget Virements																																																															
3.3.1	<p>Budget virements for ICT took place in October, as follows:-</p> <p><u>Internal virements:</u></p> <ul style="list-style-type: none"> • £270k vired to PC’s, laptops & peripherals from Network Infrastructure • £100k vired to Replacement & Upgrade of AV Kit from Cyber Security Provision <p><u>Other virements:</u></p> <ul style="list-style-type: none"> • (£1,500k) vired from the PTFAS project • (£2,400k) vired from the CCF project • £300k vired to Inverness FS Development phase 2 																																																															

	<ul style="list-style-type: none"> • £700k vired to Energy & Environmental Improvements • £1,000k vired to Operational Equipment • £1,600k vired to Frontline Appliances • £300K vired ICT Cyber security
3.4	Progress During the Month
3.4.1	Expenditure
3.4.2	<p><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.</p>
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 post dehumidifier installation.
3.4.4	Handover of the Museum took place on 18th October 22.
3.4.5	<u>West Asset Resource Centre.</u> The contractor commenced construction on site on 21st February 22, two months ahead of schedule. The works are progressing well on site. The contractor has completed the floor slabs and is continuing with works across the site and building, including to the roof / wall cladding, internal blockwork, fire protection to steelwork, external drainage and surfacing to rear yard. Design proposals also continue to be issued.
3.4.6	<u>Salen Fire Station</u> – The purchase of former NHS Surgery in Salen is now complete. Development work is required inside to bring it up to SFRS specification.
3.4.7	<p><u>Fleet</u> Bodybuild works, for the seven chassis's delivered in June, were completed and delivery took place in October.</p>
3.4.8	Work continues on the Bodybuild's for the 18 Tonne Medium Weight Rescue Pumps. The first deliveries are expected to be complete in November.
3.4.9	<p><u>PPE & Equipment</u> Phase 1 to 3 of the roll out programme for Powered Rescue Equipment (PRE) is now complete and operational. Phase 4 has now commenced in forty-two stations with training dates confirmed for twenty-two stations. The roll out for all PRE is expected to take 18 months, due to the training implications and the vehicle modifications that will be required to accept the new equipment.</p>
3.4.10	The contract for Air Bags was awarded in the month, with an order placed for sixty sets. Forty-five of the Two hundred and ten Smoke curtains were also delivered in October.
3.4.11	<p><u>ICT</u> <u>Command & Control Futures Project</u> The project team have continued 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. Work has progressed between Airwave, 3TC & the system supplier on the delivery of a single MODAS Gateway for the CCMS and this is likely to be delivered for testing in December. 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.</p>

3.4.12	<p><u>People, Training, Finance and Asset System</u> Scottish Government Onboarding Assessment workshops for Shared Services Programme have been completed and the interim assessment report has been received. Expectation that SFRS is a 'medium to high' level complexity. Significant questions around contractual elements, service offering, service fees and timescales remain and SFRS have requested urgent meeting to conclude this stage and allow us to progress to internal options appraisal. In tandem work continues on the Procurement work for People, Payroll, Finance and Training (PPFT) project, including preparations for DSSS and TAF audits. Rostering project has onboarded Central Staffing Team leader to represent wholetime business needs on project.</p>
3.4.13	<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>
3.4.14	<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>
3.4.15	<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. These commitments will be reviewed to assess what can be delivered before year end. A multi-year bid will be submitted in January 23 for further projects to decarbonise our activities.</p>
3.5	<p>Progress Anticipated Next Month</p>
3.5.1	<p>Expenditure</p>
3.5.2	<p><u>Property</u> <u>West Asset Resource Centre.</u> The external envelope and utilities are due to complete late autumn.</p>
3.5.3	<p><u>Inverness Fire Station Development.</u> Design has been completed and currently being priced. Work is due to start on site in November, if affordable.</p>
3.5.4	<p><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.</p>
3.5.5	<p><u>Fleet</u> Delivery of the first four 18 Tonne Medium Weight Rescue Pumps is expected in November, along with one Management Team Car.</p>
3.5.6	<p>Tender evaluations for the Wildland Fire Fighting Vehicles are complete and the contract award will be issued in the coming weeks.</p>
3.5.7	<p><u>ICT</u> <u>People, Training, Finance and Asset System</u> Client-Side Partner is working across Programme and constituent projects to deliver various products in support of outcomes. Updating of the People, Payroll and Finance outline business case to include Training benefits and requirements is underway. Health check initiated on current People and Payroll system to understand current configuration, identify any opportunities for Business as Usual (BAU) quick wins and any requirements that need to be captured in the Invitation to Tender (ITT).</p>
3.5.8	<p>The contract for the replacement Health and Wellbeing system is due to be completed and allow implementation to proceed, with an expected 12-week implementation. Rostering project continuing work on developing business case and statement of requirements.</p>

3.5.9	<p><u>PPE & Ops Equipment</u> The remaining One hundred and sixty-five Smoke curtains are expected to be delivered in November, along with Four hundred and twenty sets of Wildland Fire PPE</p>
3.5.10	<p><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.</p>
3.5.11	<p>Works are due to commence on the Ninety Electric Vehicle Charging point sites from the £1.5m Grant offered in November 2021, in the coming months.</p>
3.6	<p>Project Milestones (RAG status)</p>
3.6.1	<p>Project Milestones across all Asset Categories (Property, Fleet, ICT, Ops Equipment and Transition to Net Zero) have been revised to an Amber RAG Status. Consideration of slippages were monitored at the monthly Capital Monitoring Group and plans to accelerate spend were developed. Budget virements are awaiting approval from the Board.</p>
3.6.2	<p>Deviation from Original Budget (RAG status) There is no change to Original Budget across all Asset Categories (Property, Fleet, ICT, Ops Equipment and Transition to Net Zero) at present. The budget however is at an Amber RAG Status as there was a risk of capital underspend depending on slippage in project spend and capital project decisions were reviewed and monitored at the monthly Capital Monitoring Group. Budget virements are awaiting approval from the Board.</p>
3.7	<p>Receipts</p>
3.7.1	<p>Sale of non-operational properties are not expected in the current financial year.</p>
3.7.2	<p>The budget for the sale of non-operational vehicles in the year, is £0.400m. The majority of sales of these non-operational vehicles are expected to take place over autumn and winter. To date, SFRS have received £0.096m of capital receipts from sale of non-operational vehicles, with a Net Book Value (NBV) of £0.104m.</p>
3.8	<p>Forecast</p>
3.8.1	<p>Appendix A provides the Revised Forecast spend profile for the full financial year.</p>
3.8.2	<p>Total forecast expenditure is expected to be in line with the budgeted figure of £36.64m. It should be noted that the current variance of actual expenditure compared to forecast is an underspend of £4.9million to date across all capital categories as detailed and explained in appendix A. Teams are working hard to keep spend on track.</p>
3.9	<p>Risk</p>
3.9.1	<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.</p>

3.9.2	There have been significant delays in receiving goods and services due to supply chain issues. There is a risk that these delays will impact overall capital spend in the year this is being managed through the capital monitoring group and plans to accelerate spend are being developed.	
3.9.3	There is a risk that decisions on current capital projects will impact the anticipated capital spend for this year and will lead to costs being transferred to resource budget and to a significant capital underspend.	
3.9.4	Board to note these risks which are included in strategic risk register.	
4	Recommendation	
4.1	The Board is asked to: (a) note the level of actual and committed expenditure for the period ended 31 October 2022. (b) That the re-allocation of capital budget in this financial year be approved.	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 October 2022.	
5.2	The Board were asked to approve budget virements of £3.9million between projects.	
5.3	Recognising current risks, all efforts will be made to spend out the current anticipated budget of £36.64m by 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 Appropriately to Main Report/Detail (Section 3. Above)	Added Yes
Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
Our Money & Our Performance – SFRS Strategic Plan 2022-25		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Leadership Team</i>	<i>07 December 2022</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>15 December 2022</i>	<i>For Decision</i>

Scottish Fire & Rescue Service

Revised Forecast Spend Profile – Capital Programme 2022/23

£000

Category	Budget	Actual		Forecast					
		Apr-Jun	Jul-Oct	Nov-Dec	Jan-Mar	Total	Variance to budget	Variance (%)	RAG Status
Property – Major Works	13,822	1,683	4,692	2,555	4,892	13,822	0	0	
Property – Minor Works	6,105	37	661	712	4,695	6,105	0	0	
Vehicles	5,280	840	478	424	3,538	5,280	0	0	
ICT	4,000	644	1,902	1,164	290	4,000	0	0	
Operational Equipment	3,890	558	758	634	1,940	3,890	0	0	
Transition to Net Zero Grants	3,543	74	18	132	3,319	3,543	0	0	
TOTAL EXPENDITURE	36,640	3,836	8,509	5,621	18,674	36,640	0	0	
CUMULATIVE TOTAL	36,640	3,836	12,345	17,966	36,640	0	0	0	

Actuals v Forecast – Quarter 2

Category	Original Budget	Actual	Original Forecast		Commentary
		Apr-Oct	Apr-Oct	Variance to forecast	
Property – Major Works	13,630	6,375	7,943	1,568	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. Inverness Fire Station Development Phase 2 also slightly behind.
Property – Minor Works	5,100	698	1,700	1,002	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	1,318	1,741	423	£0.3m of the underspend is due to the delay from Aug to Oct, in commencing the Bodybuild works for eighteen Medium Weight Rescue Pumps. £0.1m of the underspend is due to a delay in the Low Carbon Appliance programming works.

Appendix A

ICT	7,600	2,546	3,721	1,175	PTFA Project team members and Client-side partner onboarded later than anticipated (£0.3m). Spend on CCF project delayed due to awaiting outcome of Remedial Advisor Report Outcomes (£0.5m). Late delivery of ICT Network Infrastructure equipment (£0.3m).
Operational Equipment	2,890	1,316	1,793	477	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	92	383	291	Awaiting final DNO connections for EV Infrastructure Phase 1. Delays with the DNO operators. Work has yet to start on EV Infrastructure Phase 4, due to contractor capacity issues.
TOTAL EXPENDITURE	34,400	12,345	17,281	4,936	Various delays in orders and deliveries, being offset with accelerated work for the West ARC project.
CUMULATIVE TOTAL	34,400	12,345	17,281	4,936	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/POD/07-22

Agenda Item: 14.1

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	15 DECEMBER 2022						
Report Title:	DRAFT CORPORATE PARENTING PLAN AND ACTION PLAN 2023 TO 2026						
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	To inform Board members of the outcomes and actions within the Draft Scottish Fire and Rescue Service (SFRS) Corporate Parenting Plan 2023-2026 for publication in January 2023.						
2	Background						
2.1	The Children and Young People (Scotland) Act provides the legislative framework for a wide range of children's policies. Part 9 of this act sets out the duties of 24 public bodies named as Corporate Parents, including the Scottish Fire and Rescue Service. It requires us to be systematic and proactive in our efforts to meet the needs of care experienced children.						
2.2	Corporate Parenting responsibilities also apply to care leavers who were looked after on their 16th birthday (or subsequently) up to and including the age of 25. These responsibilities are statutory duties and each corporate parent is expected to fulfil these duties in their own way, consistent with their purpose and function.						
2.3	<p>These duties include:</p> <ul style="list-style-type: none"> • Assess children and young people's needs for services and support. • Promote their interests. • Provide opportunities to participate in a range of capacities. • Plan, collaborate and report on how they propose to exercise their legal responsibilities as corporate parents. • Work with partners to meet the needs of, and improve the life chances of young people in care and care leavers. 						
2.4	It should be noted that although the law defines children and young people as 'looked after children', 'Care Experienced' is the preferred terminology. (Source: Who cares? Scotland 1000 Voices)						
2.5	SFRS recognises that those who are Care Experienced may leave care but this does not mean that care leaves them – the impact can be lifelong. Therefore, we are committed to acting as a Corporate Parent to anyone who has care experience regardless of their age.						
2.6	All Corporate Parents must prepare, publish and review a 'Corporate Parenting Plan', which details how they will exercise their Corporate Parenting responsibilities and other Part 9 duties.						

2.7	The Act encourages collaborative working between Corporate Parents to develop, enact and monitor plans.
3	Main Report/Detail
3.1	Stakeholder engagement began in June of this year with Corporate Parenting Working Group (CPWG) members scoping current Corporate Parenting activities within their area to identify any areas that worked well and where improvements were required. The feedback from this exercise was used to develop potential key 'themes' for the next Plan.
3.2	In August 2022, an information and workshop session was delivered to approximately 50 employees, representing areas from across the Service. To set the scene, Who Cares? Scotland and STAC (Scottish Throughcare and After Care) delivered presentations around some of the key issues that those in care and care leavers were currently facing. After this, workshops were delivered to determine what the outcomes of the next Corporate Parenting Plan should be and the actions that would be required to meet these outcomes. CPWG members then correlated all of this information to develop the draft Corporate parenting Plan 2023-2026.
3.3	<p>The draft Corporate Parenting Plan 2023-2026 went out for public consultation in early November for 6 weeks. The consultation looked to:</p> <ul style="list-style-type: none"> • Seek views to shape our final Plan and how we may be able to improve it. • Build on SFRS previous Corporate Parenting activities • Seek opportunities for further collaboration with Corporate Parents and partners
3.4	The E&D Team distributed the consultation link to 124 key stakeholders externally. It was also highlighted in the SFRS Weekly Comms and 'What's New' section on i-Hub to encourage SFRS employees to participate. A further prompt to complete was made during Care Experience Week and Care Leavers Week in October.
3.5	There was a total of 50 responses. These responses were analysed to determine key themes and these themes shaped the draft Corporate Parenting Plan 2023-2026.
3.6	<p>The six outcomes are:</p> <ul style="list-style-type: none"> • SFRS will have built relationships with organisations representing those who are care experienced. We will have listened to the voice of people who are Care Experienced and considered their needs in our policy, planning and performance' activities. • SFRS services and opportunities are known and accessible to all care experienced individuals, including care leavers, with no barriers. • We have consulted with SFRS employees who are Care Experienced and identified what can be done to build better formal and informal support mechanisms within the organisation. • We have worked in partnership with other Corporate Parents and external organisations to improve opportunities for those who are Care Experienced to develop skills, experience and confidence to achieve their personal, employment and career ambitions. • SFRS colleagues, volunteers and board members are aware of their role as a Corporate Parent and understand how to be a good Corporate Parent in practice. • We will have developed measures to track our progress and determine if our outcomes are successful.
3.7	The closing report for the Corporate Parenting Plan 2023-2023 is being finalised and will be presented at the next Board meeting.
3.8	Please note, this paper is going to Strategic Leadership Team (SLT) on 7 December 2022 'for decision'.

4	Recommendation	
4.1	To note the outcomes and actions within the Draft SFRS Corporate Parenting Plan 2023-2026 for publication in January 2023.	
5	Core Brief	
5.1	As a Corporate Parent, SFRS must prepare, publish and review a 'Corporate Parenting Plan', which details how they will exercise their Corporate Parenting responsibilities and under Part 9 of Children and Young People (Scotland) Act.	
6	Appendices/Further Reading	
6.1	Appendix A: Action plan (including Consultation Analysis and key themes)	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Denise Rooney, Equality and Diversity Manager	
Sponsored by:	Geri Thomson, Deputy Head of People and Organisation Development	
Presented by:	Liz Barnes, Interim Deputy Chief Officer - Corporate Services	
Links to Strategy and Corporate Values		
<p>Outcome Six: The experience of those who work for SFRS improves as we are the best employer we can be.</p> <p>Outcome Seven: Community safety and wellbeing improves as we work effectively with our partners.</p> <p>Future Vision: Corporate Parenting Plan 2023-2026 relates to the four principles of being progressive, people centred, inclusive and connected.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>7 December 2022</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>15 December 2022</i>	<i>For Information</i>

Scottish Fire and Rescue Service Draft Corporate Parenting Plan 2023 - 2026

Accessing this report

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Introduction

We are pleased to present our Corporate Parenting Plan 2023 to 2026. The Scottish Fire & Rescue Service (SFRS) see our Corporate Parenting duties not only as a responsibility but an opportunity to have a positive impact and improve the life opportunities of people who are Care Experienced. We recognise that Care Experienced individuals should be at the heart of our commitment as Corporate Parents. Therefore, to shape this plan, we have consulted with people who are Care Experienced and organisations who represent those who are care experienced.

This plan reflects 'The Promise,' the long-term change programme for the improvement of Scotland's care system spanning 10 years (2021- 2030). We will continue to align with 'The Promise' by operating from the perspective of what matters to children and families, listening, mitigating the impacts of poverty, embedding destigmatising language and practices and upholding children's rights.

Our last plan was published in January 2020 and our actions and the direction of our work was very much influenced by Covid. The needs and challenges for Care Experienced individuals differed during this time, with many facing further inequalities. The Service tried to be as innovative and flexible as possible in how we delivered our Corporate Parenting role and it is our intention to carry this innovative thinking forward throughout the delivery of this plan.

This Corporate Parenting Plan highlights our commitment to helping people with lived experience of care to fulfil their potential. We will harness the enthusiasm and commitment within SFRS to continue to improve life outcomes through our employment, service delivery, decision making and governance practices.

Joint statement by Chair of Board, Kirsty Darwent and Interim Chief Officer Ross Haggart

Care Experience and Corporate Parenting

What does Care Experienced mean?

We use the term 'Care Experienced' to include anyone who has been or is currently in care or from a looked-after background at any stage of their life, no matter how short. This care may have been provided in one of many different settings such as in residential care, foster care, kinship care or looked after at home with a supervision requirement. (Source: Scottish Funding Council (2019))

It should be noted that although the law defines children and young people as 'looked after children', 'Care Experienced' is the preferred terminology and is what will be used in this report (Source: Who cares? Scotland 1000 Voices).

What is Corporate Parenting?

Corporate Parents are the public bodies named in law as having responsibilities for children and young people who are looked after and Care Experienced. The Children and Young People (Scotland) Act 2014 says that 24 public bodies, including the Scottish Fire and Rescue Service, have a responsibility to understand the lives of Scotland's looked after children and young people and respond to their needs as any parent should.

SFRS recognises that those who are Care Experienced may leave care but this does not mean that care leaves them – the impact can be lifelong. Therefore, we are committed to acting as a Corporate Parent to anyone who has care experience regardless of their age.

A Corporate Parent is intended to carry out many of the roles a loving parent should. While we may not be able to provide everything a parent can, we can still provide those we are responsible for with the best possible support and care.

It should be noted that the Promise Care Review heard that although the system uses the term 'Corporate Parent,' this term feels demeaning and is an example of cold, process driven relationships.' The SFRS will be mindful of this in how we approach and deliver on our outcomes.

As a Good Parent, the SFRS will do as much as we can to make sure people with Care Experience feel in control of their lives and are able to overcome the barriers they face.

Corporate Parenting Duties

On 1 April 2015, the Scottish Fire and Rescue Service joined many other public bodies and organisations in Scotland to become a Corporate Parent under Part 9 of the Children and Young People (Scotland) Act 2014. This provides us the opportunity to improve the lives and futures of Scotland's Care Experienced children and young people. The duties under the 2014 Act mean that we must:

- Be alert to matters which might adversely affect the wellbeing of looked after children and young people
- Assess the needs of looked after children and young people for services and support we provide
- Promote the interests of looked after children and young people

- Provide opportunities for looked after children and young people to participate in activities designed to promote their wellbeing
- Take appropriate action to enable looked after children and young people access to these opportunities and make use of our services and support
- Take any other action we consider appropriate to improve our functions to meet the needs of looked after children and young people

The Scottish Fire and Rescue Service embrace these obligations. We provide a range of services to help people lead safe lives in their home, at work, in public places and in education.

We also have the advantage of a well-respected and trusted corporate profile which allows us to offer positive role models to young people. In this regard, we understand that these duties are not only the responsibility of one department but for SFRS to be successful, the whole organisation needs to play its part.

National Context

The latest figures show that 13,255 children and young people in Scotland are currently in care ([Scottish Government 2022](#)). This includes those in foster care, kinship care, those who are looked after at home, residential care, and secure care or with prospective adopters.

While there currently may be less than 2% of children and young people in Scotland in care, thousands more people have previous care experience, having spent time in the care system in the past.

All children and young people need the same things to thrive and be successful in life but those who are Care Experienced are not being afforded the same supports for this to happen. Children and Young People who are Care Experienced, have the poorest outcomes of all children and young people in Scotland – this is why we are committed to being a good Corporate Parent.

We understand that people with Care Experience may have different needs due to trauma and loss and may have had frequent placement moves and chaotic living arrangements. Lack of educational attainment can impact on an individual's prospects not just in relation to employment and financial security but it can also negatively impact on their health, mental wellbeing, their ability to interact fully in public life and access public services. They may need extra help, and this has been at the forefront of this Corporate Parenting Plan.

We will continue to work with partner agencies and other Corporate Parents - together we can help to ensure that people with Care Experience get the support they need and deserve.

In Line with our Long-Term Vision

To deliver our Long-Term Vision, there are eight overarching priorities for the Service under the four principles of:

- Progressive
- People Centred
- Inclusive
- Connected

Our Corporate Parenting Plan 2023-2026, relates to these principles as detailed below.

Progressive

Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs.

We will be innovative in our use of technology, data, and information to change how we work.

The SFRS are aware that to deliver a successful Corporate Parenting Plan, we need to work with people who are Care Experienced and listen to their journey. We need to ensure that Corporate Parenting isn't just seen as the role of one individual or department but that we work across all departments and functions within the Service to meet our Corporate Parenting responsibilities.

We will be more efficient, ensuring our resources are redirected to Corporate Parenting priority areas and are aligned to current and existing risks.

Research shows that digital access is a key rights and inequality issue for people who are Care Experienced which was amplified during the pandemic. We will explore solutions to improving digital inclusion for people who are Care Experienced in this Corporate Parenting Plan.

People Centred

We will be an organisation that works in agile and smart ways to support our employees to achieve a positive work/life balance.

We will invest in developing our leaders and train our employees to the highest standards.

In its simplest form agile working is about being innovative, informal, and flexible in the way we work and how we organise ourselves. We are committed to working in more agile ways so that employees can build work patterns around their family and personal lives. For employees who have caring responsibilities as a Foster Carer or Kinship Carer it can help promote and support a positive work life balance.

We will ensure that our employees have the adequate training, support and knowledge to deliver on our Corporate Parenting Plan. We will continue to update our Corporate Parenting learning resource area and work with partners to share learning experiences.

Inclusive

Partnership working will be at the core of how we work.

We will value difference of views, experiences, and backgrounds within and out with our organisation.

Our Corporate Parenting Plan can't be achieved working in isolation. We need to continuously identify and pursue opportunities to work with external partners and the community. We need to effectively 'co-parent' in promoting the wellbeing of people who are Care Experienced to enable them to achieve the best outcomes.

We will engage with people who are Care Experienced, organisations and co-parents to allow us to see the bigger picture and how we can play a role in this.

We will embrace inclusiveness and difference. We will reflect the characteristics and makeup of our communities and put their needs at the heart of what we do.

People who are Care Experienced are not a homogenous group with the same backgrounds or needs. We will engage with people who are Care Experienced so that we can understand and meet these needs, which includes considering intersectionality.

Connected

We will be driven by a deeper understanding of the needs of our communities.

We will be a more environmentally sustainable organisation.

We will work with people who are Care Experienced and organisations to develop an understanding of their needs and how we can contribute more to enriching their lives.

We are committed to working alongside our stakeholders and partners in pursuit of our shared prevention agenda to help increase the life opportunities of people who are Care Experienced in Scotland.

We will drive the message that it is not only a responsibility but an opportunity to have a positive impact and improve the life chances for people who are Care Experienced.

Corporate Parenting and Children's Rights

Children's rights are unique in that many of them, although designed for the safety and protection of children, have to be provided for by adults.

As a public-sector organisation, we have a role to play in supporting the Scottish Government to integrate children's rights and welfare into policy and practice. As a result, you will see throughout our Corporate Parenting Plan, how we will adopt a rights-based approach contributing to upholding and respecting the rights of all children.

The Promise highlights that, 'Scotland must implement the rights of the child in a way that does not reinforce a focus on policy, process and procedure but supports the ability of children and those around them to connect and develop relationships and cultures that uphold their rights as a matter of course.'

We will aim to ensure that everything we do both at a corporate and local level is grounded on respecting rights, is inclusive and supportive.

