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SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

23 June 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 29 June 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 29 JUNE 2023 @ 1000 HOURS**  
**BY CONFERENCE FACILITIES**

**AGENDA**

**1 CHAIR'S WELCOME**

**2 APOLOGIES FOR ABSENCE**

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

**4 DECLARATION OF INTERESTS**

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

**5 MINUTES OF PREVIOUS MEETINGS:**

5.1 **Thursday 27 April 2023** (attached)

*K Darwent*

5.2 **Thursday 25 May 2023 – Special** (attached)

*K Darwent*

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

**6 ACTION LOG** (attached)

*Board Support*

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

**7 DECISION LOG** (attached)

*Board Support*

*The Board is asked to note the Decision Log.*

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

*K Darwent*

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

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- 9 **CHIEF OFFICER'S REPORT** (*attached*) R Haggart
- The Board is asked to note the Chief Officer's Report.*
- 10 **COMMITTEE REPORTS**
- The Board is asked to note the following updates:*
- 10.1 **Change Committee** F Thorburn
- *Draft Minute of Meeting: 11 May 2023 (attached)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
- *Update of Meeting: 27 June 2023 (verbal)*
- 10.3 **People Committee:** M Wylie
- *Update of Meeting: 8 June 2023 (verbal)*
- 10.4 **Service Delivery Committee:** N Barr
- *Draft Minute of Meeting: 30 May 2023 (attached)*
- 11 **CORPORATE RISK AND PERFORMANCE Q4 PROGRESS REPORT** (*attached*) M McAteer
- The Board is asked to scrutinise the report.*
- 12 **INCOME GENERATION POLICY** (*attached*) L McGeough
- The Board is asked to approve the report.*
- 13 **ARRANGEMENTS AND OUTCOME OF ANNUAL REVIEW – EFFECTIVENESS OF THE BOARD** (*attached*) M McAteer
- The Board is asked to approve the report.*
- 14 **RESOURCE BUDGET MONITORING REPORT** (*attached*) L McGeough
- The Board is asked to scrutinise the report.*
- 15 **CAPITAL BUDGET MONITORING REPORT** (*attached*) L McGeough
- The Board is asked to scrutinise the report.*
- 16 **NEW MOBILISING SYSTEM UPDATE** (*verbal*) D Lockhart
- The Board is asked to note the verbal report.*
- 17 **REPORTS FOR INFORMATION ONLY:**
- The Board is asked to note the following report:*
- 17.1 **Performance Management Framework Annual Report** (*attached*)

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

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

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

*The Board is asked to note the update.*

- 20 **DATE OF NEXT MEETING**

A special meeting will be held on Thursday 27 July 2023 and the next formal meeting will be held on 31 August 2023.

**PRIVATE SESSION**

- 21 **MINUTES OF PREVIOUS PRIVATE MEETING:**

21.1 **Thursday 27 April 2023** (*attached*)

K Darwent

21.2 **Thursday 25 May 2023 – Special** (*attached*)

K Darwent

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

- 22 **ACTION LOG** (*attached*) Board Support

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

- 23 **LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE** (*attached*)

L McGeough

*The Board is asked to approve the report.*

- 24 **STRATEGIC REVIEW OF CORPORATE SERVICES** (*attached*) L Barnes

*The report is presented for information only.*

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 27 APRIL 2023 @ 1000 HRS

### CONFERENCE FACILITIES

#### PRESENT:

Kirsty Darwent, Chair (KD)  
Stuart Ballingall (SJB)  
Steve Barron (SB)  
Lesley Bloomer (LBI)  
Malcolm Payton (MP)  
Mhairi Wylie (MW)

Fiona Thorburn, Deputy Chair (FT)  
Nick Barr (NB)  
Brian Baverstock (BB)  
Angiolina Foster (AF)  
Tim Wright (TW)

#### IN ATTENDANCE:

Stuart Stevens (SS)  
Liz Barnes (LBa)  
David Farries (DF)  
Andy Watt (AW)  
Mark McAteer (MMcA)  
John Thomson (JT)  
Lyndsey Gaja (LG)  
Louise Patrick (LP)  
Kevin Murphy (KM)  
Heather Greig (HG)  
Debbie Haddow (DJH)

Deputy Chief Officer  
Interim Deputy Chief Officer (Corporate Services)  
Assistant Chief Officer, Director of Service Delivery  
Assistant Chief Officer, Director of Training, Safety and Assurance  
Director of Strategic Planning, Performance and Communications  
Acting Director of Finance and Procurement  
Head of People and Organisational Development  
Strategic Planning and Performance Co-ordinator (Items 12 & 13 only)  
Group Commander Board Support  
Executive Officer Board Support  
Board Support/Minutes

#### OBSERVERS:

Iain Cameron, HMFSI

### 1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those present and observing via MS Team. On behalf of the Board, KD offered her congratulations to Stuart Stevens on his successful appointment as Deputy Chief Officer.
- 1.2 KD also offered her congratulations to David Farries and David Lockhart, on their recent substantive appointments as Director of Service Delivery and Director of Service Development, 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 Paul Stollard, Board Member  
Ross Haggart, Chief Officer  
David Lockhart, Assistant Chief Officer, Director of Service Development  
Iain Morris, Acting Director of Asset Management

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

- 3.1 The Board agreed that the *Employer's Liability Claim, Financial Compensation Update* and *Minimum Service Levels Bill* items would be taken in private due to matters subject to legal proceedings and the confidential nature of the issue (Standing Order 9D and 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 30 March 2023**

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

**5.2 The minutes of the meeting held on 30 March 2023 were approved as a true record of the meeting.**

**5.3 Matters Arising**

- 5.3.1 There were no matters arising.

**6 ACTION LOG**

- 6.1 The Board considered the action log and noted the updates.

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

**7 DECISION LOG**

- 7.1 The Board considered the Decision Log noting the impact assessments provided for decisions made 12 months ago.

**7.2 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 30 March 2023. In addition to the written report, the Chair provided a verbal update on the following key areas:

- Successful Deputy Chief Officer interview and operational assessment process.
- Several Reform Collaboration meetings resulting in a stronger and clearer position. Broad agreement with Police Scotland and Scottish Ambulance Service on how to progress with collaboration and potential changes within blue light services and also potential broader reform and working with other parts of the public sector.
- Eid celebration at HQ on Tuesday 25 April 2023.

**8.2 The Board noted the report.**

**9 CHIEF OFFICER'S REPORT**

- 9.1 SS acknowledged and thanked the Chair, and Board, for their kind messages following his recent appointment to the role of Deputy Chief Officer.

- 9.2 SS presented the Chief Officer's report noting events which had occurred since the Board meeting held on 30 March 2023.

**9.3 The Board noted the report.**

**10 COMMITTEE UPDATES**

**10.1 Change Committee (CC)**

10.1.1 FT reported that the Committee's next public meeting would be held on 11 May 2023.

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

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

10.2.1 BB reported that the Committee held a public meeting on 6 April 2023 and provided a verbal update, highlighting the following.

- Three internal audit reports were presented:
  - Final Report Protective Personal Equipment (PPE): General positive conclusion although some weaknesses identified.
  - Final Report Capital Investment Strategy: Report highlighted gap of funding received and required and encouraged the Service to review how they prioritise investment.
  - Final Report Training: Overall positive although some weakness identified particularly around the backlog in the provision of training. Committee discussed the associated risks and control measures and identified the requirement for 2 different types of assurance. These were an immediate assurance on whether or not the Service deployed firefighters who were not deemed competent. BB met with SS and AW and received assurance verbally with the detailed consideration being taken forward by the People Committee. The 2<sup>nd</sup> area related to the provision of training and the systematic overhaul of the system ie different type of framework (People Committee to oversee).
- Internal Audit Plan 2023/24 was discussed and recommended for approval by the Committee. The Plan would be brought to the Special Board meeting (May 2023).
- New External Auditors, Audit Scotland, attended their first formal meeting and presented the Audit Plan 2022/23. Overall positive first meeting with the encouraging emphasis on collaborative approach to audit work and continuous improvement. Increase in fees to £141,000.

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

**10.3 People Committee (PC)**

10.3.1 MW reported the Committee held a public meeting on 2 March 2023 and referred the Board to the attached approved minutes, noting that a full verbal update had been provided at the previous meeting.

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

**10.4 Service Delivery Committee (SDC)**

10.4.1 NB reported that the Committee's next public meeting would be held on 30 May 2023, noting the following items scheduled to be presented:

- Home Fire Safety Visits (HFSV)
- First SFRS Annual Clinical Governance Report
- Response times and targets.
- Operational learning - Manchester Arena Inquiry
- Resilience of operations control rooms
- Demonstration on GETAC tablets would now be given at a future Strategy Day (July 2023).

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

**11 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS**

11.1 MMcA presented a report to the Board seeking approval of the Annual Governance Review of Board and Committee related items thereby ensuring the continued effectiveness of the governance arrangements within the Scottish Fire and Rescue Service (SFRS). The following key points were highlighted:

- Summary of all key amendments listed within Appendix A.
- Further review to be undertaken on the Change Committee's Terms of Reference.
- Corporate Template updated to reintroduce the Key Strategic Implications section.
- Rep Bodies were consulted on the review of the Partnership Advisory Group and Employee Partnership Forum's Terms of Reference.

11.2 Within the Good Governance Framework, Section 7 Integrated Assurance Mapping and Section 8 Committee Assurance Statements, formatting issues were identified within the levels of assurance tables and would be rectified.

11.3 In regard to the Scheme of Delegation, the Board commented on the lack of clarity or visibility on the level of delegation to the Chief Officer around expenditure on contracts. It was noted that the Board had raised the same issue during previous reviews. JT advised the Board that this information was contained within a series of documents which sit underneath the Scheme of Delegations but acknowledged the Board's request for greater visibility. JT reminded the Board that there were processes established regarding significant strategic, novel or contentious contracts and Board oversight and/or approval. JT offered BB the opportunity to discuss further outwith the meeting. The Board requested that additional narrative or a flowchart be added to provide more clarity and visibility on delegated authority. Revised Scheme of Delegations to be brought back to the next meeting (June 2023).

**ACTION: JT**

11.4 A Board member questioned the level of assurance provided on the report and stated that they had taken a reasonable level of assurance rather than substantial. One specific issue raised related to the conciseness of Board/Committee papers being presented and the potential implementation gap on the application of the guidance.

11.5 The Board noted the overarching nature of the paper due to the various documents being presented and the issues this may cause. It was generally accepted that the assurance level related to the overall process of governance arrangements within the Service, rather than the application of individual guidance/documents.

11.6 The Board recognised the new process and introduction of assurance levels and that assurance levels should be challenged and considered within Board meetings. The Board recognised that the overall process of review had been rigorous, individual governance processes were sound and accepted the weighted assessment on the level of assurance was substantial with some weaknesses identified. The Board asked for work to continue on addressing the implementation gap and conciseness in relation to Board/Committee papers.

11.7 **The Board approved the suite of papers, subject to the further amendments to the Scheme of Delegations.**

*(L Patrick joined at 1050 hrs)*

**12 PERFORMANCE MANAGEMENT FRAMEWORK 2023/24**

12.1 MMcA presented a report to the Board seeking approval of the Performance Management Framework (PMF) 2023/24. MMcA noted his thanks to all those involved in the review of the PMF. The following key points were highlighted:

- Collaborative cross-directorate review process focusing on narrative, performance measures and assurance levels.



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- Narrative and measures aligned to the Strategic Plan 2022-25.
- Previous Delivery Map replaced with Additional Sources of Assurance.
- Performance measures reviewed individually and targets set, if deemed appropriate.
- Outline of iterative process for setting targets on previous 3 year average targets.
- Direction of travel term 'Monitor' to be replaced with 'tracked' in order to convey the more dynamic nature of this process.
- Inclusion of annual Corporate Performance Measures.
- Removal of 11 Corporate Performance Measures due to limited value or no longer being relevant.
- Addition of 23 new Corporate Performance Measures including percentage of accidental dwelling fires (high severity) and suite of training indicators.

- 12.2 The Board commented on targets for Outcomes 60 and 61 and requested that further information be provided on the aims of the target ie increased by X%, status quo, etc.
- 12.3 With regard to the Business Planning Structure, the Board commented on the lack of clarity on the alignment of the strategic planning process. Similarly, within the Annual Operating Plan it was not clear which projects were business as usual, managed by Portfolio Office, etc. It would be helpful to have some narrative to provide some clarity to better understand the golden thread running through.
- 12.4 With regard to Corporate Performance Measures Indicators 6 and 7 (HFSV), the Board noted the work being done in this area and queried whether there was scope for amendments to be made to the Annual Operating Plan (AOP) during the coming year. DF advised that discussions had been held regarding these targets and recognised that future changes may be made to these targets within this performance year.
- 12.5 With regard to Indicator 7, the Board commented on the benefits of setting numerical targets rather than a direction of travel statement ie increase on previous year as this would cascade throughout the Service down to individuals, identify priorities and help drive results. MMcA reminded the Board that run charts would be introduced and would allow more dynamic performance reporting and scrutiny. The Board asked for consideration to be given to identify a reasonable expectation on the increase over the coming 3 months and for this figure to be captured within an amendment to the PMF.
- 12.6 With regard to Outcome 7, the Board noted that Indicators 55 and 56 were reliant on narrative rather than a numerical value and questioned what assurances could be taken from them. The Board noted the benefits of capturing this data as they track partnership working within the Service but queried whether they provided assurance on achieving Outcome 7. MMcA to review and consider the placement of these indicators.  
**ACTION: MMcA**
- 12.7 The Board requested a clearer understanding of what measures would be brought to the Board for scrutiny. It was noted that the Additional Scrutiny Roles for the individual Committees were set out in Appendix 3. MMcA to review and ensure greater clarity on Board oversight of performance within the final version of the plan.  
**ACTION: MMcA**
- 12.8 MMcA advised the Board that all indicators were presented to the Strategic Leadership Teams on a quarterly basis. DF explained how the measures were scrutinised within his Directorate and how there were used to identify trends, performance and allocate resources appropriately.
- 12.9 The Board commented on the voluminous nature and structure of the plan ie, too much preamble on the process and not enough on the measurement of success.

- 12.10 With regard to achieving strategic outcomes, the Board sought to understand the vital links between indicators/activities and outcomes. With particular reference to Outcome 5 (Progressive organisation etc), the Board commented on the need to understand how the identified indicators would deliver success and the need to review/develop this further. LBA and MMcA to discuss further outwith the meeting.
- 12.11 The Board acknowledged the efforts and improvements in the PMF presented. However, to enable the Board to more effectively scrutinise and have confidence in the targets, the document should contain all objectives and outcomes including 2/3 big projects/achievements for the previous year and the current year, provide details on what work would be done under each outcome, what was business as usual under each outcome, previous year's performance and targets for the coming year and narrative to explain the outcome and how the indicators/measures would achieve it.
- 12.12 The Board commented on the need to understand the effectiveness of our prevention work by identifying the link between what we do and the outcome measures. For example, behaviours changed followed HFSV, this would be a critical perception measure.
- 12.13 The Board also noted the importance of understanding equality in relation to HFSV carried out and how effective they are.
- 12.14 The Board recorded their disappointment regarding the staff survey being delayed.
- 12.15 Proposed changes to language within the report:
- Within the Legal Key Strategy Implications section (5.11) in the covering report, the Board suggested that the word "*meets*" be amended to "*contributes to*".
  - Within the National Strategy Planning section in the AOP (Page 6), the sentence beginning "*Rigorous project management ...*" should be reviewed and be more reflective of the current position and ongoing journey rather than the end destination.
- ACTION: MMcA**
- 12.16 The Board reiterated earlier discussions on the need for a clearer "golden thread" for outcomes and restated the benefits of a single plan.
- 12.17 The Board reiterated their appreciation for the work undertaken to get to this position, however, it was noted that there was still further improvement required in performance monitoring.
- 12.18 The Board noted assurances from LBA regarding corporate targets/indicators and these would be reviewed for next year with the potential for an addendum/supplement to be added this year.
- 12.19 The Board committed to have further discussions on the ambition, risks and benefits on a potential single plan.
- 12.20 Five Board Members questioned the level of assurance provided on the report and stated that they have taken a reasonable level of assurance rather than substantial.
- 12.21 **The Board did not approve the Performance Management Framework for 2023/24. A revised Performance Management Framework to be brought back for approval.**

*(The meeting broke at 1200 hrs and reconvened at 1210 hrs)*

**13 ANNUAL OPERATING PLAN 2023/24**

13.1 MMcA presented a report to the Board seeking approval of the Annual Operating Plan (AOP) 2023/24. The following key points were highlighted:

- Activities of the Portfolio Office notably the People, Payroll, Training and Finance project and Rostering project and the wider Strategy Review programme included.
- 19 Actions with key milestones (focusing on 2023/24).

13.2 The Board welcomed the simplicity of the plan, noting the reduction in detail and increased focus on priorities.

13.3 The Board requested the following amendments:

- Reference to Covid-19 to be removed, as deemed no longer relevant.
- Currency of the narrative to be reviewed to reflect the current position.
- Clarity on what the “current uncertainties surrounding our current operating landscape” referred to.
- Clarification on the timings of the Staff Survey.
- Potential additional item for Risk Management.

**ACTION: MMcA**

13.4 The Board commented and discussed the following issues:

13.5 With regard to the Staff Survey, LBA advised the Board that the intention was to undertake the staff survey this year despite the competing priorities and proposals on how this would be carried out would be brought forward in due course. LBA noted that the Safety and Culture survey should not impact on the Staff Survey, however, consideration would need to be given to the timings of both surveys. The Board requested that the AOP be updated to include this clarification on the Staff Survey.

13.6 With regard to the New Mobilising System, the Board noted their expectation that a due date should be recorded as it is currently ‘TBC’. SS reminded the Board that the procurement phase had still to conclude and until then a completion date could not be confirmed. SB expressed his disappointment in this response. SS agreed to review and offered to include an anticipated date range if this was deemed helpful. SS further noted that the scope and business case would be submitted to a future Change Committee and thereafter a more substantiated date could be identified.

13.7 With regard to the Operations Control resilience and staff, SS noted that these activities were considered business as usual and therefore not captured within the plan. However, this information could be extracted and included for greater visibility.

13.8 With regard to the development of Risk Management, JT agreed to review and add an specific item if appropriate. JT and BB to discuss further outwith the meeting.

13.9 Following a brief discussion, it was agreed that both the Performance Management Framework and the Annual Operating Plan 2023/24 would be brought back for final approval to the Special Board meeting on 25 May 2023.

13.10 The Board Members briefly discussed the level of assurance provided on the report and stated that they have taken a reasonable level of assurance rather than substantial.

13.11 **The Board did not approve the Annual Operating Plan 2023/24. A revised Annual Operating Plan 2023/24 to be brought back for approval.**

**14 REPORT FOR INFORMATION ONLY:**

**14.1 Scottish Fire and Rescue Service Working in Partnership 2022**

14.1.1 The SFRS Working in Partnership 2022 report was submitted for information. MMCA advised the Board that the plan would be published and promoted via media outlets/social media, local scrutiny committees and partners.

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

**15 RISK THEMES**

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

**16 FORWARD PLAN**

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

**17 DATE OF NEXT MEETING**

17.1 A special private meeting of the Board is scheduled to take place on Thursday 25 May 2023 at 1600 hrs.

17.2 The next public meeting of the Board is scheduled to take place on Thursday 29 June 2023 at 1000 hrs.

17.3 There being no further matters to discuss in public, the meeting closed at 1235 hours.

**PRIVATE SESSION**

**18 MINUTES OF PREVIOUS PRIVATE MEETING:**

**18.1 Thursday 30 March 2023**

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

18.2 **The minutes of the private meeting held on 30 March 2023 were approved as a true record of the meeting.**

**19 PRIVATE ACTION LOG**

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

**20 EMPLOYER'S LIABILITY CLAIM**

20.1 JT presented the report to the Board for decision in relation to a legacy insurance claim intimated against the Service. JT provided a brief background on this claim and noted Clyde & Co (legal representatives) recommendations in relation to the settlement of the claim.

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

**21 EMPLOYER'S LIABILITY CLAIM**

21.1 JT presented the report to the Board for advance notice in relation to an insurance claim intimated against the Service.

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

**22 FINANCIAL COMPENSATION UPDATE**

22.1 JT provided a verbal update to the Board on the financial compensation and confirmed submission of the claim.

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

**23 MINIMUM SERVICE LEVELS BILL**

23.1 MMcA presented a briefing note to the Board and a full discussion took place on Minimum Service Levels (MSL) Bill.

23.2 **This briefing note was presented for information only**

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

**THURSDAY 25 MAY 2023 @ 1430 HRS**

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

**PRESENT:**

Kirsty Darwent, Chair (KD)  
Steve Barron (SB)  
Angiolina Foster (AF)  
Paul Stollard (PS)  
Mhairi Wylie (MW)

Fiona Thorburn, Deputy Chair (FT)  
Brian Baverstock (BB)  
Malcolm Payton (MP)  
Tim Wright (TW)

**IN ATTENDANCE:**

Ross Haggart (RH)	Chief Officer
Liz Barnes (LBa)	Interim Deputy Chief Officer (Corporate Services)
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
David Lockhart (DL)	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
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Head of People and Organisational Development
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS:**

Asha Narsapur, Head of Legal Services

**1 CHAIR'S WELCOME**

1.1 KD opened the special meeting and welcomed those present and those joining via MS Teams. Remote 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 Stuart Ballingall, Board Member  
Nick Barr, Board Member  
Lesley Bloomer, Board Member  
Stuart Stevens, Deputy Chief Officer

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

3.1 The Board agreed that the *Operational Change Consideration 2023-24, New Mobilising System (verbal) and both Liability Claims Against Scottish Fire and Rescue Service*

would be taken in private due to confidential issues and confidential legal proceedings (Standing Orders 9G and 9D, respectively).

#### **4 DECLARATION OF INTERESTS**

4.1 There were no declarations of conflict of interests made.

#### **5 PERFORMANCE MANAGEMENT FRAMEWORK 2023/24**

5.1 MMcA presented a report to the Board seeking approval of the Performance Management Framework (PMF) 2023/24, which had been amended following feedback at the previous Board meeting (27 April 2023). The following key amendments were made:

- Restructure of content.
- Simplified language to provide clearer links to Strategic Outcomes.
- Clear statement on the iterative annual process to review the framework to ensure ongoing live development.
- Some requests made by the Board (27 April 2023) which had not been reflected within the current framework, would be addressed through the workplan for the coming year.
- Confirmation that the indicators within the framework would be reported via a dashboard directly to the Board.
- With particular reference to the indicator for Home Fire Safety Visits, this was currently being reviewed within the first quarter of the year and the target may be adjusted if appropriate.
- Setting of future targets would be based on data from this year to establish a baseline, engaging with colleagues to identify any factors that may impact on the baseline and identify genuine improvement targets.

5.2 With regard to setting future targets, MMcA noted discussions with colleagues would include how strategic ambitions could be fulfilled in identified realistic targets. The Board asked for consideration to be given to not restrict engagement/discussions solely to colleagues.

5.3 The Board remained unsure and were unable to clearly visualise how the indicators/targets could be used to drive activity/meet objectives at a team level. The Board asked that this remained as a consideration to setting future targets and improve performance.

5.4 RH advised the Board that it has been agreed in principle, that from next year, a 3-year programme of work would be developed. This would capture all areas identified, as in scope and relevance, from business as usual to significant change projects, that would impact on the outcomes of the Strategic Plan. Future Annual Plans would be drawn down from the 3-year programme of work. RH noted the intention to include risk and project management within the planning process and outlined the process for developing the 3-year programme of work.

5.5 MMcA informed the Board of the discussions/processes in place for addressing any targets not being met and how this would be captured as part of the reporting template going forward. This would help provide assurance to the Board on actions being taken to meet targets and drive improvements at a local level.

5.6 With regards to Outcome 7 (Community Safety and Wellbeing improves as we work effectively with our partners), MMcA advised that narrative to explain why there were no current corporate performance measures was missing and would be included within the final designed version of the framework. MMcA further noted that as part of the workplan for the coming year, relevant meaningful indicators would be identified.

5.7 **The Board approved the Performance Management Framework for 2023/24.**

## 6 ANNUAL OPERATING PLAN 2023/24

- 6.1 MMCA presented a report to the Board seeking approval of the Annual Operating Plan (AOP) 2023/24, which had been amended following feedback at the previous Board meeting (27 April 2023). The following key points were highlighted:
- New action regarding review of the strategic risk register has now been added to the Plan.
  - Clarification on scheduling of staff survey and prioritisation of work/resources within the People Directorate.
  - Review of language within the Plan including removing reference to Covid-19.
  - Referenced earlier discussion on the 3-year programme of work and scheduled discussions with Merseyside Fire and Rescue Service to gain further insight on their single Service Delivery Plan.
- 6.2 With regard to the New Mobilising System (NMS), the Board commented on the due date (December 2025) and the need for greater prioritisation of this matter. DL reminded the Board that the due date was an estimated date at this time and was not necessarily the true end or target date. Further update to be provided in the private session.
- 6.3 With regard to the staff survey, LG reminded the Board of the 3 primary areas within the AOP for the People Directorate (workplace culture, building management/ leadership capability and staff survey). LG acknowledged the importance of all 3 areas, however the priority of each individual area and capacity within the Directorate determined the sequencing. LG advised that the Strategic Leadership Team (SLT) agreed the order of priority would be to invest in the management development, culture/values/behaviours and then undertake the staff survey towards the end of the financial year.
- 6.4 The Board noted the SLT's decision on prioritising these areas, however, there was a previous commitment given that the staff survey would be undertaken this year. The Board supported the SLT's focus on improving culture but noted their inability to sense the "seismic" change to culture within the Plan.
- 6.5 LBA reiterated the importance of supporting and developing supervisory management as a matter of priority. Due to the current resources, and lack of funding to support additional resources, the Directorate were unable to undertake the staff survey earlier than currently scheduled.
- 6.6 RH stated that he did not agree that a "seismic" change was required in regard to culture. RH acknowledged that the Service needed to have an organisation that was representative of the communities served and that this had been an ambition for some time. RH noted that the vast majority of personnel were aligned to the values, and good practices should be enhanced to ensure that all personnel are aligned with the values, were supportive to others, and challenge inappropriateness, if necessary. The Service would continue to take a strong stance with any issues arising and there was no evidence that this was not already the current practice.
- 6.7 RH noted that a detailed action plan was currently being developed and would be reviewed at the next SLT meeting. LBA offered to present the finalised action plan at a future Strategy Day. LBA informed the Board that the Service had undertaken several snapshot surveys and held focus groups on culture/behaviour.
- 6.8 The Board noted that assurances were provided at the previous meeting that the staff survey would be undertaken this year and strongly encouraged a light touch survey be undertaken. LBA offered her apologies for unintentionally misleading the Board at the last meeting on the timescale for the staff survey. LBA advised the Board that the



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Service had undertaken a number of Service wide pulse surveys and were carrying out face to face engagement at stations to gain an understanding of behaviours and experiences. LBa advised that the wider staff survey would reflect the previous 2018 survey and contain aspects that related to culture.

6.9 LG reiterated that all staff had had the opportunity to take part in several surveys over the years and it would be incorrect to state that nothing had been done since the previous staff survey.

6.10 The Board noted that it would be helpful to have visibility of the range of work carried out/planned since the last survey, in particular pulse surveys and how this has informed the action plan, as this would help inform future discussions. This would be produced for a future Strategy Day session (Culture session).

**ACTION: LG/LBa**

6.11 The Board suggested that consideration be given to whether several pulse surveys would be of more benefit than one full staff survey.

6.12 The Board commented on another aspect of culture, that being a more diverse workforce and how this was being addressed/invested in.

6.13 With regard to Equality and Human Rights Impact Assessment (EHRIA), MMcA advised the Board that an EHRIA was not required for the full AOP but they were required for individual actions. The Board noted that it would be helpful to have an explanatory note added to the covering paper.

6.14 With regard to SO2: Action 2 (replacement of digital fireground radios), DL provided clarification on the timescale of individual phases.

6.15 **The Board approved the Annual Operating Plan 2023/24.**

### **7 INTERNAL AUDIT PLAN 2023/24**

7.1 BB presented a report to the Board to advise and seek approval of the Internal Audit activity planned for 2023/24, noting that a verbal update was provided at the previous Board meeting (27 April 2023).

7.2 The Board commented on the number of days allocated for the planned audits. BB noted that the number of days were similar to previous years and were not out of line with other organisations. BB further noted that the reduced number of audits would enable Azets to undertake more work on each audit which would add value to the organisation.

7.3 The Board queried the level of confidence in Azet's skills and ability to undertake audits, particularly in the specialised areas. BB reminded the Board that Azets was a large organisation and had the ability to draw on other resources/expertise.

7.4 BB noted that the details of each audit were still being finalised, however the Service were clear in the importance of audits adding value to the organisation, and that all audits were well planned and delivered as anticipated.

7.5 **The Board approved the SFRS Internal Audit Plan 2023/24.**

### **8 DATE OF NEXT MEETING**

8.1 The next meeting of the Board is scheduled to take place on Thursday 29 June 2023 at 1000 hrs.

8.2 There being no further matters to discuss in public, the meeting closed at 1530 hours.

## **PRIVATE SESSION**

### **9 OPERATIONAL CHANGE CONSIDERATION 2023-24**

9.1 DF and DL presented a report to the Board to scrutinise the operational considerations in support of the Service's response to the budgetary pressures, following the SFRS 2023-2024 budgetary settlement. These considerations, and associated recommendations were approved by the SLT on 15 May 2023.

9.2 Following an exchange in views, the Board agreed that the report should be reclassified and be presented for Board approval, and to appropriately scrutinise and seek assurance on the assumptions, principles, process and recommendation.

9.3 **The Board approved the SLT's recommendations. The Board scrutinised and were assured on the principles and process.**

### **10 NEW MOBILISING SYSTEM UPDATE**

10.1 DL provided a verbal update to the Board on the new mobilising system, noting that an update had recently been given at the Change Committee on 11 May 2023.

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

### **11 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE**

11.1 JT presented the report to the Board for decision in relation to an insurance claim intimated against the Service.

11.2 **The Board approved the report.**

### **12 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE**

12.1 JT presented the report to the Board for decision in relation to an insurance claim intimated against the Service.

12.2 **The Board approved the report.**

### **13 COLLABORATION SCOTTISH FIRE AND RESCUE SERVICE AND POLICE SCOTLAND**

13.1 JT presented a report to the Board to provide an update on recent developments with Police Scotland.

13.2 **The Board noted the content of the report.**

## SFRS BOARD MEETING – ROLLING ACTION LOG



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

### Background and Purpose

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

The status of Actions are categorised as follows:

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

### Actions/recommendations

Currently the rolling action log contains 7 actions. A total of 6 of these actions have been completed.

The Board is therefore asked to approve the removal of the 6 actions noted as completed (Blue status), note one action is categorised as Green status and note no actions categorised as Yellow status on the action log.

