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FIRE AND RESCUE SERVICE

Working together for a safer Scotland

20 April 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 27 April 2023

Time: 1000 hours

Venue: Conference Facilities

The business for the meeting is detailed overleaf.

Should you require any other information, please contact Group Commander Kevin Murphy on 07780 468734, Heather Greig on 07824 307616 or Debbie Haddow on 07341 880523.

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT
Chair

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



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PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 27 APRIL 2023 @ 1000 HOURS
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 MEETING: Thursday 30 March 2023 *K Darwent*
(attached)

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

6 ACTION LOG (attached) *Board Support*

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

7 DECISION LOG (attached) *Board Support*

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached) *K Darwent*

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

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- 9 CHIEF OFFICER'S REPORT** (*attached*) S Stevens

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

10 COMMITTEE REPORTS

The Board is asked to note the following updates:

- | | |
|---|--------------|
| 10.1 Change Committee | F Thorburn |
| 10.2 Audit & Risk Assurance Committee | B Baverstock |
| - Update of Meeting: 6 April 2023 (<i>verbal</i>) | |
| 10.3 People Committee: | M Wylie |
| - Draft Minute of Meeting: 2 March 2023 (<i>attached</i>) | |
| 10.4 Service Delivery Committee: | N Barr |

- 11 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS** (*attached*) M McAteer

The Board is asked to approve the report.

- 12 PERFORMANCE MANAGEMENT FRAMEWORK 2023/24** (*attached*) M McAteer

The Board is asked to approve the report.

- 13 ANNUAL OPERATING PLAN 2023/24** (*attached*) M McAteer

The Board is asked to approve the report.

14 REPORTS FOR INFORMATION ONLY:

The Board is asked to note the following report:

- 14.1 **Scottish Fire and Rescue Service Working in Partnership 2022** (*attached*)

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

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

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

The Board is asked to note the update.

17 DATE OF NEXT MEETING

Thursday 29 June 2023

PRIVATE SESSION

- 18 MINUTES OF PREVIOUS PRIVATE MEETING:**
Thursday 30 March 2023 (*attached*) K Darwent

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

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- 19 ACTION LOG** *(attached)* *Board Support*
The Board is asked to note the updated Action Log and approve the closed actions.
- 20 EMPLOYER'S LIABILITY CLAIM** *(attached)* *J Thomson*
The Board is asked to approve the report.
- 21 EMPLOYER'S LIABILITY CLAIM** *(attached)* *J Thomson*
This report is for Information only.
- 22 FINANCIAL COMPENSATION UPDATE** *(verbal)* *J Thomson*
The Board is asked to note the verbal update.
- 23 MINIMUM SERVICE LEVELS BILL** *(Briefing Note)* *M McAteer*
The Board is asked to note the report.

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



SCOTTISH
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 30 MARCH 2023 @ 0900 HRS

CONFERENCE FACILITIES

PRESENT:

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

Fiona Thorburn, Deputy Chair (FT)
Nick Barr (NB)
Lesley Bloomer (LBI)
Paul Stollard (PS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)	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
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 11 only)
Ijaz Bashir (IB)	Asset Governance and Performance Manager (Item 14 only)
Stuart Free (SF)	Asset Quality Manager (Item 14 only)
Alex Lane (AL)	National Property Manager (Item 14 only)
Marysia Waters (MWa)	Head of Corporate Communications (Item 19 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer, Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI
Seona Hart, Fire Brigades Union (FBU)

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those present and observing via MS Teams. On behalf of the Board, KD offered her congratulations to Ross Haggart on his successful appointment as Chief Officer.
- 1.2 KD also offered her congratulations to Angela Constance and Siobhian Brown, on their recent appointments as Cabinet Secretary for Justice and Home Affairs and Minister for Victims and Community Safety, respectively.
- 1.3 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 Brian Baverstock, Board Member
Angiolina Foster, Board Member
Stuart Stevens, Interim Deputy Chief Officer
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 *West Service Delivery Area Offices, McDonald Road Refurbishment and Museum Final Account Update, New Mobilising System Update and Financial Compensation* items would be taken in private due to confidential commercial/financial information (Standing Orders 9E) and the confidential nature of the issues (Standing Order 9G), respectively.

4 DECLARATION OF INTERESTS

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 15 December 2022

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

5.2 Thursday 23 February 2023 - Special

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

- 5.3 **The minutes of the meetings held on 15 December 2022 and 23 February 2023 were approved as a true record of the meetings.**

5.4 Matters Arising

- 5.4.1 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 **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 15 December 2022.

- 8.2 **The Board noted the report.**

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 15 December 2022.

- 9.2 **The Board noted the report.**

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

- 10.1.1 FT reported that the Committee held a public meeting on 9 February 2023 and referred the Board to the attached draft minutes.

10.1.2 FT further reported that the first of the regular Special Private meetings focusing solely on the New Mobilising System had been held on 21 March 2023. The NMS would now be subject to a 6-weekly cycle of scrutiny by the Committee.

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

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

10.2.1 LBI reported that the Committee held a public meeting on 19 January 2023 and referred the Board to the attached draft minutes. A minor typographical error was highlighted.

10.2.2 **The Board noted the draft minutes.**

10.3 **People Committee (PC)**

10.3.1 MW reported that the Committee held a public meeting on 8 December 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 2 March 2023 and MW provided a verbal update, highlighting the following:

- Performance Framework.
- Risk Spotlight on Support Staff recruitment/retention.
- Update provided on the development of Maintenance and Skills Framework within training, in relation to competency and currency of training.
- Update provided on the progress of Health and Safety Improvement Plans.

10.3.2 The Committee held two workshops on 9 March 2023, the first being a joint workshop with Service Delivery Committee focused on training, and the second focussed on POD specific performance framework expectations. Thanks were extended to all involved in the workshop.

10.3.3 **The Board noted the verbal update and approved minutes.**

10.4 **Service Delivery Committee (SDC)**

10.4.1 NB reported that the Committee held a public meeting on 28 February 2023 and referred the Board to the attached draft minutes, highlighting the following:

- Full discussion on quarterly performance report.
- Home Fire Safety Visits (HFSV) paper to be submitted to the next meeting to outline the post-Covid landscape and future intention.
- Discussion regarding data quality.
- Post meeting visit to Operations Control (Johnstone) was a worthwhile and informative session. Thanks were extended to SC Julie Crawford and team for hosting the visit.

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

(CF joined the meeting at 0915 hrs)

11 **CORPORATE RISK AND PERFORMANCE REPORT Q3 PROGRESS**

111 MMCA, supported by CF, presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives between 1 October 2022 and 31 December 2022. Individual Committee's undertake detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. The following key points were highlighted:

- Annual Operating Actions: 13 Green, 7 Amber and 2 Red. Of the 7 Amber actions, one delayed action related to national issues and the remaining 6 actions were affected by resourcing/concurrency of issues. Both Red actions were not anticipated to be delivered within this current year and would be carried over.

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- Performance Management Targets: 7 Green, 1 Amber, 6 Red and 4 Blue (monitoring). The 6 Red targets relate to Home fire safety visits (HFSV), Fire fatalities, Accidental dwelling fires (high severity), Unwanted fire alarm signals and Wholetime appliance availability.
- Due to data quality issues, RAG status would be removed until there was confidence in the data.
- Call handling/response times affected by seasonal variations.

- 11.2 The Board were made aware that the Service Delivery Committee had requested an update summary on call handling/mobilising/response times to be provided to their next meeting (May 2023).
- 11.3 In regard to the “monitoring” performance measure, MMcA explained that this related to issues with no specific improvement targets set, and were providing assurance that these issues were still being monitored/trends investigated. An example would be response times.
- 11.4 In regard to HFSV vulnerable groups, CF confirmed that a shift in activity levels was identified in April 2020. The Board were reminded that a report on HFSV (next steps) would be presented to the next Service Delivery Committee (May 2023).
- 11.5 In regard to Strategic Risk 19, MMcA confirmed that this was still recorded as a risk however, a Strategic Leadership Team workshop was scheduled to review the strategic risk register.
- 11.6 In regard to the Portfolio Office Projects, DL detailed the recent and ongoing recruitment campaigns within the Portfolio Office. With specific reference to the turnover of individuals responsible for delivery of projects and programmes, the Service were aware of the challenges and were managing them appropriately.
- 11.7 **The Board scrutinised the Corporate Risk and Performance Quarter 3 Progress Report.**

(CF left the meeting at 0935 hrs)

12 RESOURCE BUDGET 2023/24

- 12.1 JT presented a report to the Board seeking approval of the proposed Resource Budget for 2023/24, noting previous discussions at Board Strategy Days. The following key points were highlighted:
- Initial funding increased by an additional £10.0million.
 - Challenges including finalising the uniformed pay settlement to avoid industrial action, anticipated inflation pressures and identifying savings.
 - Secured additional funding from Scottish Government at the Autumn Budget Review to support the uniformed pay agreement.
 - Balanced budget of £308.133million, of which, £245.8million (80%) was employee costs and the remaining £62.3million was allocated to property, suppliers and services, etc.
 - Recurring savings of £11.0million are reflected within the budget.
 - Funding for Emergency Service Mobile Communications Programme (ESMCP) remains outwith the resource budget.
- 12.2 In regard to future savings, JT noted that the Service understood the position and what was in place fairly reflects where the Service wants to be in future years, but suspects future savings would be required. JT welcomed the additional funding from Scottish

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Government to support the pay award, however, acknowledged that financial savings were still required which would impact on how we deliver our services and outcomes.

12.3

The Board approved the Resource Budget for 2023/24.

(I Bashir, S Free & A Lane joined the meeting at 0940 hrs)

13 CAPITAL PROGRAMME 2023/24 to 2025/26

13.1

JT presented a report to the Board seeking approval of the Capital Programme 2023/24 to 2025/26, noting previous discussions at Board Strategy Days. The following key point were highlighted:

- Proposed expenditure over the 3-year period of £109.0million, approximately £32.5million per annum plus anticipated capital receipts and Net Zero Transition Grants.
- Breakdown of allocation between Property (major and minor works), Fleet, ICT and operational equipment.

13.2

The Board acknowledged the capital budget remained insufficient and the significant backlog was not being addressed. However, the Board commended IM and his team for their efforts and clear focus on achieving the best value with the budget available.

13.3

The Board queried whether they could do anything to highlight and seek further funding. KD reminded the Board that the challenges were being raised and discussed with Scottish Government regularly. During recent discussions with the Cabinet Secretary for Justice, the Service reiterated the challenges, in particular contaminants and dignified facilities.

13.4

JT advised the Board that the insufficient capital investment had been flagged within the recent Internal Audit on Capital Investment Strategy. This would be used to reiterate and highlight the issues and inform ongoing discussions with Scottish Government.

13.5

The Board challenged whether the Service should be robustly pushing back on expectations and be more direct and transparent on the inability to secure sufficient capital funding in future years.

13.6

The Board approved the proposed Capital Programme for 2023-26 recognising that figures for years 2 and 3 were indicative and would be refined in future years.

14 STRATEGIC ASSESSMENT MANAGEMENT PLAN: PROPERTY

14.1

IM presented a report to the Board seeking approval of the objectives of the Strategic Asset Management Plan (SAMP) for Property. The following key points were highlighted:

- Forms part of a suite of 5 documents relating to fleet, property, equipment, strategic assessment management strategy and 10 year risk based capital investment.
- For awareness, the Service were working with the North Hub (local councils, Scottish Enterprise, etc) to identify different funding mechanisms.

14.2

The Board reiterated the earlier point regarding more direct messaging relating to insufficient funding, the working conditions within some premises and the purpose of the capital plan to maximise the value and spend of the budget available.

14.3

The Board approved the Strategic Asset Management Plan for Property.

(D Lockhart, I Bashir, S Free & A Lane left the meeting at 0955 hrs)

(M Archibald joined the meeting at 0955 hrs)

15 SCOTTISH FIRE AND RESCUE SERVICE GAELIC LANGUAGE PLAN 2023-2026

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- 15.1 LBA presented a report to the Board seeking approval of the SFRS Gaelic Language Plan 2023-2026, noting the Bòrd na Gàidhlig support for the plan. The following key revisions to the plan were highlighted:
- Commitment to produce educational materials (presentation) in Gaelic for Gaelic speaking schools.
 - Commitment for Community Engagement Teams to work and proactively engage with schools relating to safety measures.
 - Combined English/Gaelic version of the Working Together for a Safer Scotland logo would be produced.
 - In specific locations, job vacancy adverts would be produced in both English and Gaelic and Gaelic would be listed as a desirable skill. There were no specific roles where Gaelic had been identified as an essential skill.
 - Signage on appliances as/when they are replaced. One appliance currently on order will feature Gaelic signage.

15.2 The Board noted and thanked LBA and team for their diligence and efforts in this area. The Board further noted the cultural importance of preserving the language and for supporting the culture and wellbeing of Gaelic speaking communities.

15.3 LBA noted her thanks to the team, particularly Maggie Archibald, for their work in this area.

15.4 **The Board approved the second edition of the SFRS Gaelic Language Plan 2023-2026.**

(M Archibald left the meeting at 1005 hrs)

16 **EQUAL PAY AND GENDER PAY GAP REPORT 2023**

16.1 LG presented a report to the Board seeking approval of the 5th Equal Pay and Gender Pay Gap Report 2023. The following key points were highlighted:

- Statutory requirement to publish information on equal pay and gender pay gap, alongside proactively publishing disability and ethnicity pay gaps.
- Slow but sustained incremental progress over the period.
- Positive progress since 2017 includes elimination of the gender pay gap (in favour of men), increase in female wholetime personnel, increase in the number of female Crew/Area Commanders.
- Significant occupational segregation remains between male and female in uniformed, operations control and support staff.
- Levels of non-disclosure of reporting ethnicity and disability information.
- Change in ethnicity may be attributable to a change in the classification of White Other.

16.2 Typographical errors were noted within the Gender Representation amongst Uniformed Staff tables, and Key Themes table (Learning and Development section). LG to review and update as appropriate.

16.3 In regard to the reverse mentoring scheme, LG advised the Board that the purpose of this scheme would be to identify mentoring opportunities and match senior management with individuals across the Service. It was anticipated that this would be a two-way mentoring opportunity.

16.4

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The Board commented on high levels of females within the On-Call Duty system as opposed to Wholetime and queried why there was a difference. Potential to discuss further at the People Committee.

16.5

LG thanked Lucy Begley and her team for their work and effort in compiling this report.

16.6

The Board approved the Equal Pay and Gender Pay Gap Report 2023.

(Meeting broke at 1020 hrs and reconvened at 1030 hrs)

17

RESOURCE BUDGET MONITORING REPORT 2022/23 – FEBRUARY 2023

17.1

JT presented a report advising the Board of the resource budget position for the period ending 28 February 2023. 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 overspend of £2.549million and a forecast year-end overspend of £2.985million. The following key points were highlighted:

- Adjustment made following the Spring and Autumn budget revisions.
- Additional explanations to be provided in future reports on budget virements and additional funding information to aid understanding.
- Forecast includes both uniformed and support staff pay awards.
- Scottish Government have agreed to provide a letter of comfort (revision to grant in aid letter) to include a statement confirming authorisation of overspend to £2.900million in support to uniformed pay award.
- Budgeted savings reduced to approximately £4.000million noting lower than anticipated apprenticeship scheme income, higher fuel costs and continuation of agency costs.
- Overspend remains as the main financial risk, although this has been mitigated by the Scottish Government's authorisation to overspend.
- Confidence remains high that the level of overspend would not exceed the authorised limit.

17.2

In regards to loan fund interest charges, JT reminded the Board that this related to the inherited legacy loan, and changes in the interest rates have resulted in savings being identified.

17.3

The Board scrutinised the resource budget position for the period ending 28 February 2023.

18

CAPITAL BUDGET MONITORING REPORT 2022/23 – FEBRUARY 2023

18.1

JT presented a report advising the Board of the actual and committed expenditure against the 2022/23 capital budget position for the period ending 28 February 2023. 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 approximately £36.118million (98%) of the revised budget. The following key points were highlighted:

- Focus remains on maximising capital spend within the current financial year and confidence remains high.
- Some environmental projects may fall short but work was ongoing to progress.

18.2

RH noted his thanks to JT, IM and their teams for the efforts and hard work undertaken throughout the challenging past 12 months and in preparation for the coming financial year. The Board also noted their thanks and support to all those involved.

18.3

The Board scrutinised the level of actual and committed expenditure for the period ending 28 February 2023.

(M Waters joined the meeting at 1045 hrs)

19

COMMUNICATIONS AND ENGAGEMENT STRATEGY 2023-26

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- 19.1 MMcA, supported by MWa, presented a report to the Board outlining the draft SFRS Corporate Communications and Engagement (C&E) Strategy for 2023-26, noting the purpose of the strategy was to align C&E, long-term vision and delivery of the strategic plan. The following key points were highlighted:
- Outline of principles and standards of communications.
 - Emphasised roles and responsibility of individuals, managers and functions across the Service.
 - Engagement element introduced to receive feedback from stakeholders. Public Involvement and Consultation Team currently developing the wider engagement element.
 - Two main principles were digital first (inclusive and wide-ranging) and staff first (raising awareness internally).
 - Measurement and evaluation of communications.
 - Use of the Objectives, Audience, Strategy, Insights and Scoring (OASIS) model in projects and campaigns.

(D Lockhart re-joined the meeting at 1050 hrs)

- 19.2 In regard to external C&E, the Board sought clarification on the difference from previous years. MWa advised that the difference included working and engaging with Local Authorities, Police Scotland, etc. to share comms strategies to avoid any overlap, proactively sharing information with Elected Members and building and developing relationships with media outlets. MMcA noted that the strategy would assist and ensure consistency across external relationships.
- 19.3 The Board commented on the level of detail on the engagement element in comparison to the communication element within the strategy. MMcA noted the comments and reminded the Board that the strategy focused on the principles. An action plan would be developed and progress reports would be brought to the Board. The progress reports would capture the details of the initiatives being taken forward and how the Service were delivering against the strategy. Broader Service developments in public engagement and consultation is also taking place and will be reported to the Board as it progresses.
- 19.4 MWa outlined the importance of the OASIS methodology and audience engagement.
- 19.5 The Board provided feedback on the following issues: Inclusive section (4th bulletpoint) should list public ahead of staff, inconsistent naming of the strategy within the document, communication prioritises staff over the public we serve. MWa noted the feedback but expressed her discomfort of prioritising public over staff and also the recognised need for a balanced approach. MWa to consider the comments and review as necessary.
- 19.6 The Board welcomed the use of OASIS and noted that communications was spread between Comms, POD and PICT, which may raise the risk of different approaches/less effective engagement work.
- 19.7 In regard to the Service Delivery Model Programme (SDMP) engagement plan, MWa noted the involvement of the Comms team in public messaging and the ongoing co-ordination with the PICT team via fortnightly meetings.
- 19.8 In regard to business as usual communications ie home fire safety advice, MWa noted the limited involvement in BAU daily engagement, however, guidance and style guides had been developed. MWa further noted that the cascade team brief provided consistent messages for promulgation across the Service.

- 19.9 **The Board scrutinised the report.**

20 REPORTS FOR INFORMATION ONLY:

20.1 Corporate Parenting Plan Closing Report 2020-2023

20.1.1 The Corporate Parenting Plan closing report 2020-2023 was submitted to inform the Board of the actions undertaken to meet our responsibilities as a Corporate Parent under the Children and Young People (Scotland) Act.

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

20.2 SFRS Children's Rights Report 2020-23

20.2.1 The SFRS Children's Rights Report 2020-2023 was submitted to inform the Board of the actions undertaken to meet our responsibilities around Children's Rights under the Children and Young People (Scotland) Act.

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

20.3 Mainstreaming and Equality Outcomes Report 2021-2023

20.3.1 The 6th Mainstreaming and Equality Outcomes Report was submitted to inform the Board of progress made from 2021-23.

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

20.4 Unwanted Fire Alarm Signals (UFAS) Preparing for Implementation Work Group – Work Plan Update

20.4.1 The UFAS Work Plan Update was submitted to inform the Board of the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarm (AFA) response model.

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

21 RISK THEMES

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

22 FORWARD PLAN

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

23 DATE OF NEXT MEETING

23.1 A meeting of the Board is scheduled to take place on Thursday 27 April 2023 at 1000 hrs.

23.2 There being no further matters to discuss in public, the meeting closed at 1115 hours.

PRIVATE SESSION

24 MINUTES OF PREVIOUS PRIVATE MEETINGS

24.1 The private minutes of the meetings held on 15 December 2023 and special meetings held on 9 January, 26 January and 23 February 2023 were approved as a true record of the meetings.

25 PRIVATE ACTION LOG

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

26 WEST SERVICE DELIVERY AREAS OFFICES

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- 26.1 IM presented a report to the Board seeking approval of the recommendation to declare the West SDA office block in Hamilton surplus, and offer the site to other public sector bodies as per the guideline contained within the Scottish Public Finance Manual (SPFM).
- 26.2 **The Board approved the recommendation to declare the West SDA office block in Hamilton as surplus, and offer this site to other public sector bodies as per the guidelines contained within the Scottish Public Finance Manual.**
- 27 MCDONALD ROAD REFURBISHMENT AND MUSEUM FINAL ACCOUNT UPDATE**
- 27.1 IM presented a report to the Board seeking budgetary authorisation to meet agreed final account costs certified for payment by our professional quantity surveying contractor Pick Everards (PE).
- 27.2 **The Board approved the variance to the original agreed project costs.**
- 28 NEW MOBILISING SYSTEM (NMS) UPDATE**
- 28.1 DL provided a verbal update to the Board on the new mobilising system. DL noted that a special Change Committee meeting was held on 21 March 2023, where consideration was given to the project brief, governance structures and critical path timeline.
- 28.2 **The Board noted the verbal update.**
- 29 FINANCIAL COMPENSATION**
- 29.1 JT presented a report to inform the Board of the proposed financial compensation by SFRS and the Scottish Public Pensions Agency.
- 29.2 **This report was presented for information only.**

SFRS BOARD MEETING – ROLLING ACTION LOG



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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains one action. A total of none of these actions have been completed.

The Board is therefore asked to approve the removal of the no actions noted as completed (Blue status), note no actions are categorised as Green status and note one 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
11.3	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			<p>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</p> <p>Update (27/04/2023): A meeting is scheduled for Wednesday 3 May to discuss how RDS availability is presented.</p>



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: 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): The Board and it's Committees continue to work well and the adaptations in processes, procedures and scheme of delegation introduced in 2022 have worked well. Board and Committee arrangements are monitored on an ongoing basis and any matters requiring attention will be reviewed as part of the annual review process.				
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): The Good Governance Framework has had a positive impact on the operations of the organisation. Progress on Assurance Mapping has been undertaken throughout 2022/23 and will begin to make its impact felt throughout the Annual Governance Assurance Process in compliance with the Scottish Public Finance Manual requirements.				
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

<p>Impact Assessment for Board Decision (Review Date - 04/2023): Delivery of the Annual Operating Plan has been reported to the Board throughout each quarter of the year and in Q3 and Q4 the actions were remapped against the newly published Strategic Plan 2023-25 in October 2022.</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 04/2023): The Internal Audit Plan for 2022/23 will be completed as planned with one exception (the Workforce Planning audit is deferred until 2023/24 to allow work on the On Call Improvement Programme to be concluded first). The budget allocation for Workforce Planning will instead be used for the SVQ investigation, which will be reported to ARAC in June 2023. ARAC anticipates that the outcome of the 2022/23 Internal Audit Plan will enable the Auditor's a positive opinion of SFRS' framework of governance, risk management and internal controls (the Internal Audit Annual Report for 2022/23 will come to ARAC in June 2023).</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 04/2023): During the first year of the Digital Strategy period, 2022-23, upwards of 60 pieces of work/projects have been completed, progressing the Strategy across all of the themes. This includes further implementation of the Business Intelligence (BI) Strategy (Data), improved performance on Cyber Security as reported to ARAC in April 2023 (Cyber Confidence), improved performance and resilience through the new Wide Area Network (WAN) (Cyber Confidence), implementation and Always On VPN for home working (User Experience and Cyber Confidence), a user led project improving collaboration through the use of Teams and SharePoint (Digital Culture and Collaboration), enhanced user experience through extension of single-sign and implementation of secure facility for staff working abroad (User Experience).</p> <p>A number of systems have been moved to the 'Cloud' in line with the Strategy, including the Intranet, Electronic Personnel Record Files (EPRFs), Hydrants system and a range of workflows using Nintex forms (Digital Culture). Delays to the CCF and PTFAS programmes have had some impact on progress and delivery of expected benefits. A full update report on the Digital Strategy is planned to be presented to the Digital Board in June and Change Committee in August 2023.</p>				

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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): SFRS procurement activity is conducted in accordance with the Standing Orders for the regulation of contracts. The approved changes to the Standing Orders by the Board, increased the financial thresholds from 1 January 2022 for undertaking regulated tenders for goods, services and works in line with legislation to ensure SFRS remained compliant. In addition, the innovation procedure was included in permitted procurement routes to enable greater innovation moving forward. Finally, to improve and devolve the procurement process the number of quotes required for below £50,000 procurements was reduced from four to three and Heads of Functions and Directors were given the ability to undertake and approve quick quotes, to speed up the procurement process at this level.				
ITEM 23	DRAFT STRATEGIC PLAN 2022-25 FOR CONSULTATION (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the draft Strategic Plan 2022-25 to the Board seeking approval to release the plan for public consultation.	The Board approved the Strategic Plan, subject to the amendments noted and final circulation, for public consultation.	October 2022
Impact Assessment for Board Decision (Review Date - 04/2023): The Strategic Plan was approved by the Board in August 2022, the Minister of Community Safety thereafter and set before the Scottish Parliament in October 2022. The Annual Operating Plan 2022/23 was amended to reflect the new Strategic Plan Outcomes and preparation is underway for the development of the Annual Operating Plan 2023/24. A review of the Performance Management Framework was undertaken in Q3 and Q4 of 2022//23 and will be reported to the Board in April 2023. Work also commenced in Q3 and Q4 to review local Fire and Rescue Delivery plans. These plans will be renewed and reported to local scrutiny committees throughout 2023/24 to demonstrate local progress in delivering the Strategic Plan outcomes and meeting the needs of the Local Outcome Improvement Plans of Community Planning Partnerships.				

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

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		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.		
Impact Assessment for Board Decision (Review Date - 06/2023):				
ITEM 13	EMPLOYEE PARTNERSHIP FORUM – REVISED TERMS OF REFERENCE	The Chair of the Employee Partnership Forum (EPF) presented a revised Terms of Reference (ToR) to the SFRS Board for approval, following formal scrutiny of this ToR by the EPF at their meeting on 19 May 2022, and the subsequent recommendation by the People Committee to submit to the SFRS Board for formal approval on 30 June 2022.	The Board approved the Employee Partnership Forum's Terms of Reference.	December 2022
Impact Assessment for Board Decision (Review Date - 06/2023):				
ITEM 15	DEBT WRITE OFF 2021-22	The Acting Director of Finance and Procurement submitted a report asking for approval to write off outstanding debt of £3,719.21.	The Board approved that the debts identified in Appendix A are written off.	December 2022
Impact Assessment for Board Decision (Review Date - 06/2023):				
ITEM 17	CAPITAL MONITORING REPORT 2021/22 – MAY 2022	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 May 2022. It is currently anticipated that the budget of £34.4m will be fully spent at the 31 March 2023. That approval was sought from the	The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2022 and approved a legal commitment of £5m for fire appliances from a £7.5m indicative Fleet Capital Budget for 2023/24	December 2022

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		Board for the financial commitment of £5million from next year's indicative capital budget for fleet.		
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 updated Budget Approach for 2023/24.	August 2023
Impact Assessment for Board Decision (Review Date - 02/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 March 2023				
ITEM 12	RESOURCE BUDGET 2023/24	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	The Board approved the Resource Budget for 2023/24.	September 2023

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		for 2023/24 will be set at £308.133million, in line with additional resource budget funding from the Scottish Government.		
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 13	CAPITAL PROGRAMME 2023/24	<p>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.</p> <p>The financial position is not sustainable and SFRS is seeking additional funding through Scottish Government.</p> <p>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.</p> <p>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.</p>	The Board approved the proposed Capital Programme for 2023-26 recognising that figures for years 2 and 3 are indicative and will be refined in future years.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 14	STRATEGIC ASSET MANAGEMENT PLAN: PROPERTY	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.	The Board approved the Strategic Asset Management Plan for Property.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				

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ITEM 15	SFRS GAELIC LANGUAGE PLAN 2023-26	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.	The Board approved the second edition of the SFRS Gaelic Language Plan 2023-2026.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 16	EQUAL PAY AND GENDER PAY GAP REPORT	Head of People and Organisational Development presented the 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.	The Board approved the Equal Pay and Gender Pay Gap Report 2023	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 26	WEST SERVICE DELIVERY AREA OFFICES (PRIVATE)	The Acting Director of Asset Management presented a report detailing the reasons why the West SDA office block in Hamilton should be declared surplus and made available to other public sector bodies as per the guidelines contained within the Scottish Public Finance Manual.	The Board approved the approve the recommendation to declare the West SDA office block in Hamilton as surplus and offer this site to other public sector bodies as per the guidelines contained within the Scottish Public Finance Manual.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 27	MCDONALD ROAD REFURBISHMENT AND MUSEUM FINAL ACCOUNT UPDATE (PRIVATE)	The Acting Director of Asset Management requested the Board to approve the sufficient budget provision to meet agreed final accounts for the contracts in place to deliver the refurbishment of McDonald Road site and creation of Museum of Fire.	The Board approved the variance to the original agreed projects costs.	September 2023

Impact Assessment for Board Decision (Review Date - 03/2024):

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 27 APRIL 2023****CHAIR'S UPDATE: APRIL 2023****Tuesday 4 April 2023**

Meeting with CO Ross Haggart

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

Thursday 6 April 2023

Regular meeting with Liz Barnes, Deputy Chief Officer Corporate Services

Regular meeting with CO Ross Haggart

Meeting with John Joyce, HMFSI

Audit and Risk Assurance Committee

Tuesday 11 April 2023

Reform Collaboration Group

Monday 17 April 2023

SFRS Board Pre-Agenda

National Joint Council

Phone Call with Don McGillivray, Director of Safer Communities and CO Ross Haggart

Tuesday 18 April 2023

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

Wednesday 19 April 2023

Deputy Chief Officer Interview

Thursday 20 April 2023

Board/SLT Meeting

Tuesday 25 April 2023

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Thursday 27 April 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 27 APRIL 2023**

CHIEF OFFICER'S UPDATE – April 2023

Monday 3 April 2023

Regular PA Catch up
Regular Director 1:1
Interview with The Courier newspaper

Tuesday 4 April 2023

Regular HMI Catch up meeting
Regular Director 1:1
National Fire Chief Council (NFCC) Meeting
Chief and Chair Catch up
Meeting with Director of Safer Communities

Wednesday 5 April 2023

Reform Collaboration Group (RCG) Pre-Agenda meeting
Strategic Leadership Team (SLT) Policy Meeting
Regular Director 1:1
Introductory Meeting with Chair of NFCC Trustees Board

Thursday 6 April 2023

Regular PA Catch up
Chief & Chair Regular Meeting
Audit and Risk Assurance Committee (ARAC) & ARAC Private Session

Friday 7 April – Sunday 16 April 2023

Leave

Monday 17 April 2023

SFRS Board Pre-Agenda Meeting
SLT Cultural Review

Tuesday 18 April 2023

Regular Chief & Chair Meeting
SLT Performance, Finance & Planning Meeting
Change Investment Portfolio Group Meeting
SLT Strategic Planning Workshop
EFR Committee Meeting

Wednesday 19 April 2023

Deputy Chief Officer (DCO) Interview Process

Thursday 20 April 2023

Strategic Change Planning Meeting
Succession Planning Meeting
Board Session on Culture
Justice Board

Friday 21 April 2023

Long Service Good Conduct Ceremony

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Monday 24 April 2023

Regular PA Catch up
Regular Director 1:1

Tuesday 25 – Thursday 27 April 2023

Firefighters Charity Trustees Board Development Away Days

Friday 28 April 2023

Technical Reading



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 2 MARCH 2023 @ 1300 HOURS

BY CONFERENCE FACILITIES

PRESENT:

Mhairi Wylie (Chair) (MW)
Fiona Thorburn (FT)
Kirsty Darwent (KD)

Steve Barron (Deputy Chair) (SB)
Malcolm Payton (MP)

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Lyndsey Gaja (LG)	Head of People and Organisational Development
Fiona Munro (FM)	Head of People and Organisational Development
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JHo)	Head of Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	BI and Data Manager (Item 10 only)
Maura Shevlin (MS)	Graduate Placement/Internship, People and Organisational Development (Item 13.1 only)
Abbie Hughes (AH)	Graduate Placement/Internship, People and Organisational Development (Item 13.1 only)
Mary Corry (MC)	People and Organisational Development Business Manager (Item 14.1 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Kimberly Gogarty (KG)	Corporate Admin/Minutes
OBSERVERS	
Nick Barr	Board Member
Seona Hart	Fire Brigades Union (FBU)
Rita Durham	Corporate Admin
Sarah Gordon	Corporate Admin

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present.
- 1.2 Those participating vis 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.

2 APOLOGIES FOR ABSENCE

2.1 Paul Stollard (PSt), Board Member

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 were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 8 DECEMBER 2022

5.1 The minutes of the meeting held on 8 December 2022 were approved as an accurate record of the meeting.

5.2 Matters Arising

5.2.1 There were 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 Item 7.2.19 Performance and Risk Report Quarter 2 2021/22 (TSA): The Committee anticipated that following conclusion of the PC Workshop on 9 March 2023 this action could be closed off at the next People Committee (PC) meeting with just a verbal update.

7 PERFORMANCE AND RISK REPORT QUARTER 3 2022/23

7.1 People and Organisational Development (POD)

7.1.1 LG provided a verbal update on the status of the POD Progress and Performance Report Quarter 3 2022/23 to the Committee, highlighting the following key areas:

- Due to timings of governance meetings and restrictions within the people and finance systems, the Quarterly Report was currently being produced and would be circulated once finalised.
- Revised pay offer currently out to ballot.
- Ongoing challenges around the impact of the pension remedy for uniformed staff. The pay offer was impacting on retirement decisions and an increase in retirements was anticipated from October 2023 once those who deferred the choice better understood the implications of the pay deal and pension remedy.
- Support staff element would be covered in detail under the risk spotlight later in the agenda.
- Engagement with OC staff was ongoing to try and understand some of the recruitment and retention challenges in this area. The Health and Wellbeing (H&W) team continued to support OC staff around attendance.

7.1.2 Given the importance and significant implications of the pension remedy, the Committee proposed that a future risk spotlight around this should be considered. An off-table conversation would be held to discuss how this would look.

ACTION: MW/SB/LG

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

7.2 Training, Safety and Assurance (TSA)

7.2.1 BF presented the Training, Safety and Assurance Performance and Risk Report Q3 2022/23 and highlighted the following key areas for the Training Function within this quarter:

- The volume of work carried out in this quarter against the back drop of Industrial Action (IA) planning, in both preparing to train day related staff while also preparing for training of military personnel, if required.
- Return to pre-Covid levels for Incident Command Level 2 and 3 training.

7.2.2. In relation to the drop in green, and drop in quantity in progress for Core Operational Core Skills, AW explained that this was 2 separate pieces of training over the quarter and not an ongoing metric of the training that had been undertaken in the previous quarter. Work was continuing as to how to present this going forward.

7.2.3 With regards the decrease in Volunteer Duty System (VDS) Training, BF stated that the training topics for VDS staff were different and therefore some areas may not be appropriate. Time of year was another contributory factor. AW advised that work was ongoing to look at the wider terms and conditions and ask of the VDS staff, including training which would subsequently allow appropriate measures to be put in place.

7.2.4 JHo presented the Training, Safety and Assurance Performance and Risk Report Q3 2022/23 and highlighted the following key areas for the Health and Safety function within the quarter:

- Completion of support reviews following Covid, a new process which was well received.
- Positive progress with regards Health and Safety Improvement Plans despite the challenging working environment.
- The RAG status was currently being reviewed in order to provide more clarity around progress being made.
- Focus to be maintained around Slow Speed Manoeuvres due to slight increases with these and also Near Miss reporting which continues to be lower than looked for.

7.2.5 JHo advised that work had been undertaken to ensure risks aligned with the current level of risk within the function/directorate. Further modules were being developed to support the management information system (MIS), however, delays had been experienced due to resource capacity within ICT. A programme of development was currently being finalised although it was recognised that it may take a couple of years to reach a final state. It was noted that the MIS supported legislative compliance.

7.2.6 In terms of the improvement plans, it was noted that any outstanding at 31 March 2023 would be carried forward into Q1 of the new financial year and monitored until completed.

7.2.7 **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 the Retained Duty System (RDS) Personnel; and Health and Safety: An Operational Focus.

- Of the 5 remaining actions, good progress was being made with 4 being completed in the reporting period, leaving 1 remaining open. The remainder have been deferred or completed.
- Action 4.2 was proposed to be closed off and moved to business as usual (BAU). Work was ongoing to develop a Maintenance of Skills Training Framework which would encompass this recommendation.
- Engaged with HMFSI and will attend a development day to deliver a presentation on Training.

8.1.2 **The Committee scrutinised the report.**

9 PARTNERSHIP ADVISORY GROUP TERMS OF REFERENCE

- 9.1 LG presented the Partnership Advisory Group (PAG) Terms of Reference (TOR), highlighting that these were reviewed annually and feedback received during the latest review had been incorporated into this final version.
- 9.2 MP asked for clarification around the specific reference to representative bodies within the introduction, however, all other references were to the wider Working Together Framework. LG would gain some clarity and advise MP off table.
- 9.3 All members of the PAG had been given opportunity to feedback on the TOR. The governance route for these to be approved was noted.
- 9.4 **The Committee recommended the Partnership Advisory Group Terms of Reference for approval by the SFRS Board.**

10 NEW PERFORMANCE MANAGEMENT FRAMEWORK

- 10.1 RW provided a verbal report and highlighted the following key points:
- The Performance Management Framework (PMF) was developed to improve performance management, reporting and arrangements and would be reviewed annually. This was intended to be the highest level of reporting for the Service and not intended to substitute for more detailed performance reporting and scrutiny that takes place within the Service and at Committees.
 - As part of this year's review the practical management performance methodology (known as PUMP) was adopted, a diagnostic tool to help guide the work, partly through discussions with colleagues.
- 10.2 It was noted that following these discussions, the viability of existing indicators was reviewed. These were then aligned to the new strategic outcomes and new indicators were proposed. Further discussion around the new indicators would be held at the upcoming workshop on 9 March 2023.
- 10.3 RW reiterated this was part of the overall approach to improve performance and analyse business intelligence, moving the PMF from reporting annually to quarterly.
- 10.4 **The Committee noted the verbal update.**

(The meeting broke at 1405 hrs and reconvened at 1415 hrs.)

11 PEOPLE COMMITTEE RISK REGISTER

11.1 Committee aligned Directorate Risk

- 11.1.1 LG presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee and highlighted the following:
- 6 closed controls, 2 closed risks, 3 rating changes where all risk ratings had reduced, 5 new controls and 2 new risks.
- 11.1.2 SB raised concerns with regards to reduced resources relating to mental health and well-being. However, LG explained that it was just the removal of additional resources put in place to create the required infrastructure, funded by the Business Case, which had now come to an end. It was noted that the Service had a network of mental health champions and that resources were meeting the need within Service Delivery.

11.1.3 The Committee scrutinised the report.

11.2 Risk Spotlight: POD004 (Support Staff Recruitment/Retention)

11.2.1 LG presented the risk spotlight to the Committee noting that over the last 3 years turnover of support staff had risen from 6% to just over 10.5% which, although fairly significant, was in line with wider labour market trends. A benchmarking exercise was undertaken which showed the median turnover rate for Scottish public sector organisations was 10.92%.

11.2.2 It was noted that employers across the public sector were intending to upskill staff and increase rates of pay, however it was clear that the Service was constrained in that area.

11.2.3 In order to address these issues the Service was reviewing approaches to job evaluation and market allowances, looking to change the pay and reward framework in order to expedite progression through the incremental points, the use of talent programmes, better reward packages and developing the organisational culture.

11.2.4 The Committee scrutinised the report.

12 PARTNERSHIP WORKING

12.1 Employee Partnership Forum

12.1.1 SB advised that following discussion with executives and consultation with representative bodies, the meeting scheduled for 16 February 2023 was cancelled due to timing issues around potential industrial action. The next meeting scheduled for 18 May 2023 was anticipated to go ahead.

12.1.2 The Committee noted the verbal update.

12.2 Partnership Advisory Group

12.2.1 LG advised that the meeting was stood down. However, the FBU had requested an item be put forward to the PAG. Following discussion with the FBU this matter would be looked at further.

12.2.2 The Committee noted the verbal update.

13 REPORTS FOR INFORMATION ONLY

13.1 Corporate Onboarding

13.1.1 AH presented an update report which outlined areas for improvement from the onboarding and corporate induction review for information.

13.1.2 The Committee noted the report.

14 FORWARD PLANNING

14.1 POD Policy Review Schedule Update

14.1.1 MC presented the POD Policy Review Schedule Update report to the Committee for information, noting the following updates:

- Published the Wholetime Day Duty Hours and Leave Policy and Procedures.
- Updated the Local Government Pension Scheme Discretionary Policy in relation to discretion around abatement of pension.
- Family Leave Policy is now published, however further benchmarking was being carried out in relation to maternity, paternity and shared parental leave.
- The Appraisal Policy had been reviewed and was progressing through the appropriate governance route.
- Policies out for final consultation were highlighted.
- In terms of the Reservist Policy, the Service was seeking to achieve Gold recognition following receipt of a Silver award from the Defence Employer Award Scheme.

14.1.2 The Committee noted the report.

14.2 Health and Safety Policy Management Arrangements Forward Planning Schedule

14.2.1 JHo presented the Health and Safety Policy and Management Arrangements to the Committee for information, detailing the ongoing work in relation to the development and review of the SFRS Health and Safety Policy and associated Management Arrangements (MA's).

14.2.2 Further points highlighted were:

- COSHH & PUWER were slightly behind schedule but should be completed in Quarter 4.
- Reviewing the number of H&S documents as part of the Document Conversion Project and streamlining the information to make it easier and more user friendly.
- Risk Assessment MA had been brought forward for review in the coming year.

14.2.3 **The Committee noted the report.**

14.3 Committee Forward Plan Review

14.3.1 The following items were noted for future meetings:

- Addendum to the Training, Safety and Assurance Performance and Risk Report covering Acts of Violence and Accidents at Low Speed.

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

14.4.1 There were no items noted.

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

15 REVIEW OF ACTIONS

15.1 KM confirmed that there was one formal action recorded during the meeting.

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 8 June 2023.

16.2 There being no further matters to discuss, the public meeting closed at 1459 hrs.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 8 DECEMBER 2022

17.1 The minutes of the private meeting held on 8 December 2022 were approved as a true record of the meeting.

18 PRIVATE ACTION LOG

18.1 The Committee considered the Action Log and approved the removal of the closed items.

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

19.1 The draft minutes of the RANSC meeting on 8 December 2022 had been circulated to the Committee.

19.2 FT provide a verbal update from the meeting on 2 March 2023, highlighting the key points discussed.

19.3 **The Committee noted the draft minutes and verbal update.**

20 KEY CASE UPDATES 2022/23 – QUARTER 3

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

20.2 **The Committee noted the report.**

21 INDUSTRIAL ACTION TACTICAL ACTION GROUP (IATAG) UPDATE

21.1 LG provided a verbal update to the Committee, highlighting that the ballot results were expected week commencing 6 March 2023 and planned activities regarding operational aspects of IA were continuing.

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

DRAFT

Report No: B/SPPC/03-23

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 APRIL 2023							
Report Title:	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS							
Report Classification:	For Decision	SFRS 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 the report is to present the Annual Governance Review of Board and Committee related items to the Scottish Fire and Rescue Service (SFRS) Board, for decision, thereby ensuring the continued effectiveness of governance arrangements.							
2	Background							
2.1	An annual review is conducted of governance documentation related to the Board and Committees of SFRS, as our continued commitment to upholding high standards of corporate governance, continuous improvement and effectiveness, to ensure we are achieving our intended outcomes in compliance with statutory requirements.							
3	Main Report/Detail							
3.1	Following the comprehensive work undertaken in 2022 to update various governance documents and with no significant changes arising since that time, a 'light touch' review has been conducted this year.							
3.2	The review was undertaken and led by the Board Support Manager with the support of the Board Support Team and Head of Governance, Strategy and Performance. Inputs were also provided by the Chair of the SFRS Board, Board Members, Chief Officer and members of the Strategic Leadership Team (SLT), through direct feedback and workshop sessions.							
3.3	For Board Member's ease of reference, Appendix A has been produced as a 'Summary of Amendments' to highlight the key proposed changes.							
3.4	Overall and as part of the Annual Governance Review we continue to ensure we strengthen our arrangements and the following documents were revised specifically: <ul style="list-style-type: none"> • Standing Orders for Meetings of the Board and its Committees - Appendix B; • Scheme of Delegations - Appendix C; • Code of Conduct for Board Members of the SFRS - Appendix D; • Committee Structure - Appendix E; • Corporate Template - Appendix F; • Good Governance Framework - Appendix G; • Terms of Reference (ToR) - Appendix H; and • Equality and Human Rights Impact Assessment (EHRIA) - Appendix I. 							

3.5	Committee/Forum Terms of Reference (ToR) have been reviewed by respective members, with the exception of the Change: Strategic Change and Major Projects Committee (see 3.6 below), to ensure that they continue to be an accurate representation of the responsibilities expected of each Committee/Forum and to simplify and standardise approaches where possible (Appendix H).
3.6	Following two separate workshop sessions of the Change Committee, it was agreed that further discussion and feedback would be required over the coming months on this Committee's ToR, therefore it has not been included in this review and will be presented to the Board at a later date in 2023.
4	Recommendation
4.1	It is recommended that the SFRS Board approve the reviewed and amended governance related documents of the Board and its Committees, as detailed, subject to any further final amendments.
5	Key Strategic Implications
5.1	Risk
5.1.1	The implementation of the proposed arrangements in this report are intended to aid and support the understanding of risk within SFRS.
5.2	Financial
5.2.1	This review ensures continued compliance with the Scottish Public Finance Manual.
5.3	Environmental & Sustainability
5.3.1	There are no direct implications associated with this report.
5.4	Workforce
5.4.1	The review and publication of these documents will assist all personnel when performing their role of directing, controlling and leading the SFRS in a fit and proper manner and provide understanding for all of the governance arrangements within SFRS.
5.5	Health & Safety
5.5.1	There are no direct implications associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no direct implications associated with this report.
5.7	Training
5.7.1	All relevant persons should be made aware of these documents as part of their induction and considered, if applicable, as part of annual appraisals.
5.8	Timing
5.8.1	These documents will continue to be subject to annual governance review.
5.9	Performance
5.9.1	The purpose of this review is to ensure the continued effectiveness of Board and Committee meetings in compliance with its statutory requirements.
5.10	Communications & Engagement
5.10.1	The proposed results of the review are collectively presented within this report to the Board for their consideration and decision, subject to any amendments. If approved, the documents will be published on the SFRS Website/iHub to all stakeholders.

5.11 5.11.1	Legal This review ensures continued compliance with the Police and Fire Reform (Scotland) Act 2012, General powers of the SFRS as set out in Schedule 1A of the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act and the responsibilities of the SFRS Board as detailed in the SFRS Governance and Accountability Framework.	
5.12 5.12.1	Information Governance DPIA completed - No. No personal/sensitive information is provided.	
5.13 5.13.1	Equalities EHRIA completed - Yes. Completed as part of the Annual Governance Review of Board and Committee related items. (Appendix I)	
5.14 5.14.1	Service Delivery There are no direct implications associated with this report.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following a 'light touch' review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director: Director of Strategic Planning, Performance and Communications	
7.2	Level of Assurance: (Mark as appropriate) Substantial	
7.3	Rationale: Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. Feedback is sought and any perceived weaknesses, or anomalies requiring updating are identified and strengthened.	
8	Appendices/Further Reading	
8.1	Appendix A - Summary of Amendments Appendix B - Standing Orders for Meetings of the Board and its Committees Appendix C - Scheme of Delegations Appendix D - Code of Conduct for Board Members of the SFRS Appendix E - Committee Structures Appendix F - Corporate Template Appendix G - Good Governance Framework (GGF) Appendix H - Terms of Reference (ToR) Appendix I – Equality and Human Rights Impact Assessment (EHRIA)	
Prepared by:	Group Commander Kevin Murphy, Board Support Manager	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
Strategic Plan 2022-25: Outcome 3 – We value and demonstrate innovation across all areas of our work. 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>SFRS Board</i>	<i>27 April 2023</i>	<i>For Decision</i>



SUMMARY OF AMENDMENTS

Please note that the purpose of this appendix is to assist the SFRS Board by bringing together and highlighting the key changes as part of the Annual Governance Review of Board and Committee Related Items.

Standing Orders for Meetings of the Board and its Committees (Appendix B):

- Minor spelling and grammatical amendments throughout document;
- **Paragraph 11** – minor amendment to wording relating to the use of virtual meetings and the capability to have a blended approach to meetings ie some members ‘in person’ and others virtual if the technology allows.

Scheme of Delegations (Appendix C):

- Minor spelling and grammatical amendments throughout document;
- Reference to Deputy Chief Officer(s) plural throughout document, if appropriate;
- **2.1, 11th bullet point** – amend reference to appointing “the second and each subsequent SFRS Chief Officer” to “each subsequent SFRS Chief Officer”;
- **6.25** – additional sentence included to specifically refer to SPPC being responsible for “statistical publishing” following guidance provided by the Business Intelligence and Data Services Manager from the Statistics Code of Practice.

Code of Conduct for Board Members of the SFRS (Appendix D):

Following a consultation process in 2020, a revised Model Code of Conduct was issued by the Scottish Ministers in December 2021, with the approval of the Scottish Parliament.

As the Model Code has been approved by Parliament and is enforceable by the Ethical Standards Commissioner there should be no deviation from the Model Code without consent from Scottish Government and is therefore presented as approved.

No deviations/amendments were made to the context of the Model Code, very minor tidying of the document only.

Committee Structure (Appendix E):

With two upcoming departures in 2023-24 from the SFRS Board (Nick Barr and Lesley Bloomer) and a public appointments round underway to recruit new Board Members, the only proposed change at this time, and once approved, will be for Tim Wright to replace Nick Barr as Chair of the Service Delivery Committee.

The current Committee structure will be updated to reflect the above at the appropriate time.

Corporate Report Template (Appendix F):

The Corporate Report Template has been reviewed and feedback received from Executive Boards and SLT. The feedback has highlighted the preference for the template to re-instate the key strategic implications as part of the main template rather than as a standalone document. The main reason this has been requested is to provide assurance that all key strategic implications have been fully considered and to enable the reader to see at a glance the considerations and related impact. Inclusion of this detail also assists with a clear audit trail of areas considered and confirmation of Equality and Human Rights Impact Assessment (EHRIA) and Data Protection Impact Assessment (DPIA) completion for records.

Following the continued development of content from within the Good Governance Framework, particularly the implementation of integrated assurance mapping, the report template has also been amended to include a section for Directors to provide assurance levels for Board and Committee reports only. This will provide the relevant Board/Committee with a perceived level of assurance and a brief evidence-based statement of the rationale for this, to assist them with their scrutiny, decision making and own assurance levels.

Feedback has also been received from Board Members around the volume and length of papers being received and a request to consider how we can streamline information while still providing relevant detail for governance and scrutiny purposes. The guidance on preparing corporate level papers has been reviewed to assist those writing reports to achieve more succinct reporting. This will require continual monitoring to ensure appropriate level detail is received and that more streamlined reports do not lead to increased meeting length and discussion to gain information that is not within the report, enabling the level of scrutiny to remain strategic.

Good Governance Framework (Appendix G):

The Good Governance Framework (GGF) is also now included in this annual review and as detailed within it, it is being presented to the Good Governance Board on 26 April 2023 for Scrutiny, prior to the SFRS Board meeting on 27 April 2023, therefore, the detail below may be subject to change.

- **Page 6, Strategic Context diagram** - updated to reflect the seven outcomes of the Strategic Plan 2022-25;
- **Page 7, Governance Structure diagram** - caveat added at bottom of page re *“Subject to potential change in 2023/24”*;
- **Pages 19 & 20, Integrated Assurance Mapping** - as this is now implemented, references in future tense have been amended to present tense;
- **Page 21, Committee Assurance Statements** – date change (year);
- **Page 23, Role of the Board** – amended reference to appointing *“the second and each subsequent SFRS Chief Officer”* to *“each subsequent SFRS Chief Officer”*;
- **Page 23, Role of the Board** – hyperlink updated;
- **Page 29, Performance** – date (year) updated of Fire and Rescue Framework for Scotland from 2016 to 2022;
- **Page 31, Primary Audit diagram** – removed reference to Deloitte, replaced with Audit Scotland;

- **Page 31, Secondary Audit diagram** – updated title of Cabinet Secretary to include “...and Home Affairs.”;
- **Various throughout** – references to “*Her Majesty’s Fire Service Inspectorate*” changed to “*His Majesty’s Fire Service Inspectorate*”;
- **Various throughout** - minor spelling, grammatical and spacing amendments.

Terms of Reference (Appendix H):

As described in the cover paper, all ToR’s have been presented at each respective Committee workshop (or circulated by email for PAG and EPF) for feedback, with any proposed changes agreed through further correspondence with each respective Chair, if significant, with the exception of Change (see cover paper 3.6).

For each Committee/Sub-Committee/Forum/Group please see a summary of key changes, where applicable:

Audit and Risk Assurance

- **3** – 3.2 & 3.3 added;
- Other minor spelling, grammatical and spacing amendments only.

Service Delivery

- Determined following the annual governance workshop and in dialogue with the Chair, only minor spelling, grammatical and spacing amendments.

People

- **1.2** – remove word “*ensuring*”, include wording “*and seek assurances*”;
- **3** – 3.2, 3.3 & 3.4 added;
- **4.1, fifth bullet point** – remove “*The organisations performance*” and replace with “*Performance of SFRS*”;
- **4.1, fifth bullet point** - add in “*operational training*”;
- Other minor spelling, grammatical and spacing amendments only.

Remuneration, Appointments and Nominations

- **2.1** – change reference to four members to five;
- **2.1** – add in wording, “*members of SFRS*”;
- **4.1 – fourth bullet point**, replace members of “*Senior Management Team*” with “*Heads of Function*”;
- Other minor spelling, grammatical and spacing amendments only.

Integrated Governance Forum

- **1.2** – add in “*to consider emerging risks and the changing nature of current risks*”;
- **4.1, first bullet point** – amended wording from “*Take a forward*” to “*Take forward an outward looking approach*”;
- **4.3** – amended wording to include reference to the Forum supporting other committees;
- Other minor spelling, grammatical and spacing amendments only.

Partnership Advisory Group (PAG)

The PAG ToR was presented to the People Committee on 2 March 2023 and recommended to be submitted to the SFRS Board.

The following amendments are proposed within the document:

General

- Update throughout the ToR to state 'Representative Bodies' as opposed to referencing 'Trade Unions' thus aligning with the revised Working Together Framework;
- Update throughout to refer to 'Group' rather than 'Forum'.

Section 2: Membership

- Update to state that representatives are invited to attend in accordance with the Working Together Framework;
- Noted standing membership is found in Appendix 1 and examples of regular attendees in accordance with the Working Together Framework in Appendix 2;
- 2.3 – Amended to include 'A Deputy Chair will be agreed by the Group and reviewed on an annual basis.'

Section 3: Reporting

- Update to state reports may be presented to the Board 'through the People Committee.'

Section 4: Responsibilities

- Paragraph 2 - Amended to reflect that where agreement cannot be reached there are no further internal escalation routes. Further detail on settlement of differences is provided in Section 9 clarifying ways to appeal matters through *National Joint Council (NJC)* and Advisory, Conciliation and Arbitration Service (ACAS);
- 1st bullet point - Added detail to state that meetings will be based on forward planning and in relation to resolving issues for clarity;
- 2nd bullet point - revised wording and merged with bullet point 3, stating need to ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change with the SFRS.

Section 5: Rights

- 1st bullet - Added need for approval for co-opting members where there is an associated expense;
- 4th bullet - Added 'In agreement with the Chair' when asking for any other official or representative body to assist with discussion on a matter;
- 5th bullet - Amended to clarify wording 'The Chair will ask all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters';
- 6th bullet - Added 'updates can be publicly accessed via People Committee and SFRS Board governance routes and open to freedom of information requests'.