We now ensure that the needs of Care Experienced people are considered in our policy, planning and performance through our Equality and Human Rights Impact Assessment process. This process includes considering children's rights as laid out in the United Nations Convention on the Rights of the Child (UNCRC). This will continue throughout this Corporate Parenting Plan.

The Promise - Independent Care Review

Launched by the First Minister in October 2016, Scotland's Independent Care Review is a Scotland-wide commitment to bring about root and branch improvements in the care system, with input from 5,500 people who are Care Experienced.

The outcome of the review has been articulated in a series of seven reports, with 'The Promise' narrating a vision for Scotland, built on five foundations, which offer a shared purpose and a clear direction for change. These foundations are:

- Voice: Children must be meaningfully heard and listened to in all decisions about their care
- Family: Where children are safe in their families and feel loved, they must stay
- Care: Where living with their family is not possible, children must stay with their brothers and sisters when safe to do so
- People: The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community
- Scaffolding: Children, families and the workforce must be supported by a system that is there when needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.

The Promise, and in the immediacy, Plan 21-24 will be an important driver in the delivery of SFRS Corporate Parenting Plan, shaping how we can best meet the needs of people who are Care Experienced.

Corporate Parenting Plan Draft Outcomes 2023-2026

Our Corporate Parenting Plan for the years 2023 – 2026 takes a thematic approach and highlights our key outcomes as a Corporate Parent throughout that time. Our 6 outcomes consider both our statutory responsibilities and the priorities identified through our internal and external engagement.

Our outcomes are introduced in the section below, with indicative examples of what our activity may look like in practice and will be reflected in the supporting action plan. However, this is not an exhaustive list of forthcoming activity as we will endeavour to respond to any challenges and opportunities that arise in a timely manner.

Outcome 1: SFRS will have built relationships with organisations representing those who are Care Experienced. We will have listened to the voice of people who are Care Experienced and considered their needs in our policy, planning and performance activities.

- This outcome aligns UNCRC articles 3 (best interest of the child), and 12 (respect for the views of the child)

We will...

- ➔ Scope where our policies can better support those who are Care Experienced
- ➔ Identify opportunities for Care Experienced individuals to co-design policy, practice and/or projects within SFRS
- ➔ Continue to use our Equality and Human Rights Impact Assessment process to evaluate the impact of our policy and practice on Care Experienced individuals.
- ➔ Explore opportunities to develop trauma-informed practice to inform the development of our services
- ➔ Scope how to best utilise existing forums such as the SFRS Young Person's Forum, our Youth Voice Structure and our Employee Networks to inform SFRS activity and decision making
- ➔ Ensure our future vision includes the voice and needs of people who are Care Experienced
- ➔ Scope our current relationships with organisations who represent those who are Care Experienced and build on these links

Outcome 2: SFRS services and opportunities are known and accessible to all care experienced individuals, including care leavers, with no barriers.

This outcome relates to UNCRC articles 12 (respect for the views of the child), 39 (recovery from trauma and reintegration)

We will...

- ➔ Produce accessible variations of the Corporate Parenting Plan
- ➔ Engage with people who are Care Experienced to identify if they are aware of the services offered by SFRS and what accessibility to these services looks like for them
- ➔ Explore how we can support the digital inclusion of people who are Care Experienced
- ➔ Keep up to date and informed of the issues that may impact on people who are Care Experienced and use this knowledge to advise our policy and planning

- ➔ Develop an over-arching Communications Strategy to promote our Corporate Parenting Plan and its actions both internally and externally, including #KeepThePromise Pledge.

Outcome 3: We have consulted with SFRS employees who are Care Experienced and identified what can be done to build better formal and informal support mechanisms within the organisation.

- This outcome relates to UNCRC articles 6 (life, survival and development), 12 (respect for the views of the child), and 39 (recovery from trauma and reintegration)

We will...

- ➔ Consult with our employees who are Care Experienced to avoid making assumptions about what they need
- ➔ Recognise those with care experience as experts whilst being mindful of their workloads and our asks of them
- ➔ Be mindful of confidentiality throughout our consultation and engagement with our employees who are Care Experienced
- ➔ Develop an overview of the support available to SFRS employees who are Care Experienced

Outcome 4: We will have work in partnership with other Corporate Parents and external organisations to improve opportunities for those who are Care Experienced to develop skills, experience and confidence to achieve their personal, employment and career ambitions.

- This outcome relates to UNCRC articles 3 (best interest of the child), 6 (life, survival and development), 28 (right to education) and 29 (goals of education)

We will...

- ➔ Collaborate with other Corporate Parents to take a joined-up approach to addressing barriers that people with Care Experience can face
- ➔ Continue to engage with local Corporate Parenting networks to share learning and embed local partnerships
- ➔ Continue and expand on our partnership work with MCR Pathways
- ➔ Review our Youth Employment Strategy and prevention & protection initiatives to see how they might be utilised to offer positive opportunities to people who are Care Experienced people
- ➔ Identify what initiatives we can offer to Care Experienced young people and advertise this nationally through organisations working with those who are Care Experienced
- ➔ Scope the creation of leaflets for firefighters to hand out to residential homes to highlight what we can offer
- ➔ Revise protocols for local areas across the service as to how to engage with local Corporate Parenting initiatives and Champions Boards
- ➔ Implement a Guaranteed Interview Scheme for people who are Care Experienced

Outcome 5: SFRS colleagues, volunteers and board members are aware of their role as a Corporate Parent and understand how to be a good Corporate Parent in practice.

This outcome relates to UNCRC article 3 (best interests of the child)

We will...

- ➔ Create a centralised intranet page to show what volunteering opportunities are available to staff which contribute to our Corporate Parenting responsibilities
- ➔ Review and refresh our training and courses to ensure they are up to date and fit for purpose. We will review what support and training is available to employees whose role includes engaging with people who are Care Experienced
- ➔ Introduce an e-learning module on Corporate Parenting and make this available to all staff
- ➔ Deliver a re-fresher training course for senior leaders and board members on Corporate Parenting
- ➔ Explore the possibility of a Care Experienced person mentoring a member of our senior leadership team to enable the exchange of skills, knowledge and understanding
- ➔ Share case studies of good Corporate Parenting practice across the service

Outcome 6: We have developed measures to track our progress and determine if our outcomes are successful.

- This outcome relates to UNCRC article 3 (best interests of the child)

We will...

- ➔ Explore how we utilise current business intelligence and service delivery data to inform decision making and the evaluation of actions within our Corporate Parenting Plan
- ➔ Identify and introduce indicators of success of our Corporate Parenting Plan activities and partnerships
- ➔ Scope what existing systems may be used to record relevant measures
- ➔ Implement a standardised approach to measuring the engagement with and success of Corporate Parenting initiatives
- ➔ Capture, evaluate and report the data collected to inform future decisions.

Governance

The SFRS's Board and Strategic Leadership Team are responsible for approving the overall approach and priority placed on Corporate Parenting initiatives. They have responsibility for the Corporate Parenting Plan and the Strategic Plan.


The Equality and Diversity Manager is the lead officer with respect to the co-ordination of our response to Corporate Parenting responsibilities. We operate a mainstreamed approach to equality where individual Directorates and Service Delivery Areas (SDA's) have responsibility for meeting and reporting on their equality obligations and this extends to the duties identified for corporate parenting. Being a Corporate Parent links to our Equality Outcome 6, 'SFRS will support Scotland's young people reach their full potential'.

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The Corporate Parenting Plan will consider expanding the core membership of the Corporate Parenting Working Group to involve other key internal functions. The group will continue to play a vital part in identifying interdependencies and developing the actions within the Corporate Parenting Plan, implementing these actions, and promoting the role of the members as key contacts within the Service. To underpin the corporate reporting framework the activities identified in the Corporate Parenting Plan will be reported every 6 months to the Corporate Assurance Board with annual reports to the Strategic Leadership Team and Full Board. The format of the reporting will include progress against the action plan and relevant 'case studies' that illustrate progress towards improving the life opportunities for people who are Care Experienced. SFRS Board papers are available for access on our website.

Should you wish to get in touch regarding anything in this Corporate Parenting Plan or be involved in any of the activities - would love to hear from you. Please contact the Equality and Diversity Team SFRS.Equality@firescotland.gov.uk

Appendix 1 – Action Log

Corporate Parenting Plan 2023 – 2026 Action Log		 SCOTTISH FIRE AND RESCUE SERVICE <small>Working together for a safer Scotland</small>		
Corporate Parenting Plan 2023 - 2026				
A rolling action log to record progress against the actions and activities to meet Corporate Parenting Plan outcomes.				
The status of Actions are categorised as follows:				
		Task complete - 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		
Outcome 1	SFRS will have built relationships with organisations representing those who are Care Experienced. We will have listened to the voice of people who are Care Experienced and considered their needs in our policy, planning and performance activities.			
Actions	Action Owner	Timescales	BRAG status	Position Statement
1. Scope where our policies can better support those who are Care Experienced.	E&D Team	Duration of the Plan.		
2. Identify opportunities for people who are Care Experienced to co-design policy, practice and/or projects within SFRS.	E&D Team & CPWG Members	Duration of the Plan.		

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3. Continue to use our Equality and Human Rights Impact Assessment process to evaluate the impact of our policy and practice on people who are Care Experienced.	E&D Team	Duration of the Plan.		
4. Explore opportunities to develop trauma-informed practice to inform the development of our services.	P&P CPWG Members	January 2024		
5. Scope how to best utilise existing forums such as the SFRS Young Person's Forum, our Youth Voice Structure and our Employee Networks to inform SFRS activity and decision making.	E&D P&P SDAs POD	January 2024		
6. Ensure our future vision includes the voice and needs of people who are Care Experienced.	E&D Team CPWG Members	Duration of the Plan.		
7. Scope our current relationships with organisations who represent those who are Care Experienced and build on these links.	E&D CPWG Members	June 2023 Duration of the Plan.		
Outcome 2	SFRS services and opportunities are known and accessible to all care experienced individuals, including care leavers, with no barriers.			
1. Produce accessible variations of the Corporate Parenting Plan.	E&D P&P	June 2023		

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2. Engage with people who are Care Experienced to identify if they are aware of the services offered by SFRS and what accessibility to these services looks like for them.	CPWG Members	January 2024 Duration of the Plan.		
3. Explore how we can support the digital inclusion of people who are Care Experienced.	CPWG Members	Duration of the Plan.		
4. Keep up to date and informed of the issues that may impact on people who are Care Experienced and use this knowledge to inform our policy and planning.	CPWG Members	Duration of the Plan.		
5. Develop an over-arching Communications Strategy to promote both internally and externally, the actions of our Corporate Parenting Plan, including #KeepThePromise Pledge	CPWG Members Comms Team	June 2024		
Outcome 3	We have consulted with SFRS employees who are Care Experienced and identified what can be done to build better formal and informal support mechanisms within the organisation.			
1. Consult with our employees who are Care Experienced to avoid making assumptions about what they need.	E&D Team CPWG Members	January 2024		
2. Recognise those with care experience as experts whilst being mindful of their workloads and our asks of them.	CPWG Members	Duration of the Plan.		

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3. Be mindful of confidentiality throughout our consultation and engagement with our employees who are Care Experienced.	CPWG Members	Duration of the Plan.		
4. Develop an overview of the support available to SFRS employees who are Care Experienced.	E&D Team	January 2024		
Outcome 4	We will have work in partnership with other Corporate Parents and external organisations to improve opportunities for those who are Care Experienced to develop skills, experience and confidence to achieve their personal, employment and career ambitions.			
1. Work in partnership with other Corporate Parent's and adopt a collaborative approach to addressing barriers that Care Experience people face.	CPWG Members	Duration of the Plan.		
2. Continue to engage with local Corporate Parenting networks to share learning and embed local partnerships.	CPWG Members	Duration of the Plan.		
3. Continue and expand on our partnership work with MCR Pathways.	CPWG Members	Duration of the Plan.		
4. Review our Youth Employment Strategy and prevention & protection initiatives to see how they might be utilised to offer positive opportunities to people who are Care Experienced.	POD P&P	January 2024		

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5. Identify what initiatives we can offer to Care Experienced people and advertise this nationally through organisations working with those who are Care Experienced.	POD P&P	Duration of the Plan.		
6. Scope the creation of leaflets for firefighters to hand out to residential houses to highlight what we can offer.	CPWG Members	June 2024		
7. Revise protocols for local areas across the service as to how to engage with local Corporate Parenting initiatives and Champion Boards.	E&D Team CPWG Members	January 2024		
8. Implement a Guaranteed Interview Scheme for people who are Care Experienced.	POD CPWG Members	January 2024		
Outcome 5	SFRS colleagues, volunteers and board members are aware of their role as a Corporate Parent and understand how to be a good Corporate Parent in practice.			
1. Create a centralised intranet page to show what volunteering opportunities are available to employees which contribute to our Corporate Parenting responsibilities.	E&D Team Comms Team CPWG Members	January 2024 Duration of the Plan.		
2. Review and refresh our training and courses to ensure they are up to date and fit for purpose. We will review what support and training is available to employees whose role includes engaging with Care Experienced children and young people.	E&D Team CPWG Members	January 2025		

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3. Introduce an e-learning module on Corporate Parenting and make this available to all employees.	E&D Team CPWG Members	January 2025		
4. Deliver a refresher training course for senior leaders and board members on Corporate Parenting responsibilities.	E&D Team CPWG Members	December 2023		
5. Explore the possibility of a Care Experienced person mentoring a member of our senior leadership team to enable the exchange of skills, knowledge and understanding.	POD E&D Team CPWG Members	January 2025		
6. Share case studies of internal and external good Corporate Parenting practice.	CPWG Members	Duration of the Plan.		
Outcome 6	We have developed measures to track our progress and determine if our outcomes are successful.			
1. Explore how we utilise current business intelligence and service delivery data to inform decision making and the evaluation of actions within our Corporate Parenting Plan.	CPWG Members	January 2024		
2. Identify and introduce indicators of success of our Corporate Parenting Plan activities and partnerships.	CPWG Members	January 2024		

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3. Scope what existing systems may be used to record relevant measures.	CPWG Members	June 2023		
4. Implement a standardised approach to measuring the engagement with and success of Corporate Parenting initiatives.	CPWG Members	January 2025		
5. Capture, evaluate and report the data collected to inform future decisions.	CPWG Members	June 2025		

Appendix 2

Citizens Space Consultation Report

Purpose

The purpose of the **Corporate Parenting Plan 2023-2026 (Plan)** consultation was to gauge responses to the proposed outcomes and use the information to shape our next Plan, ensuring that we are meeting our statutory obligations whilst building on previous Corporate Parenting activities and partnership working.

Background

The Children and Young People (Scotland) Act provides the legislative framework for a wide range of children's policies. Part 9 of this act sets out the duties of 24 public bodies named as Corporate Parents, including the Scottish Fire and Rescue Service. It requires them to be systematic and proactive in their efforts to meet the needs of care experienced children.

Corporate Parenting responsibilities also apply to care leavers who were looked after on their 16th birthday (or subsequently) up to and including the age of 25. These responsibilities are statutory duties, and each corporate parent is expected to fulfil these duties in their own way, consistent with their purpose and function.

These duties include:

- Assess children and young people's needs for services and support
- Promote their interests
- Provide opportunities to participate in a range of capacities
- Plan, collaborate and report on how they propose to exercise their legal responsibilities as corporate parents
- Work with partners to meet the needs of, and improve the life chances of young people in care and care leavers

It should be noted that although the law defines children and young people as 'looked after children,' 'Care Experienced' is the preferred terminology. (Source: Who cares? Scotland 1000 Voices)

SFRS recognises that those who are Care Experienced may leave care but this does not mean that care leaves them – the impact can be lifelong. Therefore, we are committed to acting as a Corporate Parent to anyone who has care experience regardless of their age.

All Corporate Parents must prepare, publish and review a 'Corporate Parenting Plan,' which details how they will exercise their Corporate Parenting responsibilities and other Part 9 duties.

The Act encourages collaborative working between corporate parents to develop, enact and monitor plans.

Consultation

The consultation on the draft Corporate Parenting Plan 2023-2026 (Plan), was live for 6 weeks in early November. The consultation was to:

- Seek views to shape our final Plan and areas of improvement.
- Build on our previous Corporate Parenting activities
- Seek opportunities for further collaboration with Corporate Parents and partners

The E&D Team distributed the consultation link to 124 key stakeholders externally. It was also highlighted in the SFRS Weekly Comms and 'What's New' section to encourage SFRS employees to participate. A further prompt was made during Care Experience Week and Care Leavers Week in October.

There was a total of 50 responses from Citizens Space broken down as follows:

SFRS Employee	35	(70%)
Other Emergency Service (NHS)	1	(2%)
Member of Public	1	(2%)
Business	0	(0%)
Elected member	1	(2%)
Local Authority	6	(12%)
Other statutory organisation	1	(2%)
Voluntary/3rd sector organisation	2	(4%)
Other (please describe)*	3	(6%)

*Other category identified as CEYP/Champions Board, Improvement Centre specialising in Childrens' care & protection and Regulator of Care Services.

Who Cares? Scotland provided a separate written response which included feedback from people who are Care Experienced.

Survey Responses

This section provides an overview of the 'key themes' that were identified from the consultation, including some of the comments provided around the themes.

Outcome One SFRS will have built relationships with organisations representing those who are Care Experienced. We will have listened to the voice of people who are Care Experienced and considered their needs in our policy, planning and performance activities.

Key Themes

Learning and Development

- Building Knowledge & Awareness
- Challenging stigma & discrimination

'I am care experienced, and feel it is very important to break down the barriers and perceived judgement of care experienced people.'

'I am care experienced myself and realise that support which has not been available in the past should be now.'

'Often much of the plan/objectives become watered down or lost when they filter down to local levels. Volume of other work/ objectives mean that the plan doesn't become embedded into our thinking'

Participation

- Mentoring opportunities e.g. MCR Pathways
- Have a SFRS Network for people who are Care Experienced
- Link in with P&P booklet/activities
- Partnership/collaborative working

'How are you going to do this? Do you have a meaningful participation strategy?'

'How will you reach care experienced people who left care system many years ago and are not part of any organisation representing those who are care experienced?'

'Consider whether you can integrate engagement with care experienced children and young people within any other community or school-based engagement activity that you are undertaking.'

'Consider if there is anything you can include about processes for transparency of actions taken as a result of listening to the views of care experienced people.'

Partnership Working

- Collaborate with organisations who represent people who are Care Experienced.
- Ensure there are local links and partnerships

'An indication of how information on local emerging issues will be understood and fed back to SFRS Board and Strategic Lead Team would be helpful, for example SFRS representation across various fora e.g. partner corporate parenting groups and via community planning partnerships. Although common themes will be understood from national publications and groups, local issues affecting those under the care of corporate parents can differ dependant on rurality, deprivation levels and other factors therefore local links which differ across Service Delivery Areas are important in understanding the whole picture.'

'Additional means of assessing the needs of care experienced children and young people would better equip SFRS to fulfil its responsibilities under the act.'

Outcome Two 'SFRS services and opportunities are known and accessible to all care experienced individuals, including care leavers, with no barriers.'

Key Themes

Learning and Development

- Need to raise awareness

'Provide more detail, if possible, on how you plan to stay up to date with the issues impacting on care experienced individuals (e.g. key sources of news such as The Promise, WC?S, CELCIS; perhaps discussing with care experienced people which social media channels to follow, etc.) Any examples of services that you could make care experienced people aware of could be helpful to see here.'

Lack of Engagement

- Lack of participation
- Low interest
- How do we promote ourselves more?

'I would add in, 'known and accessible' - I think that sometimes there is a lack of awareness in the first instance'

'Where a lack of engagement is identified as being due to a lack of interest from individuals, this should be respected, while informing them of how they can access our services in the future, should they later wish to engage. It is important not to give the impression that we are trying to push our outreach onto them.'

'I would like to work with more care experienced young people but find I am pulled in too many other directions. It would be good to have an individual within each area who is responsible for developing relationships with other corporate partners and care experienced individuals. Relationships take time to develop.'

'Surely services and opportunities? To work, learn and participate'

'Can depend on the accessibility issue. e.g., a disability and maybe no accessible toilets available. Maybe no staff to work the evening / weekend. But where possible to implement changes, they are implemented.'

Outcome Three We have consulted with SFRS employees who are Care Experienced and identified what can be done to build better formal and informal support mechanisms within the organisation.

Key themes

Raising Awareness

- Upskilling at a Senior level
- Capacity building

‘Careful thought is needed here so that unintended consequences of stigma or identification are made as a result of this aim’

‘You also need line managers to be able to provide support and understand the impact being care experienced can have on a person.’

‘Could also consult with staff members who are adoptive parents or foster carers?’

‘I think we must also respect that some people may not want to be identified as care experienced.’

‘This is a really constructive outcome. It would be helpful to ensure employees know it is their choice to declare their care experience, that this will be viewed positively, and will lead only to support – as there could be some reluctance to share this information if there is a concern it could be viewed as a disadvantage, or the rationale of sharing this personal information isn’t clear to employees.’

Partnership Working

- Building capacity across organisations

‘Consideration of employees with interest with and without care experience as “champions” to advocate for the rights of those with care experience and link with champions across other services e.g. Local Councils and NHS.’

‘This is something that we (Scottish Children’s Reporter Administration) have just started this year and it is really helpful - happy to share what we are doing.’

Outcome 4 We will have worked in partnership with other Corporate Parents and external organisations to improve opportunities for those who are Care Experienced to develop skills, experience and confidence to achieve their personal, employment and career ambitions.

Employment & Recruitment

- Mentoring Schemes – potentially reversed mentoring
- Consider joint problem solving
- Resourcing considerations

‘Very relevant and worthwhile to recruit and develop Care Experienced individuals. The communities we serve are filled with people who would benefit from the knowledge and insight of Care Experienced individuals.

‘I agree that SFRS can have an impact through outreach programmes like fire reach, cadets and the youth volunteers. This must however be through additional ringfenced funding. Where SFRS partners with other organisations and public bodies, SFRS should look to these organisations to share in some of the financial burden.’

‘There appears to be a tendency for SFRS to take on an ever-increasing number of responsibilities from other organisations, without there being much that these organisations take on from SFRS. This has can have the effect of diluting our effectiveness overall, as time and resources have to be redirected form other tasks/responsibilities. If we are to take on further responsibilities to assist partner agencies, then there must be a drive to push for additional, ringfenced, and ongoing funding from local, regional, and national government. Without this, our effectiveness is likely to be significantly below what it ought to be.’

Partnership Working

- Use of local resources and make relevant (operational)
- Importance of suitable language
- SFRS should concentrate on core role and leave to other better placed services
- Non SFRS staff highlighted partnerships/joint problem solving, use of joint resources/funding, career opportunities, mentoring, use of language

‘I think this dovetail approach demonstrates a commitment to partnership working and joint problem solving’

‘If we are truly committed to this we need to allocate staff who have the time and the knowledge to identify and develop these outcomes, especially at a local level’

‘Just to say that our partnership working with SFRS over the past few years has felt really collaborative and has been so helpful. The newly established quarterly Care Sector Fire Safety Group meeting will help to further strengthen links with the care sector’

‘Consider whether you can integrate engagement with care experienced children and young people within any other community or school-based engagement activity that you are undertaking.’

Outcome 5 SFRS colleagues, volunteers and board members are aware of their role as a Corporate Parent and understand how to be a good Corporate Parent in practice.

- Need and importance for empathy across the service
- Need for suitable audit and measurement processes
- Should not be a tick box exercise

Key Themes

Learning/Development

- E learning
- Need for employees to be trauma informed
- Impacts on mental health
- Awareness of the Promise
- Use of Employee Networks
- More and better use of existing trained staff – skills analysis
- Non SFRS staff highlighted need for education around corporate parenting, better use and normalisation of acceptable language, shouldn't be a tick box exercise, empathy, requirement to measure outcomes.

'How do we define what is a good corporate parent? How do we identify that those within the organization are trauma informed and are committed, not just ticking a box'?

'As well as understanding how to be a good corporate parent, the workforce in its entirety should model the behaviours of a good corporate parent and actively seek to ensure that action is embedded in practice as a result. It would be beneficial for those with lived experience to be involved in designing and delivering the training mentioned and Task Force Participation Workstream Lead is more than happy to work together with SFRS to set up a programme of local training if that is helpful.'