Board Meeting: 15 December 2022						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.3	<b>Corporate Risk and Performance Report Q2 Progress:</b> NB, RW & SS to discuss how RDS availability is presented, in a clear and understandable way, within the report.	SS/NB/RW	March 2023		May 2023	<p><b>Update (30/03/2023):</b> 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><b>Update (27/04/2023):</b> A meeting is scheduled for Wednesday 3 May to discuss how RDS availability is presented.</p> <p><b>Complete (29/06/2023):</b> Meeting has taken place. Agreement that the reporting of on-call availability will focus on 1<sup>st</sup> pump availability. This will provide a more accurate picture of availability across the service. 2<sup>nd</sup> pump availability will continue to be monitored by service delivery at local level.</p>

Board Meeting: 27 April 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.3	<b>Annual Governance Review of Board and Committee Related Items:</b> The Board requested that additional narrative or flowchart be added to provide more clarity and visibility on delegated authority. Revised Scheme of Delegation to be brought back to the next meeting (June 2023).	JT	June 2023		June 2023	<b>Complete (29/06/2023):</b> A presentation was made to the Integrated Governance Forum explaining the delegation hierarchy. The scheme of delegation has been reviewed and was found to be sufficient, however further discussion is underway with Chair of ARAC before finalising scheme of delegation. The Board may wish to determine whether any additional elements need to be added to the Scheme of Delegations.
12.6	<b>Performance Management Framework 2023/24:</b> With regard to Outcome 7, the Board noted that Indicators 55 and 56 were reliant on	MMcA	May 2023		May 2023	<b>Complete (29/06/2023):</b> Actions were picked up in the redrafts and the Performance Management Framework 2023/24 was approved at the Special Board Meeting on 25 May 2023

	narrative rather than a numerical value and questioned what assurances could be taken from them. The Board noted the benefits of capturing this data as they track partnership working within the Service but queried whether they provided assurance on achieving Outcome 7. MMcA to review and consider the placement of these indicators					
12.7	<b>Performance Management Framework 2023/24:</b> The Board requested a clearer understanding of what measures would be brought to the Board for scrutiny. It was noted that the Additional Scrutiny Roles for the individual Committees were set out in Appendix 3. MMcA to review and ensure greater clarity on Board oversight of performance within the final version of the plan.	MMcA	May 2023		May 2023	<b>Complete (29/06/2023):</b> Actions were picked up in the redrafts and the Performance Management Framework 2023/24 was approved at the Special Board Meeting on 25 May 2023.
12.15	<b>Performance Management Framework 2023/24:</b> Proposed changes to language within the report: <ul style="list-style-type: none"> <li>• Within the Legal Key Strategy Implications section (5.11) in the covering report, the Board suggested that the word “<i>meets</i>” be amended to “<i>contributes to</i>”.</li> <li>• Within the National Strategy Planning section in the AOP (Page 6), the sentence beginning “<i>Rigorous project management ...</i>” should be reviewed and be more reflective of the current position and ongoing journey rather than the end destination.</li> </ul>	MMcA	May 2023		May 2023	<b>Complete (29/06/2023):</b> Actions were picked up in the redrafts and the Performance Management Framework 2023/24 was approved at the Special Board Meeting on 25 May 2023

13.3	<b>ANNUAL OPERATING PLAN 2023/24:</b> The Board requested the following amendments: <ul style="list-style-type: none"> <li>Reference to Covid-19 to be removed, as deemed no longer relevant.</li> <li>Currency of the narrative to be reviewed to reflect the current position.</li> <li>Clarity on what the “current uncertainties surrounding our current operating landscape” referred to.</li> <li>Clarification on the timings of the Staff Survey.</li> <li>Potential additional item for Risk management</li> </ul>	MMcA	May 2023		May 2023	<b>Complete (29/06/2023):</b> Actions were picked up in the redrafts and the Annual Operating Plan 2023/24 was approved at the Special Board Meeting on 25 May 2023.
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**Board Meeting: 25 May 2023 (Special)**

Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
6.10	<b>Annual Operating Plan 2023/24:</b> The Board noted that it would be helpful to have visibility of the range of work carried out/planned since the last survey, in particular pulse surveys and how this has informed the action plan, as this would help inform future discussions. This would be produced for a future strategy day session (Culture session).	LBa/LG	June 2023			<b>Update (29/06/2023):</b> An update on this topic is going to the People Committee meeting on 8 June 2023 and will be tabled at a future Board meeting for information



## 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
<b>Meeting Date: 30 June 2022</b>				
<b>ITEM 12</b>	<b>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</b>	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2021/22. This is intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	<b>The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.</b>	<b>December 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b> The review of Board Effectiveness clearly demonstrated the progress and continual improvements being made, together with the commitment SFRS Board members have to meeting its strategic aims, and ensure a world class Fire and Rescue Service for the communities of Scotland, despite ongoing challenges from the pandemic during that particular time. Through proactive identification of actions to be undertaken and feedback sought, this process continues.				
<b>ITEM 13</b>	<b>EMPLOYEE PARTNERSHIP FORUM – REVISED TERMS OF REFERENCE</b>	The Chair of the Employee Partnership Forum (EPF) presented a revised Terms of Reference (ToR) to the SFRS Board for approval, following formal scrutiny of this ToR by the EPF at their meeting on 19 May 2022, and the subsequent recommendation by the People Committee to submit to the SFRS Board for formal approval on 30 June 2022.	<b>The Board approved the Employee Partnership Forum's Terms of Reference.</b>	<b>December 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b> The ongoing use of the Terms of Reference has contributed to a common sense of purpose and structure to the Employee Partnership Forum, when meetings and any other communications have taken place, resulting in a continued sense of mutual respect and positivity when working together in partnership with Rep Bodies.				
<b>ITEM 15</b>	<b>DEBT WRITE OFF 2021-22</b>	The Acting Director of Finance and Procurement submitted a report asking for approval to write off outstanding debt of £3,719.21.	<b>The Board approved that the debts identified in Appendix A are written off.</b>	<b>December 2022</b>



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<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b> Once approved the debt write off was included in the annual accounts for the period and this information was reviewed by our external auditors. The Service continues to recover debt when due within statutory and legal limits.				
<b>ITEM 17</b>	<b>CAPITAL MONITORING REPORT 2021/22 – MAY 2022</b>	<p>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.</p> <p>It is currently anticipated that the budget of £34.4m will be fully spent at the 31 March 2023. That approval was sought from the Board for the financial commitment of £5million from next year's indicative capital budget for fleet.</p>	<b>The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2022 and approved a legal commitment of £5m for fire appliances from a £7.5m indicative Fleet Capital Budget for 2023/24</b>	<b>December 2022</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2023):</b> The Board approved the £5million financial commitment for the capital budget in 23/24, this has enabled the Service to place requisite orders with suppliers to ensure delivery within current financial year.				

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 23 August 2022</b>				
ITEM 19	<b>BUSINESS CASE FOR ECONOMIC SETTLEMENT OF EMPLOYMENT TRIBUNAL CLAIM (PRIVATE)</b>	The Director of People and Organisational Development presented the Board with a report seeking approval to support the settlement of the claim.	<b>The Board formally approved the recommendation to support the settlement of the claim.</b>	<b>February 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2023):</b>				
ITEM 20	<b>STRATEGIC PLAN 2022-25 (PRIVATE)</b>	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.	<b>The Board approved the Strategic Plan 2022-25 for release to the Minister of Community Safety</b>	<b>February 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2023):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 October 2022</b>				
ITEM 12	<b>BOARD FORWARD PLAN SCHEDULE 2023-24</b>	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 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	<b>The Board approved the proposed 2023/24 Forward Plan Schedule.</b>	<b>April 2023</b>

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		Service's planning cycle, governance policies, procedures and priorities.		
<b>Impact Assessment for Board Decision (Review Date - 10/2023):</b>				
<b>ITEM 13</b>	<b>ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2021 – 31 MARCH 2022</b>	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.	<b>The Board approved Annual Procurement Report for the period 1 April 2021 – 31 March 2022.</b>	<b>April 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2023):</b>				
<b>ITEM 19</b>	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICES (PRIVATE)</b>	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.	<b>The Board approved the recommendation to instruct Clyde &amp; Co to settle the claim.</b>	<b>April 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2023):</b>				

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Special Private Meeting Date: 24 November 2022</b>				
<b>ITEM 5</b>	<b>RECOMMENDATION TO TERMINATE – SERVICE LEVEL AGREEMENT BETWEEN SFRS AND SYSTEL (PRIVATE)</b>	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.	<b>The Board approve the decision to terminate the Contract between Systel and SFRS.</b>	<b>May 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 11/2023):</b>				
<b>ITEM 6</b>	<b>LEADHILLS COMMUNITY FIRE STATION (PRIVATE)</b>	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.	<b>The Board accepted and approved the recommendation to conduct a public consultation on the formal discontinuation of operations at Leadhills Community Fire Station.</b>	<b>May 2023</b>

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 15 December 2022</b>				
ITEM 5	<b>CAPITAL MONITORING REPORT 2021/22 – OCTOBER 2022</b>	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 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.	<b>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.</b>	<b>June 2023</b>

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Special Private Meeting Date: 9 January 2023</b>				
ITEM 5	<b>OVERVIEW OF THE OPTIONS FOR A REPLACEMENT COMMAND AND CONTROL MOBILISING SYSTEM</b>	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.	<b>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</b>	<b>July 2023</b>

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Special Private Meeting Date: 26 January 2023</b>				
ITEM 5	<b>ANNUAL REPORT AND ACCOUNTS 2021/22 (PRIVATE)</b>	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.	<b>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.</b>	<b>July 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 01/2024):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Special Private Meeting Date: 23 February 2023</b>				
ITEM 5	<b>BUDGET APPROACH 2023-24</b>	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.	<b>The Board approved the updated Budget Approach for 2023/24.</b>	<b>August 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 02/2024):</b>				

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

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		for 2023/24 will be set at £308.133million, in line with additional resource budget funding from the Scottish Government.		
<b>Impact Assessment for Board Decision (Review Date - 03/2024):</b>				
<b>ITEM 13</b>	<b>CAPITAL PROGRAMME 2023/24</b>	<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>	<b>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.</b>	<b>September 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2024):</b>				
<b>ITEM 14</b>	<b>STRATEGIC ASSET MANAGEMENT PLAN: PROPERTY</b>	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.	<b>The Board approved the Strategic Asset Management Plan for Property.</b>	<b>September 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2024):</b>				

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<b>ITEM 15</b>	<b>SFRS GAELIC LANGUAGE PLAN 2023-26</b>	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.	<b>The Board approved the second edition of the SFRS Gaelic Language Plan 2023-2026.</b>	<b>September 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2024):</b>				
<b>ITEM 16</b>	<b>EQUAL PAY AND GENDER PAY GAP REPORT</b>	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.	<b>The Board approved the Equal Pay and Gender Pay Gap Report 2023</b>	<b>September 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2024):</b>				
<b>ITEM 26</b>	<b>WEST SERVICE DELIVERY AREA OFFICES (PRIVATE)</b>	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.	<b>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.</b>	<b>September 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2024):</b>				
<b>ITEM 27</b>	<b>MCDONALD ROAD REFURBISHMENT AND MUSEUM FINAL ACCOUNT UPDATE (PRIVATE)</b>	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.	<b>The Board approved the variance to the original agreed projects costs.</b>	<b>September 2023</b>

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 April 2023</b>				
ITEM 11	<b>ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS</b>	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.	<b>The Board approved the suite of papers, subject to the further amendments to Scheme of Delegation.</b>	<b>October 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2024):</b>				
ITEM 12	<b>PERFORMANCE MANAGEMENT FRAMEWORK 2023/24</b>	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for approval.	<b>The Board DID NOT approve the Performance Management Framework for 2023/24. Revised Performance Management Framework to be brought back for approval.</b>	<b>N/A</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable</b>				
ITEM 13	<b>ANNUAL OPERATING PLAN 2023/24</b>	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2023/24 to the SFRS Board for approval.	<b>The Board DID NOT approve the Annual Operating Plan 2023/24. Revised Annual Operating Plan 2023/24 to be brought back for approval.</b>	<b>N/A</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable</b>				
ITEM 10	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board approved the recommendation to support the settlement of the claim</b>	<b>October 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2024):</b>				



OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 25 May 2023 (Special</b>				
ITEM 5	<b>PERFORMANCE MANAGEMENT FRAMEWORK 2023/24</b>	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for decision.	<b>The Board approved the Performance Management Framework for 2023/24</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				
ITEM 6	<b>ANNUAL OPERATING PLAN 2023/24</b>	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision.	<b>The Board approved the Annual Operating Plan 2023/24.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				
ITEM 7	<b>INTERNAL AUDIT PLAN 2023/24</b>	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2023/24. This sets out a timetable of the main reviews of key activities during 2023/24 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks.	<b>The Board approved the SFRS Internal Audit Plans 2023/24.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				
ITEM 9	<b>OPERATIONAL CHANGE CONSIDERATION 2023-24 (PRIVATE)</b>	The Director of Service Delivery presented the report seeking Board scrutiny on 2023-2024 change options within the operational footprint, that could contribute to the savings required to balance the SFRS budget. This includes high level consideration of people impacts, financial scenario planning and operational community risk and demand.	<b>The Board approved the SLT's recommendations. The Board scrutinised were assured on the principles and process.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				

OFFICIAL

<b>ITEM 11</b>	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board approved the recommendation.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date – 05/2024):</b>				
<b>ITEM 12</b>	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board approved the recommendation.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
THURSDAY 29 JUNE 2023****CHAIR'S UPDATE: MAY-JUNE 2023****Tuesday 2 May 2023**

Introductory Meeting with Siobhan Brown, Minister for Victims & Community Safety, Edinburgh

**Thursday 4 May 2023**

FLA / National Employer - Lead Member meeting

**Tuesday 9 May 2023**

Regular meeting with Liz Barnes, Deputy Chief Officer Corporate Services

Regular meeting with CO Ross Haggart

Reform Collaboration Group (RCG) Pre-Agenda Meeting

**Thursday 11 May 2023**

Change Committee

**Wednesday 17 May 2023**

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

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

Regular Chair/Board Support Team meeting

Meeting with Anne McColl

Catch up with Mhairi Wylie

Reform Collaboration Group meeting

**Friday 19 May 2023**

Don McGillivray, Director of Safer Communities

**Tuesday 23 May 2023**

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

**Wednesday 24 May 2023**

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

Meeting with CO Ross Haggart and John Thomson, Acting Director of Finance and Procurement

**Thursday 25 May 2023**

Board Strategy Day

Special Board meeting

**Friday 26 May 2023**

Long Service Good Conduct

Catch up with Tim Wright

**Monday 29 May 2023**

Regular meeting with Liz Barnes, Deputy Chief Officer Corporate Services

**Tuesday 30 May 2023**

Service Delivery Committee

Public Appointments - SFRS Early Engagement Meeting

**Wednesday 31 May 2023**

Informal Board/Committee Chair meeting

**Tuesday 6 June 2023**

National Joint Council

**Wednesday 7 June 2023**

Consultation with Senior Leader

**Thursday 8 June 2023**

Remuneration, Appointments and Nominations Sub Committee meeting  
Regular meeting with Don McGillivray, Director of Safer Communities and CO Ross Haggart  
Regular meeting 1:1 with Don McGillivray, Director of Safer Communities

**Tuesday 13 June 2023**

Scottish Fire Service National Memorial Project Board meeting

**Wednesday 14 June 2023**

Regular meeting with CO Ross Haggart  
Integrated Governance Forum Pre-agenda meeting

**Thursday 15 June 2023**

Board/Strategic Leadership Team Development Day

**Monday 19 June 2023**

SFRS Board Pre-Agenda meeting

**Tuesday 20 June 2023**

Meeting with Robert Scott, HMFSI

**Wednesday 21 June 2023**

Public Appointments: SFRS Planning meeting

**Thursday 22 June 2023**

Good Conduct Long Service

**Monday 26 June 2023**

Special Change Committee

**Tuesday 27 June 2023**

Audit and Risk Assurance Committee  
Integrated Governance Forum

**Thursday 29 June 2023**

SFRS Board meeting  
Meeting with Maureen Rooney, Deputy Director for Safer Communities

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 29 JUNE 2023**

**CHIEF OFFICER'S UPDATE – MAY & JUNE 2023**

**Monday 1 May 2023**

Public Holiday

**Tuesday 2 May 2023**

Introductory Meeting with Minister for Victims & Community Safety, Edinburgh  
SFRS Finance Meeting with FBU, Edinburgh

**Wednesday 3 May 2023**

Regular PA Catch up  
Strategic Leadership Team (SLT) Policy Meeting  
Regular Director 1:1

**Thursday 4 May 2023**

Regular HMIFRS catch up  
National Joint Council (NJC) Joint Working Group meeting  
Regular meeting with B Baverstock

**Friday 5 May – Sunday 6 May 2023**

Attendance at Coronation, Westminster Abbey

**Monday 8 May 2023**

Public Holiday

**Tuesday 9 May 2023**

SLT Informal Meeting  
Regular Director 1:1  
Regular Chief & Chair Catch up  
Reform Collaboration Group (RCG) Pre-Agenda Meeting  
Group Life & Accident Scheme Trustees Meeting

**Wednesday 10 May 2023**

Strategic Change Planning Meeting  
Development of the Annual Plan 2024/25  
Address to new wholetime trainees  
Regular Director 1:1 x 2

**Thursday 11 May 2023**

Regular PA Catch up  
People, Payroll, Finance and Training (PPFT) Business Case Meeting

**Friday 12 May 2023**

Technical Reading Day

**Monday 15 May 2023**

Strategic Risk Workshop Planning Meeting  
Special SLT meeting  
Strategic Direction Setting Workshop 1

**Tuesday 16 May 2023**

SLT PFP Meeting  
SLT Data Literacy Seminar

**Wednesday 17 May 2023**

Regular meeting with Deputy Director of Safer Communities  
Introductory address at the Data Literacy staff seminar  
Advisory Forum  
Reform Collaboration Group Meeting  
Strategic Change Planning

**Thursday 18 May 2023**

Regular PA Catch up  
Justice Board Meeting

**Friday 19 May 2023**

Technical Reading Day

**Monday 22 May 2023**

Strategic Direction Setting Workshop 2  
Succession Planning Meeting  
Regular Director 1:1

**Tuesday 23 May 2023**

Leave

**Wednesday 24 May 2023**

Regular Catch up with Chair and Deputy Chair  
Regular PA Catch up  
Change Portfolio Investment Group Meeting  
Regular Director 1:1

**Thursday 25 May 2023**

Board Strategy Day  
Special Board Meetings

**Friday 26 May 2023**

Long Service Good Conduct Ceremony

**Monday 29 May 2023**

Strategic Change Planning Meeting  
Regular Director 1:1  
SLT Cultural Review workshop  
Succession Planning Meeting

**Tuesday 30 May 2023**

Technical Reading Day

**Wednesday 31 May 2023**

Regular PA Catch up  
Regular Director 1:1  
Strategic Contest Board Meeting, Edinburgh

**Thursday 1 June 2023**

SLT Policy Meeting  
Firefighters Pension Board Meeting

**Friday 2 June 2023**

Technical Reading Day

**Monday 5 June 2023**

Meeting with HMI R Scott  
Strategic Risk Review Workshop

**Tuesday 6 June 2023**

Fortnightly National Fire Chief Council (NFCC) CFO Call  
Regular PA Catch up  
Regular Director 1:1

**Wednesday 7 June 2023**

Regular Director 1:1

**Thursday 8 June 2023**

RANSC Meeting  
Regular Meeting with Director of Safer Communities  
Regular Director 1:1

**Friday 9 June 2023**

Technical Reading Day

**Monday 12 June 2023**

Regular PA Catch Up  
Regular Director 1:1

**Tuesday 13 June 2023**

Change Portfolio Investment Group Meeting  
Regular meeting with Deputy Director of Safer Communities

**Wednesday 14 June 2023**

Regular Director 1:1  
Chief & Chair Regular Catch up  
Integrated Governance Forum (IGF) Pre-Agenda Meeting

**Thursday 15 June 2023**

Board Development Day

**Friday 16 June 2023**

NFCC Draft Culture Action Plan Focus Group Meeting

**Monday 19 June 2023**

Address to the Career Ready  
SFRS Pre-Agenda Setting Meeting  
On-Call Improvement Programme - Final Report Engagement Session

**Tuesday 20 June 2023**

Regular PA Catch up  
NFCC Council Pre-Meeting

**Wednesday 21 June 2023**

NFCC Council Meeting

**Thursday 22 June 2023**

Regular Director 1:1  
Long Service Good Conduct Ceremony, Forfar

**Friday 23 June 2023**

NJC Joint Working Group Meeting

**Monday 26 June 2023**

SLT PFP Meeting  
Regular Director 1:1

**Tuesday 27 June 2023**

Audit & Risk Committee Meeting  
Integrated Governance Forum

**Wednesday 28 June 2023**

Regular PA Catch up  
Regular Director 1:1

**Thursday 29 June 2023**

SFRS Board Meeting  
Regular Director 1:1

**Friday 30 June 2023**

Technical Reading Day





**SCOTTISH**  
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Working together for a safer Scotland

**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 11 MAY 2023 @ 1000 HRS**

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

**PRESENT:**

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

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

**IN ATTENDANCE:**

Stuart Stevens (SS)	Deputy Chief Officer
Kirsty Darwent (KD)	Chair of the SFRS Board
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
John Thomson (JT)	Acting Head of Finance and Procurement
Iain Morris (IM)	Acting Director of Asset Management
Andy Girrity (AG)	Area Commander, Service Development (Item 8.2 only)
Lyndsey Gaja (LG)	Head of People (Item 8.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 8.3 only)
Sandra Fox (SF)	Head of ICT (Item 9.2 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Leanne Stewart	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office

**1 WELCOME**

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

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

**2 APOLOGIES**

Angiolina Foster, Board Member

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

- 3.1 The Committee agreed that the *Financial Reporting – Change Portfolio* (Item 16), *Update on Strategic Service Review Programme* (Item 17) and *New Mobilising System* (Item 18), would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

#### 4 DECLARATION OF INTERESTS

- 4.1 There were no declarations of interest noted.

#### 5 MINUTES OF PREVIOUS PUBLIC MEETING: 9 FEBRUARY 2023

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

- 5.1.1 **The minutes of the meeting held on 9 February 2023 were approved as a true record of the meeting.**

#### 5.2 Matters Arising

- 5.2.1 There were no matters arising.

#### 6 ACTION LOG

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

Action 7.1.9 (Portfolio Office High Report Web/iHub Design Project Dossier – 10.11.22): CM advised that the project benefit profiles were still being worked on and internal governance processes were incomplete. CM to update the action log with an estimated due date for completion.

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

#### 7 ANNUAL VALUE ADDED STATEMENT 2022/23

- 7.1 FT presented the report which outlined evidence of how the Committee support the effective functioning of the Board for approval. FT advised that the statement reflected on the previous year's statement and actions since, how the Committee were only as good as information presented to them, and the justification for not including a long list of individual items presented to the Committee.

- 7.2 The Committee requested that the statement should be amended to include reference to the Strategic Service Review Programme (SSRP) and the ongoing discussions around the purpose/effectiveness of the Committee.

**ACTION: FT**

- 7.3 Brief discussion took place on who should be recorded as providing the assurance levels for this report. It was agreed to seek advice outwith the meeting and amend as necessary.

**ACTION: BST**

- 7.4 The Committee queried whether the title could be amended from Value Added Statement to Committee Statement of Assurance immediately rather than wait until next year. Clarification to be sought.

**ACTION: BST**

- 7.5 **The Committee approved the report, subject to the amendments requested.**

#### 8 CHANGE PORTFOLIO/MAJOR PROJECTS

##### 8.1 Programme Project Highlight Report

- 8.1.1 CM presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver.

It was noted that some specific project updates were scheduled to be provided during the private session.

- 8.1.2 New Mobilising System (NMS): Clare Adam had been appointed to the project team for 10 weeks to assist with developing the project plan, business case and assurance plan which would be aligned with the design authority assurance.
- 8.1.3 The Committee commented on the absence of due dates within the report and that the business case was not complete. CM advised that the business case (5 case model) was currently in development. Further update to be provided in the private session.
- 8.1.4 Emergency Services Network (ESN): IM advised the Committee that the field device testing was undertaken at Dundee and was successful. The Board would be provided with a demonstration at a future Strategy Day (July 2023).
- 8.1.5 People, Payroll and Finance (PPF) and Rostering: Both project briefs and termination report for People, Training, Finance and Asset Systems programme presented under 8.2. The Senior Responsible Officer for the Rostering project was confirmed as DACO Stephen Wood.
- 8.1.6 On Call Improvement Programme: Progressing towards an evaluation report to include cost benefits and risk analysis. Evaluation report anticipated to be provided at the next Committee meeting (August 2023).

*(A Girrity left the meeting at 1020 hrs)  
(L Gaja joined the meeting at 1020 hrs)*

- 8.1.7 Safe and Well (S&W): Evaluation report still being finalised and it was anticipated to be provided at the next Committee meeting (August 2023). CM provided a brief update on the ICT challenges and potential additional work and project to combined CSET and HFSV systems (post evaluation).
- 8.1.8 The Committee commented on the current size of the portfolio compared to the limited resources. SS reminded the Committee that a number of inflight projects were nearing completion and this would allow the Service to reset and prioritise appropriately. CM advised that the Strategic Roadmap was being developed. CM further advised that the SSRP would bring 3 new workstreams and where possible, existing projects would be aligned into this programme of work to help concurrent delivery. CM noted the introduction of a prioritisation process based on the strategic outcomes and benefits, as well as an annual planning cycle for the portfolio for impact assessment purposes within the team. CM commented on the multiple portfolios and the Annual Operating Plan within the Service and the work ongoing to align these activities.
- 8.1.9 The Committee requested a visual summary to include where change projects are currently in the pipeline, when they will be completed and removed from reports, and how they connect into the integrated planning approach and strategy of the Service. To be brought back to the next meeting (August 2023).

**ACTION: SS/CM**

- 8.1.10 The Committee commented on the delay in producing the S&W evaluation report and the reliability of business cases. CM reminded the Committee that some business cases were produced retrospectively and highlighted the issues this had caused with clearly articulating the benefits. The Committee accepted that this was a historical issue and that the Service has learnt and improved processes over the last 18 months.

- 8.1.11 West Asset Resource Centre (ARC): IM confirmed the site would be handed over on 12 May 2023. BT issues were being resolved today and notices had been issued to staff. A site visit would be arranged for Board Members in the future.
- 8.1.12 McDonald Road Redevelopment/Museum of Fire: Closing report drafted and would be brought forward to the next meeting (August 2023). IM informed the Committee that temporary occupational certificates had been issued due to the ongoing challenges with fire exit signage and drainage which had now been rectified and resubmitted for final approval.
- 8.1.13 Low Carbon Appliance (LCA): Delayed on time due to late delivery of vehicle axle. IM provided a brief update on the concerns identified with the axle and process for replacement.
- 8.1.14 IM advised the Committee that the vehicle was owned by the Service and the Intellectual Property ie the technology was owned by Emergency One and shared with Scottish Government (who funded the project).
- 8.1.15 The Committee noted the top 3 risks were listed as reputation, infrastructure and Covid-19, however to allow for proper scrutiny the Committee requested properly populated up to date risks.
- 8.1.16 The Committee reiterated the request for financial information on the whole life costs to be circulated. CM reminded the Committee that the business case was previously circulated and included the costs in the pilot activities which would then inform the whole life costs. The Committee noted this, however stated the need to consider the lifetime costs associated with LCA for budgetary purposes, as the Service cannot solely be driven by government policy. CM to re-circulate information (by email) on the whole life costs associated with the Low Carbon Appliance.

**ACTION: CM**

- 8.1.17 Formatting issues were noted within the Excel project highlight report, this would be rectified in future reports.

8.1.18 **The Committee scrutinised the report.**

*(P McGovern joined the meeting at 1045 hrs)*

8.2 **People, Training, Finance and Assets System Programme Termination Report and Project Briefs**

8.2.1 LG presented the People, Training, Finance and Asset Systems (PTFAS) Programme Termination report and updated project briefs for the standalone projects that will continue following the closure of the Programme. The following key points were highlighted:

- Decision made to terminate the overarching PTFAS due to concerns re. complexity, risks and costs of this single programme.
- Recognition of the need and benefits of continuing with the Rostering and People, Payroll, Finance and Training (PPTF) projects.
- Benefits of PTFAS notably within the Health and Wellbeing system. These included increased functionality, improved business process, cashable savings, integration with iTrent (automated). In addition, across all areas of the scope there is an overall greater understanding of business processes, landscape and cashable/non-cashable savings by addressing the fundamental inefficiencies.
- Under investment in People processes, approx. 80% of processes are off-system.
- Critical enabler for the Corporate Service Review and Strategic Service Review programme.

- Expression of interests and updated outline business cases for both PPTF and Rostering projects.

8.2.2 PMcG further highlighted the output benefits of the improvement to the Health and Wellbeing System and potential future improvements to individual modules i.e. recruitment, procurement.

8.2.3 The Committee noted and welcomed the improvement to Health and Wellbeing as a result of the PTFAS project. Although these improvements did not impact on the 80% off-system processes, the Committee were informed that it did address another set of issues.

8.2.4 The Committee queried whether the Service had a complete picture of “as is” end to end processes. PMcG advised the Committee of the number of detailed and global processes.

8.2.5 The Committee noted the desire and need to make change and further noted that the Service needed to be clear on the organisational capability to drive through the changes and the cost of delivery.

8.2.6 LG advised the Committee that through PTFAS, the Service had a greater understanding of the market and the solutions available within the current costs/budgets. LG noted that the implementation costs, internal capabilities, reinvestment of efficiencies realised etc. would be considered and captured within the business case, which was currently being developed. LG further noted that the focus would not be a technology based solution, it would be primarily improving business processes.

8.2.7 The Committee requested detailed information on the benefits generated from the budgetary spend (£1.9m) on PTFAS.

**ACTION: LG/PMcG**

8.2.8 **The Committee scrutinised the report.**

*(L Gaja and P McGovern left at 1105 hrs)*

*(Meeting broke at 1105 hrs and reconvened at 1110 hrs)*

*(S Fox joined the meeting at 1110 hrs)*

## **9 GENERAL REPORTS**

### **9.1 Portfolio Progress Update**

9.1.1 CM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the PO in building and developing new and existing capacity specific to strategic Portfolio, Project and Programme management maturity (P3M3). The following key points were highlighted:

- Portfolio Benefits Management Framework Design: Framework and supporting toolkit created, several projects were engaged, Portfolio Office continue to engage with project teams.
- Business Case and Benefits Integrated: Initial phase of integration of the benefit management process into business case processes had been completed.
- Change Portfolio Prioritisation Model Design: Linked to the 7 strategic outcomes, complexity, benefits (financial/non-financial) and risk reduction. Will be used for all new projects.
- Portfolio Office Strategy: Four pillars of services outlined. In the process of appointing a Change Centre of Excellence manager. Introduced Portfolio Governance and Assurance model. PTFAS and NMS Teams brought into the Portfolio Office team.
- Business Change Lifecycle Design: Four phases of framework now in place and engagement ongoing with project teams to discuss new ways of working, highlight reports etc. This engagement has been well received.
- Portfolio Office Risk Reporting: Discussions were ongoing with Audit and Risk Manager to separate risk and issues.

- Portfolio Level Financial Reporting: Second iteration to be presented under Item 16.
- Portfolio Highlight Report Design: Some minor formatting issues noted earlier. Report provides more clarity across areas of focus of delivery against time, cost, quality, skill and resource, as well as dependencies and risk.

9.1.2 The Committee noted the progress being made and requested an update on the creation of an Architectural Design forum. CM advised that the Service plans to have a design authority which concentrates on bringing solution design through the start of the project to delivery. A key aspect should be business architecture but we do not have this function within the Service at this time.

9.1.3 The Committee queried whether there were processes in place to capture and assess the impact of any suggested changes on the business/technical architecture. CM advised that the Service were taking advice from external partners and ICT, however a holistic view across the organisation was not being considered. A technical and architectural roadmap would help with looking to the future and horizon scanning.

9.1.4 **The report was provided for information only.**

## 9.2 **ICT Bespoke Development**

9.2.1 DL introduced SF who presented the report to the Committee to provide an overview of ongoing and planned work for the ICT Development team in relation to bespoke developments. The following key points were noted:

- Background on the Business Service and Development Teams and areas of ongoing work. These were categorised as systems integration, digital process, systems of innovation and corporate applications.
- Development Team impacted by market forces and recruitment issues.
- Preferred approach was now to buy, not build, and to integrate where possible.
- All the corporate bespoke systems (circa 20) are frontline operational systems, with one exception which is TASS (Health and Safety). These systems would be replaced with off the shelf products going forward, when required.
- Systems integration tool currently being used (BOOMI) which allows integration between various systems.
- Planned worked for this year included management information systems for Johnstone Operations Control and Safe and Well production readiness.

9.2.2 In regards to vacancy levels, SF confirmed that this was currently 25%.

9.2.3 The Committee noted that the main reason for not developing in-house systems was because this was no longer the preferred route rather than due to resourcing issues.

9.2.4 DL advised the Committee the any internal requests for bespoke development were being pushed back, questioned and would need to be aligned with the digital strategy.

9.2.5 **The report was provided for information only.**

*(S Fox left the meeting at 1145 hrs)*

## 10 **RISK**

### 10.1 **Portfolio Office Risk Report**

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

- Two 2 new risks added (ESN0011: SG funding delays and iHub00: Staff Resourcing)
- Disaggregation of PTFAS risks.

- Creation of NMS project risk log.
- Ongoing discussions with Project Managers regarding the proactive review of risks and the nomenclature in the risk descriptions.

10.2 The Committee commented on the currency of the data within the report and the subsequent impact on the level of scrutiny being able to be applied. The Committee also requested more specific (and current) data on mitigating actions.

10.3 **The Committee scrutinised the report.**

10.2 **Committee Aligned Directorate Risks**

10.2.1 CM presented the Aligned Directorate Risks report to the Committee to provide an outline the identified Directorate risks and controls.

10.2.2 CM reminded the Committee of the intention to develop capabilities in risk management, split risks from issues and developing a new dashboard for reporting of portfolio risks.

10.2.3 CM highlighted the following risks:

- SDD001 (Delivery of Directorate Commitments): Positions remained vacant within the Portfolio Office due to budgetary issues.
- SDD004 (Continuous Improvement Culture): Links to Strategic Spending Review.

