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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

23 March 2023

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 30 March 2023

Time: 0900 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 the meeting will be recorded for minute taking purposes only.



**PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 MARCH 2023 @ 0900 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:

5.1 **Thursday 15 December 2022** (attached)

K Darwent

5.2 **Thursday 23 February 2023 – Special** (attached)

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

9 CHIEF OFFICER'S REPORT (attached)

R Haggart

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

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10 COMMITTEE REPORTS

The Board is asked to note the following updates:

- | | | |
|------|----------------------------------------------------------|--------------|
| 10.1 | Change Committee | F Thorburn |
| | - Draft Minute of Meeting: 9 February 2023 (attached) | |
| 10.2 | Audit & Risk Assurance Committee | B Baverstock |
| | - Draft Minute of Meeting: 19 January 2023 (attached) | |
| 10.3 | People Committee: | M Wylie |
| | - Approved Minute of Meeting: 8 December 2022 (attached) | |
| | - Update of Meeting: 2 March 2022 (verbal) | |
| 10.4 | Service Delivery Committee: | N Barr |
| | - Draft Minute of Meeting: 28 February 2023 (attached) | |

11 CORPORATE RISK AND PERFORMANCE REPORT Q3 PROGRESS REPORT (attached) M McAteer

The Board is asked to scrutinise the report.

12 RESOURCE BUDGET 2023/24 (attached) J Thomson

The Board is asked to approve the report.

13 CAPITAL PROGRAMME 2023/24 (attached) J Thomson

The Board is asked to approve the report.

14 STRATEGIC ASSET MANAGEMENT PLAN: PROPERTY (attached) I Morris

The Board is asked to approve the report.

15 SFRS GAELIC LANGUAGE PLAN 2023-26 (attached) L Barnes

The Board is asked to approve the report.

16 EQUAL PAY AND GENDER PAY GAP REPORT (attached) L Gaja

The Board is asked to approve the report.

17 RESOURCE BUDGET MONITORING – FEBRUARY 2023 (attached) J Thomson

The Board is asked to scrutinise the report.

18 CAPITAL MONITORING REPORT 2022/23 – FEBRUARY 2023 (attached) J Thomson

The Board is asked to scrutinise the report.

19 SFRS COMMUNICATIONS AND ENGAGEMENT STRATEGY 2023-26 (attached) M McAteer

The Board is asked to scrutinise the report.

Please note that the meeting will be recorded for minute taking purposes only.

20 REPORTS FOR INFORMATION ONLY:

The Board is asked to note the following reports:

- 20.1 **Corporate Parenting Plan Closing Report 2020-23** (attached)
- 20.2 **SFRS Children's Rights Report 2020-23** (attached)
- 20.3 **SFRS Mainstreaming and Equality Outcomes Report 2021-23** (attached)
- 20.4 **Unwanted Fire Alarm Signals Preparing for Implementation Work Group – Work Plan Update** (attached)

21 RISK THEMES (verbal) K Darwent

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

22 FORWARD PLAN (attached) Board Support

The Board is asked to note the update.

23 DATE OF NEXT MEETING

Thursday 27 April 2023

PRIVATE SESSION

24 MINUTES OF PREVIOUS PRIVATE MEETINGS:

- 24.1 **Thursday 15 December 2022** (attached) K Darwent
- 24.2 **Monday 9 January 2023 – Special** (attached) K Darwent
- 24.3 **Thursday 26 January 2023 – Special** (attached) K Darwent
- 24.4 **Thursday 23 February 2023 – Special** (attached) K Darwent

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

25 PRIVATE ACTION LOG (attached) Board Support

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

26 WEST SERVICE DELIVERY AREA OFFICES (attached) I Morris

The Board is asked to approve the report.

27 MCDONALD ROAD REFURBISHMENT AND MUSEUM FINAL ACCOUNT UPDATE (attached) I Morris

The Board is asked to approve the report.

28 NEW MOBILISING SYSTEM UPDATE (verbal) D Lockhart

The Board is asked to note the verbal update.

29 FINANCIAL COMPENSATION (attached) J Thomson

This report is presented for information only.

Please note that the meeting will be recorded for minute taking purposes only.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 15 DECEMBER 2022 @ 1000 HRS

CONFERENCE FACILITIES

PRESENT:

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

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

IN ATTENDANCE:

Ross Haggart (RH)	Interim Chief Officer
Stuart Stevens (SS)	Interim Deputy Chief Officer
Liz Barnes (LBa)	Interim Deputy Chief Officer (Corporate Services)
David Lockhart (DL)	T/Assistant Chief Officer, Director of Service Development
Iain Morris (IM)	Acting Director of Asset Management
John Thomson (JT)	Acting Director of Finance and Procurement
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance (Item 11 only)
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 11 only)
Kevin Murphy (KM)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those present and participating, or observing via MS Teams.
- 1.2 Attendees were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

2 APOLOGIES

- 2.1 David Farries, T/Assistant Chief Officer, Director of Service Delivery
Mark McAteer, Director of Strategic Planning, Performance and Communications

- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the *Draft Budget Strategy, Command and Control Futures Update, Legacy Insurance Claim* and *Industrial Relations* items would be taken in private due to matters 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 MEETING:**
- 5.1 **Thursday 27 October 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 27 October 2022 were approved as a true record of the meeting.**
- 5.2 **Matters Arising**
- 5.2.1 There were no matters arising.
- 6 ACTION LOG**
- 6.1 The Board considered the action log and noted the updates.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**
- 7 DECISION LOG**
- 7.1 The Board considered the Decision Log, noting the impact assessment provided for decisions made 12 months ago.
- 7.2 In relation to the Gaelic Language Plan, RH provided a brief update on continuing engagement with, and the recommended amendments by, the Bòrd na Gàidhlig. The Bòrd na Gàidhlig have requested a meeting be arranged in order to discuss further. RH informed the Board that the recommendations not accepted were neither strategic nor financially driven. The Board noted the continuing work of the Strategic Leadership Team in the development of this plan.
- 7.3 **Members noted the updated Decision Log.**
- 8 CHAIR'S REPORT**
- 8.1 KD presented the Chair's Update report, noting events which had occurred since the Board meeting held on 27 October 2022. In addition to the written report, KD provided a verbal update on the following key areas:
- Ongoing engagement with Scottish Government (SG) relating to Command and Control Futures (CCF), pay award and industrial action planning, potential implication of resource spending review and budget announcement.
 - Recruitment planning for Chief Officer vacancy.
 - Attendance at various Long Service Good Conduct and Graduation events.
- 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 27 October 2022. In addition to the written report, RH provided a verbal update on the following key areas:
- Industrial Action (IA) planning, update in the private session.

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- Developments on Command and Control Futures (CCF), notably the termination of contract with Systel, however the project remains live, update in the private session.
- Continuing planning ahead of budget announcement later today. Formally stood up Resource Spending Review (RSR) Programme of Work, which will be governed through the Portfolio Office and John Thomson, Acting Director of Finance and Procurement will be the Senior Responsible Officer (SRO).

9.2 The Board noted the report and verbal update.

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 FT reported that the Committee held a public meeting on 10 November 2022 and referred the Board to the attached draft minutes, highlighting the following:

- Discussed the importance of business cases and were given assurances that business cases would be prepared for all new projects.
- Discussed and requested retrospective business case to be produced for the Low Carbon Appliance project.
- Update provided on the Safe and Well Project noting that the evaluation report would be presented at the next meeting (February 2023).
- On Call Improvement Programme update.
- Progress of the Portfolio Office.
- External supplier engaged to review the Service's maturity for change. Findings to be brought to the Committee's workshop on 25 January 2023.
- Private session updates provided on CCF and approach to the Change Portfolio in relation to the RSR.

10.1.2 The Board noted the verbal update and draft minutes.

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the Committee held a public meeting on 13 October 2022 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The following key points were highlighted:

- Update on Internal Audit review, particularly the early sharing of proposed scope of audits to afford the Committee an opportunity to feedback/make recommendations.
- Post Pandemic Final Report was complimentary on the pace of change within the Service, however reported that policies were not developed at the same pace. Other areas highlighted included the Agile Working Policy requiring to be clearer, need to identify and avoid the risk of returning to pre-covid practices in order to maintain benefits.
- Commended the efforts and work undertaken relating to assurance mapping.

10.2.2 BB noted that a further Special Private meeting was held on 9 December 2022, highlighting the following:

- External Audit's (Deloitte) report on the annual accounts was still incomplete and would potentially be finalised by 20 December 2022. Underlying issues were attributed to resourcing and pace of response to requests for further information.
- Since this special meeting, Deloitte's have advised that the audit would not be finalised until 6 January 2023, therefore the statutory deadline for laying the Annual Report and Accounts before Parliament by 31 December would not be met.
- Audit Scotland and SG have been, and would continue to be kept up to date on the situation.
- Brief discussion on the potential consequences of failure to meet the statutory submission deadline.
- Anticipated unqualified audit opinion being issued.

10.2.3 The Board were advised that other public sector bodies were in a similar situation.

- 10.2.4 BB noted that the External Auditor's report and Annual Report and Accounts would be presented to the Committee on 19 January 2023 and Board on 26 January 2023 (Special meeting).
- 10.2.5 RH advised the Board that the Service explored the option of convening special ARAC and Board meetings to progress more timeously. However, given Deloitte's notice of the revised completion date, the existing Committee and Special Board meetings would be adequate. RH noted the importance of not compromising the thoroughness and quality of the audit nor the Service's own internal governance processes.
- 10.2.6 **The Board noted the verbal update and draft minutes.**
- 10.3 **People Committee (PC)**
- 10.3.1 MW reported the Committee held a public meeting on 3 October 2022 and referred the Board to the attached approved minutes, noting that a full verbal update had been provided at the previous meeting. A subsequent public meeting was held on 8 December 2022 and MW provided a verbal update, highlighting the following:
- Presentation of the Health and Safety Annual Report 2021/22.
 - Revised format of Training, Safety and Assurance Performance and Risk Report.
 - Joint workshop scheduled with Service Delivery Committee (9 March 2023) focusing on training.
 - Updates on Learning Needs Analysis, Graduate Programme and Skills Banking.
 - Updates on planning for Industrial Action.
- 10.3.2 **The Board noted the verbal update and approved minutes.**
- 10.4 **Service Delivery Committee (SDC)**
- 10.4.1 NB reported that the Committee held an Assurance Mapping Workshop on 21 November 2022, noting the wide-ranging discussion and support for this work within the Service.
- 10.4.2 NB reported that the Committee held a public meeting on 29 November 2022 and provided a verbal update, highlighting the following:
- Quarterly Performance Report – good discussion on availability performance indicators and Home Fire Safety Visits (HFSV).
 - Independent Audit/Inspection Action Plan update - supportive of the renewed focus to progress/close actions.
 - Update on Unwanted Fire Alarm Systems (UFAS) noting the high dependence on the new Command and Control Mobilising System (CCMS).
 - Deep dive on HFSV which provided a greater understanding of cause and effect of this activity. Further report on the next steps on the future of HFSV to be prepared for the May 2023 meeting.
 - Update on Clinical Governance and future annual report.
 - Risk spotlight focused on the effect and impact of Cost of Living Crisis.
 - Update on the resilience of existing CCMS systems.
- 10.4.3 The Board enquired whether there were any emerging risks or trends linked to the current cost of living crisis.
- 10.4.4 SS noted that the challenges relating to the current crisis were highlighted at the recent Committee meeting. SS further noted that Prevention and Protection were developing a communication strategy to highlight the challenges and mitigate the risk of potential alternative heating/lighting/cooking methods. There had been no emerging trends identified to date, however Fire Investigation teams were mindful of the potential links to the crisis. The Service facilitated a Cost of Living/Fire Safety event in October.

10.4.5 The Board further commented on the potential increased risks due to the large population of refugees, in particular those housed in cruise ships, and sought assurance that there was fire safety advice/support being given. SS noted that the Service had previously supported refugee relocation, the ongoing work with Scottish Government's Settled scheme and that Fire Safety Enforcement were involved and supportive of this campaign.

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

11 CORPORATE RISK AND PERFORMANCE REPORT Q2 PROGRESS

11.1 RW, supported by CF, 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:

- Number of strategic risks noted as Very High (4) and High (5).
- Annual Operating Plan actions were reporting one Red (timescales), 9 Amber (some slippage) and 12 Green.
- (HFSV and HFSV for High-Risk Vulnerable Groups were below target with 44% lower than the 3 year pre-pandemic average. HFSV recently spotlighted by the Service Delivery Committee and work continues to improve performance.
- Three fire fatalities recorded during the second quarter bringing the year to date total to 15.
- Fire casualties figure increased to 184 following a quality assurance check, however this is still a reduction on the target. Explanation provided on the reasons for the discrepancy/recording issue and the potential benefits of increased automatic processes for capturing data.
- UFAS slightly off target but continuing to decrease against the 3-year average.
- Overall incidents attended recorded the highest half-year activity for the Service in the last 10 years.
- Accident Dwelling Fires (high-severity) currently off target on the 3-year target.
- Retained Duty System (RDS) and Wholetime Appliance Availability remain off target. Recent discussions at the Service Delivery Committee highlighted the challenges and different methodology of capturing data and the benefits of increased automated processes.
- Freedom of Information requests remains off target but recorded an improvement on the previous quarter.

11.2 In relation to fire casualties, due to the ongoing quality assurance process, the Board suggested that the indicator should not be recorded as on target. CF advised the Board that although the quality assurance process was ongoing, he was confident that there was a reduction in accidental dwelling fire casualties. RW noted that a caveat could be included in future reports for clarity.

ACTION: RW

11.3 In regard to RDS Availability, CF noted the recent discussions at Service Delivery Committee on the methodology for recording availability was not comparable with Wholetime. SS assured the Board that the Service respond to all emergency calls and there was no indication that appliance availability was impacting negatively. SS further noted the improvements in the On Call recruitment process which would ultimately help availability. Further discussions to be held on how to present that data in a clear and understandable way.

ACTION: SS/NB/RW

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- 11.4 Brief discussion took place on the approach to methodology of indicators, targets, outcomes, strategic objectives/measures and the need to present succinct performance information.
- 11.5 RW advised the Board that the requests for revisions to milestone due dates have been made at the appropriate management meetings. RW noted that this clarity on the governance route and requests for extensions would be provided in future iterations. RW further noted that there was potential for further delays in some areas due to capacity or resource.

ACTION: RW

- 11.6 RH commented on the potential delays and the challenges in relation to resourcing/capacity due to the changes in prioritisation since the development of the AOP.
- 11.7 RW briefed the Board on the AOP Actions noting the following key points were highlighted:
- Objective 1.2 (Fire Safety Enforcement) was slightly off target (timescale) however, this was linked to work ongoing at a UK wide level.
 - Objective 3.4 (Communications and Engagement Strategy) was off target, however, this would be submitted to the Board in Quarter 1 2023/24.
 - Objective 4.1 (Carbon Management Plan) potential for further delays relating to capacity.
 - Objective 4.4 (Portfolio Office Management) potential for further delays relating to capacity.
 - Residual action Objective 4.2 2021/22 (Wide Area Network) had been completed. Four other residual actions remain red with narrative of completion within this reporting year.

- 11.8 In regard to the Carbon Management Plan, the Board were reminded of the challenges in capacity and resources, the dependence on separate ring fenced funding and the commitment to use the most carbon reducing option in all replacement/refurbishment works.

- 11.9 **The Board scrutinised the Corporate Risk and Performance Quarter 2 Progress Report.**

(Meeting broke at 1115 hrs and reconvened at 1125 hrs)

12 RESOURCE BUDGET MONITORING REPORT 2022/23 – OCTOBER 2022

- 12.1 JT presented a report advising the Board of the resource budget position for the period ending 31 October 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 £0.586 million and a forecast year-end overspend of £0.472 million. The following key points were highlighted:
- Forecast includes monies relating to the National Insurance revisions, support staff pay offer and legacy insurance claim. The forecast does not include uniformed pay offer (under negotiation) or additional SG funding for Emergency Services Mobile Communication Programme (ESMCP) and support staff pay offer.
 - Forecasted Employee costs report an overspend in Operations Control (OC) and Support staff and underspends in Wholetime, On Call and other Employee costs.
 - Overspends forecasted in Supplies and Services, Transport and Third-Party Services.
 - Underspend forecasted in Property costs.
 - No budget virements during this reporting period.
 - Budgeted savings - additional column added to capture year to date savings. Red

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- RAG status reported against transport and agency costs.
- Main financial risk remains an overall overspend due to the uncertainty relating to uniformed pay offer and additional SG funding.
- Anticipated that final quarter spend will be reduced due to review of vacancies, RSR and impact of potential industrial action.
- Anticipated transfer of costs to resources relating to People, Training, Finance and Assets System (PTFAS) project and year to date Command and Control Futures project (CCF) costs.

- 12.2 The Board sought assurance and the level of confidence on achieving a balanced budget. JT reminded the Board that historically the final quarter spend was accelerated to realise full budget spend and any accelerated/reduced spend would continue to be managed appropriately. The Service would also start to implement savings anticipated as a result of the RSR. JT noted that uncertainty remained on the additional funding from SG and the uniformed pay offer.
- 12.3 In regards to agency staff, JT explained the reasons why they are required ie specific skills sets, etc and noted the Strategic Leadership Team's focus on reducing/removing the dependence for agency staff.
- 12.4 The Board queried the potential to accrue monies relating to the uniformed pay offer, should an agreement not be reached prior to the end of the financial year. JT noted that until the position was known, the Service was unable to seek approval for an accrual or overspend from SG.
- 12.5 **The Board scrutinised the resource budget position for the period ending 31 October 2022.**

13 CAPITAL BUDGET MONITORING REPORT 2022/23 – OCTOBER 2022

- 13.1 JT presented a report advising the Board of the actual and committed expenditure against the 2022/23 capital budget position for the period ending 31 October 2022 and sought approval of budget virements of £3.9million between projects. Recognising current risks, all efforts will be made to spend out the current anticipated budget of £36.64million by 31 March 2023. Current spend to date was approx. £28.17million (77%) of the revised budget. The following key points were highlighted:
- Due to changes in SG funding to Grant in Aid, the Service were actively seeking to fully maximise spend on decarbonisation projects. Thanks were extended to all those involved in this process.
 - Significant slippage in various projects with an accumulative total to date of £4.936million.
 - Review to accelerate capital spend within the capital programme was undertaken and completed.
 - Budget internal virements for ICT (£0.370million).
 - Other budget virements (for approval) between projects to the value of £3.900million in relation to PTFAS and CCF.
 - All projects are recorded as Amber pending Board approval of budget virements.
 - Main key element remains the shortfall in capital budget and inability to fully spend on capital budget should approval for virements not be given.
- 13.2 IM advised the Board that the proposed virements would be used to accelerate improvements to dignified facilities at Inverness Fire Station, various decarbonisation projects, fleet and operational equipment.
- 13.3 The Board acknowledged that the virements related to previously approved areas and were simply an adaption of the plan to help achieve maximum spend.

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- 13.4 Clarification to be provided on the virement amounts being allocated to Inverness Fire Station Development Phase 2 and the Energy and Environmental Improvements.
ACTION: IM
- 13.5 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 October 2022. The Board approved the budget virements of £3.900million between projects.**
- 14 REPORTS FOR INFORMATION ONLY:**
- 14.1 Draft Corporate Parenting Plan and Action Plan 2023-26**
- 14.1.1 The draft Corporate Parenting Plan and Action Plan 2023-26 was presented to inform the Board of the outcomes and actions and the publication date (January 2023).
- 14.1.2 The Board acknowledged and supported the Service's promise, the strength of the plan and the recognition of the Service's role in this important area.
- 14.1.3 The Board requested that the Communications strategy be circulated for information and awareness.
ACTION: LBa
- 14.1.4 The Board sought to understand the practical impact being made, the awareness and dovetailing of interdependences (ie Community Empowerment and Community Justice Acts), and how to gain assurance on the Service's full participation in these processes. Further discussion to be held outwith the meeting, with the Chair of the People Committee, to identify how assurances could be gained.
- 14.1.5 Within future action plans, the Board asked for consideration to be given to include numerical targets/statistics relating to care experienced individual's recruitment into the Service, focussed events and other engagement activities.
- 14.1.6 **This report was presented for information only.**
- 14.2 Health and Safety Annual Report 2021/22**
- 14.2.1 The Health and Safety Annual Report 2021-22 had been submitted for information.
- 14.2.2 General discussion took place on report classification particularly noting the Board's responsibility for Health and Safety. It was agreed that this report should be submitted to the People Committee and Board for Recommendation and for Decision, respectively.
- 14.2.3 The Board welcomed the reduced timeline in the preparation and presentation of this report, albeit consideration should be given to reduce timelines further going forward.
- 14.2.4 The Board commented and were briefed on the Health and Safety Improvement plans completion rates, benchmarking opportunities and confidence in the quality/accuracy of data being recorded.
- 14.2.5 AW acknowledged the comments and reminded the Board of the scrutiny undertaken by the People Committee at their quarterly meetings.
- 14.2.6 **This report was presented for information only.**
- 15 RISK THEMES**
- 15.1 There were no other new or emerging risks identified during this meeting, however it was noted that some risks have progressed into issues.
- 15.2 The Board noted the recurring comments regarding capacity issues impacting on the

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Annual Operating Plan and the potential high level strategic risk. RH assured the Board that the Strategic Leadership Team were regularly discussing and prioritising/deprioritising activities accordingly and, if appropriate, would keep the Board informed.

16 FORWARD PLAN

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

17 DATE OF NEXT MEETING

17.1 A Special Private meeting of the Board is scheduled to take place on Monday 9 January 2023 at 0900 hrs.

17.2 There being no further matters to discuss in public, the meeting closed at 1220 hours.

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETINGS:

18.1 Thursday 27 October 2022

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

18.2 Thursday 24 November 2022 (Special meeting)

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

18.3 **The private minutes of the meetings held on 27 October and 24 November 2022 were approved as a true record of the meetings.**

19 PRIVATE ACTION LOG

19.1 The Board considered the private action log and noted the updates.

20 DRAFT BUDGET STRATEGY 2023-24

20.1 JT presented a report to provide the Board with an early version of the proposed budget strategy for 2023/24 for scrutiny. JT noted that key information on budget allocation from SG and Public Sector Pay Policy (PSPP) would not be known until 15 December 2022 and the strategy would subsequently be revised and finalised for approval by the Board on 26 January 2023 (Special meeting).

20.2 **The Board scrutinised the report.**

21 LEGACY INSURANCE CLAIM

21.1 JT presented a report to the Board to inform of legacy insurance claims intimated against the Service.

21.2 **The Board noted the report and future anticipated costs.**

22 COMMAND AND CONTROL FUTURES UPDATE/OPERATIONAL CONTROL RESILIENCE

22.1 AW provided a verbal update on the current position with the Command and Control Futures project.

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

23 INDUSTRIAL ACTION UPDATE

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

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SPECIAL PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 23 FEBRUARY 2023 @ 0900 HRS

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

PRESENT:

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

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

IN ATTENDANCE:

Ross Haggart (RH)	Interim Chief Officer
Stuart Stevens (SS)	Interim Deputy Chief Officer
Liz Barnes (LBa)	Interim Deputy Chief Officer (Corporate Services)
David Farries (DF)	T/Assistant Chief Officer, Director of Service Delivery
David Lockhart (DL)	T/Assistant Chief Officer, Director of Service Development
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Iain Morris (IM)	Acting Director of Asset Management
John Thomson (JT)	Acting Director of Finance and Procurement
Lyndsey Gaja (LG)	Head of People and Organisational Development
Richard Whetton (RW)	Head of Strategy, Governance and Performance
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer, Board Support
Debbie Hadow (DJH)	Board Support/Minutes

OBSERVERS:

None

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those present and those joining via MS Teams. On behalf of the Board, KD offered her sympathies and thoughts to Firefighter Barry Martin's family, friends and colleagues, following the tragic incident at Jenners, Edinburgh. Additionally, on behalf of the Board, KD expressed her thoughts and thanks to the injured firefighters and their colleagues who attended the incident and for the compassionate support being provided to all those affected.
- 1.2 Attendees were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

2 APOLOGIES

- 2.1 Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance
- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 3.1 The Board agreed that the *Jenners Investigation (verbal)* would be taken in private due to confidential issues (Standing Orders 9G, respectively).

4 DECLARATION OF INTERESTS

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

5 BUDGET APPROACH 2023/24

- 5.1 JT presented a report to the Board seeking approval of the updated version of the proposed budget approach for 2023/24, which outlines the approach to developing both the Resource and Capital budgets, within the context of Scottish Government's (SG) budget proposals.

- 5.2 JT provided a brief update on the issues raised by the Board at their meeting on 15 December 2022 and highlighted the following key changes:

- Acknowledgment of Board's concerns regarding magnitude and deliverability of savings. Following SG's budget announcement and subsequent funding, the risk of deliverability of savings had reduced but would remain challenging.
- Additional information on Resource Spending Review (RSR) programme would be provided at the Strategy Day following this meeting.
- Long Term Financial Strategy would be reviewed in 2023 as deemed no longer relevant.
- Reduction in inflation rate (10.5%).
- Financial budget updated to reflect the additional funding from SG.
- Medium term financial model amended to reflect the additional resource funding from SG (£10.0m), potential savings (£5.5m) and further savings (£31.5m) in terms of the RSR.
- Inclusion of revised uniformed pay award offer.

- 5.3 In regard to pay award, JT advised that the funding for 2023/24 had been offered from SG and further support would be required for 2024/25. To be discussed further within the Strategy Day.

- 5.4 The Board commented on the repetition of information within the report and that consideration be given to include information on the financial assumptions over the RSR period. JT noted the comments and outlined the reasons for presenting the information in this manner.

- 5.5 In regard to the overall budget approach, JT noted that the approach was to deliver a balanced budget whilst addressing both the inflationary and pay pressures elements through savings and the RSR programme. At this time, it was not deemed appropriate to include information on the RSR programme within a public forum.

- 5.6 The Board asked for consideration to be given to adopt a multi-year budget format of reporting. JT reminded the Board that the Service were restricted by an annual year financial cycle but recognised the Service's need to understand the multi-year position.

- 5.7 The Board queried whether consideration had been given to creating an investment fund to address financial challenges within the current year. JT reminded the Board that the Service were not allowed to accumulate or carry reserves. JT noted the comments and would discuss further within the Strategy Day.

- 5.8 In regard to the support staff attrition rate, JT advised the Board that the current rate was 10%.

- 5.9 **The Board approved the updated budget approach for 2023/24.**

6 DATE OF NEXT MEETING

6.1 The next meeting of the Board is scheduled to take place on Thursday 30 March 2023 at 1000 hrs.

6.2 There being no further matters to discuss in public, the meeting closed at 0915 hours.

PRIVATE SESSION

7 JENNERS INVESTIGATION

7.1 On behalf of the Service, RH stated that the Service's thoughts remained with FF Martin's family, friends and colleagues at this difficult time. RH formally thanked all those involved in the planning and delivery of FF Martin's funeral on Friday 17 February 2023, particularly ACO David Lockhart, Blue Watch at McDonald Road Fire Station and all SFRS personnel who lined the Royal Mile. RH noted his personal thanks to GC Willie Pollard, Family Liaison Officer for his support to FF Martin's wife, Shelley and wider family since the day of the incident.

7.2 RH informed the Board of the investigation processes including the lead organisation, purpose and focus of each investigation.

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

SFRS BOARD MEETING – ROLLING ACTION LOG



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 5 actions. A total of 4 of these actions have been completed.

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

Board Meeting: 15 December 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.2	Corporate Risk and Performance Report Q2 Progress: Re-consider method of presenting ADF casualties within report as being on target, or provide additional narrative, until assured of accuracy.	RW	March 2023		March 2023	Complete (30/03/2023): A written statement and verbal update has been provided to Service Delivery Committee (SDC) at the last 3 quarterly briefings around identified inaccuracies in operational data. It has been discussed with senior Service Delivery management at the national continuous improvement forum and agreed that supervisory managers should receive relevant training on completing key aspects of the Incident Recording System (IRS). This pertains to data which is used to generate internal management reports, provide supporting data to the future CRIM, and report to Scottish Government and the wider public through published statistics. The work to achieve this is being developed and ultimately measures of accuracy will be possible when we can compare the IRS data, with data collected in the new CCMS. For the quarters that follow the RAG status will be removed from any relevant scrutiny reports.
11.3	Corporate Risk and Performance Report Q2 Progress: NB, RW & SS to discuss how RDS availability is presented, in a clear and understandable way, within the report.	SS/NB/RW	March 2023			Update (30/03/2023): A meeting will be arranged with Service Delivery colleagues to discuss how RDS availability is presented. A request has been sent to DCO Stevens to confirm the attendees required at the meeting. A further update will be given in due course
11.5	Corporate Risk and Performance Report Q2 Progress: RW noted that clarity of wording on the governance route and requests for extensions would be provided in future iterations.	RW	March 2023		March 2023	Completed (30/03/2023): Noted and would be incorporated into future iterations of the report.

13.4	Capital Budget Monitoring Report 2022/23 – October 2022: Clarification to be provided on the virement amounts being allocated to Inverness Fire Station Development Phase 2 and the Energy and Environmental Improvements.	IM	March 2023		March 2023	Completed (30/03/2023): The capital virements 2022-2023 to Inverness Station Upgrades and are in line with Dignified Works and Contamination Control Phase 2 of this project. The programme has been able to be accelerated this fiscal year and these adjustments which are in the 3-year capital plan assist with this process. The movement of funding to E&E are similar and allow us to readjust these planned programmes and both works programmes utilises slippages in other projects such as PTFAS and CCF.
14.1.3	Draft Corporate Parenting Plan and Action Plan 2023-26: The Board requested that the Communications strategy be circulated for information and awareness.	LBa	March 2023		March 2023	Closed (30/03/2023): The CPPlan has overstated what was meant by our action plan for communicating about the Plan and its activities. There is no "communications strategy" document for the Plan - the term "strategy" has been used as meaning the CPWG are currently developing a series of actions to raise awareness internally and externally to SFRS and not a strategy document as such.



SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 13 January 2022 (Special Board)				
ITEM 5	WEST ASSET RESOURCE CENTRE: PROJECT FUNDING LEVEL	<p>The Acting Director of Asset Management presented the SFRS Board seeking approval to develop a West Asset Resource Centre at the National HQ/Training Centre site in Cambuslang with an increased funding level of £13.0m. The Board is asked to approve the following recommendation;</p> <ul style="list-style-type: none"> To increase the budget allocation and proceed with the delivery of the West Asset Resource Centre at SFRS HQ/National Training Centre, Cambuslang based upon costs received from the Framework Contractor at £13.0m. Subject to agreement of the Board, the Acting Director of Asset Management will progress through the governance route a Change Request and updated Dossier for approval of the Change Committee. 	The Board approved the recommendation to increase the budget allocation and proceed with the West Asset Resource Centre at SFRS HQ based on the cost received from the Framework Contractor at £13.0m with an identified contingency of 10%. The Board agreed the governance route for this project through the Change Committee	July 2022
<p>Impact Assessment for Board Decision (Review Date - 01/2023): As per the Board decision to proceed with this project on 13 January 2022, the West Arc Project was included within the 2022-2023 planned and authorised capital program. The construction of this site will subsequently free up the main site within Cowcaddens Glasgow and release a significant capital receipt for investment within future capital programs. As of the 10 March 2023 the West ARC is proceeding as planned with no significant concerns and will be completed as per the agreed timetable.</p>				

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

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Impact Assessment for Board Decision (Review Date - 02/2023): The Budget Strategy approved by the Board supported the development of the Resource and Capital Budgets for 2022/23.

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
<p>Impact Assessment for Board Decision (Review Date - 03/2023): The Resource Budget approved by the Board provided the allocation of financial resources to deliver the service's priorities. The budget enabled the Service to provide the resources to respond to fire and rescue incidents, support our recovery from COVID 19 including mental health initiatives, in addition it enabled SFRS to expand its work on fire prevention and fire safety with vulnerable households. Furthermore, the budget was used to maintain our commitment to protecting our staff and communities from new and emerging risks and provide resources to support our change portfolio. The budget also included taking positive steps to decarbonise our Service, improve energy efficiency and reduce environmental risks as part of our climate change response plan.</p>				
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

<p>Impact Assessment for Board Decision (Review Date - 03/2023): The approved capital programme has been used to allocate capital funding to projects identified in the capital programme for Property, Fleet, ICT , PPE and Operational Equipment. Capital spend and funding changes is monitored closely and reported to both SLT and the Board. The capital programme was used to accelerate and seek alternative projects where supply chain issues were encountered or slippage in projects materialised. Changes to project allocation was approved by the Board to optimise spend against capital funding.</p>					
ITEM 13	SFRS CHARGING POLICY – APRIL 2022	The Acting Director of Finance and Procurement 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	
<p>Impact Assessment for Board Decision (Review Date - 03/2023): The scale of charges has been applied as approved by the Board and enables SFRS to generate income and recover costs where appropriate. Each year the scale of charges is revised to reflect current salary costs</p>					
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	
<p>Impact Assessment for Board Decision (Review Date - 03/2023): Not Applicable</p>					

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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
<p>Impact Assessment for Board Decision (Review Date - 03/2023): The Gaelic Language Plan 2022 -2025 was approved by the Board in April 2022, the plan was then forwarded to the legislative Authority, Bòrd na Gàidhlig for their review and approval. Their review and approval can take up to six months.</p> <p>The plan was returned to SFRS in September 2022 with a number of mandatory and suggested changes. Due to governance timelines and the likely implementation of the plan in 2023, the plan dates were changed to reflect this.</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 03/2023): Settlement arrangements were progressed timeously, this being subject to confidentiality, with the claim being withdrawn by the claimant as a result.</p>				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 28 April 2022				
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS	The Director of Strategic Planning, Performance and Communications presented with Board with a report seeking approval of the proposed amendments outlined in the revised Standing Orders for Meetings of the Board and its Committees, Scheme of Delegations and other associated documents to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees. These arrangements are intended to ensure that the SFRS Board and its Committees continue to meet their statutory requirements and strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland, together with the expectations of Scotland's communities.	The Board approved the suite of papers, subject to the additional amendments to Scheme of Delegation and Corporate template and the acknowledgement of continual improvement over the coming months.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 12	SFRS GOOD GOVERNANCE FRAMEWORK	The Director of Strategic Planning Performance and Communication presented the Board with a report seeking approval of the SFRS Good Governance Framework.	The Board approved the Good Governance Framework.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 13	ANNUAL OPERATING PLAN 2022/23	The Director of Strategic Planning, Performance and Communications presented the report to the Board seeking approval of the Annual Operating Plan 2022/23.	The Board approved the Annual Operating Plan 2022/23.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				

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ITEM 14	INTERNAL AUDIT PLAN 2022/24	The Chair of the Audit and Risk Assurance Committee presented the report seeking approval of the SFRS Internal Audit Plan 2022/24. This set out a timetable of the main reviews of key activities during 2022/24 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS which link to the Service's purpose, outcomes and risks.	The Board approved the Internal Audit Plan 2022/24.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 15	DIGITAL STRATEGY 2022-2025	The Director of Service Development presented the SFRS Digital Strategy 2022 – 2025 for approval.	The Board approved the SFRS Digital Strategy 2022-25.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 16	STANDING ORDERS FOR THE REGULATION OF CONTRACTS	The Acting Director of Finance and Procurement presented the Standing Orders for the Regulation of Contracts for approval to the Board. The Standing Orders have been developed to take account of the SFRS procurement governance regime and reflect the procurement legislative requirements in all SFRS procurement activity.	The Board approved Standing Orders for the Regulation of Contracts.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023):				
ITEM 23	DRAFT STRATEGIC PLAN 2022-25 FOR CONSULTATION (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the draft Strategic Plan 2022-25 to the Board seeking approval to release the plan for public consultation.	The Board approved the Strategic Plan, subject to the amendments noted and final circulation, for public consultation.	October 2022

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 June 2022				
ITEM 12	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2021/22. This is intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	The Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board.	December 2022
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

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Impact Assessment for Board Decision (Review Date - 06/2023):				
ITEM 17	CAPITAL MONITORING REPORT 2021/22 – MAY 2022	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 May 2022. It is currently anticipated that the budget of £34.4m will be fully spent at the 31 March 2023. That approval was sought from the Board for the financial commitment of £5million from next year's indicative capital budget for fleet.	The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2022 and approved a legal commitment of £5m for fire appliances from a £7.5m indicative Fleet Capital Budget for 2023/24	December 2022
Impact Assessment for Board Decision (Review Date - 06/2023):				

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

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

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

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		Service's planning cycle, governance policies, procedures and priorities.		
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 Systel and SFRS.	May 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.	May 2023

Impact Assessment for Board Decision (Review Date - 11/2023):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 15 December 2022				
ITEM 5	CAPITAL MONITORING REPORT 2021/22 – OCTOBER 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 October 2022. The Board were asked to approve budget virements of £3.9million between projects. Recognising current risks, all efforts will be made to spend out the current anticipated budget of £36.64m by 31 March 2023.	The Board scrutinised the level of actual and committed expenditure for the period ending 31 October 2022 and approved the reallocation of capital budget in this financial year.	June 2023

Impact Assessment for Board Decision (Review Date - 12/2023):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Private Meeting Date: 9 January 2023				
ITEM 5	OVERVIEW OF THE OPTIONS FOR A REPLACEMENT COMMAND AND CONTROL MOBILISING SYSTEM	The Director of Training and Safety Assurance sought approval of the recommendation from Strategic Leadership Team that the preferred route to market is a competitive process via a Framework.	The Board approved and accepted the recommendation on the approach to market through a competitive process via framework, with the agreement that further decisions required would be made in due course	July 2023

Impact Assessment for Board Decision (Review Date - 01/2024):

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Private Meeting Date: 26 January 2023				
ITEM 5	ANNUAL REPORT AND ACCOUNTS 2021/22 (PRIVATE)	The Acting Director of Finance and Contractual Services presented the Annual Report and Accounts for the year ended 31 March 2022. The document reports a Resource budget underspend of £0.357 million and a Capital budget overspend of £1.971 million. Deloitte LLP provided an update on their review at the Audit and Risk Assurance Committee on Thursday 19 January 2023 which noted an unqualified audit opinion.	The Board approved the Annual Report and Accounts 2021/22 and authorised the Chief Officer, as the Accountable Officer, to sign and submit this on behalf of the Service.	July 2023
Impact Assessment for Board Decision (Review Date - 01/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Private Meeting Date: 23 February 2023				
ITEM 5	BUDGET APPROACH 2023-24	The Acting Director of Finance and Procurement requested the Board to approve the draft Budget Approach for 2023/24, the report outlines the approach to developing both the Resource and Capital budgets, within the context of Scottish Government's budget proposals.	The Board approved the approve the updated Budget Approach for 2023/24.	August 2023
Impact Assessment for Board Decision (Review Date - 02/2024):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 MARCH 2023****CHAIR'S UPDATE: JANUARY-MARCH 2023****Monday 9 January 2023**

Special SFRS Board meeting

Tuesday 10 January 2023

Scottish Government Mid Year Review

Meeting with CO Ross Haggart

Integrated Governance Forum Pre Agenda meeting

Meeting with Gill Gittins, LGA

Wednesday 11 January 2023 2023

Meeting with Stuart Ballingall, Board Member

Meeting with Gill Gittins, LGA and CO Ross Haggart

Meeting with Fiona Thorburn, Deputy Chair

Thursday 12 January 2023

Fire and Rescue Heritage Scotland Memorial meeting with Mark McAteer

Meeting with Mark McAteer and Bridge Spence

Friday 13 January 2023

Meeting with Sponsor Unit and CO Ross Haggart

National Joint Council – Pre-meet

Monday 16 January 2023

Meeting with CO Ross Haggart

National Joint Council

Tuesday 17 January 2023

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

London Fire Brigade Report meeting

Wednesday 18 January 2023

Meeting with Stephen Boyle, Audit Scotland and CO Ross Haggart

Regular Chair/Board Support Team meeting

Thursday 19 January 2023

Audit and Risk Assurance Committee

Integrated Governance Forum

Meeting with CO Ross Haggart

Monday 23 January 2023

Meeting with Gill Gittins, LGA and CO Ross Haggart

Tuesday 17 January 2023

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Wednesday 25 January 2023

Grievance Appeal Hearing

Meeting with Wales Fire and Rescue Services

National Joint Council and Fire Brigade Union meeting

Thursday 26 January 2023

Special SFRS Board meeting

Monday 30 January 2023

Meeting with CO Ross Haggart

Tuesday 31 January 2023

Integrated Governance Forum Annual Governance Workshop
Informal Board/Committee Chair meeting
People Committee Annual Governance Workshop
Special Remuneration Appoints and Nominations Sub Committee meeting
Meeting with CO Ross Haggart

Wednesday 1 February 2023

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

Thursday 2 February 2023

Chief Officer Shortlisting
Meeting with Sponsor Unit and CO Ross Haggart

Monday 6 February 2023

National Joint Council meeting
Meeting with CO Ross Haggart

Tuesday 7 February 2023

Service Delivery Committee Annual Governance Workshop

Monday 13 February 2023

National Joint Council meeting
Meeting with CO Ross Haggart

Tuesday 14 February 2023

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Wednesday 15 February 2023

Regular Chair/Board Support Team meeting
Regular Meeting with Tom Steele, Scottish Ambulance Service and Martyn Evens, Scottish Police Authority
Meeting with Liz Barnes, Deputy Chief Officer Corporate Services

Thursday 16 February 2023

Meeting with CO Ross Haggart
Change Committee Annual Governance Workshop

Friday 17 February 2023

Firefighter Barry Martin's Funeral

Tuesday 21 February 2023

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

Thursday 23 February 2023

Special Board meeting
Board Strategy Day

Friday 24 February 2023

Scottish Government meeting

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Tuesday 27 February 2023

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Tuesday 28 February 2023

Service Delivery Committee

Meeting with Fiona Thorburn, Deputy Chair

Wednesday 1 March 2023

Chief Officer Interviews

Thursday 2 March 2023

Meeting with CO Ross Haggart

Remuneration Appointments and Nomination Sub Committee

Meeting with Liz Barnes, Deputy Chief Officer Corporate Services

Friday 3 March 2023

National Joint Council

Tuesday 7 March 2023

Board Annual Appraisals (x2)

Thursday 9 March 2023

Joint People and Service Delivery Committee workshop

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

Regular meeting 1:1 with Don McGillivray, Interim Director of Safer Communities

Monday 13 March 2023

Board Strategy Day

Meeting with Robert Scott, HMFSI

Tuesday 14 March 2023

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Regular Chair/Board Support Team meeting

Wednesday 15 March 2023

Regular Meeting with Tom Steele, Scottish Ambulance Service and Martyn Evens, Scottish Police Authority

Board Annual Appraisals (x3)

Thursday 16 March 2023

Board Annual Appraisals (x3)

Friday 17 March 2023

Joint Chief and Chairs Meeting

Board Annual Appraisal

Monday 20 March 2023

Deputy Chief Officer Shortlisting

Board Annual Appraisal (x2)

Integrated Governance Forum Pre-agenda

SFRS Board Pre-agenda

Tuesday 21 March 2023

Change Committee

OFFICIAL

Wednesday 22 March 2023

Meeting with Keith Brown, Cabinet Secretary for Justice and Veterans with CO Ross Haggart
Reform Collaboration Group Workshop

Tuesday 28 March 2023

Cheapside Street Memorial

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Regular meeting with Fiona Thorburn, Deputy Chair and CO Ross Haggart

Wednesday 29 March 2023

Regular meeting with Robert Scott, HMFSI

Integrated Governance Forum

Thursday 30 March 2023

SFRS Board meeting

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 MARCH 2023**

CHIEF OFFICER'S UPDATE – Jan - March 2023

Monday 2 January – Thursday 5 January 2023

Annual Leave

Friday 6 January 2023

Regular PA Catch Up

Monday 9 January 2023

SFRS Board Pre-Meet

SFRS Board Meeting (Private)

Strategic Leadership Team (SLT) Industrial Action Tactical Action Group (IA TAG) Meeting

23/24 Budget Update

Regular PA Catch Up

Service Delivery Finances Meeting

Tuesday 10 January 2023

Mid Year Review, Edinburgh

Chief & Chair Regular Catch up

Integrated Governance Forum (IGF) Pre-Agenda Meeting

Wednesday 11 January 2023

Sponsor Unit Regular catch up

SLT Formal Meeting

Thursday 12 January 2023

Police Scotland Meeting

Regular Director Monthly Catch up x 2

Friday 13 January 2023

Meeting with Sponsor Unit

Major Incidents Protocol Arrangements

National Employers Pre-Meet

Monday 16 January 2023

National Fire Chief Council (NFCC) Regular Chief Fire Officers (CFO) Meeting

CO Address to New Trainees T2/23

Resource Spending Review (RSR) Meeting

Command and Control Mobilising System (CCMS) Meeting

National Employers Protocol Meeting

NJC National Employers Meeting

Tuesday 17 January 2023

Regular Chief & Chair Catch Up

London Fire Brigade Culture Report Meeting with FBU

Regular Director 1:1 x 2

Wednesday 18 January 2023

SLT IA TAG Meeting

Regular Director 1:1 x 2

Meeting with Audit Scotland

Regular 1:1 with Brian Baverstock

Thursday 19 January 2023

Address to New Trainees T1/23
Audit and Risk Assurance Committee (ARAC)
IGF

Friday 20 January 2023

Meeting with Chief Officer South Wales FRS

Monday 23 January 2023

National Joint Council (NJC) SFRS Meeting
CCMS Update Meeting

Tuesday 24 January 2023

Regular NFCC CFO Call
SLT Major Incident Briefing x 3

Wednesday 25 January 2023

SLT Major Incident Briefing
SFRS & Wales FRS Meeting
SFRS & NJC Follow Up Meeting

Thursday 26 January 2023

Special Board Meeting (Private)
SLT Major Incident Briefing

Friday 27 January 2023

SLT Major Incident Briefing x 2
Regular Director 1:1

Saturday 28 January 2023

SLT Major Incident Briefing

Monday 30 January 2023

SLT Major Incident Briefing
Condolence Plans Meeting

Tuesday 31 January 2023

SLT IA TAG
People Committee/RANSc - Annual Governance Workshop
Special RANSc (Private)
Chief & Chair Regular Catch up

Wednesday 1 February 2023

Regular PA Catch up
Regular Meeting with Minister for Community Safety
SLT Informal Meeting
Meeting with Sponsor Unit

Thursday 2 – Friday 3 February 2023

Work from Home

Monday 6 February 2023

Regular PA Catch up
Regular Director 1:1 x 2
CFO/PFCCs Pay Consultation Session
Chief & Chair Regular Catch up

Tuesday 7 February – Thursday 9 February 2023

NFCC CFO Weekly Call
SLT IA TAG
NJC Meeting, London

Friday 10 February 2023

Visit with Mrs Shelley Martin
HMFSI Meeting
CCF Meeting

Monday 13 February 2023

Regular PA Catch up
Resource Spending Review SLT Meeting
Comms meeting for Ff Martin's Funeral

Tuesday 14 February 2023

NFCC CFO Weekly Call
Chief & Chair Regular Catch up
Dismissal Appeal Hearing
Ministerial Visit Pre-Meeting

Wednesday 15 February 2023

Regular Director 1:1
Funeral Arrangements Meeting
Funeral Run-Through, Edinburgh

Thursday 16 February 2023

Blue Light Collaboration Board Meeting
Special Board Item Discussion
Director Meeting
Justice Board

Friday 17 February 2023

Ff Martin's Funeral, Edinburgh

Monday 20 February 2023

Working From Home

Tuesday 21 February 2023

Visit of Minister for Community Safety to SFRS HQ
Regular Director 1:1 x 2
Regular Mentoring with Morden Solutions

Wednesday 22 February 2023

SLT Informal Meeting

Thursday 23 February 2023

Special Board Meeting
Board Strategy Day

Friday 24 February 2023

Meeting with Scottish Government
Meeting with Director General Communities

Monday 27 February 2023

Regular PA Catch Up
Regular Director 1:1 x 2

Tuesday 28 February 2023

NFCC CFO Weekly Call
PA Regular Catch up
Regular Director 1:1

Wednesday 1 March 2023

Meeting with Sponsor Unit
CO Appointment Process

Thursday 2 March 2023

Regular Chief & Chair Catch up
Remuneration, Appointment and Nominations Sub Committee (RANSc)
Firefighters Pension Board

Friday 3 March 2023

Regular PA Catch up
Regular Director 1:1
Regular meeting with B Baverstock

Monday 6 March 2023

Regular Director 1:1
NFCC National Operational Learning Meeting
Dismissal Appeal Hearing

Tuesday 7 March 2023

Regular PA catch up
Meeting with B Baverstock

Wednesday 8 March 2023

SLT Formal Meeting
Blue Light Collaboration Board

Thursday 9 March 2023

Regular Meeting with Director of Safer Communities
End of Year Director Appraisal Meeting

Friday 10 March 2023

Macdonald Road Fire Station – Visit with Blue Watch

Monday 13 March 2023

Board Strategy Day
HMFSI Meeting re Culture & Values

Tuesday 14 - Wednesday 15 March 2023

NFCC Council Meeting, Birmingham

Thursday 16 March 2023

Regular PA Catch up
Review of National Operational Guidance
NFCC Strategy Member Engagement Event
Justice Board

Friday 17 March 2023

RCG Joint Chief & Chair Pre-Meet
Blue Watch Visits at Crewe Toll and Sighthill Fire Stations, Edinburgh

Monday 20 March 2023

IGF Pre-Agenda Meeting
DCO Shortlisting
SFRS Board Pre-Agenda Meeting
Resource Spending Review Meeting
Staff Briefing Video filming

Tuesday 21 March 2023

Regular meeting with HMI R Scott
Regular Director 1:1
Dismissal Appeal Hearing
Blue Light Collaboration Board Catch up meeting

Wednesday 22 March 2023

Meeting with Cabinet Secretary for Justice & Veterans re Blue Light Collaboration
Visit at Crewe Toll Fire Station with White Watch

Thursday 23 March 2023

SLT informal Meeting
Director End of Year Review

Friday 24 March 2023

Regular PA Catch up
Regular Director 1:1
Medical & Fitness Assessment

Monday 27 March 2023

Regular PA Catch up
Regular Director 1:1 x 2

Tuesday 28 March 2023

Cheapside Street Memorial Service, Glasgow
Regular Director 1:1
Regular Meeting with Chair & Deputy Chair

Wednesday 29 March 2023

SLT Culture Review Meeting
NFCC Trustees Meeting

Thursday 30 March 2023

SFRS Board Meeting
Chief Officer Command CPD Session

Friday 31 March 2023

Chief Officer Commendation Ceremony, Cambuslang



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 FEBRUARY 2023 @ 1000 HRS

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

PRESENT:

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

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

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
David Lockhart (DL)	T/Assistant Chief Officer, Director of Service Development
Iain Morris (IM)	Acting Director of Asset Management
Lyndsey Gaja (LG)	Head of People and Organisational Development (Item 7.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 7.3 only)
Iain MacLeod (IMac)	Deputy Assistant Chief Officer (Item 8.4 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Joan Nilson	Portfolio Office
Siobhan Hynes	Portfolio Office
Seona Hart	Fire Brigades Union
Douglas Balfour	Emergency Service Network

1 WELCOME

1.1 The Chair opened the meeting and welcomed those participating via MS Teams.

1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question and that the meeting would be recorded for minute taking purposes only.

2 APOLOGIES

No formal apologies had been received.

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

- 3.1 The Committee agreed that the *Financial Reports – Change Portfolio* (Item 15), *Portfolio Office Resourcing* (Item 16), *Update on Command and Controls Futures Project and New Mobilising System* (Item 17), *Change Programme for Resource Spending Review* (Item 18) and *Assurance Mapping and Assurance Statements* (Item 19) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

- 4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 10 NOVEMBER 2022

- 5.1 Subject to a minor typographical error, the minutes of the previous meeting were agreed as an accurate record.

- 5.1.1 **The minutes of the meetings held on 10 November 2022 were approved as a true record of the meeting.**

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.

- 6.2 The Committee commented on the need to accurately and clearly capture actions and for defined timescale/dates to be included within position statements updates.

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 Community Risk Index Model (CRIM), the Committee requested an update on the GIS Analyst position. DL advised that a tender process had been undertaken to identify and secure a support delivery partner/organisation to provide the GIS analytical capability. DL was hopeful to progress this further in the coming weeks.

- 7.1.3 In regard to the Safe and Well project, the Committee requested further details on the ICT challenges. CM informed the Committee of the progress being made with ICT developing a new system, however, this was only able to be used within the CAT teams (not nationally) at this time. CM stated that an evaluation would be undertaken and a report would be submitted to the Project Board with recommendations i.e. pause, partial or full roll out.

- 7.1.4 The Committee requested a short high-level overview be provided to sight the Committee on the level of bespoke development activity being conducted within ICT and what is in the development pipeline.

ACTION: DL

- 7.1.5 In regard to the Community Risk Index Model (CRIM), the Committee requested clarification of the sentence *“The revised Programme Timeline has been influenced through recent developments highlighting the requirements for collective strategic*

change". DL reminded the Committee that the original remit of the programme was to review the disposition of existing resources against risk and demand across the organisation. However, following the Resource Spending Review announcement, the remit had been revised to consider the disposition of resources against risk, demand and also the appropriate levels of resources across the organisation.

7.1.6 Service Delivery Model Programme (SDMP) Change Report and Dossiers

DL presented a project change request for the 3 project dossiers: Community Risk Index Model (CRIM), Station and Appliance Review (SAR) and Demand Based Duty Systems (DBDS). The following key points were highlighted:

- The changes relate to timeline, focus on supporting resource spending review, and change in the delivery of the SDMP.
- Summary of Phase 2 milestones included the completion of a 2nd academic validation of CRIM, updating CRIM to include outcomes of the UFAS consultation and development of change options.
- Phase 2 (Development) would run until September 2023 then transition into Programme end until March 2024.

7.1.7 The Committee commented on the programme end date of March 2024 and asked whether this could be shortened. DL advised the Committee that there was confidence in the ability to conduct some initial modelling on the resource distribution, however, the model required to be further developed in order to provide further assurance in advance of public consultation/stakeholder engagement. The Committee questioned the timescales involved and whether the level of data/evidence being gathered was appropriate.

7.1.8 Discussions took place on the SDMP work being undertaken to create the tools/methodology to support the process and provide evidence to enable the Service to effect the changes. The Committee were reminded that originally the SDMP was to optimise all the existing resources, however, due to the resource spending review, this is no longer the position.

7.1.9 DL advised the Committee that the Service would, if possible, make recommendation/decision prior to programme end date of March 2024. The programme end date applied to the handover of the tools/methodology to business as usual within the Service.

7.1.10 The Committee requested whether weighting could be applied and provided around the milestones detailed within paragraph 2.6 of the Change Request Dossier. The milestones are:

- Developing CRIM 2 incorporating relevant and proportionate risk, from the built and natural environment;
- Completing arrangements that will allow independent management of the CRIM risk metric.
- Completing a 2nd academic validation of the CRIM
- Updating the CRIM with outcomes from the UFAS consultation
- Developing and testing a process that will support Matching Operational Resource to Risk and Demand (MORRD).
- Critical analysis of SFRS Alternative Duty Systems (ADS) and viability in terms of wider adoption.
- Developing change options, impact assessment process and template

ACTION: DL

7.1.11 The Committee requested whether there were any opportunities to accelerate the end date from March 2024.

ACTION: DL

7.1.12 **The Committee scrutinised the change request and Dossiers**

(L Gaja and P McGovern joined the meeting at 1045 hrs)
(I Morris left the meeting at 1045 hrs)
(The meeting broke at 1045 hrs and reconvened at 1050 hrs)

7.2 **People, Training, Finance and Assets System Programme Update**

7.2.1 PMcG provide a verbal update to the Committee and noted the non-viability of the programme as previously indicated to the Committee. The following key points were highlighted:

- Non-viability of the overall programme.
- Review underway of existing projects and identifying work still required to be progressed.
- Range of options presented to the Programme Board and Strategic Leadership Team.
- Legal requirement to complete existing contracts for software/services relating to HR, finance, rostering, training, etc.
- People, Payroll, Finance and Training Project
 - Concluded engagement with Scottish Government relating to the potential shared service opportunity using Oracle. Decision made not to progress this further at this time. Scottish Government and Sponsor Unit have been informed.
 - Project scope review and system health checks undertaken.
 - Prioritisation of HR system over finance.
 - Framework to be used to gauge suppliers interests without any commitment.
 - Outline business case to be updated with cashable savings.
 - Continuing with procurement activities and Scottish Government gateway review.
- Rostering Project:
 - Current system was out of contract.
 - Resourcing extension of 3 months.
 - Opportunities for savings presented at project board.
 - Statement of requirement developed and routes to market were being explored.
- Health and Wellbeing Workstream continues to progress and going live in March 2023.
- Asset Project: Property and Fleet systems to be descoped.
- Training Scheduling was no longer within scope of the programme.
- Formal closure of the Programme with realignment of ongoing projects to new governance arrangements.

7.2.2 In regard to the potential shared service opportunity using Oracle, LG commented on the extensive discussions with the Sponsor Unit in relation to this opportunity. LG noted that Scottish Government were at the early stages of their project and were not in a position to offer shared services opportunities at this time. This would remain a consideration for the Service.

7.2.3 Brief discussion on the potential shared services opportunities with Scottish Government or through National Services Scotland. LG commented on the need for the Service to ensure in-house processes were high value end to end processes, in order to redirect existing resources, realise cost savings and efficiency. This would ensure in-house services were fit for purpose and strengthen the options for exploring shared services opportunities.

7.2.4 Full discussion took place regarding the lack of clarity and clear articulation around the programme, what the issues/problems trying to be solved were, what was the ask of external suppliers/markets and what would be the acceptable end result.

- 7.2.5 The Committee requested to see an overview of what the PTFAS programme was working towards i.e. where it was currently, where it was trying to get to, what was the current scope, what problems were the programme trying to solve? The Committee requested the picture of the “as is” and “to be” at a high level.

ACTION: LG/PMcG

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

(L Gaja and P McGovern left at 1125 hrs)

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 building and developing new and existing capacity, specific to strategic Portfolio, Project and Programme management maturity (P3M3). The following key points were highlighted:

- Portfolio Benefits management framework designed and commenced roll out.
- Progressing business case and benefits integration.
- Design of the change portfolio prioritisation model which would accompany the implementation of the new governance and assurance groups.
- Portfolio Office Strategy approved in principle by Strategic Leadership Team.
- Concluded test of change on the business change lifecycle and toolkit.
- Risk reporting aligned with new format.
- First iteration of financial reporting completed.
- Continuing refinement of the highlight report design.
- New governance arrangement through the Investment Group and Progress Group, chaired by the Chief Officer and Deputy Chief Officer, respectively. The Change Committee would continue to provide scrutiny, and assurance would be provided by the Design Authority Group.

8.1.2 **The Committee noted the report.**

8.2 Change Programme for Resource Spending Review (Verbal)

- 8.2.1 JT provided a brief verbal update on the resource spending review noting the following key points:

- Development of several financial scenarios to help identify the savings during 2023/24.
- Additional funding provided by Scottish Government.
- SLT's approved investment for a programme manager, within the portfolio office, for the resource spending review.
- Ongoing work relating to the refining the programme definition i.e. who, what and when.

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

8.3 Change Key Performance Indicators (verbal)

- 8.3.1 DL referenced the recent discussions relating to the KPIs at the Committee workshop on 25 January 2023 and noted that, following due governance processes, the new KPIs would be implemented along with the new governance structure in April 2023. To provide further context, the Chair noted that the existing KPIs were focused on PO processes rather than actual project or change delivery.

- 8.3.2 CM informed the Committee of the current KPIs, priority indicators and the intention to introduce 4 high level KPIs relating to baseline completion dates, baseline costs, financial/cashable benefits realised and quality (PO processes/governance).

8.3.3 The Committee queried whether there would be clearly articulated benefits for all current inflight projects by the start of the financial year. CM advised that they were endeavouring to look at this and were making it clear in terms of expectations on project reporting. The initial focus would be financial benefits. The Committee noted the update and sought assurance on the contribution towards delivering against strategic objectives. CM noted the intention to utilise the 11-question set which linked to the 7 outcomes of the strategy in order to prioritise the portfolio.

8.3.4 CM explained that quality KPI's would initially be focussed internally.

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

(Iain Macleod joined the meeting at 1145 hrs)

(Meeting broke at 1145 hrs and reconvened at 1150 hrs)

8.4 **Draft Safe and Well Evaluation Report**

8.4.1 The Committee agreed that the draft report would be withdrawn and brought back to the next meeting (May 2023).

(Iain Macleod left the meeting at 1150 hrs)

9 **RISK**

9.1 **Portfolio Office Risk Report**

9.1.1 RR 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 Brief discussion took place on the Committee's ability to add value or scrutinise the risk register given that the information within the register was not up to date. JT to provide an update on the steps being taken to move towards more dynamic risk reporting, with further narrative on risk progress detailed within the covering paper.

ACTION: JT

9.1.3 **The Committee noted the report.**

9.2 **Committee Aligned Directorate Risks**

9.2.1 CM presented the Aligned Directorate Risks report to the Committee to provide an outline of the identified Directorate risks and controls. CM highlighted 2 key risks: SDD001 Portfolio Delivery (resourcing issues), and SDD004 Continuous Improvement Culture (impact of RSR).

9.2.2 The Committee noted the key overall risk of the collective change programme failing to deliver the ambitions/efficiencies required to move the Service forward. The Committee noted that the Service needed to think in those terms in order to ground change projects and set them into context of the Service's performance.

9.2.3 **The Committee noted the report.**

10 **COMMITTEE ROLLING FORWARD PLAN**

10.1 **Committee Forward Plan**

10.1.1 The Committee noted the Forward Plan and agreed that the Safe and Well Evaluation Report would be submitted to the next meeting

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 5 formal actions were recorded during the meeting.

12 DATE OF NEXT MEETING

12.1 The next meeting is scheduled to take place on Thursday 11 May 2023 at 1000 hrs.

12.2. There being no further matters to discuss, the public meeting closed at 1205 hrs.

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETING: 10 NOVEMBER 2022

13.1 The minutes of the meetings held on 10 November 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.

17 UPDATE ON COMMAND AND CONTROL FUTURES PROJECT (SYSTEL) AND NEW MOBILISING SYSTEM

17.1 DL provided a verbal update to the Committee on the new Mobilising System (NMS) project, noting that the exit management process relating to the termination of the Systel contract would be separated from the NMS.

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

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 PORTFOLIO OFFICE RESOURCING

16.1 CM provided a verbal update on the ongoing review of the Portfolio Office structure.

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

19 ASSURANCE MAPPING AND ASSURANCE STATEMENTS

19.1 This report was presented for information only.

18 CHANGE PROGRAMME FOR RESOURCE SPENDING REVIEW

18.1 JT provided a verbal update to the Committee.

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



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 19 JANUARY 2023 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Ross Haggart (RH) Interim Chief Officer
Stuart Stevens (SS) Interim Deputy Chief Officer
John Thomson (JT) Acting Director of Finance and Procurement
Richard Whetton (RW) Head of Governance, Strategy and Performance
Lynne McGeough (LMcG) Acting Head of Finance and Procurement
David Johnston (DJ) Risk and Audit Manager
Gary Devlin (GD) Internal Audit (Azets)
Kirsty Darwent (KD) Chair of the Board
Kevin Murphy (KM) Group Commander, Board Support Manager
Heather Greig (HG) Board Support Executive Officer
Debbie Haddow (DJH) Board Support/Minutes

OBSERVERS:

Lorna Smith, Scottish Government

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 and that the meeting would be recorded for minute taking purposes only.

2 APOLOGIES

- 2.1 Mark McAteer, Director of Strategic Planning, Performance and Communications
Pat Kenny, Deloitte
Caroline Jamieson, Deloitte
Robert Scott, HMFSI

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

- 3.1 The Committee discussed and agreed that Item 18 (*Report to Members and Auditor General for Scotland on the 2021/22 Audit*) and Item 19 (*Scottish Fire and Rescue Service Draft Annual Report and Accounts 2021/22*) 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 13 October 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 13 October 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 10.1.4 (SFRS Internal Audit Annual Report 2021/22): The Committee commented on the slow progress being made and the need for the process of providing feedback to be improved. JT and RH would discuss further outwith the meeting and ensure improvements were made.

Action 7.5 (Annual Procurement Report 2022/23): JT explained that the proposed timeline of 3 months was to allow time to explore and consider the use of a Gross Value Added statement.

Action 8.1.15 (SFRS Internal Audit Progress Report 2022/23 Final Report Revenue and Funding Maximisation): JT advised the Committee that it would be appropriate to engage with universities initially before expanding to other commercialisation opportunities, if deemed appropriate.

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

7 INTERNAL AUDIT

7.1 SFRS Internal Audit Progress Report 2022/23

7.1.1 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:

- Final Report on Corporate Performance Management (on agenda).
- Final report on Training audit deferred to March 2023.
- Capital Investment Strategy audit planning stage complete. Scoping document provided for review and comment.
- Workforce Planning audit currently in planning stage. Scoping document provided for review and comment.
- Personnel Protective Equipment fieldwork commenced.

7.1.2 The Committee requested the inclusion of narrative within future progress reports to explain any slippage of dates of planned activity.

ACTION: Azets

7.1.3 In regard to Workforce Planning audit, the Committee commented on the wide and varied range of issues relating to On Call personnel given the diverse locations and requested that this was a consideration from the outset. GD informed the Committee that they were working with management to identify the scale of the challenge, provide a view of mitigating strategies and were aware that challenges differed across the Service.

7.1.4 The Committee commented on the opportunity to reflect the demographics of individuals within the recruitment process and whether there were any changes in demographics as a result of the national On Call Project. The Committee further commented on equalities and employers. GD advised the Committee of the intention to use analytics within the audit and the potential to include demographics with the scope of the audit. GD agreed to discuss the Workforce Planning audit scope with management and would circulate (via email) the amended scope or an explanation of the limitation of the audit to the Committee.

ACTION: Azets

7.1.5 The Committee welcomed the opportunity to offer their perspective on future audits scope with the full acknowledgement that the audit is ultimately agreed between management and Azets.

7.1.6 In regard to the Capital Investment Strategy, the Committee commented on the risk-based allocation of capital funding, the opportunity to consider the impact of funding and the contribution to the strategic direction of the Service. GD stated that the audit would explain and analyse how the Service prioritise and invest the capital programme and noted that the impact of capital investment would be challenging to measure.

7.1.7 Final Report – Corporate Performance Management

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

- Overall strong arrangements and framework in place within the Service.
- Improvement opportunities relate to quality of data, quantum of KPIs, imbalance of corporate and operational KPIs, issues and potential risk by using multiple systems and manual processes for generating performance data and informing decision making.

7.1.9 RW welcomed the report and accepted the areas of improvement highlighted.

7.1.10 The Committee commented on the improvements in the data reports now being presented. The Committee further commented on the issues with data quality noting the need to understand and identify indicators, the level of uncertainty and associated risks and the timescales to action/rectify. GD advised the Committee that issues with data quality were not universal and there were some areas of more concern than others.

7.1.11 RW advised the Committee that a Data Quality Group had been established to review these issues and an assessment would be undertaken and shared in due course. The Service were adopting the OSR standards for data quality and work continues on the Data Quality Framework. RW assured the Committee that data quality would be a key focus in the coming year and the findings of the audit would be helpful.

7.1.12 The Committee sought assurance that strategic decisions were not being made on unsound data. RW offered the Committee limited assurance at this stage and advised that the issues of data quality and inaccuracies in analysis were limited and relevant to issues with data entry, quality assurance, etc. RW reiterated the key issue of connectivity between data sets and the ongoing OSR standards work within departments.

7.1.13 The Committee sought to ascertain the level of assurance that fundamental decisions are being made with quality data, and the information provided notes any problem areas and the scale of any particular issues.

ACTION: RW

7.1.4 In regard to Recommendation 1.1 (supporting Board and Committee Members), RW advised the Committee that the training element and awareness forms part of the workplan for 2023 and would be prioritised as appropriate.

7.1.5 **The Committee scrutinised the progress report and the final report.**

7.2 Progress Update – Internal Audit Recommendations

7.2.1 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:

- Good progress overall with 38 actions remaining outstanding.
- More impence required to complete outstanding actions.

7.2.2 Risk Management Recommendation 4a and 4b (Risk Management Training), the Committee sought clarification as the completion status appeared contradictory. DJ explained that the Recommendation 4a related to a specific LCMS package and Recommendation 4b related to other training being delivered. The Committee noted that this should be made clearer within the report. The Committee noted their disappointment that the LCMS package had not yet been completed despite the original due date of July 2021.

7.2.3 With regard to the Water Planning Arrangements, JT informed the Committee that more direct contact would continue, to engage and capture the appropriate update within the report.

7.2.4 The Committee commented on the potential of process getting in the way of progress and the sense of lost momentum in addressing recommendations. The Committee acknowledged the work being undertaken within the Service, however, noted the need for recommendations to be actioned appropriately and timeously.

7.2.5 The Committee requested that calendar years should be added to all dates in future reports and for the covering report to be expanded to highlight progress, issues encountered and any timescale revisions. JT noted the comments which would be considered for future reports. JT noted that this report and progress is considered at the Good Governance Board as well as the Strategic Leadership Team (SLT).

ACTION: JT

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

8 INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATE

8.1 RW presented a report to the Committee providing an update on progress of the action plan relating to the Audit Scotland Report, published in May 2018. One action relating to standardised terms and conditions remained outstanding, however this would be closed and reallocated to People and Organisational Development Directorate Plans as business as usual.

8.2 RW noted that the Audit and Inspection Overview dashboard recorded 14 action plans as complete with 3 closing reports being progressed within the current quarter.

8.3 **The Committee scrutinised the report.**

*(The meeting broke at 1123 hrs and reconvened at 1130hrs)
(MW left at 1123 hrs)*

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

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

- Overall good progress with some areas completed.
- Any outstanding actions would be progressed with the new external auditors, Audit Scotland.

- Revision of completion dates were to record realistic completion timescales and to allow for discussions and agreement with Audit Scotland.
- Quarterly updates would continue to be submitted to the Committee.

9.2 Recommendation 1.3 (Financial Reporting): the Committee commented that this could be undertaken within a reasonable timescale. JT advised the Committee that he wanted to ensure the output/purpose would benefit decision making and would seek further advice from Audit Scotland on the best approach and tools to use. RH assured the Committee that the SLT were focused on ensuring financial spend on the right areas within the organisation and were seeking support/review from Internal Audit.

9.3 Recommendation 1.6 (Savings Plans): the Committee noted the revised due date and requested an update on the revision of the Medium/Long Term Financial Strategies. JT referenced previous discussions regarding the budget approach and noted the need to revise the long-term financial strategy before the end of the calendar year.

9.4 **The Committee scrutinised the report and noted the progress being made.**

10 INTERNAL CONTROLS UPDATE

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

10.1.1 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:

- Work progressing to update strategic risks and new format of presentation including dashboards.

10.1.2 The Committee noted and welcomed the continuing development of risks and the additional narrative contained within the covering report.

10.1.3 In regard to SPPC014 (Business Continuity Planning Arrangements), consideration to be given to amend the wording to help clarify the actual risk.

10.1.4 In regard to SD013 (P&P Enforcement Database), SS confirmed that mitigating actions had been identified.

10.1.5 In regard to SDD007 (Cyber Security), DJ to review and confirm controls and reporting lines for this risk.

ACTION: DJ

10.1.6 RH advised the Committee of recent discussions by the SLT on the current and future content and presentation of the risk register. The Committee welcomed the review of the risk register and for consideration to be given to the plain and clear language to provide greater clarity.

10.1.7 **The Committee scrutinised and supported the continued development of the report.**

(MW re-joined at 1150 hrs)

10.2 b) Anti-fraud/Whistleblowing Update

10.2.1 JT informed the Committee of the recent incidents of Powered Rescue Equipment being stolen from 2 fire stations in the Borders area. Investigation reports were being prepared and additional security measures have already been taken. The Committee were advised that the equipment had been replaced at the affected stations.

10.2.2 RW advised the Committee that the Organisational Security Board would be reviewing the Security Strategy and security assessments for stations and a report would be submitted to the SLT.

- 10.2.3 Periodic updates relating to Security Strategy to be added to the Committee Forward Plan.
- 10.2.4 **The Committee noted the verbal report.**
- 11 QUARTERLY UPDATE ON GIFTS, HOSPITALITY AND INTERESTS REGISTER**
- 11.1 DJ presented the report to the Committee providing an update on the Gifts, Hospitality and Interests Register for Quarter 3 2022/23 for information.
- 11.2 The Committee noted increases in declarations, both self-declaration and through the National Fraud Initiative, were being made. DJ noted that work continued to raise awareness throughout the Service.
- 11.3 The Committee queried whether there was clear guidance/criteria within the policy on acceptance of hospitality. DJ to review the policy and provide an update at the next meeting.
- ACTION: DJ**
- 11.4 With regard to the entries where the estimated values were recorded as unknown, the Committee sought assurance that investigatory processes would identify the monetary values involved. Update to be brought back to the next meeting.
- ACTION: DJ**
- 11.5 **The Committee noted the report.**
- 12 QUARTERLY UPDATE REPORT ON HMFSI BUSINESS**
- 12.1 This report was provided for information only to provide an update on HMFSI's inspection and reporting activity during 2022/23.
- 12.2 The Committee commented on the timing and scope of the Contingency Planning Arrangements for Industrial Action and Command and Control Mobilising System (CCMS). RH informed the Committee that, although the timings were not definitive, the Contingency Planning Arrangement inspection was nearing completion and the CCMS would follow thereafter. RH noted that any recommendations and lessons identified during these inspections would be actioned appropriately.
- 12.3 **The Committee noted the report.**
- 13 REVIEW OF ACTIONS**
- 13.1 KM confirmed that 7 formal actions were recorded during the meeting.
- 14 FORWARD PLANNING**
- 14.1 **a) Committee Forward Plan Review**
- 14.1.1 The Committee considered and noted the Forward Plan. The following additional item(s) were identified:
- Security Strategy – Periodic Update (Date TBC)
- 14.2 **b) Items for Consideration at Future IGF, Board and Strategy Days Meetings**
- 14.2.1 No items were identified.
- 15 DATE OF NEXT MEETING**
- 15.1 The next meeting is scheduled to take place on Thursday 6 April 2023 at 1400 hrs.
- 15.2 There being no further matters to discuss the public meeting closed at 1220 hrs.

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING:

16.1 Thursday 13 October 2022

16.1.1 The minutes of the private meeting held on 13 October 2022 were approved as a true record of the meeting.

16.1.2 Friday 9 December 2022 (Special Private)

The minutes of the special private meeting held on 9 December 2022 were approved as a true record of the meeting.

17 PRIVATE ACTION LOG

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

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

18 EXTERNAL AUDIT – UPDATE REPORT TO MEMBERS AND AUDITOR GENERAL FOR SCOTLAND ON THE 2021/22 AUDIT

18.1 CJ presented the report, focusing on the revisions since the previous meeting.

18.2 **The Committee scrutinised the report and thanked Deloitte for their report.**

19 SCOTTISH FIRE AND RESCUE SERVICE DRAFT ANNUAL REPORT AND ACCOUNTS 2021/22

19.1 JT presented the report to the Committee for scrutiny prior to presentation to the Board for approval on Thursday 26 January 2023, subject to any change required during the audit.

19.2 **The Committee scrutinised and, subject to the minor amendments as appropriate, recommended the report for approval by the SFRS Board on 26 January 2023.**



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 8 DECEMBER 2022 @ 1300 HOURS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / CONFERENCE FACILITIES**

PRESENT:

Mhairi Wylie (Chair) (MW)
Fiona Thorburn (FT)
Paul Stollard (PSt)

Steve Barron (Deputy Chair) (SB)
Malcolm Payton (MP)
Kirsty Darwent (KD)

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Head of People and Organisational Development
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JHo)	Head of Safety and Assurance
Ross Robison (RR)	Area Commander, Staffing Solutions Team (Item 12.4 only)
Fiona McOmish (FMcO)	HROD Manager (Item 12.1 only)
Lucie Cope (LC)	HR Advisor (Item 12.2 and 12.3 only)
Mary Corry (MC)	People and Organisational Development Business Manager (Item 13.1 only)
Kevin Murphy (KM)	Group Commander, Board Support
Heather Greig (HG)	Board Support Executive Officer
Kimberly Gogarty (KG)	Corporate Admin/Minutes

OBSERVERS

Gus Sproul, Fire Brigades Union

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present.
- 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 Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
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 Update 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* would also be taken in private due to the confidential nature of business taken to this meeting. The *Industrial Action Tactical Action Group Update* would also be taken in private as this is subject to labour relation matters; in line with Standing Orders (Item 9F).
- 3.2 No further items were identified.

4 DECLARATIONS OF INTERESTS

- 4.1 No conflict of interests was declared.

5 MINUTES OF PREVIOUS MEETING: MONDAY 3 OCTOBER 2022

- 5.1 The minutes of the meeting held on 3 October 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 regards to Item 7.2.19, work was progressing to develop the report to better align with the Performance Management Framework (due to be published early 2023) with the new reporting format anticipated to be implemented in the new financial year. Further discussions would take place at the workshop scheduled for 9 March 2023 to finalise the Committee's ask of the Executive in terms of Performance and Risk Reporting. The workshop would be extended to ensure sufficient time for these discussions.

ACTION: BST

7 PERFORMANCE AND RISK REPORT QUARTER 2 2022/23

7.1 People and Organisational Development (POD)

- 7.1.1 LG presented the POD Progress and Performance Report Quarter 2 2022/23 to the Committee. The following key areas were highlighted from the Executive Summary:
- Impact to change in Pension - higher rate of retirements over next 12/18 months. Looking at different mechanisms to manage any shortfall.
 - Decreased levels of staff turnover from 16.5% to 15.9%. Steps being taken to ensure effective oversight of recruitment activity and budgets.
 - OC has seen an increase in staff turnover however with new trainees joining and a further recruitment campaign planned, numbers were already trending back to normal. Absence rates, although higher than other departments, have reduced from 16% to 12%, this includes a reduction in long term psychological absences.

- 7.1.2 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 Q2 Report 2022/23 and highlighted the following key issues for the Training Function within this quarter:
- Reported Data period is the same, but the deadline has been amended by 5 weeks to allow more accurate reporting.
 - Newly added bar charts to complement certain line graphs which provides a more reflective representation of performance across the Training for Operational Competence (TfOC).
 - 96 new entrants to the foundation programme with Graduation ceremonies next week.

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- Work of the Tri-Service Driver Training Collaboration Group has had excellent delivery opportunities with Police and Ambulance services.
- Merger of LSO Training Teams and National Instructor pool within North SDA was launched as a pilot in November and satisfaction realised to date is high with good progress being made. The same pilot will be launched within the East SDA in early 2023 and within the West SDA in Spring 2023.
- Consultation period concluded in relation to the restructure of the Training Admin team within the Central Staffing Function.
- Decrease in Heavy Rescue training due to a policy change in relation to Urban Search and Rescue, which resulted in an increased level of staff requiring to be trained and this is being progressed to bring it back to where it needs to be.

7.2.2 JHo presented the Training, Safety and Assurance Progress and Performance Q2 Report 2022/23 and highlighted the following key areas:

- There was one RIDDOR reportable accident/injury reported to the HSE in Q2. This event was an over 7-day absence that occurred during an operational incident related to situational awareness whilst moving through uneven ground.
- There have been 36 near misses in this quarter. Focus is being given to under reporting in this area moving forward.
- Acts of Violence increased from 12 to 20 (67%) compared to previous year, with the most significant increase within the West SDA.
- Reduction in vehicle accidents from last year with low-speed manoeuvres continuing to be the main cause. A sub group has been established to look at developing a national framework to address this.

7.2.3 The Committee acknowledged it was a good report for operational service, however, noted there were slight discrepancies in the statistics. JHo clarified that there was a slight cross over on reporting. MW acknowledged that work was required around Acts of Violence, including more investigation and engagement with partners and stakeholders.

7.2.4 **The Committee scrutinised the report.**

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.

- Action 6.2: Request made to extend the due date to February 2023. This is required to allow publication of Policy and Operational Guidance to enable the completion of the outstanding National Training Standard for Large Animal Rescue.
- Action 12.2: A revised due date of Summer 2023 has been requested due to a new person in the post.

8.1.2 **The Committee scrutinised the report.**

9 HEALTH AND SAFETY ANNUAL REPORT 2021-22

9.1 JHo presented the Health and Safety Annual Report 2021-22 to the Committee providing analysis of the key areas of performance during the reporting year and detailed the intended risk reduction approaches on key themes. The following key points were highlighted:

- Report contextualised performance in relation to activity, incidents attended etc.
- Highlighted areas of good performance which progressed safety across the Service.
- Progression of information provided on Acts of Violence within SDA's which supports engagement with communities and partnership working.

9.2 **The Committee scrutinised the Health and Safety Annual Report 2021-22.**

10 PEOPLE COMMITTEE RISK REGISTER

10.1 Committee Aligned Directorate Risk

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

- 5 Risks Closed, 11 Controls Closed, 1 Risk added (TSA011 relating to increasing demands being placed upon the Service at a time where current capacity pressures are being experienced i.e. due to the pension remedy) and 13 new associated Controls added. 1 Risk Change – Probability reduced.

10.1.2 The Committee noted the Risk Register was an active tool.

10.1.3 With regards to a risk spotlight for the next meeting, it was proposed that pressures around recruitment and retention within the context of strategic risks in connection with support staff be explored. MW/SB/LG would discuss off table to clarify the Committee's ask and make sure the risks are reflected explicitly.

ACTION: MW/SB/LG

10.1.4 **The Committee scrutinised the report.**

11 PARTNERSHIP WORKING

11.1 Employee Partnership Forum

11.1.1 SB advised that the Employee Partnership Forum (EPF) scheduled for 10 November 2022 was cancelled due to there being no new business put forward. The next meeting was scheduled for February 2023.

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

11.2 Partnership Advisory Group

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

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

12 REPORTS FOR INFORMATION ONLY

12.1 Learning Needs Analysis Progress Report

12.1.1 FMcO presented an update on the Service-wide Learning Needs Analysis (LNA) 2022-23 and progress of the revised 2023-24 LNA for information.

- Initial submissions received for 2022/23 far exceeded what the existing budget and resources could deliver. Work with new learning partners has however enabled a more holistic view of spend based on organisational priorities and spend to 31 March 2023 has been committed.
- A new simpler system for 2023/24 was developed which aligns with the appraisal and finance cycles with the aim of building a more sustainable rolling programme of learning.

12.1.2 In terms of feedback analysis it was noted that each different type of learning had an evaluation process linked to it and an update against these evaluations would be provided at future meetings.

12.1.3 **The Committee noted the report.**

12.2 Undergraduate and Graduate Programme 2022+ Proposal

12.2.1 LC presented a report informing the Committee of the proposal for the roll out of the Graduate programme, from year one evaluation in 2022, and beyond. The key areas highlighted were:

- The programme is small scale at present, with under 10 graduates, however it is anticipated that this number will increase.

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- Fast track services supported by the National Fire Chiefs Council (NFCC) are being closely monitored for opportunities that may present themselves for consideration.
- How to maximise our talent pool with restricted budgets.

12.2.2 The Committee encouraged more ambition and increased numbers within the programme, and asked that further details and context around the scheme be circulated outwith the meeting.

12.2.3 The Committee noted that future updates in relation to graduate development include timescales and more detail around the further education institutions involved.

12.2.4 The Committee noted the report.

(FT left the meeting at 1415 hrs.)

12.3 Skills Bank/Profiling Update

12.3.1 LC presented a report to the Committee providing an update on the skills bank, clear proposal for the process moving forward and skills profiling and future proposals for information.

12.3.2 The Committee noted the report.

12.4 Staffing Tactical Action Group Update

12.4.1 RR presented a report informing the Committee of the progress of the six work packages forming the work of the Staffing Solutions Team (SST), following the closing of the Staffing Tactical Action Group (STAG), providing an overview of the destination of incomplete actions:

- Wind down of the STAG had commenced and would close at the end of 2022.
- Work Package 3 – fully developed, with up to 100 staff available to be requested to return to operational duties to cover short term crewing shortages, if required.
- Work Package 4 – 35 personnel have migrated from on-call to wholetime firefighters.

12.4.2 The Committee noted the report.

13 FORWARD PLANNING

13.1 POD Policy Review Schedule Update

13.1.1 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:

- Quarter 1 ends 30 September.
- Re-employment Policy and Special Leave Policy were updated in Quarter 2, the latter was updated to include time off for dependents, ante-natal appointments and to include LGBTQ+ employees.
- The Working Together Framework had now been published.
- Statutory health and medical surveillance pilot was now underway and would be concluded at the end of Quarter 3. Awaiting publication of the findings from research undertaken by Dr Anna Stec.
- Family Leave Policy resubmitted to the People Board in September due to more financial modelling being required. Further cost benefit analysis required to be undertaken. The People Board agreed to the progression of some elements of the policy, excluding changes to paternity and shared parental pay, the work for which will be signposted at a future date.
- Employee Recognition Scheme restarted with nominations requested by 21 November 2022, however no confirmation of numbers was available at present. A new category, Environmental Champion, had been added.
- Policy on a page is continuing to be developed and will be a 1-page document with key questions and basic information and a link to the full policy if more clarification is needed. This fact sheet would be on the iHub and Sharepoint sites.

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- The Flexi Time Policy for Support Staff and Wholetime Day duty staff, and the Leave Policy and procedure had been issued for final consultation.
- Appraisal Policy – Reviewed several changes, realigned a few timelines to fit in with LNA process and budget settings. Reworded the policy for language updates, refreshed supporting documentation for managers and employees, introduced Health and Wellbeing (H&W) for employees and Lifelines training links.
- Work carried out with ICT on MS forms which will make it easier when roll out of the People, Training, Finance and Assets System (PTFAS) is ready.
- Flexi Policy for Support Staff – after consultation and based on feedback, a 6-month pilot for the proposed additional flexibilities will be undertaken and feedback gathered on the impact and benefits.
- In Quarter 3 the following policies will be issued for consultation – Death In Service, Managing Employee Performance Policy, and Reservists.

13.1.2 The Committee noted the report.

13.2 Health and Safety Policy and Management Arrangements Forward Planning Schedule

13.2.1 JHo presented the Health and Safety Policy and Management Arrangements to the Committee for information and highlighted the process in place to maintain currency of health and safety documentation. It was noted that there were no new Management Arrangements (MAs) scheduled for development.

13.2.2 The current status noted 3 Amber, with PPE having been completed since publication of the report. The PUWER MA & LCMS is slightly behind schedule as it is undergoing significant review to improve processes.

13.2.3 The Committee noted the report.

13.3 Committee Forward Plan Review

13.3.1 The following item was noted:

- Risk Spotlight - pressures around recruitment and retention within the context of strategic risks in connection with support staff. (March 2023)

13.3.2 The Committee noted the Forward Plan.

13.4 Items for Consideration at Future IGF, Board and Strategy Meetings

13.4.1 There were no new or emerging items noted.

14 REVIEW OF ACTIONS

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

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Thursday 2 March 2023.

15.2 There being no further matters to discuss, the public meeting closed at 1447 hrs.

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING: MONDAY 3 OCTOBER 2022

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

17 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSC) UPDATE

17.1 Draft Minutes of meeting – 15 September 2022

17.1.1 The draft minutes of the RANSC meeting held on 15 September 2022 had been circulated to the Committee.

17.2 Update of last meeting – 8 December 2022

17.2.1 SB provided an update on discussions held at the RANSC meeting on 8 December 2022.

17.3 The Committee noted the draft minutes and verbal update.

18 KEY CASE UPDATES 2022/23 – QUARTER 2

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

18.2 The Committee noted the report.

19 INDUSTRIAL ACTION TACTICAL ACTION GROUP (IATAG) UPDATE

19.1 LG informed the Committee that the Industrial Action Tactical Action Group (IATAG) had been stood up replacing the Staffing Tactical Action Group. A number of workstreams sat below the IATAG to take forward the Service's planning arrangements and the key areas were highlighted.

19.2 The Committee noted the verbal update.



SCOTTISH
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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 28 FEBRUARY 2023 @ 1000 HRS

ICT MEETING ROOM, 5 THORNHILL, JOHNSTONE, PA5 8JH / CONFERENCE FACILITIES

PRESENT:

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

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

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
David Farries (DF)	T/Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
David Dourley (DD)	Area Commander, Prevention and Protection (Item 8.2 only)
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

Gillian Downey Corporate Admin

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and participating 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. This meeting would be recorded for minute taking purposes only.
- 1.3 On behalf of the Committee, the Chair offered his thoughts and condolences to FF Barry Martin's family, friends and colleagues.

2 APOLOGIES

- 2.1 No formal apologies were received.

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

3.1 The Committee agreed that the *Operations Control System Resilience and Risk Spotlight Update on Industrial Action* would be taken in private due to confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 29 NOVEMBER 2022

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

5.2 Matters Arising

5.2.1 With regard to the Safe and Well Evaluation Report, it was agreed that the Forward Plan would be updated to include a future report on Safe and Well (operational impact) following presentation at the Change Committee. (Recorded under Forward Plan Item 11).

5.3 **The minutes of the meeting held on 29 November 2022 were approved as a true record of the meeting.**

6 ACTION LOG

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

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

7 SERVICE DELIVERY UPDATE

7.1 SS presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 29 November 2022 to 28 February 2023, albeit some actions may precede and extend beyond these dates. SS reminded the Committee of the challenges within the Service due to, but not limited to, the concurrency of major events and planning for potential industrial action. The following key points were highlighted:

- Operational activities including the ongoing investigation of the New County Hotel, Perth incident, termination of the Command and Control Futures contract and the deployment of 4 colleagues for the International Search And Rescue response to the earthquake in Turkey.
- The Vehicle Solutions Update noted the provision and roll out of additional tablets and the support (funding) from Home Office and Scottish Government. New tablets would enable all frontline appliances into mobile hotspots. Proposals to provide a demonstration of the equipment, including summary report, at the next Committee meeting.
- Ongoing planning for potential industrial action and training of military personnel.
- Cameron House Fatal Accident Inquiry (FAI) had concluded with 6 recommendations being made. One recommendation was specific to the Service and had already been addressed. The Service was also represented on the Scottish Government Working Group reviewing the other recommendations and wider implications.
- The action plan relating to HMFSI's report on Arrangements for Firefighting in High Rise Buildings had been delayed but was now scheduled for a Strategic Leadership Team meeting. Assurances were provided that any actions were being dealt with, without delay.
- Increased incidents relating to lithium ion batteries and noted the different methodology of operational response.
- Largest uplift in breathing apparatus wearers in the Western Isles evidenced the benefits of delivering training locally.

- Operational assurance processes including debriefs on Operation Unicorn and London Bridge and New County Hotel, Perth incident.
- Firefighter Foundation Programme commenced in January 2023 with a further programme commencing in May 2023.

7.2 In regard to Cameron House FAI, DF informed the Committee of the details of the specific recommendation and the actions taken to address same.

7.3 In regard to a recent appointment within the Fire Engineering function, DF to provide further details on the successful candidate. Information to be circulated via email (informal action).

7.4 Brief update on Personal Emergency Evacuation Plans (PEEPs) to be included within the next report under the Grenfell section (informal action).

7.5 The Committee noted and welcomed the progress being made regarding the GETAC tablets and the use of drone equipment.

7.6 Glasgow School of Art final report to be recirculated to the Committee (informal action).

7.7 **The Committee scrutinised the report.**

(C Fitzpatrick joined the meeting at 1030 hrs.)

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q3 2022-23

8.1.1 DF introduced CF who presented the performance report for Quarter 3 and highlighted the following key areas:

- Revised format of report to be more efficient and include statistical process/run charts.
- Seven indicators were off target (red) and one slightly off target (amber).
- High number of false alarms and Special Service incidents.
- Overall number of fires attended were low across all 3 Service Delivery Areas, however, non-domestic building fires remain off target.
- Non-domestic building fires run chart shows a decrease for the 2nd consecutive quarter.
- Unwanted fire alarm signal run chart shows an increase for the 2nd consecutive quarter.
- Home Fire Safety Visits (HFSV) remain off target with run chart for pre and post pandemic activity.
- Fire fatalities remain consistent and fire casualties continue to decrease.
- Conclusion of Fire Investigations has resulted in a reduction of 2 fire fatalities, which would be reflected in the Q4 period.
- Deliberate primary fires and refuse/vehicle fires remain consistent.
- Road traffic collision incidents attended have increased to pre-pandemic levels.
- Analysis of the Department of Transport "Reported Road Casualties" report for 2021 and IRS shows the proportion of SFRS attendance at RTC's resulting in fatalities and/or casualties.
- Accidental dwelling fires low and medium severity remain under the baseline with a slight increase in high severity incidents.
- Increase in call handling and response times. Future proposal to consider reporting on addressable and non-addressable locations.
- Wholtime and Retained Duty System (RDS) availability.

(A Foster joined the meeting at 1040 hrs)

8.1.2 The Committee noted and welcomed the inclusion of run charts.

- 8.1.3 In regard to RDS availability, DF commented on the significant work being undertaken in this area. DF explained the complexity of reporting RDS availability and that work was ongoing with the Data Management team to accurately capture and better reflect the actual situation. Consideration to be given to add a health warning note to any statistics that cannot be assured as accurate. Brief discussion on the indicator measures, outcomes including perception of risk, potential misinterpretation of statistics and the on-call provision and changes within local communities. Consideration to be given to include narrative detailing the positive ongoing initiatives that produce outcomes not currently reflected within the statistics.
- 8.1.4 Following a brief discussion regarding response times, it was agreed that a brief stocktake report be prepared for the next meeting to provide an overview of factors relating to response time performance, including reference to the impact of proposed UFAS call challenging.
- ACTION: DF**
- 8.1.5 Committee workshop to be arranged to discuss KPIs, data quality and culture.
- ACTION: BST**
- 8.1.6 In regard to HFSV, DF noted that the number of visits had not returned to pre-covid levels and that the Service were currently trying to identify the reasons behind this. An update to be provided in the report being prepared for the next meeting.
- 8.1.7 In regard to fire safety audits, CF provided an explanation of the description attached for this indicator and the discussions ongoing to review/update as necessary.
- 8.1.8 In regard to RTC casualties, DF reiterated the difference in RTC reporting and that indicators only reflected the incidents attended by the Service, and was not a measure of road risk within Scotland.
- 8.1.9 In regard to effecting entry/exit incidents, the Committee commented on the different activity levels between Local Senior Officer areas. CF indicated that this could be attributable to urban/rural locations and would provide some background on the identified differences within the next report.
- 8.1.10 The Committee commented on the summaries provided within the covering paper and appendix and suggested that consideration be given in future reports to allow for a direct comparator ie previous quarter, same period previous year.
- 8.1.11 In regard to fire casualty data quality, the Committee enquired whether these statistics could be retrospectively corrected or whether there would be a significant data gap. CF advised the Committee of the process undertaken to quality assure data between the primary source and IRS (2nd system). CF outlined the ongoing work, discussions to raise awareness and training to try to ensure the accurate capturing of the data. CF acknowledged that data quality was a concern and outlined the different approaches being explored/introduced to improve processes/data quality. The Committee were reminded that the Service were aware of the risk and this was being addressed, however, due to the complexity involved this would take time to resolve.
- 8.1.12 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1134 hrs.