'Strongly agree - particularly with the e-learning module, and there could also be an opportunity to add in The Promise awareness raising sessions delivered by the local authority Promise Team which would allow all corporate parents to be kept up to date with national Promise information.'

'The data is / did state that 50% of looked after children have a mental health issue. I think this section could benefit from recognising the impact on the wellbeing of care experienced and consider whether we recognise this as a specific area we will seek to support within our mental health strategy.'

'I'm sure the board are aware of how to be a good corporate parent, in practice - I'm very much disagree that SFRS colleagues have idea about what this means not how they could assist the service in becoming a good corporate parent.'

Communications

- Need for better internal comms and communication
- Consider accessibility through a range of mediums - Easy Read/Graphics/Videos
- Use of language

'Perhaps further communication strategies such as quarterly updates through established comms channels would also be helpful.'

'Actively promote and tell people about what is being done, good communication.'

'I have read SFRS documents on corporate parenting, and there is a lot of reading, with very little detail. It reads very much like a wish list of wanting to improve outcomes in society, with very little in the way of specifics. I.E. By which measure will we be aiming our efforts towards?'

'The term corporate parent is poor and not in keeping with the recommendations of the care review or indeed the Promise. Breaking this down into a more normalised term / description would be a good start and then to ask people what they can bring to the table to assist care experienced individuals in real life.'

Outcome 6: Have developed measures to track our progress and determine if our outcomes are successful.

Key Themes

- Transparency around how we will define success
- What do we need to know?
- How will we collate/store this?
- Anecdotal data is important i.e., case studies/lived experience
- Continuous Improvement
- Concerns it could become overly bureaucratic
- Data Sharing
- Include Children's Rights
- Evidence compliance with the Promise
- Annual Report made public and accessible

'Somewhat agree, but we all know it's going to be a terrible spreadsheet on Sharepoint somewhere. This is the sort of thing that needs to be really open and "out there", allowing people to see that they are making a difference.'

'Data and evidence is key to understanding where and how we need to make improvements but also recognise where we are effective.'

'It is not always possible to see outcomes when working with those who are impacted by the care system. Sometimes we have to accept that we can't measure everything, when working with relationships/connections you can't always measure success'

'We are interested in "how" performance in relation to outcomes will be measured, and what the interventions planned to take this forward will be. Plans to work in collaboration with other corporate parents to share and link relevant and useful data (qualitative and quantitative) across systems would be beneficial, and in line with other NHS Board and Local Authority Corporate Parenting Plan priorities around data. Measures should include

the voice of young people and their wider families - what do they want, need and expect the fire service to do.'

'what kind of data will you be analysing to know if it has been a success?'

'Is there a point in doing anything if we aren't going to test how effective it is? That depends: What will be the criteria for defining 'success'? With a Plan as vague as this we could set up any number of recording mechanisms and KPI's and manipulate the figures any way we choose to achieve the outcomes that we need. Core intervention at the child level might not yield tangible results for years or indeed, ever. A child benefits from our Corporate Parenting strategy and 10 years later joins the Fire Service because of that positive experience! Great result for us and a triumph of the policy. A tangible statistic that we can put into a quarterly report in 2023? No! Running initiatives and setting up employee support groups, we can record these all day long, whilst running the risk of completely losing sight of why we're actually doing this.'

'We must be mindful not to overburden those involved in implementing corporate parenting. The associated paperwork involved to track our progress, when we have an obligation to adapt our approach to the needs of the individual, with the unlimited number of ways this could present itself, are likely to be onerous and overly bureaucratic. We would risk being overburdened with bureaucracy, spending more time working on a computer to generate data, than we do engaging with care experienced people. It could also risk turning our work into a tick box exercise, with piecemeal improvements in the lives of care experienced people, simply to be seen to meet criteria.'

Responses to the least useful elements of the Corporate Parenting Plan 2023-2026

- Too corporate not operationally focussed
- Need Partnership working
- More use of pictures and visual information
- Too vague or not outcomes
- Non SFRS mentioned use of visual and pictures improve plans, consider use of language

'There is a lot of corporate speak. This can make it difficult to fully grasp what the intention is behind the language. This has the effect of masking, albeit likely unintentional, the true intention behind it.'

'Difficult to think how this can be applied to OC (Operations Control) without further thought or discussion. Perhaps appendix or links to functional information'

'It is too vague. It does not focus enough on Partnership Working. Partnership Working is the only way that SFRS can properly support our communities in regard to this matter.'

'I think more practical examples of how the outcomes will look in practice would be helpful. While the examples included are of use, reference to specific services, policies and practices would make progress easier to track. Additionally, assigning responsibilities for the outcomes would make success more likely.'

Responses to the usefulness of the Corporate Parenting Plan 2023-2026

- Easy to read and a clear plan
- Worthwhile and important commitment
- Will make a real difference
- Community needs are focussed in the Plan
- Issues highlighted with lack of skills and resources, use of language,
- Ambitious plan, easy to understand, clear and committed, use of language and importance of the Promise

'The Draft Corporate Parenting Plan is amazing, forward thinking, innovative, and inclusive. I found the suggestion of upwardly mentoring (outcome 5) particularly useful. I'm proud to be an employee of such an organisation'

'Overall it's really good and great that SFRS are involved in trying to make a difference and give young adults a change in life even thou they may not have the opportunity to do so.'

'It's another example of the Service demonstrating its focus on community'

'I am encouraged that we are looking to embed this into our organization. I do have concerns that we often take on many roles/ responsibilities, but don't have the skills and personnel to carry it through. This needs to be at a community level, not just at a SLT (Strategic Leadership Team) level. To do that we need dedicated people within each area whose will work at building relationships with partners and those who are care experienced'

'Gave me more awareness of what it is all about. I wasn't really sure before. I am an adoptive parent to 2 ASN children and worry about their futures when they leave school and what kind of job they will be able to do or if they will be able to live independently. It's good to know that there are organisations like SFRS taking part in this but I wonder how you would reach children like mine who are no longer in care and not part of any organisations.'

'Clearly and concisely lays out the aims of the plan and its intended outcomes.'

Champions Board

'I feel that the draft corporate parenting plan shows that SFRS fully understands their role, responsibilities and duties as a corporate parent. The plan implements their willingness to safeguard care experienced individual within their community and educate their employee within the SFRS to understand and carry out the plan. Key commitments that stand out to me are their promise to engage, listen, involve and remove barriers for care experienced individuals. Also, they are fully aware of the positive implications that networking with other organization can have to understand and meet the young people needs.'

Celcis (Centre for Excellence for Children's Care and Protection)

'The tone and content of the introduction is warm and sets out a clear commitment by SFRS to corporate parenting.'

The clarity with which SFRS sets out that corporate parenting is a whole organisational responsibility.

Clarifying your commitment to provide corporate parenting support to anyone who is care experienced, regardless of their age, is a helpful point to set out, as it goes above and beyond the legal requirements and not all corporate parents will be able to make the same statement - it is helpful to be explicit so young people/adults know what they can expect.

The governance arrangements and reporting timeframes are very helpful in fostering accountability.

Weaving the commitment to collaboration with other corporate parents throughout the draft plan is particularly useful – seeing it as interconnected with all your outcome areas.

Who Cares? Scotland

The SFRS also received a separate response from Who Cares? Scotland (national independent membership organisation for Care Experienced people).

Key Themes

- Accessibility of the document/different versions
- Advice on use of language and preferred terminology
- Showing compassion/love/excitement in our report and/or alternatives (as highlighted in the Promise and by people who are Care Experienced)
- Training opportunities and support
- Collaboration/Partnership working
- Bringing governance ‘alive’ e.g. Names/Faces/Who does what

In case you might find it helpful for future development of the easy read version, we recently consulted with our members before creating our own ‘easy read’ guide to the most recent Corporate Parenting progress report. We asked members what elements they would like to see in an ‘easy read’ resource. They said:

- *Colourful, accessible language, engaging.*
- *Bring in statistics which illustrate how change is progressing, but make sure that this is done in a way that is colourful, using charts and engaging visuals.*
- *Use infographics, like the ones seen on Instagram – short and snappy. Always include a link to more information for those people who want to read more.*
- *Framing the idea of Corporate Parenting and all those involved as being like a family tree – use this imagery for different resources - videos, poster.*
- *Use bullet points to explain progress – ‘what you said, what we did’ – again, always linking to more information e.g., to a specific page on the report.*
- *Use engaging shapes to present this e.g., speech bubbles.*

‘A note from The Promise regarding Love: *‘The personal and the professional must not be seen as two different things; the workforce must be supported to be human with the people they work with...That workforce must be supported to develop the space within which loving care and nurturing relationships can develop.’ (Page 101)’*

“The use of the term ‘co-parent’ was such a wonderful surprise to read and so incredibly loving.

OFFICIAL

The mention of intersectionality was also a positive thing to read. Our members and community tell us that intersectionality is something that is particularly important to be aware of.

SFRS have really focused on the importance and meaning of collaboration. The Promise discussed collaboration, so it is positive to see it being focused on in this plan.'

There is a strong commitment to promoting and raising awareness around a range of topics e.g., digital inclusion, issues which impact the wellbeing of Care Experienced people, acknowledgement of your Care Experienced work force and awareness of the lifelong impact of care. We can offer tailored and fully funded support in training staff at all levels within Corporate Parenting bodies on topics such as these, and more. We can offer a programme of training and support to really help you look further into your processes and procedures as a Corporate Parent. View our training offer [here](#).

SFRS Corporate Parenting plan was a solid example of what can be created when 'Good Parents' genuinely care about their children and the community to which they belong.

It was wonderful to read such a passionate introduction, and, of the acknowledgment of the lifelong impact of care in the plan. I also wish to particularly highlight the holistic description of Corporate Parenting that SFRS gave in the plan as this is a step towards breaking down institutionalised language that the system has created. It takes a step further away from organisations communicating that this is something they must do rather than something they are honoured to do as a good parent.

Conclusion and Next Steps

The Corporate Parenting Plan 2023-2026 has been amended to:

- Incorporate the feedback around the use of language and preferred terminology
- Amended the language to be less 'clinical' in some sections and mention the role of emotion
- Updated the outcomes to be clearer
- Included a specific section on 'The Promise' and our commitment to this
- The Corporate Parenting Plan 2023-2026 Action Plan has a specific action to produce alternative and accessible formats

Next steps will follow up on

- Collaboration/partnership opportunities identified
- Offers of training and joint working with a view to build internal capacity
- Supporting SFRS employees who are Care Experienced and would like to be involved in future work
- A Communications plan to launch the Plan in January 2023
- Consideration of a 'You Said, We Did' response to the consultation

Report No: B/TSA/07-22

Agenda Item: 14.2

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	15 DECEMBER 2022						
Report Title:	HEALTH AND SAFETY ANNUAL REPORT 2021-22						
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of the report is to present the Health and Safety (HS) Annual Report 2021-22 to the Board of Scottish Fire and Rescue Service (SFRS).						
2	Background						
2.1	The Scottish Fire and Rescue Service (SFRS) produces an Annual Health and Safety report which provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes.						
2.2	The data detailed in this report is presented to enable a direct comparison between the previous reporting years and any notable trends evident are identified, where relevant.						
3	Main Report/Detail						
3.1	71% of 2021-22 health and safety improvement plans actions were closed during the reporting year, representing an 12% increase when comparing to the previous reporting year.						
3.2	The total number of accidents/injuries for the reporting year was 147 which is a 6% decrease when comparing this to the previous reporting year. When considering those events reported to the Health and Safety Executive (HSE) under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) excluding COVID - 19, we note that 6% (9 of 147) of all SFRS accidents/injuries are reported to the HSE. This is a 5% decrease when comparing to the previous reporting year. The total number of accidents/injuries for the reporting year was 147 which is a 6% decrease when comparing this to the previous reporting year.						
3.3	When considering those events reported to the Health and Safety Executive (HSE) under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) excluding COVID - 19, we note that 6% (9 of 147) of all SFRS accidents/injuries are reported to the HSE. This is a 5% decrease when comparing to the previous reporting year.						
3.4	Body movement/manual handling was the most common cause of accident/injury (including RIDDOR) during the reporting year followed by slips, trips and falls and then impact with a moving object.						

3.5	The percentage of body movement/manual handling accidents/injuries shows a 6% decrease compared to the previous reporting year. Data shows that a manual handling/body movement accident/injury is sustained every 2,658 operational incidents attended compared with 1 every 2,377 in the previous reporting year.
3.6	Slips, trips and falls saw a 4% decrease, from 34 to 23 and were primarily associated with slips on grass/uneven ground, compared to the previous year. In an operational context a slip, trip and fall accident/injury occurred every 4,159 operational incidents attended compared with 1 in every 2,517 in the previous reporting year.
3.7	Impact with a moving object saw a 2% increase, from 20 to 21, compared to the previous year. 24% involved uniform personnel, and were associated with, for example contact with faulty gates or doors. An accident/injury involving impact with a moving object occurred every 4,555 operational incidents attended compared with 1 in every 3,720 in the previous reporting year. Numerically the number of events at operational incidents (8) remained the same compared to the previous year.
3.8	We will continue to implement risk reduction measures such as Health and Wellbeing led Musculoskeletal Risk Reduction Group, promotion of operational situational awareness and behavioural safety in relation to manual handling/body, continue to promote the gritting regime within workplace and development of non-operational activities risk assessments.
3.9	An accident/injury involving impact with a moving object occurred every 4,555 operational incidents attended compared with one in every 3,720 in the previous reporting year. Numerically the number of events at operational incidents (8) remained the same compared to the previous year.
3.10	43% (3 of 7) of over 7-day accidents/injuries reported to the HSE were associated with of manual handling and /or body movement, 43% (3 of 7) of over 7-day accidents/injuries. were as a result of slips, trips and falls. The remaining over 7-day accident/injury reported to the HSE was as a result of dismounting an appliance. 89% (8 of 9) resulted in musculoskeletal injuries.
3.11	On 23 March 2020 the UK went into lockdown as a result of the Coronavirus COVID-19 pandemic. Throughout the Coronavirus COVID-19 pandemic SFRS responded quickly to changes in guidance and continuously refined and communicated our COVID-19 control measures to staff, ensuring front line and essential services were maintained.
3.12	During the reporting year there was a reduction of 46% (54 to 29) in the number of RIDDOR reportable workplace transmissions to the HSE. Staff compliance with SFRS COVID-19 controls contributed to this reduction, despite an overall increase of 96% (352 to 689) in confirmed cases of COVID-19 from the previous reporting year.
3.13	When considering the number of Near Misses (NM) in relation to the number of RIDDOR reportable events (excluding COVID -19) we see a ratio of 0.69:1 which is an improvement on the 1:1 ratio reporting for previous reporting year.
3.14	38% of NM were associated with operational activities, a decrease of 11%, 30% with property issues, an increase of 14% and 33% with training activities, a 9% decrease when comparing to previous reporting year.
3.15	Analysis of our accidents /injuries by activity indicate a 5% decrease in events occurring at operational incidents this year compared to last year with a Firefighter injured every 1,568 operational incidents attended compared with 1,258 in 2020/21.

3.16	When considering operational accidents/injuries by the stage of the incident the data shows that 10% occurred during mobilising, 26% occurred during the initial stage ,41% occurred during the developing stage with the remaining 23% occurring during the closing stage of the incident.
3.17	With regard non-operational accident/injuries 96% occurred within station premises and occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismounting appliance, taking part in physical exercise, opening station gates and exiting car in car park.
3.18	27% of accident injuries occurred whilst undertaking training of which 38% occurred during SDA led training activities.
3.19	During 2021/22, a Firefighter was subjected to an act of violence every 1,449 operational incidents attended, compared with 1 every 1,358 in 2020/21.
3.20	We will continue to work with business partners to promote SFRS's zero tolerance approach to acts of violence (AoV) and continue to share historical information to minimise the likelihood of acts of violence.
3.21	During 2020/21 SFRS, vehicle accidents saw a 24% increase, from 221 to 275 when compared to the previous reporting year.
3.22	The most common cause of vehicle accidents reported remains hitting something fixed or stationary, accounting for 70% of the total reported a decrease of 11%, however numerically and additional 13 events are noted when compared to the when compared to the last reporting year.
3.23	A vehicle accident is reported every 576 operational incidents attended compared to one in every 590 the previous reporting year. Operational related vehicle accidents remain the most common accounting for 61% of the total reported during 2021/22, 34% attributed to other duties and 5% occurred during Training.
3.24	Driver assistants were being used in 18% of the vehicle accidents attributed to operational incidents, representing a decrease of 10% when comparing to the previous reporting year.
3.25	We will continue to promote the driver handbook and the role of the Officer in Charge, and Monitor and review all vehicle accident trends through the National Driver Safety Group.
3.26	The health and safety team will continue to work with our business partners to improve safety standards through analysis of health and safety events and the co-ordination of health and safety improvement plans and specific working groups.
3.27	Risk
3.27.1	If health and safety arrangements are not fully implemented, there is a risk that the SFRS may not be compliant with its civil and criminal legislative responsibilities.
3.28	Environmental & Sustainability
3.28.1	In support of our environment commitment the report shall be issued in PDF.
3.29	Health & Safety
3.29.1	The embedding of improvement plans and lessons learned will promote the safety of all staff.
3.30	Training
3.30.1	The training requirements will be considered by the risk owner and progressed as appropriate to promote the application of health and safety standards in the workplace.

3.31	Performance	
3.31.1	The embedding of robust health and safety arrangements should result in improved wellbeing and may impact on staff absence.	
3.32	Communications & Engagement	
3.32.1	This report will be progressed via the established governance route and made available to all employees on publication.	
3.33	Legal	
3.33.1	The analysis of health and safety performance assists the SFRS in fulfilling its health and safety legislative requirements.	
4	Recommendation	
4.1	The Board of Scottish Fire and Rescue Service is invited to note the content of the Health and Safety Annual Report 2021 – 2022.	
5	Core Brief	
5.1	The Director of Training, Safety and Assurance presented the Health and Safety Annual Report for 2021-22 to the Board of Scottish Fire and Rescue Service. The report provides analysis of the key areas of performance during the reporting year and details the intended risk reduction approaches on key themes such as driver safety and musculoskeletal injuries.	
6	Appendices/Further Reading	
6.1	Appendix A - Health and Safety Annual Report 2021-22.	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Catriona Nuttall, Health and Safety Adviser	
Sponsored by:	Jim Holden, Head of safety and Assurance	
Presented by:	Andy Watt, Director of Training, Safety and Assurance	
Links to Strategy and Corporate Values		
Strategic Plan 2022-2025: Outcome 6 The experience of those who work for SFRS improves as we are the best employer we can be. We will be the best employer we can be and will put the physical and mental health of our people at the forefront. Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.		
Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>National Safety and Assurance Board</i>	<i>13 October 2022</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>9 November 2022</i>	<i>For Decision</i>
<i>Safety and Assurance Sub-Group</i>	<i>03 November 2022</i>	<i>For Information Only</i>
<i>Employee Partnership Forum</i>	<i>10 November 2022</i>	<i>For Information Only</i>
<i>People Committee</i>	<i>08 December 2022</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>15 December 2022</i>	<i>For Information Only</i>



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Health and Safety **Annual Report** **2021/22**



**Working together
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1. INTRODUCTION BY INTERIM CHIEF OFFICER AND CHAIR OF THE SCOTTISH FIRE AND RESCUE SERVICE BOARD



KIRSTY DARWENT
Chair
Scottish Fire and Rescue Service Board



ROSS HAGGART
Interim Chief Officer
Scottish Fire and Rescue Service

Welcome to the Scottish Fire and Rescue Service's Annual Health and Safety Report for 2021/22. This report provides an account of our overall health and safety performance during the reporting year and highlights key areas of work which have contributed to continuous improvement in this area.

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

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

There has been an unwelcome increase in the number of Acts of Violence (AoV) recorded against our staff. This is a totally unacceptable position and efforts will be made to address this issue. We will continue to work closely with our Partners and, if necessary, will make use of the Emergency Workers (Scotland) Act 2005 to bring those responsible to justice.

Furthermore, there has been a substantial increase in our Vehicle Accidents (VA). VA prevention and driver instruction and training will continue to be the focus at our SFRS National Driver Safety Group.

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

To continue building on the positive progress we are reporting, it is important we maintain our efforts moving forward. Key areas of development such as Management of Operational Risk, Equipment Management, Safety Charter and Culture will receive additional scrutiny. Legislative compliance and continual improvement will remain our focus while we look forward to the challenges the coming year presents us with. It is important to acknowledge that the encouraging health and safety performance levels achieved have only been made possible as a result of the professionalism, commitment, dedication and efforts of our staff.

We hope that you find this report informative and valuable.

2. EXECUTIVE SUMMARY

This Annual Report for the reporting year 2021/22 provides an opportunity for the SFRS to present an update of HS performance and the comparison of data from the last five years where relevant data is available. Where there is evidence of any notable trends, this is also reported upon.

Throughout the reporting year, the HS Department continued to enhance our existing relationships with Business Partners in Directorates and SDAs, developed new generic risk assessments (GRA), safe systems of work (SSoW) and reviewed existing risk assessments.

This year saw the ongoing development of three additional modules in our HS Management System known as Think, Act, Stay Safe (TASS), with specifications and requirements for a further three modules complete. In addition to this, six new Management Arrangements (MA) were developed and issued.

✔ *Overall, the total number of Accidents/Injuries including RIDDOR (excluding COVID-19) reduced by 6% (156 to 147) when compared to the previous reporting year. The number of recorded Accidents/Injuries (excluding RIDDOR and excluding COVID-19) also decreased by 1% (139 to 138).*

This improvement may be attributed in part to the impact of the COVID-19 pandemic on our activities and to the embedding of enhanced mitigating controls. These include, but are not limited to, the completion and embedding of various technical assessments, such as the Organised Events risk assessment process. Also included is the strengthened engagement with Directorates and SDAs in the completion of annual HSIP, reviewed GRAs, development of SSoWs, and increased scrutiny of HS events and the emerging local risks through SAIGs.

✔ *The number of Accidents/Injuries which were reported to the Health and Safety Executive (HSE) as a requirement of RIDDOR decreased by 47% (17 to 9).*

In addition to this 29 RIDDOR events were reported to the HSE due to workplace transmission of COVID-19 however, these have been recorded separately for the purposes of this report and analysis. This is a reduction from 54 events in previous reporting year.

When considering the data as an Accident/Injury Rate, we see a decrease 19.9 to 18.9 per 1000 staff compared to 2020/21.

✔ *27% (39 of 147) of Accidents/Injuries reported during 2021/22 occurred whilst undertaking training related activities, this is a 4% decrease in this category when comparing to the previous reporting year and a numerical decrease of 9.*

This reporting year saw a 3% increase (148 to 152) in the number of Near Misses (NM) reported when compared with the previous reporting year. Whilst the reporting of NM events continues to be encouraged this increase in NM is also reflected in a comparable reduction in our Accident/Injury RIDDOR Reportable (excluding COVID-19) events.

When considering the number of NM in relation to the number of Accidents/Injuries including RIDDOR Reportable Events (excluding COVID-19) we see a ratio of 1:1.03 which is an improvement on the 1:0.95 ratio recorded for previous reporting year.

Our AoV have increased by 10% (69 to 76) from the previous reporting year. 39% (30 of 76) of the total AoV reported involved missiles or thrown objects, representing a 12% decrease in this category, 24% (18 of 76) involved bricks/bottles being thrown and 4% (3 of 76) involved fireworks being thrown. 50% (38 of 76) were attributed to verbal abuse to crews, representing a 7% increase in this category, when comparing to the previous reporting year. 4% (3 of 76) were physical assault by a person, representing a 2% decrease in this category, when comparing to the previous reporting year.

87% (66 of 76) of AoV reported occurred at operational incidents which is a 4% decrease when compared with the previous reporting year. 13% (10 of 76) occurred during non-operational activities, an increase of 4% from the previous reporting year.

Our VAs have increased by 24% (221 to 275) from the previous reporting year. Operational related VAs accounted for 60% (166 of 275) of the total, a 6% decrease, when comparing to the previous reporting year. 34% (94 of 275) were attributed to non-operational activities, a 2% increase, when comparing to the previous reporting year. Finally, 5% (15 of 275) were attributed to training, representing an 2% increase in this category.