Section 6: Access

- 6.1 - Amended to reflect that all members of PAG will have free and confidential access to the Chair of the group, previously this stated only SLT had this access.

Section 7: Meetings

- 7.1 - Virtual Platform amended to clarify use of Teams. Amended to reflect that meetings may be stood down where agendas are limited;
- 7.2 - Detail added around timelines for additional meeting requests and additional meeting dates;
- 7.3 – Added 'of the Group';
- 7.4 - Detail added around use of MS Teams to join future meetings and arrangements to inform the Chair in advance. Removal of typo 'to use' typed twice;
- 7.5 - Removed minutes and replaced with action logs. Added need to align for governance purposes with the Standing Orders;
- 7.7 - Amended conflict of interest to declaration of interest.

Section 9: Settlement of Differences

- 9.1 - Amended to reflect that there is no mandatory requirement for one side to comply with the others request for collective arbitration. Removal of the words 'Following such a request, both sides shall fully participate.' Arbitration also amended to specify 'collective arbitration' as per ACAS guidance;
- 9.3 - Additional paragraph added on status quo and where this applies.

Inserted an Appendix 1 – clearly detailing standing forum membership.

- Chair of SFRS Board (or Deputy Chair of SFRS Board)
- Chief Officer
- Deputy Chief Officer
- Director of People and Organisational Development (POD)
- Fire Brigades Union
- Fire Officers Association
- Fire and Rescue Service Association
- Unison
- Unite
- Other representation, as appropriate and by invitation.

Appendix 2 – amended to include Senior lay officials of the Representative Bodies also.

Employee Partnership Forum (EPF)

The EPF ToR has also been subject to a 'light touch' review as part of this annual process:

- **2.3** – remove mention of trial period;
- **5, fifth bullet point** - amended to clarify wording *“The Chair will ask all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters”*;
- **7** – updated to reflect the use of Teams and remove historical reference to video conferencing;
- Other minor spelling, grammatical and spacing amendments only.

Equality and Human Rights Impact Assessment (Appendix I):

- EHRIA has been reviewed and updated to include consideration of island impact and human rights etc. An associated EHRIA relating to the Board member performance appraisal review process has also been developed and will form part of the annual governance review going forward.

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FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

STANDING ORDERS FOR MEETINGS OF THE BOARD AND ITS COMMITTEES

Original Author/Role	Douglas Wilson
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Richard Whetton
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

OFFICIAL

Version	Change	Who	When
1.0	First version issued	Douglas Wilson	20/07/2013
2.0	Reviewed / amended	WM Craig Wallace	15/06/2016
3.0	Reviewed / amended	GM Rab Middlemiss	25/11/2016
4.0	Reviewed / amended	GM Alasdair Cameron	28/06/2018
5.0	Reviewed / amended	GM Alasdair Cameron	16/05/2019
6.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
7.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
8.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022

PARAGRAPH NUMBER:

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INTRODUCTION

- 1 The Scottish Fire and Rescue Service (the SFRS), or in Gaelic Seirbheis Smalaidh agus Teasairginn na h-Alba, was established under the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act') as a body corporate. The constitution of the SFRS is set out in schedule 1A to the Fire (Scotland) Act 2005 ('the 2005 Act'), inserted by section 101 of the 2012 Act. The 2012 Act amends and transfers the fire and rescue and other functions set out in the 2005 Act to the SFRS, but also augments them with a range of powers and duties commensurate with its public body status.
- 2 The SFRS consists of up to 15 Members, including a Chair, collectively referred to as 'the Board'. The 2012 Act requires Scottish Government (SG) Ministers (**Ministers**) to appoint a Chair, and between 10 and 14 other Members of the SFRS, and details the terms and conditions applicable to their appointment, removal and remuneration. The SFRS Members may elect from their number a Member to act as Deputy Chair.
- 3 The general powers of the SFRS are set out in Schedule 1A to the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act allowing the SFRS Board to appoint Committees ([Paragraph 45](#)).

ORDINARY MEETINGS

- 4 Prior to the beginning of each financial year, a provisional schedule of ordinary meetings of the SFRS Board and its Committees shall be approved by the Board and published on the website.

NOTICE OF MEETINGS

- 5 Notice of ordinary meetings of the SFRS Board and its Committees will be advertised on the website, prior to the date of the meeting. The notice shall include the date, time, venue and a note of business to be considered at the meeting.

SPECIAL MEETINGS

- 6 Where there is business that is urgent and cannot await the next ordinary meeting of the SFRS Board or Committee, a special meeting may be called by the Chair, or as a result of a written request signed by a majority of Members of the Board or Committee, specifying the nature of the business that they wish to discuss at such a meeting.
- 7 Notice of a special meeting of the SFRS Board, or Committee, shall be given in the same way as a notice for ordinary meetings.

PUBLIC MEETINGS

- 8 The SFRS Board and its Committees will hold all their meetings in public, except where the SFRS Members determine that all or part of the meeting ought to be held in private, on the grounds that confidential issues or confidential papers are (or may be) considered at that meeting.

PRIVATE MEETINGS

- 9 Matters which involve confidential issues, in relation to which the SFRS Board or Committee may decide to exclude the public, and therefore be held in private, may include (but are not limited to):
 - a) matters relating to individuals (including members of staff) where there is no consent for disclosure and/or where there is a risk of harm to any individual from the disclosure of information;
 - b) matters where public discussion may prejudice any ongoing criminal proceedings or the prosecution of offenders;
 - c) matters relating to national security;
 - d) matters which are the subject of legal proceedings and/or which relate to legal advice provided to the SFRS;
 - e) matters involving confidential commercial or financial information not already in the public domain, or which is subject to restrictions relating

to confidentiality; or matters where there is legislation exempting the information from disclosure;

- f) matters which are considered to be confidential, including information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between SFRS and employees of SFRS;
- g) matters where the Board or Committee are in agreement due to the confidential nature of the issue(s).

CHAIR

- 10 The Chair of SFRS will, if present, Chair all meetings of the Board. In the absence of the Chair, the Deputy Chair will take the Chair. In the absence of both the Chair and Deputy Chair, the Board Members present will choose, by a majority vote of those present, one of their number to preside. Any power or duty assigned to the Chair in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

ATTENDANCE AT BOARD MEETINGS – SFRS MEMBERS

- 11 Participation will be either in person or utilising virtual meeting technology, with the agreement of the Chair of the meeting. A blended approach utilising both these options may also be appropriate for individual Members attendance, if the required technology is available at the meeting location. In such circumstances, Members attending virtually would be deemed to be present and to constitute part of the quorum for the purposes of that meeting. In all circumstances, the Chair would have final authority and would be dependent on the Member providing suitable notice. If a Member, without reasonable justification, has been absent from meetings of the SFRS Board for a period longer than 4 consecutive months or for 3 consecutive meetings and has not been given leave by the Chair, the Chair will advise the Minister.

ATTENDANCE AT COMMITTEE MEETINGS – SFRS MEMBERS

- 12 If a Member fails to attend 3 consecutive meetings of any standing Committee, or 50% of the meetings in any 2-year period, and has not been given leave by the Committee Chair, the Chair of the Board will advise the SFRS. The Board may remove the Member from the Committee.

ATTENDANCE AT BOARD AND COMMITTEE MEETINGS – SFRS OFFICERS

- 13 The Chief Officer, in consultation with the Chair, will ensure that the work of the SFRS Board and its Committees is supported and serviced by the Strategic Leadership Team and other appropriate SFRS staff.

QUORUM

- 14 The quorum for SFRS Board meetings shall be a majority of SFRS Members, including the Chair of the Board. No formal business shall be transacted at any meeting of the SFRS Board unless a quorum is present. A quorum must exist throughout the entire meeting. If, at any stage during the meeting, a quorum is not present, the meeting shall stand adjourned until the date or time the Chair determines.
- 15 The quorum of any Committee shall be a majority of Members, as detailed within their specific Terms of Reference.
- 16 If a Committee meeting is not quorate, the Chair of the Board can approve any Member of the Board present at the meeting, who is not a standing Member, to count towards the number required, based on the specific Terms of Reference and for that meeting only. This Member will, however, have no voting rights for that purpose.

CO-OPTING

- 17 Co-opting non-Board Members will be subject to endorsement by the full SFRS Board. It is likely this will be short lived, determined by the advice needed, and may be authorised for a meeting or meetings, where a specialist skill set or knowledge is required to support a Committee's work. The detail of this arrangement must be presented to the full Board in advance to ensure a fully informed decision can be taken and for an agreed period. The co-opted non-Board Member will have to sign an SFRS confidentiality agreement, prior to attending any such meeting(s). It should be noted that advisors appointed as a Member of a Committee will be there to provide expertise to the Committee. They will not be Members of the Board and will not have any voting rights.
- 18 Where this is being considered, the Chair of the Board should contact the SG Sponsor Team, who will ask SG Legal Directorate to confirm the statutory basis for the appointment and process for doing so.
- 19 The Board must:
- keep their SG Sponsor Team informed of the process throughout;
 - ensure there are funds to cover the appointment from the public body's existing resources;
 - consider if it is appropriate to ask the SG Sponsor Team to inform the relevant Scottish Minister of the background to the appointment;
 - prepare the letter of invitation and copy to the SG Sponsor Team.
- 20 Advisors are not Members of the Board and, therefore, will not come under the statutory remit of the Commissioner for Ethical Standards in Public Life in Scotland and the Standards Commission for Scotland, should there be any breaches of the Code. However, advisors will be subject to the public body's [Code of Conduct for Board Members](#) and any breaches of the Code will need to be considered by the Chair and Board Members. Potential Conflicts of Interest and Declaration of Interests will be considered by the Chair of the

Board, particularly if the advisor is already a Board Member of another public body. This will be an area for consideration prior to invitation.

ATTENDANCE OF THE PUBLIC AND PRESS

- 21 Public meetings of the SFRS Board or Committees are open to be observed by all members of the public. The exception are any meetings or parts of meetings where business is to be conducted in private in accordance with [Paragraph 9](#).
- 22 Any member of the public may attend and receive a copy of papers, other than those dealing with the private business of the SFRS Board or Committees.
- 23 In circumstances in which the SFRS Board or Committees determines that all or part of a meeting ought to be held in private, meetings will take place in closed session, without the public or press present.
- 24 A member of the public who disrupts the business of the meeting may be asked to leave the meeting, after due warning has been given. Re-admission to that or other public meetings held by the SFRS Board or Committee is at the discretion of the Chair.

AGENDA FOR MEETINGS AND ORDER OF BUSINESS

- 25 Advised by the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team (or any officer acting on behalf of the Board Support Team), the agenda for a meeting shall be agreed by the Chair of the SFRS Board or Committee Chair, at least 10 working days in advance of the meeting. The agenda will be circulated to Members electronically, no less than 5 working days prior to the meeting.
- 26 The business of the Board at all ordinary meetings will proceed in accordance with the agenda issued for that meeting, unless otherwise

directed by the Chair, with the agreement of a majority of the Members present at the meeting. At all ordinary meetings, no business other than that on the agenda will be considered, except where, by reason of special circumstances, the Chair is of the opinion that the item should be considered at the meeting.

27 The order of business at meetings of the SFRS Board shall generally be:

- a) Chair's welcome;
- b) Apologies for absence;
- c) Consideration of and decision on any items to be taken in private;
- d) Declarations of interest;
- e) Minutes of the previous meeting for approval;
- f) Action Log;
- g) Decision Log;
- h) Chair's Report;
- i) Chief Officer's Report;
- j) Minutes of Committees – Summary updates from Committee Chairs (verbal) Risk Themes from the Committees;
- k) Items 'For Decision';
- l) Items 'For Recommendation';
- m) Items 'For Scrutiny';
- n) Items 'For Information Only';
- o) Rolling Forward Plan;
- p) Date of Next Meeting;
- q) Private Session (if required);
- r) Minutes of the previous Private meeting for approval (where applicable);
- s) Private Items.

GIVING NOTICE OF A MATTER TO BE CONSIDERED

28 Any Member(s) of SFRS, or a Committee, may ask for an item to be placed on the agenda of a meeting of the Board or that Committee, this has to be

done at least 15 working days in advance of the meeting. The Chair of the meeting will consider the request, taking advice from the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team. If the Chair decides not to include the item on the agenda, the Member will be advised and the Board or relevant Committee informed during the Chair's opening remarks.

- 29 The agenda for special meetings of the SFRS Board or Committees will be confined to the business necessitating the convening of the meeting.

PAPERS FOR MEETINGS

- 30 The Board Support Team will electronically collate, circulate and, where necessary, provide papers for the agreed agenda items at a meeting, unless it has been previously agreed with the Chair of the meeting that no paper is required.
- 31 Papers will be electronically made available to the meeting attendees at least 5 working days prior to the meeting and hard copies will only be available at the meeting on request.
- 32 For meetings or parts of meetings open to the public, papers will be posted on the website no less than 5 days in advance of the meeting, with the exception of any items that are to be considered in private.
- 33 If papers are not available for dispatch 5 working days prior to the meeting, the Board Support Team may, after consultation with the Chair of the meeting and the Chief Officer, make a late posting, or table the paper(s) at the meeting, or withdraw the item(s) from the agenda of the meeting. Occasions when these timescales may not be adhered to are if Special meetings are agreed at short notice, every attempt however will be made to dispatch papers in advance of the meeting.

CONDUCT AT MEETINGS

34 The Chair is responsible for:

- maintaining order and good conduct;
- ensuring that business is conducted appropriately;
- ensuring that all Members receive a fair hearing with reasonable opportunity to express their views on matters under discussion;
- dealing with any question of order raised at a meeting; the Chair's ruling on the above will be final;
- adhere to relevant SFRS policy and procedure.

35 All Members will respect and, if necessary, defer to the authority of the Chair. Members are accountable for their own individual conduct in meetings at all times in terms of their [Code of Conduct](#) and associated regulations and guidance as issued. The Chair may rule on the acceptability of language used during the course of the meeting and take appropriate action, as necessary, including withdrawal of a remark, requiring an apology, or any other action required to allow the meeting to properly proceed. If any Member at any meeting behaves offensively or is uncooperative, a motion may be proposed and seconded to suspend the Member for the rest of the meeting. If the motion is carried, the Member must immediately leave the meeting. There will be no discussion of the motion and no changes to it.

ADJOURNING MEETINGS

36 The SFRS Board or Committee can adjourn any meeting for a reasonable time, if the Chair determines so. This may also be due to disruption of the meeting or a Member proposes it, another seconds it and the Members vote in favour of it. There will be no amendments or discussion. No Member can make a second motion to adjourn a meeting within half-an-hour, except the Chair.

CHANGING A DECISION

- 37 A decision made by the SFRS Board cannot be changed within six months, unless the Chair of the Board rules that there has been a material change of circumstances.

A decision made by a Committee may be overturned by the Board where the decision does not comply with the delegated authority, as set out in the Terms of Reference, or where the Board deems the decision made by a Committee as adversely impacting on the Strategic Direction of the SFRS.

Where time is of the essence and the above criteria is met, the Chair alone can overturn the decision of the Committee. The Chair must provide full reasoning for such a decision to the Board as soon as is reasonably practicable.

VOTING

- 38 Where there is an agenda item requiring a decision by the SFRS Board or a recommendation by a Committee to take something to the Board, then the Chair will seek the views of Members and, wherever possible, reach a consensus. If a consensus cannot be reached, decisions will be reached on the basis of a simple majority, the Chair having a second and casting vote. Voting shall be by a show of hands and the minute will record the vote. At the discretion of the Chair, or in the event of a majority of Members present objecting to a vote being taken by a show of hands, the vote will be taken by role call.
- 39 Where an agenda item requiring a decision is not approved by the SFRS Board, and the consequences would be prejudicial to the continuity of the SFRS operations, alternative proposals should be sought from the Chief Officer without delay. The Chair may adjourn the meeting, or defer the agenda item to another meeting to enable the Chief Officer to re-consider the matter. If, after such reconsideration, the Board remains unable to approve

the proposal (whether by consensus or simple majority vote) and the matter remains critical to SFRS operations, the Chair shall report to Ministers and seek their direction.

DECLARATIONS OF INTEREST

MAKING A DECLARATION

40 In line with the requirements of the [Members' Code of Conduct](#), individual Members must consider, at the earliest stage possible, whether they have an interest to declare in relation to any matter that is to be considered. They should consider whether agenda items for meetings raise any issue of declaration of interest. A declaration of interest must be made as soon as practicable at a meeting where that interest arises. If the need for a declaration of interest is identified only when a particular matter is being discussed, the Member must declare the interest as soon as they realise it is necessary to do so. The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words, 'I declare an interest'. The statement must be sufficiently informative to enable those at the meeting to understand the nature of the interest but need not give a detailed description of the interest.

EFFECT OF DECLARATION

41 Declaring a financial interest has the effect of prohibiting any participation in discussion and voting; in this circumstance, this individual must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded. A declaration of a non-financial interest involves a further exercise of judgement by the Member concerned. They must consider the relationship between the interests that have been declared and the particular matter to be considered and relevant individual circumstances surrounding the particular matter. In the final analysis, the objective test is whether, in the particular circumstances of the item of business and knowing

all the relevant facts, a member of the public, acting reasonably, would consider that the Member might be influenced by the interest in their role as a Member of SFRS Board and that it would, therefore, be wrong to take part in any discussion or decision-making. If a Member, in conscience, believes that their continued presence would not fall foul of this test, then declaring a non-financial interest need not preclude their involvement in discussion or voting. If they are not confident about the application of this objective test, they must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded.

DISPENSATIONS

- 42 In very limited circumstances, dispensations can be granted by the Standards Commission in relation to the existence of financial and non-financial interests which would otherwise prohibit a Member from taking part and voting on matters coming before the Board and its Committees. Applications for dispensations will be considered by the Standards Commission and should be made as soon as possible, in order to allow proper consideration of the application in advance of meetings where dispensation is sought. A Member should not take part in the consideration of the matter in question until the application has been granted.

SUSPENSION AND REVISION OF STANDING ORDERS

- 43 These Standing Orders may only be varied, revoked or added to by the SFRS Board and any such alterations will require the consent of the majority of Members present at a meeting. Committees and Sub Committees have no power to depart from these Standing Orders.
- 44 Suspension of Standing Orders at an SFRS Board meeting requires a proposer and seconder, and a vote of a majority of the SFRS Board in favour of suspension.

STANDING COMMITTEES

45 The SFRS will appoint the following Standing Committees:

- Audit and Risk Assurance;
- Change: Strategic Change and Major Projects;
- Service Delivery;
- People; and
- Remuneration, Appointments and Nominations Sub-Committee

46 The SFRS Board will determine the Membership and Terms of Reference for Committees. The Standing Orders of the SFRS Board apply to all its Committees.

MINUTES OF MEETINGS

47 A minute will be kept of all SFRS Board, Committee and Sub-Committee meetings.

48 The minute will record that discussion took place, any points of significance raised, and clearly specify any actions and decision if relating to the SFRS Board. Following a Board or Committee meeting, draft minutes will be issued no later than 15 working days to the Chair for approval. The Chair will then have 5 working days to approve the minutes, following which it will be circulated to all those in attendance at the meeting, including the updated Action Log. This is, therefore, all to be affected within a total of 20 working days following the initial meeting.

49 The minutes of the SFRS Board will be presented to the next ensuing meeting of the SFRS Board and shall then be approved, with or without amendment, as a correct record of proceedings.

50 Minutes of meetings held in Public of Standing Committees will be included

on the agenda of SFRS Board meetings, even if they have not been approved by the Committee. Any Sub-Committee updates will be given through the relevant Committee to the SFRS Board.

SHORT LIFE COMMITTEES AND WORKING GROUPS

- 51 The SFRS Board may convene short life Committees or Working Groups to assist and advise it in undertaking its responsibilities.
- 52 Any such Committee or Working Group would have its Membership, terms of reference and time-limited period determined by the Board.

APPOINTMENT OF CHIEF OFFICER

- 53 The appointment of the Chief Officer will be made by the SFRS Board, subject to the approval of the Scottish Ministers.

RECEIVING VIEWS

- 54 The SFRS Board (or its Committees or Sub-Committees) may invite individuals, bodies or organisations to attend meetings, provide information and/or to make representations to it about particular issues. They may also be requested to provide written submissions for consideration in advance of meetings. The Board, on occasion, may agree upon and publish a process for seeking input and/or information (including the format and timescales for this input or information to be provided) from interested and/or affected parties, in advance of it considering particular issues at a meeting.

URGENT ISSUES

- 55 Where time is of the essence, and in order to eradicate or minimise actual or reasonably perceived risk to the SFRS, the Chief Officer may take reasonable and appropriate action, in relation to any function not delegated to that role, reporting same to the Chair of the SFRS Board and then the

SFRS Members, with full reasoning for the decision as soon as is reasonably practicable after the exercise of the function.

ETHICAL STANDARDS

- 56 The SFRS Board encourages high ethical standards in public life; including the promotion and enforcement of the SFRS [Members' Code of Conduct](#). Any alleged breaches, will be investigated and where a breach is found, sanctions may be applied, as detailed within the Members' Code of Conduct.

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**SCOTTISH
FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

SCHEME OF DELEGATIONS FOR THE SCOTTISH FIRE AND RESCUE SERVICE (INCORPORATING MATTERS RESERVED TO THE BOARD)

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

SCHEME OF DELEGATIONS FOR THE SCOTTISH FIRE AND RESCUE SERVICE

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7. [**DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM**](#)

Appendix 1 - Summary Overview of Delegated Powers

1. INTRODUCTION

The Scottish Fire and Rescue Service ('the SFRS') is a body corporate established in terms of Section 1A of the Fire (Scotland) Act 2005 ('the 2005 Act') as amended by the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act'). Schedule 1A of the 2005 Act governs aspects of the body corporate's constitution and its functions and prescribes that the SFRS shall consist of a Chair and not fewer than 10 nor more than 14 other Members, each appointed by the Scottish Ministers and collectively referred to as 'the Board'. The Board, including the Chair, consists of non-executives who are appointed in line with the [Code of Practice for Ministerial Appointments to Public Bodies in Scotland](#).

By virtue of Paragraph 14 of Schedule 1A of the 2005 Act, the Board may delegate any of its functions to the Chief Officer, any of its employees or any Committee or sub-Committee it may choose to establish. The Interpretation and Legislative Reform (Scotland) Act 2010 defines '*function*' as '*including powers and duties*'. The responsibilities of the Chief Officer are detailed below and include the responsibility for 'establishing appropriate documented internal delegated authority arrangements'.

This Scheme of Delegations ('the Scheme') narrates the powers, duties and levels of decision-making authority, both reserved for the Board and delegated by the Board to certain SFRS employees, each within their individual capacities as holders of named roles (an example of a 'named role' being 'Chief Officer' or 'Director of People and Organisational Development'). The delegation by the Board of any of SFRS's functions does not affect the Board's overall responsibility for the performance of the function being delegated, nor its responsibility to carry out the particular function, should it choose to do so and notwithstanding any common practice to otherwise delegate. The Board members will, at all times, remain personally and corporately accountable for the Board's actions and decisions and the Board may also be accountable for the actions and decisions of any SFRS employee exercising delegated authority in conjunction with the Scheme.

All delegations made by the Board in accordance with the Scheme must be in compliance with relevant and up-to-date legislation, regulations and governance and

accountability framework documents, codes of practice and government circulars. All decisions and actions taken by SFRS employees and the Board by way of delegated authority powers shall be exercised in accordance with this Scheme and the provisions and guidance contained within SFRS's Financial Regulations and Standing Orders for the Regulation of Contracts and must be shown to uphold the principles of accountability, consistency, equality, integrity, good governance and transparency, in so far as is reasonably practicable.

There is scope to amend or alter the Scheme to ensure compliance with any of SFRS's duties or obligations that may be altered or extended due to legislative changes or the development of future guidance in relation to delegated authority. Otherwise, the SFRS Chair will make arrangements to review the Scheme at annual intervals.

Where a delegated authority requires the prior approval of the Scottish Government before it can be exercised, no decision or action shall be taken by any SFRS employee or the Board in relation to the particular delegated authority, until such times as the prior approval of Scottish Government has been confirmed and received in writing by SFRS. The [SFRS Governance and Accountability Framework Document](#) details those matters which are reserved to the Scottish Government and the delegated authority levels beyond which prior approval is required from the Scottish Government (Appendix 2).

2. RESPONSIBILITIES OF THE SFRS BOARD, CHAIR AND CHIEF OFFICER

The Fire and Rescue Framework for Scotland sets out the strategic priorities for SFRS (as determined by the Scottish Ministers) and the SFRS's Strategic Plan describes how SFRS intends to carry out its functions in pursuit of these overarching priorities. The SFRS Governance and Accountability Framework Document sets out the broad governance structures within which the SFRS operates and defines key roles and responsibilities which underpin the accountability relationships between the SFRS, Ministers and the Scottish Parliament.

2.1 SFRS Board

The four main functions of the SFRS Board are to ensure that the SFRS delivers its functions in accordance with Minister's policies and priorities; to provide strategic leadership; to ensure financial stewardship; and to hold the Chief Officer and Strategic Leadership Team (SLT) to account. The responsibilities of the SFRS Board are set out in detail in paragraph 13 of the SFRS Governance and Accountability Framework Document and for ease of reference as listed below:-

The Board, under the leadership of the Chair, has corporate responsibility for:

- producing Strategic and Annual Plans, prepared under sections 41A and 41B of the 2005 Act (inserted by the 2012 Act), to be submitted to the Scottish Ministers for approval;
- producing annual reports, prepared and published under section 41L of the 2005 Act (inserted by the 2012 Act), and ensuring that they are laid before the Scottish Parliament in accordance with that section;
- taking forward the aims and objectives for the SFRS as set out in the approved Strategic Plan;
- determining the steps needed to deal with wider changes which are likely to impact on the strategic aims and objectives of the SFRS, or on the attainability of its operational targets;
- the duty under section 39A of the 2005 Act (inserted by the 2012 Act) to make arrangements to secure Best Value i.e. the continuous improvement in the carrying out of the SFRS's functions, including, where appropriate, participation in shared services arrangements;
- ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control, setting up an audit committee chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems;
- (in reaching decisions) taking into account relevant guidance issued by the Scottish Ministers;
- For support staff, ensuring that an effective pay and conditions negotiating

framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy;

- Attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions;
- ensuring that the SFRS's proceedings, including those of its committees and sub-committees, are held in public and that the agendas, papers and reports in relation to those proceedings are published, as well as publishing a statement setting out the circumstances in which proceedings may be held in private and in which documents need not be published, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act);
- appointing, with the approval of the Scottish Ministers, each subsequent SFRS Chief Officer and, in consultation with the SG, setting appropriate performance objectives and remuneration terms linked to these objectives, which give due weight to the proper management and use of resources within the stewardship of the SFRS and the delivery of outcomes; and
- acting consistently with principles of good governance, accountability and transparency, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act).

2.2 SFRS Chair

The Chair is accountable to the Scottish Ministers for the performance and for the strategic leadership of the SFRS Board. In common with any individual with responsibility for devolved functions, the Chair may also be held to account by the Scottish Parliament and has general responsibility for ensuring that the public body's policies and actions support the Scottish Ministers' wider strategic policies and that its affairs are conducted with probity. The Chair's responsibilities for leading the SFRS Board are set out in detail in paragraph 15 and 16 of the SFRS Governance and Accountability Framework Document.

In leading the Board the Chair must ensure that:

- the work of the Board is subject to regular self-assessment and that the Board

is working effectively;

- the Board, in accordance with recognised good practice in corporate governance, is diverse both in terms of relevant skills, experience and knowledge appropriate to directing SFRS business, and in terms of protected characteristics under the Equality Act 2010;
- the Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- he or she, together with the other Board members, receives appropriate induction training, including on financial management and reporting requirements and, as appropriate, on any differences that may exist between private and public sector practice and local and central government practice;
- succession planning takes place to ensure that the Board is diverse and effective, and the Scottish Ministers are advised of the SFRS needs when board vacancies arise;
- there is a code of conduct for Board members in place, approved by the Scottish Ministers.

The Chair assesses the performance of individual Board members on a continuous basis and undertakes a formal appraisal at least annually. The Chair, in consultation with the Board as a whole, is also responsible for undertaking an annual appraisal of the performance of the Chief Officer.

2.3 SFRS Chief Officer

The Chief Officer is the Board's principal adviser on the discharge of the SFRS's functions and is accountable to the Board. The Chief Officer's role is to provide operational leadership to the SFRS, and ensure that the Board's strategic aims and objectives are met and its functions are delivered and targets met through effective and properly controlled executive action. The Chief Officer's general responsibilities include performance management and staffing of the SFRS. Specific responsibilities of the SFRS Chief Officer are detailed in paragraph 18 of the SFRS Governance and Accountability Framework Document and include:

- advising the Board on the discharge of its responsibilities - as set out in this document, in the founding legislation and in any other relevant instructions and guidance issued by or on behalf of the Scottish Ministers - and implementing the decisions of the Board;
- ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that appropriate financial appraisal and evaluation techniques, consistent with the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM), are followed;
- ensuring that the SFRS adheres, where appropriate, to the SG's Programme and Project Management (PPM) Principles;
- having robust performance and risk management arrangements in place – consistent with the Risk Management section of the SPFM - that support the achievement of the SFRS's aims and objectives and that facilitate comprehensive reporting to the Board, the SG and the wider public ensuring that adequate systems of internal control are maintained by the SFRS, including effective measures against fraud and theft consistent with the Fraud section of the SPFM, establishing appropriate documented internal delegated authority arrangements consistent with the Delegated Authority section of the SPFM;
- advising the Board on the performance of the SFRS compared with its aim[s] and objectives;
- preparing the SFRS's corporate and business plans, in line with the strategic aims and objectives agreed by the Scottish Ministers;
- ensuring effective relationships with SG officials;
- ensuring that timely forecasts and monitoring information on performance and finance are provided to the SG; that the SG is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the SG in a timely fashion;
- for support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy;

- attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions;
- Designating Local Senior Officers (LSOs) for each local authority area in Scotland (after consultation with the relevant local authority), ensuring that LSOs are adequately equipped, supported and empowered to fulfil their statutory duties, and providing operational direction and control to LSOs, in line with Section 41J of the 2005 Act (inserted by the 2012 Act);

3. MATTERS RESERVED FOR THE BOARD

There are certain matters which have no scope for delegation and must be carried out by the Board. The Board and no other SFRS employee or Committee/Sub-Committee has authority to make decisions in respect of the following reserved areas:

- developing the Strategic Aims and Objectives of the SFRS and approving the [Strategic Plan](#), [Annual Operating Plan](#) and Board Annual Forward Plan;
- approval and amendment of:
 - [Standing Orders for Meetings of the Board and its Committees](#);
 - [Scheme of Delegations](#);
 - [Financial Regulations](#);
 - [Standing Orders for Regulation of Contracts](#);
 - Complaints Handling Scheme;
 - [Risk Management Policy and Framework](#);
 - Equality Scheme;
 - [Freedom of Information Publication Scheme](#);
 - Personnel Policies of major significance to SFRS (as determined by the Chair in consultation with the Chief Officer);
 - Resource and Capital Budgets, and [Annual Report and Accounts](#);
 - Financial and Performance Monitoring arrangements;
 - Major projects requiring significant capital investment, or major service redesign;
 - [Anti-Fraud and Corruption Policy](#);

- Arrangements for the review of the annual effectiveness of the Board and its Committees, and
- Any other SFRS-wide Corporate Governance related guidance.
- appointing a Chief Officer and the setting of appropriate performance objectives for the Chief Officer;
- appointing Chairs and Deputy Chairs of each Committee or sub-Committee of the Board (these will be determined by the Chair, in consultation with the Board);
- establishment and approval of Committees and their Terms of Reference;
- the appointment of a Standards Officer in accordance with any requirements set by the Commissioner of Ethical Standards in Public Life in Scotland; and
- review and approve the final specification and the evaluation criteria, as drafted by the SLT, and approve the appointment of Internal Auditors in co-operation with the Audit and Risk Assurance Committee.

Where the Scheme does not specifically state if powers have been delegated in respect of a certain matter, it shall be assumed that responsibility for the particular matter lies with the Board in the first instance.

4. DELEGATED AUTHORITY

4.1 Delegations to Standing Committees of the Board

The Board has established a number of Committees, each of which possess a degree of delegated authority, in respect of the responsibilities within their remit, as set out within their Terms of Reference. Delegated authority will provide each Committee with the ability to scrutinise the work of SFRS; make decisions within their limits of responsibilities that do not adversely impact on the Strategic Direction of the SFRS; make recommendations in respect of how the Board can achieve the aims each respective Committee is concerned with; and provide feedback to the Board on key performance indicators and whether targets will be met.

The Committees are listed below:

- Audit and Risk Assurance;
- Change: Strategic Change and Major Projects;
- Service Delivery;
- People; and
- Remuneration, Appointments and Nominations (Sub-Committee).

Each Committee will conduct its business in accordance with Terms of Reference considered and approved by the Board prior to formation. There is scope to amend or alter any Terms of Reference as required and, again, Board approval is required to do so.

4.2 Delegation of General Powers

In line with Paragraph 14 of Schedule 1A of the 2005 Act, the Board have delegated authority to the following SFRS employees:

- The Chief Officer;
- The Deputy Chief Officer(s);
- The Assistant Chief Officers;
- The Director of Strategic Planning, Performance and Communications;
- The Director of People and Organisational Development;
- The Acting Director of Finance and Procurement; and
- The Acting Director of Asset Management.

These employees, referred to collectively as the SLT may do anything, subject always to their specific delegated authority, considered appropriate for the purposes of, or in connection with, the carrying out of the SFRS's functions.

4.3 Chief Officer Unplanned Absence

In exceptional circumstances and where a situation arises that results in the extended absence of the Chief Officer, the Chair of the SFRS Board may delegate authority as detailed within Section 6 to the Deputy Chief Officer. Subsequent to this decision, the Chair of the SFRS Board will inform the full SFRS Board at the earliest opportunity of this decision. As a result, the Deputy Chief Officer will have this delegated authority immediately following the Chair of the SFRS Board's decision, and for the complete duration of the Chief Officer's extended period of absence only.

4.4 Interim SLT Positions

Should any SLT position be held by a member of staff acting up to that role, or by circumstance assume on an interim basis the obligations of that role, they will automatically acquire the delegated and/or sub-delegated authority under that specific position to make all relevant decisions. This delegated and/or sub-delegated authority will be held only for the interim period of acting up or having assumed those obligations. Such delegated authority will both include general powers held by the particular SLT position, together with any specific delegated authority referred to throughout this Scheme of Delegations.

4.5 Delegation to Act as Authorised Signatories

Any probative document which, if entered into, will create a legally binding relationship between SFRS and another party shall (unless otherwise provided for herein) be executed for and on behalf of the SFRS by a member of the Board or by any one of the members of the SLT who are hereby authorised by the Board to execute on the SFRS's behalf.

In accordance with the Requirements of Writing (Scotland) Act 1995, the signature for and on behalf of the SFRS by a Board member or SLT member must be witnessed by one person. This person can be any employee of SFRS and may also be another Board member or SLT member. The Chief Officer and any SLT member

may sub-delegate his/her authority to any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to.

5. DELEGATION TO SFRS ACCOUNTABLE OFFICER

5.1 General Responsibilities

The Principal Accountable Officer for the Scottish Administration (the Permanent Secretary of the Scottish Government) designates the Chief Officer as the Accountable Officer for the SFRS. The essence of the role of Accountable Officer is subject to Section 5 of the [Principal Officer's Memorandum to Accountable Officers of Other Public Bodies](#), a personal responsibility for the propriety and regularity of the public finances for the SFRS and ensuring that the resources of the body are used economically, efficiently and effectively.

The Accountable Officer must make sure arrangements for delegation promote good management and that they are supported by the necessary staff with an appropriate balance of skills.

The responsibilities delegated to the SFRS Accountable Officer are set out in detail in the Principal Accountable Officer's Memorandum to Accountable Officers of Other Public Bodies.

5.2 Strategic and Financial Management Responsibilities

While the responsibilities of the SFRS Accountable Officer cannot be delegated or shared, authority for budgets and associated strategic and financial management responsibilities can be delegated to appropriate SFRS employees. The SFRS Accountable Officer, therefore, authorises members of the SLT to undertake the following responsibilities:

5.2.1 Strategic Management Responsibilities (All members of the SLT)

- proposing objectives, priorities, outcomes and performance indicators for the organisation which square with the organisation's aims, policy and management objectives;
- making plans and ensuring that adequate systems are in place to achieve these objectives effectively, efficiently and economically;
- ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly;
- monitoring and reporting of performance to the organisation's management board and/or Accountable Officer; and
- ensuring that functions are discharged with due regard to economy, efficiency and effectiveness within an overall framework of Best Value.

5.2.2 Financial Management Responsibilities (Acting Director of Finance and Procurement)

- ensuring that proper financial procedures are in place and are followed and that these comply with relevant guidance, in particular the [Scottish Public Finance Manual \(SPFM\)](#), ensuring that funds and assets are properly managed and safeguarded, with checks as appropriate; and
- ensuring that any relevant risks, whether to achievement of business objectives, regularity, propriety or value for money, are identified and effectively managed.

6. DELEGATION TO SFRS CHIEF OFFICER

6.1 Acquisitions, Disposals and Property Provisions

The Board authorises the Chief Officer to:

- acquire and dispose of land and other heritable or moveable property, including the compulsory purchase of land, with the authorisation of Scottish Ministers, in accordance with the requirements of the SPFM, and with the Board's strategic direction;
- approve the use of SFRS heritable or moveable property by other organisations, most specifically but not limited to the sharing or leasing of property and/or the right of access across SFRS property;
- Sign documentation relating to the sale, purchase or use of SFRS heritable or moveable property;
- determine and control the apportionment of accommodation for SFRS's employees, standards of furniture, furnishings and equipment within SFRS's premises;
- maintain registers of assets together with records of transactions and values; and
- arrange, as appropriate, for the sale of surplus, or disposal of discarded PPE, work equipment and vehicles.

The Chief Officer sub-delegates this authority to the Acting Director of Asset Management.

6.2 Arms and Badge

The Board authorises the Chief Officer to:

- issue guidelines on the use of the SFRS Arms and Badge which is recorded in the Public Register of All Arms and Bearings in Scotland; and
- take appropriate action, which may include reporting to the Court of the Lord Lyon, in respect of any misuse of the SFRS Arms and Badge.

6.3 Authorisation to Exercise Statutory Powers

The Board authorises the Chief Officer to exercise any discretionary powers available to the SFRS.

The Board authorises the Chief Officer to issue and sign any documentation that conveys necessary authorisation to employees in roles where legislation requires the authorisation in question.

6.4 Bad Debt and Losses

The Board authorises the Chief Officer to write off bad debt and/or losses up to and including the value of £1,000 and in accordance with the [Financial Regulations](#). Cumulative debt must be monitored and, where appropriate, reported to the Audit and Risk Assurance Committee and the Board.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.5 Borrowing

The Chief Officer may, subject to obtaining the consent of Scottish Ministers, borrow money. Prior to approaching Scottish Government for any such consent, the Chief Officer shall consult with and obtain the Board's consent to make the approach.

The Chief Officer sub-delegates this function to the Acting Director of Finance and Procurement, who will also be under the obligation to obtain the necessary prior consents.

6.6 Complaints, Comments and Compliments

The Board authorises the Chief Officer to receive and respond on its behalf to complaints, comments and compliments, with the exception of any which relate to the role of Chief Officer, which will be reserved to the Board.

With the exception of complaints, comments and compliments which relate to the Deputy Chief Officer(s), the Assistant Chief Officer(s), the Acting Director of Finance and Procurement, the Acting Director of Asset Management, the Director of Strategic

Planning, Performance and Communications and Director of People and Organisational Development, the Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.7 Consultants

The Board authorises the Chief Officer, the Chief Officer having first consulted and received advice from the Acting Director of Finance and Procurement and the Director of People and Organisational Development, to source and appoint any external business and management consultants evidenced as necessary and where no existing employee is able to carry out the requirement. For any such consultancy contract with a potential or actual value of, or above £100,000, Scottish Government's prior approval shall be sought and obtained in writing and only after the Chief Officer has consulted with and obtained the Board's consent to seek such approval.

Aside from the monetary value this must also align to the procurement guidance and the Board request that anything that could also have an impact on the reputational risk to the Service, regardless of spend, is also closely considered and as necessary brought to the attention of the Board at the earliest opportunity.

6.8 Contracts

The Chief Officer, the Acting Director of Finance and Procurement and the Acting Director of Asset Management may enter into contracts for the supply of goods, works and services on behalf of the SFRS subject to adhering to the SFRS's [Standing Orders for the Regulation of Contracts](#) and subject to the Acting Director of Finance and Procurement confirming that appropriate budget provision has been made.

6.9 Correspondence and Communications

The Board authorises the Chief Officer to issue and sign correspondence and communications that may be sent in the name of SFRS and which may bear the

SFRS badge. Notwithstanding correspondence and communications sent on behalf of SFRS in respect of matters restricted under the Scheme, the Chief Officer sub-delegates this authority to all SLT members who, in turn, further delegate this authority under Section 7 of the Scheme. For the avoidance of doubt, the term 'correspondence and communications' shall include all letters, faxes, emails and other forms of electronic communication that may be sent on behalf of SFRS.

6.10 Damage or Loss to Personal Property

The Board authorises the Chief Officer to consider and, if deemed appropriate, approve payment of in whole, or in part, valid and vouched claims from employees for damage to, or loss of, personal property in the course of their employment where the employee is not at fault and is not otherwise insured.

6.11 Data Protection and Freedom of Information

The Board authorises the Chief Officer to:

- make, submit and update the necessary registrations;
- consider and respond to applications made under the Data Protection Act 2018 and the Freedom of Information (Scotland) Act 2002;
- determine the appropriate person(s) to consider and respond to any reviews sought in terms of the said legislation; and
- if necessary and appropriate, enter into any Information Sharing Protocols.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.12 Senior Appointments

The Board authorises the Chief Officer to appoint members of the SLT and Heads of Function. The Chair of the Board, or their representative, will be involved in all SLT appointments. With all senior appointments, the Chief Officer shall engage in prior consultation with the Remuneration, Appointments and Nominations Sub Committee

with regard to the appointment process and shall provide feedback to the Committee in respect of the final selections from the process. For the avoidance of doubt, there shall be no further delegation of authority to appoint SLT members and Heads of Functions beyond the delegation from the Board to the Chief Officer.

6.13 Employment of Staff

With the exception of (1) appointments reserved by statute to the Board, (2) any matters requiring the prior approval of Scottish Government, (3) any matters specifically falling within the terms of reference of any SFRS Committee and (4) any matters subject to national negotiations at Scottish and UK level, the Board delegates its authority under Paragraph 8 (SFRS's employees) of Schedule 1A of the 2005 Act to employ staff to the Chief Officer.

Where appropriate, the Chief Officer sub-delegates the authority to employ staff to the Director of People and Organisational Development.

6.14 Finances and Payments

The Board authorises the Chief Officer to maintain and administer the SFRS's financial resources, including the operation of bank account(s) and the receipt and making of appropriate payments in accordance with the SPFM and SFRS's [Financial Regulations](#).

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.15 Fines

The Board authorises the Chief Officer to consider and, if appropriate, pay or contribute to the legal expenses and outlays of defending a SFRS employee charged with an offence (for example, an offence in contravention of Road Traffic or Health and Safety legislation) whilst acting in the course of their employment, subject to the stipulation the employee is not considered to have been on a frolic of their own (ie

the employee's actions must have been at the material time closely connected with their employment). Scottish Government's prior written approval is required for any such special payments over the value of £1,000.

6.16 Fire Safety (Prevention and Protection) and Fire Investigation

The Board authorises the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act and associated subordinate legislation made thereunder, together with other legislation relevant to this particular function.

The Board authorises the Chief Officer to issue any necessary letters of authorisation to employees engaged in Enforcement or Fire Investigation roles.

6.17 Foreign Travel / Travel Outwith Scotland / Conferences and Seminars

The Chief Officer's foreign travel or travel outwith Scotland must be authorised and approved by the Chair.

The Board authorises the Chief Officer to authorise and approve foreign travel or travel outwith Scotland and attendance at any relevant conferences or seminars or meetings for any SFRS employee who is on SFRS business. The Chief Officer sub-delegates this authority to all SLT members.

6.18 Gifts and Hospitality

The Board authorises the Chief Officer to:

- accept and provide gifts and hospitality in accordance with the SPFM and with SFRS's [Gifts, Hospitality and Interests Policy](#), which clearly states SFRS's commitment to high standards of ethical behaviour; and
- maintain and publish a register of Gifts, Hospitality and Interests, in accordance with SFRS's Gifts, Hospitality and Interests Policy.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.19 Health and Safety

The Board authorises the Chief Officer to carry out the operational delivery of Health and Safety. The Chief Officer sub-delegates this authority to the Assistant Chief Officer, Director of Training, Safety and Assurance. However the Board retain a duty of care towards all staff within the Service and are therefore accountable for the scrutiny of compliance with applicable Health and Safety Legislation.

6.20 Insurance

The Board authorises the Chief Officer to take out and maintain appropriate insurance cover as required by employees who are employed in a particular professional capacity, and as required by Landlords or other third parties with whom the SFRS is transacting or working in partnership, where commercial insurance is a stipulation and whether or not the SFRS is for all other matters self-insured.

In the event that the SFRS is permitted by Scottish Government to take out insurance cover for all or part of its functions, then the Board authorises the Chief Officer to take out and maintain appropriate insurance cover.

The Chief Officer sub-delegates this authority to the Acting Director of Finance and Procurement.

6.21 Legal Proceedings and Litigation

The Board authorises the Chief Officer to:

- lodge caveats if deemed necessary;
- accept service of all types of legal claims and legal documents;
- process employer's liability, public liability, motor vehicle and other such claims;

- initiate, enter, defend or withdraw from legal proceedings (judicial and quasi-judicial);
- negotiate settlement of claims or legal proceedings in accordance with the [Scottish Public Finance Manual \(SPFM\)](#);
- settle all claims in accordance with the Scottish Public Finance Manual (particularly under the “Settlement Agreements, Severance, Early Retirement and Redundancy Terms” Section) and all other applicable Guidance. All such settlements, for any amount, must therefore be referred to Scottish Government before being considered or offered. Claims not specifically covered by the Scottish Public Finance Manual or other applicable Guidance are authorised, without prior Scottish Government approval and without reference to the Chair and the Board, up to and including the value of £25,000;
- engage in arbitration or mediation;
- enter compromise agreements;
- prepare and submit reports to the Crown Office and Procurator Fiscal Service in relation to offences identified in the course of the SFRS carrying out its functions; and
- engage Solicitors, Solicitor Advocates and Counsel to provide advice, opinions and representation.

The Chief Officer sub-delegates this authority to negotiate settlement of claims or legal proceedings to the Acting Director of Finance and Procurement and the remainder of this authority to the Director of Strategic Planning, Performance and Communications.

6.22 Licences

The Board authorises the Chief Officer to obtain any necessary licences, including but not limited to software licences, required to enable the SFRS to carry out its functions.

The Chief Officer sub-delegates this authorisation to members of the SLT, as appropriate.

6.23 Local Senior Officers

The Chief Officer shall designate an SFRS employee to the role of Local Senior Officer (LSO) for each local authority and the LSO shall carry out the delegated functions narrated at Section 41J (2) of the 2005 Act.

6.24 Loans of Assets

The Board authorise the Chief Officer to provide on temporary or short-term loan assets which are not operationally sensitive, confidential or would breach the Data Protection principles to reputable third parties for research purposes, public exhibition or wider public benefit. The loan may be upon such terms and conditions as the Chief Officer deems appropriate and may include a requirement for security and insurance cover.

6.25 Media and Publications

The Board authorises the Chief Officer to formulate and issue on its behalf media releases and responses and to consider requests from media organisations to record sound and/or images of the SFRS for public transmission.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

The Board authorises the Chief Officer to draft, for its consideration, publications required by legislation or Scottish Government and, once subsequently approved by the Board, to issue same on its behalf in accordance with any such requirement.

The Chief Officer sub-delegates the authorisation of statistical publishing to the Director of Strategic Planning, Performance and Communications.

6.26 Objections

The Board authorises the Chief Officer to lodge any objections to planning applications, building warrants, road traffic orders and any similar statutory procedures to which the SFRS may be a competent objector and to engage in the objection process, incurring any necessary costs associated therewith and to withdraw any objection, if deemed appropriate.

6.27 Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)

The Board authorise the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act, and associated subordinate legislation made thereunder, together with other legislation relevant to this function.

6.28 Statutory Notices

The Board hereby authorises the Chief Officer to draft, sign and serve statutory notices on its behalf, including Prohibition Notices, Enforcement Notices and Alterations Notices under Sections 63, 64 and 65 respectively of the 2005 Act and, if necessary, to withdraw such Notices.

The Chief Officer sub-delegates this authority to the Deputy Chief Officer and the Assistant Chief Officer(s).

6.29 Urgent Issues

Where time is of the essence and in order to eradicate or minimise actual or reasonably perceived operational risk to the SFRS, the Chief Officer may take reasonable and appropriate action in relation to any function not delegated to the Chief Officer role. The Chief Officer must thereafter report same to the Chair of the SFRS Board with full reasoning for the decision as soon as reasonably practicable after the exercise of the function.

6.30 Warrant and Identity Cards

The Board authorises the Chief Officer to issue warrant cards to its employees for the purpose of enabling the employees to both be identified and to exercise the powers and carry out the duties appropriate to the roles held by the employees. There shall be no requirement for such warrant cards to be signed for, or on behalf of, the SFRS and the Chief Officer requires employees to return warrant cards upon termination of employment with SFRS.

There shall be reserved to the Chair of the Board the power to issue identity cards to the Board members for the purpose of enabling the Board members to be identified and the Chair shall have the power to require the Board members to return the identity cards upon termination of their appointment with SFRS.

6.31 Withdrawal or Amendment of Delegation

The Chief Officer may amend, extend, qualify or withdraw any sub-delegation which they have previously authorised and shall notify the relevant employees of same as soon as is reasonably practicable.

7. DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM

Functions delegated to the Chief Officer and any other member of the SLT (namely, the Deputy Chief Officer(s), the Assistant Chief Officer(s), the Director of People and Organisational Development, the Acting Director of Finance and Procurement, the Acting Director for Asset Management and the Director of Strategic Planning, Performance and Communications) may be further delegated to any SFRS employee, providing that employee holds a role which operates under the control and direction of the particular SLT member delegating and the delegation is in accordance with the Scheme.

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In exercising a function delegated from either the Chief Officer or a member of the SLT, the employee in receipt of the delegated authority shall take account at all times of any appropriate Scottish Government, general SFRS or specific departmental practices and procedures, together with any managerial instruction given or guidance notes issued.

Prior to exercising a delegation, checks shall be made to ensure that financial provision for any outlays and/or ongoing costs is available.

Each member of the SLT shall be responsible for maintaining an up-to-date record of sub-delegations to the various roles within their Directorates.



Appendix 1

Summary Overview of Delegated Powers

(* Note each member of the SLT shall be responsible for maintaining an up-to-date record of any further sub-delegations to the various roles within their Directorates.)

FUNCTION	DELEGATED BY THE BOARD TO	SUB-DELEGATED	DIRECTOR RESPONSIBLE	ACTUAL POST HOLDER
Delegations to Standing Committees of the Board	Committees of the Board in accordance with their Terms of Reference	No		
Delegation of General Powers	Strategic Leadership Team	Yes	N/A	N/A
Delegation to Act as Authorised Signatories	Strategic Leadership Team	Yes	N/A	Any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to
Strategic and Financial Management Responsibilities	Chief Officer (Accountable Officer)	No	Accountable Officer, <i>(although not delegating, authorises members of the SLT to undertake these responsibilities).</i>	

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Acquisitions and Disposals	Chief Officer	Yes	Asset Management	Head of Asset Management
Arms and Badge	Chief Officer	No		
Authorisation to Exercise Statutory Powers	Chief Officer	No		
Bad Debt and Losses	Chief Officer	Yes	Finance and Procurement	Head of Finance
Borrowing	Chief Officer	Yes	Finance and Procurement, however under the obligation to obtain the necessary prior consents	Head of Finance
Complaints, Comments and Compliments	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Communications and Engagement
Consultants	Chief Officer	No		
Contracts	Chief Officer, the Acting Director of Finance and Procurement and the Acting Director of Asset Management	No		
Correspondence and Communications	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Damage or Loss to Personal Property	Chief Officer	No		

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Data Protection and Freedom of Information	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Governance, Strategy and Performance and Head of Communications and Engagement
Senior Appointments	Chief Officer (with the Chair of the Board involved in all SLT appointments and in consultation with RANSC for all senior appointments)	No		
Employment of Staff	Chief Officer	Yes	People and Organisational Development, where appropriate	Head of Human Resource and Organisational Development.
Finances and Payments	Chief Officer	Yes	Finance and Procurement	Head of Finance
Fines	Chief Officer	No		
Fire Safety (Prevention and Protection) and Fire Investigation	Chief Officer	No		
Foreign Travel / Travel Outwith Scotland / Conferences and Seminars	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Gifts and Hospitality	Chief Officer	Yes	Finance and Procurement	Head of Finance
Health and Safety	Chief Officer	Yes	Training, Safety and Assurance.	Head of Health, Safety and Wellbeing

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Insurance	Chief Officer	Yes	Finance and Procurement	Head of Finance
Legal	Chief Officer	Yes	Finance and Procurement (negotiate settlement of claims or legal proceedings), remainder to the Strategic Planning, Performance and Communications.	Head of Finance and Head of Governance, Strategy and Performance
Licences	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme.
Local Senior Officers	Chief Officer	Yes	All Local Senior Officers	
Loans of Assets	Chief Officer	No		
Media and Publications	Chief Officer	Yes	Strategic Planning, Performance and Communications.	Head of Communications and Engagement and Head of Governance, Strategy and Performance
Objections	Chief Officer	No		
Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)	Chief Officer	No		
Statutory Notices	Chief Officer	Yes	Deputy Chief Officer and Assistant Chief Officer(s)	

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Urgent Issues	Chief Officer	No		
Warrant and Identity Cards	Chief Officer (Note: Chair of the Board reserved power to issue identity cards to Board Members)	No		
Withdrawal or Amendment of Delegation	Chief Officer	No		

Appendix 2

**EXECUTIVE SFRS MODEL FRAMEWORK DOCUMENT: APPENDIX
SPECIFIC DELEGATED FINANCIAL AUTHORITIES**

	Delegated Limit
Non-competitive action contracts	£25,000
Operating leases – other than property/ accommodation related leases	Able to take out lease at market value up to 5 years with a rental up to £15k per annum
Gifts	£1,000
Special payments	£1,000
Claims waived or abandoned	£25,000
Write-off of bad debt and/or losses	£1,000
External Business and Management Consultancies	£100,000

(Source: [Scottish Fire & Rescue Service Governance and Accountability Framework 2018](#))

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FIRE AND RESCUE SERVICE**

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

CODE OF CONDUCT FOR BOARD MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Original Author/Role	Lynne Dickson
Date of Risk Assessment (if applicable)	N/A
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Quality Control (name)	Richard Whetton
Authorised (name and date)	SFRS Board – 27 April 2023
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Version	Change	Who	When
1.0	First version issued	Lynne Dickson	20/07/2013
2.0	Reviewed / updated	WM Neil Kerr	22/05/2014
3.0	Reviewed / updated	WM Neil Kerr	17/06/2014
4.0	Reviewed / updated	WM Craig Wallace	15/06/2016
5.0	Reviewed / updated	GM Rab Middlemiss	21/08/2017
6.0	Reviewed / updated	GM Alasdair Cameron	12/02/2019
7.0	Reviewed / updated	GM Alasdair Cameron	02/05/2019
8.0	Reviewed / updated	GC Alasdair Cameron	26/05/2020
9.0	Reviewed – no changes	GC Alasdair Cameron	21/03/2021
10.0	Reviewed / amended (Approved by Scottish Government – 9 May 2022)	GC Alasdair Cameron	13/05/2022

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BACKGROUND

The SFRS Board Members' Code of Conduct was first presented to the Board on 14 January 2013 with updated versions subsequently presented to the Board on 30 August 2018 and 28 April 2022.

The Ethical Standards in Public Life etc. (Scotland) Act 2000 provides for Codes of Conduct for local authority councillors and members of relevant public bodies, including the SFRS. The Act requires the Scottish Ministers to lay before Parliament a Model Code for Members of Devolved Public Bodies and the last Model Code was approved by Scottish Parliament on 4 December 2013.