The meeting broke at 1134 hrs and reconvened at 1140 hrs)

8.2 Independent Audit/Inspection Action Plan Updates And Closing Reports

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

8.2.2 Planning and Preparedness for Covid-19 Update Action Plan

Total of 15 actions with 2 live actions outstanding with revised due date to allow for necessary amendments and governance processes. Overall RAG rating was red and was noted as 95% complete.

8.2.3 The Committee challenged and supported the potential closure of the remaining outstanding actions.

8.2.4 **The Committee noted and agreed with the proposal.**

8.2.5 Provision of Operational Risk Information Action Plan

Total of 25 actions, all of which have been concluded and the closing statement was presented.

8.2.6 **The Committee noted and welcomed the presentation of the closing statement.**

8.2.7 Fire Safety and Enforcement Action Plan

Total of 20 actions, all of which have been concluded. Closing statement would be submitted for the next reporting period.

8.2.8 **The Committee noted and agreed with the proposal.**

8.2.9 Firefighting in High Rise Buildings Action Plan

This has been delayed due to resource capacity within the Prevention & Protection function. Action Plan developed and due to be submitted to Strategic Leadership Team on 8 March 2023.

8.2.10 **The Committee noted the update.**

8.2.11 **The Committee scrutinised the report.**

8.3 UPDATE ON DEVELOPMENT OF WORK PLAN TO IMPLEMENT THE PREFERRED UFAS RESPONSE OPTION

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

- New phased implementation and delivery model approved by Strategic Leadership Team.
- Introduction of the call challenging element.
- Revised implementation date of 1 July 2023 to allow additional time for the revision and delivery of the Communication and Engagement Plan.
- Continuing work to prepare and agree operating principles with Alarm Receiving Centres (ARC).

8.3.2 The Committee noted and welcomed the revised implementation date of 1 July 2023 to allow additional time for both internal and external engagement.

8.3.3 With regard to the revised implementation date, DF informed the Committee that the Service would move forward on this date, operating principles would be in place and ARCs would have been communicated with. SS advised the Committee that stakeholder events had been held and, to date, there had been no push back from ARCs.

8.3.4 **The Committee scrutinised the report and supported the progress being made.**

9 SERVICE DELIVERY RISK REGISTER

9.1 Committee Aligned Directorate Risks

9.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee. The following key points were highlighted:

- Closure of 3 No. risks (FCS003, FCS004 and SDD003)
- Increased risk rating on 2 No. risks (SPPC001 and SD014).

9.1.2 In regard to Risk SD003 (Adequate operational assets, equipment, etc), the Committee queried whether this was now considered an issue. DF reminded the Committee that the Service had never failed to mobilise, albeit the risk rating was high and the systems were at end of life. DF noted that the risk rating of SD003 and SD001 were currently under review.

9.1.3 The Committee asked whether there was a risk relating to the potential inability to procure a new mobilising system. SS noted that there was a risk, however this was currently aligned to the Change Committee.

9.1.4 **The Committee scrutinised the report.**

10 UPDATE FROM HM FIRE SERVICE INSPECTORATE

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

- Service Delivery Area Inspection report currently being finalised and the publication date would be confirmed in due course.
- Planned thematic inspections on Climate Change Impact on Operational Activity and Mental Health and Wellbeing paused due to 2 additional focussed inspections requested by the Minister of Community Safety.
- Focussed inspection on Contingency Planning Arrangements in event of potential industrial action and Command and Control Mobilising System (CCMS) have concluded and reports/recommendations will be shared in due course.
- Future thematic inspection relating to Organisational Culture (equality/diversity and cultural issues) to be scheduled. Initial meeting with Chief Officer and Chair of the Board has been arranged to discuss this issue.

10.2 The Committee noted and commended the HMFSI's agile and dynamic approach to inspections in a challenging environment and also the future inspection on cultural issues.

10.3 In regard to the CCMS report, RS advised the Committee that the inspection focused on the rationale for the procurement of a new system and the implications for the future ie resilience, contingency arrangements and procurement.

10.4 **The Committee noted the report.**

11 FORWARD PLANNING

11.1 Committee Forward Plan

11.1.1 The Committee noted the forward plan and added the following items:

- Demonstration of In Vehicle Solution Equipment
- Safe and Well Evaluation Report (Date TBC)

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

11.2.1 The following items would be taken to a future IGF meeting:

- Data Quality (IGF)

12 REVIEW OF ACTIONS

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

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Tuesday 30 May 2023.

13.2 There being no further matters to discuss, the public meeting closed at 1220 hours.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 29 NOVEMBER 2022

14.1 Subject to one amendment, the minutes of the private meeting held on 29 November 2022 were approved as a true record of the meeting.

15 EXISTING COMMAND AND CONTROL MOBILISING SYSTEM (CCMS) RESILIENCE

15.1 DF presented a report to the Committee providing a resilience overview of the existing Command and Control Mobilising System.

16 RISK SPOTLIGHT – UPDATE ON INDUSTRIAL ACTION

16.1 The Committee noted the briefing note and the discussions at the recent Strategy Day (23 February 2023).

Report No: B/SPPC/01-23

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 3						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service with a quarterly progress report on how we are performing against our strategic outcomes.						
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 (Revised October 2023), 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 October and 31 December 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 Extremely 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 3 2022/23, the following progress has been reported: <ul style="list-style-type: none"> • 13 actions have been noted as progressing as planned and are green • 7 actions have been noted as experiencing some slippage and are amber • 2 actions have 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. The commentary for each of these actions also provides information on how that action will continue to be reported upon. In some cases, revised due dates have also been requested within this section of the report.	
3.3.4	Section 3 provides commentary on four residual actions from previous Annual Operating Plans. Within the reporting period, one of these residual actions has been closed off, leaving five remaining residual actions. These actions will remain 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 18 measures identified: <ul style="list-style-type: none"> • 7 measures are on track to meet their target (Green) • 1 measure is slightly off target (Amber) • 5 measures are off track to meet their target (Red) • 5 measures have no target but are being closely monitored (Blue) 	
3.4.3	Further information on those measures which are off track or are of heightened interest are provided within the report.	
3.5	Our Projects	
3.5.1	The report also provides a high-level overview of how our Portfolio Office projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Change Committee. The information contained in this report is from the Programme Dashboard most aligned with the Quarter 3 reporting period.	
4	Recommendation	
4.1	The Board of the Scottish Fire and Rescue Service is invited to: <ul style="list-style-type: none"> • scrutinise the quarterly report and progress made against our strategic outcomes 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 3. 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 3)	
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	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	

Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>15 February 2023</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>8 March 2023</i>	<i>For recommendation</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For scrutiny</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

CORPORATE RISK AND PERFORMANCE 2022/23

Quarter Q3 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 2022-25.

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 \(Revised October 2023\)](#). 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.

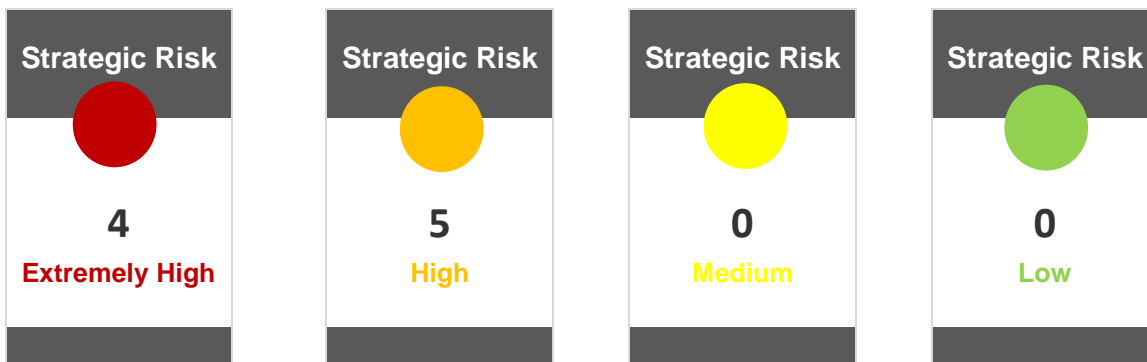
Section 3 – Residual Annual Operating Plan Action

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

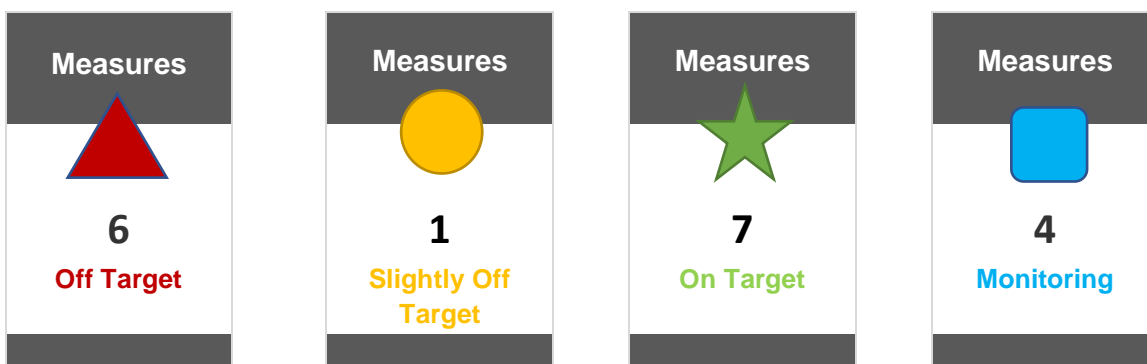


The latest Strategic Risk Update is [available here](#).

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

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies from harm.

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 (Prevention & Protection)	01/04/2021	31/10/2022	100%	★
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery (Prevention & Protection)	01/04/2021	31/03/2023	50%	●
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> This action has been marked as amber due to milestone slippage, however, it is likely that the overall action will be completed by the target end date March 2023. As per the previous reporting period, Prevention and Protection (P&P) remain members of the National Fire Chiefs Council (NFCC) Competency Framework (CF) Review Working Group. The Competency Framework review has concluded and is due out for consultation as of 25 January 2023 with a closing date of 7 March 2023. Following this consultation, the review group will re-form and make final amendments as required. Work continues on procurement for Recognised Prior Learning (RPL) courses which will ensure the upskilling of current Protection Officers. The planned visitation to Wales and Northern Ireland to assist with information gathering to produce a development pathway for Fire Safety Enforcement (FSE) that will maintain skills and provide a dedicated promotion pathway within the Function is yet to happen and this will be revisited prior to agreement of the revised Competency Framework. 					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	★	★	▲	★
<p>Pathway to Green / Next Steps:</p> <ul style="list-style-type: none"> The Safe and Well project requires the Partner site to be completed and piloted. The Progressive Web Application (PWA) application is on hold to allow for focus on the partner site and prioritising change requests due to the resourcing challenges within ICT. Safe and Well project pilot evaluation report is being updated to include benefits and delivery model options appraisal and a Safe and Well tasking group is established in Prevention and Protection projects to progress the various incomplete elements. 				

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

The January 2023 Risk Report is [available here](#).

Key Performance Indicator	YTD Total	RAG		Update
Home Fire Safety Visits	28,719	▲	Off Target	Home Fire Safety Visits (HFSV) missed the target by ten per cent, with the third quarter being the lowest quarter of 2022-23.
HFSVs for Vulnerable Groups	11,104	▲	Off Target	HFSVs to vulnerable groups missed target by more than 17 per cent and year-to-date is lower than the first year of the pandemic. This is the third quarter in a row where visits have fallen but remain in-line with the average visits recorded since Covid.
Non-Domestic Fires	1,200	★	On Target	Non-domestic building fires have increased versus the previous two years but during the Covid-19 pandemic there were fewer fires as a result of closed premises and reduced attendance at places of work or education. Incident rates remains ahead of target.
ADF Casualties	292	★	On Target	Fire casualties reduced for another quarter, however quality issues remain. ADF casualties continue to be added through routine quality assurance work.
Fire Fatalities	27	▲	Off Target	There were 27 fire related fatalities in 2022-23 Q1-Q3. 19 (70%) of these fatalities were over the age of 60 and 16 (59%) were male. 15 (55%) occurred in the West Service Delivery Area.
ADF (Accidental Dwelling Fires) – Low Severity	1,375	★	On Target	Accidental dwelling fires reported as 'low' severity both increased against the previous quarter but remain ahead of target.
ADF (Accidental Dwelling Fires) – Medium Severity	1,310	★	On Target	Accidental dwelling fires reported as 'medium' severity both increased against the previous quarter but remain ahead of target.
ADF (Accidental Dwelling Fires) – High Severity	193	▲	Off Target	Year to date, Accidental Dwelling Fires reported as 'high' severity have missed the target. To have achieved the required 5% reduction the 3-year average would need to have equalled 195, it was 201. However, it is noted that year-to-date figures are lower than any of the previous 4 years.

Strategic Outcome 2: Response

Communities are safer and more resilient as we respond effectively to changing risks.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implementation of the SFRS Operational Strategy.	Service Delivery (Operations)	01/04/2021	31/12/2022	100%	★
Implementation of Year 3 of the Training Strategy.	Training, Safety and Assurance	01/04/2022	31/03/2023	100%	★
Full Review of the Training Continuous Improvement Programme.	Training, Safety and Assurance	01/04/2022	30/06/2022	100%	★
Delivery of the Document Conversion Project	Service Delivery (Operations)	01/04/2022	31/12/2023	40%	●

Exception Summary Report:

- Due to the rollout of various Standard Operating Procedures (SOP) such as Railways as well as various amendments to existing policies and procedures including the Incident Command Policy & Operational Guidance and due to a reduction in staffing due to Industrial Action Planning, in terms of meeting actions and outcomes from the Significant Event Action Plan some timeframes have been amended to reflect this additional work. The Document Conversion Project (DCP) remains on course to launch in Quarter 1 of 2023 with the first package being "All Incidents" which incorporates an All Incidents Standard Operating Procedure (SOP), Risk Information Cards (RIC), Delayed Attendance of Scottish Ambulance Standard Operating Procedure (SOP), Public Disorder Standard Operating Procedure (SOP) along with the corresponding manuals and overarching Generic Risk Assessment (GRA).
- Regarding the milestone pertaining to the provision of the frontline delivery platform it is highlighted that timescales for this workstream will be determined by ICT and Information Governance due to the ongoing Sharepoint/iHub review project.
- In order for the remaining milestones to be delivered there has been some slippage in the previously amended timescales and the following new timescales have been proposed:-
 - **SO2:5 Milestone 2: Deliver the completion of Transport Work Packages. – Proposed 2nd revised due date from December 2022 to April 2023. With this amended due date the Transport Work Packages will remain on track for completion and roll out.**
 - **SO2:5 Milestone 3: Deliver the completion of Firefighting Work Packages. – Proposed 2nd revised due date from February 2023 to August 2023. With this amended due date the Firefighting Work Packages will remain on track for completion and roll out.**

<ul style="list-style-type: none"> ○ SO2:5 Milestone 4: Deliver the completion of Hazmat Work Packages. – Proposed 2nd revised due date from March 2023 to December 2023. With this amended due date the Hazmat Work Packages will remain on track for completion and roll out. ○ These proposed revised due dates will give a 2nd revised overall due date for SO2:5 from March 2023 to December 2023. 					
Procure and implement replacement digital fireground radios.	Service Development	01/04/2022	31/03/2023	20%	●
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> • The digital radio procurement exercise is progressing well following some initial delay. • Rollout planning of replacement radios is underway and commencement is expected from March 2023. This is dependent on procurement timescales but expected to commence on schedule and continue for following 2-3 years. 					
Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation Work Plan for the preferred option as agreed following the national consultation process.	Service Delivery (Prevention and Protection)	01/10/2021	31/03/2023	50%	●
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> • All communication and engagement was suspended awaiting clarification on the progress with the new mobilising system – Command and Control Futures project (CCF project). • The Unwanted Fire Alarm Signals (UFAS) Preparing for Implementation Working Group provided an options paper to the Senior Management Board (SMB) and Strategic Leadership Team (SLT) in Quarter 3 to phase the UFAS response model. This would enable the Call Challenge element to be introduced in the absence of a new system that can handle the requirements of the full UFAS response model. • This was approved on 11 January 2023. The implementation date has also been revised to 1 July 2023. 					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
On Call Strategy - Attraction & Recruitment Improvements	●	★	●	▲
<p>Pathway to Green / Next Steps:</p> <ul style="list-style-type: none"> • The Skills and Resource risk remains red due to the turnover within the project team, project executives and recruiting managers. • To support the progression and success there has been continued engagement with staff, internal partners and stakeholders via various forums and working groups including On Call Practitioner Forum, Local Solutions Group, On Call Station Watch Commander Group, Website Short Life Working Group. • While most milestones have been achieved, notably the implementation of the revised Retention and Selection (R&S) process and Pre-Recruitment and Engagement Programme (PREP), communications will continue to ensure issues are captured and a continuous improvement approach adopted. 				

On Call Strategy - Responding Options & Duty System				
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Skills & Resource risk remains red however there continues to be regular monitoring of the issue and potential impact and risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' or 'Quality'. Migration - Recruitment and selection has been finalised with 35 successful candidates and a Transition course due to commence on 12 December 2022 at Newbridge and Portlethen. Continued support for pilot and planned in-depth evaluation with training, Learning, Skills & Development, Service Delivery Areas (SDAs), work force planning and resourcing. Papers are being finalised with regards to workstreams. Review work was previously undertaken with stakeholders regarding strategic station identification, station clusters and associated flexible mobilising options and the recommendations are to be presented to National On Call Leadership Forum (NOCLF) members for consideration and feedback. Project leads and Operations Control (OC) Support Team are to hold focused workshops in the new year to start drafting a structured final Programme report. Individual project areas identified will continue to be discussed and presented to the Forum which will culminate in a suite of recommendations and options as an overall Programme recommendations and considerations report. It is also acknowledged that some areas of opportunity will be interdependent and dependent on other project work stream recommendations, other strategic programmes, ongoing and future negotiations and decisions yet to be made on implementation plans and timeframes 				
On Call Strategy - Variable Contracts & Station Establishment				
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Project leads will continue to meet regularly, supported by the On Call Support Team, with focused workshops scheduled to take place in January 2023 to start drafting a structured final Programme report and governance dates being identified to progress this within the agreed timeframes. 				
Service Delivery Model - Demand Based Watch Duty Systems				
Pathway to Green / Next Steps: <ul style="list-style-type: none"> By February 2023 work will commence with engagement to identify locations for Alternative Demand Based Duty System Options which will address the change in project scope. By March 2023 work will begin to conduct simulation modelling to assess the impacts of Alternative Duty System Options for Change. Between January and September 2023, work to engage with internal partners in the development of Alternative Duty System Options for Change will begin. Between March and September 2023, Business Case Impact Assessments will be populated with sufficient detail to enable selection of the most suitable Alternative Duty System Options for Change for refinement and consultation. 				
Service Delivery Model - Community Risk Index Model				
Pathway to Green / Next Steps: <ul style="list-style-type: none"> In Quarter 4 2022-23 work will be undertaken to award the contract for Senior Geographical Information System (GIS) Delivery Partner contract to develop built and natural risk layers. Work will take place to confirm and test internal arrangements for running Community Risk Index Model (CRIM) code independently. 				

<ul style="list-style-type: none"> In Quarter 4 2022-23 work will commence to develop the built and natural risk layers and we are scheduled to receive Community Risk Index Model (CRIM) code maintenance training from Nottingham University. 			
Service Delivery Model – Station and Appliance Review	★	★	★ ●
<p>Pathway to Green / Next Steps:</p> <ul style="list-style-type: none"> Work will continue to engage Operational Research in Health (ORH) in identifying and ranking Station and Appliance Options for Change which address strategic requirements. Work will be undertaken to analyse ORH outputs and select the most effective and viable Outline Options for Change for detailed modelling. Between January and September 2023 engagement with internal partners in the development of selected Station and Appliance Options for Change will take place. Business Case Impact Assessments will be populated with sufficient detail to enable selection of the most suitable Options for Change for further consultation and refinement by September 2023. 			
Major Projects – Command and Control Phase 2	-	-	-
The February Project Highlight Report for the Command and Control Futures Project will be held in private and, as such, the update is not available.			

Strategic Risk	Risk Description	Risk Rating
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	15
5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally	20
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
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	15

The January 2023 Risk Report is [available here](#)

Key Performance Indicator	YTD Total	RAG		Update
Unwanted Fire Alarm Signals	23,949	▲	Off Target	UFAs incidents have risen for the last two quarters but still remain within the expected range of incidents with no consistency in increasing or decreasing quarterly activity. Quarter 3 2022-23 represents only the second consecutive quarterly increase following two consecutive decreases.
Incidents Attended	78,293	■	Monitoring	This year we have attended 78,293 incidents. The top ten incidents are shown below in Chart 1.
Median Response Times (minutes)	8.09	■	Monitoring	Over the last 5 years there has been an increase in average response times of 48 seconds. The SPC charts show that seasonal variation is again an influence on quarterly performance. In the East and West, the first quarters of each year show the longest response time, but in the North over the last three years the peaks have been during the second quarter. <i>See Chart 2 below.</i>
RDS Appliance Availability (percent)	72%	■	Monitoring	Availability of crews has reduced sharply for both Retained and Wholetime personnel due in large part, to an imbalance between leavers and new entrants.
WT Appliance Availability (percent)	93%	▲	Off Target	Availability of crews has reduced sharply for both Retained and Wholetime personnel due in large part, to an imbalance between leavers and new entrants.
Median Call Handling Times (minutes)	1.31	■	Monitoring	Over the last 5 years there has been an increase in times from 66 seconds to 78 seconds. The SPC charts show that for the East, the increase has been less and remains within the upper and lower control limits. The North increase has been greater and has more evidence of seasonal variation as has the East. The West has consistently had the lowest times and least variation signalled by narrow control limits. <i>See Chart 3 below.</i>

Chart 1 – Top ten incident types

Q3 only	
Top 10 incident types	Total
01. False Alarm (UFAS) (34.6%)	8839
02. False Alarm (Dwelling) (15.6%)	3994
03. Special Service - Flooding (7.9%)	2017
04. False Alarm (Good Intent) (7.8%)	1991
05. Refuse Fire (5.7%)	1448
06. Special Service - Effecting entry/exit (4.9%)	1262
07. Dwelling Fire (4.3%)	1096
08. Outdoor Fire (3.2%)	827
09. Special Service - RTC (2.5%)	645
10. Vehicle Fire (1.8%)	463

Chart 2 – Median Response Time (minutes)

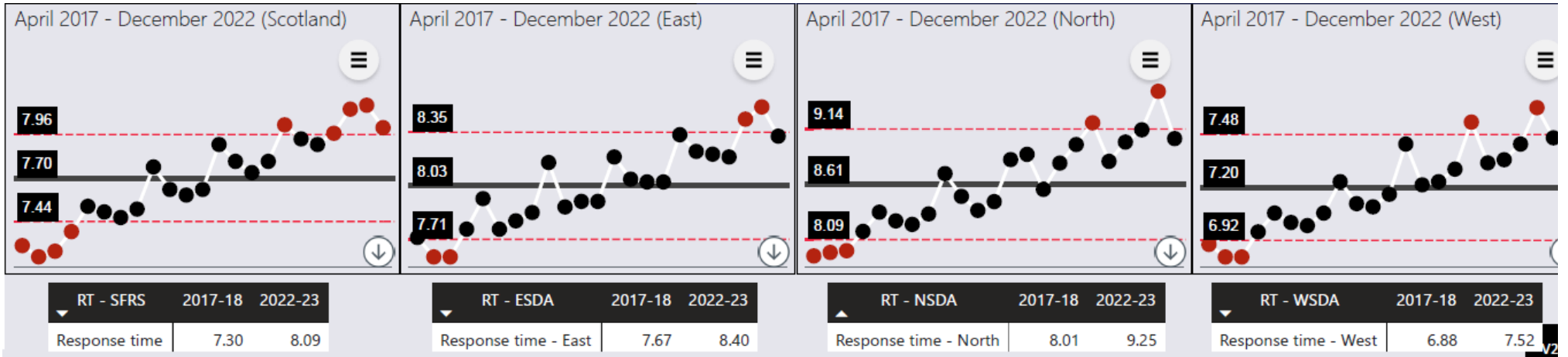
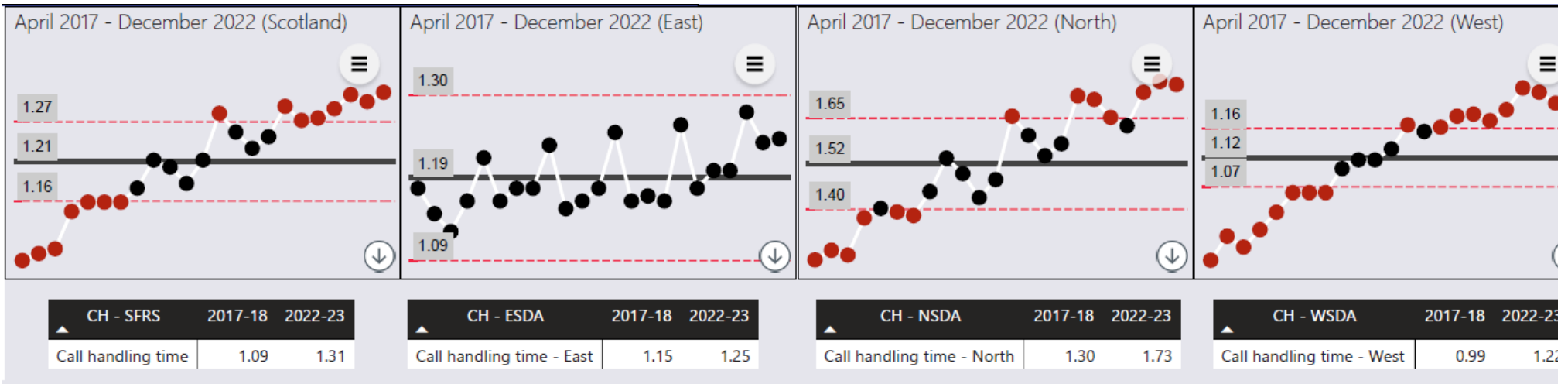


Chart 3 – Median Call Handling Time (minutes)



Strategic Outcome 3: Innovation and Modernisation

We value and demonstrate innovation across all areas of our work.

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%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2022	31/03/2023	60%	▲

Exception Summary Report:

- This action is marked as red due to slip in timescales in terms of the target end date as a result of considerable challenges being experienced in terms of capacity within ICT which has significantly impacted delivery.
- Display Screen Equipment Module is completed and has been published, security issues with reporting modules have been addressed and this is now live.
- Work continues regarding the launch of system elements of Workplace Inspection, Workplace Transport and Risk Assessment with module development ongoing and ICT estimate completion by the end of Quarter 4 2022-23.
- With regard to the launch of system elements for Self-Audit and First Aid, the module development programme is being reviewed and updated. The development of these modules will be deferred from this year's plan.
- A list of improvements regarding the completion of Event Reporting upgrades has been submitted to ICT and completion of upgrades will be based on ICT Capacity.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
iHub & Web	★	★	★	★

The February 2023 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

The January 2023 Risk Report is [available here](#)

Strategic Outcome 4: Climate Change

We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

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	10%	●

Exception Summary Report:

- 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.
- Projects are underway for both the Electric Vehicle chargers and the station decarbonisation works. The Electric Vehicle chargers are currently behind schedule but now have multiple install teams assigned to the programme and the contractor is confident that they will complete the works on schedule. The Scottish Government funded decarbonisation projects were delayed in starting due to contractual issues. The programme started in December 2022 and the delivery schedule has now been compressed to ensure completion by the end of the Financial Year.
- The overall contract holder notified us that they have terminated their main install contractor and discussions are ongoing to determine how the contract will be delivered prior to 31 March 2023.
- Various delays have been experienced regarding photo voltaic installations to corporate hubs and larger wholetime stations due to asbestos surveys and removal works. Some sites have had works postponed due to incompatible infrastructure / structures. Adverse weather has also resulted in delayed works on a number of projects.
- 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.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Major Projects – Low Carbon Emission Vehicle	★	★	★	★

The February 2023 Change Portfolio Monthly Update Dashboard is [available here](#).

Strategic Risk	Risk Description	Risk Rating
No Strategic Risks associated with this Strategic Outcome.		

Strategic Outcome 5: Effective Governance and Performance

We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
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	70%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/01/2022	31/03/2023	90%	★
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	30%	★
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	75%	★
Design and Implement a Continuous Improvement Framework across SFRS.	Service Development	01/01/2022	30/06/2023	20%	●

Exception Summary Report:

- Development of the Service Improvement 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 assessment tools.
- The planned Self-Assessment Test of Change with Dumfries & Galloway Local Senior Officer Area has successfully concluded, with strong positive feedback from local staff on the Self-Assessment methodology and process. Whilst discussions regarding a second Test of Change are underway with the East Service Delivery Area (SDA) due to His Majesty's Fire Services Inspectorate (HMFSI) change of approach and longer timelines for local inspections with the East Service Delivery Area, the second planned Test of Change will not be feasible until Quarter 1 2023 and cannot be included in the final report.
- The remaining two milestones to determine organisational Quality Management System (QMS) capability and the readiness and design of a Quality Management System (QMS) for purposes of "Implementation and Pilot" have not started. It is suggested these should be de-prioritised until 2023-24 due to resourcing constraints.
- In order for the remaining milestones to be delivered there has been some slippage in the previously amended timescales and the following new timescales have been

proposed:-

- **SO5:3 Milestone 1: Develop a Continuous Improvement and Quality Strategy. – Proposed 2nd revised due date from January 2023 to March 2023. With this amended due date the milestone will remain on track for completion and roll out.**

Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	01/01/2022	30/06/2023	80%	●
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Exception Summary Report:

- The first draft of the recommended Change Portfolio Prioritisation Model has been designed and circulated with peers and colleagues in Strategic Planning, Performance and Communications directorate for input and feedback.
- The first iteration of the Business Change Lifecycle is complete with overarching phases, and outline sub-processes and a test of change of the Lifecycle and supporting toolkit containing key artefacts was undertaken with the Low Carbon Appliance (LCA) project.
- Lessons learned will be incorporated into Phase 2 of the development of the lifecycle.
- Organisational maturity, lack of suitably qualified/experienced resources and/or available budget within the portfolio office is a key constraint to further implementation and development of the approach at present.
- Following a series of workshops, the vendor is developing a set of technical specifications for the system that will host the business case process with Portfolio lifecycle phases.
- In order to design Portfolio roles and responsibilities, a maturity assessment was conducted by the client-side partner and a change lifecycle handbook is being created to contain guidance on all aspects of the process, roles and assurance activities.
- The new governance structure has been fully agreed and is scheduled for implementation in Quarter 1 2023.
- Following a series of workshops, the vendor is developing a set of technical specifications for the system that will host the business case process. Revised due date and updated RAG required.
- A prioritisation model will be presented for formal approval at the first Change Portfolio Investment Group (CPIG) meeting. It is currently being used within evaluation documentation to help assess project pilot activities against contribution to strategy.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Mobile Communications Project (ESMCP)	●	▲	★	●

Pathway to Green / Next Steps:

- Project Board supported the development and research into the Emergency Services Network (ESN) data first proposal.
- Meetings have taken place with the Programme and Scottish Government and Working and Steering Groups have been formed.
- Scottish Government has been fully briefed on the proposal and the finance required and proposals have been approved and backed by the Programme.
- 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 will be a clear path to recruit resources and purchase assets. Meetings with Scottish Government Finance took place, with no assurance regarding long term funding, the funding for this year has been provided and this will continue to be managed as in year pressure.

The February 2023 Change Portfolio Monthly Update Dashboard is [available here](#).

Strategic Risk	Risk Description	Risk Rating
4	Ability to ensure legal and regulatory compliance	12
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 January 2023 Risk Report is [available here](#)

Key Performance Indicator	YTD Total	RAG	Update
FOIs responded to within timescale (percent)	85%	● Slightly Off Target	Although slightly off the 95% target, there has been significant improvement on the pre-Covid figures of 70-75% returned within 20 days to 85% across the quarter.

Strategic Outcome 6: People

The experience of those who work for SFRS improves as we are the best employer we can be.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2020	30/09/2023	35%	★
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	85%	★
Further enhance the management of risk to safety within the operational environment.	Training, Safety and Assurance	01/04/2022	31/03/2023	50%	★
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/01/2022	31/03/2023	95%	▲
Exception Summary Report:					
<ul style="list-style-type: none"> The Communications and Engagement Strategy is scheduled for submission to the Board in March 2023. The postponement has allowed the Strategy to be amended to reflect the implications of the Resource Spending Review and ensured alignment with the Strategic Plan 2022-25. 					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Major Projects – McDonald Road Redevelopment and Museum of Fire	★	▲	★	★
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> All main works were completed by 7 October 2022. There were asbestos issues with one of the exhibits which caused a further delay in handing over museum as completed. 				

<ul style="list-style-type: none"> The only outstanding issue is a Building Warrant Certificate which the inspector requested two additional signs to be implemented, a revised drawing of the layout including exhibits/furniture to agree and sign of fire exits. These were provided to Edinburgh Council on the 19 January 2023 and we are awaiting their sign off over the coming week however this does not impact on the operations of the station etc. 				
People, Training, Finance and Assets Systems (PTFAS) Programme – People, Payroll and Finance				
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Agree extension of project team to enable delivery of actions noted below. Agree recommendation to cease engagement with Scottish Government Shared Services Programme. Agree future project scope and develop a re-baselined plan. Develop revised business case based on future scope and proposed route to market and progress through governance. Re-establish governance of the project in absence of Programme Board and in line with the Change Portfolio Progress Group and Design Authority. Continue work with Client-Side Partner on project deliverables in expectation of external gateway assessments. Conclude market engagement with suppliers regarding potential costs. Produce Legal contracts in readiness for anticipated procurement exercise. Complete impact assessment of draft system health checks. Publish Expression of Interest on Crown Commercial Services framework subject to agreement at Programme Board. 				
People, Training, Finance and Assets Systems (PTFAS) Programme – Rostering				
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Clarity regarding future direction of project and allocation of resource post required by March 2023. Detailed analysis of the information gathered to start forming the statement of requirements. Full planned resource option is no longer available. Engagement plan utilising current project resources was presented in October 2022 and is now progressing. Progress will be monitored in and the impact on the procurement element will be gauged. The current plan contained an element of slack which will be fully utilised to minimise the overall impact of the planned timelines. 				
Major Projects – West Asset Resource Centre				

The February 2023 Change Portfolio Monthly Update Dashboard is [available here](#).

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

The January 2023 Risk Report is [available here](#)

Key Performance Indicator	YTD Total	RAG		Update
Number of staff who suffered RIDDOR-reportable injuries at work	7	★	On Target	For the purposes of Performance Management Framework reporting, the RIDDOR Injuries figure shown includes work-related Covid transmission. There have been 7 RIDDOR reportable injuries this year, of which there were no work-related Covid transmissions. This 7 percent less than the previous three-year average.
Number of accidents and injuries	105	★	On Target	There have been 105 Accidents and Injuries to date this year which is 9 percent less than the previous three-year average.
Covid Workplace Transmission	0	★	On Target	There have been no recorded Covid workplace transmission to date this year.

Strategic Outcome 7: Partnership

Community safety and wellbeing improves as we work effectively with our partners.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Service Development	01/03/2022	31/03/2023	75%	★

The February 2023 Change Portfolio Monthly Update Dashboard is [available here](#).

Strategic Risk	Risk Description	Risk Rating
3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value	12

The January 2023 Risk Report is [available here](#)

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	4 th revised due date 28/02/2023	▲	<p>Entrance and shop space fit out is now complete and minor snagging work is ongoing. The dehumidifier install is also now complete and waiting commissioning and familiarisation handover. The Health and Safety action plan is ongoing and actions have been prioritised to ensure smooth opening of the site.</p> <p>All asbestos works on site at the museum are now complete. Final gallery works currently include the final object mounting and final case label rail are to be installed by end Feb 2023. Lighting focus completion is 90% complete but this has been delayed due to faulty lights being issued by the supplier and replacement process is underway. This requires completion before the label rail can be installed. Interactive and audio-visual elements install is currently underway and expected to be complete by end Feb 2023.</p> <p>The City of Edinburgh council rejection of the building approval will have an impact on any opening dates and promotion. SFRS are in the process of appealing this and City of Edinburgh Council will visit the site again, but no date in place as yet and this is being managed by the SFRS property team. Other factors mentioned previously have concluded.</p> <p>[Further revised due date proposed from Jan-23 to Feb-23]</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 February 2023. It will remain within the exception reporting section of this report until it is completed.</p>

AOP Year	Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2020/21	3.1	Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose: <i>Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</i>	People & Organisational Development	31/03/2021	31/03/2023	▲	<p>Whilst some further informal engagement has taken place with the FBU on standardisation of Retained Duty System (RDS) Terms and Conditions (T&Cs), this has been impacted by factors including the current employee relations climate and the potential for industrial action. Dialogue will take place between Scottish Fire and Rescue Service (SFRS) and the Fire Brigades' Union (FBU) in Quarter 4 to inform next steps.</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	Implement recommendations from the internal communications review.	Strategic Planning, Performance & Communications	30/06/2021	31/03/2023	▲	<p>The initial draft of the Internal Communications Framework has been completed and will be finalised by previously agreed revised date of 31 March 2023.</p> <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>

2019/20	1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery (Prevention & Protection)	31/03/2020	31/03/2023	▲	<p>The six-month review of the new Fire Investigation model has taken place and an action plan has been developed. Work for ISO 17020 continues to align all SFRS polices but this has continued at a slower pace than anticipated. This has been hampered by changes in the National Fire Chiefs Council (NFCC) lead which has now been resolved.</p> <p>Although work is now progressing, this action remains red due to the slip in the original timescale with the remaining outstanding milestone at 60% complete.</p> <p>This action has a proposed revised due date of 31 March 2023 and it will continue to remain within the exception reporting section of this report until it is completed.</p>
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Report No: B/FCS/04-23

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE																																						
Meeting Date:	30 MARCH 2023																																						
Report Title:	RESOURCE BUDGET 2023/24																																						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>																																					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>																															
1	Purpose																																						
1.1	The purpose of this report is to seek Board approval of the proposed Resource Budget for 2023/24.																																						
2	Background and Funding																																						
2.1	The Scottish Parliament, on 21 February 2023, passed the Budget (Scotland) Bill which sets the following Departmental Expenditure Limits (DEL) for Scottish Fire and Rescue Service (SFRS), for the forthcoming year only																																						
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">SFRS</th> <th rowspan="2">Actual 2022/23 (£m)</th> <th rowspan="2">Draft 2023/24 (£m)</th> <th colspan="2">Increase/ (Decrease)</th> </tr> <tr> <th>(£m)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Total Budget</td> <td>352.7</td> <td>363.7</td> <td>11.0</td> <td>3.1</td> </tr> <tr> <td>Less Non-Cash</td> <td>26.0</td> <td>27.0</td> <td>1.0</td> <td>3.8</td> </tr> <tr> <td>TOTAL CASH</td> <td>326.7</td> <td>336.7</td> <td>10.0</td> <td>3.1</td> </tr> <tr> <td>Resource (Cash)</td> <td>294.2</td> <td>304.2</td> <td>10.0</td> <td>3.4</td> </tr> <tr> <td>Capital (Cash)</td> <td>32.5</td> <td>32.5</td> <td>0</td> <td>0</td> </tr> </tbody> </table>					SFRS	Actual 2022/23 (£m)	Draft 2023/24 (£m)	Increase/ (Decrease)		(£m)	%	Total Budget	352.7	363.7	11.0	3.1	Less Non-Cash	26.0	27.0	1.0	3.8	TOTAL CASH	326.7	336.7	10.0	3.1	Resource (Cash)	294.2	304.2	10.0	3.4	Capital (Cash)	32.5	32.5	0	0		
SFRS	Actual 2022/23 (£m)	Draft 2023/24 (£m)	Increase/ (Decrease)																																				
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2.2	The overall budget has increased by £11million (3.1%) from £352.7 to £363.7million. There is a non-cash increase of £1.0million to cover depreciation of our assets. In cash terms, Scottish Government (SG) have allocated an additional £10.0million in resource budget funding with no increase in the capital budget allocation.																																						
2.3	The Board, at its Special Meeting on 23 February 2023, approved the Budget Approach for 2023/24. This highlighted the parameters for the resource budget, our assumptions and the key decisions the Service would consider in achieving a balanced budget for 2023/24. The Board had previously been provided with a series of financial scenarios in particular around potential pay awards, inflation and the impact on potential savings required over a four year period.																																						

2.4	The main challenges in setting the budget for this year was finalising a uniform pay settlement to avoid industrial action and agreeing additional funding from SG to support a revised pay offer. In addition, the significant but unavoidable inflationary pressures on non staff related costs that were impacting the Service.
2.5	Combined, these pressures necessitated the need to identify significant savings for 2023/24 to achieve a balanced budget and develop a four year savings programme to respond to the proposed flat cash position outlined in the SG's Resource Spending Review (RSR) in May 2022. In February 2023, a presentation was made to the Board on the current development of a Strategic Service Review Programme that would seek to secure required cashable savings over the next four years.
2.6	In addition, a presentation was also made to the Board on the Resource Budget for 2023/24 seeking feedback and comment on the proposed budget before being presented for approval today.
2.7	At that point, the Board welcomed the finalisation of the pay offer but noted that additional funding had not been agreed. The Board highlighted the need to approve a balanced budget position. Discussion also highlighted the risks of savings not materialising either due to support staff turnover and / or the uncertainties around the timing of uniform retirals associated with the pension remedy changes coming into effect in October 2023. Strategic Leadership Team (SLT) suggested the vacancy factor for support staff would be increased to 7.5% to reflect current staff turnover of 10% and phasing of uniform retirals would be spread from October. It was agreed that these changes would be incorporated into the budget. Finally, the Board sought further consideration of the financial risks by SLT given the uncertainties.
2.8	SG Justice Portfolio intends to allocate an additional £4.4m at the Autumn Budget Revision to support the recent firefighter pay agreement. This additional funding reduces in part the financial risks discussed with the Board. The proposed Resource Budget includes revised savings of £11million for 2023/24 and includes a small but increased contingency of £1million to respond to budgetary pressures during the year.
2.9	It is further anticipated, that implementation of a new accounting standard for leases will move £0.474million from Resource to Capital taking our final funding for the Resource Budget to £308.133million.
3	Main Report/Detail
3.1	It is within this background that the proposed Resource Budget for 2023/24 be set at £308.133 million, as outlined in Appendix A, in line with the additional funding of £14.4million compared to 2022/23.
3.2	The approach to resource budget setting for 2023/24 was amended to include discussions on financial scenarios around pay, inflation, funding and the potential savings that would be required to reach a balanced budget and these were discussed in detail by SLT as part of regular Resource Spending Review sessions and the Board were provided updates as part of Board strategy sessions.
3.3	The increase in resource budget to £308.133million is very much welcomed by the Service and provides additional funding to help support pay awards and inflationary pressures expected in 2023/24. Despite the increase, inflation and pay pressures plus the indicative flat cash funding over the remaining RSR period requires the Service to make savings in 2023/24 and subsequent years and will impact service provision.

3.4	SLT have reviewed the initial budget allocation and reallocated as appropriate to meet service priorities. Collectively Directorates and SLT have identified savings for 2023/24 of £11million (Appendix B) and are considering savings for future years. The Service will need to reduce expenditure over the financial year which will have an impact on staffing whilst supported by a no compulsory redundancies policy. The Service will seek to minimise the impact of savings on our service outcomes. Whilst challenging, this is necessary to maintain a balanced budget position and align with the financial parameters set by SG.
3.5	The purpose of the proposed budget is to contribute to SG priorities as part of the Service's Strategic Plan and Long Term Vision. The proposed budget enables us to provide the resources to respond to fire and rescue incidents, continue recovery from COVID 19 including mental health initiatives, enable SFRS to continue its work on fire prevention and fire safety with vulnerable households. In addition, the proposed budget will be used to maintain our commitment to protecting our staff and communities from new and emerging risks and provide additional resources to support our change portfolio. The proposed budget also includes taking positive steps to decarbonise our Service, improve energy efficiency and reduce environmental risks as part of our climate change response plan.
3.6	Our workforce is our most important asset in delivering our strategic priorities and objectives with £245.8million (80%) of the proposed budget allocated to employee costs: being wholetime, control operations, on call and support staff. The remaining £62.3million (20%) of the budget is allocated to property, supplies and services, third parties, legacy financing costs, other costs and income.
3.7	For wholetime and operations control the respective budgets are £162.413million and £8.097million. The staffing budgets are based on the medium-term resourcing plans provided by People and Organisational Development and reflect the overall direction of the Workforce and Strategic Resourcing Plan.
3.8	A Target Operating Model (TOM) for wholetime, operations control and support staff is produced and maintained. It is anticipated that the TOM will be revised in consultation with representative bodies to realise savings in line with predicted retirements and leavers.
3.9	Workforce planning provide detailed information and assumptions on vacancies, recruitment of trainees, expected retirements and transfers which is used to develop the staffing budgets. The staffing budget for wholetime is based on workforce planning information and includes people in post plus expected recruitment and leavers plus overtime to maintain availability where Out of Pattern Roster Reserve (OPRR) is not available. Budgeted overtime for group and skills shortages has been increased to £4.4million to support maintaining appliance availability. In addition, the staffing budget reflects pay awards, salary increments and the estimated mix of firefighters progressing from development to competent throughout the year.
3.10	There is no agreed TOM for On Call firefighters and the staffing budget reflects the forecasted resources available for 2023/24 including recruitment and leavers. An On Call improvement programme has stabilised the level of on call resources. The On Call budget of £27.64million includes support for activities to enhance community safety at a local level as a direct benefit of reducing incident turnouts from unwanted fire alarm signals (UFAS). The budget also includes where appropriate up to three hours available for drill nights and training for those stations that are able to undertake this increased activity. The service is committed to improving terms and conditions for our On Call firefighters to make the role as attractive as possible and to maintain resources at On Call stations commensurate with the risks to our communities.

3.11	<p>For support staff the budget of £40.642million is based on the agreed structure with a vacancy factor of 7.5% and includes the remainder of additional posts recruited during 2021/22 to support COVID recovery and other key priorities. The support staff budget includes provision for pay award based on latest expectations for 2023/24, salary increments for those new into post or for any regrades. There are significant challenges in the marketplace to recruit and retain support staff and where appropriate market allowances are considered. The Strategic Leadership Team are reviewing vacancies and will continue to monitor during the year to ensure priority vacancies are supported but also required savings are realised.</p>
3.12	<p>Our Property budget of £30.419million reflects increases to rates due to revaluation, the rising cost of electricity and gas and the continuing and increasing need to clean, repair and maintain our properties especially when our capital funding allocation remains below required investment levels. These costs have been slightly offset by continued sharing of our estate with partners, investment in decarbonisation of our stations and seeking cost savings.</p>
3.13	<p>For Supplies and Services the budget of £24.685million reflects the plethora of key external services needed to support the Service. The proposed budget reflects consideration of the significant inflationary and cost pressures which external providers are reflecting in our contracts plus savings in areas where we have some scope to reduce costs.</p>
3.14	<p>The final significant budget is transport costs with a budget of £6.798million. This budget has suffered from exceptional fluctuations in fuel prices based on the current conflict between Russia and Ukraine. The budget is based on an increase in fuel prices of 46% compared to previous year but also reflects the anticipated benefit of fewer journeys undertaken by the Service due to reduction in calls from Unwanted Fire Alarm Signals (UFAS).</p>
3.15	<p>The Service recognises the need for public sector reform and now leads collaboration through the Reform Collaboration Group and is currently agreeing priorities for this group. Shared services for corporate support functions will be considered in collaboration with other public sector partners.</p>
3.16	<p>In addition, the Service will continue to seek opportunities to share our stations or corporate buildings with other public-sector organisations. The number of shared sites has grown significantly over recent years to the current 64 locations. The proposed budget includes additional shared locations expected to come on stream in 2023/24 with a revised budgeted income of £0.642million compared to £0.597million in 2022/23. SFRS will seek to amend the shared service pricing structure to support a contribution towards future capital investment in addition to sharing running costs.</p>
3.17	<p>In summary, as per Appendix C the key changes in proposed budget provision for 2023/24 in comparison to the base budget for 2022/23 of £293.234 million are £3.977million of funding changes reflecting Firelink and one off funding elements, a budgeted net increase in pay of £14.4million, a reduction due to structural changes to our workforce of £3.458million which includes staff savings, cost pressure increases of £8.048million offset by a reduction for one off initiatives completed in 2022/23 of £1.192million and additional income and savings of £6.685million to present a balanced budget of £308.133million.</p>
3.18	<p>Funding for the Emergency Services Mobile Communications Project (ESMCP), which will provide a new Emergency Services Network (ESN) across the UK has been funded separately by SG as part of ring-fenced funding from the Home Office. As such no provision is made for this project.</p>

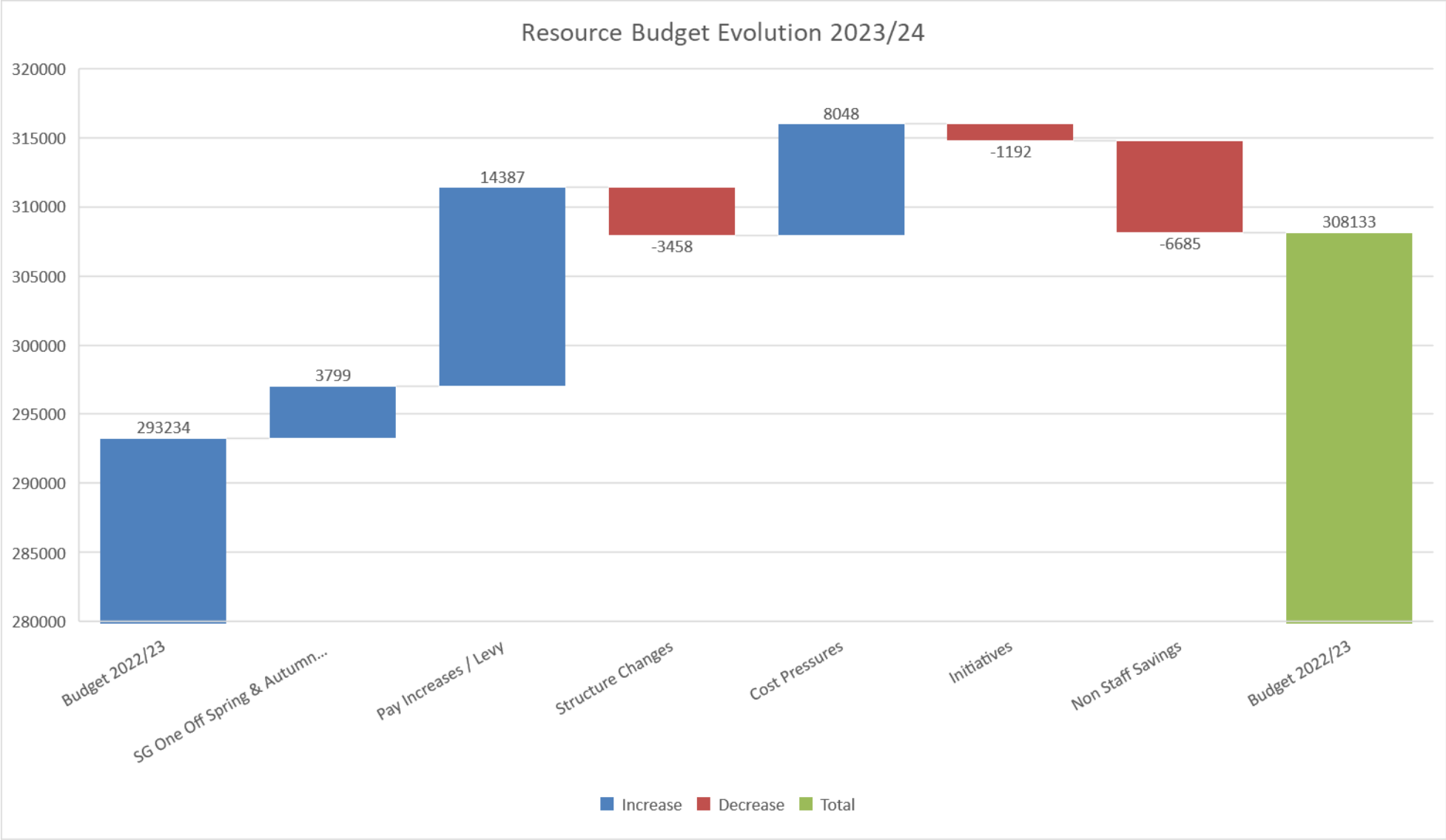
4	Recommendation	
4.1	The Board is asked to approve the following recommendation: <ul style="list-style-type: none"> That the Resource Budget for 2023/24 as set out in section 3 and detailed in Appendix A, be approved. 	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of the proposed Resource Budget for 2023/24 and sought approval. The total Resource Budget for 2023/24 will be set at £308.133million, in line with additional resource budget funding from the Scottish Government.	
6	Appendices/Further Reading	
6.1	Appendix A – 2023/24 Budget, compared to the previous year	
6.2	Appendix B – Efficiencies	
6.3	Appendix C – Budget changes from 2022/23 to 2023/24	
6.4	Appendix D – Equality Impact Assessment and Island Assessment	
6.5	Further Reading: Approved Budget Approach 2023/24	
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:	John Thomson, Acting Director of Finance and Procurement	
Sponsored by:	John Thomson, Acting Director of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
The proposed budget for 2023/24 is developed to pursue the strategic objectives and priorities indicated at 3.5 and contained within our Strategic Plan and Long-Term Vision.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>23 March 2023</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Decision</i>

SCOTTISH FIRE & RESCUE SERVICE
Resource Budget 2023/24

APPENDIX A

2022/23 Base		2023/24
Position		Budget
£m		
156.807	Wholetime	162.413
7.787	Control	8.097
27.055	On Call	27.640
39.466	Support	40.642
6.347	Employee Other	7.045
237.461	Employee Costs	245.837
27.808	Property Costs	30.419
19.673	Supplies & Services	23.894
6.283	Transport Costs	6.798
1.577	Third Party Payments/Council Charges	1.265
2.143	Financing	1.840
294.945	GROSS EXPENDITURE	310.053
(1.711)	Income	(1.920)
293.234	NET EXPENDITURE	308.133

Area of Saving / Efficiency	£000
Wholetime	1,190
On Call	1,624
Support	1,875
Employee Other	1,304
Employee Costs	5,993
Property Costs	1,223
Supplies & Services	2,356
Transport Costs	647
Third Party Payments / Council Charges	215
Financing	303
Income	320
TOTAL	11,057



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

PART 1 BASIC INFORMATION

Policy Owner	John Thomson – Acting Director of Finance and Procurement
E&D Practitioner	Elaine Gerrard - HROD Manager
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Resource Budget 2023/24
Date Assessment Commenced	22/03/23

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	Sets out the proposed Resource Budget
Are there any associated objectives of the function/policy (please explain)?	Best value in public services. Effective and appropriate public services.
Does this function/policy link with any other function/policy?	Fire and Rescue Framework Scotland SFRS Strategic Plan This decision relates to a series of financial assumptions including: <ul style="list-style-type: none"> • Wholtime pay award based on NJC agreement • Support Staff Pay award • Target Operating Models • Anticipated retirement and recruitment projections • Provision for agreed business cases, including the Jenners Fire Investigation • Resourcing to deliver the strategic spending review
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and retention of experienced workforce.
What outcomes are wanted from this function/policy?	Agreement on the Resource Budget
What factors/forces could contribute/detract from the outcomes?	In relation to equality issues there are no factors that directly relate to the setting of the annual Resource Budget that could contribute or detract from the intended outcomes.

OFFICIAL

Who are the main stakeholders in relation to the function/policy?	Scottish Government SFRS Board and personnel Communities served
Who implements the policy and who is responsible for the function/policy?	SFRS Board, SLT, Finance and Procurement and budget holders within SFRS

**PART 2
ESTABLISHING RELEVANCE**

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

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

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

Please tick as appropriate.

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

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

AND,

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

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the Resource Budget that relate specifically to employment practice where the marital status of an employee would be a relevant factor.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes No Don't Know

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

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

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	The Resource Budget is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. A number of related policy initiatives will provide more direct and significant relevance to the general equality duty – these policy initiatives are necessary in order for the budget to be met and are driven by a number of factors: Scottish government funding, deferred and other retirements, overtime and other cost assumptions.
Caring Responsibilities	See comments relating to age. In relation to caring responsibilities and for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Disability	See comments relating to age. In relation to disability there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Gender reassignment	See comments relating to age. In relation to gender reassignment there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. In relation to pregnancy and maternity there may be some potential link with the general equality duty but for the purposes of the high-level Resource Budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessment.
Race	See comments relating to age. In relation to race there are no policy initiatives identified at this time as being particularly relevant.
Religion and Belief	See comments relating to age. In relation to religion and belief there are no policy initiatives identified at this time as being particularly relevant.
Sex (gender)	See comments relating to age. In relation to sex (gender) there may be some potential link to the general equality duty but for the purposes of the high-level resource budget it is not possible to be more specific. Relevant initiatives will be subject to their own impact assessments.

Sexual Orientation	See comments relating to age. In relation to sexual orientation there are no policy initiatives identified at this time as being particularly relevant.
Social and economic disadvantage	See comments relating to age. In relation to social and economic disadvantage there are no policy initiatives identified at this time as being particularly relevant, however, it is noted that the commitment to no compulsory redundancies is a positive initiative.
Human Rights	There is no evidence that the setting of the Resource Budget has any direct relevance to the Human Rights Act.
Impact on People in General not covered by specific characteristics	<p>Island Impact Assessments:</p> <p>The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the setting the SFRS Resource and Capital budgets.</p> <p>Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances.</p> <p>Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks.</p> <p>Equality and Human Rights Impact Assessments will be conducted for the programmes of work that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.</p>

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focuses on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the annual budget such as that set out in the Resource Budget.

In their guide *Making fair financial decisions* the Equality and Human Rights Commission outline that a robust financial decision will consider the equality impact by:

- Clearly setting out the financial purpose – this would include how the current decision may affect or be affected by other related decisions
- Gathering and using evidence to influence the decision – this would include information about the protected characteristics potentially affected by a decision
- Engaging with those likely to be affected by the decision
- Potential positive and negative impacts have been identified
- Identify, where possible, plans to alleviate any negative impacts
- Identifying plans to monitor the actual impact of the proposal

The SFRS will allocate funding based upon operational requirements and agreed priorities. However, SFRS is not in direct control of the funding available to support its activities as it is the Scottish Government that will allocate specific budgets for both Resource and Capital.

Taking into account the discrepancy between the nature and format of the Resource Budget and the type of budgetary decisions covered by the EHRC guidance, on impact assessing budgetary decisions, this impact assessment identifies very limited direct relevance between the overall SFRS Resource Budget and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration, where relevance to the general equality duty is likely to be significant.

The EHRC reference of the need to consider the impact of related decisions in considering any potential cumulative impact is particularly relevant when considering the Resource Budget. The information presented and the relationship to other decisions (harmonisation of RDS terms and conditions in respect of training hours, provision for previously agreed business cases and resourcing to support Recovery, Reset and Renew) are closely interlinked. The full impact of the budget decision on protected characteristics cannot be fully predicted in the absence of decisions on these other initiatives.

The following areas are potentially relevant to the Resource Budget:

- Wholtime pay award based on NJC agreement
- Support Staff Pay award
- Target Operating Models
- Anticipated retirement and recruitment projections
- Provision for agreed business cases, including the Jenners Fire Investigation
- Resourcing to deliver the strategic spending review

Conclusion

Overall the impact assessment identifies very limited relevance to the general equality duty - and where relevance is established it is indirect in that it will be the individual proposals associated with the budget that may have a direct relevant to the duty.

While the relationship between the Resource Budget and the general equality duty is assessed as only indirectly established, a key purpose is to set out the overall budget for 'people resources.' For this reason, the Resource Budget retains its status as partially relevant to the general equality duty in relation to staffing implications and securing service delivery for communities.

Concluding Part 3

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

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

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

Q2 What will be monitored?

There are no specific equality measures that can be applied directly to the Resource Budget. Monitoring of individual policies and initiatives that will allow the budget to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

Q3 How will monitoring take place?

As Q2 above

Q4 What is the frequency of monitoring?

As Q2 above

Q5 How will monitoring information be used?

As Q2 above

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Elaine Gerrard, HROD Manager
Date	27/03/2022

This Equality and Human Rights Impact Assessment was approved by:

Name	John Thomson – Acting Director of Finance and Procurement
Date	22/03/2023

The Equality & Human Rights Impact Assessment for the 2023/24 Resource Budget remains current with no specific or significant change on the relevant protected characteristics from the previous year.

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



Report No: B/FCS/05-23

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	CAPITAL PROGRAMME 2023/24 – 2025/26						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to seek approval from the Board for the Capital Programme 2023/24 to 2025/26.						
2	Funding						
2.1	In February 2021, Scottish Government (SG) published Investing for Jobs: Capital Spending Review 2021/22 to 2025/26 (CSR). The CSR was based on Scottish Government's Infrastructure Investment Plan 2021 – 2026 (IIP) the IIP, represents the Government's response to the recommendations of the Infrastructure Commission for Scotland, and is built around three key themes, Enabling Transition to Net Zero Emissions and Environmental Sustainability, Driving Inclusive Economic Growth and Building Resilient and Sustainable Places.						
2.2	The CSR set the Service's base capital (CDEL) funding for each year at £32.5million until 2025/26. Recognising the financial constraints of Scottish Government, the current funding is inadequate and the Service will seek additional funding where possible from SG. Based on our 10 year investment plan the Service requires funding of at least £63 million per annum to invest in its assets.						
2.3	The annual Budget (Scotland) Bill, was passed by the Scottish Parliament on 21 February 2023, confirmed Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.5 million for 2023/24, which represents a "flat cash" position relative to the previous year.						
2.4	In November 2021, Transport Scotland awarded SFRS £1.5million in additional grant, to purchase approximately eighty electric vehicle charging Infrastructure points at various locations across the Service. A further £1.5million has been intimated for 2023/24 and therefore included in this capital programme.						
2.5	The Service continues to identify surplus properties within our property estate that are no longer required operationally to generate capital receipts to reinvest in our stations. The completion of the West Asset Resource Centre, will enable the partial disposal of the current site at Cowcaddens and the generation of a capital receipt in 2024/25. This capital receipt will be used to fund investment in risk critical stations.						

2.6	Capital receipts also occur from the sale of vehicles which have reached the end of their economic life for the Service but have residual value. These disposals are reinvested into new fleet purchases.
2.7	Funding for the Emergency Services Mobile Communications Project (ESMCP), which will provide a new Emergency Services Network across the UK has been funded separately by SG as part of ring-fenced funding from the Home Office. The anticipated capital funding requirement is £5.376million over the next three years. No provision is made for this project in the capital programme as both funding and the programme timelines have been deferred.
2.8	The introduction of a new accounting standard IFRS 16 for leases will mean previous operational leases funded from resource will be capitalised. The impacts of this change will be mitigated via SG Finance to ensure no loss of funding to the Service.
2.9	The overall funding for the capital programme is £109.000 million over the next three years.
3	Engagement in developing the Capital Programme
3.1	The development of the Capital Programme was predicated by the development of the Strategic Asset Management Plans (SAMP) for fleet and property. The SAMP for equipment will be finalised in June 2023. The SAMP's have been developed by face to face engagement with end users from a number of stations across the country, feedback questionnaires, local senior officers and service delivery personnel. The SAMP's were then used as part of the capital programme development.
3.2	The draft programme for capital has been discussed in detail with capital budget holders, Asset Management Liaison Board, Strategic Leadership Team and as part of Board strategy days to build consensus on priorities and refine the capital programme.
4	Budget Approach for Capital
4.1	The Budget Approach for 2023/24 was approved by the Board on 23 February 2023 which outlined a risk-based approach to capital investment.
4.2	Due to current funding constraints a Risk Based Capital Investment Strategy was developed and approved by the Board in 2022. The strategy outlined a 10 year Asset Investment Plan (AIP) developed to determine investment needed and to help guide and prioritise capital investment allocation over the next 10 years. The AIP prioritises investment over the next three years to minimise the risk of failure in terms of service delivery. This is not a sustainable approach continued under investment will lead to increasing resource costs to maintain assets in short, medium and long term until investment levels can be increased. This is increasingly challenging as the Resource Spending Review anticipates flat cash funding in future years.
4.3	The approach recognises that whilst current funding available is insufficient, capital should be allocated on the most urgent risks that need to be addressed. In addition, the Service will invest in assets that will realise significant capital receipts that can be ring fenced and reinvested back into our stations as part of our future capital programme.
4.4	To support the risk based approach detailed SAMP's were developed for both fleet and property. The final SAMP for equipment will be finalised by end of June 2023. These SAMP's provide the detail to support prioritisation and investment plans for Property, Fleet, PPE and equipment. The AIP is then updated after each year's capital investment has been completed. The current AIP indicates a 10 year programme of investment of at least £63million is required.

<p>4.5</p> <p>4.6</p> <p>4.7</p> <p>4.8</p> <p>4.9</p>	<p>The AIP and SAMP's have prioritised:</p> <ul style="list-style-type: none"> • Investment in specific Reinforced Aerated Autoclaved Concrete (RAAC) panel issues in 14 stations that require complete station new builds • the need to invest in the suitability of our stations to provide dignified facilities to attract a diverse workforce • the need to reconfigure areas at stations to control fire contaminants on PPE after incidents. • continue to invest in minor works to improve the condition of our stations that are in the worst condition • the need to address climate change and the additional costs of this transition to reduce our carbon emissions by investing in stations, fleet, equipment and electrical infrastructure <p>The budget approach also highlighted that our Long Term Financial Strategy (LTFS) 2017 to 2027 had already indicated the need for nearly £80million over 10 years to remove our asset backlog and £40million to £47million required per annum just to maintain the asset condition before even considering suitability. The AIP combined with the SAMP's will be used to develop a new LTFS in 2023.</p> <p>The Service approved its Carbon Management Plan 2020-2025 in December 2020, which seeks to reduce carbon emissions by 30% over the five-year period, and includes a capital requirement of £48.4million (at 2020 prices). This is dependent on additional funding and work will continue, in conjunction with Scottish Government and other partners, to identify and bid for funding in support of the Plan, adopting IIP principles. All expected funding will be incorporated within the Capital Programme.</p> <p>On the 23 February 2023 a Board Strategy day was held and a presentation was made on the proposed capital programme for the next three years. For each area of investment, a narrative on the rational for investment, linkage with our strategic objectives and impact on asset backlogs and running costs as well as detailing where possible milestones for each project were detailed to enable scrutiny by the Board.</p> <p>The Board accepted the risk based approach given funding constraints and welcomed in particular the investment in both RAAC stations, dignified facilities and contaminant control as well as investing in ICT, Fleet and Equipment. The Board sought reassurance that identified capital receipts will be retained by the Service for reinvestment in our stations and this will be pursued with SG.</p>
<p>5</p>	<p>Proposed Capital Programme</p>
<p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p>	<p>The proposed capital programme for 2023/24 to 2025/26, is detailed in Appendix A. The capital investment needed based on the AIP is included at appendix B with required capital demand of £211.028million over the next three years.</p> <p>Total proposed expenditure over the 3-year period is £109.000million, funded by anticipated Capital DEL budget of £97.500million (£32.500m per annum); estimated capital receipts from fleet disposals and sale of property of £10.000million (£10.0million in 2024/25) and Net Zero Transition Grants of £1.500million (£1.5million in 2023/24).</p> <p>Proposed expenditure of £41.220million on Property – Major Works (£9.330million, £19.870million, £12.020m) is to progress a number of replacement Fire Stations, including RAAC station replacements at Dalkeith, Liberton, Cumbernauld, Helensburgh and Portree Fire Stations.</p> <p>In addition, as part of a long-term programme of investment in our fire stations to start addressing issues of dignified facilities and contaminants control, £7.5million investment will be made over the next three years in our stations at Inverness, Salen, Galashiels,</p>

	Dingwall, Newcraighall and Stirling. Targeting elemental upgrades will also address aspects of condition and suitability, and the proposed expenditure will enable minor upgrade and modifications across the SFRS Property portfolio. £3.460million of the £41.220 million total for Property will be used to purchase sites for New Build projects, property disposals and for project management.
5.5	Proposed expenditure of £18.500million on Property – Minor Works (£6.500million, £6.000million, £6.000million) will be targeted to essential upgrades to address health and safety aspects of condition, while addressing some immediate priorities in support of workforce diversity; as well as investing in the electrical charging infrastructure for light fleet and various carbon reduction projects to progress the Carbon Management Plan.
5.6	Proposed investment of £24.325million in Fleet (£8.275million, £7.550million, £8.500million) Previous investment in fleet has helped to reduce the fleet backlog, and there is a significant reduction in fleet investment over the period to enable investment in new station developments. The planned investment will enable us to continue the modernisation of our frontline fleet in particular high reach (aerial) appliances, and frontline appliances benefitting from environmental improvements, and will enable the introduction of new vehicles specifically designed to support Wildfire firefighting, new Prime Movers and PODS, Water Carrier Vehicles, Line Rescue Appliances and Fire Investigation Units. The investment will also enable the SFRS to transition some existing Light Fleet vehicles, to net zero vehicles over the 3 year period.
5.7	In ICT , the proposed investment of £15.315million (£6.155million, £5.830million, £3.330million) will enable the progression of the new command and control mobilising system, deployed across the 3 control rooms, providing resilience in this critical aspect of service delivery. This budget will also facilitate the ongoing investment required in short life ICT assets that need constant refresh to ensure our critical ICT infrastructure is maintained and new developments that support our Digital Strategy. The aim is to enable our people to have access to the right information on the right device, at the right time. This includes Operational Mobilisation Communications/Radios.
5.8	Finally, proposed investment of £9.640million in Operational Equipment (£3.740million, £3.250million, £2.650million) having completed the rollout of new Personal Protective Equipment (PPE) in previous years and accelerated the investment in Powered Rescue Equipment last year. This enables ongoing investment in PPE for our new firefighters and also provides for the ongoing standardisation and renewal of the many time expired items of equipment carried on fire appliances and other specialist vehicles, and will enable the introduction of a state of the art wildfire response capability.
6	Recommendation
6.1	The Board are asked to approve the following recommendation: <ul style="list-style-type: none"> That the proposed Capital Programme for 2023 – 2026, as set out in section 5 and detailed in Appendix A, be approved, recognising that figures for years 2 and 3 are indicative and will be refined in future years.
7	Core Brief
7.1	The current levels of capital funding are insufficient to meet the needs of the Service. The Service has changed its approach by allocating capital budget on a risk based approach which aims to minimise the risk of failure in terms of service delivery.
7.2	The financial position is not sustainable and SFRS is seeking additional funding through Scottish Government.

7.3	The Acting Director of Finance and Procurement advised the Board of the proposed Capital Programme for 2023/24 – 2025/26. Total proposed expenditure over the 3-year period is £109.000 million , funded by anticipated Capital DEL budget of £97.500million; estimated capital receipts from sale of property of £10.000million and Net Zero Transition Grants of £1.500million	
8	Appendices/Further Reading	
8.1	Appendix A: Capital Programme 2023/24 to 2025/26	
8.2	Appendix B: Comparative Capital Programme based on 10 Year Asset Investment Plan 2023/24 to 2025/26	
8.3	Appendix C: 23 February 2023 presentation to Board on Capital Programme 2023/24	
8.4	Appendix D: Equality Impact Assessment and Island Assessment	
8.5	Further Reading: Approved Budget Approach 2023/24	
Prepared by:	Tracey Anne Morrow, Deputy Accounting Manager	
Sponsored by:	John Thomson Acting Director Finance and Procurement / Iain Morris Acting Director of Asset Management,	
Presented by:	John Thomson Acting Director Finance and Procurement / Iain Morris Acting Director of Asset Management,	
Links to Strategy and Corporate Values		
The proposed Capital Programme for 2023/24 is developed to pursue the strategic objectives and priorities contained within our Strategic Plan and Long-Term Vision		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>8 March 2023</i>	<i>For recommendation to seek Board approval</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For approval</i>

SCOTTISH FIRE & RESCUE SERVICE**Summary of Estimated Capital Expenditure 2023/24 - 2025/26****ACTUAL FUNDING****£000****Capital Expenditure Legally Committed (LC)**

Financial Year			Total
2023/24	2024/25	2025/26	
7,287	-	-	7,287

Capital Expenditure Not Yet Legally Committed (NYLC)

Financial Year			Total
2023/24	2024/25	2025/26	
26,713	42,500	32,500	101,713

TOTAL - LC & NYLC

Financial Year			Total
2023/24	2024/25	2025/26	
34,000	42,500	32,500	109,000

SOURCES OF FUNDING

Source	Financial Year			Total
	2023/24	2024/25	2025/26	
Capital DEL	32,500	32,500	32,500	97,500
Capital Receipts		10,000	-	10,000
Net Zero Transition Grants	1,500		-	1,500
TOTAL	34,000	42,500	32,500	109,000

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

SUMMARY

£000

Category	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2023/24		2024/25	2025/26	Total
			LC	NYLC			
Property - Major Works	42,653	1,433	960	8,370	19,870	12,020	41,220
Property - Minor Works	21,675	4,675	1,174	3,826	6,000	6,000	17,000
Fleet	24,325	-	4,214	4,061	7,550	8,500	24,325
ICT	26,335	11,020	939	5,216	5,830	3,330	15,315
Operational Equipment	9,640	-	-	3,740	3,250	2,650	9,640
Transition to Net Zero (Externally Funded)	4,640	3,140	-	1,500	-	-	1,500
Sub-total			7,287	26,713	42,500	32,500	109,000
TOTAL (LC+NYLC)	129,268	20,268		34,000	42,500	32,500	109,000

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

PROPERTY - MAJOR WORKS

£000									
Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2023/24		2024/25	2025/26	Total	
				LC	NYLC				
Dalkeith Fire Station - New Build (RAAC)	Asset condition and suitability does not meet required standards	6,500	-		360	6,140	-	6,500	2023-2024 Design and Optional appraisals then construction milestones to be fully agreed
Blackness Road Replacement Station	Estate rationalisation, Service delivery new station for Blackness via Cowcaddens receipt, Creates additional capital receipt, Removes asset backlog, Reduces running costs, Reduction in carbon footprint.	7,500	-		450	7,050	-	7,500	Design and Options appraisal 2023-2024. Planned build programme for 2024-2025
Liberton Fire Station - New Build (RAAC)	Investment in property to provide appropriate facilities for firefighters.	3,630	-		-	180	3,450	3,630	2024-2025 Demolition of existing & Design then construction milestones to be fully agreed - Construction over two financial years 2025/26 -2026/27
Cumbernauld Fire Station - New Build (RAAC)		3,630	-		-	180	3,450	3,630	2024-2025 Optional appraisals & Design then construction milestones to be fully agreed - Construction over two financial years 2025/26 -2026/27
Portree Fire Station - New Build (RAAC)		3,500	-		360	3,140	-	3,500	2023-2024 Design of tripartite Hub then construction milestones to be fully agreed with partners (If joint venture not feasible then progression of Fire Station as standalone
Helensburgh Fire Station - New Build (RAAC)		3,250	-		-	180	3,070	3,250	2024-2025 Design Optional appraisals then construction milestones to be fully agreed
Huntly Fire Station - New Build (RAAC)		210	-		-	-	210	210	2025-2026 Design and Optional appraisals then construction milestones to be fully agreed
Livingston Fire Station - New Build (RAAC)		180	-		-	-	180	180	2025-2026 Design and Optional appraisals then construction milestones to be fully agreed
Crewe Toll Fire Station - New Build (RAAC)		180	-		-	-	180	180	2025-2026 Design and Optional appraisals then construction milestones to be fully agreed
Hawick Fire Station - New Build - (RAAC)		180	-		-	-	180	180	2025-2026 Design and Optional appraisals then construction milestones to be fully agreed
Uig Fire Station (End of Lease Eviction)		Eviction from leased premises due to Harbour development and the provision of Fit for purpose facilities	1,500	-		300	1,200	-	1,500
Inverness Fire Station Redevelopment (Dignified Facilities)	Asset condition and suitability does not meet required standards	600	-	600	-	-	-	600	2023-2024 Completion of Phase two of project commenced previous year
Salen Fire Station Development (Former NHS Building)	Provision of Fire station accomadation for Salen Volunteer establishment	500	-		500	-	-	500	2023-2024 Conversion of former NHS surgery purchased in previous year and the addition of standalone appliance garage
Galashiels Fire Station - Redevelopment (RAAC) (Dignified Facilities)	Asset condition and suitability does not meet required standards	2,500	-		2,500	-	-	2,500	2023-2024 Design and then construction milestones to be fully agreed
Dingwall Fire Station Redevelopment (Dignified Facilities)	Asset suitability does not meet required standards	1,200	-		1,200	-	-	1,200	2023-2024 Design and then construction milestones to be fully agreed
Newcraighall Fire Station Redevelopment (Dignified Facilities)	Asset suitability does not meet required standards	1,700	-		1,700	-	-	1,700	2023-2024 Design and then construction milestones to be fully agreed
Stirling Fire Station Redevelopment (Dignified Facilities) Phase2	Asset suitability does not meet required standards	1,000	-		-	1,000	-	1,000	2023-2024 Completion of Phase two of project Phase 1 completed in previous years
Site Purchases	Site purchase required to facilitate new build fire stations to replace those impacted by RAAC	2,500	-		1,000	500	1,000	2,500	Across 3 years
Disposal Costs	Maximise capital receipt from the disposal of the Cowcaddens Site	60	-	60	-	-	-	60	Throughout the year
Property Project Costs	Project managers to deliver capital property projects	2,333	1,433	300	-	300	300	900	Capitalised throughout year as incurred.
Sub-total				960	8,370	19,870	12,020	41,220	
TOTAL (LC+NYLC)		42,653	1,433	960	8,370	19,870	12,020	41,220	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

PROPERTY - MINOR WORKS

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2023/24		2024/25	2025/26	Total	
				LC	NYLC				
Minor Works - Condition (Elemental Upgrades)	Health and safety to meet minimum legislative requirements and people objectives, Limited impact on asset backlog, No impact on running costs.	15,000	-	1,174	3,826	5,000	5,000	15,000	Throughout financial year
Energy & Environmental Projects to Reduce Carbon	Additional funding, Investment in properties to improve insulation, building controls and Solar Panels etc, Reduction in carbon emissions.	6,675	4,675	-	-	1,000	1,000	2,000	Individual projects monitored through Environmental and Carbon Mgt Board.
Sub-total				1,174	3,826	6,000	6,000	17,000	
TOTAL (LC+NYLC)		21,675	4,675	1,174	5,000	6,000	6,000	17,000	

**SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26**

FLEET

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2023/24		2024/25	2025/26	Total	
				LC	NYLC				
Aerial Platforms and Bodyworks	Maintains service delivery for response, Average age of current appliances is 12.58 years and £11,037,000 of investment will replace older assets. Current investment will maintain asset backlog, Improves running costs and emissions.	1,100	-	389	711	-	-	1,100	Milestones for delivery are Mid 2024 for first two units and two in each of the following financial years.
Frontline Appliances	Maintains service delivery for response, Average age of current appliances is 9.23 years and £38.951million of investment is required to replace older assets, Current investment will maintain asset backlog, Improves running costs and emissions.	14,700	-	3,045	1,155	5,500	5,000	14,700	Milestones for delivery are late 2024 for batch 2 and late 2026 for batch 3 Chassis and Bodyworks.
Light Appliances	Maintains service delivery for response. Due to High maintenace costs and high carbon output and backlog fleet. Impact on asset backlog will remove the backog until 2025. Improves running costs and carbon emissions.	2,900	-	-	1,400	500	1,000	2,900	12 Vehicles to be delivered in 2024 and a further 10 in 2026
Line Rescue Appliances	Increased service delivery for new and emerging risks. Full investment covered for the next 10 years. Additional carbon output and maintenance costs.	375	-	-	375	-	-	375	Delivery of 4 vehicles before march 31st 2024.
Light Fleet - Vans & Cars (incl transition to net zero)	Maintains service delivery for response, Average age of current appliances is 8.42 years and requires £23.072million, investment will replace older assets and reduce carbon emissions, Increase in backlog.	2,200	-	-	200	1,000	1,000	2,200	Milestones for delivery will be two cars for 2nd quarter of 2023 and up to 40 vehicles in the following two years.
Prime Movers and PODS / Water Carrier Strategy	Maintain and update service delivery for response, Average age of current appliances is 21.83 years and investment of 1,612,000 will replace existing assets in backlog and reduce carbon emissions, Reduces running costs due to change in Prime Mover and Pod model, rather than dedicated vehicles.	1,000	-	-	-	500	500	1,000	Milestones for delivery if funding is available will be one water carrier pod by the 4th quarter in 2024/2025 and two Prime Mover Units with Water Carrier Pods by the end of the following financial year.
Fire Investigation Units / Control Units /DIM / Specials	Improve service delivery response, Average age of current appliances is 13.37 years and investment of 1,760,640.00 will replace existing assets in backlog and reduce carbon emissions, Reduces running costs but higher purchase and conversion price.	1,050	-	-	-	50	1,000	1,050	Milestones for delivery if funding is available will be delivery of one base vehicles by end of FY 2023/24 and the and the additional vehicles and body conversions split across the following financial year.
Wild Fire Fighting Vehicles	Maintain service delivery for response, Investment to support new wildland strategy, consequence of climate change increase in wildland fires, Increase to running costs and carbon emissions due to additional vehicles and equipment.	1,000	-	780	220	-	-	1,000	Milestones for delivery will be 10 sets of tools, equipment and trailers by end of FY 2022/23 and Ten sets of vehicle assets in the following year.
Sub-total				4,214	4,061	7,550	8,500	24,325	
TOTAL (LC+NYLC)		21,275	-		8,275	7,550	8,500	24,325	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

ICT

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2023/24		2024/25	2025/26	Total	
				LC	NYLC				
PC's, laptops, peripherals	Supports all strategic objectives, Digital first strategy, Ongoing asset replacement cycle and to support hybrid working model.	1,500	-	-	500	500	500	1,500	March 24, March 25, March 26
Replacement & Upgrade of AV Kit	People and training, Ongoing asset replacement cycle and to support improved training facilities in stations.	300	-	-	100	100	100	300	March 24, March 25, March 26
Server Infrastructure	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure.	300	-	-	100	100	100	300	March 24, March 25, March 26
Software Infrastructure & National Business Systems	Upgrade and replacements of key business systems, Increase in resource costs due to using Software as a Service (SaaS) rather than on premise solutions.	900	-	-	300	300	300	900	March 24, March 25, March 26
Local Area Network Infrastructure & Wide Area Network Infrastructure	Overall Service Delivery, Ongoing asset replacement cycle to ensure robust and resilient critical infrastructure.	2,250	-	59	691	750	750	2,250	March 24, March 25, March 26
Operational Mobilisation Communications	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure for response.	4,000	-	-	2,000	1,000	1,000	4,000	March 24, March 25, March 26
Data Centre/Disaster Recovery	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure, including disaster recovery and business continuity.	300	-	-	100	100	100	300	March 24, March 25, March 26
Telephony	Supports all strategic objectives, Digital first strategy, Ongoing asset replacement cycle and to support hybrid working model.	600	-	-	200	200	200	600	March 24, March 25, March 26
Cyber Security Provision	Supports all strategic objectives, Preventative measures to maintain systems and infrastructure security.	300	-	-	100	100	100	300	March 24, March 25, March 26
Safe & Wellbeing	To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure.	75	-	-	75	-	-	75	September 23
Website Development	An updated website and intranet would be able to support improvements across staff and public, stakeholder and community engagement and enhancing our prevention and community safety work - Outcomes, 1, 3 and 4 of the current Strategic Plan, Use of modern technologies to improve performance.	250	-	-	250	-	-	250	March 24
ICT Project Costs	Project teams to deliver capital property projects	540	-	180	-	180	180	540	March 24, March 25, March 26
New Mobilising System	Strategic project to replace outdated technologies for mobilising.	15,020	11,020	700	800	2,500	-	4,000	Contract terminated with current supplier in Nov 22. New Project Team set up from period 9 22/23, focusing on new procurement exercise. Scheduled for completion fiscal year 2024/25.
Sub-total				939	5,216	5,830	3,330	15,315	
TOTAL (LC+NYLC)		26,335	11,020		6,155	5,830	3,330	15,315	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

OPERATIONAL EQUIPMENT

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Milestones
				2023/24		2024/25	2025/26	Total	
				LC	NYLC				
Operational Equipment	Maintain service delivery and health and safety, Replaces Time expired equipment, Reduces asset backlog by £2.9m over the 3 years.	3,640	-	-	1,740	1,250	650	3,640	March 2024
PPE	Maintain service delivery and health and safety, Required for recruits and replace existing, Reduces asset backlog by £6million over the 3 years.	6,000	-	-	2,000	2,000	2,000	6,000	Long lead time up to six months.
Sub-total				-	3,740	3,250	2,650	9,640	
TOTAL (LC+NYLC)		9,640	-		3,740	3,250	2,650	9,640	

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

TRANSITION TO NET ZERO (EXTERNALLY FUNDED)

£000

Project Description	Reason for Investment, Strategic Objective and Impact	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				Milestones	
				2023/24		2024/25	2025/26		Total
				LC	NYLC				
Electric Cars Charging Points - Phase 5	Additional funding for Electric Vehicle Charging Points, Reduction in carbon footprint	4,640	3,140	-	1,500			1,500	March 2024
Sub-total				-	1,500	-	-	1,500	
TOTAL (LC+NYLC)		4,640	3,140		1,500	-	-	1,500	

SCOTTISH FIRE & RESCUE SERVICE**Summary of Estimated Capital Expenditure 2023/24 - 2025/26****HIGHER FUNDING****£000****Capital Expenditure Legally Committed (LC)**

Financial Year			Total
2023/24	2024/25	2025/26	
4,667	-	-	4,667

Capital Expenditure Not Yet Legally Committed (NYLC)

Financial Year			Total
2023/24	2024/25	2025/26	
56,628	84,067	69,666	210,362

TOTAL - LC & NYLC

Financial Year			Total
2023/24	2024/25	2025/26	
61,295	84,067	69,666	215,028

SOURCES OF FUNDING

Source	Financial Year			Total
	2023/24	2024/25	2025/26	
Capital DEL	59,795	74,067	69,666	203,528
Capital Receipts	-	10,000	-	10,000
Net Zero Transition Grants	1,500	-	-	1,500
TOTAL	61,295	84,067	69,666	215,028

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

SUMMARY

£000

Category	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2023/24		2024/25	2025/26	Total
			LC	NYLC			
Property - Major Works	104,650	-	-	29,250	45,050	30,350	104,650
Property - Minor Works	15,000	-	1,174	3,826	5,000	5,000	15,000
Fleet	50,653	-	3,434	9,131	15,589	22,500	50,653
ICT	28,600	-	59	8,141	13,400	7,000	28,600
Operational Equipment	14,625	-	-	4,780	5,029	4,817	14,625
Transition to Net Zero (Externally Funded)	4,640	3,140	-	1,500	-	-	1,500
Sub-total			4,667	56,628	84,067	69,666	215,028
TOTAL (LC+NYLC)	218,168	3,140		61,295	84,067	69,666	215,028

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

PROPERTY - MAJOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				Total
			2023/24		2024/25	2025/26	
			LC	NYLC			
Cowcaddens Replacement station	6,200	-		6,200	-	-	6,200
Marionville Fire Station - New Build - (RAAC)	6,500	-		-	-	6,500	6,500
Dalkeith Fire Station - New Build (RAAC)	6,500	-		-	6,500	-	6,500
Blackness Road Replacement Station	6,700	-		500	6,200	-	6,700
Liberton Fire Station - New Build (RAAC)	6,500	-		-	-	6,500	6,500
Cumbernauld Fire Station - New Build (RAAC)	650	-		-	-	650	650
Portree Fire Station - New Build (RAAC)	3,000	-		300	2,700	-	3,000
Helensburgh Fire Station - New Build (RAAC)	6,500	-		650	5,850	-	6,500
Huntly Fire Station - New Build (RAAC)	3,000	-		300	2,700	-	3,000
Livingston Fire Station - New Build (RAAC)	6,500	-		650	5,850	-	6,500
Crewe Toll Fire Station - New Build (RAAC)	6,500	-		650	5,850	-	6,500
Hawick Fire Station - New Build - (RAAC)	650	-		-	-	650	650
Milngavie Fire Station - New Build (RAAC)	6,500	-		-	6,500	-	6,500
Stewarton - New Build (RAAC)	3,000	-		-	300	2,700	3,000
Tranent - New Build (RAAC)	3,000	-		-	300	2,700	3,000
Galashiels Fire Station - Redevelopment (RAAC) (Dignified Facilities)	650	-		-	-	650	650
Musselburgh Fire Station	2,000	-		2,000			2,000
Dumbarton Fire Station	2,000	-		2,000			2,000
Paisley Fire Station	2,000	-		2,000			2,000
East Kilbride Fire Station	2,000	-		2,000			2,000
Bathgate Fire Station	2,000	-		2,000			2,000
Kirkcaldy Fire Station	2,000	-		2,000			2,000
Larbert Fire Station	2,000	-		2,000			2,000
Dreghorn Fire Station	2,000	-		-	2,000	-	2,000
Johnstone Fire Station	2,000	-		-	300	1,700	2,000
Glenrothes Fire Station	2,000	-		-	-	2,000	2,000
Renfrew Fire Station	300	-		-	-	300	300
Wick Retained Fire Station	3,000	-		3,000			3,000
Dalmellington Fire Station	3,000	-		3,000			3,000
Brodick Fire Station	1,500	-				1,500	1,500
Port Ellen Volunteer Fire Station	1,500	-				1,500	1,500
Bonar Bridge Fire Station	1,500	-				1,500	1,500
Acharacle Fire Station	1,500	-				1,500	1,500
Sub-total			-	29,250	45,050	30,350	104,650
TOTAL (LC+NYLC)	104,650	-	-	29,250	45,050	30,350	104,650

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

PROPERTY - MINOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2023/24		2024/25	2025/26	Total
			LC	NYLC			
Minor Works - Condition (Elemental Upgrades)	15,000	-	1,174	3,826	5,000	5,000	15,000
Sub-total			1,174	3,826	5,000	5,000	15,000
TOTAL (LC+NYLC)	15,000	-	1,174	5,000	5,000	5,000	15,000

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

FLEET

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2023/24		2024/25	2025/26	Total
			LC	NYLC			
Aerial Platforms and Bodyworks	11,200	-	389	3,611	4,000	3,200	11,200
Frontline Appliances	28,710	-	3,045	3,165	9,360	13,140	28,710
Light Fleet - Vans & Cars (incl transition to net zero)	7,136	-	-	763	1,259	5,115	7,136
Prime Movers and PODS / Water Carrier Strategy	1,320	-	-	600	600	120	1,320
Fire Investigation Units / Control Units /DIM / Specials	2,287	-	-	992	370	925	2,287
Sub-total			3,434	9,131	15,589	22,500	50,653
TOTAL (LC+NYLC)	47,046	-		12,565	15,589	22,500	50,653

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

ICT

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2023/24		2024/25	2025/26	Total
			LC	NYLC			
PC's, laptops, peripherals	2,500	-	-	1,500	500	500	2,500
Replacement & Upgrade of AV Kit	600	-	-	200	200	200	600
Server Infrastructure	750	-	-	250	250	250	750
Software Infrastructure & National Business Systems	3,000	-	-	1,000	1,000	1,000	3,000
Local Area Network Infrastructure & Wide Area Network Infrastructure	3,000	-	59	941	1,000	1,000	3,000
Operational Mobilisation Communications	6,000	-	-	2,000	2,000	2,000	6,000
Data Centre/Disaster Recovery	750	-	-	250	250	250	750
Telephony	750	-	-	250	250	250	750
Cyber Security Provision	750	-	-	250	250	250	750
People, Training, Finance & Asset Mgt System	6,500	-	-	-	5,200	1,300	6,500
New Mobilising System	4,000	-	-	1,500	2,500	-	4,000
Sub-total			59	8,141	13,400	7,000	28,600
TOTAL (LC+NYLC)	28,600	-		8,200	13,400	7,000	28,600

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

OPERATIONAL EQUIPMENT

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2023/24		2024/25	2025/26	Total
			LC	NYLC			
Operational Equipment	8,305	-	-	2,460	3,029	2,817	8,305
PPE	6,320	-	-	2,320	2,000	2,000	6,320
Sub-total			-	4,780	5,029	4,817	14,625
TOTAL (LC+NYLC)	14,625	-		4,780	5,029	4,817	14,625

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2023/24 - 2025/26

TRANSITION TO NET ZERO (EXTERNALLY FUNDED)

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2023/24		2024/25	2025/26	Total
			LC	NYLC			
Electric Cars Charging Points - Phase 5	4,640	3,140	-	1,500			1,500
Sub-total			-	1,500	-	-	1,500
TOTAL (LC+NYLC)	4,640	3,140		1,500	-	-	1,500

Presentation to the Board on the development of the Capital Programme 2023/24 to 2025/26

Iain Morris: Acting Director – Asset Management

John Thomson: Acting Director of Finance and Procurement

23rd February 2023



Presentation Overview



Purpose



Risk Based Approach – Development



Stakeholder Engagement



SAMPs



Capital Programme Approach



Funding



Proposed Capital Programme



Proposed projects by asset category



Risks



Questions

Purpose

- To provide the Board with sufficient information on the proposed Capital Programme to enable scrutiny and challenge
- To highlight the Risk Based approach taken and our ongoing work on our Strategic Asset Management Plans
- To explain expected capital funding and where we expect to invest our capital
- To detail the specific projects for investment and the rationale for this investment
- To seek any views from the Board before finalising the capital programme

Risk Based Approach to Modernising Assets

- Risk management has been widely incorporated into industry best practice for Asset Management, such as the ISO 55000 series of standards. Risk-based asset management is about identifying, mitigating and eliminating risk
- Risk based asset management has shown to be effective for asset-intensive systems, Capital and Resource Expenditure on assets is rationalised by using an assessment of what risk exposure is acceptable by the different stakeholders, maximizing overall benefits for the organisation
- A risk based asset management strategy couples risk management, standard work, and condition-based investment to properly apply resources based on process criticality. This ensures that proper controls are put in place and reliability analysis is used to ensure continuous improvement
- The replacement of Hydraulic Rescue Equipment (HRE) with Powered Rescue Equipment (PRE) is an example of a risk based asset management approach, which facilitates the de-risking of SFRS of HRE by expediting PRE deployment as well as the effective management of risk associated with HRE



Risk Based Approach: Strategic Drivers

- This approach aims to transform SFRS's legacy asset estate to one which is:



Collaborative

- Shared with Emergency Services partners
- Available to other Public Sector bodies
- Used by Local Communities
- Supports Scottish Emergency Services National Collaboration Strategy
- Work within the Scottish Government Investment Hierarchy



Service Led

- Based upon operational need
- Planned in conjunction with key partners
- Cognisant of SFRS Operational Strategy
- Linked to Service Delivery Model Programme (SDMP)
- Ties into SFRS long-term vision and Strategic Plan



Net Zero

- Reduces energy use
- Improves building efficiency
- Reduce carbon emissions from fleet
- Provides EV charging infrastructure
- Meet Scottish Government low carbon target requirements



Modernising

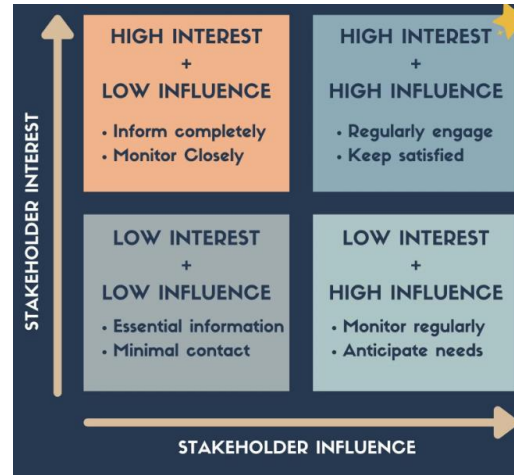
- Improves provision of dignified welfare facilities
- Provides contaminant control
- Deals with Reinforced Aerated Autoclaved Concrete (RAAC) roofs
- Tackles backlog investment issues across the Estate



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Stakeholder Engagement: Methodology

- Let us know your opinions and experience?
- Engage in the stakeholder consultation
 - Questionnaire
 - Focus groups
- Take ownership of the SAMP: Property
- Opportunity to raise awareness of issues
- Provide options for improvements
- Feedback on Key Performance Indicators



Identify your stakeholders

- Who are they?
- Employees, board, government, customers, etc.
- Who needs the most information?