10.2.4 The Committee requested a risk spotlight to seek assurance on how the Service actively manages risks in decision making with the emphasis on project management at the next meeting.

**ACTION: CM**

10.2.5 JT reminded the Committee of the ongoing review of the risk register, the proposed changes and the reasons for same. Brief discussion took place on culture and behaviour towards risk, risk appetite, compartmentalisation of risk and the need to operationalise risk.

10.2.6 **The Committee scrutinised the report.**

**11 COMMITTEE ROLLING FORWARD PLAN**

11.1 **Committee Forward Plan**

11.1.1 The Committee noted the Forward Plan and noted the following additions/revision:

- Risk spotlight (August 2023).
- New Mobilising System updates would be presented in future highlight reports.

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

11.2.11 No additional items were identified.

**The Committee noted the Forward Plan.**

**12 REVIEW OF ACTIONS**

12.1 KM confirmed that 7 formal actions was recorded during the meeting.

**13 DATE OF NEXT MEETING**

13.1 A Special Private meeting was scheduled for 26 June 2023.

13.2 The next full meeting is scheduled to take place on Thursday 10 August 2023 at 1000 hrs.

13.3 There being no further matters to discuss, the public meeting closed at 1210 hrs.

**PRIVATE SESSION**

**14 MINUTES OF PREVIOUS PRIVATE MEETING:**

**14.1 Thursday 9 February 2023**

14.1.1 The minutes of the meetings held on 9 February 2023 were approved as a true record of the meeting.

**14.2 Thursday 21 March 2023**

14.2.1 The minutes of the meetings held on 21 March 2023 were approved as a true record of the meeting.

**15 PRIVATE ACTION LOG**

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

**16 FINANCIAL REPORTING – CHANGE PORTFOLIO**

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

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

**17 UPDATE ON STRATEGIC SERVICE REVIEW PROGRAMME**

17.1 JT presented a report to the Committee providing an update of the progress in establishing the Strategic Service Review Programme (SSRP).

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

**18 NEW MOBILISING SYSTEM**

18.1 DL provided a verbal update to the Committee on the New Mobilising System (NMS) project.

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





**SCOTTISH**  
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**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 30 MAY 2023 @ 1000 HRS**

**EXECUTIVE MEETING ROOM, MCDONALD ROAD FIRE STATION,  
93 MCDONALD ROAD, EDINBURGH EH7 4NS / CONFERENCE FACILITIES**

**PRESENT:**

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

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

**IN ATTENDANCE:**

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
David Dourley (DD)	Area Commander, Prevention and Protection (Item 8.2 only)
Iain Macleod (IMac)	Area Commander, Prevention and Protection (Item 9 only)
Kirsty Darwent (KD)	Chair of the Board
Graeme Fraser (GF)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

**OBSERVERS**

None

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

**2 APOLOGIES**

- 2.1 Lesley Bloomer, Board Member  
Robert Scott, HMFSI

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

- 3.1 The Committee agreed that the *Operational Response Times*, *Operating Learning: Manchester Arena Inquiry*, and *Operations Control Existing System Resilience* would be taken in private due to confidential nature of the issues (Standing Order 9G).

**4 DECLARATION OF INTERESTS**

4.1 In regard to Agenda Item 7, Service Delivery Update, Angiolina Foster advised the Committee that she was a Voluntary Trustee on the Playlist for Life Dementia Charity and that this had already been declared on her Register of Interests.

4.2 There were no other declarations of conflict of interests made.

**5 MINUTES OF PREVIOUS MEETING: 28 FEBRUARY 2023**

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

**5.2 Matters Arising**

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 28 February 2023 were approved as a true record of the meeting.**

**6 ACTION LOG**

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

Action 8.1.5 - Quarterly Performance Report for Q3 2022-23 (28/02/2023): NB advised the Committee that the workshop originally scheduled for 5 June 2023 would now be postponed until later in the year due to ongoing work by the Data Team and potential different approach of the future new Committee Chair.

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

**7 SERVICE DELIVERY UPDATE**

7.1 SS offered his congratulations to DL and DF on their substantive appointments to Director of Service Development and Director of Service Delivery, respectively. The Committee also extended their congratulations to SS on his successful substantive appointment to Deputy Chief Officer.

7.2 SS presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 28 February 2023 to 12 May 2023, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Operational Strategy: Implementation of the High Reach Appliance Strategy.
- Youth Volunteer Scheme: Total of 14 units were now operational noting the positive contributions and support being offered to individuals. Thanks and congratulations were extended to all the teams involved.
- Museum of Fire: Anticipated to open in June 2023. Thanks and congratulations were extended to all the teams involved.
- Safeguarding: Significant work undertaken to review and update relevant policies and/or training packages for Adult and Child Protection, Hoarding, Domestic Abuse, Human Trafficking and guidance to support Older People (Dementia).
- Attendance at award ceremonies on the Western Isles to recognise and thank employees for their efforts and contributions to their local communities.
- Operational Incident Imperial Docks, Leith: Unusual and complex multi-agency incident. This would be subject to normal operational learning processes.

7.3 The Committee supported and commented on the good partnership work with HMP Barlinnie for investing both time and support to individuals to potentially help in their rehabilitation. DF reminded the Committee of the similar partnership work at Young Offenders Institution HMP Polmont and the learning gathered from this work.

- 7.4 In regard to the Unwanted Fire Alarm Signals (UFAS) training, the Committee were advised that the training package had been well received by Operations Control personnel. DF further noted that the Operational Supervisory Managers training package had also gone live and was similarly being received well.
- 7.5 The Committee noted that the Service were still receiving a number of requests for exemptions to the new UFAS response. DF reminded the Committee of the lengthy consultation and engagement process undertaken. DF stated that the Service would continue to respond to all concerns raised, however there would be no further deviation from the current position.
- 7.6 The Committee acknowledged the efforts of all those involved in raising funds for Motor Neurone Disease (MND) as part of Doddie Aid.
- 7.7 The Committee commented on the protracted timescales involved with the incidents at New County Hotel, Glasgow School of Art (GSA) and Cameron House and sought advice on this aspect. SS noted that the New County Hotel incident was still subject to Police Scotland inquiry. DF confirmed that a full review of the audit process was immediately carried out to identify and implement any lessons learned. SS further noted that the Cameron House recommendation on a process issue had been addressed and that although no recommendations were made in regards to GSA, the Service had taken advice and enhancements to processes had been made.
- 7.8 In regard to the level of assurance, the Committee offered a view that this information/discussion report did not require a level of assurance to be provided. It was suggested that consideration be given to including the option for “*Not Applicable*” to be applied.

7.9 **The Committee scrutinised the report.**

**8 SERVICE DELIVERY PERFORMANCE REPORTING**

**8.1 Quarterly Performance Report for Q4 2022-23**

8.1.1 DF introduced CF who presented the performance report for Quarter 4 and highlighted the following key areas:

- Overall number of incidents attended during this quarter (21,166) and annually to date (99,479) recording the highest operational demand since 2010-11. An increase of 4,000 incidents in comparison to last year's figures and this was attributable to false alarms and non-fire related incidents.
- Overall incident numbers had reduced in comparison to Q3 but were on par with the previous Q4 figures. Both headcount and total time spent (incident duration) at these incidents had reduced by 20%.
- 3-year average targets achieved for reducing non-domestic fires and low/medium severity fires.
- Seven targets were not achieved, these included UFAS, Home Fire Safety Visits (HFSV), deliberate primary fires, refuse fires and vehicles.
- Both HFSV and high risk HFSV targets were not achieved this quarter. Key factors affecting performance had been identified, such as low staffing levels, reduction in partner referrals, etc.
- Total of 42 fire fatalities recorded during the reporting year noting the breakdown of gender profile, age groups and social factors.
- Reduction in accidental dwelling fires across all 3 severity categories, however only low and medium severity achieved their targets.
- Availability levels for Wholetime (93%) and On Call (73%).
- Effect Entry incidents reporting increased activity in rural areas and increased travel time to these incidents.

- 8.1.2 With regards to fires/fire fatalities in domestic dwellings, the Committee requested further analysis on these incidents. SS advised the Committee that an annual fatal fire (including major casualties) analysis report was compiled by Fire Investigation and presented to the Strategic Leadership Team circa October 2022. SS agreed to bring this report to a future Committee meeting (to be captured on Forward Plan).

**ACTION: BST**

*(D Dourley joined the meeting at 1030 hrs)*

- 8.1.3 The Committee welcomed the inclusion of historical reporting to enable comparisons to be made.
- 8.1.4 With regards to HFSV (high risk), the Committee noted that this target had been missed by 15.6% and the misalignment within the narrative that overall visits are down due to the focus on high risk. The Committee also commented on the statement “competing priorities at station level”, this was considered to be too vague and further specific details/narrative should be provided in future reports.
- 8.1.5 Further discussions on HFSV would be held under Agenda Item 9.
- 8.1.6 The Committee thanked CF for the informative report, noting the improvements in the format and the continued development of same.
- 8.1.7 The Committee members briefly discussed the level of assurance (Limited) provided on the report. The Committee commented on the 2 different elements of assurance, one being the achievement of performance measures and the other being the capturing of data to support the performance measure.

8.1.8 **The Committee scrutinised the report.**

**8.2 Action Plan and Closing Reports Updates**

- 8.2.1 RW presented the report to the Committee providing an update on the following audits and inspection action plans:
- 8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan  
Total of 8 actions with all actions being progressed. Overall RAG rating was Amber (due to initial delay) and was noted as 30% complete.
- 8.2.3 The Committee formally endorsed the Service’s approach to this audit and were reassured on the Service’s response to these types of incidents being reasonable albeit that some improvements could be made.
- 8.2.4 The Committee commented on the timescale (due date) for the action plan and noted the preference for this timescale to be reduced given the procedural nature of the proposed changes. However, the Committee acknowledged the need for engagement and consultation to be undertaken. The Committee were reminded of the considerable change ongoing within the Service, capacity issues with responsible individuals/teams and the fact that the working group had considered and deemed the identified timescales were appropriate.
- 8.2.5 With regard to recommendation 4 ‘Premises Information Boxes (PIB)’, the issues with the provision and management of PIBs was outlined. DD noted that a guidance note on the use of PIB would be developed for Housing Associations. DD confirmed that quarterly visits would continue to be carried out and any issues with firefighting facilities would be captured.

- 8.2.6 With regard to recommendation 2 'External Indicator Panels', the Committee asked that due regard is given to this recommendation and encouraged that the action is closed timeously.
- 8.2.7 The Committee were provided with an explanation on reasoning for the Service's definition of a high rise differing from the legislation.
- 8.2.8 With regard to recommendation 3, the Committee asked for consideration to be given to review language and offered a suggested amendment of "*to ensure the implementation of the standardisation across Scotland*" in place of "*appropriate steps to standardise across Scotland*".
- 8.2.9 With regard to recommendation 5, the Committee asked for consideration to be given to review the wording within the position statement to provide greater clarity.
- 8.2.10 SS thanked HMFSI for their approach to this review and for highlighting existing good practices. The report also recognised the significant work undertaken since 2017, improvements in training, operational procedures, prevention activities, etc.
- 8.2.11 Fire Safety and Enforcement Action Plan  
The Committee were asked to note the closing statement and accepted formal closure of the action plan.
- 8.2.12 SMARTEU Reset and Renew Covid-19 Debrief  
The Committee were asked to note the closing statement and accepted formal closure of the action plan.
- 8.2.13 Planning and Preparedness for Covid-19 Update Action Plan  
Total of 15 actions all of which were complete. The closing report would be presented at the next meeting.
- 8.2.14 The Committee welcomed the closure of these action plans, commented on the improved position and revised approach to addressing inspection recommendations/actions plan.
- 8.2.15 **The Committee scrutinised the report.**  
*(D Dourley left the meeting at 1105 hrs)*
- 8.3 UFAS PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE**
- 8.3.1 DF presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:
- UFAS Implementation Group established and chaired by DACO Macleod.
  - Both Operations Control training and operational response training was underway and progressing well.
  - Activities related to internal and external communications notably social media, infographics, frequently asked questions, etc.
  - Policy revision across a range of documents to update all reference to UFAS.
  - Technology and recording systems noting the challenges in extracting information.
  - Temporary Incident Support Room to be established for a period to support OC personnel during the transition period following the 'go live' date.
- 8.3.2 IMac informed the Committee that the LCMS package, which provides comprehensive and concise information, was launched yesterday.

- 8.3.3 The Committee asked whether Memorandum of Understandings (MOUs) were still being considered with Alarm Receiving Centres (ARCs). IMac informed the Committee that the Service had engaged with ARCs however, no MOUs had yet been put in place. The Committee suggested that consideration should be given to draft an outline MOU in preparation. IMac noted the suggestion and would discuss this at the working group.
- 8.3.4 Looking forward, the Committee requested whether it was the intention to provide information on predictions and how (saved) resources were being utilised. DF reminded the Committee that numerous factors need to be considered, however, from the outset the benefits were predicted to involve training activities, HFSV, reduced bluelight journeys, etc. DF noted that benefits would be visible within performance management but was unsure how this could specifically align a reduction in operational activity to performance. DL noted that from a Service Delivery Model Programme (SDMP) perspective, the modelling would be revised in line with the predicted reduction in demand and this would factor in future medium/long term operational considerations.
- 8.3.5 The Committee asked for consideration to be given to provide a future update report on the 'before and after' situation in relation to UFAS response, whether predictions were accurate and any further longer term revisions were being considered.
- 8.3.6 The Committee were given assurance that the Service were engaged with various National Fire Chiefs Council working groups to share data/learning.
- 8.3.7 **The Committee scrutinised the report and supported the progress being made.**

*(The meeting broke at 1122 hrs and reconvened at 1130 hrs)*

## **9 FUTURE OF HOME FIRE SAFETY VISITS**

- 9.1 DF, supported by IMac, presented a report to the Committee to provide an update on Home Fire Safety Visits (HFSVs), including current performance and consideration for future delivery. The following key points were highlighted:
- Reminder of current position including limitations with CSET system, universal service, Safe and Well project.
  - Adoption of Safe and Well principles.
  - Research and development activities including review of existing policies, review of other FRS provision, review of data from fatal fire analysis to identify common factors/causes.
  - Key components of revised Safe and Well visits including revised policies, training materials, partners resources, bespoke ICT system and in-house call handling process.
  - Key criteria for new visits which included being aged 65+, evidence of hoarding, signs of burns/scorch marks in household, use of medical oxygen/products, impairments and/or substance dependency.
  - Improved visit content including standardised visit/support with recording and reporting, triggers for onward referrals, etc.
  - Improvements in referrals and partnership working.
  - Features of the new system (currently under development) include secure environment, data protection compliance, more accessibility, automated processes and enable bespoke fire safety plans to be created.
  - Future delivery of replacement ICT system, qualitative performance indicators, modernise visit criteria and improve processes, continue to meet statutory duties, evolved HFSV would incorporate risk and benefits for SFRS, partners and householders.
  - Outline of governance arrangements and aspirational implementation date.
- 9.2 The Committee noted and welcomed the concept of a data sharing platform which allowed other public sector partners the opportunity to share information.

- 9.3 DF clarified that the new target (50,000) was for the current year and was the figure contained within the Performance Management Framework. DF briefly outlined the reasons for setting this target noting that this drives activity and would be managed locally with the potential for review during the year. The Committee noted that the PMF presented recently to the Board did not contain the new target figure. IMac reminded the Committee of the importance of setting targets to drive activity and noted the emphasis would be to identify the most vulnerable households. RW referenced the PMF and reminded the Committee of the targets within.
- 9.4 IMac briefly outlined what a bespoke fire safety plan would contain and how it would be generated.
- 9.5 The Committee commented on the reduction in partnership referrals despite social issues and community needs increasing. DF acknowledged this situation and informed the Committee that partner organisations were struggling and retrenching to some degree, in some areas. DF noted the Service were aware and would continue to monitor and work closely with partners.
- 9.6 The Committee welcomed and supported the direction of travel and aspirations as outlined within the report.
- 9.7 The Committee noted their aspirations for outcome related targets in the future and the importance of developing this area of work.

9.8 **The Committee noted the report.**

*(I Macleod left the meeting at 1205 hrs)*

10 **ANNUAL REPORT OF THE CLINICAL GOVERNANCE TECHNICAL WORKING GROUP**

- 10.1 AW presented a report to the Committee with high level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2022/23, provided assurances around the CGTWG membership and meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. It was noted that the work demonstrated alignment to the seven pillars of clinical governance, along with providing an overview of the key successes / achievements over this period. The following key points were highlighted:
- Progress on MoU with Scottish Ambulance Service (SAS).
  - Service Level Agreement was in final stages of consultation and agreement.
  - Comprehensive review of training with the assistance of the embedded SAS officers.
  - Future activities would include procurement of equipment, development of indicators and Technical Working Group would be chaired by the SFRS Operations Function.
- 10.2 The Committee commented on the progress and work undertaken over the last 2 years. The Committee welcomed the first annual report and offered a view on future improvements such as inclusion of data analysis, outcomes achieved etc. The Committee asked the Service to consider bringing all clinical governance together and identify where this would sit within the organisation.
- 10.3 In regards to casualty care training, the Committee noted the next steps included an options appraisal for potential delivery by SAS or a 3<sup>rd</sup> party provider and cautioned against the use of a 3<sup>rd</sup> party. AW advised the Committee that consideration in using a 3<sup>rd</sup> party provider was in direct correlation to a recent Internal Audit report.
- 10.4 **The Committee scrutinised the report.**

**11 COMMITTEE ASSURANCE STATEMENT 2022/23**

11.1 NB presented the report which outlined evidence of how the Committee support the effective functioning of the Board for approval. NB noted his preference to retain the purpose of the report as a value-added statement as this reflected the work of the Committee during the previous year. As this was the first meeting of assurance levels being offered within the report templates, no overall assurance had yet been taken.

11.2 SS noted the comments.

11.3 **The Committee approved the report.**

**12 SERVICE DELIVERY RISK REGISTER**

**12.1 Committee Aligned Directorate Risks**

12.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls, as at Q3, pertinent to the business of the Committee. The following key points were highlighted:

- Ongoing overall review of risk register.
- Service Delivery Directorate risks continue to be dynamically reviewed and updated.
- SD014 Industrial Action (IA) noted an increase in risk rating, however this specifically relates to IA in relation to the recent pay award which has been accepted. This has now been superseded.

12.1.2 The Committee queried whether there was a need for a specific risk relating to the temporary removal of appliances. SS advised the Committee that the Strategic Leadership Team (SLT) had a workshop scheduled to review all strategic risks in the coming weeks and would raise this issue during the workshop.

12.1.3 AW informed the Board that the Training, Safety and Assurance Directorate were trialling a new process of monthly updates to reduce the lag in updating information. RW noted that an interactive dashboard was being developed and a workshop was scheduled to review Board Member access, levels of detail, etc.

12.1.4 **The Committee scrutinised the report.**

**13 UPDATE FROM HM FIRE SERVICE INSPECTORATE**

13.1 GF presented a report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:

- First Service Delivery Area (East) report was still being finalised.
- Contingency Planning Arrangements inspection had concluded, finding that appropriate steps had been taken to explore alternative options, albeit with reduced level of service being available. Published in May 2023.
- Command and Control Mobilising System (CCMS) inspection had concluded finding the current systems were at end of life, procedures were in place to support continuity of service, and the priority for a replacement system. Published in April 2023.
- Both the Climate Change and Mental Health and Wellbeing Provision inspections were temporarily suspended and had since resumed.
- Independent inspection of Northern Ireland FRS had been concluded.
- Recent appointment of David Young to the position of Assistant Inspector.

13.2 **The Committee noted the report.**

**14 FORWARD PLANNING**

**14.1 Committee Forward Plan**

14.1.1 The Committee noted the forward plan and the addition of the following items:

- Fatal fire analysis report (November 2023).



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

14.2.1 There were no items noted.

**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 24 August 2023.

16.2 On behalf of the Executive, SS extended this personal thanks to NB for his contribution and support during his tenure as Chair of this Committee and wished him well in his pending retirement.

16.3 There being no further matters to discuss, the public meeting closed at 1225 hours.

**PRIVATE SESSION**

**17 MINUTES OF PREVIOUS PRIVATE MEETING: 28 FEBRUARY 2023**

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

**18 OPERATIONAL RESPONSE TIMES**

18.1 DF presented a report to the Committee providing an overview of the influencing factors, and the sources of data gathered, in relation to incident response times.

18.2 **The Committee noted the report.**

**19 OPERATIONAL LEARNING: MANCHESTER ARENA INQUIRY**

19.1 DF provided a verbal update on the Service's response to the Manchester Arena Inquiry.

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

**20 OPERATIONAL CONTROL: EXISTING SYSTEMS RESILIENCE**

20.1 DF presented a report to the Committee providing an update on the current state of Operations Control (OC) legacy systems

20.2 **The Committee noted the report.**

Ahead of his upcoming retirement, NB thanked all those involved in the Committee, past and present, for their input and support during his tenure.

There being no further matters to discuss, the private meeting closed at 1315 hours.

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



Report No: B/SPPC/09-23

Agenda Item: 11

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>29 JUNE 2023</b>							
<b>Report Title:</b>	<b>CORPORATE RISK AND PERFORMANCE REPORT - QUARTER 4</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service (SFRS) with a quarterly progress report on how we are performing against the Strategic Outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan, our Portfolio Office Programmes and organisational risk.							
<b>2</b>	<b>Background</b>							
2.1	The Combined Risk and Performance Report was introduced in August 2020 and provides a quarterly update on how we are performing against each Strategic Outcome and Objective.							
2.2	The document provides a detailed update against the actions within the Annual Operating Plan (AOP) 2022/23 (Revised October 2023), 18 of our Key Performance Indicators as outlined within the Performance Management Framework, and high-level Strategic Risk and Portfolio performance information.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The quarterly progress report is attached as <b>Appendix A</b> . This provides details of progress made against our Strategic Outcomes between 1 January and 31 March 2023.							
3.2	<b>Strategic Risks</b>							
3.2.1	A high-level overview of our Strategic Risk Register is included within the report. Further detail on the register is reported to the Audit and Risk Assurance Committee (ARAC).							
3.2.2	The figures in this report align with the most recent submission to ARAC and shows: <ul style="list-style-type: none"> <li>4 Strategic Risks are noted as Extremely High Risk (Red RAG Status)</li> <li>5 Strategic Risks are noted as High Risk (Amber RAG Status)</li> </ul>							
3.3	<b>Annual Operating Actions</b>							
3.3.1	This section of the report provides details of the progress made against the actions of the Annual Operating Plan 2022/23. There are 22 Actions contained within the Plan.							
3.3.2	For the purposes of this report Quarter 4 report, it has been determined that any action which was not completed by the 31 March 2023 (as per the due date provided) has been marked as red.							

3.3.3	<p>At the end of Quarter 4 2022/23, the following progress has been reported: 8 (38%) actions have been completed within the financial year and are <b>green</b></p> <ul style="list-style-type: none"> <li>• 13 (59%) actions have not been completed within the reporting year and are <b>red</b></li> <li>• 1 (3%) action within the AOP 22/23 had a due date within the 23/24 financial year – this action is progressing well and is <b>green</b> (see page 19)</li> </ul>
3.3.4	<p>Of the 13 outstanding actions:</p> <ul style="list-style-type: none"> <li>• 7 (54%) have been incorporated into new actions within the Annual Operating Plan 2023/24</li> <li>• 6 (46%) will be carried forward as residual actions and included in the exception reporting section of this report until completed.</li> </ul>
3.3.5	<p>Detailed commentary on the incomplete red actions is contained within an Exception Summary Report table directly under each action. This commentary also provides information on how that action will continue to be reported upon until completion.</p>
3.3.6	<p>Work and previously agreed due dates for actions have been impacted considerably throughout the course of the reporting period as a result of the significant amount of work required to be undertaken in preparation for industrial action. The dedication of resources and the partnership working undertaken substantially impacted capacity across the Service.</p>
3.3.7	<p>Section 3 provides commentary on any residual actions from previous Annual Operating Plans. Within the reporting period, three residual actions have been closed off, leaving one remaining residual action from the 2021/22 reporting year. This will remain within the exception reporting section of this report until it is completed.</p>
3.4	<p><b>Our Corporate Measures</b></p>
3.4.1	<p>As agreed within the Performance Management Framework, 18 measures will be reported to the Board to provide a high-level overview of our performance results.</p>
3.4.2	<p>Up to the end of the reporting year, of the 18 measures identified:</p> <ul style="list-style-type: none"> <li>• 6 measures are on track to meet their target (Green)</li> <li>• 0 measures are slightly off target (Amber)</li> <li>• 7 measures are off track to meet their target (Red)</li> <li>• 5 measures have no target but are being closely monitored (Blue)</li> </ul>
3.4.3	<p>Further information on those measures which are off track or are of heightened interest are provided within the report.</p>
3.5	<p><b>Our Projects</b></p>
3.5.1	<p>The report also provides a high-level overview of how our Portfolio Office projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Change Committee. The information contained in this report is from the Highlight Merger most aligned with the Quarter 4 reporting period.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Board of the Scottish Fire and Rescue Service is invited to:</p> <ul style="list-style-type: none"> <li>• Note and scrutinise the quarterly report and progress made against our strategic outcomes as detailed in <b>Appendix A</b>.</li> </ul>

<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	This report includes high level Strategic Risk information. Links have also been made with actions of the Annual Operating Plan 2022/23 and the Corporate Risk Register. Any risks arising from any individual actions will be brought before Strategic Leadership Team (SLT) and the Board through the risk management channels.
5.2	<b>Financial</b>
5.2.1	There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2022/23 contains actions which supports the SFRS commitment to protecting the environment and achieving greater sustainability.
5.4	<b>Workforce</b>
5.4.1	There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.5	<b>Health &amp; Safety</b>
5.5.1	The Annual Operating Plan 2022/23 contains actions which supports SFRS commitment to health and safety.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	The Annual Operating Plan 2022/23 contains actions which supports SFRS commitment to health and wellbeing.
5.7	<b>Training</b>
5.7.1	There are no training implications arising from this report.
5.8	<b>Timing</b>
5.8.1	This progress report covers the period up to and including Quarter 4 (1 January 2023 – 31 March 2023).
5.9	<b>Performance</b>
5.9.1	Progress against the Annual Operating Plan is reported to the Senior Management Board, SLT and the SFRS Board.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders and communities to produce the Strategic Plan 2022-25 on which the Annual Operating Plan is based.
5.11	<b>Legal</b>
5.11.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.12	<b>Information Governance</b>
5.12.1	The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.
5.13	<b>Equalities</b>
5.13.1	An Equality and Human Rights Impact Assessment (EIA) does not required to be carried out for this quarterly update report.

5.14	<b>Service Delivery</b>	
5.14.1	The content of this progress report does not impact upon Service Delivery.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications presented members of the Board of the Scottish Fire and Rescue Service with the Corporate Risk and Performance Report for Quarter 4. Board members were asked to scrutinise the content of the report.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial</del> / <b>Reasonable</b> / <del>Limited</del> / <del>Insufficient</del>
7.2	<b>Rationale:</b>	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.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A: Corporate Risk and Performance Report Quarter 4 Progress Report (2022/23).	
<b>Prepared by:</b>		Kirsty Jamieson, Planning and Performance Officer
<b>Sponsored by:</b>		Richard Whetton, Head of Governance, Strategy and Planning
<b>Presented by:</b>		Mark McAteer, Director of Strategic Planning, Performance and Communications
<b>Links to Strategy and Corporate Values</b>		
The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Senior Management Board</i>		<i>17 May 2023</i>
<i>Strategic Leadership Team</i>		<i>26 June 2023</i>
<i>SFRS Board</i>		<i>29 June 2023</i>
		<b>Report Classification/ Comments</b>
		<i>For recommendation</i>
		<i>For recommendation</i>
		<i>For scrutiny</i>

**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# **CORPORATE RISK AND PERFORMANCE 2022/23**

## **Quarter Q4 Progress Report**

**Safety. Teamwork. Respect. Innovation.**

## Introduction

The Corporate Risk and Performance Quarterly Report incorporates our strategic risks, Annual Operating Plan actions, measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes and objectives, as detailed within our Strategic Plan 2022-25.

### Section 1 – Executive Summary

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

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

### Section 2 - Performance Dashboard and Exception Report

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

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

Further details of our actions are contained in the [Annual Operating Plan 2022/23 \(Revised October 2023\)](#). More information about our measures and their targets is contained in the [SFRS Performance Management Framework](#).

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

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

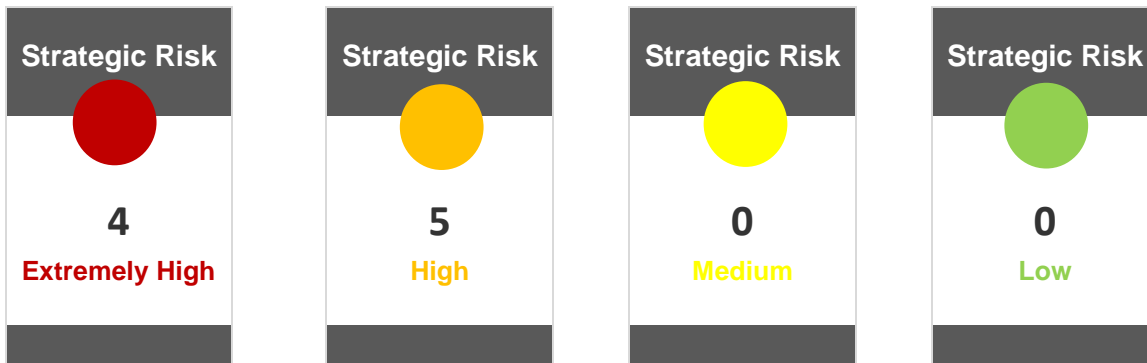
### Section 3 – Residual Annual Operating Plan Action

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

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

## Section 1: Executive Summary

### Strategic Risks Ratings Totals

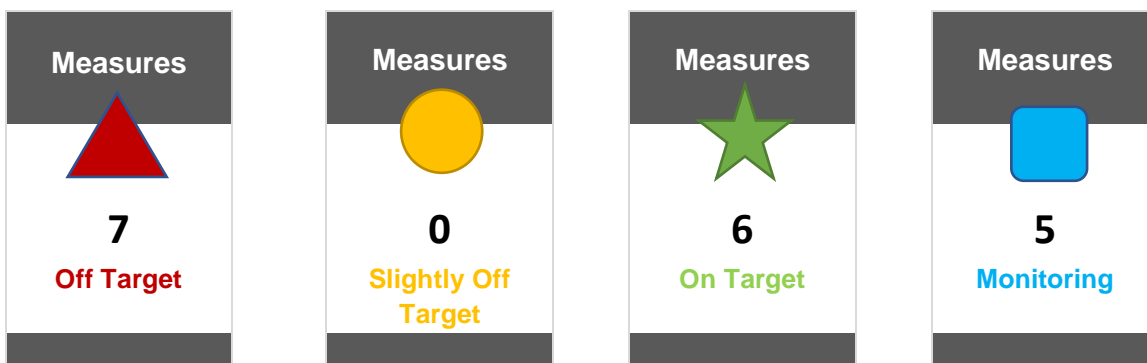


The latest Strategic Risk Update is [available here](#).

### Annual Operating Plan RAG and Status Totals



### Performance Measures Target Result Totals



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



## Section 2: Performance Dashboard

### Strategic Outcome 1: Prevention

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Service Delivery (Prevention & Protection)	01/04/2021	31/10/2022	100%	★
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery (Prevention & Protection)	01/04/2021	<b>Revised (AOP 23/24) 31/03/2024</b>	60%	▲

#### Exception Summary Report:

- Prevention and Protection remain members of the National Fire Chiefs Council Competency Framework Review Working Group.
- The Competency Framework review has concluded and the consultation period closed on 07 March 2023. Following this consultation, the review group re-formed to make final amendments.
- SFRS have established a working group within Prevention and Protection to progress elements of the Competency Framework to create an SFRS specific version to apply to Fire Safety Enforcement Policy, Procedure and Guidance.
- Level 4 Diploma courses are being delivered and work continues on procurement for Recognised Prior Learning courses which will ensure the upskilling of current protection officers.
- Further elements of the National Fire Chiefs Council Competency Framework to progress to the SFRS version will be identified through the working group and captured on an Action Plan.
- The completion of this action has been reliant on the National Fire Chiefs Council and unfortunately has not been completed through 2022/23.
- This action has been carried forward into the Annual Operating Plan 2023/24 (SO1:1) with an overall completion date of 31 March 2024.**

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	▲	★	▲	●

#### Pathway to Green / Next Steps:

- The project requires the partner site to be completed as well as the outstanding system requirements.