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

3. HEALTH AND SAFETY FUNCTIONAL PLAN 2021/22

Our 2021/22 HS Functional Plan sets out our commitment to further enhance our HS provision. Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety. The COVID-19 pandemic was a significant challenge with resources being redistributed to address emerging Directorate and Organisational risk. This had a direct impact on progress against objectives set in 2021/22.

Our achievements against our 2021/22 objectives are detailed below:

Objective Progress: ● Achieved ● Partially Achieved ● Not Achieved

Objective	RAG	Progress
Develop and implement an in-house HS Management Information System	●	<p>Task: Develop a suite of Management Arrangements and where required Learning Competent Management System modules which provide managers with the tools to support legal compliance</p> <ul style="list-style-type: none"> • Management Arrangement for Radiation has been published; • Management Arrangement for Manual Handling has been published; • Management Arrangement for Self-Audit has been published; • Management Arrangement for Event Reporting and Investigation has been published; • Management Arrangement for Pressure Systems has been published; and • Management Arrangement for Organised Events has been published.
	● ● ● ● ● ● ● ●	<p>Task: Develop modules for inclusion in the Electronic HS Management System TASS</p> <ul style="list-style-type: none"> • Display Screen Equipment (DSE) module development complete - launch due 2022/23; • Premise Inspection module - development commenced, scheduled for completion 2022/23; • Risk Assessment module - development commenced, scheduled for completion 2022/23; • Workplace Transport – specifications and requirements complete; • First Aid – specifications and requirements complete; and • Self-Audit – specifications and requirements complete. <p>The planned production of specifications for Control of Substances Hazardous to Health (COSHH) Provision and Use of Work Equipment Regulations (PUWER) Personal Protective Equipment (PPE) and Manual Handling modules were deferred until a decision is made on further development and capacity to provide on-going support on the TASS system.</p>

Objective	RAG	Progress
Deliver a rolling programme of SFRS HSIP across the organisation	●	Task: Prepare Annual Improvement Plans and advise all SDAs and Directorates on implementation <ul style="list-style-type: none"> • Plans agreed with all SDA/Directorates; • Meeting regime between SDA/Directorates and HS staff in place; • Quarterly progress reports developed; and • 71% of the SFRS plan complete. • SDA/Directorate performance is as follows: <ul style="list-style-type: none"> • North SDA 73%; • East SDA 65%; • West SDA 68%; • Finance and Contractual Services 94%; • Prevention and Protection 76%; • Strategic Planning and Performance 100%; • People and Organisational Development 100%; • Operations 74%; • Training, Safety and Assurance 96%; and • Service Development 100%.
	●	Task: Develop and implement reporting system for the SFRS annual health and safety improvement plan and associated Directorate/SDA plans <ul style="list-style-type: none"> • Specification completed; • This will be included in SFRS Performance Management System: and • Added to development schedule.
Implement the Management of Risk at Operational Incidents framework	●	Task: Implement the Management of Risk at Operational Incidents framework <ul style="list-style-type: none"> • This action has evolved during 2021/22 and a draft Management of Operational Risk Policy and Organisational Guidance is in development. This will be completed in 2022/23.

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

The following additional activities were undertaken by HS during 2021/22 to support SFRS Business Partner objectives and initiatives.

- Development of a SA Strategy for 2022-2026;
- Introduction of employee fact sheets to provide a simplified overview of legislation, MA and impact consequence of not following them;
- Development of new e-Handbook format which improves visibility and access for end users;
- Engagement with and support to Training and Property during the construction of Portlethan Training Centre;
- Youth Volunteer Scheme (YVS) and Youth Engagement GRA and SSoW approved and published 1/11/2021;
- Completion of risk assessments and support provided prior to and during the Conference of the Parties (COP)26, including Exercise Vepsish, Electric Vehicle Fire Blanket and Marauding Terrorism Attack (MTA);
- Continued support to the Operational Document Conversion Project, including GRAs and Risk Information Cards for 'All Incidents', Firefighting in Buildings and Transport;
- Progression of standardisation of General Purpose Lines to ensure compliance with the Lifting Operations and Lifting Equipment Regulations (LOLER) 1998;
- Development of the Operational Equipment Management Policy and Equipment Information Cards templates and examples which have been adopted as Service Delivery (Operations) documents;
- Production of a medical handover form to ensure the provision of accurate information to support clinical assessment if personnel present at hospital with a suspected High-Pressure Injection Injury. The likelihood of these types of events is reducing with the introduction of Powered Rescue equipment which significantly reduces the risk;
- Establishment of the Organisational Learning Group to identify emerging risks and ensure that lessons from investigations and debriefs are learned and actions are progressed;
- Assisted with the development of the interactive modules for Albert Drive and Low Speed Manoeuvres;
- Building relationships and supporting our business partners through COVID-19 Pandemic, both virtually and by site visit, through raising awareness of control measures and raising awareness common areas for improvement;
- Published COVID-19 routes of transmission posters and undertook continual review of arrangement to align with Scottish Government Guidance;
- Completed COVID-19 Support Reviews in a positive and supportive manner to improve safety culture and perception;
- Research and advising on the implementation of emerging technologies which may help to reduce the risk of COVID-19 (distance monitors and CO2 monitoring);
- Completion of six structured debriefs resulting in over 25 recommended improvement actions;
- Completion of a thematic audit of Analytical Risk Assessment identified a number improvements actions to be progressed by the Operations and Training functions; and
- Review of external learning cases to ensure organisation learning.

5. DIRECTORATE/SERVICE DELIVERY UPDATE

Finance and Contractual Services (FCS)

Finance and Procurement have continued to develop the management and tracking of HS activities throughout 2021/22.

HS is a standing agenda item at the Finance & Procurement Management Team meeting, ensuring focus is maintained and progress updates monitored and reviewed. Regular engagement with the HS Team through SAIG meetings and attendance at Directorate Management Team (DMT) meetings where appropriate maintain awareness and ownership of HS related issues.

The HSIP is used as a management tool to inform discussion and monitor activity, directing resource as required. To assist the monitoring activity, Finance & Procurement continue to utilise a formal HS tracker with active monitoring against required Learning Content Management System (LCMS) modules and other HS activities.

Required activity in relation to the 2021/22 HSIP was completed, including engagement with staff on Fire Evacuation, Traffic Management and general awareness of HS requirements. Work to raise awareness on Stress related issues was also communicated within the DMT with Stress Risk Assessments planned during 2022/23.

In addition to this, significant levels of engagement were undertaken, and continue to be undertaken, to ensure the health, safety and wellbeing of staff whilst working at home. The DSE Homeworking Assessments identified the necessary equipment to ensure work activity could continue in a safe and controlled manner. Awareness and adherence to Covid-19 requirements were also maintained throughout this period for individuals that were required to attend an office location, and as more access to office accommodation was made available during the later stages of 2021/22.

Asset Management, in partnership with all SFRS directorates continue to work in an innovative manner with HS at the forefront ensuring assets are fit for purpose, safe to use, effective and efficient.

✓ *The embedded Asset Management full time HS Adviser continues to provide support and advice to management in all aspects of HS and for the first time the directorate has achieved 100% completion rate of the 2021/22 HSIP*

(with the exception of one action which requires input from an external source).

With a focus on HS, we have been instrumental in the development of the Corporate Property Group (CPG) and the development of three standard station design models.

While continuing to improve on HS we have developed and introduced an SFRS statutory examination and inspection procedure which dovetails with the Operational Equipment Management Policy and Equipment Information Cards. We have also introduced a variety of new equipment such as smoke hoods, PRE, GP lines and smoke curtains etc. Fleet have introduced new appliances which support the decontamination process for firefighters. The new appliances include hand washing facilities to allow operational personnel to wash prior to returning to the station.

To enhance the safety of fleet personnel, the Fleet and Equipment Workshops HS Handbook has been revised and implemented, and includes new and updated SSoW and scheduled Toolbox Talks. We have also implemented a National Inventory Plan for SFRS equipment and vehicles and the introduction of a National Personal Safety Device and procedure for lone working.

We have developed a documented framework criterion of risk based decision relating to property and fleet. This 10-year risk-based strategy coupled with risk management, standard work, and condition-based maintenance to properly apply resources based on process criticality. This ensures that proper controls are put in place and reliable analysis is used to ensure continuous improvement.

Going forward, we will endeavour to enhance HS throughout the FCS directorate to ensure safety for all SFRS staff.

People and Organisational Development (POD)

Throughout 2021/22, the POD Directorate continued to work in partnership with the HS Department to enhance standards of HS within POD.

✓ *As a result, when comparing the percentage completion of the POD HSIP to the previous year, an additional 8% increase is noted in 2021/22, from 92% to 100%.*

Our 2021/22 HSIP focused on maintaining and building on the 8% increase in HS performance achieved in 2020/21. This was achieved through the provision of robust Management Self-Audit, Risk Assessments and supporting arrangements, such as the Manual Handling Assessments, COSHH Assessments, DSE Assessments, Stress Assessments, SFRS Organised Events and briefing for POD employees on site specific HS arrangements (e.g., Traffic Management Plan, Emergency Fire Evacuation Plan and First Aid).

We carried out Risk Assessments and developed SSoW to support SFRS critical activities whilst focusing on safety of staff including Warehousing and Storage arrangements. We continued to support staff as they worked in an agile manner whether that be working from home, remotely from another location or working from an SFRS location.

During 2021/22 the HSIP remained as a standing item at POD Directorate Management Team meetings, the POD Management Team meetings and the existing POD SA Coordinator and Safety, Assurance Liaison Officer (SALO) roles continued to be supported by the POD SAIG who continued to meet regularly. The establishment of a monthly POD Managers HSIP review meeting furthered mainstreaming our HS. This monthly HSIP review with POD Managers was established to ensure regular progress updates were communicated to all POD staff as well as enhanced promotion of and responsibility for health, safety and wellbeing at all levels within the Directorate and across all locations. This proactive work contributed to just one HS event being reported for POD across 2021/22.

Looking ahead to 2022/23, the POD SAIG will continue to enhance directorate and functional HS arrangements. POD as a directorate will also continue to support the Service wide priorities including agile working, health and wellbeing, talent management and development as well as change programmes. Our Health and Wellbeing team will also complete the backlog of routine health assessments for all uniformed employees resulting from the impact of COVID-19.



We will continue to work with our Business Partners through established forums including the SFRS Musculoskeletal (MSK) Injury Reduction Group and Mental Health and Wellbeing Group as well as wider programmes

of work including the review and continued development of the Health and Safety training matrix, induction checklist and HS charter.

This will be supported by appropriate implementation arrangements to promote and enable the positive health, safety and wellbeing culture across the Service.

Prevention and Protection (P&P)

During the reporting year 2021/22, the P&P SAIG has continued to evolve which has assisted with working towards the completion of the objectives of the HSIP. All HS objectives and progress are discussed with P&P Functional Managers and Head of Function. These discussions are also reflected at the functional managers team meetings, thus ensuring and maintaining robust governance arrangements which promotes a positive health and safety culture within P&P.

Working closely with the HS team, effective progress has been achieved by working towards the completion of the objectives contained within the 2021/22 HSIP, this includes:

Overall, 76% of all P&P actions have been completed. This includes ongoing actions relating to PPE, COSHH, PUWER and Working at Heights (WaH).

- Two objectives have been deferred and five are currently outstanding which require input from other Directorates before they can be completed. P&P managers are actively engaging with these Directorates to progress these actions. Objectives that have not been completed or require input from other Directorates have been carried forward to the 2022/23 HSIP. Revised completion dates have been agreed where ongoing monitoring continues; and
- The new P&P HS Electronic Handbook is currently under development which will include the Heritage Handbook which is under review prior to approval and publishing. Further reviews may be required due to the heritage stores relocation and the impact of the COVID-19 pandemic on the Museum of Scottish Fire Heritage redevelopment timescales.



P&P worked closely with other Functions to align the response to the COVID-19 pandemic. COVID-19 Task cards and SSoW were produced and published providing considerations and guidance to staff when undertaking P&P activities.

Operations (Ops)

Throughout 2021/22 the Operations Function continued to work in partnership with HS to enhance HS standards and ensure firefighter safety remained a priority.

The Operations Function HSIP at the end of Quarter 4 showed an increase of 16% in comparison within the same period the previous reporting year. The end of Quarter 4 2021-22 showed 79% of the plan completed against 63% previously.

Our Accidents/Injuries showed a slight increase over the year however these numbers are low and there were no RIDDOR Reportable Injuries or NM recorded for 2021/22.

There were 4 AoV and 3 VAs reported during 2021/22 and we continue to ensure that all staff report on all HS matters.

The Document Conversion Project continues to progress steadily. The project was developed to reduce the number of documents currently within the service which will contribute to the enhancement of firefighter safety, through the provision of concise information on the incident ground. The Phase 1 launch of the Document Conversion Project will commence within financial year 2022/23.

Strategic Planning Performance and Communications (SPPC)

Throughout 2021/22 the SPPC Directorate continued to regularly meet with their HS business partner through monthly SAIG meetings, combined with the SALO attendance at Safety and Assurance Sub Group (SASG) meetings and Head of Function at the National Safety and Assurance (NSAB) meetings.

SA and their HSIP are standing agenda items on the SPPC DMT ensuring it remains a priority and that regular updates, combined with monitoring and reviewing of performance takes place.

The SPPC SA tracker is working extremely well, ensuring continuous improvement, working with Information Communication Technology (ICT) and Data Services to provide a bespoke dashboard view for managers to monitor and review individual and team performance within their respective functional areas of responsibility.

✓ *The SPPC dedicated Directorate SA SharePoint Site continued to provide relevant, up-to-date HS information, links to training requirements and their HSIP, together with a quick link to their dedicated SA tracker for recording quarterly performance.*

✓ *The SPPC Directorate are proud to report 100% completion of all improvement plan objectives, together with a zero number of HS events being reported across 2021/22.*

Training, Safety and Assurance (TSA)

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

TSA has made good progress with the implementation of the HSIP, completing 96% (73 of 76) of actions, an increase of 3% increase compared to 2020/21. The continuous effective completion of actions and resultant increase in our standards of safety has been observed through a continued reduction in our work-related accidents for the fourth consecutive year.

During 2021/22, the SFRS programme for Face Fit Training and Testing was established. In addition, this year saw the continual monitoring of COVID-19 controls by assisting our Business Partners to complete the COVID-19 Workplace Risk Assessments, as well as the development of a Community Assistance COVID-19 Antigen Testing Risk Assessment, to support partner agency working. 36 COVID-19 support reviews were conducted within the SFRS to provide support to managers and improve the safety culture. The Event Reporting and Investigation and the Undertaking of Significant Event Investigation Procedure MA were published, both documents are essential for supporting the SFRS to identify lessons to be learnt which can result in the enhancement to the health, safety and wellbeing of our staff. Furthermore, the development of the Training Function's Electronic HS Handbook continued with an All Activities GRA and 9 supporting Safe Systems of Work being published.

The Directorate has effectively managed the challenges faced by the pandemic in conjunction with Business Partners, thereby ensuring the continued provision of critical activities such as training delivery.

Looking ahead to 2022/23 there will be a continued focus on the completion of the HSIP and our ongoing cross Directorate work such as the Document Conversion Project, leading the Driver Safety Group and the integral participation in the Contaminants Group meetings will continue to improve staff safety across SFRS.

Service Development (SD)

During 2021/22, the Service Development Directorate continued to maintain high standards of focus and compliance of HS. The Directorate fully participate in all SFRS HS structures and meetings, and this informs the work of our Directorate SAIG. As our Directorate SAIG maintain our focus on achievement of HSIP, our staff continue to achieve completion of actions in a timeous manner.

- ✓ *Collaboratively we have achieved 100% compliance over the full years HSIP.*
- ✓ *Moving forward, whilst maintaining our focus on HS compliance, the Directorate SAIG plan to develop and deliver a short presentation, detailing the 'Why' (of reporting HS Events) and the 'How to' to ensure our teams fully understand the importance of reporting events and what events should be reported.*

North Service Delivery Area (NSDA)

The management of HS continues to be a high priority in the NSDA. The NSDA SAIG has representation from all Local Senior Officer (LSO) areas as well as Operations Function, Fleet and Equipment Workshops, and TSA representatives, which ensures that a strong culture of HS exists and encompasses all areas of work in the SDA.

The HSIP remains the foundation of all the work carried out and for 2021/22 the NSDA completed 73% of the actions, with work progressing with partners to conclude the outstanding actions and as such have been carried forward into the 2022/23 HSIP for completion.

The NSDA continues to focus on low speed manoeuvre VAs reduction and has been commended by other functions and SDAs for the work produced by the task and finish working group which was made up of Station staff from the 4 LSO areas. The group has shared a range of ideas with a view to reducing these

preventable accidents which have been fed into the SASG and the National Drivers Safety Group.

- ✓ *We have endeavored to create a culture of safety observation and accountability which has enhanced our NM and accident investigations in the NSDA. By having our staff invested in their safety and the safety of others, we will increase safety, reducing risk and the number of safety incidents that occur.*

We have seen a decrease in the number of Accidents/Injuries which is reflected in the 83% reduction of RIDDOR Reportable Accidents from 6 to 1 when comparing to 2020/21.

Over the 2022/23 period the NSDA SAIG will continue to focus on the reduction of low speed manoeuvre VA, and to encourage NM reporting by all staff. The momentum created by the work on the HSIP will be maintained with a view to replicating last year's performance and completing all of the locally achievable actions.

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

East Service Delivery Area (ESDA)

The governance arrangements for HS have been well embedded during 2021/22. The successful implementation of the SAIG within the ESDA, with continued support from all Directorates, other LSO Areas and Representative Bodies has allowed the positive health and safety culture to further develop across the area. This has allowed 65% of the actions to be completed within the HSIP and a targeted approach within all LSO areas has been adopted. Particular attention has been paid to reducing accidents/injuries both in the operational and non-operational environment.

- ✓ *It is pleasing to see the overall trend shows a decrease in this area when measured over a three-year period, both for RIDDOR reportable and non RIDDOR reportable accidents/injuries. Further work in this area for 2022/23 will be progressed including highlighting behavioural safety to reduce this trend further.*

During 2021/22 there was an increasing trend in AoV towards members of staff and VAs. Both these areas will be a priority for the coming year as we will work proactively with our partners to reduce all forms of unacceptable behaviour experienced by our staff. VAs prevention and education will be supplemented by event analysis and subject matter expertise from the National Driver Safety Group.

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

West Service Delivery Area (WSDA)

The management of HS remains a high priority within the WSDA. The accompanying SAIG has representation from all LSO areas; however, it is recognised that a high number of staffing changes throughout the year has resulted in a frequent turnover of staff fulfilling the SALO role which has had an impact on performance.

The West HSIP contained a total of 25 individual actions. Current performance levels indicate that AoV and VAs continue to be areas of concern for the West SAIG moving forward.

AoV have reduced when compared to the previous reporting year. Whilst these figures suggest a positive step in the right direction, the consequences from each individual incident will remain a focus of attention for the West SA Coordinator and SALO for 2022/23.



This will include the introduction and management of local multi-agency AoV pledges via the West SAIG.

The number of VAs and related impact from this type of event still causes concerns and will be a continuing emphasis for the West SAIG during the forthcoming year. Regular tailored data sets on this matter are now being shared between all SALO, and a revised management framework is being produced by the Driver Safety Sub Group to reduce the overall impact from these avoidable events.

Outcomes from Operational Assurance processes and HS Investigations continue to provide valuable lessons for operational personnel. These processes, along with the establishment of added Command Group communication channels and bespoke learning events will continue to be used to raise an awareness of key learning onto operational staff across the organisation.

6. KEY PERFORMANCE INDICATORS

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

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

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

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7. HEALTH AND SAFETY IMPROVEMENT PLANS

To support legislative compliance, there is one overarching SFRS HSIP supported by ten bespoke plans, one for each SDA and Directorate. The SFRS table below indicates the current completion status and year on year performance. The RAG status in the table below shows green from 2018/19 to 2021/22 as there has been continual improvement in the percentage completion.

Year	Number of Identified Actions	Number of Actions Completed	Completion Percentage (%)	RAG
2017/18	66	9	14	Red
2018/19	63	14	22	Green
2019/20	68	32	47	Green
2020/21	61	36	59	Green
2021/22	85	60	71	Green

Table 1: Improvement Plan Progress 2021/22

Overall completion of the 2021/22 HSIP is 71% (60 of 85) representing a 12% increase when comparing to the previous reporting year. This is consistent improvement in performance with 12% improvement also noted in the 2020/21 report.

- Significant progress is noted in 5 of the 10 plans in place, with POD, SPPC and Service Delivery completing 100%, TSA completing 96%, and FCS completing 94% of their overall actions for 2021/22.

Of the 25 outstanding actions, analysis shows 48% (12 of 25) are over 70% complete. The outstanding actions from 2021-22 will be monitored through the 2022-23 Improvement Plans.

8. PERFORMANCE DASHBOARD

About the statistics in the performance dashboard

The statistics quoted in this dashboard are internal management information published in the interests of transparency and openness.

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

The dashboard utilised all reported HS events over a two-year period from 2020/21 to 2021/22. This provides Key Performance Indicator (KPI) Year on Year totals.

KPI Year on Year Comparison Dashboard

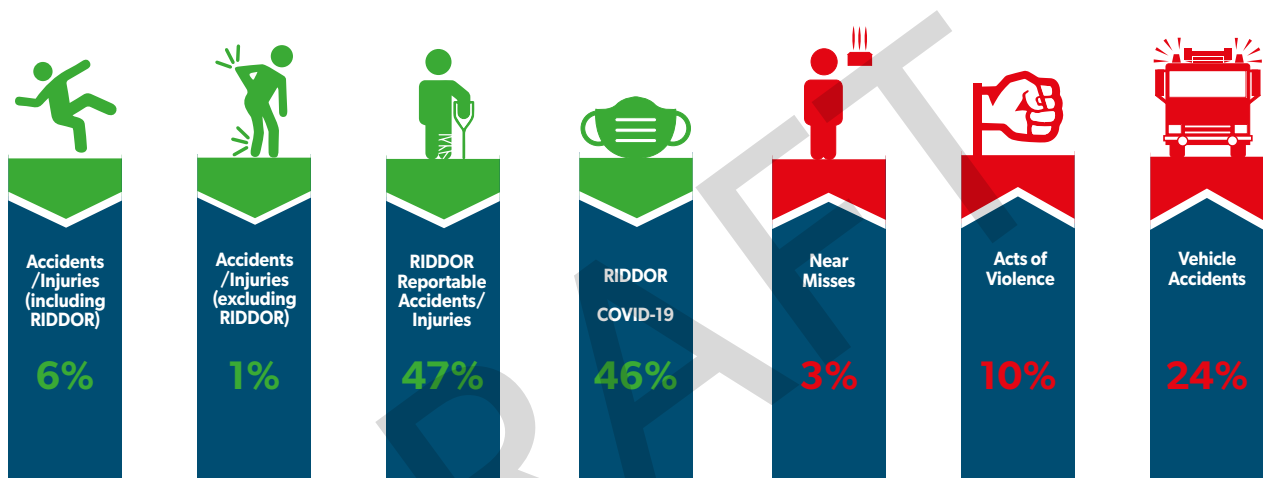


Figure 1: Year on Year Comparisons 2020/21 – 2021/22

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

Health and Safety Event Type	2017/18	2018/19	2019/20	2020/21	2021/22	% Year on Year Comparison
Accidents/Injuries (including RIDDOR)	258	227	212	156	147	-6%
Accidents/Injuries (excluding RIDDOR)	223	190	186	139	138	-1%
RIDDOR Reportable Accidents/Injuries	35	37	26	17	9	-47%
RIDDOR COVID-19	0	0	0	54	29	-46%
Near Misses	168	203	199	148	152	3%
Acts of Violence	61	83	56	69	76	10%
Vehicle Accidents	230	241	249	221	275	24%
Total	717	754	716	594	678	-16%

Table 2: Total Events by Year

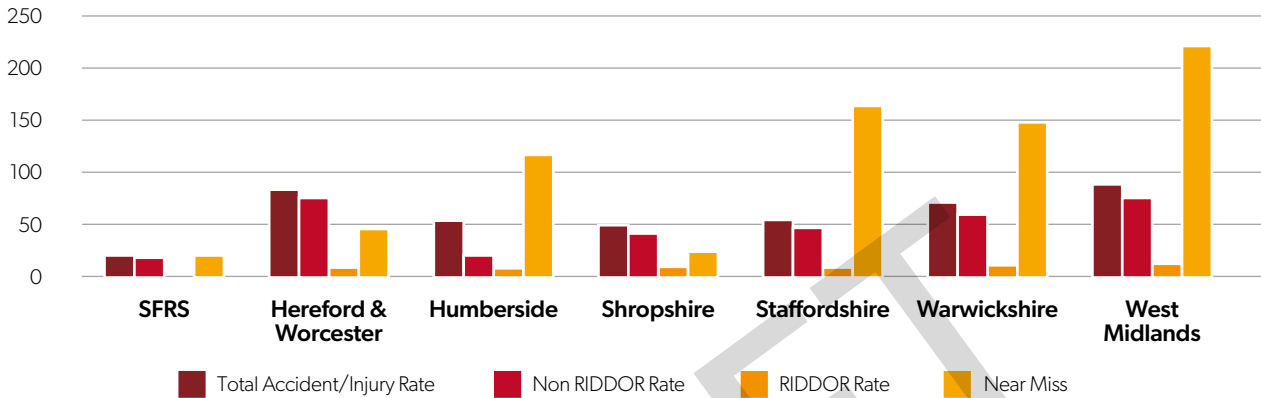
NM events are reported as a negative trend as this is an increase in HS events reported. It is noted that whilst the number of NM have increased, this is reported in a positive trend as the ratio of NM reports against accidents/injuries have increased, however there are further improvements to be made and promotion of NM events will continue in 2022/23.