Listen to them

- Make everyone feel heard
- Develop buy-in to the direction of the organization
- They will know things you haven't thought of yet



Use their perspectives

- Incorporate their ideas
- Let them know their feedback is appreciated and valued
- Create lasting buy-in



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Stakeholder Engagement

- Face to Face Representation where possible
- Station Focus Groups
 - Regional (Urban)
 - Regional (Rural)
 - Regional (Islands/remote)
- DACO's / LSO
- Trade Unions
- Questionnaire
- AMLB / SMB / SLT / Board



Strategic Asset Management Plans (SAMP)

- 2021 - Asset Governance and Performance Section created to provide assurance of the Asset Management Function



November 2022 – Approved by Board



March 2023 – Board for Approval



June 2023 - Board for Approval

ISO 55001 – Asset Management



International Organization for Standardization

BS ISO 55001:2014

Asset management

Management systems – Requirements



bsi.

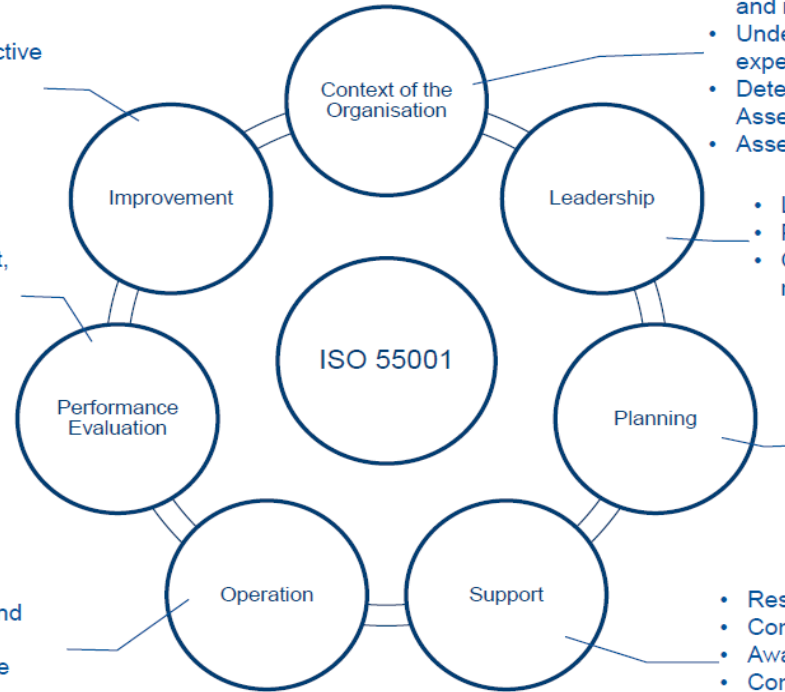


2024	Overarching SAMP
2023	SAMP Equipment
2023	SAMP Property
2022	SAMP Fleet

- Nonconformity and corrective action
- Preventive action
- Continual improvement

- Monitoring, measurement, analysis and evaluation
- Internal audit
- Management review

- Operational Planning and Control
- Management of Change
- Outsourcing



- Understanding the organisations and its context
- Understanding the needs and expectations of Stakeholders
- Determining the scope of the Asset Management system
- Asset Management system

- Leadership and Commitment
- Policy
- Organisational roles, responsibilities and authorities

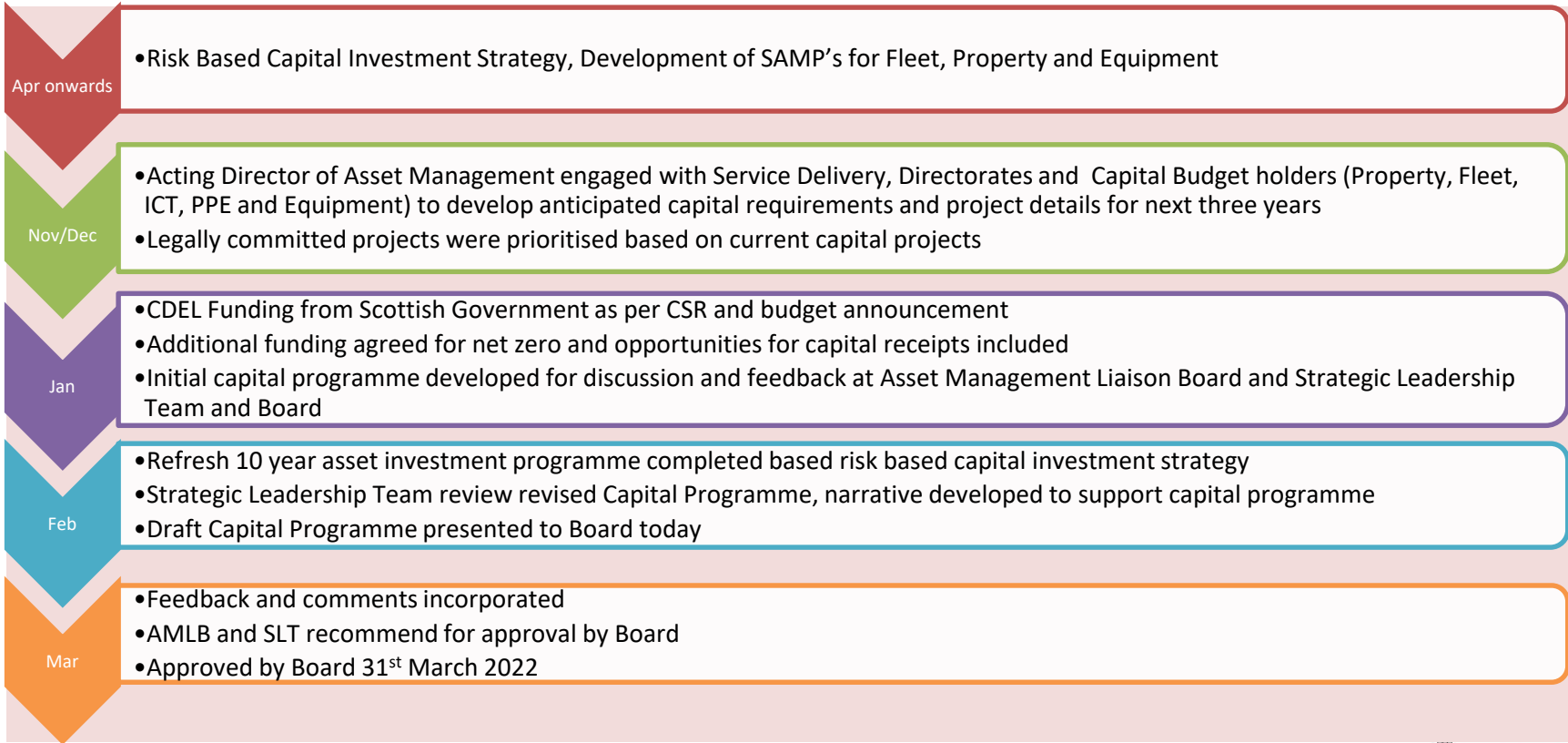
- Actions to address risks and opportunities for the AM system
- Asset Management objectives and planning to achieve them

- Resources
- Competence
- Awareness
- Communication
- Information Requirements
- Documented Information



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Approach



Funding

SFRS	2023-24 (£M)	2024-25 (£M)	2025-26 (£M)
Capital DEL (CDEL)	32.500	32.500	32.500
Net Zero Grants	1.500	0	0
Capital Receipts	0	10.000	0
Total Funding	34.000	42.500	32.500

- Applications for additional funding for Net Zero Grants no commitment beyond 2023/24
- Scottish Government 23/24 budget allocated £244million through Scottish National Investment Bank for Net Zero, place and innovation, £1.4 Billion for rail, £122million in ferries
- EV infrastructure fund of £60million with private sector
- Capital receipt requires SG approval to retain
- ESMCP funded via Home Office to Scottish Government

Capital Programme based on 10 year Asset Investment Plan

	2023-24 (£M)	2024-25 (£M)	2025-26 (£M)
Funding	34.00	42.50	32.50
Property	34.25	50.05	35.35
Fleet	12.57	15.59	22.50
PPE and Equipment	4.78	5.03	4.82
ICT	8.20	13.40	7.00
Net zero	1.50		
Total requirement	61.30	84.07	69.67
Funding Gap	27.30	41.57	37.17

- Capital investment of at least £63million per annum is required to reduce asset backlog and invest in our assets to maintain service delivery
- £70million investment required in 14 RAAC stations
- Significant investment in dignified facilities and contamination control

Proposed Capital Programme

Item	2023-24 (£M)	2024-25 (£M)	2025-26 (£M)
Funding	34.000	34.000	42.500
Property	14.330	25.870	18.020
Fleet	8.275	7.550	8.500
PPE and Equipment	3.740	3.250	2.650
ICT	6.155	5.830	3.330
Transition to Net Zero	1.500		
Total	34.000	42.500	32.500
ESMCP	TBA	TBA	TBA

Property Major Works – New Builds (Replacement of RAAC) stations)

Property Major Projects	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic Outcomes, objectives and impact	Milestones
Dalkeith Fire Station (Wholetime)	0.360	6.140		<p><u>Contributes to Strategic Outcomes</u></p> <ul style="list-style-type: none"> Communities are safer and more resilient as we respond effectively to changing risks The experience of those who work for SFRS improves as we are the best employer we can be. We respond to the impacts of climate change in Scotland and reduce our carbon emissions. We are a progressive organisation, use our resources responsibly and provide best value for money to the public. Community safety and wellbeing improves as we work effectively with our partners. <p><u>Objectives and impact</u></p> <ul style="list-style-type: none"> Improves service delivery and health and safety Reduction in high running costs but increase in rates Removes asset backlog Reduction in carbon footprint 	<ul style="list-style-type: none"> 2023-2024 Design and Optional appraisals then construction milestones to be fully agreed
Portree Fire Station (Tripartite Hub) (On Call)	0.360	3.140			<ul style="list-style-type: none"> 2023-2024 Design of tripartite Hub then construction milestones to be fully agreed with partners (If joint venture not feasible then progression of Fire Station as standalone
Liberton Fire Station (Wholetime)		0.180	3.450		<ul style="list-style-type: none"> 2024-2025 Demolition of existing. Design then construction milestones to be fully agreed - Construction over two financial years 2025/26 - 2026/27
Cumbernauld Fire Station (Wholetime)		0.180	3.450		
Helensburgh Fire Station (Wholetime)		0.180	3.070		
Huntly Fire Station (On Call)			0.210		<ul style="list-style-type: none"> 2025-2026 Design and Optional appraisals then construction milestones to be fully agreed
Livingston Fire Station (Wholetime)			0.180		
Crewe Toll Fire Station (Wholetime)			0.180		
Hawick Fire Station (Wholetime)			0.180		

Property Redevelopment - Dignified Facilities and Contaminants Control)

Property Major Projects	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
Inverness Fire Station (Completion of second phase)	0.600			<ul style="list-style-type: none"> Contribution to people strategic outcome Asset condition and suitability does not meet required standards Health and Safety requirements Removes asset backlog investment at this station No reduction in running costs reduces carbon footprint but may increase Rates Provided dignified facilities and contaminants control 	2023-2024 Completion of Phase two of project commenced previous year
Salen Fire Station	0.500			<ul style="list-style-type: none"> Contribution to people strategic outcome Provision of Fire station accommodation for Salen Volunteer establishment Conversion of former NHS surgery purchased previous year and the addition of standalone appliance garage Increase in running costs but provides appropriate facilities 	Refurbishment complete in 2023/24
Galashiels Fire Station (RAAC)	2.500			<ul style="list-style-type: none"> Contribution to people strategic outcome Asset condition and suitability does not meet required standards Health and Safety requirements Removes asset backlog investment at these stations Provides dignified facilities and contaminants control 	<ul style="list-style-type: none"> 2023-2024 Design and then construction milestones to be fully agreed
Dingwall Fire Station	1.200				
Newcraighall Fire Station	1.700				
Stirling Fire Station		1.000			<ul style="list-style-type: none"> 2023-2024 Completion of Phase two of project Phase 1 completed in previous years

Property Major Works – (Continued)

Property Major Projects	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
UIG Fire Station (On Call Hybrid Station)	0.300	1.200		<ul style="list-style-type: none"> Contribute to innovation outcome (new repeatable design and manufacture) End of lease due to Harbour development and the new provision of fit for purpose facilities Increase in running costs to provide adequate facilities 	<ul style="list-style-type: none"> 2023-2024 Preconstruction then construction milestones to be fully agreed
Blackness Road Wholetime station	0.450	7.050		<ul style="list-style-type: none"> Contribution to Best Value outcome Estate rationalisation Service Delivery new station for Blackness Creates additional capital receipt Removes asset backlog Reduces running costs Reduction in carbon footprint 	<ul style="list-style-type: none"> Options appraisal 2023-2024. Planned build programme for 2024-2025
Site Purchases	1.000	0.500	1.000	<ul style="list-style-type: none"> Site purchase required to facilitate new build fire stations to replace those impacted by RAAC 	<ul style="list-style-type: none"> Aligned with new builds
Disposal costs	0.060			<ul style="list-style-type: none"> Contribution to Best Value outcome Disposal costs associated with Cowcaddens to maximise capital receipt 	<ul style="list-style-type: none"> 2023-2024
Property Project Costs	0.300	0.300	0.300	<ul style="list-style-type: none"> Project managers to deliver capital property projects 	<ul style="list-style-type: none"> Capitalised throughout year as incurred

Property Minor Works and Environmental Projects

Property Major Projects	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
Minor Works	5.000	5.000	5.000	<ul style="list-style-type: none"> Health and safety to meet minimum legislative requirements and people objectives, Limited impact on asset backlog, No impact on running costs. 	<ul style="list-style-type: none"> 2023-2024
Environmental decarbonisation projects		1.000	1.000	<ul style="list-style-type: none"> Investment in properties to improve insulation, building controls and Solar Panels etc, Reduction in carbon emissions. Required to continue carbon management plan 	<ul style="list-style-type: none"> Individual projects monitored through Environmental and Carbon Management Board.
Environmental EV infrastructure	1.500			<ul style="list-style-type: none"> Based on additional funding for Electric Vehicle Charging Points, Reduction in carbon footprint 	



Fleet Investment – Front Line Appliances

Fleet	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
High Reach appliances	1.100			<ul style="list-style-type: none"> New high reach strategy will lead to reduction in overall number of height appliances Reduction in carbon emissions and fuel consumption Reduction in maintenance costs Programme accelerated from previous capital programme but delivery delayed due to supply chain issues required to support new high reach strategy 	<ul style="list-style-type: none"> Milestones for delivery in 2023/24
Light appliances	1.400	0.500	1.000	<ul style="list-style-type: none"> Maintains Service delivery Removes asset backlog by 2025/26 Reduces carbon emissions and high maintenance costs 	<ul style="list-style-type: none"> 12 Vehicles to be delivered in 2024 and a further 10 in 2026
Standard appliances	4.200	5.500	5.000	<ul style="list-style-type: none"> Average age is 9 years Required ongoing investment plan to maintain current asset backlog Improves running costs and emissions 	<ul style="list-style-type: none"> Milestones for delivery are late 2024 for batch 2 and late 2026 for batch 3 Chassis and Bodyworks.
Line Rescue appliances	0.375			<ul style="list-style-type: none"> Improving Service Delivery capability in line with emerging risks Increases fleet size Increases carbon emissions and adds to maintenance costs 	<ul style="list-style-type: none"> Delivery of 4 vehicles before march 31st 2024.

Fleet Investment – Specialist and Light Fleet

Fleet	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
Prime Movers and Pods		0.500	0.500	<ul style="list-style-type: none"> Average age of vehicles is 22 years Reduces the running costs due to change to Prime Mover and Pod model rather than dedicated vehicles. Removes backlog to 2028 	<ul style="list-style-type: none"> Milestones for delivery if funding is available will be one water carrier pod by the 4th quarter in 2024/2025 and two Prime Mover Units with Water Carrier Pods by the end of the following financial year.
Fire Investigation, Control Units, DIM		0.050	1.000	<ul style="list-style-type: none"> Average age is 13 years Reduces running costs of current Reduces carbon emissions Higher purchase and conversion price 	<ul style="list-style-type: none"> Milestones based on expected delivery dates .
Wildfire Fighting Vehicles	1.000			<ul style="list-style-type: none"> Maintaining service delivery response Contributing to Climate Change Outcome Investment to support new wildfire strategy, consequence of climate change increase in wildland fires 	<ul style="list-style-type: none"> Milestones for delivery will be 10 sets of tools, equipment and trailers by end of FY 2023/24
Light Fleet	0.200	1.000	1.000	<ul style="list-style-type: none"> Contributing to Climate Change Outcome 10 year programme of replacement Transition to Ultra Low emission vehicles reduced carbon emissions Reduced running costs but higher purchase price 	<ul style="list-style-type: none"> New vehicles being delivered throughout capital programme

ICT Investment

ICT	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
PC's, laptops, peripherals	0.500	0.500	0.500	<ul style="list-style-type: none"> Supports all strategic objectives, Digital first strategy, Ongoing asset replacement cycle and to support hybrid working model. 	<ul style="list-style-type: none"> Throughout year
Replacement & Upgrade of AV Kit	0.100	0.100	0.100	<ul style="list-style-type: none"> People and training, Ongoing asset replacement cycle and to support improved training facilities in stations. 	
Server Infrastructure	0.100	0.100	0.100	<ul style="list-style-type: none"> To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure. 	
Software Infrastructure & National Business Systems	0.300	0.300	0.300	<ul style="list-style-type: none"> Upgrade and replacements of key business systems, Increase in resource costs due to using Software as a Service (SaaS) rather than on premise solutions. 	
Local Area Network Infrastructure & Wide Area Network Infrastructure	0.750	0.750	0.750	<ul style="list-style-type: none"> Overall Service Delivery, Ongoing asset replacement cycle to ensure robust and resilient critical infrastructure. 	
Operational Mobilisation Communications	2.000	1.000	1.000	<ul style="list-style-type: none"> To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure for response. 	

ICT Investment

ICT	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
Data Centre/Disaster Recovery	0.100	0.100	0.100	<ul style="list-style-type: none"> To support ongoing asset replacement cycle to ensure robust and resilient critical infrastructure, including disaster recovery and business continuity. 	<ul style="list-style-type: none"> Throughout year
Telephony	0.200	0.200	0.200	<ul style="list-style-type: none"> Supports all strategic objectives, Digital first strategy, Ongoing asset replacement cycle and to support hybrid working model. 	
Cyber Security Provision	0.100	0.100	0.100	<ul style="list-style-type: none"> Supports all strategic objectives, Preventative measures to maintain systems and infrastructure security. 	
Safe & Wellbeing	0.075			<ul style="list-style-type: none"> Completion of current project 	
Website Development	0.250			<ul style="list-style-type: none"> Complete updated website and intranet to enable communications to employees and all stakeholders Support community engagement and enhancing our prevention and community safety work Use of modern technologies and innovation to improve performance. 	
ICT Project Costs	0.180	0.180	0.180	<ul style="list-style-type: none"> Project teams to deliver capital ICT projects 	
New Mobilising System	1.500	2.500		<ul style="list-style-type: none"> Strategic project to replace outdated technologies for mobilising. Contribute to response and innovation outcomes 	

Operational Equipment Investment

ICT	2023/24 £M	2024/25 £M	2025/26 £M	Reason for investment, Strategic objective and impact	Milestones
Ladders Air bags Portable pumps Water rescue Capability Gas tight Suits Replacement Smoke Hoods And Smoke Curtains Safe Working at Height (SWAH) kits Powered Rescue Equipment Structural Fire Kit Thermal Imaging Cameras Gym Equipment Fire fighting Hose Wildland Fire Fighting PPE Wildland Fire Fighting Equipment	1.740	1.250	0.650	<ul style="list-style-type: none"> Maintain service delivery and health and safety, Replaces time expired equipment, Reduces asset backlog by £2.9m over the 3 years. 	<ul style="list-style-type: none"> By end of each financial year
Personal Protective Equipment (PPE)	2.000	2.000	2.000	<ul style="list-style-type: none"> Maintain service delivery and health and safety, Required for recruits and replace existing, Reduces asset backlog by £6million over the 3 years. 	<ul style="list-style-type: none"> 6 month lead time, charged on issue

Risks to proposed Capital Programme

Strategic Risk	Directorate	Risk	Current	Target	Control/ Mitigation
SR7 Financial Sustainability	FCS005 - Core Funding	There is a risk where future capital funding falls below basic requirements which leads to asset failure.	20	8	<ul style="list-style-type: none"> Asset Management 10 year investment plan Capital receipts Business case for estate investment Shared services and joint funding bid
SR7 Financial Sustainability	FCS005 - Core Funding	There is a risk where additional grant funding cannot be secured to deliver the Carbon Management Plan which leads to failure to meet carbon emission target of 6% per annum	16	8	<ul style="list-style-type: none"> Agree medium term funding arrangements with SG and other partners
SR7 Financial Sustainability	FCS006 – Financial Planning and Control	There is a risk where market conditions result in higher than anticipated prices being incurred by SFRS which leads to cost overruns	16	8	<ul style="list-style-type: none"> For new projects, ensure specification is appropriate to requirements and delivers best value with market movements closely monitored
SR7 Financial Sustainability	FCS006 – Financial Planning and Control	There is a risk where external factors prevent sale of key properties which leads to delay in capital receipt	12	6	<ul style="list-style-type: none"> Properties planned for disposal in later years are being prepared for sale as far as possible in advance Liaison with local authorities on local plans in area
SR7 Financial Sustainability	FCS006 – Financial Planning and Control	There is a risk where capital receipts differ materially from that anticipated or used to reduce core funding which leads to a financial gap.	12	6	<ul style="list-style-type: none"> Secure ring fencing of capital receipts with SG Secure planning to maximise receipt Monitor market for potential changes in valuation
SR6 - Adequate operational assets, equipment etc.	FCS002 - Asset Management Planning	There is a risk that effective asset management planning is not undertaken because of available capital investment, as well as increases in the cost of Property repairs; Fleet and Equipment due to rising energy prices and the associated effects on inflation.	9	9	<ul style="list-style-type: none"> Asset Management providing further data to assist the progress of the Service Delivery Model Programme (SDMP) Team. This includes the recently completed Strategic Asset Management Plan for Property

Risks to proposed Capital Programme

Strategic Risk	Directorate	Risk	Current	Target	Control/ Mitigation
SR6 - Adequate operational assets, equipment etc.	FCS002 - Asset Management Planning	There is a risk that effective asset management planning is not undertaken resulting in a failure to ensure compliance with regulatory requirements and minimise the benefits that could be gained through the introduction of new technologies.	9	9	<ul style="list-style-type: none"> Meeting with Operational colleagues to assist with this control measure to ensure alignment with the Fleet, Property and Equipment Asset Management Plans.
SR6 - Adequate operational assets, equipment etc.	FCS002 - Asset Management Planning	There is a risk where unplanned asset failure results in resources having to be diverted leading to delay in programme.	9	9	<ul style="list-style-type: none"> Close monitoring of programme to enable any required changes to be accommodated with minimal disruption New Hard FM contract in place
SR6 - Adequate operational assets, equipment etc.	FCS012 – Supply Chain Issues	There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction, fleet and ICT equipment because of a lack of global manufacturing capacity as a result of Covid-19, Brexit and war in Ukraine.	16	8	<ul style="list-style-type: none"> Continue to monitor and re-phase Capital Programme as required, ensuring required levels of governance maintained.
SR6 - Adequate operational assets, equipment etc.	FCS012 – Supply Chain Issues	There is a risk significant supply chain shortages will result in delay to projects specified within the capital programme and potential increases in both capital and revenue costs as demand outstrips supply.	16	8	<ul style="list-style-type: none"> Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies.
SR5 - Skilled, trained and motivated staff	FCS015 – Staffing Issues	There is a risk that we may not have the staff available to meet required demand, which would then impact on the ability of the service to deliver an effective asset management service.	12	8	<ul style="list-style-type: none"> Review the structure of the Asset Management Department to remove single points of failure and create capacity for succession planning

Thank You!



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

PART 1 BASIC INFORMATION

Policy Owner	John Thomson – Acting Director of Finance and Procurement
E&D Practitioner	Elaine Gerrard - HROD Manager
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Capital Programme 2023-26
Date Assessment Commenced	22/03/23

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	Sets out the proposed overall Capital Programme 2023-26.
Are there any associated objectives of the function/policy (please explain)?	Best value in public services. Effective and appropriate public services. Premises and equipment appropriate to needs of personnel and service users.
Does this function/policy link with any other function/policy?	Fire and Rescue Framework Scotland SFRS Strategic Plan Risk Based Capital Investment Strategy Strategic Asset Management Plans
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and the provision of appropriate premises and equipment suitable to the needs of users.
What outcomes are wanted from this function/policy?	Agreement on the allocation of the Capital Programme for 2023-26.
What factors/forces could contribute/detract from the outcomes?	In relation to equality issues there are no factors that directly relate to the setting of the Capital Programme that could contribute or detract from the intended outcomes.
Who are the main stakeholders in relation to the function/policy?	Scottish Government SFRS Board and personnel Communities served
Who implements the policy and who is responsible for the function/policy?	Scottish Government, SFRS Board, Finance and Procurement, Asset Management and budget holders within SFRS

**PART 2
ESTABLISHING RELEVANCE**

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

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

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

Please tick as appropriate.

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

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

AND,

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

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the Capital Programme that relate specifically to employment practice where the marital status of an employee would be a relevant factor.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes

 No

 Don't Know

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

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

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	The Capital Programme is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the Capital Programme will be relevant on the grounds of age as it applies to employees or communities.
Caring Responsibilities	See comments relating to age. The Capital Programme is a high level strategy; it is the projects/plans that are implemented under this programme that will consider potential impacts, (both positive and negative) on the basis of caring responsibilities.
Disability	See comments relating to age. There will be some relevance to disability arising from the commitment to allocating resources from the Capital Programme to invest in the suitability of our stations to provide dignified facilities There will be further potential relevance in the initiatives that arise from the budget spend on ICT where the SFRS has a responsibility to provide assistive technologies to staff covered by the “reasonable adjustment” provisions of the Equality Act 2010. There may be some additional relevance on the grounds of disability for the expenditure on technological features to be accessed by communities, some fleet and transportation purchases and operational equipment.
Gender reassignment	See comments relating to age. In relation to gender reassignment expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. In relation to pregnancy and maternity expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant.
Race	See comments relating to age. In relation to race expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.

Religion and Belief	See comments relating to age. In relation to religion and belief expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.
Sex (gender)	<p>See comments above. In relation to Sex (gender) the investment in dignified facilities will help ensure that improved facilities are provided for a modern and diverse workforce.</p> <p>The Asset Investment Plan and Estates Strategy will be used to shape this future capital investment and through the development of a business case in collaboration with Scottish Futures Trust to Scottish Government, exploring innovative approaches and wider public-sector opportunities, we will maximise funding and investment opportunities to reduce the impact on this protected characteristic.</p>
Sexual Orientation	See comments relating to age. In relation to Sexual Orientation expenditure associated with the provision of updating stations, dignified facilities and operational equipment may be relevant.
Social and economic disadvantage	See comments relating to age. In relation to social and economic disadvantage there are no policy initiatives identified at this time as being particularly relevant.
Human Rights	There is no evidence that the setting of the Capital Programme has any direct relevance to the Human Rights Act. It is not possible at this time to say if any of the associated initiatives that will arise from the capital spend will have relevance to the Act but will remain under review.
Impact on People in General not covered by specific characteristics	<p>Island Impact Assessments:</p> <p>The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the setting the SFRS Resource and Capital budgets.</p> <p>Our budgets, the associated assumptions and medium term financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances.</p> <p>Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks.</p> <p>Equality and Human Rights Impact Assessments will be conducted for the programmes of work that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.</p>

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focuses on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the overall budget such as that set out in the Capital Programme 2023-26. Nevertheless, as a corporate decision is being made it was necessary that a screening exercise was conducted against the general equality duty.

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration and where relevance to the general equality duty is likely to be significant. These are:

- The need to ensure that relevant SFRS premises comply with the Equality Act 2010 in relation to disability access.
- Accessibility on the grounds of disability will also be a feature in the procurement and use of vehicles where the vehicles will be used for the purposes of transporting service users.
- Accessible ICT and assistive technologies to meet the needs of employees and service users.
- Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.
- The investment in dignified facilities, where possible, will help ensure that modern facilities are provided for a modern and diverse workforce.

The Risk Based Capital Investment Strategy, supported by Strategic Asset Management Plans will be used to shape future capital investment, exploring innovative approaches and wider public-sector opportunities to ensure funding opportunities are maximised.

Conclusion

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration where relevance to the general equality duty is likely to be significant.

Concluding Part 3

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

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

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

Q2 What will be monitored?

There are no specific equality measures that can be applied directly to the Capital Programme. Monitoring of individual policies and initiatives that will allow the programme to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

Q3 How will monitoring take place?

As Q2 above

Q4 What is the frequency of monitoring?

As Q2 above

Q5 How will monitoring information be used?

As Q2 above

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Elaine Gerrard - HROD Manager
Date	27/03/2022

This Equality and Human Rights Impact Assessment was approved by:

Name	John Thomson – Acting Director of Finance and Procurement
Date	22/03/2023

The Equality & Human Rights Impact Assessment for the 2023-26 Capital Budget remains current with no specific or significant change on the relevant protected characteristics from the previous year.

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



Report No: B/FCS/08-23

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	STRATEGIC ASSET MANAGEMENT PLAN: PROPERTY 2023-28						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To present the Strategic Asset Management Plan (SAMP) for Property, as attached at Appendix A, for decision.						
2	Background						
2.1	Audit Scotland (AS) published a report in May 2018 titled “Scottish Fire and Rescue Service – An Update”. Within this report AS noted that SFRS had inherited a backlog of £389 million needed to maintain and invest in its property, vehicles and equipment. AS further noted that “this backlog is insurmountable without transforming the SFRS current model for delivering services and additional investment.”						
2.2	SFRS approved an Asset Management Strategy in 2019. In 2022 External Audit asked for this document to be updated and reviewed to ensure that it aligns with the SFRS Strategic Plan.						
2.3	In August 2020 the SFRS Board agreed to support the principles of Standard Station Design, (SSD) as the starting point for all future new build fire station developments, and also agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. Work undertaken in 2022, within the Risk Based Capital Investment document, provides details on the approximate £407 million estimated funding required to bring the operational property estate to the level of standard station design.						
2.4	The SAMP for Fleet was approved by the Board in November 2022. Both the Fleet and Property SAMPs sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management. Later this year we will conclude the SAMP for Equipment. The Strategic Asset Management Plans for Fleet, Property and Equipment will then all be combined into an overarching Asset Management Strategy with an ambition for this to be accredited to the International Organization for Standardisation (ISO) 55001 Asset Management Standard by 2024.						
3	Main Report/Detail						
3.1	The SAMP uses a Strategic Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors (RICS) Public Sector Asset Management guidelines and the Chartered Institute of Public Finance and Accountancy (CIPFA) Property Asset Management Framework. This requires an Asset Management Policy to provide rules and consistent structure to how we manage the key resources of property and land.						

3.2	<p>The SAMP contains a suite of living documents divided into three clear parts that can be updated separately to remain relevant. The Asset Management policy is designed to make sure the property asset management strategy is reflected in the business decisions of all parts of the organisation. It sets down the rules of behaviour for the organisation, as far as property decision making is concerned, to ensure that the strategy can be delivered transparently through a consistent process:</p> <ol style="list-style-type: none"> 1. An Asset Management Policy: This is a high-level statement of the overall approach to providing property to meet the organisation's needs. 2. An Asset Management Strategy: This will be designed to make sure that the asset strategy is reflected in the decisions of all parts of the organisation. 3. An Asset Management Action Plan: The asset management action plan sets out how the necessary changes will be delivered.
3.3	<p>To support the principles of the SAMP we have set out four objectives, noted below. These describe The SFRS commitment to property asset management and to achieving the benefits that can be delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our property assets. The four key objectives of the SAMP are framed within an overarching objective of Value for Money. Value for money is defined as the most advantageous combination of cost, quality and sustainability to meet Service requirements.</p> <ul style="list-style-type: none"> • Collaborative • Service Led • Net Zero • Modernising
3.4	<p>As at January 2023 the condition of 55.2% of the operational property estate is classed as poor or bad. Following agreement of SSD, the requirement for individual dorms, gender neutral facilities and the control of contamination this has resulted in a further negative impact on the suitability of the entire estate. The age profile of the current estate shows that 61% of the property estate is over 30 years old.</p>
3.5	<p>Over the last 10 years SFRS have been relatively successful at diversifying the workforce with regards to gender; the ratio of female to male recruits has significantly increased over this period. There are a number of requirements specific to fire stations which are assessed under suitability but there are also some basic requirements associated with them as places of work such as meeting the minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992.</p>
3.6	<p>When measured for suitability against the developed Standard Station Design, 75.5% of the existing fire station estate has been assessed as poor or worse. Issues include insufficient dignified welfare facilities; lack of disabled access and facilities; insufficient space to store and to dry kit, garage the vehicle, or maintain breathing apparatus.</p>
3.7	<p>In May 2019 a safety alert was issued by the building and civil engineering industry's Standing Committee on Structural Safety (SCOSS) following a recent (2018) failure in a flat roof constructed from Reinforced Aerated Autoclaved Concrete (RAAC). RAAC was used extensively in the construction of flat roofed schools and similar buildings between the 1960-80s. These roofs remain present in 14 fire stations, and have been identified as a safety risk due to the potential for roof collapse. Temporary emergency measures have been put in place, with recurring resource costs. However, the safest and most cost-effective long-term solution in most cases is to rebuild these stations.</p>
3.8	<p>Recognising that Scottish Government and UK finances are constrained by the current economic impacts of COVID 19. SFRS has revised the approach to allocating capital funding over the next three years adopting the risk-based approach which would minimise the risk of failure in terms of service delivery. This is not a sustainable approach, as continued under investment will lead to increasing resource costs to maintain assets in</p>

	<p>short, medium and long term until investment levels can be increased. The approach recognises that whilst the current funding available is insufficient, capital should be allocated on the most urgent risks that need to be addressed. In addition, the Service will invest in assets that will realise significant capital receipts that can be ring fenced and reinvested back into our stations as part of our future capital programme.</p>
3.9	Risk
3.91	SFRS has a significant number of properties within the inherited estate which are not fit for purpose, do not support operational response and fail to comply with the minimum standards of the Workplace (Welfare) Regulations 1992 and there is insufficient funding to develop or replace these buildings. SFRS have further identified 14 Fire Stations which have deteriorated RAAC roofs and the stations have reached the end of their useful life and need urgent replacement prior to failure and loss of operational capacity.
3.10	Financial
3.101	The total investment backlog for Property is £407 million . In terms of Property the introduction of Standard Station Design; requirement for individual dorms; gender neutral facilities; the control of contamination as well as the £87 million required for RAAC roofing issue are significantly contributory factors. As the SAMP makes clear, additional Capital funding will be required in order to deliver the proposed improvements to property assets. A number of new build fire stations have been included in future Capital Programmes.
3.11	Environmental & Sustainability
3.111	In accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030, fire station design standards will take account of the whole life cost of our buildings, whilst reducing energy consumption and carbon emissions and contributing to the 6% per annum carbon reduction target. Unless the investment backlog of our properties is addressed with significant capital funding for replacement, SFRS will be unable to meet the carbon reduction target.
3.12	Workforce
3.121	The capital programme has included limited provision for dignified facilities where immediately required. To encourage a diverse workforce the suitability of our stations requires significant investment which is not currently available. SFRS will continue to work with Scottish Government in order to develop business cases for investment in our estate.
3.13	Health & Safety
3.131	Acknowledgement that for a number of SFRS fire stations, mostly in rural low activity areas, are failing to comply with legislative obligations in relation to minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992. The incorporation of measures to control contaminants will benefit the health and safety of SFRS employees, as will the defined secure lines controlling areas open to the public.
3.14	Performance
3.141	Performance will be measured and reported through the Asset Management Liaison Board. With regards to performance management, a range of Key Performance Indicators (KPIs) will be measured to show progress over time and will also be used for benchmarking purposes against other Fire Services throughout the UK and blue light partners.
3.15	Communications & Engagement
3.151	Extensive stakeholder engagement was undertaken with regards to this SAMP for Property, including an on-line questionnaire which received over 400 responses, the outcome from this is detailed within the SAMP document (Appendix 2: Consultation questionnaire and feedback)

3.16	Legal
3.161	Health and safety legislation places a clear responsibility on SFRS to provide a safe workplace. Compliance with these principles will assist SFRS to fulfil its obligations as an employer under the Equality Act 2010 as well as Health & Safety at Work legislation.
3.162	SFRS has statutory duties to respond to fire and rescue incidents. The continued lack of investment in our assets may impact our ability to respond in the future. The potential for discrimination claims due to lack of suitable facilities for a modern workforce have been highlighted. The lack of segregated areas for Personal Protective Equipment (PPE) may lead to future ill health related claims for the Service.
3.17	Service Delivery
3.171	In setting the capital programme, SFRS aims to deliver the best possible service to the communities of Scotland within the available funding. The challenges indicated in terms of capital funding and the condition of our stations, particularly those with RAAC panel issues, presents a real and present risk that our stations will not be able to continue to operate as designed which could affect Service Delivery and fire cover.
4	Recommendation
4.1	The SFRS Board are asked to approve the following recommendation: a) Approve the attached report and the objectives of the Strategic Asset Management Plan for Property detailed within this report.
5	Core Brief
5.1	The Acting Director of Asset Management sponsored a report detailing the Strategic Asset Management Plan for Property which utilises an Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors.
6	Appendices/Further Reading
6.1	Appendix A: Strategic Asset Management Plan: Property
6.2	Appendix B: Equality & Human Rights Impact Assessment
6.3	Further reading: <ul style="list-style-type: none"> • Audit Scotland - Scottish Fire and Rescue Service – An Update (2018) • Asset Management Strategy 2019-2029 (2019) • Standard Station Design Principles (28th July 2020) • RAAC Fire Station Roof Update • Risk Based Capital Investment Strategy (2022)
7	Key Strategic Implications
7.1	Key Strategic Implications Considered and those Identified Added Yes/No Appropriately to Main Report/Detail (Section 3. Above)
Prepared by:	Ijaz Bashir – Asset Governance and Performance Manager Stuart Free – Asset Quality Manager
Sponsored by:	Iain Morris – Acting Director of Asset Management Alex Lane – National Property Manager
Presented by:	Ijaz Bashir – Asset Governance and Performance Manager
Links to Strategy and Corporate Values	
<ul style="list-style-type: none"> • Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services. • Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. 	

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- Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Asset Management Liaison Board</i>	<i>7 February 2023</i>	<i>For Recommendation</i>
<i>Senior Management Board</i>	<i>15 February 2023</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>8 March 2023</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Decision</i>

Strategic Asset Management Plan: Property

2023-28

Working together for a safer Scotland



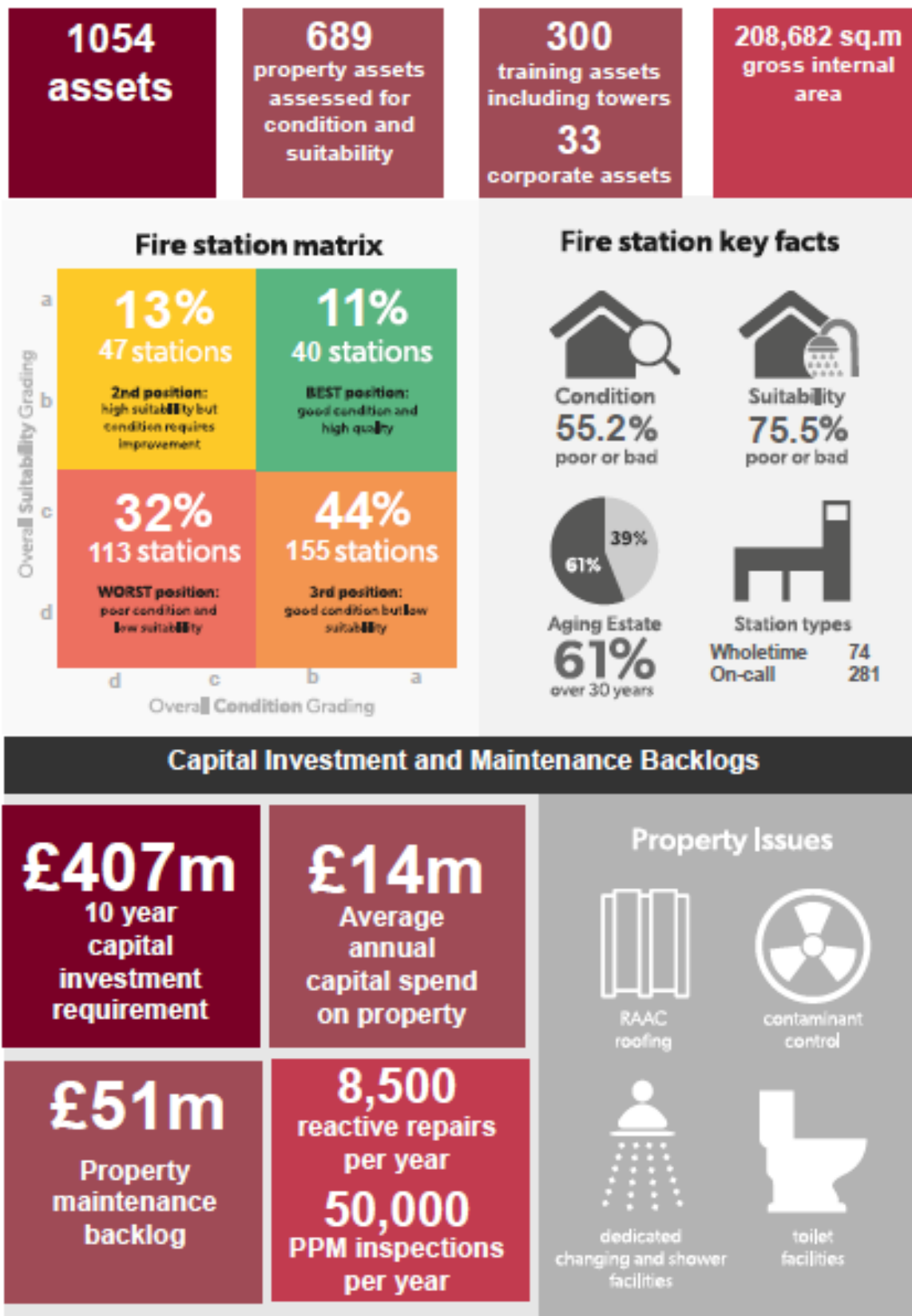
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I. Abbreviations

AIP	Asset Investment Plan
AMLB	Asset Management Liaison Board
ARC	Asset Resource Centre
AS	Audit Scotland
CIPFA	Chartered Institute of Public Finance Accountancy
CRIM	Community Risk Index Model
CPG	Corporate Property Group
DACO	Deputy Assistant Chief Officer
FRA	Fire Risk Assessment
GIS	Geographic Information System
H&S	Health and Safety
ICT	Information and Communications Technology
IIP	Infrastructure Investment Plan for Scotland 2021-22 to 2025-26
ISO	International Organization for Standardisation
LSO	Local Senior Officer
MMC	Modern Methods of Construction
NFEG	National Fire Estates Group
PPE	Personal Protective Equipment
PPM	Planned Preventative Maintenance
PRP	Property Responsible Person
PS	Police Scotland
RAAC	Reinforced Autoclaved Aerated Concrete
R&D	Research and Development
RNLI	Royal National Lifeboat Association
RICS	Royal Institute of Chartered Surveyors
SAMP	Strategic Asset Management Plan
SAS	Scottish Ambulance Service
SDMP	Service Delivery Model Programme
SFRS	Scottish Fire and Rescue Service
SG	Scottish Government
SLT	Strategic Leadership Team
TF	Technology Forge
UIG	User Information Group

II. SFRS Estate in Numbers



III. Foreword by Acting Director Asset Management

It is my pleasure to introduce this 5-year Strategic Asset Management Plan (SAMP) for Property which sets out how we aim to achieve a modern and fit for purpose property estate that supports the effective delivery of services across the whole organisation. With regards to Property Assets throughout this SAMP we will highlight where we are today and where we want to be.

Asset Management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as the delivery of corporate objectives and priorities of the organisation through the management of assets. This document sets out how we will maintain and renew our vital property assets, which are necessary to support our services. Our property assets include our fire stations, control centres, asset resource centres, training facilities, and office accommodation. All together, they represent a major capital investment. The efficiency of these assets will have a significant impact on our resource budget, as older stations require additional maintenance and are often much more expensive to run.

As the fourth largest Fire and Rescue service in the world the Scottish Fire and Rescue Service (SFRS) has an asset portfolio worth around £0.5 billion, comprising land and buildings, including 355 fire stations, and a number of other properties, all of which are critical to the effective delivery of services to our communities across Scotland. SFRS play a significant collaborative role in supporting communities through joined up service delivery. Taking every opportunity to co-locate with partners, for example, other blue light services, is not only the best way to deliver savings to the public purse, it also facilitates more integrated and effective public services with better outcomes, particularly for the vulnerable in our society.

Despite investment over the past ten years, there remains a substantial inherited backlog investment issue to enable all assets to achieve satisfactory ratings for condition and suitability. Maintenance spend against the value of the Property estate is extremely low. In 2018 Audit Scotland recognised this and reported a need for action in this regard and recommended in order to bring its property and other assets across Scotland up to a minimum satisfactory condition and maintain them, SFRS required an average annual investment of £80.4 million compared to the £32.5 million currently received.

The total investment backlog for Property is £407 million. In terms of Property the introduction of Standard Station Design; requirement for individual dorms; gender neutral facilities; the control of contamination as well as the £87 million required for Reinforced Autoclaved Aerated Concrete (RAAC)

roofing issue are significantly contributory factors. To encourage a diverse workforce, particularly at a time when we are finding it difficult to recruit staff for our on-call stations, the suitability of our stations requires significant investment. As the SAMP makes clear, additional Capital funding will be required in order to deliver the proposed improvements to property assets and so as to ensure that we have the right stations fit for the 21st century to support evolving community risk.

Further impacts which can be attributed to the lack of investment is that SFRS will end up spending more on reactive maintenance works than planned maintenance, this has been proven to be costlier in the long-run as continual patch and repair work will clearly cost more. Also unless the investment backlog of our properties is addressed with significant capital funding for replacement, SFRS will be unable to meet the 6% per annum carbon reduction target.

Given that we are in a time of austerity and there has been a reduction in Scottish Government budgets that will continue for the foreseeable future, it is now more vital than ever that the SFRS ensures the efficient and effective use of our property assets in order to meet the delivery of key service objectives. This SAMP will ensure that we are entirely compliant with regulatory, contractual and legislative commitments but, more than that, it will also ensure that we strive to implement best practice wherever possible.

Underpinned by the SFRS Strategic Plan and our commitment to the environment we are committed to working with the Scottish Government and partners, ensuring that we are contributing to the climate change policy in Scotland. The SFRS Carbon Management Plan sets out in detail how we will approach carbon reduction over the next five years, as we work towards the Scottish Government's ambitious target of net zero by 2045. As this SAMP will make clear, significant additional capital investment in our property infrastructure is required to enable the transition from the predominantly poor suitability and poor condition of the property estate, to one which better supports service delivery and is financially sustainable, efficient, and environmentally sound.



Iain Morris
Acting Director Asset Management

IV. Executive Summary

a. Background

The Scottish Fire and Rescue Service has an asset portfolio worth around £0.5billion comprising a range of property assets, which are critical to the effective delivery of services to our communities across Scotland. The main focus of this SAMP is to ensure that property assets are used to fully support service needs in the most efficient and effective way and to provide innovative solutions to sustainability and energy efficiency. We also remain committed to on-going prioritised building improvements and lifecycle maintenance across our existing estate to ensure it remains in a compliant, habitable and reasonable condition for our staff.

In implementing this SAMP we will improve the condition and suitability of our property estate, redevelop key stations, particularly those with Reinforced Autoclaved Aerated Concrete (RAAC) roofing, improve welfare facilities at stations, build new stations where required, progress the services Carbon Management Plan through improvement projects across the service, provide dignified dormitories to bring existing fire stations in line with the Services standardised station design and provide modern fit for purpose facilities for operational staff.

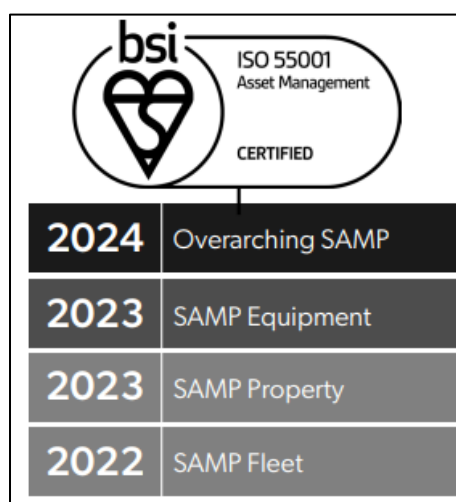
The Strategic Asset Management Plan for Property, which has been developed in conjunction with members of the Asset Management Liaison Board (AMLB) and their wider teams, will be published and communicated throughout the Service. Extensive stakeholder engagement was undertaken with regards to this SAMP, including an on-line questionnaire which received over 400 responses, the outcome from this is detailed within Appendix 2: Consultation questionnaire and feedback.

b. Context

Our AMLB enables strategic asset plans to be developed in a collaborative manner involving all parts of the organisation; and through both internal and external audit and inspection we can gain assurance regarding the effectiveness of our asset management arrangements.

This SAMP sets out how we will manage, maintain and develop our property assets. The SAMP for Fleet was approved by the Board in 2022, later this year we will commence work on the SAMP for Equipment. The SAMPs for Fleet, Property and Equipment will all be combined in the future into an overarching Asset Management Strategy with an ambition for this to be accredited to the International Organization for Standardisation (ISO) 55001 Asset Management Standard.

ISO 55001 was first published in January 2014 and establishes specific requirements for not only implementing and maintaining an asset, but also improving that asset via an Asset Management System. ISO 55001 is designed to provide structure and guidance on an Asset Management System (AMS) to manage and mitigate risk, whilst benchmarking performance across all sectors and improving performance.



The benefits of this include the ability to ensure that our property assets fulfil their necessary functions, support improvements, provide assurance on the Asset management function and provides a focus on a risk-based approach to asset management which has shown to be effective for asset-intensive systems, not necessarily by reducing risk, but by using risk to balance the operational performance of the assets against the asset life-cycle cost. Appendix 3 details the Asset Management risk matrix and links this to the SFRS strategic risk register.

c. Investment Backlog

We have inherited a large, complex and ageing estate that despite improvements remains a legacy of operating structures that predate Fire Reform. Despite significant investment over the past 10 years, there remains a substantial inherited backlog to enable all assets to achieve satisfactory ratings of condition and suitability; and in 2018 Audit Scotland recognised and reported on the need for action.

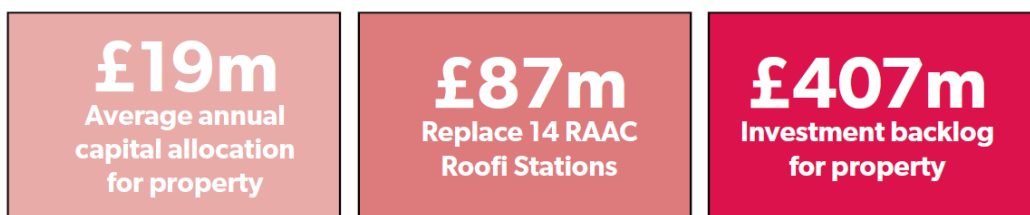


Cromarty Fire Station



Carrbridge Fire Station

As at March 2022 SFRS have a Capital investment backlog for its property assets of over £400 million. The pace of change outlined within this SAMP will be driven by the funding available for property. Furthermore, we recognise that if the level of investment stays at current levels the investment backlog will increase at a substantial rate. Continuation of capital investment at existing levels will increase the pressure on the resource budget to reflect an ageing property portfolio.



SFRS will look to secure funding through public and private sources as well as work with the Scottish Government as they implement the Investment Hierarchy. Through adopting this approach, it is anticipated that partnership working will develop the required infrastructure in a collective manner that drives economies of scale and maximises benefits to all partners.

d. Risks and Challenges

There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction because of a lack of global manufacturing capacity. This could result in a delay to projects specified within the Capital programme and the potential increases in both Capital and Resource costs as demand outstrips financial allocations.

The war in Ukraine has no doubt contributed to material supply and price increase issues, coupled with the ensuing energy and cost of living crises, mean that prices are rising month on month. The most recent Building Materials & Components Index reported a 26.4% increase for 'all work' for June 2022 year on year. Costs of concrete reinforcing bars, fabricated structural steel and pre-cast concrete products increased by 58.2%, 46.3% and 28.3% respectively. The shipping costs of transporting goods has also increased significantly.

Recognising that SG and UK finances are constrained by the current economic impacts of EU exit, COVID 19 and the war in Ukraine, which have led to increased construction costs and inflationary pressures throughout supply chains, SFRS has revised the approach to allocating capital funding adopting a risk-based approach which would minimise the risk of failure in terms of service delivery.

Our 10-year capital investment plan aims to transform SFRS's legacy asset estate to one which is Collaborative, Service Led, Net Zero and Modernising. Risk management is an integral part of good asset management practice. Risk-based asset management is a process in which risk is used to balance the operational performance of the asset against life-cycle cost. To support this change of approach, the Service has completed a review of our 10-year Asset Investment Plan (AIP) for Property, Fleet, and Equipment. The AIP indicates a 10-year programme of investment totalling £630 million is now required, £63 million per annum to cover the asset backlog and the suitability of our estate assets.

In addition, the Carbon Management Plan 2020-25 sets out in detail how we will approach carbon reduction over the next few years, as we work towards the Scottish Government's ambitious target of net zero by 2045. Whilst we are currently on track for 6% per annum reduction in our carbon we have insufficient funding for the projects identified in the Carbon Management Plan. Total investment of £48.4 million is required from 2020 to 2025, of which £12.8 million of ring-fenced funding has been received to date, therefore making it very unlikely we will meet our targets within the identified timescales.

e. Strategic Asset Management Framework

This SAMP uses a Strategic Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors (RICS) and the Chartered Institute of Public Finance and Accountancy (CIPFA). This requires an Asset Management Policy to provide rules and consistent structure to how we manage the key resource of property and land. The creation of an asset management policy is also a requirement of ISO55000.

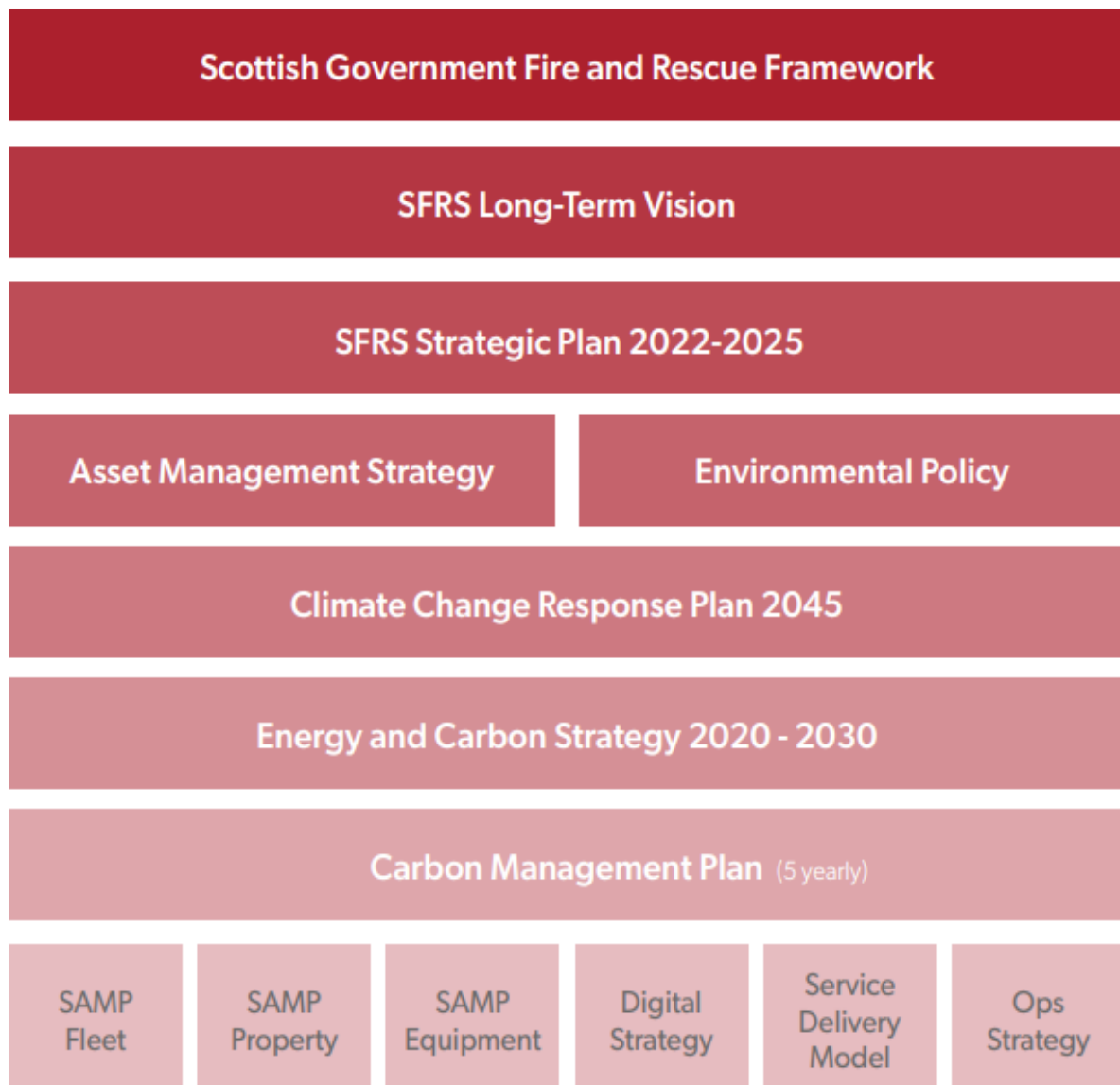
The Asset management policy is designed to make sure the property asset management strategy is reflected in the business decisions of all parts of the organisation. It sets down the rules of behaviour for the organisation, as far as property decision making is concerned, to ensure that the strategy can be delivered transparently through a consistent process.

The SAMP contains a suite of living documents divided into three clear parts that can be updated separately to remain relevant:



1. An Asset Management Policy: This is a high-level statement of the overall approach to providing property to meet the organisation’s needs. It will make clear, in general terms, the property that is required to meet corporate and operational objectives.
2. An Asset Management Strategy: This will be designed to make sure that the property asset strategy is reflected in the decisions of all parts of the organisation. The asset management strategy provides an overview of the organisation’s land and property estate, together with the governance arrangements, approach and key initiatives for the managing and development of the estate that support corporate objectives.
3. An Asset Management Action Plan: The asset management action plan sets out how the necessary changes will be delivered. This is a ‘living document’ and will be used and adapted in order to manage our asset management programmes of work on a regular basis. The annual action plan will be regularly reviewed by the Corporate Property Group (CPG) and will form the basis for reporting performance.

The diagram below shows the strategic context of this SAMP:



f. Key Actions and Outcomes

The SAMP will directly contribute towards the achievement of the following key actions and outcomes:

- (1) Property assets are maintained in satisfactory or better condition to support service delivery;
- (2) Property assets are fit for purpose, implementing all aspects of Standard Station Design, compliant in respect of health and safety, including improved welfare facilities and contaminant control, and suitable in terms of accommodation type and layout to support the delivery of services;
- (3) Property assets provide accommodation that is accessible for all service users and staff;
- (4) Property assets are sufficient for service delivery and utilised as much as possible by our communities.
- (5) The energy performance of our property assets is monitored, behaviour change is encouraged to reduce energy usage, and improvements undertaken where financially viable and technically feasible;
- (6) Dissemination of property information to all relevant personnel so as to provide more efficient property management and maintenance and to support investment decisions;
- (7) Reduction in the amount of reactive maintenance through targeting resources toward planned preventative maintenance more effectively;
- (8) Capital and Resource expenditure is directed by the SAMP;
- (9) Ensure effective asset management information systems are established, embedded and managed throughout the organisation by following the principles of ISO55001 and the RICS guidance on Public Sector Property Asset Management;
- (10) Collaborate with other blue light and public sector partners to help maximise value and community use of publicly funded assets.



Alex Lane
National Property Manager



Asset Management Policy



1.1 Introduction

This Asset Management Policy establishes clear objectives by which we will manage our property assets, make strategic decisions and define longer terms action plans against our Property Estate. It will remain in place for the next five years and will be reviewed annually to ensure it is still relevant to what we are trying to achieve.

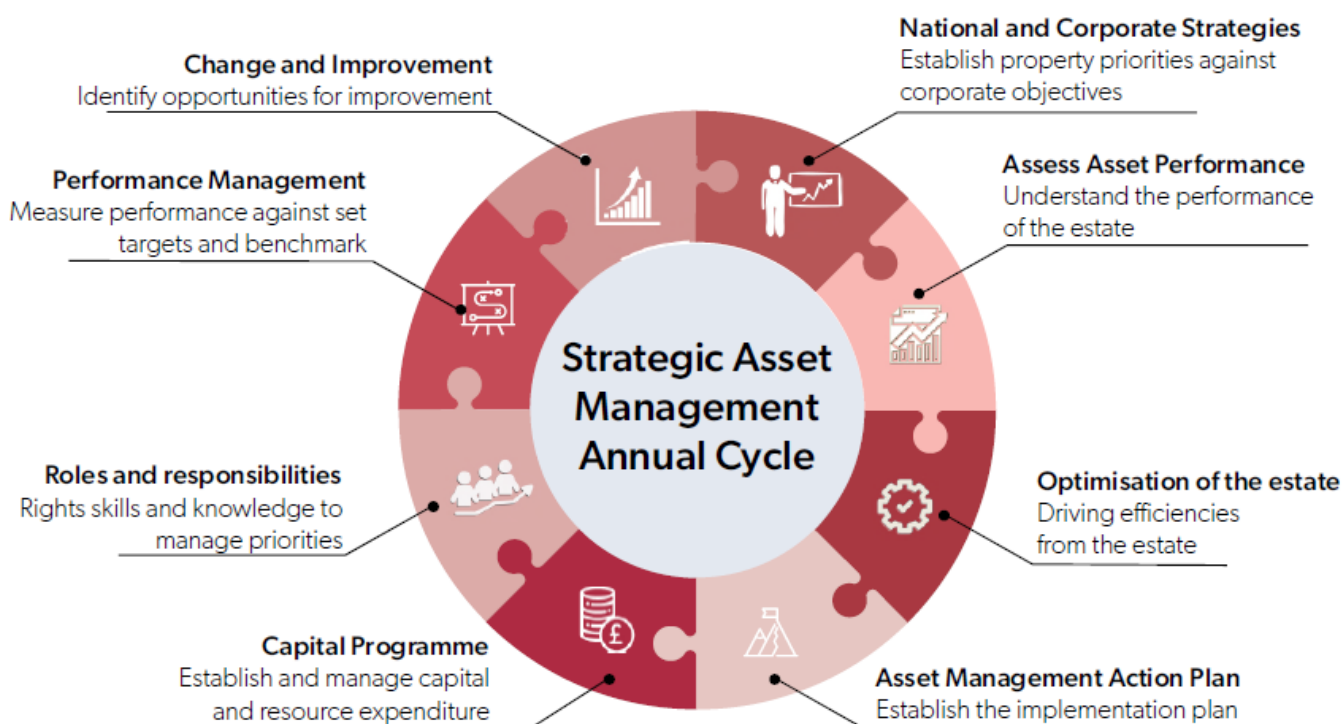
1 To promote joint working where it will provide benefit for service delivery and in securing efficiencies	2 To provide the right property, fit for purpose, to meet current service delivery needs and to plan for the future	3 To reduce the environmental impact of our property assets and achieve net zero by 2045	4 To modernise our property assets and thereby ensure that they are maintained efficiently
---------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------

An overarching principle to ensure effective asset management information systems are established, embedded, and managed throughout the organisation will be to follow the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Property Asset Management.

In producing this SAMP we will:

- Explain the framework in which the estate sits, including a detailed property type summary
- Assess the shape and condition of the current estate
- Establish objectives for asset management
- Provide a programme of activity for the delivery of the objectives
- Set out a framework for an annual review of the 'state of the estate'

The action plans will be reviewed on an annual basis (using the process cycle below)



1.2 SAMP Objectives

To support the objectives of the SAMP we have set out four policy objectives on the following pages. These describe The SFRS commitment to property asset management and to achieving the benefits that can be delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our property assets:

The four key objectives of the SAMP are framed within an overarching objective of Value for Money. Value for money is defined as the most advantageous combination of cost, quality and sustainability to meet Service requirements. In this context:

- Cost means consideration of the whole life cost of property assets
- Quality means meeting a specification which is fit for purpose, standard station design, and sufficient to meet Service requirements
- Sustainability means economic, social and environmental benefits in support of the SFRS Long-Term Vision

Modernising	Service Led	Net Zero	Collaborative
 <p>Improves provision of dignified welfare facilities</p>	 <p>Based upon operational need</p>	 <p>Reduces energy use</p>	 <p>Shared with emergency services partners</p>
Provides contaminant control	Planned in conjunction with key partners	Improves building efficiency	Available to other public sector bodies
Deals with Reinforced Aerated Autoclaved Concrete (RAAC) roofs	Cognisant of SFRS operational strategy	Reduce carbon emissions from fleet	Used by local communities
Tackles backlog investment issues across the estate	Linked to Service Delivery Model Programme (SDMP)	Provides EV charging infrastructure	Supports Scottish emergency services national collaboration strategy
	Ties into SFRS long-term vision and strategic plan	Meet Scottish Government low carbon target requirements	Work within the Scottish Government investment hierarchy

1.2.1 Modernising

- Fit for purpose: Bring the whole property estate into fit for purpose condition and function. Resolve immediate concerns around sites that perform poorly in terms of quality (i.e. operational suitability and condition).
- Invest to save: Reduce maintenance costs by investing in modernisation rather maintaining an inherited old and deteriorating Estate.

Like all employers, SFRS has responsibilities under the Health and Safety at Work etc. Act 1974 and associated legislation, regulations and guidance, to protect our people in carrying out their duties. The Service, through its Health, Safety and Wellbeing Policy, has specifically committed to providing equipment which is suitable for task, fit for purpose and suitably maintained.

We will seek to ensure these commitments are met through early engagement with health and safety professionals from the design phase through the asset lifecycle. We recognise the impact that the working environment can have on our wellbeing and will work to ensure that all employees have workplaces that are not only safe and secure but that promote dignity and wellbeing.



We will maintain up to date information on the condition and suitability of our assets that enable us to annually draw down a rolling 3-year investment plan, linked to current Service priorities, and developed through our Corporate Property Group and the Asset Management Liaison Board, at which all relevant areas of the organisation are represented.

As we evolve the SFRS asset portfolio, we will work towards maximising the standardisation of assets, enabling them to be deployed as flexibly as possible, both within our organisation and in working with partners to achieve integrated service delivery. This principle is illustrated through our initial strategic work with Scottish Futures Trust on a project considering small station replacement using modular methods of construction.

1.2.2 Service Led

- Work with operational staff to help implement key elements of the SFRS Operational Strategy
- Link to Service Delivery Model Programme (SDMP)

One of the key recommendations of the Christie Commission on the Future Delivery of Public Services was that those individuals and communities receiving public services must be empowered through involvement in design and delivery of the services they use.



Similarly, in designing and commissioning assets we must take account of the valuable insights of those who use and maintain them, from operational firefighters, to control staff, to office-based personnel, fleet mechanics, stores staff and technicians. We will consult with those who use and those who service/maintain existing assets, taking their views into account in future investment decisions.

This SAMP will tie in with the SFRS Operational Strategy 2022-32, which is a blueprint to inform and assist strategic managers approach to future operational response. Within the Operational Strategy, there are opportunities to review current deployment models and locations of assets including specialist capabilities. This will supersede any previous and legacy arrangements and provide a more proactive approach to the deployment of assets.

1.2.3 Net Zero

- Achieve environmental, social and financial sustainability targets aligning with our Carbon Management Plan and applying Standard Station Design Principles
- Develop specific programmes to reduce the property estate’s environmental impact, such as renewable energy systems
- Contribute to current and future government carbon targets, including Net Zero by 2045

The recent global declaration of a climate emergency has acted as a catalyst for asset management transformation. It raises questions about how and where we work and challenges the rationale for property asset platforms as we know them at present. We are committed to minimising our environmental impact through the products and services we procure; and in the design, planning and creation of our buildings.

At the same time, the operational efficiency of buildings and their internal infrastructure continue to be day-to-day imperatives to combat waste. Decarbonising property assets and facing up to climate change through the pursuit of net zero carbon policies are key strategic issues.

In accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030, fire station design standards will take account of the whole life cost of our buildings, whilst reducing energy consumption and carbon emissions and contributing to the 6% per annum carbon reduction target.

We are committed to minimising our environmental impact through the products and services we procure; and in the design, planning and creation of our buildings. A key area of environmental impact is through our property estate. SFRS are committed to supporting the Scottish Government’s aspiration of an environmentally sustainable economy, and will continue to progress projects that will help to lower our carbon footprint.



Solar Panels at SFRS HQ (Cambslang)

It is important to state however that unless the investment backlog of our property estate is addressed with significant capital funding for replacement, SFRS will be unable to meet the carbon reduction target.

The Initial 5-year Carbon Management Plan identified £48 million investment required to meet the first phase of carbon neutral. The Carbon Management Plan should have received, based upon 2020 cost estimates, £27 million between 2020-23. To date it has received investment of £11,429,000 of which £7,879,000 was grant funding. This leaves a funding gap of over £15 million.

1.2.4 Collaboration

- The purpose of the Scottish Fire and Rescue Service is to work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland.
- We will continue to support the Scottish Emergency Services National Collaboration Strategy, a key early deliverable of which is co-location. Therefore, co-location, visibility and collaboration with partners will be a key consideration in future estate investment decisions. We will challenge the need for standalone and dedicated fire properties and co-location investment decisions will be prioritised where it leads to service collaboration with partners and improved community outcomes. A list of current co-locations is included in appendix 4.



Example of Collaboration with Scottish Ambulance Service at Aberdeen Fire Station

The Scottish Fire and Rescue Service shares facilities with emergency service partners to extend response capabilities and to help protect communities. For example, as the image above shows the Scottish Ambulance Service is now sharing facilities with the Scottish Fire and Rescue Service in Aberdeen, which will extend response capabilities and help to protect communities.

Also, the first tri-emergency service in Scotland is in Tomintoul Fire Station in Aberdeenshire, where SFRS, Police Scotland and the Scottish Ambulance Service operate from one base. This co-location also enabled a police officer to be on duty within this community, avoiding a 26-mile journey to the nearest police station. Work is currently ongoing with Police Scotland and Scottish Ambulance colleagues to further develop shared facilities. There are currently around 40 premises which are jointly occupied by two or more of the emergency service organisations.

Typically, our assets will be used by SFRS personnel to deliver services for our communities, however where these can be safely and securely used by the public themselves, for community benefit, this will be facilitated, for example community fire stations and electric vehicle charging points. Similarly, we recognise our responsibilities under the Community Empowerment (Scotland) Act 2015 in relation to asset transfer requests for land and buildings and are ready to work with communities where they consider our assets can be better used to benefit the local community.



Tri-emergency service station (Tomintoul)

Scottish Fire and Rescue Service is also an active member of the Joint Asset Sharing Group with Police Scotland, the Scottish Ambulance Service, and Scottish Futures Trust. A key aspect of the Joint Asset Sharing Group’s work is the Emergency Services Co-Location Programme which promotes and supports the sharing of space.

We are also working with Scottish Futures Trust to seek opportunities for sharing facilities with our blue light partners with specific regard to the 14 stations that have a failure in a flat roof constructed from Reinforced Autoclaved Aerated Concrete (RAAC). SFRS also work closely with the DVLA, volunteer groups, charities and third sectors such as, Mountain Rescue and the Royal National Lifeboat Association (RNLI) on a wide range of fleet, infrastructure and equipment issues. We currently have 65 co-locations and hope to reach at least 70 by the end of 2024/25.

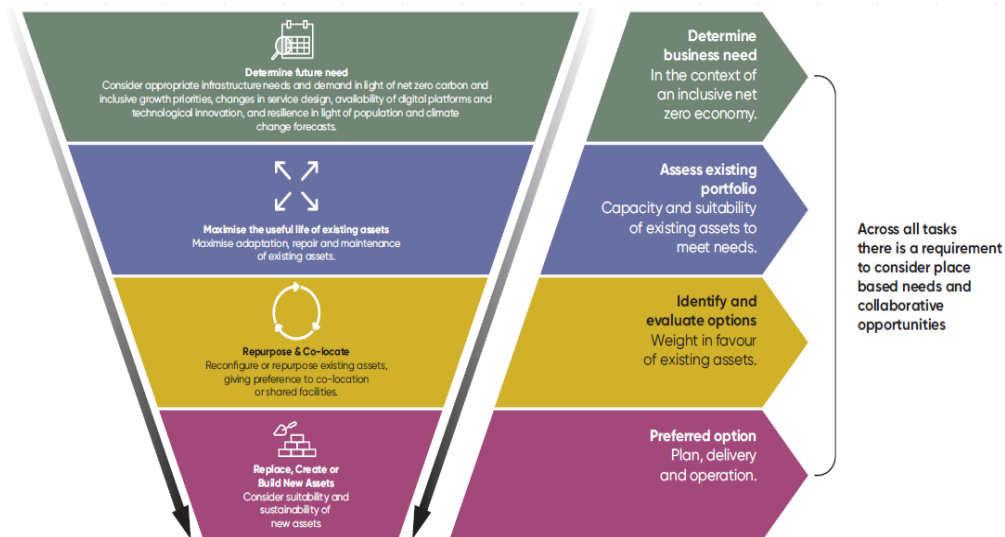


Due to the size of our fire rescue vehicles, and hence size of stations required, it is almost always SFRS properties that are being utilised for asset sharing. In some cases, this frees up SAS and PS assets for reuse/redevelopment and any capital receipts generated can be re-invested in improving their remaining property portfolios. SFRS supports the co-location programme through arranging for any refurbishment works to be undertaken (the cost of which is reimbursed by the incoming service).

1.3 Scottish Government Investment Hierarchy

There are a number of internal and external Strategic Drivers that have influenced this Strategy. This SAMP document demonstrates SFRS is working within the Scottish Government’s Infrastructure Investment Plan for Scotland 2021-22 to 2025-26 (IIP) and the new Investment Hierarchy approach, as outlined in the Scottish Government’s [Guide to Property Asset Strategy in the Scottish Public Sector](#), which says, “Our Infrastructure supports Scotland’s resilience and enables inclusive, net zero, and sustainable growth”. This is through demonstrating future need, maximising the life of existing assets as far as possible, seeking opportunities to co-locate, and seeking funding to replace and build new assets by considering the suitability and condition of our assets. Similarly, we will use Scottish Futures Trust’s Place Guide to inform our approach within this Strategy.



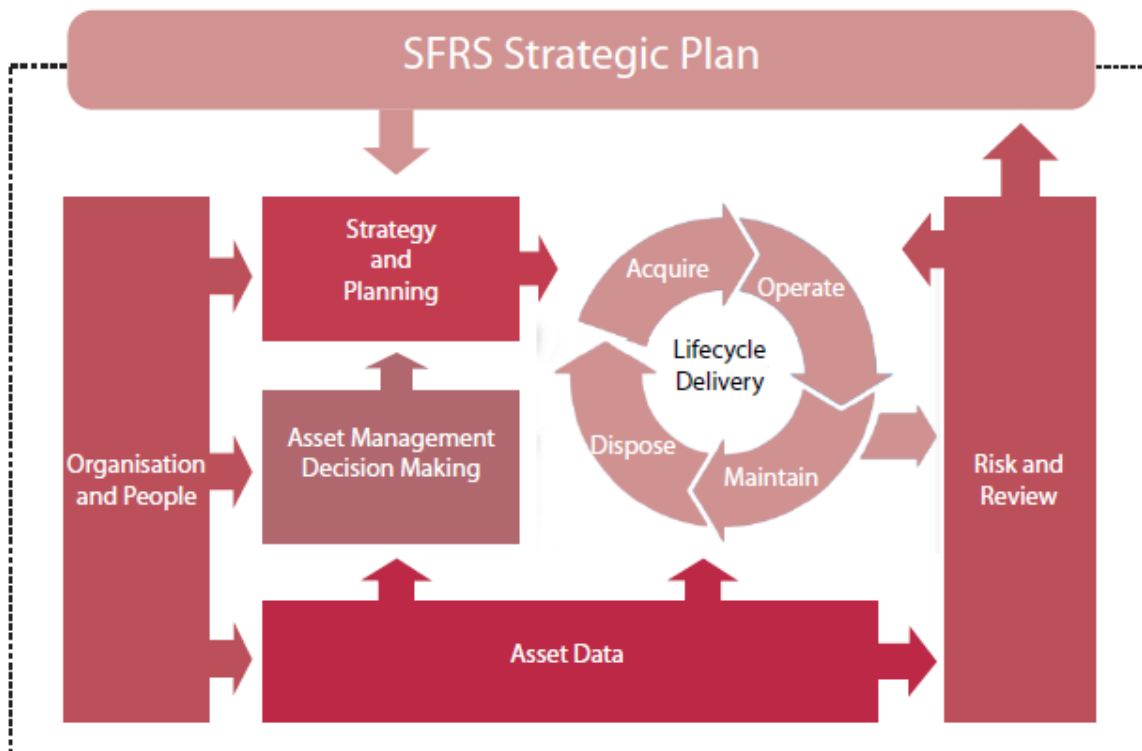


New Scottish Government Investment Hierarchy

The purpose of the investment hierarchy is to provide a common methodology to assist the planning and decision-making in the public sector infrastructure investment. The approach requires public sector managers to first determine the future infrastructure needs and demands in the context of net zero targets and inclusive growth priorities through a Strategic Asset Management Plan for Property and achieve those needs by maximising the use of existing assets and repurposing and reconfiguring them whenever feasible with preference to co-location and shared facilities, thereby taking a whole life approach to maximising the life of existing and new assets.

1.4 Decision Making

We recognise that effective asset management requires interventions at each stage of the asset lifecycle. This policy sets out how we will manage each of these stages as depicted in the following diagram

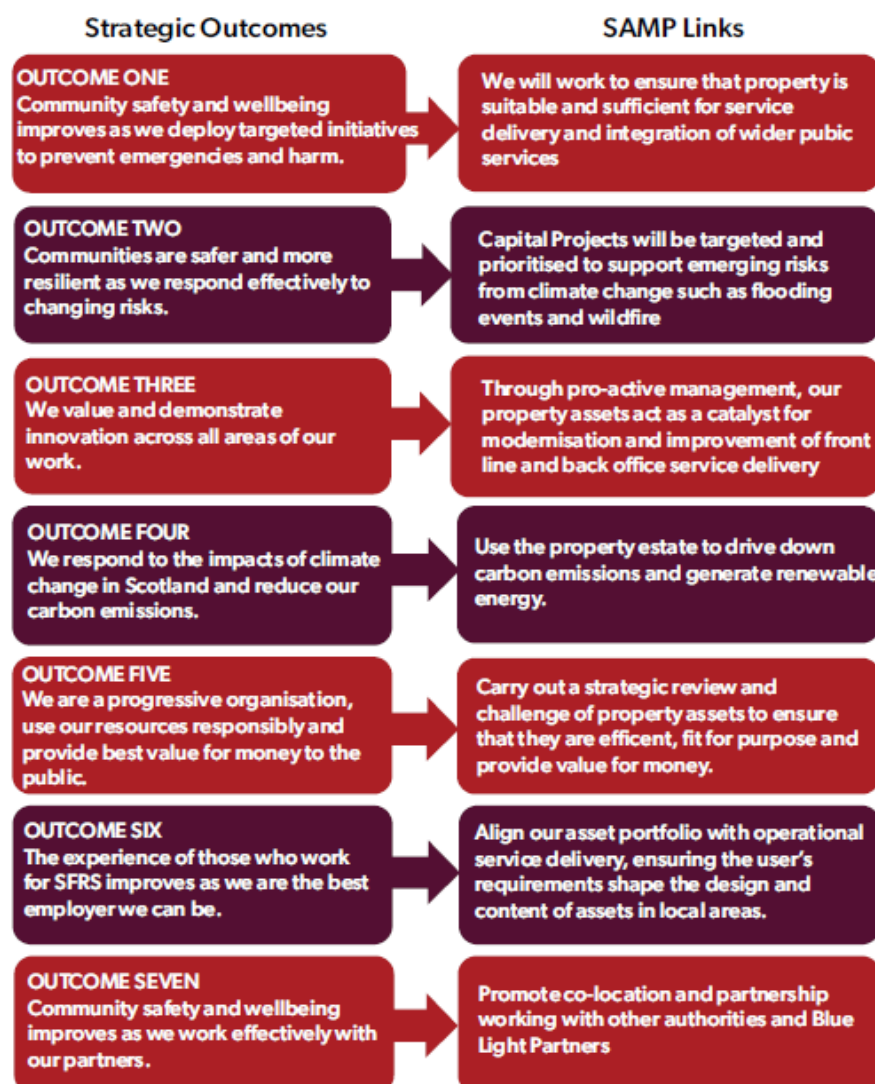


Our Asset Management Liaison Board enables strategic asset plans to be developed in a collaborative manner involving all parts of the organisation; and through both internal and external audit and inspection we can gain assurance regarding the effectiveness of our asset management arrangements.

We will manage the risks associated with our assets, to avoid negatively impacting on our service delivery, safety of the public and employees, financial sustainability, legal compliance, environment, internal control and reputation. We will ensure our asset information systems provide the data we require to manage performance, and enable continuous improvement.

1.5 Strategic Alignment

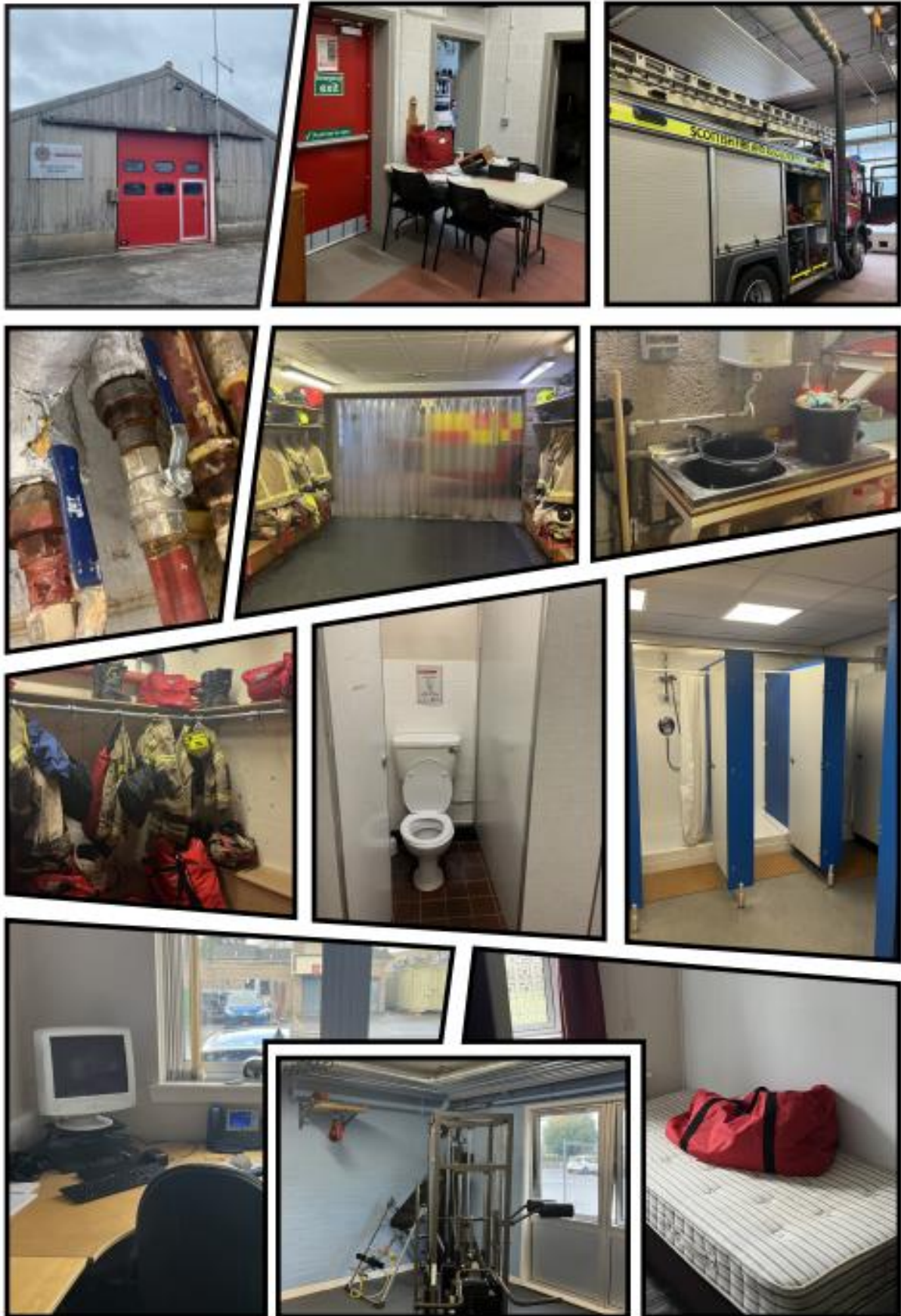
Our properties are crucial to the delivery of an effective fire and rescue service. The management of our assets must be aligned to the overall direction of SFRS and, as such, this strategy has been written to work alongside the SFRS Strategic Plan. The table below illustrates where good asset management and robust processes in terms of risk and safety management directly contribute to, or are directly influenced by, the delivery of The SFRS strategic outcomes:



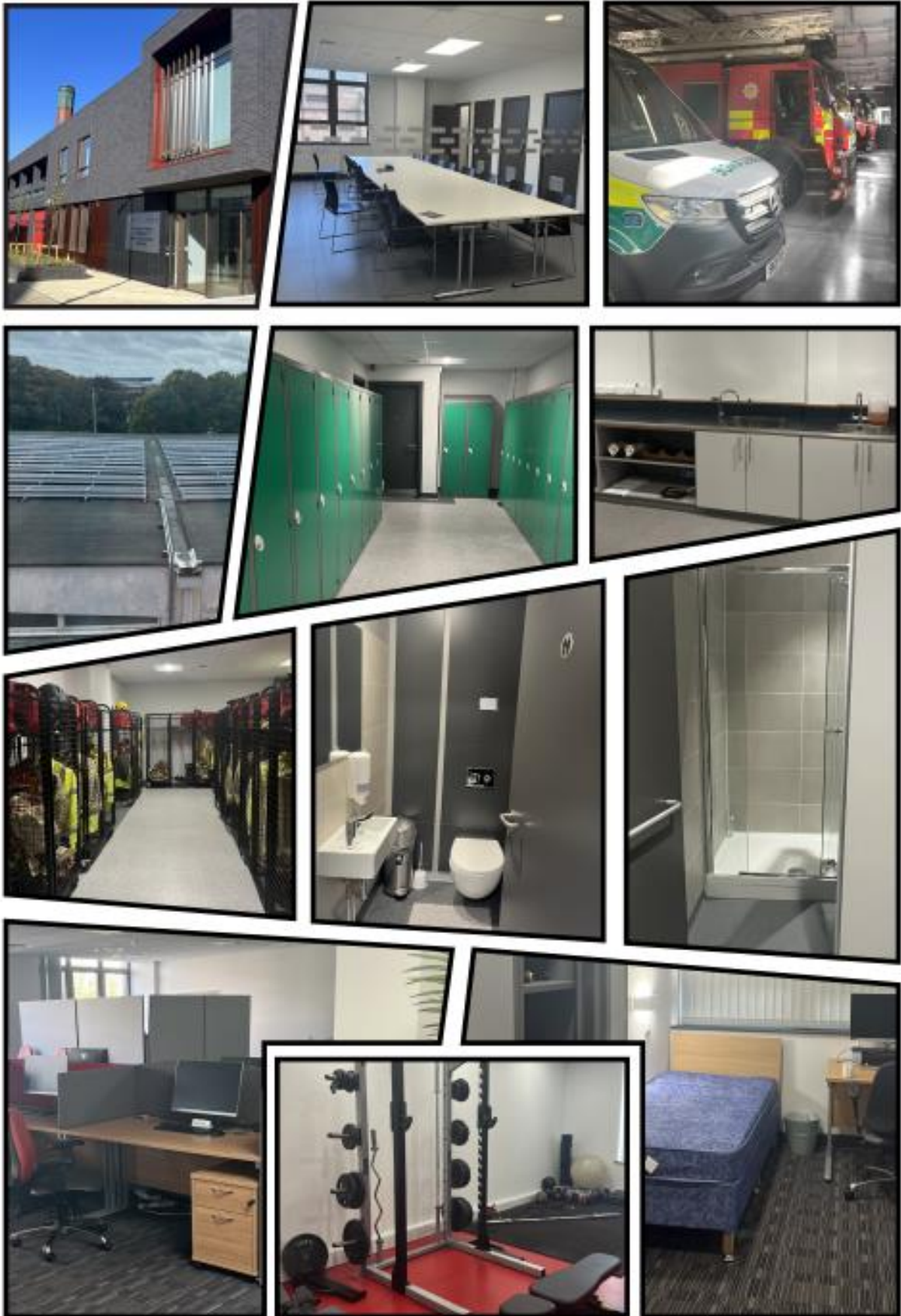
1.6 Transition

The images on the following pages highlight the transition from where we are today to where we would like to be for our property assets. The future state is achieved through following the clear objectives by which we will manage our property assets, thereby achieving the four objectives detailed within the SAMP and provides a fit for purpose property portfolio for a 21st century Fire Service.

(Older Station)



(Newer Station)



Asset Management Strategy



2.1 Introduction

“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives”

[RICS Public Sector Asset Management Guidelines 2nd Edition]

SFRS has a property portfolio of some 1,100 built assets and land holdings of 205 acres over 425 sites, situated throughout Scotland, to best enable the delivery of services to our communities, optimise the operational response to incidents, assist with the achievement of the organisation’s corporate priorities and provide safe and comfortable buildings and facilities for staff and visitors.

SFRS has insufficient budget provision to meet the 2018 Audit Scotland recommendation of an average annual investment requirement of £80.4 million for the inherited estate. Lack of investment compounds the continual deterioration of the condition of SFRS properties.

In 2020 the SFRS Board agreed to support the principles of Standard Station Design, (SSD) as the starting point for all future new build fire station developments, and also agreed for this to be adopted where reasonably practical in subsequent refurbishment projects.

However, it is widely acknowledged there is insufficient funding available to implement SSD to any meaningful extent. The combination of age, condition, suitability and restrictions of existing land and buildings are all risk elements which will further prevent the implementation of the SSD to a significant number of properties.

Work remains ongoing to continually make the case for investment with the Scottish Government; as well as to seek additional sources of funding such as Government grants for energy projects and also to seek collaborative opportunities with partner organisations to share the burden of investment.

2.2 Estate Composition

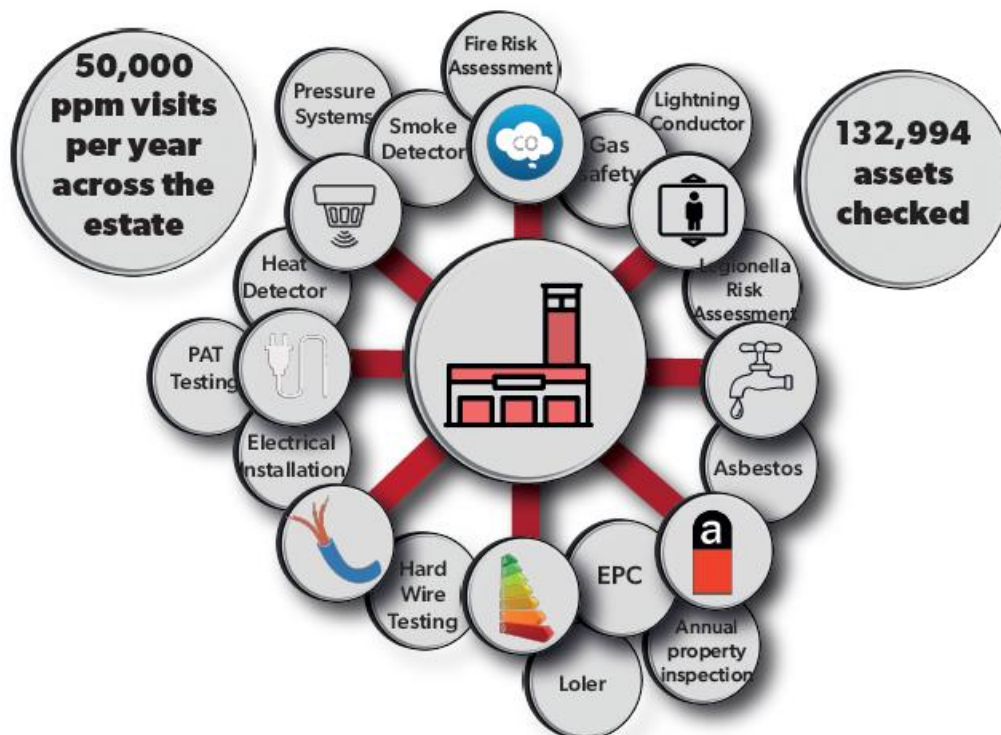
The composition of the built Estate can be summarised as follows;

- Operational Estate – Wholetime and On Call fire Stations
- Corporate Estate – Support buildings such as Headquarters and other offices, Operational Controls, Community Safety Facilities and Asset Resource Centres
- Training Estate – All buildings, towers and infrastructure, regionally and nationally in place to provide training
- Ancillary Estate – all other built assets such as communications masts/cabins, generator housings, general stores

Property Type	Number
Wholetime Establishment	74
On-call Establishment	281
Corporate	33
Training	300

2.3 Maintaining our Assets

The image below the range of Planned Preventative Maintenance (PPM) and property compliance checks currently undertaken at our stations.