- ICT report that testing is underway and partner elements are due to be completed in June 2023.
- ICT have confirmed that the developer is only funded until the end of June 2023 which will further affect timescales. Based on current capacity, the ICT elements will not be complete until May 2024 (changed to red).
- Once the partner element of the site is ready, it will be tested with partners to ensure the two-way referral processes work.
- A meeting was held 18 April 2023 with ICT to identify minimal viable product and address timeline; Milestones were updated to reflect the outcomes of this meeting.
- The Project Manager will meet with Business Intelligence to agree reporting tools and measures.

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

Strategic Risk	Risk Description	Risk Rating
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.	15

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

Key Performance Indicator	YTD Total	RAG		
Home Fire Safety Visits	38,677	▲	Off Target	At the end of 2022-23 Home Fire Safety Visits missed the target to increase visits against the previous year. Total visits were 12.5 per cent below expected numbers. The visits during quarter four were higher than quarters two and three and remain above the average number reported since the first quarter of 2020-21. HFSVs are a key focus across Service Delivery management teams and the two key factors affecting performance are recognised around disruption caused by low staffing, pumps off the run and movements of personnel; and secondly, the reduction in referrals as all agencies continue to adjust to the financial challenges that has impacted organisations since Covid. Discussions with Local Senior Officers also documented a number of other factors for a decline in visits, related to increased length of visits due to installing new standard of alarms, the need to focus on high-risk visits and competing priorities at station level.
HFSVs for Vulnerable Groups (CSET High Risk rating)	15,249	▲	Off Target	Visits to those considered the highest risk also missed target by the end of year by 15.6 per cent but as with all visits, was above the average number reported since the first quarter of 2020-21.
Non-Domestic Fires	1,549	★	On Target	Fires in non-domestic buildings ended the year ahead of target.

ADF Casualties	435	-	-	Service Delivery Committee have requested that this indicator is not reported against a RAG status until sound assurance can be given that sound data is being supplied by crews.
Fire Fatalities	42	▲	Off Target	The 2022-23 aim to reduce fire fatalities to less than the moving three-year average was not achieved and tragically during quarter 4, losses included Edinburgh based Firefighter Barry Martin. In total 15 lives were lost between January and March 2023, and 42 lives across the year. Analysis of the total fire fatalities recorded this year will be discussed at the Quarter 4 Service Delivery Committee.
ADF (Accidental Dwelling Fires) – Low Severity	1,836	★	On Target	Accidental dwelling fires in low severity outcome achieved the target set at the start of the year with marginally more than a three per cent reduction on the moving average. The indicator continues to track very close to the lower control limit and consistently below the average for the six-year period.
ADF (Accidental Dwelling Fires) – Medium Severity	1,785	★	On Target	Accidental dwelling fires in medium severity outcome achieved the target set at the start of the year with over a four per cent reduction, meaning that the target to reduce moving average by three per cent was achieved by just over one per cent. The indicator continues to track very close to the lower control limit and consistently below the average for the six-year period.
ADF (Accidental Dwelling Fires) – High Severity	258	▲	Off Target	High severity fires has seen the moving average reduce by more than three per cent but given that the target was set at a five per cent reductions means the aim was not achieved. Based on historical quarterly reporting, there is nothing that signifies concern with the occurrence of high severity dwelling fires as most values are close to or below historical quarterly average.

## Strategic Outcome 2: Response

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implementation of the SFRS Operational Strategy.	Service Delivery (Operations)	01/04/2021	31/12/2022	100%	★
Implementation of Year 3 of the Training Strategy.	Training, Safety and Assurance	01/04/2022	31/03/2023	100%	★
Full Review of the Training Continuous Improvement Programme.	Training, Safety and Assurance	01/04/2022	30/06/2022	100%	★
Delivery of the Document Conversion Project	Service Delivery (Operations)	01/04/2022	<b>2<sup>nd</sup> revised 31/12/2023</b>	40%	▲
Exception Summary Report: <ul style="list-style-type: none"> <li>Operations continue to work in partnership with Information Governance colleagues on the design and development of the new SFRS iHub / Sharepoint / Website re-design project. The outcome of which will determine a 'go-live' date in relation to the work packages of the Document Conversion Project.</li> <li>Regarding the milestone pertaining to the provision of the frontline delivery platform, it is highlighted that timescales for this workstream will be determined by ICT and Information Governance due to the ongoing Sharepoint/iHub review project.</li> <li><b>This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (Completion date of 31 December 2023 provided).</b></li> </ul>					
Procure and implement replacement digital fireground radios.	Service Development	01/04/2022	<b>Revised (AOP 23/24) 31/03/2024</b>	70%	▲
Exception Summary Report: <ul style="list-style-type: none"> <li>The digital radio procurement exercise has been completed and the initial order placed and fulfilled.</li> </ul>					

- An implementation plan has been developed and is now in place to commence in May 2023.
- This is the progress against the first year of overall work that will last until 2026.

• **This action has been carried forward into the Annual Operating Plan 2023/24 (SO2:2) with an overall completion date of 31 March 2024.**

Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation Work Plan for the preferred option as agreed following the national consultation process.	Service Delivery (Prevention and Protection)	01/10/2021	<b>2<sup>nd</sup> revised 31/07/2023</b>	75%	▲
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Exception Summary Report:

- Operations Control staff are currently ensuring that the correct tags are identified and can be added to the system to meet the needs of the phased implementation model.
- Engaging with Area Resource Centres remains a challenge. Further engagement sessions have been offered with limited uptake. Alternative engagement options are being investigated.
- A draft policy and procedure have been developed and are out for consultation, aligning with the phased implementation process.
- A significant communication strategy has been initiated. This includes both an internal and external focus which will be progressed further through Quarter 1 2023/24.
- Engagement sessions, recorded/publicised through iHub, have been delivered to all staff groups. A training programme for Quarter 1 Maintenance Phase Development Programme (MPDP) will be implemented.
- Following the change due to the Command and Control Futures (CCF) project redundancies on the 07 December 2022, interim processes are being finalised within Operational Control and Business Intelligence.
- **This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (completion date of 31 July 2023 provided).**

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
On Call Strategy - Attraction & Recruitment Improvements	●	★	●	●
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> <li>• Continued liaison with key stakeholder groups to scope out opportunities and options for local Practical Selection Test delivery and modularisation of On Call basic training courses.</li> <li>• Project leads and On Call Support Team continue to hold workshops and meetings to finalise draft content of the overall programme recommendations report.</li> <li>• Work to begin on production of the end of project report.</li> </ul>				
On Call Strategy - Responding Options & Duty System	●	★	●	●

Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> <li>• There is regular monitoring of 'skills and resource' and the potential impact and risk to the agreed project milestones.</li> <li>• Priority consideration is being given to the resourcing challenges, continuity across functions and working group members in recognition of the impact on 'Time' or 'Quality'.</li> <li>• Finalise agreement of Phased Response and Flexible Mobilising Recommendations.</li> <li>• Project leads and Operations Control Support Team continue to hold workshops to draft a structured final overall programme report.</li> <li>• Individual project areas identified will continue to be discussed and presented to the forum to build on a suite of recommendations and options as an overall Programme Recommendation and Considerations Report.</li> </ul>				
On Call Strategy - Variable Contracts & Station Establishment	●	★	●	●
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> <li>• Project leads continue to meet regularly, supported by the On Call Support Team, to support the development of a structured final Programme Report setting out considerations and recommendations.</li> <li>• The final paper was submitted to the National On Call Leadership Forum in April 2023 and will be submitted to the On Call Improvement Board in May 2023, before progressing to the Strategic Leadership Team for decision.</li> </ul>				
Service Delivery Model - Demand Based Watch Duty Systems	★	★	★	●
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> <li>• Conduct simulation modelling to assess the detailed impacts of Alternative Duty Systems Options for Change.</li> <li>• Engage with internal partners in the development of potential Alternative Duty Systems Options for Change.</li> <li>• Populate Business Case Impact Assessments with sufficient detail to enable selection of the most suitable Alternative Duty System Options for Change for refinement and consultation.</li> </ul>				
Service Delivery Model - Community Risk Index Model	●	★	★	●
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> <li>• Complete the development of the build and natural risk environment layers with consultant Ltd.</li> <li>• Continue to put in place arrangements that will support SFRS self-sufficiency when maintaining the Community Risk Index Model. This will include developing and training relevant staff in addition to securing access to required data/systems. This will also involve a phase of testing supported by academic guidance from Nottingham University.</li> <li>• Update the current risk metric with built and natural risk layers and the predicted Unwanted Fire Alarm Signals reduction figures.</li> </ul>				
Service Delivery Model – Station and Appliance Review	★	★	★	●
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> <li>• Engage Operational Research in Health in more detailed modelling in Station and Appliance Options for Change which address strategic requirements.</li> </ul>				

- Engage with internal partners in the selection and development of viable Station and Appliance change scenarios.
- Present the selected change scenarios through Service Delivery Model Project (SDMP) Business Case and Impact Assessments.

Major Projects – New Mobilising System (NMS)



Pathway to Green / Next Steps:

- Allocated procurement resource to New Mobilising System has been confirmed and a meeting to progress procurement actions and requirements took place during week commencing 10 April 2023.
- Project manager onboarded from 17 April 2023 for a period of three months to develop New Mobilising System Full Business Case.
- Full formal engagement with external Technical Advisors to raise awareness and understanding of SFRS requirements, begin engagement to develop Statement of Requirements, and progress market engagement with potential suppliers.
- Project Manager actions to develop Full Business Case will be concurrent and complementary with Procurement actions and Technical Advisor actions to maximise efficiency and minimise timelines.

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

Strategic Risk	Risk Description	Risk Rating
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	15
5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally	20
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value	20
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	16
9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands	12

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

Key Performance Indicator	YTD Total	RAG		
Unwanted Fire Alarm Signals	31,362	▲	Off Target	Unwanted Fire Alarm Signal incidents missed the target by 2.5 per cent. The end of year total was 31,362 incidents. All Service Delivery Areas increased between one and four per cent.
Incidents Attended	99,479	■	Monitoring	This year we have attended 99,479 incidents. The top ten incidents are shown below in Chart 1.
Median Response Times (minutes)	8.08 (Q4)	■	Monitoring	Over the last 5 years there has been an increase in average response times of 48 seconds. The SPC charts show that seasonal variation is again an influence on quarterly performance. In the East and West, the first quarters of each year show the longest response time, but in the North over the last three years the peaks have been during the second quarter. <i>See Chart 2 below.</i>
RDS Appliance Availability (percent)	73%	■	Monitoring	Availability of crews has reduced sharply for both Retained and Wholetime personnel due in large part, to an imbalance between leavers and new entrants.
WT Appliance Availability (percent)	93%	▲	Off Target	Availability of crews has reduced sharply for both Retained and Wholetime personnel due in large part, to an imbalance between leavers and new entrants.
Median Call Handling Times (minutes)	1.32 (Q4)	■	Monitoring	Over the last 5 years there has been an increase in times from 66 seconds to 78 seconds. The SPC charts show that for the East, the increase has been less and remains within the upper and lower control limits. The North increase has been greater and has more evidence of seasonal variation as has the East. The Service and the West has now reported 9 consecutive quarters above current upper control limit which needs to be reset (reassess boundaries). <i>See Chart 3 below.</i>

Chart 1 – Top ten incident types

Q4 only		Q4 only	
Top 10 incident types	Total	Top 10 incident types	Total
01. False Alarm (UFAS) (34.9%)	7393	06. Dwelling Fire (5.2%)	1106
02. False Alarm (Dwelling) (14.7%)	3121	07. Special Service - Effecting entry/exit (5.1%)	1080
03. False Alarm (Good Intent) (7.9%)	1667	08. Special Service - RTC (2.3%)	483
04. Refuse Fire (7.5%)	1577	09. Vehicle Fire (2.2%)	475
05. Outdoor Fire (5.7%)	1203	10. Other Building Fire (1.9%)	409



Chart 2 – Median Response Time (minutes)

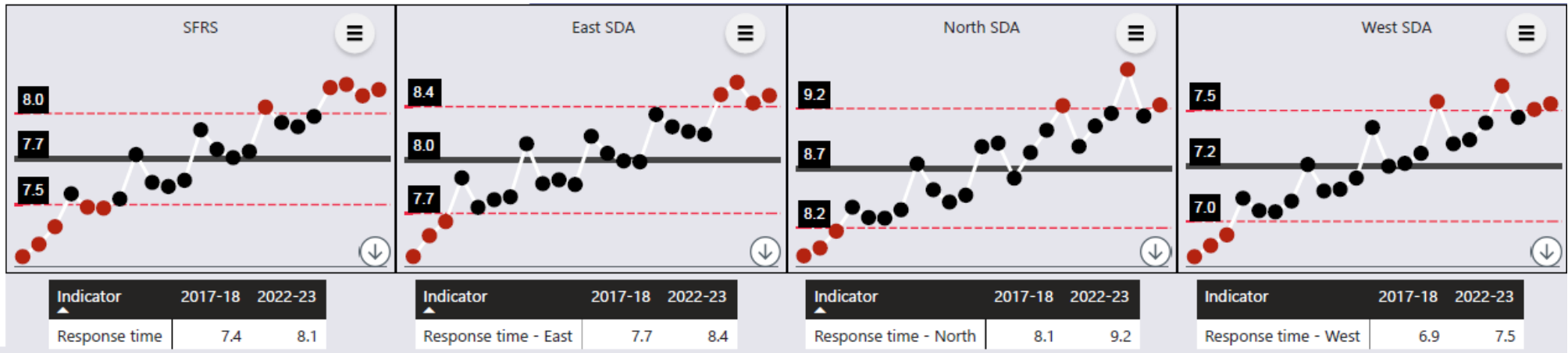
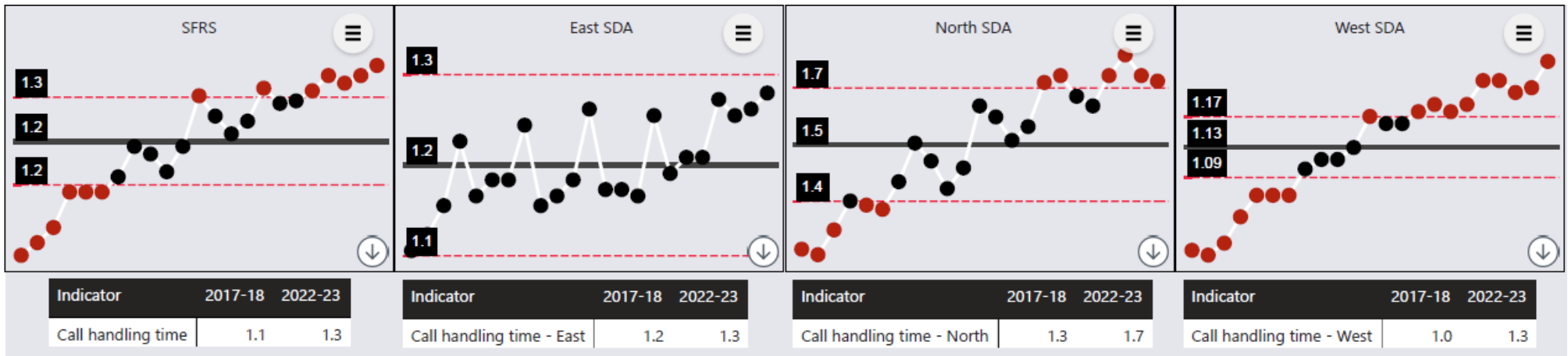


Chart 3 – Median Call Handling Time (minutes)



### Strategic Outcome 3: Innovation and Modernisation

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop a SFRS Innovation Strategy.	Strategic Planning, Performance and Communications	01/04/2022	31/12/2022	100%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2022	<b>Revised (AOP 23/24) 31/03/2024</b>	60%	▲

#### Exception Summary Report:

- Delivery has been impacted significantly as a result of considerable challenges experienced with capacity within ICT.
  - Display Screen Equipment Module has been completed and published, security issues with reporting modules have been addressed and this is now live.
  - Work continues with the launch of elements of Workplace Inspection, Workplace Transport and Risk Assessment and module development ongoing.
  - With regard to the launch of system elements for Self-Audit and First Aid, the module development programme is being reviewed and updated. The development of these modules will be deferred from this year's plan.
  - A list of improvements regarding the completion of Event Reporting upgrades has been submitted to ICT and completion of upgrades will be based on ICT Capacity.
  - A list of improvements to complete the Event Reporting upgrades have been provided to ICT who have no had capacity to complete. ICT have agreed a forward plan for the development of additional modules starting in Quarter 3 2023/24.
- **This action has been carried forward into the Annual Operating Plan 2023/24 (SO6:5) with an overall completion date of March 2024.**

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Major Projects – West Asset Resource Centre	★	★	★	★
Major Projects – McDonald Road Redevelopment and Museum of Fire	★	▲	★	★

#### Pathway to Green / Next Steps:

- Building Control requested draining survey which highlighted some historical defects on existing lines in external areas.

- Temporary occupation certificate applied for; awaiting response from Building Control whilst remedial works are progressed.
- Closing report currently being drafted following agreement of Final Account.

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

Strategic Risk	Risk Description	Risk Rating
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	16

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

## Strategic Outcome 4: Climate Change

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	<b>Revised (AOP 23/24) 31/03/2024</b>	65%	▲
Exception Summary Report:					
<ul style="list-style-type: none"> <li>Each of the delivery programmes gained significant pace during Quarter 4 and the contractors were able to deliver the vast majority of the works within the Electric Vehicle charger programme and the decarbonisation works which included the solar Photo Voltaic installations.</li> <li>All Electric Vehicle Charger works were complete with the exception of some final electrical connections, which were delayed due to site specific delays.</li> <li>A number of the installations on islands require their final electrical works. Sites received the equipment and works have been undertaken to maximise spend within the financial year.</li> <li>All mainland stations have Electric Vehicle Charging installation complete with the exception of four which require final electrical shutdowns / Distribution Network Operator connections.</li> <li>Installation of twenty-eight Solar Photo Voltaic arrays were delivered by the end of the Financial Year. Some stations within the programme were found to have unsuitable roofs therefore the arrays were transferred to other stations. All Wholetime stations with suitable roofs now have Solar Photo Voltaic panels.</li> <li>Eight heating control upgrades were delivered as per a grant funding application.</li> <li>No budget or funding was secured for building management systems.</li> <li>There is no internal budget for the Carbon Management Plan in 2022/23, therefore there are no projects underway.</li> </ul>					
<ul style="list-style-type: none"> <li><b>This action has been carried forward into the Annual Operating Plan 2023/24 (SO4:2) with an overall completion date of 31 March 2024.</b></li> </ul>					

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

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

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

## Strategic Outcome 5: Effective Governance and Performance

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	100%	★
Design and Implement a Continuous Improvement Framework across SFRS.	Service Development	01/01/2022	<b>3<sup>rd</sup> revised 31/03/2024</b>	20%	▲
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> <li>Development of the Service Improvement Strategy has been delayed due to a reduction in the central Service Improvement resources however work has continued to progress in terms of the implementation of the European Foundation for Quality Management Framework and assessment tools.</li> <li>The planned Self-Assessment Test of Change with Dumfries &amp; Galloway Local Senior Officer Area has successfully concluded, with strong positive feedback from local staff on the Self-Assessment methodology and process.</li> <li>Discussions regarding a second Test of Change are underway with the East Service Delivery Area however this will not be feasible until Quarter 1 2023/24 due to His Majesty's Fire Services Inspectorate change of approach and longer timelines for local inspections within the East Service Delivery Area.</li> <li><b>This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed. (Completion date of 31 March 2024 provided)</b></li> </ul>					
Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	01/01/2022	<b>3<sup>rd</sup> revised 30/06/2023</b>	80%	▲
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> <li>The first draft of the Change Portfolio Prioritisation Model has been designed and circulated with peers/colleagues in Strategic Planning, Performance and Communications directorate for input and feedback.</li> <li>The first iteration of the Business Change Lifecycle is complete with overarching phases, and outline sub-processes and a test of change of the Lifecycle and supporting toolkit containing key artefacts was undertaken with the Low Carbon Appliance (LCA) project; Lessons learned will be incorporated into Phase 2 of the development of the lifecycle.</li> <li>To date, lack of suitably qualified/experienced resources and/or available budget within the portfolio office are key constraints to further implementation and development of the approach for organisational maturity.</li> <li>Following a series of workshops, the vendor is developing a set of technical specifications for the system to host the business case process with lifecycle phases.</li> </ul>					

<ul style="list-style-type: none"> <li>• A maturity assessment was conducted to design Portfolio roles and responsibilities and a change lifecycle handbook is being created to contain guidance on all aspects of the process, roles and assurance activities.</li> <li>• The new governance structure has been fully agreed and is scheduled for implementation in Quarter 1 2023/24.</li> <li>• A prioritisation model will be presented for formal approval at the first Change Portfolio Investment Group meeting. It is currently being used within evaluation documentation to help assess project pilot activities against contribution to strategy.</li> <li>• <b>This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed. (Completion date of 30 June 2023 provided)</b></li> </ul>					
Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change.	Service Development	01/02/2022	<b>2<sup>nd</sup> revised 30/06/23</b>	90%	▲
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> <li>• The initial design of the Benefits Framework and Toolkit is now complete, including the process and categorisation, forecasting and mapping and reporting and KPIs</li> <li>• Test of change has been completed and the toolkit will be implemented across the portfolio for all new initiatives (as appropriate) and integrated with the case for change process.</li> <li>• A successful test of change has been carried out across a number of projects providing insight into the approach. Updates have been made to both the toolkit and process following the lessons learned from the Test of Change and the approach has been transferred to business as usual for all new strategic projects.</li> <li>• Organisational maturity, lack of suitably qualified/experienced resources and/or available budget within the portfolio office is a key constraint to further implementation and development of the approach at present.</li> <li>• <b>This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed. (Completion date of 30 June 2023 provided)</b></li> </ul>					
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Service Development	01/04/2022	<b>Revised (AOP 23/24) 31/03/2024</b>	60%	▲
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> <li>• Remediations from penetration testing activity are being delivered with 50% complete as at the end March 2023. Work will continue into Quarter 1 2023/24.</li> <li>• Cyber Security training deadline passed at 31 March 2023 with 85% compliance.</li> <li>• The procurement and implementation of Security Information and Event Management solution has not started due to being subject to approval of a financial business case.</li> <li>• <b>This action has been carried forward into the Annual Operating Plan 2023/24 (SO5:1) with an overall completion date of 31 March 2024.</b></li> </ul>					

Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/01/2022	<b>Initial revised 30/06/23</b>	90%	▲
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> <li>Determine next steps based on recommendations of feasibility study and begin preparation work for changes proposed underway.</li> <li>Engagement with Scottish Government will continue however all preparatory engagement has now been finalised and moving to engagement with Local Government Pension Scheme (LGPS) administrators.</li> <li>Consultation with LGPS now working through Procurement route and engagement with administrators in progress. Per agreement of Rep Bodies, member consultation will commence once full information on consolidation and provider is known.</li> <li>Consultation with Reb Bodies has commenced and will continue throughout the process - Rep Bodies are amenable to the consolidation.</li> <li>Work is well underway to consolidate the pension schemes; however, timescales will slip with the expectation of completion during the financial year 2023/24.</li> <li>A final completion date will be determined once we are aware of the Minister's timescales for approval. Work continues to progress well and is expected to be completed during 2023/24 which is reasonable and achievable based on current status of the plan.</li> </ul> <p><b>This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (completion date of 30 June 2023).</b></p>					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Mobile Communications Project (ESMCP)	●	▲	★	★
<p>Pathway to Green / Next Steps:</p> <ul style="list-style-type: none"> <li>The pathway to green is via a staged plan starting with an R5 device in red operational fleet supporting Data on commercial Mobile Telephony Privileged Access System (MTPAS) SIM, thereafter an Emergency Services Network SIM for Data only and finally Emergency Services Network Version 1 with Voice and Data followed by Airwave shutdown.</li> <li>To allow this, an Emergency Services Network enabled control room needs to be in place New Mobilising System and the in-vehicle solution for Mobile Data Terminal removal complete.</li> <li>Financing of this option between the Home Office and Scottish Government is one of the significant issues to resolve. Securing long term funding from Scottish Government will be a clear path to recruit resources and purchase assets.</li> <li>Meetings with Scottish Government Finance took place, still no assurance regarding long term funding, being managed as in year pressure. Funding for this year has been provided.</li> </ul>				

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



Strategic Risk	Risk Description	Risk Rating
4	Ability to ensure legal and regulatory compliance	12
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value	20
7	Ability to deliver a high quality, sustainable service within the funding envelope	20

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

Key Performance Indicator	YTD Total	RAG		Update
FOIs responded to within timescale (percent)	70%	▲	Off Target	In this period, the FOI Team received 153 more requests than the previous quarter. This has impacted on the percentage figure.

## Strategic Outcome 6: People

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/01/2022	31/03/2023	100%	★
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2020	<b>Revised (AOP 23/24) 31/03/2024</b>	35%	▲
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> <li>The transition to the new People Model has taken place with the SFRS People Strategy is being finalised to align to the new model and SFRS priorities.</li> <li>During Quarter 4 a paper-based cultural review, against recent reports including those from the National Fire Chiefs Council (NFCC) and London Fire Brigade (LFB), has been undertaken for Strategic Leadership Team to explore future considerations across the employee life cycle, and detail recommendations and next steps.</li> <li><b>This action has been revised to detail specific actions to enhance workplace culture and is now included in the Annual Operating Plan 2023/24 (SO6:7) with an overall completion date of 31 March 2024.</b></li> </ul>					
Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs.	People and Organisational Development	01/04/2022	31/07/23	90%	★
<p>Exception Summary Report:</p> <ul style="list-style-type: none"> <li>Consultation continues on the wellbeing delivery model as part of the wider People Directorate Model.</li> <li>Health and Wellbeing (HW) assessment compliance remains at almost 100% with further improvements being made to the planning process to ensure compliance remains high and there is greater alignment with the 3-year planning process.</li> <li>Recruitment of physiotherapists has concluded with individuals expected to be in role in Quarter 1 2023/24.</li> <li>The Mental Wellbeing Champion programme continues with circa 240 volunteers engaging with the process of selection, training and induction. Currently there are circa 150 'live' champions across the Service with the remaining champions expected to be fully trained and live by Quarter 1 2023/24.</li> <li>The calendar of wellbeing and inclusion events continues to be delivered with support from a range of stakeholders including The Fire Fighters Charity.</li> <li>The development of bespoke resources for the Mental Wellbeing Champions is now complete and able to be accessed from mobile devices.</li> <li>Introduction of the new People Directorate model will take place in Quarter 1 2023/24 and, as part of this, the agreed Wellbeing team structure will be implemented.</li> </ul>					

- Consultation is ongoing surrounding the move to dual role trained technicians as part of the wider model; delivering more efficient and cost-effective service delivery whilst building further capability within the team. This is expected to be concluded and implemented during Q2.
- All milestones within this action have progressed to 90% complete and are progressing towards their respective due dates.
- **This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (completion date of 31 July 2023).**

Further enhance the management of risk to safety within the operational environment.	Training, Safety and Assurance	01/04/2022	Revised (AOP 23/24) 31/03/2024	50%	▲
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Exception Summary Report:

- Development of a Management of Operational Risk Policy and Operational Guidance and the development of an overarching Management of Risk at Operational Incidents Management Arrangement were previously completed on schedule during Quarter 1 reporting period.
- Alternative approach to addressing the formal consultation and review has been agreed which includes completed reviews of Dynamic Risk Assessment/Analytic Risk Assessment (DRA/ARA) arrangements, training and development of Safety Culture Strategy in 2022/23.
- **This action has been carried forward into the Annual Operating Plan 2023/24 (SO6:2) with an overall completion date of 31 March 2024.**

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Assets Systems (PTFAS) Programme – People, Payroll and Finance	●	★	★	▲
Pathway to Green / Next Steps:				
<ul style="list-style-type: none"> <li>• Detailed project plan to be created with milestones.</li> <li>• Review Project Board membership and align with Change Portfolio Progress Group (CPPG) Meetings.</li> <li>• Preparing Business Case document for approval process.</li> <li>• Project Initiation Document/Dossier being approved by the Project Board.</li> <li>• Publishing the Expression of Interest and supporting documentation.</li> <li>• Update Digital Scotland Service Standard contacts on newly aligned dates.</li> <li>• Project governance and management - Control dates updated to reflect the new project plan.</li> <li>• Engage with Digital Assurance Office regarding TAF pre-procurement gateway.</li> <li>• Finalise Overall Business Case and present to May Change Portfolio Investment Group (CPIG) meeting.</li> </ul>				
People, Training, Finance and Assets Systems (PTFAS) Programme – Rostering	●	★	★	▲
Pathway to Green / Next Steps:				

- Confirmation of route to market.
- Clarity regarding future direction of the project required and allocation of resource post June 2023.
- User Intelligence Group review of Statement of Requirement for On Call time recording process.
- Approval of the Business Case at the April Project Board.
- Submit Digital Scotland Service Standard triage assessment form to Scottish Government Digital Assurance Office to provide certainty and appropriate preparation of the requirement.

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

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

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

Key Performance Indicator	YTD Total	RAG		Update
Number of staff who suffered RIDDOR-reportable injuries at work	15	★	On Target	For the purposes of Performance Management Framework reporting, the RIDDOR Injuries figure shown includes work-related Covid transmission. There have been 15 RIDDOR reportable injuries this year, of which there were no work-related Covid transmissions. This is 8 percent less than the previous three-year average.
Number of accidents and injuries	138	★	On Target	There have been 138 Accidents and Injuries to date this year which is 10 percent less than the previous three-year average.
Covid Workplace Transmission	0	★	On Target	There have been no recorded Covid workplace transmission to date this year.

**Strategic Outcome 7: Partnership**

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Service Development	01/03/2022	31/03/2023	100%	★

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

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

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

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

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

AOP Year	Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2021/22	1.4	Manage the commissioning of the new SFRS museum.	Service Delivery (Prevention & Protection)	30/1/2021	5 <sup>th</sup> revised due date 31/07/2023	▲	<p>Dehumidifier commissioning did not take place as planned. The Property team are continuing to manage reinstallation via contractors however there has been no date yet determined for the work.</p> <p>Lighting focus is still outstanding, due to supply chain issues with lighting with an estimated completion of end April 2023. This had impact on the large label rail being installed. The date for installation is yet to be confirmed.</p> <p>Property defects have been identified with the large red doors to drill yard. The Property team are aware and an instruction has been issued to contractor for repair.</p> <p>City of Edinburgh Council rejection of the building approval will have an impact on any opening dates and promotion. SFRS have completed identified works for City of Edinburgh Council who will visit the site again, but no date is in place as yet. This is being managed by the SFRS Property team.</p> <p>Final property snags/defects will also impact opening schedule. Volunteer activity and training is on target with on-site training and familiarisation for volunteers active currently. The guided tour training is now complete.</p> <p><b>This action is now 95% complete.</b></p> <p><b>This action will be completed by 31 July 2023. It will remain within the exception reporting section of this report until it is completed.</b></p>

AOP Year	Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2020/21	3.1	<p><b>Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose:</b></p> <p><i>Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</i></p>	People & Organisational Development	31/03/2021	31/03/2023	★	<p>The SFRS Strategic Leadership Team are assessing the inclusion within the agreed National Joint Council (NJC) pay settlement of a 'review of Retained Duty System pay and rewards package' and the impact on the current position related to standardisation of these terms.</p> <p>A request to seek to external assistance via the Advisory, Conciliation and Arbitration Service to assist in progressing standardisation of RDS Terms and Conditions was made to the Fire Brigades Union but has not been agreed. Consideration is being given to the inclusion within the agreed NJC pay settlement to a 'review of RDS pay and rewards package' and the impact on the current position related to standardisation of these terms.</p> <p><b>It is proposed that this action should be closed on the basis that all necessary steps have been taken to conclude this internally however, the action itself has changed and will be informed in part by external factors including outcomes of the NJC review. This is incorporated within the People Directorate Plan and will continue to be monitored and reported on as part of a developed ongoing basis as business as usual.</b></p>
2020/21	3.17	<p><b>Implement recommendations from the internal communications review.</b></p>	Strategic Planning, Performance & Communications	30/06/2021	31/03/2023	★	<p>The Internal Communications Framework has been completed in full.</p> <p><b>This action is now complete.</b></p>
2019/20	1.2	<p><b>Design and implement revised Fire Investigation (FI) Delivery Model.</b></p>	Service Delivery (Prevention & Protection)	31/03/2020	31/03/2023	★	<p>The six-month review of the new Fire Investigation model has been undertaken and an action plan is in place and being progressed. Work relating to ISO17020 continues to progress. All outstanding requirements will be captured in a review of the ISO standard. This will produce a gap analysis and create an action plan for outstanding requirements to be progressed.</p> <p><b>This action is now complete.</b></p>

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



Report No: B/FCS/17-23

Agenda Item: 12

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>29 JUNE 2023</b>						
<b>Report Title:</b>	<b>SFRS INCOME GENERATION POLICY - 2023</b>						
<b>Report Classification:</b>	<b>For Decision</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to seek approval from the Board of the Scottish Fire and Rescue Service (SFRS) of the Income Generation Policy, as attached at Appendix A.						
<b>2</b>	<b>Background</b>						
2.1	The primary statutory functions of the Scottish Fire and Rescue Service are set out in the Fire (Scotland) Act 2005 (“the 2005 Act”), as amended by the Police and Fire Reform (Scotland) Act 2012; as well as the Fire (Additional Function) (Scotland) Order 2005 (“the 2005 Order”). All functions as set out in the Act are funded through Scottish Government and therefore no charges will be levied for these services, however charges may be levied for special services supplied by the SFRS in line with the powers set out within the Fire (Scotland) Act 2005, Fire (Charging) (Scotland) Order 2005 and Fire (Additional Functions) (Scotland) Order 2005.						
2.2	In addition to this, SFRS can seek to secure additional funding by Partnership (External) Funded Projects and Capital Grant funding to assist the Service to achieve its objectives under areas such as Climate Change and Community Partnership Schemes.						
2.3	Within the current financial climate and pressures on funding awarded to the Scottish Fire and Rescue Service from Scottish Government, it is becoming more and more essential that the Service looks to maximise any opportunities available to generate income to enhance the available funding and enable SFRS to efficiently and effectively deliver best value and further the Service’s priorities.						
2.4	The creation of the SFRS Income Generation policy, and consolidating previous policies and procedures for income generation into a single policy aims to assist in ensuring full understanding and awareness for all SFRS colleagues of opportunities available for enhancing income and easing financial pressures.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	During the financial year 2022/23, Azets, our Internal Auditors, carried out a review of our Revenue generation policies and made a number of recommendations for improvement in assisting us maximise our revenue and enhance our funding.						