Scottish Government acknowledged that various developments have taken place in society since then, for example, the increasing role played by social media in our society, while also underlining the importance of respectful behaviour and highlighting that bullying and harassment should not be tolerated under any circumstances.

As a result, the "Ethical Standards In Public Life: Consultation On Model Code Of Conduct For Board Members Of Devolved Public Bodies" was launched in October 2020 to seek views on proposed changes to the Model Code. The Board's feedback on the consultation was sought and a response based on that feedback was submitted to Scottish Government on behalf of the Board.

Following conclusion of this consultation, a revised Model Code of Conduct was issued by the Scottish Ministers in December 2021, with the approval of the Scottish Parliament.

As the Model Code has been approved by Parliament and is enforceable by the Ethical Standards Commissioner, there should be no deviation from the Model Code without consent and is therefore presented as approved.

SECTION 1: INTRODUCTION TO THE CODE OF CONDUCT

- 1.1 This Code has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the “Act”\)](#).
- 1.2 The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.
- 1.3 The Code has been developed in line with the nine key principles of public life in Scotland. The principles are listed in [Section 2](#) and set out how the provisions of the Code should be interpreted and applied in practice.

My Responsibilities

- 1.4 I understand that the public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. I will always seek to meet those expectations by ensuring that I conduct myself in accordance with the Code.
- 1.5 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all situations and at all times where I am acting as a board member of the Scottish Fire and Rescue Service (SFRS), have referred to myself as a board member or could objectively be considered to be acting as a board member.
- 1.6 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all my dealings with the public, employees and fellow board members, whether formal or informal.
- 1.7 I understand that it is my personal responsibility to be familiar with the provisions of this Code and that I must also comply with the law and the

SFRS's rules, standing orders and regulations. I will also ensure that I am familiar with any guidance or advice notes issued by the Standards Commission for Scotland ("Standards Commission") and the SFRS, and endeavour to take part in any training offered on the Code.

- 1.8 I will not, at any time, advocate or encourage any action contrary to this Code.
- 1.9 I understand that no written information, whether in the Code itself or the associated Guidance or Advice Notes issued by the Standards Commission, can provide for all circumstances. If I am uncertain about how the Code applies, I will seek advice from the Standards Officer of the SFRS, failing whom the Chair or Chief Officer of the SFRS. I note that I may also choose to seek external legal advice on how to interpret the provisions of the Code.

Enforcement

- 1.10 [Part 2 of the Act](#) sets out the provisions for dealing with alleged breaches of the Code, including the sanctions that can be applied if the Standards Commission finds that there has been a breach of the Code. More information on how complaints are dealt with and the sanctions available can be found at [Annex A](#).

SECTION 2: KEY PRINCIPLES OF THE CODE OF CONDUCT

- 2.1 The Code has been based on the following key principles of public life. I will behave in accordance with these principles and understand that they should be used for guidance and interpreting the provisions in the Code.
- 2.2 I note that a breach of one or more of the key principles does not in itself amount to a breach of the Code. I note that, for a breach of the Code to be found, there must also be a contravention of one or more of the provisions in sections 3 to 6 inclusive of the Code.

The key principles are:

Duty

I have a duty to uphold the law and act in accordance with the law and the public trust placed in me. I have a duty to act in the interests of the public body of which I am a member and in accordance with the core functions and duties of that body.

Selflessness

I have a duty to take decisions solely in terms of public interest. I must not act in order to gain financial or other material benefit for myself, family or friends.

Integrity

I must not place myself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence me in the performance of my duties.

Objectivity

I must make decisions solely on merit and in a way that is consistent with the functions of the SFRS when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship

I am accountable to the public for my decisions and actions. I have a duty to consider issues on their merits, taking account of the views of others and I must ensure that the SFRS uses its resources prudently and in accordance with the law.

Openness

I have a duty to be as open as possible about my decisions and actions, giving reasons for my decisions and restricting information only when the wider public interest clearly demands.

Honesty

I have a duty to act honestly. I must declare any private interests relating to my public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

I have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the SFRS and its members in conducting public business.

Respect

I must respect all other board members and all employees of the SFRS and the role they play, treating them with courtesy at all times. Similarly, I must respect members of the public when performing my duties as a board member.

SECTION 3: GENERAL CONDUCT

Respect and Courtesy

- 3.1 I will treat everyone with courtesy and respect. This includes in person, in writing, at meetings, when I am online and when I am using social media.
- 3.2 I will not discriminate unlawfully on the basis of race, age, sex, sexual orientation, gender reassignment, disability, religion or belief, marital status or pregnancy/maternity; I will advance equality of opportunity and seek to foster good relations between different people.
- 3.3 I will not engage in any conduct that could amount to bullying or harassment (which includes sexual harassment). I accept that such conduct is completely unacceptable and will be considered to be a breach of this Code.
- 3.4 I accept that disrespect, bullying and harassment can be:
- a) a one-off incident;
 - b) part of a cumulative course of conduct; or
 - c) a pattern of behaviour.
- 3.5 I understand that how, and in what context, I exhibit certain behaviours can be as important as what I communicate, given that disrespect, bullying and harassment can be physical, verbal and non-verbal conduct.
- 3.6 I accept that it is my responsibility to understand what constitutes bullying and harassment and I will utilise resources, including the Standards Commission's guidance and advice notes, the SFRS's policies and training material (where appropriate) to ensure that my knowledge and understanding is up to date.

- 3.7 Except where it is written into my role as board member, and / or at the invitation of the Chief Officer, I will not become involved in operational management of the SFRS. I acknowledge and understand that operational management is the responsibility of the Chief Officer and Executive Team.
- 3.8 I will not undermine any individual employee or group of employees, or raise concerns about their performance, conduct or capability in public. I will raise any concerns I have on such matters in private with senior management as appropriate.
- 3.9 I will not take, or seek to take, unfair advantage of my position in my dealings with employees of the SFRS or bring any undue influence to bear on employees to take a certain action. I will not ask or direct employees to do something which I know, or should reasonably know, could compromise them or prevent them from undertaking their duties properly and appropriately.
- 3.10 I will respect and comply with rulings from the Chair during meetings of:
- a) the SFRS, its committees; and
 - b) any outside organisations that I have been appointed or nominated to by the SFRS or on which I represent the SFRS.
- 3.11 I will respect the principle of collective decision-making and corporate responsibility. This means that once the Board have made a decision, I will support that decision, even if I did not agree with it or vote for it.

Remuneration, Allowances and Expenses

- 3.12 I will comply with the rules, and the policies of the SFRS, on the payment of remuneration, allowances and expenses.

Gifts and Hospitality

- 3.13 I understand that I may be offered gifts (including money raised via crowdfunding or sponsorship), hospitality, material benefits or services (“gift or hospitality”) that may be reasonably regarded by a member of the public with knowledge of the relevant facts, as placing me under an improper obligation or being capable of influencing my judgement.
- 3.14 I will never **ask for** or **seek** any gift or hospitality.
- 3.15 I will refuse any gift or hospitality, unless it is:
- a) a minor item or token of modest intrinsic value offered on an infrequent basis;
 - b) a gift being offered to the SFRS;
 - c) hospitality which would reasonably be associated with my duties as a board member; or
 - d) hospitality which has been approved in advance by the SFRS.
- 3.16 I will consider whether there could be a reasonable perception that any gift or hospitality received by a person or body connected to me could or would influence my judgement.
- 3.17 I will not allow the promise of money or other financial advantage to induce me to act improperly in my role as a board member. I accept that the money or advantage (including any gift or hospitality) does not have to be given to me directly. The offer of monies or advantages to others, including community groups, may amount to bribery, if the intention is to induce me to improperly perform a function.
- 3.18 I will never accept any gift or hospitality from any individual or applicant who is awaiting a decision from, or seeking to do business with, the SFRS.

- 3.19 If I consider that declining an offer of a gift would cause offence, I will accept it and hand it over to the SFRS at the earliest possible opportunity and ask for it to be registered.
- 3.20 I will promptly advise the SFRS's Standards Officer if I am offered (but refuse) any gift or hospitality of any significant value and / or if I am offered any gift or hospitality from the same source on a repeated basis, so that the SFRS can monitor this.
- 3.21 I will familiarise myself with the terms of the [Bribery Act 2010](#), which provides for offences of bribing another person and offences relating to being bribed.

Confidentiality

- 3.22 I will not disclose confidential information or information which should reasonably be regarded as being of a confidential or private nature, without the express consent of a person or body authorised to give such consent, or unless required to do so by law. I note that if I cannot obtain such express consent, I should assume it is not given.
- 3.23 I accept that confidential information can include discussions, documents, and information which is not yet public or never intended to be public, and information deemed confidential by statute.
- 3.24 I will only use confidential information to undertake my duties as a board member. I will not use it in any way for personal advantage or to discredit the SFRS (even if my personal view is that the information should be publicly available).
- 3.25 I note that these confidentiality requirements do not apply to protected whistleblowing disclosures made to the prescribed persons and bodies as identified in statute.

Use of Public Body Resources

- 3.26 I will only use the SFRS's resources, including employee assistance, facilities, stationery and IT equipment, for carrying out duties on behalf of the public body, in accordance with its relevant policies.
- 3.27 I will not use, or in any way enable others to use, the SFRS's resources:
- a) imprudently (without thinking about the implications or consequences);
 - b) unlawfully;
 - c) for any political activities or matters relating to these; or
 - d) improperly.

Dealing with the SFRS and Preferential Treatment

- 3.28 I will not use, or attempt to use, my position or influence as a board member to:
- a) improperly confer on or secure for myself, or others, an advantage;
 - b) avoid a disadvantage for myself, or create a disadvantage for others;
or
 - c) improperly seek preferential treatment or access for myself or others.
- 3.29 I will avoid any action which could lead members of the public to believe that preferential treatment or access is being sought.
- 3.30 I will advise employees of any connection, as defined at [Section 5](#), I may have to a matter, when seeking information or advice or responding to a request for information or advice from them.

Appointments to Outside Organisations

- 3.31 If I am appointed, or nominated by the SFRS, as a member of another body or organisation, I will abide by the rules of conduct and will act in the best

interests of that body or organisation while acting as a member of it. I will also continue to observe the rules of this Code when carrying out the duties of that body or organisation.

- 3.32 I accept that if I am a director or trustee (or equivalent) of a company or a charity, I will be responsible for identifying, and taking advice on, any conflicts of interest that may arise between the company or charity and the SFRS.

SECTION 4: REGISTRATION OF INTERESTS

- 4.1 The following paragraphs set out what I have to register when I am appointed and whenever my circumstances change. The register covers my current term of appointment.
- 4.2 I understand that regulations made by the Scottish Ministers describe the detail and timescale for registering interests; including a requirement that a board member must register their registrable interests within one month of becoming a board member, and register any changes to those interests within one month of those changes having occurred.
- 4.3 The interests which I am required to register are those set out in the following paragraphs. Other than as required by [paragraph 4.23](#), I understand it is not necessary to register the interests of my spouse or cohabitee.

Category One: Remuneration

- 4.4 I will register any work for which I receive, or expect to receive, payment. I have a registrable interest where I receive remuneration by virtue of being:
- a) employed;
 - b) self-employed;
 - c) the holder of an office;
 - d) a director of an undertaking;
 - e) a partner in a firm;
 - f) appointed or nominated by the SFRS to another body; or
 - g) engaged in a trade, profession or vocation or any other work.
- 4.5 I understand that, in relation to 4.4 above, the amount of remuneration does not require to be registered. I understand that any remuneration received as a board member of this specific public body does not have to be registered.

- 4.6 I understand that if a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under [Category Two, “Other Roles”](#).
- 4.7 I must register any allowances I receive in relation to membership of any organisation under Category One.
- 4.8 When registering employment as an employee, I must give the full name of the employer, the nature of its business, and the nature of the post I hold in the organisation.
- 4.9 When registering remuneration from the categories listed in [paragraph 4.4 \(b\) to \(g\)](#) above, I must provide the full name and give details of the nature of the business, organisation, undertaking, partnership or other body, as appropriate. I recognise that some other employments may be incompatible with my role as board member of the SFRS in terms of [paragraph 6.7](#) of this Code.
- 4.10 Where I otherwise undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and how often it is undertaken.
- 4.11 When registering a directorship, it is necessary to provide the registered name and registered number of the undertaking in which the directorship is held and provide information about the nature of its business.
- 4.12 I understand that registration of a pension is not required as this falls outside the scope of the category.

Category Two: Other Roles

- 4.13 I will register any unremunerated directorships where the body in question is a subsidiary or parent company of an undertaking in which I hold a remunerated directorship.
- 4.14 I will register the registered name and registered number of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which I am a director and from which I receive remuneration.

Category Three: Contracts

- 4.15 I have a registerable interest where I (or a firm in which I am a partner, or an undertaking in which I am a director or in which I have shares of a value as described in [paragraph 4.20](#) below) have made a contract with the SFRS:
- a) under which goods or services are to be provided, or works are to be executed; and
 - b) which has not been fully discharged.
- 4.16 I will register a description of the contract, including its duration, but excluding the value.

Category Four: Election Expenses

- 4.17 If I have been elected to the SFRS, then I will register a description of, and statement of, any assistance towards election expenses relating to election to the SFRS.

Category Five: Houses, Land and Buildings

- 4.18 I have a registrable interest where I own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of the SFRS.
- 4.19 I accept that, when deciding whether or not I need to register any interest I have in houses, land or buildings, the test to be applied is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as being so significant that it could potentially affect my responsibilities to the SFRS and to the public, or could influence my actions, speeches or decision-making.

Category Six: Interest in Shares and Securities

- 4.20 I have a registerable interest where:
- a) I own or have an interest in more than 1% of the issued share capital of the company or other body; or
 - b) Where, at the relevant date, the market value of any shares and securities (in any one specific company or body) that I own or have an interest in is greater than £25,000.

Category Seven: Gifts and Hospitality

- 4.21 I understand the requirements of [paragraphs 3.13 to 3.21](#) regarding gifts and hospitality. As I will not accept any gifts or hospitality, other than under the limited circumstances allowed, I understand there is no longer the need to register any.

Category Eight: Non-Financial Interests

4.22 I may also have other interests and I understand it is equally important that relevant interests, such as membership or holding office in other public bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described. In this context, I understand non-financial interests are those which members of the public with knowledge of the relevant facts might reasonably think could influence my actions, speeches, votes or decision-making in the SFRS (this includes its Committees and memberships of other organisations to which I have been appointed or nominated by the SFRS).

Category Nine: Close Family Members

4.23 I will register the interests of any close family member who has transactions with the SFRS or is likely to have transactions or do business with it.

SECTION 5: DECLARATION OF INTERESTS

Stage 1: Connection

- 5.1 For each particular matter I am involved in as a board member, I will first consider whether I have a connection to that matter.
- 5.2 I understand that a connection is any link between the matter being considered and me, or a person or body I am associated with. This could be a family relationship or a social or professional contact.
- 5.3 A connection includes anything that I have registered as an interest.
- 5.4 A connection does not include being a member of a body to which I have been appointed or nominated by the SFRS as a representative of the SFRS, unless:
- a) The matter being considered by the SFRS is quasi-judicial or regulatory; or
 - b) I have a personal conflict by reason of my actions, my connections or my legal obligations.

Stage 2: Interest

- 5.5 I understand my connection is an interest that requires to be declared where the objective test is met – that is where a member of the public with knowledge of the relevant facts would reasonably regard my connection to a particular matter as being so significant that it would be considered as being likely to influence the discussion or decision-making.

Stage 3: Participation

- 5.6 I will declare my interest as early as possible in meetings. I will not remain in the meeting nor participate in any way in those parts of meetings where I have declared an interest.
- 5.7 I will consider whether it is appropriate for transparency reasons to state publicly where I have a connection, which I do not consider amounts to an interest.
- 5.8 I note that I can apply to the Standards Commission and ask it to grant a dispensation to allow me to take part in the discussion and decision-making on a matter where I would otherwise have to declare an interest and withdraw (as a result of having a connection to the matter that would fall within the objective test). I note that such an application must be made in advance of any meetings where the dispensation is sought and that I cannot take part in any discussion or decision-making on the matter in question unless, and until, the application is granted.
- 5.9 I note that public confidence in a public body is damaged by the perception that decisions taken by that body are substantially influenced by factors other than the public interest. I will not accept a role or appointment if doing so means I will have to declare interests frequently at meetings in respect of my role as a board member. Similarly, if any appointment or nomination to another body would give rise to objective concern because of my existing personal involvement or affiliations, I will not accept the appointment or nomination.

SECTION 6: LOBBYING AND ACCESS

- 6.1 I understand that a wide range of people will seek access to me as a board member and will try to lobby me, including individuals, organisations and companies. I must distinguish between:
- a) any role I have in dealing with enquiries from the public;
 - b) any community engagement where I am working with individuals and organisations to encourage their participation and involvement; and
 - c) lobbying, which is where I am approached by any individual or organisation who is seeking to influence me for financial gain or advantage, particularly those who are seeking to do business with the SFRS (for example contracts/procurement).
- 6.2 In deciding whether, and if so how, to respond to such lobbying, I will always have regard to the objective test, which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard my conduct as being likely to influence my, or the SFRS's, decision-making role.
- 6.3 I will not, in relation to contact with any person or organisation that lobbies, do anything which contravenes this Code or any other relevant rule of the SFRS or any statutory provision.
- 6.4 I will not, in relation to contact with any person or organisation that lobbies, act in any way which could bring discredit upon the SFRS.
- 6.5 If I have concerns about the approach or methods used by any person or organisation in their contacts with me, I will seek the guidance of the Chair, Chief Officer or Standards Officer of the SFRS.
- 6.6 The public must be assured that no person or organisation will gain better access to, or treatment by, me as a result of employing a company or individual to lobby on a fee basis on their behalf. I will not, therefore, offer or

accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which I accord any other person or organisation who lobbies or approaches me. I will ensure that those lobbying on a fee basis on behalf of clients are not given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming.

6.7 Before taking any action as a result of being lobbied, I will seek to satisfy myself about the identity of the person or organisation that is lobbying and the motive for lobbying. I understand I may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients, but it is important that I understand the basis on which I am being lobbied, in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code and the [Lobbying \(Scotland\) Act 2016](#).

6.8 I will not accept any paid work:

- a) which would involve me lobbying on behalf of any person or organisation or any clients of a person or organisation;
- b) to provide services as a strategist, adviser or consultant, for example, advising on how to influence the SFRS and its members. This does not prohibit me from being remunerated for activity which may arise because of, or relate to, membership of the SFRS, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

ANNEX A: BREACHES OF THE CODE

Introduction

1. [The Ethical Standards in Public Life etc. \(Scotland\) Act 2000](#) (“the Act”) provided for a framework to encourage and, where necessary, enforce high ethical standards in public life.
2. The Act provided for the introduction of new codes of conduct for local authority councillors and members of relevant public bodies, imposing on councils and relevant public bodies a duty to help their members comply with the relevant code.
3. The Act and the subsequent Scottish Parliamentary Commissions and Commissioners etc. Act 2010 established the [Standards Commission for Scotland](#) (“Standards Commission”) and the post of [Commissioner for Ethical Standards in Public Life in Scotland](#) (“ESC”).
4. The Standards Commission and ESC are separate and independent, each with distinct functions. Complaints of breaches of a public body’s Code of Conduct are investigated by the ESC and adjudicated upon by the Standards Commission.
5. The first Model Code of Conduct came into force in 2002. The Code has since been reviewed and re-issued in 2014. The 2021 Code has been issued by the Scottish Ministers following consultation, and with the approval of the Scottish Parliament, as required by the Act.

Investigation of Complaints

6. The ESC is responsible for investigating complaints about members of devolved public bodies. It is not, however, mandatory to report a complaint about a potential breach of the Code to the ESC. It may be more appropriate

in some circumstances for attempts to be made to resolve the matter informally at a local level.

7. On conclusion of the investigation, the ESC will send a report to the Standards Commission.

Hearings

8. On receipt of a report from the ESC, the Standards Commission can choose to:
 - Do nothing;
 - Direct the ESC to carry out further investigations; or
 - Hold a Hearing.
9. Hearings are held (usually in public) to determine whether the member concerned has breached their public body's Code of Conduct. The Hearing Panel comprises of three members of the Standards Commission. The ESC will present evidence and/or make submissions at the Hearing about the investigation and any conclusions as to whether the member has contravened the Code. The member is entitled to attend or be represented at the Hearing and can also present evidence and make submissions. Both parties can call witnesses. Once it has heard all the evidence and submissions, the Hearing Panel will make a determination about whether or not it is satisfied, on the balance of probabilities, that there has been a contravention of the Code by the member. If the Hearing Panel decides that a member has breached their public body's Code, it is obliged to impose a sanction.

Sanctions

10. The sanctions that can be imposed following a finding of a breach of the Code are as follows:

- **Censure:** A censure is a formal record of the Standards Commission's severe and public disapproval of the member concerned.
- **Suspension:** This can be a full or partial suspension (for up to one year). A full suspension means that the member is suspended from attending all meetings of the public body. Partial suspension means that the member is suspended from attending some of the meetings of the public body. The Commission can direct that any remuneration or allowance the member receives as a result of their membership of the public body be reduced or not paid during a period of suspension.
- **Disqualification:** Disqualification means that the member is removed from membership of the body and disqualified (for a period not exceeding five years), from membership of the body. Where a member is also a member of another devolved public body (as defined in the Act), the Commission may also remove or disqualify that person in respect of that membership. Full details of the sanctions are set out in section 19 of the Act.

Interim Suspensions

11. Section 21 of the Act provides the Standards Commission with the power to impose an interim suspension on a member on receipt of an interim report from the ESC about an ongoing investigation. In making a decision about whether or not to impose an interim suspension, a Panel comprising of three Members of the Standards Commission will review the interim report and any representations received from the member and will consider whether it is satisfied:

- That the further conduct of the ESC's investigation is likely to be prejudiced if such an action is not taken (for example if there are concerns that the member may try to interfere with evidence or witnesses); or

- That it is otherwise in the public interest to take such a measure. A policy outlining how the Standards Commission makes any decision under Section 21 and the procedures it will follow in doing so, should any such a report be received from the ESC can be found [here](#).
12. The decision to impose an interim suspension is not, and should not be seen as, a finding on the merits of any complaint or the validity of any allegations against a member of a devolved public body, nor should it be viewed as a disciplinary measure.

ANNEX B: DEFINITIONS

“Bullying” is inappropriate and unwelcome behaviour which is offensive and intimidating, and which makes an individual or group feel undermined, humiliated or insulted.

"Chair" includes Board Convener or any other individual discharging a similar function to that of a Chair or Convener under alternative decision-making structures.

“Code” is the code of conduct for members of your devolved public body, which is based on the Model Code of Conduct for members of devolved public bodies in Scotland.

"Cohabitee" includes any person who is living with you in a relationship similar to that of a partner, civil partner, or spouse.

“Confidential Information” includes:

- any information passed on to the public body by a Government department (even if it is not clearly marked as confidential) which does not allow the disclosure of that information to the public;
- information of which the law prohibits disclosure (under statute or by the order of a Court);
- any legal advice provided to the public body; or
- any other information which would reasonably be considered a breach of confidence should it be made public.

"Election expenses" means expenses incurred, whether before, during or after the election, on account of, or in respect of, the conduct or management of the election.

“Employee” includes individuals employed:

- directly by the public body;
- as contractors by the public body; or
- by a contractor to work on the public body’s premises.

“Gifts” a gift can include any item or service received free of charge, or which may be offered or promised at a discounted rate or on terms not available to the general public. Gifts include benefits such as relief from indebtedness, loan concessions, or provision of property, services or facilities at a cost below that generally charged to members of the public. It can also include gifts received directly or gifts received by any company in which the recipient holds a controlling interest in, or by a partnership of which the recipient is a partner.

“Harassment” is any unwelcome behaviour or conduct which makes someone feel offended, humiliated, intimidated, frightened and / or uncomfortable. Harassment can be experienced directly or indirectly and can occur as an isolated incident or as a course of persistent behaviour.

“Hospitality” includes the offer or promise of food, drink, accommodation, entertainment or the opportunity to attend any cultural or sporting event on terms not available to the general public.

“Relevant Date” Where a board member had an interest in shares at the date on which the member was appointed as a member, the relevant date is – (a) that date; and (b) the 5th April immediately following that date and in each succeeding year, where the interest is retained on that 5th April.

“Public body” means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

“Remuneration” includes any salary, wage, share of profits, fee, other monetary benefit or benefit in kind.

“Securities” a security is a certificate or other financial instrument that has monetary value and can be traded. Securities includes equity and debt securities, such as stocks bonds and debentures.

“Undertaking” means:

- a) a body corporate or partnership; or
- b) an unincorporated association carrying on a trade or business, with or without a view to a profit.



COMMITTEE STRUCTURE MATRIX

(Effective 28/04/2023 to 31/07/2023)

Audit and Risk Assurance Committee	People Committee	Remuneration, Appointments & Nominations Sub Committee	Change Committee	Service Delivery Committee	Integrated Governance Forum
Brian Baverstock (Chair)	Mhairi Wylie (Chair)	Fiona Thorburn (Chair)	Fiona Thorburn (Chair)	Nick Barr (Chair)	Kirsty Darwent (Chair)
Lesley Bloomer (Deputy Chair)	Steve Barron (Deputy Chair & EPF)	Steve Barron (Deputy Chair)	Brian Baverstock (Deputy Chair)	Tim Wright (Deputy Chair)	Fiona Thorburn (Deputy Chair)
Tim Wright	Fiona Thorburn	Kirsty Darwent	Nick Barr	Paul Stollard	Nick Barr
Mhairi Wylie	Malcolm Payton	Mhairi Wylie	Stuart Ballingall	Lesley Bloomer	Brian Baverstock
Malcolm Payton	Paul Stollard	Stuart Ballingall	Angiolina Foster	Angiolina Foster	Mhairi Wylie
	Kirsty Darwent (Ex officio)		Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	
Chief Officer	Director POD	Chief Officer	Deputy Chief Officer	Deputy Chief Officer	Chief Officer
Acting Director F&P	Director TSA	Director POD	Director of Service Development	Directors of Service Delivery and TSA	Board Support
Internal/External Auditors/ Chief Insp. (HMFSI)	Board Support	Board Support	Head of Portfolio Office	Chief Insp. (HMFSI)	
Board Support			Board Support	Board Support	



Strategic Planning, Performance and Communications

BOARD AND BUSINESS SUPPORT

GUIDANCE ON PREPARING CORPORATE REPORTS

(WRITING PAPERS FOR THE BOARD, ITS COMMITTEES AND EXECUTIVE LEVEL MEETINGS)

Original Author/Role	GM Rab Middlemiss, Board Support Team
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2023
Authorised (name and date)	Mark McAteer, Director of Strategic Planning, Performance and Communications – March 2023
Date for Next Review	March 2024

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	GM Rab Middlemiss	05/05/2017
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3.0	Reviewed / updated	GM Rab Middlemiss	07/09/2017
4.0	Reviewed / updated	Marion Lang	20/03/2018
5.0	Reviewed / updated	Marion Lang	29/11/2018
6.0	Reviewed / updated	Marion Lang / GM Alasdair Cameron	28/03/2019
7.0	Reviewed / updated	Marion Lang / GM Alasdair Cameron	03/07/2019
8.0	Reviewed / updated	Marion Lang / GC Alasdair Cameron	27/05/2020
9.0	Reviewed / updated	Marion Lang / GC Alasdair Cameron	09/07/2020
10.0	Reviewed / updated	GC Alasdair Cameron	26/03/2021
11.0	Amendment to Appendix A , section 5.6 Training	Marion Lang / GC Alasdair Cameron	19/07/2021
12.0	Amendment to Report Guidance to clarify need for brevity and to include details of levels of scrutiny expected. Amendment to report template, Key Strategic implications now a separate checklist and adding Health and Wellbeing considerations	Marion Lang / GC Alasdair Cameron	24/03/2022
13.0	Health, Safety and Wellbeing strategic implication amended to Health and Safety Only	Marion Lang / GC Alasdair Cameron	17/05/2022
14.0	Added reference to LCMS	Marion Lang	14/06/2022
15.0	Amended to include key strategic implications in the main report template. New section on Assurance	Marion Lang / GC Kevin Murphy	15/03/2023

	(7). Guidance updated to reflect changes and amend wording to improve clarity and reflect current titles or terminologies.		
16.0	SFRS added to 'Board' to clarify only SFRS Board and not Exec Boards	Marion Lang	21/03/2023

CONTENTS

1. [PREPARATION AND MANAGEMENT OF REPORTS](#)
2. [ASSOCIATED DOCUMENTS / REFERENCES](#)

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[APPENDIX B – CORPORATE REPORT TEMPLATE](#)

1. PREPARATION AND MANAGEMENT OF REPORTS

For support with any aspect of this guidance and preparation of reports, please contact the Corporate Business Manager or Board Support Manager. You can also refer to [LCMS](#) module, 'Corporate Report Guidance Presentation.'

Reports must be:

- **MAXIMUM 5 PAGES** with links to Appendices only where required for additional reference material;
- Approved by the sponsoring Director before submission;
- Prepared and laid out in accordance with guidance given in [Appendix A](#);
- Submitted in line with the deadlines set by the relevant Board / Committee / Executive Board;
- Submitted on the [standard template](#) (see [Appendix B](#));
- Sufficient in detail to enable informed decisions to be made; and
- Written in **Plain English** – [Tips on How to Write in Plain English](#).

[Consideration should be given to the level of detail required by the reader. It is important to bear in mind the differing roles of the Board / Committees, who require more brief, high-level strategic detail, and the Executive Level Meetings, where more detailed information may be needed.](#)

[The](#) table below clarifies the types of questions likely to arise when presenting Executive Level reports and the different types of questions expected at Board Level reporting. It is important those producing and presenting papers at these meetings give cognisance to these and tailor their information accordingly. Authors should ask themselves what the key issues / challenges / implications / benefits and outcomes the specific Executive Board or Committee / SFRS Board they are presenting their report to requires to be sited on, to make informed decisions.

	Executive Scrutiny	Board Scrutiny
Who	Who has suggested this and who will it affect? Who is taking responsibility for the change and the rollout? Who do we need to inform? (Scottish Government / Police Scotland / Scottish Ambulance Service / Representative Bodies)	Do we need to seek assurance from the lead for the implementation of this decision? Have all the relevant people been informed?
What	What is being proposed? What is it that we are trying to solve? What is the cost? What are the safety considerations? What are the training considerations? What is the risk and risk mitigation?	What is being proposed? Are there any concerns that the risk(s) outweigh any potential benefit(s)? Are the risks inherent in this proposal consistent with the Board's risk appetite? Are there any other considerations we could suggest to the Chief Officer / SLT that would assist with the intended outcome?
When	When will this proposal take effect? When will it be reviewed? When will it terminate?	When will this start? When will it stop? Is there a sunset clause? When will it be brought to the relevant Committee of the Board or Board itself for Scrutiny?
Where	Where is the impact occurring?	Where is the impact occurring?
Why	Why are proposals required?	Is this an appropriate use of the authority delegated to the Chief Officer?
How	How will outcomes be delivered? How are we recording the impact? How will the effects/impact be measured? How are we communicating this? How are we ensuring that we are remaining legally compliant with it?	How can we support and provide constructive challenge to the Chief Officer / SLT / Executive?

The Corporate Template has been amended to include the key strategic implications as part of the main report. The author will now require to ensure that any key areas of risk or of strategic implication identified are considered and detailed within Section 5. These areas may require further clarity and require the author to field questions during the meeting, so it is important to detail clearly all risks and implications, and be able to discuss these in more detail, where requested.

The template has also been amended to include Director level assurance for all reports being presented at Board and Committee meetings ONLY. Guidance is provided in [Appendix A](#).

It is vital for report authors to complete an Equality and Human Rights Impact Assessment (EHRIA) and Data Protection Impact Assessment (DPIA) for all strategic documents and reports, to ensure due consideration is given to equalities and data protection. Guidance can be provided by the Equality and Diversity Team and the Information Governance Team to assist with this process and confirm requirements.

Basic style rules to apply:

- Avoid personal pronouns – ‘I’, ‘we’, ‘you’, etc. Refer to the position / body being referred to;
- Acronyms – provide the full text and acronym in brackets in the first instance and thereafter the acronym;
- Personal names – Names of individuals should have the relevant title, e.g. Chief Officer, Ms, Mr, etc. Generally, the use of personal names should be avoided, except when stating whom the paper was prepared by, sponsored by and presented by;
- Font – Arial 11 point is used for all text;
- Use the active voice (e.g. ‘The Board decided’ rather than ‘it was decided’) and put statements in positive form, as it makes the meaning clearer (e.g. ‘it was possible’ rather than ‘it would not have been impossible’);
- Use simple, concrete language and fewer words;

- Stick to the same tense and keep it simple;
- Use shorter sentences and avoid joining sentences together with ands and buts.

Report Classifications for Executive or Non-Executive Boards / Committees / Groups or Forums:

For Information Only - To inform of something relevant that would be beneficial to present formally. Limited questions and time will be spent on these items.

For Scrutiny - To enable scrutiny of a paper being presented and to allow for questions as required to seek assurance. No decision is required but advice and guidance can be given as appropriate.

For Recommendation - To enable scrutiny of a paper and then for it to be passed, following the correct Governance route as appropriate, 'For Decision'.

For Decision - To enable a final Decision to be made, ensuring a paper has followed the necessary Governance routes.

Note: guidance and support can be obtained from the Corporate Business Manager and Board Support Team.

2. ASSOCIATED DOCUMENTS / REFERENCES

[Corporate Report Template](#)

[SFRS Website – Board Section](#)

[Standing Orders for Meetings of the Board, its Committees and Sub-Committees](#)

[Plain English Campaign, How to Write in Plain English](#)

[LCMS – Corporate Report Guidance Presentation](#)

APPENDIX A – GUIDANCE NOTES FOR COMPLETING THE REPORT

<p style="font-size: 1.2em; margin: 0;">SCOTTISH FIRE AND RESCUE SERVICE</p> <p style="font-size: 1.1em; margin: 0;">Insert Name of Meeting</p>	 <div style="display: inline-block; vertical-align: middle; margin-left: 10px;"> <p style="font-size: 0.8em; margin: 0;">SCOTTISH FIRE AND RESCUE SERVICE</p> <p style="font-size: 0.7em; margin: 0;">Working together for a safer Scotland</p> </div>
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Report No:
Agenda Item:

Report to:	INSERT NAME OF MEETING							
Meeting Date:	INSERT MEETING DATE							
Report Title:	INSERT TITLE OF REPORT							
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY						
	For Scrutiny	For Reports to be held in Private						
	For Recommendation	Specify rationale below referring to Board Standing Order 9						
	For Decision	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose (MAX 5 LINES)							
1.1	<ul style="list-style-type: none"> What the report is about and aiming to achieve Why the report is being submitted A clear and detailed statement of the proposal 							
2	Background (MAX ½ PAGE)							
2.1	<p>Context and matters to be covered including:</p> <ul style="list-style-type: none"> Previous SMB/SLT and/or Board/Committee consideration of the issues Relevant external context that brings the issue before the meeting forum (e.g. legislation, government policy, etc.) Relevant SFRS policies, delegations, strategic directions or precedents Background and relevant history of the issue(s) 							
3	Main Report/Detail (MAX 2 PAGES)							
3.1	<p>Provide suitable and sufficient information in relation to the report classification, items to consider include:</p> <ul style="list-style-type: none"> Brief summary of current position The arguments and reasons behind any proposal The objective and expected outcomes The costs and benefits <p>Where there is a financial implication, rationale for spend must be provided. Guidance can be sought from your Finance Business Partner. You can refer to the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM) and Her Majesty's Treasury (HMT) Guidance (The Green Book), which has been adopted by the Scottish Government and applies to the SFRS for more information on financial management requirements</p> <ul style="list-style-type: none"> The views of relevant stakeholders or interested parties The implications of any decision and/or the risk that might be involved 							

	<ul style="list-style-type: none"> The alignment with strategic and budget frameworks <p>It is important to include sufficient information in this section for effective scrutiny. Links to Appendices should only be added where needed for additional reference material.</p>
4	Recommendation (MAX ½ PAGE)
4.1	Outline what approval you are seeking, the preferred option and why this was chosen.
5.	Key Strategic Implications
5	<p>Key Strategic Implications</p> <p>IMPORTANT – You must ensure that you engage with relevant Directorates/Functions for updating these sections, in particular and where issues are complex, refer to the (highlighted in brackets) for appropriate advice and note that this has been done. Only mark “Non-applicable” as an exception. Additional sections can be added at the end of this section if essential.</p>
5.1	Risk (MAX 3 LINES) (Risk and Audit)
5.1.1	<p>In particular for reports requiring recommendation or decision, note the significant risks associated, please state clearly whether there is potential risk to the organisation’s reputation, this should also be detailed within the main report accordingly.</p> <p>If risks are held within the Strategic/Directorate risk register note this and update the directorate risk register accordingly.</p>
5.2	Financial (MAX 3 LINES) (Finance and Contractual Services)
5.2.1	Financial investment required to deliver the proposal. Consider the wider financial strategy of SFRS.
5.3	Environmental & Sustainability (MAX 3 LINES) (Finance and Contractual Services)
5.3.1	Environmental/sustainability implications.
5.4	Workforce (MAX 3 LINES) (People and Organisational Development)
5.4.1	Employee implications.
5.5	Health & Safety (MAX 3 LINES) (Safety and Assurance)
5.5.1	Health and safety implications.
5.6	Health and Wellbeing (MAX 3 LINES) (Health and Wellbeing)
5.6.1	Consider potential impact on any aspect of the Health and Wellbeing of individuals, and ensure alignment with the SFRS Mental Health Strategy.
5.7	Training (MAX 3 LINES) (Training)
5.7.1	Any training implications identified.
5.8	Timing (MAX 3 LINES)
5.8.1	Timing for implementation and any internal and/or external deadlines.
5.9	Performance (MAX 3 LINES) (SPPC)
5.9.1	Measures, linked to strategy, used to monitor performance.
5.10	Communications & Engagement (MAX 3 LINES) (Communications and Engagement)
5.10.1	

	Outline the level of communication and engagement that has taken place and/or may take place with relevant internal and external stakeholders.
5.11 5.11.1	Legal (MAX 3 LINES) (Legal Services) Legal implications should be detailed in this section after careful consideration and seeking specific legal opinion as appropriate.
5.12 5.12.1	Information Governance (MAX 3 LINES) (Information Governance) Refer to General Data Protection Regulation Guidance (GDPR) on the iHUB and where appropriate complete a Data Protection Impact Assessment (DPIA) to assess potential GDPR Implications. If not applicable state reasons. Please note it is the responsibility of the author to ensure no personal/sensitive information is provided. If the report contains personal or sensitive information refer to guidance and/or consult with the Information Governance Manager.
5.13 5.13.1	Equalities (MAX 3 LINES) (Equality, Diversity and Human Rights) It is important to assess if there is a requirement to complete an Equality and Human Rights Impact Assessment (EHRIA). Guidance is available from the Equality and Diversity team . There is a legal requirement to consider the equality and human rights implications of proposed decisions and for decision makers to take this information into account before making a decision on any proposed policy, practice, planning activity, initiative or corporate decision that has a direct or indirect impact on people. Within this section of the report, you must outline if an EHRIA has been carried out and list the relevant General Equality Duties and protected characteristics potentially affected by the proposal, e.g. ‘This proposal is deemed likely to have a positive impact on the grounds of Promoting Equality of Opportunity and is particularly relevant to the protected characteristics of age and disability.’ If you determine that an EHRIA is not required, you must outline why the proposal is not relevant to the General Equality Duty, e.g. ‘proposal outlined in this report has no impact on people, either employees or service recipients directly or indirectly and is thus deemed not relevant to the General Equality Duty and this has been verified with the Equality and Diversity Team.’ Where an EHRIA has been progressed it should accompany this report.
5.14 5.14.1	Service Delivery (MAX 3 LINES) (Service Delivery) Any service delivery implications identified.
6	Core Brief (MAX 5 LINES)
6.1	For Board and SLT Reports only, provide a very brief overview of the report. This overview will be used to prepare the Board/SLT Core Brief, e.g.: “The Director of Strategic Planning, Performance and Communications asked SLT to approve a proposal for preparing and presenting Corporate level reports. The proposal will ensure there is consistency in the preparation, submission, layout and content of reports presented at Corporate meetings of the Service (i.e. Board, SLT and SMB).” A further sentence is then added post-meeting by the relevant Business Support Team to outline the Board or SLT discussion/decision.
7	Assurance (SFRS Board/Committee Meetings ONLY)

	<p>Assurance is defined in the Good Governance Framework (P16) as “confidence based on sufficient evidence that internal controls are in place, operating effectively and objectives are being achieved.”</p> <p>To provide greater understanding of assurance in relation to reports being presented to the Board and Committees, the Director responsible for the report requires to provide confirmation of their assurance levels in relation to the report content. The Director should mark the level of assurance they are providing along with a brief statement detailing the reason they have provided this level of assurance.</p> <p>The levels of assurance and what these signify are detailed in the table below.</p> <table border="1" data-bbox="496 593 1305 1077"> <thead> <tr> <th colspan="2">Level of Assurance Assessment Rating</th> </tr> </thead> <tbody> <tr> <td style="background-color: #92d050;">Substantial</td> <td> <p>Controls are robust and well managed</p> <p>Risk governance and control procedures are effective in supporting the delivery of any related objectives. Any exposure to potential weakness is low and the materiality of any consequent risk is negligible.</p> </td> </tr> <tr> <td style="background-color: #ffff99;">Reasonable</td> <td> <p>Controls are adequate but require improvement</p> <p>Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.</p> </td> </tr> <tr> <td style="background-color: #ffcc99;">Limited</td> <td> <p>Controls are developing but weak</p> <p>There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.</p> </td> </tr> <tr> <td style="background-color: #ff9999;">Insufficient</td> <td> <p>Controls are not acceptable and have notable weaknesses</p> <p>There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.</p> </td> </tr> </tbody> </table>		Level of Assurance Assessment Rating		Substantial	<p>Controls are robust and well managed</p> <p>Risk governance and control procedures are effective in supporting the delivery of any related objectives. Any exposure to potential weakness is low and the materiality of any consequent risk is negligible.</p>	Reasonable	<p>Controls are adequate but require improvement</p> <p>Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.</p>	Limited	<p>Controls are developing but weak</p> <p>There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.</p>	Insufficient	<p>Controls are not acceptable and have notable weaknesses</p> <p>There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.</p>
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Insufficient	<p>Controls are not acceptable and have notable weaknesses</p> <p>There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.</p>											
7.1	Director:	Name of Director providing assurance on the report										
7.2	Level of Assurance: (Mark as appropriate)	Named Director to select and note the level of Assurance provided from levels detailed below: Substantial/Reasonable/Limited/Insufficient										
7.3	Rationale:	Named Director to provide a brief statement to explain why the level of assurance in the section above has been selected										
8.	Appendices/Further Reading											
8.1	Denoted by a letter and the respective title (e.g., Appendix A – Proposed Report Template). Links to further reading should be added, where applicable (e.g. further reading – Scottish Public Finance Manual (SPFM), Finance Guidance Notes: http://www.gov.scot/Topics/Government/Finance/spfm/GuidanceNotes)											
	Prepared by:	Insert title / role of person who prepared report										
	Sponsored by:	Insert title / role of Director who sponsored report										
	Presented by:	Insert title / role of person who will present the report										
Links to Strategy and Corporate Values (MAX 3 LINES)												
Demonstrate a clear link to the SFRS’s strategic outcomes. As a minimum, reports should in some way be supporting the outcomes and strategic objectives stemming from the Strategic Plan.												
Governance Route for Report	Meeting Date	Report Classification/ Comments										
To ensure effective corporate governance discuss with line manager/sponsors the most appropriate route to be followed for this report.	Date report went to, or is planned to go to committee.	If applicable, detail outcome, relevant brief details/ key amendments made to the report, e.g. <ul style="list-style-type: none"> SMB – GDPR Implication highlighted/added 5.10.2. 										

		<ul style="list-style-type: none">• SLT – Recommendation -Change Committee for decision.
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APPENDIX B – CORPORATE REPORT TEMPLATE (FOR REFERENCE ONLY)

SCOTTISH FIRE AND RESCUE SERVICE

Insert Name of Meeting



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No:

Agenda Item:

Report to:									
Meeting Date:									
Report Title:									
Report Classification:		For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		For Scrutiny							
		For Recommendation	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
		For Decision							
1	Purpose								
1.1									
2	Background								
2.1									
3	Main Report/Detail								
3.1									
4	Recommendation								
4.1									
5	Key Strategic Implications								
5.1	Risk								
5.1.1									
5.2	Financial								
5.2.1									
5.3	Environmental & Sustainability								
5.3.1									
5.4	Workforce								
5.4.1									
5.5	Health & Safety								
5.5.1									
5.6	Health & Wellbeing								
5.6.1									
5.7	Training								

5.7.1		
5.8 5.8.1	Timing	
5.9 5.9.1	Performance	
5.10 5.10.1	Communications & Engagement	
5.11 5.11.1	Legal	
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.	
5.14 5.14.1	Service Delivery	
6	Core Brief	
6.1		
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	
8	Appendices/Further Reading	
8.1		
Prepared by:		
Sponsored by:		
Presented by:		
Links to Strategy and Corporate Values		
Governance Route for Report	Meeting Date	Report Classification/ Comments



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Good Governance Framework

Working together for a safer Scotland



CONTENTS

1	Introduction
2	Purpose
3	Strategic Context
4	Governance Structure
5	Governance Principles
6	Assurance Framework – four lines of defence
7	Integrated Assurance Mapping
8	Committee Assurance Statements
9	Role of Chief Officer, Strategic Leadership Team and Heads of Function
10	Role of the Board
11	Committees of the Board
12	Risk Management System
13	Anti-fraud and Corruption
14	Financial
15	Performance
16	Information Governance
17	Independent Inspections and Internal/External Audit
18	Code of Conduct
19	Governance Strategy and Policy
20	Governance of this Framework
21	Drafting, Amendments and Annual Review
22	Approval
23	Non-Compliance
24	Implementation
25	Compliments and Complaints
26	Legal

Appendix: list of key documents prescribed by this Good Governance Framework

Introduction

Corporate governance is the way in which organisations are directed, controlled, and led. It defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation, determines the rules and procedures through which the organisation's objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation.

Good corporate governance is fundamental to any effective organisation and is at the heart of good public services, contributing to the achievement of National Outcome 16 – 'our public services are high quality, continually improving, efficient and responsive to local people's needs'.

Our SFRS Good Governance Framework builds on our **Code of Corporate Governance** first introduced in 2016 ('the Code') and outlines our continued commitment to upholding high standards of corporate governance by setting out the principles and supporting characteristics we will apply to ensure we are achieving our intended outcomes while always acting in the public interest.

It also embodies and supports our values of Safety, Teamwork, Respect, and Innovation. In the Scottish Fire and Rescue Service (SFRS), this means doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest, and accountable manner.

Our Framework focuses on the role of the non-executives (the Board) and executives (Strategic Leadership Team) of the SFRS in upholding good corporate governance, ensuring it runs through our entire organisation and has drawn on best practice from across the public, private and third sectors. Through this it is intended that we support our greatest asset, our workforce, in the delivery of our services to achieve local outcomes for our communities.

The Framework will evolve in line with best practice and through our processes for continuously reviewing and improving the effectiveness of our governance arrangements, while fully supporting our Strategic Plan.

Our Good Governance Framework is also intended to provide our stakeholders with a clearer high-level understanding of how we operate and do business. It aligns to our **SFRS Governance and Accountability Framework**, which explains and defines our relationship with the Scottish Government and is also linked but distinct to the **Fire and Rescue Framework for Scotland**, a statutory document made under section 40 of the Fire (Scotland) Act 2005 (as amended), which sets out the Scottish Ministers' strategic priorities for the SFRS.

Purpose

The SFRS meets its corporate governance requirements and expectations in many ways. The purpose of the Framework therefore is to bring together the various strands of our corporate governance arrangements into one overarching framework document that demonstrates our commitment to upholding good corporate governance in a way that is easier to understand.

The focus of the Framework is on the Board (Non-executives) and the Strategic Leadership Team (Executives), it is designed to assist them in performing their role of directing, controlling, and leading the SFRS in a fit and proper manner.

The Framework will also be cascaded to management who directly support the Board and Strategic Leadership Team (SLT) in fulfilling this role and our workforce who are integral to achieving improved local outcomes through the delivery of our priorities and strategic objectives.

By following this Framework, we aim to deliver high standards of Corporate Governance, which we believe will lead to better service delivery and ultimately, better outcomes for the communities of Scotland.

We are responsible for ensuring that we deliver our services in accordance with the law and our statutory responsibilities, that we safeguard and properly account for public money and that this money is used in accordance with Best Value principles.

The Framework sets out the manner in which we will operate to meet these responsibilities and therefore maintain public confidence in the SFRS as a public body.

At the heart of the Framework lies six core principles of good corporate governance, each with its supporting characteristics that outline how we will demonstrate application of the principles.

The six principles we have adopted are taken from the 'Good Governance Standard for Public Services' That was developed by the Chartered Institute for Public Finance and Accountancy (CIPFA).

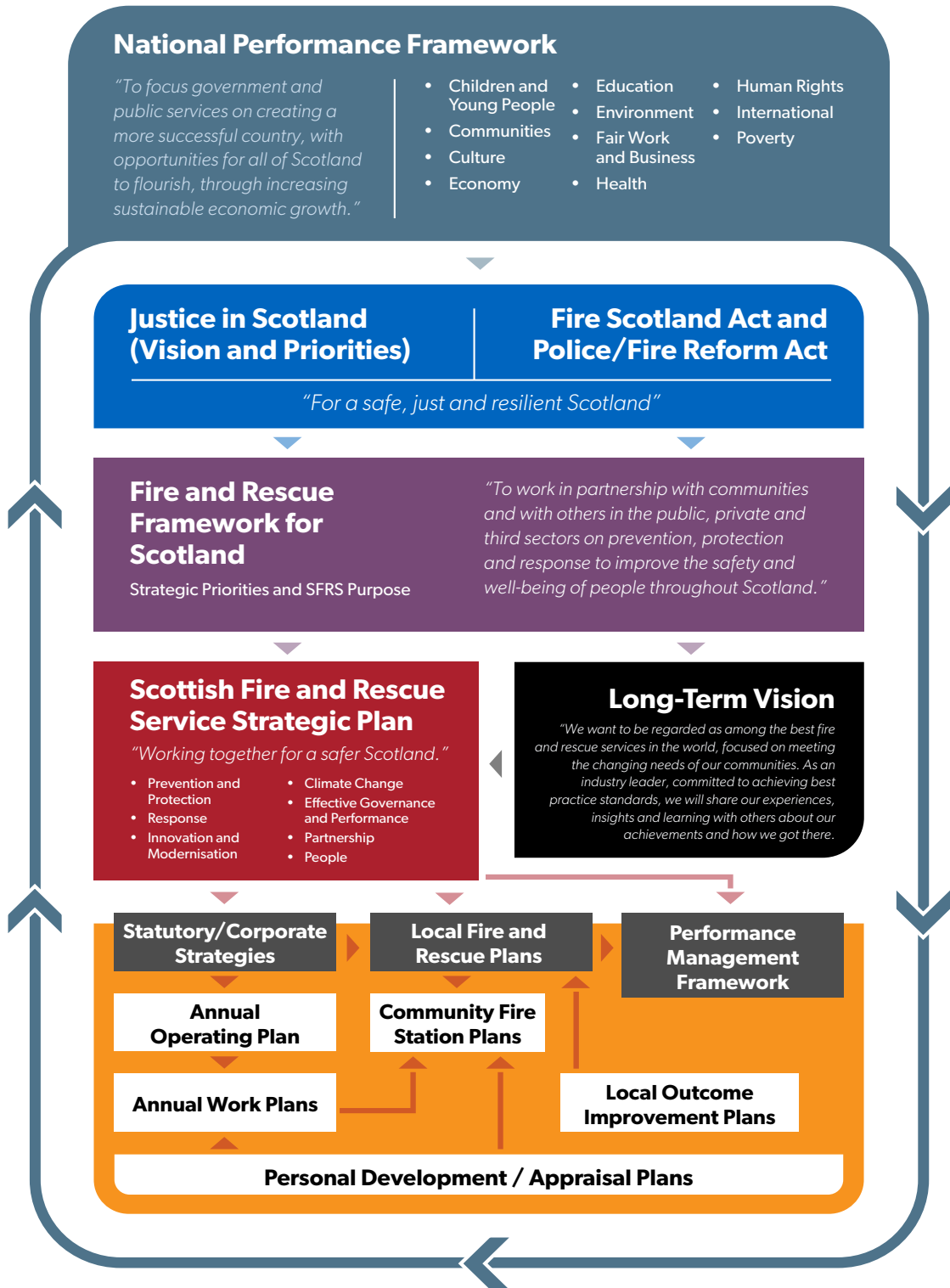
By adopting these principles, we will be acting consistently with the principles of good governance, a requirement of the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and following best practice promoted by the Scottish Government in publications such as 'On Board: A Guide for Board Members of Public Bodies in Scotland'.

Using the six principles of good corporate governance as a basis for our Framework, provides us with a sound structure to assess and ultimately report on the effectiveness of our corporate governance in the Annual Governance Statement.

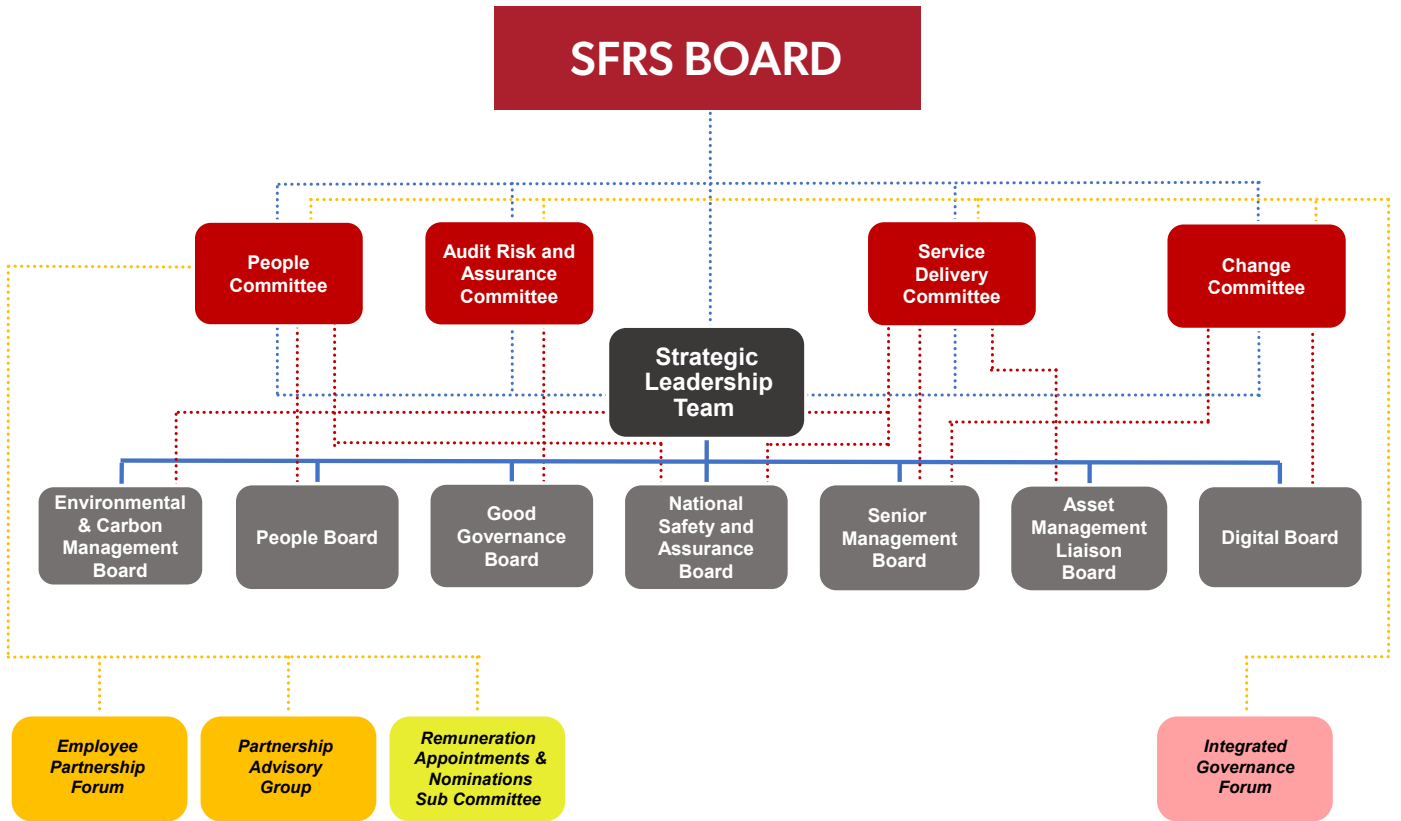
Internal audit and External audit will also benefit from the structured approach, allowing them to direct their independent assurance work on corporate governance more effectively.