Repair and maintenance of Property assets is carried out in accordance, with legislative requirements, industry standards of good practice and manufacturer's recommendations/specifications. The works programme is delivered as follows:

- **Reactive Maintenance:** A response maintenance and repair service dealing with day-to-day defect reports. Projected budget £4.25M however this year currently overspent by £350k with two months to go (we historically have been over spent and went to emergencies only every year since service started)
- **Planned Preventative Maintenance (PPM)** at £4.5 million per annum: Contracts are let for the regular inspection, testing, routine servicing and maintenance of mechanical and electrical installations and fixed plant and equipment. This includes:
 - Asbestos Inspections, £140k
 - Legionella - £70k
 - RAAC inspections - c£100k
 - Engineering Inspections- £150k
- **Soft FM Services (Including grounds maintenance)** – This contract was awarded to Sodexo who have a current budget of just over £5M but contractual CPI rise will likely take this to £5.3M per annum as of April

Robertson Facilities Management has been awarded a five-year contract by the Scottish Fire and Rescue Service (SFRS) to deliver hard FM services across its estate. The contract, which started in April 2022, is worth up to £14.35 million a year and contains an option to extend for another three years.

Robertson will carry out all planned preventative and reactive maintenance tasks across the diverse estate and will work with SFRS to provide the experience and expertise to transform the current services. The firm will also deliver small and minor capital projects

Maintenance and statutory liabilities have an annual spend of around £8 million; it is of vital importance therefore that we look after our assets. Our overall strategy is to ensure that our finite and reducing maintenance resources are prioritised to appropriate buildings, where the money is needed most. We identify these priorities by conducting a rolling programme of condition surveys which aims to understand maintenance requirements over a period of 5 years. This will enable a better-informed decision-making approach and maximise efficiencies by planning over a longer time horizon, instead of reacting to emergencies as they happen. Our four key aims for Building Maintenance are:

1. To ensure our properties are safe and secure for the people who use them
2. To allocate funding to projects that will achieve the maximum positive impact
3. To achieve an efficient balance between planned and reactive maintenance work
4. Achieving maximum efficiencies in the way we procure building maintenance work

Steps are taken continually to ensure that properties comply with legislative and regulatory requirements, all managed through the asset system (Screen shot below). On-going programmes of compliance testing to measure and control risk are in place to address key issues relating to:

- gas installation testing – tested annually;
- electrical installation testing – tested on a 5-year rolling programme;
- legionella testing – tested annually;
- asbestos management – ongoing management; and
- fire risk assessments and general health and safety audits – ongoing management

View Inspection Compliance

Keys			
	Inspection Complete or Closed with an Open Help Call		
	Inspection Closed or Complete within 'float period'		
	Inspection Closed or Complete outside 'float period'		
	Inspection 'open' (not Closed, Complete or Cancelled) and overdue		
	Inspection 'open' (not Closed, Complete or Cancelled) and not overdue		
Filters Applied			
Inspection Compliance			
Inspection Type	Jan	Feb	Mar
ASB1001 1Y - Asbestos Inspection (Annual)	1 1		
ENG-PSR-1Y - Engineering-Pressure Systems-1Y			
FRA1001 2Y - FRA Risk Assessment			2
LRA0100-2Y - Legionella Risk Assessment	11	20	20
RAAC1001-1M - Monthly RAAC Inspection	1	1	1
RAAC1002-3M - Quarterly RAAC Inspection	3 4		
ROOF1001 1Y - Roof Coverings	1	1	1
SFRS.001 - 12M - POWER GENERATION - 12M (SFRS)	5 8	14	19
SFRS.001 - 24M - POWER GENERATION - 24M (SFRS)	1	2	
SFRS.001 - 6M - POWER GENERATION - 6M (SFRS)	4 6	25	10
SFRS.002 - 6M - UPS SYSTEM - 6M (SFRS)		1	22
SFRS.004 - 60M - 5 YEAR EICR - 60M - (SFRS)			19
SFRS.005 - 12M - ELECTRICAL SWITCH GEAR & DISTRIBUTION - 12M - (SFRS)	4	2 79	8 185
SFRS.005 - 3M - ELECTRICAL SWITCH GEAR & DISTRIBUTION- 3M - (SFRS)	13 52	1 6 123	113
SFRS.006 - 12M - GENERAL LIGHTING - 12M (SFRS)	2 10	1 138	2 12 192

2.4 Service Delivery Model Programme (SDMP)

The Service Delivery Model Programme (SDMP) continues to be developed; The SDMP will undertake short, medium and long-term scenario planning to inform analysis of risk across Scotland's communities. This helps identify where the SFRS, working within the confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute to eliminate, reduce or mitigate known or predicted community risk.

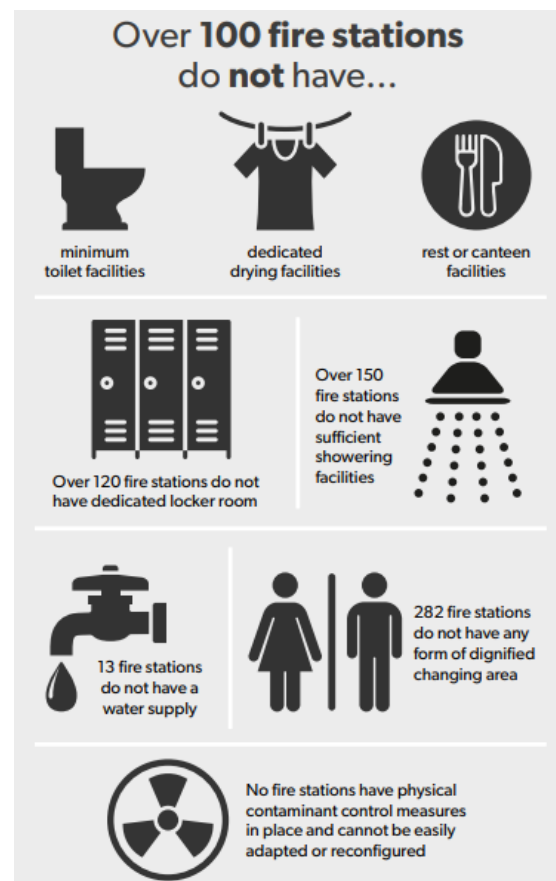
The analysis of changing community risk in Scotland being carried out through the SDMP process, as well as the potential implications of what those changes will mean for our future operational requirements is scheduled for completion in 2023. The recommendations from the SDMP process will be subject to community and stakeholder engagement to help arrive at final decisions. The evidence from the public engagement process, combined with our understanding of risk, will inform any Board decisions in determining our future operating model. The issues outlined below relate to our existing estate, any future developments that could arise from the finalisation of the SDMP have not been factored in.

2.5 Property Issues

Over the last ten years SFRS has been successful at diversifying its workforce with regards to gender; the ratio of female to male recruits has significantly increased over this period. There are a number of requirements specific to fire stations which are assessed under suitability but there are also some basic requirements associated with them as places of work such as meeting the minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992:

2.6 Standard Station Design

Each fire station is a key symbol of SFRS presence within a local community, and in many cases, is used directly by the community, as well as being a strategic location from which our services are provided. In August 2020 the SFRS Board agreed to support the principles of Standard Station Design, (SSD), as the starting point for all future new build fire station developments, and agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. SSD is a set of design standards that will be applied when building a new fire station or refurbishing an existing property and contains the undernoted strategic design principles:



- Accommodation
- Corporate Specification
- Design Flexibility
- Staff and Visitor Welfare
- Safety
- Adjacency
- Contaminant Control
- Environmental, Energy and Carbon
- Security
- Training

When measured for suitability against the developed Standard Station Design, 62% of the existing fire station estate has been assessed as poor or worse. Issues include insufficient dignified welfare facilities; lack of disabled access and facilities; insufficient space to store and dry kit, garage the vehicle, or maintain breathing apparatus.

2.7 Design Principles

Our property estate is a key component of the Scottish Fire and Rescue's asset portfolio. It is where our staff work from, so it must be fit-for-purpose and reflect and support our workforce needs. Our workforce deal with the most traumatic and challenging of events. The well-being of our staff is central to our future design requirements.

A key element of this SAMP is a series of guiding design principles developed in consultation with stakeholders across our organisation. They reflect our core organisational strategic drivers, the need for our evolving estate plans to be demand-led, collaborative and modernising where possible, ensuring that our asset estate aligns to the Standard Station Design principles and the work on-going with regards to the Service Delivery Model Programme.

Unfortunately, in a number of instances the inherited Estate from the former services is considered wholly insufficient for the provision of a fit for purpose facility compliant with the Welfare regulations and operational needs. Whilst the Service identifies 355 establishments there are not 355 fire stations, as within this number there are a number of timber huts, steel containers and leased agricultural or commercial buildings being the only local facilities and devoid of the most basic provisions such as running water, toilets and showers.



Kinlochewe Fire Station



Colintraive Fire Station

Following agreement of SSD, the requirement for individual dorms, gender neutral facilities and the control of contamination has resulted in a further risk factor and has a negative impact on the suitability of the entire estate. There are a further 60 on-call stations classed as unsuitable for a modern service where stations consist of buildings such as a shed, a farm out building, or a metal container. The age profile of the current estate shows 61% of the property estate is over 30 years old.

Through the Condition and Suitability assessment exercises taken in cognisance with knowledge of site sizes and land restrictions, as well as current issues with regards RAAC roofing, Dignified Facilities and Contaminant Control, a high-level exercise to determine an initial property requirement for each fire station has been determined identifying three possible outcomes:

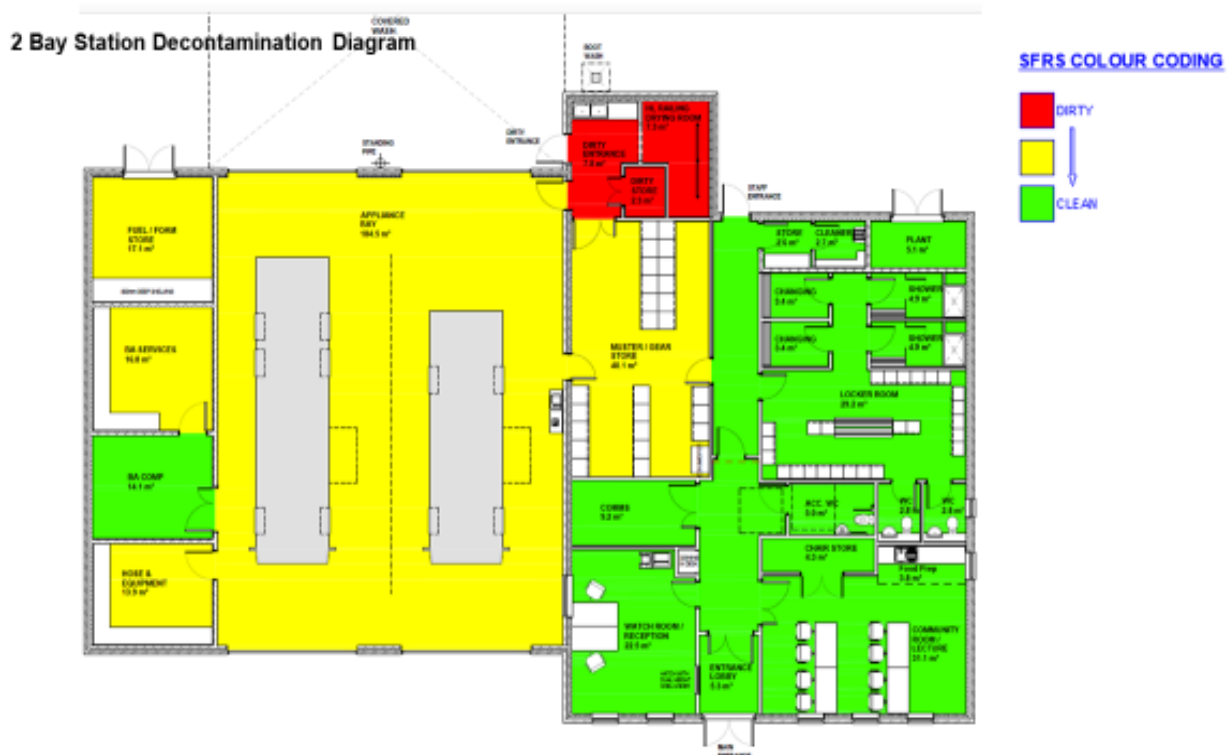
- Replace 64 new builds identified

- Develop 250 projects to refurbish and/ or reconfigure and or extend
- To continue to maintain 44 buildings in B for condition and suitability

We also have a huge investment requirement detailed in Carbon Management Plan to reduce Carbon footprint by 60% by 2030

2.8 Reducing Exposure to Contaminants

Worldwide research into the potential effect of contaminants on firefighters continues to provide evidence that exposure may put those responding to, or attending incidents, at an increased risk of related future health issues. It has been established unburnt products of combustion produced by fire are a major source of contaminants, some of which have proven to be carcinogenic. The SFRS is committed to mainstreaming behavioural, cultural, and organisational change to ensure the protection of our personnel and has developed initiatives such as ‘clean cab’ appliances and established a cross Directorate SFRS Contaminants Group. We will continue this work, incorporated within the approach to SSD.



The SFRS have undertaken work to minimise the risk of contaminants for staff. This includes a substantial review of how fire appliances, personnel and PPE are decontaminated during and following an incident, we have trialled station zoning systems to limit potential spread. SFRS also operates a specialist cleaning and repair contract which allows Firefighters Personal Protective Equipment (PPE) to be fully decontaminated post-incident with specialist decontamination wipes; repaired as per manufactures instructions and in line with the British standard for the cleaning and repair of firefighters PPE.

The process for contaminant control in some legacy or older stations is hindered by their design not allowing reconfiguration without major investment or replacement. Recognising the need to ensure the wellbeing of firefighters, replacement of these stations is required to meet contaminant control.

2.9 Reinforced Autoclaved Aerated Concrete (RAAC) Plank Roofs

In 2019 a safety alert was issued by the building and civil engineering industry's Standing Committee on Structural Safety (SCOSS) following a failure in a flat roof constructed from Reinforced Autoclaved Aerated Concrete (RAAC). The Service has undertaken extensive inspection and assessment of the estate and identified 14 sites which have RAAC plank roofs. These 14 sites have been subject to survey to identify deterioration and temporary works such as localised propping and the erection of crash decks have been designed and installed. The 14 sites remain subject to an ongoing quarterly inspection regime at a cost of £100,000 per annum to monitor condition and any further signs of deterioration.



Steel Props at RAAC roofing sites

The 14 sites confirmed to have RAAC roofs have been surveyed with regards to addressing the failed roof and in conjunction with age, existing condition of all built elements and infrastructure and the development required to address suitability issues and compliance with standardised station design. The overall cost to replace these fire stations is £77 million. The 14 stations, 11 Wholetimes and 3 Retained, are listed below:

- Crewe Toll
- Cumbernauld:
- Dalkeith
- Galashiels
- Livingstone
- Hawick
- Helensburgh
- Huntly
- Liberton
- Marionville
- Milngavie
- Portree
- Stewarton
- Tranent

The estimated overall project cost of £87 million is based as at today's prices using the Building Cost Information Service (BCIS), however it should be noted that currently the Tender Price Indices (TPI) are approximately 9%, which suggests the cost for projects delivered in the future will be far greater than the current estimated cost.

2.10 Carbon Management Plan

Within its Strategic Plan the SFRS set key outcomes that the organisation aims to, which collectively support our purpose of working in partnership on prevention, protection and response, to improve the safety and well-being of people throughout Scotland.



Biomass Boiler at Fort William Fire Station

Within these outcomes is the aspiration to deliver a sustainable fire and rescue service, including delivering environmental benefits for the communities of Scotland. We have set out in broad terms how we plan to achieve this over the long term in our Climate Change Response Plan 2045, namely by supporting our communities to tackle climate change and by tackling our own carbon emissions.

The Carbon Management Plan sets out in detail how we will approach carbon reduction over the next five years, as we work towards the Scottish Government's ambitious target of net zero by 2045.

The Plan is supported by our Board and Strategic Leadership Team, and we recognise that for it to be successful we will require the support and involvement of all staff, to adopt more sustainable working practises, resource efficiencies and behaviours.

Building on the themes within our Energy and Carbon Strategy, and incorporating the carbon impact of waste, this Carbon Management Plan sets out our approach to carbon reduction over the next five years, with specific projects, aimed at further savings totalling 30%, 7,000 tCO₂e.

The projects, which will require total investment of £48.4 million over the next five years, have been selected to target improvements across all of the key carbon drivers, for example developing improvements in heating controls and developing a detailed map of our power use patterns and needs to manage down electrical use. A key strand of our Plan is based on behaviour change, challenging each of us to do more to reduce energy consumption and waste.

Access to funding is key to the success of this Plan. As such, significant work is underway to engage with Scottish Government and other partner bodies to maximise access to all relevant funding streams as without the funding for the works identified in the Carbon Management Plan it is very likely we will fail to meet targets within the identified timescales.

2.11 Corporate Landlord Model

The Scottish Fire Board has delegated the responsibility for Property to the Chief Officer and on his behalf the Asset Management Department undertake the management of all aspects of the Board's property portfolio ensuring a corporate approach to the use of our buildings. The Acting Director of Asset Management sits on the Strategic Leadership Team and when necessary takes on the Corporate Property Officer role, ensuring property asset use is considered in all high-level decision making.

The Asset Management Department have adopted a Corporate Landlord Model approach. The Corporate Landlord model centralises all estate related budgets, decision making and activities within a central team – the Corporate Landlord. The Corporate Landlord is responsible for asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate priorities. Service Departments become tenants of the Corporate Landlord. The Corporate Landlord is responsible for the following activities:

- Design and Project Management
- Statutory Compliance of Buildings
- Energy Management
- Management and Commissioning of Repairs and Maintenance
- Facilities Management (in relation to cleaning, catering, security, caretaking)
- Estates and Valuation Services
- Strategic Asset Management Planning

The Property and Facilities team is organised into several multi-discipline teams and partners which reflect the different services we manage and provide including, Acquisitions and Disposals, Estate and Asset Management, Statutory Compliance, Repairs and Maintenance, Minor and Major Projects, Small Works and Adaptations, Lease in and Lease Out, Energy, Carbon and the Environment, Soft Services, Cleaning, Waste, Security and engaging with both internal and external stakeholders to develop and maintain our property and maximise its benefit to our communities.



The property team operate within a slim, flattened Client representative structure with multi-tasking team members providing the knowledge and expertise to ensure the effective and efficient delivery of property related services and the development and management of the portfolio. The team operate within the broad but distinct functions of Development, Estates, Environment, Hard and Soft Facilities Management Services and Asset and Contract Management augmented by the outsourced provision of Hard FM, Soft FM, Design Services and Construction. Our corporate landlord model takes a strategic approach and aims to:

- unlock the financial and social value of assets by integrating thinking about property with financial and other corporate priorities

- deliver economies of scale by consolidating resources, making best use of capacity and eliminating duplication
- remove any gaps in asset management ensuring all assets are subject to regular condition and regulatory compliance surveys
- improve efficiency and establish procurement arrangements that get the best from the market and cover the whole organisation consistently
- identify opportunities for greater partnership working across the public sector

We operate a business partner approach, through our Property Officers, providing access to all property and facilities services initially through an allocated single point of contact for every property. This initial point of contact provides access to all property services across the department from repairs and maintenance, estates queries, advice on property solutions feasibility of adaptations, design, estimated costs, support for business cases through to development.

The regional teams also visit and inspect all properties on a regular basis, operate a 24/7 rota for the provision of emergency response to property issues and engage with LSOs and DACOs. The Service also has an appointed Property Responsible Person for each site who arrange the local building user checks and they are supported by an LCMS module and a Property Management Handbook and Property Log book system.

2.12 Property Assessment

Effective property asset management needs robust and up to date information on property condition and investment, including the future cost of replacement of building components as well as replacement of the property asset as a whole.

With this in mind, Property Services collects condition and suitability data in order to identify the condition of all elements of buildings and the extent of outstanding maintenance required.

The main purpose of the condition and suitability surveys is to enable informed decision making about the property estate. The information gathered underpins the asset management process, with the underlying purpose of achieving the best use of property assets.

2.12.1 Condition

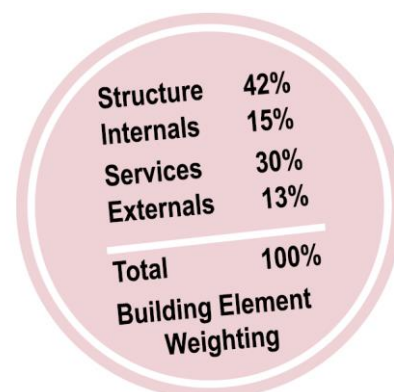
The fundamental basis of effective property asset management is the need for robust and up to date information on property condition and investment need, including the future cost of replacement of building components as well as replacement of the property asset as a whole.

SFRS have a planned five year rolling program of condition surveys which in conjunction with other property information such as asbestos surveys, legionella risk assessments, gas risk assessments, fire risk assessments, full electrical inspections, drainage surveys and reports from our planned preventative maintenance programme allow us to assess all our properties through a method of weighted scoring to determine the current and changing condition of the property portfolio and position our property in pre-determined categories.

Property Condition	Good	Satisfactory	Poor	Bad	Total	
Operational	No. of Properties	No. of Properties	No. of Properties	No. of Properties	No. of Properties	Maintenance Backlog (£)
On-call	0	168	108	5	281	£18,414,760
Wholetime	1	27	36	10	74	£29,132,721
Operational Total	1	195	144	15	355	£47,547,481
Corporate	1	23	9	0	33	£2,852,599
Training	8	228	65	0	301	£534,443
Other Total	9	251	74	0	334	£3,387,042
Total	10	446	218	15	689	£50,934,523

To obtain the overall condition of the property, each major element was assigned a condition rating (A to D). The overall condition category was determined from this information, through the application of a standard weighting system as outlined in the Scottish Executive's "The Condition Core Facts" document. Using standardised percentage bands to reflect the agreed condition of a sample of properties, the overall condition category was then determined

Conditional Rating	A	Good - Performing well and operating effectively
	B	Satisfactory - Performing adequately but showing minor deterioration
	C	Poor - Showing major defects and/or not operating adequately
	D	Bad - Economics life expired and/or risk of failure
Priority Rating	1	Must do (immediate) address essential Health and Safety/ comply with law/avoid service disruption
	2	Should do (within years 1 and 2) achieve maintain basic standards
	3	Would do (within years 3 to 5) desirable works if affordable



2.12.2 Suitability

Condition assessments provide only part of the overall property performance evaluation and these are augmented by assessments of suitability for each property to determine 'fitness for purpose'. The aim of these assessments is to measure the ability of the asset to meet the current and future needs of the organisation and the building occupants whilst identifying the need for any additional, improved or alternative accommodation or services infrastructure.

Property & facilities have developed and adopted a standardised station design identifying all rooms, spaces and facilities and their adjacencies and tested the Operational estate against this to assess current suitability

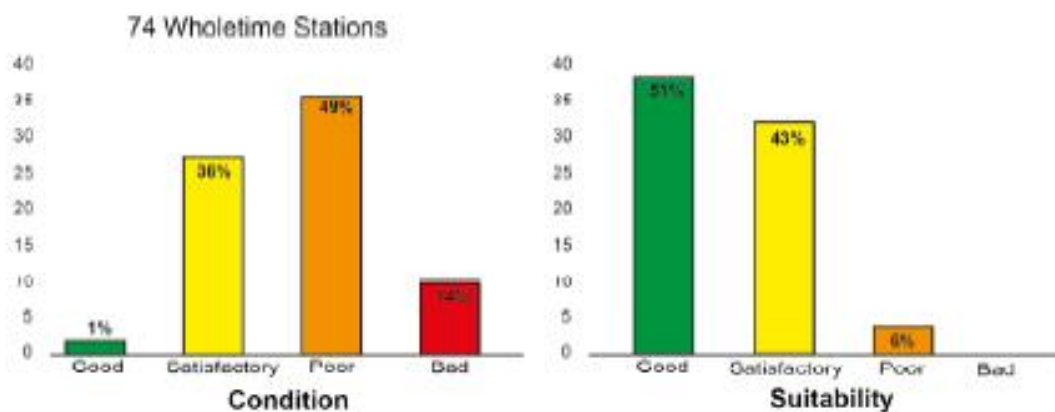
These surveys have been undertaken in all our properties, and through a method of weighted scoring, similar to the condition surveys, we have determined the current suitability of properties within the portfolio and positioned them in pre-determined categories;

A Good	Performing well and operating efficiently
B Satisfactory	Performing well but with minor issues
C Poor	Showing major problems/ not operating optimally
D Bad	Does not support the delivery of services

Property Suitability	Good	Satisfactory	Poor	Bad	Total
Operational	No. of Properties	No. of Properties	No. of Properties	No. of Properties	No. of Properties
On-call	4	13	190	74	281
Wholetime	38	32	4	0	74
Operational Total	42	45	194	74	355
Corporate	12	16	5	0	33
Training	293	8	0	0	301
Other Total	305	24	5	0	334
Total	347	69	199	74	689

2.13 Condition/Suitability by Property Type

2.13.1 Fire Stations (Wholetime)

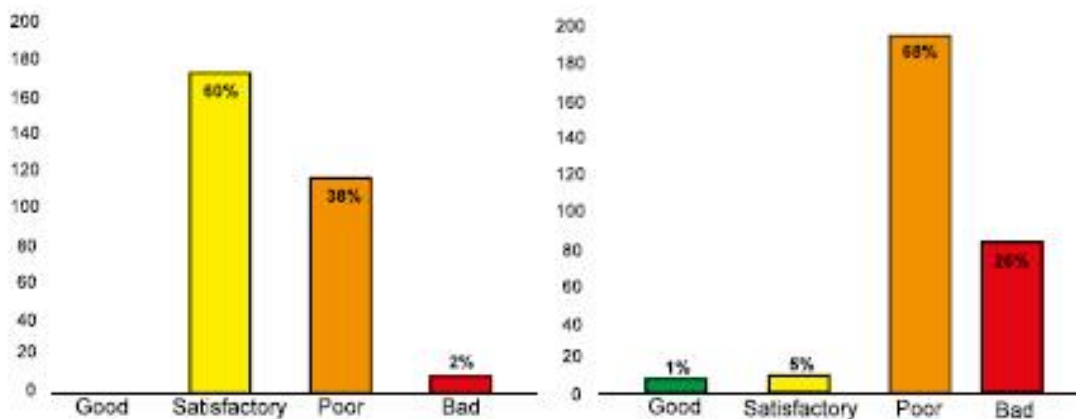


There are 74 wholetime stations across the SFRS estate. 37% (28 stations) score as being in good or satisfactory condition. The remaining stations fall into the poor and bad categories with 36 poor and 10 in the worst category.

In terms of suitability 94% (70 stations) score as being good or satisfactory with only 4 stations scoring in the poor category.

2.13.2 Fire Station (On-call)

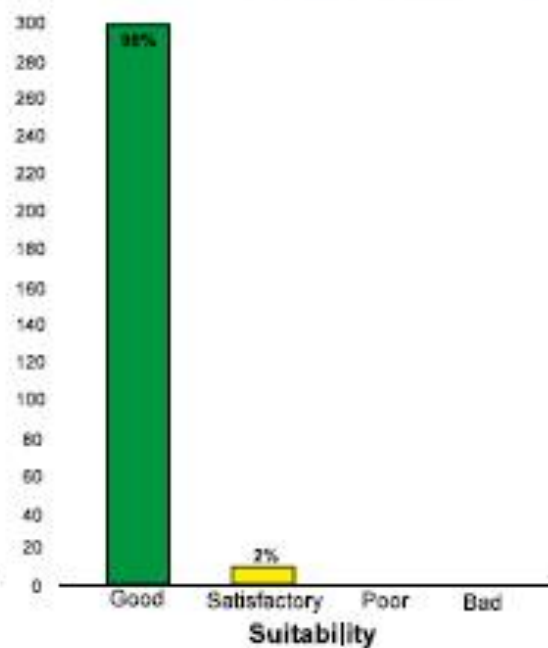
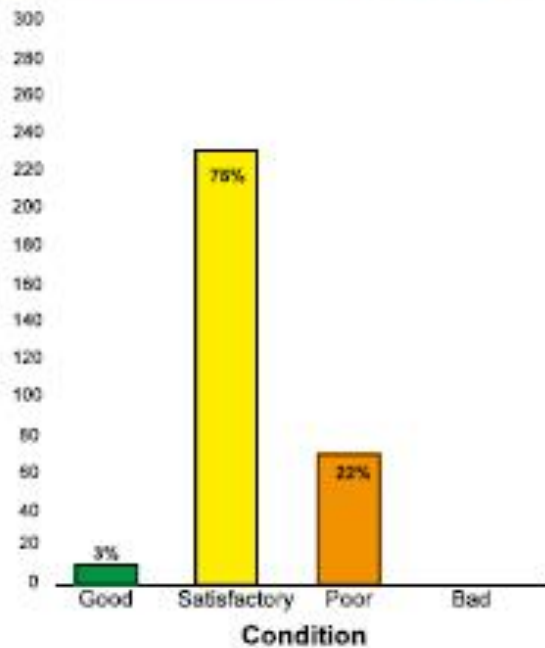
As the charts below show 94% of on-call stations are classed as unsuitable when measured against Standard Station Design.



There are 281 on-call stations across the SFRS estate. 80% (168 stations) score as being in good or satisfactory condition. The remaining stations fall into the poor and bad categories with 108 poor and 5 in the worst category.

In terms of suitability 6% (17 stations) score as being good or satisfactory with 264 stations scoring in the poor or bad categories

2.13.3 Training Centres (include fire towers)

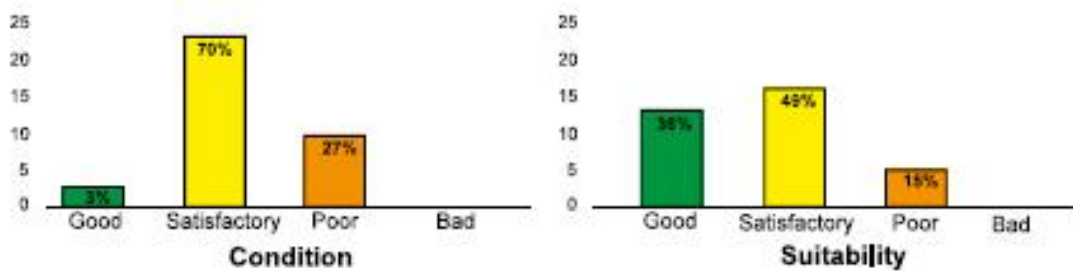


There are 300 training assets across the SFRS estate. 78% (235) score as being in good or satisfactory condition. The remaining 22% (65) fall into the poor category. In terms of suitability 100% score as being good or satisfactory.

2.13.4 Corporate



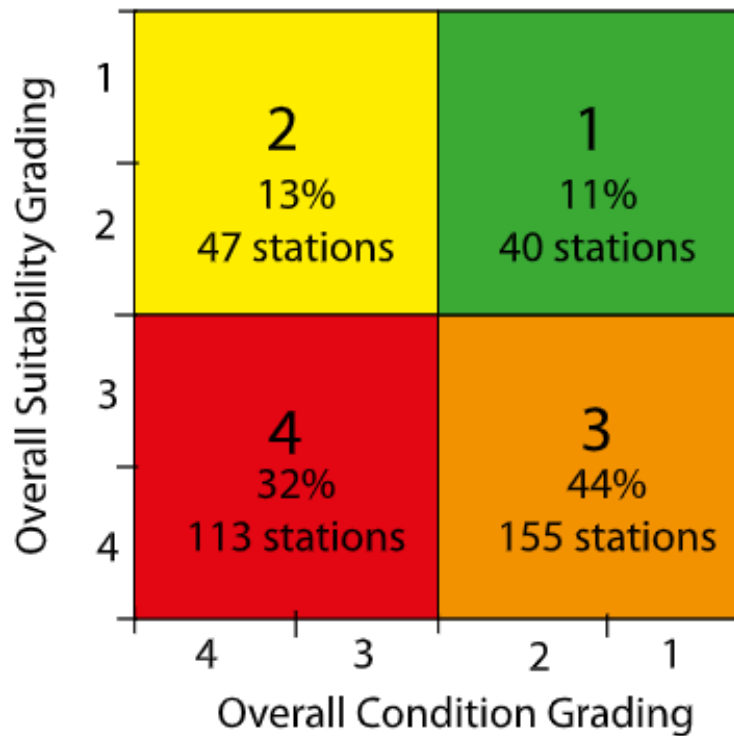
33 Corporate Assets



There are 33 corporate assets across the SFRS estate. 73% (24) score as being in good or satisfactory condition. The remaining 27% (9) fall into the poor category. In terms of suitability 85% (28) score as being good or satisfactory with the remaining 15% (5) being considered poor. Corporate assets include asset resource centres (ARCS), operation control centres, offices and workshops

2.14 Property Condition and Suitability Matrix

In order to examine the property condition and suitability information in more detail we have created a condition and suitability matrix, this shows our 355 fire stations placed within one of four quartiles. As this illustration shows 113 of our fire stations have poor condition and poor suitability and are most in need of replacement.



- The best position for properties in good condition with high suitability
- 2nd position for properties, high suitability but condition requires improvement
- 3rd position for properties, good condition but low suitability
- Worst position for properties, poor condition and low suitability

2.15 Technology Forge

The effective management of our extensive asset portfolio is assisted through the use of the cloud-based asset management system Technology Forge (TF). Through use of TF we provide the relevant information to support asset management, including the effective collection, collation and analysis of asset data. The TF system includes the capability of holding core facts for each property which can be viewed by all SFRS staff. This will assist in the development of a collaborative approach to asset management and the creation of a single source for all operational property data.

The screenshot shows the TF Cloud interface with the following data in the Expenditure Budget List table:

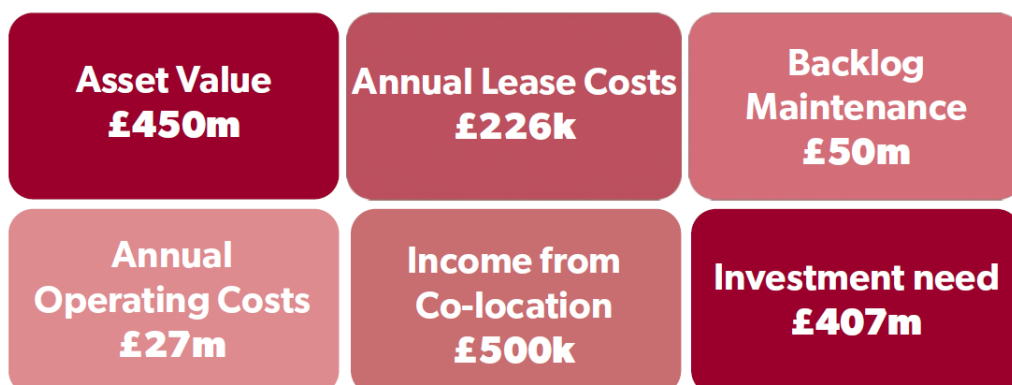
Action	Account ID	Description	Financial Year	Total Budget	Total Raised	Expenditure	O/S Commitment
Finance Contract	201	Emergency Repairs - (20001)	2022-23	300000.00	236590.07	137678.96	99101.22
Finance Contract	202	Reactive Repairs - (20001)	2022-23	2957458.00	2752942.33	997474.38	1755467.95

Within the TF Cloud SFRS property data can be managed from any location with a web-based solution. For this reason, there is no longer a requirement to have servers and there are also no databases to maintain. All that is required is a connection to the internet and TF cloud can be accessed via PCs, laptops, tablets and smart phones. SFRS data is held on secure servers by TF, data security is maintained through an international quality accredited standard.

The TF system is integrated with the hard FM providers system and manages and records all works scheduled tasks repairs instructions and invoicing and access to the system is provided on-line to all premises to allow them to notify defects and repairs. The system is also used to manage our budgets and capital programs and projects. We will ensure our asset information systems provide the data we require to manage performance, and enable continuous Improvement.

2.16 Property Valuation Information

As reported in the 2021/22 Asset Register, the current asset value in terms of all land and buildings presently owned by SFRS amounts to around £450 million (Depreciated Replacement Cost) with properties classified in line with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS). The Asset Register is a document of considerable importance to any organisation; an asset register is designed to record all assets on the balance sheet, together with basic information as to use, size, value, occupying department. The register will record the existence of the asset, in order that an accurate, regularly updated listing is in existence so as to assist in good asset management planning and meeting audit requirements.



Assets are re-valued on a 2-year rolling programme in accordance with the Accounting Code of Practice and in line with valuation criteria as set out by the Royal Institute of Chartered Surveyors. All values are recorded within the Council’s asset system and an Asset Register report is produced each year.

2.17 2021/22 Capital Programme

All projects will fall into one of following Capital Programmes:

- New Build
- Development (refurbishment, reconfiguration and extension)
- Planned Maintenance (minor works / elemental replacement)
- Net Zero (energy and carbon reduction)



2.18 Capital Project Investment Drivers

The SFRS capital programme is formed by bringing the Fleet, Property, ICT and Equipment Capital programmes together, and ensuring that sufficient funding is available before seeking Board approval. The SFRS has to manage demands for investment within Scottish Government (SG) funding limits, for 2021/22 the amount allocated for the Capital Programme was set at £32.5 million. The Service has invested £278 million in Capital over the past nine years funded by SG an average of £30.9million per annum.



For Property, major Capital works are based on the results of property condition survey information. 20% of the Property portfolio are undertaken annually. As a result, prioritisation criteria, for example risk to Service delivery, net zero targets and collaboration opportunity, have been developed to assess the programme to ensure that it is targeted to SFRS priorities.

Following the assessment to determine the Condition and Suitability of the Operational Estate individual sites were also considered for size and shape and existing building structure/layout to determine feasibility of extending or developing the property. This exercise informed an indicative strategy for each of our current fire stations, simplified as

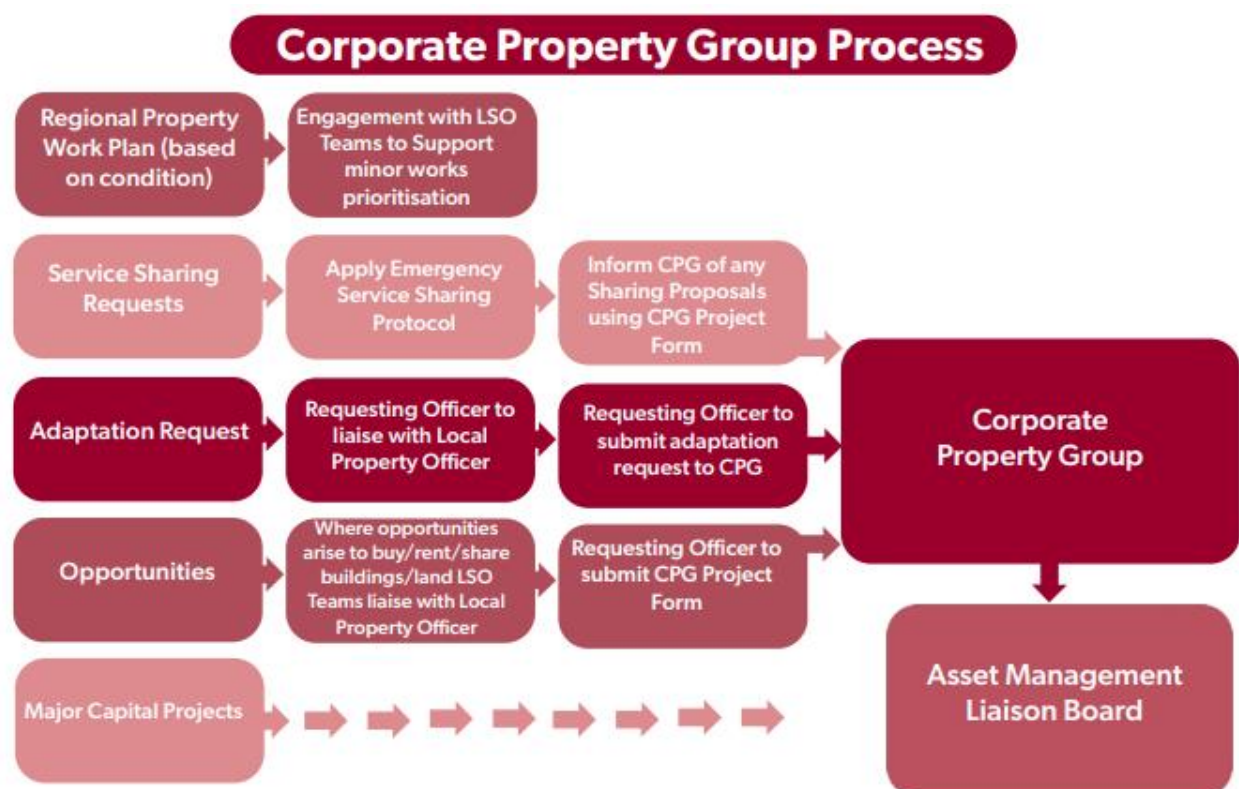
- Maintain
- Develop (refurbish and/or reconfigure and/or extend)
- Replace

Local Senior Officers have been consulted on this outcome and the station typing exercise and have provided their local area development priorities. Prioritisation of development and replacement projects must also be considered nationally to best meet operational requirements and priorities. Development of a program of construction projects should be service rather than property led.

Any project to be progressed will be subject to a separate options appraisal exercise to determine best value option on a whole life cost basis.

2.19 Minor Works

The combined condition, suitability and ancillary surveys and assessments of our properties have highlighted a number of maintenance items which require remedial action within set time periods. The chart below details the process relating to minor property work requests and shows the remit of the Corporate Property Group and how this group links into the AMLB:



2.20 Modern Methods of Construction

Modern methods of construction (MMC) is a process which focuses on off-site construction techniques, such as mass production and factory assembly, as alternatives to traditional building. We will work with Scottish Futures Trust and Hub North Scotland to develop a business case for approximately 50 MMC net-zero fire stations for the North of Scotland; we will utilise the Treasury Green Book Checklist for submission to Scottish Government. These stations will be designed using the principles of SSD and the place-based approach described within the Scottish Government's Infrastructure Investment Plan.



Concept image of Modular Build Fire Station

The key advantages of implementing a level of MMC can be organised in 5 key areas:

1. **Speed** - Whether it is due to stacking of activities between the factory and on site, or just improvements in site productivity from better on-site methodologies, MMC projects can deliver time savings of between 10 to 50% of construction time.
2. **Safety** - As all MMC methodologies offer improved efficiency and productivity, the activities in an MMC process are more predictable with a consequential reduction in risk. In addition, the more site work that is moved to the factory environment, the more additional safety benefits have an impact.
3. **Sustainability** - Due to more rigorous and elemental design processes, factory quality control, reduced waste, higher levels of air tightness and fewer transport loads, the use of MMC has a direct impact on the sustainability and carbon content of a project, in construction and in use.
4. **Quality** - It is much easier to control the quality of the finished product when you have more meticulous processes and are carrying out those processes in a controlled, dry, easily accessible environment. Consequently, defects are captured at source, significantly reduced, and the fit and finish is better.
5. **Predictability** - As a direct consequence of implementing MMC strategies on a project the possibility for unforeseen circumstances to impact upon the project programme or costs are minimised, thus increasing project certainty and the completion of the project within budget.

2.21 Office Accommodation

The accelerated roll out of technology during the COVID 19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. A review of office accommodation was initiated as a result of these changes over the past 3 years along with the planned completion of the West Asset Resource Centre (ARC) in Spring 2023. The review focused primarily on the Services office accommodation utilisation specifically at the West SDA, West ARC and Cambuslang HQ. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.



Asset Management Action Plan



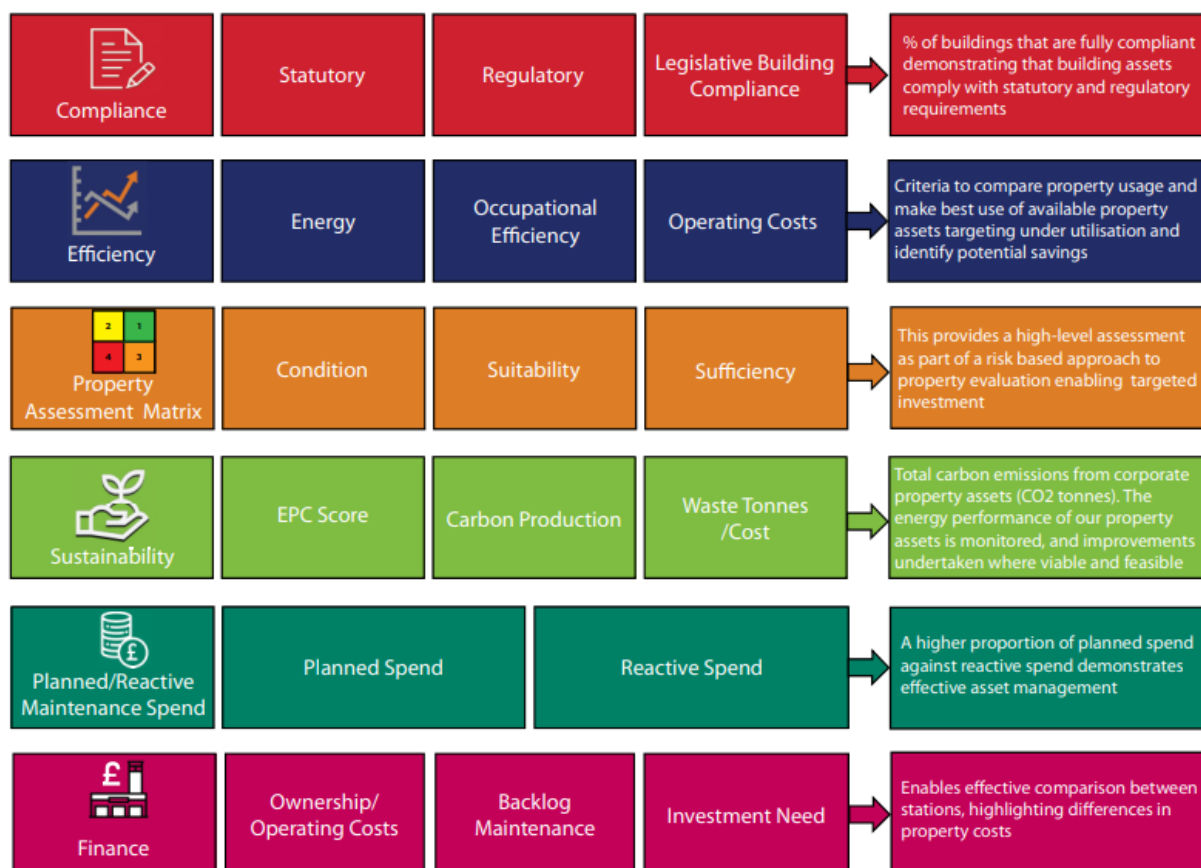
3.1 Introduction

To keep the SAMP relevant and aligned to changing corporate priorities, it will be refreshed on an annual basis. Each of the four objectives are supported by an Asset Management Action Plan with detailed objectives and actions.

Throughout the development of the SAMP, engagement and consultation with our focus groups has been undertaken as well as an internal survey being issued on the intranet to all staff members. Based on the feedback received we have identified a number of areas for improvement. The improvement actions are documented below against the property strategic objectives. We will continue to engage with all of our stakeholders as we seek to implement these improvement actions.

The Asset Management Strategy will be reviewed annually, whilst the Asset Management Action Plan will be managed, monitored and updated continuously to report on progress and achievements. This means that the document will be continually changing to reflect achievement of actions and capturing new priorities and initiatives as they are identified.

3.2 Property Performance Evaluation Criteria



Measuring the success of the SAMP is of critical importance. A range of qualitative and quantitative Key Performance Indicators (KPIs) will be measured to show progress over time and will also be used for benchmarking purposes against other blue light partners.

Understanding the efficiency of our property estate will enable SFRS to demonstrate that they are obtaining best value and using resources effectively. Alongside this, understanding the effectiveness of the property estate will be equally important. Both these areas will enable the success of the SAMP to be measured.

3.3 Improvement Actions

Throughout the development of the SAMP, engagement and consultation with our focus groups has been undertaken as well as an internal survey being issued on the intranet to all staff members. Based on the feedback received we have identified a number of areas for improvement. The improvement actions are documented below against the SAMP strategic objectives. We will continue to engage with all of our stakeholders as we seek to implement these improvement actions over the next 3 years.

Action Reference	Objective	Action Title	Action Description	Accountability
M1	Modernising	Improve Welfare Facilities	In 2023/24 progress dignified welfare projects at 5 Fire Stations to improve overall suitability and condition ratings	Asset Management Liaison Board
M2	Modernising	Contaminant Control	Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations. Include contaminant control measures within designs for 4 replacement fire station projects in 2023/24 programme.	Asset Management Liaison Board; Contaminants Group
M3	Modernising	RAAC Roofing Station replacement	Prioritise Capital Investment to replace 10 fire stations which have RAAC roofing over the financial years 2023/24 – 2026/27	Asset Management Liaison Board
M4	Modernising	Asset Management System	Improve the data quality within Technology Forge, specifically AutoCAD drawings and surveys, so as to improve reporting from the system. Access to the system will also be provided to more operational staff to ensure data transparency.	Digital Board
M5	Modernising	Office Rationalisation Review (Phase 1)	Undertake a Corporate Office Review in 2023/24 specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID 19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.	Senior Management Board
M6	Modernising	Implement ISO55001	In order to ensure effective asset management information systems are established, embedded, and managed throughout the organisation we will implement the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Property Asset Management in 2023/24.	Senior Leadership Team

Action Reference	Objective	Action Title	Action Description	Accountability
M7	Modernising	Property Structure	Succession and Workforce Planning is a key issue. There are too many single points of failure and not enough succession planning within the current structure. We will seek to implement a new structure for property in 2023/24 that seeks to address single points of failure, provide deputies for key positions, give staff promotion opportunities and a clear career path.	SLT
M8	Modernising	Raise the Profile of Property Services	In order to raise the profile and stress the importance of the work undertaken by Property, we will promote key aspects of our work on a dedicated property news page on the iHub.	Corporate Property Group
M9	Modernising	Modern Methods of Construction	We will work with Scottish Futures Trust and Hub (North) to develop a business case for approximately 50 replacement net zero fire stations using modern methods of construction for the North of Scotland; we will utilise the Treasury Green Book Checklist for submission to Scottish Government in the second half of 2023.	Asset Management Liaison Board

Action Reference	Objective	Action Title	Action Description	Accountability
N1	Net Zero	Reduce CO2 Emissions	We will continue to work to reduce CO2 emissions by 6% per annum, as per our strategies and plans. Our CO2 will be reduced through undertaking a greater number of carbon reduction projects. This will significantly reduce our carbon footprint and support the environment in Scotland.	Environment & Carbon Management Board
N2	Net Zero	Update Carbon Management Plan	The Carbon Management Plan will be updated in 2025 to reflect progress on energy projects and future proposals.	Environment & Carbon Management Board

Action Reference	Objective	Action Title	Action Description	Accountability
S1	Service Led	Greater Stakeholder Engagement	To further enhance our user engagement, we will strive to introduce more opportunities for stakeholder engagement so that we continue to improve. This will include a dedicated property web-page and stakeholder consultation survey. We will endeavour to consult and engage with key partners as appropriate before making important asset related decisions.	Asset Management Liaison Board
S2	Service Led	Project Communication	We will work with our Operational colleagues to let the Property Responsible Person know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.	Corporate Property Group and SLT
S3	Service Led	TF Helpdesk Calls	Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress; this will be implemented in 2023/24.	Corporate Property Group
S4	Service Led	Post Project Evaluation	Undertake post project evaluation meetings and publicise the results on a dedicated web-page detailing any lessons learned for future projects; this will be implemented for projects completing in 2023/24.	Corporate Property Group

Action Reference	Objective	Action Title	Action Description	Accountability
C1	Collaborative	Blue Light Collaboration Group	To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies, with an aim to reach at least 70 co-locations by March 2025.	Asset Management Liaison Board
C2	Collaborative	Benchmarking	Engage with other Fire Services from around the UK, including Northern Ireland and Wales to develop meaningful benchmarking information so as to better assess performance. Key metrics will be developed to help us better compare the property portfolio, so as to drive efficiency improvements and reduce our environmental impact.	Performance Board
C3	Collaborative	Share and Lead on Best Practice	We work with other fire and rescue services within the UK through our involvement with the National Fire Estates Group (NFEG) to share and lead on best practice and seek to realise efficiencies from joint working and procurement opportunities.	Asset Management Liaison Board

4. Strategic Asset Management Plan: Property on a Page



Appendices

Appendix 1: Fire Station Condition and Suitability Scores

a: North

b: East

c: West

Appendix 2: Consultation Feedback

Appendix 3: Asset Management Risk Matrix

Appendix 4: Emergency Services Co-location

Appendix 5: Proposed Capital Programme 2023-2026

Appendix 1a: Fire Station Condition and Suitability Scores (North)

LSO	Building Description	Property Type	Condition	Suitability
City of Aberdeen, Aberdeenshire & Moray	Aberchirder Fire Station	ON-CALL	Satisfactory	Bad
City of Aberdeen, Aberdeenshire & Moray	Aberlour Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Aboyne Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Alford Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Altens Fire Station	WHOLETIME	Poor	Satisfactory
City of Aberdeen, Aberdeenshire & Moray	Ballater Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Balmoral Fire Station	ON-CALL	Poor	Bad
City of Aberdeen, Aberdeenshire & Moray	Banchory Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Banff Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Braemar Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Buckie Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Central Fire Station & LSO Offices	WHOLETIME	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Cullen Fire Station	ON-CALL	Poor	Poor
City of Aberdeen, Aberdeenshire & Moray	Dufftown Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Dyce Fire Station & North SDA HQ	ON-CALL	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Elgin Fire Station	WHOLETIME	Satisfactory	Satisfactory
City of Aberdeen, Aberdeenshire & Moray	Ellon Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Fochabers Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Forres Fire Station	ON-CALL	Poor	Poor
City of Aberdeen, Aberdeenshire & Moray	Fraserburgh Fire and Ambulance Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Gordonstoun Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Huntly Fire Station	ON-CALL	Bad	Bad
City of Aberdeen, Aberdeenshire & Moray	Insch Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Inverbervie Fire Station	ON-CALL	Satisfactory	Bad

LSO	Building Description	Property Type	Condition	Suitability
City of Aberdeen, Aberdeenshire & Moray	Inverurie Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Keith Fire Station	ON-CALL	Poor	Bad
City of Aberdeen, Aberdeenshire & Moray	Kintore Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Laurencekirk Fire Station	ON-CALL	Poor	Poor
City of Aberdeen, Aberdeenshire & Moray	Lossiemouth Fire Station	ON-CALL	Satisfactory	Bad
City of Aberdeen, Aberdeenshire & Moray	Macduff Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Maud Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	North Anderson Drive Fire Station	WHOLETIME	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Oldmeldrum Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Peterhead Fire Station	WHOLETIME	Satisfactory	Good
City of Aberdeen, Aberdeenshire & Moray	Portsoy Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Roths Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Stonehaven Fire Station	ON-CALL	Poor	Bad
City of Aberdeen, Aberdeenshire & Moray	Strathdon Fire Station	ON-CALL	Satisfactory	Bad
City of Aberdeen, Aberdeenshire & Moray	Tomintoul Fire Station	ON-CALL	Satisfactory	Poor
City of Aberdeen, Aberdeenshire & Moray	Turriff Fire Station	ON-CALL	Poor	Poor
Highland	Acharacle Fire Station	ON-CALL	Poor	Bad
Highland	Achiltibuie Fire Station	ON-CALL	Satisfactory	Poor
Highland	Applecross Fire Station	ON-CALL	Poor	Bad
Highland	Aultbea Fire Station	ON-CALL	Satisfactory	Poor
Highland	Aviemore Fire Station	ON-CALL	Satisfactory	Poor
Highland	Balintore CRU	ON-CALL	Satisfactory	Bad
Highland	Beauly Fire Station	ON-CALL	Satisfactory	Poor
Highland	Bettyhill Fire Station	ON-CALL	Poor	Bad
Highland	Bonar Bridge Fire Station	ON-CALL	Poor	Bad
Highland	Broadford Fire Station	ON-CALL	Poor	Bad
Highland	Cannich Fire Station	ON-CALL	Poor	Bad
Highland	Carrbridge Community Response Unit	ON-CALL	Satisfactory	Bad

LSO	Building Description	Property Type	Condition	Suitability
Highland	Cromarty CRU	ON-CALL	Poor	Bad
Highland	Dingwall Fire Station	ON-CALL	Satisfactory	Poor
Highland	Dornoch Fire Station	ON-CALL	Satisfactory	Poor
Highland	Drumnadrochit Fire Station	ON-CALL	Satisfactory	Poor
Highland	Dunbeath Fire Station	ON-CALL	Satisfactory	Poor
Highland	Dunvegan Fire Station	ON-CALL	Poor	Poor
Highland	Durness Fire Station	ON-CALL	Satisfactory	Poor
Highland	Fort Augustus Fire Station	ON-CALL	Satisfactory	Poor
Highland	Fort William Fire Station	ON-CALL	Satisfactory	Poor
Highland	Fortrose Fire Station	ON-CALL	Satisfactory	Poor
Highland	Foyers Fire Station	ON-CALL	Poor	Bad
Highland	Gairloch Fire Station	ON-CALL	Satisfactory	Poor
Highland	Glenelg Fire Station	ON-CALL	Poor	Bad
Highland	Golspie Fire Station	ON-CALL	Satisfactory	Bad
Highland	Grantown Fire Station	ON-CALL	Satisfactory	Poor
Highland	Helmsdale Fire Station	ON-CALL	Satisfactory	Poor
Highland	Invergordon Fire Station and Training Centre	ON-CALL	Poor	Poor
Highland	Inverness Fire Station & LSO Offices	WHOLETIME	Satisfactory	Good
Highland	John O' Groats Fire Station	ON-CALL	Satisfactory	Poor
Highland	Kilchoan Fire Station	ON-CALL	Poor	Bad
Highland	Kingussie Fire Station	ON-CALL	Satisfactory	Poor
Highland	Kinlochbervie Fire Station	ON-CALL	Satisfactory	Poor
Highland	Kinlochewe Fire Station	ON-CALL	Poor	Bad
Highland	Kinlochleven Fire Station	ON-CALL	Satisfactory	Poor
Highland	Kyle of Lochalsh Fire Station	ON-CALL	Poor	Bad
Highland	Lochaline Fire Station	ON-CALL	Satisfactory	Poor
Highland	Lochcarron Fire Station	ON-CALL	Satisfactory	Poor
Highland	Lochinver Fire Station	ON-CALL	Satisfactory	Poor
Highland	Lybster Community Response Unit	ON-CALL	Poor	Bad
Highland	Mallaig Fire Station	ON-CALL	Poor	Poor
Highland	Nairn Fire Station	ON-CALL	Satisfactory	Bad

LSO	Building Description	Property Type	Condition	Suitability
Highland	Newtonmore Community Response Unit	ON-CALL	Satisfactory	Bad
Highland	Portree Fire Station	ON-CALL	Bad	Bad
Highland	Raasay Fire Station	ON-CALL	Poor	Bad
Highland	Ratagan Fire Station	ON-CALL	Poor	Bad
Highland	Scourie Fire Station	ON-CALL	Satisfactory	Poor
Highland	Spean Bridge Community Response Unit	ON-CALL	Satisfactory	Bad
Highland	Staffin Fire Station	ON-CALL	Poor	Bad
Highland	Strontian Fire Station	ON-CALL	Satisfactory	Poor
Highland	Tain Fire Station	ON-CALL	Satisfactory	Poor
Highland	Thurso Fire Station and District Office	ON-CALL	Poor	Poor
Highland	Tongue Fire Station	ON-CALL	Satisfactory	Poor
Highland	Torridon Fire Station	ON-CALL	Poor	Bad
Highland	Uig Retained Fire Station	ON-CALL	Bad	Bad
Highland	Ullapool Retained Fire Station	ON-CALL	Poor	Poor
Highland	Wick Retained Fire Station	ON-CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Aberfeldy Fire Station	ON-CALL	Satisfactory	Bad
Perth & Kinross, Angus and Dundee	Alyth Fire Station	ON-CALL	Satisfactory	Bad
Perth & Kinross, Angus and Dundee	Arbroath Fire Station	WHOLETIME	Poor	Poor
Perth & Kinross, Angus and Dundee	Auchterarder Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Balmossie Fire Station	WHOLETIME	Satisfactory	Satisfactory
Perth & Kinross, Angus and Dundee	Blackness Road Fire Station & Offices	WHOLETIME	Poor	Good
Perth & Kinross, Angus and Dundee	Blairgowrie Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Brechin Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Carnoustie Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Comrie Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Coupar Angus Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Crieff Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Dunkeld Fire Station	ON-CALL	Satisfactory	Poor

LSO	Building Description	Property Type	Condition	Suitability
Perth & Kinross, Angus and Dundee	Forfar Fire Station	ON-CALL	Satisfactory	Satisfactory
Perth & Kinross, Angus and Dundee	Glenshee Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Kingsway East Fire Station	WHOLETIME	Satisfactory	Satisfactory
Perth & Kinross, Angus and Dundee	Kinloch Rannoch Fire Station	ON-CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Kinross Fire Station	ON-CALL	Satisfactory	Bad
Perth & Kinross, Angus and Dundee	Kirkmichael Fire Station	ON-CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Kirriemuir Fire Station	ON-CALL	Satisfactory	Poor
Perth & Kinross, Angus and Dundee	Macalpine Fire Station/ Dundee Operations Control	WHOLETIME	Poor	Good
Perth & Kinross, Angus and Dundee	Montrose Fire And Ambulance Station	ON-CALL	Poor	Poor
Perth & Kinross, Angus and Dundee	Perth Fire Station & Training Centre	WHOLETIME	Satisfactory	Good
Perth & Kinross, Angus and Dundee	Pitlochry Fire Station	ON-CALL	Satisfactory	Bad
WIOS	Bayhead Fire Station	ON-CALL	Poor	Bad
WIOS	Benbecula Fire Station	ON-CALL	Poor	Poor
WIOS	Bixter Fire Station	ON-CALL	Poor	Bad
WIOS	Brae Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Bressay Fire Station	ON-CALL	Poor	Bad
WIOS	Castlebay Fire Station	ON-CALL	Poor	Poor
WIOS	Eday Fire Station	ON-CALL	Poor	Bad
WIOS	Fair Isle Fire Station	ON-CALL	Satisfactory	Satisfactory
WIOS	Fetlar Fire Station	ON-CALL	Satisfactory	Bad
WIOS	Great Bernera Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Hillswick Fire Station	ON-CALL	Satisfactory	Bad
WIOS	Hoy Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Kirkwall Fire Station	ON-CALL	Satisfactory	Satisfactory
WIOS	Lerwick Fire Station and District Office	ON-CALL	Satisfactory	Good
WIOS	Leverburgh Fire Station	ON-CALL	Poor	Bad
WIOS	Lochboisdale Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Lochmaddy Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Ness Fire Station	ON-CALL	Satisfactory	Poor

LSO	Building Description	Property Type	Condition	Suitability
WIOS	North Ronaldsay Fire Station	ON-CALL	Poor	Bad
WIOS	Papa Westray Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Rousay Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Sanday Fire Station	ON-CALL	Satisfactory	Bad
WIOS	Sandwick Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Scalloway Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Scalpay Fire Station	ON-CALL	Poor	Bad
WIOS	Shapinsay Fire Station	ON-CALL	Satisfactory	Bad
WIOS	Shawbost Fire Station	ON-CALL	Satisfactory	Poor
WIOS	South Lochs Fire Station	ON-CALL	Poor	Bad
WIOS	St Margarets Hope Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Stornoway Fire Station and District Office	ON-CALL	Satisfactory	Good
WIOS	Stromness Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Stronsay Fire Station	ON-CALL	Satisfactory	Bad
WIOS	Sumburgh Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Tarbert (Harris) Fire Station and Tower	ON-CALL	Satisfactory	Poor
WIOS	Unst Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Valtos Retained Fire Station	ON-CALL	Poor	Poor
WIOS	Walls Retained Fire Station	ON-CALL	Poor	Bad
WIOS	Westray Retained Fire Station	ON-CALL	Satisfactory	Bad
WIOS	Whalsay Retained Fire Station	ON-CALL	Satisfactory	Poor
WIOS	Yell Fire Station	ON-CALL	Satisfactory	Poor

Appendix 1b: Fire Station Condition and Suitability Scores (East)

LSO	Building Description	Property Type	Condition	Suitability
City of Edinburgh	Crewe Toll Fire Station	WHOLETIME	Bad	Satisfactory
City of Edinburgh	Liberton Fire Station	WHOLETIME	Bad	Satisfactory
City of Edinburgh	Marionville Fire Station	WHOLETIME	Bad	Satisfactory
City of Edinburgh	Mcdonald Road Fire Station & Offices	WHOLETIME	Good	Good
City of Edinburgh	Newcraighall Fire Station	WHOLETIME	Poor	Satisfactory
City of Edinburgh	Sighthill Fire Station	WHOLETIME	Poor	Good
City of Edinburgh	South Queensferry Fire Station	ON-CALL	Satisfactory	Poor
City of Edinburgh	Tollcross Fire Station/ Edinburgh Operations Control	WHOLETIME	Satisfactory	Good
Falkirk & West Lothian	Bathgate Fire Station	WHOLETIME	Satisfactory	Good
Falkirk & West Lothian	Bo'Ness Fire Station	WHOLETIME	Satisfactory	Good
Falkirk & West Lothian	Broxburn Fire Station	ON-CALL	Poor	Poor
Falkirk & West Lothian	Denny Fire Station	ON-CALL	Satisfactory	Poor
Falkirk & West Lothian	Larbert Fire Station	WHOLETIME	Satisfactory	Satisfactory
Falkirk & West Lothian	Linlithgow Fire Station	ON-CALL	Poor	Poor
Falkirk & West Lothian	Livingston Fire Station	WHOLETIME	Bad	Satisfactory
Falkirk & West Lothian	Slamannan Fire Station	ON-CALL	Poor	Poor
Falkirk & West Lothian	West Calder Fire Station	ON-CALL	Poor	Poor
Falkirk & West Lothian	Whitburn Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Coldstream Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Dalkeith Fire Station	WHOLETIME	Bad	Satisfactory
Midlothian, East Lothian & Scottish Borders	Dunbar Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Duns Fire Station	ON-CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	East Linton Fire Station	ON-CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	Eyemouth Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Galashiels Fire Station and LSO Office	WHOLETIME	Bad	Satisfactory
Midlothian, East Lothian & Scottish Borders	Haddington Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Hawick Fire Station	WHOLETIME	Bad	Satisfactory

LSO	Building Description	Property Type	Condition	Suitability
Midlothian, East Lothian & Scottish Borders	Innerleithen Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Jedburgh Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Kelso Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Lauder Fire Station	ON-CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	Musselburgh Fire Station	WHOLETIME	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	Newcastleton Fire Station	ON-CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	North Berwick Fire Station	ON-CALL	Satisfactory	Poor
Midlothian, East Lothian & Scottish Borders	Peebles Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Penicuik Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Selkirk Fire Station	ON-CALL	Poor	Poor
Midlothian, East Lothian & Scottish Borders	Tranent Fire Station	ON-CALL	Bad	Poor
Midlothian, East Lothian & Scottish Borders	West Linton Fire Station	ON-CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Aberfoyle Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Alloa Fire Station	WHOLETIME	Poor	Good
Stirling, Clackmannanshire & Fife	Anstruther Fire Station	ON-CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Auchtermuchty Fire Station	ON-CALL	Satisfactory	Bad
Stirling, Clackmannanshire & Fife	Balfroun Fire Station	ON-CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Bridge of Allan Fire Station and Tower	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Burntisland Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Callander Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Crianlarich Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Cupar Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Doune Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Dunblane Fire Station	ON-CALL	Poor	Poor
Stirling, Clackmannanshire & Fife	Dunfermline Fire Station	WHOLETIME	Satisfactory	Good
Stirling, Clackmannanshire & Fife	Falkirk Fire Station	WHOLETIME	Satisfactory	Good

LSO	Building Description	Property Type	Condition	Suitability
Stirling, Clackmannanshire & Fife	Glenrothes Fire Station	WHOLETIME	Satisfactory	Good
Stirling, Clackmannanshire & Fife	Killin Fire Station	ON-CALL	Poor	Bad
Stirling, Clackmannanshire & Fife	Kirkcaldy Fire Station	WHOLETIME	Poor	Good
Stirling, Clackmannanshire & Fife	Lochgelly Fire Station	WHOLETIME	Poor	Satisfactory
Stirling, Clackmannanshire & Fife	Methil Fire Station	WHOLETIME	Poor	Satisfactory
Stirling, Clackmannanshire & Fife	Newburgh Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	St Andrews Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	St Monans Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Stirling Fire Station	WHOLETIME	Poor	Poor
Stirling, Clackmannanshire & Fife	Tayport Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Tillicoultry Fire Station	ON-CALL	Satisfactory	Poor
Stirling, Clackmannanshire & Fife	Tyndrum Fire Station	ON-CALL	Satisfactory	Poor

Appendix 1c: Fire Station Condition and Suitability Scores (West)

LSO	Building Description	Property Type	Condition	Suitability
City Of Glasgow	Calton Fire Station & Offices	WHOLETIME	Satisfactory	Satisfactory
City Of Glasgow	Castlemilk Fire Station	WHOLETIME	Satisfactory	Good
City Of Glasgow	Cowcaddens Fire Station & Offices	WHOLETIME	Poor	Good
City Of Glasgow	Easterhouse Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Govan Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Knightswood Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Maryhill Fire Station	WHOLETIME	Poor	Satisfactory
City Of Glasgow	Pollok Fire Station	WHOLETIME	Satisfactory	Satisfactory
City Of Glasgow	Polmadie Fire Station	WHOLETIME	Satisfactory	Satisfactory
City Of Glasgow	Springburn Fire Station	WHOLETIME	Poor	Good
City Of Glasgow	Yorkhill Fire Station	WHOLETIME	Poor	Satisfactory
Dumfries & Galloway	Annan Fire Station	ON-CALL	Satisfactory	Poor
Dumfries & Galloway	Castle Douglas Fire Station	ON-CALL	Poor	Bad
Dumfries & Galloway	Dalbeattie Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Drummore Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Dumfries Fire Station & Offices	WHOLETIME	Poor	Satisfactory
Dumfries & Galloway	Gatehouse Fire Station	ON-CALL	Satisfactory	Poor
Dumfries & Galloway	Gretna Fire Station	ON-CALL	Satisfactory	Bad
Dumfries & Galloway	Kirkcudbright Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Langholm Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Lockerbie Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Moffat Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	New Galloway Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Newton Stewart Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Sanquhar Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Stranraer Fire Station	ON-CALL	Poor	Poor
Dumfries & Galloway	Thornhill Fire Station	ON-CALL	Satisfactory	Poor

LSO	Building Description	Property Type	Condition	Suitability
Dumfries & Galloway	Whithorn Retained Fire Station	ON-CALL	Poor	Poor
East Renfrew, Renfrewshire & Inverclyde	Barrhead Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Clarkston Fire Station	WHOLETIME	Poor	Satisfactory
East Renfrew, Renfrewshire & Inverclyde	Gourock Fire Station	ON-CALL	Poor	Poor
East Renfrew, Renfrewshire & Inverclyde	Greenock Fire Station	WHOLETIME	Poor	Satisfactory
East Renfrew, Renfrewshire & Inverclyde	Johnstone Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Paisley Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Port Glasgow Fire Station	WHOLETIME	Poor	Good
East Renfrew, Renfrewshire & Inverclyde	Renfrew Fire Station	WHOLETIME	Poor	Satisfactory
East, North and South Ayrshire	Ardrossan Fire Station	WHOLETIME	Poor	Poor
East, North and South Ayrshire	Ayr Fire Station	WHOLETIME	Poor	Good
East, North and South Ayrshire	Beith Fire Station	ON-CALL	Poor	Bad
East, North and South Ayrshire	Blackwaterfoot Fire Station	ON-CALL	Satisfactory	Poor
East, North and South Ayrshire	Brodick Fire Station	ON-CALL	Satisfactory	Poor
East, North and South Ayrshire	Colmonell Fire Station	ON-CALL	Satisfactory	Bad
East, North and South Ayrshire	Corriecravie Fire Station	ON-CALL	Satisfactory	Poor
East, North and South Ayrshire	Cumnock Fire Station & Office	ON-CALL	Satisfactory	Poor
East, North and South Ayrshire	Dalmellington Fire Station	ON-CALL	Poor	Bad
East, North and South Ayrshire	Dalry Fire Station	ON-CALL	Poor	Poor
East, North and South Ayrshire	Dreghorn Fire Station	WHOLETIME	Poor	Satisfactory
East, North and South Ayrshire	Girvan Fire Station	ON-CALL	Poor	Poor
East, North and South Ayrshire	Kilbirnie Fire Station	ON-CALL	Poor	Poor
East, North and South Ayrshire	Kilmarnock Fire Station	WHOLETIME	Poor	Good
East, North and South Ayrshire	Kilwinning Fire Station	WHOLETIME	Satisfactory	Good

LSO	Building Description	Property Type	Condition	Suitability
East, North and South Ayrshire	Lamlash Fire Station	ON-CALL	Satisfactory	Good
East, North and South Ayrshire	Largs Fire Station	ON-CALL	Satisfactory	Bad
East, North and South Ayrshire	Lochranza Fire Station	ON-CALL	Satisfactory	Poor
East, North and South Ayrshire	Mauchline Fire Station	ON-CALL	Satisfactory	Bad
East, North and South Ayrshire	Maybole Fire Station	ON-CALL	Poor	Poor
East, North and South Ayrshire	Millport Fire Station	ON-CALL	Poor	Satisfactory
East, North and South Ayrshire	Muirkirk Fire Station	ON-CALL	Satisfactory	Bad
East, North and South Ayrshire	New Cumnock Fire Station	ON-CALL	Poor	Poor
East, North and South Ayrshire	Newmilns Fire Station	ON-CALL	Satisfactory	Poor
East, North and South Ayrshire	Skelmorlie Fire Station	ON-CALL	Poor	Poor
East, North and South Ayrshire	Stewarton Fire Station	ON-CALL	Bad	Bad
East, North and South Ayrshire	Troon Fire Station	ON-CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Appin Fire Station	ON-CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Ardfern Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Arrochar Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Balloch Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Bishopbriggs Fire Station	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Bowmore Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Bridge of Orchy Fire Station	ON-CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Bunessan Fire Station	ON-CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Campbeltown Fire Station	ON-CALL	Satisfactory	Bad
East, West Dunbartonshire and Argyll & Bute	Carradale Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Clydebank Fire Station	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Colintraive Fire Station	ON-CALL	Poor	Bad

LSO	Building Description	Property Type	Condition	Suitability
East, West Dunbartonshire and Argyll & Bute	Coll Fire Station	ON-CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Colonsay Fire Station	ON-CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Cove Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Craignure Fire Station	ON-CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Dalmally Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Dumbarton Fire Station	WHOLETIME	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Dunoon Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Garelochhead Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Gigha Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Helensburgh Fire Station & Offices	WHOLETIME	Bad	Good
East, West Dunbartonshire and Argyll & Bute	Inveraray Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Iona Fire Station	ON-CALL	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Jura Fire Station	ON-CALL	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Kerrera Fire Station (Marina)	ON-CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Kilmelford Fire Station	ON-CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Kirkintilloch Fire Station	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Lismore Fire Station	ON-CALL	Poor	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Lochgilphead Fire Station & District Office	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Lochgoilhead Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Luing Fire Station	ON-CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Milngavie Fire Station	WHOLETIME	Bad	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Minard Fire Station	ON-CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Oban Fire Station & District Offices	WHOLETIME	Satisfactory	Good
East, West Dunbartonshire and Argyll & Bute	Port Charlotte Fire Station	ON-CALL	Poor	Poor

LSO	Building Description	Property Type	Condition	Suitability
East, West Dunbartonshire and Argyll & Bute	Port Ellen Fire Station	ON-CALL	Satisfactory	Bad
East, West Dunbartonshire and Argyll & Bute	Rothesay Fire Station	ON-CALL	Poor	Poor
East, West Dunbartonshire and Argyll & Bute	Salen Volunteer Unit & Communications Store	ON-CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Seil Volunteer Hut	ON-CALL	Poor	Bad
East, West Dunbartonshire and Argyll & Bute	Strachur Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Tarbert (Argyll) Fire Station	ON-CALL	Satisfactory	Bad
East, West Dunbartonshire and Argyll & Bute	Tighnabraich & Kames Fire Station	ON-CALL	Satisfactory	Poor
East, West Dunbartonshire and Argyll & Bute	Tiree Fire Station (Garage)	ON-CALL	Satisfactory	Satisfactory
East, West Dunbartonshire and Argyll & Bute	Tobermory Fire Station	ON-CALL	Poor	Poor
Lanarkshire	Abington Fire Station	ON-CALL	Poor	Bad
Lanarkshire	Bellshill Fire Station	WHOLETIME	Poor	Satisfactory
Lanarkshire	Biggar Fire Station	ON-CALL	Poor	Bad
Lanarkshire	Carluke Fire Station	ON-CALL	Poor	Poor
Lanarkshire	Clydesmill Fire Station	WHOLETIME	Satisfactory	Good
Lanarkshire	Coatbridge Fire Station	WHOLETIME	Poor	Good
Lanarkshire	Cumbernauld Fire Station	WHOLETIME	Bad	Good
Lanarkshire	Douglas Fire Station	ON-CALL	Satisfactory	Poor
Lanarkshire	East Kilbride Fire Station	WHOLETIME	Poor	Satisfactory
Lanarkshire	Hamilton Fire Station	WHOLETIME	Poor	Good
Lanarkshire	Kilsyth Fire Station	ON-CALL	Poor	Poor
Lanarkshire	Lanark Fire Station & LSO Offices	WHOLETIME	Satisfactory	Good
Lanarkshire	Larkhall Fire Station	ON-CALL	Satisfactory	Poor
Lanarkshire	Leadhills Fire Station	ON-CALL	Poor	Poor
Lanarkshire	Lesmahagow Fire Station	ON-CALL	Satisfactory	Bad
Lanarkshire	Motherwell Fire Station & LSO Offices	WHOLETIME	Poor	Good
Lanarkshire	Shotts Fire Station	ON-CALL	Poor	Poor
Lanarkshire	Stepps Fire Station	ON-CALL	Satisfactory	Poor
Lanarkshire	Strathaven Fire Station	ON-CALL	Satisfactory	Poor

Appendix 2a: Stakeholder Engagement Feedback

Extensive stakeholder engagement was undertaken with regards to this SAMP for Property, including an on-line questionnaire which received over 400 responses, the outcome from this is detailed below:

Stakeholder Engagement with Focus Groups		
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Regional Urban	Defects raised on portal but no follow up to advise on progress	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.
	Contractor standards are sometimes below expectations	S4 Undertake post project evaluation meetings and publicise the results on a dedicated web-page detailing any lessons learned for future projects.
	A need to focus on improving welfare facilities	M1 Develop a programme of dignified welfare projects
	Better communication needed on workplan and property repairs scheduled	M4 Systems integration to avoid double keying and also to improve processes. Greater staff training and access to the system to be provided to more operational staff
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Regional Rural	Projects – publicise process of projects and show timescales	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
	Cohesive planning to tackle issues in stations	M2 Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations
	Frustration with lack of changing facilities	M1 Develop a programme of dignified welfare projects
	Transparent capital project process	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.

Stakeholder Engagement with Focus Groups		
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
	Collaboration opportunities should be explored and maximised where possible as long as it does not hinder SFRS	C1 To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies.
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Regional Remote	Lack of communication/feedback of repairs	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.
	Welfare issues a cause for concern	M1 Develop a programme of dignified welfare projects
	Not enough engagement with station regarding works planned	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Property Team	Need to reconfigure and consider office accommodation strategically. Rationalise and make better use of space.	M5 Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID 19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.
	Transparency of capital bid process	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
	Training and more use of Technology Forge	M4 Systems integration to avoid double keying and also to improve processes. Greater staff training and access to the system to be provided to more operational staff

Stakeholder Engagement with Focus Groups		
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Training	There is a lack of understanding on demands and pressures faced by Property	M9 In order to raise the profile and stress the importance of the work undertaken by Property, we will promote key aspects of our work on a dedicated property news page on the iHub
	More communication needed on progress with outstanding repairs	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.
	Transparency on capital bid process	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
Area	Feedback from Focus Groups	How the Fleet Strategy will aim to address the feedback
Health and Safety	Issues with inherited properties. Develop links between training facilities and gap analysis for training needs	M1 Develop a programme of dignified welfare projects
	Transparency on how capital plan is developed	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
	More communication regarding works to be carried out and outstanding repairs	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.
Operations Control Centres	A need for greater feedback and communication regarding snagging/outstanding repairs	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.
	Advance notice of contractor's arrival due to sensitive nature of areas	S3 Improve communication with regards to TF helpdesk calls by using email triggers within the TF system to keep the person who initiated the helpdesk call updated on progress.

Stakeholder Engagement with Focus Groups		
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
	Competing demands for existing space	M5 Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID 19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.
Area	Feedback from Focus Groups	How the SAMP: Property will aim to address the feedback
Service Delivery East, West, North	Unsure of capital project process	S2 We will work with our Operational colleagues to let Fire Stations know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.
	Need for standard approach to office accommodation	M5 Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID 19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.
	Look at opportunities to share accommodation with blue light partners	C1 To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies.
	Buildings being built to old design layouts	M1 Develop a programme of dignified welfare projects
	Contaminate control and welfare facilities must be a priority	M1 Develop a programme of dignified welfare projects M2 Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations

Appendix 2b: Internal Questionnaire Feedback

An internal questionnaire focusing on the Strategic Asset Management Plan for Property was developed giving all officers and staff within Scottish Fire and Rescue Service an opportunity to participate. The questionnaire was open for four weeks and attracted responses from a wide range of officers and staff across all areas of the Service.

A total of 407 responses was received. The feedback from the questionnaire is aligned with that of the focus groups and has provided a holistic understanding of officers and staffs perception of the current and future fleet. The results of the analysis and feedback received have informed the strategy and have been incorporated throughout.

Participants were asked to what extent they agreed or disagreed with the four key strategic objectives set out within the Property SAMP. They were also asked to rank the objectives in order of importance. The percentage of respondents who 'agreed' or 'strongly agreed' with the objectives were:

- Objective 1 — Modernising: 72%
- Objective 2 — Service Led: 69%
- Objective 3 — Net Zero: 48%
- Objective 4 — Collaborative: 46%

88% of respondents agree that SFRS should have a Strategic Asset Management Plan for Property. In addition to this, participants were asked to rate their perception of the current state of the estate. The results were:

- Opinion of welfare facilities: Only 25% of respondents felt they were good or very good
- Safe and Well maintained: 94% of respondents felt further investment was required in Property

Respondents had the opportunity to utilise the 'free text' fields to add additional comments - these comments have provided an in depth understanding of respondent's views. Analysis of these comments has highlighted a particular focus and interest across the following areas:

- Safe and well maintained — Investment is required across the estate particularly for dignified facilities and contaminant control.
- Improving current property - There is a need for improved ICT provision/Wi-Fi. Maintenance spend is not adequate for issues across the estate.
- Property upgrades and new build — The service needs to provide better communications regarding upgrades and liaise with staff.
- Strategic collaboration partnerships — A strong support for collaborating with partners with regard to shared charging infrastructure and the opportunities to co-locate.
- Carbon reduction — Generally concerns regarding charging infrastructure. Net Zero is very much in staff focus but heating/lighting control is required to avoid waste.

Appendix 3: Asset Management Risk Matrix

We will manage the risks associated with our assets, to avoid negatively impacting on our service delivery, safety of the public and employees, financial sustainability, legal compliance, environment, internal control and reputation.

Risk	Impact	Mitigating Action if Required	Aligned to Strategic Risk Register
Failure to minimise communities' exposure to risk and harm	There is a risk that assets in poor condition due to age, defect, or poor maintenance fail in operational use resulting in poor service delivery, a pollution event, or injury to a member of the public	Robust procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of incidents/near misses will mitigate this risk	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services
Failure to ensure the Health, Safety and Wellbeing of firefighters and other employees	There is a risk that assets in poor condition due to age, defect, or poor maintenance fail in operational use or training resulting in injury to an SFRS employee	Robust procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of incidents/near misses will mitigate this risk	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally
Failure to deliver Service Transformation	There is a risk that through poor planning or lack of affordability assets required to deliver service transformation are not available when required	By ensuring early cross directorate visibility of organisational priorities through the Asset Management Liaison Board, realistic timelines can be developed and plans put in place	Ability to anticipate and adapt to a changing environment through innovation and improved performance
Failure to ensure Financial Sustainability	There is a risk that insufficient funding is available to maintain an adequate asset portfolio to deliver our service.	Work will continue with Scottish Government to highlight asset investment requirements	Ability to deliver a high quality, sustainable service within the funding envelope

Risk	Impact	Mitigating Action if Required	Aligned to Strategic Risk Register
Failure to ensure Legal Compliance	There is a risk that assets are not used or maintained in accordance with legal and regulatory requirements	By maintaining an ongoing review of the legislative environment and ensuring policies and procedures are subject to regular review across all disciplines, this risk will be mitigated	Ability to ensure legal and regulatory compliance
Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities	There is a risk that SFRS cannot attract or retain sufficient skilled staff to support, develop and maintain an adequate asset base	Through follow up engagement arising from the recent Staff Survey and the implementation of identified actions to address concerns raised, this risk can be mitigated	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally
Failure to maintain effective systems of control	There is a risk that procedures for the use, maintenance and support of assets are not adhered to	The Service's Assurance Framework is designed to ensure that effective controls are maintained and any weaknesses are highlighted and addressed	Ability to ensure legal and regulatory compliance
Failure to implement contamination control measures within legacy stations	There is a risk that legacy stations will fail to implement contamination control measures due to insufficient space, deterioration of premises and availability of finance resulting in increased risk of cancer for SFRS employees	Standard station design is the level that is required. Upgrades to stations and business case for funding for small stations under preparation to present to Scottish Government	Ability to ensure legal and regulatory compliance
Failure to maintain confidence in the Service	There is a risk that high profile asset-related failure leads to high profile political and media interest	The actions outlined above are intended to ensure such failures are avoided or at least minimised.	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value

Appendix 4: Emergency Services Co-location

Property	Occupier
Aberdeen - Central	Scottish Ambulance Service
Aberfeldy	Police Scotland
Aberfoyle	Police Scotland
Annan	Maritime Coastguard Agency
Ardrossan	Scottish Ambulance Service
Ayr	Mountain Rescue
Ballater	Driver and Vehicle Standards Agency
Balmossie	Scottish Ambulance Service
Baltasound	Scottish Ambulance Service
Bathgate	Scottish Ambulance Service
Bo'ness	Scottish Ambulance Service
Braemar	SAS First Responders
Braemar	Ordnance Survey
Buckie	Driver and Vehicle Standards Agency
Buckie	Ordnance Survey
Callander	Scottish Ambulance Service
Calton	Scottish Ambulance Service
Calton	Apex Scotland
Calton	Who Cares ? Scotland
Castlebay	Ordnance Survey
Castle Douglas	Mountain Rescue
Castlemilk	Scottish Ambulance Service
Clarkston	Scottish Ambulance Service
Clydesmill	Scottish Ambulance Service
Coldstream	Police Scotland
Crieff	Driver and Vehicle Standards Agency
Crewe Toll, Edinburgh	Scottish Ambulance Service
Dreghorn	Scottish Ambulance Service
Dumfries Stores	Blood Bikes
Dyce	Maritime Coastguard Agency
Dyce	Scottish Ambulance Service
East Linton	Scottish Ambulance Service
Elgin	Scottish Ambulance Service
Fort Augustus	Ordnance Survey
Fraserburgh	Scottish Ambulance Service
Greenock	Police Scotland
Greenock	Maritime Coastguard Agency

Property	Occupier
Hamilton - Modular Building	Scottish Ambulance Service
Huntly	Driver and Vehicle Standards Agency
Inverary	Maritime Coastguard Agency
Kinlochbervie	Ordnance Survey
Kinloch Rannoch	Police Scotland
Kirkcubright	Police Scotland
Kyle of Lochalsh	Driver and Vehicle Standards Agency
Larbert	Scottish Ambulance Service
Lesmahagow	Police Scotland
Lerwick	Scottish Ambulance Service
Lochcarron	Ordnance Survey
Lybster	Driver and Vehicle Standards Agency
Maud	SAS First Responders
Maryhill	Scottish Ambulance Service
McDonald Road, Edinburgh	Scottish Ambulance Service
Montrose	Scottish Ambulance Service
Montrose	Driver and Vehicle Standards Agency
Newbridge	Police Scotland
Newcastleton	Police Scotland
Penicuik	Scottish Ambulance Service
Perth	Perth & Kinross Council
Portsoy	Maritime Coastguard Agency
Sighthill	Scottish Ambulance Service
Tomintoul	Police Scotland
Tomintoul	Scottish Ambulance Service
Tranent	Scottish Ambulance Service
West Linton	Scottish Ambulance Service
Unst	Scottish Ambulance Service
Occupier	Total in Place
Police Scotland	10
Scottish Ambulance Service	31
Maritime Coastguard Agency	5
Driver and Vehicle Standards Agency	7
Perth & Kinross Council	1
Charity	3
Ordnance Survey	6
Mountain Rescue	2

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Appendix 5: Proposed Capital Programme 2023-2026

CAPITAL BUDGET 2022-2025 Programme (Draft)	Proposed Budget	Proposed Budget	Proposed Budget
	2023-2024	2024-2025	2025-2026
Date Reviewed	Mar-21	Mar-21	Mar-21
Capital Budget DEL	32,500,000	32,500,000	32,500,000
Capital Income & Receipts	1,500,000	10,000,000	-
Total Funding	34,000,000	42,500,000	32,500,000
Capital Demand	34,000,000	42,500,000	32,500,000
Variance	-	-	-
Project Description	Estimated Expenditure (32.5M)	Estimated Expenditure (32.5M)	Estimated Expenditure (32.5M)
Total Commitments / Allocation	34,000,000	42,500,000	32,500,000
PROPERTY PROJECTS = TOTAL ALLOCATION	15,830,000	25,870,000	18,020,000
Major Works - New Build Program			
MacDonald Road Fire Station Refurbishment (Museum Of Fire)	0	0	0
East Training Facility - Newbridge	0	0	0
North Training Facility - Portlethen	0	0	0
West Asset Resource Centre (Strategic Intent)	0	0	0
Cowcaddens - New Build (2pump, 2bay, WT) (Strategic Intent)	-	-	-
Dalkieth Fire Station - New Build (2pump, 3bay, 9xWT) (RAAC)	360,000	6,140,000	-
Blackness Road - New Build (2pump,4bay,wholetime) (Strategic Intent /RSR)	450,000	7,050,000	-
Liberton Fire Station - New Build (2pump, 3bay, 9xWT) (RAAC)	-	180,000	3,450,000
Cumbernauld Fire Station - New Build (2pump, 3bay, 9xWT) (RAAC)	-	180,000	3,450,000
Uig Fire Station - New Build (1Pump, rural hybrid, 10xRDS) (End of Lease Eviction)	300,000	1,200,000	-
Portree Fire Station - New Build (1 pump,2bay, oncall, 20xRDS,Tripartite Hub) (RAAC)	360,000	3,140,000	-
Helensburgh Fire Station - New Build (2pump, 3bay, 5xWT/10xRDS) (RAAC)	-	180,000	3,070,000
Huntly Fire Station - New Build (2pump,3bay,oncall, 22xRDS) (RAAC)	-	-	210,000
Livingston Fire Station - New Build (2pump, 3bay, 5xWT/6xADS/10xRDS) (RAAC)	-	-	180,000
Crewe Toll Fire Station - New Build (2pump, 3bay, 9xWT) (RAAC)	-	-	180,000
Hawick Fire Station - New Build (2pump, 3bay, 5xWT/10xRDS) (RAAC)	-	-	180,000
Stewarton Fire Station - New Build (1pump, 1bay, Oncall 10xRDS) (RAAC)	-	-	-
Tranent Fire Station - New Build (1pump, 1bay, Oncall,10xRDS) (RAAC)	-	-	-
Milngavie Fire Station - New Build (1pump, 2bay, WT) (RAAC)	-	-	-
Marionville Fire Station - New Build (1pump, 2bay, WT) (RAAC)	-	-	-
Major Works - Development Program (Dignified & Contaminate Control)			
Inverness Fire Station Redevelopment (Dignified Facilities)	600,000	-	-
Salen Fire Station Development (Former NHS Building)	500,000	-	-
Galashiels Fire Station - Redevelopment (RAAC) (Dignified Facilities)	2,500,000	-	-
Dingwall Fire Station Redevelopment (Dignified Facilities)	1,200,000	-	-
Newcraighall Fire Station Redevelopment (Dignified Facilities)	1,700,000	-	-
Stirling Fire Station Redevelopment (Dignified Facilities) Phase2	-	1,000,000	-
Alloa Fire Station Fire Station Redevelopment (Dignified Facilities) Phase2	-	-	-
Perth Fire Station Redevelopment (Dignified Facilities)	-	-	-
North Anderson Drive Fire Station Redevelopment (Dignified Facilities)	-	-	-
Major Works - Site Purchase & Disposals			
Site Purchases	1,000,000	500,000	1,000,000
Disposal Costs	60,000	-	-
Property Project Costs	300,000	300,000	300,000
Minor Works -			
Minor Works - Condition	5,000,000	5,000,000	5,000,000
Minor Works - Altens Roof Betterment (Insurance)	-	-	-
Hamilton Satellite Training Site	-	-	-
Energy and Environment Improvement Projects	1,500,000	1,000,000	1,000,000
Minor Works - LCA Charging Infrastructure (SG Funded)	-	-	-
EV Chargers (SG Funded)	-	-	-
Decarbonisation (SG Funded)	-	-	-

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

PART 1 BASIC INFORMATION

Policy Owner	Iain Morris – Acting Director of Asset Management
E&D Practitioner	Parveen Khan
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Strategic Asset Management Plan: Property – 2023-2028
Date Assessment Commenced	27 th February 2023

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	Sets out the Strategic Asset Management Plan (SAMP) for Property 2023-28
Are there any associated objectives of the function/policy (please explain)?	<ul style="list-style-type: none"> • Best value in public services. • Effective and appropriate public services. • Property vehicles appropriate to needs of personnel and service users.
Does this function/policy link with any other function/policy?	Fire and Rescue Framework for Scotland 2022 SFRS Strategic Plan 2022-2025 Asset Management Strategy 2019-2029
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and the provision of appropriate Property assets suitable to the needs of users
What outcomes are wanted from this function/policy?	Agreement to the SAMP for Property
What factors/forces could contribute/detract from the outcomes?	In relation to equality issues there are no factors that directly relate to the implementation of the SAMP for Property that could contribute or detract from the intended outcomes.
Who are the main stakeholders in relation to the function/policy?	Scottish Government SFRS Board and personnel Communities served
Who implements the policy and who is responsible for the function/policy?	Scottish Government, SFRS Board, Finance and Contractual Services and budget holders within SFRS

**PART 2
ESTABLISHING RELEVANCE**

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

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

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

Please tick as appropriate.