Further detail on each event type and causation is contained within the relevant sections of this report.

9. UK FIRE AND RESCUE SERVICE COMPARISON

SFRS continues to carry out benchmarking of HS performance against other UK Fire FRS where data is available. For this reporting year data was received from 6 of the other 50 UK FRS.

UK FRS Injury Rates by 1000 Employees



Graph 1: UK FRS Accident/Injury Rates

In comparison with the 6 other FRS that provided usable data, we can see that the SFRS HS performance remains strong in the UK context. This reporting year, the total SFRS Accident/Injury Rate was 19 per 1000 employees, the non RIDDOR Injury Rate was 18 per 1000 employees, and the RIDDOR rate was 1 per 1000 employees. It is noted that the reporting of NM events is significantly lower when compared to the other FRS.

We will continue to liaise and engage with other UK FRS through the National Fire Chiefs Council (NFCC) HS Committee. This will allow areas of best practice to be shared, with the aim of enhancing Firefighter safety UK wide.

10. PERFORMANCE OVERVIEW

The spark lines below show the trend over a 5-year period from 2017/18 to 2021/22. The dotted line on each panel gives an indication of overall trends.

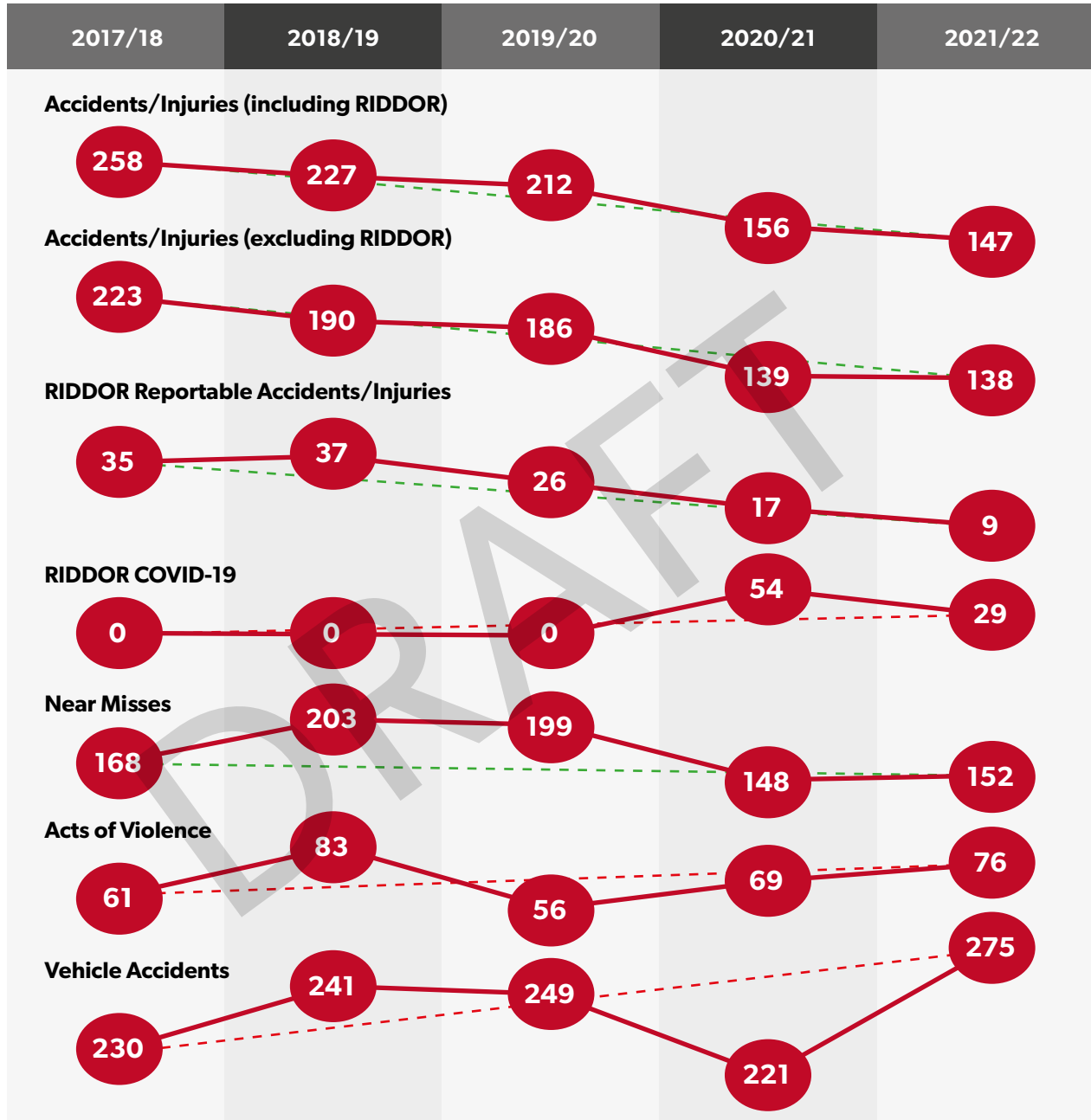


Figure 2: Event KPI Totals from 2017/18 to 2021/22

✓ Accidents/Injuries (including RIDDOR and excluding RIDDOR Reportable COVID-19), RIDDOR and Reportable Accidents/Injuries show positive trends.

However, VAs show an increasing trend and the RIDDOR Reportable COVID-19 events show an increasing trend albeit there is no data available for COVID-19 2017/18, 2018/19 and 2019/20.

NMs and AoV show a relatively static trend. Further analysis of all key performance indicators can be found in the related sections of this report.



ACCIDENTS/INJURIES (INCLUDING RIDDOR)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change from Previous Reporting Year
North	53	42	41	36	25	Green	-31%
East	92	68	54	48	39	Green	-19%
West	49	69	68	53	45	Green	-15%
Strategic Planning, Performance and Communications	3	0	0	0	0	Green	-
Finance and Contractual Services	10	9	6	3	7	Red	133%
People and Organisational Development	1	2	2	0	1	Red	100%
Prevention and Protection	1	1	1	0	0	Green	-
Operations	5	3	6	1	4	Red	300%
Service Development	0	0	0	0	1	Red	100%
Training, Safety and Assurance	44	33	34	15	25	Red	67%
Total	258	227	212	156	147	Green	-6%

Table 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Annual Totals



The total number of Accidents/Injuries (including RIDDOR) shows a 6% (156 to 147) decrease when comparing to the previous reporting year. Improvements are noted within all three SDAs.

When comparing the data as an Accident/Injury Rate per 1000 employees, we see a 5% decrease (19.9 to 18.9) from 2020/21, a 29% decrease (26.7 to 18.9) from 2019/20, a 33% decrease (28.3 to 18.9) from 2018/19, and a 49% decrease from 2017/18 (37.2 to 18.9).

Accidents/Injuries (including RIDDOR, excluding COVID-19)

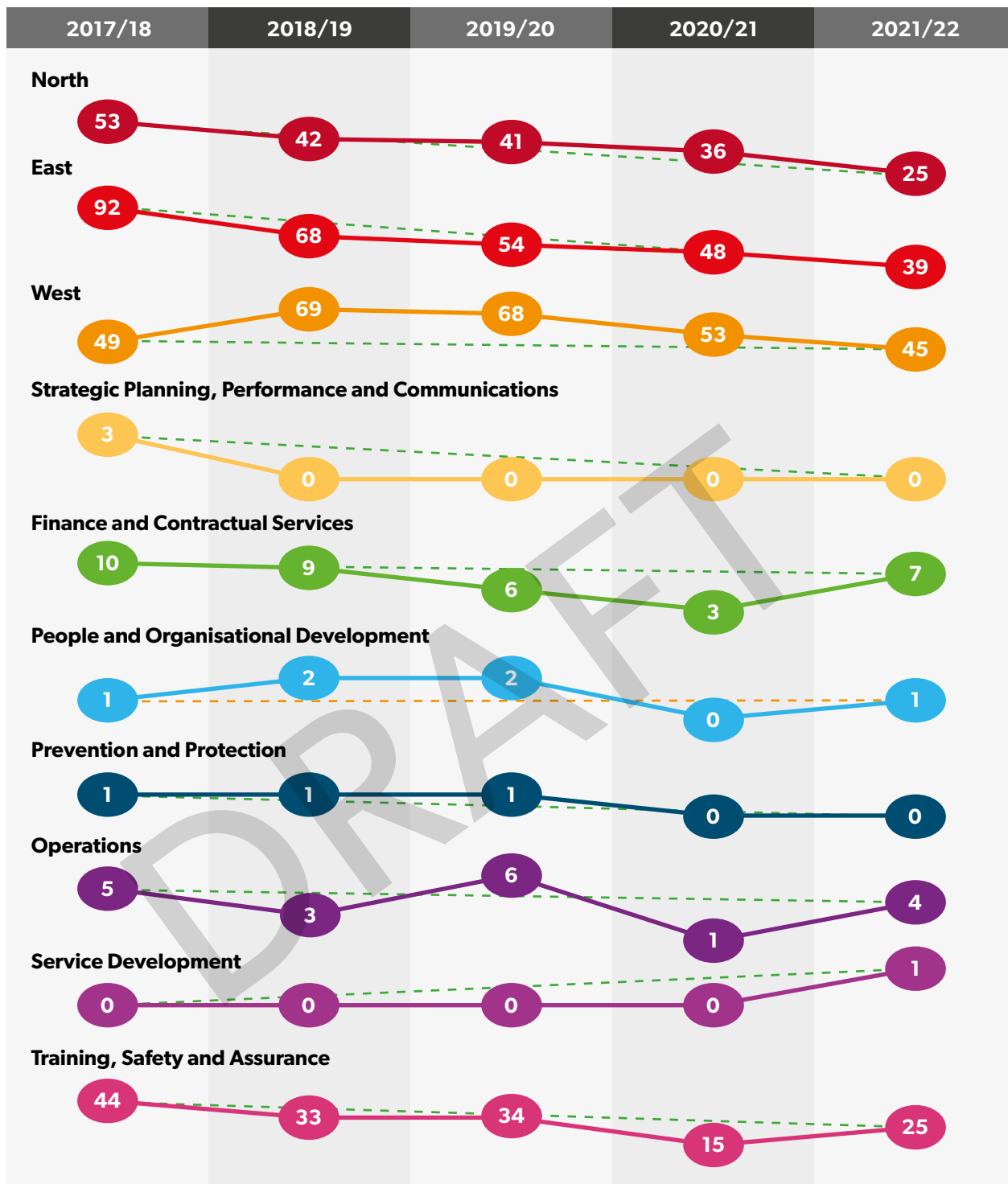


Figure 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Totals from 2017/18 to 2021/22

It is noted Operations and Prevention and Protection are Functions of the Service Delivery Directorate, however to support comparison to previous years, analysis of each Function within Operations has been made.

- ✔ Overall SFRS Accidents/Injuries show an improving trend over the four-year period. A positive trend is seen across all of the 3 SDAs, SPPC, FCS, POD, P&P (excluding COVID-19) and TSA. The most notable improvement is seen within the ESDA.



ACCIDENTS/INJURIES (EXCLUDING RIDDOR REPORTABLE)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change from Previous Reporting Year
North	47	38	39	30	24	Green	-20%
East	81	56	41	45	36	Green	-20%
West	41	53	60	46	41	Green	-11%
Strategic Planning, Performance and Communications	3	0	0	0	0	Green	-
Finance and Contractual Services	8	9	6	3	7	Red	133%
People and Organisational Development	1	2	2	0	1	Red	100%
Prevention and Protection	1	1	1	0	0	Green	-
Operations	5	3	4	0	4	Red	100%
Service Development	0	0	0	0	1	Red	100%
Training, Safety and Assurance	36	28	33	15	24	Red	60%
Total	223	190	186	139	138	Green	-1%

Table 4: Accidents/Injuries (excluding RIDDOR) Annual Totals

- ✓ | The total number of Accidents/Injuries (excluding RIDDOR) shows a 1% (139 to 138) decrease when comparing to the previous reporting year. Improvements are shown in the three SDAs.

FCS shows a significant 133% increase (3 to 7) in accidents/injuries when comparing to the previous reporting year. This increase can be attributed to Equipment Workshops who experienced a 100% increase (0 to 3) in accidents/injuries when comparing to previous reporting year. Ops shows a 100% increase (0 to 4) albeit the numbers are small, in accidents/injuries when comparing to the previous reporting year, all were attributed to events that occurred within Operations Control West.

Accidents/Injuries (excluding RIDDOR Reportable)

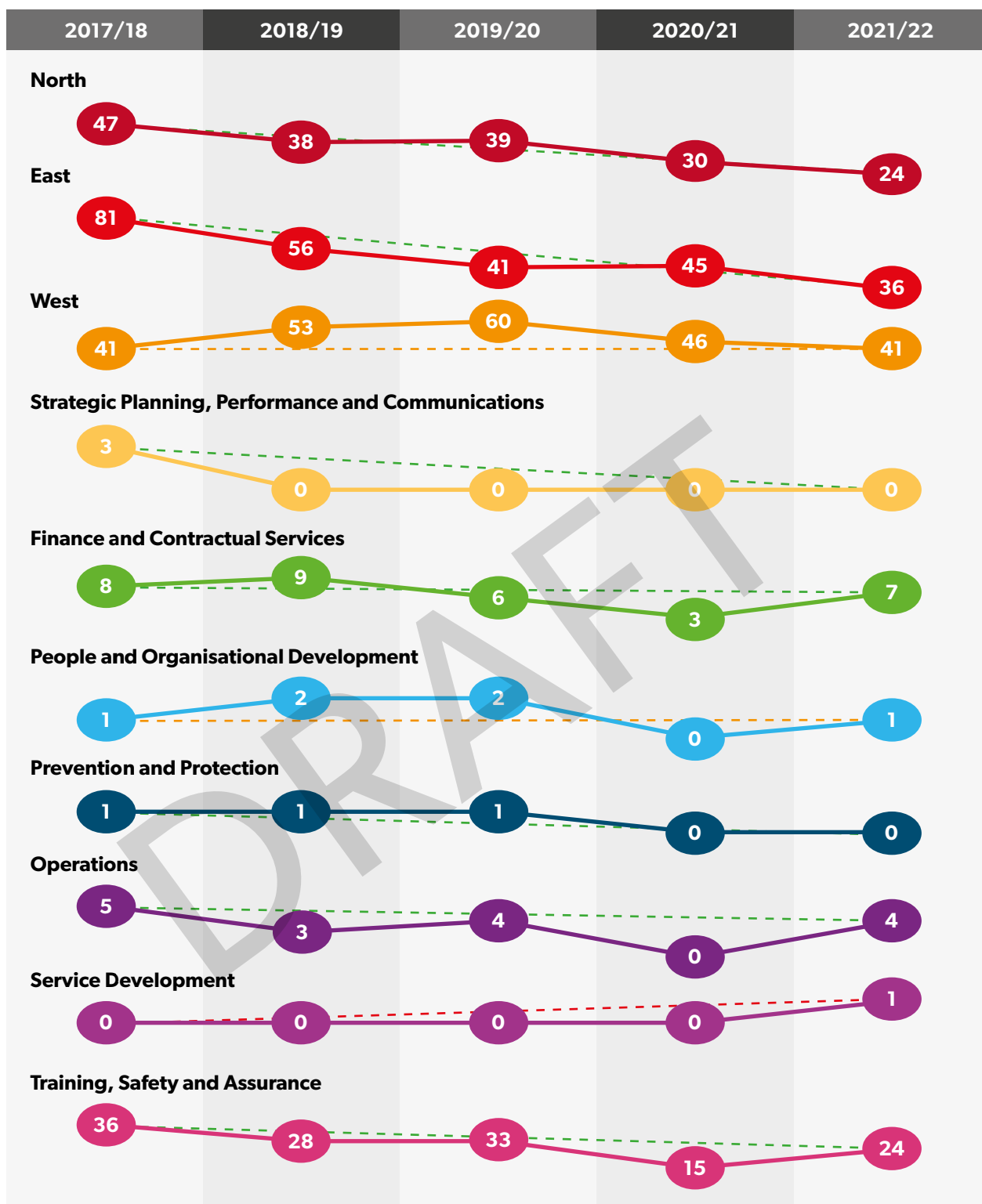


Figure 4: Accidents/Injuries (excluding RIDDOR) Totals from 2017/18 to 2021/22

✓ Overall SFRS Accidents/Injuries (excluding RIDDOR) show an improving trend over the five-year period. The most notable improvement is seen within the NSDA and ESDAs.



RIDDOR REPORTABLE ACCIDENTS/INJURIES (EXCLUDING COVID-19)

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change from Previous Reporting Year
North	6	4	2	6	1	Green	-83%
East	11	12	13	3	3	Orange	0%
West	8	16	8	7	4	Green	-43%
Strategic Planning, Performance and Communications	0	0	0	0	0	Green	-
Finance and Contractual Services	2	0	0	0	0	Green	-
People and Organisational Development	0	0	0	0	0	Green	-
Prevention and Protection	0	0	0	0	0	Green	-
Operations	0	0	2	1	0	Green	-100%
Service Development	0	0	0	0	0	Green	-
Training, Safety and Assurance	0	5	1	0	1	Red	100%
Total	27	37	26	17	9	Green	-47%

Table 5: RIDDOR Reportable Accidents/Injuries (Excluding COVID-19) Annual Totals

- The total number of Accidents/Injuries reported to the HSE under RIDDOR shows a 47% (17 to 9) decrease when comparing to the previous reporting year. The most notable improvement is seen within the NSDA, a reduction of (6 to 1).
- Improvements are also recorded within the WSDA (7 to 4), this improvement can also be attributed to a reduction in operational and non-operational activity related RIDDOR Reportable Events (4 to 2) and (2 to 1) respectively.

RIDDOR Reportable Accidents/Injuries

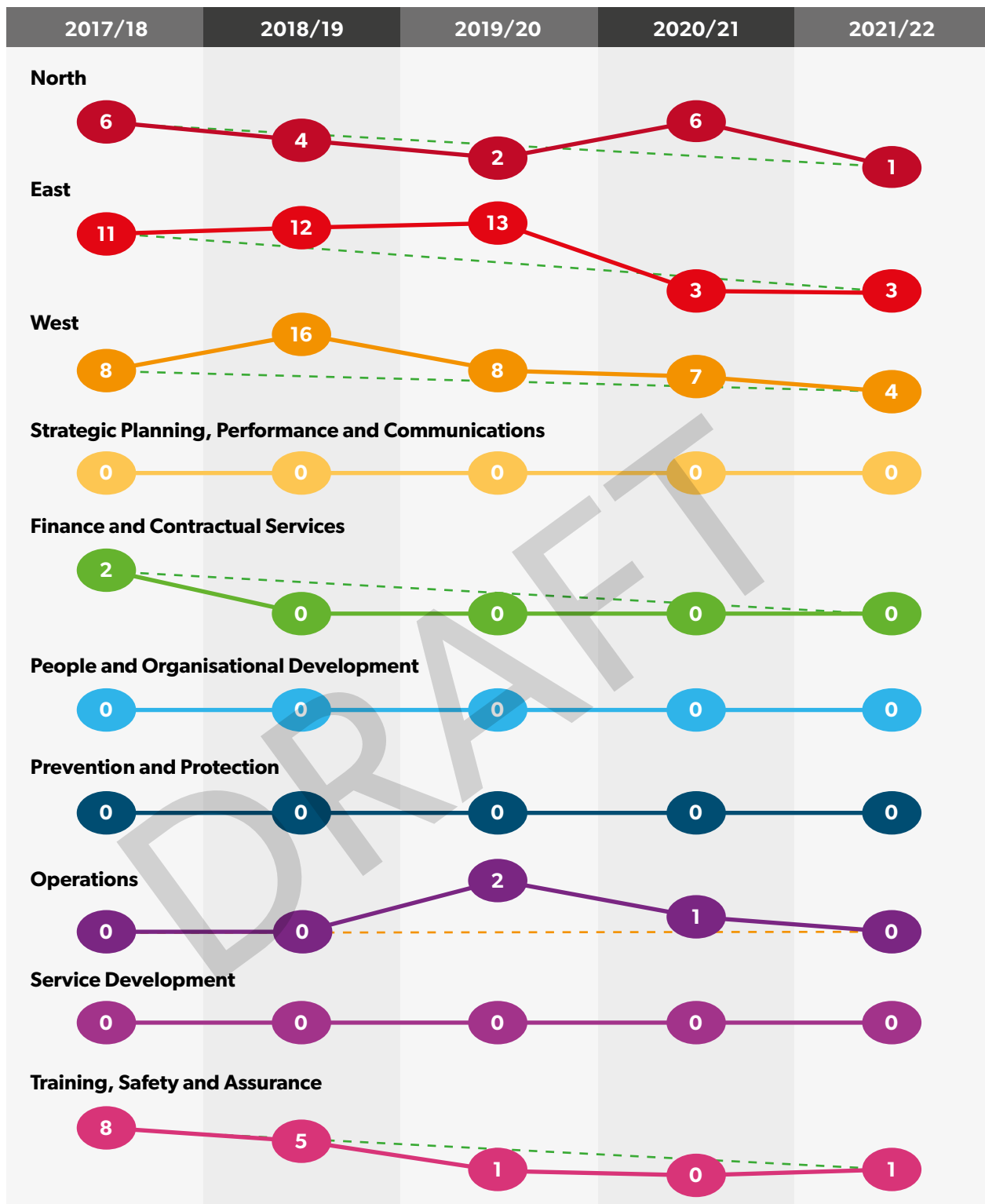


Figure 5: Total RIDDOR Reportable Accidents/Injuries 2017/18 to 2021/22

Overall RIDDOR Reportable Accidents/Injuries show an improving trend over the five-year period. Whilst numerically the values are low, Ops show an increasing trend in RIDDOR Reportable Accidents/Injuries over the five-year period. The most notable improvement is recorded within the NSDA.



RIDDOR ANALYSIS 2021/22

There were 2 specified injuries during this reporting year compared to 0 the previous reporting year, both occurred at operational incidents within the ESDA. The specified injuries were;

- A fracture to the back of the hand whilst using the enforcer tool; and
- An injury to the ribs caused by the Injured party (IP) landing in a concrete ditch which was obscured by vegetation.

✔ *Over 7-day accidents/injuries accounted for 78% (7 of 9) of all RIDDOR Reportable events, representing a 22% decrease in this category and numerically this is 10 less, when comparing to the previous reporting year.*

43% (3 of 7) of over 7-day Accidents/Injuries reported to the HSE were associated with Slips, Trips and Falls (STF) representing a 17% increase in this category, however it should be noted that numerically there was 2 less STF over 7-day Accidents/Injuries reported to the HSE (5 to 3) when comparing to the previous reporting year. 67% (2 of 3) of these events occurred during operational incidents, and related to slips on grass/uneven ground. The remaining 33% (1 of 3) occurred during rope rescue training and related to a slip on uneven ground.