3.2	The attached Income Generation Policy, aims to meet the recommendations made by Azets as our internal auditors and to create a policy that consolidates the main Income Generation streams available, whilst improving procedures and practices within the SFRS functions.
3.3	To ensure SFRS explore all income generation options, market research has been carried out and consideration given to the framework noted within a report created by Grant Thornton UK LLP – Income Generation A Horizon-Scan of Trend and Innovation in Local Government.
3.4	This report clearly defines the main areas of income generation available to Public Sector bodies. SFRS seek additional funding/income through Partnership Funding Bids, Grants, Apprenticeship Income. In addition, Fees and Charges for areas such as special services, requests for information, shared services and use of SFRS premises as well as training and trade union commission fees.
3.5	The consolidated policy incorporates each of these categories of income generation and details areas where SFRS can maximise its income streams in line with legislation.
3.6	The introduction of this Income Generation Policy does not aim to change previously accepted practices, but aims to identify and clearly define the main income generating sources available to SFRS and to improve reporting and governance in relation to income received. The Policy also allows for exploring other areas of income generation available to SFRS.
3.7	As in previous years, a zero-based budgeting approach to income generation has been used in forecasting the budget for the financial year 2023/24 with experienced knowledge input from colleagues throughout SFRS including consideration of planned events over the coming year.
3.8	Bidding for partnership funding is a valuable way of augmenting SFRS budgets to solve specific issues or take forward an innovative, collaborative approach to a problem or issue. The potential financial gains from bids and grants can be significant and has already enabled SFRS to work towards the transition to net zero in line with SFRS Energy and Carbon Strategy 2020-2030.
3.9	SFRS also benefits from income in relation to the Firefighting Modern Apprenticeship Scheme for wholtime duty system trainee firefighters which supports the costs associated with delivering the recognised qualification and assists in the mitigation of costs incurred by SFRS through the Apprenticeship Levy.
3.10	As highlighted, in addition to chargeable events and special services, SFRS continues to actively pursue the opportunity to share facilities and or services with public sector partners through the Joint Asset Sharing Group, which includes Police Scotland, Scottish Ambulance Service, and SFRS with support from Scottish Futures Trust. The three emergency services' report into the Reform Collaboration Group (RCG).
3.11	As a result, SFRS has entered into several collaborative arrangements to share existing facilities with emergency service partners. Through the Joint Asset Sharing Group, a cost sharing model has been developed and agreed, based on the percentage of floor area occupied, that enables sustainable long-term arrangements and provides transparency to both SFRS and its partners. The parking of other emergency vehicles within SFRS premises (where no other services are provided), as a tactical response point, will continue to be provided free of charge.

3.12	Community fire stations are used on occasion for local and charitable groups and events, which is encouraged as part of our community engagement. Such incidental use of facilities is typically offered free of charge. In some cases, however, this can lead to additional costs, for example cleaning and refuse collection. The Income Generation Policy includes a costing method for recovery of these incremental costs.
3.13	The policy details other areas that SFRS are exploring with regard income generation and in line with the review of each of the income categories as listed above, the proposed Scale of Charges for 2023/24 has been updated to reflect agreed pay awards and provide an appropriate charging mechanism. The Scale of Charges will be updated annually to reflect pay awards
3.14	The proposed Income Generation Policy, incorporating the updated Scale of Charges, reflects these proposals and is attached at Appendix A.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to approve: <ul style="list-style-type: none"> <li>the Income Generation Policy to supersede the previous policies as noted and to approve the updated Scale of Charges for 2023/24, as attached at Appendix B.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	SFRS's primary concern is providing an operational response in line with its statutory duties. Operational response to emergencies will always take precedence over planned chargeable events and special services. The sharing of facilities does not impact our emergency response.
5.2	<b>Financial</b>
5.2.1	The Budget for 2023/24 for Capital Grant Funding is £1.5M and Partnership Funding is £0.103M with Grant Funding for electric vehicles of £0.374M. The budget for the Apprenticeship Scheme for 2023/24 is £0.8M. The 2023/24 Budget for Shared Services is £0.642M and Fees & Charges has a budget of £0.104M. Collectively, this provides budgeted funding/income totalling £3.523million.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	The sharing of facilities reduces costs for both SFRS and partner organisations, supporting financial sustainability, and can contribute to an overall reduction in public sector carbon footprint.
5.4	<b>Workforce</b>
5.4.1	Sharing of facilities with partner organisations encourages greater collaboration and communication between Services' on a day to day basis.
5.5	<b>Health &amp; Safety</b>
5.5.1	All users of SFRS premises will be required to adopt SFRS health and safety procedures while in the premises.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no Health and Wellbeing implications associated with this policy.
5.7	<b>Training</b>
5.7.1	There are no training implications associated with this report.

5.8 5.8.1	<b>Timing</b> The updated Policy is due to go live 1 July 2023 and will remain in place for the next year. The scale of charges is reviewed on an annual basis to reflect any pay awards.	
5.9 5.9.1	<b>Performance</b> There have been no reported performance impacts in providing resource for chargeable events and special services. SFRS is making a valuable contribution to the wider public sector collaboration agenda in sharing facilities to deliver best value public services.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> There has been significant engagement and collaboration with other emergency services through the Reform Collaboration Group. The charging policy will be published on SFRS website after approval.	
5.11 5.11.1	<b>Legal</b> Each collaborative arrangement is supported by a memorandum of understanding that sets out the terms and conditions of the agreement, incorporating cost sharing. The Joint Asset Sharing Group agreed a standard Property Sharing approach. The agreement between the three emergency services, is expected to be adopted more widely across the public sector in Scotland.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed No. There is no personal data within the report.	
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes. As per appendix C	
5.14 5.14.1	<b>Service Delivery</b> Each Service Delivery Area will be responsible for their own income generation activities whilst adopting advice and guidance from the Finance Business Partners and / or the Deputy Accounting Manager to ensure adherence to the Policy.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Head of Finance and Procurement presented to the Board the draft SFRS Income Generation Policy for approval, which takes account of recent audit recommendations as agreed through SFRS governance routes and ensures appropriate scrutiny and governance of income received throughout SFRS.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	John Thomson, Acting Director of Finance and Procurement
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	The audit made some recommendations when fully implemented will give additional assurance Consolidating policies and a central repository will improve visibility of income, additional reporting and governance will improve scrutiny of this area.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – SFRS Income Generation Policy 2023.	
8.2	Appendix B – Scale of Charges 2023/24	
8.3	Appendix C - EHRIA	

OFFICIAL

<b>Prepared by:</b>	Lynne McGeough, Acting Head of Finance and Procurement	
<b>Sponsored by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Presented by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Links to Strategy and Corporate Values</b>		
Outcome 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>3 May 2023</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>29 June 2023</i>	<i>For Decision</i>



## FINANCE AND PROCUREMENT

### INCOME GENERATION POLICY

Author/Role	Tracey-Anne Morrow
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	June 2023
Date of Impact Assessment (commenced)	
Date of Impact Assessment (concluded)	
Quality Control (name)	Lynne McGeough
Authorised (name and date)	John Thomson
Last reviewed/amended (name and date)	n/a
Date for Next Review	April 2024



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

Working together for a safer Scotland

# **FINANCE AND CONTRACTUAL SERVICES**

# **FINANCE AND PROCUREMENT**

# **INCOME GENERATION POLICY**

1. **POLICY STATEMENT**
2. **INTRODUCTION**
3. **SCOPE**
4. **EXTERNAL FUNDING BIDS & GRANTS**
5. **APPRENTICESHIP INCOME**
6. **CHARGING FOR SERVICES – SCALE OF CHARGES**
7. **POSSIBLE AREAS OF ADDITIONAL INCOME GENERATION**
8. **ASSOCIATED DOCUMENTS/REFERENCES**

## **1. POLICY STATEMENT**

The Scottish Fire and Rescue Service (SFRS) is committed to achieving best value within the funding parameters provided by the Scottish Government. In addition, SFRS will continue to exploit and develop appropriate income streams to maximise income as detailed within this Income Generation Policy.

## **2. INTRODUCTION**

Income Generation can help SFRS fund the Service's priorities by seeking additional funding through partnership working or recovering costs for activities beyond our statutory duties.

The Income Generation Policy provides an overview of the different types of Income Generation activity that the Scottish Fire & Rescue Service (SFRS) can choose to engage in.

To ensure that SFRS explore all options available to generate income, market research has been carried out and guidance detailed in a report by Grant Thornton UK LLP has been considered within this policy. An extract of this report can be referred to at Appendix A of this policy.

The policy provides an overview of legislation which impacts on income generation. SFRS have established controls in place to manage income generation and in line with best practice, SFRS have implemented a central repository for reporting and managing income generation and this is managed by the Income Generation Champion (IGC). The IGC will be a central point of contact for all income generation activities and will report within the Finance and Procurement Directorate. The IGC will work with relevant colleagues across the service involved in external funding and grants. e.g., Finance Business Partners, Service Delivery, Property, Fleet, ICT, Ops Equipment.

The IGC will ensure all individuals involved in income generation include robust project management foundations when developing proposals for funding.

A central repository has been created to store all relevant information relating to SFRS's Income Generation and regular updates will be provided to the Good Governance Board for appropriate governance and scrutiny in line with SFRS governance procedures.

### 3. SCOPE

The Income Generation Policy may be applied to any area within SFRS where it has been identified that legitimate income can be generated. The main areas are categorised and explained within this policy.

### 4. PARTNERSHIP FUNDING BIDS & GRANTS

Bidding for partnership (external) funding is a valuable way of augmenting SFRS budgets to solve specific issues or take forward an innovative collaborative approach to a problem or issue. The potential financial gains from bids and grants can be significant.

Income from bids and grants is not limited and if managed professionally and effectively, presents few pitfalls. A key element is to ensure that funding is aligned to meet the Service's priorities.

SFRS can attract financial support from a number of external partners and agencies and, therefore, this policy is intended to introduce best practice and standardise the processes in relation to applying for funding.

All monies secured from external sources are subject to SFRS Financial Regulations and Standing Orders Relating to Contracts, as well as the terms and funding conditions explicit in the agreement with the external partner.

Adherence to this policy and associated procedures will ensure compliance with all Scottish Government financial requirements, in terms of securing funding and spending money received from an external partner and reporting requirements in respect of funding sources.

#### **Partnership Funding Bids – Resource**

Through engagement within our Service Delivery Areas and Public Sector Partners, SFRS are aware of potential partnership funding that may be available to SFRS and that SFRS would be entitled to make a bid.

If an application for partnership funding is being considered, a Finance Business Partner should be contacted in the first instance and guidance sought.

Successful applications for Partnership Funding Bids should follow the detailed procedure attached <Z:\Fin 47 SFRS Income Generation Policy\SFRS ExternalFundingPolicyProcedureV2.0.pdf>



### **Grant Funding - Capital**

SFRS identifies Grant Funding available for investment in Capital Projects through engagement with our Public Sector Partners and the Reform Collaboration Group. Scottish Government's ambition to reach Net Zero targets has resulted in separate funding streams being made available to public bodies. The grants available mainly encompass Green Energy Grants, De-carbonisation Grants or Transition to Net Zero Grants.

If an application for Capital Grant Funding is being considered, The Deputy Accounting Manager should be contacted in the first instance and guidance sought.

Successful applications for Capital Grant funding should follow the detailed procedure attached [Z:\Fin 47 SFRS Income Generation Policy\SFRS External Capital Grants Procedure V1.0.pdf](#)

On all occasions, accurate and detailed costings of all Capital and Resource implications of the funding for SFRS must be prepared and detailed fully.

Prior to any application for funding, consideration must be given to the following:

- Resource consequences of the funded project
- Compatibility with SFRS systems (approval through Digital Board in relation to IT systems)
- Ongoing support and future maintenance requirements (this will involve liaison with the appropriate SFRS department, e.g. Property, ICT, Fleet Management)

Partnership funding projects will be audited by either internal or external audit. It is, therefore, important that all funding information is retained and can be produced when requested. This information should be submitted and held centrally by the Income Generation Champion through contacting either the Finance Business Partner or the Deputy Accounting Manager.

### **5. APPRENTICESHIP INCOME**

SFRS also benefits from income in relation to the Firefighting Modern Apprenticeship Scheme for wholetime duty system trainee firefighters which supports the costs associated with delivering the recognised qualification and assists in the mitigation of costs incurred by SFRS through the Apprenticeship Levy.

## **6. FEES AND CHARGES FOR SERVICES – SCALE OF CHARGES**

The Scottish Fire and Rescue Service (SFRS) is required to prevent and protect our communities from fire, enforce fire legislation, investigate fire and provide fire and rescue emergency response to our communities. No charges are levied for these services.

Charges may, however, be levied for special services supplied by SFRS in line with the powers set out within the Fire (Scotland) Act 2005, Fire (Charging) (Scotland) Order 2005 and Fire (Additional Functions) (Scotland) Order 2005.

### **6.1 Special Services**

Examples of special services are (not exhaustive):

- Lift releases;
- Effecting entry to premises;
- Pumping water;
- Clearing spillages of hazardous materials;
- Provision of Fire Cover at major, national and commercial events (e.g. events at Murrayfield/Hampden, music festivals, sporting events);
- Making dangerous structures safe using height appliance;
- Inspection of private hydrants;
- Inspection of dry risers;
- Testing water pumps.

All special services are undertaken subject to emergency commitments and responsibilities of SFRS. If this service is terminated or interrupted due to an emergency call or other responsibilities confirmed by SFRS at any time, a claim for compensation cannot be made.

### **6.2 Requests for Information**

Charges may be levied for requests of information. These will include:

- Precognition charges in respect of fire service representation at legal hearings;
- Administrative costs of providing copy fire reports and copy investigation reports

- Administrative costs of responding to Freedom of Information requests where these exceed £100. Where the cost of disclosure is less than £100, there will be no charge;
- Provision of other information not covered by the Freedom of Information (Scotland) Act, e.g. documents, photographs, tape, video or recordings.

### **6.3 Shared Services and use of SFRS Premises**

SFRS will continue to work collaboratively with other public and third sector organisations to share facilities where there is mutual benefit. A Property Sharing Agreement will formalise the terms of use. SFRS uses an agreed cost recovery model that apportions the operating cost of the building. SFRS offers parking areas to other emergency vehicles as a tactical response location. Parking and use of facilities for this purpose alone will not incur charges.

SFRS offers local fire stations for community or charitable events and groups. Local and community based organisations which are not for profit in nature will not be charged for incidental use of meeting rooms in fire stations. Any additional costs incurred in providing this service, for example, additional cleaning or refuse collection, will, however, be re-charged to the relevant group, based on costs incurred.

On request, SFRS may also offer ad hoc venues or facilities for hire to other public bodies, voluntary organisations or private companies. For venue hire, the charge will be based on the size of facility being hired.

### **6.4 Training and Other Miscellaneous Services**

SFRS may offer training on request to other public bodies or private companies. Where this is the case, an amount will be charged commensurate with the actual costs of providing the training.

SFRS will, from time to time, offer ad hoc services to affiliated charities and other organisations by agreement. The charge for providing this service will be on a cost recovery basis.

### **6.5 Trades Union Commission Fees**

SFRS provides a service to trade unions by making deductions from payroll in relation to membership fees. SFRS charges a percentage commission fee of the total payroll deduction.

## **APPLICATION OF CHARGES**

Charges for areas of income generation will follow the fees set out in the scale of charges – Appendix B). All charges levied during a year will be based on the agreed charges for that year and will continue until superseded.

Charges using an hourly rate will be based on a minimum of one hour's charge and increased by a quarter of the hourly charge for each complete or part-complete 15- minute period thereafter.

No discounts can be offered on charges. Where appropriate, Value Added Tax at the prevailing rate will be added to each published charge at the point of charging.

## **7. OTHER POSSIBLE AREAS OF ADDITIONAL INCOME GENERATION**

SFRS will continually review areas of income generation with the following areas being explored at present

- Charging for use of electrical charging points at SFRS locations
- Provision of Training to external organisations.
- Further chargeable planned events across Scotland.
- Intellectual Rights, such as Training Materials and Training Literature.
- Biodiversity Offsets – North Lanarkshire community garden/composting.
- Self-Service Hub lockers at SFRS locations.
- Licencing of SFRS crest on replica products with a donation to Fire and Rescue Heritage Scotland in support of the MacDonald Road Museum.

## **8. ASSOCIATED DOCUMENTS / REFERENCES**

- [Financial Regulations](#)
- [Standing Orders for the Regulation of Contracts](#)
- [External Funding Procedure](#)
- [Capital Grants Procedure](#)
- [Scale of Charges 2023-24](#)
- [General Information Notice – Planning and Events](#)

**Appendix A**

**Extract from Grant Thornton Report – Income Generation A Horizon-Scan of Trends and Innovation in Local Government**

**Rethinking Remedies for Financial Sustainability**

- **Framing the approach to income generation within financial foresight** to achieve resilience (targeted recovery, good growth model, traced service line trajectories, reshaped transformation plans)
- **Identifying the most advantageous new income** opportunities based on strategic fit and reward, compared to ease of implementation and risk. Focus on six 'big ticket' areas other than grant, to secure full cost recovery and/or profit:

i) Fees and charges	ii) Tax	iii) Asset Management
iv) Treasury investments	v) Trading commercially	vi) Contract assurance to protect income

- **Factoring in cost of governance and specialist skills required** to comply with new finance rules to act prudently whilst delivering commercialisation, along with reputational risk from intense scrutiny
- **Aligning to a desire to pursue a more socially responsible form** of development which shares wealth locally and shapes place

**Whole life path to success**

Engage	Bring stakeholders along on the journey based on vision, culture, capacity, risk appetite, powers
Insight	Transfer learning of sector best practice (baseline, benchmark, forecast performance)
Diagnosis	Identification of Big-Ticket options to generate income in consultation with stakeholders
Implement	Develop and deliver business cases
Report	Monitor Impact to enhance scrutiny, improve performance, accelerate transformation and retain stakeholder buy-in

**Appendix B****Scottish Fire and Rescue Service  
Scale of Charges effective from 1 July 2023**

<b>Special Services</b>	<b>Charge from 1 July 2023, excluding VAT</b>
Hire - Aerial Rescue Pump	£235 per hour
Hire - Rescue Pump	£153 per hour
Hire - Light Vehicles	£73 per hour
Crew Members	Charge as below
Dry Riser Testing	£266 per hour
Flow Pressure Testing	£266 per hour
Hydrant Testing	£266 per hour
Provision of Fire Cover at Special Events	Price on Application

<b>SPECIAL SERVICES - Staff Costs per Role</b>	<b>Charge from 1 July 2023, excluding VAT</b>	
	Standard Rate	Overtime Rate
Firefighter	£27.40 per hour	£41.10 per hour
Crew Manager	£30.50 per hour	£45.75 per hour
Watch Manager	£34.20 per hour	£51.30 per hour
Station Manager	£45.30 per hour	£67.95 per hour
Group Manager	£52.50 per hour	£78.75 per hour

<b>Information Requests</b>	<b>Charge from 1 July 2023, excluding VAT</b>
Precognitions	£85 per hour, per member of staff
Fire Investigation Report	Charge based on cost of staff time and materials to provide the report
Incident Report	Charge based on cost of staff time and materials to provide the report
Freedom of Information Request	Charge based on cost of disclosure where this exceeds £100
Other data not covered by Freedom of Information legislation	Charge based on cost of disclosure

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<b>Shared Services, Community Groups, Charities and Commercial Hire of Facilities</b>	<b>Charge from 1 July 2023, excluding VAT</b>
Shared service facilities - Public Sector	Agreed cost recovery model based on Memorandum of Understanding or Service Level Agreement. Facilities cost will be recharged to the occupier as a percentage. These costs are agreed based on the proportion of floor area used by the occupier. A calculation is required for every agreement as it is based on the requirements at that location. Please contact the property section for more information and advice
Community Groups	Recovery of incremental costs to hold event
Charities and Third Sector	Recovery of incremental costs to hold event
Venues holding up to 12 people	£18.80 per hour
Venues holding 13 to 50 people	£25.00 per hour
Venues holding 51 to 100 people	£37.50 per hour
Venues holding more than 100 people	£50.20 per hour
Catering Provision	Actual Costs
Other Related Costs	Actual Costs

<b>TRAINING RECHARGES - Partner/Industrial Training</b>	<b>Charge from 1 July 2023, excluding VAT</b>
Specialist Training Charge (including Catering)	Price on Application, based on cost recovery for equipment and catering costs
Venue	£238.00 per day
Venue	£118.90 per half day (4 hours)
Fireground Technician	£32.80 per hour
Caretaker	£26.70 per hour
Crew Commander	£38 per hour
Watch Commander	£42 per hour
Station Commander	£39 per hour
Group Commander	£45 per hour
Area Commander	£52 per hour
Gas	£36.60 per burn
Scrap Cars	£161.70 per car
Smoke Fluid	£24.30 per burn
Timber	£171.80 per pack
Observation Pod	£18.40 per hour

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<b>Other Services</b>	<b>Charge from 1 July 2023, excluding VAT</b>
Private MOT Testing in SFRS ARCs	£56 per MOT
Electric Vehicle Charging	By Kilo Watt Hour based on current energy cost and recovery of provided charging infrastructure
Trade Union commission charge for administering third party payroll deductions	1.8% of trade union payroll deduction

**Charges in the Training Recharges section can be treated as exempt from VAT. All other charges should be subject to VAT at 20%.**

**Due to the nature of resourcing the demand within the Training Recharges section, Watch Commander charge out rates are based on training overtime values as overtime will be required to facilitate this service.**



**Appendix C**

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

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



**Report No: B/SPPC/11-23**

**Agenda Item: 13**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>29 JUNE 2023</b>						
<b>Report Title:</b>	<b>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</b>						
<b>Report Classification:</b>	<b>For Decision</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to highlight how the Scottish Fire and Rescue Service (SFRS) Board Member arrangements have been reviewed to ensure their continued effectiveness. Incorporated in this paper at Appendix A is a summary review and provision of future arrangements for decision.						
<b>2</b>	<b>Background</b>						
2.1	The Board approved its first action plan back in November 2014, which outlined improvement actions and timescales for delivering the outcomes of the review of the effectiveness of the Board. Activities and actions continue to be undertaken in order to support Board Members and ensure ongoing review of the effectiveness of the Board.						
2.2	In May 2015 Audit Scotland published their Best Value report of the SFRS where improvement actions were undertaken. In May 2018, Audit Scotland published their most recent Best Value report of the SFRS (Further Reading within 8.3), where it details the progress made. It states that we have a well structured corporate template for reporting to the SFRS Board and its Committees, that is now being used. This corporate report template continues to be reviewed and amended annually, and was last approved by the Board at its meeting in April 2023.						
2.3	In November 2020, Azets, our Internal Auditor concluded a report into our corporate governance arrangements (Further Reading within 8.4), stating they gained assurance that the SFRS has generally effective corporate governance arrangements. These are supported by procedures covering recording, monitoring and reporting processes, which they found to be well designed and generally reflect good practice.						
2.4	In March 2021, Deloitte, the then External Auditors to SFRS, presented their wider scope report (Further Reading within 8.5 and Appendix A) which included aspects of 'Governance and Transparency' within the Service and specifically detailed two recommendations for the SFRS Board to consider.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	To ensure continuous improvement, future arrangements to review the effectiveness of the Board will evolve to allow the SFRS Board to continue developing and improving in its role to meet the strategic ask of Ministers contained within <a href="#">the Fire and Rescue Framework for Scotland</a> and the expectations of Scotland's communities.						

3.2	As a result, with the commitment of the SFRS Board to its ongoing development, we will develop existing practices and review outcomes, and also identify new opportunities in which the SFRS Board can ensure effectiveness through a programme progressed during 2023-24.
3.3	Appendix A of this paper highlights some of the key areas that have contributed to developing the effectiveness of the SFRS Board, collectively and individually, throughout 2022/23.
<b>4</b>	<b>Recommendation</b>
4.1	The SFRS Board are invited to approve the arrangements for reviewing the effectiveness of the SFRS Board as set out in section 3 and Appendix A, subject to any amendments.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The proposed arrangements require to be developed to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2	<b>Financial</b>
5.2.1	There are no financial implications arising from this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental or sustainability implications arising from this report.
5.4	<b>Workforce</b>
5.4.1	Board Member Nick Barr will retire in July 2023 and Board Member Lesley Bloomer will resign from the Board in July 2023.
5.4.2	An appointments process will take place during 2023 to appoint up to 4 new Board Members who will commence towards the end of 2023.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications arising from this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no health and wellbeing implications arising from this report.
5.7	<b>Training</b>
5.7.1	Board Members will be given the opportunity to access the SFRS Learning Content and Management System and also to attend training days, workshops and effectiveness/development/information days, together with anything else which supports them to develop in their role, in order to perform as effectively as possible.
5.8	<b>Timing</b>
5.8.1	This report has been produced to reflect fully on the effectiveness of the Board for the previous financial year period.
5.9	<b>Performance</b>
5.9.1	The information obtained will be outlined accordingly within the Annual Governance Statement provided by the Accountable Officer to the Audit and Risk Assurance Committee. Any assurance gaps identified from these reviews will form improvement actions that will be allocated to Directorates to be addressed as part of business as usual arrangements, or alternatively through the Annual Internal Audit Plan, as deemed necessary.

5.10	<b>Communications &amp; Engagement</b>	
5.10.1	Engagement has taken place with the Integrated Governance Forum regarding arrangements for monitoring and scrutiny of SFRS Governance moving forward. The detail within this report has been developed by the Board Support Team in consultation with the Director of Strategic Planning, Performance and Communications and Head of Governance, Strategy and Performance, and presented within this report to the Board for their consideration and approval, subject to any amendments.	
5.11	<b>Legal</b>	
5.11.1	The recommendations contained within this report are intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.	
5.11.2	The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11, entitled Public Access requires the Scottish Fire and Rescue Service to ensure the following: "SFRS must ensure that its proceedings and those of its committees and sub-committees are held in public".	
5.11.3	Throughout this period SFRS had appropriate measures in place for members of the public to be able to join public meetings of the SFRS via conference facilities.	
5.11.4	Access to minutes and papers continue to be made available within our website, endeavouring to ensure complete transparency.	
5.12	<b>Information Governance</b>	
5.12.1	DPIA completed Yes/No. If not applicable state reasons.	
5.12.2	<i>DPIA not applicable as no personal information is contained within this report.</i>	
5.13	<b>Equalities</b>	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.	
5.13.2	<i>Covered by the SFRS Corporate Governance Arrangements 2023 EHRIA.</i>	
5.14	<b>Service Delivery</b>	
5.14.1	There are no Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2022/23. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the <a href="#">Fire and Rescue Framework for Scotland</a> and the expectations of Scotland's communities.	
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	Arrangements for reviewing the effectiveness of the Board and its Committees have been embedded in SFRS governance structures for a number of years and are reviewed regularly. Feedback is sought and any perceived weaknesses or anomalies requiring updating are identified and strengthened as part of that process.

<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A - Arrangements for Reviewing the Effectiveness of the Board	
8.2	<a href="#">Annual Governance Review of Board and Committee Related Items 2023</a>	
8.3	<a href="#">Audit Scotland Report – Scottish Fire and Rescue Service, Published May 2018</a>	
8.4	<a href="#">Internal Audit Corporate Governance – Assurance January 2021</a>	
8.5	<a href="#">Deloitte Wider Scope Report 2020/21</a>	
8.6	<a href="#">Scottish Governance Guidance on the Appraisal of Non Departmental Public Body (NDPB) Board members and Chairs, Published February 2017</a>	
8.7	<a href="#">Changing the Chemistry, a peer-to-peer support network designed to improve the effectiveness of Boards, Website Home Page</a>	
8.8	<a href="#">Scottish Government Governance Hub Website</a>	
<b>Prepared by:</b>	Kevin Murphy, Group Commander, Board Support Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Performance	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
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.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>SFRS Board</i>	<i>29 June 2023</i>	<i>For Decision</i>



**2022/23**

## **ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE SFRS BOARD**

The SFRS successfully maintained its delivery of services while continuing to operate within a challenging environment as we progressed towards a return to normality following the global pandemic. Despite these challenges a significant level of activity and outcomes continued to be achieved and scrutinised by the SFRS Board.

To demonstrate the effectiveness of the SFRS Board, monitoring of the effectiveness and future development is captured and progressed through the implementation of the following:

- The '[Annual Governance Review of Board and Committee Related Items](#)' presented to the Board in April 2023, as part of our continuous improvement and effectiveness of the Board and its Committees, in compliance with statutory requirements.
- A hybrid approach to all Board and Committee meetings was taken with 50% of meetings being held in person. The utilisation of conference facilities continued with remote access being available to stakeholders, by request, for all public meetings. Papers and approved minutes of public Board and Committee meetings are available for stakeholders to access on the SFRS website.
- The return to meetings being held in person had a positive impact and enabled Board members to engage and meet with personnel at various SFRS venues. A programme of engagement will be developed to engage with wider stakeholders around the country.
- To provide greater scrutiny around prioritised areas of business such as the New Mobilising System, additional Special Committee meetings were arranged e.g. 6 weekly Change Committee Special meetings.
- Following approval by the Board of the SFRS Good Governance Framework at its meeting on 28 April 2022, work has been ongoing during the reporting period to develop integrated assurance mapping in preparation for implementation.
- The corporate report template has been amended to include a section for Directors to provide an assurance level and associated rationale for Board and Committee reports. 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 identification of any gaps.
- Throughout 2022/23, the continued approach of using a series of Committee workshops provided an opportunity for members to focus on any key areas of work and support each other, while also providing an opportunity to review each Committee's Terms of Reference, ensuring they remain fit for purpose and are relevant.

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- Board Strategy / Information / Development Days continued to take place with clear guidance and format for these events in place, the key objectives being:
  - To continue to support the effective and positive working relationships between the Board and Strategic Leaders of the Service.
  - To inform the Board of key strategic projects, workstreams and organisational workloads.
  - To give the Board time to ask questions and gain clearer understanding of these workloads.
  - To ensure better scrutiny and assurance at Board level.
  - To provide the Board with development and information to improve their overall knowledge and effectiveness.
  - To provide opportunities for early discussion to enable the Board to influence future direction and shaping.
- A session on Risk Appetite was held and facilitated by the Chair of our Audit and Risk Assurance Committee, which was well received and acknowledged that further work is required in this area, and for further revisions to continue to be made to the strategic risk register.
- Board Member access to the SFRS Learning Content Management System (LCMS) continues to enable training to be carried out. Planning has also taken place to expand this facility in the near future. Over this period specific focus/access was provided to the following:
  - Cybsafe
  - Health and Safety
- Board Members undertook a 'Firefighter for a Day' training event to provide a greater insight into the skills, incident types, PPE, fleet and equipment associated with operational response.
- Access also continues to Office 365 training and development sessions on our SFRS iHub in order to further support our digital first ethos.
- All SFRS Board Members continue to receive access to the Scottish Government Governance Hub which gives access to modules together with an online forum intended to support the induction of new Board Members to Public Body Boards. This remains a useful maintenance of skills tool for existing Board Members and access will continue to be used moving forward.
- Development/information opportunities were identified through the Data Literacy Conference hosted by the SFRS and made available to Board members.
- Board Member SharePoint platform within O365 continues to provide a purpose-built area for Board Members to access general information, for example, public body updates, together with quick, easy and secure access to Board and Committee papers/reports in preparation for forthcoming meetings.
- Board Effectiveness Away Days took place in September 2022. This event was well received, providing a great opportunity for the Board and members of SLT to meet and discuss matters of a strategic nature and future vision of the SFRS.
- The Board Members appraisal process continues to work well and identify individual areas of development and also common themes across the Board. The process is fully aligned to the SFRS policy timeframe which includes a mid-year review being offered.
- The template for Board Member appraisals continues to incorporate the most recent guidance issued by Scottish Government (Further Reading - 8.6). Most recently, the Chair facilitated these during March and April of 2023.