3 Strategic Context

The diagram below is a basic representation of the SFRS strategic planning process from the Scottish Government National Performance Framework through to Service personnel’s individual development plan’s/personal appraisals. The key strategic documents for the Service are the 3 year strategic plan and the long term vision.



4 Governance Structure



Key:

- Executive Links to SLT
- SLT Links to Board and Committees
- Executive Links to Committees
- Sub Committee/Groups/Forum links to Committees

Subject to potential change in 2023/24.

Principles of Good Corporate Governance	
1	We will focus on our purpose and outcomes for the people and communities of Scotland
2	We will perform effectively in clearly defined functions and roles
3	We will promote and demonstrate the values of the organisation and the principles of good governance through behaviour
4	We will take informed, transparent decisions and manage risk effectively
5	We will develop the capacity and capability of the Board and Strategic Leadership Team to be effective
6	We will engage with the communities of Scotland and other stakeholders and make accountability real

The Good Governance Standard for Public services sets out six core principles of good corporate governance, which form the basis of our Framework.

The following pages of our Framework set out how we will go about applying these six principles to our work and therefore demonstrating our commitment to upholding high standards of corporate governance.

This also builds on the nine principles for the conduct of people in public life that were established by the Committee on Standards in Public Life.

Known as the Nolan principles, these are: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership, duty (public service) and respect.

We will focus on our purpose and outcomes for the people and communities of Scotland

What does this mean?

- Being clear about our purpose and its intended outcomes for the people and communities of Scotland.
- Making sure we enable our workforce to deliver a high-quality service.
- Identifying and taking steps to meet the needs of the diverse communities we serve.
- Making sure that we secure best value for taxpayers.

How will we demonstrate this?

- Show our commitment to public service delivery and reform by ensuring that our strategies and plans are aligned to the National Performance Framework, National Outcomes, Fire and Rescue Framework and key principles of public service reform.
- Take individual and collective responsibility for clearly communicating to our internal and external stakeholders our purpose and mission, and the strategic priorities and objectives to achieve our intended outcomes.
- Respond effectively, to any changes in our operating environment and the challenges we face by maintaining a strong focus on strategic and financial planning that will assure the long-term sustainability of the functions we deliver.
- Enable our workforce and other stakeholders to co-design and shape our services by ensuring a structured, inclusive approach to seeking stakeholder views on their needs and concerns is incorporated into our strategic planning process.
- Show our commitment to the public sector equality duty by ensuring that our Equality and Human Rights Impact Assessment Process and Island Community Impact Assessment is used to inform our decisions when planning our services.
- Secure appropriate strategic oversight of performance through a robust Performance Management Framework, which is supported by effective management systems to track progress against priorities and objectives, and outcomes at national and local levels.
- Ensure, where available, comparable performance information from other organisations is used to benchmark our performance.
- Show our commitment to the duty of Best Value by taking a systematic approach to self-evaluation and continuous improvement in performance and outcomes, including arrangements for reporting our performance publicly.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and intranet our Strategic Plan, associated Annual Operating Plans and Local Fire and Rescue Plans.
- Have a Board Members Communication and Engagement Strategy in place for delivering effective Board communication and engagement activities.
- Publish on our website, Board reports and relevant Committee reports relating to our plans for seeking internal and external stakeholder views and how their responses inform our strategic planning process.
- Publish on our website the results of Equality and Human Rights Impact and Island Community Impact Assessments.
- Publish on our website our financial strategy and annual budgets, which outline how we will fund our plans and demonstrate how we will deliver best value and ensure long term sustainability.
- Publish on our website, Board reports and relevant Committee reports relating to ongoing performance monitoring and scrutiny, and end of year statutory reporting.
- Publish on our website all external assessments of our performance and best value, including those provided by Internal Audit, External Audit, His Majesty's Fire Service Inspectorate and Audit Scotland, and our responses to addressing any recommendations.
- Our method of self-assessment and programme of self-assessment and continuous improvement will be coordinated and monitored by our Service Improvement function.
- Monitor and scrutinise our performance against agreed objectives and outcomes at public meetings of the Board and relevant Committees and have minuted records of the outcomes published on our website.

We will perform effectively in clearly defined functions and roles

What does this mean?

- Being clear about the functions of the Board.
- Being clear about the responsibilities of the Board and the SLT, and making sure that those responsibilities are carried out.
- Being clear about relationships between the Board and the public.

How will we demonstrate this?

- Clearly define and communicate the roles and responsibilities of the Board and that of the Chair, individual Board Members, the Chief Officer, Accountable Officer, and individual members of the SLT and ensure they are understood.
- Be clear about the strategic governance role of the Board, by publishing a statement outlining the Board's approach to performing its main functions and the processes it uses to hold the SLT to account.
- Ensure a constructive and effective working relationship exists between our Board Members and executive officers, where we operate on the basis of the Board and SLT working as a team.
- Establish arrangements for clarifying delegated authority to the Chief Officer and members of the SLT, and the decisions reserved to the Board, which are consistent with the Scottish Public Finance Manual and appropriate to our objectives and circumstances.
- Regularly review the performance of the Board as a whole; individual Committees; individual Board Members and individual officers of the SLT, to ensure that we continue to perform our functions, roles, and responsibilities to the highest possible standards.
- Ensure the Board directs and controls the SFRS in the public interest and is accountable to the public for its decisions and actions.
- Take steps to support our workforce and the communities we serve to participate in public life.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and make available to all Board Members and executives of the SLT, copies of the SFRS Governance and Accountability Framework Document, which clarifies the functions of the Board and the roles and responsibilities, and accountabilities of the non-executives, executives, and Accountable Officer.
- Publish on our website and make available to all Board Members and executives of the SLT the terms of reference for all our Committees.
- Publish on our website our Scheme of Delegations (incorporating matters reserved for the Board), and review this periodically.
- Provide all members of the SLT with up to date and relevant job descriptions.
- Have a programme of strategy days in place for the Board and SLT to work together to promote joint problem solving, to address strategic issues.
- Make our meetings of the Board and Committees open to the public, enabling them to observe how members of the Board and SLT perform individually and collectively, and how the Board hold the SLT to account.
- Publish on our website, Board and Committee reports relating to the arrangements for annually reviewing Board and Committee effectiveness, including the outcome of these annual reviews.
- Have an induction programme in place for any new members of the Board and SLT.
- Have a programme of annual appraisals in place for Members of the Board and SLT.
- Publish on our website Board and Committee meeting reports and minutes, incorporating all key decisions that have been made by the Board and reflection on the impact these have made once in place 12 months following.
- Publish on our website, our Communications and Engagement Strategy, setting out the principles and objectives for engaging effectively with the public and our stakeholders.

We will promote and demonstrate the values of the organisation and the principles of good governance through behaviour



What does this mean?

- Putting our organisational values of Safety, Teamwork, Respect, and Innovation into practice.
- Behaving in ways that uphold and exemplify effective governance, including demonstrating leadership on the grounds of equality, diversity, inclusion, human rights, and social justice.
- Demonstrating professional, dignified, and respectful behaviours and tackling those behaviours that fall short of this standard.

How will we demonstrate this?

- Actively publicise and model our values, expected standards of conduct, ethics and behaviour to all staff and relevant stakeholders.
- Ensure the application of these values guides our decision-making and are a basis for developing appropriate and effective relationships within the organisation, with our staff, partners, and other stakeholders; and they underpin our key policies.
- Discharge our public duties in a manner that ensures Board Members and staff take decisions objectively and steps are taken to avoid or deal with any conflicts of interest, whether actual or perceived.
- Through working towards our Equality Outcomes.
- Maintain effective processes for reporting, investigating, and dealing with occasions where standards fall below those expected and where they exceed expectations.
- Maintain effective arrangements to prevent, detect, investigate, and prosecute attempted fraud, corruptions, other unlawful acts, and unethical behaviour.
- Ensure that engagement with the Service is accessible to all sections of the community and recognise the benefits available from a diverse community.
- Ensure that employment by the Service is accessible to all sections of the community; that selection processes are objective, transparent and fair, and that employees feel valued and respected regardless of individual differences.
- Ensure that appropriate mechanisms are in place to measure how well we are living by our values and taking action to reinforce them.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and iHub (internal) and market in SFRS properties, our values framework.
- Establish arrangements for appraising staff against our values and incorporate them into induction programmes and development programmes for staff.
- Publish on our website and iHub (internal) our Board Members Code of Conduct and establish arrangements for appraising Board Members against the provisions of the Code.
- Make our meetings of the Board and Committees open to the public and adopt a hybrid approach of virtual and face-to-face meetings enabling the public to observe the conduct and behaviour of members of the Board and SLT.
- Publish on our website, Board and Committee reports, and minutes demonstrating how our values have been applied in decision making.
- Publish and maintain Board Members and SLT Members register of interests and have arrangements in place for declaring interests at Board, Committee and SLT meetings.
- Publish on our website our Mainstreaming and Equality Outcomes Reports.
- Publish and raise awareness of our anti-fraud statement and response plan, whistleblowing policy and complaints handling procedure, and seek opinions from the Audit and Risk Assurance Committee and Internal Audit on the adequacy and effectiveness of these arrangements.
- Appoint an individual to undertake the statutory duties of a Standards Officer, and act as the principal liaison officer between the organisation and the Standards Commission.
- Publish on our website and iHub (internal) our Recruitment and Selection Policy.
- Monitor and scrutinise the effectiveness of our values framework at meetings of the People Committee.
- Provide key examples of our innovation activity across the Service.

We will take informed, transparent decisions and manage risk effectively

What does this mean?

- Putting our organisational values of Safety, Teamwork, Respect and Innovation into practice.
- Behaving in ways that uphold and exemplify effective governance, including demonstrating leadership on the grounds of equality, diversity, inclusion, human rights, and social justice.
- Demonstrating professional, dignified, and respectful behaviours and tackling those behaviours that fall short of this standard.



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- Publish on our website and iHub (internal) our Recruitment and Selection Policy.
- Monitor and scrutinise the effectiveness of our values framework at meetings of the People Committee.
- We will continue to develop our approach to performance management, providing greater access to performance information across all parts of the service by 2024.
- Demonstrate progress against the objectives of the Business Intelligence Strategy and providing accessible performance products across the Service.

We will develop the capacity and capability of the Board and Strategic Leadership Team to be effective



What does this mean?

- Making sure that Board Members and officers of the SLT have the skills, knowledge and experience they need to perform well and maximise their ability to contribute to improved outcomes.
- Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.
- Striking a balance, in the membership of the Board, between continuity and renewal.

How will we demonstrate this?

- Regularly review the performance of the Board as a whole, individual Committees, individual Board Members, and individual officers of the SLT to ensure we are performing our roles well, both individually and collectively.
- Ensure that all Members of the Board and SLT are provided with opportunities for structured learning and development according to individual and organisational needs.
- Ensure that there are regular reviews of the effectiveness of our training and development, and performance review arrangements for Members of the Board and SLT.
- Identify opportunities for learning from past actions and ensure that lessons learned become embedded in the future behaviour of the Board and SLT and are shared with other organisations.
- Make use of the professional qualifications, key strengths, and expertise of Board Members, so they are being used to good effect to add value to the functioning of the Board and helping to build capacity.
- Show a real commitment to succession planning by ensuring robust arrangements are in place that address Board and SLT skills and diversity requirements for the medium and long term and support Scottish Government's priority for the SFRS to be more representative of the people and communities of Scotland.

Where is the evidence that shows we are demonstrating this?

- Publish on our website, Board and Committee reports relating to the arrangements for annually reviewing Board and Committee effectiveness, and the outcomes of these annual reviews.
- Have an induction programme in place for any new Members of the Board and SLT.
- Have a programme of annual appraisals in place for Members of the Board and SLT.
- Develop a Board Member's CPD Framework that will enable them to access professional and personal learning and development opportunities.
- Positive action to continue a Board membership that is broadly reflective of the wider Scottish Population with a 50:50 gender split being maintained where possible.
- Maintain a Board Skills Matrix, linked to our strategic priorities and objectives, for identifying skills gaps and areas of strength and have plans in place for balancing skills and filling skills gaps within reasonable timescales.
- Maintain a Remuneration, Appointments and Nominations Sub-committee with responsibilities for effective corporate oversight of the succession planning arrangements for the SLT and Board Members. Through the Chair of the Board, provide advice to Ministers about the Board's membership needs.

We will engage with the communities of Scotland and other stakeholders and make accountability real



What does this mean?

- Taking an active and planned approach to dialogue with, and accountability to, the public and stakeholder groups.
- Encouraging and enabling the participation of communities in public life.
- Taking an active and planned approach to meet responsibilities to staff.

How will we demonstrate this?

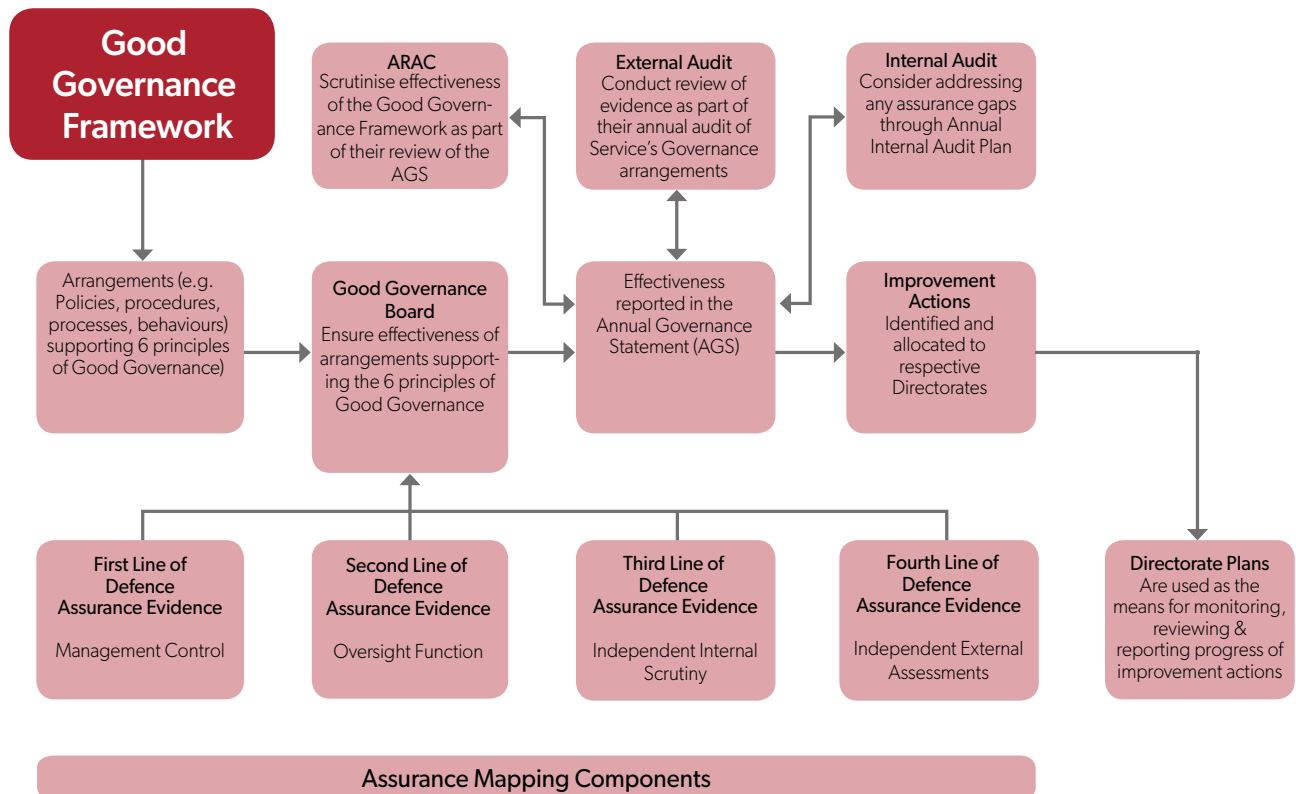
- Maintain effective arrangements to enable comments, complaints, and commendations to be notified to the Service, through the application of accessible communication methods.
- Respond to the declared and anticipated needs of communities in the deployment of different methods of communication.
- Effectively deploy modern technology to improve the ability for our stakeholders to engage and provide two-way communication. Examples of this include online consultation capabilities and improved external websites and internal intranets.
- Implement a new Communications and Engagement Strategy. This will be a new strategy to increase two-way communications and engagement and to secure opportunities for stakeholders to influence the direction and delivery of the Service.
- Ensure that all Board meetings and reports are accessible to the public except where legislation requires confidentiality to be preserved.
- Maintain arrangements for communicating, consulting, and seeking feedback from all sections of our communities and key stakeholders about our relevant strategic plans and services.
- Maintain processes to consult with staff and their representatives.

Where is the evidence that shows we are demonstrating this?

- Publish on our website details of how to make comments, complaints, and commendations. This will include arrangements for making contact in person; by letter; by telephone and by completing a web form on the SFRS website.
- Regularly review the accessibility and transparency of our communication methods, using tools such as the Equality and Human Rights Impact Assessment Process and customer feedback.
- Measure the success of our engagement through a 'Matrix Approach,' including increased engagement through online channels and regular reporting and feedback monitoring of both internal and external engagement meetings. This analysis will allow us to determine both improvements in engagement and the quality of our relations with stakeholders.
- Build in regular 'temperature check' analysis of stakeholders as part of the Communications and Engagement Strategy. This will allow us to determine if we are improving stakeholder engagement and their sense of being able to influence and shape decisions and direction.
- Enable all Board meetings to be open to the public, and all reports and minutes available on our website and ensure that other relevant documents to be made available under Freedom of Information provisions.
- Publish on our website details of current consultations and how to make comments and provide feedback on our relevant strategic plans and services.

Annual Review and Reporting

Our Framework provides us with a mechanism against which the effectiveness of our governance arrangements can be reviewed. The following diagram therefore illustrates the steps we will take to demonstrate how well the Framework has operated in practice, based on an annual assessment of the effectiveness of the arrangements underpinning each of the principles of good governance.



Our Annual Assessment process will assess the effectiveness of our overall governance, risk management and internal control arrangements.

The results of this assessment will be used to:

- Identify actions for continuously improving corporate governance.
- Identify new and emerging governance issues.
- Inform the work of Internal Audit.
- Prepare the Annual Governance Statement which is scrutinised by the Audit and Risk Assurance Committee and then publicly reported in the Annual Report and Accounts.

Assurance Framework – four lines of defence

Our AGS Assurance Framework, provides a structured means of identifying and mapping the main sources of assurance in the organisation and co-ordinating this evidence to provide an overall opinion of the adequacy and effectiveness of the SFRS's risk management and internal control arrangements.

A significant amount of work has been completed since the formation of the single Service with all recommendations from previous audits being fully incorporated into the SFRS Assurance Plan and reported back through the Internal Audit team and Audit and Risk Assurance Committee (ARAC).

This work also confirmed that the assurance mapping exercise has evolved and matured to ensure robust governance and internal control measures, aligning to the Scottish Public Finance Manual (SPFM).

The overall Framework strengthens our governance arrangements through the introduction of a formal Policy for Preparing the Annual Governance Statement on behalf of the Accountable Officer. Together with the dedicated e-learning training programme, Improvement Action Plans, and Executive monitoring through our Good Governance Board (GGB).

This additional monitoring increases the level of scrutiny and assurance the Chief Officer can give as Accountable Officer as part of our continuous improvement and prior to being put before the ARAC.

To ensure increased governance and assurance around potential fraud activities within SFRS, all Heads of Function

are required to complete a Fraud Risk Assessment of their function and provide details of any areas that have been identified as having risk of fraud, an area that formed part of earlier Internal Audit outcomes.

These arrangements ensure robust processes are in place and that they remain under continual review. This also provides the SFRS with a model to illustrate and provide clarity regarding the risks, controls and relationships that aim to improve effectiveness of our risk management systems.

Our Assurance in summary means the **“confidence based on sufficient evidence that internal controls are in place, operating effectively and objectives are being achieved”**.

The Four Lines of Defence model considers management control as the first line of defence in risk management, while the second line of defence includes the various risk controls and compliance oversight functions established by the management.

The third line of defence includes independent assurance through our internal auditors and finally the fourth line of defence includes the independent assurance through our external auditors / methods. The organisation's wider governance framework requires each of these “lines” to play a distinct role.

Oversight of the assurance provided by the lines of defence is provided by the Executive governance structures and the Board and its Sub-Committees.

AUDIT



Is an umbrella term generally used to describe a systematic and independent review and investigation on a certain subject matter.

There are many types of audits including: financial, optional, statutory, compliance and so on. The majority of which follow a set of agreed standards.

ASSURANCE



Is an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management and control processes for the organisation.

Source: Institute of Internal Auditors

AUDIT UNIVERSE

This is a record of all services of the organisation that could be examined from an audit perspective. It is not an audit plan but can be used to aid audit planning showing previous work.

In addition, there will be issues that sit outside of the audit universe that don't neatly fall into a service/structure e.g. Brexit.

INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations.

It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Source: public sector internal audit standards

EXTERNAL AUDIT

Statutory external audit is an independent examination to enable the auditor to express an opinion on the financial statements.

In addition, the wider scope of public audit includes assessments and conclusions on: financial management, financial sustainability, governance and transparency and value for money / Best Value.

INTEGRATED ASSURANCE

A single organisation wide view of risk and control derived from assurance activity undertaken across the lines of defence.

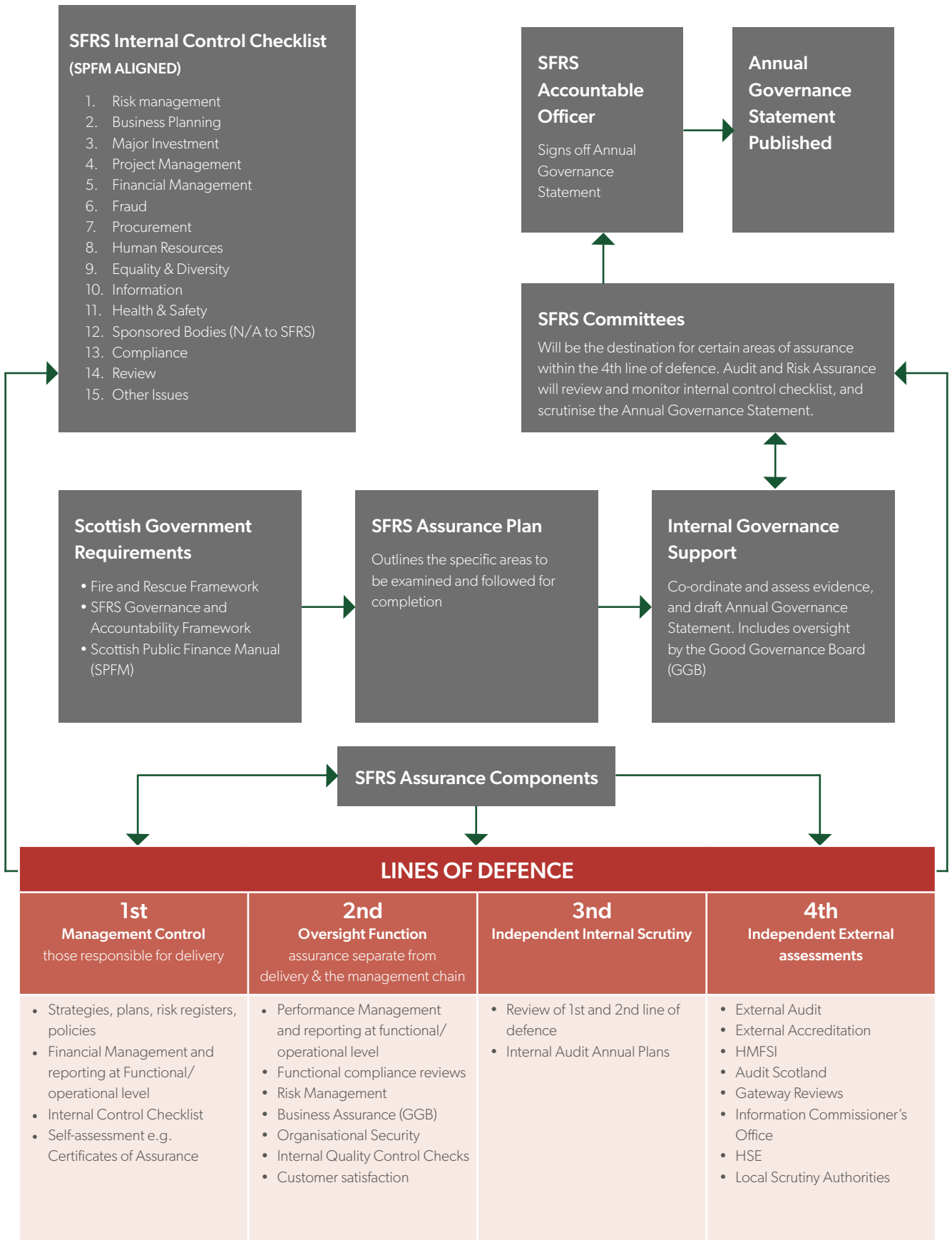
ARAC require a view on the adequacy of controls across the organisation.

Complex organisations receive assurance aims to take a step back and draw together the outcome from all activities over the year to assist the ARAC.

HMFSI WORK

A broader range of work including elements of both audit and assurance in addition to other scrutiny reviews, Service Delivery Area, inspections, thematic reviews, continuous improvement reviews.

Assurance Framework



Ongoing Assurance on adequacy and effectiveness of the arrangements for Governance, Risk and Internal Control

7 Integrated Assurance Mapping

SFRS Assurance mapping is developing techniques which will enable a visual representation of comfort (assurance) activities as they apply to a specific set of risks or compliance requirements facing the SFRS.

Assurance maps can be a powerful tool providing great insights for boards, senior management and audit committees. By allowing the decision-makers to take appropriate comfort from the assurance provided, these maps maximise the value of that assurance for the whole organisation.

With an assurance map, the SFRS Board will have evidence to support its assertions as to the state of internal control in any public reports and as communicated to the external auditors and stakeholders.

With a map, the assurance-related work of the individuals operating within the four lines of defence can be best directed to avoid overlaps.

In its implementation of combined assurance and mapping for 2023/24, SFRS will look to identify the components of combined assurance. This will enable SFRS to integrate, co-ordinate and align risk management and assurance processes aligned to our existing SFRS Assurance Framework and our lines of defence.

Integrated Assurance will provide a single organisation wide view of risk and control derived from assurance activity undertaken across our lines of defence.

Below is an example of a simple assurance map and something as mentioned SFRS will begin to explore and develop.

	1st Line		2nd Line		3rd Line	4th Line	
	Internal Control Checklist	Self-assessment	Risk Management	Functional Compliance Reviews	Internal Audit Annual Plans	External Audit	HMFSI
Financial Reporting	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Financial Controls	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Legal	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
ICT	Substantial	Substantial	Substantial	Substantial	Substantial	Limited	Substantial
Fraud	Substantial	Substantial	Limited	Substantial	Substantial	Limited	Substantial
Health & Safety	Substantial	Substantial	Limited	Substantial	Substantial	Substantial	Substantial
People	Substantial	Substantial	Substantial	Substantial	Substantial	Limited	Substantial

Key:

Substantial	Reasonable	Limited	Insufficient
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Assurance Mapping will be the starting point of our journey, and we will require our Internal Auditor to assist and support the SFRS in achieving integrated assurance.

It is our aspiration for our Assurance Mapping to give a visual representation of the assurance provided across the organisation:

- Covering all (or key) risks / processes
- Identifying all assurance providers
- Indicating the extent and effectiveness of assurance provided

In summary, it will act as a stocktake of the assurance levels of the organisation, reviewing where these assurances are found and how effective they are.

Our assurance will look to relate to business process and control activity; however, it will also identify where non-

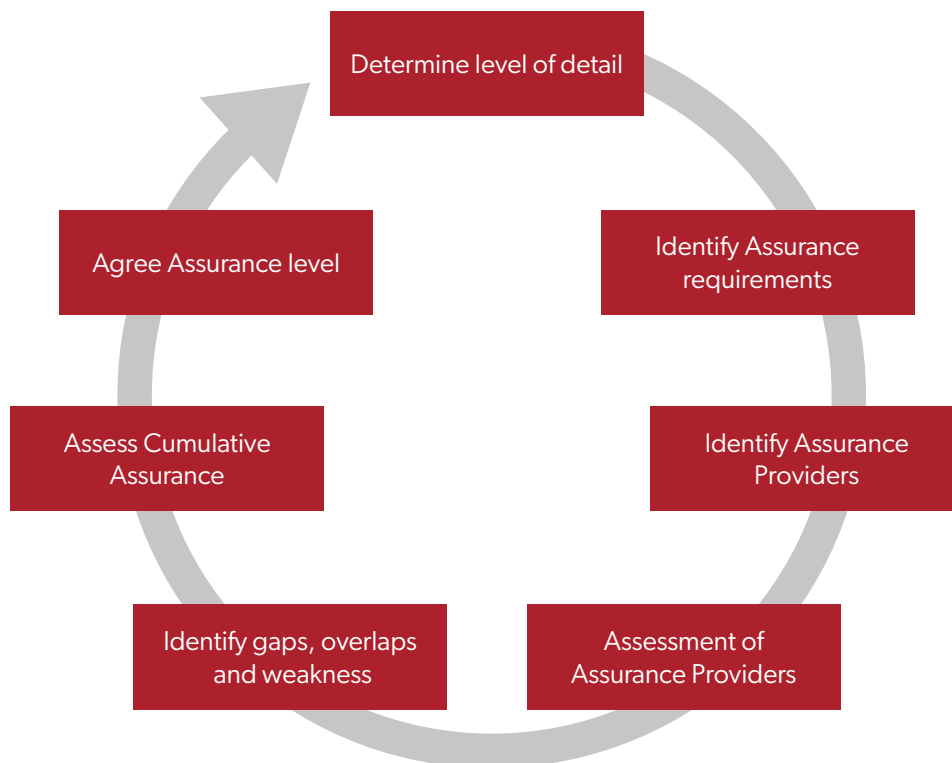
business process-based assurance is also being received e.g. Health & Safety audits, quality control reviews, etc.

This approach will provide an overview to the SFRS Board, Audit and Risk Assurance Committee, Strategic Leadership Team and also our assurance providers of:

- The assurance activity that is being undertaken across the organisation (quantum not quality)
- Gaps in assurance (risks and controls not covered) that need to be either filled or accepted
- Overlaps in assurance, where efficiency gains can be made

The map could also be used to adjust the Internal Audit programme to review, where appropriate, assurance providers rather than controls – the start of the journey towards Integrated Assurance.

Our Assurance Map Continuum



8 Committee Assurance Statements

Throughout 2023/24 the SFRS will develop Committee Statements of Assurance in order to provide a means for our SFRS Board, through its Committees, to provide and demonstrate the constructive scrutiny and challenge aligned to their Terms of Reference responsibilities, thereby ensuring the effectiveness of governance and risk management arrangements across the Service.

This is a way for SFRS Non-Executive Committees to declare that they are assured around their areas of scrutiny across the Service, aligning with the responsibilities as set out within their respective Committee Terms of Reference (ToR) together with any legal/regulatory/H&S requirements and standards.

It gives a platform to highlight, where it is felt appropriate, any areas of good practice and/or to disclose any areas that need to improve.

This will help support the overarching SFRS Annual Governance Statement produced by the Accountable Officer (Chief Officer) that, as a Service, demonstrates there is sufficient evidence and self-assessment for both

Executive and Non-Executive members to receive the overall assurances they need.

The Statements are also a method of providing this assurance to wider stakeholders.

Committee statements will:

- Give an overview of the business of the Committee in the year
- Highlight areas of good practice and areas for improvement
- Provide its assessment on the adequacy of assurances received
- Identify areas of high interest or risk for the Committee in the coming year

The mechanism for assessing the adequacy of assurance will need to be defined. However, care needs to be taken not to make this overly prescriptive as Committees will always need to exercise a degree of judgement in reaching their assessment. Figure 1 below is illustrative of what a definition might look like.

Level of Assurance Assessment Rating	
Substantial	Controls are robust and well managed Risk governance and control procedures are effective in supporting the delivery of any related objectives. Any exposure to potential weakness is low and the materiality of any consequent risk is negligible.
Reasonable	Controls are adequate but require improvement Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.
Limited	Controls are developing but weak There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.
Insufficient	Controls are not acceptable and have notable weaknesses There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.

Role of Chief Officer, Strategic Leadership Team, Heads of Functions and Local Senior Officers

The Chief Officer (CO) is the Board's principal adviser on the discharge of SFRS functions and is accountable to the Board. The CO provides operational leadership to the SFRS and ensures that the Board's aims and objectives are met and the SFRS's functions are delivered, and targets met through effective and properly controlled executive action. The CO's general responsibilities include the performance, management and staffing of SFRS.

The Strategic Leadership Team (SLT) which includes our CO, Deputy CO, Assistant CO's and Non-Uniformed Directors, are responsible for proposing objectives, priorities, outcomes and performance indicators for the organisation which square with the organisation's aims, policy and management objectives; making plans and ensuring that adequate systems are in place to achieve these objectives effectively, efficiently and economically; ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly; monitoring and reporting of performance to the organisation's management board and/or Accountable Officer, and ensuring that functions are discharged with due regard to economy, efficiency and effectiveness within an overall framework of Best Value.

Heads of Function (Uniformed and Support) have the responsibility for the day-to-day management of the SFRS. The executive function is the custodian of the SFRS Strategy as approved by the SFRS Board and responsible for its execution.

Local Senior Officers (LSOs) at Area Commander level are appointed for each local authority area in Scotland (after consultation with the relevant local authority).

They are adequately equipped, supported, and empowered to fulfil their statutory duties and report to local Scrutiny Committee's on a regular basis.

In summary, the executive function provides the SFRS Board with sound information, advice and recommendations on the organisational structure, objectives, strategies, plans and policies of SFRS to enable the SFRS Board to make informed decisions and fulfil its role.



Role of the Board

The SFRS Board, including the Chair, consists of non-executives appointed by the Scottish Ministers. The Board provides strategic direction, support, and guidance to the SFRS, ensuring that it discharges its functions effectively and that Ministers' priorities are implemented. Board members are personally and corporately accountable for the Board's actions and decisions.

The Board scrutinises plans/proposals and holds the Chief Officer and SLT to account. The Board is free to establish its own Committee structure, delegating responsibilities as it considers fit.

The Board, under the leadership of the Chair, has corporate responsibility for:

- Producing Strategic and Annual Plans, prepared under sections 41A and 41B - 2005 Act (inserted by the 2012 Act), to be submitted to the Scottish Ministers for approval.
- Producing annual reports, prepared and published under section 41L - 2005 Act (inserted by the 2012 Act), and ensuring that they are laid before the Scottish Parliament in accordance with that section.
- Taking forward the aims and objectives as set out in the approved Strategic Plan.
- Determining steps needed to deal with wider changes which are likely to impact on the strategic aims/objectives of the SFRS, or on the attainability of its operational targets.
- The duty under section 39A of the 2005 Act (inserted by the 2012 Act) to make arrangements to secure Best Value i.e. continuous improvement in the carrying out of the SFRS's functions, where appropriate, participation in shared services.
- Ensuring that effective arrangements are in place to provide assurance on risk management, governance, and internal control, setting up an audit committee chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems.
- (In reaching decisions) taking into account relevant Scottish Minister guidance.
- For support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy.
- Attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions.
- Ensuring SFRS's proceedings, including those of its committees and sub-committees, are held in public and that the agendas, papers, and reports in relation to those proceedings are published, as well as publishing a statement setting out the circumstances in which proceedings may be held in private and in which documents need not be published, as required by schedule 1A - 2005 Act (inserted by 2012 Act).
- Appointing, with the approval of the Scottish Ministers, each subsequent SFRS Chief Officer and, in consultation with the SG, setting appropriate performance objectives and remuneration terms linked to these objectives, which give due weight to the proper management and use of resources within the stewardship of the SFRS and the delivery of outcomes.
- Acting consistently with principles of good governance, accountability, and transparency, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act).
- Further detail can be found within the SFRS Governance and Accountability Framework and guidance on how the Board should discharge its duties is provided in appointment letters and in [On Board – A Guide for Members of Statutory Boards.](#)

11 Committees of the Board

Audit and Risk Assurance (ARAC)

Scrutinises the systems and processes for governance, internal control and risk management and provides assurances of their effectiveness to the Board and Accountable Officer.

Change (CC)

Provides oversight and direction on the development and achievement of the Change Programme and Benefits Realisation Plan.

People (PC)

Provides strategic advice and direction on matters affecting employees and ensures that staffing and remuneration arrangements support the strategic aims and objectives of the SFRS, reflecting best practice.

Remuneration, Appointments and Nominations (RANSC)

Sub-Committee of the People Committee with an overall purpose to advise on the remuneration and appointments strategy and supporting frameworks for the posts covered by the Sub-Committees remit.

Service Delivery (SD)

Scrutinises, monitors and reviews performance, and provide assurances to the Board relating to quality of Service Delivery nationally through operational efficiency and effectiveness, operational safety, and delivery of approved Service Delivery strategies.

Integrated Governance Forum (IGF)

Provide assurance to the SFRS Board that issues identified in specific governance Committees are discussed across the Board, thereby ensuring a joined-up approach to corporate governance.

12 Risk Management System

The aim of SFRS is to be risk managed, allowing innovation and aspiration, whilst actively managing risk through a range of measures to ensure key outcomes are met.

Establishing a consistent and effective framework, integrated within Governance and Assurance arrangements, will strengthen our control framework, and help further embed an effective risk culture within the Service.

The management of risk is fully embedded throughout the Service, forming an integral element of all Committees and Executive Boards. Engagement with the Board, Strategic Leadership Team and Directorates will ensure the framework is effectively used to inform

decision making, allowing the Service to present a fair and reasonable reflection of the most significant risks impacting upon its operations.

Reporting arrangements should also ensure that the sponsor unit is aware of relevant risks and how they are being managed. The SFRS Audit and Risk Assurance Committee will, at the earliest opportunity, notify the relevant Scottish Government Audit and Risk Committee if it considers that it has identified a significant problem which may have wider implications.

The Service recognises that it cannot entirely eliminate the risk of disruption and that a residual level of risk will always remain. However, the risk management framework has

been developed in order to minimise the probability and impact of a risk causing disruption and allow a discussion to be held on risk, which will raise awareness and ownership of the challenges presented to the Service.

Maturing the risk framework, allowing the Service to effectively consider and manage emerging risks will further strengthen our governance process.

SFRS recognises that risk, as well as presenting a threat, also presents opportunities for continuous improvement, developing new and innovative ways of working, enhancing the delivery of services to our Communities.

The SFRS shall ensure that the risks it faces are dealt with in an appropriate manner, in accordance with relevant aspects of generally recognised best practice in corporate governance, and have developed a risk management strategy, consistent with the Risk Management section of the SPFM. Reporting arrangements should ensure that the Sponsor Unit is made aware of relevant risks and how they are being managed.

In summary the SFRS risk management system includes the establishment of various policies, strategies, processes, procedures, and tools for identifying, measuring, monitoring, managing, and reporting of all material risks to which SFRS is exposed.

Risk Appetite

The purpose of the risk management framework is to encourage debate and discussion on risk and inform our decision-making processes in a manner that helps the organisation.

Risk Appetite is part of this overall framework and can be considered as the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time.

The benefits of adopting a formal approach to risk appetite include:

- Supporting informed decision making
- Reducing uncertainty
- Improving consistency across governance processes and decision making
- Supporting performance improvement
- Focusing discussion on priority areas
- Informing resource prioritisation



For SFRS, risk appetite will be based upon a number of underlying principles:

- It will be aligned to the risk maturity of the Service
- It will be aligned to our capacity and the resources available
- It will add value to and be supported by the risk management framework
- It will be measurable and meaningful to service users

The SFRS Board is responsible for the Risk Management Policy

The below table sets out the key roles and responsibilities

Roles	Responsibilities
The SFRS Board	The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance and internal control. The Board will approve any amendments to the Risk Management Policy and will set the risk appetite for the Service.
Audit and Risk Assurance Committee (ARAC)	ARAC will advise the Board and Accountable Officer (Chief Officer) on the effectiveness of the application of the strategic processes for risk, control and governance. This will include a quarterly review of the Service's Strategic Risk Register and associated action plans.
SFRS Committee Structure	Individual Committees retain a scrutiny role, providing assurance to the Board on matters falling within their scope. All SFRS Committees will scrutinise risks pertinent to the business of the Committee through identified risk spotlights.
Chief Officer	The Chief Officer, as the Accountable Officer, is responsible for maintaining a sound system of internal control, risk management and corporate governance that supports the achievement of the SFRS policies, strategic aims and objectives. The Chief Officer will champion the importance of risk management in supporting the wider governance arrangements of the Service.
Strategic Leadership Team (SLT)	The identification and management of strategic risks will be the primary responsibility of the SLT. The SLT will undertake to monitor and review strategic risks regularly and take appropriate action to control risks. The SLT will champion the importance of risk management in supporting the achievement of the SFRS strategic aims and objectives and will ensure that adequate systems for internal control and risk management are in place.
Executive Boards	All Executive Boards will provide a monitoring and scrutiny role for risks falling within their scope and will provide assurance to SFRS Committees and the SLT that risk is being effectively managed. Executive Boards will champion the importance of managing risk as part of an integrated governance framework, ensuring that awareness and ownership of risk is embedded throughout the organisation.
Risk Owner	Each Directorate risk is owned by the relevant director with the responsible officer identified at a head of function level for ensuring that the register is fully populated and monitoring systems developed to update the information.
Internal Audit	Internal Audit will audit the effectiveness of the Service's risk management process as appropriate, provide assurance on the management of risk to the Board and help support the risk management process and coordination of risk reporting.

Anti-fraud and Corruption

SFRS is committed to the Scottish Government's zero tolerance approach to fraud. All SFRS staff are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible.

SFRS will not accept any level of fraud or corruption and any cases of actual or suspected fraud will be thoroughly investigated and dealt with appropriately.

The Chief Officer, in accordance with the SFRS Financial Regulations, is responsible for identifying and managing the risk of fraud and corruption, for ensuring that appropriate risk management, internal control and governance arrangements are in place and for ensuring that Best Value is achieved.

The Chief Officer will notify Internal Audit and the Chair of the Audit and Risk Assurance Committee of any relevant matters that arise and will make arrangements to keep records of and prepare and forward to Scottish Government (SG) an annual report on Fraud and Theft suffered by the Service notifying SG at the earliest opportunity of any unusual or major incidents.

Overall responsibility for managing the risk of fraud has been delegated to the Acting Director of Finance and Procurement whose specific responsibilities incorporate this.

The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance, and internal control. The Board will approve any amendments to the Anti-Fraud and Corruption Policy.

The principles of the SFRS Anti-Fraud and Corruption process are aligned to the SFRS Whistleblowing Policy.

This outlines the Service's commitment to the highest possible standards of openness and accountability and employees with serious concerns about illegality,

malpractice, wrongdoing, or serious failures in standards of work are encouraged to come forward and voice their concerns without fear of reprisal.

Both policies allow for the reporting of Fraud and the Acting Director of Finance and Procurement, and the Director of People and Organisational Development will determine the most applicable policy to be followed.

The overall purpose of ARAC is to provide independent assurance to the Board and Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal control, risk management and governance.

In relation to fraud, ARAC will scrutinise, challenge, and ensure continuous improvement on the appropriateness of the internal control environment, Anti-Fraud and Corruption policies and have corporate oversight for fraud and irregularities.

The Committee will be provided with the Annual Governance Statement which will provide information on any significant issues arising in the year and will receive quarterly fraud updates from the Acting Director of Finance and Procurement.

The annual reporting of any significant issues will be incorporated within the Annual Governance Statement and will be reported through this framework.

The purpose of the Good Governance Board (GGB) is to provide assurance to SFRS that appropriate systems of controls are in place and operating effectively, improving accountability and transparency in decision making and ensuring that key Service priorities are met.

The GGB will keep under review the organisation's whistleblowing, Anti-Fraud and Corruption policies including supporting reporting processes and the regular review of the Anti-Fraud and Corruption Policy.

Internal Audit will assist management by examining, evaluating, and reporting on controls to provide an independent assessment of the adequacy of the internal control system.

All SFRS employees and Board members will act in line with the relevant SFRS Code of Conduct and have a critical role to play in the prevention of fraud and corruption.

All SFRS Managers are directly responsible for the prevention and detection of fraud within their own areas.

Monitoring of fraud risk will be undertaken through the Executive Boards and Committees of the Service to ensure its effectiveness.

The governance framework ensures that the right level of assurance is used to inform decision making within an overall framework, clearly indicating the separation of scrutiny roles across the organisation.

Lessons learned through the risk assessment process, monitoring and reporting and effective scrutiny will be used to inform and develop the framework through policy review.

14 Financial

The SFRS presents its Annual Accounts for the year from 1 April to 31 March. The Accounts are prepared in a form directed by the Scottish Ministers in accordance with Section 42A (1) of the Fire (Scotland) Act 2005 (inserted by section 118 of the Police and Fire Reform (Scotland) Act 2012), and in accordance with the Government Financial Reporting Manual (FReM).

Under the Public Finance and Accountability (Scotland) Act 2000, auditors are appointed by the Auditor General.

From a financial perspective, our key measure of financial performance is the comparison of expenditure against the Departmental Expenditure Limit (DEL) funding provided by the Scottish Government. However SFRS will always endeavour to deliver the required outcomes while ensuring value for money.

Full details of our financial performance are found within our Annual Report and Accounts. The report provides a wealth of information on a vast array of activity across the Service.

The Chief Officer (Accountable Officer) has responsibility for maintaining a sound system of internal control, risk management and corporate governance that supports the achievement of the SFRS's policies, strategic aims, and objectives, whilst safeguarding the public funds and assets for which they are personally responsible, in accordance with the assigned responsibilities.

Performance

The Performance Management Framework (PMF) defines how we, the SFRS, manage our performance. It describes the processes we use and the tools available to support us in achieving the priorities set by the Scottish Ministers in the Fire and Rescue Framework for Scotland 2022 and the outcomes and objectives set out in our Strategic Plan.

Our approach to performance management recognises that success cannot be achieved by acting alone. We are committed to working with our partners and the communities that we serve to further improve our performance.

We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

This PMF therefore helps us to achieve our ambitions by ensuring that:

- We better understand what demands are driving our services
- We better understand how well we and our partnerships are performing now and where we need to improve further

- We have better information to guide decisions about what we need to do to keep improving
- Our people are better informed and empowered to achieve continuous improvement
- We are open and transparent in how we are performing.

We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

The SFRS have also developed and delivered a 3-year BI Strategy. This strategy will work in conjunction with the Digital Strategy in bringing about positive impacts and improvements throughout the Service.

It ensures that stakeholders including our staff, Scottish Government, planning partners and academic institutes are all involved in bringing about success.

Information Governance

Information Governance is the application of management techniques to collect information, communicate it within and outside the organisation and process it to enable personnel to make quicker and better decisions.

This should always be done securely and in compliance with legislation, something the SFRS promotes in everything we do. SFRS have approved a zero-risk appetite for non-compliance against our statutory duties.

The Information Governance Manager is the Data Protection Officer for the SFRS.



Independent Inspections and Internal/External Audit

SFRS is primarily inspected by His Majesty's Fire Service Inspectorate (HMFSI) and audited through independent internal and external auditors.

Each recommendation following any Inspection/Audit will have a management response and an appropriate action plan will be developed and reported to the relevant Committee for scrutiny purposes and in order to track progress against the recommendations.

The ARAC will also have complete oversight of all inspections and audits through a high-level dashboard.

The following gives some more context:

Internal audit

The SFRS shall:

- establish and maintain arrangements for internal audit in accordance with the Public Sector Internal Audit Standards and the Internal Audit section of the Scottish Public Finance Manual (SPFM)
- set up an audit committee of its board, in accordance with the Audit Committees section of the SPFM, to advise both the board and the Chief Officer in his/her capacity as the SFRS Accountable Officer
- forward timeously to the SG the audit charter, strategy, periodic audit plans and annual audit assurance report, including the SFRS Head of Internal Audit opinion on risk management, control and governance and other relevant reports as requested
- keep records of and prepare and forward timeously to the SG an annual report on fraud and theft suffered by the SFRS and notify the SG at the earliest opportunity of any unusual or major incidents.

The SG's Internal Audit Directorate has a right of access to all documents held by the SFRS internal auditor, including where the service is contracted out. The SG has a right of access to all SFRS records and personnel for any purpose.

External audit

The Auditor General for Scotland (AGS) audits, or appoints auditors to audit, the SFRS's annual accounts and passes them to the Scottish Ministers who shall lay them before the Scottish Parliament, together with the auditor's report and any report prepared by the AGS.

For the purpose of audit, the auditors have a statutory right of access to documents and information held by relevant persons. The SFRS shall instruct its auditors to send copies of all management reports (and correspondence relating to those reports) and responses to the SG.

The AGS, or examiners appointed by the AGS, may carry out examinations into the economy, efficiency, and effectiveness with which the SFRS has used its resources in discharging its functions.

The AGS may also carry out examinations into the arrangements made by the SFRS to secure Best Value. For the purpose of these examinations the examiners have a statutory right of access to documents and information held by relevant persons.





In addition, the SFRS shall provide, in contracts and any conditions to grants, for the AGS to exercise such access to documents held by contractors and sub-contractors and grant recipients as may be required for these examinations; and shall use its best endeavours to secure access for the AGS to any other documents required by the AGS which are held by other bodies.

Inspectors of the SFRS





His Majesty's Fire Service Chief Inspector and Assistant Inspectors will inspect the SFRS and, in doing so, may inquire into certain matters independently, or on the direction of Scottish Ministers.

The Chief Inspector is required to provide reports (or, where applicable, copy reports) of inquiries to the SFRS and, depending on the type of inquiry, to the Scottish Ministers. Copies of certain reports, in particular those relating to the state and efficiency of the SFRS, must be laid before the Scottish Parliament.

Primary

<p>Audit Scotland Are appointed to undertake Independent External Audit of SFRS.</p> 	<p>HMFSI Provides independent scrutiny of the Fire Service. Publish an annual scrutiny plan and conducts various different types of 'reviews' with a focus towards operational matters. Also alongside Audit Scotland has a Best Value inspection role.</p> 
<p>Local Authority Scrutiny Boards/Committees Each of Scotland's local authorities have scrutiny arrangements in place to allow them to influence the fire service at a local level.</p>  	

Secondary

 <p>Promotes and enforces Freedom of Information</p>	 <p>Gateway Reviews are a series of independently led assurance reviews, testing specific areas of projects, such as: scope, schedule, cost, risk, governance.</p>	 <p>UK government agency responsible for the encouragement, regulation and enforcement of workplace health, safety and welfare.</p>	 <p>Remit includes all matters within responsibility for Cabinet Secretary for Justice and Home Affairs.</p>	<p>External Accreditation</p>
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Code of Conduct

The Scottish Government, SFRS Board and SLT set and expect the highest standards of conduct to build and maintain the trust of our stakeholders, importantly colleagues and the communities we serve. Employees are actively encouraged to help shape our culture by speaking up and challenging behaviour that does not align with our values.

SFRS Employee Code of Conduct :

The SFRS Code of Conduct (Code) promotes standards of desired behaviours that apply to all employees. Our Code fosters an open and transparent environment where employees can speak up and raise concerns without any form of retaliation. It creates a frame of reference for properly addressing sensitive and complex issues and provides for accountability if standards of conduct are not upheld.

Code of Conduct for Board Members of the SFRS:

This Code specifically applies to members of the SFRS Board. It has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [*Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the "Act"\)*](#). The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.

Both our Employee and Board Member Code of Conduct's have been based on the nine key principles of public life, namely duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect.

Governance Strategy and Policy

The development of various other Strategies and Policies within SFRS are designed to support the implementation and operations of our Strategic Objectives.

They also exist with the intention of helping make clear what their aims are, explain how it will achieve them and contribute to the overall direction of SFRS in-line with the Fire and Rescue Framework and Governance and Accountability Framework agreed with Scottish Government.

In providing for good governance these documents are finalised after consultation with all impacted management and approved by the Board in line with the Scheme of Delegations.

The policy owners must ensure that any development of new policy and/or proposed changes to an existing policy are submitted through the relevant executive Group/Board where further consideration will be given to the relevant Committee of the Board. This needs to be presented for recommendation to the SFRS Board for approval if deemed Strategic in nature that would impact on the Service.

20 Governance of this Framework

Ownership of the framework is vested with the Governance, Strategy and Performance Function, through the Head of Governance, Strategy and Performance and the Board Support Manager.

21 Drafting, Amendments and Annual Review

SFRS Governance, Strategy and Performance function is responsible for the co-ordination, the drafting, any amendments, and the annual review of the framework.

Any proposed changes to the framework will be submitted to the executive Good Governance Board for scrutiny and then to the SLT and SFRS Board for approval.

22 Approval

The Framework must be approved by the SFRS Board and SLT.

23 Non-Compliance

Non-compliance with any SFRS policies, standards, procedures, or the like, could result in disciplinary action being considered.

24 Implementation

The Directors that make up part of the SLT are responsible for adherence to and the implementation of the Framework within their Directorates.

25 Compliments and Complaints

At the Scottish Fire and Rescue Service we are committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.

Our Complaints, Comments and Compliments Policy is intended to ensure that our procedures in relation to complaints, comments and compliments are user focused, fair, proportionate, consistent, accessible, and easily understood. We will use the feedback we receive to monitor our performance and will incorporate this information into our planning and governance processes in order to continually improve our Service.

We are keen to hear examples of good practice, excellent service delivery; individual acts of bravery or heroism, or of the simple attention to detail which exemplifies the caring service we provide to Scotland's communities.

While we will always strive to do our best, we know that we will not always get it right. In instances where our standards of service are questioned, we welcome the opportunity to investigate the circumstances, are committed to correcting any lapses and to using the learning outcomes to improve our Service.

26 Legal

SFRS Legal Services provide advice to the Service on a wide range of topics, they are also supported by specialist external lawyers who assist with complex legal issues when required.

APPENDICES

List of key documents prescribed by this Governance Framework

- SFRS Long Term Vision
- Fire and Rescue Framework for Scotland
- SFRS Strategic Plan
- Governance and Accountability Framework
- Annual Governance Statement Policy
- Scheme of Delegation
- Standing Orders for meetings of the Board and its Committees and Sub-Committees
- Terms of Reference for each Committee of the Board
- Terms of Reference for Executive Boards and Groups
- Code of Conduct for Board Members of the SFRS
- Financial Regulations
- Standing Order Regulations Contracts



REFERENCES

1. Long Term Vision/Strategic Plan/Annual Operating Plan ; Local Plans
2. SFRS Performance Management Framework
3. SFRS Business Intelligence Strategy
4. What we spend and how we spend it
5. How are we performing - External Performance Assessments
6. SFRS Governance and Accountability Framework
7. How are we performing - Annual Reviews
8. SFRS Board and Committee Papers and Reports
9. Communication and Engagement Strategy
10. SFRS Values Framework
11. Code of Conduct for Board Members of the SFRS
12. Register of Interests
13. Mainstreaming and Equality Outcome Report
14. Anti-Fraud Statement, Whistleblowing Policy and Complaints Handling
15. Recruitment and Selection Policy
16. About SFRS - Standing Orders, Scheme of Delegation & Conflict of Interests
17. Schedule of Board and Committee Meetings
18. Island Community
19. Equality and Human Rights Impact Assessments – (Available on request)
20. Access to Information
21. Risk Management Policy
23. Annual Report and Statement of Accounts
24. Complaints, Comments and Compliments
25. SFRS Consultations



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SFRS Good Governance Framework 2022

Version 2.0 April 2023

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SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE AUDIT AND RISK ASSURANCE COMMITTEE

Original Author/Role	Neil Pirie, Board Member
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Brian Baverstock
Authorised (name and date)	SFRS Board – April 2023
Date for Next Review	March 2024

OFFICIAL

Version	Change	Who	When
1.0	First version issued	Neil Pirie, Chair	20/07/2013
2.0	Reviewed / amended	Neil Pirie, Chair	20/05/2015
3.0	Reviewed / amended	WM Craig Wallace	16/06/2016
3.2	Reviewed / amended	GM Rab Middlemiss	10/03/2017
4.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
5.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
6.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
7.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
8.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE AUDIT AND RISK ASSURANCE COMMITTEE

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[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS](#)

1 INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Audit and Risk Assurance Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide independent assurance to the Board and the Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal controls, risk management and governance. Central to this role is the Committee’s assessment of the comprehensiveness, reliability and integrity of assurances it receives.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) - Safety, Teamwork, Respect and Innovation.