43% (3 of 7) of over 7-day Accidents/Injuries reported to the HSE were as a result of manual handling and/or body movement representing a 25% increase in this category when comparing to the previous reporting year, numerically remained the same (3).

The remaining 14% (1 of 7) of over 7-day Accidents/Injuries reported to the HSE was as a result of dismounting an appliance.

✔ *57% (4 of 7) of over 7-day Accidents/Injuries occurred at operational incidents, representing a 14% decrease in this category when comparing to the previous reporting year, however it should be noted that numerically there was 8 less operational RIDDOR Reportable Accidents/Injuries reported to the HSE. 50% (2 of 4) of the Operational Accidents/Injuries reported to the HSE occurred during the developing stage of the incident representing a 42% decrease when comparing to the previous reporting year, numerically this is 9 less.*

14% (1 of 7) of over 7-day Accidents/Injuries reported to the HSE occurred during non-operational activities.

Finally, 29% (2 of 7) of Accidents/Injuries reported to the HSE were attributed to training activities, representing a 17% increase in this category, however numerically remained the same when comparing to the previous reporting year. Both events occurred during refresher training, 1 was SDA led Road Traffic Collision (RTC) training and the other TSA Rope Rescue training.

We will:

- Develop/review Risk Assessments, Manual Handling Assessments and SSoW;
- We will continue to promote the completion of manual handling assessments and associated SSoW;
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries;
- Undertake support reviews to assist with compliance with HS arrangements and SSoW; and
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather.



RIDDOR COVID-19

Throughout the Coronavirus COVID-19 pandemic SFRS responded quickly to changes in guidance and continuously refined and communicated our COVID-19 control measures to staff, ensuring front line and essential services were maintained.

SDA/Directorate	2020/21	2021/22
North	3	2
East	9	0
West	40	26
Strategic Planning, Performance and Communications	0	0
Finance and Contractual Services	0	0
People and Organisational Development	0	0
Prevention and Protection	0	0
Operations	0	0
Service Development	0	0
Training, Safety and Assurance	2	1
Total	54	29

Table 6: RIDDOR COVID-19 2020/21 to 2021/22

COVID-19 RIDDOR Reportable Events Per Quarter 2020/21 – 2021/22

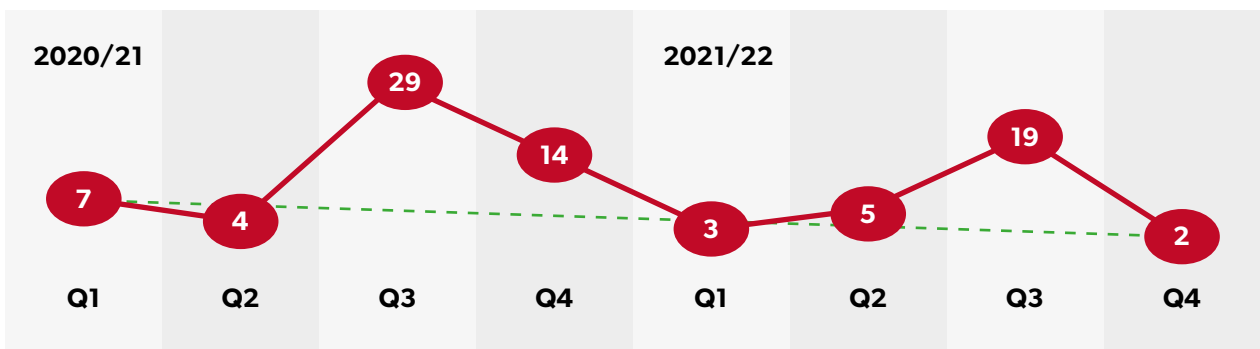


Figure 6: Total RIDDOR COVID-19 per Quarter 2020/21 to 2021/22

- ✓ | *During the reporting year there was a reduction of 46% (54 to 29) in the number of RIDDOR reportable workplace transmissions to the HSE.*
- ✓ | *Staff compliance with SFRS COVID-19 controls contributed to this reduction, despite an overall increase of 96% (352 to 689) in confirmed cases of COVID-19 from the previous reporting year.*

Of the 689 COVID-19 RIDDOR reviews undertaken, 22% (154 of 689) were reviewed at management meetings and 78% (539 of 689) by desktop reviews conducted by the HS Department.

Our support review process was refined in the reporting year, to ensure balanced feedback was provided recognising good practice/compliance or promoting areas of improvement. Support Reviews were well received and helped promote or confirm staff understanding of SFRS COVID-19 control measures.

36 Support Reviews were undertaken in the reporting year, of which 11% (4 of 36) were Rapid Reviews. In total 270 actions were identified, of which 99% (267 of 270) were completed and 1% (3 of 270) are outstanding.

Please Note: In April 2022 the HSE workplace transmission RIDDOR guidance changed, only incidental exposure (transmission from a person known to have COVID-19) is now reportable to the HSE, with existing SFRS COVID-19 control measures, incidental exposure is unlikely to occur beyond the incident ground and suitable SSoW have been implemented to reduce this risk.

We will:

- Embed all COVID arrangements, and risk control measures in business as usual, including:
 - Monitoring and reacting to changes in COVID-19 public health guidance;
 - Monitoring Societal cases and SFRS absence rates;
 - Refining SFRS COVID-19 arrangements to enable local rather than national actions to be implemented; and
 - Continuing to support all Business Partners to maintain front line and essential services.



OPERATIONAL Accidents/Injuries

Operational

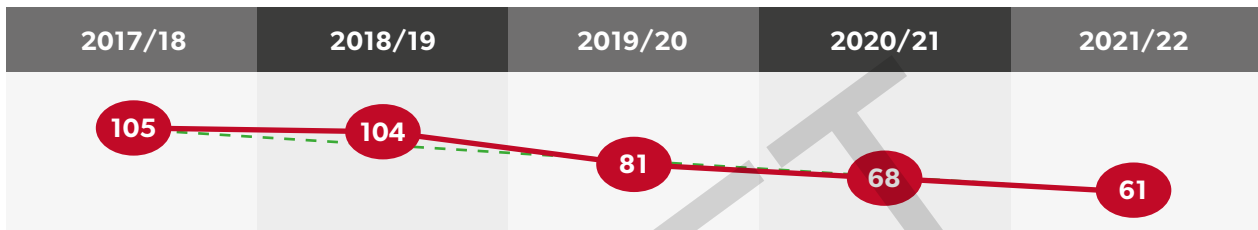


Figure 7: Operational Accidents/Injuries 2017/18 to 2021/22

✓ | There is a notable improvement in the trend for Operational Accidents/Injuries over the five-year period. An 5% decrease is noted this year when comparing to the previous reporting year.

A Firefighter’s injury rate against the number of operational incidents attended

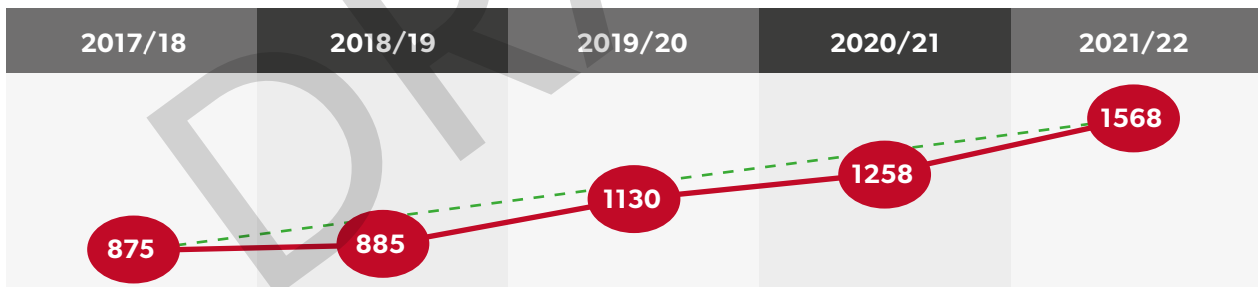


Figure 8: Firefighters injury rate against the number of operational incidents attended 2017/18 to 2021/22

✓ | When considering the data in the context of a Firefighter’s injury rate against the number of operational incidents attended, we see there is a year-on-year improvement in the five-year trend.

52% (32 of 61) of operational related Accidents/Injuries reported during 2021/22 occurred whilst attending primary fires representing an increase of 17% in this category when comparing to the previous reporting year, numerically this is 5 additional Accidents/Injuries. 21% (13 of 61) operational related Accidents/Injuries reported occurred at Special Services representing a decrease of 19% in this category when comparing to the previous reporting year. Numerically this is 6 less Accidents/Injuries at Special Services. It is further noted that there is also a 2% decrease in the trend for operational incidents attended over the five-year period.

A further 15% (9 of 61) of operational related Accidents/Injuries reported occurred at false alarm incidents, representing an increase of 5% in this category when comparing to the previous reporting year, numerically this is 7 additional Accidents/Injuries. Finally, 12% (7 of 61) of operational related Accidents/Injuries reported occurred at secondary fires representing a decrease of 4% in this category when comparing to the previous reporting year, numerically this is 4 less Accidents/Injuries.

Operational Accidents/Injuries by Phase of the Incident

SDA	Mobilising	Initial	Developing	Closing	Returning	Total
North	0	3	6	6	0	15
East	4	3	11	3	0	21
West	2	10	8	5	0	25
Total	6	16	25	14	0	61

Table 7: 2020/21 Totals by Phase of Operational Incident

When we consider Operational Accidents/Injuries by the stage of the incident, the data shows that 41%, (25 of 61) occurred during the developing stage of the incident, representing a 9% decrease in this category, and numerically this is 9 less when comparing to the previous reporting year. These events are attributed to slips and trips on uneven/wet ground/hose, being struck by objects, animals and manual handling/body movement injuries.

A further 26% (16 of 61) occurred during the initial stage of the incident, representing an increase of 7% in this category, numerically an additional 3 events during this stage, when comparing to the previous reporting year. These are attributed to slipping on uneven ground, forcing entry, falling objects, effects of heat stress and burns.

23% (14 of 61) occurred during the closing stage of the incident, representing a 1% decrease in this category, however numerically an additional 3 events are noted when comparing to the previous reporting year. These

events are attributed to trip over objects on ground, falling objects, animals, and manual handling/body movement injuries.

10% (6 of 61) occurred during mobilisation, representing a 6% decrease in this category, and numerically this is 5 less when comparing to the previous reporting year. These events are attributed to lack of situational awareness e.g., impact with moving/stationary objects.

We will:

- Promote awareness of slips and trips on the incident ground through factsheets and other engagement with Service Delivery Areas;
- Continue to work with our business partners through SAIGs to identify and address root causes; and
- Engage with Business Partners to identify behavioural issues and where existing control measures and/or SSoW are not being implemented.

Non-Operational Accidents/Injuries

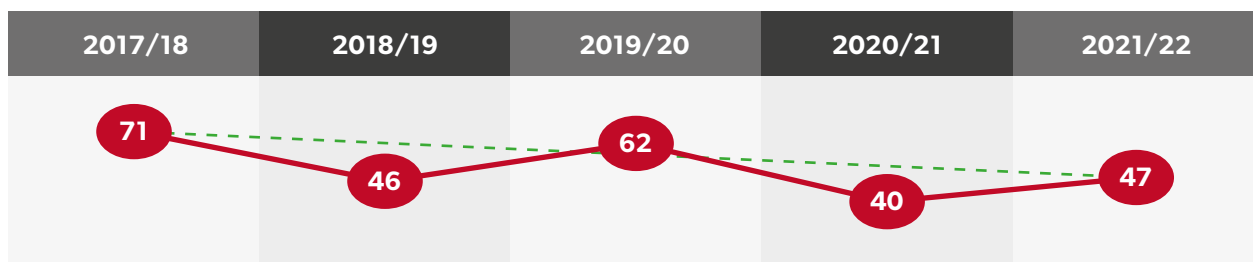


Figure 9: Non-Operational Accidents/Injuries 2017/18 to 2021/22

✓ | *The five-year trend shows a continuing improvement in relation to Non-Operational Accidents/Injuries.*

96% (45 of 47) of all Non-Operational Accidents/Injuries occurred within station premises. These occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismounting appliance, taking part in physical exercise, opening station gates and exiting car in car park. All can be attributed to lack of situational awareness.

We will:

- Continue the development of a SDA Station Handbook including a suite of GRA and SSoW for activities undertaken within the station environment; and
- Promote the improvement of safety culture and compliance with health and safety arrangements.

Training Accidents/Injuries

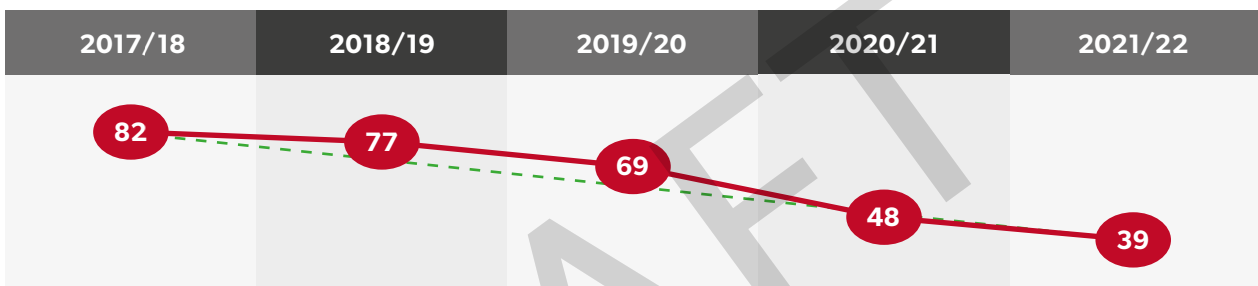


Figure 10: Training Accidents/Injuries 2017/18 to 2021/22

✓ | *There is a year on year improvement noted in the five-year trend for training related Accidents/Injuries with a significant 52% improvement recorded when comparing 2017/18 with 2021/22, and a 19% decrease is noted this year when comparing to the previous reporting year.*

Whilst any improvement is welcomed the data must be considered in the context of reduced training activity in 2020/21 and 2021/22 due to COVID-19.

27% (39 of 147) of all Accidents/Injuries reported during 2021/2022 occurred during training related activities representing a 4% decrease in this category when comparing to the previous reporting year, numerically this is 9 less.

62% (24 of 39) occurred during National Training activities representing a 45% increase in this category and numerically an additional 11 events when comparing to previous reporting year. This increase is attributed to the reduced number of Training Course during the previous reporting year as a result of COVID-19.

✓ | *A further 38% (15 of 39) of all training related Accidents/Injuries occurred during SDA led training activities representing a 35% decrease in this category, numerically this is 20 less when comparing to the previous reporting year.*

✓ | *51% (20 of 39), of all training related Accidents/Injuries reported occurred during refresher training, representing a 22% decrease in this category, numerically this is 15 less when comparing to the previous reporting year.*

The remaining 49% (19 of 39) training Accidents/Injuries occurred during initial training, representing a 22% increase in this category and numerically an additional 6 events when comparing to the previous reporting year.

Further analysis shows 28% (11 of 39) occurred during Core Skills training such as ladder drills, breathing apparatus (BA) drills and pump drills representing a 3% decrease in this category, numerically this is 2 less. A further 28% (11 of 39) occurred during BA training, representing a 3% increase in this category, however numerically 1 less is noted when comparing to the previous reporting year. 20% (8 of 39) occurred during Urban Search and Rescue (USAR) training, there is no comparative data for previous reporting years. 8% (3 of 39) occurred during Swift Water Rescue training, a 6% decrease, numerically 4 less when comparing to previous reporting year. 8% (3 of 39) occurred during Road Traffic Collision (RTC) training, representing a 2% increase in this category, however numerically remains consistent with previous reporting year. 3% (1 of 39) occurred during basic Firefighting training, representing 1% decrease, numerically 2 less when comparing to previous reporting year. 3% (1 of 39) occurred during Driver Training Water Rescue training representing a 2% increase however numerically remains consistent with previous reporting year. Finally, 3% (1 of 39) occurred during physical training representing a 7% decrease, numerically 4 less when comparing to previous reporting year.

A decrease of 13 (46 to 33) of students and an increase of 4 (2 to 6) of instructors sustained injuries when comparing to previous reporting year.

We will:

- Support the production and publication of the Training Handbook (and GRA/SSoW); and
- Support the review of training content and arrangements in light of emerging risks and new operational procedures.

All Accidents/Injuries (including RIDDOR – excluding COVID-19) to Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North Wholetime	35	27	27	21	15	Green	-29%
North On Call	31	31	20	17	12	Green	-29%
East Wholetime	74	62	52	36	27	Green	-25%
East On Call	26	15	10	16	14	Green	-13%
West Wholetime	51	61	69	49	46	Green	-6%
West On Call	11	12	10	10	11	Red	10%
Operations Control	4	1	4	1	4	Red	300%
Directorate/Day Duty	3	2	3	1	3	Red	200%
Total	235	211	195	151	132	Green	-12%

Table 8: 2021/22 All Accidents/Injuries (including RIDDOR) to Uniformed Staff

When we consider Accidents/Injuries to Uniformed Staff the data shows that 67% (88 of 132) are related to Wholetime Staff, representing a 3% decrease in this category, numerically 18 less events when comparing to the previous reporting year. 48% (42 of 88) occurred whilst attending operational incidents representing a 7% increase in this category, however numerically remains the same when comparing to the previous reporting year. 27% (24 of 88) occurred whilst undertaking non-operational duties, representing a 5% increase in this category, however numerically remains the same when comparing to the previous reporting year. Finally, 25% (22 of 88) occurred whilst undertaking training, representing a 3% increase, however numerically 1 less event is noted.

28% (37 of 132) of Accidents/Injuries to Uniformed Staff are related to On Call Staff, remaining consistent with previous reporting year, however numerically 6 less events. 51% (19 of 37) occurred whilst attending operational incidents representing a 14% decrease in this category, numerically 9 less events when comparing to the previous reporting year. 14% (5 of 37) occurred whilst undertaking non-operational duties activities, representing a 5% increase, numerically 4 additional events when comparing to previous reporting year. Finally, 38% (14 of 37) occurred whilst undertaking training, representing a 12% increase, numerically 3 additional events when comparing to previous reporting year.

We will:

- We will work with SDAs to update/create a suite of risk assessments and SSoWs for non-operational activities.

All Accidents/Injuries (including RIDDOR – excluding COVID-19) to Non-Uniformed Staff

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	3	1	3	0	0	Green	-
East	3	2	1	1	3	Red	200%
West	2	2	1	1	2	Red	100%
Strategic Planning, Performance and Communications	3	0	0	0	0	Green	-
Finance and Contractual Services	10	9	6	2	7	Red	250%
People and Organisational Development	0	1	2	0	0	Green	-
Prevention and Protection	0	0	0	0	0	Green	-
Operations	0	1	2	0	1	Green	100%
Training, Safety and Assurance	2	0	2	1	1	Orange	0%
Total	23	16	17	5	14	Red	180%

Table 9: Accidents/Injuries (including RIDDOR) to non-uniformed staff Annual Totals

Of the total non-uniformed Accidents/Injuries reported all were attributed to a lack of situational awareness e.g. moving tools, siting of equipment, and walking into objects.

29% (4 of 14) of all Accidents/Injuries to non-uniformed staff occurred within Fleet Workshops, representing a 11% decrease in this category, however numerically an additional 2 events are noted when comparing to the previous reporting year. 21% (3 of 14) occurred within Equipment Workshops, representing a 100% increase when comparing to the previous reporting year.

We will:

- Develop initiatives to promote/increase situational awareness and improve behavioural safety.

Working Days Lost Due to Accidents/Injuries

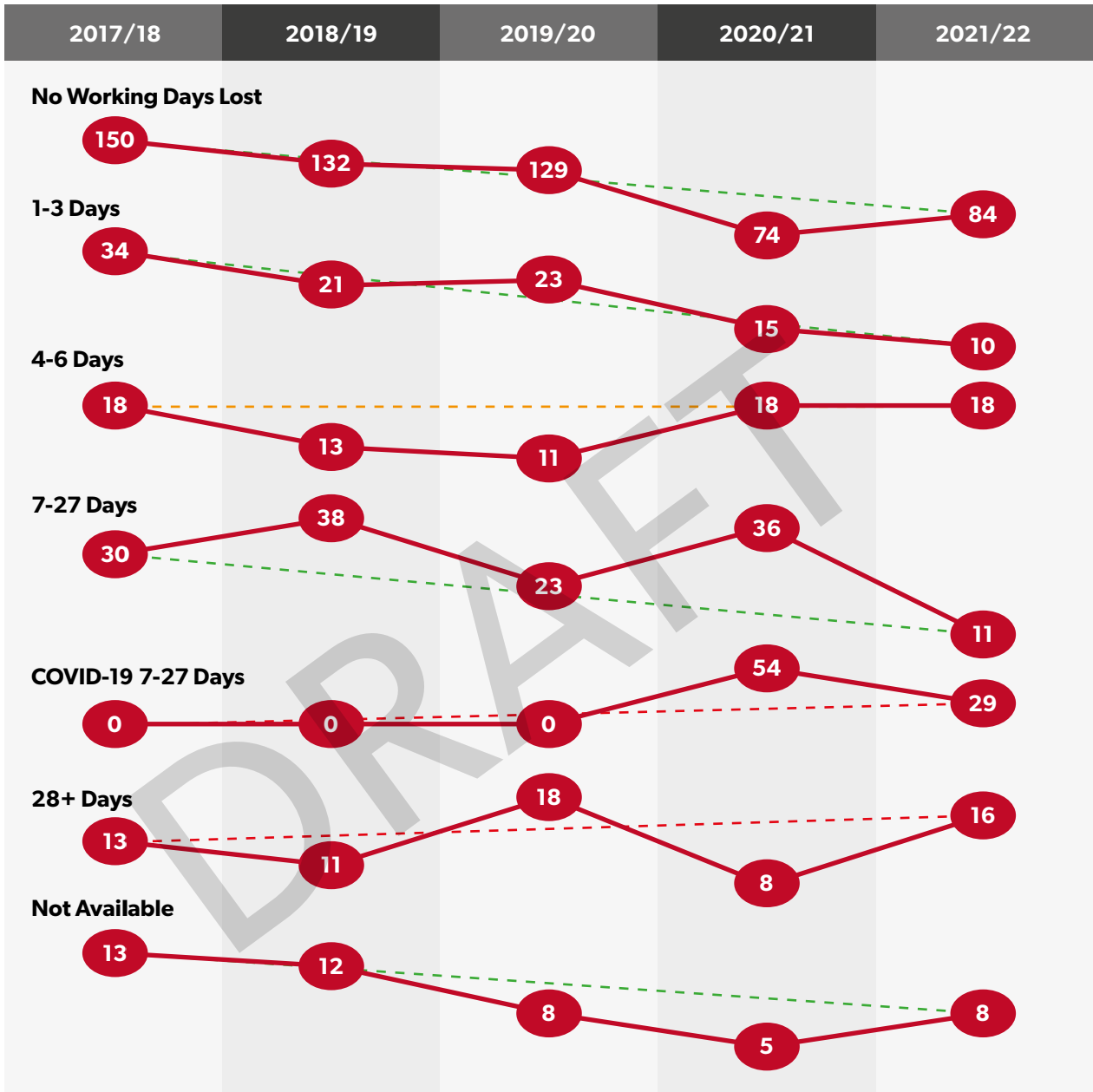


Figure 11: Working Day Lost Due to Accidents/Injuries 2017/18 to 2021/22

With the exception of the 4-6 days category and the COVID-19 7-27 days category, all categories are showing a positive trend. The data shows that the events with no information available is improving over the 5 years.

We will:

- Continue to work with our colleagues in POD to review information in relation to absence and determine any necessary actions that may reduce absence;
- Consider the root causes of 28+ day accidents and work with business partners to identify improvements;
- Continue to ensure that complete and accurate information relating to lost working time is being recorded; and
- Undertake support reviews to assist with compliance with COVID-19 workplace arrangements and task cards.