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- The outcomes of Board Members appraisals and production of a skills matrix continues to be used to consider the Board's strengths and weaknesses and therefore help to inform its medium to long term succession planning arrangements, something that will be used for future Public Appointments.
- As part of the annual review of the Performance Management Framework, sessions were held to allow Board members the opportunity to consider and provide feedback on the Framework as well as the performance measures contained within. The revised document was approved by the Board at its meeting on 25 May 2023.
- Performance reporting through the use of Power Business Intelligence (BI) tooling has continued to be developed during 2022. Interactive dashboard reporting has been used to deliver performance reports to various Committees allowing more up to date information being available for scrutiny.

In summary, collectively and through detailing a variety of examples within this report, it clearly demonstrates that progress continues to be made in order to improve the overall effectiveness of the Board throughout this period.



# SCOTTISH FIRE AND RESCUE SERVICE

## The Board of Scottish Fire and Rescue Service



Report No: B/FCS18-223

Agenda Item: 14

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>29 JUNE 2023</b>							
<b>Report Title:</b>	<b>RESOURCE BUDGET MONITORING – MAY 2023</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b>						
		<b>For Reports to be held in Private</b>						
		<b>Specify rationale below referring to</b>						
		<b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	
		<a href="#">G</a>						
<b>1</b>	<b>Purpose</b>							
1.1	To advise the Board of the Resource Budget position for the period ending 31 May 2023, and note progress on the actions detailed in Appendix A – (Section 6).							
<b>2</b>	<b>Background</b>							
2.1	The Scottish Government initially allocated funding to SFRS for 2023/24 of £363.7million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £304.2million and £32.5million respectively, and £27million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	In addition, the Scottish Government has recognised the additional budget pressure that SFRS faces as a result of the 2 year pay agreement and has advised that the Justice portfolio intends to allocate an additional £4.4million at the Autumn Budget Revision (ABR) to support this pressure.							
2.3	The ABR additional budget allocation will therefore result in a revised Resource budget of £308.6million which has been reflected in this report.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A.							
3.2	These reports detail the current underspend against budget of £0.116million. The forecast year-end position at this stage shows an overspend of £0.294million.							
3.3	The forecast highlights that employee cost overspends are expected on Control £0.102million. There are respective underspends forecast for Wholetime £0.082million, On-Call £0.080million and Support £0.576million. Other Employee related costs are forecast to overspend by 0.132million.							
3.4	On non-employee costs there are overspends forecast in Property £0.649million, Supplies & Services £0.002million, Transport costs of £0.134million and Third Party Payments £0.004million.							
3.5	Income is forecast to be under recovered by £0.009million.							

<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to scrutinise the report.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The financial risks are detailed within the report.
5.2	<b>Financial</b>
5.2.1	The financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	<b>Workforce</b>
5.4.1	The workforce implications are detailed within the report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications directly associated with this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	<b>Training</b>
5.7.1	The training implications are detailed within the report.
5.8	<b>Timing</b>
5.8.1	This report covers the period up to 31 May 23 and known events just after the period end.
5.9	<b>Performance</b>
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.
5.11	<b>Legal</b>
5.11.1	SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2019-22 and the Fire and Rescue Framework for Scotland 2016, within the budget allocation provided.
5.12	<b>Information Governance</b>
5.12.1	DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers
5.13	<b>Equalities</b>
5.13.1	EHRIA completed No. An EIA was completed for the Resource Budget 2023/2024. This was presented to the Board on 31 March 2023. This report monitors performance against that budget and does not in itself warrant an EIA.

5.14	<b>Service Delivery</b>	
5.14.1	The Service Delivery implications are detailed within the report.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Head of Finance and Procurement advised the Board of the resource budget position for the period ending 31 May 2023. The May resource monitoring report shows current underspend against budget of £0.116million, with a forecast year-end position at this stage showing an overspend of £0.294million.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	John Thomson, Acting Director of Finance and Procurement
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A provides: <ul style="list-style-type: none"> <li>• the assumptions that underpin the forecast</li> <li>• a summary of the consolidated financial position at this stage of the year.</li> <li>• an explanation of the current significant variances relative to budget.</li> <li>• risks that may impact the forecast position.</li> <li>• a summary of the budgeted saving delivered during the year.</li> </ul>	
<b>Prepared by:</b>		Marcus Jenks, Decision Support Manager
<b>Sponsored by:</b>		Lynne McGeough, Acting Head of Finance and Procurement
<b>Presented by:</b>		Lynne McGeough, Acting Head of Finance and Procurement
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Leadership Team</i>		<i>21 June 2023</i>
<i>SFRS Board</i>		<i>29 June 2023</i>
		<b>Report Classification/ Comments</b>
		<i>For Information</i>
		<i>For Scrutiny</i>

# May 2023 - Contents

APPENDIX A

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

# Forecast Assumptions

## Wholetime Firefighters (WTFF)

All staff are forecast to continue in their current role and pay rate for the remainder of the financial year with the following exceptions:

- Employees who have indicated they intend to retire, or meet the retiral assumptions are forecast to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirals are forecast to result in savings at Firefighter competent level.
- Two employees are forecast to leave the Service each month, over and above those accounted for as retirals and an acting up chain will immediately follow.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment for the remainder of the year.
- Employees in firefighter development roles will progress to competent pay after 33 months.
- A corporate overlay to spread the 244 forecast retirals in October between October (82), November (81) and December (81) has been included in the forecast.

## Overtime

- The overtime forecast is based on the year to date activity for each watch within each LSO area extrapolated over the year using historical trends.
- A modest adjustment of £0.4m to reflect future retirals and the need to use overtime to cover vacancies has been included in the forecast. It is assumed that all other vacancies can be managed by changes to the business rules.

## Control

- All existing staff are forecast to continue in their current roles and pay rates for the remainder of the financial year.
- Costs for posts where start dates have been agreed are included in the forecast.
- Known retirals have been factored into the forecast.
- Staff in firefighter development roles will progress to competent pay after 36 months.

## On Call personnel

- Retainer fees and other costs, which are correlated to headcount, have been forecast based on predicted staff levels.
- The increase in wildfire activity has been forecast to continue into June 2023.

## Support

- All existing staff are forecast to continue in their current roles and pay rates for the remainder of the financial year.
- Costs for posts where start dates have been agreed are included in the forecast.
- No adjustments have been made for current recruitment that is underway but has yet to be offered, or future staff turnover, as it is assumed these will negate each other.

## Pay Awards

- The pay awards for staff have been forecast based on the budgeted rate of 5%.

## Expenses

- At this stage of the year it is assumed that the majority of expenses will be in line with the budget.



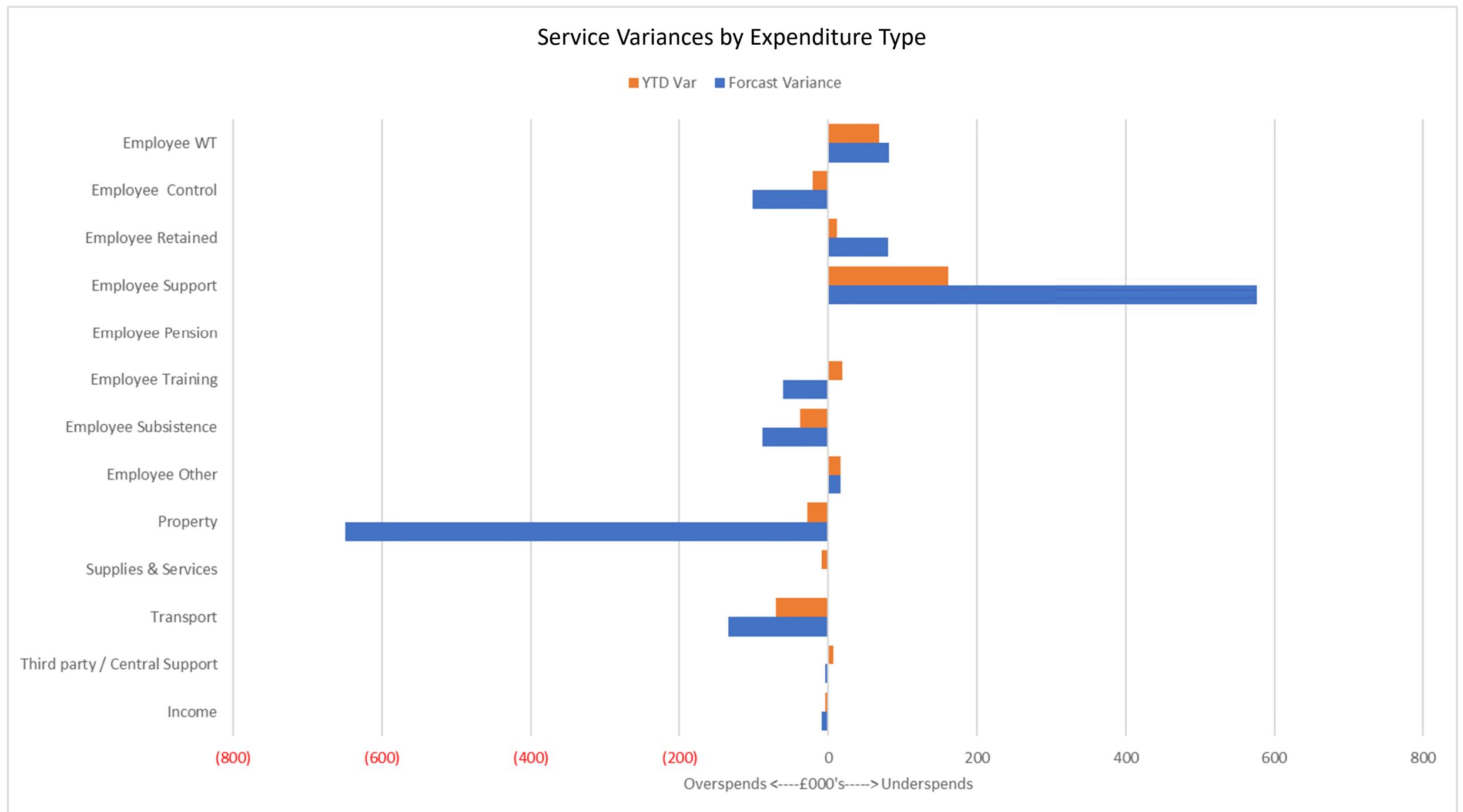
# SFRS Resource Monitoring Reports May 2023

The report below covers the period 1<sup>st</sup> April 2023 – 31<sup>st</sup> May 2023. It highlights a year to date underspend of £0.116 million (0.2% of the year to date budget) with a forecast overspend of £0.294 million (0.1% of the full year budget).

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
				Budget	Actual	Variance		Forecast	Variance	
						£	%		£	%
(1)	(2)	(1)+(2) (3)		(4)	(5)	(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(3) (10)
245,837	(26)	245,811	Employee Costs	40,870	40,650	220	0.5%	245,307	504	0.2%
238,793	(24)	238,769	<i>Salary and Related Costs (including overtime)</i>	39,703	39,482	221	0.6%	238,133	636	0.3%
162,414	(71)	162,343	<i>Wholetime</i>	27,106	27,037	69	0.3%	162,261	82	0.1%
8,097	-	8,097	<i>Control</i>	1,300	1,321	(21)	-1.6%	8,199	(102)	-1.3%
27,640	5	27,645	<i>On-Call</i>	4,399	4,387	12	0.3%	27,565	80	0.3%
40,642	42	40,684	<i>Support</i>	6,898	6,737	161	2.3%	40,108	576	1.4%
7,044	(2)	7,042	<i>Other Employee Costs</i>	1,167	1,168	(1)	-0.1%	7,174	(132)	-1.9%
3,706	-	3,706	<i>Early Retirement Charges</i>	615	614	1	0.2%	3,706	-	0.0%
740	-	740	<i>Training</i>	113	94	19	16.8%	801	(61)	-8.2%
1,363	(2)	1,361	<i>Subsistence</i>	242	280	(38)	-15.7%	1,449	(88)	-6.5%
1,235	-	1,235	<i>Other</i>	197	180	17	8.6%	1,218	17	1.4%
30,419	23	30,442	Property Costs	8,525	8,553	(28)	-0.3%	31,091	(649)	-2.1%
24,361	(105)	24,256	Supplies & Services	6,807	6,816	(9)	-0.1%	24,258	(2)	0.0%
6,798	2	6,800	Transport Costs	1,295	1,365	(70)	-5.4%	6,934	(134)	-2.0%
1,265	106	1,371	Third Party Payments	164	157	7	4.3%	1,375	(4)	-0.3%
1,840	-	1,840	Financing	-	-	-	0.0%	1,840	-	0.0%
<b>310,520</b>	-	<b>310,520</b>	<b>GROSS EXPENDITURE</b>	<b>57,661</b>	<b>57,541</b>	<b>120</b>	<b>0.2%</b>	<b>310,805</b>	<b>(285)</b>	<b>-0.1%</b>
(1,920)	-	(1,920)	Income	(213)	(209)	(4)	1.9%	(1,911)	(9)	0.5%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
<b>308,600</b>	-	<b>308,600</b>	<b>NET EXPENDITURE</b>	<b>57,448</b>	<b>57,332</b>	<b>116</b>	<b>0.2%</b>	<b>308,894</b>	<b>(294)</b>	<b>-0.1%</b>

Figures are based on assumptions detailed in section 1.

# Variance Analysis by Expenditure Categories

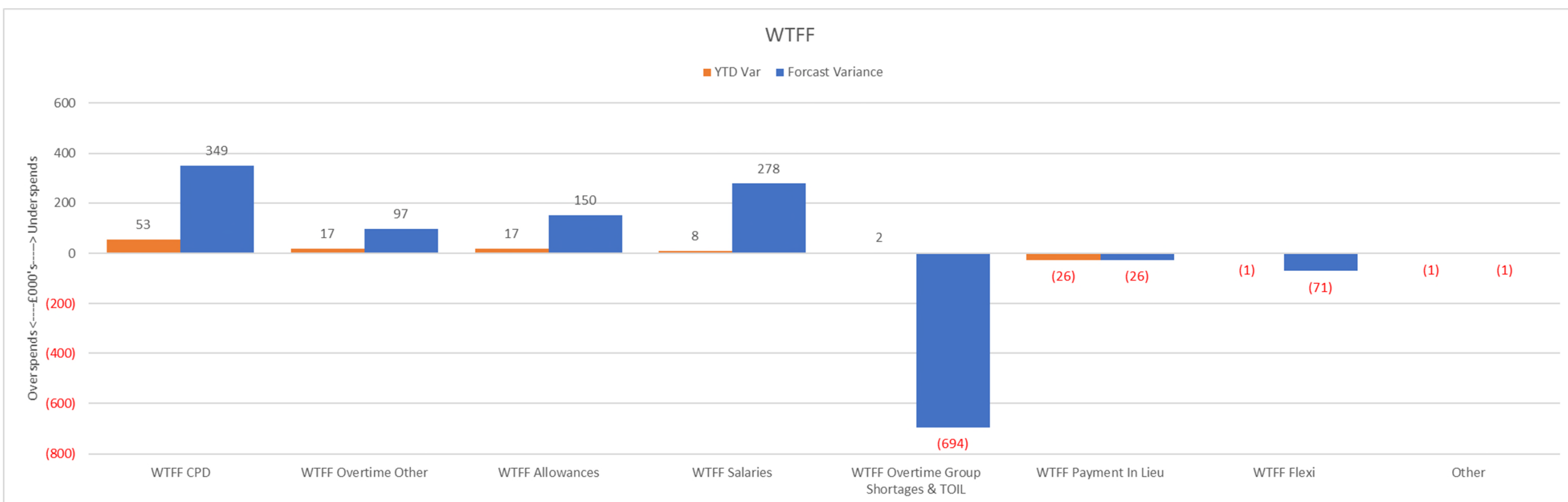


*Significant variances will be presented to the Board as per subsequent sections for scrutiny.*



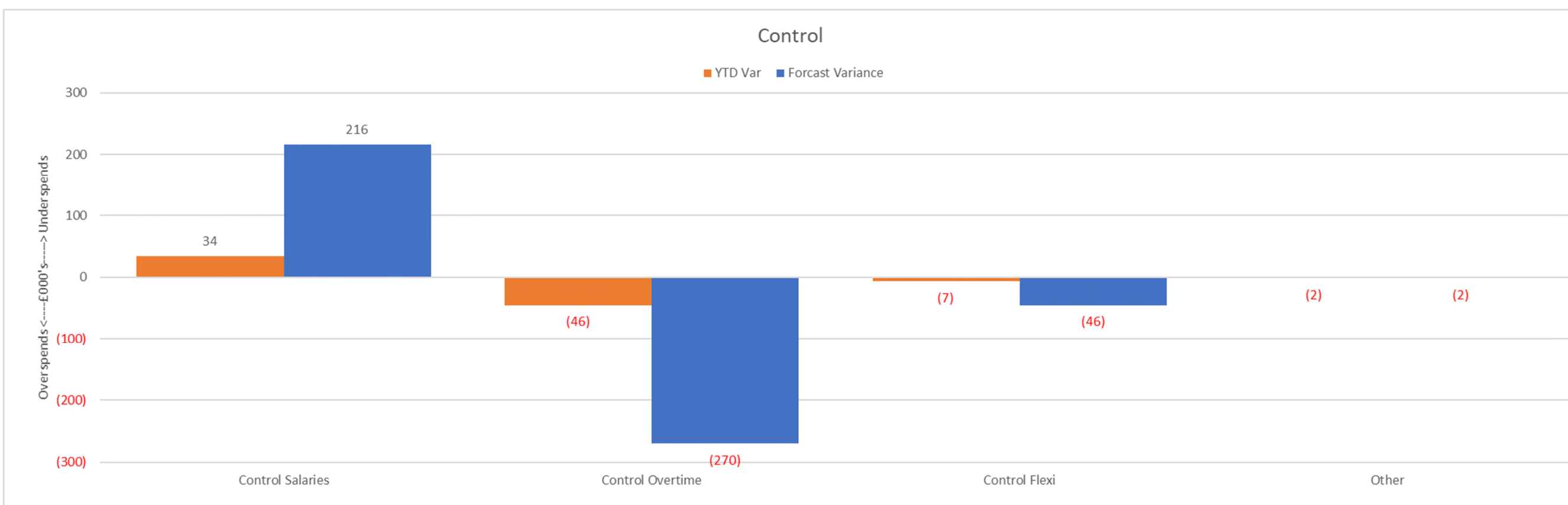
# Wholetime

Year to Date (YTD)	Forecast
Currently £69,000 underspent, representing 0.3% of budget.	Forecast to be £82,000 underspent, representing 0.1% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>• CPD – the result of vacancies and staff in development roles who are not eligible for payments.</li> <li>• Overtime Other – reduced overtime caused by incidents spanning shift change-overs and lower overtime holiday payments.</li> <li>• Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations.</li> <li>• Salaries – the result of staff in development roles and vacancies.</li> </ul>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>• CPD – additional staff in development roles as acting up takes place following retireals.</li> <li>• Allowances - additional vacancies at stations with specialist skills.</li> <li>• Salaries – increased projected retireals.</li> <li>• Payments in Lieu – no further costs are forecast.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>• Payment in Lieu – payments in respect of untaken holidays.</li> </ul>	<b>Reductions in Financial Position:</b> <ul style="list-style-type: none"> <li>• Overtime Group shortages and TOIL – increased overtime to reflect historical trends and to account for the forecast increase in retirements.</li> <li>• Flexi– the forecast includes ongoing flexi pay in respect of business cases beyond the period for which they are budgeted.</li> </ul>



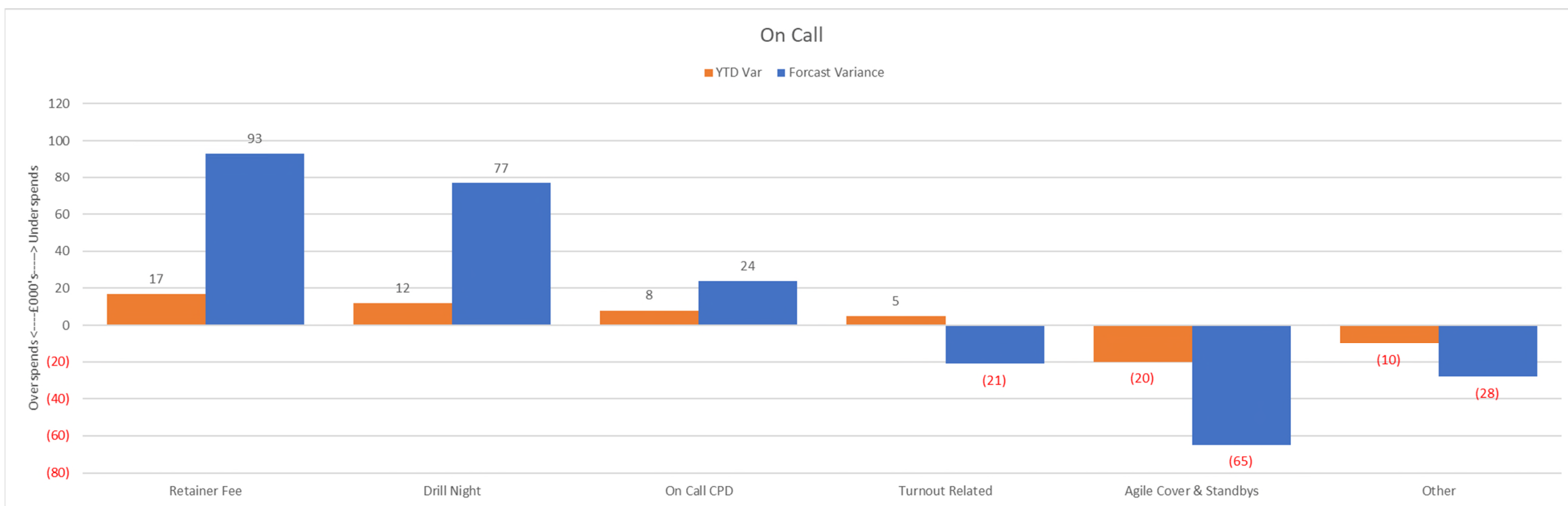
# Control

Year to Date (YTD)	Forecast
Currently £21,000 overspent, representing 1.6% of budget.	Forecast to be £102,000 overspent, representing 1.3% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Salaries – the result of vacancies within the Control rooms.</li> </ul>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Salaries – the forecast is based on current staffing levels extrapolated across the remainder of the year.</li> <li>Overtime – based on current activity levels required to support vacancies.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Overtime – the impact of providing cover for vacancies and staff that have been absent long-term.</li> <li>Flexi – over establishment of flexi officers following staff returning from the New Mobilising System project along with sickness cover.</li> </ul>	<b>Reductions in Financial Position:</b> <ul style="list-style-type: none"> <li>Flexi – the full year effect of the over-establishment of Control flexi officers and sickness cover.</li> </ul>



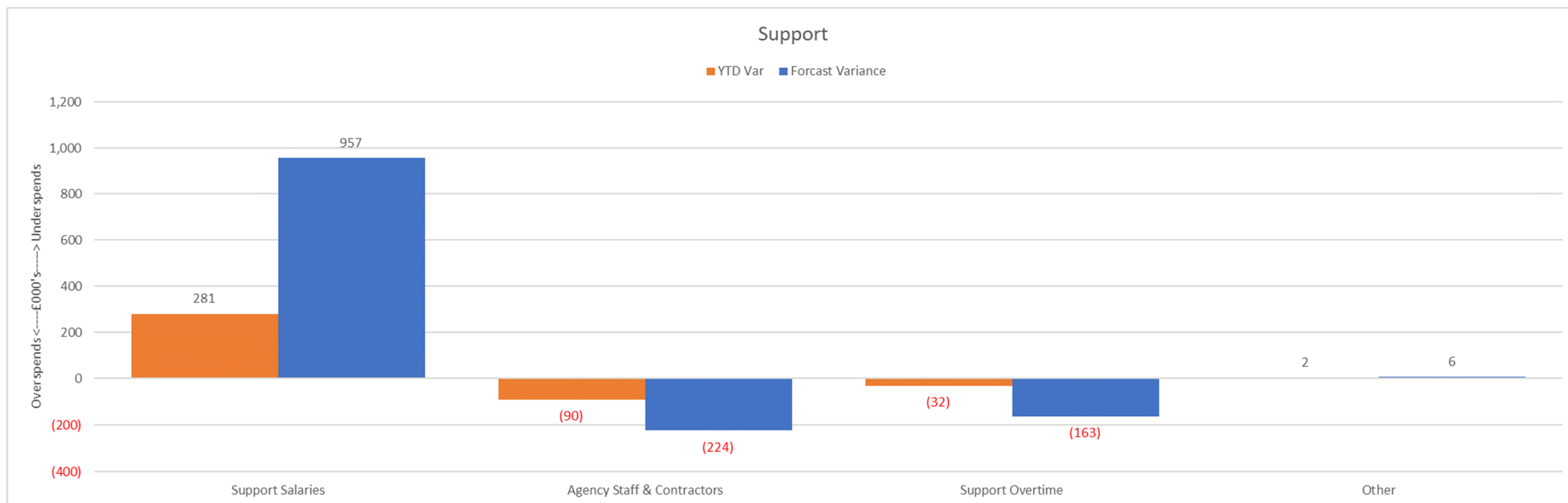
# On Call

Year to Date (YTD)	Forecast
Currently £12,000 underspent, representing 0.3% of budget.	Forecast to be £80,000 underspent, representing 0.3% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Retainer Fees – the result of vacancies within the On Call workforce across all Service Delivery Areas (SDA).</li> <li>Drill Nights – the result of vacancies.</li> <li>CPD - the result of vacancies and staff in development roles who are not eligible for payments.</li> <li>Turnout Related – reduced attendance and disturbance fees along with reduced activity in the East SDA.</li> </ul>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Agile Cover &amp; Standbys – the wildfire activity in the North SDA is only forecast for one further month. Standby activity in the East SDA is forecast to reduce as the year progresses.</li> <li>Other – reflects the expectation that other costs will reduce as the year progresses.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Turnout related – increased turnout related costs mainly in the North SDA following wildfire activity.</li> <li>Agile Cover &amp; Standbys – increased Agile Cover &amp; Standbys in the East SDA in order to help maintain availability levels. Increased Standby cover in the North SDA following wildfire activity.</li> <li>Other – includes holiday pay, national insurance, administration activity etc.</li> </ul>	<b>Reductions in Financial Position:</b> <ul style="list-style-type: none"> <li>Retainer Fees – based on current staffing levels.</li> <li>CPD – the forecast reflects current staffing profiles and changes during the year for staff that have moved between development and competent roles.</li> <li>Turnout Related – reflects the increased wildfire activity within the North SDA.</li> </ul>



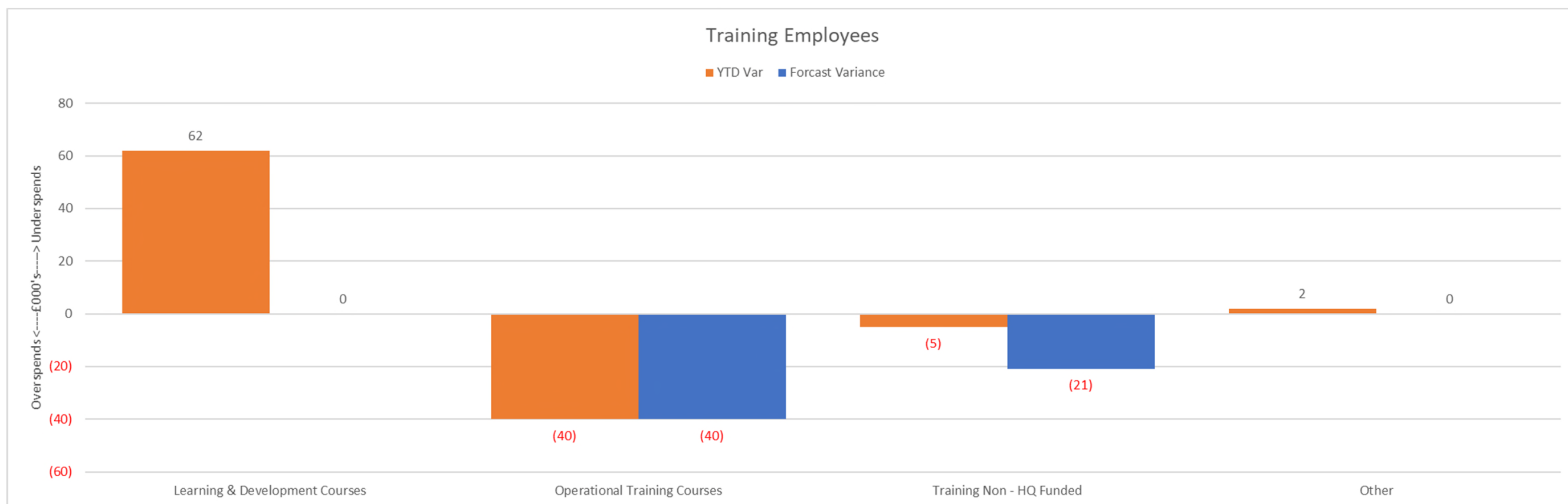
# Support

Year to Date (YTD)	Forecast
Currently £161,000 underspent, representing 2.3% of budget.	Forecast to be £576,000 underspent, representing 1.4% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Salaries – the result of vacancies in excess of the agreed budgeted vacancy factor of 7.5%.</li> </ul>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Agency Staff &amp; Contractors – fixed term contracts are forecast to end.</li> <li>Overtime - some of the overtime incurred in April and May 2023 is not forecast to continue throughout the remainder of the year.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Agency Staff &amp; Contractors – unbudgeted costs for staff providing temporary resource to cover vacancies.</li> <li>Overtime – the impact of providing cover for vacancies mainly within the fleet function.</li> </ul>	<b>Reductions in Financial Position:</b> <ul style="list-style-type: none"> <li>Salaries – costs for staff supporting business cases are forecast to continue beyond the period for which they are budgeted.</li> </ul>



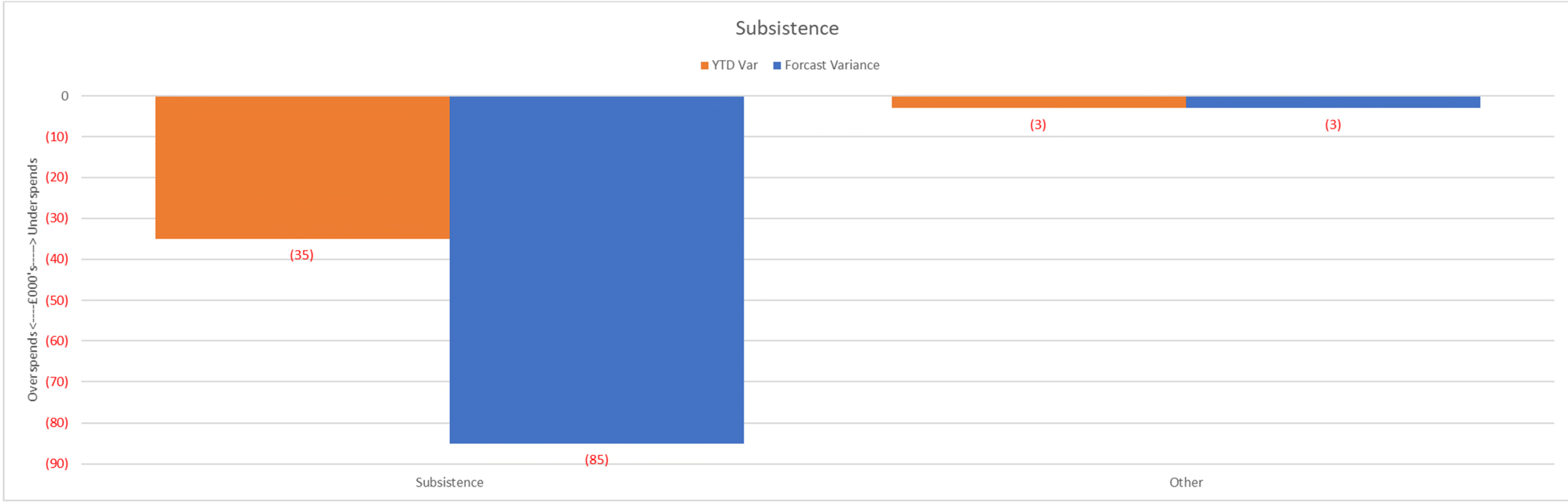
# Training

Year to Date (YTD)	Forecast
Currently £19,000 underspent, representing 16.8% of budget.	Forecast to be £61,000 overspent, representing 8.2% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Learning &amp; Development Courses – reduced number of course in the first two months of the year.</li> <li>Other – reduced training equipment.</li> </ul>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Operational Training Courses – costs for courses in 2022/2023 represent one-off costs in the current year. Other costs are expected to be on budget.</li> <li>Training Non - HQ Funded – the requirement for specialist training courses within some Directorates is forecast to reduce.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Operational Training Courses - the late delivery of courses that were planned to take place in 2022/2023.</li> <li>Training Non - HQ Funded – specialist training courses within Directorates.</li> </ul>	<b>Reductions in Financial Position:</b> <ul style="list-style-type: none"> <li>Learning &amp; Development Courses – activity is planned to increase with total spend forecast to be on budget.</li> <li>Other – training equipment spend is forecast to be on budget.</li> </ul>