2 MEMBERSHIP

- 2.1 The Committee will comprise five members appointed by the Board, including a Chair and Deputy Chair. The Committee will be supported by the Accountable Officer and other staff, as appropriate to the agenda.
- 2.2 The Board should ensure that the Chair and Members have the relevant expertise, experience, training, development and support.
- 2.3 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.

- 2.4 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3 REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair of the Committee will provide a quarterly verbal report to the SFRS Board.
- 3.4 The Committee will provide the Board and Accountable Officer with an Annual Report, timed to support finalisation of the accounts and the Annual Governance Statement, summarising its conclusions from the work it has conducted throughout the reporting year.

4 RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and ensure continuous improvement, while also advising and supporting the Board and Accountable Officer on the appropriateness of:
- Strategic processes for risk management, including risk appetite, the control environment and governance;
 - Annual governance statement and effectiveness of the internal control environment;
 - Effectiveness of the Assurance Framework;
 - Accounting policies, the accounts, and the annual report for the organisation, including the process for the review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors;
 - Planned activity, remit and results of both internal and external audit;

- Adequacy of management response to issues identified by audit activity, including external audit's management letter/report;
- Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee;
- Assurance that other committees are undertaking scrutiny of risk, as appropriate, through an overview of which risks are being scrutinised by each Committee, receiving a progress update, on request, against aligned Strategic Risks for all the Committees as captured within the Strategic Risk Register;
- Assurances relating to the Corporate Governance requirements for the organisation and forward planning in this area, aligned to the SFRS Good Governance Framework and best practice;
- Proposals for tendering for either internal audit services or for purchase of non-audit services from contractors who provide audit services; and
- Anti-fraud and corruption policies, whistleblowing processes and arrangements for special investigations.

4.2 The broad areas of responsibility give the Committee scope to continually monitor and review Audit and Risk Assurance related matters as deemed necessary.

4.3 The Committee will also periodically review its own effectiveness and report the results of that review to the Board and Accountable Officer.

4.4 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [section 8.2](#).

5 RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference, as detailed within [Section](#)

[4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.

5.2 The Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6 ACCESS

6.1 Members of the Strategic Leadership Team, Internal Audit and External Audit will have free and confidential access to the Chair of the Audit and Risk Assurance Committee.

7 MEETINGS

7.1 The procedures for meetings are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;

- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting;
- The Committee may ask any other officials of the organisation to attend, to assist it with its discussions on any particular matter;
- The Committee may ask any or all of those who normally attend, but who are not Members, to withdraw to facilitate open and frank discussion of particular matters;
- The Board or Accountable Officer may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

8 RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with the following Committees:

- Service Delivery
- People
- Change

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, capturing any common themes across all Committees.

9 INFORMATION REQUIREMENTS

9.1 A list of suggested minimum requirements for the inputs which should be provided to the Committee is contained within [Appendix 2](#).

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members.

Others in attendance

- Chief Officer - Accountable Officer;
- Deputy Chief Officer (In absence of the Accountable Officer);
- Acting Director of Finance and Procurement;
- Internal Audit;
- External Audit;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - LIST OF INFORMATION REQUIREMENTS

For each meeting, the Audit and Risk Assurance Committee will be provided with:

- A report, summarising any significant changes to the organisation's Strategic Risk Register;
- A progress report from the Head of Internal Audit summarising:
 - Work performed (and a comparison with work planned);
 - Key issues emerging from Internal Audit work;
 - Management response to audit recommendations;
 - Significant changes to the audit plan; and
 - Any resourcing issues affecting the delivery of Internal Audit objectives.
- A progress report from the External Audit representative, summarising work done and emerging findings.

As and when appropriate, the Committee will also be provided with:

- business update reports from the Accountable Officer;
- the Charter / Terms of Reference of the Internal Audit provider;
- the Internal Audit Strategy;
- the annual Internal Audit Plan;
- the Head of Internal Audit's Annual Opinion and Report;
- Quality Assurance reports on the Internal Audit function;
- the draft accounts of the organisation;
- the draft governance statement;
- a report on any changes to accounting policies;
- External Audit's management letter/report and letter of representation;
- a report on any proposals to tender for audit functions;
- a report on co-operation between Internal and External Audit;
- a report on the Counter Fraud and Bribery arrangements and performance;
- reports from other sources within the "three lines of assurance" integrated assurance framework (eg Best Value self-assessment Reviews, Gateway Reviews, Health Check Reviews, ICT Assurance Reviews, Digital 1st Service Standard Reviews, Procurement Capability Reviews, Procurement Key Stage Reviews).

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE SERVICE DELIVERY COMMITTEE

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Nick Barr, Board Member
Authorised (name and date)	SFRS Board – 27 April 2023
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1.0	First version issued	GM Rab Middlemiss	15/12/2016
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5.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
6.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
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[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

1 INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Service Delivery Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, by means of papers, reports, presentations and assurance assessments provided by senior staff.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference (ToR).
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) - Safety, Teamwork, Respect and Innovation.

2 MEMBERSHIP

- 2.1 The Committee will comprise five Board members including a Chair and Deputy Chair. The Committee will be supported by the Deputy Chief Officer, Director of Service Delivery, Director of Training, Safety and Assurance and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3 REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair or Deputy Chair of the Committee will provide a quarterly verbal report to the SFRS Board.
- 3.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.

4 RESPONSIBILITIES

- 4.1 The primary responsibilities of the Committee are to effectively scrutinise, challenge and seek assurance in relation to:
 - Safety and risk reduction;
 - Quality assurance, benchmarking and standards;
 - Performance and outcomes;
 - Horizon scanning.
- 4.2 The broad areas of responsibility give the Committee scope to continually monitor and review Service Delivery related matters as deemed necessary. This scope of responsibility also includes operational medically related matters, such as Clinical Governance, notwithstanding joint working arrangements with partner agencies.
- 4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall

co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5 RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these ToR as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.

5.2 The Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6 ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7 MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining 3 Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8 RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with the following Committees:

- Change
- People
- Audit and Risk Assurance

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9 INFORMATION REQUIREMENTS

- 9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Director of Service Delivery;
- Director of Training, Safety and Assurance;
- Board Support Team;
- Other representation, as appropriate and by invite.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE PEOPLE COMMITTEE

Original Author/Role	Diane Vincent – Director of POD
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Mhairi Wylie, Board Member
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

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Version	Change	Who	When
1.0	First version issued as ToR Staff Governance Committee	Diane Vincent, Director of POD	28/05/2015
2.0	Reviewed / amended	Diane Vincent, Director of POD	23/06/2015
3.0	Reviewed / amended	WM Craig Wallace	16/06/2016
4.1	Reviewed / amended	GM Rab Middlemiss	25/11/2016
5.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
6.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
7.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
8.0	Reviewed / amended; Renamed ToR People Committee	GC Alasdair Cameron	11/05/2021
9.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
10.0	Reviewed / amended	GC Kevin Murphy	27/04/2023



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[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS](#)

1 INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the People Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to oversee and scrutinise, while providing strategic advice and direction on matters affecting employees, and seek assurances that staffing and remuneration arrangements are affordable, provide best value and support the strategic aims of the SFRS.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference (ToR).
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) - Safety, Teamwork, Respect and Innovation.

2 MEMBERSHIP

- 2.1 The Committee will comprise five Board members including a Chair and Deputy Chair. The Committee will be supported by the Director of People and Organisational Development, Director of Training, Safety and Assurance, Head of Service Delivery Area or above and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3 REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair of the Committee will provide a quarterly verbal report to the SFRS Board.
- 3.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.

4 RESPONSIBILITIES

- 4.1 The primary responsibilities of the Committee are to effectively scrutinise, challenge and ensure continuous improvement in relation to:
 - Strategic matters relating to the employment of SFRS staff on behalf of the Board and the Accountable Officer, including but not limited to costs;
 - People and Organisational Development, Training, Safety and Assurance policies and provide strategic guidance on the approaches being taken;
 - SFRS's commitment to the overall diversity, equalities and human rights agenda and organisational values;
 - Performance of SFRS against the Strategic Plan outcomes, towards complying with relevant statutory obligations as an employer, including its [Public Sector Equality Duty](#);
 - Performance of SFRS, specifically in relation to people, workforce plans, health, safety & wellbeing, operational training, learning & development, organisational development;

- Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee.
- 4.2 Undertake any other staffing related review or activity, as requested by the Board;
- 4.3 Nominate up to 2 representatives to attend as members and report back on the Employee Partnership Forum;
- 4.4 In addition, the People Committee will form a Sub-Committee, known as the Remuneration, Appointments and Nominations Sub-Committee, which has its own ToR.
- 4.5 The areas of responsibility give the Committee scope to continually monitor and review People related matters as deemed necessary.
- 4.6 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5 RIGHTS

- 5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these ToR as detailed within [Section 4.1](#). This, however, is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.
- 5.2 The Committee may:
- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;

- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support;
- Seek guidance and, where appropriate, refer matters to the Partnership Advisory Group.

5.3 The Committee is authorised by the Board and the Accountable Officer to provide strategic guidance and, where necessary, advise the Board on matters relating to the employment of staff.

6 ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7 MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;

- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8 RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with the following Committees:

- Service Delivery
- Change
- Audit and Risk Assurance

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9 INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings - see also [Appendix 2](#).

APPENDIX 1 - COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Director of People and Organisational Development;
- Director of Training, Safety and Assurance;
- Service Delivery Representative (Head of Service Delivery Area's to rotate at each meeting where possible.)
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 - LIST OF INFORMATION REQUIREMENTS

As and when appropriate, the People Committee will be provided with:

- Information and proposals pertaining to SFRS pay and reward arrangements;
- Proposals for key strategies and policy frameworks (ie agree principles of);
- A summary of employment tribunal cases/claims;
- Results of employee surveys;
- Workforce profiles (equalities indices);
- Workforce planning reports;
- Quarterly Performance Report.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB-COMMITTEE

Original Author/Role	GM Roy Dunsire
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Fiona Thorburn, Board Member
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

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Version	Change	Who	When
1.0	First version issued	GM Roy Dunsire	06/04/2016
1.1	Reviewed / amended	GM Rab Middlemiss	25/11/2016
2.0	Reviewed / amended	GM Alasdair Cameron	11/06/2018
3.0	Reviewed / amended	GM Alasdair Cameron	05/09/2018
4.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
5.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
6.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
8.0	Reviewed / amended	GC Kevin Murphy	27/04/2023



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[APPENDIX 1 – SUB-COMMITTEE MEMBERSHIP](#)

1 INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Sub-Committee of the People Committee, known as the Remuneration, Appointments and Nominations Sub-Committee (“the Sub-Committee”).
- 1.2 The overall purpose of the Sub-Committee is to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee.
- 1.3 As necessary, and within the agreed parameters set by the Board, the Sub-Committee will engage in matters of negotiation in respect of SFRS terms and conditions.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) - Safety, Teamwork, Respect and Innovation.

2 MEMBERSHIP

- 2.1 The Sub-Committee will comprise five members, two of which must be members of the People Committee appointed by the Board, with any one of the five members appointed as Chair and Deputy Chair. The Sub-Committee will be supported by the Chief Officer and Director of People and Organisational Development, and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The composition and effectiveness of the Sub-Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3 REPORTING

- 3.1 The Sub-Committee will formally report to the People Committee after each

meeting. The key items of business of the Sub-Committee will subsequently be reflected within the minutes of the People Committee. Relevant decisions where appropriate will be reported at a Private meeting of the People Committee or Board. By the nature of its business, the Sub-Committee will, from time to time, receive and consider confidential information about SFRS personnel. The Sub-Committee is authorised to report fully on its activities to the extent that it can, whilst maintaining absolute care not to breach confidentiality or data protection legislation.

4 RESPONSIBILITIES

Remuneration Role

4.1 The primary responsibilities of the Sub-Committee in respect of remuneration are to:

- Ensure that remuneration arrangements support the strategic aims of the SFRS;
- Make recommendations with regard to the SFRS pay and reward framework and remuneration processes;
- In collaboration with the Chair of the Board, exercise oversight of the objectives set for the Chief Officer and review the arrangements for their performance appraisal, as well as reviewing the evidence based performance appraisals of the Strategic Leadership Team (SLT), by countersigning;
- In collaboration with the Chair of the Board, make recommendations to the Board regarding remuneration policy, in respect of the SLT and Heads of Function roles, and keep these under review;
- Ensure that remuneration arrangements enable the recruitment, motivation and retention of employees, while complying with Scottish Government regulatory and governance requirements;
- Select, appoint and determine terms of reference for independent consultants to advise on remuneration policy and levels of remuneration;

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- Work with the Audit and Risk Assurance Committee to ensure that risk and risk appetite are properly considered in recommending the remuneration policy;
- Ensure the adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Sub-Committee.

Appointments and Nominations Role

4.2 The primary responsibilities of the Sub-Committee in respect of appointments and nominations are to:

- Advise the Board on the appointment process for the Chief Officer;
- Support the independence of the appointment process and succession planning arrangements for members of the SLT and Heads of Function (HoF);
- Support the Chair of the Board and Public Appointments process in relation to succession planning for Board appointments;
- Consider nominations for honours and awards for SFRS staff.

Negotiation Role

4.3 The primary responsibilities of the Sub-Committee in respect of negotiations are to:

- Take account of national negotiations and collective bargaining machinery for SFRS staff;
- With the agreement of the Board, the Sub-Committee may, at times, delegate formal negotiations with representative bodies on changes to employee terms and conditions, to be undertaken at Executive level, whilst still maintaining an oversight role. This will be reported by the Chair of the Sub-Committee through the Chair of the People Committee at Private Committee and Board meetings.
- Ensure the following default positions for when negotiations are referred back to the Sub-Committee are considered appropriately and the necessary action taken:
 - Novel
 - Contentious
 - Reputational or Political
 - Precedence

- Significant Cost

5 RIGHTS

5.1 The Sub-Committee will report through the Chair of the People Committee.

5.2 The Sub-Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Sub-Committee minutes at the next Sub-Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6 ACCESS

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

7 MEETINGS

7.1 The procedures for meetings of the Sub-Committee are:

- To meet formally and in private at least on a quarterly basis;
- Sub-Committee meetings will be held in Private;

- For the Chair of the Sub-Committee, in consultation with members, to request an additional meeting if considered necessary;
- A minimum of 2 Sub-Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining Sub-Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8 INFORMATION REQUIREMENTS

- 8.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 - SUB-COMMITTEE MEMBERSHIP

Members

- 5 Board members, including the Chair of the Board.

Others in attendance

- Chief Officer or approved substitute;
- Director of People and Organisational Development or approved substitute;
- Board Support;
- Other representation, as appropriate and by invite.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2023
Quality Control (name)	Richard Whetton, Head of Governance, Strategy and Performance
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

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Version	Change	Who	When
1.1	First version issued as ToR Integrated Governance Group	GM Rab Middlemiss	25/11/2016
2.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
3.0	Reviewed / amended; Renamed ToR Integrated Governance Committee	GM Alasdair Cameron	28/06/2018
4.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
5.0	Reviewed / amended; Renamed ToR Integrated Governance Forum	GC Alasdair Cameron	27/05/2020
6.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022



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- [APPENDIX 1 – FORUM MEMBERSHIP](#)

1 INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) has established a Forum of the Board, known as the Integrated Governance Forum (“the Forum”).
- 1.2 The overall purpose of the Forum is to provide Committee Chairs an opportunity to highlight any gaps and bring together key themes across the SFRS Committees, to consider emerging risks and the changing nature of current risks, in order to co-ordinate these in an effective way, while ensuring the SFRS Board are kept fully informed.
- 1.3 The Forum, as an outcome of this approach, will therefore provide further assurance to the SFRS Board that areas identified are being adequately captured and discussed thereby reducing duplication and with the intent of ensuring a joined-up approach to Corporate Governance.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) - Safety, Teamwork, Respect and Innovation.

2 MEMBERSHIP

- 2.1 The Forum shall be established by the full SFRS Board and be composed of the Chair and Deputy Chair of the Board, together with the Chairs of all other Committees. The Chair of the Forum will be the Chair of the SFRS Board. The Forum will be supported by the Chief Officer and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Chair of each Committee, in their absence, can send their Deputy Chair to represent them.
- 2.3 The composition and effectiveness of the Forum will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3 REPORTING

- 3.1 Minutes of the meetings of the Forum will be held by the Board Support Team and circulated to the Board for information. The Forum may submit special reports to the Board as required.

4 RESPONSIBILITIES

- 4.1 The Forum is intended to provide Board and Committee Chairs an opportunity to ensure key themes are discussed, thereby supporting an integrated approach across the Governance within SFRS. Specifically, it will:

- Take forward an outward looking approach towards good Corporate Governance and best practice, making any recommendations to the Board;
- Discuss, consider and co-ordinate both specific and common themes and/or issues that have implications for the Board's Committees;
- Assist by identifying which Committee is best placed to monitor the specific SFRS action plans in response to any inspection/audit recommendations, together with scrutiny of any external reports, receiving updates accordingly;
- Consider Scottish Government Public Bodies updates and any implications for the SFRS.

- 4.2 The areas of responsibility give the Forum scope to continually monitor and review Integrated Governance related matters as deemed necessary.

- 4.3 The Forum will support all Committees in their endeavour to avoid duplication of work of other Committees, by ensuring focus on specific delegated areas of responsibility. Overall co-ordination of work will be overseen by the Forum to assist with this objective - [Section 8.2](#).

5 RIGHTS

5.2 The Forum is not authorised by the Board to make decisions.

5.2 The Forum may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Forum minutes at the next Forum meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6 ACCESS

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

7 MEETINGS

7.2 The procedures for meetings of the Forum are:

- To meet formally and in private at least on a quarterly basis, meetings however can be convened at the decision of the Chair at any time as required;
- Conduct all business in line with the Standing Orders;
- A minimum of 3 Forum members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence, and in agreement with the remaining Forum members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8 RELATIONSHIP TO COMMITTEES

8.1 The Integrated Governance Forum will have strategic relationships with all other Committees of the Board:

- Audit and Risk Assurance
- Service Delivery
- Change
- People
- Remuneration, Appointments and Nominations (Sub-Committee)

8.2 The Forum will review and co-ordinate intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9 INFORMATION REQUIREMENTS

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

APPENDIX 1 – FORUM MEMBERSHIP

Members

- Chair of the Board (Chair);
- Deputy Chair of the Board;
- Chair of Audit and Risk Assurance Committee;
- Chair of Service Delivery Committee;
- Chair of Change Committee;
- Chair of People Committee;
- Chair of Remuneration, Appointments and Nominations Sub-Committee.

Others in attendance

- Chief Officer or approved substitute;
- Head of Governance, Strategy and Performance;
- Board Support;
- Other representation, as appropriate and by invite.

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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE PARTNERSHIP ADVISORY GROUP (PAG)

Original Author/Role	Marion Lang, Corporate Business and Admin Manager
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
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Quality Control (name)	Gillian Clark
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

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Version	Change	Who	When
1.0	First version issued	Marion Lang	April 2022
2.0	Reviewed / amended	Marion Lang	27/04/2023

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1. INTRODUCTION

- 1.1 The Board of the Scottish Fire and Rescue Service, its managers, and recognised Representative Bodies, are committed to working together to create a model of employee relations that is based on mutual respect and trust. In recognition of this commitment, a Working Together Framework, which outlines the principles of working in partnership, has been developed.
- 1.2 The Employee Partnership Forum (EPF) and the Remuneration, Appointments and Nominations Sub Committee (RANSC) support the Board and the Chief Officer in their responsibilities under the terms of the Working Together Framework.
- 1.3 The Board and the Chief Officer have established a Partnership Advisory Group (PAG) to assist in resolving and escalating any issues arising from the EPF, the Consultation and Negotiation Policy and from other arenas which impact on the Working Together Framework.

2. MEMBERSHIP

- 2.1 The Group consists of the Chair of the SFRS Board, the Chief Officer of SFRS, the Director of People and Organisational Development, senior members of Representative Bodies and senior members of SFRS staff as appropriate to the agenda.
- 2.2 Representatives invited to attend are in accordance with the Working Together Framework, section 4.1.
- 2.3 The Chair of the Group is the Chair of the SFRS Board. A Deputy Chair will be agreed by the Group and reviewed on an annual basis.
- 2.4 Details of the Standing Membership can be found within Appendix 1.

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

3. REPORTING

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

3.2 Reports from the Group may also be presented to the Board as required through the People Committee.

4. RESPONSIBILITIES

4.1 The PAG is committed to working in accordance with the principles laid out in the Working Together Framework. In addition to these, the Group will provide a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, where these can no longer be resolved through other internal procedures.

4.2 The Group has the authority to offer opinions, guidance, support, recommendations and to make decision, with there being no further internal escalation routes where agreement cannot be reached.

4.3 The PAG will specifically:

- Meet based on need to discuss and resolve any issues arising from the EPF, the Consultation and Negotiation Policy and from other arenas which impact on the Working Together Framework;
- Ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change within the SFRS;
- Consider whether issues should be considered internally or externally;
- Ensure diversity matters have been fully considered.

5. RIGHTS

5.1 The Group may:

- Co-opt additional members for a period to provide specialist skills, knowledge and experience. Where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Seek information from the Strategic Leadership Team (SLT), Directorates and Representative Bodies;
- Seek guidance and, where appropriate, escalate matters to the National Joint Council (NJC), Advisory, Conciliation and Arbitration Service (ACAS) or the People Committee;
- In agreement with the Chair, ask any other officials of the organisation or representative bodies to attend to assist with its discussions on any particular matter;
- The Chair will ask all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters;
- The Group will be held in private but members should note that updates can be publicly accessed via People Committee and SFRS Board governance routes and are open to Freedom of Information requests.

6. ACCESS

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

7. MEETINGS

7.1 The Group will plan to meet four times a year in SFRS Headquarters, Cambuslang, or via Teams by agreement. Where meetings are not deemed necessary due to limited agendas these will be stood down.

- 7.2 Additional Group meetings can be requested where it has been unable to resolve issues at the EPF.

Additional meeting requests should be actioned within 10 working days of receipt of the request or earlier where possible.

The additional meeting date must take place within 20 working days of receipt of the request.

- 7.3 In the absence of the Chair, the Deputy Chair of the Group will assume the role for the duration of the meeting.
- 7.4 Members are permitted to attend the meeting via Teams. Members who wish to use this option should arrange this with the Group administrator and inform the Chair.
- 7.5 The Group administrator is responsible for the timeous collation and distribution of agendas, action logs and papers and align for governance purposes with the Standing Orders.
- 7.6 The Chair and the Director of People and Organisational Development will meet ahead of each meeting to review agenda items and ensure appropriate attendees.
- 7.7 Where a declaration of interest has been declared, consideration will be given to the nature of the conflict of interest to determine the most appropriate course of action. This may include the temporary removal of the individual(s) whilst the specific agenda item is being considered. In circumstances where a conflict of interest has been declared by the Chair, the Deputy Chair of the Group will temporarily assume the role of Chair for the specific agenda item(s).
- 7.8 For each meeting the Group will be provided with:
- An updated Action Log;
 - A written update from the Chief Officer and Chair of the Board.

7.9 As and when appropriate the Group will also be provided with:

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

8. INFORMATION REQUIREMENTS

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

9. SETTLEMENT OF DIFFERENCES

9.1 If the PAG fails to reach agreement on any matter for which it has responsibility, that matter can be referred to NJC for uniformed staff matters and ACAS for support staff matters, for conciliation. Both sides will participate in the process of conciliation and act in good faith. Where conciliation fails to produce a settlement either side may request collective arbitration through the services of ACAS. In such circumstances it follows that both sides have voluntarily agreed to take part in the collective arbitration process whenever it is invoked and have agreed in advance to be bound by the decision of the arbitrator.

9.2 In the event that either side has any doubt about whether or not the failure to agree relates to arbitrable issues, and this is not resolved through negotiation or conciliation, then the question of whether or not such issues are arbitrable, taking full account of all agreements between the sides will be put to an arbitrator provided by ACAS. The decision of the arbitrator on such an issue will be binding on both sides.

- 9.3 Status Quo and where this applies: While an issue remains subject to discussion/resolution under the SFRS negotiating procedure, neither side will seek to take any collective action or introduce change.

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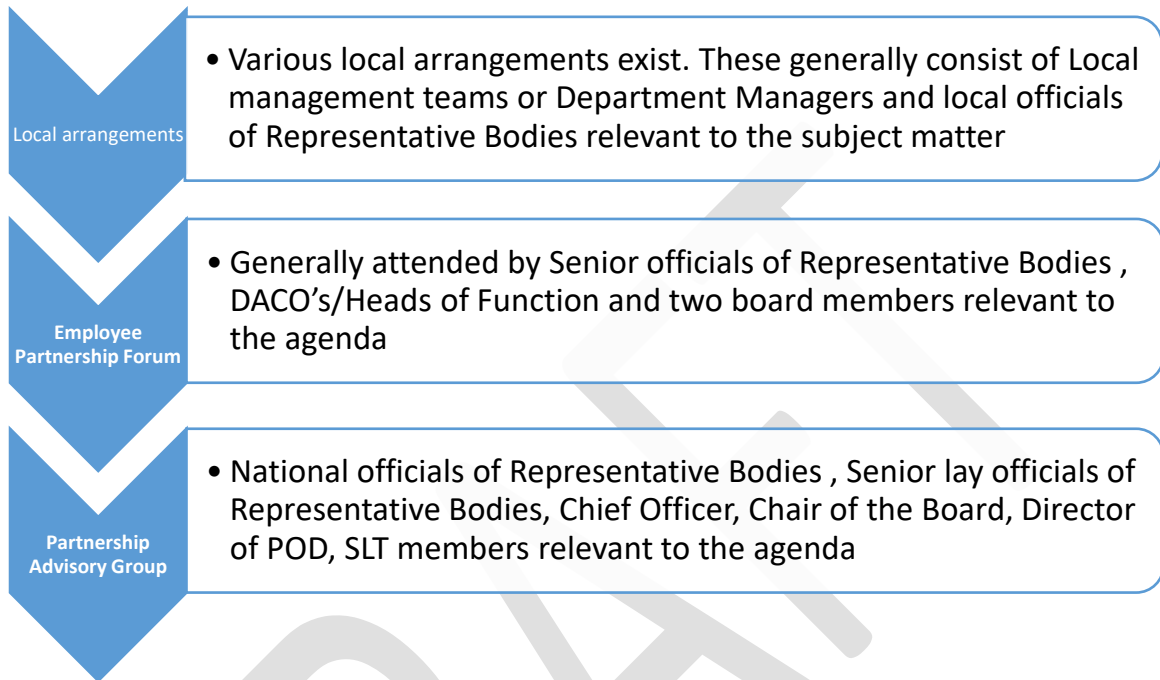
APPENDIX 1 – STANDING GROUP MEMBERSHIP

- Chair of SFRS Board (or Deputy Chair of SFRS Board)
- Chief Officer
- Deputy Chief Officer
- Director of People and Organisational Development (POD)
- Fire Brigades Union
- Fire Officers Association
- Fire and Rescue Service Association
- Unison
- Unite
- Other representation, as appropriate and by invitation.

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APPENDIX 2

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



**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**
Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE EMPLOYEE PARTNERSHIP FORUM

Original Author/Role	Fiona McOmish, POD
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Liz Barnes, Director of People and Organisational Development
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

VERSION HISTORY

Version	Change	Who	When
1.0	First version held internally within POD	POD	Unknown
2.0	Held internally within POD	POD	Unknown
3.0	Revised / amended - version issued on iHub	Elaine Brown	08/06/2021
4.0	Revised / amended	GC Alasdair Cameron	08/08/2022
5.0	Revised / amended	Elaine Brown	12/04/2023



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE EMPLOYEE PARTNERSHIP FORUM

1. [INTRODUCTION](#)

2. [MEMBERSHIP](#)

3. [REPORTING](#)

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[APPENDIX 1 – STANDING FORUM MEMBERSHIP](#)

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

1. INTRODUCTION

- 1.1 The Board of the Scottish Fire and Rescue Service (SFRS), its managers and recognised Representative Bodies are committed to working together to create a model of employee relations that is based on mutual respect and trust. In recognition of this commitment, a [Working Together Framework](#), which outlines the principles of working in partnership, has been developed.
- 1.2 The Board and the Chief Officer have established an Employee Partnership Forum to support them in their responsibilities under the terms of the Working Together Framework.
- 1.3 The purpose, therefore, of the Employee Partnership Forum is for SFRS and Representative Bodies to identify areas of discussion which require resolution, and matters of mutual interest in the spirit of the Working Together Framework.

2. MEMBERSHIP

- 2.1 The Forum consists of the Chair of the People Committee, one other Board Member from the People Committee, senior Representative Body representatives and senior members of SFRS staff, as appropriate to the agenda.
- 2.2 Representatives invited to attend are in accordance with the [Working Together Framework](#), section 4.1.
- 2.3 The Chair and Deputy Chair of the Forum will be any Board Member that sits on the People Committee.
- 2.4 Detail of the Standing Membership can be found within [Appendix 1](#).

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

3. REPORTING

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

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

4. RESPONSIBILITIES

4.1 The Employee Partnership Forum is committed to working in accordance with the principles laid out in the [Working Together Framework](#). In addition to these, the Forum will provide a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS.

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

4.3 The Employee Partnership Forum will specifically:

- Discuss matters relating to the employment of SFRS staff;
- Meet based on forward planning and need to discuss and review proposed and ongoing developments relating to SFRS employee partnership matters;
- Ensure that the work of the Forum is communicated appropriately to all employees and key stakeholders;

- Ensure that any necessary resources and facilities are in place to support the partnership arrangements; and seek appropriate opportunities to build capacity within the relevant forums;
- Address any issues that have not been resolved after exhausting the local partnership arrangements;
- Recommend and offer opinions on the progression of defined areas of work;
- Identify areas of 'good practice' to assist the partnership arrangements;
- Ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change within the SFRS;
- Consider and keep under review SFRS policies and procedures as they affect terms and conditions, working practices, equal opportunities, training and development and any other related policies as may be required;
- Monitor and review performance criteria against employment matters to aide continuous improvement.

5. RIGHTS

5.1 The Forum may:

- Co-opt additional members for a period to provide specialist skills, knowledge and experience. Where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Seek additional information from the Strategic Leadership Team, Directorates and Representative Bodies;
- Seek guidance and, where appropriate, escalate matters to the Partnership Advisory Group;
- In agreement with the Chair, ask any other officials of the organisation or representative bodies to attend to assist it with its discussions on any particular matter;
- The Chair will ask any or all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters;

- The Forum will be held in private but members should note that Forum updates can be publicly accessed via People Committee and SFRS Board governance routes and open to Freedom of Information requests;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support. If this extends to short / medium / long term working groups, then authorisation is required by the People Committee and SFRS Board.

6. ACCESS

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

7. MEETINGS

- 7.1 The Forum will normally meet at least four times a year in SFRS Headquarters, Cambuslang or via Teams by agreement.
- 7.2 In the absence of the Chair, the Deputy Chair will assume the role for the duration of the meeting. In both their absence, the Chair in advance of the meeting will seek an alternative temporary chair from the Board and brief them accordingly.
- 7.3 Members are permitted to attend the meeting via Teams. Members who wish to use this option should arrange this with the Forum administrator and inform the Chair.
- 7.4 The Forum administrator is responsible for the timeous collation and distribution of agendas, minutes and papers and align for governance purposes with the Standing Orders.

7.5 The Chair and/or Deputy Chair, together with the Director of POD, will meet ahead of each Forum to review agenda items and ensure appropriate attendees.

7.6 Where a declaration of interest has been declared, consideration will be given to the nature of the conflict of interest to determine the most appropriate course of action. This may include the temporary removal of the individual(s) whilst the specific agenda item is being considered. In circumstances where a conflict of interest has been declared by the Chair, the Deputy Chair of the Forum will temporarily assume the role of Chair for the specific agenda item(s).

7.7 For each meeting the Forum will be provided with:

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

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

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

8. INFORMATION REQUIREMENTS

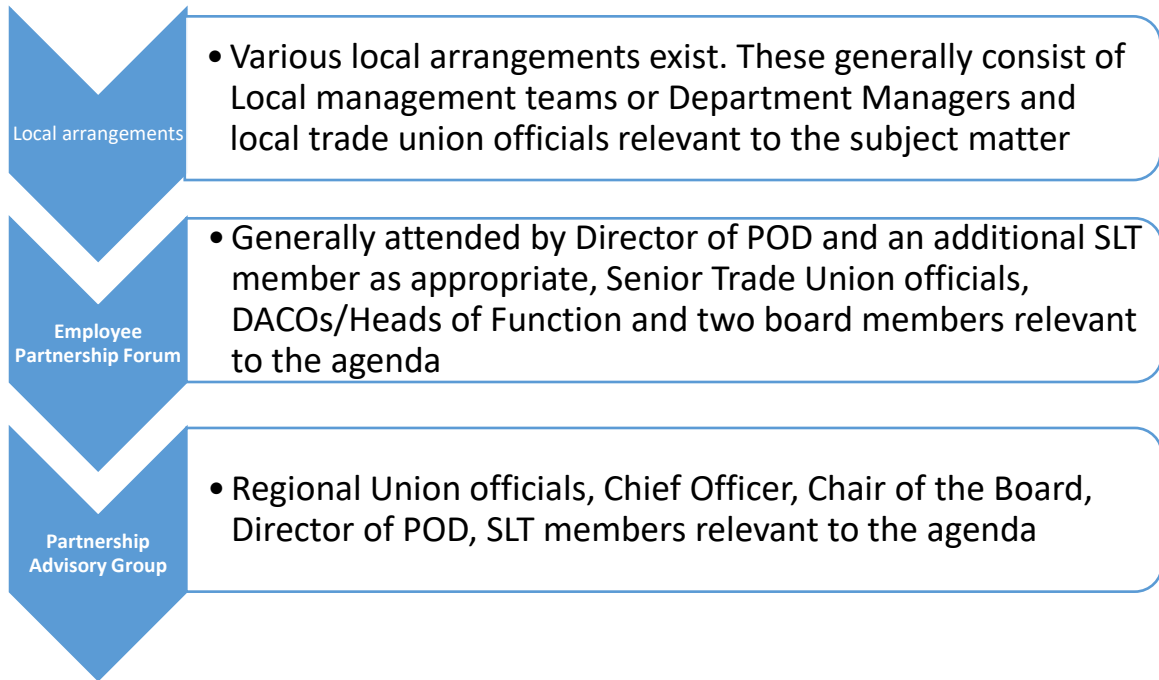
8.1 All relevant documentation for the Forum must be provided as per the schedule for meetings.

APPENDIX 1 – STANDING FORUM MEMBERSHIP

- 2 Board Members;
- Director of People and Organisational Development;
- Head(s) of People and Organisational Development;
- Fire Brigades Union;
- Fire Officers Association;
- Fire and Rescue Service Association;
- Unite;
- Unison;
- Other representation, as appropriate and by invitation.

APPENDIX 2

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



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

PART 1 – BASIC INFORMATION

(This section should be completed by the Policy Owner)

Before you complete an Equality and Human Rights Impact Assessment (EHRIA) you must read the guidance notes and, unless you have a comprehensive knowledge of the equality legislation and duties, it is strongly recommended that you attend an EHRIA training course.

Name of the proposed new or revised policy, strategy, project, activity or service being assessed.

Collective title of EIA:
SFRS Corporate Governance Arrangements 2023

Covering:

Standing Orders for meetings of the Board and its Committees and Sub-Committees;
Scheme of Delegations;
Code of Conduct for Board Members of the SFRS;
Board Support provisions;
Terms of Reference for the Audit & Risk Assurance Committee;
Terms of Reference for the Change Committee: Strategic Change and Major Projects;
Terms of Reference for the Integrated Governance Forum;
Terms of Reference for the People Committee;
Terms of Reference for the Remuneration, Appointments and Nominations Sub-Committee;
Terms of Reference for the Service Delivery Committee;
Terms of Reference Partnership Advisory Group;
Terms of Reference Employee Partnership Forum;
SFRS Good Governance Framework;
Governance and Accountability Framework;
Annual Governance Statement Policy.

Policy owner(s) responsible for completing the Equality and Human Rights Impact Assessment.

Board Support Team – Governance, Strategy & Performance - Strategic Planning, Performance and Communications

Colleagues and/or other partners involved.

SFRS Board SFRS Strategic Leadership Team Board Support Team Chief Officer's Business Team

E&D Practitioner/Support

Parveen Khan

Date Commenced

1 April 2023

Please complete the following questions.

1. Develop a clear understanding of your aims, objectives and the intended outcomes of the policy, strategy, project, activity or service.	
<p>Briefly describe the main aims, objectives and purpose.</p>	<ul style="list-style-type: none"> • Governance and Accountability Framework: sets out the non-statutory governance arrangements for the Scottish Fire and Rescue Service (SFRS) specifying key roles and responsibilities. This document is a Scottish Government document but is being included in recognition of its significance in setting Board processes. • SFRS Good Governance Framework is to encourage better service delivery and improved accountability by establishing a benchmark for aspects of good governance in the SFRS. The Framework brings together the various strands of our Corporate Governance arrangements into one overarching Framework document that demonstrates our commitment to upholding good corporate governance throughout SFRS. • Annual Governance Statement: Under the Police and Fire Reform (Scotland) Act 2012, the Scottish Fire and Rescue Service (SFRS) is required to prepare financial statements for each financial period and on the basis determined by the Scottish Ministers. This policy provides the relevant SFRS Directorate Management Teams detail of the process and requirements for preparing their Certificates of Assurance to support the Chief Officer’s Annual Governance Statement (AGS) as set out in the Public Finance and Accountability (Scotland) Act 2000 (PFA Act). • Scheme of Delegations: sets out the arrangements for levels of responsibility and authority in making decisions on behalf of the SFRS. • Standing Orders for meetings of the Board and its Committees and Sub-Committees: sets out the general principles for conducting Board business and administration arrangements. • Terms of Reference for the Audit & Risk Assurance Committee: sets out the establishment of the Audit & Risk Assurance Committee, its membership and appointment process, scope of activity including risk management, accounting processes and anti-fraud arrangements, and decision making within their limits of responsibilities.

	<ul style="list-style-type: none"> • Terms of Reference for the Integrated Governance Forum: sets out the terms of reference of the forum to provide assurance to the SFRS Board that specific governance issues identified in Committees are discussed across the Board thereby ensuring joined up corporate governance, role as a non-decision making body. • Terms of Reference for the Change Committee: Strategic Change and Major Projects: sets out the terms of reference of the committee to oversee and scrutinise the progress of change strategies and any underpinning plans, programmes and major projects across the Service, and to provide assurance that the future strategic direction (as set out and approved by the SFRS Board) of the Service is being delivered, decision making within their limits of responsibilities. • Terms of Reference for the Service Delivery Committee: sets out the terms of reference of the committee to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the Board, with decision making within their limits of responsibilities. • Terms of Reference for the People Committee: sets out the terms of reference of the committee to oversee and scrutinise while providing strategic advice and direction on matters affecting employees and to ensure that staffing and remuneration arrangements support the strategic aims and ethos of the SFRS and are affordable, with decision making within their limits of responsibilities. • Terms of Reference for Remuneration, Appointments and Nominations Sub-Committee: sets out the terms of reference of the committee to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee, role as a non-decision making body. • Board Support sets out the establishment of a Board Support Team indicating roles and responsibilities and setting out the principles for corporate administration of Board/committee business and meetings.
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	<ul style="list-style-type: none"> • Code of Conduct for Board Members of the SFRS: sets out the standards expected of Board member behaviour as required by The Ethical Standards in Public Life etc (Scotland) Act 2000 and as enforced by the Standards Commission. • Terms of Reference for the Employee Partnership Forum: is a national arrangement which provides a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, role as a non-decision making forum. • Terms of Reference for the Partnership Advisory Group: provides a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, where these can no longer be resolved through other internal procedures, with decision making within their limits of responsibilities. <p>Collectively these policy documents, code and Board papers set out the general operating arrangements for the Board and the SFRS to conduct its business in an effective, efficient, accountable and transparent manner.</p>
<p>What results/outcomes are intended?</p>	<p>Efficient and effective management of Board and SFRS proceedings and to ensure open and transparent working ensuring scrutiny can be conducted appropriately.</p> <p>Accountable Board members who in turn hold SFRS personnel to account.</p> <p>Ensure SFRS comply with the Fire Scotland Act 2005 (as amended) and the Police and Fire Reform Act 2012 and also as an outcome of the Fire and Rescue Framework ensuring this is taken into account when implementing the SFRS Strategic Plan.</p> <p>To ensure that decision making and reporting demonstrates how equality issues are considered, including as an element of SFRS's improvement processes.</p>
<p>Who is intended to benefit and in what way?</p>	<p>Communities and wider stakeholders by gaining an understanding of the governance arrangements in place within the SFRS and how they are managed. Scottish Government – through an accountable Board. SFRS Board – through clear processes for administering Board business.</p>

	SFRS SLT – through clear processes for administering Board business.
Does it link with any other function/policy/activity/project?	<p>Fire and Rescue Framework for Scotland 2022 - sets out Scottish Ministers' expectations of the SFRS and provides strategic priorities and objectives, together with guidance on how the delivery of SFRS's functions should contribute to the Scottish Government's (SG) purpose.</p> <p>SFRS Governance & Accountability Framework - sets out the broad governance structures within which the SFRS will operate and defines key roles and responsibilities which underpin the accountability relationships between the SFRS and the SG.</p> <p>SFRS Strategic Plan - sets the policy and resources framework within which the SFRS will operate, informing funding decisions and providing the basis for performance and financial monitoring and outlines the outcomes and objectives on which the SFRS will focus its attention and identify its ambitions for the period of the plan.</p> <p>SFRS Annual Operating Plan – as set out in the Governance and Accountability Framework, the SFRS has a duty to prepare an Annual Operating Plan to support the achievement of the Strategic Plan.</p> <p>SFRS Good Governance Framework - is to encourage better service delivery and improved accountability of good governance in the SFRS giving a clear high-level overview of the key elements across the organisation, how this all works in practice and developing an integrated assurance approach.</p> <p>Annual Governance Statement - outlines the arrangements that are in place for internal control, risk management and corporate governance, and how effective these arrangements have been during the period under review.</p>
What factors/forces could contribute/detract from the outcomes?	<p>Detract – failure to ensure that the overall process of Board governance is fully followed and easily understood by all relevant Board members and SFRS personnel.</p> <p>Annual governance review undertaken and annual governance statement produced to ensure process is being followed and implemented.</p>
Who will be responsible for implementation?	SFRS Board Chair and Committee Chairs, Accountable Officer (Chief Officer) and Chief Officer's Business Team/Board Support Team

PART 2 – ESTABLISHING RELEVANCE

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- This section is designed to determine if there is relevance between the function/policy and equality and Human Rights legislation.
- This section is designed to determine if there is relevance between the function/policy and the Protected characteristics as defined in the Equality Act 2010, other equality characteristics or Human Rights.
- Initial screening will provide an audit trail of the justification for those functions that have been deemed not relevant for impact assessment.

Q1A. The function/policy will or is likely to influence SFRS' ability to....

General Equality Duty	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
<i>* If required, further information on General Equality Duty can be accessed here.</i>			
Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between people who share a characteristic and those who do not	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between people who share a relevant protected characteristic and those who do not.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1B. The function/policy will or is likely to be relevant on the grounds of....

Please tick as appropriate.

** If required, further information on the protected characteristics can be accessed [here](#).*

	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"/>
Care Experience	<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 checked="" type="checkbox"/>	<input 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"/>
Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health & Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1C. If you have selected 'No' for any or all of the characteristics above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Q2A. Is the function/policy relevant to the Human Rights Act 1998?

* If required, further information on the Human Rights Act 1998 can be accessed [here](#).

Yes No Don't Know

Q2B. Is the function/policy relevant to the United Nations Convention on the Rights of the Child?

* If required, further information on the United Nations Convention on the Rights of the Child can be accessed [here](#).

Yes No Don't Know

Q2C. If you have selected 'No' for Human Rights and/or Children's Rights above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Board arrangements don't apply to children.

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

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

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><u>Age</u></p> <p>Consider: Children, young people and adults. Education, retirement, physical health, mobility, access and egress, specific needs in relation to fire safety, communication needs and/or barriers.</p> <p>Mental Health: Different impacts both positive and negative dependent on life stages around participation, relationships, poverty, education and training, opportunities to succeed and physical health.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of age.</p> <p>Relevance to age relates entirely to the accessibility of Board proceedings. Older people are more likely than younger people to experience physical or sensory impairment that may affect their ability to access materials and/or attend a Board meeting as a member of the public. More opportunity to attend and observe a Board meeting will be available through the ability to join some meetings remotely.</p> <p>Issues of accessibility are referenced in the Summary and Conclusion section below.</p> <p>There is anecdotal evidence that younger people are less likely to participate in public life than older people and this may mean that fewer young people will attend Board meetings or interact with Board members. The methods used to promote Board meetings and Board business is referenced in the Summary and Conclusion section below.</p>
<p><u>Caring Responsibilities</u></p> <p>Consider: Carers for elderly relatives, individuals with a disability, children under 18. Times/Days of meetings and events, changes in working patterns, young carers and care experienced individuals.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of caring responsibilities.</p> <p>Relevance to caring responsibilities relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>Mental Health: Juggling work and caring responsibilities can be both rewarding but also extremely stressful. 71% of carers have poor physical and mental health. Differing outcomes and barriers for groups (such as care experienced people and young carers) including education, poverty, lack of inclusion and life opportunities.</p>	
<p><u>Care Experienced</u></p> <p>Consider: Different types of care (Residential, Kinship, Foster, At Home). Corporate Parenting responsibilities. Barriers around housing, education, employment.</p> <p>Mental Health: Higher instance of mental health concerns than peers. Difficulties and losses in family relationships, disruption to schooling and changes in care placements (including multiple geographical locations) can make it difficult to form good social and personal relationships.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of care experience.</p> <p>Relevance to care experienced relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is a possibility that individuals who are care experienced are less likely to participate as they are less informed about public bodies and lack the means to engage through attendance at meetings or to engage in a manner meaningful to them.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
<p><u>Disability</u></p> <p>Consider: Accessible communications, buildings and facilities, travel needs, medication, confidentiality, needs around fire safety, support mechanisms available, opportunities to promote life chances, e.g. employment, and housing and social inclusion.</p> <p>Mental health: Life chances (notably education, employment and housing), social inclusion, support, choice, control and opportunities to be independent are factors that will influence the mental health of people with disabilities both positively and negatively.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of disability.</p> <p>Relevance to disability relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>* SFRS 'We are Positive about Disability' can be accessed here.</p> <p>* Link to the Events Planning Checklist here.</p>	
<p><u>Gender reassignment</u></p> <p>Consider: Confidentiality, decency, appropriate facilities and transitioning support.</p> <p>Mental Health: Transgender people's mental health can be affected positively and negatively by all of the other characteristics in this document. They may face additional challenges around stigma, harassment, hate crime and can be at an increased risk for some mental health issues.</p> <p>This includes individuals under the umbrella of Transgender who identify as non-binary and gender non-conforming.</p> <p>* Link to the SFRS Guidance for supporting employees who are transitioning can be accessed here.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of gender.</p>
<p><u>Marriage and Civil Partnership</u></p> <p>Consider: Work policy and practice(s) to ensure they are not discriminatory.</p> <p>Mental Health: Good social and personal relationships are central to wellbeing and good mental health. A breakdown in these relationships can have a negative impact on mental wellbeing.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of marriage or civil partnership status.</p> <p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their marital/civil partnership status.</p>
<p><u>Pregnancy and maternity</u></p> <p>Consider: Safety of the Mother/Birth Parent & Fetus, PPE and uniform, pregnancy related appointments and absences, KIT Days, breastfeeding/chestfeeding facilities and mobility as it relates to fire safety.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of pregnancy and maternity.</p> <p>As with caring responsibilities relevance to pregnancy and maternity relates entirely to the accessibility of Board proceedings. Issues of accessibility and other</p>

<p>Mental Health: Possibility of Ante-natal and Post-natal depression. Access to support whilst on maternity leave. Concerns around return to work. Impact on both parents if there are complications or bereavements linked to the pregnancy.</p>	<p>methods of participation are referenced in the Summary and Conclusion section below.</p>
<p><u>Race</u></p> <p>Consider: Participation, language barriers, cultural differences, recruitment and selection. Life chances (notably education, employment and housing).</p> <p>Remember: Gypsies and Travellers are a racial group as defined in s9 Equality Act 2010.</p> <p>Mental Health: Language barriers, racism, socio-economic factors, diagnostic bias, cultural differences, unconscious bias, institutional discrimination, mental health stigma and poor uptake of health services.</p>	<p>There is clear evidence to indicate that BME people are underrepresented and participation levels in public life or engagement with public bodies is low hence the term 'hard to reach' - https://www.gov.scot/publications/crer-ant-racist-policy-making-scotland-review/pages/6/.</p> <p>There is a possibility that new migrants to Scotland will be less likely to participate than established communities as they are less informed about public bodies and the role of public engagement.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups to promote and market opportunities for participation.</p>
<p><u>Religion and Belief</u></p> <p>Consider: Uniform, prayer/reflection areas, dates/times of religious festivals for event planning and fire safety information. Dietary requirements.</p> <p>Mental Health: Religion and belief(s) can have a positive impact on mental health through the support they can provide. A breakdown of this could impact mental health. Studies also show that there can be negative impacts on mental health around religion, particularly as it relates to upbringing and/or a difference in life views.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>There is evidence to indicate that people from underrepresented religion and belief groups participate less in public life or engagement with public bodies.</p> <p>(Public appointments: just over half of applicants in 2011-12 identified as belonging to a Christian denomination. The majority of these identified as Church of Scotland, with the remainder split between Roman Catholic and other Christian denominations - https://www.gov.scot/publications/scottish-government-equality-outcomes-religion-belief-evidence-review/)</p> <p>There is a possibility that new migrants to Scotland will be less likely to participate than established communities as they are less informed about public bodies and the role of public engagement.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>

<p><u>Sex (gender)</u></p> <p>Consider: Dignified facilities, sanitary provisions, appropriate PPE, menopause, individuals who are non-binary, domestic abuse, gender specific illness, e.g. prostate cancer for men, endometritis for woman.</p> <p>Mental Health: Gender has a significant impact on risk and protective factors for mental health and the way in which the experience of mental distress is expressed. Depression, anxiety, attempted suicide and self-harm are more prevalent in women, while completed suicide, drug and alcohol abuse, crime and violence are much more prevalent among men. Women are much more vulnerable to poverty and unemployment, and are more likely to suffer domestic violence, rape and child abuse. Men experiencing abuse as children or adults may find it more difficult to disclose this.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of gender.</p> <p>As with pregnancy and maternity relevance to gender relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is no evidence that indicates that men or women are more/less likely to participate in public life or engage with public bodies arising from the status of their gender.</p> <p>Women in the broader population are more likely to be the primary carer for a dependent and this may affect ability to attend meetings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
<p><u>Sexual Orientation</u></p> <p>Consider: Confidentiality, heterosexual bias in language, use of pronouns, policy development, recruitment and selection practices.</p> <p>Mental Health: Some studies suggest that gay, lesbian, bisexual and transgender people are more vulnerable to certain factors that increase risk of poor mental health (e.g. being bullied, discrimination and verbal assault) – and more likely to report psychological distress than their heterosexual counterparts.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of sexual orientation.</p> <p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their sexual orientation.</p>
<p><u>Social and Economic Disadvantage</u></p> <p>Consider: Differences in life chances such as education, employment, income, social</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of social or economic disadvantage.</p>

<p>inclusion and access to health services. Lifestyle factors, e.g. smoking and alcohol use as they relate to fire safety information.</p> <p>Mental Health: Adults living in the most deprived areas are twice as likely to have mental health issues. Factors such as poverty, poor housing, lack of opportunity and low social status can cause stress and distress. Other impacts on well-being, may come from feelings of low self-esteem, shame, and disrespect. Link between deprivation and suicide.</p> <p>* Link to the Fairer Scotland Duty Guidance can be accessed here.</p>	<p>Relevance to social or economic disadvantage relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is a possibility that individuals who are socially or economically disadvantaged are less likely to participate as they are less informed about public bodies and lack the means to engage through attendance at meetings or to engage in a manner meaningful to them.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
<p><u>Island Communities</u></p> <p>Consider: Challenges around distance, geography, connectivity, demography and the loss of vital skills to the mainland.</p> <p>Mental Health: Remote and rural communities can face particular challenges around the availability and access to support in times of distress. There can be feelings of isolation but also a lack of privacy when communities are particularly close knit.</p> <p>* Link to the Scottish Government Island Community Impact Assessment Guidance can be accessed here.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on remote and rural communities.</p> <p>Relevance to island communities relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
<p><u>Mental Health and Wellbeing</u></p> <p>Not all people with a mental health condition have a disability. For example, someone may have a diagnosis of bi-polar disorder which is well-managed and experience good mental health. However, many mental health conditions can have an impact on wellbeing.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on mental health.</p> <p>Relevance to mental health relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>Consider: Crew Welfare before, during and after their involvement in a potentially traumatic incident.</p> <p>Stress factors, concern(s) of stigma and/or discrimination if coming forward.</p> <p>Life changes such as bereavement, broken- down relationships, changes in physical health.</p> <p>Poor mental health can lead to higher risk health behaviours (e.g. smoking and drug misuse). This, combined with unequal access to services, can result in poor health outcomes and shortened life expectancy.</p> <p>Higher risk in relation to Fire Safety.</p> <p>* Link to the Mental Health and Wellbeing Checklist can be accessed here.</p>	
<p><u>Human Rights</u></p> <p>Consider: 16 basic rights protected by the Human Rights Act and how they may relate to any policy/practice/decision.</p> <p>Mental Health: Mental health evidence relates to the Human Rights Act by highlighting the links between poor mental health and inequalities. Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the Human Rights.</p> <p>The Code of Conduct may have some relevance to the Human Rights Act article 8 Right to Respect for Private and Family Life. This is referenced in the Summary and Conclusion section below.</p> <p>It is not viewed there is any relevance to Protocol 1 Article 1 Protection of Property as the Code does not prohibit the use or retention of property, it only seeks the disclosure of potential conflict of interest with the view to preserving the integrity of Board decisions and proceedings.</p>
<p><u>Children's Rights</u></p> <p>Consider: General principles: 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)</p>	<p>N/A see above.</p>

<p>Mental Health: Poor mental health can both be a consequence of inequality and result in social, economic and health inequality. Links between poverty and mental health.</p>	
<p>Impact on Inclusion or People in General not covered by specific characteristics</p> <p>Consider: any other inclusion points, e.g. differing impacts for employee groups or for different communities.</p> <p>Gaelic Language</p> <p>Consider: Accessibility, education/schools, training, Gaelic speaking employees, cultural & heritage awareness, signage replacement.</p> <p>The SFRS Gaelic Language Plan can be accessed here.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on people.</p> <p>Some people may be less able to attend Board meetings and less able to participate in public life because of their geographic location and cost or distance of travel.</p> <p>There is an opportunity to make a positive impact on people in island communities by allowing public access to Board proceedings through the use of other methods such as the ability to join remotely, as well as direct feedback using the online comments process.</p> <p>The hosting of Board meetings at venues across Scotland provide an opportunity for many more people to attend than if the location was isolated to HQ, Cambuslang.</p> <p>Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>Summary and Conclusion of Impact Assessment</p> <p>Collectively these documents provide the operating arrangements for the Board of the SFRS with the SFRS Good Governance Framework supporting a clearer understanding of how this all works. There is limited relevance to equality and some, albeit limited, opportunity to make a positive impact in relation to the general equality duty across the protected characteristics as it relates to these governance and operating arrangements. It will be the proposals and recommendations submitted to the Board which makes use of these arrangements that will potentially be relevant to equality and human rights rather than the arrangements to be followed.</p> <p>Any report brought forward to the Board for decision will have a separate EIA where appropriate, which will include an islands assessment, as part of the governance arrangements which will be considered and reflected upon as part of the decision making process. Further to this the Board will review the impact of decisions being made after a period of 12 months.</p> <p>There are, nevertheless, some specific areas of activity where there is a direct relevance to equality arising from this suite of documents.</p>
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Relevant documents: Membership & Operating Arrangements and Terms of Reference to each Committee

Issue: Accessibility of Board agendas, reports, papers and other communication (public). Board papers are made available to the public through the SFRS website. This is viewed as a proportionate means of making written materials accessible to individuals with a sensory impairment, who may have difficulty with reading arising from a learning difficulty or other condition such as dyslexia, or for whom English is not their first language. The website is compatible with a range of supportive technologies such as text readers, contrast control and font size adjustments. The website is compatible with Google translate which will facilitate translation of information into a number of other languages. It is recognised that some individuals may require additional measures to meet the requirements of their disability and such requests will be considered on a case by case basis for a reasonable adjustment to be implemented. The translation of Board papers into alternative languages would be prohibitively expensive for the SFRS to fulfill individual requests and it would be an expense that would be disproportionately high compared to the impact achieved for the individual - instead the Board Support Team will consider each request for alternate language provision with a view to ensuring that all of Scotland's communities can access the significant issues pertaining to SFRS and Board business.