Three Most Common Accidents/Injuries by Causation

2017/18		2018/19		2019/20		2020/21		2021/22	
Manual Handling/ Body Movement	55	Manual Handling/ Body Movement	81	Manual Handling/ Body Movement	77	Manual Handling /Body Movement	49	Manual Handling /Body Movement	36
Slips, Trips & Falls	57	Slips, Trips & Falls	36	Slips, Trips & Falls	24	Slips, Trips & Falls	34	Slips, Trips & Falls	23
Hot / Cold	29	Hot / Cold	20	Hot / Cold	24	Impact (moving object)	23	Impact (moving object)	21

Table 10: Three Most Common Accidents/Injuries by Causation

The most common cause of Accidents/Injuries across the SFRS remains manual handling/body movements accounting for 24% (36 of 147) of the total reported, although there has been a welcomed decrease of 6% in this category, numerically 13 less events when comparing to the previous reporting year. During 2021/22 the Musculoskeletal (MSK) Group was re-established and continues to analyse and react to performance data as well as developing proactive measures to reduce MSK injuries.

Further analysis shows 39% (14 of 36) occurred during operational incidents representing an increase of 12% in this category, numerically 1 additional event when comparing to the previous reporting year. A further 33% (12 of 36) occurring whilst undertaking training, representing a decrease of 24% in this category, numerically 16 less when comparing to the previous reporting year. Finally, 28% (10 of 36) occurred whilst undertaking non-operational duties, representing an increase of 12% in this category, numerically an additional 2 events when comparing to the previous reporting year.

17% (6 of 36) of all manual handling/body movement injuries occurred whilst using ladders, with 83% (5 of 6) happening whilst undertaking training. A further 14% (5 of 36) occurred whilst using a hose.

Operational incidents attended show manual handling/body movement Accidents/Injuries are sustained 1 in every 2,658 compared to 1 every 2,377 in the previous reporting year.

STF are the second most common cause of Accidents/Injuries within SFRS accounting for 16% (23 of 147) of the total Accidents/Injuries reported during 2021/22. This represents a decrease of 4% in this category and numerically this is 11 less when comparing to the previous reporting year.

57% (13 of 23) of the total STF reported occurred at operational incidents representing a 16% increase, numerically an additional 1 when comparing to the previous reporting year. A further 30% (7 of 23) occurred whilst undertaking non-operational duties representing a decrease of 5%, numerically this is 5 less when comparing to the previous reporting year. 71% (5 of 7) of non-operational STF occurred within SFRS premises, representing an 12% decrease in this category, numerically 54 less when comparing to the previous reporting year. These events can be related to a lack of situational awareness.

Finally, 13% of STF (3 of 23) occurred whilst undertaking training, representing a decrease of 12%, however, numerically an additional 5 events is noted when comparing to the previous reporting year. 67% (2 of 3) occurred during SDA led training, both occurred during refresher training and related to instructors, representing a 4% decrease in this category, however numerically an additional 2 events are noted when comparing to the previous reporting year.

✓ *In an operational context a slip, trip and fall Accident/Injury occurred every 4,159 operational incidents attended compared with 1 in every 2,517 in the previous reporting year.*

The third most common cause of Accidents/Injuries reported during 2021/22 is impact (moving object) accounting for 14% (21 of 147) of all Accidents/Injuries reported, representing a 2% increase in this category and numerically an additional 1 event when comparing to the previous reporting year. 38% (8 of 21) of the total reported occurred at operational incidents representing a decrease of 4%, however numerically the number of events reported remains the same when comparing to the previous reporting year.

A further 43% (9 of 21) occurred during non-operational activities, representing a 17% increase in this category and numerically an additional 3 events when comparing to the previous reporting year.

Finally, 13% (3 of 21) of Accidents/Injuries involving impact (moving object) occurred whilst undertaking training, representing an increase of 19% and numerically an additional 3 events when comparing to the previous reporting year. 67% (2 of 3) occurred during SDA led training.

✔ *An Accident/Injury involving impact with a moving object occurred every 4,555 operational incidents attended compared with 1 in every 3,720 in the previous reporting year.*

We will:

- Ensure that the causes of all Accidents/Injuries sustained as a result of STF are fully investigated so that preventative measures can be identified and implemented;
- Liaise with SDAs via SAIGs to ensure compliance with safe systems of work and the wearing of PPE;
- Continue to support the MSK working group to assist business partners in the identification and promotion of actions to address MSK associated injuries. (MSK Factsheet);
- Undertake support reviews to assist with compliance with HS arrangements and SSoW;
- Support the review of training standards to ensure sufficient information on manual handling and body movement is included;
- Continue to promote the gritting regimes detailed in individual Premises Traffic Management Plans during inclement weather; and
- Promote operational situational awareness and behavioural safety in relation to manual handling/body movement.



NEAR MISSES

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	62	48	32	36	36	Orange	0%
East	51	74	76	49	48	Green	-2%
West	33	51	59	48	57	Green	17%
Strategic Planning, Performance and Communications	0	0	0	0	0	Green	-
Finance and Contractual Services	2	7	8	1	0	Green	-100%
People and Organisational Development	0	2	0	0	0	Green	-
Prevention and Protection	1	0	0	0	0	Green	-
Operations	4	3	8	5	0	Green	-100%
Service Development	0	0	0	0	1	Green	100%
Training, Safety and Assurance	15	18	16	9	10	Green	11%
Total	168	203	199	148	152	Green	3%

Table 11: NM Annual Totals

To accurately interpret the NM reporting trend, data must be considered alongside Accidents/Injuries including RIDDOR Reportable Events (excluding COVID-19 RIDDOR Reportable events). By doing this, the preventative value and contribution to improving safety can be determined.

✓ *When considering the number of NM in relation to the number of Accidents/Injuries including RIDDOR Reportable Events (excluding COVID-19) we see a ratio of 1:1.03 which is an improvement on the 1:0.95 ratio recorded for previous reporting year.*

Operational NM accounted for 38% (58 of 152) of the total reported, representing an 11% decrease in this category, numerically this is 12 less when comparing to the previous reporting year. Given the corresponding reduction - 1% in operational related Accidents/Injuries and RIDDOR, this increase is considered a positive trend.

29% (44 of 152) of NM events occurred during non-operational activities, remaining consistent in this category however a numerical increase of 1 from the previous reporting year. 30% (13 of 44) related to property issues e.g. appliance bay doors, station floors, alarms system, electrical faults and water related issues,

representing a 14% increase in this type of NM and a numerically an additional 8 events when comparing to the previous reporting year.

33% (50 of 152) of all NM reported were associated with training activities, representing a 9% increase in this category, numerically an additional 20 events, when comparing to the previous reporting year. 80% (40 of 50) of all training related NM occurred during SDA led training representing an increase of 6% in this category, numerically an additional 14 events, when comparing to the previous reporting year. 78% (39 of 50) of training related NM occurred during refresher training, a decrease of 12% in this category, however numerically an additional 4 events were noted when comparing to the previous reporting year.

The most common type of training being undertaken when a NM event occurred was during BA related training accounting for 32% (16 of 50) of the total training NM reported. The most common causes involved free flow incidents which account for 31% (5 of 16), 19% (3 of 16) involved air leaks, 19% (3 of 16) involved communication equipment and cylinders. The remaining 5 NMs involved the Emergency Air Supply Equipment (EASE) kit, a visor, the demo unit, ECO board and a water pump.

Near Misses

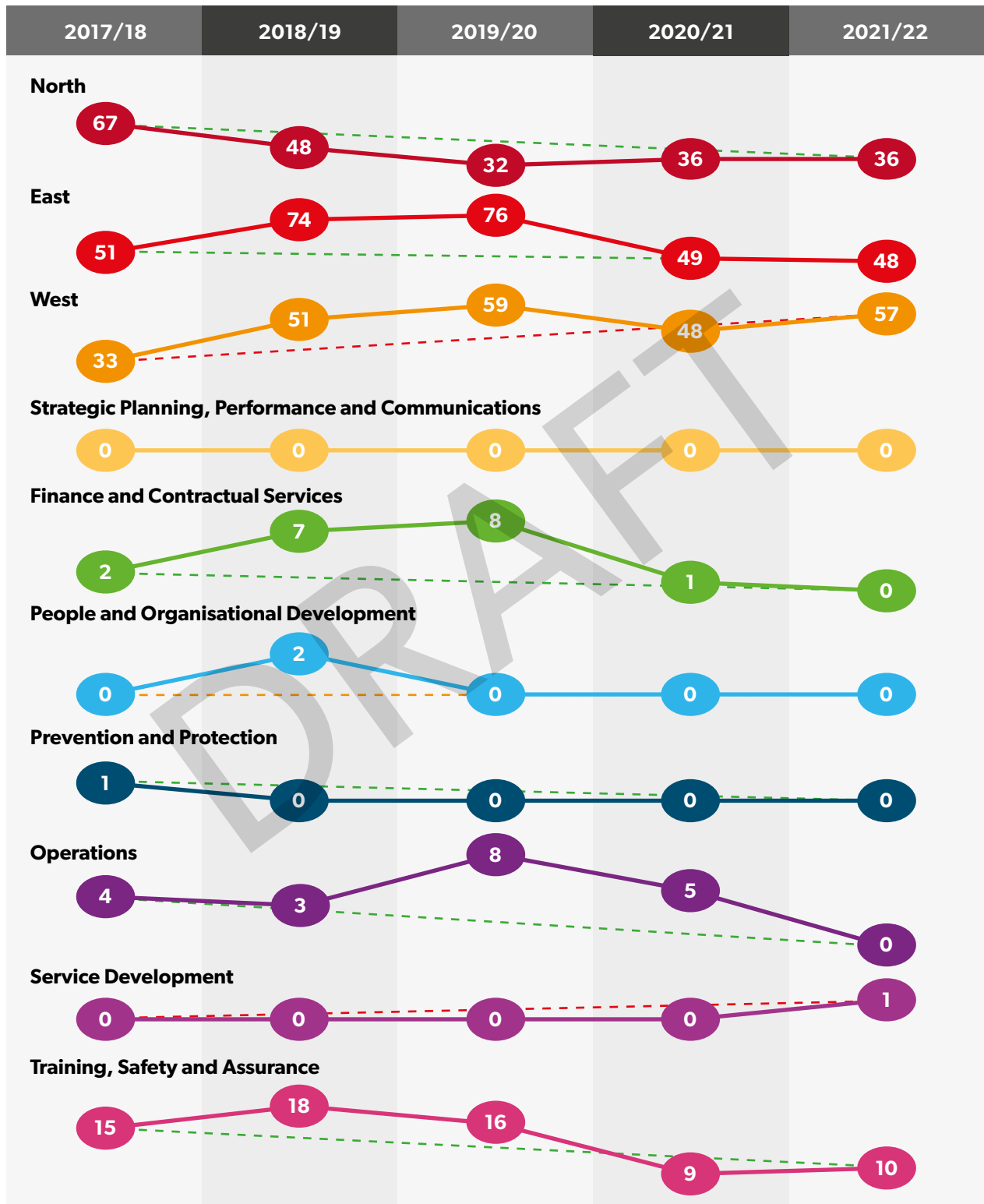


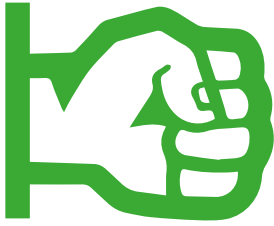
Figure 12: NM 2017/18 to 2021/22

When considering the number of NM in relation to the number of Accidents/Injuries (excluding COVID-19), we see a ratio of 0.69:1 in the NSDA, a decrease in frequency compared to 1:1 when compared to the previous reporting year. The ESDA shows a ratio of 1:0.8 a decrease in frequency compared to 1:0.9 when compared to the previous reporting year. The WSDA shows a ratio of 1: 0.8 a decrease in frequency compared to 1:0.9 when compared to the previous reporting year. TSA shows a ratio of 1:0.4 a decrease in frequency compared to 1: 0.6 when compared to the previous reporting year.

We will:

- Continue to review all events reported relating to BA to identify trends and lessons to be learned;
- Utilise the SAIGs to continue to promote the need and the benefits of reporting NM; and
- Promote the reporting of NM events including publication of a factsheet.

DRAFT



ACTS OF VIOLENCE

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	6	10	9	8	17	Red	113%
East	15	26	15	23	25	Red	9%
West	40	47	31	37	29	Green	-22%
Strategic Planning, Performance and Communications	0	0	0	0	0	Green	-
Finance and Contractual Services	0	0	0	0	0	Green	-
People and Organisational Development	0	0	0	0	0	Green	-
Prevention and Protection	0	0	0	0	0	Green	-
Operations	0	0	1	1	5	Red	400%
Service Development	0	0	0	0	0	Green	-
Training, Safety and Assurance	0	0	0	0	0	Green	-
Total	61	83	56	69	76	Red	10%

Table 12: AoV Annual Totals

The total number AoV reported this year shows an increase of 10% (69 to 76) when comparing to the previous reporting year. This increase is attributed to a 113% (8 to 17) increase within the NSDA and 400% increase (1 to 5) in Operations.

- ✔ It should be noted however, there was a 22% decrease in AOVs reported in the WSDA when comparing to the previous reporting year.

A Firefighter's AoV rate against the number of operational incidents attended (1 AoV per operational incidents)

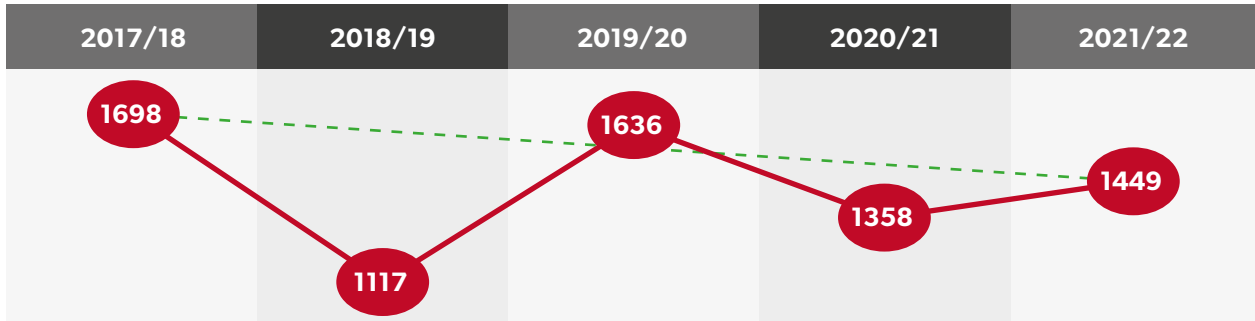


Figure 13: Firefighter AoV rate against number of Operational Incidents

- ✓ When considering the data in the context of a Firefighter's AoV rate against the number of operational incidents attended, we see there is a year-on-year improvement in the five-year trend.

87% (66 of 76) of AoV reported occurred at operational incidents, representing a 4% decrease in this category, however, numerically an additional 3 events are noted when comparing to the previous reporting year. Of the AoV which occurred at operational incidents 43% (33 of 76) occurred at secondary fires, representing a decrease of 25%, numerically this is 10 less when comparing to the previous reporting year. 22% (17 of 76) occurred when responding to primary fires, representing an 8% increase, and numerically an additional 8 events when comparing to the previous reporting year.

39% (30 of 76) of the total AoV reported involved missiles or thrown objects, representing a 12% decrease in this category, and numerically 5 less is noted when comparing to the previous reporting year. 24% (18 of 76) involved bricks/bottles being thrown and 4% (3 of 76) involved fireworks being thrown.

50% (38 of 76) were attributed to verbal abuse to crews, representing a 7% increase in this category, and numerically an additional 8 events when comparing to the previous reporting year.

4% (3 of 76) were physical assault by a person, representing a 2% decrease in this category, numerically this is 1 less when comparing to the previous reporting year. Of the physical AoV reported, 1 event on Bonfire Night resulted in 3 Firefighters sustaining injuries after being attacked with missiles, with one of the injured firefighters also sustaining a physical injury after being kicked by a youth.

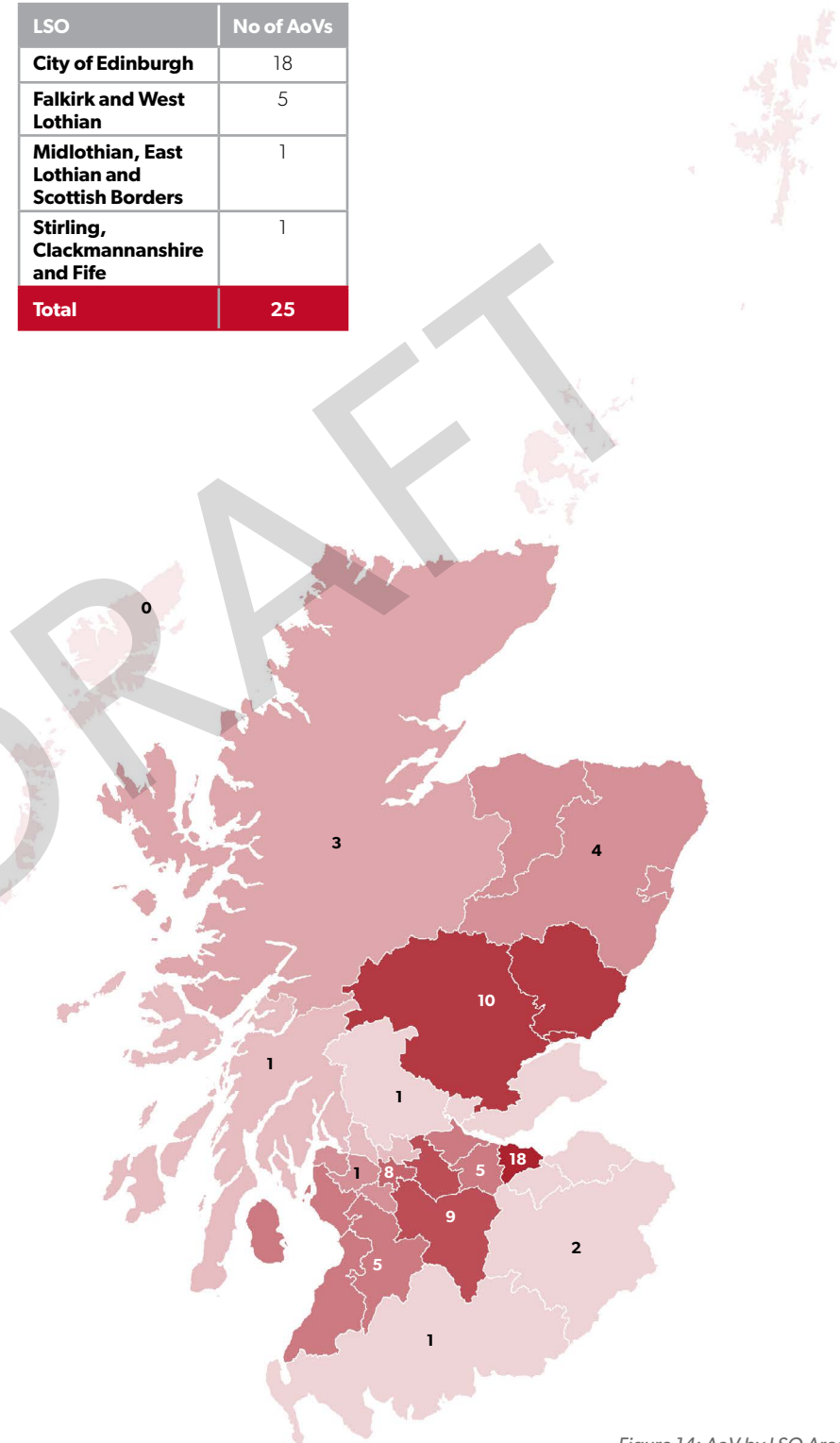
Police assistance was requested in 83% (63 of 76) of AoV with 17% (11 of 63) considered as reportable under the Emergency Workers (Scotland) Act 2005.

AoV by LSO Area

LSO	No of AoVs
Dumfries and Galloway	1
East, North and South Ayrshire	5
East and West Dunbartonshire and Argyll & Bute	2
City of Glasgow	8
Lanarkshire	9
East Renfrewshire, Renfrewshire and Inverclyde	4
Total	29

LSO	No of AoVs
City of Edinburgh	18
Falkirk and West Lothian	5
Midlothian, East Lothian and Scottish Borders	1
Stirling, Clackmannanshire and Fife	1
Total	25

LSO	No of AoVs
Aberdeen City, Aberdeenshire and Moray	4
Highland	3
Perth, Kinross, Angus and Dundee	10
Western Isles, Orkney and Shetland	0
Total	17



* There were a further 5 AoVs recorded out with the LSO areas, 4 involved Operations Control and the remaining 1 involved the Water Planning Department.

Figure 14: AoV by LSO Area

Acts of Violence

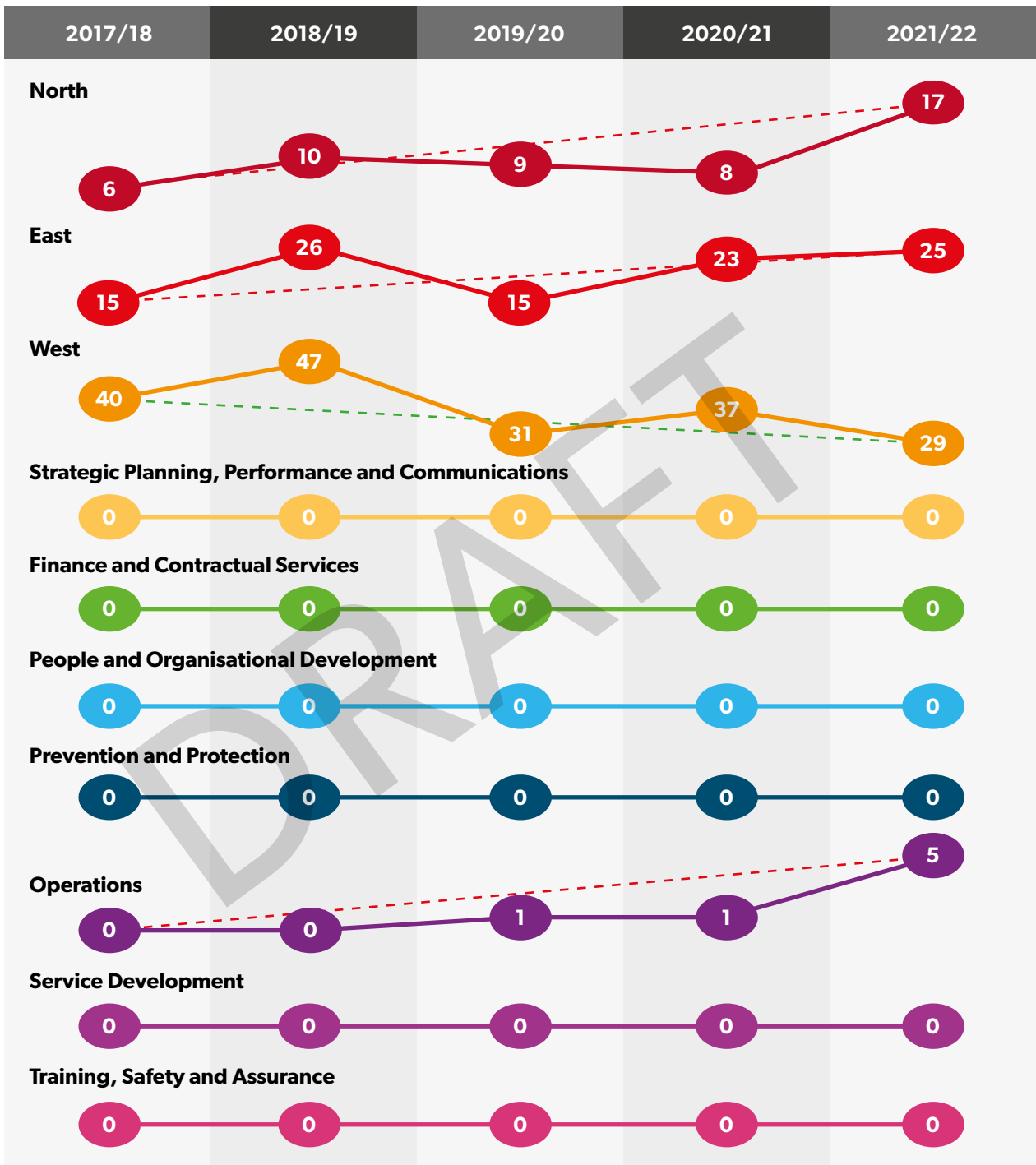


Figure 15: Annual Totals for AoV 2017/18 to 2021/22

There has been a steady increasing trend of AoV reported over the five-year period, except for the WSDA. The NSDA has shown a significant increase of 9 AoV during the reporting period 2020-21 and 2021-22 of which 67% (6 of 9) were reported during the month of November 2021. Further analysis shows a significant increasing trend in verbal abuse of crews over the five-year period:

- ☑ Additionally, physical assault shows a noteworthy decreasing trend in the reporting of AoVs over the five-year period:

Acts of Violence – Verbal Abuse of Crews

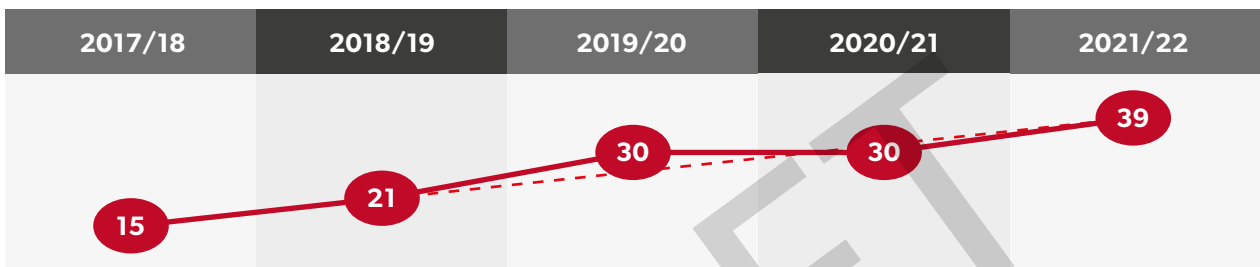


Figure 16: AoV Verbal Abuse of Crews 2017/18 to 2021/22

Acts of Violence – Physical Assault of Crews

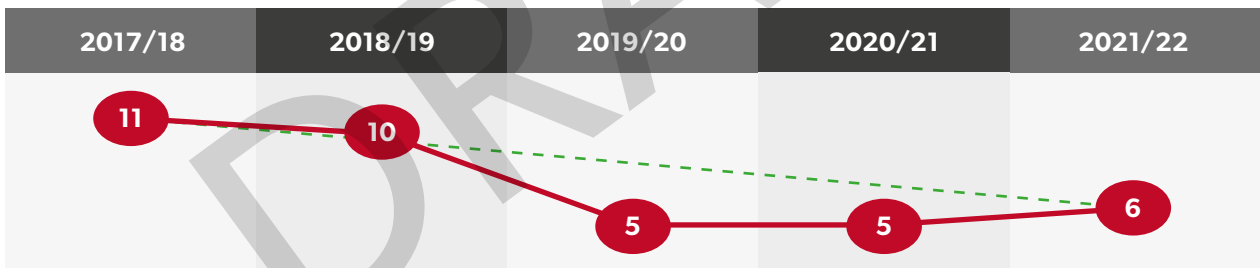


Figure 17: AoV Physical Assault of Crews 2017/18 to 2021/22

When analysing AoV by season we see 22% (17) occurring during spring, 16% (12) during summer, 29% (22) during Autumn, and 33% (25) during winter.