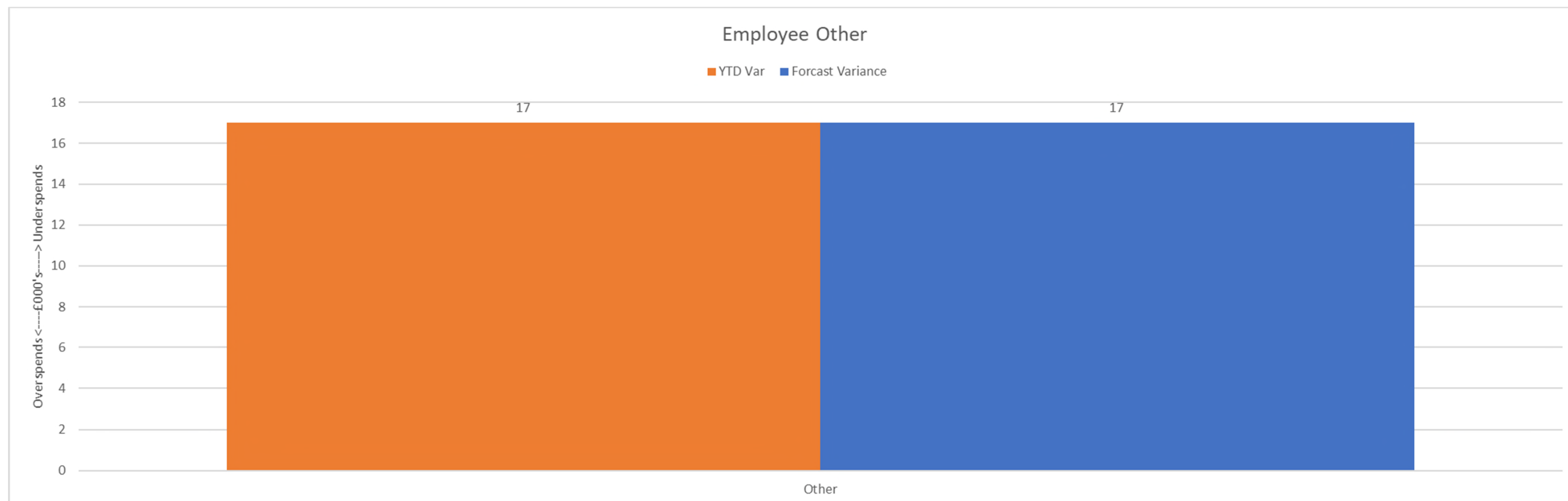
# Subsistence

Year to Date (YTD)	Forecast
Currently £38,000 overspent, representing 15.7% of budget.	Forecast to be £88,000 overspent, representing 6.5% of budget.
<b>YTD Underspends:</b>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Subsistence – the increased costs associated with supporting rural locations are not forecast to continue.</li> <li>Other – incident catering and spoilt meal costs are forecast to be on budget for the remaining months of the year.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Subsistence – increased accommodation costs specifically in more rural areas, mainly within the Service Delivery and Training Safety &amp; Assurance Directorates.</li> <li>Other – includes incident catering and spoilt meals.</li> </ul>	<b>Reductions in Financial Position:</b>



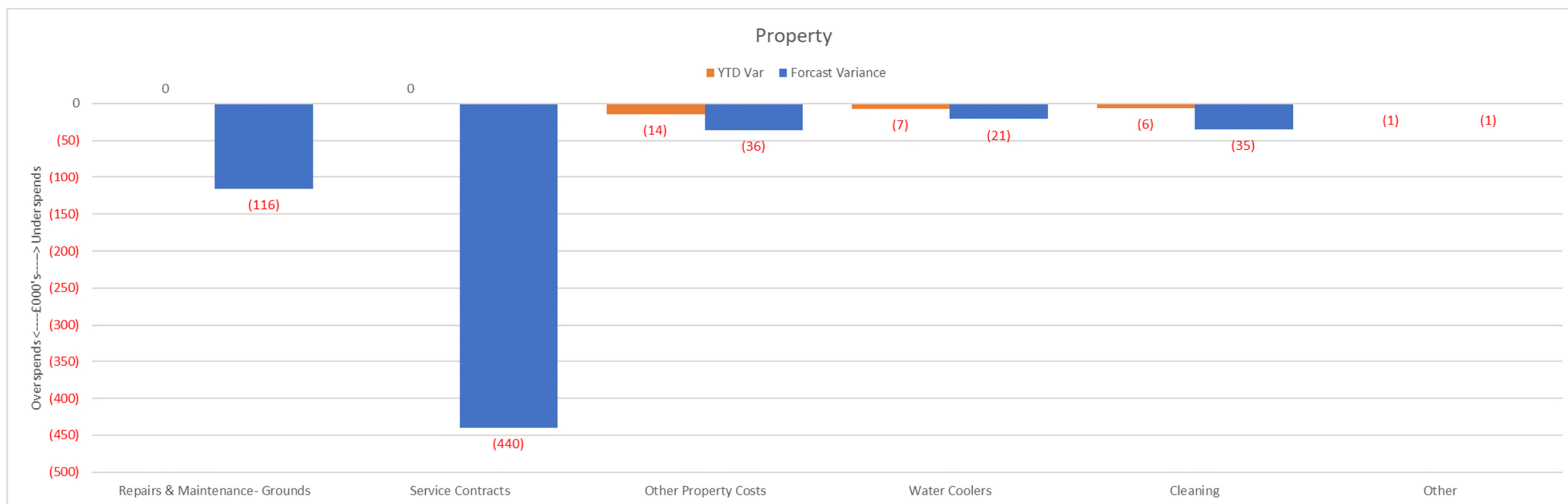
# Other Employee Costs

Year to Date (YTD)	Forecast
Currently £17,000 underspent, representing 8.6% of budget.	Forecast to be £17,000 underspent, representing 1.4% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Other – pre-employment costs, relocation costs and optical vision aids are all underspent.</li> </ul>	<b>Improvements in Financial Position:</b>
<b>YTD Overspends:</b>	<b>Reductions in Financial Position:</b> <ul style="list-style-type: none"> <li>Other – pre-employment costs are forecast to be on budget for the remaining months of the year. Relocation costs are forecast to be on budget.</li> </ul>



# Property

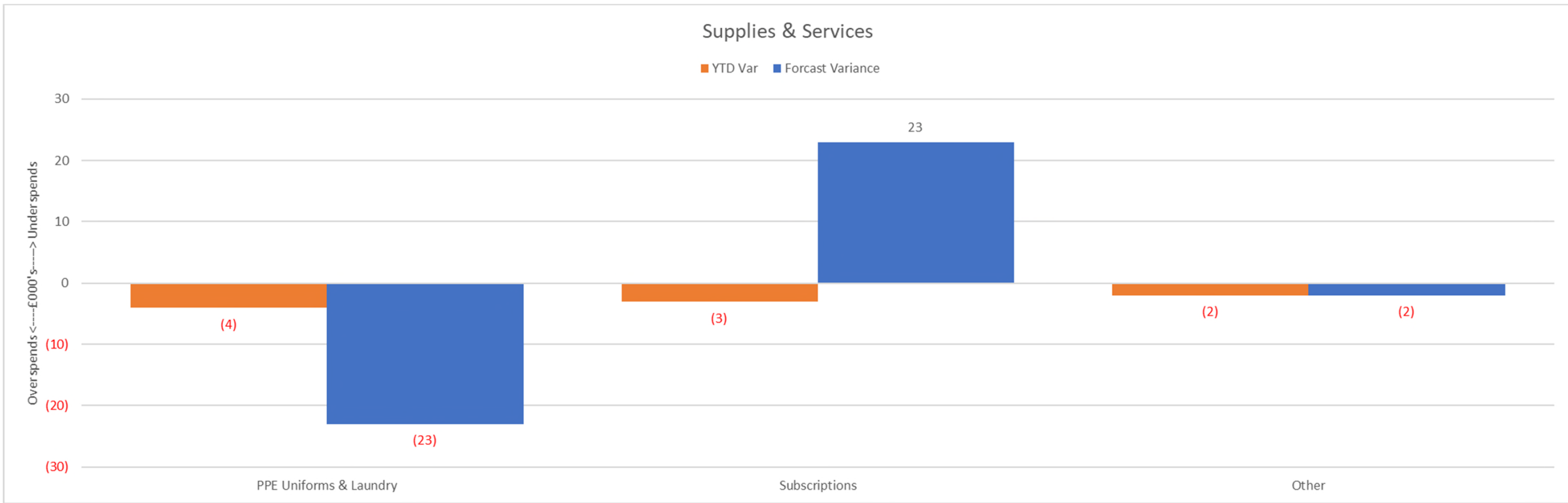
Year to Date (YTD)	Forecast
Currently £28,000 overspent, representing 0.3% of budget.	Forecast to be £649,000 overspent, representing 2.1% of budget.
<b>YTD Underspends:</b>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Other Property Costs – no further costs are anticipated for the disposal of obsolete ICT equipment.</li> <li>Water Coolers – the budgeted savings are forecast to commence in the second half of the financial year.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Other Property Costs – disposal of obsolete ICT equipment at corporate offices and the provision of temporary welfare facilities in the North SDA. The welfare facilities are being funded by other savings within the Service Delivery Directorate.</li> <li>Water Coolers – delays in the budgeted removal of water coolers.</li> <li>Cleaning - budgeted savings in respect of weekend cleaning will not be realised.</li> </ul>	<b>Reductions in Financial Position:</b> <ul style="list-style-type: none"> <li>Repairs &amp; Maintenance Grounds – increased costs for non-contracted works.</li> <li>Service Contracts – budgeted savings in respect of the hard facilities management contract are currently not forecasted to be delivered.</li> <li>Other Property Costs – provision of temporary welfare facilities in the North SDA funded by other savings within the Service Delivery Directorate.</li> </ul>





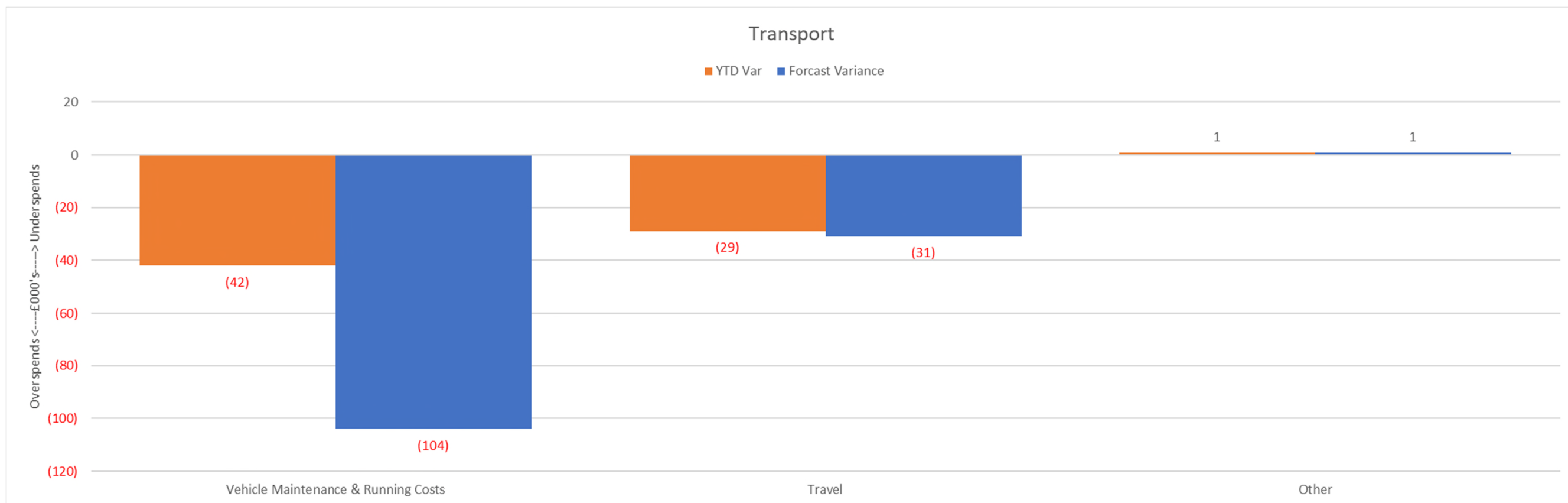
# Supplies & Services

Year to Date (YTD)	Forecast
Currently £9,000 overspent, representing 0.1% of budget.	Forecast to be £2,000 overspent, representing 0.01% of budget.
<b>YTD Underspends:</b>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Subscriptions – reduced subscriptions within the People Directorate.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>PPE, Uniforms &amp; Laundry - budgeted savings in respect of the West SDA laundry contract are not being delivered.</li> <li>Subscriptions – increased subscription costs including the National Fire Chiefs Council.</li> </ul>	<b>Reductions in Financial Position:</b>



# Transport

Year to Date (YTD)	Forecast
Currently £70,000 overspent, representing 5.4% of budget.	Forecast to be £134,000 overspent, representing 2.0% of budget.
<b>YTD Underspends:</b>	<b>Improvements in Financial Position:</b> <ul style="list-style-type: none"> <li>Vehicle Maintenance – the implementation changes to high reach appliance strategy is forecast to begin in September 2023.</li> <li>Travel – the increased costs associated with supporting rural locations are not forecast to continue.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Vehicle Maintenance – delays in the implementation of the new high reach appliance strategy mean that budgeted savings have been delayed.</li> <li>Travel – increased travel within the SDAs to support rural locations along with additional training related travel costs.</li> </ul>	<b>Reductions in Financial Position:</b>

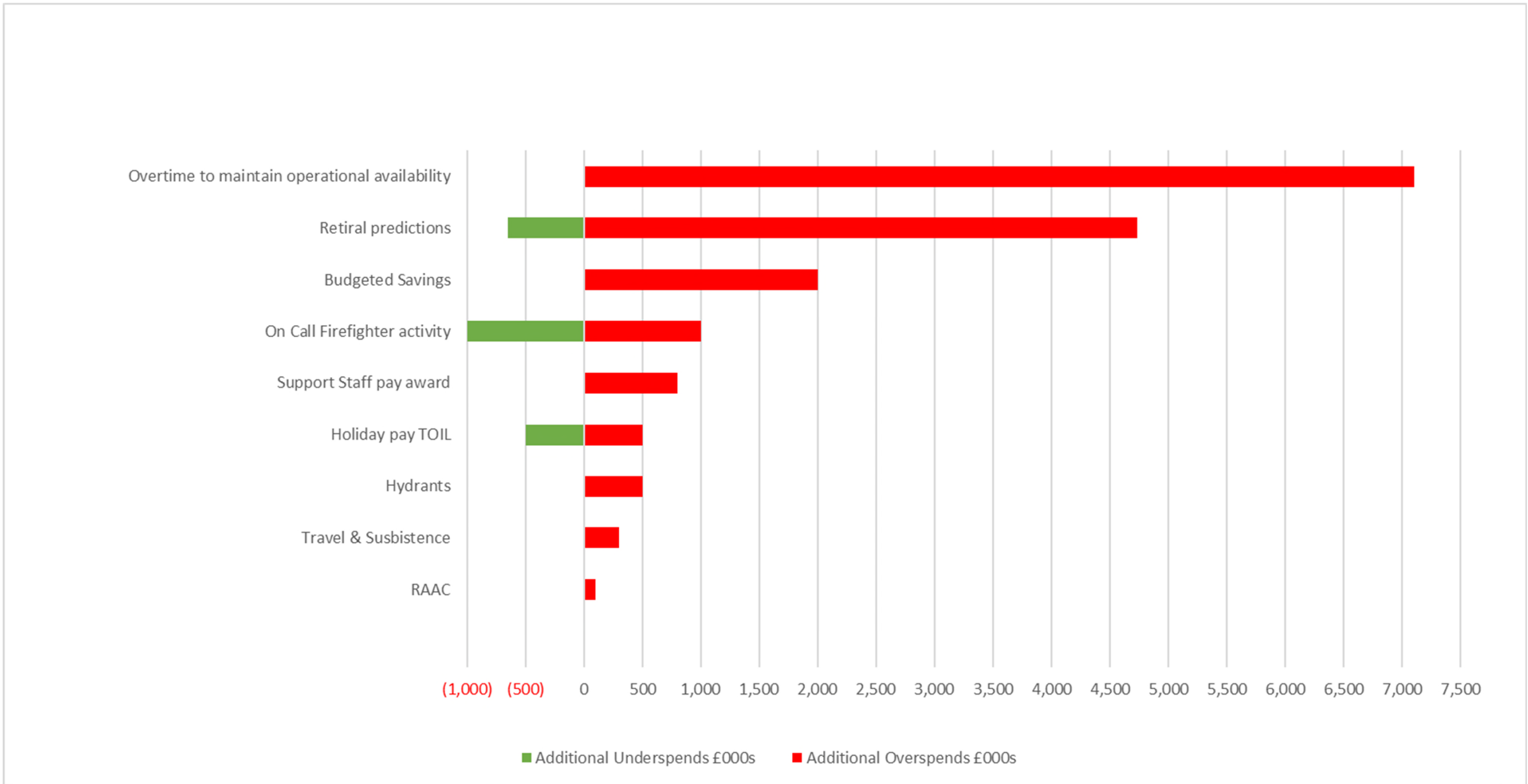


# Analysis of Budgeted Savings

	Year to Date			Full Year			Nature of Savings	Commentary
	Target included in Budget	Savings Delivered	Status	Included in the 23/24 Budget	Forecast to be Delivered in 23/24	Red, Amber, Green Status		
Wholetime	198	265	G+	1,190	960	A	Recurring	Increased levels of overtime.
On-Call	271	261	A	1,624	1,606	A	Recurring	Increased turnouts.
Support	313	479	G+	1,875	2,459	G+	Recurring	Vacancies.
Early Retirement Charges	100	100	G	600	600	A	Recurring	
Training	32	57	G+	194	155	A	Recurring	Late delivery of courses that were planned to take place in 2022/2023.
Subsistence	55	19	A	327	242	A	Recurring	Increased accomodation specifically in more rural areas, mainly within Service Delivery and Training Safety and Assurance Directorates.
Other	23	34	G+	137	155	G+	Recurring	Increased savings forecast in respect of optical vision aids and pre-employment costs.
Property Costs	218	204	A	1,308	693	A	Recurring	Challenges in delivery of Hard FM budgeted savings, reduction in cleaning costs and increased ground maintenance costs.
Supplies & Services	385	369	A	2,312	2,267	A	Recurring	Some slippage in savings achieved to date included in forecast.
Transport Costs	112	41	A	670	536	A	Recurring	Delays in implementation of high reach appliance strategy
Third Party Payments	34	37	G+	207	203	A	Recurring	Savings in both Firelink and West SDA laundry contract not being realised
Financing	51	51	G	303	303	G	Recurring	
Income	51	47	A	308	299	A	Recurring	Additional income within Service Delivery Directorates not being realised.
<b>TOTAL</b>	<b>1,843</b>	<b>1,964</b>	<b>G+</b>	<b>11,056</b>	<b>10,478</b>	<b>A</b>		

Key
R = Savings are not being delivered
A = Savings are being delivered but below the budgeted level
G = Savings are being delivered in line with budget
G+ = Savings are being delivered in excess of the budget
P = Year to date savings have delivered full year target

# Estimated Range of Risks to Reported Financial Position



<b>Total Underspend Risk to Reported Position £000</b>	<b>Total Overspend Risk to Reported Position £000</b>
£2,152	£17,047

# Financial Risks

## High Impact Risks

### Overtime

- Changes to the business rules may be insufficient to ensure operational availability is maintained as future retirals crystallise. This may result in the need to use overtime in order to maintain availability.

### Retiral Predictions

- Forecast retiral predictions may differ from actual retirements. This may result in spend for WTFF salaries varying from the current forecast. This risk is linked to the overtime risk.

### Budgeted Savings

- There is a risk that activity to deliver agreed savings is delayed or unachievable.

### On Call Activity

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

### Support Staff Pay Award

- The final pay award settlements for Support staff may differ from the rate that was included in the budget due to upwards pressure caused by the cost of living crisis. This would result in Support salary related costs being higher than the current forecast.

### Holiday Pay / TOIL

- The holiday entitlement and TOIL balances held at the 31st March 2024 may differ from those held at 31st March 2023. This would result in the need for a financial adjustment (accrual) to reflect the change in liability and would lead to employee costs varying from forecast.

### Hydrants

- There is a risk that price increases being suggested by the Service provider may result in costs for hydrant maintenance exceeding the budget.

## Risks

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

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

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

# Financial Risks continued

## Medium Impact Risks

### Travel & Subsistence

- There is a risk that the current levels of travel and subsistence activity continue through the remainder of the year. This may result in the forecast for travel and subsistence costs being understated.

## Low Impact Risks

### Reinforced Autoclaved Aerated Concrete (RAAC)

- There is a risk that further issues are identified with RAAC roofs. This may result in the need for unbudgeted remedial work to be undertaken.

### Risks

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

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

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

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



**Report No: B/FCS/19-23**

**Agenda Item: 15**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>29 JUNE 2023</b>						
<b>Report Title:</b>	<b>CAPITAL MONITORING REPORT 2023/24 – MAY 2023</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<a href="#"><u>A</u></a>	<a href="#"><u>B</u></a>	<a href="#"><u>C</u></a>	<a href="#"><u>D</u></a>	<a href="#"><u>E</u></a>	<a href="#"><u>F</u></a>
<b>1</b>	<b>Purpose</b>						
1.1	To advise the Board of the actual and committed expenditure against the 2023/24 capital budget for the period ending 31 May 2023.						
<b>2</b>	<b>Background</b>						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 15 December 2022 set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.5m for 2023/24.						
2.2	Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. The Service have included £1.5m of funding from Transport Scotland, for the purchase of additional Electric Vehicle Charging points across Scotland. SFRS are awaiting confirmation of this from Transport Scotland. If allocated, this will be additional capital budget through GiA, rather than Grant Funding as in previous years.						
2.3	The total budget is currently at £34.000million based on this additional funding.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	Summary for May 2023 <ul style="list-style-type: none"> <li>• Capital funding remains as budgeted £34.0million</li> <li>• The capital committed or paid to date is £11.218million (33%) of the capital budget of £34.0million</li> <li>• The capital forecast is £34.0million in line with budget</li> <li>• Budget virements in the period are detailed in Appendix A</li> <li>• All capital projects are on track with a RAG status of Green</li> <li>• There is no overall deviation from the original budget approved by Board</li> </ul>						
3.2	Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year						
<b>4</b>	<b>Recommendation</b>						
4.1	The Board is asked to scrutinise: (a) that the level of actual and committed expenditure for the period ended 31 May 2023.						

<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The condition and suitability of the majority of SFRS stations, is assessed as poor or worse. Due to experienced and expected funding constraints, the overall estate condition continues to deteriorate further, resulting in an increased risk of failure of built elements and increasing reactive maintenance costs. Capital investment plans continue to be prioritised to those elements within our buildings with the highest risk of failure, or which have the highest operational impact from failure and to address those issues of concern for the health and safety of building users. Prioritisation of funding on improving condition severely limits the services capacity to address the recognised suitability issues and in addition, as highlighted previously, in particular instances of life expired building elements such as RAAC roof structures, there is no cost-efficient maintenance solution and only a major project such as New Build can resolve.
5.2	<b>Financial</b>
5.2.1	Financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	<b>Workforce</b>
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	<b>Health &amp; Safety</b>
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	No Health & Wellbeing implications identified.
5.7	<b>Training</b>
5.7.1	The capital programme includes significant investment in training facilities.
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.
5.8	<b>Timing</b>
5.8.1	This report covers the period up to 31 May 23 and known events just after the period end.
5.9	<b>Performance</b>
5.9.1	Total forecast expenditure is expected to be in line with the budgeted figure of £34.000m.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Key stakeholders are engaged during project development and implementation.
5.11	<b>Legal</b>
5.11.1	External legal support is in place to facilitate the sale of assets.
5.12	<b>Information Governance</b>
5.12.1	DPIA completed Yes/No. If not applicable state reasons.



5.13	<b>Equalities</b>	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.	
5.14	<b>Service Delivery</b>	
5.14.1	Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely coordinated between asset management, training and local service delivery areas.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2023/24 capital budget for the period ending 31 May 2023.	
6.2	It is currently anticipated that the budget of £34.000million will be spent out by 31 March 2024.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	John Thomson, Acting Director of Finance and Procurement
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Capital Monitoring Report – SFRS Board – May 2023	
<b>Prepared by:</b>		
Tracey-Anne Morrow, Deputy Accounting Manager		
<b>Sponsored by:</b>		
Lynne McGeough, Acting Head of Finance and Procurement		
<b>Presented by:</b>		
Lynne McGeough, Acting Head of Finance and Procurement		
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Leadership Team</i>		<i>26 June 2023</i>
<i>SFRS Board</i>		<i>29 June 2023</i>
		<b>Report Classification/ Comments</b>
		<i>For Information</i>
		<i>For Scrutiny</i>

# Capital Monitoring Report

## SFRS Board

### May 2023

# Content

- Year to date spend and commitment v Budget
- Budget, Actuals and Forecast by category
- Full Year Actuals/Forecast v Budget by category
- Year to Date Actuals v Forecast by category
- Capital Funding
- Year to Date Budget virements
- Property Major Works
- Property Minor Works
- Vehicles
- ICT Equipment excl NMS
- New Mobilising System (NMS)
- Operational Equipment
- Transition to Net Zero Grants



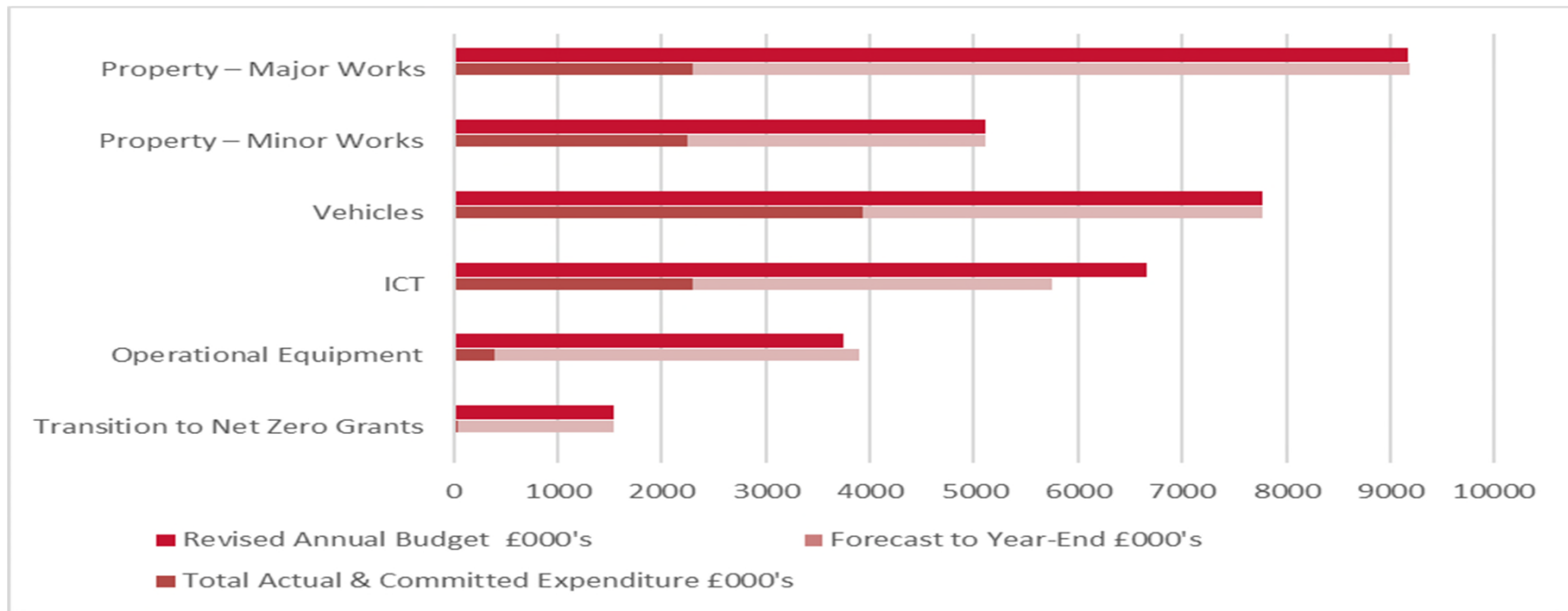
# Capital Monitoring report - May 2023

## Year to date spend and commitment v Budget

Category	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Property – Major Works	16,019	9,177	2,297	6,883	9,180	(3)	19,630
Property – Minor Works	5,424	5,110	2,249	2,861	5,109	1	12,000
Vehicles	0	7,775	3,934	3,841	7,775	0	14,000
ICT	390	6,655	2,299	3,444	5,743	912	9,160
Operational Equipment	0	3,740	397	3,506	3,903	(163)	5,900
Transition to Net Zero Grants	3,574	1,543	42	1,500	1,542	1	0
<b>TOTAL EXPENDITURE</b>	<b>25,408</b>	<b>34,000</b>	<b>11,218</b>	<b>22,034</b>	<b>33,252</b>	<b>748</b>	<b>60,690</b>

# Capital Monitoring report - May 2023

## Year to date spend and commitment v Budget



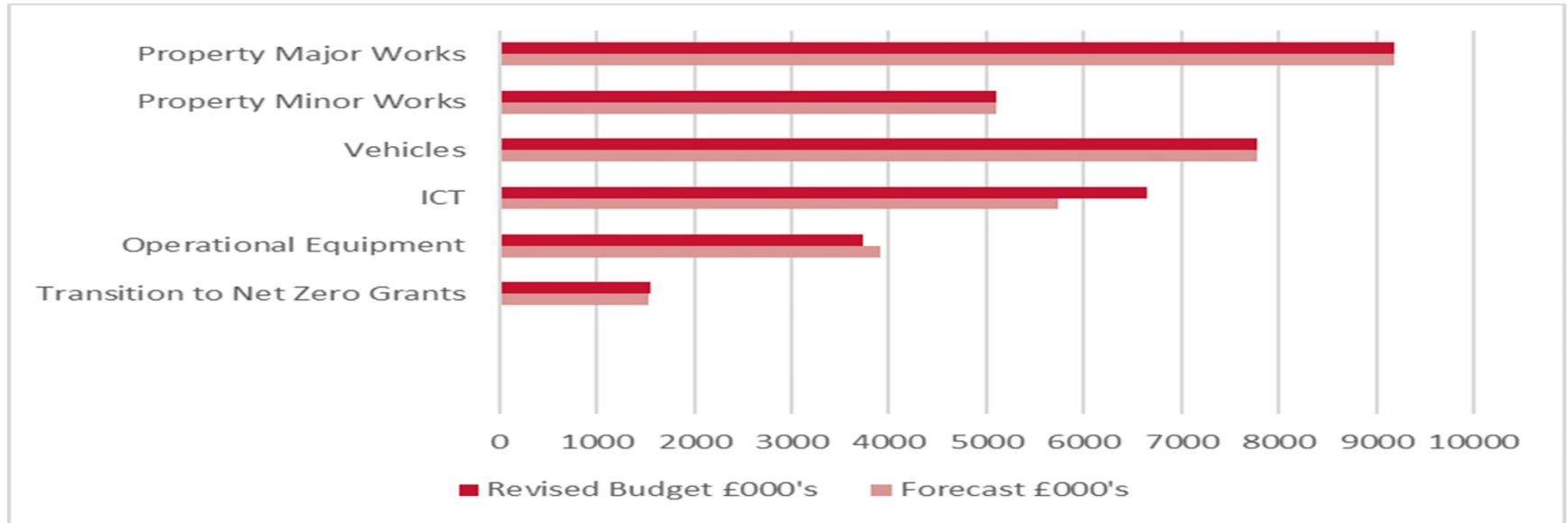
# Capital Monitoring Report – May 2023

## Full Year Actuals/Forecast v Budget by category

Category	Original Budget	Virements	Revised Budget	Actuals	Forecast			£000's			RAG Status
				Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	
Property Major Works	9,330	(153)	9,177	481	1,163	441	7,095	9,180	(3)	0%	
Property Minor Works	5,000	110	5,110	17	1,043	750	3,299	5,109	1	0%	
Vehicles	8,275	(500)	7,775	0	1,885	3,254	2,636	7,775	0	0%	
ICT	6,155	500	6,655	1,702	1,278	951	1,812	5,743	912	14%	
Operational Equipment	3,740	0	3,740	397	1,544	1,275	687	3,903	(163)	-4%	
Transition to Net Zero Grants	1,500	43	1,543	0	42	0	1,500	1,542	1	0%	
<b>Total Expenditure</b>	<b>34,000</b>	<b>0</b>	<b>34,000</b>	<b>2,597</b>	<b>6,955</b>	<b>6,671</b>	<b>17,029</b>	<b>33,252</b>	<b>748</b>	<b>0</b>	
<b>Cumulative Total</b>	<b>34,000</b>	<b>0</b>	<b>34,000</b>	<b>2,597</b>	<b>9,552</b>	<b>16,223</b>	<b>33,252</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Capital Monitoring – May 2023