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

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

AND,

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

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the SAMP for Property that relate specifically to employment practice where the marital status of an employee would be a relevant factor.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes

 No

 Don't Know

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

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

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	The SAMP for Property is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the SAMP will be relevant on the grounds of age as it applies to employees or communities. It is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of age.
Caring Responsibilities	See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of caring responsibilities.
Disability	See comments relating to age. There will be some relevance to disability on the grounds of Accessibility, this may feature where a community fire station will be used for the purposes of hosting an event for the community.
Gender reassignment	See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Gender reassignment.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Pregnancy and maternity.
Race	See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Race.
Religion and Belief	See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Religion and Belief.
Sex (gender)	With regards to Fire Stations the current property estate has limited provision for dignified welfare facilities for female firefighters where immediately required. To encourage a diverse workforce the suitability of

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	our stations requires significant investment which is not currently available. Specifically, over the last 2 years significant efforts have been made to address this issue with new gender-neutral welfare facilities created in Stations at Alloa, Inverness, Stirling and Edinburgh. We will continue to monitor and address this issue where possible as part of on-going Capital work and we will continue to work with Scottish Government in order to develop business cases for investment in our estate
Sexual Orientation	See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Sexual Orientation.
Social and economic disadvantage	See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Social and economic disadvantage.
Human Rights	There is no evidence that the SAMP for Property has any direct relevance to the Human Rights Act. It is not possible at this time to say if any of the associated initiatives that will arise from the Property capital spend will have relevance to the Act but will remain under review.
Impact on People in General not covered by specific characteristics	<p>Island Impact Assessments:</p> <p>The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the implementation of the SAMP for Property.</p> <p>Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances.</p> <p>Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks.</p> <p>Equality, Human Rights Impact Assessments and Island Impacts will be considered for work programmes that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.</p>

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focus on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the overall budget such as that set out in the SAMP for Property. Nevertheless, as a corporate decision is being made it was necessary that a screening exercise was conducted against the general equality duty.

This impact assessment identifies very limited direct relevance between the SAMP for Property and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration and where relevance to

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the general equality duty is likely to be significant. These are:

The SAMP for Property will be used to shape future capital investment and through the development of a business case in collaboration with Scottish Futures Trust to Scottish Government, exploring innovative approaches and wider public-sector opportunities, funding opportunities will be maximised.

Conclusion

This impact assessment identifies very limited direct relevance between the SAMP for Property and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration where relevance to the general equality duty is likely to be significant.

Concluding Part 3

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

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

The implementation and progress made against the actions set within the Strategic Asset Management Plan will be reported, on a yearly basis to the SFRS SLT.

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

Q2 What will be monitored?

The improvement actions detailed within the SAMP for Property will be monitored for positive and negative impacts. Individual policies and initiatives that will allow the plan to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

Q3 How will monitoring take place?

As Question 2 above

Q4 What is the frequency of monitoring?

As Question 2 above

Q5 How will monitoring information be used?

As Question 2 above

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Iain Morris – Acting Director of Asset Management
Date	16/03/2023

This Equality and Human Rights Impact Assessment was approved by:

Name	Parveen Khan
Date	16/03/2023

Report No: B/POD/01-23

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	SCOTTISH FIRE AND RESCUE SERVICE GAELIC LANGUAGE PLAN 2023 – 2026						
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 ask the Board to approve the Scottish Fire and Rescue Service (SFRS) Gaelic Language Plan 2023 – 2026.						
2	Background						
2.1	In line with our statutory obligations we produced the second edition of our Gaelic Language Plan and this was presented to you for approval in March 2022, following this approval the plan was forwarded to Bòrd na Gàidhlig (BnG) for their assessment.						
2.2	BnG reviewed the plan and returned it to us with a number of proposed modifications.						
2.3	Under section 5(3)(a) of the Gaelic Language (Scotland) Act 2005 (“the Act”), we required to notify BnG no later than 28 November 2022, of modifications we agreed with and give reasons for any disagreements.						
3	Main Report/Detail						
3.1	All modifications identified in the December Briefing Note have been incorporated into the revised plan.						
3.2	A meeting with BnG was held on 18 January 2023 to discuss the disagreements and come to a mutual decision.						
3.3	The following modifications were agreed: - <ul style="list-style-type: none"> • A commitment to produce the educational content currently available in English to also be available in Gaelic. • A commitment for Community Engagement Team to work directly with Gaelic medium schools with regards to safety messages. • A Gaelic version of the Working Together for a Safer Scotland logo will be produced and used on email salutations, iHub and website and on other SFRS documents where it currently appears. • Job vacancies in the areas of Argyle and Bute, Highlands and Comhairle nan Eilean Siar will list Gaelic as a desirable skill this will include on call and volunteer duty system. • Job adverts for vacancies in the areas of Argyle and Bute, Highlands and Comhairle nan Eilean Siar will be published in both English and Gaelic. 						

4	Recommendation	
4.1	For the Board to approve the proposed second edition SFRS Gaelic Language Plan 2023-2026.	
5	Core Brief	
5.1	The Interim Deputy Chief Officer (Corporate Services) presented a list of the amendments to the previously agreed Gaelic Language Plan for the period 2023-2026 following discussion and agreement with BnG.	
6	Appendices/Further Reading	
6.1	Appendix A – Proposed second edition SFRS Gaelic Language Plan 2023-2026.	
6.2	Appendix B – Gaelic SFRS Logos	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Maggie Archibald, Equality and Diversity Officer	
Sponsored by:	Denise Rooney, Equality and Diversity Manager	
Presented by:	Liz Barnes, Deputy Chief Officer (Corporate Services)	
Links to Strategy and Corporate Values		
<p>The GLP links to the following Strategic Outcomes:</p> <p>Outcome 3: We value and demonstrate innovation across all areas of our work.</p> <p>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <p>Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.</p> <p>Outcome 7: Community safety and wellbeing improves as we work effectively with our partners</p> <p>The GLP also links to three of our key values – Respect, Teamwork and Innovation</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Decision</i>



Scottish Fire and Rescue Service

GAELIC LANGUAGE PLAN

2023-2026

The following text should be added to the front cover of the approved plan: -

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on [approval date]

Foreword

We are pleased to introduce the Scottish Fire and Rescue Service's (SFRS) Gaelic Language Plan for 2023-2026.

The purpose of the Gaelic Language (Scotland) Act 2005 is to secure the Gaelic language as an official language of Scotland. The SFRS is wholly supportive of measures that seek to establish Scotland as an inclusive society where local communities are resilient, prosperous and are able to maintain their local identity.

As a provider of first class public services, the SFRS sets out to meet the needs of all our communities in a manner that is responsive to local needs, effective in its outcomes and delivers best value. This means that we may approach things differently in some areas depending on local risk factors such as geography or demographic.

Importantly, the SFRS recognises that we are the communities we serve. As a national body this footprint gives us a privileged position to not simply serve Scotland's communities but to work alongside and with those communities.

In most areas of Scotland, the SFRS workforce is drawn directly from the local community, and this is especially the case in areas where Gaelic is commonly spoken and where our Retained and Volunteer personnel are most evident.

This is the SFRS's second Gaelic Language Plan and we look to build on the successes of our previous plan; to continue to engage with the public in its delivery and to support the priorities for maintaining Gaelic as a sustainable and vital part of Scottish culture.

Joint statement by Dr Kirsty Darwent, Chair of the Board and Chief Officer, Ross Haggart.

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1. INTRODUCTION

DESCRIPTION OF THE SCOTTISH FIRE AND RESCUE SERVICE

The Scottish Fire and Rescue Service (SFRS) came into existence on 1 April 2013 replacing eight separate regional fire authorities. Responsible to the Scottish Government, the SFRS is overseen by a publicly appointed Board and managed by a Chief Officer and executive management team based at its Headquarters in Cambuslang.

The Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the SFRS to deliver a range of core services and functions that means while the service is ready to respond to fire and other emergencies, it also maintains a strong focus on prevention and protection arrangements to ensure the safety of our communities. The associated Fire and Rescue Framework for Scotland 2016 sets the overarching strategic direction for the SFRS in the delivery of its services to the communities of Scotland.

The priorities for the SFRS have been laid out in the Fire and Rescue Framework for Scotland 2022 with the following Strategic Outcomes defined within the Strategic Plan 2022-2025:

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

Outcome 3: We value and demonstrate innovation across all areas of our work.

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.

The day-to-day delivery of our actions is the responsibility of our executive team comprising of the Chief Officer, two Deputy Chief Officers and six Directors who, together, provide strategic leadership to all our organisational functions. The executive team are responsible for an overall operating budget of £352.707 million per annum.

Source: [SFRS Strategic Plan 2022 - 2025](#)

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Operating across Scotland the SFRS employs around 8,000 personnel including full-time, part time, on call and volunteer personnel. With over 350 premises the SFRS has the largest geographic footprint of any of Scotland's public authorities providing its services to all of Scotland's communities and those visiting the country.

Identifying and understanding the needs of Scotland's communities is as relevant to the Fire Service as it is to any other public authority. The SFRS must balance the demands of providing a national service with the needs of local communities.

There is a significant correlation between some protected characteristics, as defined in the Equality Act 2010, and risk from fire and other emergencies. Moreover, the SFRS recognises social and economic disadvantage on equal footing with those characteristics identified in equality legislation. Older adults, people with disabilities, people living alone, people from deprived backgrounds and those with complex social needs are all more likely to be at risk from fire or other emergencies than those who do not have these characteristics. While we have corporate priorities to address these inequalities it is at the level of local service provision that we can make a difference.

GAELIC WITHIN THE SCOTTISH FIRE AND RESCUE SERVICE

Operating across Scotland the SFRS covers areas of the country where Gaelic is used as part of everyday life as well as in areas where it is not.

During our previous plan the SFRS produced its Home Fire Safety Booklet in Gaelic to complement the English version.

Working in partnership with a Gaelic speaker and trainer, we developed Gaelic Awareness Training for our employees. To date 507 employees have completed the training.

We have made this training available to other emergency services and local authorities. South Lanarkshire Council and a number of other Local Authorities are utilising the training to improve Gaelic knowledge and awareness within their own workforce.

We conducted a survey with our employees and currently 98 employees have self-identified as having some Gaelic language skills ranging from basic greetings to fluency in speech, reading and writing.

We have used our corporate social media accounts to promote a video in Gaelic in which two on call Firefighters discuss the importance of fire fighters in rural communities.

GAELIC IN SCOTLAND

The total number of Gaelic speakers recorded in the 2011 census was 57,375, 1.1% of the Scottish population. Gaelic speakers are spread throughout Scotland, the main stronghold of the language is the Western Isles. Gaelic is spoken by a majority of people in the Comhairle

nan Eilean Siar area, and in the parish of Kilmuir in the Isle of Skye within the Highland Council area.

There are an increasing number of Gaelic medium schools across Scotland, including in areas where Gaelic may not be spoken by most of the population.

The SFRS is aware of the importance and relevance of Gaelic as a first language need of some communities as well as the importance of supporting Gaelic speakers in communities where the language is spoken by a minority.

In partnership with colleagues at Ainmean Àite na h-Alba, Bòrd na Gàidhlig has produced a map of Gaelic place-names from across Scotland, highlighting the widespread influence of the language.



THE GAELIC LANGUAGE (SCOTLAND) ACT 2005

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require a public authority to prepare a Gaelic language plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is the Scottish Fire and Rescue Service's second Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

The Scottish Fire and Rescue Service's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

THE NATIONAL GAELIC LANGUAGE PLAN

This section set's out a clear link between the SFRS Gaelic language plan and the National Gaelic Language Plan 2018-23.

The Scottish Fire and Rescue Service supports the aim of the National Gaelic Language Plan 2018-23 that "Gaelic is used more often, by more people and in a wider range of situations."

We are committed to the achieving this aim by focussing our work, in the following three areas:

- Increasing the use of Gaelic within our organisation and encouraging more people to use Gaelic, more often when they interact with us
- Increasing the opportunity for people to learn Gaelic as part of our day-to-day operations
- Promoting a positive image of Gaelic whenever we can as part of our day-to-day operations as an organisation

INTERNAL GAELIC CAPACITY AUDIT

During our first Gaelic Language Plan, we conducted a staff survey to ascertain the knowledge and skills our workforce had with regard to Gaelic. Currently we have several employees who

have self-identified as having some Gaelic language skills ranging from basic greetings to fluency in reading, writing and speaking Gaelic.

Key Summary Findings from the Gaelic Language Capacity Audit are as follows:-

- 98 SFRS employees have some level of Gaelic skills
- 17 employees speak Gaelic daily with members of the public
- Four employees identified that on a monthly basis they speak Gaelic informally with colleagues whilst at work
- Five employees identified that within the workplace they speak Gaelic formally daily with their colleagues and manager

Full details relating to our Gaelic Language Capacity Audit can be found in Appendix One.

CONSULTATION ON THE DRAFT GAELIC LANGUAGE PLAN

The SFRS consulted publicly on our proposed second Gaelic Language Plan and considered representations made to it during the consultation process which ran for six weeks from 17 January 2022.

Stakeholders and partners were mailed and invited to give their views on the draft plan which was available in English and Gaelic on the SFRS website. A range of internal communications supported employees to comment and take part in the consultation and our social media platforms encouraged public engagement and participation.

Key Summary Findings from the public consultation are as follows:-

- 191 people responded to the consultation
- 45 SFRS employees responded to the consultation
- 6 organisations responded to the consultation

Details relating to our public consultation can be found in Appendix Two.

2. KEY PRINCIPLES

We are committed to supporting the Gaelic language and through our commitments under Sections three and Section four of this Plan we will demonstrate our aims. While some aspects are small incremental increases and others are larger, the overall aim is simple, to ensure the sustainable future of the Gaelic language.

EQUAL RESPECT

Under the terms of the 2005 Act, Bòrd na Gàidhli has a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English

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language, The Bòrd in turn expects that public authorities will demonstrate in their plans how the principle will be achieved and maintained in practice.

The Scottish Fire and Rescue Service will ensure that where Gaelic is included as part of our activities and services, we will make certain they are of an equal standard and quality to those we provide in English.

ACTIVE OFFER

Where Gaelic services are available by us, we will make an active offer to our employees and the public so that Gaelic users are made aware of their existence and are actively encouraged to use them.

This will take the responsibility away from the individual to ask for the service and will give Gaelic users the confidence to know that their needs will be met if that is their choice.

We will ensure that our Gaelic language services are as accessible as our English language services.

MAINSTREAMING

Scottish Fire and Rescue Service will ensure that opportunities for the public and our employees to use Gaelic are normalised, in support of the National Gaelic Language Plan 2018-23 aim that Gaelic is used more often, by more people and in a wider range of situations.

3. PLAN COMMITMENTS

HIGH-LEVEL AIMS

We have worked closely with the Bòrd to co-produce a set of high-level aims, these high-level aims are strategic actions and closely link to the National Gaelic Language Plan 2018-23.

We are committed to ensuring that our Gaelic Language Plan is focussed on the three high level aims of:

- Increasing the use of Gaelic
- Increasing the learning of Gaelic
- Promoting a positive image of Gaelic

INCREASING THE USE OF GAELIC

High-level Aim	Work in collaboration with Police Scotland and Scottish Ambulance Service on the implementation of our respective Gaelic Language Plans.
Desired Outcome	To share best practice and areas for improvement, as well as collaborate on projects that would have a mutual benefit to each organisation and the communities of Scotland.
Current Practice	Meetings take place regularly throughout the year, where a range of cross sector topics including Gaelic language is discussed.
Actions Required	<ul style="list-style-type: none"> • Identify projects that would have a mutual benefit to all partners • Continue to meet on a regular basis • Update the Reform Collaboration Group on work that specifically relates to and includes Gaelic. This group focusses on larger projects that the three emergency services work on collectively
Target Date	For the duration of the plan
Responsibility	Equality and Diversity Team

High-level Aim	Ensure that any national school resources are available bilingually.
Desired Outcome	Any corporate resources proposed for use in schools is available in Gaelic.
Current Practice	Work is underway to establish links with Education Authorities to deliver safety talks in Gaelic.

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Actions Required	<ul style="list-style-type: none"> • By the end of this plan, all fire safety talks undertaken in Gaelic medium schools will be delivered in Gaelic • Continue to promote existing safety leaflets in Gaelic and develop any produce any future resources bilingually
Target Date	2026
Responsibility	Prevention and Protection Team

High-level Aim	Encourage Scottish Fire and Rescue staff who speak Gaelic to use it more often.
Desired Outcome	Speaking Gaelic in the workplace becomes normal practice for employees who speak Gaelic.
Current Practice	A small number of employees who speak Gaelic use and speak Gaelic with colleagues and managers in the workplace, however this is not currently formalised.
Actions Required	<ul style="list-style-type: none"> • Use the results of the employee survey to ascertain the extent to which existing Gaelic speaking employees use Gaelic to communicate in the workplace • Work with Gaelic speaking employees to promote the language within the service • Actively promote amongst our employees the use of spoken Gaelic in areas where Gaelic is widely spoken • Create a Gaelic language Employee Network if desired by SFRS employees • Gaelic speaking employees will be signposted to the Cleachdi resources to normalise within their workplace
Target Date	2024 then ongoing
Responsibility	Equality and Diversity Team/All Local Senior Officer (LSO) Areas

INCREASING THE LEARNING OF GAELIC

High-level Aim	SFRS will promote the availability of externally provided Gaelic language training to colleagues and will further promote SFRS Gaelic language and culture awareness modules and resources.
Proposed Outcome	Increase general awareness of Gaelic across the organisation and actively encourage employees to learn Gaelic.
Current Practice	Employees interested in learning or improving their Gaelic language skills are signposted to several websites as directed by Bòrd na Gàidhlig.
Actions Required	<ul style="list-style-type: none"> • Promote Speak Gaelic Project to all employees • Annually promote Gaelic across the organisation • At least once a year promote existing Gaelic Awareness Training to all employees and actively encourage completion
Target Date	2024 and then ongoing

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Responsibility	Equality and Diversity Team
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High-level Aim	Develop the current Gaelic Language awareness modules that are available to staff.
Proposed Outcome	Increase the number of employees who have completed the training and develop the existing content.
Current Practice	The equality and diversity team monitor completion rates and utilise the staff weekly brief to promote the training and encourage completion.
Actions Required	<ul style="list-style-type: none"> • Plan a programme of work to regularly promote the awareness modules • Work in partnership with other public authorities to develop the existing module content
Target Date	2024 then ongoing
Responsibility	Equality and Diversity Team

PROMOTING A POSITIVE IMAGE OF GAELIC

High-level Aim	Increase the Gaelic content on all online platforms, including social media and website.
Proposed Outcome	Promote existing content and develop further.
Current Practice	Some Gaelic content is currently available.
Actions Required	<ul style="list-style-type: none"> • Develop a guidance note which leads to an increase in the use of Gaelic on social media and the SFRS website
Target Date	2023 then ongoing
Responsibility	Equality and Diversity Team/Corporate Communications Team

High-level Aim	As part of our engagement on local plans, we will seek the views of communities regarding the roll-out of bilingual Gaelic and English signage on SFRS premises and vehicles on a replacement basis, with a view to securing the status of the Gaelic language as an official language of Scotland.
Proposed Outcome	To have a clear understanding of how local communities want to see Gaelic represented within their community.
Current Practice	To change signage, on a replacement basis, in areas where Gaelic is widely spoken by the local community.
Actions Required	<ul style="list-style-type: none"> • Liaise with Service Development Areas and seek views from local communities • Have dual signage in all areas of Scotland
Target Date	2024 and then ongoing
Responsibility	Asset Management Team

CORPORATE SERVICE AIMS

This is our second Gaelic Language Plan and since 2016 we have taken steps to support and promote Gaelic throughout the organisation.

We will continue to commit to promoting and support Gaelic and take active steps to support the aim of the National Gaelic Language Plan that Gaelic should be used more often, by more people and in more situations.

STATUS

Desired Outcome	Logo Render the writing that appears beside our crest in Gaelic and English, showing equal respect and update on all materials where this text appears.
Current Practice	SFRS crest is a legally protected herald, currently no Gaelic equivalent and no plans to review it.
Actions Required	<ul style="list-style-type: none"> Amend brand guidelines to include the Gaelic 'Working Together for a Safer Scotland' logo Issue revised copy of Brand Guidelines to all employees
Target Date	2023
Responsibility	Corporate Communications Team and Equality and Diversity Team

Desired Outcome	Signage Prominent signage will include Gaelic and English as part of any renewal process.
Current Practice	Current policy is in place to have dual signage on a replacement basis in Eilean Siar, Highland and Argyll and Bute in recognition of the prominence of Gaelic.
Actions Required	<ul style="list-style-type: none"> All signage will be bilingual on a renewal basis
Target Date	Duration of the plan
Responsibility	Assest Management Team

COMMUNICATING WITH THE PUBLIC

Desired Outcome	Promotion Positive message that communication from the public in Gaelic is always welcome.
Current Practice	We do not have a formal process in place, however correspondence in Gaelic from individuals, groups and communities would be responded to in Gaelic.

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Actions Required	<ul style="list-style-type: none"> Promote bilingually on our website, that we welcome communications from members of the public in both English and Gaelic
Target Date	2023
Responsibility	Corporate Communications Team/Equality and Diversity Team

Desired Outcome	<p>Written communication</p> <p>Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.</p>
Current Practice	Any correspondence that is received in Gaelic is responded to in Gaelic.
Actions Required	<ul style="list-style-type: none"> Monitor all correspondence received in Gaelic and report on this annually As part of our planned review of our comments, complaints and suggestion process and a review of our communications strategy, we will include how we manage communications in Gaelic
Target Date	Duration of the plan
Responsibility	Corporate Communications Team/Corporate Administration Team (SPPC)

Desired Outcome	<p>Reception and phone</p> <p>Where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public.</p>
Current Practice	No formal practice is currently in place.
Actions Required	<ul style="list-style-type: none"> Implement a formal process in Highland, Argyle and Bute and Comhairle nan Eilean Siar We will provide opportunities to our employees to deliver this service
Target Date	2024 and ongoing
Responsibility	Corporate Administration (SPPC)/Corporate Communications Team/All Service Delivery Areas

Desired Outcome	<p>Public meetings</p> <p>Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.</p>
Current Practice	In person public meetings will be held where change proposals will entail significant alterations to local service provision.
Actions Required	<ul style="list-style-type: none"> Promote and support of the use of Gaelic at in-person public meetings in all areas of Scotland

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Target Date	Duration of the plan
Responsibility	Corporate Communications Team/All Service Delivery Areas

INFORMATION

Desired Outcome	News releases High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English.
Current Practice	We issue news releases related to Gaelic language matters in both Gaelic and English.
Actions Required	<ul style="list-style-type: none"> • Continue to issue news related to Gaelic, in both Gaelic and English • Produce and distribute in Gaelic and English high profile new releases that affect Gaelic speaking communities
Target Date	Ongoing
Responsibility	Corporate Communications Team/Equality and Diversity Team

Desired Outcome	Social media Gaelic content distributed regularly through social media, guided by the level of actual and potential users.
Current Practice	Local areas distribute Gaelic messages on their own social media feeds.
Actions Required	<ul style="list-style-type: none"> • Publish 30 posts each year that are bilingual or in Gaelic only, across social media platforms
Target Date	2023 and thereafter ongoing
Responsibility	Corporate Communications Team/Equality and Diversity Team

Desired Outcome	Website Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach.
Current Practice	We have Gaelic content on our website
Actions Required	<ul style="list-style-type: none"> • Increase the presence of Gaelic on our website
Target Date	Ongoing
Responsibility	Service Delivery (Community Safety Team)/Public Involvement and Consultation Team/Equality and Diversity Team

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Desired Outcome	Corporate publications Produced in Gaelic and English, with priority given to those with the highest potential reach.
Current Practice	Gaelic Language Plan is produced in both Gaelic and English.
Actions Required	<ul style="list-style-type: none"> • Implement local area action plans across Scotland, available in Gaelic • Ensure high level strategic documents that are likely to have an impact on Gaelic communities across Scotland are published in both Gaelic and English • Review national campaigns and consider supporting these campaigns in both Gaelic and English
Target Date	2025 and ongoing
Responsibility	Corporate Communications Team/All Service Delivery Areas

Desired Outcome	Exhibitions Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact.
Current Practice	No public exhibitions currently take place bilingually or in Gaelic
Actions Required	<ul style="list-style-type: none"> • Apply for external funding to create a self-guided tour leaflet in Gaelic at the National Fire Museum • Implement audio-transcription for all permanent exhibits
Target Date	2024 and thereafter duration of the plan
Responsibility	Service Delivery - Community Engagement Team

STAFF

Desired Outcome	Internal audit Conduct an internal audit of Gaelic skills and training needs through the life of each plan.
Current Practice	We undertook an employee survey in 2019.
Actions Required	<ul style="list-style-type: none"> • Undertake an employee audit of Gaelic language and skills
Target Date	2023
Responsibility	Equality and Diversity Team

OFFICIAL

Desired Outcome	Induction Knowledge of the public authority's Gaelic language plan included in new staff inductions.
Current Practice	There has been little or no awareness of our Gaelic commitments in our induction process for employees
Actions Required	<ul style="list-style-type: none"> • Include detail of our Gaelic commitments in the induction process • Gaelic Awareness Training modules will be included in the induction process
Target Date	2024
Responsibility	HRPOD Directorate and Training, Safety and Assurance Team

Desired Outcome	Language training Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority's Gaelic language plan.
Current Practice	Employees are currently signposted to websites and organisations recommended by Bòrd na Gàidhlig.
Actions Required	<ul style="list-style-type: none"> • Use internal communications to raise awareness of Gaelic skills training
Target Date	Duration of the plan
Responsibility	Equality and Diversity Team/Corporate Communications Team

Desired Outcome	Awareness training Gaelic awareness training offered to staff, with priority given to directors, board members, councillors and staff dealing directly with the public.
Current Practice	Gaelic Language Awareness training is in place and available to all employees who wish to undertake this.
Actions Required	<ul style="list-style-type: none"> • Include completion of the Gaelic Awareness Training modules at Induction for these specific groups of employees
Target Date	2024
Responsibility	HRPOD Directorate/Equality and Diversity Team

OFFICIAL

Desired Outcome	Recruitment Gaelic named as an essential and / or desirable skill in job descriptions in order to deliver the Gaelic Language Plan and in accordance with the Bòrd na Gàidhlig recruitment advice.
Current Practice	Gaelic is currently not listed as an essential or desirable skill in job descriptions.
Actions Required	<ul style="list-style-type: none"> • Gaelic is listed as a desirable skill for posts within Argyle and Bute, Highlands, Comhairle Nan Eilean Siar this will include On Call and Volunteer Duty System • Review the appointment process for all roles to determine whether Gaelic could be included as an essential skill
Target Date	2024
Responsibility	HROD Directorate/Equality and Diversity Team

Desired Outcome	Recruitment Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.
Current Practice	No posts have been identified that requires Gaelic to be an essential skill.
Actions Required	<ul style="list-style-type: none"> • Where Gaelic has been identified as an essential or desirable skill, job adverts will be published in both English and Gaelic.
Target Date	2023-2024
Responsibility	HRPOD Directorate/Equality and Diversity Team

GAELIC LANGUAGE CORPUS

Desired Outcome	Gaelic Orthographic Conventions The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.
Current Practice	We have regard for the latest orthographic conventions.
Actions Required	<ul style="list-style-type: none"> • Maintain existing practice to only use translating services that meet the latest orthographic conventions
Target Date	Duration of the plan
Responsibility	All Directorates

OFFICIAL

Desired Outcome	Place-names Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used.
Current Practice	We work closely with Ainmean-Àite na h-Alba to ensure that correct details and advice is acquired.
Actions Required	<ul style="list-style-type: none">• Monitor to ensure consistency and make any changes if recommended to do so by Ainmean-Àite na h-Alba
Target Date	Duration of the plan
Responsibility	Asset Management Team/Corporate Communications Team/Equality and Diversity Team/All Service Delivery Areas

5. LINKS TO THE NATIONAL PERFORMANCE FRAMEWORK

Our Gaelic Language Plan is seen as contributing towards the following outcomes of the National Performance Framework:-

- Children and Young People grow up loved, safe and respected so that they realise their full potential

The plan aims to promote the Gaelic medium and afford it equal respect. For Gaelic speaking communities this translates to respect for their culture, heritage and community.

- Live in communities that are inclusive, empowered, resilient and safe

Our plan sets out an ambitious programme of actions that we believe contribute to the aims of the National Framework.

6. LINKS TO LOCAL AND REGIONAL FRAMEWORKS

Our Gaelic Language Plan focuses on better serving the Gaelic speaking communities of Scotland. It also affords an opportunity for Gaelic speaking employees to contribute to our Gaelic Language Plan.

This correlates to the delivery of the following Scottish Fire and Rescue Service Strategic Outcomes:-

- Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.
- We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

7. PUBLICATION

PUBLISHING AND PUBLICISING THE PLAN

This is our second Gaelic Language Plan and it will remain in force for a period of three years from the date it is approved by Bòrd na Gàidhlig. Commitments in this plan will enhance and clarify the assurances detailed in our first plan.

INTERNAL

The Scottish Fire and Rescue Service will use our internal communication methods to advise all our employees and internal stakeholders about our second Gaelic Language Plan.

EXTERNAL

The Scottish Fire and Rescue Service's Gaelic Language Plan will be published in Gaelic and in English on our website. In addition, we will: -

- issue a bilingual press release announcing the plan
- publicise the plan through a variety of social media platforms
- Inform our employees and stakeholders about our plan and how they can access it through internal communication methods and our website
- distribute copies of the plan to relevant Gaelic organisations and other interested bodies and advise them on how to access our plan
- make hard copies available on request

8. RESOURCING THE PLAN

Most activities outlined in this plan will be, or have already been, incorporated and resourced through our existing budgets.

External funding may be sought for individual projects that help us to promote Gaelic, raise awareness and embed Gaelic into our day-to-day activities.

9. MONITORING THE PLAN

We will monitor the implementation of this plan by providing regular updates to our Senior Leadership Team and by completing an annual return to Bòrd na Gàidhlig.

10. THE GAELIC LANGUAGE PLAN IN THE PUBLIC AUTHORITY

OVERALL RESPONSIBILITY FOR THE PLAN

The Equality and Diversity Manager has overall responsibility for the preparation, delivery and monitoring of the Scottish Fire and Rescue's Gaelic Language Plan. They can be contacted as follows: -

Elaine Gerrard
Equality and Diversity Manager
People and Organisational Development
Scottish Fire and Rescue Service
Scottish Fire and Rescue Service Headquarters
Westburn Drive
Cambuslang
G72 7NA

07979 931 454
Elaine.Gerrard@firescotland.gov.uk

DAY-TO-DAY RESPONSIBILITY FOR THE PLAN

The Equality and Diversity Manager has day-to-day responsibility for the delivery and monitoring of the Scottish Fire and Rescue Service's Gaelic Language Plan. Queries regarding the day-to-day operation of the plan should be addressed to:

Maggie Archibald
Equality and Diversity Advisor
SDA West HQ
99 Bothwell Road
Hamilton
ML3 0EA

07423 323 058
Maggie.Archibald@firescotland.gov.uk

Gaelic Language Plan Implementation and Monitoring Group

We currently do not have capacity to establish a Gaelic Language Implementation and Monitoring Group, however we will use already established internal working groups and directorate annual operating plans to track progress against our Gaelic Language Plan commitments.

Engaging with Staff

We will conduct an employee audit during our second Gaelic Language Plan. Employees will be updated on a yearly basis, using our internal communication methods regarding our duties in relation to the plan, its implementation, monitoring and of progress made.

ARM'S LENGTH ORGANISATIONS AND THIRD PARTIES

Scottish Fire and Rescue Service will ensure that our emergency service and other public service partners are made aware of our second Gaelic Language Plan through community planning partnerships and the Emergency Service Collaboration Group.

APPENDIX 1 – INTERNAL GAELIC CAPACITY AUDIT

We conducted an internal Gaelic capacity audit with our employees in 2019 and 98 self-identified as having some Gaelic language skills. These ranged from basic greetings to being fluent in speech, reading and writing. The detailed findings of the report are listed below.

Number of employees who are able to understand spoken Gaelic:

I can understand simple greetings when someone is speaking slowly and clearly	I can pick up the general meaning of simple conversations if someone is speaking slowly and clearly	I can understand most normal, daily conversations if someone is speaking slowly and clearly	I can understand fluent Gaelic speakers talking about everyday subjects at normal speed	I would be able to understand fluent Gaelic speakers in meetings talking about specialised subjects connected to my work
48	21	13	6	10

Number of employees who have Gaelic speaking ability:

I can exchange simple greetings in Gaelic	I can take part in basic conversations about everyday subjects if I fill the gaps in my Gaelic with some English words	I can take part in daily conversations on most subjects if I take my time	I can comfortably take part in daily conversations with fluent Gaelic speakers at normal speed	I would be able to comfortably discuss specialist subjects connected to my work in meetings with fluent Gaelic speakers
46	23	6	4	7

Number of employees who have Gaelic reading ability:

I can understand a few words on signs or notices particularly if there is a diagram or picture to help with the meaning.	I can understand basic Gaelic books with the help of pictures	I can understand simple Gaelic books with the help of a dictionary	I can understand and comfortably read more advanced books or articles aimed at adult readers	I would be able to understand technical writing in Gaelic on specialised subjects connected to my work
50	16	23	6	3

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Number of employees who have Gaelic writing ability:

I can write a simple greeting	I can write a few simple sentences in an email to a friend with the help of a dictionary	I can write a complicated email to a friend with the help of a dictionary	I can write about most everyday subjects without difficulty (letters, reports, emails)	I would be able to write a report in Gaelic on specialised subjects connected to my work, without difficulty
20	28	2	2	2

Number of employees who speak Gaelic with members of the public and how often:

Daily	Monthly	Yearly
17	9	13

How often do members of the public initiate conversations with our employees in Gaelic:

Hourly	Daily	Monthly	Yearly
2	15	10	15

How often do our employees initiate conversations with members of the public in Gaelic:

Hourly	Daily	Monthly	Yearly
2	10	11	8

- Of the 478 employees who completed the survey, four employees are currently learning Gaelic.
- Two of these employees work in the City of Glasgow Area, one works in East Dunbartonshire, West Dunbartonshire and Argyll and Bute area and the other works in the City of Aberdeen area.
- 22 employees said that they have Gaelic and are happy with their level of fluency now.
- 198 employees would like to learn Gaelic or improve their Gaelic but have not yet had the opportunity. These employees work in the following departments/areas:-

Department/Location	Number of Employees
Finance and Contractual Services	16
People and Organisational Development	22

Prevention and Protection	12
Response and Resilience	22
Strategic Planning, Performance and Communications	16
Service Delivery Area – East	24
Service Delivery Area – North	35
Service Delivery Area - West	51

- There are currently no posts within the Scottish Fire and Rescue Service that identify Gaelic as being a desirable or essential job skill.
- There are currently no formal services or internal processes conducted through the medium of Gaelic.

APPENDIX 2 – PUBLIC CONSULTATION

The Scottish Fire and Rescue Service completed a six-week consultation process on our proposed second Gaelic Language Plan which commenced on 17 January 2022 and ended on 27 February 2022. Where necessary, we have acted upon recommendations made. An overview of the results of the consultation are included within this plan. A more detailed report about the consultation results can be found [Here](#)

Key results are as follows: -

- 191 responses were received
- Of those 191 responses, 45 were received from SFRS employees
- Six organisations completed the consultation, four of which were from the Dumfries and Galloway Area
- 68 respondents agree that we have chosen the correct high level aim. Some of those respondents advise us to work more collaboratively with Police Scotland and the Scottish Ambulance Service on projects that will have mutual benefit
- 67 Respondents believe we have chosen the correct Corporate Service Aims
- 74 respondents believe the detailed actions within the plan will help us achieve our aims

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- 57 respondents believe that SFRS buildings should have signage in both Gaelic and English
- 59 respondents believe that SFRS vehicles should be branded in both Gaelic and English
- 57 respondents believe that SFRS uniforms should be branded in both Gaelic and English
- 53 respondents believe that our Gaelic Language Plan should focus on all areas of Scotland to ensure we are playing our part in normalising Gaelic
- Some respondents would like to see the SFRS take a more forward thinking and proactive approach similar to Police Scotland and Scottish Ambulance Service and create an environment where Gaelic can thrive

Original Proposed Logo

Further discussion with BnG led to the development of the below logos, this was to ensure we had one logo that incorporated both English and Gaelic giving equal respect to Gaelic. The original proposal would have resulted in us having to incorporate both the English and Gaelic logo's into email salutations, on corporate documents etc. The combined logo enables us to show equal respect to Gaelic whilst maintaining an aesthetically pleasing logo.

Approved Logos



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Report No: B/POD/02-23

Agenda Item: 16

Report to:	THE SCOTTISH FIRE AND RESCUE SERVICE BOARD						
Meeting Date:	30 MARCH 2023						
Report Title:	EQUAL PAY AND GENDER PAY GAP REPORT 2023						
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 inform the Scottish Fire and Rescue Service Board (the Board) of the Scottish Fire and Rescue Service's (SFRS) statutory obligations to publish information on its Gender Pay Gap, to issue an Equal Pay Statement declaring how the Service intends to deliver equality in pay, and also to provide information of occupational segregation within the SFRS in respect to gender, ethnic origins and disability. This paper accompanies the attached Equal Pay and Gender Pay Gap Report 2023, contains an overview of key metrics contained within the Report, and asks the Board to note that the Strategic Leadership Team (SLT) have approved the publication of the attached 2023 Equal Pay and Gender Pay Gap report.						
2	Background						
2.1	Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS are obliged to report on our Gender Pay Gap (the percentage difference between the average hourly payrates of our male and female employees) no later than 30 April in every second year. SFRS are also statutorily obliged to publish an Equal Pay Statement by the 30 April every fourth year specifying the Service's policy on equality and segregation within the workplace in relation to: <ul style="list-style-type: none"> • Male and Female Employees • Disability Representation of Employees • Black and Minority Ethnic representation of Employees 						
2.2	In 2016 the Equality Act 2010 (Commencement Order No11) 2016, placed a new statutory requirement to report on Gender Pay on many public and private sector organisations. Whilst SFRS are not covered by these Regulations, its more extensive reporting requirements could be considered as best practice. These additional requirements are: <ul style="list-style-type: none"> • The mean and median gender pay gap • The mean and median bonus gap • The proportion of employees in each quartile of the organisation's pay structure by gender, ethnic origins and disability. 						
2.3	In addition to the statutory requirements, the Equality and Human Rights Commission and the Scottish Government recommend that organisations report on the pay gap experienced by employees with disabilities, and also those from a Black and Minority ethnic (BAME) background. Whilst SFRS is under no obligation to comply with these additional regulations or recommendations, given our commitment to transparency and equality, these wider metrics are included within the attached report. The report also						

	continues the established practice of merging the Equal Pay Statement and Gender Pay Gap Report within one document. This paper highlights the key findings within the report, and asks the Board to note and consider these.
3	Main Report/Detail of employment
3.1	Key Findings in respect to Pay Gaps
3.1.1	<p>As of December 2022, the mean Gender Pay Gap within SFRS is -2.98% (i.e. in favour of females) compared with the current U.K. average of 8.3% (as recorded by the Office of National statistics in 2022). This presents a positive image of SFRS by demonstrating the importance that the Service places on fairness and equality. It should be noted that the mean Gender Pay Gap within SFRS in 2013 was recorded as 11.53%, and that this has progressively declined in each subsequent report to the current level. The Gender Pay Gap decline since 2021 from 1.01% to -2.98% is attributed to:</p> <ul style="list-style-type: none"> • The disparity of the 2021 pay award made to uniformed employees (1.5%) and Support Staff employees (1.5% to 4.67%) • A change in the gender balance within the staff structure with an increase in males within the lower quartiles of the pay structure, and an increase of females in the upper quartiles.
3.1.2	It is however noted that the Gender Pay Gap reported may change should the SFRS's aspiration for a widening of the Firefighter role, with a concomitant increase in pay, be realised.
3.1.3	The current employee data held suggests that there is a significant level of under-reporting in respect to protected characteristics. However, based on the available information, the current mean pay gap of BAME staff is -3.02% (in favour of BAME staff) an increase from 0.07% in 2021. This variation is primarily due to the inclusion of all White ethnicities other than White British/Scottish to align with the Government's 2021 census classifications.
3.1.4	For staff with a disability, the 2023 Pay Gap is -9.76% in favour of those with a disability, compared to -3.03% in 2021. This change is due to a large proportion of disabled employees within the Uniformed group progressing to the competent Firefighter pay rate, and others progressing to Crew Commander and Watch Commander level. This may be attributable to SFRS's support for Neurodiversity in recent years.
3.2	Occupational segregation within SFRS
3.2.1	Whilst pay inequality can create a Gender Pay Gap, our gender pay gap results from occupational segregation, i.e. some jobs and managerial levels being predominantly occupied by employees of the same gender.
3.2.2	In the case of Support Staff, females occupy 53.14% of the upper middle quartile and 50% of the upper quartile. Females make up 40.58% of the lower middle quartile and this slight under representation is due to the high proportion of male-dominated technical roles such as Fleet Support Technicians and ICT. In contrast, women continue to be over represented within the lower quartile at 71.98%, with the jobs in this quartile being predominantly administrative, and which continue to attract more female applicants.
3.2.3	All Uniformed employee groups and roles, other than within Operations Control, continue to be male dominated, although the continuing increase in female representation noted in previous reports has been maintained through a 2.75% increase in female Wholetime numbers since 2021. Increases in female Crew and Station Commander numbers have also been recorded, and whilst female Watch Commander numbers saw a slight decrease, this was due to progression of female Watch Commanders to Station Commander. The overall trend demonstrates a slow but consistent increase in the number of women within

the Uniformed establishment, and of females gradually progressing to more senior posts, as evidenced by the appointment of the first female Area Commander in the Wholetime service.

3.3 Representation of BAME Staff and Staff with a Disability

3.3.1 Representation of BAME and Disabled employees remains limited, with these groups representing 1.78% and 0.85% (respectively) of the employee population. However, whilst the 2021 report noted there were no BAME Support Staffs at Grade 9 or above; the 2023 report shows there are now 3 BAME employees within Grades 9 and 10. Similarly, whilst the 2021 report found no BAME employees above the role of Watch Commander, the 2023 report notes BAME employees at Station and Group Commander level. With respect to the Uniformed structures however, these changes are largely down to the inclusion of all White ethnicities other than British/Scottish within the BAME employee group.

3.3.2 In the case of employees with a Disability, representation at the higher end of the pay structure remains limited. In 2013 there are no disabled employees in the roles of Group Commander and above, and only 5 employees within Support with declared disabilities holding roles at or between Grade 8-11 level, this representing an increase of 1 member of the BAME within the Support staff pay grades 8-11.

3.4. Additional Information

3.4.1 To supplement the key findings summarised in the Equal Pay and Gender Pay Gap Report, the Gender Pay Gap for specific employee groups in SFRS are listed below for the Board's information.

Employee Group	Gender Pay Gap
Support	6.15%
Control	-4.84%
Uniformed WT	2.85%
RDS	2.75%
SFRS Volunteer	1.46%

3.4.2 The Support employee group holds the largest Gender Pay Gap in favour of males and is closest to, while not exceeding, the national average of 8.3%. Although the quartiles of the Pay Structure within Support show there is relatively even proportions of gender within the two top quartiles of pay there are key differences found within the lower two quartiles which explain the pay gap. A majority (57%) of the female Support Staff population hold posts between Grades 2 and 4 and are largely found to occupy posts within the Administration function which is historically more female dominated, whereas the majority (61%) of males sit within Grade 3 and 5 holding a dominance in Technical roles such as ICT which remain male dominated professions. As the lower quartiles contain larger numbers of employees than the higher quartiles, this results in a Pay Gap in favour of males.

3.5 Summary

3.5.1 Since its inception SFRS has placed equality at the centre of all its activities, and this has resulted in pay gaps between male and female employees, or those from the disabled and BAME communities which have historically favoured males being progressively reduced or reversed. The remaining pay gaps can be shown to be due not to pay inequalities, but to occupational segregation. As SFRS's attraction, recruitment and promotion processes are gender-neutral, this segregation is considered to be due to societal stereotyping of roles that lead to applications for some roles being primarily submitted by applicants of one gender.

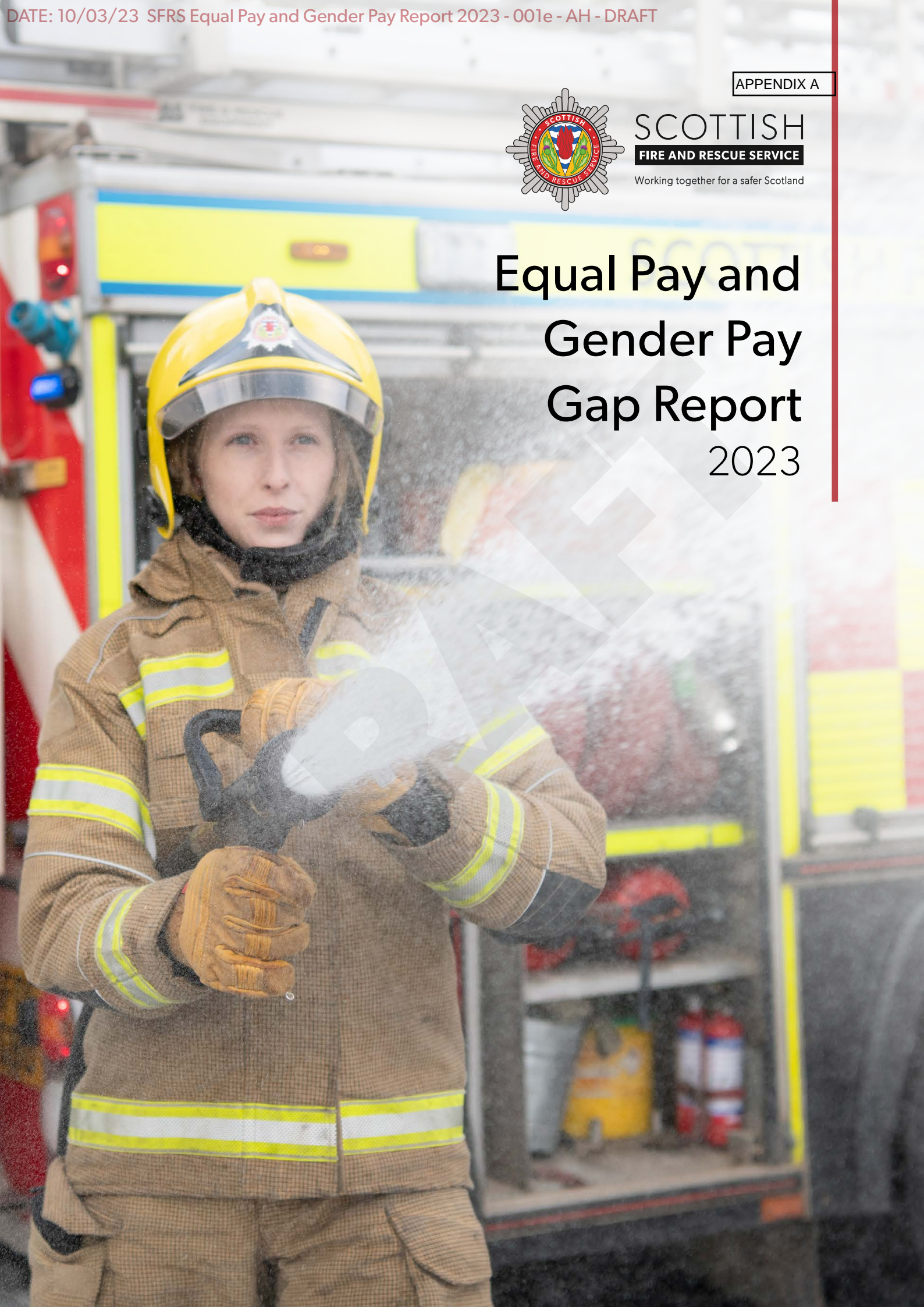
3.5.2	This conclusion is supported by the representation of females within the top quartiles of the Support Staff structure where they are broadly comparable to that of their male counterparts, and by the increasing representation of women within the Uniformed roles. These outcomes demonstrate SFRS's commitment to equality, and the efficacy of the wide range of initiatives that have been implemented in support of this commitment.	
3.5.3	Despite these achievements the senior management roles within SFRS, and in particular those within the Uniformed employee groups continues to have little representation from the BAME communities or from those with disabilities. This under-representation is contrary to SFRS's expressed values and commitment to achieving a workforce representative of the communities of Scotland, and to the Scottish Government's Strategic Objective of delivering a wealthier and fairer Scotland.	
3.5.4	In recognition of the need to address this, SFRS has introduced a number of initiatives which seek to ensure that employment within SFRS is accessible and attractive to applicants regardless of their background. The attached report highlights a number of these initiatives, and explains how they will assist us build on past achievements, and help deliver a representative workforce throughout all employee groups with SFRS.	
4	Recommendation	
4.1	It is recommended that the Board note and approve the content of this report and the attached Equal Pay and Gender Pay Gap Report, and consider the issues highlighted within.	
5	Core Brief	
5.1	SFRS's Equal Pay and Gender Pay Gap Report 2023, demonstrates that the pay gap between male and female employees is -2.98% (mean) and 0% (median) against the current U.K. average of 8.3%. The report also demonstrates that the representation of females within the two upper quartiles of the Support staff structure is broadly comparable with that of their male colleagues, and that female representation within the Wholetime Uniformed employee group has increased by 2.75% since 2021	
6	Key Strategic Implications	
6.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
7	Appendices/Further Reading	
7.1	Appendix A - SFRS's Equal Pay and Gender Pay Gap Report 2023	
Prepared by:	Lucy Begley, HR Adviser / George Lindsay, HROD Manager	
Sponsored by:	George Lindsay, HROD Manager	
Presented by:	Lyndsey Gaja, Head of People and Organisational Development	
Links to Strategy and Corporate Values		
The report demonstrates how SFRS will deliver on Strategic Outcome 6 by ensuring that the experience of those who work for SFRS improves as we are the best employer we can be, and on Outcome 2 by assisting in delivering a representative workforce that will help become more resilient as we respond effectively to changing risk.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
Directorate Management Team	21 February 2023	For Decision
People Board	1 March 2023	For Decision
Strategic Leadership Team	8 March 2023	For Decision
SFRS Board Meeting	30 March 2023	For Decision



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Equal Pay and Gender Pay Gap Report 2023



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Introduction

The Scottish Fire and Rescue Service (SFRS) is committed to the principles of equality and equal treatment for all employees, regardless of their backgrounds or personal circumstances. In accordance with the requirements set out in Section 149 of the Equality Act 2010 (the Public-Sector Equality Duty) and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS now reports on the Gender Pay Gap in our organisation and the policies and processes we implement to achieve equality in pay and representation.

In addition to reviewing the current SFRS Gender Pay Gap data, this report will provide information on the Pay Gap experienced by employees with Disabilities and Black and Minority Ethnic (BAME) employees. We also provide an overview of the proportion of employees of different gender, ethnic origins or disabilities within the four quartiles of our organisation structures, and highlight the extensive work which is continuing to take place within our organisation to create a positively balanced workforce that reflects the communities of Scotland.

Since the creation of the SFRS in 2013, SFRS has seen a consistent reduction in the Gender Pay Gap and SFRS is committed to maintaining this. SFRS are however aware that there is work still to be done when it comes to balancing our workforce.

We believe that our pay and recruitment processes are gender-neutral, and that this is reflected in the existing Gender Pay gap which compares favourably with most other organisations and the national average. We do however recognise the imbalance in some areas of our workforce profile, and accept that this can manifest itself through differences in the workforce profiles and pay gaps in some sections of our workforce. We believe however that this is due not to discriminatory practices, but to occupational segregation caused by an over-representation of employees from one gender within specific roles. A key consideration in appreciating the origins of this is a recognition that SFRS's employees can be categorised into two main groups – Uniformed and Support.

The largest section of SFRS's workforce is comprised of our Uniformed Firefighters. The Fire and Rescue profession throughout the U.K. predominantly attracts applications for employment from males, and this is reflected in the significant proportion of the SFRS's uniformed Firefighters who are male. In contrast, a wide range of support services are provided by Support Staff, and there the gender balance is far more equitable.

SFRS accepts that there is also an underrepresentation of people from BAME communities, and individuals with disabilities in the workforce. In consequence SFRS has sought, and will continue to seek, to achieve equality in pay and representation for people from these backgrounds. These measures will include ensuring that recruitment processes remain free from discriminatory elements, seeking greater representation through initiatives such as Positive Action, and ensuring that all employees, regardless of their background, have a positive working experience in an inclusive environment.

These measures are we believe resulting in positive and ongoing improvements in equality and representation within SFRS. As already mentioned, we have seen a reduction in the gender pay gap and have also seen a sustained, albeit gradual, increase in the number of women entering the Uniformed Firefighter workforce. We are especially pleased to report that since the 2021 Gender Pay Gap report there has been an increase in the representation of women in senior Uniformed positions, including the appointment of our first female Area Commander in the Wholetime Service. Women also continue to be well represented within the senior management positions within the Support Staff structure, and this success has recently been exemplified by the appointment of a female Deputy Chief Officer (Corporate Services).

This report will discuss these areas in more detail and highlight the initiatives aimed at alleviating the remaining imbalance in our workforce profiles, and how we will continue to work towards a diverse and representative workforce.

2. Equal Pay Statement

SFRS is committed to the principles of equal pay and to ensuring that these are applied to all employees through fair and transparent working practices and systems which are based on objective criteria.

The pay structure of uniformed employees is agreed at a UK level by the National Joint Council (NJC) for Local Authorities' Fire and Rescue Services, and is based on sound principles that preclude inequalities. All SFRS Support Staff posts are evaluated using a Job Family approach, which is supported by the SFRS's analytical Job Evaluation Scheme and the SFRS Job Evaluation Policy (Support Staff). This is a robust evaluation process based on the Scottish Joint Council's Job Evaluation Scheme which assesses the demands of jobs and assigns them to pay grades based on objective, gender neutral criteria. The SFRS has further underpinned

this by introducing standardised terms and conditions for both employee groups, with any differentiation in terms between these two employee groups being permitted only after a robust Equality and Human Rights Impact assessment, and where they are materially justified due to the differing demands of the roles.

All elements of our People Policies and our Pay and Reward Frameworks are also subject to robust Equality and Human Rights Impact Assessment throughout their development, and to strategic oversight by both Executive Management and the Board of the Scottish Fire and Rescue Service. Given the above processes, SFRS is confident that all employees carrying out the same work, equivalent work or work of equal value receive the same pay regardless of gender or other personal characteristics.



3. Gender Pay Gap

A gender pay gap is a measure of the difference in the rates of pay of men and women across the entire organisation, regardless of the nature or level of their work. In reporting on the Gender Pay Gap, and in particular on the underlying causes of this pay gap, it is important to recognise that Pay Gaps can originate either through employees in the same job being paid at different rates, or through occupational segregation, i.e. through different roles or levels within the organisation being predominantly held by employees of a specific gender. Given the robust processes used by SFRS to ensure equity in pay for employees carrying out the same work, or work of equal value, SFRS are confident that any pay gap is due to occupational segregation.

Based on current data in relation to staff earnings, and in accordance with Statute and Best Practice, the following six calculations are used by SFRS to show the difference between the average earnings of men and women.

- Mean Gender Pay Gap
- Median Gender Pay Gap
- Mean Bonus Gender Pay Gap
- Median Bonus Gender Pay Gap
- The proportion of men and women who received bonuses
- The proportion of men and women according to quartile pay bands

3.1 The Mean and Median Gender Pay Gap

The mean pay gap measures the difference between the average male and female hourly rate, while the median is identified as the midpoint hourly rate of all individuals. The use of a median is helpful as these metrics are not distorted by very large or very small pay rates.

In addition to the core reporting requirements in relation to gender, SFRS also acknowledges the recommendations of the Equality and Human Rights Commission and the Scottish Government that employers supplement these metrics by reporting on the pay gaps of employees with disabilities, or from BAME groups. Information of the pay gaps of these employee groups is therefore also provided. In doing so, we have revised our reporting metrics from those applied within our 2021 Gender Pay Gap and Equal Pay report to conform with those contained within the Government's 2021 census. Consequently, all white ethnicities, other than white British/Scottish, are now included within the minority ethnic classification.

Whilst the Office of National Statistics reports that the 2022 Pay Gap in the UK was 8.3% in favour of males, SFRS currently has a mean Gender Pay gap of -2.98%, in favour of women. SFRS are pleased to note that this mean Gender Pay Gap demonstrates not only the continuation of a positive trend since the formation of the SFRS in 2013, but also that women no longer experience lower average pay than men in SFRS. Progress in achieving this since 2017 is illustrated in table 1, (a median figure is not available for 2017 as this was not required under the provisions of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012).

SFRS Gender Pay Gaps 2017-2023				
	2017	2019	2021	2023*
Mean	5%	4.42%	1.01%	-2.98%
Median	Not available	5.92%	2.5%	0%

Table 1 – SFRS Gender Pay Gaps 2017-2023

* The data used in this report reflects SFRS staff as of December 2022 whereas the 2021 report was January 2021. The snapshot date for data was brought forward in this recent report to allow sufficient time for the compiling of the report prior to publication.

In identifying the factors that have caused this change since 2021, two main causes have been identified. The first of these is the difference in the pay awards and although the 2022/23 pay award was 5% for Support Staff employees and 7% for Uniformed employees, the 2021/22 pay award was 1.5% to Uniformed employees and 1.5% to 4.67% (depending on salary) to Support Staff employees. The difference in the 2021/22 pay award has had a particular impact on the pay gap due to there being more of the female workforce based

within Support Staff and in particular, in the lower quartile of Support Staff where the higher percentage pay increases were focused. The second factor is a change within the gender balance of men and women within the staff structure. Specifically, SFRS has experienced both an increase in the portion of men within the lower quartile of our organisational structure, and an increase in the representation of women in the upper quartiles. These factors have all contributed to the change in our organisational Gender Pay Gap since 2021.

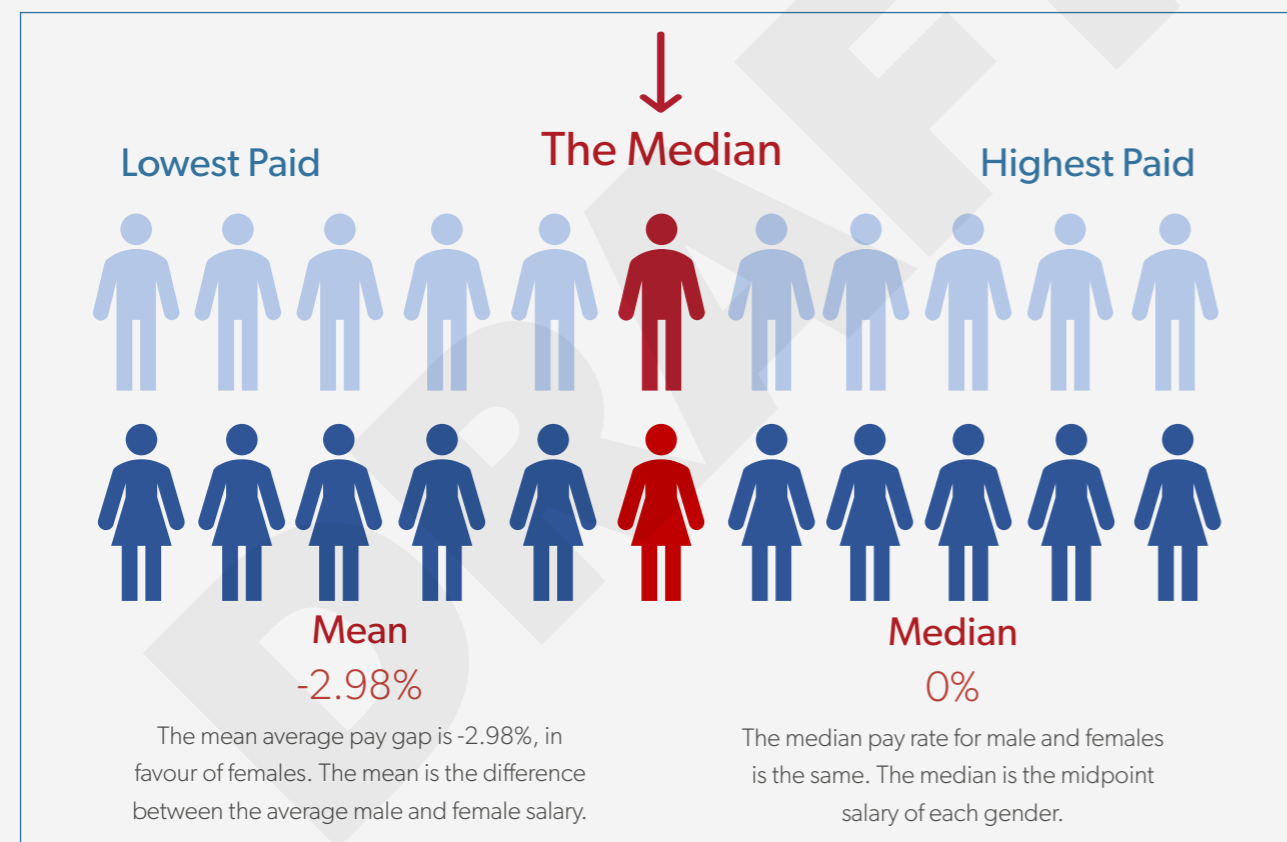


Diagram 1 – The Mean and Median 2023

SFRS's Gender Pay Gap using the median measure is 0%, with the median hourly rate being the same for both the male and female staff groups. The median gap is also found to be 0% when comparing BAME and Disability staff hourly rates to all staff. This is primarily due to the majority of the workforce, (56%), being at Firefighter level which leads to the middle

(median) point commonly being found at this pay level. It should also be noted that the methodology for calculating the median has been revised since the 2021 report to comply with government guidelines; had the revised method been used for 2021, the median pay gap for that year would also have been 0%.

3.2 BAME Staff

The mean pay gap of BAME employees in SFRS is -2.66%, meaning it is in favour of BAME staff. This has changed from 0.07% in 2021. A comparison between these figures has identified that this increase is primarily due to the inclusion of all white ethnicities, other than White British/Scottish, in the minority ethnic classification to align with the Government's 2021 census.

3.3 Staff with a Disability

The mean pay gap of employees with a disability has changed from -3.03% in 2021 to -7.93%, continuing to be in favour of employees with a disability. When investigating the reasons behind the increase it was found that a high proportion of employees who have disclosed disabilities (69%) are uniformed staff and since 2021, several of these have completed Firefighter training to progress to the competent Firefighter pay rate. Others have progressed to Crew Commander and Watch Commander level. Throughout the recruitment and promotion processes, individuals are encouraged to declare any disabilities so that adjustments can be made wherever possible to support and encourage success, with SFRS's support for neurodiversity

considered to be of particular benefit. A guide to reasonable adjustments and supporting staff with a disability was also introduced in September 2020 to raise awareness and knowledge of the area so the findings of progression within this report are encouraging.

It is also noted that there is a higher proportion of Support Staff in more senior positions who have declared a disability in comparison with those in the lower pay grades. This is evident within the distribution of employees with a disability within the 4 pay quartiles of SFRS's structure, discussed further in section 4.

3.4 Bonuses and their impact on SFRS's Pay Gaps

SFRS recognises that bonuses paid to specific employee groups can create inequalities and undermine transparency in reward packages. Consequently, in creating standard terms and conditions after the formation of the SFRS, the Service consciously chose not to incorporate bonus schemes within any of our Reward packages. As there are no bonus schemes offered at SFRS, our pay gaps metrics are based solely on core salary.



4. Gender Representation Within SFRS

In addition to reporting on the Gender Pay Gap, SFRS also wish to report on the representation of men and women within the Service as a whole, and within the four quartiles of our Structure, with each quartile demonstrating the distribution of male and female employees by seniority/pay grade. Given the differentiation between the workforce gender profile in the Uniformed and Support Workforce however SFRS also wish to report on those within each of these employee groups separately, and to explain the differing circumstances that influence the proportion of men and women in each quarter of the organisation's pay structure. The disparity in the numbers and proportion of both genders within SFRS's workforce is illustrated in the table below.

	Female		Male		Total	
	Headcount	%	Headcount	%	Headcount	%
Uniformed employees	614	9%	6097	91%	6711	89%
Support Staff	447	54%	382	46%	829	11%
SFRS Total	1061	14%	6479	86%	7540	100%

Table 2 – Gender Proportion of Uniformed and Support Staff Comparison

Diagram 2 shows the distribution of gender across each quartile of pay in SFRS's total structure from the lowest 25% (quartile 1) of earners to the highest 25% of earners (quartile 4). The high representation of males within each of the four quartiles is however directly due to the predominance of men within the Uniformed function.

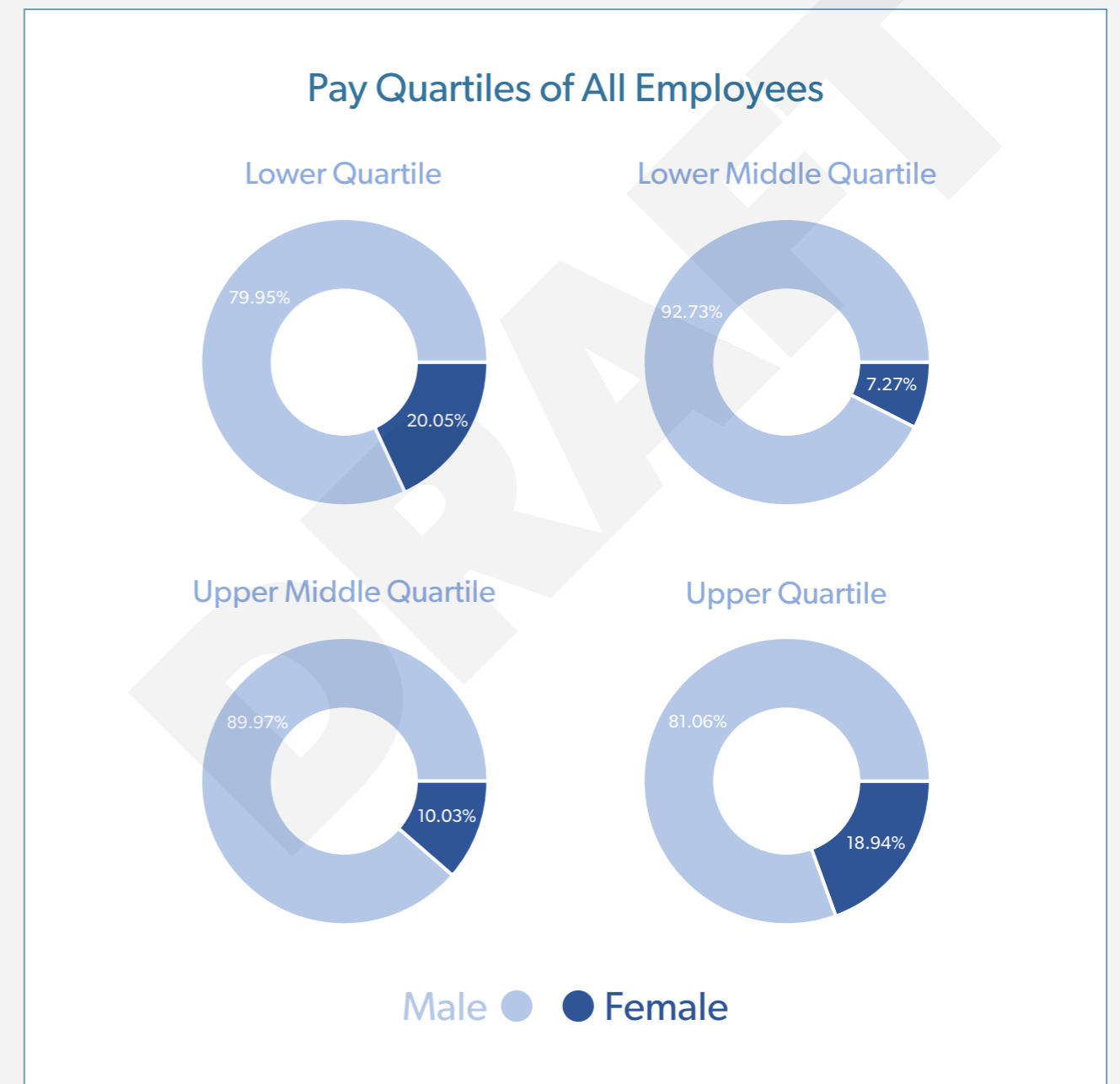


Diagram 2 – Pay Quartiles of All Employees

4.1 Gender representation within Support Staff

The percentages of male and female employees within each of the four quartiles of our Support Staff structure is illustrated within diagram 3.

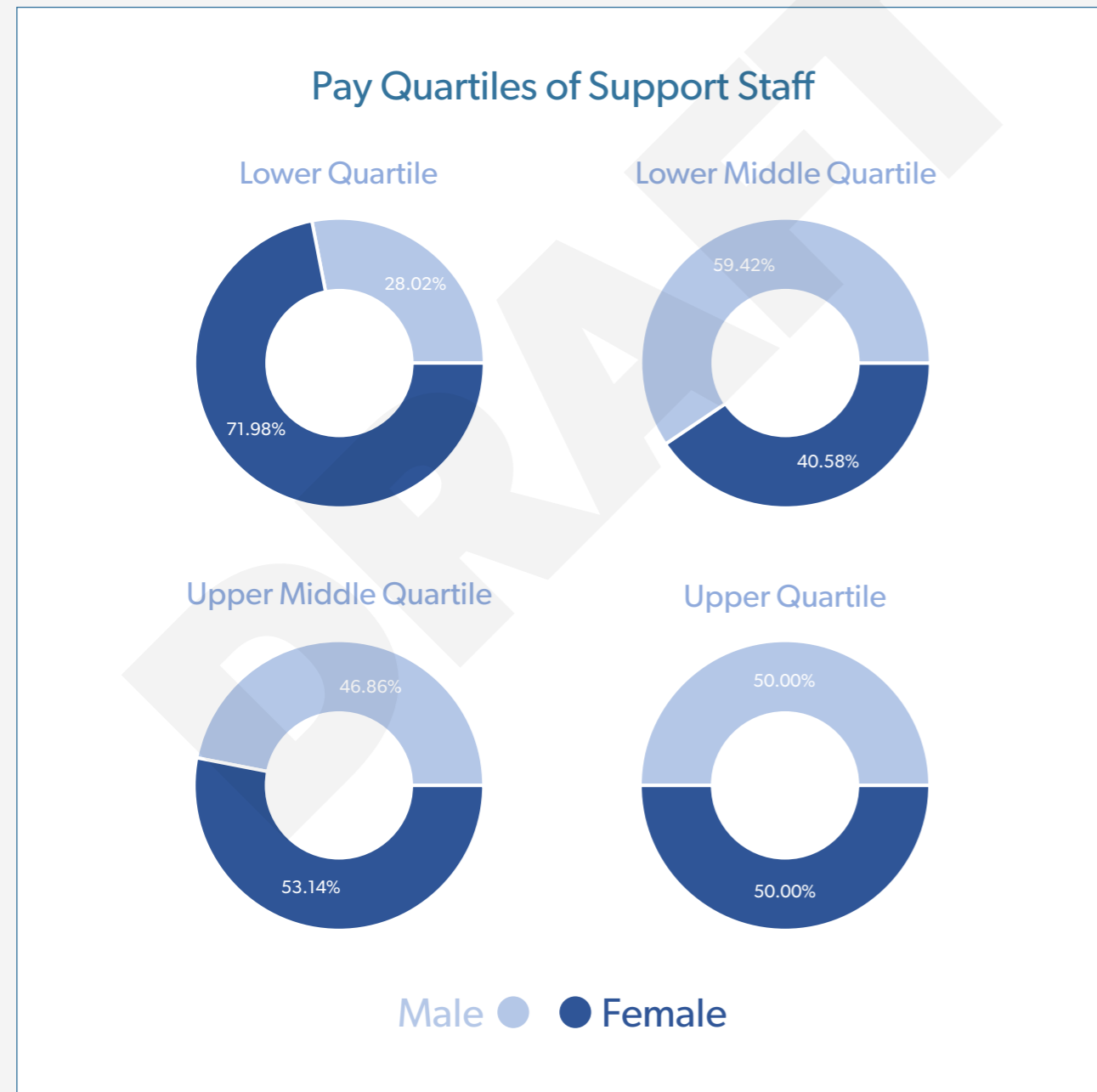


Diagram 3 – Pay Quartiles of Support Staff

The disproportionate number of women within the lower quartile of our Support Staff reflects the large proportion of administrative posts within this band, a role which has traditionally attracted larger numbers of women applicants. As we believe that our recruitment and attraction processes are gender-neutral, we feel that the disproportionate representation of women in this employee group is due to outdated societal perceptions that can inhibit men from applying for such jobs. SFRS also however accepts that career progression from lower-paid posts can be more challenging for women as they often have primary care responsibilities, and are more likely to be in part-time employment, which again can inhibit career progression.

SFRS are however continuing to explore how working practices can be revised to support employees balance personal and professional responsibilities. We have therefore introduced a range of flexible working arrangements, including Agile Working and Home Working provisions, and have a range of flexible policies in place to support employees in achieving a positive work/life balance. SFRS’s People and Organisational Development Directorate have also revised their functional structure to provide more accessible career paths for administrative employees and will continue to explore how the talents of employees of all grades throughout the Service can be supported in achieving their aspirations. As a result of these measures the representation of women within the lower quartile has fallen by 6.4% since 2021. Further information on these initiatives is provided below in our “Current Initiatives” section.

Quartile 2 also shows a significant variation between the representation of men and women, with almost 19% more male than female employees within this quartile. A review of the roles within this quartile demonstrates that these are predominately Technical roles, with the Fleet Support Technicians and ICT roles featuring prominently. Both these types of occupations, as also found outwith SFRS, remain male dominated and consequently women are less likely to hold the technical qualifications and experience required to be appointed to these roles at the operative, supervisory or managerial levels. SFRS are however currently seeking to increase the number of apprenticeships within many of these Technical roles, and this may in time assist in addressing this imbalance.

In contrast with quartiles 1 and 2 however, quartiles 3 and 4 demonstrate a more equitable balance of male and female employees, a trend that is particularly evident within the most senior managerial roles in Quartile 4. The numbers of women within the Support Staff employee group therefore illustrates SFRS’s commitment to diversity, particularly within the upper quartiles where the number of women is comparable to that of their male counterparts.

4.2 Gender Representation within Uniformed Staff

The Uniformed structure within SFRS contains Firefighters employed under four separate set of terms and conditions. These being:

- Wholetime – composed of employees for whom Firefighting is a full-time role, and who are paid a salary
- Operations Control – who deal with all emergency 999 calls and the subsequent mobilisation of resources to respond to fires and other incidents, and who are paid a salary
- Retained Duty System – composed of Firefighters employed on a part time basis, who receive a retaining fee in return for making themselves available to respond to emergency calls, and receive an hourly rate equivalent to their Wholetime colleagues when actively engaged in their duties
- Volunteer Duty System – comprised of local people who voluntarily make themselves available to serve their communities in the event of an emergency, and who are paid at the same hourly rate as their Wholetime and Retained colleagues when they do so

In diagram 4 the Wholetime, RDS and Volunteer employee groups have been reviewed in quartiles together as they receive comparable pay rates. The diagram illustrates the preponderance of males within each quartile of the group and again reflects the societal perception that Firefighting is a male occupation, with applications from women for such posts remaining at a relatively low level.

Wholetime, RDS, and Volunteer Staff Pay Quartiles

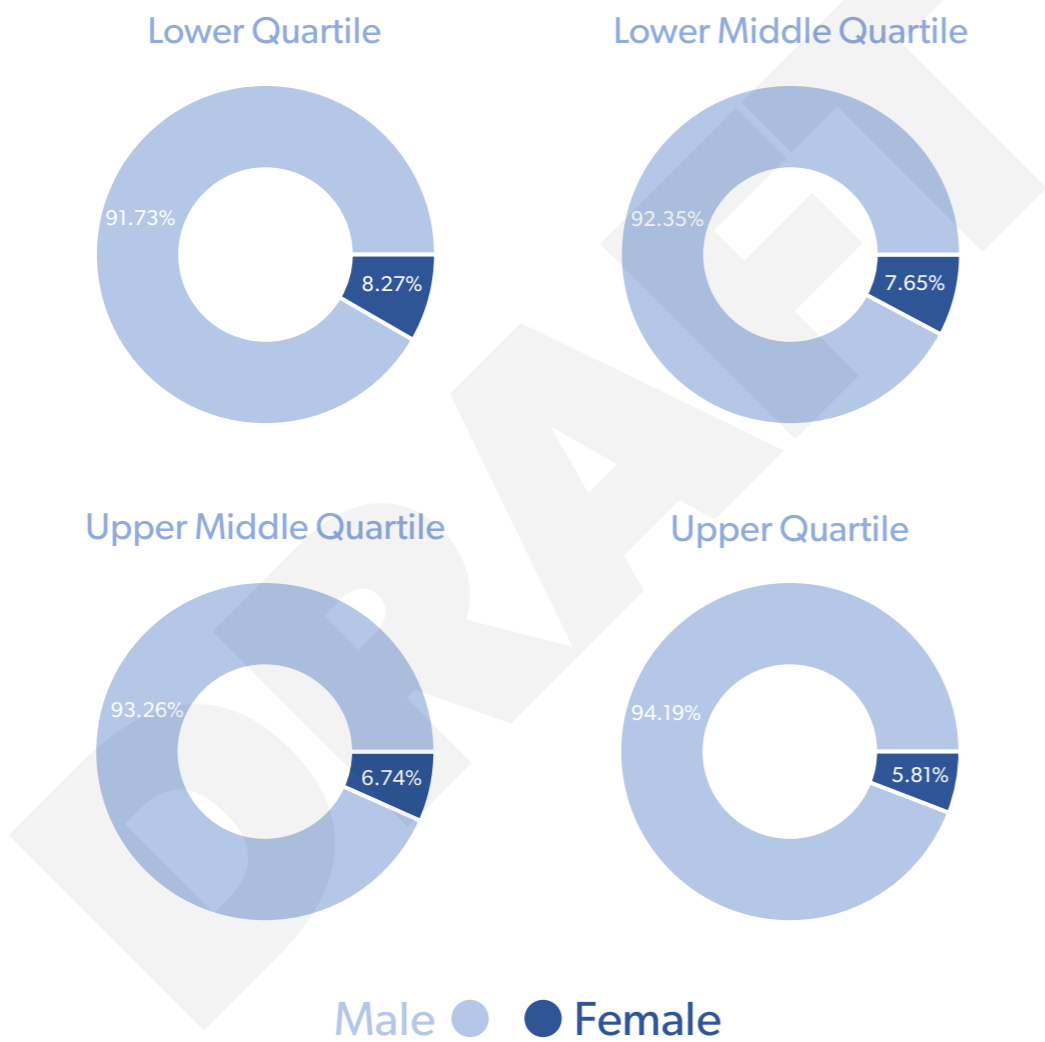


Diagram 4 – Wholetime, RDS, and Volunteer Staff Pay Quartiles

SFRS acknowledges the proportionately lower number of women within the more senior quartiles. It should be recognised however that in common with all UK Fire and Rescue Services, SFRS operates a single tier entry system whereby all uniformed employees enter the Service at the Firefighter level, and progress to the higher roles as they gather experience and qualifications. Whilst this approach equips our Firefighters to face the challenges of managing emergency incidents, it results in a lag between an increase in women entering the Service and this being reflected within the number of women in promoted roles.

To support women in achieving career progression within the Uniformed workforce, and to support the achievement of a representative workforce throughout the Service employee groups, SFRS has introduced a range of initiatives. These include Positive Action campaigns to encourage and support applications from women to join the Uniformed workforce, support for national and internal women’s support networks, and sponsoring networking and development events for women organised by external partners. We have also introduced extensive development programmes to support all employees maximise their potential. In turn we have seen a promising increase in women joining the Service in recent years, including an increase in women in the Wholetime Uniformed group by 2.75% since the 2021 report.

4.2.1 The Wholetime Uniformed Service

The increasing numbers of females joining the uniformed Service is leading progressively to greater representation of females achieving career development. Table 3 shows the progress of females attaining both supervisory and middle management roles and highlights the first woman reaching the rank of Area Commander, this being a Strategic Management role.

Equal Pay & Gender Pay Gap Report	2019	2021	2023
Chief Officer	0	0	0
Deputy Chief Officer	0	0	0
Assistant Chief Officer	0	0	0
Deputy Assistant Chief Officer	0	0	0
Area Commander	0	0	1
Group Commander	2	2	2
Station Commander	2	6	10
Watch Commander	34	30	28
Crew Commander	27	30	40
Firefighter	134	151	144
Total	199	219	225

Table 3 – Representation of Women in the Wholetime Uniformed Service

4.2.2 Operations Control

Our Operations Control form an essential component of SFRS operational capabilities, and are the first point of contact for a member of the public when dialling 999 to report an emergency. Whilst our Control Firefighters are part of the Uniformed workforce, in contrast to the Wholetime, Retained and Volunteer groups, it has traditionally been female dominated and this continues to be the case at all levels in the Control structure.

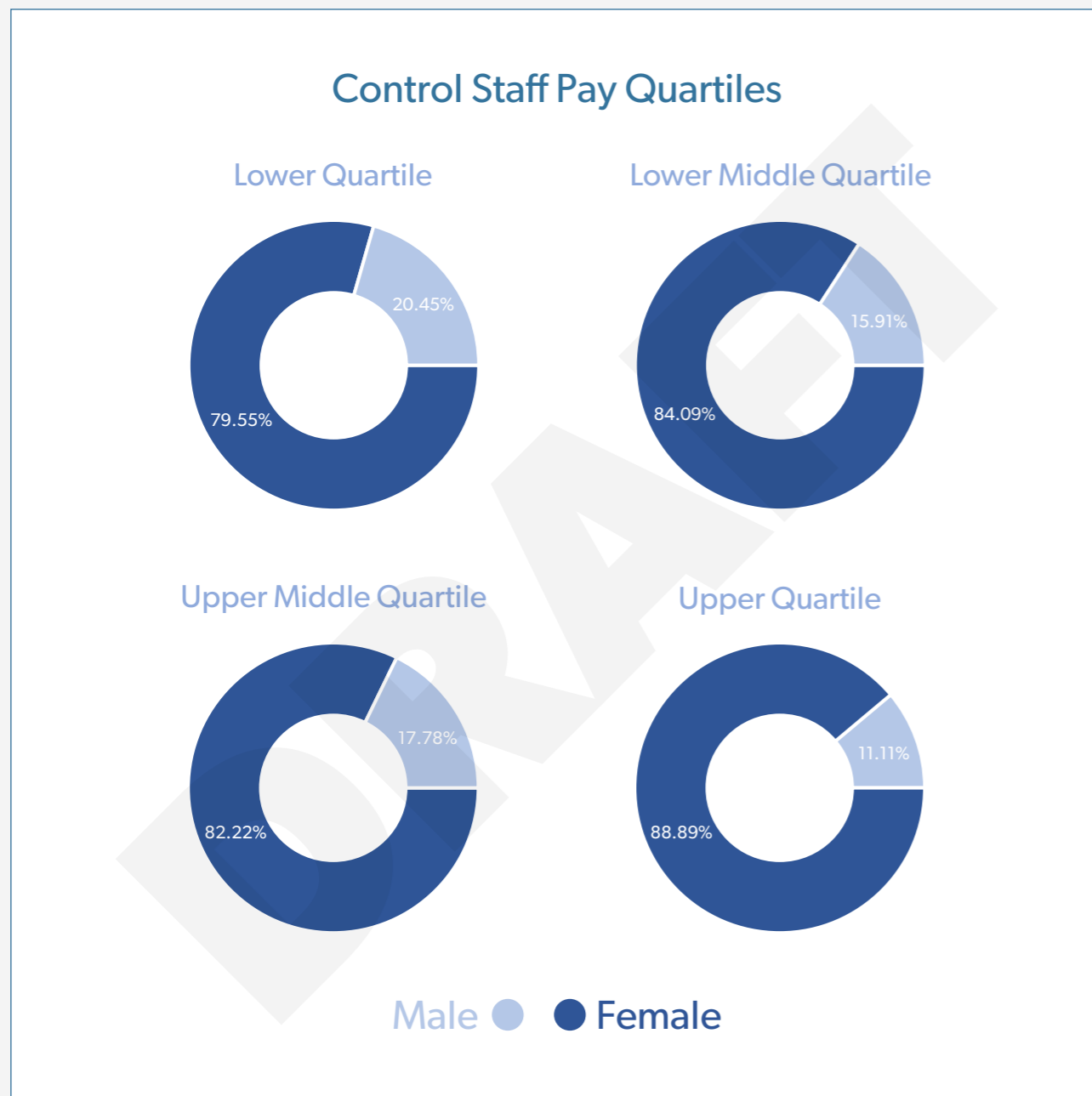


Diagram 5 – Control Staff Pay Quartiles

4.3 BAME Representation within SFRS

As of December 2022, BAME staff constitute 1.78% of SFRS’s total workforce. Whilst this is a disproportionately low level of representation, it is important to note the large proportion of employees who have declined to provide information on their ethnic background, and this suggests that the number of employees from the BAME communities is likely to be under-reported. A number of actions have been taken to encourage employees to provide personal information and permit SFRS with more comprehensive information on the number of employees, however it is accepted that these have had limited success, and may be an area requiring further consideration. Improving the employee information we hold will therefore form part of our future initiatives, and, further detail on intentions in this respect is provided in the final section of this report.

A breakdown of the ethnicity of SFRS’s employees is provided within table 4.

Ethnicity	Headcount	Percentage
White	4139	54.89%
BAME	134	1.78%
Prefer Not to Say	21	0.28%
Not Recorded	3246	43.05%
Total	7540	100%

Table 4 – Staff by Ethnicity

In terms of representation within the four quartiles of SFRS’s organisational structure, the distribution of SFRS’s BAME employees is illustrated in table 5. This demonstrates that whilst overall numbers remain relatively low, employees from these communities are proportionately more likely to hold senior positions within the 2 highest quartiles.

Quartiles	BAME		White British / Scottish		Not Known	
	Headcount	%	Headcount	%	Headcount	%
1	19	1.01%	587	31.14%	1279	67.85%
2	32	1.70%	1090	57.82%	763	40.48%
3	46	2.44%	1149	60.95%	690	36.60%
4	37	1.96%	1313	69.66%	535	28.38%
Grand Total	134	1.78%	4139	54.89%	3267	43.33%

Table 5 – Pay Quartiles by Ethnicity

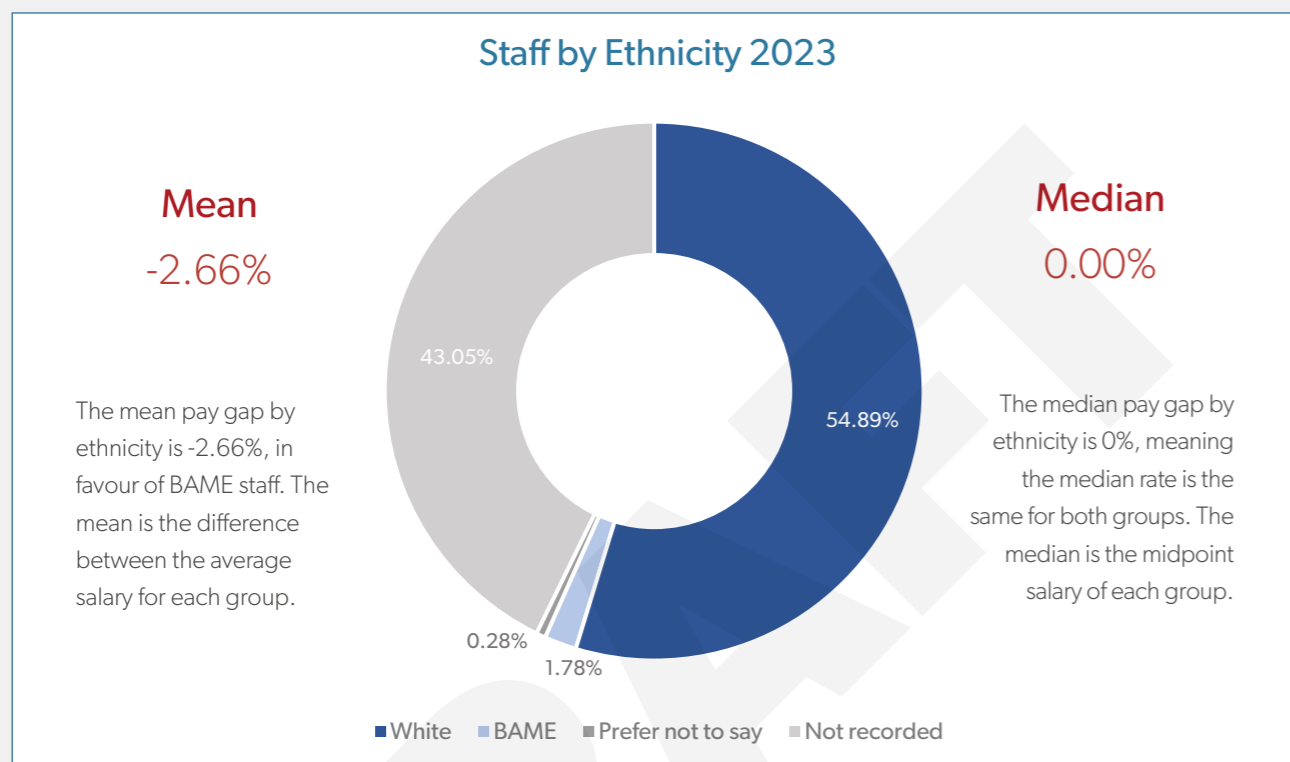


Diagram 6 – Staff by Ethnicity 2023

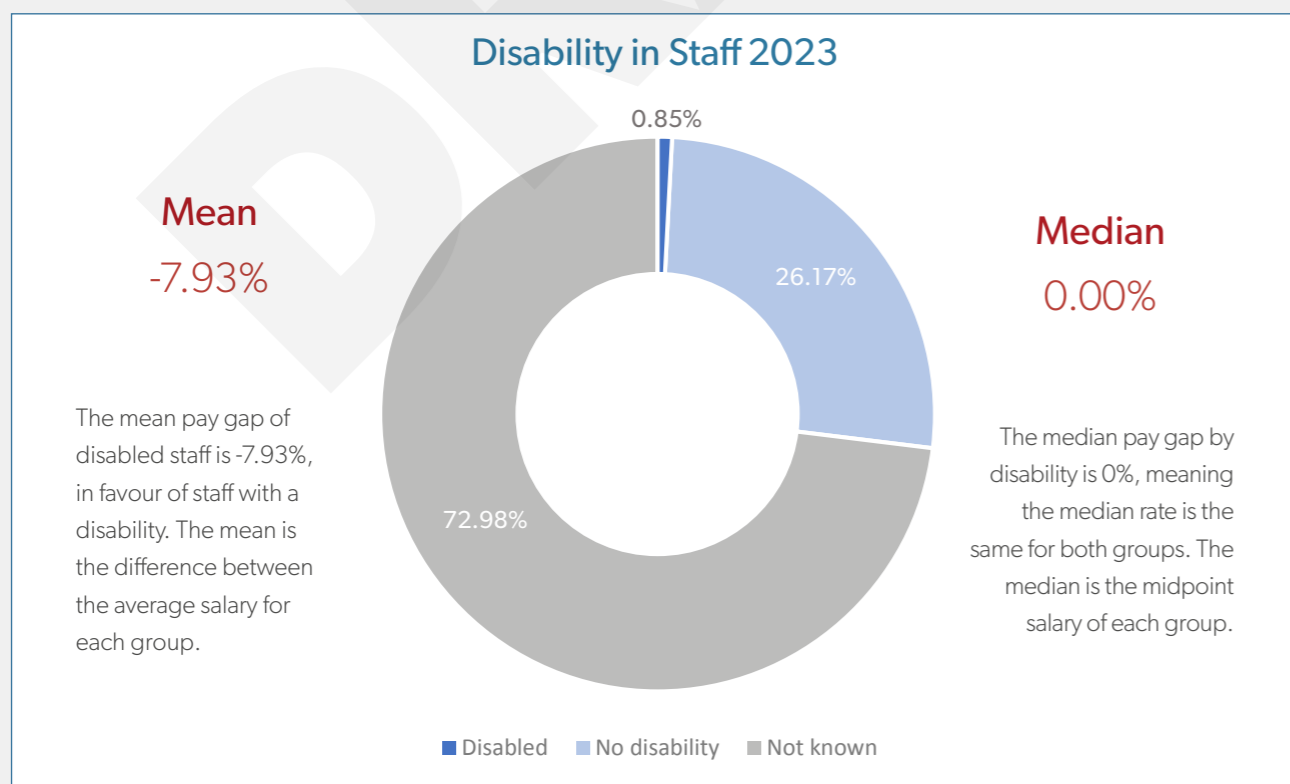


Diagram 7 – Disability in Staff 2023

4.4 Disability Representation within SFRS

In December 2022, 64 employees of SFRS had disclosed a disability, constituting 0.85% of our workforce, a figure that is significantly lower than the one fifth of Scotland’s population who identify as disabled. SFRS considers that the high proportion of SFRS employees who have not declared whether or not they have a disability suggests a high level of under-reporting. It is also believed that the physical challenges faced by Firefighters can make it challenging for employees with some forms of disability to remain within their roles. Nevertheless, SFRS accepts that the representation within SFRS can be improved. The levels of employees who have declared whether they have or do not have a disability, and those who have not provided SFRS with this information is illustrated in table 6.

Disability	Headcount	Percentage
Yes	64	0.85%
No	1973	26.17%
Not Known	5503	72.98%
Total	7540	100%

Table 6 – Disability in Staff

In relation to the distribution of employees with disabilities within the four quartiles of SFRS structure, this is illustrated in table 7.

Quartiles	Yes		No		Not Known	
	Headcount	%	Headcount	%	Headcount	%
1	13	0.69%	364	19.31%	1508	80.00%
2	15	0.80%	475	25.20%	1395	74.01%
3	18	0.95%	510	27.06%	1357	71.99%
4	18	0.95%	624	33.10%	1243	65.94%
Grand Total	64	0.85%	1973	26.17%	5503	72.98%

Table 7 – Disability in Staff Pay Quartiles



4.5 Representation of Minority or Protected Groups

SFRS accepts that significant work remains to be done if we are to increase the numbers of employees with disabilities, from the Black and Minority Ethnic communities, or with other protected characteristics to a level that is more reflective of Scottish society. Since its formation, the SFRS has consistently sought to attract a more representative workforce, and is determined to continue to strive to achieve this. A range of initiatives will therefore continue to be implemented to increase attraction rates and to ensure that the working practices, terms and conditions and working environment within the Service meet the needs of a diverse workforce. An overview of the initiatives is provided below in the "Current Initiatives" section of this report.



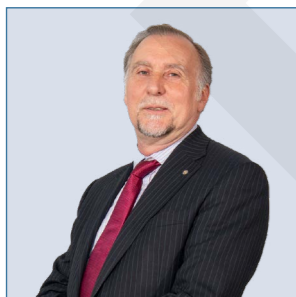
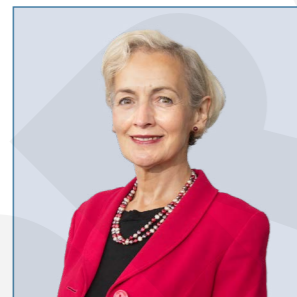
4.6 Gender Analysis of the Board of SFRS

Our Board members perform an important role in shaping the future of the Service by providing strategic oversight on behalf of the Scottish Government and ensuring that the principles of equality, fairness and transparency are integral to all our activities.