Acts of Violence by Season

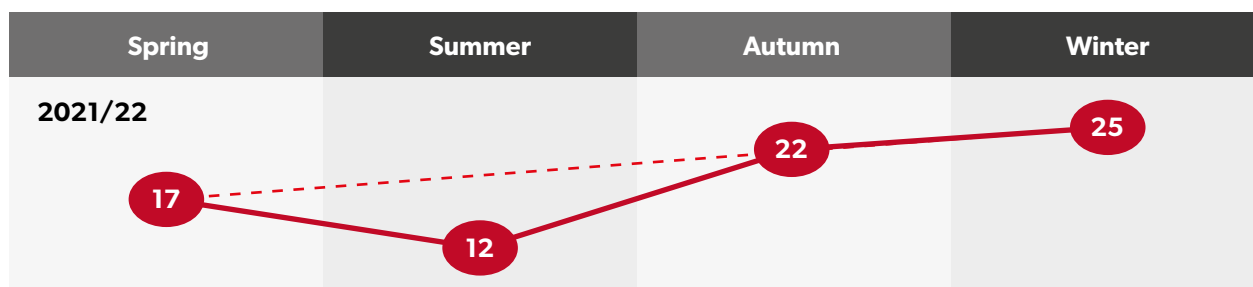


Figure 18: AoV by Season 2021/22

The period surrounding Bonfire night (01/11 – 09/11) accounted for 12% (9 of 76) of AoV, this shows a decrease of 8% and a numerical decrease of 5 when comparing to the previous reporting year.

We will:

- Consider progression of National Pledge with partner agencies, similar to the approach taken in the WDSA (ENSA);
- Support the SDAs in identifying geographical hotspots where AoV have taken place so that community engagement activities can be tailored and targeted;
- Communicate the importance of the need to use the following messages when under attack or under the threat of attack:
 - 'Immediate Police assistance required, crews under attack' or 'Police assistance required, crews under threat of attack'. This is outlined within SFRS Standard Operating Procedures (SOPs) and SFRS Awareness Briefing – Request for Police Scotland Assistance at Operational Incidents' (6/12/2016).
- Work with Police Scotland to ensure acts of violence are reported perpetrators prosecuted under the Emergency Workers (Scotland) Act 2005.



VEHICLE ACCIDENTS

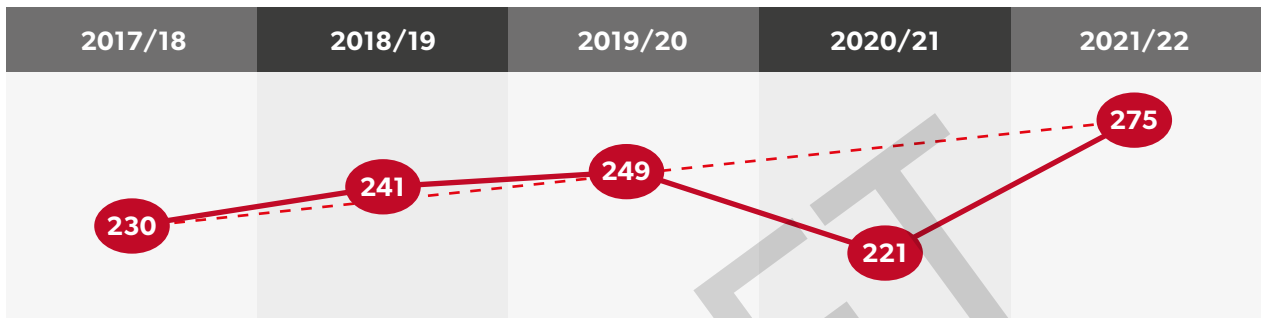


Figure 19: VAs 2017/18 to 2021/22

☒ Over the five-year period, the overall number of VAs is showing an upward trend reaching a 5 year high of 275 in 2021/22, a 24% (221 to 275) increase when comparing to the previous reporting year.

Analysis shows operational related VAs accounted for 60% (166 of 275) of the total, a 6% decrease, however numerically an additional 21 events are noted when comparing to the previous reporting year. 34% (94 of 275) were attributed to non-operational activities, a 2% increase, numerically an additional 24 events when comparing to the previous reporting year. Finally, 5% (15 of 275) were attributed to training, representing an 2% increase in this category, numerically an additional 9 events.

Vehicle Accidents

SDA/Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	% Change
North	59	52	42	43	64		49%
East	58	74	72	64	82		28%
West	99	94	116	96	110		15%
Strategic Planning, Performance and Communications	0	0	1	0	0		-
Finance and Contractual Services	5	6	8	11	10		-9%
People and Organisational Development	0	1	0	0	0		-
Prevention and Protection	2	1	1	0	0		-
Operations	1	2	3	3	3		0%
Service Development	0	0	0	0	2		100%
Training, Safety and Assurance	6	11	6	4	4		0%
Total	230	241	249	221	275		24%

Table 13: VAs Annual Totals

Vehicle Accidents by Activity

SDA/Directorate	Operational	Non-Operational	Training	Total
North	44	16	4	64
East	50	27	5	82
West	71	36	3	110
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	0	10	0	10
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	1	2	0	3
Service Development	0	2	0	2
Training, Safety and Assurance	0	1	3	4
Total	166	94	15	275

Table 14: Activity Undertaken Annual Totals

Operational related VAs remains the most common with an accident reported every 576 operational incidents attended, compared to 1 in every 590 the previous reporting year indicating a negative trend in this category.

Further analysis shows a VA occurred every 445 operational incidents attended in the NSDA, compared to 1 in every 581 in the previous reporting year.

- In the ESDA a VA occurred every 586 operational incidents, compared to 1 in every 563 in the previous reporting year. Finally, in the WSDA a VA occurred every 659 operational incidents attended, compared with 1 in every 622 the previous reporting year.



Figure 20: Phases of Operational Incidents Annual Totals

50% (83 of 166) of operational related VAs were attributed to mobilising representing a 4% increase in this category, numerically an additional 16 events when comparing to the previous reporting year. The initial phase increased by 1%, whilst during the developing phase VAs decreased by 5%. The closing phase increased by 4% whilst the returning phase decreased by 4% when comparing to the previous reporting year.

Of the VAs attributed to operational incidents, 44% (73 of 166) occurred at low speed, representing a 14% decrease in this category, numerically this is 11 less when comparing to the previous reporting year. 78% (56 of 72) of low speed VAs occurred whilst moving forward, an increase of 9% in this category, however numerically 2 less events are noted when comparing to the previous reporting year. 38% (27 of 72) of low speed manoeuvres occurred during the returning phase of the incident with 96% (26 of 27) of these as a result of hitting something fixed or stationary e.g. parked cars and street furniture.

A further 44% (73 of 166) of operational related VAs occurred whilst driving under blue light conditions, representing an increase of 18% in this category, numerically an additional 36 events when comparing to the previous reporting year. 33% (24 of 73) of VAs that occurred whilst driving under blue light conditions resulted in damage to wing mirrors.

29% (48 of 166) of the operational VAs occurred on urban roads, representing a 5% decrease in this category, numerically this is 2 less when comparing to the previous reporting year. 19% (32 of 166) occurred on A Class road, remaining consistent in this category, however numerically an additional 4 events are noted when comparing to the previous reporting year. 18% (30 of 166) occurred on B Class roads, representing a 1% decrease in this category, numerically an additional 2 events when comparing to the previous reporting year. A further 2% (4 of 166) occurred off road, representing a decrease of 6%, numerically this is 8 less when comparing to the previous reporting year.

10% (17 of 166) occurred in appliance bays, representing a decrease of 2% in this category, numerically remaining consistent when comparing to the previous reporting year. There was no comparative data on the remaining road types in relation to operational VAs.

Driver assistants were used in 18% (30 of 166) of the operational VAs reported, representing a decrease of 10% and numerically 11 less comparing to the previous reporting year. 67% (111 of 166) did not require driving assistants to be used, representing a 19% improvement and numerically an additional 41 events.

34% (94 of 275) of VAs reported were attributed to non-operational activities, representing a 2% increase, numerically an additional 24 events when comparing with the previous reporting year. 58% (54 of 94) of the non-operational VAs involved the use of fire appliances, representing a decrease of 21% in this category, numerically this is 5 less when comparing to the previous reporting year.

38% (36 of 94) involved the use of SFRS White Fleet (WF), representing an increase of 5% in this category, numerically an additional 8 events when comparing to the previous reporting year. 2% (2 of 94) involved private cars, representing a decrease of 2% in this category, numerically 1 less when comparing to the previous reporting year. The remaining 2% (2 of 94) involved forklifts.

Finally, Training related VAs accounted for 5% (14 of 275) of VAs, representing a 2% increase, numerically an additional 8 events when comparing to the previous reporting year. 79% (11 of 14) were attributed to attending Refresher training, representing a decrease of 4%, however numerically an additional 6 events are noted in this category when comparing to the previous reporting year. 64% (7 of 11) occurred whilst attending Swift Water Rescue training, representing an increase of 4%, numerically an additional 4 events are noted in this category when comparing to the previous reporting year.

Vehicle Accidents by Cause

SDA/Directorate	Hit Something Fixed or Stationery	Hit or Hit by a Moving Vehicle	Boats	*Other	Total
North	48	10	1	5	64
East	56	9	3	14	82
West	80	9	1	20	110
Strategic Planning, Performance and Communications	0	0	0	0	0
Finance and Contractual Services	5	2	1	2	10
People and Organisational Development	0	0	0	0	0
Prevention and Protection	0	0	0	0	0
Operations	1	0	0	2	3
Service Development	0	1	0	1	2
Training, Safety and Assurance	3	0	0	1	4
Total	193	31	6	45	275

Table 15: VAs Cause Annual Totals

* Examples of "Other" include charging cables not being released, issues with brakes, and vehicles sliding due to icy conditions.

The most common cause of VAs across the SFRS continues to "hit something fixed or stationary", accounting for 70% (193 of 275) of the total reported, representing a decrease of 11%, however numerically an additional 13 events are noted when compared to the previous reporting year.

57% (110 of 193) occurred in the WSDA, representing an increase of 13% in this category and numerically an additional 30 events when compared to the previous reporting year. 29% (56 of 193) occurred in the ESDA, a 1% increase in this category and numerically an additional 5 events when compared to the previous year. 24% (47 of 193) occurred in the NSDA, a 5% increase in this category and numerically an additional 12 events when compared to the previous year.

Vehicle Accidents by Speed Type

SDA/Directorate	Low Speed	ERD (Blue Light)	Normal Road Use	Water Related Events	Other	Total
North	32	19	9	1	3	64
East	43	25	7	1	6	82
West	64	29	14	0	3	110
Strategic Planning, Performance and Communications	0	0	0	0	0	0
Finance and Contractual Services	8	0	2	0	0	10
People and Organisational Development	0	0	0	0	0	0
Prevention and Protection	0	0	0	0	0	0
Operations	2	0	1	0	0	3
Service Development	1	0	1	0	0	2
Training, Safety and Assurance	3	0	1	0	0	4
Total	153	73	35	2	12	275

Table 16: VAs Speed Type Annual Totals

57% (153 of 275) of VAs across the SFRS occurred at low speed, representing an 8% decrease, however numerically an additional 9 events are noted when compared to the previous reporting year.

There was insufficient data to complete analysis for the 12 VAs categorised as "other".

Vehicle Accidents by Direction of Travel

SDA/Directorate	Forward	Reverse	Other	Total
North	52	10	2	64
East	60	15	7	82
West	96	10	4	110
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	7	3	0	10
People and Organisational Development	0	0	0	0
Prevention and Protection	0	0	0	0
Operations	3	0	0	3
Service Development	2	0	0	2
Training, Safety and Assurance	3	1	0	4
Total	223	39	13	275

Table 17: VAs Direction of Travel Annual Totals

There was insufficient data to complete analysis for the 13 VAs categorised as other.

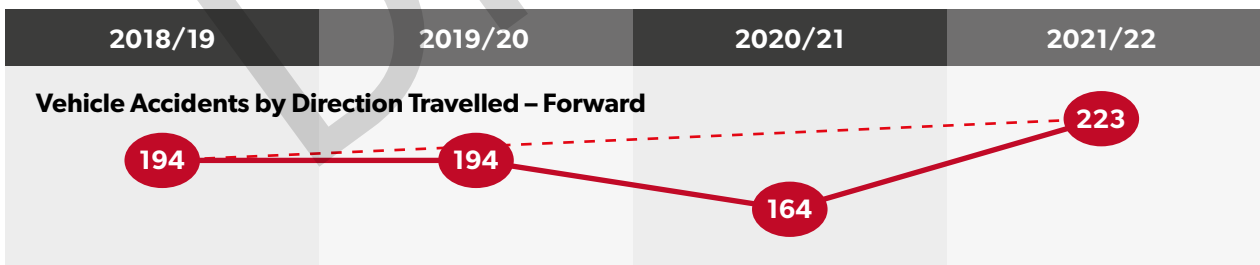


Figure 21: VAs by Travel – Forward Annual Totals

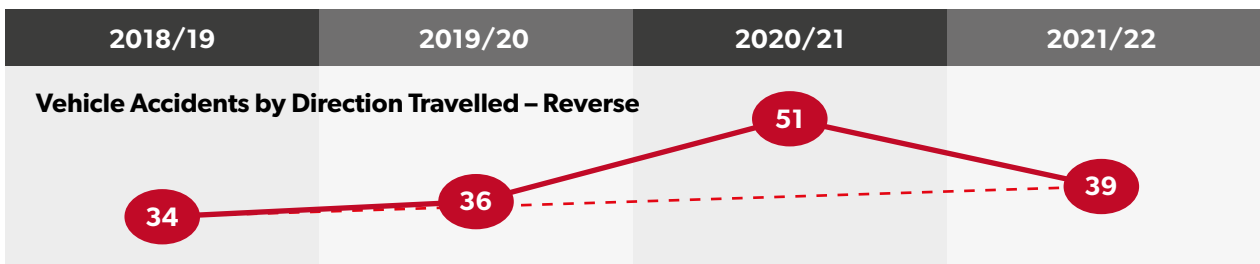


Figure 22: VAs by Travel – Reverse Annual Totals

There was no comparative data available in these categories of VAs which occurred whilst the vehicle was moving forward for 2017/18.

81% (223 of 275) of VAs across the SFRS occurred whilst the vehicle was moving forward representing, a 7% increase and numerically an additional 59 events when compared to the previous reporting year. 14% (39 of 275) of VAs across the SFRS occurred whilst the vehicle was reversing, representing a 9% decrease and numerically 12 less when compared to the previous reporting year.

19% (51 of 275) of VAs involved the use of Driving Assistants, a decrease of 3%, however numerically an additional 3 events are noted when comparing to the previous reporting year. Another 32% (89 of 275) of VAs required Driving Assistants to be in position, however they were not used. This represents an increase of 6%, numerically an additional 32 events when comparing to the previous reporting year.

We will:

- Monitor and review all vehicle accident trends through the National Driver Safety Group;
- Continue to work with our business partners to promote compliance with SFRS Occupational Road Risk Policy and associated driving standards;
- Develop a standardised approach to the management of actions following vehicle accidents;
- Develop Low Speed Manoeuvre Training for relevant Support Staff and Flexi Duty Officers; and
- Ensure the completion of Low Speed Manoeuvre LCMS Module through the Firefighter to Watch Commander Training for Operational Competence Programme (TFoC).

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11. LOOKING FORWARD 2022/23

Health and Safety Functional Plan 2022/23

During 2022/23, HS will work towards fulfilling the following objectives, with a view to increasing the overall effectiveness of HS management. The functional plan has been aligned to the SA Strategy and the 5 key themes of Compliance, Culture, Control, Communication and Engagement and Continual Improvement.

Compliance Theme: The SFRS Health and Safety Management System (HSMS) and Operational Assurance (OA) system continues to be developed in line with ISO 45001:

- Undertake Build (ICT) and prepare supporting training materials;
- Complete gap analysis for ISO 45001;
- Ensure that the SFRS procurement process actively considers Health and Safety from the outset;
- Develop and facilitate a HSMS (TASS) and OA Operational Assurance Recording and Reporting System (OARRS) development programme which has been agreed with ICT;
- Review OARRS to determine any areas of enhanced functionality; and
- Deliver rolling programme of SFRS HSIPs across the organisation.

Compliance Theme: Development of a programme for the development and implementation of topic specific HS MAs and OA procedures and prioritised based on risk:

- Develop /maintain a suite of HS Management arrangements and OA arrangements and where required LCMS that reflect legislative and SFRS requirements; and
- Build into development process of MAs sample end user testing before formal consultation.

Compliance Theme: Develop an SFRS Annual SA Improvement Plan, supported by bespoke Directorate SA Improvement Plans:

- Develop SA improvement plans based upon risk priorities and identified areas of improvement.

Culture Theme: Define role specific requirements to achieve our safety value:

- Liaise with POD and other Directorates to define role specific requirements which demonstrate achievement of the "Safety Value" within the appraisal process; and
- Develop and implement a campaign to raise awareness of the importance of reporting all health and safety events.

Culture Theme: Prioritising safety responsibilities and expected behaviours in all training courses:

- Develop a SFRS specific accredited IOSH Managing safely; and
- Develop a series of health and safety training session that can be embedded into all TFoC courses.

Culture Theme: SA is 'designed-in' when implementing change decisions:

- Review arrangements in place to ensure consideration of SA risk within the context of enterprise risk.

Control Theme: Identification of significant hazards and determine the associated risk to SFRS staff, by carrying out the associated assessment of the risk then identifying and implementing risk control measures required to mitigate the risk:

- Facilitate completion of all technical assessments in line with agreed programme and document review.

Control Theme: Development of an associated method of recording and ensuring defined periodic reviews of assessments occur within the required timescales:

- Develop and implement a defined process for ensuring all Risk Owner and Function risk control documents are reviewed within defined timescales; and
- Finalise, consult, publish and record MAs.

Communication and Engagement Theme: Develop feedback arrangements for informing staff involved in changes made following lessons learnt:

- Develop and implement defined feedback mechanism informing of changes following a significant health and safety event/OA debriefs to include a programme of lessons learned and the roles and responsibilities of TSA.

Communication and Engagement Theme: Develop business partners engagement feedback processes:

- Continue to engage with employees and their representatives to continue to build our safety culture;
- Review of HS MA Format and supporting LCMS;
- Continuous Improvement;
- Promotion of active monitoring through the delivery of SA support visits; and
- Develop and Implement a programme for SA audits and support visits, including proactive and reactive procedures.

Continuous Improvement: Review Operational performance through OA processes and make recommendations for improvement where necessary:

- Prepare quarterly performance reports detailing operational performance and identifying recommendations to enhance safety;
- Development of a lessons learnt programme for Organisational Learning; and
- Develop and implement a defined lesson learnt programme which will be implemented following identification of lessons from internal or external sources. Ensure the documented lesson learnt programme clearly defines the roles and responsibilities of TSA.

Continuous Improvement: Review safety event investigation arrangements and make recommendations for improvement:

- SFRS will have a revised event investigation and OA process which expedites the identification of lessons and ensures process could withstand criminal and civil litigation standards; and
- Develop and implement an anonymous hazard reporting system available to all staff.

Continuous Improvement: Develop and implement a programme of topic specific SA audits

- Develop and implement a defined programme for both proactive and reactive audits.

12. GLOSSARY OF TERMS

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Terms and/or abbreviations	Definitions and/or meanings
Accident/Injury Rate	The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee
AoV	Acts of Violence
BA	Breathing Apparatus
GRA	Generic Risk Assessment
HS	Health and Safety
HSE	Health and Safety Executive
HSIP	Health and Safety Improvement Plan
LSO	Local Senior Officer
MSK	Musculoskeletal
Musculoskeletal	Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues
NM	Near Miss
Operational Accident/Injury Rate	Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended
P&P	Prevention and Protection
POD	People and Organisational Development
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SAIG	Safety and Assurance Improvement Group

Terms and/or abbreviations	Definitions and/or meanings
SD	Service Development
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SOP	Standard Operating Procedure
SSoW	Safe System of Work
VA	Vehicle Accident
White Fleet	White Fleet is anything falling below 7,000 kgs whether blue lighted or not

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SFRS Health and Safety Annual Report 2021/22

Version 1 – September 2022

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">Special Private Board (9 January 2023)</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/ Decision on Private Items • Declaration of Interests • Date of Next Meeting 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Options Appraisal (TBC) •
<p align="center">Special Private Board (26 January 2023)</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/ Decision on Private Items • Declaration of Interests • Date of Next Meeting 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Budget Strategy 2023-24 (PRIVATE) • Draft Annual Report and Accounts 2021/22 (PRIVATE) •
<p align="center">30 March 2023</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies For Absence • Consideration of/ Decision on Private Items • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report (incl MTA Approach until further notice) • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<ul style="list-style-type: none"> • CCF Update (PRIVATE) • Corporate Parenting Plan 2023-32 (Closing Report) 	<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 • Comms and Engagement Strategy • Performance Management Framework • Bòrd Na Gàidhlig Assessment of SFRS Gaelic Language Plan 2022 – 2025 (TBC)

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">27 April 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"> • <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 align="center">29 June 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"> • Health & Safety Annual Report 2021/22 • Equalities Outcomes/ Mainstreaming report • Performance Management Framework Annual Report • <p><u>New Business</u></p>	<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"> •
<p align="center">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>	<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"> •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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26 October 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"> 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">
14 December 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> <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">
22 February 2024	<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"> <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">

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
27 March 2024	<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"> •