It should be noted that this section relates only to the materials produced to support the administration of Board proceedings and not to any SFRS material such as community engagement materials which may have to be provided in alternate formats and/or languages.

The SFRS and Board have an ambition to provide materials in easy to understand language and format. It is, however, noted that the business of the Board may at times be complex and will not lend itself to simplification without loss of meaning. The Board and the SFRS recognise the importance of focusing on key and significant messages and documents that will contribute towards improved community safety as well as transparency and accountability of the SFRS.

Issue: Accessibility of Board agendas, reports, papers and other communication (Board members and SFRS personnel). In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. Board members are emailed a link to their Board papers and other communications accessed via their Board sharepoint site and can therefore make use of assistive technologies referenced above. Other requests for alternate formats of materials can be accommodated on request such as large print versions of documents.

SFRS personnel can access materials via the intranet and/or SFRS website and can utilise assistive technologies. Other requirements for personnel to enable them to perform their job will be considered on a case by case basis for a reasonable adjustment on the grounds of disability.

Issue: Accessibility of Board meetings (public). There is an opportunity to make a positive impact across all protected characteristics by allowing public access to Board proceedings. The hosting of Board meetings at venues across Scotland provide an opportunity for many more people to attend than if the location was isolated to HQ, Cambuslang.

There is a further opportunity to make a positive impact through the participation in other stakeholder engagement activities that are to be programmed to coincide with Board meetings. This has the potential to allow access to Board members for a range of local

community groups that might not otherwise be considered a stakeholder/partner providing that the Board extends their engagement activities outwith the scope of recognised partner agencies such as Community Planning Partnerships.

The accessibility of Board meetings is only as good as the ability of the Board, SFRS and Board Support Team to enable the participation of members of the public. Enabling participation includes:

- Picking venues for the Board proceedings that are well served by public transport.
- Making use of venues that have good disability access provisions such as adequate designated parking, induction loop hearing assistance, wheelchair access, suitable and varied seating and well maintained premises clear of unnecessary clutter and obstruction.
- Extend the promotion of attendance at Board meetings beyond those controlled centrally by the Board Support Team (e.g. website notification) to a local level to be supported by Board Support Team and local SFRS personnel promoting the Board meetings through local press release and notices in community, religious centres and other public buildings.

Board meetings are currently scheduled to take place on Thursday mornings/early afternoon. This does not conflict with known religious observance days and as such the timing of Board meetings does not pose a barrier to attendance. It is unlikely that the scheduling of Board meetings will bring the date of meeting into conflict with significant religious festivals, nevertheless, the Board Support Team will maintain a review of the Board schedule to prevent repeated conflict of dates affecting any particular faith group.

It is not the intention of the Board/SFRS to provide food or drink to members of the public attending the Board meeting and as such no consideration on these grounds needs to be given to meeting cultural/religious/dietary requirements.

It is recognised that there may be some individuals who would wish to attend a Board meeting but are unable to do so despite the measures referenced above. Attendance may not be possible because of geographic location, other responsibilities such as work commitments or caring for a dependent, cost or distance of travel or physical impairment severely affecting mobility. While attendance at Board meetings may not be possible the Board and SFRS seek to enable participation through the use of other methods such as the ability to join remotely, as well as direct feedback using the online comments process.

Issue: Accessibility of Board meetings (Board members and SFRS personnel).

In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. The Board Support Team will ensure that those venues used for Board meetings have arrangements in place to provide catering that would meet requests based on the grounds of cultural or religious observance.

Code of Conduct

The Code is enforced by an external body and was revised and approved by Scottish Ministers in December 2021. This has an impact on the SFRS Board members. Overall the Code is likely to have a neutral effect on the grounds of protected characteristics by seeking to maintain a standard of behaviour that is consistent across similar organisations and has the objective of promoting integrity, honesty and fairness in the proceedings of the Board. There is a possibility for a negative impact on the grounds of marriage/civil partnership and/or sexual orientation. The requirement to disclose conflict of interest of partners/spouses may require individual members of the Board to release information they

consider private and would otherwise not wish to disclose. Similarly, the disclosure of the interests of a same sex partner may result in the disclosure of sexual orientation which the individual may wish to keep private. Nevertheless, the requirement to ensure that public bodies and their representatives remain accountable and transparent in the pursuit of robust and fair public activities outweighs any consideration of protection of privacy within the context of disclosing a partner's interests.

The Code of Conduct provides an opportunity to make a positive impact on the grounds of age, gender, disability, sexual orientation, religion and belief, social and economic disadvantage and gender identity by supporting the Scottish Government's ambitions to improve the representation on public boards from these groups. This has a relationship to all elements of the general equality duty.

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 AND REVIEW

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- 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 Human Rights.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

Q1 – For Functions/Policies Screened in Section 2 or 3 as Not Relevant on the grounds of Equality or Human Rights...

You must now set out how you intend to monitor and review the function/policy. You should provide an indication of when you intend to review the function/policy, the method for doing so and how you will assess that no-relevance to Equality and Human Rights continues.

The Board and the Board Support Team will review the processes for governance and administering Board business as part of the annual governance review.

Q2 – For Functions/Policies where there is evidence or justification for believing there is relevance to Equality or the Human Rights please provide detail on the plan to achieve this by completing A – D below.

A: What will be monitored?

The Board and the Board Support Team will periodically review the processes for governance and administering Board business.

In relation to equality this will include:

- 1 Accessibility and suitability of meeting venues (access and catering provisions).
- 2 Requests for alternate formats of written information on grounds of disability and language.
- 3 Range of community groups attending or participating in Board proceedings.

The purpose of the monitoring is to:

- Identify trends and patterns of requests made and action taken relating to disability access and non-English language provision.
- Illustrate the steps taken by the SFRS to enable all of Scotland's communities to be involved.

This will mean that the processes for monitoring will themselves be reviewed and refined over time.

Following the Board's decision in 2020 to move to a digital approach for Board/Committee meetings due to COVID-19, the opportunity to attend a Board meeting remotely via conference facilities will continue to be monitored and reviewed.

Note: An equality impact assessment will be developed relating to the appraisal process for Board members and a separate monitoring system for that process put in place.

B: How will monitoring take place and who will carry it out?

- 1 Create an EIA folder on Board Support Team SharePoint site to capture and store monitoring processes.
- 2 Develop and provide a checklist guide to potential venue owners of requirements based on needs.
- 3 Log requests for alternate formats and action taken.
- 4 Log requests for assistance at Board/Committee meetings and action taken.
- 5 Log the places Board/Committee meeting notices have been distributed, log any requests for attendance at meetings and/or note any issues arising during proceedings relating to equality.
- 6 Log the range of stakeholder/community groups involved in the ancillary activities taking place alongside Board meetings.
- 7 Compliments, comments and feedback on Board proceedings.

This range of measures may be refined where it is determined that there is no on-going need to capture this information.

C: What is the frequency of monitoring?

For each Board/Committee meeting subject to the provision that this range of measures may be refined where it is determined that there is no on-going need to capture this information.

Monitoring will be aligned to the annual governance review however if, at any point, any outcomes are considered to have an impact on these arrangements a further review could be undertaken as required.

D: How will monitoring information be used?

The information will be used to:

- Illustrate the steps taken to involve all of Scotland's communities and demonstrate the measures involved in ensuring the Board is actively pursuing a policy of openness, transparency and accountability
- To inform Board proceedings to ensure that people are enabled to participate and that processes are accessible to all stakeholders.
- To ensure continual good governance, assurance and scrutiny.

Q3: Actions – Who will undertake any recommendations and/or monitoring actions?

This will be revised as part of the annual review conducted around March/April as part of the review of the governance arrangements of the Board.

PART 5 – APPROVAL

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

This Equality and Human Rights Impact Assessment was completed by:

Name	Heather Greig
Date	1 April 2023

This Equality and Human Rights Impact Assessment was approved by:

Name	The Board of the Scottish Fire and Rescue Service
Date	27 April 2023

Please submit a copy of the completed document to SFRS.Equality@firescotland.gov.uk

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

PART 1 – BASIC INFORMATION

(This section should be completed by the Policy Owner)

Before you complete an Equality and Human Rights Impact Assessment (EHRIA) you must read the guidance notes and, unless you have a comprehensive knowledge of the equality legislation and duties, it is strongly recommended that you attend an EHRIA training course.

Name of the proposed new or revised policy, strategy, project, activity or service being assessed.

SFRS Board Annual Performance Appraisal

Policy owner(s) responsible for completing the Equality and Human Rights Impact Assessment.

Board Support Team – Governance, Strategy & Performance - Strategic Planning, Performance and Communications

Colleagues and/or other partners involved.

SFRS Board Members

E&D Practitioner/Support

Parveen Khan

Date Commenced

1 April 2023

Please complete the following questions.

<p>2. Develop a clear understanding of your aims, objectives and the intended outcomes of the policy, strategy, project, activity or service.</p>	
<p>Briefly describe the main aims, objectives and purpose.</p>	<p>The aim is to ensure that all Board members are provided with the opportunity to participate in an appraisal review scheme. The Board appraisal process will be used by Board members and the reviewing manager (Chair of the SFRS Board) to assess performance and provide opportunity for meaningful discussion by focusing on both the achievement of objectives ('what' is done) as well as an appraisal of skills, knowledge, behaviours and competencies ('how' it is done). The appraisal process is a joint review and discussion between an individual and their reviewing manager to review performance over the last 12 months, and set development opportunities and objectives for the forthcoming year.</p> <p>It is intended to contribute to the continuous improvement of the public body's decision-making, effectiveness and performance.</p> <p>It provides a standardised framework to plan and review individual performance and consider development opportunities.</p>
<p>What results/outcomes are intended?</p>	<p>The general principles are to:</p> <ul style="list-style-type: none"> • Provide new Board members with constructive feedback on an on-going basis throughout the reporting year. Other members are also entitled to ask for feedback during the year. • Promote self-reflection on individual performance. • Look forward, not just back, to ensure account is taken of the future needs of the organisation, any learning and development identified and the aspirations of the Board member. • Identify and discuss any performance-related issues as part of the on-going process of constructive feedback. • Keep all appraisal documentation simple, focused and easy to use and completed during, or shortly after, the appraisal and signed by both parties. • Provide assurance, by the Board Chair to the Sponsor Director/Deputy Director that Board member appraisals have taken place. • Ensure a clear process is in place to resolve any instances where any irreconcilable differences occur between the Board Chair and Board Member. In the first instance these issues should be referred to the Sponsor Director/Deputy Director.

<p>Who is intended to benefit and in what way?</p>	<p>All Board members.</p> <p>Scottish Government by ensuring the public body delivers its functions effectively and efficiently in accordance with Ministerial aims, policies and priorities.</p>
<p>Does it link with any other function/policy/activity/project?</p>	<p>Fire and Rescue Framework for Scotland 2022 - sets out Scottish Ministers' expectations of the SFRS and provides strategic priorities and objectives, together with guidance on how the delivery of SFRS's functions should contribute to the Scottish Government's (SG) purpose.</p> <p>Code of Conduct for Board Members of the SFRS – sets out the conduct expected of those who serve on the boards of public bodies in Scotland and how the provisions of the Code should be interpreted and applied in practice in line with the nine key principles of public life in Scotland.</p>
<p>What factors/forces could contribute/detract from the outcomes?</p>	<p>Detract – failure to ensure that the overall process of Board performance appraisal review is fully followed and easily understood by all relevant Board members and Chair. Lack of compliance to ensure that the general principles of performance appraisal reviews are fully implemented and appraisal reviews carried out.</p>
<p>Who will be responsible for implementation?</p>	<p>SFRS Board Chair Scottish Government</p>

PART 2 – ESTABLISHING RELEVANCE

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- This section is designed to determine if there is relevance between the function/policy and equality and Human Rights legislation.
- This section is designed to determine if there is relevance between the function/policy and the Protected characteristics as defined in the Equality Act 2010, other equality characteristics or Human Rights.
- Initial screening will provide an audit trail of the justification for those functions that have been deemed not relevant for impact assessment.

Q1A. The function/policy will or is likely to influence SFRS' ability to....

General Equality Duty	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
<i>* If required, further information on General Equality Duty can be accessed here.</i>			
Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between people who share a characteristic and those who do not	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between people who share a relevant protected characteristic and those who do not.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1B. The function/policy will or is likely to be relevant on the grounds of....

Please tick as appropriate.

** If required, further information on the protected characteristics can be accessed here.*

	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"/>
Care Experience	<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 checked="" type="checkbox"/>	<input 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"/>
Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health & Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1C. If you have selected 'No' for any or all of the characteristics above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Q2A. Is the function/policy relevant to the Human Rights Act 1998?

* If required, further information on the Human Rights Act 1998 can be accessed [here](#).

Yes No Don't Know

Q2B. Is the function/policy relevant to the United Nations Convention on the Rights of the Child?

* If required, further information on the United Nations Convention on the Rights of the Child can be accessed [here](#).

Yes No Don't Know

Q2C. If you have selected 'No' for Human Rights and/or Children's Rights above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

No relevance to children's rights as they are not Board members.

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

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

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><u>Age</u></p> <p>Consider: Children, young people and adults. Education, retirement, physical health, mobility, access and egress, specific needs in relation to fire safety, communication needs and/or barriers.</p> <p>Mental Health: Different impacts both positive and negative dependent on life stages around participation, relationships, poverty, education and training, opportunities to succeed and physical health.</p>	<p>Age is relevant to the appraisal process as it is often linked directly to an individual’s experience and length of service. Therefore to ensure that the appraisal process is fair and objective the process should be impartial and not biased on the basis of age – for example, assuming that older members are more efficient within their role and the contrary for younger staff. Focus on the values such as Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal (and moral) obligations to advance equality of opportunity.</p>
<p><u>Caring Responsibilities</u></p> <p>Consider: Carers for elderly relatives, individuals with a disability, children under 18. Times/Days of meetings and events, changes in working patterns, young carers and care experienced individuals.</p> <p>Mental Health: Juggling work and caring responsibilities can be both rewarding but also extremely stressful. 71% of carers have poor physical and mental health. Differing outcomes and barriers for groups (such as care experienced</p>	<p>The criteria used must not directly or indirectly discriminate against any individual or group of individuals with caring responsibilities who have not been able to give time over and above the requirements of the role in the way that others might have been able to do. It will be for the Board Chair to have some flexibility in this respect.</p>

<p>people and young carers) including education, poverty, lack of inclusion and life opportunities.</p>	
<p><u>Care Experienced</u></p> <p>Consider: Different types of care (Residential, Kinship, Foster, At Home). Corporate Parenting responsibilities. Barriers around housing, education, employment.</p> <p>Mental Health: Higher instance of mental health concerns than peers. Difficulties and losses in family relationships, disruption to schooling and changes in care placements (including multiple geographical locations) can make it difficult to form good social and personal relationships.</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>
<p><u>Disability</u></p> <p>Consider: Accessible communications, buildings and facilities, travel needs, medication, confidentiality, needs around fire safety, support mechanisms available, opportunities to promote life chances, e.g. employment, and housing and social inclusion.</p> <p>Mental health: Life chances (notably education, employment and housing), social inclusion, support, choice, control and opportunities to be independent are factors that will influence the mental health of people with disabilities both positively and negatively.</p> <p>* SFRS 'We are Positive about Disability' can be accessed here.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>Reasonable adjustments should be considered and implemented to assist persons with disabilities to perform to a suitable standard in their role as Board member. Performance standards of members with disabilities may not be exactly the same as non-impaired members but should be regarded in accordance with the standards of performance that are measured in relation to both the disability and any reasonable adjustments that have been put in place.</p>
<p><u>Gender reassignment</u></p> <p>Consider: Confidentiality, decency, appropriate facilities and transitioning support.</p>	<p>Individuals may be disinclined to report or complain because they do not want to disclose their own transgender status or their association with someone who is transgender. It is hoped that the process, whilst not specifically focusing on transgender issues but on other protected characteristics, will encourage</p>

<p>Mental Health: Transgender people's mental health can be affected positively and negatively by all of the other characteristics in this document. They may face additional challenges around stigma, harassment, hate crime and can be at an increased risk for some mental health issues.</p> <p>This includes individuals under the umbrella of Transgender who identify as non-binary and gender non-conforming.</p> <p>* Link to the SFRS Guidance for supporting employees who are transitioning can be accessed here.</p>	<p>those who do wish to raise this as an issue in relation to their performance appraisal/ability to undertake their role effectively.</p> <p>It is also recognised that there may be absence issues with members associated in the transitioning process and again, all members should be treated fairly and not biased against someone because of their transgender status.</p>
<p><u>Marriage and Civil Partnership</u></p> <p>Consider: Work policy and practice(s) to ensure they are not discriminatory.</p> <p>Mental Health: Good social and personal relationships are central to wellbeing and good mental health. A breakdown in these relationships can have a negative impact on mental wellbeing.</p>	<p>Marriage and civil partnership are not directly relevant during the Board performance appraisal review process unless there is an issue surrounding marriage and civil partnership that has an impact on performance. If this is the case then it will be considered with a focus on SFRS values of Respect and Integrity.</p>
<p><u>Pregnancy and maternity</u></p> <p>Consider: Safety of the Mother/Birth Parent & Fetus, PPE and uniform, pregnancy related appointments and absences, KIT Days, breastfeeding/chestfeeding facilities and mobility as it relates to fire safety.</p> <p>Mental Health: Possibility of Ante-natal and Post-natal depression. Access to support whilst on maternity leave. Concerns around return to work. Impact on both parents if there are complications or bereavements linked to the pregnancy.</p>	<p>Those who are on maternity leave will not be adversely impacted through the performance appraisal review process.</p>
<p><u>Race</u></p>	<p>There is evidence to support that BME people are underrepresented at Board/senior management levels. Therefore, equality monitoring of Board</p>

<p>Consider: Participation, language barriers, cultural differences, recruitment and selection. Life chances (notably education, employment and housing).</p> <p>Remember: Gypsies and Travellers are a racial group as defined in s9 Equality Act 2010.</p> <p>Mental Health: Language barriers, racism, socio-economic factors, diagnostic bias, cultural differences, unconscious bias, institutional discrimination, mental health stigma and poor uptake of health services.</p>	<p>members should be undertaken by Scottish Government during the appointments process and actions developed to address under representation eg career progression.</p>
<p><u>Religion and Belief</u></p> <p>Consider: Uniform, prayer/reflection areas, dates/times of religious festivals for event planning and fire safety information. Dietary requirements.</p> <p>Mental Health: Religion and belief(s) can have a positive impact on mental health through the support they can provide. A breakdown of this could impact mental health. Studies also show that there can be negative impacts on mental health around religion, particularly as it relates to upbringing and/or a difference in life views.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>Religion and Belief should be considered if disclosed by Board members ensuring that appraisal review meetings are held in consultation with Board members so as not to impact on any religious or cultural events.</p>
<p><u>Sex (gender)</u></p> <p>Consider: Dignified facilities, sanitary provisions, appropriate PPE, menopause, individuals who are non-binary, domestic abuse, gender specific illness, e.g. prostate cancer for men, endometritis for woman.</p> <p>Mental Health: Gender has a significant impact on risk and protective factors for mental health and the way in which the</p>	<p>Gender is directly relevant as Board members experiences of the performance appraisal review process will be different based on their gender. There may be more male Board members than female Board members and these differences should be taken into consideration eg female Board member may not be comfortable having a performance appraisal review meeting whilst experiencing symptoms of the menopause and may need regular breaks or to reschedule.</p>

<p>experience of mental distress is expressed. Depression, anxiety, attempted suicide and self-harm are more prevalent in women, while completed suicide, drug and alcohol abuse, crime and violence are much more prevalent among men. Women are much more vulnerable to poverty and unemployment, and are more likely to suffer domestic violence, rape and child abuse. Men experiencing abuse as children or adults may find it more difficult to disclose this.</p>	
<p><u>Sexual Orientation</u></p> <p>Consider: Confidentiality, heterosexual bias in language, use of pronouns, policy development, recruitment and selection practices.</p> <p>Mental Health: Some studies suggest that gay, lesbian, bisexual and transgender people are more vulnerable to certain factors that increase risk of poor mental health (e.g. being bullied, discrimination and verbal assault) – and more likely to report psychological distress than their heterosexual counterparts.</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>
<p><u>Social and Economic Disadvantage</u></p> <p>Consider: Differences in life chances such as education, employment, income, social inclusion and access to health services. Lifestyle factors, e.g. smoking and alcohol use as they relate to fire safety information.</p> <p>Mental Health: Adults living in the most deprived areas are twice as likely to have mental health issues. Factors such as poverty, poor housing, lack of opportunity and low social status can cause stress and distress. Other impacts on well-being, may come from feelings of low self-esteem,</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>

<p>shame, and disrespect. Link between deprivation and suicide.</p> <p>* Link to the Fairer Scotland Duty Guidance can be accessed here.</p>	
<p><u>Island Communities</u></p> <p>Consider: Challenges around distance, geography, connectivity, demography and the loss of vital skills to the mainland.</p> <p>Mental Health: Remote and rural communities can face particular challenges around the availability and access to support in times of distress. There can be feelings of isolation but also a lack of privacy when communities are particularly close knit.</p> <p>* Link to the Scottish Government Island Community Impact Assessment Guidance can be accessed here.</p>	<p>Members living in island and remote communities on the mainland may have further to travel to attend meetings. Members will be given reasonable paid time to attend such meetings.</p>
<p><u>Mental Health and Wellbeing</u></p> <p>Not all people with a mental health condition have a disability. For example, someone may have a diagnosis of bi-polar disorder which is well-managed and experience good mental health. However, many mental health conditions can have an impact on wellbeing.</p> <p>Consider: Crew Welfare before, during and after their involvement in a potentially traumatic incident.</p> <p>Stress factors, concern(s) of stigma and/or discrimination if coming forward.</p> <p>Life changes such as bereavement, broken- down relationships, changes in physical health.</p> <p>Poor mental health can lead to higher risk health behaviours (e.g. smoking and drug misuse). This,</p>	<p>Mental Health and Wellbeing (MH&W) should be a key consideration during the performance appraisal review process. If a Board member is unable to participate due to poor MH&W then these need to be considered and support made available to ensure the appraisal review takes place at a pace that suits the individual's needs at the time.</p>

<p>combined with unequal access to services, can result in poor health outcomes and shortened life expectancy.</p> <p>Higher risk in relation to Fire Safety.</p> <p>* Link to the Mental Health and Wellbeing Checklist can be accessed here.</p>	
<p><u>Human Rights</u></p> <p>Consider: 16 basic rights protected by the Human Rights Act and how they may relate to any policy/practice/decision.</p> <p>Mental Health: Mental health evidence relates to the Human Rights Act by highlighting the links between poor mental health and inequalities. Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>
<p><u>Children's Rights</u></p> <p>Consider: General principles: 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)</p> <p>Mental Health: Poor mental health can both be a consequence of inequality and result in social, economic and health inequality. Links between poverty and mental health.</p>	<p>N/A see above.</p>
<p>Impact on Inclusion or People in General not covered by specific characteristics</p> <p>Consider: any other inclusion points, e.g. differing impacts for employee groups or for different communities.</p> <p><u>Gaelic Language</u></p>	<p>Relevance to bullying behaviour in the workplace if an individual is not covered by one of the protected characteristics may constitute through a refusal to conduct an appraisal, not listening to the members point of view, not providing a fair assessment of their performance and/or not considering any individual circumstances they may have which has had a knock on effect to their performance within the performance appraisal year.</p>

<p>Consider: Accessibility, education/schools, training, Gaelic speaking employees, cultural & heritage awareness, signage replacement.</p> <p>The SFRS Gaelic Language Plan can be accessed here.</p>	<p>Workplace related stress may develop because a person is unable to cope with the demands being placed on them including a heavy workload. Stress, including work related stress, can be a significant cause of illness and is known to be linked with high levels of sickness absence and other issues such as poor performance.</p> <p>It may be that certain tasks, work environments or times of the day are associated with people experiencing difficulties. Where applicable, the Chair of the Board will make adjustments to relieve the stress in a positive and supportive manner.</p> <p>Personal information will be treated in the strictest of confidence and will also apply to where information is stored.</p>
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<p>Summary and Conclusion of Impact Assessment</p> <p>The robustness of a regular and cyclical performance appraisal serves to encourage an inclusive environment where members can be supported in a way which is fair and transparent and provides opportunities for personal development.</p> <p>The overall aims, purpose and implementation of the Performance Appraisal Scheme are designed to eliminate discrimination and foster good relations and provide equal opportunities within the organisation which reflects the aims of the General Equality Duty. Board members will have regular feedback regarding their performance and are empowered to manage their own progress and future development as a result.</p> <p>There is also the understanding that individuals with a protected characteristic may be disinclined to report or complain because they do not want to disclose their protected characteristic or their association with someone who has that protected characteristic but it is hoped that the process will encourage them to utilise the avenues opened to them through this process for raising a concern.</p> <p><u>Code of Conduct</u></p> <p>The Code of Conduct for Members of the SFRS Board (the Code) is enforced by an external body and was revised and approved by Scottish Ministers in December 2021. This has an impact on the SFRS Board members. Overall the Code is likely to have a neutral effect on the grounds of protected characteristics by seeking to maintain a standard of behaviour that is consistent across similar organisations and has the objective of promoting integrity, honesty and fairness in the actions of the Board.</p> <p>The Code of Conduct provides an opportunity to make a positive impact on the grounds of age, gender, disability, sexual orientation, religion and belief, social and economic disadvantage and gender identity by supporting the Scottish Government’s ambitions to improve the representation on public boards from these groups. This has a relationship to all elements of the general equality duty.</p>
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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 AND REVIEW

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- 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 Human Rights.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

Q1 – For Functions/Policies Screened in Section 2 or 3 as Not Relevant on the grounds of Equality or Human Rights...

You must now set out how you intend to monitor and review the function/policy. You should provide an indication of when you intend to review the function/policy, the method for doing so and how you will assess that no-relevance to Equality and Human Rights continues.

The Board and the Board Support Team will periodically review the process for administering Board performance appraisals in line with Scottish Government guidance.

Q2 – For Functions/Policies where there is evidence or justification for believing there is relevance to Equality or the Human Rights please provide detail on the plan to achieve this by completing A – D below.

A: What will be monitored?

The Board and the Board Support Team will periodically review the process for administering Board performance appraisals.

The Chair of the SFRS Board will regularly review the performance of each Board member throughout the term of their appointment.

Skills, knowledge and experience of Board members will also be monitored. This information will be captured and monitored in preparation for future public appointments.

Common themes arising from performance appraisal discussions will be captured and monitored throughout the reporting year.

B: How will monitoring take place and who will carry it out?

Review and analysis of monitoring information detailed above.
Feedback from Chair/Board members.
Review of the process as part of the annual review cycle.

C: What is the frequency of monitoring?

Common themes will be reviewed regularly throughout the year.

Monitoring will be aligned to the annual performance appraisal scheme.

D: How will monitoring information be used?

The information will be used to:

- To ensure the process is implemented fairly and in line with Scottish Government guidance.
- To recognise continual good performance and behaviour of Board members along with the necessary skills to ensure a diverse Board.

Q3: Actions – Who will undertake any recommendations and/or monitoring actions?

This will be revised as part of the annual review conducted around March/April in line with arrangements for reviewing the effectiveness of the Board.

PART 5 – APPROVAL

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

This Equality and Human Rights Impact Assessment was completed by:

Name	Heather Greig
Date	1 April 2023

This Equality and Human Rights Impact Assessment was approved by:

Name	The Board of the Scottish Fire and Rescue Service
Date	27 April 2023

Please submit a copy of the completed document to SFRS.Equality@firescotland.gov.uk

Report No: B/SPPC/04-23

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 APRIL 2023							
Report Title:	PERFORMANCE MANAGEMENT FRAMEWORK 2023/24							
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9						
		A	B	C	D	E	F	G
1	Purpose							
1.1	The purpose of this report is to present members of the Scottish Fire and Rescue Service (SFRS) with the Performance Management Framework (PMF) 2023/24 for decision.							
2	Background							
2.1	The first PMF, approved by the Board in March 2018, was developed to improve and strengthen performance management arrangements. On approval, it was agreed that the PMF would be subject to annual review.							
2.2	The review for the 2023/24 iteration of the document took place between December 2022 and February 2023 to consider the content of the narrative report and the corporate performance measures included within it to ensure the Framework aligns to the new Strategic Plan 2022-25; remains fit for purpose and to identify areas for further improvement.							
3	Main Report/Detail							
3.1	During the review each Directorate was involved in discussions and asked for their guidance on the current Framework and associated performance measures. Discussions focussed on reviewing the viability of existing indicators; realigning these to our new Strategic Outcomes; and the suggestion of additional indicators where it was felt there were reporting gaps.							
3.2	Work was also undertaken to review the main body text to ensure accuracy and to streamline the language and content where possible.							
3.3	The amended PMF is attached at Appendix A.							
3.4	For ease, notable amendments are highlighted below: <ul style="list-style-type: none"> • Streamlined and refreshed narrative in main body text and the roles and responsibilities appendix. • Narrative and measures aligned to the Strategic Plan 2022-25. 							

- Removal of 11 Corporate Performance Measures which were either not adding value; no longer required; could not be reported on; or were being replaced by a more relevant indicator:
 - Number of Road Traffic Collisions attended
 - Number of dwelling fire fatalities
 - Number of accidental dwelling fire casualties
 - Number of fire safety audits conducted in accordance with Fire Safety Enforcement Framework
 - Number of accidental dwelling fires broken down into the severity categories - medium
 - Number of accidental dwelling fires broken down into the severity categories - high
 - Number and % top 10 incidents by type
 - Total number of grievance cases concluded in 6 weeks
 - Total number of discipline cases concluded in 6 weeks
 - Employee Engagement Index
 - Number of staff who suffered work-related Covid-19 transmission
- The addition of 15 new corporate performance measures:
 - % Home Fire Safety Visits from partner referrals
 - % of accidental dwelling fires classed as 'High Severity'
 - Carbon Management Plan 2020-25 Project Funding (Actual) vs Estimated Required Funding
 - % of light fleet that are Ultra Low Emission Vehicles
 - Portfolio Office baseline completion dates vs latest forecast dates
 - Portfolio Office baseline cost vs forecast completion costs
 - Portfolio Office cashable benefits realised
 - Average age of Heavy Fleet (annual measure)
 - Average age of Light Fleet (annual measure)
 - % of operational estate in good or satisfactory condition (annual measure)
 - % of operational estate considered satisfactory or better in terms of suitability (annual measure)
 - Gender balance (annual measure)
 - % of staff choosing to disclose their demographic equalities data to the Service (annual measure)
 - Savings achieved as a % of Resource budget for year
 - Total Budget Outturn vs agreed funding (RDEL & CDEL)
- Refreshed suite of operational training indicators, replacing the existing six indicators with eight new indicators.
- Text amendments to existing indicators:
 - 'Retained Duty System availability' has become 'On Call first appliance availability'
 - 'Number of staff who suffered RIDDOR reportable injuries at work' has become 'Number of RIDDOR reportable injuries'
- Target of 'Reduce/Increase based on moving three-year average' has been replaced throughout.
- Target/Direction of Travel of 'Monitor' has been replaced with 'Track' throughout/
- An additional table of Corporate Performance Measures which will be reported on annually has been added within Appendix 3 of the PMF.
- The old Strategic Plan 2019-22 Delivery Map within Appendix 4 has been replaced with a streamlined 'Additional Sources of Assurance' section.

3.5	Once the content of the PMF has been approved by the Board of the SFRS, a designed version of the document will be shared across the Service and published on iHub and the Website.
3.6	The finalised list of quarterly Corporate Performance Measures will be reported on from 1 April 2023. These will be supplemented in an annual report with the additional annual measures which have been identified within the PMF.
4	Recommendation
4.1	SFRS Board members are invited to review the content of the PMF (Appendix A) and approve the document for publication.
5	Key Strategic Implications
5.1	Risk
5.1.1	The PMF provides us with the means to monitor our performance, analyse data and drive improvement and, in turn, should positively impact upon each of the Strategic Risks.
5.2	Financial
5.2.1	There are no financial implications arising from the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications arising from the recommendations of this report.
5.4	Workforce
5.4.1	The purpose of the PMF is to strengthen performance management and drive the improvement of our workforce. As well as driving improvement which will impact on our workforce and their tasks, this document also provides them with the strategic overview of how their actions impact and contribute to the overall performance of the Service.
5.5	Health & Safety
5.5.1	There are no health and safety implications arising from the recommendations of this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications arising from the recommendations of this report.
5.7	Training
5.7.1	There are no training implications arising from the recommendations of this report.
5.8	Timing
5.8.1	Subject to approval, the updated performance indicators will be reported from Quarter 1 (April to June) 2023/24.
5.9	Performance
5.9.1	The purpose of the PMF is to strengthen performance managements arrangements and drive improvement. The document details how we set our targets and how we monitor our progress against these throughout the reporting year.
5.10	Communications & Engagement
5.10.1	The existing PMF, published on the iHub and SFRS website, will be replaced by the updated version following approval.
5.11	Legal
5.11.1	The revision of the PMF meets our commitments to providing best value.

5.12 5.12.1	Information Governance A Data Protection Impact Assessment is not required.	
5.13 5.13.1	Equalities An Equality Impact Assessment is not required.	
5.14 5.14.1	Service Delivery It is anticipated that the PMF will drive improvement across the Service. Any improvement activities identified through the PMF should positively impact upon the delivery of our services to the communities of Scotland.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for decision.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial
7.2	Rationale:	The Performance Management Framework is reviewed by the Business Intelligence Team and data owners on a yearly basis to ensure that our performance processes and the Corporate Performance Measures included remain relevant and drive performance across the Service. Regular reporting throughout the year also ensures that we can track our performance and take any corrective action where possible/necessary.
8	Appendices/Further Reading	
8.1	Appendix A – Performance Management Framework 2023/24	
Prepared by:		Louise Patrick, Strategic Planning and Performance Coordinator; Chris Fitzpatrick, Business Intelligence and Data Services Manager
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Performance
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
The review and publication of the Performance Management Framework contributes to Strategic 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
<i>Good Governance Board</i>		<i>15 February 2023</i>
<i>Senior Management Board</i>		<i>15 February 2023</i>
<i>SRS Board Strategy Day</i>		<i>23 February 2023</i>
<i>Senior Management Board</i>		<i>15 March 2023</i>
<i>Strategic Leadership Team</i>		<i>5 April 2023</i>
<i>Good Governance Board</i>		<i>26 April 2023</i>
<i>SFRS Board</i>		<i>27 April 2023</i>
		Report Classification/ Comments
		<i>For information</i>
		<i>For information</i>
		<i>For information</i>
		<i>For recommendation</i>
		<i>For recommendation</i>
		<i>For information</i>
		<i>For decision</i>



PERFORMANCE MANAGEMENT FRAMEWORK 2023/24

Safety. Teamwork. Respect. Innovation.

Introduction

Our Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement.

It describes the processes we use and the tools available to support us in achieving the priorities set by the Scottish Ministers in the [Fire and Rescue Framework for Scotland 2022](#) and the outcomes set out in our [Strategic Plan 2022-25](#).

As well as driving the reporting of performance data and providing our suite of Key Performance Indicators, we hope that our Framework is a valuable tool for our staff and one that keeps them interested, informed, involved and inspired. The Framework aims to help us to work together to:

- to deliver against the Strategic Plan 2022-25
- better understand the demands which are driving our services
- guide evidence-led decisions about what we need to do to keep improving
- achieve continuous improvement through better understanding
- be open and transparent in how we are performing.

The PMF is reviewed regularly to ensure the measures we have identified and the targets we have set within remain relevant. This informs evidence-led decision making and communicates performance against changing operating landscapes.

Additionally, when a revised Strategic Plan is published, a formal review is instigated to ensure full alignment with any new strategic outcomes set. This iteration of the PMF is the result of the publication of the SFRS Strategic Plan 2022-2025 which was published in October 2022.

Performance Management in Scotland

We have a duty to work with other public services to contribute to the Scottish Government’s Purpose, the [National Performance Framework \(NPF\)](#), and the aims set within [the Vision for Justice in Scotland](#).

The Fire and Rescue Framework 2022 supports us to deliver against the NPF and the Vision for Justice in Scotland. It sets out our operating context, provides us with seven priorities, and defines our purpose:

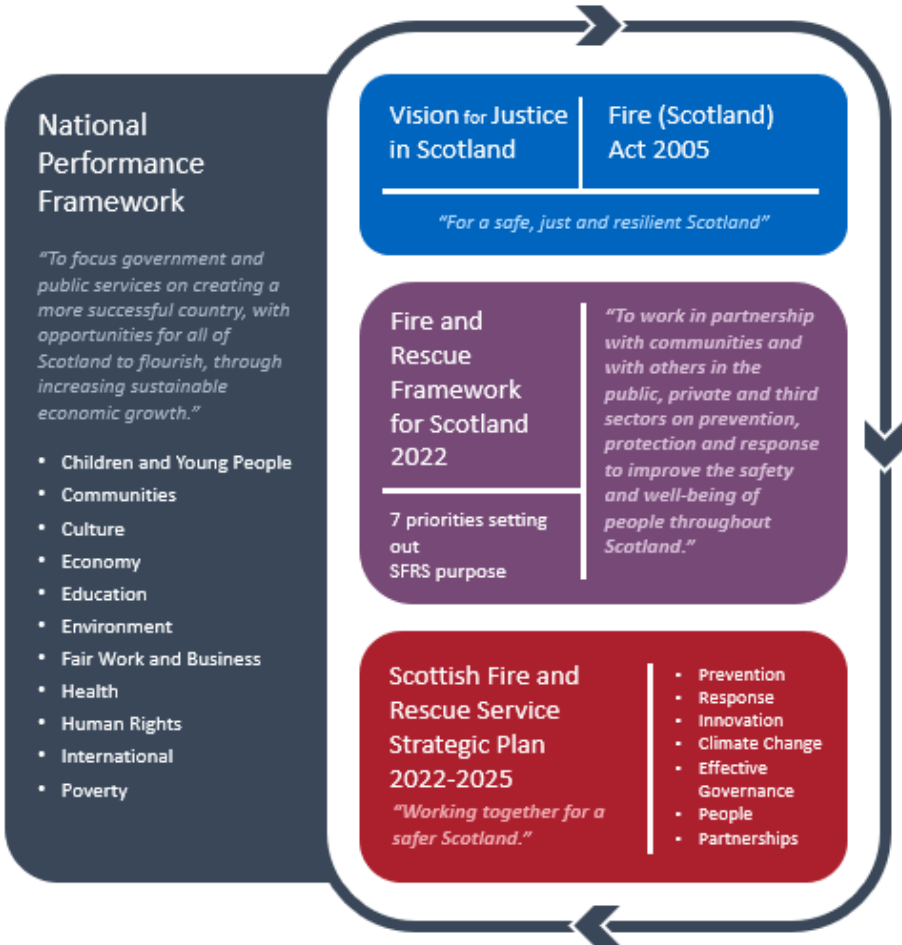
“To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland.”

To deliver against the Fire and Rescue Framework 2022 , our Strategic Plan 2022-25 outlines seven Outcomes we aspire to achieve:

OUTCOME 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies from harm.
OUTCOME 2	Communities are safer and more resilient as we respond effectively to changing risks.
OUTCOME 3	We value and demonstrate innovation across all areas of our work.
OUTCOME 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
OUTCOME 5	We are a progressive organisation, use our resources responsibly and provide best value for money 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.

These Outcomes complement, and are structured against, the priorities of the Fire and Rescue Framework for Scotland 2022.

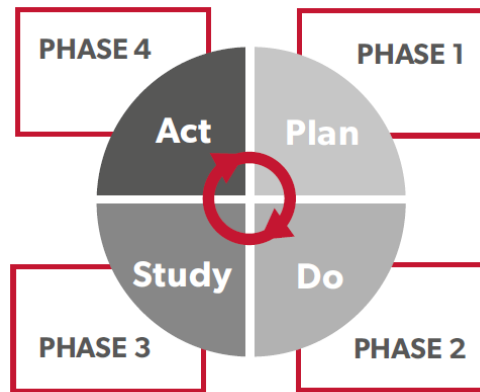
See how the NPF connects down to our strategic outcomes:



Performance Management in the Scottish Fire and Rescue Service

The PMF is structured around the performance improvement cycle 'Plan-Do-Study-Act' adopted by the Scottish Government.

This continuous cycle helps us ask the right questions and generate the right information to support evidence-based decision making and promote learning in delivering organisational improvements.



We all have a part to play in how we manage and challenge our performance throughout the SFRS. The 'Plan-Do-Study-Act' cycle ensure that every member of staff fully understands how their day-to-day work contributes to our strategic outcomes. An outline of roles and responsibilities is attached as **Appendix 1**.

PHASE 1 - Plan

National Strategic Planning

The Scottish Government sets out what is expected of us within the Fire and Rescue Framework for Scotland 2022. We prepare a statutory three-year Strategic Plan setting the outcomes we aim to deliver to meet those expectations.

Our Strategic Plan is supported by a three-year Strategic Programme of Work which provides details on the activities we intend to carry out to successfully achieve our outcomes. This informs our Annual Operating Plan, which provides more specific detail on the actions we aim to carry out each year, and from which our performance is scrutinised.

Directorate Plans further support the achievement of strategic priorities. They provide information of what each Directorate will deliver annually. These are supported by functional, team and individual development plans that are developed as part of our appraisal process. Progress of these actions are tracked by Directorate, Function or line managers as appropriate.

We provide evidence of delivery against our statutory duties, such as Health and Safety, Carbon Emissions, General Data Protection Regulations (GDPR), Procurement and Equality. These legislatively bound activities are captured and published within specific Strategies. Our equality outcomes are published and then mainstreamed throughout our business planning structure.

To meet our strategic change ambitions, our Portfolio Office Programme provides information on the major projects we carry out. Rigorous project management methodology provides assurance that these significant projects are completed to a high quality, on time and within allocated budgets, with regular updates being scrutinised by Executive and Non-Executive Committees.

Local Planning

Local service delivery is defined by statutory Local Fire and Rescue Plans. These set local direction to meet our strategic outcomes, and they contribute to Community Planning Partnerships (CPPs). Local Councillors, through scrutiny committees in each local authority area, regularly challenge and scrutinise our performance against each Local Fire and Rescue Plan.

In addition, under the Community Empowerment (Scotland) Act 2015, we are statutorily bound to contribute to Local Outcome Improvement Plans (LOIPs) for each CPP area. These, together with the supporting Local Plans, are intended to address the inequalities experienced by the most disadvantaged localities within the CPP area. By working closely with our Community Planning Partners, and leading some of their multi-organisation initiatives, we demonstrate our contributions and commitment to improving local outcomes.

Appendix 2 provides an overview of our Business Planning Structure and shows how our business plans influence each other.

PHASE 2 - Do

Phase 2 involves acting and tracking progress. To do this we use a number of tools to support effective delivery of performance management.

Performance Reporting

Our Performance Management reporting process continues to be developed to join all threads of the Strategic Plan's underpinning actions, performance measures and risks from across the Service.

The process aims to provide a consistent application of the PMF whilst supporting the Board and managers in providing information that is high value, trustworthy and of good quality. Our performance data is collated, presented and reported in many different formats to support detailed analytics and scrutiny.

Performance measures

To ensure we achieve our ambitions and priorities, measures are used to assess our progress and the intended impact of our activities, projects, or programmes of work. A balance of quantitative measures (the numbers) and qualitative measures (the story) are used to provide information of how well we are doing.

In selecting performance indicators, we have considered key performance questions to define what success looks like. By using this systematic approach, we have developed a holistic suite of corporate performance measures which directly supports the outcomes of the Strategic Plan. A list of our corporate performance measures is attached as **Appendix 3**. Progress on each of these measures is reported to the SFRS Board on a quarterly basis.

Our performance measures continue to develop year on year to ensure we have the right measures in place to track our performance across all aspects of the Service. This work will continue to ensure that we can provide a more balanced list of performance indicators in line with common best practice which will provide a more comprehensive view of our performance as a whole.

Only quantitative data can be analysed statistically and this data type is used as a method of more rigorous assessment of our performance. We aim to make sure our data is accurate and of the highest quality to enable sound decision making.

Alongside our ambitions for change and expanding community role, we are exploring methods and systems to collate relevant performance measures to demonstrate the wider value and the positive impact we have on Scotland's communities and households.

Target Setting

Targets provide a quantitative representation of our aspirations and give a good indication of the areas we wish to focus our attention. We use improvement targets where our actions can directly influence the indicator and to allow us to set a reasonable expectation for what the future could be. All indicators are closely tracked whether targets have been set or not. In some cases, target setting is not feasible as we have limited influence over the performance drivers against those measures. All of our performance indicators link in with our Strategic Plan and are underpinned by the Service's values.

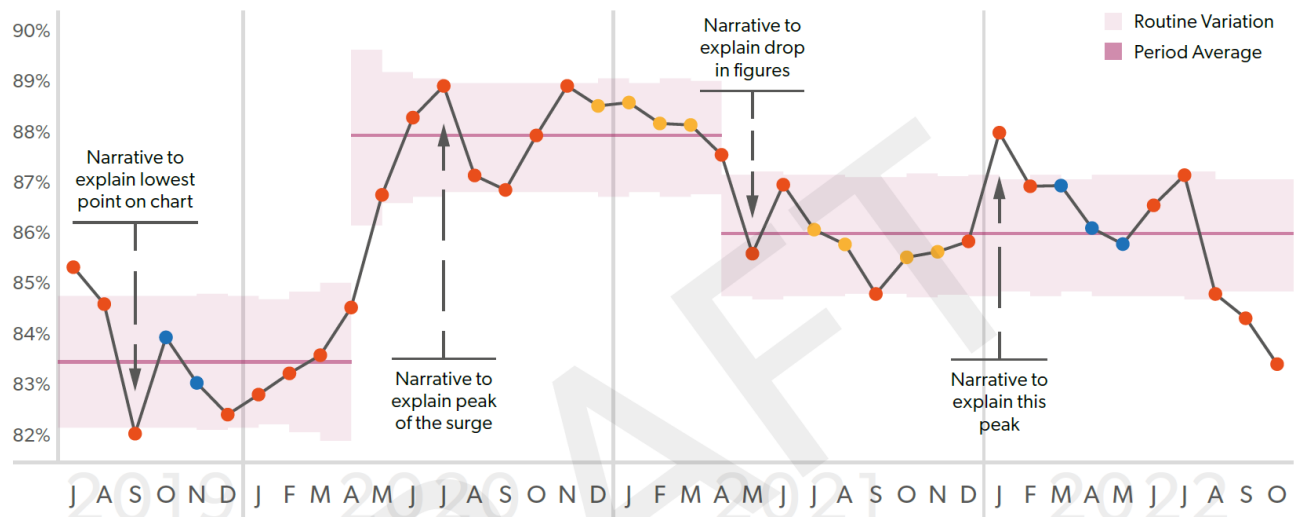
In setting targets we look at historic data and the latest data analysis to consider the most appropriate methodology. For 2023/24 we will use Statistical Process Control (SPC) Charts, see an

example below. These are effectively line graphs showing a measure in chronological order. Limits are calculated to show what range we can expect most future data points, and more importantly flag when a measure falls out with those limits and requires investigation.

We also look to trends across the four nations and while direct comparison with other UK fire and rescue services is not currently possible, we seek to learn from what has been achieved elsewhere. We will set longer-term targets when justified by the data and we continue to stretch our performance and encourage continuous improvement.

Our performance indicators which do not have specific targets set against them are treated in the same way as those with numeric targets. They are closely tracked through our governance routes and are regularly reviewed, analysed, and scrutinised at senior management and board committee level, with mitigating actions taken where possible.

Example Statistical Control Chart



PHASE 3 – Study

In this phase our performance against our strategic outcomes and statutory duties is reported, scrutinised and evaluated.

We do this through a number of publications:

- [Annual Performance Review Reports](#)
- [Annual Report and Accounts](#)

Through an integrated approach to performance reporting we continue to keep our performance expectations on track to deliver our priorities. A range of performance reports are regularly presented to the Board, and Committees of the Board, Executive Boards and Management Teams (some of which are detailed in **Appendix 4**), including exception reporting where necessary, ensuring there is a regular, appropriate level of scrutiny and challenge applied to the progress of our actions and performance indicators.

To facilitate local scrutiny and to demonstrate our contribution to local outcomes against Local Fire Plans, Local Senior Officers produce regular local performance reports. A local performance measurement framework is being developed to align with the corporate framework, ensuring there is a clear line of sight between national and local service delivery performance.

Internal Scrutiny and Assessment

Our internal audit arrangements provide assurance over risk management controls and governance processes. They are provided by an independent audit service through an Annual Audit Plan that is reported against directly to the Audit and Risk Assurance Committee and the Chief Officer (as Accountable Officer).

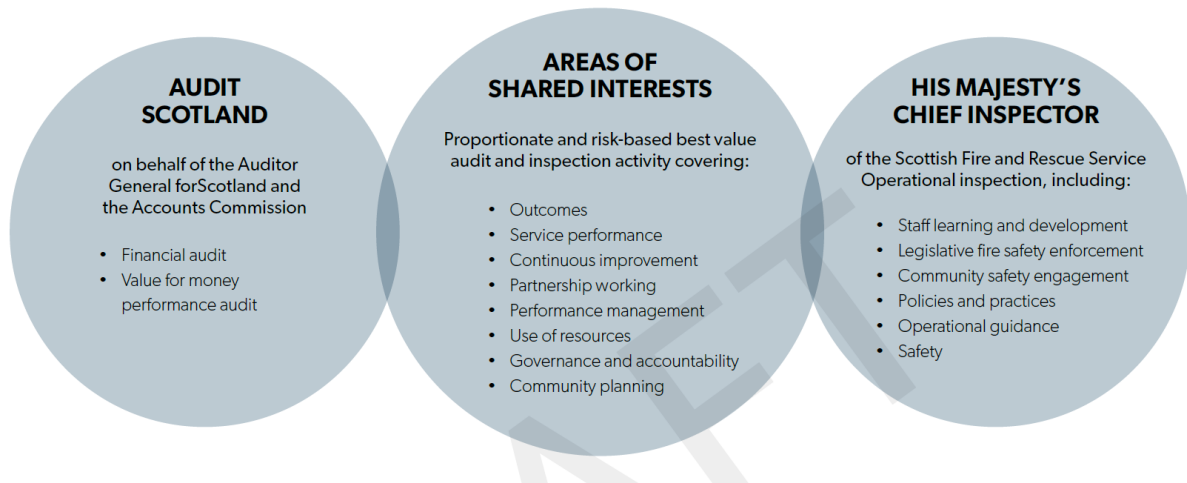
Similar audit programmes are undertaken by our Health, Safety and Assurance Teams to review our activity and standards. These are intended to identify strengths, areas for improvement, risks and opportunities to ensure integration into our planning and performance arrangements. The outcomes of these are reported to a relevant Executive Board and subsequently to the appropriate Committee of the Board.

To promote continuous improvement and robust performance management, we are also committed to self-assessment through the Public Service Improvement Framework. This is a process which uses evidence, challenge and critical reflection to improve performance. Our Improvement Strategy outlines how we support performance improvement across the Service by using an approach which combines process and systems with relationships, skills and attitudes. This will be delivered through a series of self-assessments, process reviews and redesign, peer reviews and strategic service reviews.

External Scrutiny

External scrutiny is primarily undertaken by HM Fire Service Inspectorate in Scotland (HMFSI), and on behalf of the Auditor General for Scotland and the Accounts Commission.

Whilst there are areas of shared interest for inspection of issues relating to Best Value, Audit Scotland has responsibility for financial inspection, and HMFSI has responsibility for operational inspection as shown below:



Monitoring and reporting of internal and external audit performance is carried out regularly at different levels and by different stakeholders. This ensures an appropriate level of scrutiny and challenge is applied at each stage which further encourages accountability and develops a rigorous performance culture.

PHASE 4 - Act

Phase 4 evidences our commitment to continuous improvement by learning from our performance information, sharing good practice or implementing additional measures to drive improvements.

Knowledge management

Knowledge and performance management are intrinsically linked. By learning from performance, we increase our knowledge. The more we know, the more we can improve.

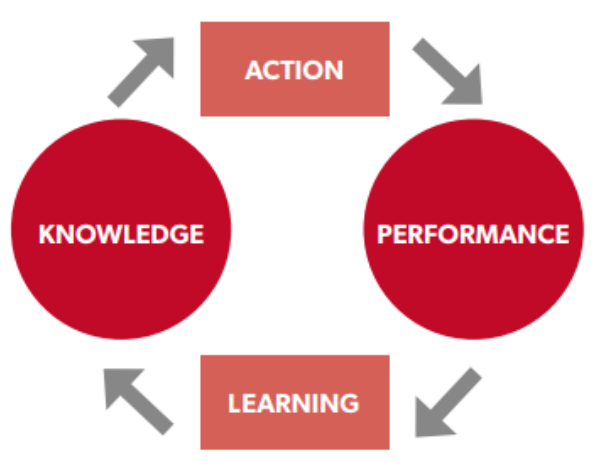
Our measures are used to identify where our strengths and weaknesses are. By scrutinising our performance, we can identify where good practice exists. Building an understanding of the practices which have delivered good performance creates knowledge, which can be shared and applied to other areas where performance needs to be improved.

Organisational learning is not just generated from performance indicators. Sources such as audits, inspections, assessments and reviews all provide valuable information to help us improve.

We also learn from our engagement and consultation activities. These help to identify where we need to improve, as well as build an understanding of our staff and stakeholders' expectations, so that we can plan and deliver services which, as far as practicable, meet their needs.

Information about how we are performing needs to reach the right teams or individuals at the right time so that they can learn from it and act as necessary. Our performance related business processes and dedicated teams help make relevant and current information available to all staff, allowing tracking and reporting as and when required, with real time information.

We have a variety of Board Committees, executive and management forums which oversee the delivery of specific tasks or functions and their performance. You can find out more about our different Board Committees on [our website](#) . These corporate and local forums are kept under regular review to make sure our governance of performance is sound throughout the organisation; and to make sure learning opportunities are maximised.