As we recognise the value of different perspectives in challenging established processes and organisational norms, we are committed to achieving the gender representation objective (GRO), as set out in the Gender Representation on Public Boards (Scotland) Act 2018.

The Scottish Government's Public Appointments Team are responsible for appointments to the Board of the SFRS, and are regulated by the Ethical Standards Commissioner. The Board currently comprises five women and seven men, including the female Chair. Since the 2021 Gender Pay Gap Report, one appointment round was held to appoint four Board members. This attracted a total of 93 applications, with 42% of the candidates being female. From this, one female and three males were appointed leading to the SFRS Board now comprising of the current members from 24 July 2021.

As opportunities arise, the Service will continue to take steps considered appropriate to encourage applications from women for the role of a Board member. These positive action measures include hosting webinars and information events to inform potential applicants about the role of a Board member and using our networks to help increase wider diversity and representation of the people within the communities we serve.



5. Current Initiatives

SFRS is committed to the principles of fairness, equality and inclusion, and seeks to ensure that these are embedded in everything we do. We have adopted a Values framework which ensures that Safety, Teamwork, Respect and Innovation are at the centre of all our activities, and have included objectives aimed at enhancing the employee experience within our Strategic Plan.

Equality and fairness are also central to our normal business activities, with the following equality measures being embedded within our business processes:

Inclusive Employment Policies and Procedures

All our employment policies and procedures are subject to equality and human rights impact assessments to detect and assess their differential impact upon women and other protected characteristics. This process ensures that our employment policies are fair and free from discrimination, and creates an inclusive and holistic approach to equality.

Recruitment

SFRS has, in partnership with groups such as Stonewall, Career Positive and Disability Confident Employer, sought to ensure that our recruitment processes and materials are free from discrimination, and we proactively seek to attract applicants from underrepresented groups. We currently have established relationships with the Asian Fire Service Association, LGBT and female firefighter associations. We are registered with Stonewall's Proud Employers job board, where we advertise for front line positions which are currently underrepresented by LGBT colleagues, we are members of Stonewall's Diversity Champions programme and were awarded Silver status in the 2022/23 Workplace Equality Index. We have partnerships with the Saltire and Equality Network which we use to promote the Service as an inclusive employer and to learn how we can further our equality and diversity activities. We hold a corporate membership with Women in the Fire Service (WFS) which we utilise to post SFRS external jobs on their career site to reach a wider group of female applicants. In recent years, we have also sought to recognise the neurodiversity within our communities,

and have provided a range of supporting mechanisms for those with conditions such as dyslexia who are seeking employment or career development within SFRS. We always endeavour to have diverse selection panels that represent all characteristics. Where we can't achieve a balanced panel, we utilise HR colleagues to ensure that balance.

Workplace Culture

SFRS is committed to being a people centred organisation where everyone feels they belong and can build a rewarding career, working together for a safer Scotland. SFRS already have well developed elements of organisational culture in place and our framework approach seeks to broaden and strengthen these, in continuing to evolve and develop our culture in line with our Long-Term Vision and Strategic Plan.

In support of these aims, the relaunch of our Dignity and Integrity Policy as a Dignity and Respect Policy in 2022 was accompanied by the introduction of Dignity and Respect Contact Advisers to better address any concerns raised by colleagues as it related to their fair treatment in the workplace.

Chaired by the Deputy Chief Officer and senior leaders in SFRS, the Women's Experience Liaison Forum was also established as an additional vehicle for senior managers and the representative bodies to discuss matters relating to inclusive workplace practices.

Learning and Development

Occupational segregation is a key challenge, and SFRS have recognised that women, the disabled and ethnic minorities are under-represented at senior level within our Service, and particularly within the uniformed management structure. We have therefore ensured that our development and progression opportunities are free from discrimination and open to all colleagues. All colleagues regardless of working pattern, have fair and equal access to training and development, and we have implemented a range of flexible learning methods through our digital first approach such as online classroom learning, and flexible self-directed learning to enable this. SFRS also work in partnership with trade unions and providers to ensure

lifelong learning opportunities. Our ambition is to continue to expand opportunities for unrepresented groups, and also better understand and remove any barriers for these groups in the context of learning and development. The Service will also continue to provide awareness and development sessions on related topics e.g., unconscious bias, and build capacity through our Leadership Development Programmes to support women, the disabled and ethnic minorities' progression and development. These programmes also ensure that managers and leaders within the Service are aware of equality and inclusion in the decision-making process.

Employee Networks and Celebrating Diversity

SFRS support colleagues from equality themed groups to come together and create their own support network. The virtual groups are employee led and connect colleagues who have a common interest in sharing their experiences, supporting others, raising awareness and contributing to the Service's understanding of issues arising from a protected characteristic or another equality group. We currently have an established and productive LGBT network who co-ordinate and attend Pride events across the country as well as being a fantastic forum for discussion. A Women's network and a Neurodiversity network are also particularly active groups. Several senior colleagues within these networks are active allies and show support from a strategic management level. The Equality and Diversity and Health and Wellbeing teams also run regular spotlight campaigns to highlight new equality and diversity or welfare initiatives, events or legislative changes, such as the focus on the challenges that the menopause can present. These campaigns seek to foster a culture of awareness and belonging.

Despite these measures, SFRS recognises that further work is required if we are to achieve our goal of a workforce representative of all the communities of Scotland, and where people with protected characteristics work in a supportive environment and are afforded equality of opportunity. We are therefore acting to address the under-representation of women and of others with protected characteristics within the workforce, and to ensure equality of opportunity for all.

To support this, we undertook a review of our Positive Action Strategy 2019 – 2022 and are in the process of implementing a revised approach to balancing the workplace, positive action and inclusive workplace initiatives. This is a long-term objective with a number of early deliverables.

The key principles of our renewed approach to positive action are:

- To be responsive to the business needs of the SFRS as it relates to recruitment demands
- To be delivered and owned at both national and local levels of SFRS
- The participation of all parties involved in the advertising and management of vacancies
- The inclusion of internal development and promotion campaigns and initiatives
- A direct link to more general inclusive workplace initiatives such as Building the Future Together

In 2021/22 SFRS hosted a series of online positive action information sessions targeted towards people from under represented groups seeking employment opportunities with SFRS. These will continue to be offered throughout 2023 and beyond and will be supported by local delivery of targeted engagement with under represented groups.

A Positive Action Toolkit is being finalised for use by Area based personnel to host positive action events, to include positive action features in more generalised events and support local targeted engagement with under represented groups. During 2021 and 2022 SFRS also promoted and sponsored attendance at development and leadership events for women, whilst in 2023-24 we aim to pilot a reverse mentoring programme for women and people from an ethnic minority background as a positive action measure for existing staff.

Policy Review

We continue to review the application of relevant People and flexible working policies and arrangements to ensure these support equalities and the attraction and retention of a diverse workforce. We have introduced both agile and home working practices to support our Flexible working arrangements, improve accessibility of work, and enable all employees to balance the demands of employment and personal commitments.

SFRS Branding

We will continue to review the SFRS brand and how this and the range of roles across SFRS are communicated, internally and externally, to increase attraction from under-represented groups to all SFRS posts, and to dispel gender-based perceptions of employment with SFRS.

Recruitment, Development and Promotion

We will review SFRS' recruitment, selection and promotion processes to ensure there are no potential barriers to attraction, employment and career progression for under-represented employee groups, and to ensure they deliver equality of opportunity. We will also review existing and planned development programmes to ensure there are no

potential barriers to career progression / development e.g. for women, part time staff, or those with a disability, and will provide tailored support for career progression to encourage participation and promotion processes for those from under-represented groups.

Equal Pay

We have developed and implemented pay and reward strategies, supported by robust processes to ensure equal pay and the reduction of occupational segregation, and continue to enhance the total reward package to include additional flexible benefits which meet the needs of a diverse workforce, including gathering feedback from staff.

Employee Information

We are improving processes for gathering employee demographic/sensitive data to enable reporting in relation to the full range of protected characteristics, and provide better understanding of workforce profile and its needs.

Internal communications have been circulated to encourage colleagues to update personal information by being open and transparent about how the data will be used, about how this information informs policy and procedure, and to reassure colleagues that such information will be kept confidential.

6. Future Actions

In pursuance of our aim to achieve a workforce representative of all the communities of Scotland, SFRS will continue to build on the progress achieved through our existing Initiatives, and will develop and implement the initiatives outlined within our "Taking Action to Balance our Workforce – Action Plan" which is attached as Appendix B.

7. Conclusion

Since its inception in 2013, the SFRS has continually sought to put equality issues at the forefront of organisational priorities, and has recognised equality of treatment and opportunity as a prime objective when developing systems, policies and processes.

Through our continuing efforts, we have consistently reduced the Service's Gender Pay Gap to its current positive level, and are seeing a promising increase in the representation of women in our workforce.

Whilst acknowledging the progress made, SFRS is aware that much more needs to be done if we are to achieve our goal of reaching a level of representation of employees with protected characteristics in all employee categories that equal those in Scottish society.

In pursuit of this goal, SFRS are continuing to expand and implement our existing equality policies, processes and initiatives, and confidently expect to continue to address the current imbalance within our workforce and continue to develop SFRS as a great place to work for anyone in Scotland, regardless of their gender or background.



APPENDIX A

Supporting information

To support the information provided above, SFRS wishes to provide the supporting statistical data on the composition of our workforce.

Gender Representation by Staffing Group

	% of Workforce	Percentage		Number		Total
		Female	Male	Female	Male	
All staff	100%	14.07%	85.93%	1061	6479	7540
Uniformed (WT)	45.80%	6.52%	93.48%	225	3228	3453
Uniformed (RDS)	37.27%	7.05%	92.95%	198	2612	2810
Uniformed (Volunteer)	3.58%	15.56%	84.44%	42	228	270
Uniformed (Control)	2.36%	83.71%	16.29%	149	29	178
Support	10.99%	53.92%	46.08%	447	382	829

Gender Representation Amongst Support Staff

Pay Grade	Employees	Headcount		Percentage	
		Female	Male	Female	Male
Modern Apprentice	11	2	9	18.18%	81.82%
1	5	4	1	80.00%	20.00%
2	137	107	30	78.10%	21.90%
3	112	54	58	48.21%	51.79%
4	228	93	135	40.79%	59.21%
5	117	75	42	64.10%	35.90%
6	79	54	25	68.35%	31.65%
7	44	14	30	31.82%	68.18%
8	47	19	28	40.43%	59.57%
9	19	12	7	63.16%	36.84%
10	17	6	11	35.29%	64.71%
11	8	5	3	62.50%	37.50%
Director	4	1	3	25.00%	75.00%
Deputy Chief Officer	1	1	0	100.00%	0.00%
Total	828	447	382	53.99%	46.14%

Gender Representation Amongst Uniformed (Wholetime) Staff

Role	Employees	Headcount		Percentage	
		Female	Male	Female	Male
Chief Officer	1	0	1	0.00%	100.00%
Deputy Chief Officer	1	0	1	0.00%	100.00%
Assistant Chief Officer	3	0	3	0.00%	100.00%
Deputy Assistant Chief Officer	6	0	6	0.00%	100.00%
Area Commander	25	1	24	4.00%	96.00%
Group Commander	75	2	73	2.67%	97.33%
Station Commander	147	10	137	6.80%	93.20%
Watch Commander	599	28	571	4.67%	95.33%
Crew Commander	641	40	601	6.24%	93.76%
Firefighter	1955	144	1811	7.37%	92.63%
Total	3453	225	3228	6.52%	93.48%

Gender Representation Amongst Uniformed (Operations Control) Staff

Role	Employees	Headcount		Percentage	
		Female	Male	Female	Male
Area Commander	1	1	0	100.00%	0.00%
Group Commander	4	3	1	75.00%	25.00%
Station Commander	10	9	1	90.00%	10.00%
Watch Commander	42	36	6	85.71%	14.29%
Crew Commander	27	23	4	85.19%	14.81%
Firefighter	94	77	17	81.91%	18.09%
Total	178	149	29	83.71%	16.29%

APPENDIX B

Taking Action to Balance our Workforce – Action Plan

Gender Representation Amongst Uniformed (Retained Duty) Staff

Role	Employees	Headcount		Percentage	
		Male	Female	Male	Female
Watch Commander	258	15	243	5.81%	94.19%
Support Watch Commander	53	10	43	18.87%	81.13%
Crew Commander	522	21	501	4.02%	95.98%
Firefighter	1977	152	1825	7.69%	92.31%

Gender Representation Amongst Uniformed (Volunteer Duty) Staff

Role	Employees	Headcount		Percentage	
		Male	Female	Male	Female
Watch Commander/ Volunteer Leader	37	6	31	16.22%	83.78%
Crew Commander/ Deputy Leader	39	3	36	7.69%	92.31%
Firefighter	194	33	161	17.01%	82.99%
Total	270	42	228	15.56%	84.44%

Key Theme	We will	Sex	Race	Disability
Leadership, Governance and Decision Making	Establish a strategic equality and human rights group to consider, review and make recommendations to the Strategic Leadership Team and other relevant Boards/ Committees on Equality, Diversity and Human Rights matters.	x	x	x
	Support the evolution of the Senior Leader Equality Champion role around the protected characteristic they represent including Sex, Race and Disability.	x	x	x
	Provide senior leaders with training, guidance and resources to take a proactive approach on Sex, Race and Disability equality matters in the workplace.	x	x	x
	Work with partner agencies to improve understanding and support implementation of inclusive workplace practices as it relates to protected characteristics	x	x	x
Equal Pay	Continue to develop consistent and robust processes to ensure equal pay and the reduction of occupational segregation and continue to monitor the total reward packages around flexible working benefits that meet the needs of our diverse workforce.	x	x	x
	Review our mechanisms for the job evaluation of Support Staff posts taking account of unintended bias on the grounds of sex, ethnicity and disability.	x		
Recruitment	Continue to monitor the SFRS Recruitment, Selection and promotion processes and outputs to ensure that there are no potential barriers to attraction, employment and career progression for any employee group, including women, people from an ethnic minority background and those with a disability.	x	x	x
	Use positive action measures, as per the Equality Act 2010, to address under-representation in SFRS, including targeted recruitment campaigns to attract women, people from an ethnic minority background and individuals with a disability.	x	x	x
	Take steps to address hierarchical and horizontal occupational segregation as it relates to women, people from an ethnic minority background and people with a disability through internal recruitment, development and promotion activities.	x	x	x
	Pilot a reverse mentoring scheme between senior leaders and under-represented employees to build knowledge and understanding.	x	x	x

Key Theme	We will	Sex	Race	Disability
Employee Information	Improve our processes for gathering demographic/sensitive data to enable reporting in relation to all of the protected characteristics.	x	x	x
	Communicate regularly with colleagues on the reason for collating data and the way their data will be held and used with a view to improving disclosure rates	x	x	x
	Monitor and analyse employee information including grievance, discipline and exit interviews and act should any issues be identified.	x	x	x
Inclusive policies and practices	Continue to review our Equality and Human Rights Impact Assessment process, recognising that there is no such thing as a sex/race/disability neutral policy, and that every people policy or decision we make has the power to create equality or inequality for our employees.	x	x	x
	Engage with women who are pregnant and those on maternity leave to ensure they are supported on their return to work	x		
	Support women transitioning through the menopause.	x		
	Continue to promote and monitor our agile working and flexible working policies to ensure that they enable individuals to balance home and work life.	x	x	x
Understand and improve Workplace Culture	We will monitor and take steps to provide that the Dignity and Respect Policy and Bullying Harassment and Discrimination Procedure is embedded throughout the Service, so that everyone understands the positive behaviours that are required, and the unacceptable behaviours which have no place in our Service.	x	x	x
	Engage with our employees, employee representative bodies and different levels of management through forums, informal feedback sessions and surveys.	x	x	x
	Review the remit of our Employee Networks to enhance engagement between the Service and the networks.	x	x	x
	Continue to work to tackle sexual harassment both in the workplace and in wider society by participating in internal and external initiatives such as progressing Scottish Government's tackling violence against women and girls' agenda.	x	x	x
	Continue to promote the role of our Contact Advisers who will listen to concerns in a confidential, impartial way and will be able to explore and signpost other sources of support available.	x	x	x

Key Theme	We will	Sex	Race	Disability
Learning and Development	Invest in our talent management activities to address occupational segregation and the underrepresentation of women, people with an ethnic minority background and people with a disability at Senior levels within the organisation.	x	x	x
	Monitor our learning and development activities to ensure they are accessible to all employees within the SFRS	x	x	x
	Work with partners and external providers when reviewing our Equality and Diversity packages to ensure that they are intersectional and consider good practice in the workplace for women, racialised minorities and people with a disability.	x	x	
	Develop the Equality Network reference to broaden the appreciation of the challenges experienced by minority groups, and gain the benefits of differing perspectives.	x	x	x
Employee Networks and Celebrating Diversity	Make use of inclusive styled messaging and branding that presents a realistic image of the roles available and culture within SFRS.	x	x	x



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FIRE AND RESCUE SERVICE

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Equal Pay and Gender Pay Gap Report 2023

February 2023 – Version 1.0

Report No: B/FCS/06-23

Agenda Item: 17

Report to:	THE BOARD OF THE SCOTTISH FIRE & RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	RESOURCE BUDGET MONITORING – FEBRUARY 2023						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of the Resource Budget position for the period ending 28 February 2023, and note progress on the actions detailed in Appendix A (Section 6).						
2	Background						
2.1	The Scottish Government (SG) initially 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).						
2.2	Following the Spring and Autumn budget revisions, SG has agreed to make the following adjustments to the resource budget: <ul style="list-style-type: none"> • An increase of £0.034million relating to advertising to support the “fireworks” campaign. • An increase of £0.086million reflecting costs that were incurred in respect of project Unicorn. • An increase of £3.3million to partly cover anticipated uniform pay settlements. • An increase of £0.343million to cover costs for the ESMCP project. • A reduction of £0.475million to account for the treatment of leases under IFRS16. These costs will now be included in capital. • A reduction of £4.261million in respect of Firelink with corresponding costs being transferred to the Scottish Government. 						
2.3	The net effect of the above adjustments has resulted in a reduction in the resource budget of £0.975million giving a revised budget of £293.234million.						
2.4	In addition, SG have agreed to provide a letter of comfort allowing the Service to overspend in this financial year by up to £2.9million reflecting additional pressures associated with pay awards.						
3	Main Report/Detail						
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A.						
3.2	These reports detail the current overspend against budget of £2.549million. The forecast year-end position at this stage shows an overspend of £2.985million.						

3.3	The forecast highlights that employee cost overspends are expected on Wholetime £1.179million, Control £0.600million and Support £0.533million. There are respective underspends for On-Call £0.611million and Other Employee costs of £0.657million.	
3.4	On non-employee costs there are overspends forecast in Property £0.184million, Supplies & Services £0.327million, Transport costs of £0.867million and Third Party Payments of £0.274million. There is an underspend forecast in respect of Financing costs £0.065million. Income is forecast to under recover by £0.354million.	
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	Costs in respect of the People, Training, Finance and Assets System (PTFAS) initiative have been moved from the Capital budget and included in the Resource forecast.	
3.7	Costs in respect of the Command & Control Futures project for the first eight months of the year have been transferred from the Capital budget. Future costs will continue to be capitalised as a new project is established.	
3.8	This forecast reflects the agreed pay settlement for support staff of 5% which is higher than the budgeted rate of 2%.	
3.9	A forecast pay award of 7% has been included for uniformed staff following acceptance of the NJC pay award. This has resulted in a forecast overspend of £2.903million.	
4	Recommendation	
4.1	The Board is asked to scrutinise the actions detailed in Appendix A - Section 6 – Analysis of Budgeted Savings.	
5	Core Brief	
5.1	The Acting Director of Finance and Procurement advised the Board of the resource budget position for the period ending 28 February 2023. The February resource monitoring report shows a current overspend against budget of £2.549million, with a forecast year-end overspend of £2.985million.	
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, and • a summary of the budgeted savings delivered during the year. 	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes/
Prepared by:	Marcus Jenks, Decision Support Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	

Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>23 March 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Scrutiny</i>

February 2023 - Contents

Section	Description
1	Forecast Assumptions
2	Budget Virements
3	Monitoring Report Overview
4	Variance Analysis Graph by Expenditure Category
5.1	Wholetime
5.2	Control
5.3	On Call
5.4	Support
5.5	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	Financing
5.14	Income
6	Analysis of Budget Savings
7.1	Forecast Risks Summary
7.2	Forecast Risks – High & Medium Level Detail
7.3	Forecast Risks – 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.

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.
- Recruitment for vacant posts that are expected to commence employment before the end of the financial year are included in the forecast.
- A corporate adjustment to reflect the staff turnover has been included within the forecast.

National Insurance

- The impact on National Insurance following the Autumn mini budget has been included in the forecast from November 2022.

Pay Awards

- The pay awards for Uniformed staff have been forecast based on the agreed settlement of 7% by extrapolating the budgeted pay award value.

Expenses

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

Projects

- Costs in respect of the People, Training, Finance and Asset System (PTFAS) initiative have been moved from the Capital budget and both the actual and forecast costs are included in the Resource forecast for the remainder of the year.
- Costs in respect of the Command & Control Futures project for the first 8 months of the year have been transferred from the Capital budget. Future costs will continue to be capitalised as a new project is established.

Funding

- The Scottish Government Spring & Autumn budget revisions have been reflected in the forecast and the Scottish Government has confirmed that it will provide a letter to reflect it is comfortable that an overspend position is forecast following the higher than budgeted pay award.

Budget Virements

During February there was one budget virement, reflecting the impact of the Scottish Government's Spring and Autumn budget revision and the reallocation of the shortfall in funding. This resulted in a reduction in the Employee Other budget of £1,657,000 and an increase in the Supplies & Services budget of £1,657,000.

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

	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	SLT Restructure	Fireworks	Unicorn	Pay award	ESMCP	IFRS16	Firelink	Funding Adj	Other	Revised Budget	
Employee WT	153,770	(362)			-		150	(125)	(147)	-	46	-	-	-	63	3,421	-	-	-	-	(11)	156,805	
Employee Control	7,622	(1)			-		24	-	-	-	-	-	-	-	4	138	-	-	-	-	-	7,787	
Employee Retained	26,504	(226)			-		-	-	-	-	-	-	-	-	5	773	-	-	-	-	-	27,055	
Employee Support	38,225	(84)			249		42	-	-	28	-	34	10	-	5	974	-	-	-	-	(17)	39,466	
Employee Pension	4,105				-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,105	
Employee Training	1,008				-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,008	
Employee Subsistence	1,623				-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	12	1,635	
Employee Other	1,255				-		-	-	-	-	-	-	-	-	-	-	-	-	-	(1,657)	-	(401)	
Property	27,246		480	218	-		-	-	-	-	-	-	-	-	-	-	-	(136)	-	-	-	27,808	
Supplies & Services	24,525				(249)	(25)	(216)	125	148	(28)	(46)	(34)	(10)	34	6	(2,006)	343	(241)	(4,261)	1,657	(50)	19,674	
Transport	6,392				-		-	-	-	-	-	-	-	-	-	-	-	(98)	-	-	-	(12)	6,283
Third party / Central Support	1,498				-		-	-	-	-	-	-	-	-	3	-	-	-	-	-	77	1,577	
Financing	2,143				-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,143	
Unallocated Savings	-				-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Income	(1,711)				-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,711)	
Disposal of Assets	-				-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	294,207	(673)	480	218	-	(25)	-	-	1	-	-	-	-	34	86	3,300	343	(475)	(4,261)	-	(1)	293,234	

SFRS Resource Monitoring Reports April 2022 – February 2023

The report below covers the period 1st April 2022 – 28th February 2023. It highlights a year to date overspend of £2.549 million (1.0% of the year to date budget) with a forecast overspend of £2.985 million (1.0% of the full year budget).

This forecast reflects the agreed 7% pay award for Uniformed employees which was accepted on the 7th March 2023.

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)
238,523	(1,063)	237,460	Employee Costs	217,397	218,326	(929)	-0.4%	238,504	(1,044)	-0.4%
230,532	581	231,113	Salary and Related Costs (including overtime)	211,841	213,502	(1,661)	-0.8%	232,814	(1,701)	-0.7%
157,256	(451)	156,805	Wholetime	143,695	144,843	(1,148)	-0.8%	157,984	(1,179)	-0.8%
7,764	23	7,787	Control	7,123	7,731	(608)	-8.5%	8,387	(600)	-7.7%
27,282	(227)	27,055	On-Call	24,843	24,188	655	2.6%	26,444	611	2.3%
38,230	1,236	39,466	Support	36,180	36,740	(560)	-1.5%	39,999	(533)	-1.4%
7,991	(1,644)	6,347	Other Employee Costs	5,556	4,824	732	13.2%	5,690	657	10.4%
4,105	-	4,105	Early Retirement Charges	3,713	3,097	616	16.6%	3,383	722	17.6%
1,008	-	1,008	Training	916	923	(7)	-0.8%	1,159	(151)	-15.0%
1,623	12	1,635	Subsistence	1,488	1,542	(54)	-3.6%	1,733	(98)	-6.0%
1,255	(1,656)	(401)	Other	(561)	(738)	177	-31.6%	(585)	184	-45.9%
27,110	698	27,808	Property Costs	25,099	25,008	91	0.4%	27,992	(184)	-0.7%
19,374	300	19,674	Supplies & Services	18,600	18,935	(335)	-1.8%	20,001	(327)	-1.7%
6,294	(11)	6,283	Transport Costs	5,735	6,528	(793)	-13.8%	7,150	(867)	-13.8%
1,501	76	1,577	Third Party Payments	1,129	1,320	(191)	-16.9%	1,851	(274)	-17.4%
2,143	-	2,143	Financing	1,331	1,271	60	4.5%	2,078	65	3.0%
294,945	-	294,945	GROSS EXPENDITURE	269,291	271,388	(2,097)	-0.8%	297,576	(2,631)	-0.9%
(1,711)	-	(1,711)	Income	(1,451)	(999)	(452)	31.2%	(1,357)	(354)	20.7%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
293,234	-	293,234	NET EXPENDITURE	267,840	270,389	(2,549)	-1.0%	296,219	(2,985)	-1.0%

Figures are based on assumptions detailed in section 1.

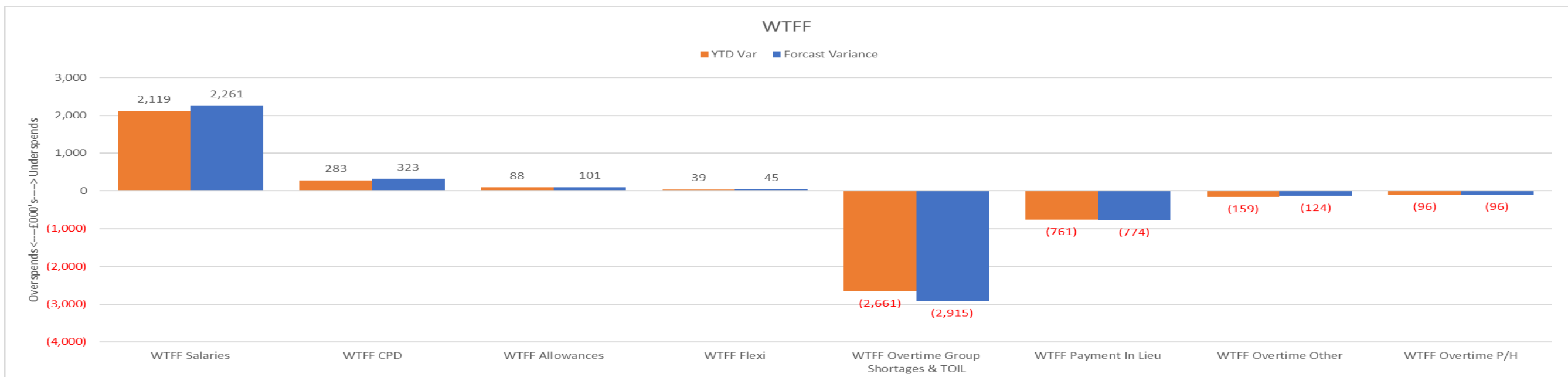
Variance Analysis by Expenditure Categories



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

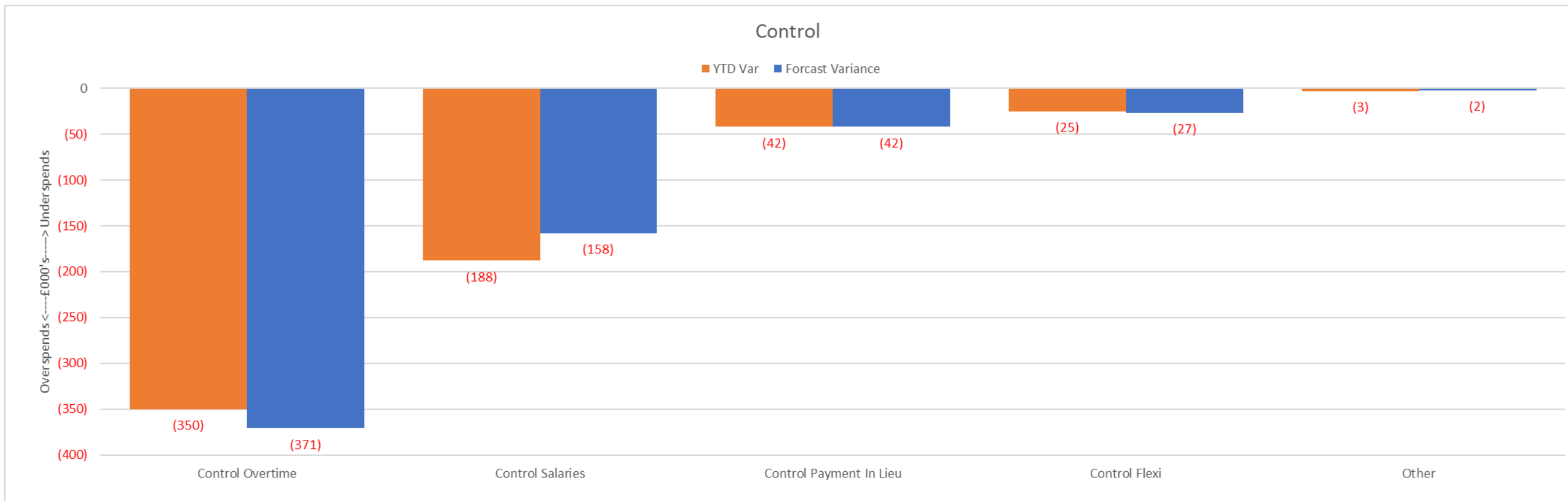
Wholetime

Year to Date (YTD)	Forecast
Currently £1,148,000 overspent, representing 0.8% of budget.	Forecast to be £1,179,000 overspent, representing 0.8% 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. Reduction in National Insurance charges following mini budget. 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 promoted staff being on development rates of pay. 	Improvements in Financial Position: <ul style="list-style-type: none"> Salaries – The full year effect of the reduction in National Insurance contributions with effect from November 2022. No additional costs forecast for staff supporting the CCMS project. CPD - based on current staff profile. Allowances – based on current staffing levels. Flexi – based on current staff profile. Payments in Lieu - No further buyback of TOIL anticipated. Overtime Other – no additional recall to duty costs expected. Overtime P/H – no further public holidays this financial year.
YTD Overspends: <ul style="list-style-type: none"> Salaries – higher than budgeted pay offer and unbudgeted costs for staff supporting the PTFAS and CCMS projects. CPD - higher than budgeted pay offer. Flexi - higher than budgeted pay offer. Overtime Group shortages and TOIL – to provide operational cover due to vacancies caused by retirements. Payments in Lieu – the buyback of TOIL awarded as a result of the additional public holiday along with unused holidays for staff retiring. 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 and full year effect of the pay award.



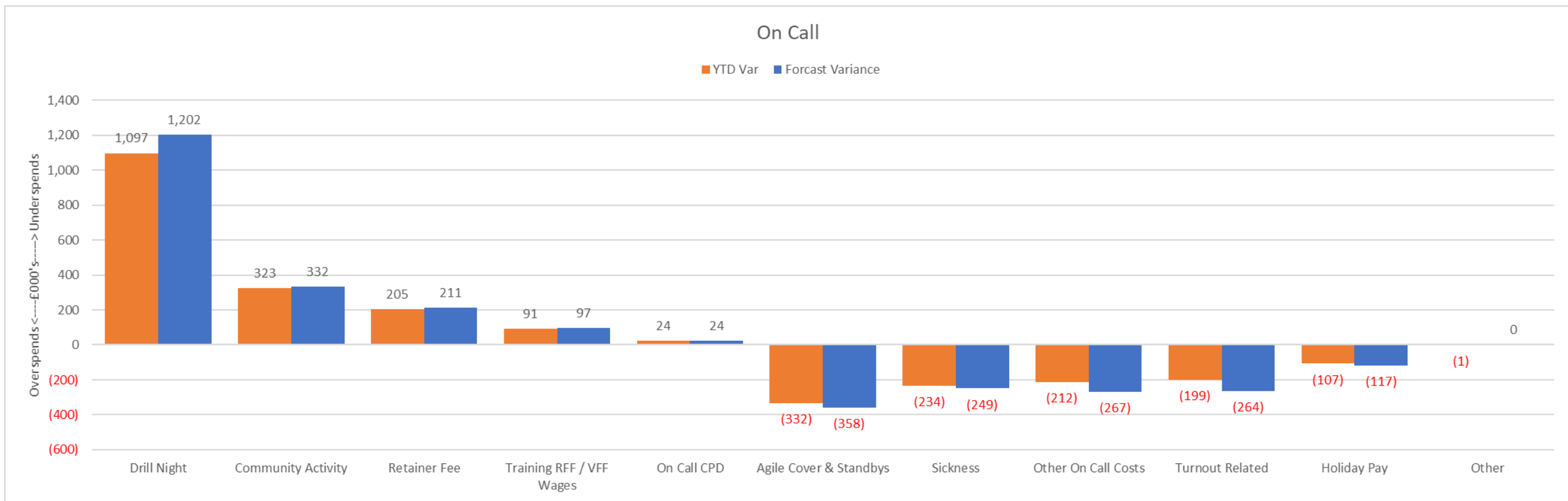
Control

Year to Date (YTD)	Forecast
Currently £608,000 overspent, representing 8.5% of budget.	Forecast to be £600,000 overspent, representing 7.7% 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"> Overtime – overtime is expected to reduce as the new holiday year has begun and additional roster days are available. Salaries – a reduction in National Insurance contributions with effect from November 2022. No additional costs forecast for staff supporting the CCMS project. Payments in Lieu - No further buyback of TOIL anticipated.
YTD Overspends: <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been absent long-term. Salaries – higher than budgeted pay offer, unbudgeted costs for staff supporting the CCMS project and unbudgeted costs for an employee who has been seconded to the Scottish Trade Union Congress. Payments in Lieu - the buyback of TOIL awarded as a result of the additional public holiday. Flexi – higher than budgeted pay offer and flexi payments for staff supporting the CCMS project. 	Reductions in Financial Position: <ul style="list-style-type: none"> Salaries - staff returning from maternity and sick leave and full year effect of the pay award.



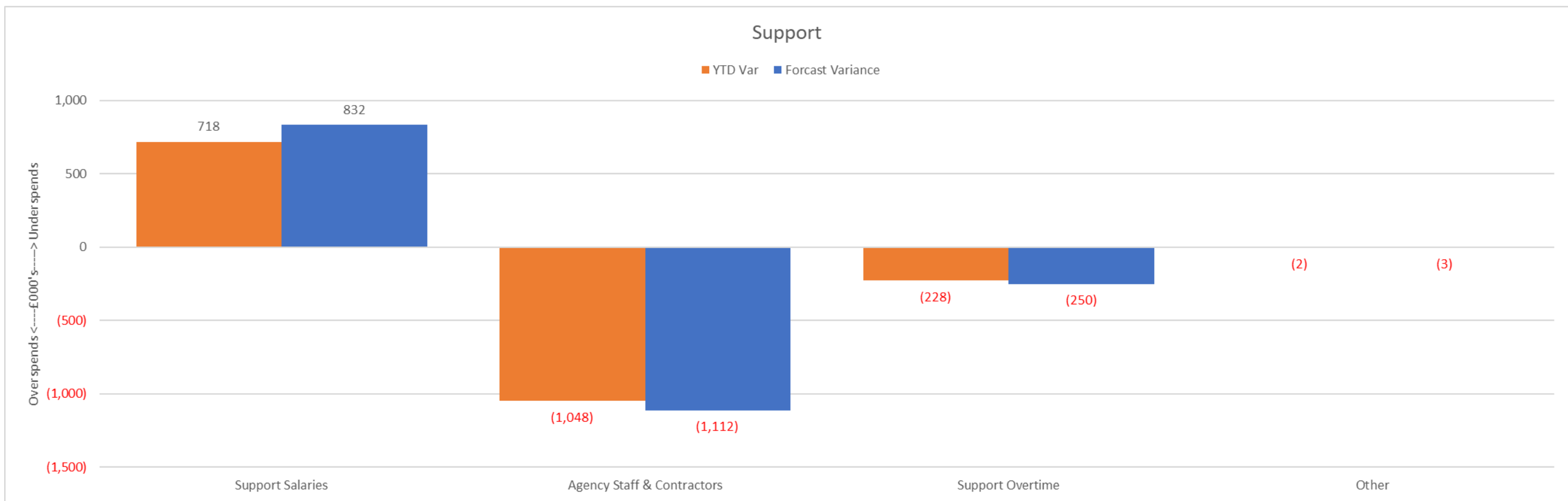
On Call

Year to Date (YTD)	Forecast
Currently £655,000 underspent, representing 2.6% of budget.	Forecast to be £611,000 underspent, representing 2.3% 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. • CPD - the result of vacancies and staff in development roles who are not eligible for payments. • Other On Call Costs – release of a legacy provision in respect of tax liability. 	Improvements in Financial Position:
YTD Overspends: <ul style="list-style-type: none"> • Agile Cover and Standby – increased to provide operational availability. • Sickness – payments for loss of earnings during periods of absence. • Other On Call Costs – higher than budgeted pay award which will be attributable across all pay elements once it is paid. • Turnout related – mainly within the North and East SDA. • Holiday pay – payments for loss of earnings during holidays. 	Reductions in Financial Position: <ul style="list-style-type: none"> • Community Activity – activity is forecast to increase. • Retainer Fees – based on current staffing levels. • Other On Call Costs – release of the legacy provision was a one-off event. In addition, the full year effect of the pay award. • Turnout activity – based on recent activity levels.



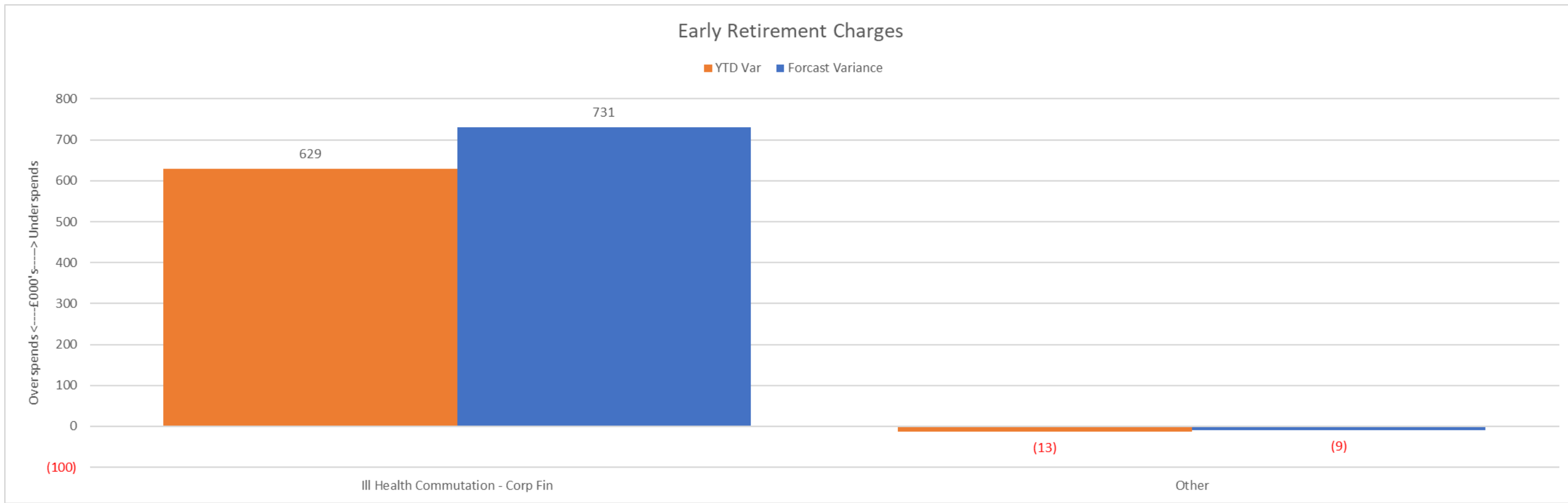
Support

Year to Date (YTD)	Forecast
Currently £560,000 overspent, representing 1.5% of budget.	Forecast to be £533,000 overspent, representing 1.4% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies and staff that have been working on capital projects being recharged to the capital budget. 	Improvements in Financial Position: <ul style="list-style-type: none"> Salaries - a reduction in National Insurance contributions with effect from November 2022. No additional costs forecast for staff supporting the CCMS project. Agency staff and private contractors – no additional costs forecast for staff supporting the CCMS project.
YTD Overspends: <ul style="list-style-type: none"> Salaries – unbudgeted costs for staff supporting the PTFAS and CCMS projects. Agency staff and private contractors – unbudgeted costs for staff supporting the PTFAS and CCMS projects along with temporary resource to cover vacancies. Agency staff that have been working on capital projects being recharged to the capital budget. Overtime – the impact of providing cover for vacancies mainly within the fleet function. 	Reductions in Financial Position:



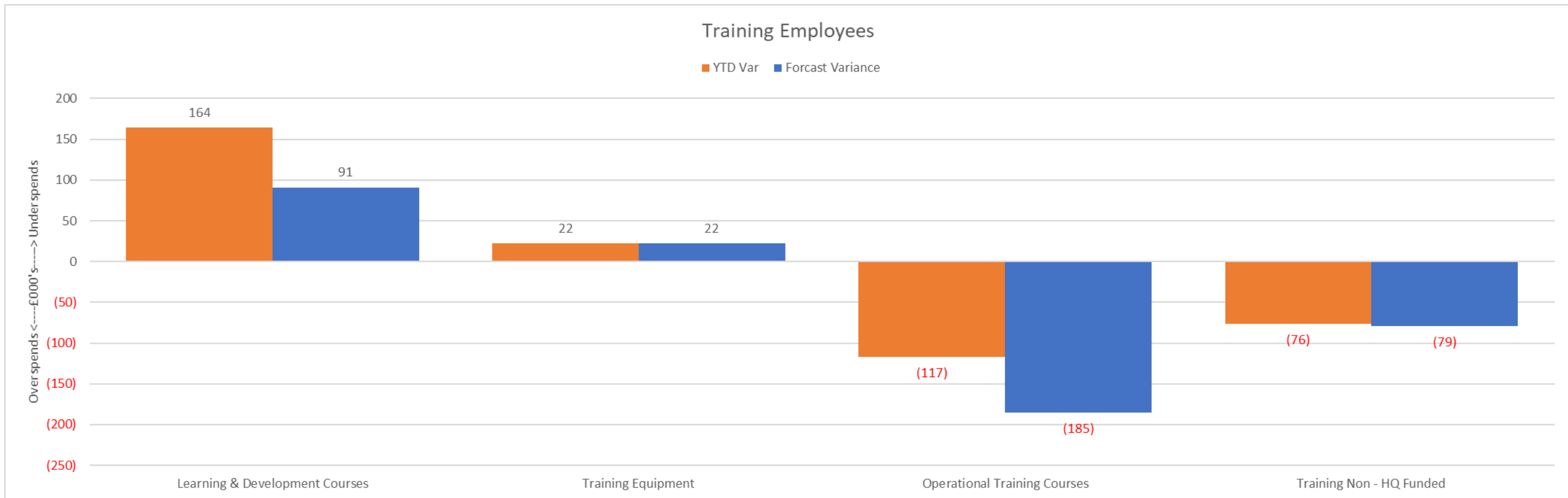
Early Retirement Charges

Year to Date (YTD)	Forecast
Currently £616,000 underspent, representing 16.6% of budget.	Forecast to be £722,000 underspent, representing 17.6% of budget.
YTD Underspends: Ill Health Commutations - fewer ill health retirals than budgeted.	Improvements in Financial Position: Ill Health Commutations – the forecast is based on no further ill health retirals this financial year.
YTD Overspends: Other – injury benefits.	Reductions in Financial Position:



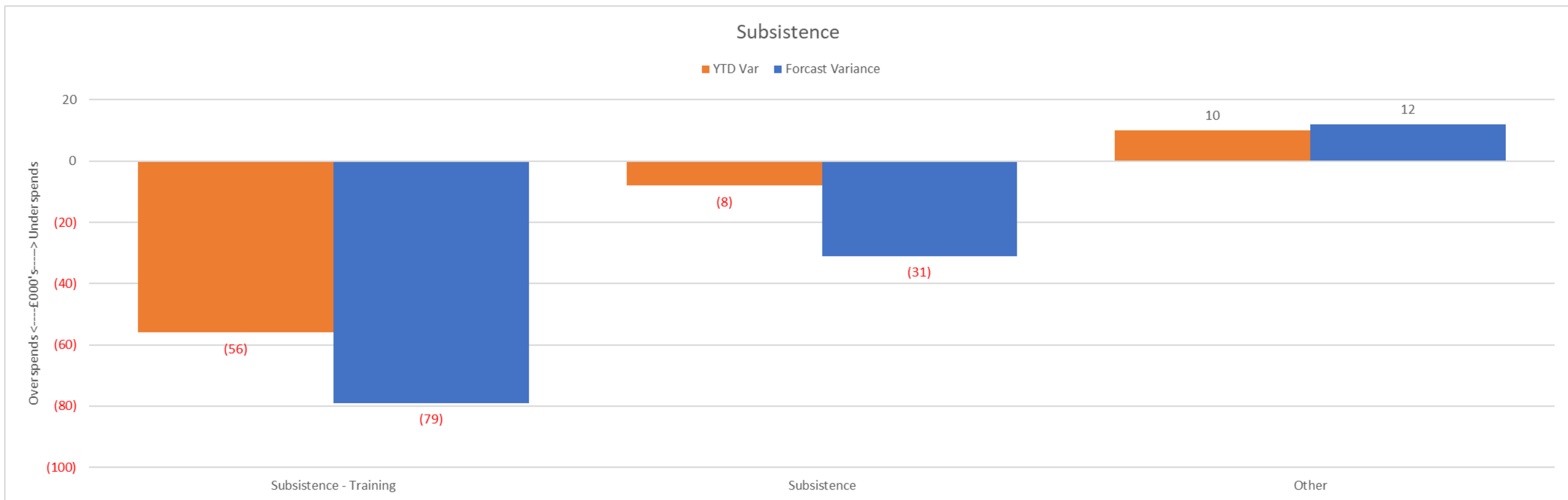
Training

Year to Date (YTD)	Forecast
Currently £7,000 overspent, representing 0.8% of budget.	Forecast to be £151,000 overspent, representing 15.0% of budget.
YTD Underspends: <ul style="list-style-type: none"> Learning & Development Courses – reduced volumes along with planned savings to fund the unbudgeted secondee to the Scottish Trade Union Congress. Training Equipment – reduced volumes. 	Improvements in Financial Position: <ul style="list-style-type: none"> Training Non - HQ Funded – only minor future activity is currently forecast.
YTD Overspends: <ul style="list-style-type: none"> Operational training courses – catch up activity, including residential training courses. Training Non - HQ Funded – specialist training courses within Directorates. 	Reductions in Financial Position: <ul style="list-style-type: none"> Learning & Development Courses – activity in March is forecast to increase. Training Equipment – spend for the remainder of the year is forecast to be at budgeted levels. Operational training courses – the forecast includes further residential training to help address the current backlog.



Subsistence

Year to Date (YTD)	Forecast
Currently £54,000 overspent, representing 3.6% of budget.	Forecast to be £98,000 overspent, representing 6.0% of budget.
YTD Underspends: <ul style="list-style-type: none"> Other – spoilt meals. 	Improvements in Financial Position:
YTD Overspends: <ul style="list-style-type: none"> Subsistence training – unit cost increases and costs for the January 2022 intake extending into the current financial year along with an increase in the number of recruits in this financial year. Subsistence – costs mainly within the SDAs with an increase in accommodation, specifically in more rural areas. In addition, Health & Wellbeing activity to support recruitment has also contributed to the overspend. 	Reductions in Financial Position: <ul style="list-style-type: none"> Subsistence training – costs are expected to remain above the budgeted level due to the increase in trainee numbers. Subsistence – the forecast included costs in respect of the funeral arrangements for Firefighter Martin, in addition costs are expected to increase in order to provide additional support to rural stations.



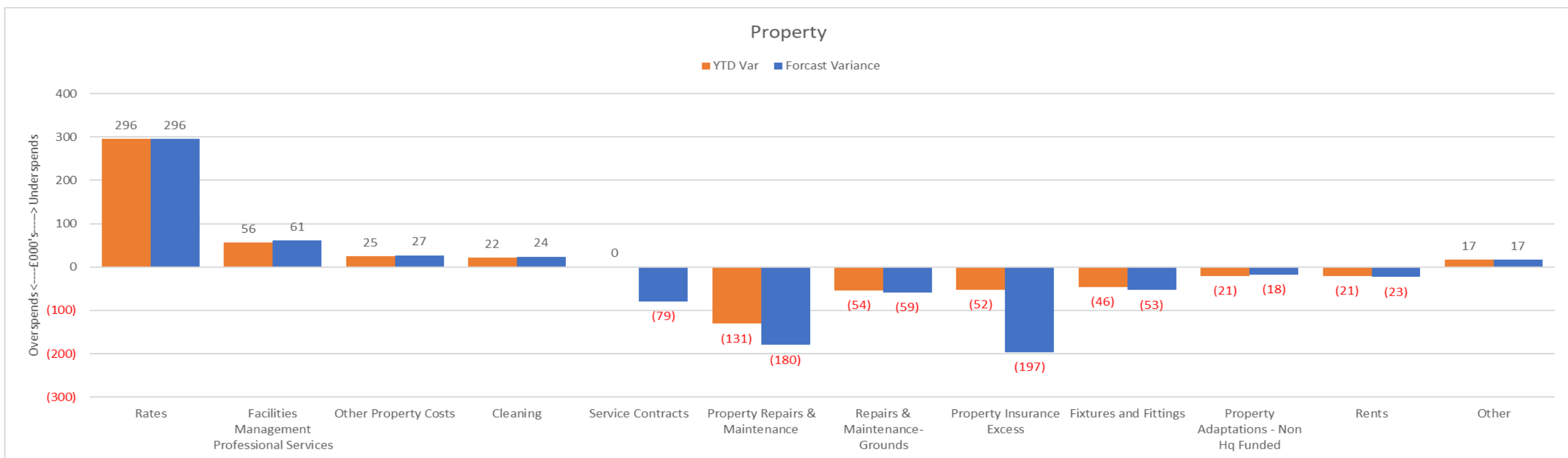
Other Employee Costs

Year to Date (YTD)	Forecast
Currently £177,000 underspent, representing 31.6% of budget.	Forecast to be £184,000 underspent, representing 45.9% of budget.
YTD Underspends: <ul style="list-style-type: none"> Holiday Pay Accrual – payments in respect of holidays that were lost in 2021/2022 as a result of Covid 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 Staff Costs - release of a legacy provision in respect of restructure costs. Pre Employment Costs – change to the provision of online pre-screening tests. Employee Other Budget Reallocation – release of accrual for overtime holiday pay no longer required. 	Improvements in Financial Position: <ul style="list-style-type: none"> Employee Other Budget Reallocation - no further adjustments are forecast.
YTD Overspends: <ul style="list-style-type: none"> Employee Other Budget Reallocation – shortfall in Scottish Government funding for higher than budgeted pay awards. 	Reductions in Financial Position: <ul style="list-style-type: none"> Holiday Pay Accrual - no further adjustments are forecast. Other Staff Costs - no further adjustments are forecast.



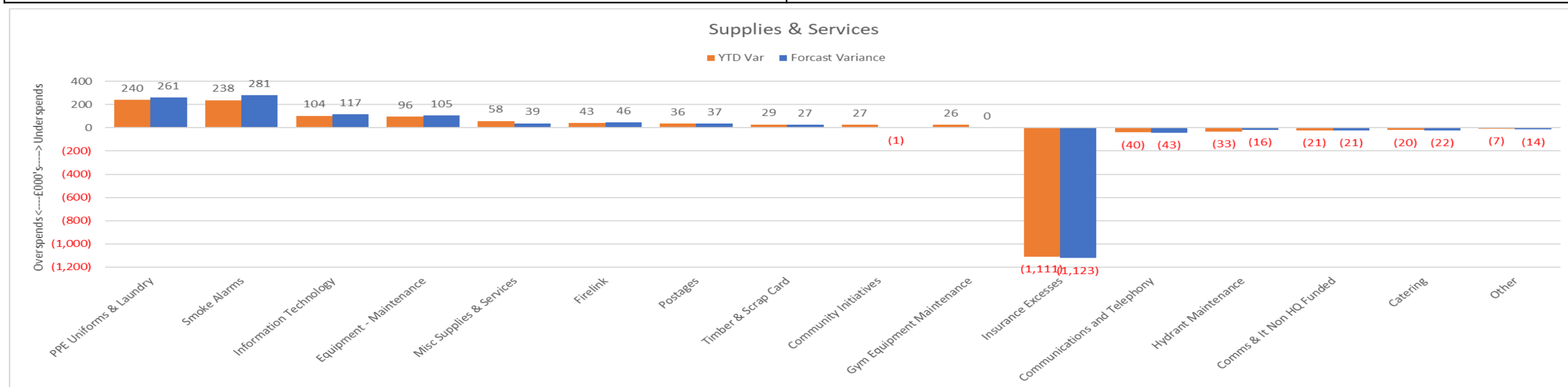
Property

Year to Date (YTD)	Forecast
Currently £91,000 underspent, representing 0.4% of budget.	Forecast to be £184,000 overspent, representing 0.7% 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. In addition changes to rateable values have also resulted in an underspend. • Facility Management Professional Services – due to lack of ability to procure services. • Other Property Costs – reduced emptying of foam tanks. • Cleaning – reduced activity post COVID. • Other – utility savings. Reduced electricity and heating oil partly offset by increased gas charges. 	Improvements in Financial Position: <ul style="list-style-type: none"> • Property Adaptations – the majority of the Service Delivery spend has now been incurred with minimal costs forecast in March.
YTD Overspends: <ul style="list-style-type: none"> • Repairs & Maintenance – increased volume to ensure properties remain wind and water tight. • Repairs & Maintenance Grounds – additional gritting and tree surgery costs. • Property Insurance Excess – includes costs for subsidence at North Anderson Drive. • Fixtures & Fittings – mainly within Service Delivery with funding being provided through savings in On Call. • Property Adaptations - mainly within Service Delivery with funding being provided through savings in On Call. • Rents – increases following rent reviews. 	Reductions in Financial Position: <ul style="list-style-type: none"> • Rates – no further savings are forecast. • Service Contracts – the forecast includes additional costs to carry out remedial work following a review of Service assets. • Repairs & Maintenance – accelerated spend forecast in March. • Property Insurance Excess – further costs expected in respect of North Anderson Drive along with costs for storm damage and frost damage at various stations.



Supplies & Services

Year to Date (YTD)	Forecast
<p>Currently £335,000 overspent, representing 1.8% of budget.</p>	<p>Forecast to be £327,000 overspent, representing 1.7% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> PPE, Uniforms & Laundry – reduced volumes. Smoke Alarms - reduced volumes of detectors purchased. Information Technology – savings in dual running costs for the Command & Control Mobilisation System after termination of contract. Equipment Maintenance – reduced volumes due to supply chain challenges. Miscellaneous Supplies – Heritage related spend. Firelink – fewer staff allocated to this project between June and October 2022. Postage – expected post Covid demand has not materialised. Timber & Scrap Cars – reduced volumes. Community Initiatives – reduced volumes. Gym Equipment Maintenance – reduced volumes. 	<p>Improvements in Financial Position:</p> <ul style="list-style-type: none"> Smoke Alarms – current stock levels are sufficient to meet demand and no further purchases are expected. Insurance Excess – no further unbudgeted insurance excess liabilities are forecast. Hydrant maintenance – the supplier’s ability to service repairs is forecast to reduce in March 2023 due to other demands. Comms & IT Non HQ Funded – no further costs are expected in respect of the CCMS project.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Information Technology – increased costs for contract renewals. Insurance Excess – anticipated liability in respect of legacy asbestosis settlement and increased claims. Communications & Telephony – increased contract renewals and delays in the new mobile phone contract which was budgeted to deliver savings. Hydrant maintenance – increased repairs carried out by the supplier due to historical backlog. Comms & IT Non HQ Funded – CCMS project costs. Catering – increased activity. 	<p>Reductions in Financial Position:</p> <ul style="list-style-type: none"> Information Technology – no further savings forecast in respect of the CCMS Project. Miscellaneous Supplies - costs for termination of document storage contract. Timber & Scrap Cars – increased volumes forecast in March 2023. Community Initiatives – an increase in activity is planned before the end of the financial year. Gym Equipment Maintenance – increased activity scheduled in March 2023.



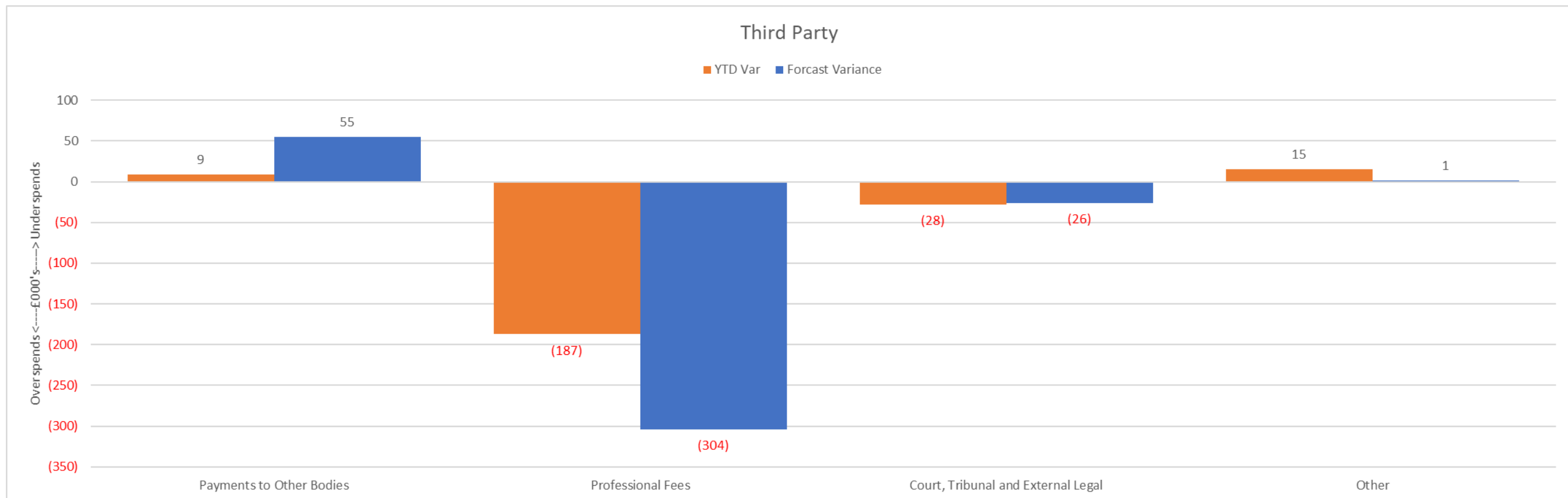
Transport

Year to Date (YTD)	Forecast
Currently £793,000 overspent, representing 13.8% of budget.	Forecast to be £867,000 overspent, representing 13.8% of budget.
YTD Underspends: <ul style="list-style-type: none"> Fleet external contractors – supply chain challenges. Travel – reduced activity within the Training, Safety & Assurance (TSA), People & Organisational Development (POD) and Service Development Directorates. Vehicle maintenance & running costs – reduced volumes of tyres. 	Improvements in Financial Position:
YTD Overspends: <ul style="list-style-type: none"> Travel – increased activity within the Service Delivery Directorate. Fuel – increases in prices caused by geopolitical issues along with increased activity. 	Reductions in Financial Position:



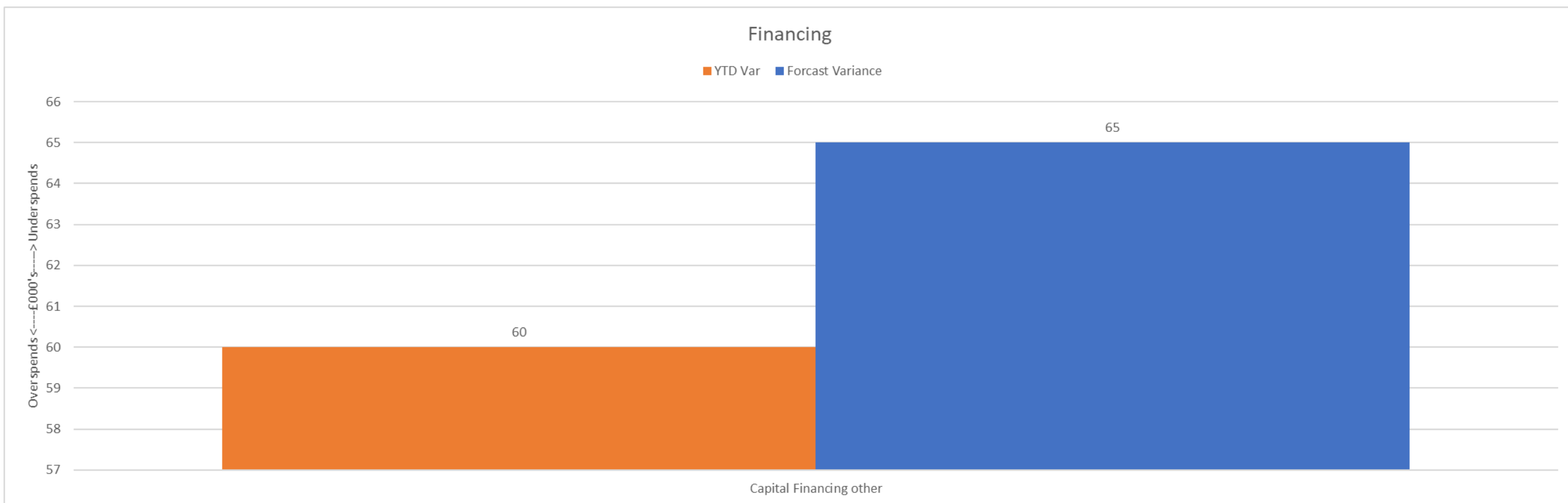
Third Party Payments

Year to Date (YTD)	Forecast
Currently £191,000 overspent, representing 16.9% of budget.	Forecast to be £274,000 overspent, representing 17.4% of budget.
YTD Underspends: <ul style="list-style-type: none"> • Payments to other bodies – Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU) payments less than budgeted. • Professional fees – reduced volume of post incident support counselling services and reduced employee recognition scheme costs. • Other – Medical reports, Fireboard costs and corporate licences. 	Improvements in Financial Position: <ul style="list-style-type: none"> • Payments to other bodies – contributions by the Firefighter Charity to the Lifeline project is forecast to reduce the costs to be borne by the Service. • Court, Tribunal and External Legal – lower costs as a result of successful challenges.
YTD Overspends: <ul style="list-style-type: none"> • Professional Fees – costs for professional services to support the PTFAS project, physician services, backdated chaplaincy costs and the security project which has continued into the current financial year. • Court, Tribunal and External Legal – increased tribunal costs. • Other – physiotherapy fees, internal audit fees. 	Reductions in Financial Position: <ul style="list-style-type: none"> • Professional Fees – costs for professional services to support the PTFAS project and actuarial pension costs forecast to be above budget. • Other – Board cost and internal audit fees are forecast to increase in March 2023 due to increased activity.



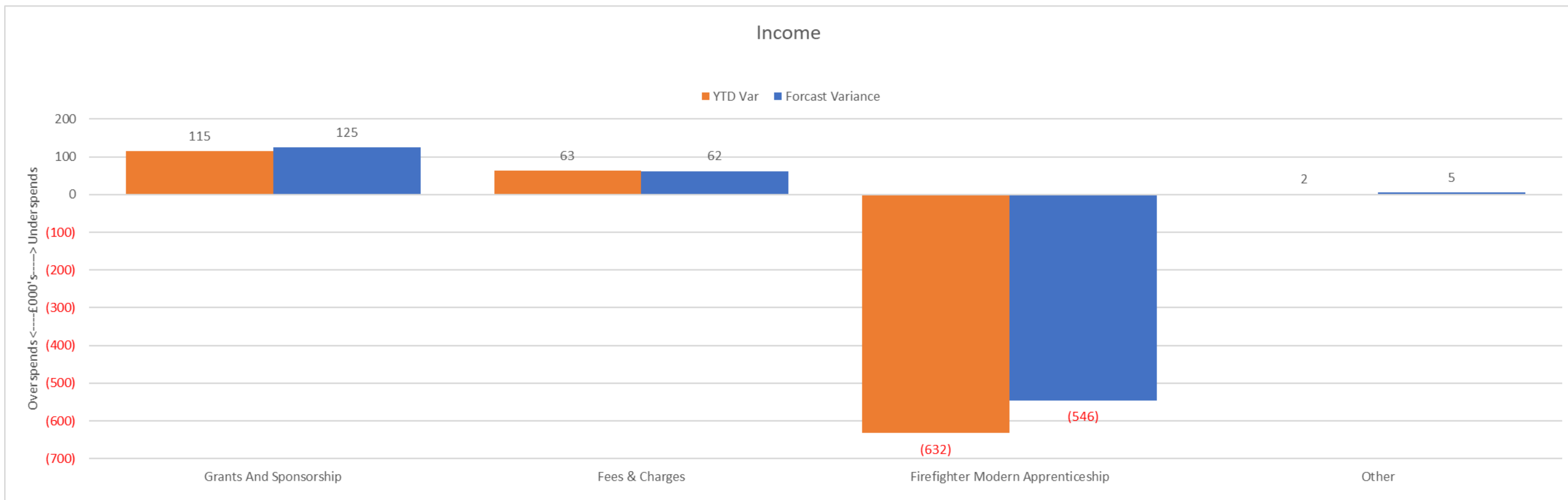
Financing

Year to Date (YTD)	Forecast
Currently £60,000 underspent, representing 4.5% of budget.	Forecast to be £65,000 underspent, representing 3.0% of budget.
YTD Underspends: <ul style="list-style-type: none"> Capital Financing Other – reduced costs of legacy loans. 	Improvements in Financial Position:
YTD Overspends:	Reductions in Financial Position:



Income

Year to Date (YTD)	Forecast
Currently £452,000 under recovered, representing 31.2% of budget.	Forecast to be £354,000 under recovered, representing 20.7% 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. 	Additional Forecast Over Recoveries: <ul style="list-style-type: none"> Firefighter Modern Apprenticeship – the forecast reflects the maximum income which can now be recovered.
YTD Under Recoveries: <ul style="list-style-type: none"> Firefighter Modern Apprenticeship - delays in the process for reclaiming income. 	Additional Forecast Under Recoveries: <ul style="list-style-type: none"> Fees & Charges – no additional unbudgeted income is forecast.



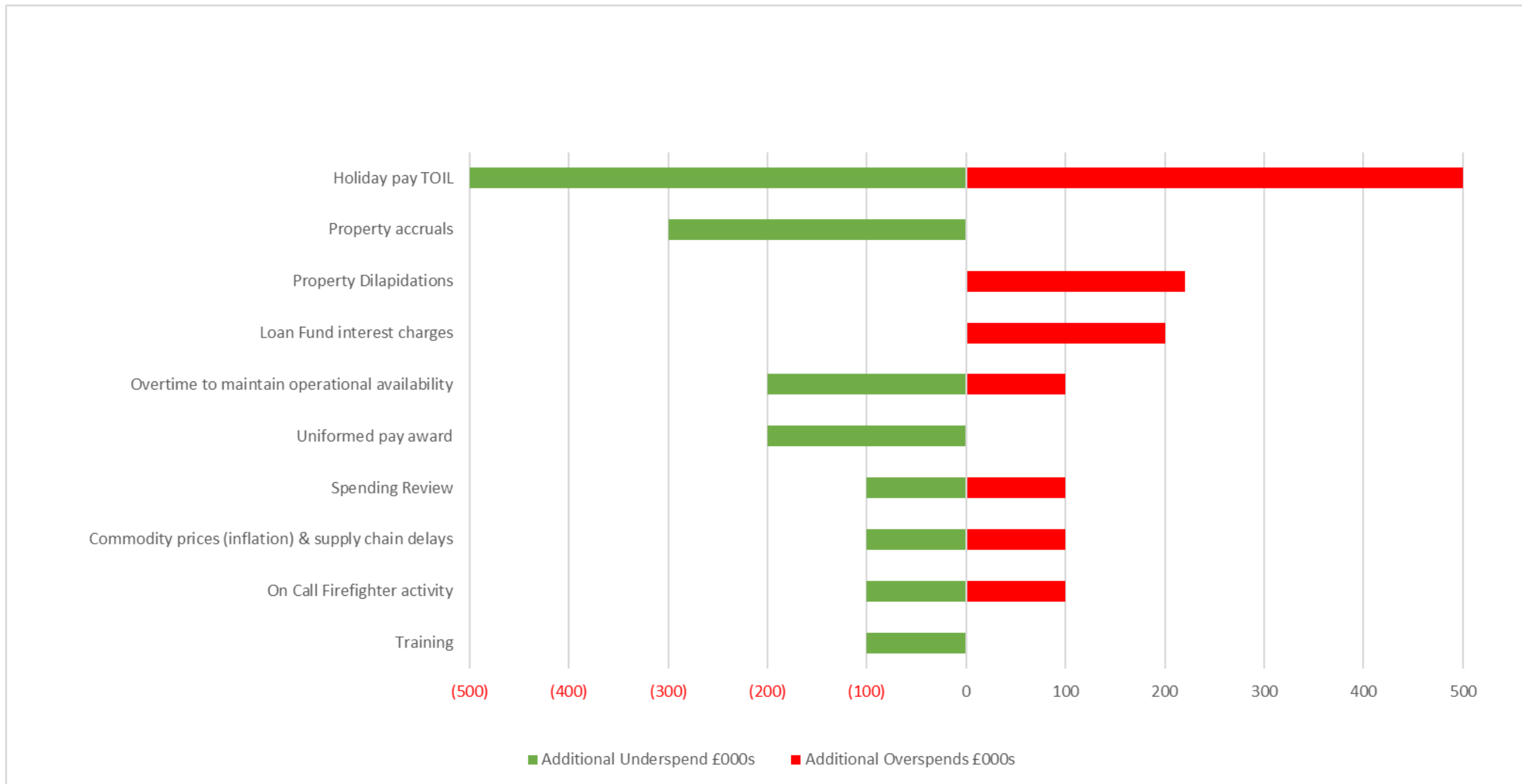
Analysis of Budgeted Savings

	Year to Date			Full Year			Nature of Savings	Commentary
	YTD Target included in Budget	YTD Savings Delivered	Status	Included in the 22/23 Budget	Forecast to be Delivered in 22/23	Red, Amber, Green Status		
Support Vacancies	1,675	2,163	P	1,827	2,406	G+	One Off	Additional vacancies offset by increased pay award and unbudgeted costs for staff supporting both the PTFAS and CCMS projects. This should be considered alongside the agency/ contractor saving target
On-call Vacancies	550	755	P	600	811	G+	One Off	Increased vacancies within the North SDA
AFA Impact	466	212	A	509	189	A	Recurring	Increased activity levels
Property Repairs	458	328	A	500	320	A	One Off	Increased activity to ensure properties remain wind and water tight.
Utility Efficiency Programme	381	386	G+	415	421	G+	Recurring	Reduced consumption of electricity including solar savings
Rates	330	626	P	360	656	G+	Recurring	Budgeted inflation levels higher than actual inflation applied by local authorities
Apprenticeship Scheme Income	236	(396)	R	258	(289)	R	Recurring	Delays in processing and completion of applications for income
Travel & Subsistence	191	244	P	208	243	G+	Recurring	Increased costs to support recruitment activity within Health & Wellbeing plus support for rural areas
Loan Funds	183	242	P	199	264	G+	Recurring	A review of loan fund charges has been undertaken and savings are anticipated in 2022/23 and beyond
SAS Shared Services	136	136	G	148	148	G	Recurring	
Transport Costs	120	(863)	R	131	(941)	R	One Off	Significantly increased fuel prices
Agency / Contractors	117	(931)	R	128	(985)	R	Recurring	Unbudgeted costs in respect of both the PTFAS and CCMS projects. Continued use of agency staff to provide cover for vacancies
New Recruit Accommodation	108	52	A	118	39	A	Recurring	Additional costs for the January 2022 recruits plus an increase in intake numbers
ICT	93	197	P	102	219	G+	Deferred	Delays in the roll-out of the new CCMS system
EV Grants	92	206	P	100	225	G+	One Off	Income for electric vehicle charging points expected to be greater than budgeted
Face Masks	82	82	G	90	90	G	One Off	
Other	47	47	G	51	51	G	Recurring	
Soft FM	45	53	P	49	58	G+	Recurring	Decreases to contract price reflecting the reduction in National Insurance.
Foam Tanks	27	40	P	29	43	G+	Recurring	Reduced foam tank emptying
Expense savings	5,336	3,581	A	5,822	3,969	A		

Key

R	= Savings are not being delivered
A	= Savings are being delivered but below the budgeted level
G	= Savings are being delivered in line with the budget
G+	= Savings are being delivered in excess of the budget
P	= Year to date savings have delivered full year target

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£1,600

Total Overspend Risk to Reported Position £000

£1,320

High Impact Risks

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.

Medium Impact Risks

Property Accruals

- There is a risk that historic property accruals may result in releasing credits from the balance sheet.

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

Low Impact Risks

Property Dilapidations

- Costs to reinstate rented property prior to relinquishing rental agreements may be in excess of the current forecast.

Loan Funds

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

Overtime

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

Pay Award

- There is a risk that the forecast for the uniformed pay award is overstated due to the complications of the backdated calculation which will mean that in-year leavers will not be entitled to payments.

Spending Review

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

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.

On Call Activity

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

Training

- There is a risk that training costs may be delayed.
- There is a risk that forecast costs to outsource training activity may not be delivered in the current financial year.

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/07-23

Agenda Item: 18

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	CAPITAL MONITORING REPORT 2022/23 – FEBRUARY 2023						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of the actual and committed expenditure against the 2022/23 capital budget for the period ending 28 February 2023.						
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 £32.5million for 2022/23.						
2.2	In addition, SFRS has budgeted £0.4million 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 £1.5million 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 £1.5million Grant to be carried forward into 2022/23.						
2.4	The Service applied for additional funding from Scottish Government and Transport Scotland awarded SFRS additional Capital DEL funding, via Budget Transfer of £0.255million in September 2022, for the purchase of Electric Vehicle Charging points at Clydesmill Fire Station, for the prototype Low Carbon Fire Appliance.						
2.5	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 £1.985million for various De-carbonisation projects in the service, ranging from Retained Estate Energy Efficiency, Solar PV Installations and Heating Controls.						
2.6	DECC funding has been changed to a budget transfer through GiA which means no carry forward of projects via grant into next year will be allowed.						

2.7	<p>The total revised budget remains currently at £36.64million based on this additional funding, as shown below</p> <table border="1" data-bbox="260 253 892 600"> <thead> <tr> <th data-bbox="260 253 740 331">Funding Source</th> <th data-bbox="740 253 892 331">Budget £000</th> </tr> </thead> <tbody> <tr> <td data-bbox="260 331 740 394">Capital DEL</td> <td data-bbox="740 331 892 394">34,740</td> </tr> <tr> <td data-bbox="260 394 740 461">Capital Receipts</td> <td data-bbox="740 394 892 461">400</td> </tr> <tr> <td data-bbox="260 461 740 528">Transition to Net Zero Grants</td> <td data-bbox="740 461 892 528">1,500</td> </tr> <tr> <td data-bbox="260 528 740 600">TOTAL FUNDING</td> <td data-bbox="740 528 892 600">36,640</td> </tr> </tbody> </table>	Funding Source	Budget £000	Capital DEL	34,740	Capital Receipts	400	Transition to Net Zero Grants	1,500	TOTAL FUNDING	36,640																																																					
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3	Capital Budget and Expenditure (Actual and Forecast)																																																															
3.1	<p>Capital Budget The Capital Budget has been revised and budgets re-allocated to ensure capital projects and expenditure remain on target to spend out by the end of the financial year. These were approved by the Board on 15 December 2022 and reflected in the table below.</p> <table border="1" data-bbox="260 824 1442 1335"> <thead> <tr> <th data-bbox="260 824 600 1025" rowspan="3">Category</th> <th data-bbox="600 824 778 1025" rowspan="3">Approved Budget £000's</th> <th colspan="5" data-bbox="778 824 1442 869">Expenditure</th> </tr> <tr> <th data-bbox="778 869 930 1025" rowspan="2">Ordered £000's</th> <th data-bbox="930 869 1082 1025" rowspan="2">Received not yet Invoiced £000's</th> <th data-bbox="1082 869 1214 1025" rowspan="2">Paid £000's</th> <th colspan="2" data-bbox="1214 869 1442 987">Total</th> </tr> <tr> <th data-bbox="1214 987 1331 1025">£000's</th> <th data-bbox="1331 987 1442 1025">%</th> </tr> </thead> <tbody> <tr> <td data-bbox="260 1025 600 1066">Property – Major Works</td> <td data-bbox="600 1025 778 1066">13,669</td> <td data-bbox="778 1025 930 1066">2,961</td> <td data-bbox="930 1025 1082 1066">1</td> <td data-bbox="1082 1025 1214 1066">10,578</td> <td data-bbox="1214 1025 1331 1066">13,540</td> <td data-bbox="1331 1025 1442 1066">99.1</td> </tr> <tr> <td data-bbox="260 1066 600 1106">Property – Minor Works</td> <td data-bbox="600 1066 778 1106">8,364</td> <td data-bbox="778 1066 930 1106">4,955</td> <td data-bbox="930 1066 1082 1106">51</td> <td data-bbox="1082 1066 1214 1106">3,358</td> <td data-bbox="1214 1066 1331 1106">8,364</td> <td data-bbox="1331 1066 1442 1106">100.0</td> </tr> <tr> <td data-bbox="260 1106 600 1146">Vehicles</td> <td data-bbox="600 1106 778 1146">5,280</td> <td data-bbox="778 1106 930 1146">3,544</td> <td data-bbox="930 1106 1082 1146">1</td> <td data-bbox="1082 1106 1214 1146">1,735</td> <td data-bbox="1214 1106 1331 1146">5,280</td> <td data-bbox="1331 1106 1442 1146">100.0</td> </tr> <tr> <td data-bbox="260 1146 600 1187">ICT</td> <td data-bbox="600 1146 778 1187">3,860</td> <td data-bbox="778 1146 930 1187">718</td> <td data-bbox="930 1146 1082 1187">325</td> <td data-bbox="1082 1146 1214 1187">2,802</td> <td data-bbox="1214 1146 1331 1187">3,845</td> <td data-bbox="1331 1146 1442 1187">99.6</td> </tr> <tr> <td data-bbox="260 1187 600 1227">Operational Equipment</td> <td data-bbox="600 1187 778 1227">3,890</td> <td data-bbox="778 1187 930 1227">345</td> <td data-bbox="930 1187 1082 1227">43</td> <td data-bbox="1082 1187 1214 1227">3,124</td> <td data-bbox="1214 1187 1331 1227">3,512</td> <td data-bbox="1331 1187 1442 1227">90.3</td> </tr> <tr> <td data-bbox="260 1227 600 1267">Transition to Net Zero</td> <td data-bbox="600 1227 778 1267">1,577</td> <td data-bbox="778 1227 930 1267">1,244</td> <td data-bbox="930 1227 1082 1267">22</td> <td data-bbox="1082 1227 1214 1267">311</td> <td data-bbox="1214 1227 1331 1267">1,577</td> <td data-bbox="1331 1227 1442 1267">100.0</td> </tr> <tr> <td data-bbox="260 1267 600 1335">TOTAL EXPENDITURE</td> <td data-bbox="600 1267 778 1335">36,640</td> <td data-bbox="778 1267 930 1335">13,767</td> <td data-bbox="930 1267 1082 1335">443</td> <td data-bbox="1082 1267 1214 1335">21,908</td> <td data-bbox="1214 1267 1331 1335">36,118</td> <td data-bbox="1331 1267 1442 1335">98.6</td> </tr> </tbody> </table> <p>3.2 Budget Virements 3.2.1 Budget virements for Property/Command and Control Futures (CCF) Project took place in February, as follows:- <u>Internal virements:</u></p> <ul style="list-style-type: none"> <li data-bbox="308 1541 1406 1574">• £0.14million vired from New Mobilising System Project to Minor Works Condition <p>3.3 Progress During the Month 3.3.1 Expenditure 3.3.2 <u>Property</u> <u>West Asset Resource Centre.</u> The contractor commenced construction on site on 21 February 2022, two months ahead of schedule. The works are still progressing on site, but are not now expected to complete until May 2023. The contractor has completed the external envelope 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. 3.3.3 <u>Minor Works.</u> Projects are fully committed for this financial year, with 70% completed so far. Work will continue to progress until the end of the financial year.</p>	Category	Approved Budget £000's	Expenditure					Ordered £000's	Received not yet Invoiced £000's	Paid £000's	Total		£000's	%	Property – Major Works	13,669	2,961	1	10,578	13,540	99.1	Property – Minor Works	8,364	4,955	51	3,358	8,364	100.0	Vehicles	5,280	3,544	1	1,735	5,280	100.0	ICT	3,860	718	325	2,802	3,845	99.6	Operational Equipment	3,890	345	43	3,124	3,512	90.3	Transition to Net Zero	1,577	1,244	22	311	1,577	100.0	TOTAL EXPENDITURE	36,640	13,767	443	21,908	36,118	98.6
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3.3.4	<p><u>Fleet</u> Six Medium Weight Rescue Pumps were delivered in February and the Zero Emission Rescue Pump was also completed in the month.</p>
3.3.5	<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-five stations with forty stations complete and five training dates confirmed for the rest of the 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>
3.3.6	<p>Deliveries in February included Eighteen sets of advanced Power Rescue Equipment (PRE), three Heavy Rescue Sets, sixty Thermal Imaging Cameras and the remaining Wildland Fire PPE and Evacuation Boards.</p>
3.3.7	<p><u>ICT</u> <u>New Mobilising System (NMS)</u> The SFRS Board terminated the contract with the Command and Control Mobilising System (CCMS) system supplier Systel, in November 2022 with immediate effect. Since then, a new project team has been put in place and Technical Advisors contracted to assist SFRS with the creation of a revised Specification of Requirements and to engage in pre-procurement market engagement. The project team have also commenced various workstreams that will assist the Technical Advisors in their work. This includes the standardisation of business processes and ways of working. In addition, the project team have in conjunction with the Portfolio Office been developing a new Business Case.</p>
3.3.8	<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>
3.3.9	<p>The programme of works was finalised a few months ago, for Phase 4 for Grant funding of £1.5million. Fifteen stations per month were due to be fitted with EV Charging Points, by the end of the financial year. However, the contractor terminated their main installation sub-contractor across all UK projects in December 2022, due to an incident at a non-SFRS site. There are 20 sites completed and 20 sites programmed, which will be picked up by other sub-contractors who can be used by the main contractor. Discussions are ongoing with the contractor to determine how the programme of works will be delivered prior to 31 March 2023. Discussions also ongoing with Transport Scotland to discuss options to allow Grant funding to be maximised by 31 March 2023.</p>
3.3.10	<p>As indicated at section 2, grants totalling £1.985million were offered and accepted by SFRS in September for various De-carbonisation projects. The Grant funding was changed to Grant In Aid Capital Budget by Scottish Government in December. Instructions have been raised and program of works agreed. The Retained Estate and Solar PV's projects have suffered delays due to asbestos surveys and removal works, incompatible infrastructure/structures and adverse weather over the past few months. Discussions with the contractor have been ongoing and they have issued a timetable for weekend working, to ensure all works are completed by 31 March 2023. Forecast to still spend out at present.</p>
3.4	<p>Progress Anticipated Next Month</p>
3.4.1	<p>Expenditure</p>
3.4.2	<p><u>Property</u></p>
	<p><u>West Asset Resource Centre.</u> Works still to complete include utilities connection, internal fit out, external works and testing and commissioning</p>

3.4.3	<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>
3.4.4	<p><u>Fleet</u> Sixteen Light Weight Chassis' and the Wildland Fire Vehicles are all expected to be delivered in March.</p>
3.4.5	<p><u>PPE & Equipment</u> One hundred and twenty Airbag sets, thirty sets of ladders and four hundred lay flat hoses are due for delivery in March.</p>
3.4.6	<p><u>ICT</u> <u>New Mobilising Systems (NMS)</u> The Technical Advisors will continue to work closely with the project team and relevant stakeholders to inform the new requirements and carry out pre-procurement market research. Some of the project team will also attend the annual BAPCO event in March, to obtain an understanding of the systems and technologies now available within the Command & Control Solution market.</p>
3.4.7	<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>
3.4.8	<p>Works have now commenced on the Ninety Electric Vehicle Charging point sites from the £1.5m Grant offered in November 2021.</p>
3.5	<p>Project Milestones (RAG status)</p>
3.5.1	<p>Project Milestones across all Asset Categories (Property, Fleet, ICT and Ops Equipment) have been revised back to a Green RAG Status. Transition to Net Zero projects have moved to Amber due to the delays indicated in section 3.3.7. Consideration of slippages were reviewed at the monthly Capital Monitoring Groups and plans to accelerate spend were developed. Budget virements were approved at the December Board.</p>
3.5.2	<p>Deviation from Original Budget (RAG status)</p>
	<p>As approved at the December Board, original Budgets across all Asset Categories (Property, Fleet, ICT, Ops Equipment and Transition to Net Zero) were revised, after agreed budget virements (Appendix A). As a result of these virements, the overall budget has been revised back to a Green RAG Status.</p>
3.6	<p>Receipts</p>
3.6.1	<p>Sale of non-operational properties are not expected in the current financial year.</p>
3.6.2	<p>The budget for the sale of non-operational vehicles in the year, is £0.400million. To date, SFRS have received £0.399million of capital receipts from sale of non-operational vehicles, with a Net Book Value (NBV) of £0.346million. Some vehicle auctions are due to take place before the end of the financial year to ensure the budgeted NBV is achieved. All on target.</p>
3.7	<p>Forecast</p>
3.7.1	<p>Appendix A provides the Revised Forecast spend profile for the full financial year.</p>
3.7.2	<p>Total forecast expenditure is expected to be in line with the budgeted figure of £36.64million. It should be noted that the current variance of actual expenditure compared to forecast is an underspend of £7.127million to date across all capital categories as detailed and explained</p>

	in Appendix A. The reallocation of capital budget in December should result in capital spending out by the end of the financial year.	
3.8	Risk	
3.8.1	The strategic risk register has been updated to reflect the condition and suitability of our estate and the ongoing supply chain challenges in delivering our capital programme. In addition, there remains a risk that delays will continue to impact overall capital spend in the year this is being managed through the capital monitoring group.	
4	Recommendation	
4.1	The Board is asked to scrutinise the level of actual and committed expenditure for the period ended 28 February 2023 be scrutinised.	
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 28 February 2023.	
5.2	Recognising reallocation of capital budget following board approval, all efforts will be made to spend out the current anticipated budget of £36.64million 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 Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager	
Sponsored by:	Lynne McGeough, Acting Head of Finance and Procurement	
Presented by:	John Thomson, Acting Director of Finance and Procurement	
Links to Strategy and Corporate Values		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2022-2025 and our aspiration of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>23 March 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Scrutiny</i>

Scottish Fire and Rescue Service

Revised Forecast Spend Profile – Capital Programme 2022/23

£000

Category	Original Budget	Virements	Revised Budget	Actual				Forecast				
				Apr-Jun	Jul-Sep	Oct-Dec	Jan-Feb	Mar	Total	Variance to budget	Variance (%)	RAG Status
Property – Major Works	13,630	39	13,669	1,683	3,609	4,184	1,103	3,090	13,669	0	0	
Property – Minor Works	5,100	3,264	8,364	37	441	711	2,220	4,955	8,364	0	0	
Vehicles	3,680	1,600	5,280	840	36	849	11	3,544	5,280	0	0	
ICT	7,600	(3,740)	3,860	644	1,024	161	1,298	733	3,860	0	0	
Operational Equipment	2,890	1,000	3,890	558	560	714	1,335	723	3,890	0	0	
Transition to Net Zero Grants	1,500	77	1,577	74	0	65	194	1,244	1,577	0	0	
TOTAL EXPENDITURE	34,400	2,240	36,640	3,836	5,670	6,684	6,161	14,289	36,640	0	0	
CUMULATIVE TOTAL	34,400	2,240	36,640	3,836	9,506	16,190	22,351	36,640	0	0	0	

OFFICIAL

Actuals v Forecast £000

Category	Original Budget	Actual	Original Forecast		Commentary
		Apr-Feb	Apr-Feb	Variance to forecast	
Property – Major Works	13,630	10,579	13,234	2,655	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. Works at Inverness Fire Station Development Phase 2 are behind schedule.
Property – Minor Works	5,100	3,409	3,100	(309)	100% of Minor works projects have been committed, but only 70% completed so far. This is due to a change in the Hard FM contractor in the year and low availability of labour. This is offset by expenditure incurred for Low Carbon Appliance Charging Points, Energy & Environmental Improvement projects and Altens Fire Station where an insurance receipt is due for the roof replacement project.
Vehicles	3,680	1,736	2,803	1,067	£0.2million of the underspend is due to the delay 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. £0.4million of the underspend is due to a delay in the Aerial Platforms and Bodyworks and £0.4million of the underspend is due to the delay in commencing the Wildland Fire Fighting Vehicles.
ICT	7,600	3,127	6,235	3,108	PTFA Project originally forecast in Capital, but moved to Resource in November (£1.4million). CCF project spend originally forecast in Capital, but the majority of it was moved to Resource in November (£1.4million). The re-evaluation of CCF has resulted in a further £0.5million underspend from the original forecast. This is offset by additional expenditure of £0.2million across other ICT lines.
Operational Equipment	2,890	3,167	2,723	(444)	Ops equipment actuals to date higher than original forecast, due to extra orders placed and deliveries arriving earlier than expected. PPE issues also higher than original forecast.
Transition to Net Zero Grants	1,500	333	1,383	1,050	Awaiting final DNO connections for EV Infrastructure Phase 2 & 3 due to delays with the DNO operators. Work has now started on EV Infrastructure Phase 4, with delays to this point being due to contractor capacity issues.
TOTAL EXPENDITURE	34,400	22,351	29,478	7,127	Various delays in orders and deliveries, being offset with accelerated work for the West ARC project.
CUMULATIVE TOTAL	34,400	22,351	29,478	7,127	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/SPPC/02-23

Agenda Item: 19

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	SFRS COMMUNICATIONS AND ENGAGEMENT STRATEGY 2023-26						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	To ask the Scottish Fire and Rescue Service (SFRS) Board to scrutinise the draft SFRS Corporate Communications and Engagement strategy for 2023-26.						
2	Background						
2.1	The SFRS communications and engagement strategy was due for review in 2020, however due to competing priorities within the communications team following the COVID-19 pandemic this review has only now been completed.						
2.2	An updated strategy has now been developed and impact assessed and is presented to the SFRS Board for final scrutiny ahead of publication.						
3	Main Report/Detail						
3.1	The draft strategy for 2023-26 has been drafted to align with the SFRS Long-term Vision and its intents and priorities and aligns with the Strategic Plan 2022-25 Outcome Five “ <i>We are a progressive organisation, use our resources responsibly and provide best value for money to the public</i> ”.						
3.2	The strategy also sets out the principles and standards the communications team wishes to embed in relation to both internal and external communications, as well as the key responsibilities for the department, managers, SLT and all staff.						
3.3	In developing the strategy, some key pieces of work have been identified that need to be taken forward to support the implementation of the strategy.						
3.4	<p>These are:</p> <ul style="list-style-type: none"> • Develop and embed an internal communications matrix to outline which channels are appropriate to use and when. • Develop and embed an SFRS style guide for internal and external communications. • Develop a social media strategy to align area accounts to the national corporate account to ensure national messages are cascaded more effectively whilst equipping staff through training provision to operate Service affiliated accounts more effectively. • Develop a media strategy to support the Board and SLT to engage and build relationships with national media to secure prominent and informed coverage of SFRS direction whilst equipping DACOs and LSOs to engage regionally. • Develop KPIs for inclusion in communications planning and monitoring of performance 						

	<p>of business as usual.</p> <ul style="list-style-type: none"> Produce an annual report highlighting communications performance. 	
3.3	The full draft strategy is in Appendix A with the Equality Impact Assessment attached in Appendix B.	
3.4	Next steps	
3.4.1	Once the strategy has been scrutinised by the Board the final, designed version will be published on the SFRS website.	
3.4.2	The key priorities will be added to the Communications team workplan and progress will be reported to the Good Governance Board on a regular basis.	
4	Recommendation	
4.1	The Board is asked to scrutinise the Corporate Communications and Engagement strategy 2023-26.	
5	Core Brief	
5.1	The SFRS Board is asked to scrutinise the updated Corporate Communications and Engagement Strategy for 2023-26.	
6	Appendices/Further Reading	
6.1	Appendix A - Draft Communications and Engagement Strategy 2023-26	
6.2	Appendix B - Equality Impact Assessment of Communications and Engagement Strategy	
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:	Marysia Waters, Head of Communications and Engagement	
Sponsored by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
OUTCOME 5		
We are a progressive organisation, use our resources responsibly and provide best value for money to the public		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Good Governance Board</i>	<i>31 August 2021</i>	<i>For decision</i>
<i>Senior Management Board</i>	<i>15 September 2021</i>	<i>For information</i>
<i>Strategic Leadership Team</i>	<i>13 October 2021</i>	<i>For information</i>
<i>SFRS Board</i>	<i>30 June 2022</i>	<i>For decision (removed from agenda)</i>
<i>Good Governance Board</i>	<i>15 February 2023</i>	<i>For decision</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For scrutiny</i>



APPENDIX A

DRAFT

Corporate Communications and Engagement Strategy

2023-26

Working together for a safer Scotland

DRAFT

Contents

- 1 Introduction
- 2 Our Ambition
- 3 Principles and Standards of Communications and Engagement
- 4 Roles and Responsibilities
- 5 Internal Communications and Engagement
- 6 External Communications and Engagement
- 7 Stakeholder Involvement and Partnership Working
- 8 Measurement and Evaluation
- 9 Key Priorities



Introduction

The Scottish Fire and Rescue Service is a national emergency service which is dedicated to improving the safety and wellbeing of the communities we serve.

Our mission statement is 'Working together, for a safer Scotland' and effective communications is a key element to ensuring we continue to achieve this mission.

SFRS is a trusted organisation within Scotland and, as we have set out in our long-term vision, we need to evolve to adapt to the new challenges we face.

The role of corporate communications is to protect and build on our reputation, ensuring the communities we serve understand our role and engage with our safety messaging.

Our ambition is to support staff, stakeholders and the people of Scotland to come together to influence the ongoing evolution of the Service through meaningful communications and engagement.

To ensure our corporate communications approach is successful we will embed a 2 way approach to communications across the Service. This means we will communicate clearly, openly and to consistently high standards to our audiences but we will also listen to what they say to us and respond to them in an appropriate way. We will use that insight to what our audience has to say to inform our thinking, planning and actions across the Service.

This strategy sets out our approach to corporate communications within SFRS, the principles and standards we will abide by and the key priorities for the communications and engagement team over the next three years.

It also makes clear the roles and responsibilities of all of those across the Service who will play a part in making our approach to communications a success.

2 Our Ambition

Effective communications and engagement will protect and enhance the reputation, identity and brand of the SFRS and support the successful outcomes outlined in both the **Fire and Rescue Framework for Scotland (2022)** and the **SFRS Strategic Plan**. In doing this we will strengthen our intent to build an active and dynamic approach to communications. To meet these aims our communications will be anchored in the brand messages listed below.

These are not mutually exclusive and no one message is more important than another.			
Partnership actively listening and working together to help prevent community harm		Agile evolving to the changing needs of a 21st century Scotland as a service and as an employer	
Innovative harnessing data and technology to work smarter	Evolving willing to adapt to keep communities safe from harm	Energy focused on building resilient and stronger communities	Targeted our resources will be in the right place at the right time
Bold ambitious to do so much more for communities	Connected driven by a deeper understanding of community need	Inclusive embracing difference and working in partnership	Dialogue embracing discussion to help shape our Future Long-term Vision
People centred invested in developing leaders for the future	Committed helping to deliver a sustainable future for Scotland	Flexible supporting staff to balance work with life	

3 Principles and standards of communications and engagement

It is important that we understand why we communicate and how we want to deliver communications in SFRS – our purpose and principles.

Corporate communications is

“ a management function that offers a framework for effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputation with stakeholder groups upon which the organisation is dependent. ”

(Cornelissen, Joep:2008)

Our approach to corporate communications is built around the following:

INFORMING	LISTENING	ENGAGING	INFLUENCING
 <p>Providing our stakeholders with the information they need, either to perform their role, understand the organisation and its goals, share facts or report progress.</p>	 <p>We will enable the organisation to listen to stakeholders and respond to feedback.</p>	 <p>Encourage involvement and invite dialogue from stakeholders.</p>	 <p>Shaping good corporate decision-making and beneficial stakeholder positioning and participation.</p>

Our principles, which underline how we want to deliver communications both internally and externally, are that all communications planning, messaging and engagement will be:

Clear	Consistent	Inclusive	Targeted	Effective	Responsive
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The standards we expect to meet under each of these principles are:

Clear

- Our messaging will be honest, open and transparent
- We will communicate in plain English
- We will adhere to accessibility standards to ensure people can engage with our messaging
- We will always explain why - it's important that we provide a narrative and context in our messaging and explain why something is happening, not simply what's happening.



- **Digital First:** our default method of communication is digital first while recognising that alternative channels must be used for audiences who cannot participate online

- **Staff First:** colleagues should always hear about the big-ticket items that impact on the organisation and their jobs, directly from the organisation – not through hearsay or external media

Consistent

- All communications processes supporting change programmes will be informed by an Equalities Impact Assessment
- We will adhere to the National Standards for Community Engagement in developing communications plans to support public engagement
- All communications within SFRS will adhere to SFRS branding and style guides



Inclusive



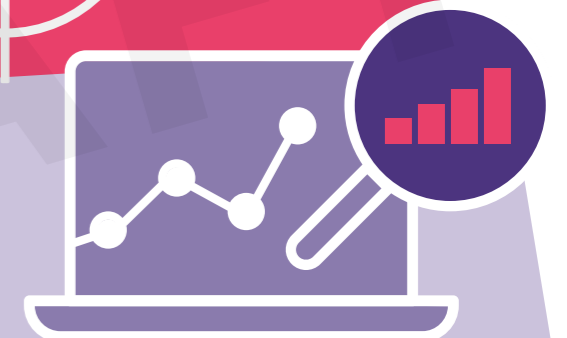
- We will work with staff and stakeholders in partnership to develop our key messages
- We will ensure the tools and channels we use maximise accessibility for all our audiences
- We will maximise the opportunity for people and stakeholders to give feedback through our communications
- We will inform the Service of the feedback we receive to ensure decision-making reflects the needs of staff, stakeholders and the public through our corporate communications channels

Targeted



- We will tailor our messaging to the audiences we need to reach
- We will use a diverse a range of channels to maximise the reach of our messaging

Effective



- We will adopt a robust planning approach to communications and engagement in SFRS through the use of communications planning, using the OASIS model to identify our Objectives, Audience, Strategy, Insights and Scoring.
- We will monitor and evaluate the success of our communications on an ongoing basis and use this data to drive improvement within SFRS communications and engagement
- Our measurement will focus on outputs, out-takes and, most importantly, impacts and outcomes
- We will continually look to develop our processes and channels to reflect the best available practice and ensure the tools we use are fit for purpose



Responsive

- we will respond in an appropriate manner to our stakeholders
- we will respond in a timely manner to our stakeholders
- we will demonstrate how our stakeholders views inform our decisions

4 Roles and responsibilities

Communications is a leadership function and the communications team has a central role in delivering effective communications within SFRS and to our key external audiences and stakeholders.

Corporate communications also works alongside the public involvement and consultation team and our local senior officers to support the organisation in its involvement of communities and stakeholders in service development.

However, communication is the responsibility of all of us. Every member of staff is an ambassador and advocate for the Service and has a role in communicating our aims, ambitions and priorities. In ensuring that we act on the roles set out below we will strengthen our corporate communications culture in a co-ordinated fashion across the whole organisation.

4.1 The Communications Department

The role of the communications department is to lead, design and implement corporate communication and, by working with staff and stakeholders, ensuring the right messages are delivered in the right way to the right audiences.

We are responsible for:

- Internal corporate communications, ensuring it adheres to the principles and standards outlined above
- Protecting and enhancing our reputation both proactively and reactively

- Managing our online presence through both the SFRS website and social media
- Management of the SFRS brand
- Co-ordinating engagement with the Scottish Government
- Co-ordinating engagement with Members of the Scottish Parliament and locally elected members on corporate issues
- Supporting, enabling and empowering staff to communicate appropriately and effectively within their own roles.

4.2 Strategic Leadership Team (SLT)

SLT has a distinct role as communicators within SFRS and set the example for all managers to follow when engaging with their staff, stakeholders and communities.

SLT members are responsible for:

- Setting the direction and tone of communications within the organisation
- Outlining the context and strategic narrative of the decisions they make
- Being visible and accessible to staff throughout the organisation
- Maximising the opportunities for staff to engage with them

4.3 Heads of function and managers

All heads of function and managers are responsible for ensuring:

- Corporate messaging is consistently cascaded to and shared with their teams

- Staff are given the opportunity to ask questions and provide feedback on the information they receive
- The communications department is involved in the communications planning around major projects, events or service developments from the earliest possible opportunity
- Information relating to their areas of responsibility on both the staff intranet and SFRS website are reviewed and updated regularly
- The communications department is made aware of good news stories that help to promote our Service values and commitment to public and firefighter safety
- The communications department is notified and briefed at the earliest opportunity of potential issues which may generate media interest
- All requests for media interviews are shared with the communications department for advice and to ensure these are captured in our media monitoring
- The communications department is notified of developments that may have strategic or significant importance to the Service

4.4 Local Senior Officers

Local senior officers are responsible for

- Engagement with their strategic partners, communities and local authorities within their delivery areas to support the development of SFRS services in support of their local communities.

- LSOs and their teams should ensure they seek feedback from communities, partners and stakeholders and share this knowledge across the Service and with the corporate communications department to inform future communications plans and strategies.

4.5 The Public Involvement and Consultation (PIC) Team

The PIC team are responsible for:

- developing good practice across SFRS to ensure public and stakeholder involvement in service development and change to meet our legal requirements for public consultation.

4.6 All staff

All staff are responsible for:

- Taking personal responsibility to be well-informed and proactively seeking information which is available on our communication channels
- Informing the communications department of achievements and successes within their teams
- Ensuring all media requests are directed to the communications department
- Highlighting any issues which they feel may generate media or political interest
- Seeking advice and support from the communications department before undertaking any communications activities

5 Internal communications and engagement

Communicating and engaging effectively with our employees is extremely important to us.

We will operate on a 2 way basis whereby we will listen to colleagues as well as provide information to them.

Research consistently shows a strong correlation between high-performing organisations and effective employee communication and engagement.

Organisational benefits include improved motivation, increased productivity, more discretionary effort, greater innovation, reduced sickness absence and better recruitment and retention.

We will only be an employer of choice if our staff enjoy working with us and have a positive experience. This includes how we communicate and engage with each other.

As the Institute of Internal Communications states:



At the most basic level, you have to communicate well at the right time so employees know what is expected of them and what is happening in the organisation.

At a deeper level, for employees to feel engaged with their workplace and give their best, they have to see that their organisation cares about their views and understand how their role contributes towards overall business objectives.



Our employees are also our best ambassadors and it's important that we equip them with the knowledge and understanding to fulfil that role effectively.

5.1 Internal audiences

On a broad level our primary internal audience is all SFRS employees.

Within this wider audience group, it's important that we target messages wherever possible. Increasing relevancy reduces the risk of staff switching off and avoids information overload.

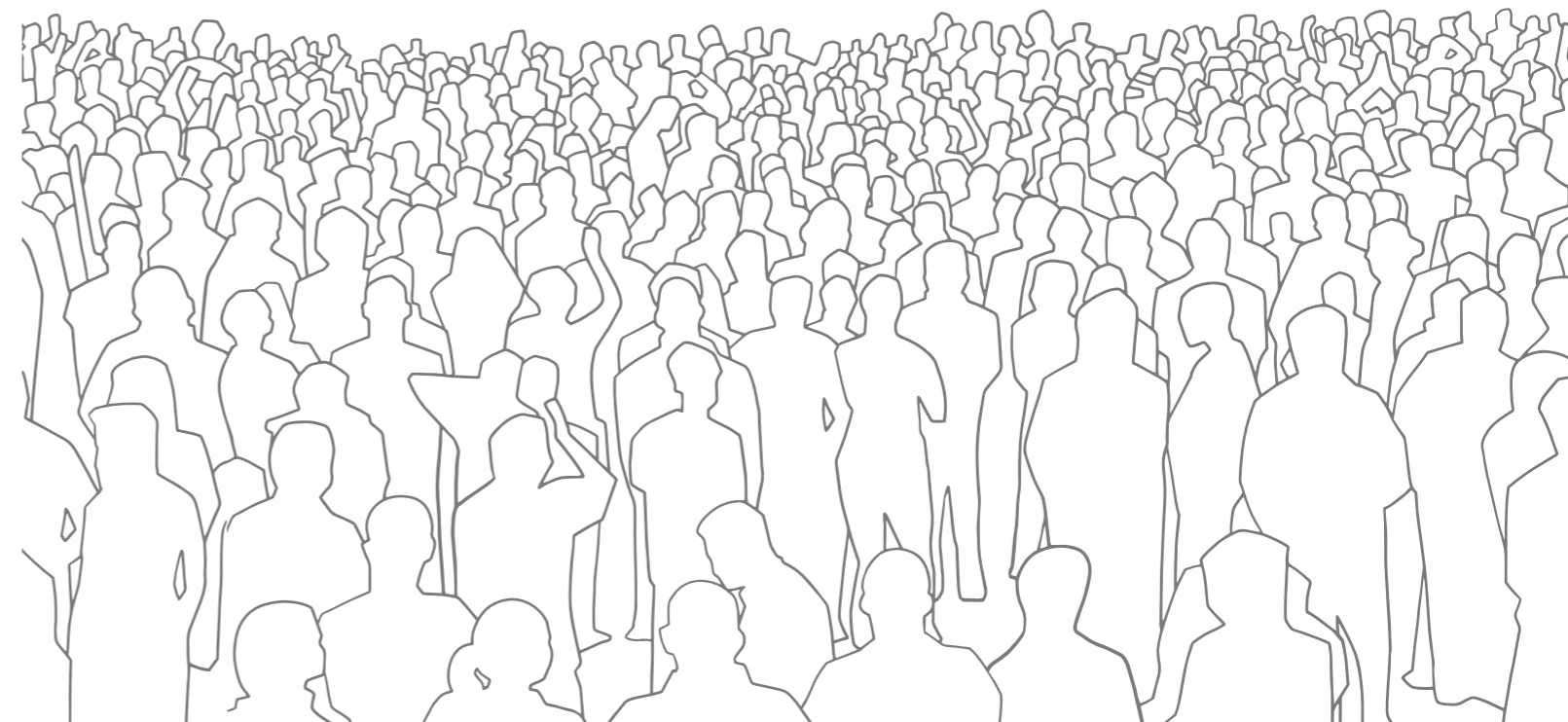
All employee communications should address the question **'what does this mean for me?'** from an employee perspective.

SFRS employees can be segmented into the following groups:

- Uniformed staff – wholtime, retained, day-duty, volunteer and operations control
- Support staff – office and non-office based
- Board Members of SFRS Board
- SFRS Managers

Regarding the latter group, we recognise that as well as being a target audience group, our managers play a pivotal role in the communication chain and we will support and equip them to fulfil it.

On key issues and campaigns, managers will be fully briefed ahead of wider communication to employees to ensure they have time to digest the information, contextualise it for their team and are able to answer basic questions.



5.2 Internal channels

Channel selection is important in terms of audience reach and access.

The key channels used for internal communications within the Service are outlined below. The communications department is responsible for the delivery of corporate staff communications and will determine which channels are most appropriate.

The fundamental building block of all internal communications is the staff intranet iHub. This is the single source of truth for all staff.

As well as meaning that staff can know and trust the information they access on iHub is up-to-date this also means staff can be made aware of news and issues affecting the wider organisation.

All other communications channels should be for reference only and should lead back or signpost to iHub.

Corporate communications

- **iHub**
- **Weekly staff brief**
- **SLT broadcasts**
- **The Shout**
- **Station visits**
- **Corporate e-mails when appropriate**
- **Messaging within our electronic systems**

Bespoke campaigns

To support projects, campaigns and service developments internal communications will use all of the above, plus:

- **Video**
- **Teams Live Events**
- **Managers briefing pack to enable a cascade of face-to-face information and discussion**
- **Staff Facebook page**
- **Printed workplace materials, such as posters, booklets and pull up banners**
- **Workshops and focus groups**
- **Staff surveys**

6 External communications and engagement

As a national emergency service our reputation with the people and communities of Scotland is paramount. It is essential people understand what we do and why we do it.

The role of the communications department is to proactively enhance the reputation of the Service sharing our achievements and successes across a diverse audience using a range of communications channels.

We will use engaging and innovative content to do this, with clear messaging aligned to the aims and objectives of the organisation.

In managing reactive communications, we will continue to build on our relationships with national politicians, the media and locally elected members to raise the profile of SFRS and will manage the concerns and issues they raise in an open and transparent manner.

Media handling is a 24/7 commitment and the communications and engagement department will provide an on-call service to meet this need.

Our external communications are also focused on building our relationships with key partners and stakeholders across the public, private and third sector ensuring they are involved in and informed of the work that we do.



6.1 External audiences

Audience insight is key to understanding what people want to know, how they want to receive information and how they want to provide feedback to the organisation.

Not all of our audiences will need or want to know everything we wish to communicate or will have a view on what we are doing. Therefore, it is important that we target our messaging appropriately.

The use of the OASIS planning tool builds audience research and insight into all communications and engagement plans and this means we can deliver communications to the right people, in the right way at the right time. The main audiences SFRS engages with on a regular basis are:

- Members of the public
- Media – print, broadcast, trade
- Social media
- Emergency Service Providers
- All elected members
- Search and Rescue Organisations
- Local authorities
- Duty holders
- Scottish Government
- Staff representative bodies
- Public agencies
- Members of the Scottish Parliament
- Members of Parliament
- Third Sector Interface bodies
- Community groups

6.2 External channels

Audiences are now finding their information from a diverse range of channels and social media is becoming increasingly tailored to individual interests.

We need to ensure our key public safety messaging can successfully reach our audiences in this evolving and fast-paced environment.

To do this we need to continually monitor and evaluate the channels we use and their impact to ensure our messaging reaches the audiences we want to connect with.

The main channels we currently use are:

- Social media (for example Facebook, LinkedIn, YouTube, Twitter, Instagram)
- Media - print, broadcast and online
- SFRS website
- Partner channels
- Stakeholder channels
- Face-to-face meetings
- Online surveys
- Direct communications – mailshots, email
- Advertising and marketing

7 Stakeholder involvement and partnership working

Audiences become stakeholders through active participation and dialogue.

Our commitment is to maximise the opportunities for audiences to engage with us and provide feedback through our corporate communications channels after feedback.

We will promote two-way communications and engagement wherever possible and develop regular and consistent methods for key stakeholders to participate in shaping the future direction of SFRS.

We want to understand where we can add value to stakeholders and want our stakeholders to understand why they are important to us.

We will capture feedback from stakeholders but will also ensure this feedback is shared with the SFRS Strategic Leadership Team and Board to inform decision making.

We will also ensure stakeholders are kept informed as to how their feedback has been used.



8 Monitoring, evaluation and improvement

We will drive continuous improvement within SFRS corporate communications.

To do this we must measure all activity – evaluating outputs, outtakes, outcomes and customer satisfaction – to learn and understand where our communication is successful.

Evaluation is built into every project through our **OASIS planning tool**. Wherever possible research time will be built into communications planning to allow for robust benchmarking to be undertaken to effectively measure the impact of our campaigns.

We will also develop measures for our business-as-usual communications. An annual report will be produced for SFRS SLT and Board to monitor performance of the communications and engagement department, and the effectiveness of our corporate communications approach.

Continuous improvement does not just apply to the processes and work of the team but the people within it. We are committed to supporting the team to undertake their own professional development and encourage shared learning to enhance the skills of the department as a whole.



9 Implementing the Communications Strategy Key priorities

To support the strategy there are some key pieces of work which need to be developed and implemented. The key priorities for the three year's of this strategy are :

- Undertake audience research to understand what information our external stakeholders want and how they want to receive information and become involved in the ServiceDevelop and embed an internal communications matrix to outline which channels are appropriate to use and when
- Develop and embed an SFRS style guide for internal and external communications
- Engage LSOs and other managers to ensure they understand are confident in and sufficiently skilled to play their role in delivering our communications approach
- Develop a social media strategy to align area accounts to the national corporate account to ensure national messages are cascaded more effectively whilst equipping staff through training provision to operate Service affiliated accounts more effectively
- Develop KPIs for inclusion in communications planning and monitoring of performance of business as usual
- Develop a media strategy to support the Board and SLT to engage and build relationships with national media to secure prominent and informed coverage of SRS direction whilst equipping DACOs and LSOs to engage regionally
- Produce an annual report highlighting communications performance

A comprehensive action plan will developed to drive our priorities and ensure the successful implementation of the strategy. This will inform our annual communications report.

DRAFT



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Working together for a safer Scotland

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Communications and Engagement Strategy 2023-26

Draft Version 1.0 March 2023

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

PART 1 BASIC INFORMATION

Policy Owner	Marysia Waters – Head of Communications and Engagement
E&D Practitioner	Parveen Khan
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Communications and Engagement Strategy 2022-25
Date Assessment Commenced	11 April 2022

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	The Scottish Fire and Rescue Service’s mission statement is <i>Working together, for a safer Scotland</i> and effective communications is key to achieving this mission. SFRS has set out in our long-term vision how we need to evolve and adapt to meet the new challenges we face. The role of corporate communications is to protect and build on our reputation, ensuring the communities we serve understand our role and engage with our safety messaging. Our ambition is to support staff, stakeholders and the people of Scotland to come together to influence the ongoing evolution of the Service through meaningful communications and engagement. This strategy sets out our approach to corporate communications the principles and standards we will abide by as well as our key priorities over the next three years.
Are there any associated objectives of the function/policy (please explain)?	SFRS has a diverse range of stakeholders, each of which is affected by our organisational actions, objectives, and policies. Our stakeholders have varying needs and our communications must reflect their entitlement to various considerations Communications and engagement will protect and enhance the reputation, identity and brand of the SFRS and support the successful outcomes outlined in both the Fire Framework and the SFRS Strategic Plan. SFRS is fully committed to supporting people to engage with us and ensuring we hear and respect their opinions in how we design and deliver our services and, equally, to ensuring that their voice will help us shape what we do.
Does this function/policy link with any other function/ policy?	The Communications and Engagement strategy will be aligned to the SFRS Strategic Plan and underpins policy and practice, including the SFRS Digital Strategy.
Who is intended to benefit from the function/policy and in what way?	Beneficiaries will feel informed through the provision of information they need, either to perform their role or understand the organisation and its goals, share facts or report

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	<p>progress. Our organization will feel enabled to listen to stakeholders and respond to feedback. We will encourage involvement and invite dialogue from stakeholders to ensure they feel able to help shape good corporate decision-making and beneficial stakeholder positioning and participation.</p> <p>This will be achieved through communications planning and messaging that is clear, consistent, inclusive, targeted, and effective. People will be encouraged to feed back through direct mechanism and we will also ensure we listen to what people say via our social media channels.</p> <p>Our messaging will be honest, open and transparent and we will communicate in plain English. We will adhere to accessibility standards and offer alternative formats and languages to ensure people can engage with our messaging and we will always explain why - it's important that we provide a narrative and context in our messaging and explain why something is happening, not simply what's happening.</p>
<p>What outcomes are wanted from this function/policy?</p>	<p>Stakeholders feel informed, better supported, empowered and engaged to help shape and influence the evolution of the Service as it seeks to adapt to meet new and emerging risks to ultimately keep people safe.</p> <p>This will be measured through engagement with our digital channels and through regular surveying of stakeholders</p>
<p>What factors/forces could contribute/detract from the outcomes?</p>	<p>Failing to ensure key stakeholders are engaged through meaningful communications may result in Service assumptions not being clearly supported by stakeholders and could damage our reputation, understanding of our role and engagement with safety messages.</p>
<p>Who are the main stakeholders in relation to the function/policy?</p>	<ul style="list-style-type: none"> • SFRS Personnel and Board • Partner Agencies in the Public Sector and Third Sector • Staff Representative Bodies • Scottish Government Ministers/Officials • Scotland's business communities • Public – communities and individuals • Community planning partnerships • Community justice partnerships • Health and social care partnerships • Third Sector Partners • Youth / elderly / disadvantaged / minority ethnic groups • Local Government • MSPs / MPs • Potential future employees • HMFSI • Other FRS • Faith groups
<p>Who implements the policy and who is responsible for the function/policy?</p>	<p>SFRS / Head of Communications and Engagement</p>

**PART 2
ESTABLISHING RELEVANCE**

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

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

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

Please tick as appropriate.

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

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

AND,

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

The Communications and Engagement Strategy reflects our Long Term Strategic Vision which is directly linked to the SFRS Strategic Plan and is designed to support the effective engagement of stakeholders with the Service. One of the key tenets of the Strategy is to improve the way we communicate and engage with seldom heard voices within the Service,

many of which fall into the protected characteristics above.

Marriage and Civil Partnership within the context of the Equality Act 2010 extends only to protection from discrimination in employment practices and is, therefore, not relevant to the strategy.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes **No** **Don't Know**

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

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

This Strategy also relates directly to article 14 of the Human Rights Act 1998. Protection from discrimination. The Human Rights Act makes it illegal to discriminate on a wide range of grounds including 'sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status'.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	<u>Proceed to Part 4 Monitoring</u>
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	<u>Proceed to Part 3 Impact Assessment</u>
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	<u>Proceed to Part 3 Impact Assessment</u>

**PART 3
IMPACT ASSESSMENT**

Describe and reference:

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

Characteristic	
<p>Age</p>	<p>Scotland has an aging population with over 17% of the Scottish population aged 65 or over. This group of people now outnumber the amount of under 15's for the first time and this is expected to rise as we live longer (Scottish Census 2011).</p> <p>Older age groups have been disproportionately affected by COVID-19 with increased levels of isolation and loneliness amongst this group and reductions in social engagement channels restricting participation in public life. This was compounded by the shift to using technology further highlighting how digitally excluded older people are, with Age Scotland estimating that over half a million people over 60 do not use the internet and over 350,000 older people living alone (Age Scotland). Accessibility and accessible formats including software remains an issue and there would need to be investment made to ensure that resources are available. This is particularly important for those affected with neurodivergent conditions.</p> <p>There is some evidence that suggests that older people are less likely to make use of social media sites and other technology based communications compared to younger people as detailed above. This does not mean that older people do not make use of this method of communication nor does it indicate that younger people will certainly make use of this kind of communication tool. Digital poverty amongst younger age groups is an emerging area of concern.</p> <p>With older people more at risk from some age-related disabilities this may influence the type and method of communication that some older people access. Where individuals have typically relied on one or two types of communication such as newspapers, television or leaflet campaigns to get information, they may no longer be able to access these due to a significant visual impairment and may not have a replacement for these methods.</p> <p>The Communications and Engagement strategy will ensure that all efforts are made to reach harder to reach groups or reflect specific needs throughout all communications – for example through alternative formats, targeted engagement and third sector and partner agencies.</p>

<p>Caring Responsibilities</p>	<p>In the UK population there are approximately seven million carers with responsibility for a dependent who has a disability or other long term impairment or health condition – approximately 42% are men and 58% are women. By 2030, it is expected that the number of carers will increase by 3.4 million (around 60%). In Scotland the overall number of carers aged over 16 is approximately 759,000 of which 29,000 are young carers – 17% of the population.</p> <p>While carers can be the main point of contact for a household, carers themselves can often experience isolation and exclusion from participation in public life due to the demands on their time arising from their caring responsibilities. Providing communications for this group involves engaging with relevant partner agencies and utilising local SFRS personnel in communicating our purpose.</p> <p>Scotland’s Care Experienced children and young people are more likely to experience digital poverty than young people not in this group. This group of young people is more likely to move into independent living at a younger age than those not in this group. Involving care experienced young people to inform the future shape of the fire service requires direct engagement with stakeholder groups such as Who Cares? Scotland and Staf (Scottish Through Care and After Care).</p>
<p>Disability</p>	<p>20% of people in Scotland are disabled according to the definition of the Equality Act 2010 (Office for National Statistics – Census Results – 2011). Of this 20% its estimated 3.1% have a Specific Learning Difference (SpLD), 6.6% have hearing loss or partial hearing loss and 2.6% are blind or partially sighted, 6.7% identified as having a physical disability, 4.4% with a mental health condition.</p> <p>Individuals with a disability may have individual specific requirements in the content, nature and method of communication compared to someone who does not have a disability. This is particularly the case for individuals with a sensory impairment or disability, a learning difficulty or disability or individuals with mental health condition or cognitive condition that may impair comprehension and/or speech and writing.</p> <p>Access to information for individuals with a disability may be affected due to a factor associated with their disability such as social or economic disadvantage. For example, an individual with a disability affecting their mobility and who lives in a rural area may not have ready access to general SFRS communications due to physical isolation and technological isolation (i.e. they cannot afford to own a computer which would provide access to online communication – there is evidence of a correlation between disability and low income households).</p> <p>The term disability covers a wide range of impairment types and conditions and it is important to recognise that disabled people are not a homogenous group and will have a range of needs and experiences. Therefore we must tailor the consultation to support these differing needs.</p> <p>Alternative communications formats should be provided such as hard copy and electronic versions compatible with text to speech software.</p>

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	Engaging with stakeholder groups and with third sector and partner agencies, especially at a local level will support the inclusion of individuals with a disability in shaping the future of the SFRS.
Gender reassignment	<p>The LGBT Foundation indicates that this group have been particularly affected by COVID-19 and have experienced an increase in social Isolation, mental health issues and general loneliness, COVID-19 aside they are a 'hard to reach group' therefore we need to work with local and national organisations and charities to ensure the voice of trans and non-binary people is heard.</p> <p>When engaging directly with a trans person we will respect the person's self-identity and use the same terms and pronouns that the person uses to describe themselves.</p>
Marriage and Civil Partnership	The communications and engagement strategy is not relevant to this protected characteristic. The Equality Act 2010 specifically relates to protecting people on the grounds of marriage and civil partnership status in employment practice.
Pregnancy and maternity	There is a requirement for SFRS to ensure that employees who are on maternity leave are kept informed of service ambitions and consultations and have the opportunity to contribute. In this regard, SFRS will make use of the existing workplace arrangements for line managers to engage with employees who are on maternity leave, including the use of KIT days.
Race	<p>According to Census data (2011) the vast majority of the population in Scotland remains white Scottish at 84%, 7.9% identify as other White Other British, 1% White – Irish, 1.2% white Polish, 2% white Other, 2.7% Asian, Asian Scottish or Asian British and 1.3% other Ethnic Groups.</p> <p>In terms of language (Census Data 2011) 98.6% of the population confirm that they speak English well or very well. 1.2% do not speak English well, 0.2% do not speak English at all, 1.1% have some Gaelic language skills, 30.1% are able to speak Scots and 3.9% use a language other than English in the home. An ability to speak English well is not the same as being able to read and write it well and it is important that this is supported by engagement activities with community stakeholder groups to bolster the written elements of our communications.</p> <p>Due to religious, cultural differences and language barriers some communities may favour engagement through male representatives excluding women or older members of the community. SFRS will engage directly with women's groups based around race, nationality, culture, religion and ethnicity to provide us with the insights and views of as broad a range of people as possible.</p> <p>Travelling communities, whether in permanent and static or non-static or semi-static residences, often have reduced access to services and may experience isolation from the broader population. Therefore, establishing trust with individual local communities and building personal relationships is particularly important and we should utilise the local and national partnerships we have to confirm the thoughts and opinions of the Gypsy/traveller communities.</p>

	<p>Our communications can be provided in alternative formats and languages where a barrier would exist if we did not make these adjustments.</p>
<p>Religion and Belief</p>	<p>The 2011 Census indicates just over half (54%) of the Scottish population stated their religion as Christian – a decrease of 11% since 2001, whilst 37% of people stated that they had no religion – an increase of 9%. More than 6 out of 10 people said that their religion was Christian (65%); 42% Church of Scotland, 16% Roman Catholics and 7% other Christian.</p> <p>After Christianity, Islam was the most common faith with 77,000 people in Scotland describing their religion as Muslim. This is followed by Hindus (16,000), people from other religions (15,000), Buddhists (13,000), Sikhs (9,000) and Jews (6,000). These groupings account for less than 3% of the overall population. Numbers reporting 'Muslim' and 'Other religion' both doubled in the decade from 2001. The majority of people from 'Muslim', 'Hindu', 'Sikh' and 'Jewish' religions live in large urban areas (this corresponds with a high density of minority ethnic groups within these areas). The 'Muslim', 'Sikh', 'Hindu', and 'Buddhist' profiles were relatively young compared to the population as a whole. Almost a third of 'Buddhists' were 'White: Scottish', with a quarter 'Chinese' and a quarter 'Other Asian'. The vast majority of 'Hindus' (82%) and 'Sikhs' (83%) were of 'Indian' ethnicity. 82% of those who identified as 'Hindu' were born outside of the UK and 64% of 'Hindus' arrived between the ages of 16 and 34. The majority of 'Muslims' and 'Buddhists' who lived in Scotland on census day were born outside of the UK. Almost 60 per cent of 'Jewish' people were 'White Scottish', 18 per cent were 'White: Other White' and 16 per cent were 'White: Other British'. The majority (58%) of 'Muslims' in Scotland were of 'Pakistani' ethnicity, with a mixture of ethnicities making up the remaining 42%. Eighty five per cent of those reporting 'No religion' identified as 'White Scottish' and most of the remainder (10%) were 'White: Other British'</p> <p>Engaging directly with Scotland’s faith groups at national and local level will be met within the communications and engagement strategy and inline with the individual requirements of a communications plan.</p>
<p>Sex (gender)</p>	<p>Scotland's population figure for 2011 has a gender split of 51.5% females to 48.5% males (2011 Census: First Results on Population Estimates for Scotland).</p> <p>Due to cultural differences and barriers some communities may favour engagement through male representatives excluding women or older members of the community. SFRS will engage directly with women’s groups based around race, nationality, culture, religion and ethnicity to provide us with the insights and views of as broad a range of people as possible.</p>
<p>Sexual Orientation</p>	<p>Recent research by the LGBT Foundation indicates that LGBT people have been particularly affected by COVID-19 and have experienced an increase in social Isolation, mental health issues and general loneliness, COVID-19 aside they are a 'hard to reach group' therefore we need to work with local and national organisations and charities to ensure the voice of the LGBT community is heard.</p>

	<p>There is some evidence that LGBT people from more rural areas often relocate to one of the large cities as they reach adulthood. Moving is not generally an option for those young people still in school or those with limited social mobility. Issues affecting people outside large metropolitan areas can be different to those within; therefore engagement to address needs has to occur at a local level.</p> <p>When engaging directly with a person who identified as LGB we will respect the person's self-identity and use the same terms and pronouns that the person uses to describe themselves.</p>
<p>Social and economic disadvantage</p>	<p>Scotland has numerous areas identified as having multiple indicators of deprivation (MID). It is important to note that more than 50% of those households considered to be financially poor are not located within areas of MID.</p> <p>Evidence shows that overall poverty is higher among ethnic minority groups than within the majority white population (Joseph Rowntree Foundation, <i>UK Poverty 2018: A comprehensive analysis of poverty trends and figures</i>).</p> <p>Corporate Parenting for young people in or leaving care is and remains priority for us, to try to provide better life chances for this traditionally disadvantaged group therefore we must work with our local and national partners to ensure those leaving care, in kinship care are heard.</p> <p>Connectivity to high quality fast broadband can be an issue for those who live in our Island Communities, therefore we must ensure that other means of engaging with our communications and our service messages are offered and promoted in remote areas.</p>
<p>Human Rights</p>	<p>There is no evidence of relevance to Human Rights. There may be some activities and initiatives that are implemented as a result of the Long Term Vision document which may have relevance to human rights but these will be addressed within the Long Term Vision Equality and Human Rights Impact Assessment and within the impact assessments of the underpinning areas of work such as Safe and Well.</p>
<p>Impact on People in General not covered by specific characteristics</p>	<p>A range of communications methods will be used to engage with stakeholders including print, digital, face-to-face as well as alternative formats including different languages, BSL and Braille, .</p>

Summary and Conclusion of Impact Assessment

This Equality and Human Rights Impact Assessment has been progressed to support the communications and engagement strategy 2022-25 and will be reviewed and revised as appropriate.

In completing this impact assessment SFRS has been mindful of the potential barriers to participation and engagement relating to the protected characteristics. Of particular note are the following points:

- | | |
|---------------------------|-----------------------------------------------------------------------------------------------------------------|
| Reaching a broad audience | We will make direct approaches to stakeholder groups representing all the characteristics we have listed above. |
|---------------------------|-----------------------------------------------------------------------------------------------------------------|

	We will utilise our well established local community engagement arrangements to provide multiple avenues and work with third sector colleagues to reach 'seldom heard' voices.
Restricted access or use of digital communications	We are mindful that not everyone will be able to access our website/social media channels. By making direct approaches to community stakeholder groups, charities and our partner agencies we aim to extend the reach of our service messages.
Barriers to participation arising from a disability	We will simplify the language we use and avoid jargon. We will encourage specific requests for alternative means of engaging with our service and ensure we offer communications in accessible formats and different languages.
Barriers to participation arising from a language barrier	According to the 2011 census the overwhelming majority of people living in Scotland are proficient in spoken and written English, but we are mindful that this will not be the case for everyone. To provide for as many viewpoints to be heard as possible we will make direct approaches to stakeholder groups representing all the characteristics we have listed above including those who are likely to interact with individuals who do not have English as a first language.
<p>The purpose of the communications and engagement strategy is to inform and engage our key stakeholders and support them to maintain dialogue as we look to evolve and adapt to changing community risk. We will work to facilitate multiple opportunities for Scotland's diverse communities to share their views with us directly and through stakeholder and partner agencies over the coming years and in a variety of ways as we engage with our communities in the day to day provision of our services. Progress against the strategy will be reported to the SFRS Board on an annual basis.</p>	

Concluding Part 3

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

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:
Add

Q1 How do you intend to monitor and review the function/policy?

Equalities Monitoring Form / measurement and evaluation of communications engagement against our identified performance measures as outlined in our communications planning model such as customer satisfaction surveys and tools.

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

Q2 What will be monitored?

Engagement levels with communications methods and the split of participation across Protected Characteristics. Also impact on identified outcomes such as interaction with services.

Q3 How will monitoring take place?

Monitoring will take place at each key stage and throughout all communications to ensure we successfully identify and meet the precise needs of our audiences. Reporting of performance of communications will be done through the Good Governance Board.

Q4 What is the frequency of monitoring?

Each communications plan will be individually monitored and evaluated.

Q5 How will monitoring information be used?

To inform and develop future communications and engagement activities.

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Marysia Waters, Head of Communications and Engagement
Date	10 May 2022

This Equality and Human Rights Impact Assessment was approved by:

Name	Parveen Khan
Date	12/05/2022

Report No: B/POD/03-23

Agenda Item: 20.1

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	30 MARCH 2023							
Report Title:	CORPORATE PARENTING PLAN CLOSING REPORT 2020-2023							
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>	<u>G</u>
1	Purpose							
1.1	To provide Board members with an overview of the actions undertaken in the Scottish Fire and Rescue Service (SFRS) Corporate Parenting Plan 2020-2023 to meet our responsibilities as a Corporate Parent under Children and Young People (Scotland) Act.							
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 16 th 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	These duties include: <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	The Corporate Parenting Plan 2020-2023 was published in January 2020 and the pandemic hit in March 2020. Many of the actions and direction of work were influenced by Covid both nationally and locally. The needs and challenges for people who are Care Experienced also differed during this time, with many facing further inequalities. The Service tried to be as innovative and flexible as possible in how we delivered on these actions so that we could continue to be a constant Corporate Parent throughout.	
3.2	The report highlights what we set out to achieve and how we have embraced our Corporate Parenting role and acted to improve the life opportunities for people who are Care Experienced.	
4	Recommendation	
4.1	Board members are asked to note the case studies and evidence that reflects the work undertaken across SFRS to meet our responsibilities as a Corporate Parent under Children and Young People (Scotland) Act.	
5	Core Brief	
5.1	To provide Board members with an overview of the actions undertaken in the SFRS Corporate Parenting Plan 2020-2023 to meet our responsibilities as a Corporate Parent under Children and Young People (Scotland) Act.	
6	Appendices/Further Reading	
6.1	Appendix A - SFRS Corporate Parenting Plan Closing Report 2020-2023	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified 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 Organisational Development	
Presented by:	Lyndsey Gaja, Head of People and Organisational Development	
Links to Strategy and Corporate Values		
<p>Strategic Plan Outcome Six: The experience of those who work for SFRS improves as we are the best employer we can be. 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>19 December 2022</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Information</i>

Scottish Fire and Rescue Service Corporate Parenting Plan Closing Report 2020 - 2023

Accessing this report

If you require this report in an alternative format, please contact **SFRS.equality@firescotland.gov.uk** to discuss how we can take steps to accommodate your needs.

The accessibility of our published materials is an important feature in making the Scottish Fire and Rescue Service transparent and accountable. Where we can provide printed materials in large print documents and formats suitable for use with screen readers.

Our website functions well with Google Translate to provide individuals access to our web content in languages other than English. Should you require a print version of one of our key documents in a language other than English we will accommodate this request where we can.

Accessibility of the content of materials is just as important as accessibility of the format. Should you require more detail about a particular example described in this report please get in touch at **SFRS.equality@firescotland.gov.uk**

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Introduction

The Scottish Fire and Rescue Service are delighted to present this report on our progress as a Corporate Parent during 2020 – 2023. We have been proud Corporate Parents since April 2015 and have made significant progress and taken progressive steps to improve the lives and futures of those who are Care Experienced.

The Corporate Parenting Plan 2020-2023 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 individuals who are Care Experienced differed during this time, with many facing further inequalities. This report demonstrates the innovative and flexible approach our employees took to ensure we delivered our Corporate Parenting role.

Throughout this report you will see the enthusiasm and commitment to helping people with lived experience of care to fulfil their potential. It sets out some of the work that we have undertaken over the past three years. However, it does not capture everything that we have been doing to support our Corporate Parenting duties.

The work we have undertaken has been highlighted as excellent by local and national relationships, however this is not a source of complacency. We recognise we have more vital work to undertake to better understand and respond to the needs of those who are Care Experienced, including our own employees.

Liz Barnes, Interim Deputy Chief Officer (Corporate Services)

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.

Under the Act we have responsibilities too:

- 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.

What did we set out to achieve?

We published our second Corporate Parenting Plan in 2020. The Plan detailed 6 outcomes to achieve in this period. The Plan can be read in full [here](#).

Outcome 1: The SFRS will ensure that the needs of looked after children and Care Experienced people are considered in its policy, planning and performance

Outcome 2: Ensure that our services are accessible to all Care Experienced individuals, including care leavers and their carer's

Outcome 3: Improve access to employment and development opportunities within the SFRS

Outcome 4: Collaborate and work alongside other Corporate Parents to increase the life chances of care experienced people

Outcome 5: SFRS employees and Board members understand and are aware of the needs of Care Experienced young people and the SFRS's Corporate Parenting responsibilities

Outcome 6: The SFRS promotes the Service's commitment to achieving our Corporate Parenting Plan at both a national and local level

Outcome 1: The SFRS will ensure that the needs of looked after children and care experienced people are considered in its policy, planning and performance.

Equality and Human Rights Impact Assessments: The Public Sector Equality Duty requires the Scottish Fire and Rescue Service (SFRS) to assess the impact of applying a proposed new or revised policy or practice, against the needs of the general equality duty, in so far as is needed to meet the general equality duty. This involves identifying potential impacts, both positive and negative, on the nine protected characteristics as named in the Equality Act 2010.

Although 'Care Experienced' is not a named protected characteristic in itself, the Scottish Fire and Rescue Service continue to include Care Experience as a category within our Equality Human Rights Impact Assessment process (EHRIA). Our EHRIA also considers Human Rights, Children's Rights, Socio-economic disadvantage and Mental Health and Wellbeing. Care Experienced individuals are not a homogenous group and this collective approach allows us to meet individual needs and intersecting identities. Realistically no one sits under only one characteristic or identity.

To ensure that the needs of people who are Care Experienced people are understood by those responsible for completing EHRIA's, they are covered within the EHRIA training and incorporated into the EHRIA guidance and supporting materials.

Corporate Parenting Working Group: The Corporate Parenting Working Group's (CPWG) main purpose is to deliver on our Corporate Parenting responsibilities. The broad membership of the group ensures that all areas of the organisation are represented and draws on the skills and expertise within the Service. The CPWG is chaired by the Equality and Diversity Champion for Care Experience, who is a senior leader within the SFRS. Equality Champions seek to provide fair access to opportunities across the organisation and our champion ensures Corporate Parenting is considered at a decision-making level.

SFRS Young Persons Forum: The Service have recently developed a SFRS wide forum that considers the needs of young people from an employment and service delivery perspective. The Corporate Parenting Working Group will remain separate to the forum to ensure that we continue to consider our statutory obligations as a Corporate Parent. Although the group is still in its infancy, the scope of this forum will encompass many overarching principles that would be relevant and help in the delivery of the Corporate Parenting Plan. Examples of this are safeguarding practices and training that explores trauma informed practices.

Keeping up to Date: To ensure that individuals are kept up to date and informed of the issues that may impact on people who are Care Experienced, the Corporate Parenting Working Group (CPWG) have arranged external speakers to attend our meetings. This has included representatives from the Promise Team, MCR Pathways, Who Cares? Scotland and STAF (Scottish Throughcare and Aftercare Forum).

In March 2022, the Community Safety and Engagement Team within Prevention and Protection, arranged an online information event that focussed on Children and Young People. The session included various inputs from internal and external partners and presenters who specialise in youth related issues and youth engagement. This included an external speaker providing an update around Corporate Parenting and the Promise. The webinar is available on Youtube for all employees to view.

Individuals from across the Service have signed up to Who Cares? Scotland seminars with a focus on mental health, Children's Rights and education.

A 'Care Experience - What to Consider in Policy' briefing note has been drafted to assist in determining any potential impacts (both positive and negative) on people who are Care Experienced in our policy and practice development. It provides key data and evidence, including around mental health, and signposts to external organisations and stakeholders who can support Corporate Parenting activities.

Internal Equality Monitoring: New employees coming into the service are requested to complete an equality monitoring form which includes a care experienced category. A communications exercise is taking place to encourage employees to complete their sensitive information data on iTrent. Collating this data will assist us to meet the needs of our Care Experienced employees and also those who are Foster Carers and/or Kinship Carers.

Employee Networks: Carers within the Service can join or establish their own recognised Employee Network. The current Employee Network model is being revised in line with staff feedback to allow them to become recognised as internal engagement mechanisms. This change will be reflected in the Corporate Parenting Plan 2023-2026.

Equality Outcomes: The SFRS published its revised Equality Outcomes in 2021. Considerations of the needs of people who are Care Experienced is relevant to all of our corporate Equality Outcomes but specifically outcome 6, 'SFRS will support Scotland's young people reach their full potential'. This will remain under review for the duration of the Corporate Parenting Plan 2023-2026.

Case Study

The SFRS Firesetters Intervention and Re-education Scheme (FIReS) Policy and Procedure was due for review. The Equality and Human Rights Impact Assessment, highlights that the SFRS are aware that Care Experienced children and young people may face potential barriers to engaging, including moving geographical location.

The SFRS will ensure communication between LSO areas is consistent and appropriate should the young person move locations. Being care experienced will not be a barrier to receiving support with a FIReS.

Outcome 2: Ensure that our services are accessible to all care experienced individuals, including care leavers and their carer's

Youth Volunteer Scheme: Our Youth Volunteer Scheme (YVS) is a national youth initiative that creates opportunities for young people aged 12-18 to work together for a Safer Scotland.

The main objective of YVS is to provide a safe, welcoming, enjoyable and fun environment where young people can learn as individuals, develop positive relationships and actively work together for a safer Scotland. The scheme provides a great opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station.

The YVS aims to engage with 25% of children and young people who have a vulnerability, one of which is experience of care. Based on feedback from local schemes we would estimate that 40% of children and young people who are engaged currently in YVS have a vulnerability.

Volunteer Scotland, identified that parents and guardians are most likely to help young people into volunteering, followed by teachers and then friends. With this in mind, we have been liaising with Who Cares? Scotland to promote our opportunities to Care Experienced young people. All schemes liaise with local partners to help identify young people with vulnerabilities with a particular emphasis on care experience.

By participating in the programme, young people will have a practical understanding of what we do and play a supportive role in their communities as SFRS youth volunteers; supporting development and enhancing inter-personal skills and confidence.

HMP Polmont: The Service are aware that care leavers are overrepresented in the criminal justice system in Scotland, with a third of those in HMYOI Polmont self-reporting as Care Experienced. In partnership with the Prison Service, we have delivered two courses within HMP Polmont, including the HMP Polmont Life Skills Pre-Release Course. This is a multi-agency workshop presented to young offenders with a near release date. The Community Action Team provide input on driver and passenger safety, Fire Safety within the home and the offer of a Home Fire Safety Visit upon release.

We also deliver a Teambuilding & Leadership Course which centres on diverting young people from engaging in or using the products of Serious Organised Crime. It is designed to engage participants in many problem solving activities which help them individually and collectively achieve goal focused and realistic outcomes while breaking down the barriers between the police, fire service and offenders. Our input is centred around young driver and passenger safety, fire safety within the home and wilful fire raising.

Care Day 2022: For Care Day in February, Community Safety Advocates in the Stirling, Clackmannanshire and Fife LSO Area, invited 10 care experienced individuals with their parents/carers to Methil Community Centre. The purpose was to re-introduce them to their local Community Action Team after a long spell of no engagement due to Covid. This was a success and feedback was positive on return to the residential care home with the young people looking forward to the next stage. Fife stations are building on these relationships and discussions have been held on how the momentum can be sustained and future engagement with young people arranged. Fife Council are particularly looking forward to attending 'Firefighter for a Day' courses and potentially applying for future Youth Volunteer Schemes. The area has booked 3 evening sessions with care experience people for CPR training.

Information Sessions for Care Leavers: National Care Leavers Week 2020 began on the 26 October. This was an opportunity for corporate parents to celebrate the significant contributions made by Scotland's Care Experienced young people to their communities.

We focussed on producing information sessions and materials that reflected fire safety messages for individuals leaving their care setting; moving into transition accommodation and/or their own home.

Care Leavers themselves highlighted some of the areas that they felt should be included within any safety guidance. Their contributions were invaluable and incorporated into this work.

Engagement is currently on-going and the SFRS are looking to design fire safety 'talks' that can be delivered to people who are Care Experienced and a leaflet that can be disseminated and accessed at any time.

The Service are also looking at transitional arrangements, as they can be different depending on geographical location.

Case Study

East Dunbartonshire Housing Project

The National House Project is a charity who provides support and expertise to local authorities around the country to set up and manage Local House Projects so that young people leave care in a planned and supported way. The young people experience leaving care together and this peer community supports them to develop the practical and emotional skills that they need to live interdependently.

Colleagues in East Dunbartonshire are working with a Local House Project to support young people in care moving into their own homes. Colleagues have been attending weekly groups to build rapport with the young people and getting to know their needs.

Once the individual takes up tenancy, they are then supported with fire safety advice. The area is also looking at running adapted Fireskills courses that incorporate the principles of the Promise. This has also been extended to consider running an adapted course for those in residential, kinship and foster care. Discussions are taking place with the lead for the Promise in East Dunbartonshire and the SFRS is represented on the local steering group.

Outcome 3: Improve access to employment and development opportunities within the SFRS

Focus Group with Care Experienced Community: Care Experience Week 2020 had a focus on connection with the Care Experienced community around employment. Representatives from Human Resources, Equality and Diversity and the Care Experience Equality Champion, delivered a session to help understand potential barriers.

Some of the barriers highlighted were:

- **Digital Exclusion:** Lack of IT access in general, but especially through Covid. Libraries and community centres were closed limiting access for people who are Care Experienced. There are limited personal resources - not everyone has access to technology. Assumptions that all young people have the skills to use technology and complete applications.
- **Inaccessible language:** Language used in applications and communication can be hard to understand without support.
- **Recruitment process:** Application processes are long and confusing – this can put people off applying.
- **Financial barriers:** Cost of travel to interviews and getting clothing for interviews can be difficult.
- **Right to work and eligibility documents:** Some people don't have these documents e.g. their birth certificate and it can take some time to get them.
- **Previous Addresses:** People may have moved several times resulting in a lengthy address history. It can be difficult to remember all of these details.
- **Mental health:** Concerns around mental health and how this will be perceived in a workplace setting.
- **Lack of understanding:** Employers not taking the above barriers into account.

Bring Your Child to Work Day (BYCWD): Due to Covid, the Corporate Parenting Working Group were unable to have Care Experienced individuals visit the SFRS to mark BYCWD. In this regard, we tried to do something different and be a positive parent and role model by showing opportunities within the Service but also alleviate some of the concerns around work in general that care experienced individuals may have as identified above. The CPWG produced a short 'World of Work Tips' video using the which can be found [here](#).

Care Experience Week 2021: Who Cares? Scotland delivered an employment information session for the Service on Friday 29 October 2021 for Care Experience Week. The session highlighted some of the barriers that people who are Care Experienced can face and the lifelong impact of care on individual's employment opportunities. It also shared some of the good practice that different Corporate Parents have undertaken to minimise/address these barriers.

Denise Rooney, who attended the session, said: "This was an insightful and thought-provoking session from Who Cares? Scotland. Not only did the session discuss barriers that people who are Care Experienced can face in employment, it also holistically looked at Corporate Parents re-creating a family tree that those with Care Experience can turn to for guidance and support."

MCR Pathways: As a Corporate Parent, we have worked in partnership with MCR Pathways for the past nine years to actively encourage SFRS employees to volunteer as mentors. MCR Pathways is a national, award-winning mentoring programme which aims to address the outcome gap between Care Experienced young people, or those who have experienced disadvantage and their peers. SFRS supports employees to take part in the

MCR Pathways programme as volunteer mentors and actively promotes mentoring opportunities through internal communications.

SFRS currently have 27 employees who are mentors and a further 17 employees in the process of becoming mentors. These employees are key role models with a desire to help a young person by building a positive relationship based on non-judgmental listening and encouragement. Mentors spend one hour a week during school hours to listen, support and encourage their young person to find solutions to issues that they are facing. The relationship that develops is what makes the difference to the young person.

Group Commander, Sandy Gillespie says, "We encourage our staff to become a mentor with MCR Pathways and be part of the vision to create equality of outcomes for education, employment, life chances and opportunities for Scotland's young people."

"These are young people who require assistance and a direction in life, and I think a Fire Officer with their variety of skills and what they've seen could have a dramatic effect on these young people's lives."

In addition to the mentoring programme, Talent Tasters organised through MCR Pathways provide young people with an opportunity to experience work, further and higher education and cultural experiences through manageable, bite-sized sessions. They are designed by young people, for young people to engage and inspire pupils with hands on learning opportunities. They provide more options for young people to find their talents and focus on the pathways to achieve their ambition.

Young people have experienced taster opportunities within SFRS and gained a better understanding of the Service and all its functions as an emergency service. This has provided a unique opportunity to experience a taster of SFRS to fuel their ambition and aspirations in life, possibly leading to SFRS being their employer of choice.

Mentors were unable to meet their mentees during the Covid restrictions. Alternative virtual methods were considered but this raised issues around consent from guardians. Inequality around digital inclusion and the lack of sufficient technology also presented a barrier to meeting virtually. When schools opened again, face to face visits resumed and the Service is working with MCR Pathways to determine if there are other avenues that can be explored in the future.

Career Ready: Career Ready is a UK wide charity, their programme comprises one to one mentoring and a 4-week paid work experience placement. The purpose of the initiative is for employers to identify volunteer mentors from their organisations who are then matched with school students in S5/6 that have been identified by their school as requiring assistance to increase their confidence levels and/or having limited or no access to role models from the world of work. Mentoring meetings take place at 4-6 weekly intervals with the student in the mentor's place of work from October to June / July at which point a four-week paid work placement is in place.

The Career Ready programme has been rolled out in several areas within SFRS across Scotland from September 2020. Although the programme does not specifically focus on those who are Care Experienced it is one of the avenues that the organisation has used to fulfil our Corporate Parenting responsibilities.

Seven SFRS employees acted as mentors and involved local students in a host of different activities including basic firefighting skills such as tying knots and using a fire hose and first aid. Students also learned about the variety of job roles within the organisations from

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employee presentations. CV and interview skills were also offered to students. SFRS employees reported that students had gained an increase in confidence levels during the programme.

The following is a quote from one of the 2021-22 graduate mentees about their experience:

“Everyone in the fire service is extremely passionate about what they do and the role they play. I could not be happier that I got to do this and experience what it is like in the fire service.”

Guaranteed Interviews for people who are Care Experienced: SFRS will be introducing a guaranteed interview scheme for people who are Care Experienced. The scheme broadly mirrors the guaranteed interview scheme for individuals with a disability. The rationale for pursuing the introduction of a guaranteed interview scheme is to address poor employment outcomes for individuals from a Care Experienced background. For example, 9 months after leaving school, 22% of school leavers looked after within the last year people were classed as unemployed, compared to 7% of their non-Care Experienced peers (Scottish Government, 2021).

Irrespective of an applicant's age, the disclosure of a Care Experienced background will automatically move an applicant from application stage to interview stage where the candidate meets the essential criteria for the role without the need to demonstrate meeting any desirable criteria. This removes some of the competitive advantage that some people who do not have a Care Experienced background may have gained. As with the existing disability guaranteed interview scheme, the scheme will apply to those roles where applicants moved directly to the interview stage from the application stage – it will not remove the need to meet other qualifying criteria such as selection testing.

Case Study

SFRS East, North and South Ayrshire mentoring programme

SFRS East, North and South Ayrshire mentoring programme launched at Kilmarnock Community Fire Station on 27th September 2022 and at Dreghorn Community Fire Station on 10th October 2022.

The programme provided young people with a care experienced background, access to opportunities and to develop their core skills, such as self-confidence, team building, communication and problem solving.

The structure of the programme allows one young person to be allocated to a duty watch and work directly with the crew over a 7-week period. This involves one half day each week with the crew with an additional 2 sessions of learning with the Community Firefighter during the 7-week timeframe.

The programme culminated in a practical presentation with the young person receiving certificates of achievement for development and support activities undertaken.

Referrals for our participants were received from Children and Families HSCP and our partners within Ayrshire College. Working in Partnership with Ayrshire College we will support young people who do not qualify to join the colleges programme for Uniformed and Emergency Services Award ensuring no one is left behind.

Following successful completion of the programmes further opportunities will be made available and this will be promoted with the relevant partner agencies in order to target the young persons who would most benefit from the opportunity.

Outcome 4: Collaborate and work alongside other corporate parents to increase the life chances of care experienced people

SFRS employees within the Service Delivery Area (SDA) functions ensure that relationships are established at a local level by adopting a comprehensive approach to engagement that aims to connect with all groups within our communities. SDAs continue to engage with local Community Planning Partnerships and take an active role within many Corporate Parenting Champion boards. Some examples of local work taking place include:

The East SDA collaborated with the Jane Moore Trust which is a charitable organisation giving young people who are Care Experienced in Scotland the support they need, when they need it. The SFRS worked with the Moore House Care and Education Service, showing a short film to a group of young people to provoke discussion on consequences of actions.

In Fife, contact was made with eight residential homes to ask for their requirements from SFRS. They were also been given a direct contact to establish a relationship and link. Several course options and dates were organised to take this work forward.

The West SDA delivered a presentation to Social Security Scotland around some of the SFRS Corporate Parenting work and the Service's involvement with the MCR Pathways mentoring programme. Social Security Scotland are now signing up to the mentoring programme.

North SDA employees are members of the Corporate Parenting Sub Committee and signed a pledge on behalf of SFRS to continue to support and educate young people who are Care Experienced through life skills and confidence building exercises. SFRS in Perth and Kinross pledged to deliver Home Fire Safety Visits to Care Experienced individuals taking up their first tenancy agreements.

Aberdeen have engaged in their Corporate Parenting responsibilities through hosting Twilight Sessions within the local community fire stations. This gave young people who are Care Experienced a voice to influence and shape the support they receive. Aberdeen employees also contributed to the content through sharing of information and signposting to SFRS safety guidance on the digital platform Your Place, Your Space.

Police Scotland: Meetings have taken place to discuss joint working in the forthcoming Corporate Parenting Plan 2023-2026. Police Scotland have a group of Care Experienced officers who come together to discuss inclusion of care experience in practice and policy and mentor people who are Care Experienced through the recruitment processes. The SFRS hope to encourage similar within the SFRS and the Police Scotland group have extended an invite to speak with SFRS employees should they wish to do so. In turn, the SFRS will share their experiences around implementing the Guaranteed Interview Scheme.

We have opened our corporate parenting training events to other corporate parents such as Bord na Gaidhlig and Police Scotland and Care Inspectorate.

During Covid-19: Where safe to do so, the SFRS adapted our approach so that we could meet our actions (or a variation of them) within our Corporate Parenting Plan. This included colleagues in the East collating care packages for young people who are Care Experienced and working in partnership with Morrisons to deliver food parcels. Where possible, we continued to virtually support local Champions Boards and groups. This included watching films, playing board games and bingo. Online drop-in sessions where young people could pop by for an informal chat were also arranged.

Case Study

Care Experienced Children Reviews

Social Services in East Ayrshire are responsible for meeting with families and children around welfare, neglect, relocations, fostering placements and other challenging conversations.

These meetings essentially bring together key people around a child in care and look at whether the correct supports are in place. This is also where Social Services would be looking for accountability and ownership over the child's care plan to ensure children and their families are getting the right help at the right time.

During the pandemic, meetings were taking place via teleconference or video call and prior to the pandemic, meetings were taking place within the social work buildings in rooms that were often unpleasant and situated within open plan offices.

Social Services informed us that neither virtual meetings nor social work buildings are good enough spaces to hold all review meetings and were looking to their community partners to help them with an offer of safe spaces within the community and an alternative to social work offices.

SFRS working in partnership with Social Services and families will provide the sense and feel of community involvement for our young people and their families by accessing Community Fire Stations and gaining safety support, guidance and advice.

Community Action Team members welcomed families to the Stations, providing a tour of the station and a support package for safety in the home and safety within the community.

Outcome 5: SFRS employees and Board members understand and are aware of the needs of care experienced young people and the SFRS's corporate parenting responsibilities

Care Experience/Carers Champions: We have two 'Care Experience' Equality Champions at a senior level who assisted with promoting the SFRS Corporate Parenting Plan 2020-2023. One of these champions chairs the Corporate Parenting Working Group (CPWG) and promotes the commitment to Corporate Parenting across the Service.

Board Members: Corporate Parenting has been incorporated into the SFRS Equality and Human Rights Impact Assessment guidance and all appropriate policy that is presented to the Board includes an Equality and Human Rights Impact Assessment (EHRIA) that considers the potential impacts (both positive and negative) on people who are Care Experienced.

Role Specific Training: The Equality and Diversity Team delivered informal training sessions around Corporate Parenting to Operations Control in the West SDA, Prevention & Protection Managers in the East and People Organisational Development Managers. These sessions provided an overview of Corporate Parenting and the SFRS Plan – these sessions were tailored to meet the role of the individuals and collective function.

Mental Health & Corporate Parenting Event: A Mental Health and Corporate Parenting event was delivered by Who Cares? Scotland on the 26 October 2021. Mental health is a topic that's continually raised by the Care Experienced community. It has a lifelong impact which was summed up with this quote 'You may leave care, but care doesn't leave you'. The event covered:

- How care impacts mental health
- Better understanding of care experience
- Support for change

Resource Centre: An internal Care Experience resource area is available to all SFRS staff and is updated regularly. It includes relevant evidence, statistics and reports, on-line training and signposts and links to external experts such as Who Cares? Scotland, CELCIS and other Corporate Parents.

Each directorate and local area has a main Corporate Parenting representative on the CPWG who they can liaise with around local area initiatives and to gain local area advice.

In addition to this, we have launched our Corporate Parenting Yammer site for all SFRS employees to post the Corporate Parenting work that they are doing across the Service.

Case Study

Board Development Day Session

In November 2021, the Care Experience Equality Champion and Equality and Diversity Manager were invited to deliver a session to the SFRS Board around our Corporate Parenting Plan 2020 – 2023

The session highlighted:

- The impact of Covid and how the needs of people with Care Experience differed during this time, with many facing further inequalities.
- The Promise Scotland and the guidance for driving the work of change demanded by the findings of the Independent Care Review.
- The life long impact of Care and that as a Service we acknowledge that you do not stop becoming care experienced after the age of 26. The barriers and impacts can be lifelong for some people who have been in care.
- Collaboration and how SFRS continue to work in partnership with other Corporate Parents and organisations such as Who Cares? Scotland, CELCIS and Scottish Throughcare and Aftercare Forum (Staf).
- Corporate Parenting and Children's Rights
- Examples of how the CPWG are mainstreaming Corporate Parenting across the SFRS through our Communications Strategy, i-hub resource centre, Yammer, our Equality Outcomes reporting and youth work.

Outcome 6: The SFRS promotes the Service's commitment to achieving our Corporate Parenting Plan at both a national and local level

Corporate Parenting Communication Plan: A Corporate Parenting Communication Plan was developed to promote our commitment to supporting people who are Care Experienced at both a national and local level.

The main objectives were:

- Activity within this plan will promote initiatives where we are supporting people who are Care Experienced and share good practice within the organisation.
- Look to highlight national care days throughout the year to celebrate achievements and encourage colleagues to get involved in local initiatives.
- To further improve access to employment and development opportunities by promoting apprenticeships, work experience schemes, work taster sessions and general vacancies to people who are Care Experienced.

Our key messages are:

- We are committed to improving the lives of people who are Care Experienced
- Corporate Parenting is an important part of our organisation
- We're proud to partner with MCR Pathways and 27 colleagues across the Service are supporting the programme as a mentor.
- We're supporters of The Promise Plan 21 to 24

The Corporate Parenting internal intranet pages are updated with good practice examples. CPWG members are asked to proactively report any initiatives that they are involved in to showcase their work as an opportunity to share learning.

We provided an article for the Who? Cares Scotland 'Promising Practice' publication focused on our work with MCR Pathways, and the Talent Taster sessions organised by us.

The Service were approached for an article for the Who Cares? Scotland Speak Out magazine which is aimed at individuals who are Care Experienced. This is a 'Meet the Corporate Parent' article which allowed us to present our key objectives and encourage engagement with the Service.

Report No: B/POD/05-23

Agenda Item: 20.2

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	SFRS CHILDREN'S RIGHTS REPORT 2020-2023						
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 provide Board members with an overview of the actions undertaken to meet our responsibilities around Children's Rights as detailed in Children and Young People (Scotland) Act.						
2	Background						
2.1	The Children and Young People (Scotland) Act 2014 requires listed public authorities to publish a report every three years that shows what steps they have taken to put the United Nations Convention on the Rights of the Child (UNCRC) into practice within their field of work.						
2.2	This is Scottish Fire and Rescue Services (SFRS) first Children's Rights Report and covers the period of 2020 – 2023. This report will be published on 1 April 2023.						
3							
3.1	UNCRC is an international treaty signed and ratified by almost every country in the world. The UK is a ratified signatory to the UNCRC, and has been since 1991. In 2014, the Scottish Government legislated to 'secure better and further effect' children's rights through Part 1 of the Children and Young People (Scotland) Act 2014.						
3.2	There are four articles in the convention that are seen as special. These are known as the "General Principles" and they help to interpret all the other articles and play a fundamental role in realising all the rights in the Convention for all children. UNCRC General Principles are: <ul style="list-style-type: none"> • Non-discrimination (article 2) • Best interest of the child (article 3) • Right to life survival and development (article 6) • Right to be heard (article 12) 						
3.3	This report is based around these general principles, demonstrating SFRS commitment to children's rights.						
3.4	To assist us in mainstreaming the needs of young people into our work, we have a specific Equality Outcome dedicated to supporting Scotland's young people reach their full potential. This responsibility does not rest with a small number of individuals, but with everyone within SFRS.						

3.5	The UNCRC (Incorporation) Bill is being progressed to incorporate the United Nations Convention on the Rights of the Child (UNCRC) into the law in Scotland.	
3.6	Work is underway to produce a young person friendly version of the report.	
4	Recommendation	
4.1	Board members are asked to note the actions undertaken to meet our responsibilities around children's rights as detailed in Children and Young People (Scotland) Act.	
5	Core Brief	
5.1	The Children and Young People (Scotland) Act 2014 requires listed public authorities to publish a report every three years that shows what steps they have taken to put the UNCRC into practice within their field of work.	
5.2	This SFRS Children's Rights Report 2020-2023 highlights our commitment to the advancement of children's rights in Scotland. It demonstrates some of the excellent work that is taking place across the Service. We will continue to build on this commitment to ensure we recognise, respect and promote children's rights throughout everything we do.	
6	Appendices/Further Reading	
6.1	Appendix A - SFRS Children's Rights Report 2020 – 2023	
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 Organisational Development	
Presented by:	Liz Barnes, Director of People and Organisation Development	
Links to Strategy and Corporate Values		
<p>The aim of this report is to provide an update on how the SFRS are incorporating children's rights into our policy and practice.</p> <p>There is relevance to:</p> <p>Strategic Plan 2022 to 2025</p> <p>Outcome One: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.</p> <p>Outcome Two: Communities are safer and more resilient as we respond effectively to changing risks.</p> <p>Outcome Five: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <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>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>08 March 2023</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Information</i>

OFFICIAL

APPENDIX A

SFRS Children's Rights Report 2020-2023

United Nations Convention on the Rights
of the Child (UNCRC) Report 2020-2023

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Accessibility Statement

If you require this Children's Rights Report 2020-2023 in an alternative format, please contact sfrs.equality@firescotland.gov.uk to discuss how we can take steps to accommodate your needs.

The accessibility of our published materials is an important feature in making the Scottish Fire and Rescue Service transparent and accountable. Where we can, we will provide printed materials in large print documents and formats suitable for use with screen readers.

Our website functions well with Google Translate to provide individuals access to our web content in languages other than English.

Accessibility of the content of materials is just as important as accessibility of the format. In this regard the Service has written the Children's Rights Report 2020-2023 with a broad audience in mind.

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Page 3 – UNCRC Guiding Principle Non-discrimination (article 2)

Page 5 – UNCRC Guiding Principle Best interest of the child (article 3)

Page 7 – UNCRC Guiding Principle Right to life survival and development (article 6)

Page 11 – UNCRC Guiding Principle Right to be heard (article 12)

Page 14 – 2023 and Beyond

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Introduction and Purpose

This is the Scottish Fire and Rescue Service's (SFRS) first Children's Rights Report and covers the period of 2020 – 2023.

The United Nations Convention on the Rights of the Child (UNCRC) is an international treaty signed and ratified by almost every country in the world. The UK is a ratified signatory to the UNCRC, and has been since 1991. In 2014, the Scottish Government legislated to 'secure better and further effect' children's rights through Part 1 of the Children and Young People (Scotland) Act 2014.

The Children and Young People (Scotland) Act 2014 requires listed public authorities to publish a report every three years that shows what steps they have taken to put the UNCRC into practice within their field of work.

There are four articles in the convention that are seen as special. These are known as the "General Principles" and they help to interpret all the other articles and play a fundamental role in realising all the rights in the Convention for all children.

UNCRC General Principles are:

- Non-discrimination (article 2)
- Best interest of the child (article 3)
- Right to life survival and development (article 6)
- Right to be heard (article 12)

This report will be based around these general principles, demonstrating SFRS commitment to children's rights.

The SFRS is a national service providing emergency and preventative interventions working in partnership with communities and others in the public, private and third sectors to improve the safety and well-being of the people of Scotland. Our work with young people is an integral part of this service.

To assist us in mainstreaming the needs of young people into our work, we have a specific Equality Outcome dedicated to supporting Scotland's young people reach their full potential. This responsibility does not rest with a small number of individuals, but with everyone within SFRS.

This SFRS Children's Rights Report 2020-2023 highlights our commitment to the advancement of children's rights in Scotland. It demonstrates some of the excellent work that is taking place across the Service. We will continue to build on this commitment to ensure we recognise, respect and promote children's rights throughout everything we do.

Foreword

Welcome to the Scottish Fire and Rescue Service's (SFRS) first Children's Rights Report covering the period 2020-2023. As a public-sector organisation, we have a vital role to play in supporting the Scottish Government to integrate children's rights and welfare into our policy and practice.

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

We are proud of the opportunities that we create for young people of all backgrounds to engage with the SFRS through our employment and service delivery activities.

As a prospective employer, we deliver initiatives such as Career Ready, apprenticeships and mentoring schemes.

Within our prevention activities there is the Youth Volunteer Scheme, Youth Engagement Fireskills, Fireskills Employability SCQF level 4 and Fire Safety Support and Education (FSSE).

All of our work is guided by Safeguarding principles and we have designed and developed training for employees so that they can recognise the signs of a young person needing support.

We have recently published our Corporate Parenting Plan 2023-2026 and children's rights are integrated throughout the Plan. It aims to ensure that everything we do both at a corporate and local level is grounded on respecting children's rights, is inclusive and supportive.

We are mindful that young people are our future adults, and have an important role to play in helping us protect our communities from fire and other emergencies.

We will monitor the progress of the UNCRC (Incorporation) Bill to ensure that we continue working towards the goal of making Scotland the best place in the world to grow up.

This report demonstrates our commitment to making sure that the children of Scotland can rely on SFRS skilled, trusted and confident workforce to create opportunities for them to flourish and that consideration for the rights of children influences everything we do.

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

UNCRC General Principle Non-discrimination (article 2)

Every child has rights “without discrimination of any kind, irrespective of the child's or his or her parent's or legal guardian's race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status” (Article 2).

Equality and Human Rights Impact Assessment (EHRIs): Within the SFRS impact assessment process we not only incorporate all the protected characteristics as required by law but we also look at the needs of those with caring responsibilities, individuals who are care experienced, socio-economic disadvantage, mental health, community island impacts as well as considering the human rights and children's rights implications for our decision-making and policy developments.

Children's Rights being considered in our policy, planning and performance through our Equality and Human Rights Impact Assessment process allows us to embed consideration of children's rights into policy design. This approach also allows us to consider intersectionality in our policy and practice development. Realistically, no one sits in only one protected characteristic. Young people can experience multiple, intersecting inequalities and discriminations that overlap and combine to create different levels of inequality.

An example of this making a difference in practice was the review of the SFRS Firesetters Intervention and Re-education Scheme (FIReS) Policy and Procedure. The EHRIA highlighted that care experienced young people may face potential barriers to engaging, including moving geographical location for care. To negate this, the SFRS will ensure communication between LSO areas is consistent and appropriate should the young person move locations. Being care experienced will not be a barrier to receiving support through the FIReS.

Corporate Parenting Plan 2023-2026 (Plan): Our Plan includes the UNCRC articles that are pertinent to each of our outcomes and has an action in its own right to be mindful of the 'United Nations Convention on the Rights of the Child Bill' and amend policy and practice to reflect any changes in the Plan. Through this plan we commit to raising awareness of the stigma that care experienced young people can face in society and the impact that can have on their life opportunities.

Gaelic Language Plan 2023-2026: The SFRS has a number of safety resources that are available in Gaelic and these resources are available to all young people, particularly those in Gaelic medium schools. As part of our ongoing commitment to normalise Gaelic within the SFRS we are going to develop further our learning resources for schools to include spoken Gaelic videos of safety messages.

Learning and Development: Understanding the needs of children and young people is essential to ensuring that there is no potential discrimination and that we are upholding children's rights in our policy and practice. In March 2022, the Community Safety and Engagement Team within Prevention and Protection, arranged an online information event that focused on Children and Young People. The session included various inputs from internal and external partners and presenters who specialise in youth related issues and youth engagement. This included an external speaker providing an update around Corporate Parenting and the Promise. The webinar is available on Youtube for all employees to view.

Individuals from across the Service have signed up to Who Cares? Scotland seminars with a focus on mental health, children's rights and education.

Case Study One - Breast Feeding Friendly initiative in partnership with the NHS

The SFRS have worked in partnership with NHS Lanarkshire and other NHS Boards to be part of the Breastfeeding Friendly Scheme. We launched the scheme on International Women's Day on 8th March 2023.

The scheme is a Scottish Government supported national scheme that aims to provide mothers with positive experiences of breastfeeding, raise awareness of the associated legislation and ensure organisations are aware of their responsibilities.

Scotland has one of the lowest breastfeeding rates in Europe and whilst many new mothers start breastfeeding, some stop due to lack of support and social pressures. Breastfeeding contributes to improved child development and health protections for both child and breastfeeding parent.

The identified buildings including some fire stations display the Breastfeeding Friendly plaque and provide a welcoming environment for breastfeeding families which demonstrates we are fully supportive of parents and families.

An information session delivered by NHS Lanarkshire was provided to all employees and the employees at the specific buildings and fire stations received supplementary training to further support the knowledge gained at the information session.

Case Study Two - Who Cares? Scotland Information Session

Who Cares? Scotland delivered an information session to mark Care Experience Week, which highlighted some of the barriers that care experience people can face in employment.

The SFRS opened up the session to external Corporate Parents to allow for the sharing of good practice and to consider potential collaborative working opportunities. Attendees included Police Scotland, Scottish Social Services Council, Scottish Qualifications Authority, Scottish Children's Reporters Administration and the Care Inspectorate.

On the back of this event, colleagues from the Equality and Diversity and Positive Action and Engagement Teams met with Police Scotland to continue some of these discussions.

Pre-employment support for care experienced individuals was discussed including positive action measures, mentoring through the recruitment processes and the possibility of funding to assist with interview clothing, travel costs etc.

UNCRC General Principle Best Interests of the Child (Article 3)

In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, the best interests of the child shall be a primary consideration.

SFRS Young Persons Forum: We have established a SFRS Young Persons Forum that will draw together all of the work that is taking place across the Service. This group is still in its infancy but its Terms of Reference and purpose will have children's rights at its core.

Equality Champions: We have two Age Equality Champions from our strategic and senior management teams, who take an active role in promoting equality and inclusion issues in the SFRS, including children's rights.

Safeguarding, Child Protection and Wellbeing: Employees may come across concerns when carrying out Home Fire Safety Visits or when interacting with children and young people through the delivery of SFRS youth engagement activities and initiatives, therefore there is a need for them to be aware of concerns, so that they can carry out their roles and responsibilities in relation to children's rights.

SFRS have implemented a Child Protection and Wellbeing Policy and Procedure, which highlights to employees the definition of harm and abuse as well as recognising signs and symptoms of harm and abuse. The procedure also highlights the correct process for responding to and reporting any concerns to ensure children are protected from violence, abuse, harm and neglect. Relevant legislation such as the GIRFEC approach to ensure children meet their milestones relating to being Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included, is outlined within the policy and procedure. We aim to ensure that every child has support through partnership working and adequate living standards to meet their physical and social needs in order to develop.

An enhanced safeguarding module has been developed and will be delivered face to face to employees who are in more regular contact with children and young people. This module refers to the UNCRC articles and the right of every child to live free from harm and abuse. The module looks more in depth to the definition of harm and abuse as well as recognising the signs and symptoms and the process for reporting and recording. This module also discusses domestic abuse and human trafficking/exploitation.

Domestic Abuse: A guidance document on domestic abuse has been created for all employees explaining the process for reporting and recording concerns. It also builds knowledge and understanding of domestic abuse and how it can impact on the development of children and young people. Further to this, an e-learning module on domestic abuse is being created which will raise awareness and confidence in being able to recognise, respond, report and record domestic abuse. This supports the aim of children being protected from violence, harm and abuse when this presents as a concern.

Human Trafficking: Within this policy and procedure, there is section on human trafficking which highlights the signs and symptoms of human trafficking as well as the definition and how to report and record any concerns of trafficking, sexual exploitation or child labour.

Further to this, a Human Trafficking guidance document has been published for employees, raising awareness of Human trafficking, giving them the confidence to act and ensure that children and young people are protected from any form of human trafficking and/or exploitation.

Case Study One – Corporate Parenting through Covid-19

The SFRS published our second Corporate Parenting Plan in January of 2020 and Covid-19 restrictions came into play shortly after.

Who Cares? Scotland identified that care experienced people were particularly vulnerable and likely to be disproportionately impacted by the measures in place. Unfortunately, many children and young people were left without the support network they needed to cope with the impact of social distancing, self-isolation and the unprecedented impact on employment and financial stability.

Where safe to do so, the SFRS adapted our approach so that we could meet our actions (or a variation of them) within our Corporate Parenting Plan.

Service Delivery Areas, collected items for care packages for children and young people, including stationary, toys, sweets; and hygiene and sanitary products. Firefighters worked in partnership with Morrisons to deliver food parcels and continued to support Champion's Board virtually, creating a space where young people could come to play or just chat.

Case Study Two - Port Glasgow New Parents Initiative

SFRS collaborated with Port Glasgow Community Fire Station and Port Glasgow Community health visitors to offer a home fire safety visit (HFSV) to all parents with new born babies within the Port Glasgow Community Fire Station area.

The aim was to create a pathway between the Health Visiting Team and the Firefighters at Port Glasgow Fire Station to refer new parents for a HFSV so that the home is as safe as possible for bringing home a new baby. This is of importance because there would be an increased amount of electrical equipment as well as having someone in the house that cannot self-evacuate.

The outcomes were:

- Heightened awareness of SFRS and the services it provides within communities
- Increased ownership of smoke detection within properties
- Heightened safety awareness for both partner agencies and members of our communities

The Port Glasgow New Parents Initiative was well received by stakeholders and new parents. Feedback from parents said that they benefited from the reassurance that the HFSV has given them. Due to its success, the initiative was then rolled out in the rest of the Inverclyde Council.

As a result, SFRS have created a structured and functioning pathway for HFSVs for new parents using referrals from local Health Visitors.

UNCRC General Principle Right to life survival and development (Article 6)

Development in its broadest sense means embracing the child's physical, mental, spiritual, moral, psychological and social development.

The SFRS engage with children and young people in a variety of ways across directorates and Service Delivery Areas. Within P&P, there is the Youth Volunteer Scheme, Youth Engagement Fireskills, Fireskills Employability SCQF level 4 and Fire Safety Support and Education (FSSE).

Within People and Organisational Development, there is Corporate Parenting, Career Ready, the Youth Employment Strategy, the Kickstart Scheme and Modern Apprenticeships.

As highlighted under Article 3 above, all of this work is guided by Safeguarding principles and training.

We have a number of volunteers within the organisation who go above and beyond their role by offering their time to support and build relationships with several charity organisations to mentor and support disadvantaged young people.

In building these relationships, we have committed to mentoring many young people, supporting them to develop the essential skills and experience required as they consider moving into the world of work. We believe that all young people deserve the opportunity to kickstart their career ensuring that their background does not determine their future.

Much of the actions detailed within the above are delivered at a local level and have the flexibility to adapt to the needs and experiences of young people in that area.

National House Project: Colleagues in East Dunbartonshire work with the National House Project charity to support young people in care moving into their own homes. Colleagues attended weekly groups to build rapport with the young people and getting to know their needs. Once the individual took up tenancy, they were supported with fire safety advice.

HMP Polmont: The Fireskills Employability Programme at Her Majesty's Young Offenders Institute, Polmont, supports the development of skills for life, learning, and employment for young people. The course provides participants the opportunity to achieve a SCQF level 4 Employability Award.

In partnership with the Prison Service, we have delivered courses within HMP Polmont, including the HMP Polmont Life Skills Pre-Release Course. This is a multi-agency workshop presented to young offenders with a near release date. The Community Action Team provide input on driver and passenger safety, Fire Safety within the home and the offer of a Home Fire Safety Visit upon release.

We also deliver a Teambuilding & Leadership Course which centres on diverting young people from engaging in or using the products of Serious Organised Crime. It is designed to engage participants in many problem solving activities which help them individually and collectively achieve goal focused and realistic outcomes while breaking down the barriers between the police, fire service and offenders. Our input is centred around young driver and passenger safety, fire safety within the home and wilful fire raising.

Multi-agency project: Young people in Stirling got to spend some time with our fire investigation dog Phoenix and his dog handler Jonathan Honeyman. Phoenix took part in a multi-agency project to discourage anti-social behaviour, including wilful fire raising, in the local area. SFRS was delivering fire safety advice at the Stirling High School event, which was part of a 12 week youth engagement programme. Participants got to find out more about Phoenix's special capabilities within the fire investigation unit.

Water Safety Event: Glasgow City Parents Group and SFRS hosted an online event to show parents how to enjoy the water safely and reduce the risk of drowning by giving insights into the potential risks and dangers of entering open water. The webinar was created in response to a request from the Glasgow City Parents Group which is keen to equip parents with the knowledge to keep children and young people safe. While the group is based in Glasgow, this event was open to all Scottish parents and carers.

MCR Pathways: SFRS work in partnership with MCR Pathways, founded in 2007 to address the gap in life chances and educational outcomes between young people who are care experienced and their peers. This is done through a school-based mentoring programme, matching young people with a fully trained volunteer.

SFRS have 28 mentors that are currently matched and meeting with a young person. In addition, there are a further 17 that are in the process of becoming a mentor, at various stages including awaiting their 1:1 meeting, awaiting training and awaiting their PVG. 7 of the 17 are ready and awaiting a suitable match with a young person.

Case Study One – SFRS Youth Volunteer Scheme

The SFRS Youth Volunteer Scheme (YVS) is a national youth initiative that creates opportunities to improve life chances and empower young people to work together for a safer Scotland.

The main objective of YVS is to provide a safe, welcoming, enjoyable and fun environment where Youth Volunteers (YVs) can learn as individuals, develop positive relationships and actively work together for a safer Scotland.

YVS provides a great opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station. By participating in the programme, young people develop a practical understanding of the SFRS and play a supportive role in their communities as SFRS YVs; supporting development and enhancing inter-personal skills and confidence.

The impact of Covid-19 on the ability to roll-out and deliver the YVS was significant. Until local schemes were able to return to in-person delivery on fire stations, digital engagement was delivered where possible with existing schemes, with a focus on mental wellbeing. Our YVS Year One Evaluation (20/21) highlighted the positive outcomes we were still able to achieve during the lockdown period despite the many challenges.

In late 2021, some groups were able to meet within their local communities to undertake volunteering and engage with partner organisations. Returns to fire station for local Youth Volunteer Schemes began from March 2022, and there has been a gradual build-up of schemes across each SDA. As of the end of 2022, 12 out of 15 identified schemes have launched or restarted, with another 3 set to launch in 2023.

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One of the most recent schemes to launch is a pilot partnership project in Shetland, which delivers a unique joint programme between SFRS YVS and the Police Scotland Youth Volunteers. Due to the extreme rural nature of this group, the young people involved are being afforded opportunities that they would otherwise not normally get; and they will gain skills, experience, and knowledge that will improve their life chances.

Across the period from September 2021 to now, we have had 195 young people engage with the programme, who have collectively contributed over 500 hours of volunteering to their local communities.

All groups are encouraged to sign up to the Saltire Awards, and YVS have now gained Group Administration status to enable all Youth Volunteers to become registered, and have their volunteering recorded regardless of their access (or lack thereof) to the internet or electronic devices.

Youth Volunteers are actively encouraged to take part in local and national events, which broaden their learning and development, and instil good citizenship. For example, young people from both Alloa and Peterhead have had the opportunity to join their peers from other FRS across the UK and march in the Remembrance Parade at the Cenotaph in London. YVS Dumbarton and Coatbridge recently held a joint development day where they took part in an Anti-Sectarian workshop delivered by Youth Scotland.

Case Study Two - Youth Employment and Impact of Career Ready

During 2021/22 SFRS continued to participate in the Career Ready programme. The scheme is a partnership arrangement with the Career Ready charity whereby S5/6 pupils from disadvantaged backgrounds are matched with a volunteer mentor for a period of 18 months and have the opportunity to participate in a one month paid internship. SFRS has participated in the programme since 2019 and during 2021/22 SFRS agreed to an annual intake of up to 8 young people under the scheme.

The mentees who participated in the internship in 2021 had to undertake their activities online due to restrictions imposed by the pandemic. All 8 young people successfully completed their internship and mentoring programme and were able to graduate from the programme in March of this year.

In autumn 2021, we sought volunteer mentors from our colleagues and were delighted to receive more applications than were needed. Those volunteer mentors we were not able to match to a young person for 2021/23 was recommended to our other mentoring programme MCR Pathways or retained for the intake in 2022/24. Volunteer mentors participated in a training programme including elements that focused on safeguarding young people before being matched to their mentees.

SFRS took the opportunity to align its ambitions to work more closely with care experienced young people in its participation with Career Ready. For our 2021/23 intake we requested that some of our matched mentees come from a care experienced background and were matched with 2 young people who were care experienced and 6 others.

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We look forward to welcoming our current Career Mentees into our HQ/National Training Centre this summer for their internship and have an exciting programme of activities planned out for them.



The impact of the Career Ready mentees is wonderfully demonstrated in this digital art work by Rachel Lang who graduated from the programme in March 2022. Rachel wrote of the piece, “The inspiration for this drawing was that no matter age or race the fire service will reach out a hand to help. I did some of it in black and white and some in colour to show that the fire service has always had the same aim, which is to help others... what I took away most of all is how committed everyone is to help prevent and protect the public from danger. Everyone in the fire service is extremely passionate about what they do and the role they play. I could not be happier that I got to do this and experience what it is like in the fire service.”

UNCRC General Principle Right to Be Heard (Article 12)

“Every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously”.

Youth Voice Structures: SFRS are working to establish more formal Youth Voice structures within Youth Volunteer Scheme (YVS) to ensure our Youth Volunteers have opportunities to be involved in decision making activities. Preliminary steps have already been taken towards the long-term goal of having an ongoing YVS youth forum, and youth reps sitting on the YVS board.

In addition to this, the Terms of Reference for our SFRS Young Persons Forum will consider how we can listen to the voices of children and young people to shape our activities.

Focus Group with Care Experienced Community: Care Experience Week 2020 had a focus on connection with the Care Experienced community around employment. Representatives from Human Resources, Equality and Diversity and the Care Experience Equality Champion, delivered a session to help understand potential barriers to employment.

Some of the barriers highlighted were:

- **Digital Exclusion:** Lack of IT access in general, but especially through Covid-19. Libraries and community centres were closed, limiting access for people who are Care Experienced. There are limited personal resources - not everyone had access to technology. Assumptions that all young people have the skills to use technology and complete applications.
- **Inaccessible language:** Language used in applications and communication can be hard to understand without support.
- **Recruitment process:** Application processes are long and confusing – this can put people off applying.
- **Financial barriers:** Cost of travel to interviews and getting clothing for interviews can be difficult.
- **Right to work and eligibility documents:** Some people don't have these documents e.g. their birth certificate and it can take some time to get them.
- **Previous Addresses:** People may have moved several times resulting in a lengthy address history. It can be difficult to remember all of these details.
- **Mental health:** Concerns around mental health and how this will be perceived in a workplace setting.
- **Lack of understanding:** Employers not taking the above barriers into account.

These findings were fed back into the Corporate Parenting Working Group to consider ways to negate these potential barriers. An example of this is the Guaranteed Interview Scheme for individuals who are care experienced and meet the essential criteria for the role.

Bring Your Child to Work Day (BYCWD): Due to Covid-19, the Corporate Parenting Working Group were unable to have Care Experienced individuals visit the SFRS to mark BYCWD. In this regard, we tried to do something different and be a positive parent and role model by showing opportunities within the Service but also alleviate some of the concerns around work in general that care experienced individuals may have as identified above. The Corporate Parenting Working Group produced a short 'World of Work Tips' video using the which can be found [here](#).

Corporate Parenting Plan 202-2023 Consultation: Through the consultation process, Care Experienced children and young people voiced their thoughts around the content and presentation of the Plan. We are listening to their advice and will be working with Who Cares? Scotland to design a child friendly version of the report.

Safer Streets and Twilight Sports Programme: The Community Action Team in Falkirk were involved in the Safer Streets and twilight sports programme, where they advised on a wide range of home and personal safety issues. The twilight sports events allowed operational crews to meet and speak to young people in a positive and constructive setting.

Jane Moore Trust: East Service Delivery Area collaborated with the Jane Moore Trust, which is a charitable organisation giving young people in Scotland the support they need, when they need it. The SFRS worked with the Moore House Care and Education Service, showing a short film to a group of care experienced young people to provoke discussion on consequences of actions.

Case Study One – Social Media Messaging Dumfries and Galloway

A variety of short videos were filmed for TikTok around the theme of bonfire night to help address various issues with youth led anti-social behaviour (entering derelict buildings, deliberate fire setting, malicious activation of fire alarms). All videos were filmed at Dumfries Fire Station with the crew from the Dumfries on call firefighters. Information was supplied to Youth Work D&G to allow them to do voice overs on all videos.

The videos were uploaded to TikTok each day of the week leading up to bonfire night via the Youth Work D&G and Youth Enquiry Service TikTok accounts. Information was also supplied to Youth Work to allow them to do a live question and answer session on TikTok. They based all questions and information on facts around bonfires and fireworks. The information was also sent to all Youth Workers to allow them to educate young people attending their groups. All videos were also shared using Instagram, Facebook, and Twitter.

The videos reached a large audience

TikTok – 6,012 people

Twitter - 11,202

Facebook – 6919

576 young people took part in the live ‘question and answer’ event for bonfire/firework safety on TikTok. Young people engaged throughout the event by both answering and asking questions, and discussing the information. The videos started good discussions in the drop-in groups. Young people took the messages on board and were able to repeat them and answer questions on what they had seen. From an SFRS operational perspective, incident numbers were low on bonfire night. It was also noted that the level of anti-social behaviour faced by both SFRS and Police Scotland was much reduced in comparison to the previous year. There were zero acts of violence recorded locally. It was agreed by everyone that this was a very worthwhile project.

Case Study Two – Youth Volunteer Scheme Participation Toolkit

The Youth Volunteer Scheme Participation Toolkit was designed to be user friendly and introduce Youth Volunteers to the concept of youth participation. The activities within it support

the development of essential skills for participation, ensuring that each of our youth volunteers are equipped with the tools required to take part in decision making and youth voice processes.

The toolkit has five modules, with opportunities for reflection throughout:

Module 1: Participation Essentials

What is participation? Why participate? What are the benefits of participation?

Module 2: Inclusion

What are the barriers to participation? How can we be more inclusive?

Module 3: Values & Attitudes

What are our own values and attitudes? What do we feel strongly about?

Module 4: Decision Making

How do you make decisions? How to make group decisions? Who influences our decisions?

Module 5: Negotiation & Teamwork

Why is communication and cooperation important? How to prioritise competing ideas?

Module 6: Consultation & Evaluation

How do you find out the views of others? How and why do you evaluate an activity?

The toolkit provides a foundation which can be built upon through further involvement in SFRS Youth Volunteer Scheme projects, and supports the development of transferable skills that enable young people to 'Be the Change' in their local communities.

2023 and Beyond

This report highlights some of the excellent work that is taking place across the Service in relation to children's rights, however, it is not only about what we have achieved to date. SFRS recognise that putting the UNCRC rights into practice is something that requires continued effort on our part, and on the part of all public bodies in Scotland.

We will work with young people to produce a child friendly version of this report.

We will ensure that the Terms of Reference for our SFRS Young Persons Forum considers how we can hear the voice of children and young people to shape our activities.

We will explore establishing a strategic equality and human rights group to consider, review and make recommendations to the Strategic Leadership Team and other relevant Boards/Committees on Equality, Diversity, Human Rights and Children's Rights matters.

We will expand the Youth Section on the SFRS website.

We will re-launch the Senior Leader Equality Champion role around all protected characteristics, including age.

We will deliver the enhanced training around Safeguarding, Child Protection and Wellbeing.

We will update our guidance and training to support the Equality and Human Rights Impact Assessment process, reiterating the requirement to consider children's rights in our policy and practice.