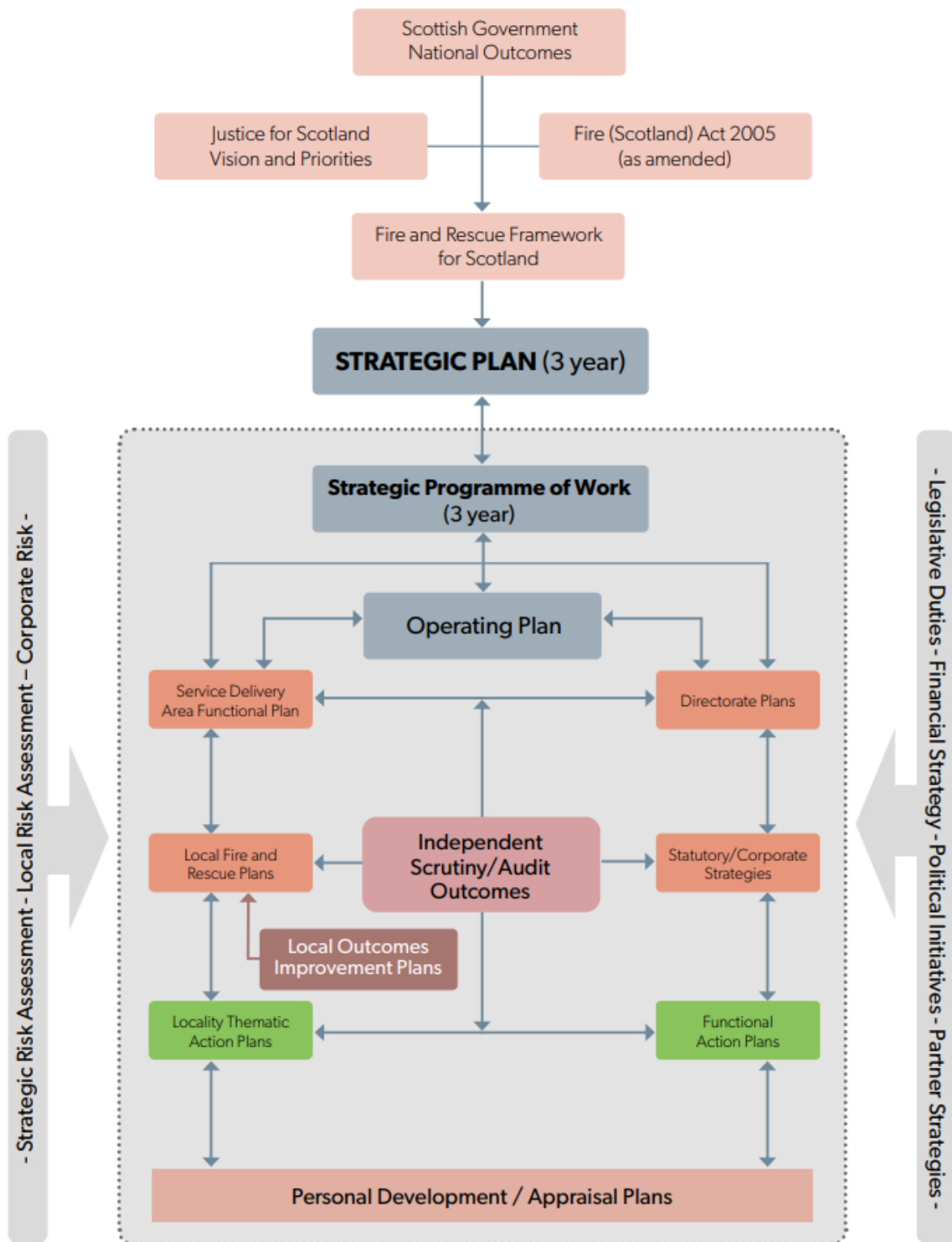
Appendix 1: Roles and Responsibilities

Scottish Ministers	
<p>Role:</p> <ul style="list-style-type: none"> Accountable to Scottish Parliament and the public for the activities of the SFRS and its use of resources. 	<p>Responsibility:</p> <ul style="list-style-type: none"> Set priorities for the SFRS in the Fire and Rescue Framework. Approve the SFRS Strategic Plan. Agree the budget and associated grant aid requirement to be paid to the SFRS.
SFRS Board and Committee Members	
<p>Role:</p> <ul style="list-style-type: none"> Collectively responsible for the long-term success of the Service. Strategic role in setting Service vision, values, priorities and securing Best Value. Hold the Strategic Leadership Team to account on high level performance and provide constructive challenge. Review performance against the Fire and Rescue Framework for Scotland. 	<p>Responsibility:</p> <ul style="list-style-type: none"> Submit Strategic Plans to Scottish Ministers for approval. Work in conjunction with the Strategic Leadership Team towards achieving the outcomes of the Strategic Plans and secure Best Value. Approve any steps needed to deal with wider changes which are likely to impact on delivery of Strategic Plans or attainment of operational targets. Lay before the Scottish Parliament an Annual Report and Accounts. Consider and approve changes proposed to Corporate Performance Indicators. Track and challenge progress against strategic outcomes and performance indicators. Oversee sound risk management and internal control systems. Direct specific reviews to take place to scrutinise decisions and agree alternative strategic proposals to help improvement. Provide challenge on performance issues. Promote a positive performance management culture.
SFRS Strategic Leadership Team and Senior Management Board	
<p>Role:</p> <ul style="list-style-type: none"> Strategic role in setting and ensuring achievement of Service outcomes, vision and targets. Holding Directorates to account on progress against outcomes and performance indicators. Drive performance to achieve Outcomes and targets including taking corrective action where required. 	<p>Responsibility:</p> <ul style="list-style-type: none"> Prepare Strategic Plans for Board approval and advise members of progress. Assure Annual Report and Annual Statement of Accounts for onward submission to the Board. Ensure timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. Prepare Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. Lead the review and development of Corporate Performance Indicators

	<ul style="list-style-type: none"> • Work to ensure robust performance data is available to measure Corporate Performance Indicators. • Track and challenge performance outcomes and direct corrective action to improve areas of poor performance. • Consider and propose steps needed to deal with wider changes which are likely to impact on delivery of Strategic Plans or attainment of operational targets. • Ensure SFRS adheres to Scottish Government’s Programme and Project Management Principles. • Agree Portfolio Office programmes and receive reports for scrutiny on project performance. • Drive and celebrate good performance and ensure good practice is shared throughout the organisation. • Ensure arrangements are in place to track significant risks and direct action to manage emerging and escalating risks. • Direct and agree internal self-assessment and audit programmes and receive outcome reports. • Promote a positive performance culture.
SFRS Directors and Heads of Function	
<p>Role:</p> <ul style="list-style-type: none"> • Work with relevant functions to manage performance within area of responsibility to support the achievement of outcomes and objectives. • Carry out the appraisal process to drive performance and provide performance feedback. 	<p>Responsibility:</p> <ul style="list-style-type: none"> • Develop plans to align functions with the strategic priorities of the Strategic Plan and ensure performance measures and targets are proportionate and fit for purpose. • Celebrate good performance and ensure good practice is shared throughout the organisation. • Develop a sound process of tracking performance and ensure action is taken to deal with areas of poor performance and risks as well as developing areas of good practice and innovation. • Ensure all functional staff understand their performance requirements across their relevant function. • Benchmark performance across relevant function.
SFRS Local Senior Officers (LSOs)	
<p>Role:</p> <ul style="list-style-type: none"> • Manage performance within an LSO area to support the achievement of the Service’s outcomes and locally aligned priorities. 	<p>Responsibility:</p> <ul style="list-style-type: none"> • Produce and submit to Local Authorities Local Fire and Rescue Plans for approval. • Produce performance monitoring reports in accordance with Local Authority requirements.

<ul style="list-style-type: none"> • Carry out the appraisal process to drive performance and provide performance feedback. 	<ul style="list-style-type: none"> • Lead Community Planning Partnership work to deliver improved local outcomes. • Ensure action is taken to deal with areas of poor performance and develop areas of good practice and innovation.
<p>All Staff</p>	
<p>Role:</p> <ul style="list-style-type: none"> • Manage personal performance to support delivery of outcomes. 	<p>Responsibility:</p> <ul style="list-style-type: none"> • Maintain and improve performance. • Celebrate good performance and share good practice throughout the organisation.

Appendix 2: Business Planning Structure



Appendix 3: Corporate Performance Measure

Progress against our full suite of Corporate Performance Measures are reported directly to the Board of SFRS on a quarterly basis, where year to date reporting is provided. We also report to Committees of the Board where further information and analysis on the measures can be provided.

The below table lists each of these indicators; the target we set against them; and the additional individual Executive and Non-Executive Committees that also scrutinise performance against specific indicators.

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies from harm.				
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes
				Service Delivery Committee
1	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	Quarterly	Reduce against previous year	✓
2	Number of deliberate primary fires	Quarterly	Reduce against previous year	✓
3	Number of refuse and vehicle fires by motive	Quarterly	Reduce against previous year	✓
4	Number of fire fatalities by property type	Quarterly	Reduce against previous year	✓
5	Number of fire casualties by property type	Quarterly	Reduce against previous year	✓
6	Number of Home Fire Safety Visits conducted	Quarterly	50,000 (annually)	✓
7	% of Home Fire Safety Visits conducted for vulnerable groups	Quarterly	Increase against previous year	✓
8	% Home Fire Safety Visits from partner referrals	Quarterly	Track (2023/24 tracking is required to set a baseline)	✓
9	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)	✓
10	Number of accidental dwelling fires by severity type	Quarterly	Reduce against previous year	✓

11	% of accidental dwelling fires classed as 'High Severity'	Quarterly	Reduce against previous year	✓
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Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes	
				Service Delivery Committee	People Committee
12	Total number of incidents attended	Quarterly	Track	✓	
13	Number of non-refuse secondary fires	Quarterly	Reduce against previous year	✓	
14	Response times by Service Delivery Area	Quarterly	Reduce against previous year	✓	
15	Call Handling Times by Service Delivery Area	Quarterly	Reduce against previous year	✓	
16	On Call first appliance availability	Quarterly	Increase against previous year	✓	
17	Wholetime appliance availability	Quarterly	% compliance against confidence levels	✓	
18	% of inspections carried out in line with Operational Intelligence Framework	Quarterly	Track	✓	
19	Number of audit actions arising from Operational Assurance processes	Quarterly	Track	✓	
20	Number of hydrant inspections carried out	Quarterly	Track	✓	
21	Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	Quarterly	Reduce against previous year	✓	

22	% of completion of Operational Core Skills modules against training requirement ¹	Quarterly	95%		✓
23	% of completion of Advanced, Support and Emerging Risks Modules against training requirement	Quarterly	95%		✓
24	% completion of Flexi Duty Officers against training programme ²	Quarterly	95%		✓
25	% of completion of Incident Command currency following National Training Standards ³	Quarterly	91%		✓
26	% of completion of Core Skills currency following National Training Standards	Quarterly	73%		✓
27	% of completion of Specialist Rescue currency following National Training Standards	Quarterly	92%		✓
28	% of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan (%)	Quarterly	95%		✓
29	Training Function Course Delivery (Candidate Satisfaction %)	Quarterly	95%		✓

Outcome 3: We value and demonstrate innovation across all areas of our work.				
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes
There are currently no KPIs to measure our performance against Outcome 3. Instead we measure this through narrative reporting. You can find out how we do this on page 26 (Evidence Map).				

¹ Training programme is determined by the Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.

² Training programme is determined by the Training for Operational Competence Framework which cover Flexi Duty Officers.

³ National Training Standard courses focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel in core and specialist skills.

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.				
Ref	Indicators	Frequency	Additional Scrutiny Routes	Additional Scrutiny Routes
				Energy and Carbon Management Board
30	Organisational carbon emissions	Quarterly	Reduce annually by 6%	✓
31	Carbon Management Plan 2020-25 Project Funding (Actual) vs Estimated Required Funding	Quarterly	100% of estimated funding	✓
32	Recycling rate	Quarterly	Increase annually by 5%	✓

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.					
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes	
				Audit and Risk Assurance Committee	Change Committee
33	Number of Cyber Security Breaches	Quarterly	0	✓	
34	% of subject access requests responded to within the statutory timescales	Quarterly	95%	✓	
35	Number of Data Breaches	Quarterly	0	✓	
36	% of FOIs responded to within statutory timescales	Quarterly	95%	✓	
37	Number of confirmed frauds	Quarterly	0	✓	
38	% of invoices paid in 30 days	Quarterly	98%	✓	

39	% Service Desk incidents resolved within Service Level Agreement ⁴	Quarterly	85%	✓	
40	% Service Desk requests resolved within Service Level Agreement	Quarterly	85%	✓	
41	Portfolio Office baseline completion dates vs latest forecast dates	Quarterly	Less than 10% slippage from baseline completion date		✓
42	Portfolio Office baseline cost vs forecast completion costs	Quarterly	Less than 5% slippage from baseline cost		✓
43	Portfolio Office cashable benefits realised	Quarterly	Increase between reporting period		✓

Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.					
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes	
				People Committee	
44	Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group	Quarterly	Track	✓	
45	% staff vacancies	Quarterly	Track	✓	
46	% staff turnover	Quarterly	Track	✓	
47	% staff absence	Quarterly	Reduced against previous year	✓	
48	Number of incidents in which there was a verbal attack on a firefighter	Quarterly	Reduced against previous year	✓	
49	Number of incidents in which there was a physical attack on a firefighter	Quarterly	Reduced against previous year	✓	
50	Number of RIDDOR reportable injuries	Quarterly	Reduce against previous year	✓	

⁴ The ICT Service Level Agreement contains five different categories of resolution time ranging from 1 day to 40 days.

51	Number of accidents and injuries	Quarterly	Reduce on previous year	✓
52	Number of near miss events	Quarterly	Track	✓
53	Number of vehicle accidents	Quarterly	Reduce against previous year	✓
54	Completion of Health and Safety Improvement Plans	Quarterly	100%	✓

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.				
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes
				Service Delivery Committee
55	Number of incidents attended at the request of other agencies	Quarterly	Track	✓
56	Number of effect entry/exit incidents attended	Quarterly	Track	✓

ANNUAL REPORTING

The following Corporate Performance Measures will also be included in annual reporting:

Annual				
Outcome	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes
				Energy and Carbon Management Board
				Audit and Risk Committee
				People Committee
57	% of light fleet that are Ultra Low Emission Vehicles	Annually	100%	✓
58	Average age of Heavy Fleet	Annually	12 years and below	✓
59	Average age of Light Fleet	Annually	6 years and below	✓

60	% of Community Fire Stations in good or satisfactory condition	Annually	56%		✓	
61	% of Community Fire Stations in good or satisfactory suitability	Annually	26%		✓	
62	Gender balance	Annually	Increase proportion of female staff			✓
63	% of staff choosing to disclose their demographic equalities data to the Service	Annually	Increase against previous year			✓
64	Savings achieved as a % of Resource budget for year	Annually	3.5% for 2023/24		✓	
65	Total Budget Outturn vs agreed funding (RDEL & CDEL)	Annually	Track		✓	

Appendix 4 Delivering the Strategic Plan 2022-25: Additional Sources of Assurance

Outcome 1: Community Safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • Community Safety Engagement Thematic Action Plans (internal resource) • Community Safety Engagement Planning and Evaluation Policy and Procedure (internal resource) • Community Safety Engagement Toolkit (internal resource) • Community Safety Engagement Evaluation Hub (internal resource) • Fire Safety in the Home Self-Assessment Tool 	<ul style="list-style-type: none"> • Safe and Well Project • Home Fire Safety Visit Programme • SFRS Website • Practical Fire Safety Guidance for Existing High-Rise Domestic Buildings • Fire Safety Enforcement (Protection) Framework for Scotland 2021
NPF Contribution: Children and Young People, Communities, Economy, Education, Health and Poverty	

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • Quarterly KPI Performance Reports • Official Statistics • Operations Strategy • Service Delivery Model Programme (in development) • Community Risk Index Model (in development) • Operational Assurance Recording and Reporting System (internal resource) • Training Strategy • Member of the Scottish Multi-Agency Training and Exercise Unit • Community Asset Register 	<ul style="list-style-type: none"> • Community Risk Index Model • Asset Management Strategy • Wildfire Strategy • Emergency Services Network project • Command and Control Mobilising System Project • Transport Strategy • UFAS Guidance for Dutyholders (website) • Incident Response Procedure
NPF Contribution: Children and Young People, Education, Communities, Environment, International, Human Rights, Poverty	

Outcome 3: We value and demonstrate innovation across all areas of our work.

Additional Sources of Assurance

- SFRS Innovation Strategy (in development)
- Reform Collaboration Group Strategy
- SFRS Working in Partnership Report
- Membership of Innovation Exchange Collaboration Group
- [SFRS Asset Management Strategy](#)
- [Digital Strategy](#)
- [Business Intelligence Strategy](#)
- [Quarterly KPI Performance Reports](#)
- [Business Intelligence Strategy](#)
- [Operations Strategy](#)
- SFRS Innovation Strategy (in development)

NPF Contribution: Economy, Environment, Fair Work and Business

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

Additional Sources of Assurance

- [Sustainability Report \(Annual Report and Accounts\)](#)
- [Carbon Management Plan 2020-25](#)
- [Climate Change Response Plan 2045](#)
- [Energy and Carbon Strategy 2020-30](#)
- [SFRS Asset Management Strategy](#)
- Strategic Asset Management Plan
- Station Flood Management Plans
- [Wildfire Strategy](#)
- [Training Strategy](#)

NPF Contribution: Environment, Health, Communities, International, Education

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Additional Sources of Assurance

- | | |
|---|--|
| <ul style="list-style-type: none"> • Long Term Financial Strategy 2017-27 • Procurement Strategy • Capital Budget Monitoring Reports • Resource Budget Monitoring Reports • Governance and Accountability Framework • Review of Board Effectiveness (Annual Report and Accounts) • Governance Statement (Annual Report and Accounts) • Code of Corporate Governance • Annual Operating Plan and Quarterly progress and Reporting • Strategic Plan 2022-25 • Business Intelligence Strategy | <ul style="list-style-type: none"> • Service Improvement Strategy • Portfolio Office Performance Reporting to Change Committee • Strategic Risk Register • Information Governance Policy • Cyber Security Assurance Annual Report • Annual Mandatory Staff Cyber Security Training Programme • SFRS Website • SFRS Social Media Channels • SFRS Consultation Hub (Website) • SFRS Communications and Engagement Strategy • SFRS Working in Partnership Report |
|---|--|

NPF Contribution: Fair Work and Business, Economy

Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Additional Sources of Assurance

- | | |
|---|--|
| <ul style="list-style-type: none"> • Safety Charter Pledge • SFRS Health and Safety Annual Improvement Plans • SFRS Clinical Governance Arrangements • SFRS Mental Health Strategy • Contaminants Implementation Plan • SFRS Agile Working Framework • Appraisal Policy • Learning Needs Analysis Annual Programme • Positive Action Strategy • We are Positive About Disability Guidance | <ul style="list-style-type: none"> • Corporate Parenting Plan • Gaelic Language Plan • Sustainability Report (Annual Report and Accounts) • Equal Pay and Gender Pay Gap Report (every two years) • Mainstreaming and Equality Outcomes Report (every two years) • SFRS Consultation Hub (Website) • SFRS Communications and Engagement Strategy • Working Together Framework • Appraisal Policy |
|---|--|

NPF Contribution: Children and Young People, Culture, Education, Fair Work and Business, Health, Human Rights

Outcome 7: Community Safety and wellbeing improves as we work effectively with our partners.

Additional Sources of Assurance

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|---|---|
| <ul style="list-style-type: none">• SFRS Working in Partnership Report• Appraisal Policy• Communications and Engagement Strategy• Public Involvement and Consultation Team• Compliments and Complaints Process• Operations Strategy• SFRS Working in Partnership Document• Youth Engagement Strategy | <ul style="list-style-type: none">• Protecting Vulnerable Groups (PVG) Membership Scheme• Safeguarding Policy• Reform Collaboration Group Strategy• Tri-Service Joint Asset Working Group• SFRS Consultation Hub (Website)• Communications and Engagement Strategy• Public Involvement and Consultation Team• Compliments and Complaints Process |
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NPF Contribution: Communities, Children and Young People, Economy

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



Report No: B/SPPC/06-23

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 APRIL 2023							
Report Title:	ANNUAL OPERATING PLAN 2023/24							
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to present the Annual Operating Plan (AOP) 2023/24 to the Scottish Fire and Rescue Service (SFRS) Board for decision.							
2	Background							
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an AOP each year to support the achievement of the SFRS Strategic Plan 2022-25.							
2.2	The development of the AOP 2023/24 has been carried out in conjunction with all Directorates to ensure that critical business and those actions required to deliver our ambitions for change are the main focus of the plan.							
3	Main Report/Detail							
3.1	The Annual Operating Plan 2023/24, attached as Appendix A , is presented for consideration.							
3.2	As well as providing key strategic actions and milestones, the AOP includes any activity identified as a strategic change or major project (see pages 4 to 7). The programme of projects being taken forward for 2023/24 will be reported to the Change Committee as normal.							
3.3	The SFRS Board are requested to review the actions proposed and discuss whether they are appropriate for inclusion the AOP 2023/24.							
3.4	In terms of appropriateness, consider if actions: <ul style="list-style-type: none"> • are of interest to, and progress needs scrutiny of the Strategic Leadership Team (SLT) and Board • deliver considerable benefits to our staff, organisation or communities. 							
3.5	Due to the fluid and complex operating environment in which we work, the AOP will be kept under review. Any new activities or updates to previously agreed activities will be highlighted on a version-controlled document and noted on a change log.							

4	Recommendation
4.1	SFRS Board members are requested to: <ul style="list-style-type: none"> • consider all actions proposed • approve the current suite of actions for inclusion in the AOP 2023/24 and release the AOP for publication.
5	Key Strategic Implications
5.1	Risk
5.1.2	Directorates are responsible for identifying and managing any risks associated with the delivery of the Strategic Plan. Actions identified within the Annual Operating Plan 2023/24 supports the management of any corporate risk.
5.1.3	Any risks arising from any individual actions will be brought before SLT and the Board through the normal risk management channels.
5.2	Financial
5.2.1	The Annual Operating Plan 2023/24 contains actions which will support the SFRS in strengthening financial management arrangements.
5.2.2	Directorates propose actions on the understanding that they can secure sufficient financial resources to ensure delivery. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3	Environmental & Sustainability
5.3.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to protecting the environment and achieving greater sustainability.
5.3.2	Action owners are responsible for identifying any environmental impact that may arise as a result of their action.
5.4	Workforce
5.4.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to developing its workforce. Directorates propose actions on the understanding that they can secure sufficient workforce resources to ensure delivery. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.4.2	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.
5.5	Health & Safety
5.5.1	The Annual Operating Plan 2023/24 contains actions which support the SFRS's commitment to health and safety.
5.6	Health & Wellbeing
5.6.1	The Annual Operating Plan 2023/24 contains actions which support the SFRS's commitment to health and wellbeing.
5.7	Training
5.7.1	Action owners are responsible for identifying any training implications that may arise in the delivery of their actions.
5.8	Timing
5.8.1	The Annual Operating Plan presented covers the period 1 April 2023 to 31 March 2024.

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5.9	Performance	
5.9.1	Quarterly performance reporting on progress will be presented to the Senior Management Board, Strategic Leadership Team and the SFRS Board.	
5.10	Communications & Engagement	
5.10.1	Action owners are responsible for ensuring communication and engagement is carried out when appropriate to ensure successful delivery and implementation of their actions.	
5.11	Legal	
5.11.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.	
5.12	Information Governance	
5.12.1	The collation or use of personal data is not required in the preparation of the AOP. A Data Protection Impact Assessment (DPIA) is therefore not applicable.	
5.12.1	Action owners are responsible for identifying any relevance and carrying out a DPIS on the delivery of their actions.	
5.13	Equalities	
5.13.1	An Equality and Human Rights Impact Assessment is not required for this document.	
5.14	Service Delivery	
5.14.1	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2023/24 to the SFRS Board for decision.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial
7.2	Rationale:	The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Senior Management Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary.
8	Appendices/Further Reading	
8.1	Appendix A: Annual Operating Plan 2023/24	
Prepared by:	Louise Patrick, Strategic Planning and Partnerships Coordinator	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	

Links to Strategy and Corporate Values		
<p>The Scottish Fire and Rescue Service (SFRS) is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold our corporate values.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>15 March 2023</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>5 April 2023</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 April 2023</i>	<i>For Decision</i>

**Working together
for a safer Scotland**



APPENDIX A
Agenda Item 13

**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN 2023/24

April 2023 – March 2024

Safety. Teamwork. Respect. Innovation.

Introduction

To strengthen Scottish Fire and Rescue Service's (SFRS) business planning arrangements, and to ensure that our primary statutory responsibilities as directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function) (Scotland) Order 2005 are met, the Service creates an Annual Operating Plan which details how we will achieve our strategic outcomes over the lifetime of our Strategic Plan.

The Annual Operating Plan 2023/24 has 19 actions that will be carried out throughout this reporting year. Building on the success of our actions in previous years, these actions have been proposed to ensure that continuous improvement of our services is achieved. These actions and the key aspects of the work to be undertaken will enforce our commitment to build national and community resilience, to develop our workforce, modernise our response and improve local outcomes, governance and social responsibility arrangements.

The Annual Operating Plan has been structured to show the actions we will take to achieve the seven outcomes set within the Strategic Plan 2022-25, see below. Although work for Directorates may naturally fall into just one of the key areas below, it is important to note that no single Directorate is responsible for the sole delivery of any of the Strategic Outcomes.

- **Outcome 1** – Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies 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.
- **Outcome 6** – The experience of those who work for SFRS improves as we are the best employer we can be.
- **Outcome 7** – Community safety and wellbeing improves as we work effectively with our partners.

The Annual Operating Plan is made up of fundamental improvement actions. Many of these actions are considerably wide-ranging and substantial in scale, and as such, there will be a requirement to carry these forward into future years for completion with tasks undertaken in phases to ensure necessary scrutiny and forward planning. Progression of actions during this specific operating period will be demonstrated through the achievement of specific key milestones. Only those milestones scheduled to commence in this operating period have been included within this Plan. Additional milestones will be detailed in future operating plans to support the achievement of these actions.

Adapting to the current operating landscape

Like many public sector organisations, we still feel the impact of the Covid-19 pandemic and this Plan has been developed to reflect this. Throughout this period of long-term significant impact, we continued to deliver strong, reliable and resilient services, achieve stability through flexibility and provide communities with the support of a dependable and functioning Service. It is imperative that we continue to put key lessons we have learned from the pandemic into place to help us, and Scotland, fully recover.

As we continue to move forward the longer-term impact that the virus has had upon the Service and staff will continue to be a main priority in the planning and progression of all workloads. As the scale and impact of that work continues to become apparent it may also have an impact on the content of the Annual Operating Plan 2023/24. New actions for directorates may arise over the course of the year and will be incorporated into the Annual Operating Plan. Conversely, actions currently included may be amended or postponed into future years as directorates re-prioritise their workloads accordingly. Any such changes will be managed through the SFRS Directorates and will be reported to both the Strategic Leadership Team (SLT) and the SFRS Board for scrutiny purposes.

Given the current uncertainties surrounding our current operating landscape, the Annual Operating Plan 2023/24 will remain flexible ensuring that we can amend matters as new priorities arise. As and when the Plan changes, an updated version will be published on the website with any new activities or updates clearly highlighted.

Actions will be progressed where possible, but our primary focus will be to continue to protect our people so that they can keep delivering an effective service for Scotland.

Monitoring Performance

Progress reports on the Annual Operating Plan will be prepared each Quarter in the form of the Corporate Risk and Performance Report. Reports will then be shared with the SLT and the Board for scrutiny and/or noting.

Business as Usual Activity

The Annual Operating Plan complements the many “business as usual” (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day-to-day activities of a function, team or individual which are essential to the sound operation and delivery of our services. Although not included in the Annual Operating Plan, these activities require significant resources from each of our Directorates. The planning processes implemented when developing this Plan, however, ensure that the Annual Operating Plan is flexible enough that it can be delivered alongside our BAU activities.

Each day, our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort are expended in making sure our crews and commanders are sufficiently prepared, trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with national and local groups, businesses and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In carrying out our day-to-day business, we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public through various accessible communication platforms, which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day-to-day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health, safety and wellbeing support arrangements to ensure that our people feel safe, valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

Portfolio Office

As well as our BAU activity and the Annual Operating Plan actions that follow, key change and improvement projects will also be progressed during the year. These projects will be managed and scrutinised through our Portfolio Office arrangements.

A review of Portfolio governance effective as of April 2023 established the Change Portfolio Investment Group (CPIG), responsible for alignment of change to strategy, investment prioritisation, initiative selection and acceptance of change into the portfolio, along with the allocation of resource at the time of project initiation.

Progress of projects and programmes within the Portfolio will be overseen by the Change Portfolio Progress Group (CPPG) and scrutinised by Change Committee. Decision making will be supported by a new Design Authority responsible for assuring solution design, architectural fit and deliverability of initiatives.

The list on the following page indicates what projects are progressing this year. Please note that this list is current as at April 2023 and may be revised during the year:

Outcome	Programme/Function	Project	Scope	Start Date	Due Date
2 – Response	On Call Improvement Programme	Attraction & Recruitment Improvements	To promote and enhance the Service's ability to attract and recruit potential candidates to the role of On Call firefighter whilst refining our processes and improving the candidates' experience.	Nov-21	Jun-23
	On Call Improvement Programme	Responding Options & Duty System Relationships	To improve the flexibility and effectiveness of all our On Call resources to enhance the service we provide to communities whilst providing additional agile working solutions.	Nov-21	Jun-23
	On Call Improvement Programme	Variable Contract Options & Station Establishments	Creation of an improved reward framework that appropriately remunerates On Call employees, enhances flexibility in contractual arrangements and improves appliance availability which positively impacts on our ability to attract, recruit and retain On Call firefighters; and to support the ability to improve availability of our On Call appliances and better inform our recruitment needs.	Nov-21	Jun-23
	Service Delivery Model Programme	Demand Based Watch Duty Systems	To identify more efficient alignments between appliance crewing arrangements and variations in the local service delivery demand profile.	Jun-18	Mar-24
	Service Delivery Model Programme	Community Risk Index Model	To deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. The model, which has been academically reviewed, will provide a metric at data zone level, including societal, economic, built and natural environment risk factors.	May-19	Mar-24
	Service Delivery Model Programme	Station and Appliance Review	To identify where and how the distribution of community fire stations and pumping appliances	May-19	Mar-24

			can be rebalanced to provide a more efficient, harmonised and risk-based delivery of services		
	Strategic Portfolio	CCF Phase 2 New Mobilising System (NMS)	To deliver a modern, resilient and scalable command and control communications system and supporting infrastructure that meets the priorities of the organisation in terms of improving Firefighter and community safety. Phase 1 of the project completed the integration of the eight Operations Controls into three. The focus of the project will be on the delivery of the New Mobilising System project outcomes.	Jan-14	TBC
4 – Climate Change	Strategic Portfolio	Low Carbon Emission Vehicle	To provide technical specification for a low carbon appliance that meets the minimum safety and quality standards for SFRS pumping appliances and equipment. Hold a tender exercise and award a contract to build a fully equipped prototype appliance for a proof of concept exercise with outcomes based on agreed success and benefits criteria. This will be completed in full consultation and partnership working across all internal and external stakeholders including end user engagement from the earliest opportunity. The outcomes and lessons learned from the proof of concept shall inform SFRS and other UK Fire and Rescue Services on the viability of alternatively fuelled appliance types and the suitability for our business needs to provide our front-line services and any further roll out.	Apr-20	Mar-24
6 – Best Value	Strategic Portfolio	McDonald Road Redevelopment and Museum of Fire	To carry out a reconfiguration and refurbishment of McDonald Road Fire Station to provide a modern fire station, City of Edinburgh Local Senior Officer	Apr-17	May-23

			headquarters, a Museum of Fire, and facilities for support staff, partner agencies and the community.		
	Strategic Portfolio	People, Payroll and Finance	To develop and progress through governance a business case for a fully integrated solution that meets functional and business needs. The business case will set out the benefits for SFRS including efficiencies, improved access for managers to business data, improved business reporting, an improved user experience and creation of business capacity through the automation of processes.	Apr-21	Jun-23
	Strategic Portfolio	Rostering	To develop and progress through governance the business case for a solution that will implement new ways of working for the Service's rostering that is characterised by more efficient processes. This will be underpinned by new application(s) that are inherently more integrated and that remove the need for duplication of effort and maintenance of workarounds.	Jan-22	Jun-23
	Strategic Portfolio	West Asset Resource Centre	To design and construct modern, fit for purpose workshops and stores facility capable of increasing the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs, to be located on a vacant site at Cambuslang to the east of the National HQ and Training Centre site.	Aug - 20	Jul-23
	Strategic Portfolio	iHub	This project will deliver new website and intranet platforms fit for the future and content management systems for both. Tasks will include a review of content, knowledge transfer and training, and the capability to measure	Apr-22	Mar-24

			performance, health and engagement of the Website and Intranet.		
	Strategic Portfolio	Strategic Service Review Programme	The Strategic Service Review Programme has been developed to guide the Service in aligning the Service's objectives in adherence with the Funding Envelope available whilst making efficiency and cashable savings in working towards achieving the Service objectives.	TBC	TBC
7 – Partnership	Strategic Portfolio	Emergency Services Mobile Communications Programme (ESMCP)	To plan and implement the transition from Airwave to the Emergency Services Network (ESN) within the stated timescales, ensuring that the operational impact to SFRS is minimised. This work will also ensure full integration of the ESN to the new mobilising system and all associated back office systems. It involves the replacement of all communications equipment in Operations Control, community fire stations and appliances as well as FDO handheld terminals.	May-19	Dec-26

Annual Operating Plan 2023/24

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

SO1: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review SFRS Fire Safety Enforcement (FSE) arrangements.	Undertake a full review of the SFRS Fire Safety Audit Procedure and Guidance taking cognisance of any amendments required to incorporate the National Fire Chiefs Council Risk Based Inspection Program (RBIP) Framework and emerging Risk Rating Methodologies.	Apr-23	Sep-23	Service Delivery (Prevention and Protection)	SR1
	Develop a robust and consistent Communications Strategy to promote FSE initiatives and safety messages.	Apr-23	Dec-23		
	Review all documentation relating to Fire Safety Enforcement to develop a culture across FSE that ensures consistency and a standardised approach.	Apr-23	Mar-24		
	Design and review of Prior Learning programme and prepare associated costings, ensuring all staff meet the required standard to undertake their duties as a Protection Officer with SFRS.	Apr-23	Mar-24		
	Undertake a holistic review of prevention and protection development pathway, from Trainee Firefighter to Strategic Manager, which will incorporate relevant elements National Fire Chiefs Council competency framework.	Oct-23	Mar-24		
Purpose: To ensure we maintain legislative compliance and provide a training framework ensure the competency of enforcement officers and improve engagement with stakeholders.					

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

SO2: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review the SFRS Training Strategy 2020-25.	Review and align the SFRS Training Strategy 2020-25 with the new SFRS Strategic Plan 2022-25 through engagement with our staff and key stakeholders.	Apr-23	Sep-23	Training, Safety & Assurance	SR3, SR5
	Develop, in collaboration with our stakeholders, a clear Training Vision Statement, aligning with the SFRS Long Term Vision.	Apr-23	Sep-23		
	Develop existing and explore further collaboration opportunities with partners for training and exercising.	Apr-23	Mar-24		
Purpose: To ensure we train as effectively and efficiently as possible and explore opportunities with our partners in order to improve Firefighter and community safety.					

SO2: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement replacement digital fireground radios.	Carry out a pilot exercise of new digital fireground radios.	Apr-23	Jul-23	Service Development (ICT)	SR6
	Commence first phase of the digital fireground radio rollout programme in former Aberdeen City, Aberdeenshire and Moray and City of Edinburgh (500 radios).	Jul-23	Sep-23		
	Commence second phase of the digital fireground radio rollout programme (500 radios).	Oct-23	Dec-23		
	Commence third phase of the digital fireground radio rollout programme (500 radios).	Jan-24	Mar-24		
Purpose: Research and development has taken place to confirm the strategy of replacing SFRS current analogue fireground radios with digital radios to enhance reliability and contribute to Firefighter safety.					

SO2: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Ensure that the Service delivery model is flexible to reflect the differing needs of local communities.	Deliver the High Reach Appliance disposition.	Mar-23	Aug-23	Service Delivery (Operations)	SR1, SR6
Purpose: To embrace a flexible, innovative and inclusive approach to service delivery and resilience planning, ensuring response resources and crewing arrangements are aligned to current and future risks.					

Outcome 3: We value and demonstrate innovation across all areas of our work.

SO3: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review the SFRS Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Implement a new agile approach to our Training Needs Analysis, based on the SFRS Target Operating Model.	Apr-23	Jun-23	Training, Safety & Assurance	SR5
	Explore innovative technologies, to enhance our Training Delivery options.	Apr-23	Mar-24		
	Introduce a new Training Delivery and Skills Maintenance Framework.	Jun-23	Mar-24		
	Review our Training for Operational Competence program, supporting individual ownership of skills maintenance, aligning with local based risk profile.	Jun-23	Mar-24		
	Review our Incident Command training and assessment standards, methodologies and pathway, supporting decision-making processes.	Jun-23	Mar-24		
Purpose: To identify and seek areas we can operate innovatively to ensure we continue to improve in all areas of training as possible.					

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

SO4: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review where and how we deliver training, reducing our own environmental footprint, ensuring our training continues to incorporate best practice to enhance response to weather related incidents.	Explore opportunities to reduce the impact on the environment and carbon emissions as a result of our approaches towards Training Delivery.	Apr-23	Mar-24	Training, Safety & Assurance	SR1
	Continue to evaluate course content and incorporate new developments and best practice to ensure our response to extreme weather incidents continues to evolve.	Apr-23	Mar-24		
Purpose: To ensure we continue to train our people to respond whilst also looking for opportunities to reduce our carbon emissions and how we delivery training as close to the point of need.					

SO4: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver Year 4 of our Carbon Management Plan.	Obtain grant funding from Scottish Government.	Apr-23	Sep-23	Asset Management	SR4, SR7
	Fill vacant posts within the Property section.	Apr-23	Jul-23		
	Deliver projects in line with the Carbon Management Plan.	Apr-23	Mar-24		
Purpose: 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.					

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money.

SO5: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	In conjunction with Multi Factor Authentication (MFA), enhance the current M365 conditional access policies to control all devices and apps that connect to our M365 data and enforce our organisational policies.	Apr-23	Mar-24	Service Development (ICT)	SR6
	Carry out first bi-annual testing exercise of the Cyber Security Incident Plan.	Jul-23	Sep-23		
	Carry out second bi-annual testing exercise of the Cyber Security Incident Plan.	Jan-24	Mar-24		
Purpose: Cyber threats to SFRS continue to develop and require continuing vigilance, controls and awareness to protect SFRS systems and infrastructure. This action aims to introduce measures that minimise the opportunity for cyber-attacks, including the use of technical controls within the ICT function and the provision of training to all staff to ensure that they can identify cyber security risks and know how to report them.					

SO5: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop and Publish the SFRS Asset Management Strategy.	Review and update the Risk Based Investment Strategy (RBIS).	Apr-23	Jul-23	Asset Management	SR3, SR4, SR6, SR7
	Gain approval and publish the Strategic Asset Management Plans for Fleet, Property and Equipment.	Apr-23	Mar-24		
	Achieve the International Organisation for Standardisation (ISO) 55001 Asset Management Accreditation.	Oct-23	Mar-24		
Purpose: To provide assurance on the Asset Management function with regards to asset investment decisions and the management of risk. This will also provide a document that will detail the capital investment needs of the Service which are aligned to our future vision and the SFRS Strategic Plan.					

Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.

SO6: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Provide the best training development opportunities and working environment for all our people.	Carry out a review on how the Training Function obtain, analyse and act on feedback from students in order to improve the overall training experience.	Apr-23	Mar-24	Training, Safety & Assurance	SR8
Purpose: To provide the best training and development opportunities for all our people to ensure they have the right mix of knowledge and skills.					

SO6: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Support and monitor the assessments of risks associated with identified hazards and develop and implement effective and appropriate mitigations.	Identify areas for improvement within risk assessments in SFRS and develop a programme of work to collaborate with business partners and confirm consistency in approach and standard to ensure legislative compliance.	Apr-23	Jun-23	Training, Safety & Assurance	SR4
	Engage with business partners to develop, maintain and review SFRS assessments, as required.	Jun-23	Mar-24		
Purpose: To enhance safety risk management within SFRS. Safety hazards and risks continuously emerge and should be mitigated to ensure Firefighter safety and for SFRS to demonstrate legislative compliance.					

SO6: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Lead and Implement the Contaminants Project throughout SFRS to reduce exposure to fire contaminants.	Finalise Contaminants Management Arrangement with the aim of safeguarding firefighters from harmful carcinogenic substances.	Apr-23	Oct-23	Training, Safety & Assurance	SR4, SR7
	Implement Contaminants Management Arrangement.	Oct-23	Mar-24		
	Finalise Contaminants Policy & Operational Guidance.	Apr-23	Oct-23		
	Implement Contaminants Policy & Operational Guidance.	Oct-23	Mar-24		
	Progress implementation of the Contaminants Action Plan.	Oct-23	Mar-24		
Purpose: To safeguard firefighters from harmful carcinogenic substances and implement an action plan that results in a practical and positive influence on our firefighter's safety and welfare.					

SO6: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Reduce Exposure to Contaminants within Operational Response.	Review existing Standard Operating Procedures, documentation, policy and procedure in relation to contaminants.	Apr-23	May-23	Service Delivery (Operations)	SR1, SR6
	Implement learning for Contaminants Working Group in Operational Policy and Response.	May-23	Nov-23		
Purpose: To mainstream behavioural, cultural and organisational change to ensure the protection of our personnel.					

SO6: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Promote a positive safety culture with the aim of fostering effective safety management implementation through the Health and Safety Management System.	Deliver the Safety Culture Survey and analyse the Safety Culture results.	Jul-23	Sep-23	Training, Safety & Assurance	SR1
	Publish the new Safety and Assurance Culture Strategy.	Oct-23	Dec-23		
	Develop a Safety and Assurance Strategy Implementation Plan.	Jan-24	Mar-24		

Purpose: To deliver an objective measure of SFRS safety culture – the ‘*way things are done*’ when it comes to health and safety. It will provide the foundations to continually improve and raise standards. The benefits of conducting a safety culture are expected to reduce event rates, increase number of near misses and increase safety communications across all levels of the organisation.

SO6: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Modernise our property estate including improvements on dignified facilities and contaminant control.	Undertake and complete dignified facilities and contaminant control upgrade works at Inverness Community Fire Station.	Apr-23	Oct-23	Asset Management	SR4, SR7
	Progress design works and identify new location for Blackness Road Community Fire Station.	Apr-23	Mar-24		
	Undertake and complete dignified facilities and contaminant control upgrade works at Salen Community Fire Station.	Apr-23	Mar-24		
	Gain design and planning approval for dignified facilities and contaminant control upgrade works at Galashiels, Dingwall and Newcraighall Community Fire Stations.	Apr-23	Mar-24		

	Progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Apr-23	Mar-24		
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Purpose: As we evolve the SFRS asset portfolio, we will work towards maximising the standardisation of assets. We recognise the impact that the working environment can have on our wellbeing and we will work to ensure that all employees have workplaces that are not only safe and secure but that promote dignity and wellbeing.

SO6: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and take actions to enhance SFRS' workplace Culture.	Engage with colleagues and senior leaders to understand how they relate to SFRS' Values and what positive, inclusive workplace behaviours mean to them, identifying any opportunities to enhance our current Values and Behaviours.	Apr-23	Aug-23	People	SR5
	Develop and agree an action plan to promote and embed positive, inclusive workplace behaviours.	Apr-23	Sep-23		
	Implement the agreed Values & Behaviours Action Plan.	Jun-23	Mar-24		
	Review and further develop SFRS approaches to Equality, Diversity and Inclusion and Positive Action to improve the diversity of the Service	Aug-23	Dec-23		

Purpose: To develop and sustain a positive workplace culture within SFRS where all colleagues feel a sense of inclusion and belonging and are treated with dignity and respect.

SO6: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and enhance the approach to building Management Capability.	Review current SFRS management capability using performance and development data and stakeholder insights.	Apr-23	Jun-23	People	SR5
	Engage with senior leaders and stakeholders to identify actions and priorities to enhance management capability and confidence.	Apr-23	Jun-23		
	Design the Management Capability Framework and approach, including development of resources and assets.	Jun-23	Aug-23		
	Rollout Framework on an iterative basis, improving resources and responding to stakeholder feedback.	Sep-23	Mar-24		
Purpose: To support managers at SFRS to build the skills and acquire the tools they need to build high performing teams, in a positive culture, while supporting colleague health and wellbeing.					

SO6: Action 9	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and deliver SFRS' Colleague Engagement Survey	Develop and agree the Engagement Survey project plan.	Apr-23	Jul-23	People	SR5
	Identify and onboard survey platform and analysis provider through appropriate procurement route.	Jul-23	Dec-23		
	Develop, agree and implement communication and engagement plan to support survey participation.	Sep-23	Mar-24		
	Roll out survey to all colleagues.	Mar-24	Apr-24		
Purpose: To provide a platform that allows open and honest feedback back between SFRS and our people.					

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.

SO7: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Explore, through the Reform Collaboration Group (RCG)¹, integration and collaboration activities.	Reform Collaboration Group to develop and agree Programme of Work, including a review into sharing of services between Police Scotland and SFRS, as well as wider collaboration opportunities.	Apr-23	Sep-23	Strategic Planning, Performance and Communications	SR3, SR6, SR7
	Police Scotland and SFRS to commission external consultancy support to develop an outline business case regarding the sharing of services between Police Scotland and the SFRS.	Apr-23	Jun-23		
	Appointed consultants to develop outline business case and report to the Reform Collaboration Group.	Jun-23	Sep-23		
	Implementation of agreed Reform Collaboration Group Work Programme (2023/24).	Sep-23	Mar-24		
	SFRS and Police Scotland to consider outputs of the consultancy outline business case and recommendations.	Oct-23	Nov-23		
<p>Purpose: To improve outcomes for the people of Scotland through collaborative work with partners. As part of ongoing Reform Collaboration Group, which aims to pursue collaboration and innovation opportunities, SFRS, working with Police Scotland, will investigate potential service sharing options in support of Public Service Reform. Wider collaboration opportunities, including further co-location opportunities, will also be considered for progression via the Group.</p>					

¹ The Reform Collaboration Group is made up of the Scottish Fire and Rescue Service, Scottish Ambulance Service, Police Scotland, and the Scottish Police Authority; and each organisation is responsible for its own contributions to the output of the RCG Work Programme.

Appendix 1: Strategic Risks Table²

Strategic Risk	Risk Description
SR1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
SR2	Ability to reduce the number of Unwanted Fire Alarm Signals and associated occupational road risk.
SR3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value.
SR4	Ability to ensure legal and regulatory compliance.
SR5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
SR6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.
SR7	Ability to deliver a high quality, sustainable service within the funding envelope.
SR8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.
SR9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.

² The above Strategic Risks are correct as of April 2023. It is expected that these risks will be amended in July 2023 at which time this document will be updated to reflect the new Strategic Risks.

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



Report No: B/SPPC/05-23

Agenda Item: 14.1

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:		27 APRIL 2023						
Report Title:		SCOTTISH FIRE AND RESCUE SERVICE WORKING IN PARTNERSHIP 2022						
Report Classification:		For Information Only					SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>	
1	Purpose							
1.1	The purpose of this report is to present the members of the Scottish Fire and Rescue Service (SFRS) Board with the draft 'Scottish Fire and Rescue Service Working in Partnership' document for their information.							
1.2	Following presentation to the members of the SFRS Board, a glossy version of the report will be created and distributed to staff and partners. It will also be published on iHub and the SFRS website.							
2	Background							
2.1	Renewed emphasis has been placed on partnership working and the SFRS continues to be fully committed to working with a wide and diverse range of partners, both locally and nationally, across public, private and third sectors.							
2.2	SFRS Working in Partnership is an annual review that captures and highlights all the tremendous partnership and collaborative work that has taken place across the Service throughout 2022.							
2.3	The document itself is now in its second year and was initially published in July 2022. This is the second iteration.							
2.4	The review was tabled for information to the Senior Management Board and Strategic Leadership Team in March and April respectively.							
3	Main Report/Detail							
3.1	This review contains information about some of the critical, partnership and collaborative work that has taken place throughout 2022. It highlights opportunities to share innovation and best practice throughout SFRS.							
3.2	It also highlights that clear strong partnership and collaborative working exists within the SFRS and with external partners/stakeholders. The examples provided show that we proactively seek opportunities to secure a joined-up approach to Scotland's challenges, both at local and national levels, through robust and transparent partnership working to ensure the best services are provided for our communities.							

3.3	This year we have refined the structure of the document and aligned it to the Strategic Plan 2022-25. The document will continue to evolve and develop with new processes and procedures introduced for capturing this work with internal and external stakeholders.
3.4	It is with thanks to the staff in the Service Delivery Areas and Functions for their continued support and articles for the review.
4	Recommendation
4.1	Members of the SFRS Board are asked to note the contents of the 'SFRS Working in Partnership' document.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no key strategic risk implications associated with this report.
5.2	Financial
5.2.1	There are no financial implications arising from this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications arising from this report.
5.4	Workforce
5.4.1	There are no workforce implications arising from this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications arising from this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications arising from this report.
5.7	Training
5.7.1	There are no training implications arising from this report.
5.8	Timing
5.8.1	There are no timing implications arising from this report.
5.9	Performance
5.9.1	There are no performance implications arising from this report.
5.10	Communications & Engagement
5.10.1	Once approved, a designed version of the publication will be shared with partners and published on the SFRS intranet and website.
5.11	Legal
5.11.1	There are no legal implications arising from this report.
5.12	Information Governance
5.12.1	A Data Protection Impact Assessment is not required as there is no personal data associated with this report.
5.13	Equalities
5.13.1	An Equality and Human Rights Impact Assessment is not required as there is no impact on people arising from this report.

5.14	Service Delivery	
5.14.1	Although the 'SFRS Working in Partnership' review does not directly impact upon the delivery of our services, it does provide many examples of how we have worked throughout the year to continue to deliver our services across Scotland during an extremely challenging period.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented members of the SFRS Board with the 'SFRS Working in Partnership 2022' report for their information and informed them that the report would now be shared widely with staff, stakeholders and partners.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial
7.2	Rationale:	The SFRS Working in Partnership 2022 document was developed in conjunction with all Directorates and Service Delivery Areas to ensure that the varied examples of partnership working undertaken by the Service is highlighted.
8	Appendices/Further Reading	
8.1	Appendix A - SFRS Working in Partnership 2022.	
Prepared by:	Bridget Spence, Collaboration Officer	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>15 March 2023</i>	<i>For Information</i>
<i>Strategic Leadership Team</i>	<i>5 April 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>27 April 2023</i>	<i>For Information</i>



SFRS WORKING IN PARTNERSHIP 2022

Safety. Teamwork. Respect. Innovation.

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FOREWORD

Welcome to the second edition of 'SFRS Working in Partnership', a document which provides a comprehensive and valuable overview of the many ways we work with our partners to keep our communities safe and well.

Partnership working is at the core of the Scottish Fire and Rescue Service (SFRS) and in October 2022 this was reiterated when our [Strategic Plan 2022-25](#) was published. Our Strategic Plan, which details the activities we aim to undertake over the three-year period, contains a dedicated Strategic Outcome which focuses on the work we carry out with our partners. By continuing to deliver and develop our life-saving partnership work and delivering against Strategic Outcome Seven of the Strategic Plan, we will continue to work closely with partners to improve the wellbeing of communities and the safety of our firefighters.

Working with others is intrinsic to what we do and although Outcome Seven of the Strategic Plan is dedicated to partnerships, this joint approach can be seen in practically every area of work. To demonstrate, the examples of successful partnership working we have chosen to include in this document have all been aligned to one of our seven Strategic Outcomes.

We hope that this document demonstrates the wide range of partnership working initiatives that have taken place across Scotland and, with it, the opportunity to develop good practice to work together towards positive outcomes for the mutual benefit of the organisations and communities involved.

We continually work in partnership for the good of our communities and through various initiatives, our staff have forged strong relationships with numerous important partners. From how we work together at incidents, multi-agency training exercises, water safety, and youth engagement, to our community safety work and how we use our estates; we work with our blue light colleagues and other public, private and third sector partners, to help us deliver more for Scotland. This allows us to maintain a Service which is effective, efficient and delivers best value for to the people of Scotland - an aspect of service delivery which is becoming increasingly more prevalent as funding for many public sector organisations becomes more challenging.

Our staff are key to successful collaborative working. Every day they show commitment, professionalism, and dedication to the communities they serve and they should be commended for this work ethic. Their expertise and experience are to delivering successful initiatives. Our thanks must also go to the many partners that we have worked with over the year who have shown that same level of commitment and dedication.

It would be impossible to list the many initiatives that we collaboratively delivered in 2022, however, we hope that this document conveys the diverse range of work we've been involved in to make a positive difference to people's lives.

We will continue to look for opportunities to work with our partners to develop new partnerships and collaborations to ensure we provide the best possible service to improve the safety and well-being of communities throughout Scotland.

MARK McATEER
Director of Strategic Planning,
Performance, and Communications

OUTCOME ONE: COMMUNITY SAFETY AND WELLBEING IMPROVES AS WE DEPLOY TARGETED INITIATIVES TO PREVENT EMERGENCIES AND HARM.

During 2022, we continued to improve public safety through prevention and protection initiatives by jointly running a range of local and national safety awareness initiatives with partners and appropriately sharing data. We provided essential fire safety advice and equipment to those most in need of our support and worked with our partners to reach as many vulnerable people as we could. These targeted initiatives helped us to maintain an efficient service whilst providing value for money and ensured our services are accessible to, and effective, for all members of our community. We also worked to support business owners to protect Scotland's non-domestic buildings and premises.

OUR INITIATIVES

National Water Safety Prevention

Following a rise in water fatalities during 2021/22, we worked to continue to support Water Safety Scotland's (WSS) Drowning Prevention Strategy and the accompanying Ministerial Action Plan.

During the reporting period, a dedicated SFRS Water Safety Group was established to progress a number of initiatives over the year, including the creation of a Partnership Approach to Water Safety document (PAWs). This overarching document, to be updated yearly, looks at prevention and post-incident considerations and provides the tools for each Local Senior Officer area to establish their own local water safety partnerships to agree how to best target joint resources to reduce water fatalities.

We worked in partnership with the WSS Data Subgroup to produce a process that can be used following serious water incidents and plans are in place to carry out a pilot of this process to review and refine it. The reporting format for this is captured in the PAWs document, along with the forms used for collation of information and actions.

An online resource to share best practice was also created to allow for the learning from initiatives to be shared and used if appropriate, making best use of intelligence from partners. This site captures policy and procedure, evaluations, analysis and training.

Our successful partnership approach to Water Safety (PAWS) was recognised later in the year when we won the prestigious National Fire Chiefs Council 'Partnership Working Award'.

Water Safety in Stirling

We held a multi-faceted, person-centred water safety event for Sixth Year (S6) students at Stirling High School. The event provided students with knowledge and understanding to help keep themselves and those around them safe when in, on, or near water.

The initiative delivered vital lifesaving skills and included practical demonstrations by our Swift Water Rescue Teams. The Trossachs Search and Rescue Team delivered cardiopulmonary resuscitation training and input was provided from the Community Action Team on the use of automated external defibrillators and water safety.

Following positive feedback from students and staff, Stirling High School has requested another event be held in 2023. We are also exploring the potential of using this initiative as a blueprint to deliver to other schools across the country.

Water Safety Film

Crews from Galashiels Community Fire Station participated in a film to help promote water safety advice to young people, which included messaging about 'float to live' and what to do if you see someone in danger.

This water safety project was filmed by charity TD1, a youth organisation based in Galashiels who work with young people aged 11 to 25.

The film was produced for BBC Scotland by The L.A.B which is an outreach project designed to develop digital media literacy within Scotland, working with a diverse range of groups to create their own content.

Targeting risk at Backwater and Lintrathen Reservoirs, Kirriemuir

We worked with Police Scotland, Mountain Rescue, Tayside Mountain Rescue, Scottish Water, and members of the Kirriemuir Landward West Community Council, to deliver targeted safety advice at two identified risk areas at Backwater and Lintrathen Reservoirs.

At the event, members of Perth, Kinross, Angus and Dundee Community Action Team used mountain bikes to cover as much ground as possible to share water safety advice with families and dog walkers in the area.

The initiative supplemented the national SFRS Summer Thematic Action Plan, our water safety messaging and supported the UK National Drowning Prevention Strategy 2016-26 which aims to reduce the number of accidental drownings by 50% by 2026 and reduce danger amongst the highest risk groups and communities.

It was shared with our Water Safety Group as an example of good practice and with all North Service Delivery Area Community Action Teams.

This event was well received by the local community and provided reassurance that we continue to work towards enhancing the safety of everyone within the local area.

Flood Disaster Day

First Year (S1) pupils from secondary schools in Aberdeen took part in a 'Flood Disaster Day' planned by Aberdeen City's Community Action Team. The event, which was delivered in partnership with Police Scotland, aimed to help the pupils develop teambuilding skills and raise awareness of the impact of anti-social behaviour. It was also hoped that the event could contribute to overcoming some of the negative effects of the COVID-19 lockdown.

Aberdeen Community Action Team led on Cardiopulmonary Resuscitation training, and our crews at Central Community Fire Station talked about open water safety. Partners from the Scottish Ambulance Service, Police Scotland, Street Sport and Adventure Extreme, all shared their knowledge on different subject matters across multiple stations throughout the day.

The event was well received and we plan to hold further workshops across schools in Aberdeen in 2023, extending an invite to Third Sector partners to participate in the workshops.