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



Report No: b/pod/04-23

Agenda Item: 20.3

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 MARCH 2023						
Report Title:	MAINSTREAMING AND EQUALITY OUTCOMES REPORT 2021-2023						
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>					
		A	B	C	D	E	F
1	Purpose						
1.1	This is Scottish Fire and Rescue Service (SFRS) sixth Mainstreaming and Equality Outcomes report which details the progress we have made from 2021-2023.						
1.2	Due no later than every two years from April 2023 or from the date last published the SFRS must: <ul style="list-style-type: none"> • report on mainstreaming the equality duty • publish equality outcomes or report on progress • employee information report. 						
1.3	This report demonstrates the progress that we are making in these areas and is due to be published on 1 April 2023.						
2	Background						
2.1	The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires the SFRS to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and, in particular, what steps it has taken to mainstream the three elements of the general equality duty - the duty to have due regard to the need to: <ul style="list-style-type: none"> • Eliminate discrimination, harassment and victimisation • Advance equality of opportunity between different groups • Foster good relations between different groups 						
2.2	The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 places a statutory obligation on the SFRS to: <ul style="list-style-type: none"> • prepare and publish a set of Equality Outcomes • report on progress against the Equality Outcomes every two years • review and revise Equality Outcomes every four years • prepare and publish a report every two year that sets out the steps taken to mainstream equality – the Mainstreaming Report 						
3	Main Report/Detail						
3.1	SFRS Mainstreaming and Equality Outcomes report 2021-2023 details the steps that the SFRS has taken to mainstream the general equality duty across the Service: <ul style="list-style-type: none"> • Progress made towards achieving the SFRS's six corporate Equality Outcomes • Employee information together with details on progress that the SFRS has made in gathering and using the information to better meet the general equality duty 						

<p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p>	<ul style="list-style-type: none"> • Information on the gender composition of our Board members • Current pay gap information relating to gender, ethnicity and disability <p>The SFRS Equality Outcomes are:</p> <ol style="list-style-type: none"> 1. SFRS services are accessible and appropriate to the needs of Scotland’s diverse communities. 2. Scotland will be a safer and fairer place as a result of our collaborative work with other organisations. 3. SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society. 4. SFRS staff feel valued and have the opportunity to achieve their full potential. 5. SFRS employees are supported on mental health and wellbeing in line with policies and initiatives. 6. SFRS will support Scotland’s young people reach their full potential. <p>The Equality Outcomes were developed based on corporate priorities within the Strategic Plan, the Annual Operating Plan 3-year cycle and functional plans. This has allowed performance management of the Equality Outcomes to align with existing corporate reporting mechanisms.</p> <p>Colleagues will recall that in collating the evidence for inclusion in the Mainstreaming and Equality Outcomes Report, it was evident that there remains a number of improvement measures that SFRS could take to improve its performance on equality, diversity, inclusion and human rights. The Equality Improvements paper was presented to Strategic Leadership Team (SLT) and the Board in March 2022 and the recommendations agreed by SLT will play a vital role in supporting this process.</p> <p>Detailing this work in current reporting mechanisms is still inconsistent across the Service but it is a relatively new ask. The Equality and Diversity (E&D) Team are working with colleagues to address this and as stated above, the recommendations made in the Equality Improvements paper, particularly around data collation, employee networks and the potential for a strategic group will assist with this process.</p> <p>The specific duties require SFRS to take steps to gather information on the composition of its employees and on the recruitment, development and retention of people as employees with respect to, in each year, the number and relevant protected characteristics of such persons.</p> <p>Reliable and relevant SFRS employee information continues to be a challenge. The uptake from employees to complete their sensitive information data still isn’t where we want it to be and our current processes do not support the data we require around:</p> <ul style="list-style-type: none"> • Vertical segregation (by rank/role) • Promotion • Recruitment applications • Recruitment Selection/Appointed • Leavers • Working Pattern <p>Whilst it is acknowledged that the People, Training, Finance and Asset System (PTFAS) project will bring benefits, there remains a short term requirement for reliable and relevant employee information. Having this employment information will allow the SFRS to make evidence-based decisions and take action should any data demonstrate potential areas of discrimination.</p>
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3.9	People and Organisational Development (POD) has discussed employee information and reporting through the design of the new POD Model. As part of this, there will be a Business Intelligence workshop to map where the current gaps are and where we can make improvements. The capturing and use of data will also be discussed at forthcoming culture workshops.	
4	Recommendation	
4.1	Board members are asked to note the publication of the Mainstreaming and Equality Outcomes Report 2021-2023 on 1 April 2023.	
5	Core Brief	
5.1	The SFRS has a duty under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to report on every two years and set every four years a series of Equality Outcomes which outlines the high-level ambitions this organisation has to improve the life chances and opportunities for communities and employees. This report provides a snap shot of the excellent work that is taking place across the Service both locally and nationally.	
6	Appendices/Further Reading	
6.1	Appendix A - SFRS Mainstreaming and Equality Outcomes Report 2021-2023	
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 Organisational Development	
Presented by:	Liz Barnes, Director of People and Organisation Development	
Links to Strategy and Corporate Values		
<p>The aim of this report is to provide an update against the Equality Outcomes and the mainstreaming of equality into our employment and service delivery practices.</p> <p>There is relevance to:</p> <ul style="list-style-type: none"> • Work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland. • Outcome 1 – Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth. • Outcome 2 – Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland. • Outcome 3 – We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>22 February 2023</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>30 March 2023</i>	<i>For Information</i>

Scottish Fire and Rescue Service Mainstreaming and Equality Outcomes Report 2021 - 2023

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Accessibility Statement

If you require this Mainstreaming and Equality Outcomes Report 2023 in an alternative format, please contact sfrs.equality@firescotland.gov.uk to discuss how we can take steps to accommodate your needs.

The accessibility of our published materials is an important feature in making the Scottish Fire and Rescue Service transparent and accountable. Where we can, we will provide printed materials in large print documents and formats suitable for use with screen readers.

Our website functions well with Google Translate to provide individuals access to our web content in languages other than English.

Accessibility of the content of materials is just as important as accessibility of the format. In this regard the Service has written the Mainstreaming and Equality Outcomes Report 2023 with a broad audience in mind.

The report must satisfy certain conditions for its content, but we have tried to restrict unnecessary detail or multiple examples illustrating the same point to a minimum. Should you require more detail about a particular example described in this report or wish a full list of relevant examples against each Equality Outcome please get in touch with Jenifer Sutherland, Equality & Diversity Assistant, Jenifer.Sutherland@firescotland.gov.uk.

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Introduction and Purpose

This Mainstreaming and Equality Outcomes Report 2021-2023 is published on behalf of the Board and Chief Officer of the Scottish Fire and Rescue Service (SFRS) and is in accordance with our legal duties under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, as amended.

This is our sixth Mainstreaming Report and continues to provide updates on progress since our previous reports published in 2013, 2015, 2017, 2019 and 2021. Within this report you will find details on the following:

- The steps that the SFRS has taken to mainstream the general equality duty across the Organisation
- Progress made towards achieving the SFRS's six corporate Equality Outcomes
- Employee information together with details on progress that the SFRS has made in gathering and using the information to better meet the general equality duty
- Information on the gender composition of our Board members
- Current pay gap information relating to gender, ethnicity and disability

The Scottish Fire and Rescue Service is a national service providing emergency and preventative interventions working in partnership with communities and others in the public, private and third sectors to improve the safety and well-being of the people of Scotland.

As a national service, we are proudly committed to our community planning role. Local Senior Officers engage with local authorities, community groups and partners to better understand local risks and identify best how to respond to them. Our Strategic Plan sets out our priorities and objectives which in turn influence how our resources and assets are used.

Our priorities and goals are also aligned to the Scottish Government's National Outcomes including:

- We live longer, healthier lives (National Outcome 6);
- We live our lives safe from crime, danger and disorder (National Outcome 9);
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (National Outcome 11); and
- Our public services are high quality, continually improving, efficient, and responsive to local people's needs (National Outcome 16)

Foreword

We are pleased to present our Mainstreaming and Equality Outcomes Report 2021-2023. The Scottish Fire & Rescue Service (SFRS) see our duties to mainstream equality not only as a responsibility but an opportunity to achieve better outcomes for the people of Scotland.

There is no doubt that the SFRS plays an important role in helping to reduce inequalities across Scotland. We know that factors such as poorer health, lower education attainment and disability can put individuals and communities at increased risk of harm. We will use this knowledge, seeking more where we can, to take a risk-based approach to prioritising vulnerable individuals and communities.

Equally important is our commitment to our employees. We will continue our activities to develop the culture of the SFRS, ensuring that our values of being inclusive, diverse and fair are fully embedded across the entire Service. Employees who feel valued and that they belong feel more engaged in the workplace, impacting positively on their general wellbeing.

We know that this can't be achieved by working in isolation and we will continuously identify and pursue opportunities to work with external partners and the community. We will work together to build capacity and respond to changing risk profiles and demographics to prevent harm and develop our services to meet the needs of Scotland's vulnerable communities.

This Mainstreaming and Equality Outcomes Report 2021-2023 highlights our commitment to addressing inequalities and demonstrates some of the excellent work that is taking place across the Service. We will harness this commitment within SFRS to continue to mainstream equality through our employment, service delivery, decision making and governance practices.

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

Mainstreaming Equality in the SFRS

Why we mainstream Equality

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires the SFRS to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and, in particular, what steps it has taken to mainstream the three elements of the general equality duty - the duty to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 places a statutory obligation on the SFRS to:

- prepare and publish a set of Equality Outcomes
- report on progress against the Equality Outcomes every two years
- review and revise Equality Outcomes every four years
- prepare and publish a report every two years that sets out the steps taken to mainstream equality – the Mainstreaming Report
-

Mainstreaming equality has the benefit of ensuring that people's needs are identified and met at the point of service delivery. It has the further advantage of improving the capacity of the organisation to meet those needs, as the responsibility for achievement does not rest with a small number of individuals, but with everyone. Individual employees and teams that work with local communities are the ones best able to establish meaningful relationships with communities and ensure that their specific requirements are met. It means that those fulfilling roles as managers, trainers, HR practitioners and others involved in the employer – employee relationship can respond to employee needs at the closest point of contact.

How We Mainstream Equality

Mainstreaming equality is at the heart of the SFRS governance processes to influence both cultural and systemic change.

The [Fire and Rescue Framework for Scotland 2022](#) sets out the expectations of the SFRS and highlights the vital role that we can play in reducing inequalities for the people of Scotland.

This is reflected in our [SFRS Long-Term Vision](#), which is our route map for the future. It sets our high-level aspirations which we deliver through our [three-yearly strategic plan](#).

To meet our Long-Term Vision, there are eight overarching priorities for the Service under the four principles of progressive, people centred, inclusive and connected. It details how we will embrace inclusiveness and difference and be driven by a deeper understanding of the needs of our employees and communities.

At this strategic level the importance we place on providing fair and equitable access to our services and considerate workplace practices is clear to see.

At a practical and operational level, the Equality and Diversity Charter is central to our approach for mainstreaming equality. Setting out roles and responsibilities, it outlines our decision making pathway to ensure that equality is embedded throughout our activities.

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Mainstreaming Equality and Diversity in SFRS



The decision making pathway for mainstreaming equality



Leadership and Scrutiny

Senior leaders have a critical role to play in the mainstreaming of equality. Their position allows them to proactively challenge and scrutinise processes and practices. Leaders can use their power to influence and act as a driver to shape the culture of the SFRS and setting the priority status of equality.

The SFRS Board and Strategic Leadership Team ensure that the decisions the SFRS makes support the general equality duties. Part of this role includes scrutinising the equality and human rights impact assessments of any policy decisions that they are being asked to make. This allows them to make informed and evidence-based decisions. The handling of equality issues is covered in guidance notes issued to the Strategic Leadership Team and the Chairs of the SFRS Committees.

Importantly, visible leadership on equality issues is important for any organisation mainstreaming equality. This is demonstrated through the SFRS Equality Champion roles for age, disability, women, care experienced/carer providers, LGBT, tackling domestic abuse and race and are providing visible leadership to our corporate messaging on a range of issues such as Corporate Parenting and Anti-Racist practices.

The Strategic Leadership and Strategic Management Teams, supported by other senior managers within the directorates, are focused on ensuring that the SFRS develops an inclusive culture where mainstreaming is ingrained through the integration of positive behaviours in everything we do.

Specialist Equality Support

The SFRS includes within its structure a small corporate team of professional equality and diversity (E&D) specialists whose primary role is to support the mainstreaming of equality across the organisation operating under a 'business partner' model. The E&D Team provide advice and guidance to Directorates and Service Delivery Areas to assist them to identify and meet the equality obligations in each of their functions of the SFRS.

The E&D Team provide a co-ordinating role for corporate, multi-function equality initiatives such as Corporate Parenting and the Gaelic Language Plan and provide the main focus of contact between the SFRS and national equality bodies. Partnership working with colleagues from across the public sector but especially Scottish Government, Police Scotland and the Scottish Ambulance Service is invaluable in meeting our own and our combined equality responsibilities.

We represent SFRS on the Scottish National Equality Improvement Project and have responded to the consultation proposals to review the effectiveness of the Public Sector Equality Duty in Scotland. We also responded to the Scottish Government Equality Evidence Strategy 2023-25 consultation, understanding the importance of data to enable policy makers to develop sound and inclusive policies to improve service delivery and outcomes for people in Scotland.

The Equality and Diversity Team have been working with external organisations and practitioners to develop and deliver information sessions. The focus has been on particular equality themes and considerations with an opportunity for questions. Since December 2021, sessions have been delivered including:

- Donaldson Trust - Neurodiversity
- Wise Woman – Domestic Abuse
- Stonewall Scotland – LGBT+
- Who Cares? Scotland – Care Experience and Employment
- Changing Faces – Visible Difference
- Ellie Muniandy - What is 'Anti-Racism?'
- Ellie Muniandy – 'A Strategic Approach to Anti-Racism'
- Scottish Government – Neurodiversity, Recognising Creative Differences

Where possible, these sessions are recorded and made available on i-Hub as learning resources for the wider Service.

Equality Partnership Group

The E&D Team lead the Equality Partnership Group which was set up following the Equality and Diversity Mainstreaming Review project in 2018 to provide a forum for representatives from all Directorates and Service Delivery Areas to meet and share good practice and discuss common areas of concern relating to equality, diversity, inclusion and human rights.

The Service is currently exploring the establishment of a strategic equality and human rights group to consider, review and make recommendations to the Strategic Leadership Team and other relevant Boards/Committees on Equality, Diversity and Human Rights matters.

Equality and Human Rights Impact Assessment Process

The Equality and Human Rights Impact Assessment process continues to be one of the most important tools that the SFRS uses to mainstream equality.

This process allows equality and human rights to be embedded into policy design and the SFRS regards Equality and Human Rights Impact Assessments as being an integral part of the overall policy. All staff, not just managers or those responsible for developing policies, are encouraged to read and familiarise themselves with the Assessments as it may provide instruction for policy implementation as well as a means of assessing performance and identifying any discrepancy between intended impact and actual impact.

Within the SFRS impact assessment process we not only incorporate all the protected characteristics as required by law but we also look at the needs of those with caring responsibilities, individuals who are care experienced, socio-economic disadvantage, mental health, community island impacts as well as considering the human rights and children's rights implications for our decision-making and policy developments.

This approach allows us to consider intersectionality in our policy and practice development. Realistically, no one sits in only one protected characteristic. Different people can experience multiple, intersecting inequalities and discriminations that overlap and combine to create different levels of inequality.

Social and economic disadvantage may lack the legal basis that the protected characteristics possess in relation to impact assessments but the SFRS maintains the issue on an equal basis with those characteristics defined by the Equality Act 2010. In part, this is

in recognition of the close link between protected characteristics and socio-economic inequality, such as the link between disability and unemployment or the link between older people and social exclusion. A further consideration for the SFRS is the link between the incidents of fire and other emergencies and socio-economic inequality. The SFRS recognises social and economic disadvantage in its widest sense from poverty or low levels of economic activity to lifestyle factors such as drug or alcohol dependency.

As part of the 'business partnership' approach described above, the E&D team work in close collaboration with policy owners to ensure that equality considerations are fully incorporated into the development, implementation and monitoring of policies and other relevant activities.

Whilst the policy owners remain in control of the Impact Assessment, the E&D advisors provide support and guidance in identifying negative impacts and maximising opportunities to promote potential positive impacts. To develop greater capacity and confidence amongst policy owners to mainstream equality and human rights into their work, the E&D Team have developed and delivered an ongoing programme of training which aims to raise awareness and improve the practical skills of policy owners. These training sessions are delivered on a rolling basis to small groups of staff who may be involved in the impact assessment process and includes refresher training.

DRAFT

Equality and Service Provision

Equality Outcomes

In 2021, the SFRS introduced six Equality Outcomes which are:

1. SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.
2. Scotland will be a safer and fairer place as a result of our collaborative work with other organisations.
3. SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.
4. SFRS staff feel valued and have the opportunity to achieve their full potential.
5. SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.
6. SFRS will support Scotland's young people reach their full potential.

The following provides an update on the progression we have made against these outcomes, with case studies to highlight some of the excellent work that is taking place across the Service. We know that there are still challenges we face but we are committed to moving forward and promoting equality where we can.

Equality Outcome One

SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.

For our services to be accessible and appropriate to the needs of our communities, we first need to understand what their needs are and use this information to make informed and evidence-based decisions.

The requirement to collect and use equality related data is set out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. It places a duty on organisations to make policy decisions based on evidence which in turn requires a degree of monitoring. SFRS's obligations for collating, reporting and using equality employment data is currently being progressed and improved through the sensitive information project as part of the Midland-HR iTrent system and the People Finance Training and Asset Systems project.

Whereas, there is a specific requirement to collate and publish equality related employment data, the Regulations make no such demand of service provision equality data and currently the Service do not collate information by protected characteristic but we are taking active steps to work towards this.

The categorisation of equality characteristics to be captured by SFRS for the purposes of recording, monitoring and reporting on employment and service delivery practices have been reviewed in line with the Scotland Census 2022.

The SFRS have recently established a Public Involvement Consultation Team (PICT) who are responsible for developing high quality strategies that support our national and local consultation activities.

Working collaboratively, a key focus for PICT is providing leadership and guidance; adopting and sharing best consultation practice across the Service.

PICT leads on involvement and consultation activities with stakeholders, ensuring that SFRS is better informed and equipped to undertake public consultation of a consistently high standard.

The Team is involved in various workstreams and offers practical support to local teams. Specific responsibilities include stakeholder mapping and list management; horizon scanning and related research; consultation training for the Service; the development of a consultation framework and the creation of a stakeholder reference group.

The Stakeholder Reference Group (SRG) would scrutinise the public involvement and consultation function of SFRS. The group would include a diverse membership with representation of representative bodies, other emergency services, local authorities, third/community sector and members of the public, including under-represented groups. It is intended that the group will identify local/regional sources of information and analysis; consider other relevant strategies and proposals; and review and feedback at key stages in national and strategic consultation work.

Across the range of services provided by the SFRS we have been making improvements to the accessibility of our services.

Gaelic Language Plan: To comply with the Gaelic Language (Scotland) Act 2005, every three years we are required to develop a new Gaelic Language Plan. We have worked collaboratively with Bòrd na Gàidhlig to develop our strategic and high level aims linked to specifically normalising and giving Gaelic equal respect to English throughout Scotland.

To ensure we could meet those aims, we developed a draft second plan and consultation survey that we shared with all our employees and with over 500 organisations throughout Scotland. The plan and the consultation were open for a period of six weeks and was available to view and complete in both Gaelic and English. We worked closely with the Public Involvement and Consultation Team and developed a promotional video and a number of social media messages to improve completion rates of the consultation survey.

The results of the survey were used to inform us with regards to the actions we need to take forward in the second edition of our Gaelic Language Plan.

British Sign Language (BSL): National Plan 2017 to 2023: Under action 63, there is a requirement for SFRS to work with Police Scotland and Scottish Ambulance Service to develop and implement measures to improve access to emergency services for BSL users. In this vein, we have worked together to make improvements to the experience of individuals at an incident. A communications aide is in development that will be used to determine critical responses from individuals who are non-verbal. The outcome will be universal symbols that are used across the services to provide consistency not only for this purpose but to minimise potential communication barriers in other areas e.g. language barriers if an individual's first language is not English.

Under action 64, we are required to improve access to all Scottish Fire and Rescue Service (SFRS), emergency and preventative strategies (including home fire safety visits), for BSL users.

Working with the BSL Officers from Deaf Action, we have compiled and published the following information in BSL.

- Your Guide to Fire Safety Leaflet can be accessed [here](#).
- Smoke alarm advert can be accessed [here](#).
- Smoking and Alcohol Leaflet can be accessed [here](#).
- Recipe for Safe Cooking leaflet can be accessed [here](#).
- Elderly Leaflet
- Electrical Safety

We also worked with Deaf Action to produce 'BSL Student Fire Safety Messages'. The video can be accessed [here](#).

We worked with partners in Fife to create a British Sign Language advert for our Make the Call campaign.

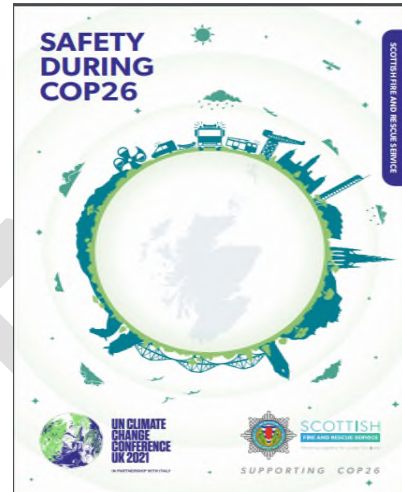
Conference of the Parties 26 (COP26): The impact of COP 26 on Scotland was significant in terms of visitor numbers and the Scottish Fire and Rescue Service planned ahead to ensure we were prepared for the impact that COP26 had on the organisation and our services to the public.

We produced a pictorial, easy read, safety booklet to aid communication with the public and designed cultural awareness guidance for employees.

We engaged positively with Activists, respecting their right to do so in a safe manner for all. This included safety information around camping including disposal of waste.

Thursday 4th November 2021, marked the festival of Diwali. The festival extended over five days and our visitors from many different countries meant a potentially larger number of individuals celebrating this festival and advice on how to celebrate safely advice was disseminated.

We respected an employee's right to their views on climate change as a protected philosophical belief and provided communications around this to aid understanding.



Reducing Unwanted Fire Alarm Signals (UFAS) - Options for responding to Automatic Fire Alarms (AFAs): The Scottish Fire and Rescue Service (SFRS) embarked on a journey to change the way it manages the level of demand created by responding to AFAs, that turn out to be unwanted fire alarm signals (UFAS).

The consultation document, was made available in electronic, hard copy and Gaelic versions to ensure that they were accessible across the diverse communities of Scotland. Alternative formats were also available on request.

Subtitled, 'bite-sized' video content was produced for use on social media summarising the content of the consultation document.

Postcards raising awareness of the consultation were also produced and distributed to the Dutyholder/Premises Responsible Person by operational crews, following attendance at a UFAS incident during the consultation period.

Opinions on the draft documents could be registered via the internet, through an online version of the consultation document, or by email; both letters and paper copies of the consultation document could be submitted by post and telephone numbers were also published.

Case Study One – Fire Escape Hoods

SFRS are introducing Fire Escape Hoods following the inquiry into the Grenfell tragedy. They will be carried on risk based SFRS Rescue Pumps and deployed at relevant incidents as necessary. Firefighters will carry fire escape hoods which can be offered to members of the public unable to escape buildings due to the presence of smoke or fire gases, or who will be exposed to smoke or fire gases during the course of being rescued or evacuated. The overall benefit of implementing Fire Escape Hoods is that they offer protection to the wearer and improve the feasibility of rescue of members of the public from a smoke-filled atmosphere.

Service Delivery Operations, supported by the Public Involvement and Consultation (PICT) and Equality and Diversity teams, engaged with people within communities that could be potentially impacted by the implementation of the Fires Escape Hoods. This was primarily focused around faith and disability groups.

PICT sent out an introduction email with the relevant Fire Escape Hood information sheet; a short video link - How to put a fire escape hood on; step by step pictures displaying how to use a fire escape hood; some additional considerations and a short four question survey with a dedicated email address. The consultation period ran for 6 weeks until 26 September 2022 with responses from British Deaf Association, Deafblind Scotland and Disability Equality Scotland and an in-person demonstration, with questions was delivered to 163 people at the Sikh Gurdwara in Glasgow.

The findings from the consultation will be incorporated into SFRS training and policy around Fire Escape Hoods and will inform the public launch to ensure accessibility of message.

Case Study Two – Cost of Living Crisis

As colder weather approaches and with rising costs, people may look at alternative ways of heating and lighting their homes, potentially putting themselves at risk of accidental fires and carbon monoxide poisoning. We have been promoting fire safety through a number of means, including backing the fire National Fire Chiefs Council's Stay Fire Safe campaign and working in partnership to deliver key messages.

The campaigns have also included advice regarding potential hazards and guidance for the safe use of portable heaters, electric blankets, wood burning stoves, candles and maintaining chimneys.

Deputy Assistant Chief Officer Alasdair Perry said: "Fuel poverty and rises in the cost of living are a real concern as we anticipate seeing a change in behaviours at home as people try to cope with rising costs. People could inadvertently be putting themselves at risk. We want to ensure that people are aware of potential dangers and keep themselves and their loved ones safe at home."

Equality Outcome 2

Scotland will be a safer and fairer place as a result of our collaborative work with other organisations

This outcome is supported by the [SFRS 'Working in Partnership'](#) document that demonstrates how we work with our partners to design and deliver the best possible services to help make the people of Scotland safer both locally and nationally.

We know that to be as effective as possible and to deliver the services the communities of Scotland need from us, we must continue to work in partnership with others and continue to build and develop the great partnership work already taking place across the Service, at a local, national and international level. As an Emergency Service we have always made a strong commitment to partnership working over many years, proudly responding alongside our emergency service partners and working closely with local authorities and others to protect the public and promote safety. We are very proud of all the work and commitment our people put into all this work.

Participating in the Scottish National Equality Improvement Project, Cross Justice Sector Working Group on Race and Employment, the Cross Justice Group on Race and Service Delivery Data and the Justice Advisory Group on BSL provide for a common approach to shared concerns to be shared across our related public bodies.

We work in partnership with organisations such as the Asian Fire Service Association, Stonewall Scotland, Changing Faces, Deaf Action and Breastfeeding Friendly Scotland who provide a direct link to the communities we serve.

SFRS sat on the Scottish Government Working Group to support and contribute to the development of the Scottish Government Anti-Racist Employment Strategy. The group drew from good practice across a number of experts and organisations including CEMVO, Close the Gap and EHRC. The group sought to respond to the scale and complexity of the challenge of Institutional Racism, ensuring that an anti-racist approach is at the heart of organisations.

The Service is represented on the Collaborative Corporate Parenting Network which is being facilitated by Who Cares? Scotland. The first meeting of the Network was held in January 2023 and there was representation from key public sector Corporate Parents including NHS, Police, Land & Forestry Commission, Care Inspectorate and Sports Scotland.

We are working in partnership with NHS Lanarkshire and other NHS Boards to be part of the Breastfeeding Friendly Scheme. The scheme is a Scottish Government supported national scheme that aims to provide mothers with positive experiences of breastfeeding, raise awareness of the associated legislation and ensure organisations are aware of their responsibilities.

Employees within the Prevention and Protection and Equality and Diversity Teams attended bespoke training delivered by Victim Support, to gain more in-depth knowledge and understanding of how the COVID-19 pandemic impacted on people experiencing or survivors of Domestic abuse.

At a local level, areas have the flexibility to adapt the Equality Outcomes to the needs of their local communities and local partnership arrangements.

The Community Action Team in Falkirk were involved in the Safer Streets and twilight sports programme, where they advised on a wide range of home and personal safety issues. The

twilight sports events allowed operational crews to meet and speak to young people in a positive and constructive setting.

Fochabers Fire Station held its first Menopause Café in collaboration with The Fire Fighters Charity, who facilitated an information session and discussion around menopause. Feedback on the café has proved very positive with requests for further meetings and the area is now looking to hold regular events.

Across the service, we supported 16 days of Activism with a number of stations and watches demonstrating their support by displaying white ribbons and by becoming directly involved in events taking place in their areas with local partners.

SFRS employees in Ayrshire formed part of a weekly Task Force, meeting with various partners to discuss support for Ukrainian Refugees entering local communities.

Members of the Task Force were provided with information on the new legislation for detectors in Scotland to assist with establishing premises and sponsor property checks for the refugees being placed in a safe and secure home.

Through engagement with the P&P Directorate, SFRS have been able to develop a Ukrainian and Russian version of our Home Fire Safety booklet. This booklet is distributed within any welcome packs that are provided to the refugees.



Case Study One – Connect Business Event

Kilmarnock Fire Station, working in partnership with the Ayrshire Chamber of Commerce, hosted a Connect Business event at their station.

Around 40 local businesses attended the event where they were given CPR demonstrations and shown how to use a defibrillator. They were given information and advice on Automatic Fire Alarms and business safety legislation and watched crews as they demonstrated a vehicle extraction. Recruitment information provided to employers highlighted how they can help keep their local community safe by supporting employees to become on call firefighters.

Leanne Helm, Director of Lilygirl Estate Agents, said: “Loved this event! The crew were fantastic at explaining what they do, and good fun too. This event might save someone’s life one day.”

Debbie Grant, recruitment manager, said: “It was a fantastic event. What an amazing job our firefighters do. Some of the training and advice they can give businesses is really helpful.”

Daniel Bryson, Graham & Sibbald said: “We thought the Ayrshire Chamber of Commerce connect event hosted at Scottish Fire & Rescue in Kilmarnock was excellent. It was inspiring to see the work our local service does day to day while hearing of their proactive engagement with the community, in addition to receiving some CPR and defibrillator training on the day. I’d have been petrified to open a defib beforehand, but now I know everything is automated and the machine talks you through each step. I’d be more than comfortable using one should the occasion ever arise.”

Case Study Two - Cost of living partnership working

The SFRS participated in a series of workshops aimed at frontline staff and volunteers who deliver services in the homes of vulnerable people.

The workshops were organised by the Gas Safe Charity in partnership with Scottish Gas Network and Scottish Power Energy. Their purpose was to support organisations to help their clients get through the cost of living crisis.

Alan Doyle, Safer Homes Officer, presented advice to help keep people safe as households trying to reduce rising costs turn towards alternative methods of lighting, cooking and heating, as well as how to identify potential fire risks in homes.

Other speakers at the events included Age Scotland, Greener Kirkcaldy and Citizens Advice Scotland. The in-person workshops took place at our HQ in Cambuslang and at external locations in Fife and Aberdeen. Further topics covered by these free workshops included how to spot the dangers and safety risks of carbon monoxide poisoning.

Case Study Three – A partnership approach to Fire Safety Good Practice Guide

We have been supporting the Scottish Government's Technology Enabled Care (TEC) Programme by working collaboratively with a range of partners to develop 'A partnership approach to Fire Safety Good Practice Guide'.

The aims of the guide are to further develop a partnership approach between telecare service providers (TSPs) in Scotland and the SFRS. This approach is to help enable people to live safely and well within their communities as well as improving the safety, experience and outcomes for people in receipt of telecare services in Scotland.

There are 15 recommendations within the guide for safe and effective practice which can be used by both TSPs and the Service as a checklist for service delivery and partnership working.

The guide will be used by health and social care partnerships, local authorities, housing providers and other organisations that provide care supported by technology. It also takes into consideration the changes in Scottish legislation relating to fire, smoke and carbon monoxide alarms which came into force on Tuesday, 1 February, 2022.

Case Study Four – Blue Light Multi Agency BBQ

Working in partnership with Police Scotland LGBTQI Association, the station commander at Motherwell Fire Station organised a multi-agency BBQ. This event had a wide range of blue light employees in attendance ranging from support to strategic managers, as well as community victim support groups and other representative bodies. Everyone was brought together to promote awareness and discuss LGBT+ issues within the workplace, share ideas and best practice to make our workplaces inclusive for all.



Everyone agreed that this event was beneficial to all partners, enabling a greater understanding of the role we can all play in promoting the benefits of workplace inclusion and LGBT+ allyship.

Equality Outcome 3

SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.

The SFRS reviewed our approach to creating a workplace culture that is aligned with our values. We're committed to ensuring everyone is treated with dignity and respect and have a zero-tolerance approach to all forms of bullying, harassment and discrimination. We encourage a report-it culture where you will be supported to raise concerns.

Contact Advisors: We have established contact advisors who are spread across Scotland, from support and uniform roles. They have undergone comprehensive training to prepare them for the role which has included active listening skills, different types of listening, behaviour change, building trust and demonstrating empathy.

Career Ready: SFRS continued to participate in the Career Ready programme. The scheme is a partnership arrangement with the Career Ready charity whereby S5/6 pupils from disadvantaged backgrounds are matched with a volunteer mentor for a period of 18 months and have the opportunity to participate in a one month paid internship.

Pre-Recruitment Engagement Programme: A Pre-Recruitment Engagement Programme (PREP) has been designed to assist on call candidates by giving them a full appreciation of the service, the expectations at station level as well as more detail of the role itself. It is hoped that this programme will encourage under-represented groups to consider a career in the SFRS.

Cancer Charities: As part of our ongoing commitment to health and wellbeing, we have formed partnerships with cancer charities. One of those organisations is Maggie's, which provide practical advice and emotional support to people living with cancer and their families. Our partnership also means that Maggie's offer us 'Cancer in the Workplace' workshops, which are free for us to attend. Their aim is to help us, as an employer, manager or colleague, to support someone with cancer.

Stonewall Diversity Champions: SFRS is a Stonewall Diversity Champion and as part of this we completed the Stonewall Workplace Equality Index (SWEI). This index is a definitive benchmarking tool for employers to measure their progress on lesbian, gay bi and trans inclusion in the workplace. In February 2023 we were awarded Silver Status.

Our employees are also asked to complete an anonymous survey about their experiences of diversity and inclusion at work.

To ensure we can be an employer of choice and mainstream diversity and inclusion of LGBTQ+ people in our workplaces and working practices, we established a SWEI Working Group. The purpose of this group was to further embed best practice and improve the daily working lives of our LGBTQ+ employees but also demonstrate that we consider the needs of all the communities of Scotland.

Each year, the Equality and Diversity team produce a calendar with important cultural and faith-based dates for the coming year that should be considered in our policy and practice such as safety messaging and scheduling of events and interviews.

Well Being & Inclusion Sub Group (WISG): This group was set up in November 2021 to identify and promote key initiatives which will support the mental health and wellbeing of Scottish Fire and Rescue Service (SFRS) employees. This includes:

- identifying and agreeing the long-term aspirations of the SFRS in relation to creating a mentally healthy workplace.
- Identifying themes; developing and implementing an annual calendar, promoting activities aimed at improving the overall mental and physical wellbeing of our workforce.

The Sub-group consists of representatives from across the Service to ensure a co-ordinated, joined up approach to agreeing a calendar of events. In the last year the WISG have delivered over 45 events including Holocaust Memorial Day, LGBT History month, International Women's Day, International Day for the Elimination for Racial Discrimination and Face Equality Week.

The group work closely with the Suicide Prevention group and recently worked together to plan activities for Suicide Prevention day in September, and to inform us about the work being done on an SOS crisis button for our internal intranet.

Case Study One - Courageous Conversations

To mark International Day for the Elimination of Racial Discrimination 2022, 158 employees attended 'Courageous Conversations' events. The purpose of the events was to encourage everyone to renew their commitment to listen, stand up, speak out, and actively combat all forms of racism and racial discrimination, whilst enhancing our understanding of the needs of our local communities at the same time.

The events were delivered by 2022 BAFTA Award Winner and former Metropolitan Police Officer Gamal Turawa, or 'G' as he prefers to be called, who is widely recognised for his knowledge and expertise in this matter across the United Kingdom, Europe and beyond.

Interim Deputy Chief Officer Stuart Stevens said, "International Day for the Elimination of Racial Discrimination is designed to remind everyone of the negative consequences of racial discrimination, and compels us all to combat this concern both within the workplace and the communities that we serve and live within.

It is important to recognise and acknowledge the work that has been done to date to end racism; however, we cannot and must not ignore the fact that many people are still subject to racial abuse daily.

As a proud public-sector organisation, it is essential that we ensure equality of access to our services for every person in Scotland; whether they be in permanent or temporary residence.

The 'Courageous Conversations' events allowed us to reflect our commitment to this matter, whilst raising our understanding of racism and its impact."

Case Study Two – Positive Action

Throughout 2022 the remodelling of the SFRS approach to positive action has continued. The key themes of the renewed approach were agreed by the Strategic Leadership Team as follows:

1. Build capacity within SFRS for the delivery of positive action through the development and deployment of a positive action toolkit to support local delivery of activities.
2. Develop and implement positive action measures to support the professional development and progression of groups under-represented within the SFRS as a whole and as they are represented in occupational segregation modelling.
3. Develop and implement an agile model of positive action that is responsive to the business needs of the organisation.

This case study focuses on points one and three of the main themes above.



Background – as with other Service Delivery Areas, the East, North and South Ayrshire Service Delivery Area (ENSA) has a deficit of on call firefighters. On call fire fighters are those individuals who may have other primary employment with another employer and respond to fire service emergencies as and when required. They typically are located in rural and semi-rural

places with lower levels of population density, which in itself is a contributing factor in attracting and retaining people to these posts, as they must be able to turn out to an emergency call within a very short time frame.

Running parallel to the work of the Positive Action and Engagement Team, colleagues across SFRS have been progressing a targeted piece of work in attracting and retaining people to on call posts. The work of the Positive Action Team sought to complement the work of the on call project team and offer additional avenues to attract individuals into these posts.

The Actions - Working with colleagues across the ENSA the Positive Action and Engagement Team have been developing a toolkit and supporting resources to expand the current reach of marketing for on call vacancies. This includes promoting job opportunities in venues where targeted positive action messaging might be appropriate such as local mosques and women's libraries. The toolkit is due for completion during 2023 and work to cascade the delivery model across SFRS SDAs will commence in tandem.



Some features of the toolkit were piloted in ENSA with immediate positive results. Community fire stations often throw their doors open to the local community and Troon Community Fire Station was one station that had a plan for such an event as well as a number of unfilled on call posts which had the potential to affect the operating delivery model. It was agreed to pilot some positive action and other general recruitment activities alongside the planned station open day. In addition to standard community messaging about the open day, flyers and personalised approaches were also made to local community venues where underrepresented groups may attend.

On the day, the Station used inclusive recruitment promotional materials and brought in role model on call personnel to share their personal experiences of being a firefighter. The result of the day was a contact list for potential applicants who were later followed-up with to encourage completion of their application to the on call vacancies. In time, all but one of the vacant posts was filled by candidates who had attended the event or had had the information from the event shared with them by a contact attending. Not all of the successful applicants were from an under represented group, but the success of positive action measures is judged on the reach of SFRS as an employer to promote and attract interest in the roles across as broad an audience as possible.

Case Study Three – Changing Faces

SFRS proudly signed a pledge with Changing Faces to become a more inclusive organisation during Face Equality Week in May 2022. The Pledge was signed by Bruce Farquharson (Disability Equality Champion).



Changing Faces UK are a campaigning organisation for anyone with a scar, mark or condition on their face and/or body. SFRS began working with Changing Faces in November 2021 and signed the Pledge a few months later. This was followed by a Lunch and Learn session that was held in July 2022 with Changing Faces partners. The session was recorded and made available for all employees.

During the session a query was raised about how SFRS can continue to provide safety messages at Bonfire Night without further stigmatising burns victims in our communications. The Changing Faces CEO Angela Harris was pleased at the query and assured the attendees a response.

The response that we received confirmed that Changing Faces wouldn't anticipate SFRS stopping the use of images of people who are burns survivors but suggested that the language be amended to remove the emphasis from 'victims' and replace with 'survivors'. Changing Faces encourage people to use factual language to describe someone's visible difference rather than anything sensationalist.

Changing Faces also shared some useful 'language guidelines' for employees to use.

Equality Outcome 4

SFRS staff feel valued and have the opportunity to achieve their full potential.

The Service seeks to maintain a positive working environment and to enable this we have developed the Building the Future Together Programme to support the development of our workplace culture which promotes 'Our Commitment' to our employees, with a specific focus on Dignity in the workplace.

Employee Networks: The SFRS recognises that from time to time we can all benefit from engaging with people who have similar life experiences, challenges and ambitions. This can sometimes be more challenging or there may be barriers to doing so for those with protected characteristics. In turn, these shared experiences can help inform others who do not share that protected characteristic and this can have a positive effect in creating an inclusive, dignified and respectful working environment. The Equality and Diversity team have supported the development of Employee Networks and currently there are networks for Race, Disability, Carers, Women, Religion or Belief, LGBT+, Veterans and Neurodiversity.

Work is underway to revise the guidance to allow pathways to support and collaborate on equality needs in the workplace.

Equality Champions: We have Equality Champions and Domestic Abuse Champions, established from our strategic and senior management teams, who are taking an active role in promoting equality and inclusion issues in the SFRS.

Dignity and Integrity at Work: The SFRS Dignity and Integrity at Work Policy has been reviewed and updated to become our Dignity and Respect Policy, with an accompanying Bullying, Harassment and Discrimination Procedure. In launching this revised policy, we have introduced a network of trained Contact Advisers who will act as a confidential, impartial point of contact for employees and provide an additional mechanism for raising concerns and exploring support with employees.

Agile Working: We have implemented flexible and agile working practices, to enable employees supported by the organisation, to consider how, when and where they can work and still achieve the best outcomes and required performance levels in their role.

Individuals having greater flexibility around their normal hours, time or location of work, means they can manage a positive work life balance which can improve general wellbeing. It means that individuals can structure their working day to meet their personal needs such as caring responsibilities and religious observance.

At key times throughout the year we celebrate and support equality events to communicate our commitment to Diversity and celebrate difference. Diversity and inclusion are vital for the organisation's performance and staff wellbeing and by recognising these, we make a meaningful difference to our employees and the communities we serve.

A Strategic Approach to Anti-Racism: To mark Black History Month 2023, 'A Strategic Approach to Anti-Racism' sessions were delivered to members of our Strategic Leadership Team and Senior Management Board. The sessions discussed structural inequality and the measures that organisations can take to develop anti-racist policy and practice.

Recognition Awards

We are committed to recognising the valuable contribution all colleagues make to achieving the Service's aims and objectives. Our Recognition Awards support the organisation in recognising staff who exceed expectations within or associated with their role. The nomination categories align with our strategic objectives and Future Vision and include:

- Above and Beyond
- Service Values
- Partnership Working
- Personal Development
- Exceptional Leadership
- Environmental Champion

Nominations this year have highlighted some of the excellent work that is taking place across the SFRS to mainstream equality into our day to day practices. Colleagues have developed a fire safety book for children and adults with Autism Spectrum Disorder, supported communities experiencing food poverty and homelessness, photographed crews to create bespoke local advertising and organised the Service's Ukrainian Humanitarian appeal and engaged with Ukrainian refugees.

Case Study One - Recognition of Positive Action and Engagement Team

The Positive Action & Engagement Team (PA&Eng) won a recognition award under the category of Partnership Working. This is for their continued efforts in building hugely effective relationships with Career Ready, an organisation who support young people to develop the skills needed for future career success.

Whilst this partnership has been in place for a number of years now, the work of the PA&Eng team across 2022 was exceptional in continuing to build on this partnership and the relationship between SFRS, Career Ready and the students who form part of this programme.

The team work in partnership with Career Ready to support the SFRS mentors to provide the best experience possible to the young people across their 2-year mentorship. This is supported by a 4-week placement during the summer which requires significant co-ordination in terms of transport and communication with the students, planning and scheduling of functional area's time and input (mixture of class room based and practical skills) and arrangements for a graduation/presentation ceremony.

The feedback received from the young people, Career Ready representatives and the schools which the students come from was phenomenal this year and really shone a light on the significant difference this programme makes to the lives of these young people, not just in terms of experience but in building their confidence in particular as they consider moving into the world of work.

Case Study Two - Colleagues celebrate Eid and mark the end of Ramadan

April saw followers of Islam participate in Ramadan by fasting from dawn till dusk. Those fasting aren't allowed to consume food or drink (including water) during daylight hours, meaning they can only eat and drink after sundown.

Eid marks the end of fasting with large gatherings between friends and family taking place and centring around food and drink.

Our National HQ was the scene of our very own Eid gathering with colleagues, some of whom hadn't seen each other for over two years, meeting to enjoy food and learn about culture and faith. The gathering was organised by our colleague Ijaz Bashir, an Asset Governance and Performance Manager based in Cambuslang.

Ijaz said: "It was wonderful to celebrate Eid with so many of my colleagues.

"It was a great excuse to raise awareness about Ramadan and to celebrate diversity. It was also lovely to see people back in the office.

"I hope everyone enjoyed the food and Eid Mubarak to everyone."

Our Acting Director of Asset Management, Ian Morris, said: "My thanks go to Ijaz and his family for providing us with the opportunity to come together in a safe and secure way to mark Eid and the end of Ramadan.

"Not only was the homemade food on offer delicious, but getting together face-to-face also gave us a vital opportunity to educate ourselves around faith and culture."

Case Study Three - Neurodiversity and Recognising Creative Differences

The Neurodiversity Employee Network engaged with Scottish Government to design and deliver the Recognising Creative Differences information session. The aim of the session was to raise awareness amongst colleagues of Neurodiverse conditions and share good practice from Scottish Government partners about how people in their organisation are supported via an Employee Passport and reasonable adjustments. The colleague that led the session willingly shared their story of how they discovered they were Dyslexic after many years in the Service, which set the scene and provided a valuable personal insight.

The 90 min session was recorded and publicised using internal communications and was attended by 36 colleagues from all areas of the Service.

Feedback received was positive and a momentum has been created around Neurodiverse conditions and how employees can be supported in the workplace and the conversations will continue in the Employee Network.

Equality Outcome 5

SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.

The SFRS Mental Health Strategy sets the scene for the work that is taking place throughout the Service setting out the following:

- Our Mental Health Pledge;
- Our Mental Health Commitment;
- Our Mental Health Model;
- Our Mental Health Objectives

Mental Wellbeing Champions: To help us deliver on this, we have introduced Mental Wellbeing Champions who are individuals within SFRS dedicated to raising awareness of mental wellbeing. They lend an informal, friendly, confidential ear and signpost colleagues who need support to relevant resources. This is a voluntary role which will encourage colleagues to participate in health campaigns and promote anti-stigma activities across SFRS working collaboratively with other champions.

Since the launch of the Mental Wellbeing Champion Programme, 170 SFRS employees have volunteered to become Mental Wellbeing Champions.

The Strategy acknowledges that mental health outcomes are different across the Scottish population, with inequalities evident for most of the protected characteristics, as detailed in the Equality Act 2010.

Mental Health and Equality Training: A Mental Health and Equality training package has been designed to raise awareness that individuals with a protected characteristic(s) can already face discrimination in society. Stigma, and a lack of services around mental health, can further compound impacts. This training is being rolled out to all Mental Wellbeing Champions.

Challenge Poverty Week: To promote a mentally healthy workplace, we raise awareness of key issues, encouraging individuals to seek help and support. This included Challenge Poverty Week Scotland which recognises that times are hard, and getting harder, for hundreds of thousands of people across the country. We highlighted World Suicide Prevention Day, demonstrating that we can all play a critical role by thinking **ALERT. Ask** are you okay, **Listen** to them, **Encourage** them to talk, **Right now** and **Tell** someone. We supported the Samaritans BIG LISTEN day and the Scottish Governments new Mental Health and Wellbeing platform to help Scottish employers actively support and promote mental health at work.

The nature of our Service is such that firefighters and other members of staff, can be exposed to traumatic and challenging situations. We know that non-work related matters can also impact on the wellbeing of our staff. In recognising these stressors, we need to be fully committed to creating a mentally healthy environment, within which all staff can work and prosper. We are committed to ensuring mental health is considered across everything we do and integrated within our culture. This requires structure, resources, supporting interventions and good management practices.

Our Employee Assistance Programme, Health Assured, offers advice and counselling to support individuals with any personal challenges and details on how to access this service were highlighted throughout Mental Health Awareness Week.

As part of our partnership with Lifelines Scotland, four mental health related courses are available, linked to employees' roles within the SFRS.

Everyone was required to attend two of the first three courses within the Lifelines series in sequence and post-trauma support was optional:

1. Staying Well and Understanding Resilience
2. Supporting Your Colleagues
3. Supporting Your Team
4. Post-Trauma Support

Case Study One – Mental Wellbeing Champions

A Mental Wellbeing Champion is an individual within SFRS who is dedicated to raising awareness of mental wellbeing. They will lend an informal, friendly, confidential ear and signpost colleagues who need support to relevant resources. This is a voluntary role which will encourage colleagues to participate in health campaigns and promote anti-stigma activities across SFRS working collaboratively with other champions.

Before becoming a Mental Wellbeing Champion, interested employees first met with the Mental Health and Wellbeing Co-ordinator and another colleague from the Health and Wellbeing Team to understand their interests and motivations behind wishing to take on this voluntary role. This was followed up with delivery of an online induction session to further explain the role and level of commitment required.

To enable our employees to undertake these roles with confidence, we worked in partnership with Lifelines Scotland, the River Centre and the NHS to deliver a number of comprehensive training courses and information sessions that fully equip them with the knowledge and understanding they need to support any employee who may request it.

One Mental Health Champion said, 'When I heard about the MHWC programme, I thought it was a fantastic concept and I was very keen to become involved. Not only to help my fellow colleagues, but also gain more information about Mental Health, so that I could use the knowledge gained to help and support members of my family, friends and my partner. I love being a Mental Wellbeing Champion and I would urge more colleagues to become involved'.

Case Study Two - Digital Wellbeing and Detox Week

Digital wellbeing is a term used to describe the impact of technologies and digital services on people's mental, physical, social and emotional health.

From an individual perspective, it may involve identifying and understanding the positive benefits that digital activities bring to our daily lives like connectedness, remote working or online shopping. It also involves looking at the negative aspects of engaging with digital activities and being aware of ways to manage and control these to improve wellbeing.

We highlighted digital wellbeing week to encourage people to look at how they use technology, and its impact on their life at work and home.

How does their family use technology? How can they limit screen time and keep a happy household? We provided digital detox tips and information on i-Hub on digital wellbeing to keep safe and healthy in our digital world.

Case Study Three - Grief Awareness Day

For Grief Awareness Day, we focussed on how individuals can support someone who has experienced a loss.

It highlighted how we sometimes struggle to know just what to do and say in these circumstances but if someone can't think of something to say, a reassuring hug or a heartfelt message is a great start. Simply offering support and asking what you can do help is often the best approach. People who are bereaved sometimes say they feel 'up and down', and this is perfectly normal.

We encouraged people to speak with their manager, the Health and Wellbeing and/or local Wellbeing Champions if they need extra support at work.

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Equality Outcome 6

SFRS will support Scotland's young people reach their full potential.

The SFRS engage with children and young people in a variety of ways across our functions and areas. Within our prevention activities there is the Youth Volunteer Scheme, Youth Engagement Fireskills, Fireskills Employability SCQF level 4 and Fire Safety Support and Education (FSSE). All of this work is guided by Safeguarding principles and training.

Within our people function there is Corporate Parenting, Career Ready, the Youth Employment Strategy, the Kickstart Scheme and Modern Apprenticeships.

SFRS are committed to working in partnership with organisations whom assist young people with their transition to working life.

We have a number of volunteers within the organisation who go above and beyond their role by offering their time to support and build relationships with several charity organisations to mentor and support care-experienced and disadvantaged young people.

In building these relationships, we have committed to mentoring many young people, supporting them to develop the essential skills and experience required as they consider moving into the world of work. We believe that all young people deserve the opportunity to kickstart their career ensuring that their background does not determine their future.

The feedback that has been received by our partner agencies and the young people that have participated has been incredible and has given us insight into how our support positively impacts their lives.

Much of the actions detailed within the above are delivered at a local level and have the flexibility to adapt to the needs and experiences of young people in that area.

Youth Volunteer Scheme: The SFRS Youth Volunteer Scheme (YVS) is a national youth initiative that creates opportunities to improve life chances and empower young people to work together for a safer Scotland.

The main objective of YVS is to provide a safe, welcoming, enjoyable and fun environment where Youth Volunteers (YVs) can learn as individuals, develop positive relationships and actively work together for a safer Scotland. YVS provides a great opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station. By participating in the programme, young people develop a practical understanding of the SFRS and play a supportive role in their communities as SFRS YVs; supporting development and enhancing inter-personal skills and confidence.

MCR Pathways: SFRS work in partnership with MCR Pathways, founded in 2007 to address the gap in life chances and educational outcomes between young people who are care experienced and their peers. This is done through a school-based mentoring programme, matching young people with a fully trained volunteer.

SFRS have 28 mentors that are currently matched and meeting with a young person. In addition, there are a further 17 that are in the process of becoming a mentor, at various stages including awaiting their 1:1 meeting, awaiting training and awaiting their PVG. 7 of the 17 are ready and awaiting a suitable match with a young person.

Fireskills Employability Programme: The Fireskills Employability Programme at Her Majesty's Young Offenders Institute, Polmont supports the development of skills for life, learning, and employment for young people. The course provides participants the opportunity to achieve a SCQF level 4 Employability Award.

National House Project: Colleagues in East Dunbartonshire work with the National House Project charity to support young people in care moving into their own homes. Colleagues attended weekly groups to build rapport with the young people and getting to know their needs. Once the individual took up tenancy, they were supported with fire safety advice.

Multi-agency project: Young people in Stirling got to spend some time with our fire investigation dog Phoenix and his dog handler Jonathan Honeyman. Phoenix took part in a multi-agency project to discourage anti-social behaviour, including wilful fire raising, in the local area. SFRS was delivering fire safety advice at the Stirling High School event, which was part of a 12 week youth engagement programme. Participants got to find out more about Phoenix's special capabilities within the fire investigation unit.

Water Safety Event: Glasgow City Parents Group hosted an online event to show parents how to enjoy the water safely and reduce the risk of drowning by giving insights into the potential risks and dangers of entering open water. The webinar was created in response to a request from the Glasgow City Parents Group which is keen to equip parents with the knowledge to keep children and young people safe. While the group is based in Glasgow, this event was open to all Scottish parents and carers.

Case Study One – Social Media Messaging Dumfries and Galloway

A variety of short videos were filmed for TikTok around the theme of bonfire night to help address various issues with youth led anti-social behaviour (entering derelict buildings, deliberate fire setting, malicious activation of fire alarms). All videos were filmed at Dumfries Fire Station with the crew from the Dumfries on call firefighters. Information was supplied to Youth Work D&G to allow them to do voice overs on all videos.

The videos were uploaded to TikTok each day of the week leading up to bonfire night via the Youth Work D&G and Youth Enquiry Service TikTok accounts. Information was also supplied to Youth Work to allow them to do a live question and answer session on TikTok. They based all questions and information on facts around bonfires and fireworks. The information was also sent to all Youth Workers to allow them to educate young people attending their groups. All videos were also shared using Instagram, Facebook, and Twitter.

The videos reached a large audience
TikTok – 6,012 people
Twitter - 11,202
Facebook – 6919

576 young people took part in the live 'question and answer' event for bonfire/firework safety on TikTok. Young people engaged throughout the event by both answering and asking questions, and discussing the information. The videos started good discussions in the drop-in groups. Young people took the messages on board and were able to repeat them and answer questions on what they had seen. From an SFRS operational perspective, incident numbers were low on bonfire night. It was also noted that the level of anti-social behaviour faced by both SFRS and Police Scotland was much reduced in comparison to the previous year. There were zero acts of violence recorded locally. It was agreed by everyone that this was a very worthwhile project.

Case Study Two – Implementing United Nations Conventions Rights Child (UNCRC)

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.

Children's Rights are considered in our policy, planning and performance through our Equality and Human Rights Impact Assessment process.

We have established a SFRS Young Persons Forum that will draw together all of the work that is taking place across the Service. The group is still in its infancy but its Terms of Reference and purpose will have Children's Rights at its core.

Our Corporate Parenting Plan 2023-2026 includes the UNCRC articles that are pertinent to each of our outcomes and has an action in its own right to be mindful of the 'United Nations Convention on the Rights of the Child Bill' and amend policy and practice to reflect any changes in the Plan.

An enhanced safeguarding module has been developed and will be delivered face to face to employees who are in regular contact with children and young people. This module refers to the UNCRC articles and the right of every child to live free from harm and abuse. The module looks more in depth at the definition of harm and abuse as well as recognising the signs and symptoms and the process for reporting and recording. This module also discusses domestic abuse and human trafficking/exploitation.

Pay Gap Information and Employee Data

Our Equal Pay and Gender Report 2023 has been published and should be read alongside this Mainstreaming and Equality Outcomes Report to provide a complete picture of employment equality performance. As of December 2022, the SFRS Mean and Median Pay Gap was as follows:

Table 1 – Gender Pay Gap

	2017	2019	2021	2023*
Mean	5%	4.42%	1.01%	-5.76%
Median	Not available	5.92%	2.5%	0%

*The data used in this report reflects SFRS staff as of December 2022 whereas the 2021 report was January 2021. The snapshot date for data was brought forward in this recent report to allow sufficient time for the compiling of the report prior to publication.

In addition to these core reporting requirements, SFRS also acknowledges the recommendations of the Equality and Human Rights Commission and the Scottish Government that employers supplement these metrics by reporting on the pay gaps of employees with disabilities, or from BAME groups. Information of the pay gaps of these employee groups is therefore also provided. In doing so, we have revised our reporting metrics from those applied within our 2021 Gender Pay Gap and Equal Pay report to conform with those contained within the Government's 2021 census. Consequently, employees listing themselves as White-Irish, White-Eastern European, White-Polish and White – Gypsy/Traveller.

The mean pay gap of BAME employees in SFRS is 3.02% in favour of BAME staff. This is an increase from 0.07% in the 2021 report. A comparison between these figures has identified that this increase is primarily due to the inclusion of all ethnic groups other than White British/Scottish within the BAME group, as stated previously.

The mean pay gap of employees with a disability has increased from 3.03% in 2021 to 9.76%, in favour of employees with a disability. When investigating the reasons behind the increase it was found that a high proportion of employees with disabilities (69%) are uniformed staff and since 2021, several of these have completed Firefighter training to progress to the competent Firefighter pay rate. Others have progressed to Crew Commander and Watch Commander level. It is also noted that there is a higher proportion of Support Staff in more senior positions who have declared a disability in comparison with those in the lower pay grades.

SFRS is not currently representative of the communities it serves within its workforce. Moreover, the data held by SFRS about its employees is incomplete. A significant proportion of employees choose not to disclose their protected characteristics in our self-service employee monitoring system. Our Sensitive Information Project will continue to improve employee confidence in disclosing personal information.

The information that we currently hold is as follows:

	FEMALE		MALE		TOTAL	
	Headcount	%	Headcount	%	Headcount	%
Uniformed employees	614	9%	6097	91%	6711	89%
Support Staff	447	54%	382	46%	829	11%
SFRS Total	1061	14%	6479	86%	7540	100%

BAME EMPLOYEES		
Ethnicity	Number	Percentage of total
White	4251	55.06%
BAME	62	0.80%
Prefer not to say	21	0.27%
Not recorded	3386	43.86%
Total	7720	100.00%

DISABLED EMPLOYEES		
	Number of employees	Percentage of Total
Disabled	68	0.88%
No Disability	2008	26.01%
Not known	5644	73.11%
Total	7720	100.00%

Board Diversity

The SFRS has a Board comprised of 12 members including a Chair and Vice Chair. Between 2013 and 2016 the composition of the Board was 2 women and 10 men. Since that time the membership of the Board was subject to renewal under the Public Appointments Process and following this process the composition of the SFRS Board is 5 women and 7 men.

As noted above, appointment to the SFRS Board is made through the Scottish Government's Public Appointment Process and appointments must have the final approval of the relevant Minister.

Whilst the SFRS has limited ability to directly influence the appointments process it does have some capacity to encourage applications from women from diverse backgrounds.

The Gender Representation on Public Boards (Scotland) Act 2018 provides the legal basis for SFRS' continued support of the Scottish Government in promoting gender diversity on Public Boards by raising the profile of Board opportunities in our engagement activities.

2023 Onwards

We have visible leadership on equality issues which is important for any organisation mainstreaming equality. We have Equality Champions for age, disability, gender, care experienced/carer providers, LGBT+, tackling domestic abuse and race who provide visible leadership to our corporate messaging on a range of issues from positive action in recruitment to Corporate Parenting. The Strategic Leadership and Senior Management Teams, supported by other senior managers within the directorates, are focused on ensuring that the SFRS develops an inclusive culture where mainstreaming is ingrained through the integration of positive behaviours in everything we do.

We will explore establishing a strategic equality and human rights group to consider, review and make recommendations to the Strategic Leadership Team and other relevant Boards/Committees on Equality, Diversity and Human Rights matters.

We will re-launch the Senior Leader Equality Champion role around the protected characteristic they represent including Sex, Race and Disability.

We will update our guidance and training to support the Equality and Human Rights Impact Assessment process and look at the current operating model for our Employee Networks.

The Equality and Diversity Team will continue to assist functions and SDAs to mainstream equality into their day-to-day activities and to highlight the excellent work that is taking place in their reporting mechanisms so that equality is a component of everything the SFRS do.

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



Report No: B/SDEL/01-23

Agenda Item: 20.4

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	30 MARCH 2023							
Report Title:	UNWANTED FIRE ALARM SIGNALS (UFAS) PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE							
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 provide the Service Delivery Committee (SDC) with an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model.							
2	Background							
2.1	Following the completion of a significant consultation exercise the Scottish Fire and Rescue Service (SFRS) Board, on 16 December 2021, selected the preferred AFA response model. The model selected was based on option A from the Time for Change Consultation Document with additional exemptions and an extension to the implementation date. The initial date for implementation was 1 April 2023 however, this date is aligned with the delivery of the Command and Control Futures (CCF) project which is no longer achievable. The agreed revised date for implementation is now 1 July 2023.							
2.2	To allow the implementation of the project to be delivered in a coordinated manner an implementation work plan was designed. This has 6 workstreams which are; <ul style="list-style-type: none"> • Policy Review • Performance Measures • Communication & Engagement • Training and Awareness • Configure Mobilising System • ARC Operating Agreements 							
3	Main Report/Detail							
3.1	The SFRS is undertaking a review of how it responds to AFA's. Following a significant consultation exercise a preferred model has been selected. In order to deliver this model an implementation work plan has been developed. This work plan has identified six key work streams each comprising a number of milestone actions. To deliver this plan the desired membership of appropriate sub-groups was identified and shared with Senior Management Board (SMB) members who were asked to nominate appropriate personnel to support the required work.							

3.2	The priority of the Preparing for Implementation Working Group (PIWG) remains the progression of the Communications and Engagement Plan, which was presented to, and agreed by, the project review board on 17 May 2022. This plan has been reviewed and updated to take account of the current position of the project.
3.3	The proposed work plan required rescheduling due to date changes within the Command and Controls Future (CCF) Project. The announcement on 7 December 2022 that the CCF project was to cease, stimulated a review of the work plan and options to phase implementation of the available elements. The work plan continues to progress however, key elements can only be commenced once a confirmed implementation date from the CCF project is available.
3.4	To allow the Unwanted Fire Alarms Signals (UFAS) project to progress, alternative delivery models were presented for consideration, these would decouple the two projects and allow elements of the UFAS project to progress independently of the CCF project.
3.5	A phased implementation was designed considering the current limitation of the operational control mobilising system, the potential for industrial action and the pressures on staff capacity for training. Further information on the decision making and governance concerning this development can be found in the accompanying (below) paper entitled ' AFA RESPONSE MODEL – options for IMPLEMENTATION (AMENDED) '
3.6	Introducing the call challenge element of the new response model will be able to provide a partial implementation of the project. However, this would still allow the majority of the benefits in reducing attendances at UFAS incidents articulated during the consultation phase, to be realised. It would also reduce the potential reputational damage in delaying, indefinitely, the implementation of the full new response model.
3.7	The decision to pursue a phased implementation will require additional time to allow the revision and delivery of the amended Communications & Engagement plan which has been carefully designed to ensure duty holders have sufficient time between direct engagement and implementation to make the necessary changes to their fire safety management arrangements.
3.8	Work to prepare and agree Operating Principles (instead of legal agreements) with Alarm Receiving Centres in readiness of the changes have been advised by SFRS legal. These will be progressed as part of the workplan.
3.9	The SLT decision to change the implementation date to 1 July 2023 allows time to continue with the detailed activities contained within the workplan in order to meet objectives.
3.10	
3.10.1	Further Considerations Our preparedness for potential Industrial Action continues to add resourcing pressures in delivering against the milestones within PIWG work plan and will require support from other functions.
4	Recommendation
4.1	It is recommended that the Board note the content of the work plan.
5	Core Brief
5.1	An update on the work plan developed by the Preparing for Implementation Working Group was presented.

6	Appendices/Further Reading	
6.1	Appendix A – AFA Response Model – Preparing for Implementation Work Plan	
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:	Gordon Pryde, Area Commander	
Sponsored by:	Iain MacLeod, Deputy Assistant Chief Officer	
Presented by:	David Farries, T/Assistant Chief Officer Director of Service Delivery	
Links to Strategy and Corporate Values		
<p>SFRS Strategic Plan 2022-25: Objective 2: <i>“Communities are safer and more resilient as we respond effectively to changing risks”</i> Objective 4: <i>“We respond to the impacts of climate change in Scotland and reduce our carbon emissions”</i>. Objective 5: <i>“We are a progressive organisation, use our resources responsibly and provide best value for money to the public”</i>.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>UFAS Review Project Board</i>	<i>16 January 2023</i>	<i>For approval</i>
<i>Service Delivery Committee</i>	<i>28 February 2023</i>	<i>For scrutiny</i>
<i>SFRS Board Meeting</i>	<i>30 March 2023</i>	<i>For information</i>

APPENDIX A**SCOTTISH FIRE AND RESCUE SERVICE****SFRS BOARD MEETING**

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No:

Agenda Item:

Report to:	SCOTTISH FIRE AND RESCUE BOARD						
Meeting Date:	30TH MARCH 2023						
Report Title:	AUTOMATIC FIRE ALARM (AFA) RESPONSE MODEL – OPTIONS FOR IMPLEMENTATION (AMENDED)						
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 provide options for the implementation of the new AFA response model considering changes to the Command and Control Futures (CCF) project timeline.						
2	Background						
2.1	Following a comprehensive public consultation process, the Scottish Fire and Rescue Service (SFRS) Board agreed to progress the implementation of the recommended Unwanted Fire Alarm Signals (UFAS) reduction model (Option A with additional exemptions).						
2.2	To allow duty holders sufficient time to prepare for the new model, and to acknowledge the work required to integrate the anticipated new mobilising system, the implementation date for the new response model was put back to 1 April 2023.						
2.3	The Preparing for Implementation Working Group (PIWG) have been progressing against the 6 work streams outlined in the PIWG work plan and were at the point of delivering carefully timed internal and external engagement sessions as part of the full Communications & Engagement Plan.						
2.4	The new, full response model relies heavily on the new mobilising system being in place, particularly the change in Pre-Determined Attendance (PDA) to sleeping risk premises at 0700hrs and 1800hrs.						
2.5	With a lack of clarity on the position of the CCF project, and its likely implementation date, the delivery of the UFAS engagement plan was suspended to ensure the timelines remained appropriately aligned.						
2.6	The recommended UFAS reduction model will result in 999/112 calls received as a consequence of an AFA activation being call-challenged to ensure the premises have undertaken their own investigation of the reason for activation. Where no fire, or signs of fire, is confirmed no SFRS response will be mobilised.						

2.7	<p>Exemptions:</p> <ul style="list-style-type: none"> • Sleeping risk premises are exempt from this and will receive a response of two appliances between 1800hrs & 0659hrs and one appliance between 0700hrs and 1759hrs. • Hospital sleeping risk areas and residential care homes have a further exemption and will receive a response of two appliances regardless of the time of day. • Confirmed fires will receive the full fire PDA.
3	Main Report/Detail
3.1	<p>The recommended UFAS reduction model can be sub-categorised into how we respond to premises containing a sleeping risk (exempt premises) and premises with no sleeping risk (non-exempt premises).</p>
3.2	<p>The recommended UFAS reduction model, as it relates to exempt premises, requires the support of the new mobilising system to manage the change of PDA at 0700hrs and 1800hrs.</p>
3.3	<p>OC managers have confirmed that the current mobilising system is unable to be configured to handle the change in PDA at the above times. Therefore, we are unable to deliver a change to our response to exempt premises as required as part of the recommended UFAS reduction model.</p>
3.4	<p>The SFRS response to non-exempt premises will be determined by human interaction (call challenge) rather than the mobilising system. OC managers have confirmed that, currently, there are no technological barriers to introducing the element of the recommended UFAS reduction model that relates to non-exempt premises.</p>
3.5	<p>Call challenge currently exists for OC staff (Covid UFAS reduction policy). However, the questions to be asked of callers to determine the appropriate response category would need to be clearly defined for OC staff (See flow charts – appendix A)</p>
3.6	<p>Call-challenge to non-exempt premises will result in one of two SFRS responses;</p> <ul style="list-style-type: none"> • Full fire PDA where a confirmed fire, or signs of fire are reported • No response where no fire or signs of fire is reported
3.7	<p>Signs of fire can be defined as any one of:</p> <ul style="list-style-type: none"> • heat detector, • multi-criteria detector, • manual call point • sprinkler head activating • multiple heads/zones going into alarm • a visual sign of fire.
3.8	<p>Single smoke alarm activations are more prone to false alarms and are not considered to be a reliable single method of confirming a fire situation in premises.</p>
3.9	<p>To mobilise a response to the “signs of fire” option, will require ARCs to be able to answer questions asked of them by our OC staff. ARCs typically do not currently provide our OC staff with accurate information to determine an appropriate response, examples include;</p> <ul style="list-style-type: none"> • Provision of the wrong address (including different area entirely), • Unable to determine domestic or non-domestic premises type

3.10	To prepare for this, a comprehensive communications and engagement plan, both internal and external, has been developed to support staff and duty holders in understanding the implications of the recommended UFAS reduction model and their responsibilities to manage and prepare for the pending change. In particular, ARCs understanding and ability to respond to the question “is there a sign of fire?” (Appendix A).
3.11	SFRS continue to work with industry leads through Special Interest Groups and stakeholder Fire Safety Groups to provide support to help prepare dutyholders for the change in response.
3.2	OPTION 1 – PHASED IMPLEMENTATION
3.2.1	A potential delay to the introduction of a new mobilising system will impact the ability of SFRS to implement “in full” the recommended UFAS reduction model. As a contingency the PIWG proposes an option for the phased implementation of the recommended UFAS reduction model.
3.2.2	The Strategic Leadership Team have indicated support for the phased approach in an earlier version of this paper (7 th Dec 22) with further information (now) included that was required to support full approval and agreement to proceed.
3.2.3	Phase 1
3.2.4	Implement the recommended UFAS reduction model to non-exempt premises only. This will introduce the call challenge and appropriate selection of response element.
3.2.5	It is anticipated that introducing the call challenge element will realise a significant and beneficial reduction in UFAS incidents.
3.2.6	The response model (with amendments) selected from the “Time for Change” consultation estimates a 61% reduction to the 28,471 UFAS calls we attend per year (5yr average 2015 - 2020).
3.2.7	Of these calls, 10,141 would be exempt from call challenge as they are regulated sleeping risks, therefore 36% of the overall UFAS calls are not now in scope.
3.2.8	Phase 1 will allow us to apply a call challenge to the remaining 18,330 calls received from non-exempt premises, and realise the benefits as outlined below. Due to the complexity, it is difficult to accurately estimate a potential percentage reduction against this new total.
3.2.9	Phase 2
3.2.10	Implement the recommended UFAS reduction model as it applies to premises containing a sleeping risk when a new mobilising system is introduced.
3.2.11	<p>If agreed, this would change our current mobilising model as follows;</p> <ul style="list-style-type: none"> • PDA’s to all exempt premises would remain with our current response model until such time as a new mobilising system is introduced and configured appropriately. • Calls generated by AFA systems in non-exempt premises would be call-challenged with the outcome determining the level of SFRS response.

3.2.12	Phased implementation would allow many of the benefits in reducing attendances at UFAS incidents, articulated during the consultation phase, to be realised.
3.2.13	<p>These are:</p> <ul style="list-style-type: none"> • Reducing our unnecessary response to incidents, releases capacity for our firefighters to focus on building and maintaining their skills and increasing their preventative work • Reducing attendance at UFAS incidents, minimising disruption to our on-call firefighters and their primary employers • Reducing unnecessary blue light journeys and significantly reducing the road risk to our responding firefighters, other road users and pedestrians • Reducing the costs associated with unnecessary mobilising (fuel, vehicle, wear and tear, on-call turn out fees) • Reducing our carbon emissions by reducing our journeys • By reducing unnecessary blue light journeys caused by UFAS, the Service will have a more agile and resilient response model that can cope with future demands and uncertainties (e.g Industrial Action, pandemics and other unforeseen disruption) • Meet our UFAS reduction targets of 15% provided to Scottish Government.
3.2.14	<p>Further benefits of phased implementation</p> <ul style="list-style-type: none"> • Reduce OC staff training needs of introducing a new model at the same as going live with a new mobilising system. • A phased introduction will enable our OC call handling staff a period of familiarisation and adaptation prior to a new mobilisation system being adopted • Reduce the potential reputational damage in delaying indefinitely the implementation of the full, new response model • Duty holders of non-exempt premises will experience the same call challenge as full implementation • Enable commencement of the full communications and engagement plan to prepare duty holders and staff for the change to the recommended UFAS reduction model.
3.3	<p>CALL CHALLENGING AN AFA INCIDENT</p>
3.3.1	<p>Call challenge protocols currently exist under the measures introduced for UFAS reduction during the Covid-19 Pandemic.</p>
3.3.2	<p>On activation of an Automatic Fire Alarm, Operations Control (OC) will receive a call from the premises directly, or through an Alarm Receiving Centre (ARC). The OC call handler will ask questions to establish if there are any signs of fire and if the premises are exempt to determine the appropriate resource response. This sequence of questioning is illustrated in the flowcharts (Appendix 1).</p>
3.3.3	<p>When firmly established, our new response model is expected to realise a significant reduction in the number of calls we handle that originate from AFA systems. Any false alarms are expected to be investigated by dutyholders before reaching us.</p>
3.3.4	<p>The introduction of the “signs of fire” categories (para 3.7) may extend the time it takes when handling calls initially. However, this initial investment in time and resources will likely be offset by a reduction in the costs and pressures associated with subsequent activity;</p> <ul style="list-style-type: none"> • Mobilisation of crews (On-Call take longer than wholetime (WDS) • Handling radio messages to/from the incident ground • Managing operational resources resulting from high AFA call volumes

- Raising and completing the incident on the Incident Recording system (IRS)
- Completion of station administration resulting from a mobilisation
- Turn out fees (On-Call)
- Increased appliance mobilisation costs (fuel and maintenance)
- Consequences of increased road risk (increased potential for health and safety events occurring)
- Other costs associated with benefits realised as outlined above (para 3.28 and 3.29).

3.4

RISKS

The decision of the Project Board to delay implementation of the SFRS UFAS response to July was made to mitigate the risks of emerging factors;

- The availability of OC staff to undertake the required training;
- The capacity of wider SFRS staff involved in implementation (Comms, LSOs, project team) due to potential Industrial Action (IA).
- To ensure full implementation of the agreed communications plan which is delayed due to the lack of clarity around the CCF project.

3.4.1

OC Impact analysis

3.4.2

OC managers' report that a phased implementation of the recommended UFAS reduction model Call challenge processes are achievable (and in some comments desirable).

3.4.3

There is, however, likely to be a concern among OC staff around the call challenge of an ARC who currently provide poor detail when advising of an AFA activation. It is possible that ARCs will be unable (or unwilling) to confirm if a fire or signs of fire exists. This may place some demands on OC staff to select the most appropriate response option with the information provided, resulting in increased stress to their task.

3.4.4

An effective communications and engagement plan for ARCs and duty holders and the simplified guidance, training and monitoring of impact on OC staff will reduce this as a stressor to as low as reasonably practicable.

3.4.5

Industrial Action (IA)

3.4.6

The Project Board consider the unknown impacts of potential industrial action, and the planning arrangements for such action, will affect the capacity of wider SFRS staff implementing the new model.

3.4.7

In particular, communications planning around IA will require significant engagement with duty holders which could potentially be taking place at the same time as engagement around UFAS. Messaging would be confused and diluted if trying to address two separate issues simultaneously to the same audience.

3.4.8

The capacity of SDA staff/LSO P&P teams supporting local area duty holders during implementation of the new response model will likely be impacted.

3.4.9

Stakeholder Communications & Engagement

3.4.10

The consultation process had highlighted how many duty holders did not understand their responsibility to manage false alarms within their buildings and one of the commitments SFRS made was to work in partnership with duty holders to address this knowledge gap.

3.4.11	Following the outcome of the Board decision, we communicated with duty holders that we would fully support them in advance of the implementation date so that they could understand their obligation for fire safety and how to reduce false alarms.
3.4.12	To allow sufficient time for this, a six month’s communication plan was prepared and agreed by the Project Board to support this commitment. The communications plan focusses on targeting priority stakeholders – those directly affected by the change to response i.e., duty holders, alarm receiving centres, operational WT staff and on-call staff.
3.4.13	The proposal to postpone the implementation date to 1 July 2023 aims to mitigate the risk to the training and capacity of staff involved to deliver sooner and allow duty holders suitable time to prepare for the change. The six-month lead in time avoids external reputational damage resulting from a reduced engagement period.
3.5	OPTION 2 – DELAY IMPLEMENTATION
3.5.1	The SFRS cannot fully implement the recommended UFAS reduction model unless a new mobilising system, with the required technical capabilities is in place. In the current circumstances a decision to progress with full implementation would necessitate an unspecified delay to the implementation date.
3.5.2	<p>RISKS</p> <p>The risks associated with delaying indefinitely are;</p> <ul style="list-style-type: none"> • Reputational damage among stakeholders who have invested in altering their business processes, some with financial outlay, to prepare for this change • Negative perceptions of the staff who are positively seeking a benefit in the reduction of calls to UFAS incidents – associating a delay with a poor project outcome. • Validity of our consultation work, decisions and outcomes if implementation is delayed until further notice • Potential for redundancy of all the work of the consultation, materials and investment in reaching this stage. • Potential for reduced compliance from stakeholders following lengthy delay in implementation • Continued attendance to the 28,000 UFAS incidents per year • Inability to deliver the benefits of the investment towards a reduction of UFAS in the business case to Scottish Government.
3.5.3	<u>Monitoring and recording data</u>
3.5.4	In handling AFA calls, OC have advised that they will be able to provide our Business Intelligence (BI) team with datasets through the process of “tags”. This will enable BI to match incidents recorded through the Incident Recording System (IRS) for calls which result in an attendance.
3.5.5	<p>This matching has not previously featured in any data analysis and will permit monitoring statistics on key risks and benefits, such as:</p> <ul style="list-style-type: none"> • Reporting a reduction in our handling of AFAs

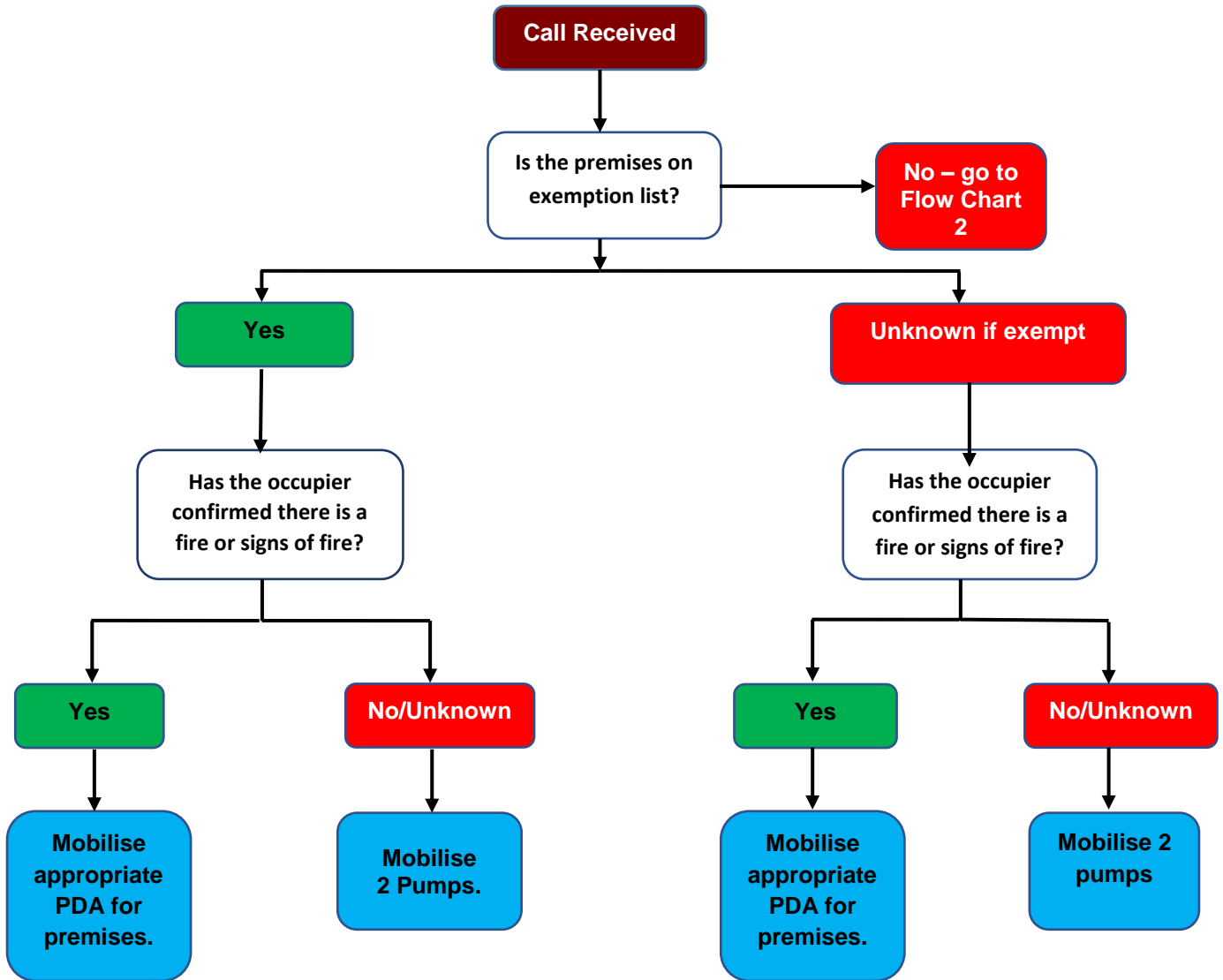
<p>3.5.6</p> <p>3.5.7</p> <p>3.5.8</p> <p>3.5.9</p> <p>3.5.10</p>	<ul style="list-style-type: none"> • Where we have call challenged and this has resulted in no mobilisation • Where we have not attended and there was a need to attend - we do not anticipate this being an issue. However, when a duty holder or caller states that there was no fire (or sign of fire) and where there was an incident that we needed to attend. • Where we have attended and there was no need to attend – monitoring the effectiveness of our call challenge <p>There would be additional work by OC staff to manually transfer raw data taken from the mobilising system to a reportable format for use by BI and our performance reporting, similar to that which is provided for the Daily Incident Briefing Reports (DIBR) currently generated.</p> <p>Each aspect of this proposed process will be trialled using existing tags to ensure viability and streamlining of the process. A sample data exercise to test these potential reports is underway.</p> <p><u>Other considerations</u></p> <ul style="list-style-type: none"> • Phased implementation will require a minimum of 6 months to allow delivery of the full comms & engagement plan which has been carefully timed to ensure duty holders have sufficient time between direct engagement and implementation to make the necessary changes to their fire safety management arrangements. The current implementation date of 1 April 2023 will not align with that timeline. • Phase 1 implementation, if agreed, should be implemented on 1 July 2023 to allow sufficient time for training of OC colleagues to take place. 		
<p>4</p>	<p>Recommendation</p>		
<p>4.1</p>	<p>It is recommended that the Board note;</p> <ul style="list-style-type: none"> • The agreed phased implementation of the AFA Response model; • Phase 1: Apply Non-Exempt Premises Call challenge with appropriate response • Phase 2: Apply to remaining premises when new mobilising system capability is established. • Note that Phase 1 will be implemented on 1 July 2023 		
<p>5</p>	<p>Core Brief</p>		
<p>5.1</p>	<p>A proposal to implement deliverable aspects of the new AFA Response Model.</p>		
<p>6</p>	<p>Appendices/Further Reading</p>		
<p>6.1</p>	<p>Appendix B. Operations Control Call Handling flowcharts</p>		
<p>7</p>	<p>Key Strategic Implications</p>		
<p>7.1</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 80%;">Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</td> <td style="width: 20%; text-align: center;">Yes</td> </tr> </table>	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes		
<p>Prepared by:</p>	<p>Lynne Gow, Group Commander</p>		
<p>Sponsored by:</p>	<p>Iain MacLeod, Deputy Assistant Chief Officer</p>		
<p>Presented by:</p>	<p>David Farries, T/Assistant Chief Officer Director of Service Delivery</p>		

Links to Strategy and Corporate Values		
<p>SFRS Strategic Plan 2022-25: Objective 2: “Communities are safer and more resilient as we respond effectively to changing risks”. Objective 4: “We respond to the impacts of climate change in Scotland and reduce our carbon emissions”. Objective 5: “We are a progressive organisation, use our resources responsibly and provide best value for money to the public”.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>UFAS Review Project Board</i>	<i>19 October 2022</i>	<i>For Decision</i>
<i>Service Delivery DMT</i>	<i>26 October 2022</i>	<i>For Decision</i>
<i>Senior Management Board</i>	<i>16 November 2022</i>	<i>Revise and expand for SLT.</i>
<i>Strategic Leadership Team</i>	<i>7 December 2022</i>	<i>For decision (for amendment)</i>
<i>Strategic Leadership Team</i>	<i>11 January 2023</i>	<i>For decision</i>
<i>Strategic Leadership Team</i>	<i>16 January 2023</i>	<i>Approved</i>
<i>Service Delivery Committee</i>	<i>28 February 2023</i>	<i>For information</i>
<i>SFRS Board Meeting</i>	<i>30 March 2023</i>	<i>For information</i>

APPENDIX B

FLOW CHART 1

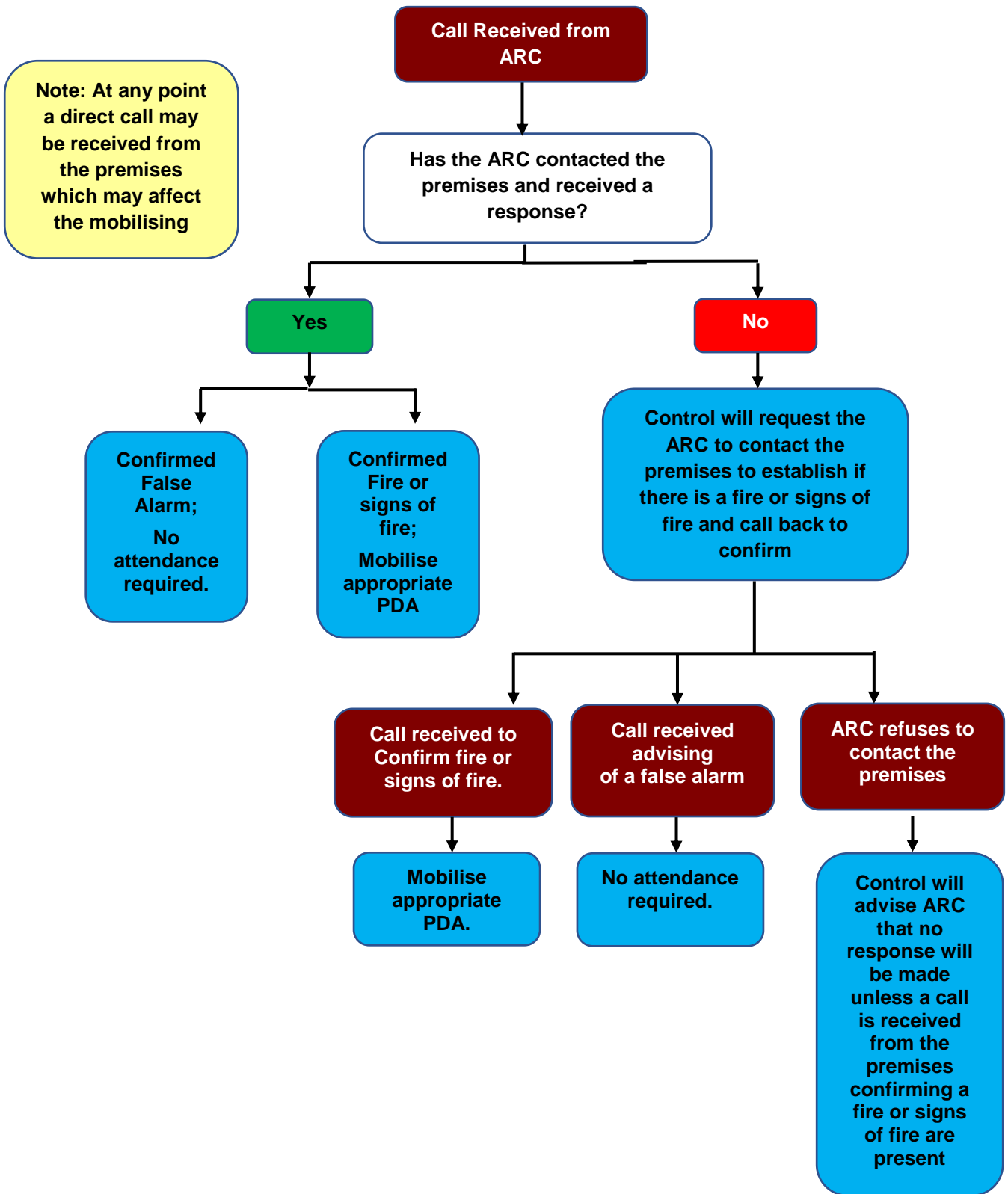
Call From Premises / Alarm Receiving Centres (ARC), Exempt Premises



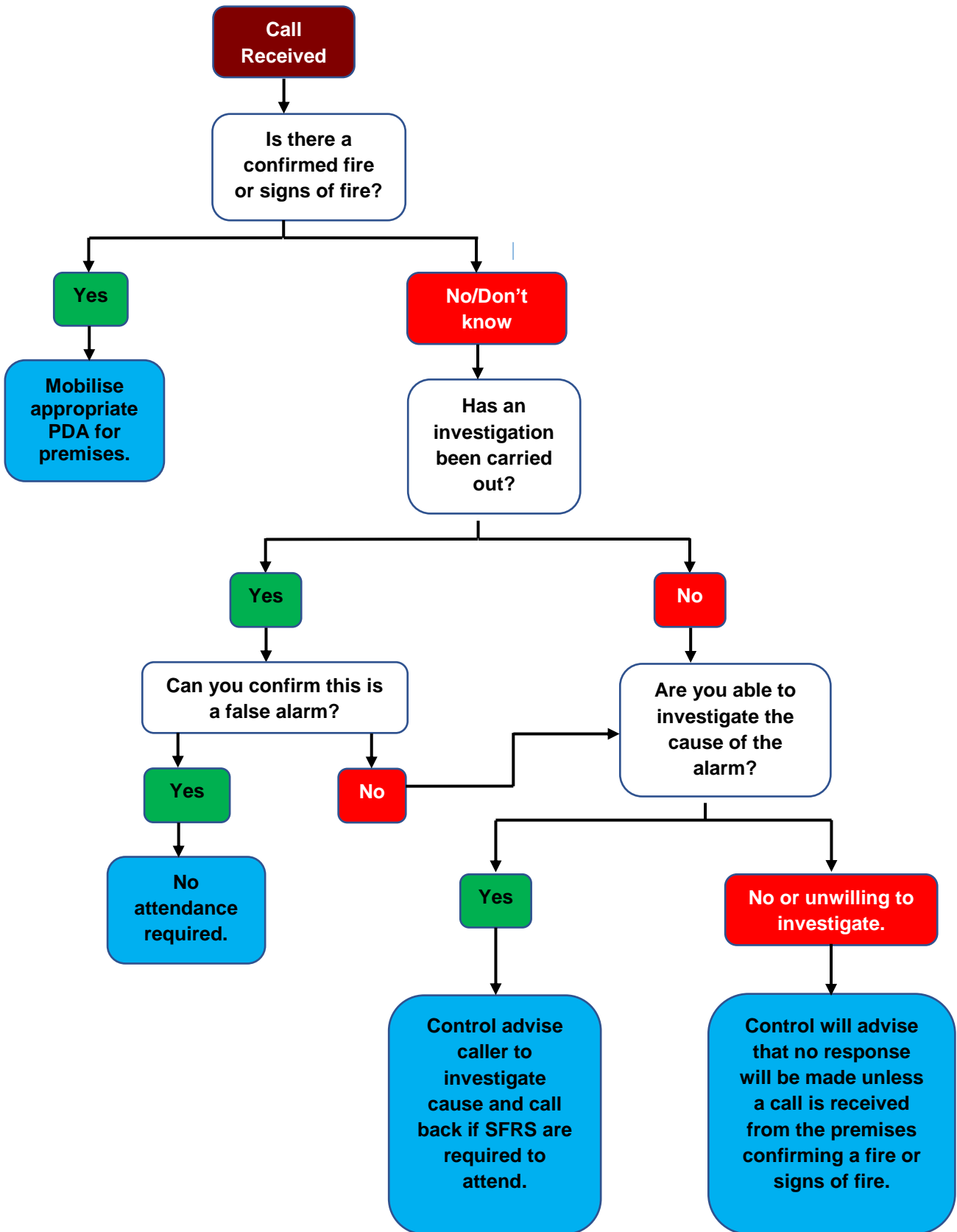
Note: If a follow-up call is received from the premises to confirm the activations is a false alarm, Operations Control will return all mobilised appliances.

FLOW CHART 2

Call From Alarm Receiving Centres (ARC), Non-Exempt Premises



FLOW CHART 3
Call From Non-Exempt Premises



SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 22

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
27 April 2023	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <p><u>New Business</u></p> <ul style="list-style-type: none"> • Annual Operating Plan 2023/24 Development 	<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"> • New Mobilising System • Annual Governance Review • Performance Management Framework • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
Special Board - 25 May 2023	<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 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • New Mobilising System •
29 June 2023	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Health & Safety Annual Report 2021/22 • Performance Management Framework Annual Report • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Corporate Risk and Performance Report Q4 Progress Report • Arrangements and Outcomes of Annual Review – Effectiveness of Board 	<p><u>Standing/Regular Reports</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 • Equalities Outcomes/ Mainstreaming report • New Mobilising System • Strategic Asset Management Plan – Equipment •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	<ul style="list-style-type: none"> • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p align="center">Special Board – 27 July 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 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • New Mobilising System •
<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 • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • ARAC Committee Annual Report to Accountable Officer • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Corporate 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 • New Mobilising System <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
Special Board – 28 September 2023	<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 	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> New Mobilising System
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 Chair’s Report Chief Officer’s Report Committee Reports Risk Themes Forward Plan Date of Next Meeting 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> HS Policy and Policy Statement <u>New Business</u> <ul style="list-style-type: none"> 	<u>Standing/Regular Reports</u> <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 <u>New Business</u> <ul style="list-style-type: none"> 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> <u>New Business</u> <ul style="list-style-type: none"> 	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Board Forward Plan Schedule 2024/25 Draft Annual Report and Accounts 2022/23 (PRIVATE) Health and Safety Annual Report 2022/23 New Mobilising System <u>New Business</u> <ul style="list-style-type: none">
Special Board – 23 November 2023	<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 	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u> <ul style="list-style-type: none"> New Mobilising System

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">14 December 2023</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • 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 • Corporate 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) • New Mobilising System <p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p align="center">Special Board – 25 January 2024</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 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • New Mobilising System •
<p align="center">Special Board – 29 February 2024</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 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • New Mobilising System •

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 • Chair's Report • Chief Officer's Report • Committee Reports • 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 • Corporate 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 • New Mobilising System <p><u>New Business</u></p> <ul style="list-style-type: none"> •