Reducing Fires in Communal Spaces

Dundee Community Action Team worked alongside Dundee City Council Tenancy & Estates and Local Housing Associations to develop a proactive initiative to help prevent communal space fire risks.

This initiative saw the development of a common stairwell checklist that allowed operational crews and day duty Community Safety Executive staff to report property defects identified during Community Safety activity or operational incidents to partner agencies. This allowed any identified defects to be quickly resolved and ensured combustible waste was removed, reducing the likelihood of fire occurring within the common stairwell.

Following evaluation, this initiative will be rolled out across Dundee, Angus, Perth and Kinross.

Reducing the risk of offending in Shetland

A partnership initiative, developed with Shetland Community Justice Partnership, to help young people in Shetland at risk of offending has been commended by partners for its preventative approach. The initiative is the first of its kind and demonstrates our commitment to statutory obligations under Community Justice.

Bridgehead is a five-day programme that offers theoretical and practical sessions around the role of a firefighter. The initiative presented participants with different types of challenges that were created to assist the delegates by developing their problem solving and decision-making skills. It is hoped that these skills will help with future decision-making, especially when faced with difficult situations.

Previous delegates who have completed the course provided unanimously positive feedback and it is hoped that this course may become available throughout Scotland.

Water Safety Demonstration on River Leven Teaches Lifesaving Techniques

Following several tragedies across West Dunbartonshire's waterways, we worked alongside the Royal National Lifeboat Institution, West Dunbartonshire Council and Police Scotland to deliver the Waterside Responder Scheme.

Every second counts in a water emergency and we have sadly seen how dangerous the water can be in recent years. This Waterside Responder Scheme aims to educate and train members of the public to make a potentially lifesaving intervention in those early stages of an emergency while emergency services are on the way.

The event was held at the River Leven where a water safety and rescue demonstration took place to train members of the public on how they can save lives. The model used has been so successful it is being rolled out across the country.

The initiative is part of the 'Partnership Approach to Water Safety' group - PAWS - set up last year and has also seen several measures, including new life rings and improved signage.

Water Safety Waterside Responder Scheme

We worked in partnership with Royal National Lifeboat Institution (RNLI), Police Scotland, Scottish Ambulance Service, Humane Society (HS) and local business owners along the Clyde side to provide lifesaving information and skills on water safety and water awareness.

Members of the initiative undertook training on the water safety equipment available to the public which was then shared with employees of waterside businesses to enhance resilience and community safety. Throwlines were also given to the businesses as part of the scheme, funded by Scottish Government through the RNLI.

We will continue to provide collaborative training to all premises along the Clyde side. This scheme allowed us to engage with hard-to-reach communities within Glasgow, helping us to forge stronger community relations.

Water Safety for Workers Day

East and West Dunbartonshire, Argyll and Bute Prevention and Protection have worked in collaboration with Loch Lomond & The Trossachs National Park Rangers to set up a series of one-day engagement days working alongside Scottish Ambulance Service, Police Scotland and the Royal National Lifeboat Institution.

The events promoted key safety messages surrounding water safety and provided waterside responder training to businesses and establishments around the whole circumference of Loch Lomond.

We have worked in partnership with Loch Lomond & The Trossachs National Park and engaged with holiday parks, campsites, motorhome and campervan rental companies to promote water, boat, tent caravan, wildfire safety and provided guidance on cold water shock.

The Water Safety for Workers Day has been so successful that we intend to hold an annual engagement event which targets key subjects and adds incredible value towards our key objectives both locally and nationally.

Online Water Safety Event

We worked alongside Glasgow City Parents Group to host an online event showing people how to enjoy the water safely during the summer and reduce the risk of drowning in open water. The webinar focussed on the issue of the cold water-shock and explained that even in summer, the water can still be extremely cold, and people can get into difficulty due to cold water shock.

The initiative provided the ideal channel to speak directly to parents about water safety, the dangers around water, and provided life-saving advice. We want families to enjoy the water, but more importantly we want families to enjoy it safely.

The event was developed in response to a request from the Glasgow City Parents Group, who are keen to equip parents with the knowledge to keep children and young people safe and whilst the group is based in Glasgow, the event was open to all Scottish parents and carers.

The initiative coincided with the launch of a range of educational resources which were developed as a direct result of our collaborative partnership work with [Water Safety Scotland](#). It is hoped that this information will reach as many young people as possible and supplement the valuable learning that was shared at the event.

Inverclyde Partnership Hub

East Renfrewshire, Renfrewshire and Inverclyde Community Action Team are one of the partners of the 'Inverclyde Partnership Hub', working together with Police Scotland, Inverclyde Council, NHS Greater Glasgow & Clyde Health Board, Inverclyde Health and Social Care Partnership and British Transport Police.

Three weekly meetings are held at the Hub where partners share information and intelligence on recent operational activity. This allows any issues to be sent to the relevant Hub partner for action. Individuals can also be identified and referred for appropriate action such as a Home Fire Safety Visit and/or Adult Support and Protection referral. This information sharing is conducted under a mutually agreed Data Sharing Agreement.

Some of the benefits of this partnership include improved networking with local partners and outcomes for the community of Inverclyde. The partnership allows any issues to be addressed at the earliest convenience, many examples of workstreams coming through the Hub have had a significant impact on the wellbeing and safety of people in the community, as well as improvements to firefighter safety through direct intervention and assisting with operational intelligence and preparedness.

It is intended to expand the Hub membership to include Inverclyde's four largest Registered Social Landlords which will allow member organisations to share data and resources with a larger audience and therefore provide improved outcomes for more people.

Twenty-three years of Operation Safety

Operation Safety is an annual event that takes place with Primary Seven (P7) school pupils in Dumfries. This multi-agency event is jointly organised by SFRS and Police Scotland and included partners from the Scottish Ambulance Service, Scottish Power Energy Network and Youth Work.

The event, which has been running for 23 years provides the perfect platform to share a wide range of safety messaging from each of the organisations involved and includes learning about bonfire, water, online, and electrical safety, emergency first aid and positive role models.

In 2022, Operation Safety was attended by 1,200 pupils and was well received by both partners and pupils.

East Renfrewshire Falls Referral Project

The SFRS provide a Home Fire Safety Advice service offering advice and support for people to remain fire safe in their own homes. As well as focusing on fire safety, being in homes provides us an opportunity to notice other safety issues that could be raised with relevant partners to provide additional support.

We have set up an Information Sharing Protocol with East Renfrewshire Health and Social Care Partnership which allows us to refer individuals who are identified during Home Fire Safety Visits as having had more than one fall within a 12-month period and refer them directly to the local Falls Screening Clinic.

This type of collaborative working helps raise community awareness of fire prevention, falls prevention to reduce the risk of falls, social isolation, cold homes, and flu which over time will lead to a reduction in the pressures on public services in local areas.

Our future plans include setting up suitable Information Sharing Protocols and referral pathways for falls across all East Renfrewshire, Renfrewshire and Inverclyde. Working in partnership to identify opportunities for integrated joint working when responding to an individual who has fallen and requires immediate assistance. Following evaluation, this process will be delivered across East Renfrewshire, Renfrewshire and Inverclyde.

Taking Positive Steps in Ayrshire

The Positive Steps Programme is a partnership initiative between the SFRS, the Third Sector and North Ayrshire Council, with additional support provided from Scottish Government. Positive Steps is a project within The Ayrshire Community Trust (TACT) which forms part of the North Ayrshire Third Sector Interface along with Arran Community and the Voluntary Service.

The partnership involves volunteers receiving training and support from our Community Action Teams which enables them to build on their confidence and improve their skills base.

Part of the scheme involves fire safety training to volunteers helping them to identify potential hazards within a domestic setting. This leads to volunteers accompanying a Community Action Team member to carry out low and medium risk Home Fire Safety Visits in the community. Cardiopulmonary Resuscitation (CPR) and Defibrillator training is also provided, and once skill levels are attained the volunteers accompany members of the Community Action Team into the community to assist with delivering CPR and Defibrillator training to the public and schools.

Positive Steps with SFRS is a great motivator and confidence builder helping the people involved realise their true potential, gain experience with accredited qualification and creating ways for participants to move forward and progress towards their personal goals. Volunteers represent SFRS at various events such as fetes, gala days and partnership working events.

The Wallacetown Initiative

The Wallacetown initiative aims to concentrate on the negative causes impacting on people's lives and give local people more opportunities for a brighter future. The 'Team Around the Community' in Wallacetown includes a SFRS Community Safety Officer, Local Authority Housing Officer, Anti-Social Behaviour Officer, NHS Health, Police Scotland, Home Energy Scotland, SAC Information and Advice Hub, school staff and other local charity and voluntary organisations.

Many of these individuals work from a shared office in Wallacetown to improve how they work together and make them more accessible. Others attend meetings when required or the twice weekly food bank.

A number of groups have been set up to encourage people to come out of their homes during the day and meet others living in their community. Groups include a supporting coffee and chat; arts and craft; gardening; up-cycling; and litter-picking. All of which provide more things for young people to do including fun days, girls' group, dance and sporting activities.

Other initiatives being carried out in the area include a SFRS and Police Scotland Partnership initiative which involves knocking on every door in the Wallacetown area to advise they are the local community officers, discussing the groups that are on in the area and invite householders to attend. They also offer help and support when required. SFRS and Police Scotland also partner up for welfare visits when Home Fire Safety Visits or Police Scotland visits require to be carried out.

We work closely with South Ayrshire Wellbeing Officers, South Ayrshire Alcohol and Drug Partnership, Thriving Communities, and Third Sector organisations to collectively support Police Scotland with their 'Week of Action' initiatives in relation to drug dealing within the area. The organisations collectively offer support and guidance to vulnerable individuals and those addicted to alcohol and drugs.

Through funding provided by SFRS, a defibrillator and waterproof cabinet have been purchased and installed outside Newton Primary School. Training has been provided to the school teachers, senior school pupils and members of partner organisations. Local community members will also be invited to attend training sessions.

The aim for the future in Wallacetown is to continue to engage with residents to ensure our service provision meets their needs and support the community to have a greater say in how services are delivered.

Opening our Doors to Communities

In East, North and South Ayrshire (ENSA) Local Senior Officer area we continued to welcome communities and groups into our fire stations during 2022.

Working in partnership with Messy Munchers and the National Health Service, we offered facilities in all 27 stations within our community for the group to meet and carry out their sessions. SFRS participation in the sessions has positively impacted the effects of social isolation for new mothers. In the sessions we look at delivering home cook safe information, Home Fire Safety, Cardiopulmonary Resuscitation and infant choking techniques.

This collaborative approach provides each new mother, father, or carer a much greater degree of support and knowledge. We have also identified several local community fire stations as recognised safe spaces throughout ENSA.

SFRS work in partnership with Social Services, National Health Service, Police Scotland and Violence Against Women to offer a suitable safe space in our Community Fire Stations. Providing members of our communities a safe space in their moment of crisis. It allows individuals to discuss their next steps forward with a specialist and provides access to a list of key partners who can assist in any situation. Any member of the community who needs to seek refuge in a time of crisis can attend one of the recognised safe spaces within our local stations with any key partners.

Through feedback and dialogue with our communities and partners we will continue to identify suitable stations for further safe spaces throughout Ayrshire.

Ayrshire Chamber of Commerce

In order to increase engagement with local businesses in East, North and South Ayrshire (ENSA), a partnership was developed with Ayrshire Chamber of Commerce with a membership of over 830 organisations.

We have utilised our membership to deliver key fire safety messages and develop support for many local businesses affected by a fire incident, by providing information and guidance. We have also used the platform to highlight our Act of Violence Pledge, promote our Unwanted Fire Alarm Signals consultation and encourage employees/employers to consider supporting our On Call firefighters. Additionally, we supported the Chamber of Commerce at their business safety week.

In November 2022 we ran a networking event at Kilmarnock Fire Station. Over 60 different organisations attended when our Fire Safety Engagement team gave a presentation on key

non-domestic fire safety considerations and legislation. Our station personnel provided an operational equipment demonstration, non-uniformed staff gave first aid and Cardiopulmonary Resuscitation input and our On Call firefighters assisted with an On Call recruitment campaign. Attendees were also given a tour of the station's facilities and community garden which we hope in future will be used by the local community. A first of its kind within SFRS within Ayrshire, the event was a great success and thoroughly enjoyed by all.

Events like these and our continued membership within the Chamber of Commerce are vital to ourselves in enhancing the protection of the commercial property portfolio in Ayrshire and also underpinning Scottish Government Place Standard approaches.

St Mirren Football Club Safety Advisory Group

On the Safety Advisory Group (SAG) we work with Renfrewshire Council, officials from the Building Authority, Police Scotland and Scottish Ambulance Service, which allows us to build good working relationships with local and national partners whilst gaining an understanding of working practices of partners.

The partnership's purpose is to assess the Health and Safety including fire safety within the grounds through an action plan, support the granting of the Safety Certificate from Renfrewshire Council. We also provide expert advice and assistance to the Council via this Group on fire safety and Fire Risk Assessments.

The ultimate objective of the SAG is to ensure safety in respect of fire is in place and being adhered to by the duty-holder at St Mirren Football Club; that in the event of a fire during match days persons can evacuate the stadium safely and efficiently without injury.

OUTCOME TWO: COMMUNITIES ARE SAFER AND MORE RESILIENT AS WE RESPOND EFFECTIVELY TO CHANGING RISKS.

We have continued to ensure our teams worked effectively and safely together with partners agencies to improve our service to the public. We continued to seek and implement joint incident command training, joint multi-agency training, development and learning for operational and non-operational staff to increase and expand skills and effective cross-agency working. We worked in smarter and more cost-effective ways, sharing intelligence across partner agencies and identified vulnerable people, ensuring a focus on prevention through proactive interventions including home fire safety checks and social care, supported by bespoke educational programmes.

OUR INITIATIVES

Doing more for Scotland

Our Home Fire Safety Visit Programme has been ongoing for many years and allows us to visit homes and provide home fire safety advice.

Our new Safe and Well Project looks to build on the current model to incorporate wider health and social care considerations, allowing us to do more for the people of Scotland. As well as providing fire safety advice, Safe and Well visits will allow us to refer high risk individuals to partner organisations for further support to reduce harms identified during our visit. Similarly, our partners will be able to refer individuals who meet the high-risk criteria to receive a home safety visit from us.

A six month pilot of Safe and Well concluded in August 2022. Seven members of our Community Action Teams, located in our three Service Delivery Areas, completed the training packages and conducted live Safe and Well Home Safety Visits to high-risk individuals within our communities. Our newly developed home fire safety management system was tested during these visits and, when fully implemented, will enable partnership referrals both to and from SFRS.

An implementation plan for Safe and Well visits is currently under development, along with further engagement with relevant health and social care partners to test the secure referral processes.

National Interagency Liaison Officer Courses

We worked in partnership with London Fire Brigade to deliver National Interagency Liaison Officer (NILO) courses at our National Training Centre, Cambuslang. The NILO role is embedded throughout the UK Emergency Services and is a vital communication link between other agencies. NILOs are qualified SFRS Flexi Duty Officers (FDO) who advise and support Incident Commanders and other government agencies on the SFRS's operational capacity and capability to reduce risk and safely resolve incidents at which our attendance is required throughout Scotland and cross border.

This partnership sees dedicated SFRS staff involved in delivering National NILO courses at training venues across the UK and an annual NILO course delivered in Scotland.

Close links have developed between the SFRS and the Scottish Ambulance Service through SFRS staff training ambulance colleagues to become part of the Special Operations Teams (SORT). Scottish Ambulance Service colleagues final confirmation exercises are completed at SFRS Training Centres, which is a great opportunity for SFRS staff to train with partner agencies, who we may jointly respond to incidents with.

These effective partnerships lead to a greater joint understanding of how each organisation can respond effectively together in resolving complex incidents, which further enhances our response to the communities of Scotland.

Incident Command Training with Partners

The SFRS Training Function has a long-standing joint training collaboration with multiple partner agencies.

As part of our suite of Incident Command training courses we regularly train alongside Police Scotland; the Scottish Ambulance Service; ScotRail; Local Authority managers; and any other partners required to resolve large-scale and complex incidents.

These long-standing training collaborations allow us to develop an understanding of the needs and the resources of our partners that enable us to jointly resolve incidents and minimise the impact on our communities and organisations. It is this collective approach that exists across all levels of SFRS and our partners who help make this collaboration successful.

Realistic Training Exercises

Training with our partners is crucial and there are many benefits to carrying out mock exercises at varying locations to ensure we can test our approaches and communication channels between each organisation. During 2022, we took part in a wide range of training activities alongside our partners:

Disco 75

The annual Disaster Co-ordination (DISCO) 75 exercise took place in October 2022.

The event involved established multi-agency partnership working through a blend of live play and table-top exercises by testing activation of the Forth Valley Local Resilience Plan (FVLRP) Activation Protocol and how it relates to the activation of the Grangemouth External Control of Major Accident Hazards plan by one of the establishments within the Grangemouth Complex, in this case INEOS FPS.

Crews from Falkirk and Bo'ness Community Fire Stations attended this simulated major incident exercise along with Police Scotland, Scottish Ambulance Service and representatives from INEOS, Forth Ports and Falkirk Council. The exercise expanded learning for multi-agency working and individual partner development.

A multi-agency hot debrief took place on completion of the exercise, followed by a structured debrief. The exercise tested our Bronze, Silver and Gold Command structure and demonstrated the effectiveness of activating the Local Resilience Plan.

Throughout the year local crews and managers carried out training and familiarisation at individual sites including working with INEOS Fire Service, where many of their crews also serve their local community in an On Call capacity with SFRS.

Specialist Rescue Training on Orkney

We worked in partnership with Scottish Ambulance Service first responders by undertaking a complex training exercise on Rousay, one of Orkney's inner islands.

The scenario was to assist a casualty who had fallen from a cliff edge and sustained a number of significant injuries to the head, spine, leg and pelvis. Crews work extensively to assist partners in the creation of a weather barrier, and stabilising and transporting the casualty to safety.

The challenging exercise fully demonstrated and strengthened our core value of teamwork.

Working at Height in Dumfries

The Dumfries and Galloway training team observed and assisted British Transport Police on four occasions to deliver training scenarios to their staff, primarily utilising the Dumfries training site's Safe Working at Height (SWAH) Tower.

Many of the scenarios involved recovery of bodies following suicide or attempted suicide or related to protestor removal from structures or within the railway environment and assisting with mutual aid requests. Planning is on-going for future on-site joint training exercises.

The local Marine Coastal Authority team based at Annan Community Fire Station also trained at the SWAH Tower. Local SFRS training staff monitored and facilitated the training session which involved various rescue from height scenarios using their SWAH equipment and stretchers.

Search and Rescue in Ayrshire

A partnership arrangement with North Ayrshire Council, through the Anti-Social Behaviour and Community Safety Department enabled East, North and South Ayrshire crews to practice Breathing Apparatus (BA) search and rescue procedures in a real environment.

The purpose of the initiative was to enhance the skills of operational staff in an off-station environment using real properties through practical exercises. This partnership was expanded to involve teams across SFRS, Police Scotland and Local Resilience partners when we tested the SFRS evacuation procedure.

The benefits of this partnership for SFRS was the development of increased knowledge, skills, understanding and confidence in core skills whilst using the new evacuation procedure. This was further enhanced by the joint understanding gained across a range of partners regarding the complexities involved in managing an evacuation of a premise under fire conditions.

Rope training at Sewer Prevention Site

In April 2022, we took part in the first of a series of events that have been organised in partnership with Scottish Water and Amey-Binnies.

Crews from East Kilbride and Lanark Community Fire Stations took part in the rope rescue training event at a new Scottish Water facility in Lanark, a facility which will help prevent sewer flooding in the town when it is not being used for testing the skills of our crews. The objective of "Exercise Wellgate" was to rescue a casualty who had fallen over 15 metres within a sewage shaft under construction.

This exercise brought together our crews and Operations Control colleagues to enhance our existing skills, knowledge and experience of complex line rescue incidents and footage taken at the event will further be developed to create a learning package to benefit colleagues across the Service.

High Rise Building training in Lanarkshire

A series of training exercises were carried out in Coursington Tower, North Lanarkshire.

The exercises key objectives provided learning and development opportunities in resolving large-scale incidents, tested communications and our Incident Command and Breathing Apparatus procedures.

Engagement with the local community took place several weeks prior to the exercises to provide re-assurance, explain the purpose of the exercise, and provide safety information, including the offer of a free Home Fire Safety Visit. On the days of the exercises, further engagement took place with support from the local community fire station to deliver the home fire safety messages.

Powering up training at Cruachan

A training event was held by East and West Dunbartonshire, Argyll and Bute Area Management Team at Cruachan Power Station, followed by a presentation on the power station, dam and a tour of the facility. This was followed by a working at height training exercise led by our training team and involved local On Call crew from Dalmally.

Such onsite training helps in identifying potential risks within our communities and build relationships with relevant stakeholders, ensuring we are informed and ready to provide an operational response.

Working with Airport Fire Services

Through our established working partnership with Glasgow Airport Management Teams and Police Scotland, we attended the annual Glasgow Airport Evacuation exercise during 2022.

This beneficial partnership allows us to develop extensive knowledge; evaluate the evacuation strategy and procedures employed by Glasgow Airport on an annual basis; and develop effective working relationships with all duty holders within the airport. All of which is vital for operational information sharing which could prove imperative to the safety of our operational crews if they require to attend an incident.

It also ensures that if any deficiencies are identified, thematic audits can be completed to ensure that all duty-holders are complying with their statutory obligations within the Fire Scotland Act 2005, which is fundamental in ensuring the safety of all relevant persons at the airport.

Similar exercises also take place in all Scottish Airports.

Exercise Pecten

A controlled multi-agency fire simulation exercise at Kirkcudbright Harbour took place in September 2022 with invaluable support from our partners in Dumfries and Galloway Council and Kirkcudbright Harbour.

The event involved significant emergency service presence comprising of fire crews from Kirkcudbright, New Galloway, Dumfries and Newton Stewart with four fire appliances and a water rescue unit. It also included Police Scotland, Maritime Coastguard Agency, Royal

National Lifeboat Institution, Scottish Ambulance Service and Mountain Rescue colleagues. Volunteers also participated in the exercise in role-play simulation.

The purpose of the operation was to test the training and planning of firefighters and emergency service partners to respond safely and effectively should a fire take hold within a boat and to ensure communities are protected. It took place in a unique and dynamic environment and followed several months of planning.

Training exercises such as this are important and hugely worthwhile for our firefighters to continually enhance their skills as they work alongside our various partners to protect our communities. It proved to be an excellent learning opportunity and example of effective partnership working.

OUTCOME THREE: WE VALUE AND DEMONSTRATE INNOVATION ACROSS ALL AREAS OF OUR WORK.

We have continued to seek new and innovative ways through partnerships to identify opportunities to engage with all communities. We continued to respond effectively to the changing safety needs of Scotland's communities and to the dynamic environment we operate in. We are evolving and improving what we do, to deliver the best possible fire and rescue service through an innovative approach to improve services and performance.

OUR INITIATIVES

Life Saving Naloxone Project

As part of a £90,000 project funded by the Scottish Government, we obtained firefighter volunteers nationwide and created a network of staff to safely administer naloxone to help prevent avoidable drug deaths from overdoses.

This initiative included training with the Scottish Ambulance Service and Police Scotland and recognised the role the medication plays in saving lives. As well as being shown how to safely administer the drug, the initiative allows individuals who administer the kits to connect people who use drugs and their families with appropriate local services.

A naloxone information pack is also available to all our staff.

Smart Helmet Development Research

Developmental field trials of new Smart Firefighting Helmet technology were conducted with SFRS staff and researchers from the National Robotarium at Newbridge Training Centre.

Researchers from the National Robotarium, hosted by Heriot-Watt University and the University of Edinburgh, have developed an Artificial Intelligence (AI)-empowered Smart Firefighting Helmet which uses cutting-edge AI to provide wearers with real-time information that can help detect casualties, recognise Breathing Apparatus (BA) wearers, navigate hazardous environments, and provide an accurate understanding of their own location.

Footage is captured via combined feeds from thermal cameras, radar and inertial sensors mounted on a standard-issue firefighting helmet.

This ground-breaking technology could support firefighters and incident commanders to make crucial time critical decisions that could enhance search and rescue efficiency, and ensure safer collaboration between other BA wearers to improve firefighter safety and outcomes for potential casualties.

We continue to provide ongoing assistance to the researchers to evaluate and collate data on the technology.

Resident Presence System trialled in Edinburgh

Following a period of resident engagement, we participated in an innovative evacuation project in partnership with City of Edinburgh Council.

The initiative involved a high-rise block of flats in Edinburgh which trialled a new electronic resident 'presence' system. This real-time system provided SFRS with accurate information on the location of residents who may struggle to evacuate, if required to do so in a fire situation.

The technology involved requires vulnerable residents to carry or wear a personal badge/device with a unique ID which relies on locator beacons, either side of the main door, that log residents entering and leaving the building. A secure control panel, accessible to SFRS, provides the required information.

It is proposed to continue trialling this evacuation project in 2023.

Happy to Chat, Happy to Listen Bench Trail

We came together with local business and community groups to help create three trails where people could sit, chat or listen. The benches are situated around Blairgowrie, Rattray and the Glens and have been placed to help people understand mental health is as important as physical health.

Firefighters from Blairgowrie Community Fire Station used their depth of skills, knowledge, commitment, time and generosity to build a bench for the trail. No bench on the trail is the same and by incorporating an out-of-service fire hose our bench is unique to the SFRS.

Ayrshire Community Garden Project

Alongside partners, we established a community garden project in Ayrshire thanks to a £10,000 National Lottery Community Fund. This was used to transform a disused area at Kilmarnock Community Fire Station to include a welcoming shed to encourage talking; a sensory garden; poly tunnels for food growing; and areas which can be used for play and educational purposes by children's nurseries.

By working in partnership with NHS health professionals, voluntary organisations and engaging with young people, we endeavour to combat loneliness and promote mental health awareness by bringing people together in a safe space, whilst also providing education on climate literacy and fresh produce and also contribute to local food larders and promote sustainability projects.

Through our participation in local partnership environments we are able to use our land and assets in ways that truly brings the term Community Fire Station to life, whilst also supporting wider socio-economic and environmental needs.

The National House Project

We have teamed up with the National House Project and East Dunbartonshire Council to help young people leaving care become more independent in their own home and integrate into the community in which they live.

The Project aims to provide a wide range of life skills including: how to budget; where to get support; and safety in the home.

Being involved in the Project allows our Community Safety Advocates to meet the young people prior to a Home Fire Safety Visit taking place, allowing us to build a connection of safety and trust.

Although our involvement is still in its infancy, there is also scope for us to offer further training and development opportunities, such as our Fireskills Programme as part of the Project. Work is currently ongoing to drive this forward within East Dunbartonshire and will contribute to our commitment as Corporate Parents.

TikTok and Teens

We worked together with Youth Work on a project to produce TikTok videos to get safety messages across to young people. A variety of short videos were filmed for TikTok around the theme of bonfire night.

The videos were filmed at Dumfries Community Fire Station, with the assistance of Dumfries On Call firefighters, and were filmed at night to get the full impact of the blue lights to ensure young people watched them. The videos were uploaded to Youth Work's TikTok account daily the week prior to bonfire night and shared across other social media platforms , reaching thousands of people. A live Questions and Answers Event took place on TikTok, which 576 young people participated in.

As a result of the project there was a significant reduction in call outs to bonfires and to the level of anti-social behaviour faced by us and Police Scotland. We now have a greater understanding of how TikTok can be utilised to share safety information and interact with the younger audience. Plans are in place for this hugely successful project to continue.

OUTCOME FOUR: WE RESPOND TO THE IMPACTS OF CLIMATE CHANGE IN SCOTLAND AND REDUCE OUR CARBON EMISSIONS.

We continued to work together with partners to respond more effectively to the global climate and ecological emergency by developing the resources needed to tackle the impacts of climate change and ensuring that these are strategically located across the country. Our firefighters remain fully trained and equipped to support communities in meeting extreme weather events. We continued to work to reduce carbon emissions and aim to become a carbon neutral organisation by 2045.

OUR INITIATIVES

Gearing up for our first Electric-Powered Fire Appliance

In support of our commitment to reduce our carbon emissions from our fleet, we have commissioned our first electric powered fire appliance.

To roll the prototype into production, we welcomed around £500,000 of funding from Transport Scotland. The features of the E1 EV0™ (Electric Vehicle, Zero Emissions) are world-class. The design and manufacturing of the appliance will fully comply with British Standards for firefighting and rescue service vehicles. It will have the same capability and equipment as a diesel model and it will be able to assist at emergencies. However, it is estimated that an electric appliance will reduce emissions by 66% compared with a diesel appliance.

This innovative project is the first step in a long journey to discover how we can potentially move away from fossil fuel powered appliances. We have set our environmental goals and we are committed to reducing carbon emissions from our fleet. There are already more than 100 electric cars within our light fleet, however this is our first venture into low carbon heavy duty vehicles.

Working with Transport Scotland, Emergency One and Scottish Enterprise, it is hoped that this project will lead to more public-sector fleet owners developing similar approaches to decarbonise heavy duty vehicles.

Badendoch & Strathspey Wildfire Prevention

SFRS partnership working with Forestry and Land Scotland at Glenmore Forest Park took place to reduce campfires/wildfires. Engagement sessions were frequently held during the Easter and summer holiday seasons at a number of locations within the Cairngorm National Park.

During April to August, Aviemore Community Fire Station undertook partnership working with Rothiemurchus Estate, to deliver wildfire leaflets to remote estate dwellings, and engaged with the public, supporting the work of the Forestry and Land Scotland rangers. They also worked with Badaguish Outdoor Centre to deliver wildfire leaflets and engaged with staff on prevention strategies.

Grantown Community Fire Station worked with the Royal Society for the Protection of Birds at Abernethy National Nature Reserve, Forest Lodge. Crews visited the area and delivered wildfire leaflets and engaged with staff on prevention strategies.

These initiatives are important factors in helping to reduce the potential impact on wildfires and initial data indicates that call outs to manage open fires, primarily campfires, were significantly lower than the previous year.

Walks and Talks Initiative

In partnership with Aberdeen Countryside Rangers, Scottish Ambulance Service and Police Scotland we took part in the 'Walks and Talks' Initiative. It was designed to educate Primary Six and Seven (P6 and P7) pupils in the Howes Road and Gramps areas of Aberdeen on the dangers, effects and consequences of deliberately setting wildfires.

These events included school visits discussing anti-social behaviour and deliberate fire setting, followed by a walk-through in parkland and areas of natural beauty supported by SFRS crews and a Wildlife Ranger. The children were then asked to discuss wildlife and damage caused by fire.

As a result of this project there has been a significant reduction of deliberate fires in the area, and we hope to hold a second event in 2023.

OUTCOME FIVE: WE ARE A THRIVING ORGANISATION, USE OUR RESOURCES RESPONSIBLY AND PROVIDE VALUE FOR MONEY TO THE PUBLIC.

During 2022, we continued to look for opportunities to share estates and assets with other emergency services or partners to improve service to the public, share best practice and realise value and efficiency. Shared estates and assets facilitate closer dialogue, promote both collaborative and better working relationships between partner organisations and deliver better services, efficiencies, community resilience and engagement.

OUR INITIATIVES

National Co-Location Programme

Our National Co-Location Programme has continued over the year. This on-going programme involves sharing workspaces, training, knowledge and expertise across Scotland with our various partners.

A key aspect of this programme is to collaborate with our blue light partners in promoting and supporting the sharing of space, in particular local Community Fire Stations, amongst Police Scotland, Scottish Ambulance Service and us. As at December 2022, there were 39 co-located stations.

To enable community resilience in emergencies we also share facilities with other partner agencies on a day-to-day basis.

There are examples of our co-location activities in the articles below, and potential options for further co-locations throughout Scotland are also being explored by the regional teams.

McDonald Road Community Fire Station

We welcomed 25 Scottish Ambulance Service staff and two ambulances into McDonald Road Fire Station during the year. This move was part of a wider commitment between the SFRS and the Scottish Ambulance Service to work even more closely together to build upon existing relationships.

This aspect of multi-agency working between both Services allows firefighters and ambulance staff to regularly share knowledge and expertise, carry out joint training and improve interoperability between two blue-light partners. It also presents an opportunity to better understand each other's challenges and by working more closely together, communities and both organisations will see numerous benefits.

Work is also underway to look at supplementing the resources already co-located at McDonald Road, Sighthill and Crewe Toll Community Fire Stations in Edinburgh.

Tomintoul Community Fire Station

The first tri-emergency service in Scotland was launched in Tomintoul Community Fire Station, Aberdeenshire, where SFRS, Police Scotland and the Scottish Ambulance Service operate from a single base. This ground-breaking co-location has enabled a police officer to be on duty within this community, avoiding a 26-mile journey to the nearest police station.

Central Community Fire Station

Central Community Fire Station in Aberdeen became a recognised shared facility with Scottish Ambulance Service, extending response capabilities to protect communities. The

co-location sees the establishment of twelve Scottish Ambulance Service staff, a mix of eight paramedics and four technicians, plus one Accident and Emergency ambulance within Central Community Fire Station.

This partnership working has increased resources to local communities and has benefited the staff from both emergency services by consolidating and building upon existing strong working relationships and further developing aspects of multi-agency working and training.

Clarkston Community Fire Station

In July 2022, we officially opened a new co-location hub at Clarkston Community Fire Station welcoming the Scottish Ambulance Service. We began co-locating in October 2021 with nine Scottish Ambulance Service staff members including five paramedics and four technicians moving into Clarkston. However, due to COVID-19, the official opening had to be postponed.

The move allowed our crews the opportunity to train with Scottish Ambulance Service colleagues to build on our existing relationship with them, share knowledge and expertise, whilst having the opportunity to better understand each other's challenges when working at the scene of an incident.

Clarkston became the sixth co-location site in the West Service Delivery Area, following Clydesmill, Calton, Johnstone, Maryhill and Castlemilk Community Fire Stations.

OUTCOME SIX: THE EXPERIENCE OF THOSE WHO WORK FOR SFRS IMPROVES AS WE ARE THE BEST EMPLOYER WE CAN BE

During 2022 we continued to make our roles more attractive to all members of our communities by improving our recruitment process, nurtured an inclusive culture, developed our approach to youth engagement and employment. We have worked in partnership with our representative bodies to ensure the safety and wellbeing of our staff by developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people, whilst providing dignified work facilities for our people.

OUR INITIATIVES

An Inclusive Service

We actively promote diversity and recognise that a diverse workforce allows us to bring talent and strengths from all parts of our community, regardless of background. In support of this commitment, we signed up for ‘Pledge To Be Seen,’ a campaign run by visible difference and disfigurement charity Changing Faces to actively promote diversity in the workplace.

Being the first UK fire service to partner with the charity, means we will work to increase the representation of people with a visible difference in recruitment campaigns and strive to be an inclusive workplace. We will commit to promote change and ensure more people with a visible difference feel seen, heard, and included.

Signing up to this pledge will better equip our employees to engage with people with visible differences, improve understanding and remove bias in the workplace so that we are seen as an employer of choice.

We aim to be inclusive, and people-centred. By removing barriers and recognising the value and importance of a diverse workplace, we can achieve that aim.

Supporting a Diverse Workforce

We aspire to be a world leading Fire and Rescue Service and with that create ‘a great place to work’ and one that meets ‘diverse community risks’. To do this, we know that equality and diversity must be embedded in everything we do.

We have worked with external partners to deliver information sessions around particular equality topics including neurodiversity; domestic abuse and employment; LGBTQ+; and care experience and employment. These sessions were recorded so that they were available to all our people as a learning tool.

Multi-Agency LGBTQ+ Inclusion Event

In July 2022 we joined partners at an LGBTQ+ inclusion event. Over 40 attendees attended this Lanarkshire event which promoted awareness and discussion of LGBTQ+ issues in our respective workplaces to make our workplaces more inclusive environments for all.

Events of this nature are an important part of our journey in becoming a supportive employer for all.

This event was attended by Police Scotland, Scottish Ambulance Service, Representative Bodies and Community Victim Support groups and due to its success, similar events will be arranged in the future.

Supporting Staff Welfare with the Salvation Army

We worked in partnership with the Salvation Army to ensure crews received welfare at protracted incidents. The Salvation Army are available to us 24 hours a day and provide valued support to our firefighters across the country where incidents are large or take place for a prolonged period.

We signed an official Memorandum of Understanding (MOU) of our working in partnership with the Salvation Army in November 2022. The MOU enhances the continued welfare support available at large and protracted emergency incidents where welfare pods and welfare officers may be requested and post-incident support alongside SFRS arrangements.

Our continued partnership working with the Salvation Army helps to ensure the safety, support and welfare of our firefighters, supporting agencies and communities across Scotland. This support helps our firefighters perform their jobs as they work to keep people in our communities safe.

Toxic Fire Effluents

We began working in partnership with the Fire Brigades Union (FBU) to support the research into the effects of exposure to toxic fire effluents. This work is supported through a dedicated SFRS Contaminants Group who work alongside the FBU towards achieving firefighter safety.

This partnership working includes engagement with the Scottish Government and relevant stakeholders; and support for the FBU DECON Campaign which encourages firefighters to make simple changes at work and home that can help to prevent cancer and other diseases.

The SFRS is fully committed to supporting this vital research and to work jointly with the FBU to ensure firefighters are supported to adopt safe behaviours.

Career Ready Initiative

On an annual basis we partner with Career Ready, a national charity which aims to improve career and work prospects for young people who have limited access to professional networks and role models from the world of work.

The Career Ready scheme links schools and S5 and S6 students with employers. The initiative offers us the opportunity to engage with school students and increase their understanding of the wide-ranging career options available to them with us.

It allows us the opportunity to strengthen the diversity within our workforce and to balance the age profile of our workforce to safeguard future staffing levels.

In March 2022, eight young people successfully graduated from the Career Ready programme, concluding their 18-month mentoring and one-month internship with us.

Positive feedback has been received from both mentors and mentees who said it helped to build mentoring and leadership skills whilst making a positive impact by building the confidence and skills of mentees.

The programme offers our staff a personal development opportunity as a volunteer mentor and eight of our mentors have been matched with eight new mentees for the 2021-23 programme.

Bereavement after Suicide – Workplace Support Project

Stirling, Clackmannanshire and Fife Community Action Team worked in partnership with the Suicide Prevention and Workplace Team from Fife Health and Social Care Partnership after losing a colleague to suicide.

SFRS highlighted a need for both immediate and longer-term support and the initiative included a 'series' approach to support from immediate signposting to services through to awareness raising and prevention.

The campaign included a digital toolkit exploring workforce mental wellbeing; a traumatic incident framework to guide employers to develop contingency plans to support workers and business continuity in traumatic instances at work and a lived experience case study. All the campaign resources are available online and videos uploaded onto our Learning Content Management System for our staff.

Colleagues in Public Health Scotland included an article on the project in their monthly national newsletter raising awareness of the resources across Scotland.

Evaluation of this project is ongoing, and any future developments will be added to the Evaluation.

Supporting our retired colleagues

As well as supporting current staff, we work in partnership with The Fire Fighters Charity to support our retired colleagues.

The Living Well Group, facilitated by the Charity, is available to all retired uniformed and non-uniformed SFRS members and their partners/widows. It promotes social inclusion and the wellbeing of our retired colleagues, supporting our SFRS Mental Health Strategy and our Long-Term Vision of being connected with aging communities, caring for people and enhancing collaboration with our partners.

The group, which meets monthly at one of our premises, invites guest speakers and partners to speak to the members about the support available to them across the country. This provides valuable resources to our retired colleagues and helps to strengthen our relations with new and existing partners.

Work is underway to create a second Living Well Group in Scotland which will increase the support provided to our retired SFRS community.

Fireskills

Our Fireskills initiative is a fully flexible programme consisting of a range of sessions based in firefighter drills, adapted to provide a unique learning experience for young people. Sessions contain links to the Curriculum for Excellence and can be delivered for a duration up to 35 hours to suit local need. Designed for young people between 12 and 18 who want to develop key skills in a practical setting, the programme aims to deliver a range of skills including: team work; self-discipline; problem solving; confidence and communication; basic first aid; improved physical capability; and an understanding of the contribution that SFRS and other agencies make to our communities. The articles detail some of the Fireskills courses that were run during 2022:

Bouncing in Midlothian

Staff at Dalkeith Community Fire Station came together with the Midlothian Council Communities and Lifelong Learning Team to host the Bounce Project, which provides support to first-time offenders by helping them move forward and embrace opportunities offered through partnership working.

Our partnership with the Bounce Project involves engaging with a group of youths and delivering Fireskills practical sessions. These sessions provide basic training on practical firefighting skills and teamwork including training in running out fire hose, using an appliance pump, pitching ladders, First Aid and input focussing on various elements of fire safety, water safety and road safety.

This is a new partnership and aligns to our Corporate Parenting commitments to support care experienced youths. Through the initiative we will engage with participants through education to encourage good citizenship by building teamworking, self-discipline, communications and confidence skills.

Evaluation of this initiative is ongoing and future sessions have been arranged to provide further opportunities for the young people to engage with fire service personnel to realise the impact and danger of their actions posed to firefighters and others.

Highland Teams work with Prince's Trust

Our Highland Prevention & Protection Engagement Team worked in partnership with Prince's Trust and developed a course for young people that would assist with self-confidence and employability. As part of our Corporate Parenting responsibilities and with support from Highland Council, an emphasis on including individuals from a care-experienced background was promoted. Fifty percent of individuals selected for the course had care experience.

The participants undertook a five-day programme held at Inverness Community Fire Station with group activities and one-to-one support. The sessions included problem solving scenarios, basic first aid and Cardiopulmonary Resuscitation, and a series of activities modelled on firefighter drills. The eight course participants successfully obtained their SCQF Level 4 Employability Award.

Due to the course's great success, further partnership development is planned in Scotland between us and Prince's Trust.

SFRS is a Positive Employer in Angus

Our Angus Community Action Team, in partnership with Forfar Academy and Angus Council, developed a pilot workplace scheme and promoted SFRS as a 'Positive Employer' within Angus.

The partnership developed a youth-based application form and interview process where candidates received an application pack and guidance notes, outlining job requirements and a job description for their application. This gave the candidates lived experience of applying for jobs and the interview process involved.

Successful candidates were offered a five-day work placement, working alongside the Angus Community Action Team and partner agencies, delivering safety messages and fire

education to the local community. Positive feedback was received from the individuals involved and the first successful candidate has completed their work experience placement with the Community Action Team.

It is planned to cascade this to all Dundee, Angus, Perth and Kinross-wide secondary schools as a life skills option.

Fireskills in Aberdeenshire

Fireskills courses were run in partnership with SFRS, Police Scotland, Scottish Ambulance Service and Aberdeen City, Aberdeenshire and Moray (ACAM's) Educational Departments.

During the courses the students were taught first aid from the Scottish Ambulance Service; personal safety from Police Scotland; how to correctly use SFRS equipment; and how to successfully work as part of a close-knit team in order to complete a staged rescue exercise at the end of the course.

A review of the course highlighted the positive impact and successes and recommended development of the programme to give students the opportunity to achieve a SCQF Level 4 Employability Award. Further courses are planned for 2023 across ACAM including Aberdeen City, Peterhead and Elgin.

Condensed delivery in Glasgow

City of Glasgow reduced the initial five-day course down to one-day, by promoting the key learning elements from this course and involving the fire station staff to introduce the community to their local firefighters.

This collaborative approach involved the Community Action Team and firefighters working together with students and youths. We also worked in partnership with various Third Sector organisations within the community and Barlinnie Prison bringing inmates out to tell their stories to youths.

This one-day course has proved an immense success and details will be shared throughout the SFRS and an evaluation undertaken.

OUTCOME SEVEN: COMMUNITY SAFETY AND WELLBEING IMPROVES AS WE WORK EFFECTIVELY WITH OUR PARTNERS.

Working with our partners is at the heart of how we work, it is a fundamental part of making a positive difference to people's lives and keeping communities safe. We have developed local partnerships, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people. These partnerships are an important way of making sure all partners can deliver their services more effectively and efficiently, while providing better value for money for the public.

OUR INITIATIVES

Operation Crackle

We engaged in 'Operation Crackle', a multifaceted approach to Bonfire night, with partners from Police Scotland, City of Edinburgh Council, and the Third Sector. We took a proactive approach and attended Community Improvement Partnership meetings to advise how we would work together with partner agencies to ensure a common goal of safety for all was achieved.

We also attended weekly planning meetings which culminated in the 'Standing-Up' of the Multi-Agency Command and Control Centre. This excellent example of partnership working highlights information from our Joint Patrols, Police Scotland Officers, SFRS East Operations Control and Police Control all seamlessly flowing between open communication channels which ensured resources were directed to where they were most required at a time of heightened demand. By having an SFRS Liaison Officer stationed at the Multi-Agency Command and Control Centre, oversight of all aspects of Bonfire Operations were able to be passed clearly between agencies with patrols feeding back as to whether an appliance was required to attend a bonfire.

As a result of the joint efforts in delivering the Bonfire Safety message and working with our partners in 'Operation Crackle, there was a 20% reduction in attacks on crews in 2022, highlighting the impact this type of work can have on our safety.

The Risk Factory

In partnership with City of Edinburgh Council and Police Scotland, we invited Primary Seven (P7) age groups from the City of Edinburgh and surrounding areas to the Risk Factory. The Risk Factory is an interactive safety centre that manufactures everyday risks in a safe environment with the goal of teaching children how to deal with or avoid everyday risks.

On the day, nine varied scenarios challenged the children in various aspects of day-to-day life. Each of these are specifically designed to allow the children to learn life-long skills to approach differing risks. We led a 'house fire' based scenario where the group were challenged with what they should do in the event of a fire within a house, be it their own home or a neighbour's. This interactive scenario provides an invaluable learning tool about what they should do in this situation and was very well received and highly praised by the children.

Annually, over 6,000 children benefit from this unique resource and it is a highly successful partnership run between all agencies.

High School Health Promotion

We worked alongside NHS Forth Valley Health Promotions Team to engage with senior students at Falkirk High School on a range of health and fire safety subjects.

On the day, pupils received lifesaving skills sessions on Cardiopulmonary Resuscitation; the Recovery Position; and Naloxone awareness/drugs awareness. We also had the opportunity to provide sessions on fire related anti-social behaviour.

Following feedback from these well-received sessions, it is proposed that this initiative is delivered to all secondary schools in the Falkirk area.

Midlothian Community Alcohol Partnership

Midlothian Community Action Team have worked together with Police Scotland and Community Alcohol Partnerships Scotland and established a Midlothian Community Alcohol Partnership (CAP).

The First Community Alcohol Partnership in Scotland was launched nine years ago in Edinburgh. Its mission and that of the 12 partnerships launched since then has been to reduce alcohol consumption among young people, and with that reduce the harms to health, wellbeing and local communities caused by underage drinking.

The Midlothian CAP was launched by SFRS and Police Scotland in Dalkeith with lots of partnership activity around the community. These involved public engagement events with communities and undertaking young people's surveys to understand attitudes towards alcohol consumption. Visits were carried out to licensed retailers promoting responsible selling and stopping proxy purchases of alcohol for underage youths. Social activities were also run including playing football with local youths to promote positive engagement.

The Midlothian CAP has a varied action plan covering education, engagement and positive activities for young people across the wider Midlothian area which will help to create responsible attitudes to alcohol at an early age and make a significant contribution to improving Scotland's relationship with alcohol in the medium to long-term.

Gordonstoun's Volunteer Fire Unit Receives Queen's Award and Her Majesty's Fire Service Inspectorate Award

This year we marked the 80th anniversary of our association with Gordonstoun Volunteer Fire Unit.

The Morayshire-based school is the only one in the UK to have its own fire service consisting of students and staff who crew the school's own fire engine. They respond to emergencies as part of the Service.

Gordonstoun's volunteer fire unit was established by students in 1942 to help put out fires during the Second World War. Female pupils from Gordonstoun were pioneers who in the early 1970s became Scotland's first female firefighters allowed to join the fire service as volunteers.

Gordonstoun's volunteer fire service received royal recognition when the crew were awarded the prestigious Queen's Award for Voluntary Service for its efforts. This is the highest award a local voluntary group can receive in the UK and is equivalent to an MBE.

The volunteer fire unit was also awarded with a Her Majesty's Fire Service Inspectorate Chief Inspector's Certificate of Commendation in recognition of Exceptional Contribution to Community Resilience. The award was presented to the school by HMFSI Chief Inspector Robert Scott.

Gordonstoun's voluntary fire service continues to support local crews both operationally and in delivering key safety messages in the local community.

Rider Refinement North

We teamed up with Police Scotland and road safety partners in the North of Scotland to deliver Rider Refinement North. This unique course is the only course of its kind in Scotland and includes training courses for qualified motorcyclists to help them ride responsibly, reduce the number of collisions and to enhance their skills and safety.

The initiative was a one-day event held between April and October 2022 in Inverurie, Elgin, Perth and Dingwall. led by police motorcyclists and accompanied by an observer from the Institute of Advanced Motorists, the course looked at key risk factors and provided riders with the knowledge and skills to be safer.

The course also involved demonstration rides and observed rides with feedback from officers, examination of riders' bikes and safety checks that should be carried out before any journey.

It is planned to expand this initiative into the East Service Delivery in 2023.

Multi-partnership Road Safety Event

Firefighters in Orkney took part in a multi-partnership event to promote awareness and improve road safety within the community.

The simulated road traffic collision exercise was set up outside St Magnus Cathedral in Kirkwall and involved crews working with Scottish Ambulance Service partners to extricate a driver from a vehicle.

We provided Virtual Reality headsets to spectators to allow them to experience what it could feel like to be a passenger in a road traffic collision and the event also incorporated a presentation from a road traffic collision survivor, CPR training provided by the Scottish Ambulance Service and a reaction tester provided by our partners at the Road Safety Forum.

Perth Prison Pre- Release Programme

We worked alongside with a range of partners to devise a pilot Prisoner Pre-release programme.

The aim of the initiative was to aid and educate people on their return to the community having served a custodial sentence by providing life skills and safety messages to help with the transition from prison to returning home/taking on a tenancy.

We delivered information on the major risks in the local area (Water Safety and Road Safety) and life skills information in the form of Home Fire Safety. We also utilised the Virtual Reality Headsets to enhance the learning experience.

Partners included in the delivery of the initiative include Police Scotland; Scottish Prison Service (HMP Perth); I-DART (Drugs and Alcohol); Perth and Kinross Council Safer Communities Team; Perth and Kinross Council Housing; Churches Action for The

Homeless, The Neuk Crisis Management Services - Lighthouse Project, Criminal Justice Services and Tayside Substance Misuse Services.

The pilot programme will be evaluated and thereafter rolled out across other facilities in Dundee, Angus, Perth and Kinross.

Supporting the vulnerable with Home Energy Scotland

As part of our partnership approach to reach and support vulnerable members of the community in the Highland, Western Isles, Orkney and Shetland areas our local Community Action Teams undertook a pilot project with Home Energy Scotland (HES), via the Warmworks team.

We provided training to Warmworks staff, including input on identifying fire risks within a house and how to refer those identified as being at risk to SFRS through the Community Safety Engagement Tool referral portal.

As part of this partnership approach, Highland, Western Isles, Orkney and Shetland SFRS staff have received training from Warmworks on recognising 'cold' homes, the eligibility criteria for receiving assistance with heating and insulation, and input on the Warmworks referral portal to allow direct referral to the Warmworks team.

In 2022, training was provided to 10 Warmworks team members and 14 members of SFRS staff, ensuring we can work together to help the most vulnerable stay safe and warm in the area.

Kibble Fire Liaison Group

The Kibble Fire Liaison Group is a collaborative working group with the SFRS, Police Scotland and Kibble to offer support on all areas of safety including fire safety within the organisation, in particular around wilful fire setting by youths within the Kibble residential services. Kibble is an organisation who supports at risk children and young people who have experienced significant trauma in their lives and provide a range of integrated services throughout Renfrewshire.

We assist by identifying preventative measures, in particular Fire Risk Assessments, and discuss and plan educational engagement sessions to develop relationships with the youths. We build trustworthy relationships with the youths and Kibble staff to educate on the dangers surrounding fire setting. We also ensure duty-holders are carrying out their responsibilities under the Fire Scotland Act 2005.

Our main aim in being a partner on this group is to keep the most vulnerable in our communities safe.

Child Trafficking Awareness

Following a rise in the number of child trafficking cases in Scotland, an awareness raising presentation on the subject was created by the City of Glasgow Local Senior Officer area, to highlight the unfortunate rise of this type of crime in various areas.

The presentation has equipped crews with the relevant knowledge to identify the early signs this crime; and what to do should they suspect an incident of child trafficking.

The presentation received high acclaim from Police Scotland and Glasgow City Council Social Work when delivered to their teams, and will now be cascaded nationally across the Service to help identify this type of incident.

Partnership with Victim Support Scotland

East and West Dunbartonshire, Argyll and Bute, were the first Local Senior Officer area to set up a partnership with Victim Support Scotland to improve the safety of residents within our communities.

The partnership provides a referral pathway for Victim Support Scotland to refer any fire related concerns to SFRS and also for us to refer any victims of crime posed or threatened to Victim Support Scotland for assessment and assistance.

This partnership has produced positive outcomes for our communities.

Combining Ayrshires Road Safety (CARS) Programme

The CARS programme was created following some serious Road Traffic Collisions in the Ayrshire area and is directed towards S6 pupils and was based on a model trialled in South Ayrshire.

The initiative involves SFRS, the Ayrshire Roads Alliance, Police Scotland, the Transport Police, and is delivered in the East and North Ayrshire Areas. The programme delivers core safety messages through workstations, including topics like distraction, technology, vehicle maintenance and legal responsibilities.

The purpose of the programme is to increase the awareness of young and more experienced drivers and passengers of the impact that their actions can have while in a vehicle and the responsibility that they accept when holding a driver's licence.

The partnership approach to this programme has numerous benefits, the main one is that several partners can access a school on a single visit and provide a joint message to the pupils. The programme has been well received across the two council areas with more schools requesting to be involved.

Ayrshire Dementia Friends

Following a visit to an elderly gentleman with Dementia, our crews from Kilmarnock Community Fire Station identified a need to learn more about the condition.

Local charity Dementia Friends were on hand to provide Dementia awareness sessions to the crews, Flexi Duty Officers, Community Action Team and local elected members who were invited to attend. These informative sessions included a guest speaker who has Dementia. Alan provided his personal story of what it is like to live with the illness and what challenges he encounters every day in life.

Following the events, crews are better equipped with the knowledge of dealing with a person who has dementia and can make referrals through our usual pathways to get early intervention and support in place. Most importantly they have the knowledge and ability to support people with inequalities in our community and support the vision of Scottish Government of people being able to live in their own homes longer and better supported.

We have forged a partnership with Dementia Friends and have committed to attending events to speak with people who have dementia and their carers, and offer our support in terms of Home Fire Safety Visits. Kilmarnock's Community Garden was also offered as a place where the charity could visit as safe, outdoor, healthy green space.

Plans are in place to expand the Dementia training and awareness for the additional 26 Stations across the Area, with specific engagement each year on World Alzheimer's Month.

If you require further information on any of the contents of this document please e-mail bridget.spence@firescotland.gov.uk who will pass on your details to the relevant individual(s).

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p>Special Board - 25 May 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 Reform Collaboration Group Strategy
<p>29 June 2023</p>	<ul style="list-style-type: none"> Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log 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"> Health & Safety Annual Report 2021/22 Performance Management Framework Annual Report <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Corporate Risk and Performance Report Q4 Progress Report Arrangements and Outcomes of Annual Review – Effectiveness of Board <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Debt Write Off 2021-22 Equalities Outcomes/ Mainstreaming report New Mobilising System Strategic Asset Management Plan – Equipment <p><u>New Business</u></p> <ul style="list-style-type: none"> Strategic Service Review Programme 4 Year Plan
<p>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

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
31 August 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"> • 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"> •
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 	<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 •
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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2022/23 • Resource Budget Outturn Report 2022/23 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Board Forward Plan Schedule 2024/25 • Draft Annual Report and Accounts 2022/23 (PRIVATE) • Health and Safety Annual Report 2022/23 • New Mobilising System •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	<ul style="list-style-type: none"> • Action Log • Decision Log • 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 – 23 November 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">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"> • Strategic Review: Corporate office facilities 	<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"> •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
Special Board – 25 January 2024	<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 •
Special Board – 29 February 2024	<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 •
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 	<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"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Corporate Risk and Performance Report Q3 Progress Report • <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"> • Resource Budget 2024/25 • Capital Programme 2024-2027 • New Mobilising System <u>New Business</u> <ul style="list-style-type: none"> •