## Full Year Actuals/Forecast v Budget by category



# Capital Monitoring – May 23

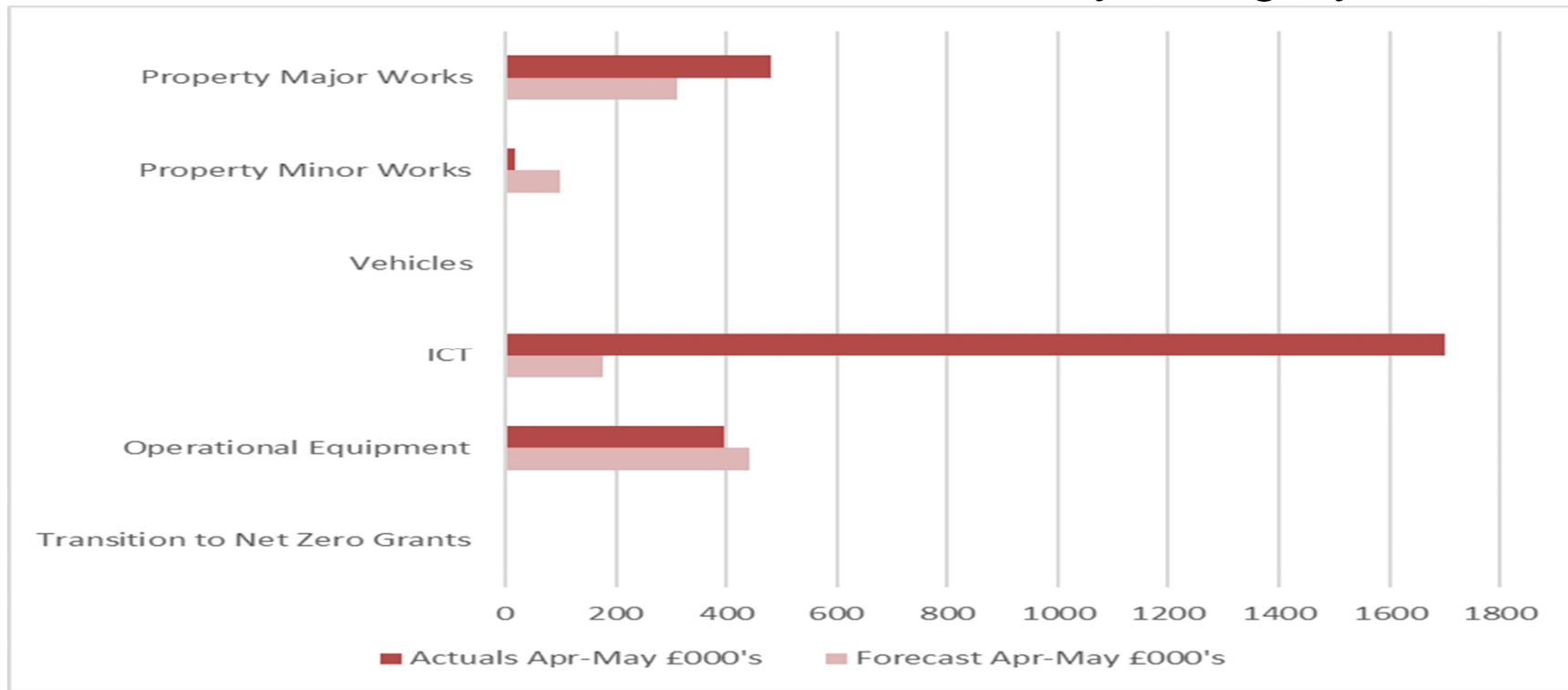
## Year to Date Actuals v Forecast by category

Category	Original Budget £000's	Actuals	Forecast	Variance to Forecast	Commentary
		Apr-May £000's	Apr-May £000's		
Property Major Works	9,330	481	311	(170)	Inverness Fire Station redevelopment is progressing quicker than expected.
Property Minor Works	5,000	17	100	83	Work complete on Altens Fire Station. Final account will be received later than anticipated.
Vehicles	8,275	0	0	0	No difference between Actual and Forecast as at Period 2.
ICT	6,155	1,702	176	(1,526)	Digital Fireground radios delivered earlier than forecast.
Operational Equipment	3,740	397	443	46	PPE station issues lower than anticipated.
Transition to Net Zero Grants	1,500	0	0	0	No difference between Actual and Forecast as at Period 2.
<b>TOTAL EXPENDITURE</b>	<b>34,000</b>	<b>2,597</b>	<b>1,030</b>	<b>(1,567)</b>	<b>Quicker progression with Inverness Fire Station redevelopment and Digital Fireground radios offset by underspends in Altens Fire Station and PPE.</b>
<b>CUMULATIVE TOTAL</b>	<b>34,000</b>	<b>2,597</b>	<b>1,030</b>	<b>(1,567)</b>	



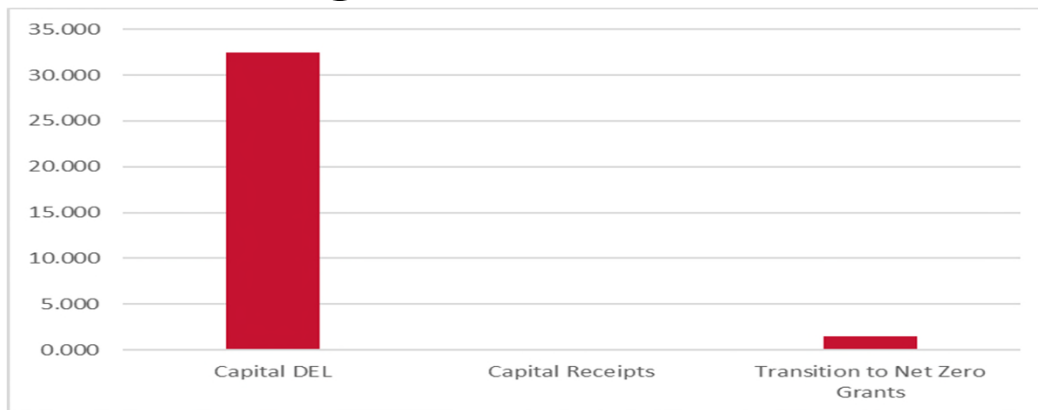
# Capital Monitoring – May 23

## Year to Date Actuals v Forecast by category



# Capital Funding 2023/24

Funding Source	Budget £M's
Capital DEL	32.500
Capital Receipts	0.000
Transition to Net Zero Grants	1.500
<b>Total Expenditure</b>	<b>34.000</b>



Funding Source	Update
Scottish Government GiA	GiA budget for 23/24 is £32.500m.
Capital Receipts NBV	No budget for the sale of Non-Operational Vehicles and Properties in the year but any NBV of sales that do take place will be re-invested back into the Capital budget in the year. Offices at Hamilton were declared surplus at the 31 <sup>st</sup> March 2023 and the sale is expected to take place late summer.
Transition to Net Zero Grants	A small amount of expenditure for EV Charging Points Phase 4 has carried forward from 22/23 but with no grant funding. Capital budget has been vired for this expenditure.

# Capital Monitoring – May 23

## Year to Date Budget virements

Category	Original Budget £M's	Total Virements £M's	Revised Budget £M's	Commentary
Property Major Works	9.330	(0.153)	9.177	£0.500m vired from Galashiels. £0.100m to West ARC & £0.400m to Inverness.
Property Minor Works	5.000	0.110	5.110	£0.105m vired from Galashiels.£0.055m to Energy & Environmental & £0.055m to Solar PV's.
Vehicles	8.275	(0.500)	7.775	£0.500m vired from Aerial Platforms to Ops Mobs in ICT
ICT	6.155	0.500	6.655	£0.500m vired from Aerial Platforms to Ops Mobs in ICT
Operational Equipment	3.740	0.000	3.740	There are no budget virements as at period 2.
Transition to Net Zero Grants	1.500	0.043	1.543	£0.043m vired from Galashiels to Phase 4 EV Charging Points.
<b>Total</b>	<b>34.000</b>	<b>0.000</b>	<b>34.000</b>	
<b>Project Funding</b>				
Capital DEL	(32.500)	0.000	(32.500)	There are no budget virements as at period 2.
Transition to Net Zero Grants	(1.500)	0.000	(1.500)	There are no budget virements as at period 2.
Capital Receipts	0.000	0.000	0.000	There are no budget virements as at period 2.
<b>Total</b>	<b>(34.000)</b>	<b>0.000</b>	<b>(34.000)</b>	

# Property Major Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Dalkeith FS - New Build (RAAC)	0	360	0	360	360	0	6,140
Blackness Road Replacement FS	0	450	0	450	450	0	7,050
Portree FS - New Build (RAAC)	0	360	0	360	360	0	3,140
Uig FS	0	300	0	300	300	0	1,200
Inverness FS Redev (Dign Facs)	0	1,000	967	33	1,000	0	0
Salen FS Development	0	500	74	426	500	0	0
Galashiels FS - Redev (RAAC) (Dign Facs)	0	1,847	287	1,560	1,847	0	0
Dingwall FS Redev (Dig Facs)	0	1,200	188	1,012	1,200	0	0
Newcraighall FS Redev (Dign Facs)	0	1,700	191	1,509	1,700	0	0
Site Purchases	0	840	0	840	840	0	1,500
Disposal Costs	0	220	219	1	220	0	0
Property Project Costs	1,433	300	300	3	303	(3)	600
West Asset Resource Centre	14,587	100	72	28	100	(0)	0
<b>Total</b>	<b>16,019</b>	<b>9,177</b>	<b>2,297</b>	<b>6,883</b>	<b>9,180</b>	<b>(3)</b>	<b>19,630</b>

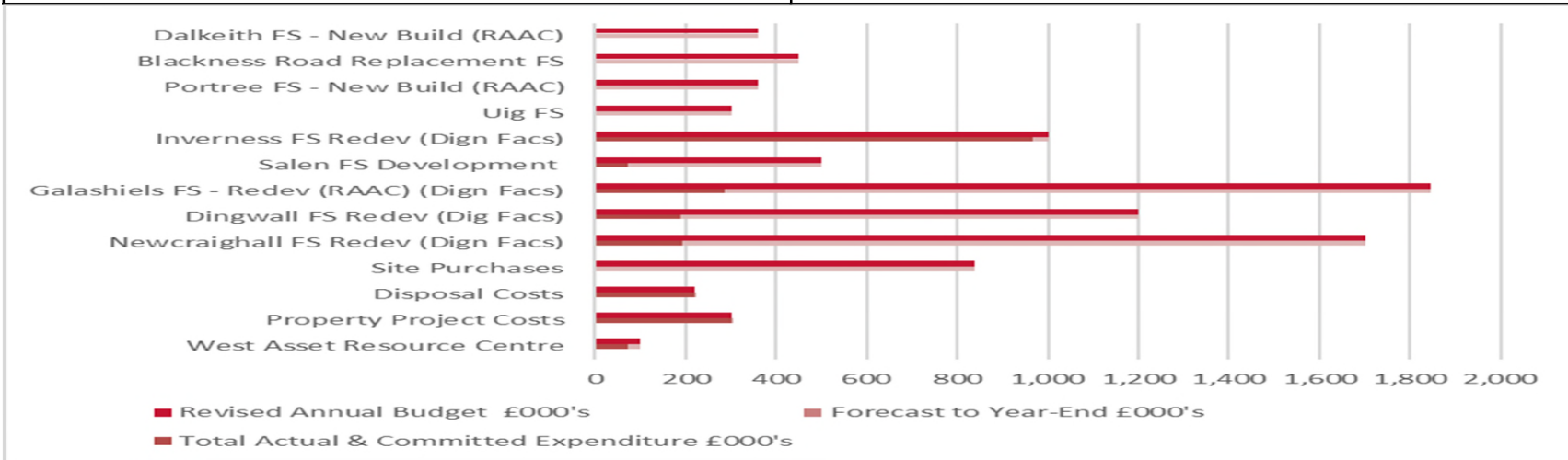
# Property Major Works

## Progress in the month

- The West ARC is now complete and handed over. Snagging is progressing and occupation commenced.
- The first floor right and left wing have been completed for the Inverness Fire Station redevelopment and handed over.

## Progress anticipated in coming months

- Dalkeith and Portree RAAC Fire Stations are on hold, awaiting response from blue light third parties confirming their participation or not.
- Design contracts have been signed and design commenced for Galashiels, Dingwall and Newcraighall. Awaiting final program of works but should commence construction in the Winter.



## Milestone RAG

- Overall major works projects are on track with a RAG status of green.

## Deviation from Budget RAG

- Various budget virements were completed in the month across several major works projects. Therefore overall RAG status is green.

# Property Minor Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Minor Works - Condition	0	5,000	1,851	3,149	5,000	0	10,000
Energy & Environ Projects	4,675	55	54	(0)	54	1	2,000
Altens FS - Roof	0	0	310	(310)	0	0	0
Solar PV	750	55	34	21	55	0	0
<b>Total</b>	<b>5,424</b>	<b>5,110</b>	<b>2,249</b>	<b>2,861</b>	<b>5,109</b>	<b>1</b>	<b>12,000</b>

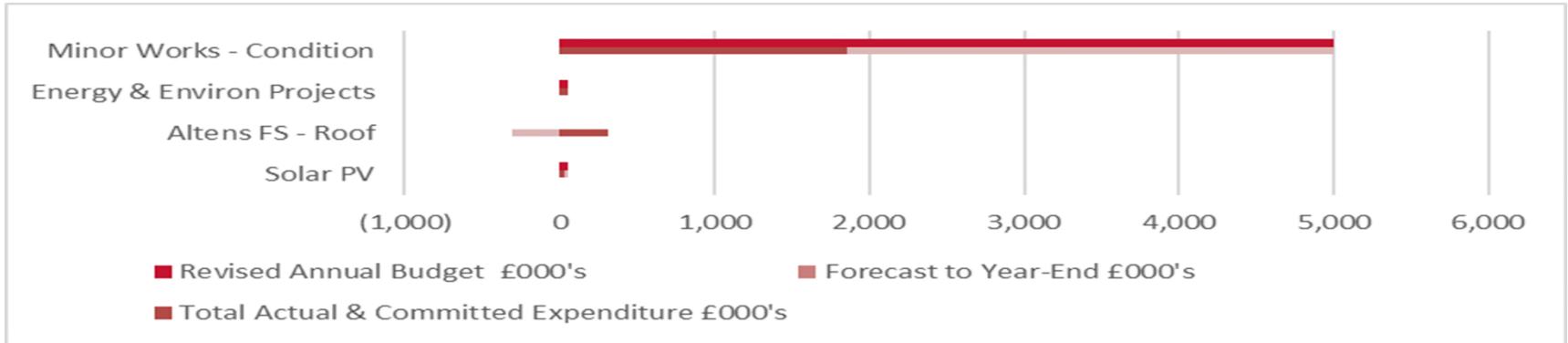
# Property Minor Works

## Progress in the month

- Works complete at Altens Fire Station. Negotiating final accounts and insurance receipt.

## Progress anticipated in coming months

- Minor Works projects will continue to progress over the coming months.



## Milestone RAG

- All minor works projects are due for completion in the year and are on track with a RAG status of green.

## Deviation from Budget RAG

- Various budget virements were completed in the month across several minor works projects. Therefore overall RAG status is green.

# Vehicles

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Aerial Platforms & Bodyworks	0	600	389	211	600	0	0
Frontline Appliances	0	4,200	2,702	1,498	4,200	0	10,500
Light Appliances	0	1,400	0	1,400	1,400	0	1,500
Line Rescue Appliances	0	375	0	375	375	0	0
Light Fleet - Vans & Cars	0	200	0	200	200	0	0
Wild Fire Fighting Vehicles	0	1,000	843	157	1,000	0	2,000
Medium Weight Pumping Units	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>7,775</b>	<b>3,934</b>	<b>3,841</b>	<b>7,775</b>	<b>0</b>	<b>14,000</b>





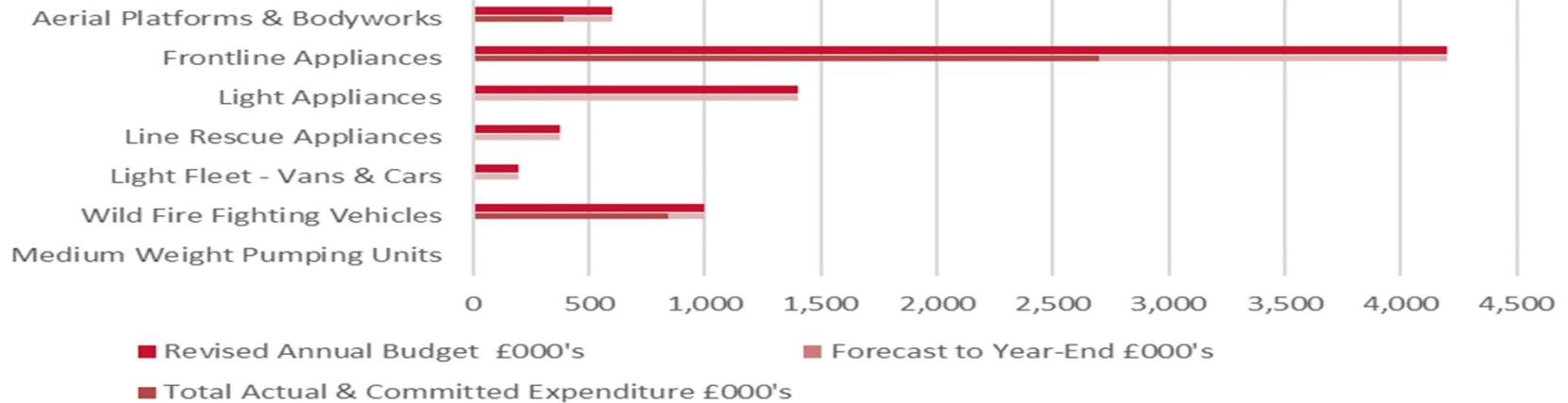
# Vehicles

## Progress in the month

- Work is progressing with all orders placed in the previous financial year for Frontline Appliances and the remaining Wildfire vehicles and trailers.

## Progress anticipated in coming months

- Two ALP chassis boom and body builds are due for completion by the end of 23/24.
- The first Wildfire ATV and Trailer has been completed and is due for delivery in June.



## Milestone RAG

- All vehicle projects are on track with a RAG status of green.

## Deviation from Budget RAG

- A virement was completed in the month for £500k from Aerial Platforms and Bodyworks to Operational Mobilisation Comms in ICT. RAG status remains as green.

# ICT Equipment excl NMS

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
PC's, laptops, peripherals	0	500	2	498	500	(0)	1,000
Replacement & Upgrade of AV Kit	0	100	3	97	100	0	200
Server Infrastructure	0	100	0	100	100	0	200
Systems Infrastructure	0	300	22	278	300	0	600
Network Infrastructure	0	750	15	735	750	0	1,500
Operational Mobilisation Comms	0	2,500	2,145	355	2,500	(0)	2,000
Data Centre/Disaster Recovery	0	100	0	100	100	0	200
Telephony	0	200	0	200	200	0	400
Cyber Security Provision	0	100	0	100	100	0	200
Safe & Wellbeing	0	75	0	75	75	0	0
Website Development	0	250	0	250	250	0	0
ICT Project Costs	0	180	29	151	180	0	360
ESMCP	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>5,155</b>	<b>2,215</b>	<b>2,940</b>	<b>5,155</b>	<b>0</b>	<b>6,660</b>



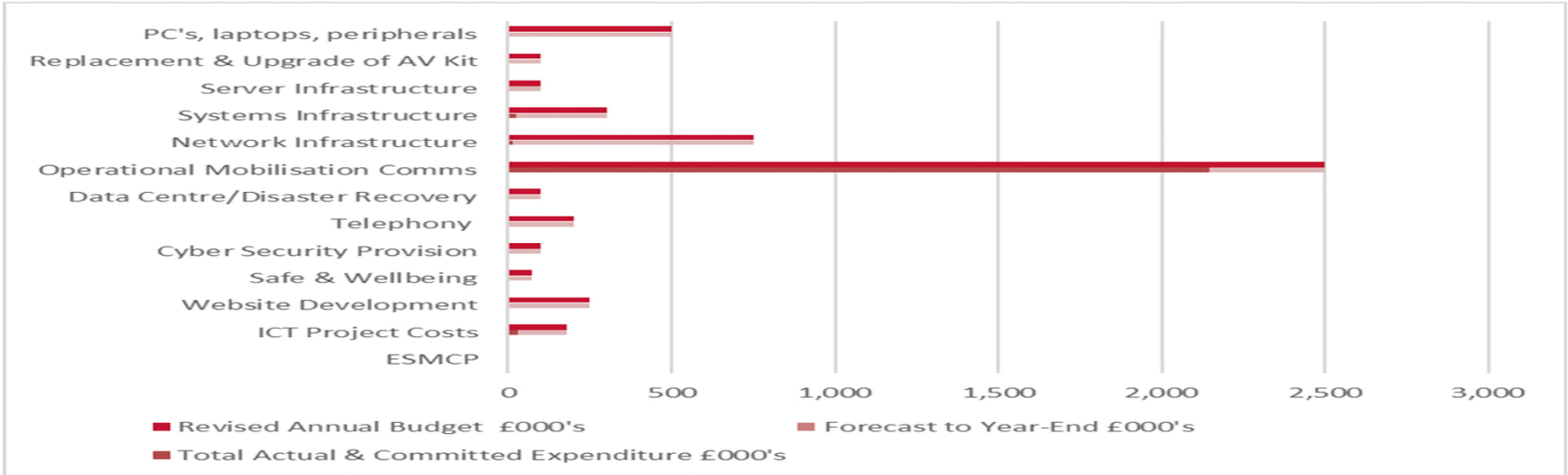
# ICT Equipment excl NMS

## Progress in the month

- An order was placed for an Integrated Communication Control System (ICCS) in the month for £0.476m for Dundee and Johnstone Operational Control Rooms.
- All of the Digital Fireground Radios were delivered in the month.

## Progress anticipated in coming months

- Chargers for the Digital Fireground Radios are due to be delivered in June.



## Milestone RAG

- All ICT projects are on track with a RAG status of green.

## Deviation from Budget RAG

- A virement was completed in the month for £500k from Aerial Platforms and Bodyworks to Operational Mobilisation Comms in ICT. RAG status remains as green.

# New Mobilising System (NMS)

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
New Mobilising System	390	1,500	83	504	588	912	2,500
<b>Total</b>	<b>390</b>	<b>1,500</b>	<b>83</b>	<b>504</b>	<b>588</b>	<b>912</b>	<b>2,500</b>



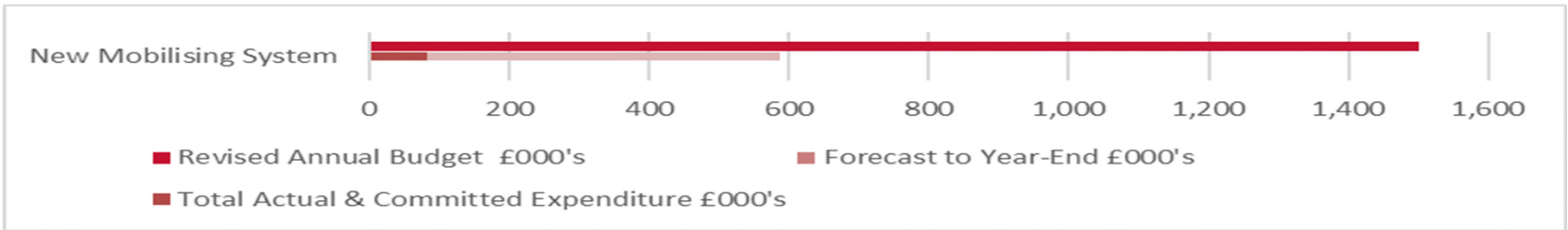
# New Mobilising System (NMS)

## Progress in the month

- The project continues to work on the Five Case Business Model into the next period and will progress through the internal governance routes thereafter.
- The Technical Advisors will also continue with their work in developing a Specification of Requirements (SoR) for the new CCMS.

## Progress anticipated in coming months

- A User Intelligence Group (UIG) has been created with a view to hosting a high level supplier information day in June.
- A Pre-Procurement Gateway, carried out by the Digital Assurance Office, will be scheduled for August before the Invitation to Tender (ITT) is issued.



## Milestone RAG

- The NMS project is on track with a RAG status of green.

## Deviation from Budget RAG

- Although budget has not been changed, the forecast for the project is showing an underspend of £0.912m. Only project team salaries are being charged to the project at present. The forecast underspend is due to the timing of the ITT and the supplier costs and timing of spend are still unknown. Will continue to review the forecast over the coming months. RAG status is currently at red.

# Operational Equipment

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Operational Equipment	0	1,740	0	1,740	1,740	0	1,900
PPE	0	2,000	397	1,766	2,163	(163)	4,000
<b>Total</b>	<b>0</b>	<b>3,740</b>	<b>397</b>	<b>3,506</b>	<b>3,903</b>	<b>(163)</b>	<b>5,900</b>



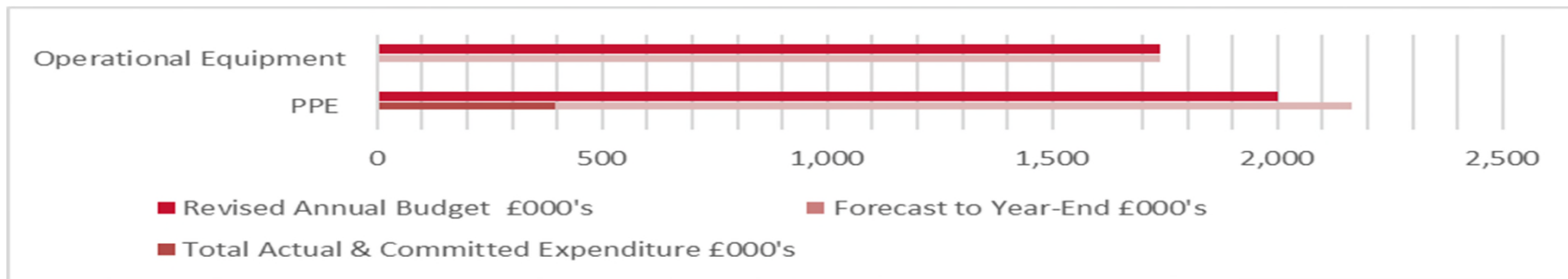
# Operational Equipment

## Progress in the month

- PPE forecast for the year includes three WFFF recruitment campaigns for 144 recruits in total and ten On-Call recruitment campaigns for 322 recruits in total (On-Call recruits to be confirmed as the year progresses).

## Progress anticipated in coming months

- Orders will be placed in the coming months for all Operational Equipment included in the budget.



## Milestone RAG

- All Operational Equipment projects are on track with a RAG status of green.

## Deviation from Budget RAG

- Although budget has not been changed, the forecast for the project is showing an overspend of £0.163m. The forecast overspend is due to additional forecasted recruitment campaigns which were not included in the budget. Awaiting final recruitment campaigns and therefore overspend may reduce. Will continue to review the forecast over the coming months. RAG status is currently at amber.

# Transition to Net Zero Grants

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
EV Points - Phase 2 (20/21) - EST	665	0	0	0	0	0	0
EV Points - Phase 3 (20/21) - TS	1,486	0	0	0	0	0	0
EV Points - Phase 4 (21/22) - TS	1,423	43	42	0	42	1	0
EV Points - Phase 5		1,500	0	1,500	1,500	0	0
<b>Total</b>	<b>3,574</b>	<b>1,543</b>	<b>42</b>	<b>1,500</b>	<b>1,542</b>	<b>1</b>	<b>0</b>

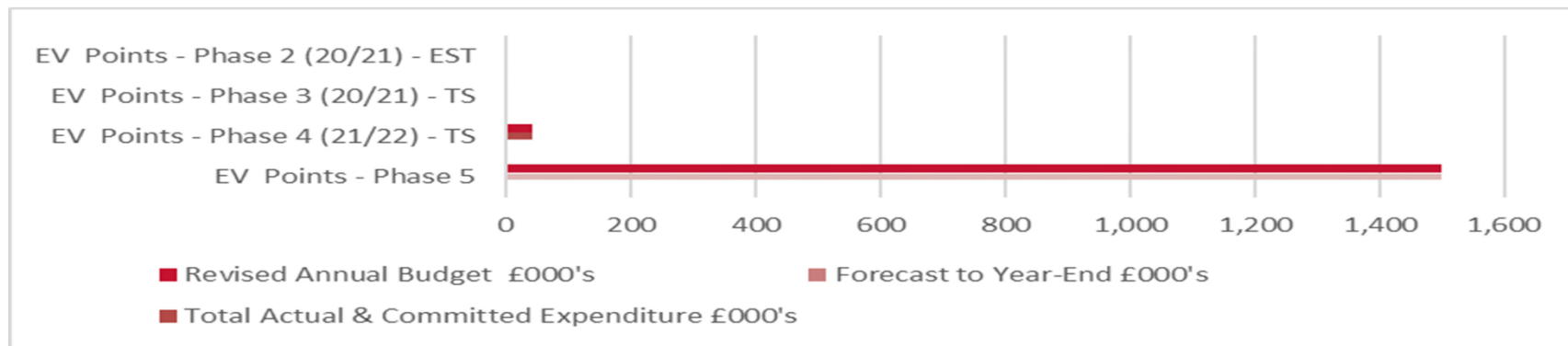


**SCOTTISH**  
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# Transition to Net Zero Grants

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> <li>£1.5m of funding from Transport Scotland, for the purchase of additional Electric Vehicle Charging Points (Phase 5) across Scotland, has been included in the budget.</li> <li>SFRS are awaiting confirmation of this funding from Transport Scotland.</li> <li>If allocated, this will be additional capital budget through GiA, rather than Grant Funding, as in previous years.</li> </ul>	<ul style="list-style-type: none"> <li>EV Charging Points for Dundee MacAlpine Road (Phase 2) has been carried forward from previous years due to a wayleave issue. If additional expenditure incurred, Capital budget will require to be vired.</li> <li>EV Charging Points for Motherwell, Clydebank and Dyce (Phase 3) have been carried forward from 22/23. Capital budget will require to be vired for the additional expenditure incurred.</li> <li>EV Charging Points for seven sites (Phase 4) in the North have been carried from 22/23. Capital budget was vired for the additional expenditure to be incurred.</li> </ul>



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> <li>All Transition to Net Zero projects carried forward are on track with a RAG status of green.</li> </ul>	<ul style="list-style-type: none"> <li>A budget virement was completed in the month for Phase 4 EV Charging Points. Therefore overall RAG status remains as green.</li> </ul>

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



Report No: B/SPPC/12-23

Agenda Item: 17.1

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>29 JUNE 2023</b>							
<b>Report Title:</b>	<b>PERFORMANCE MANAGEMENT FRAMEWORK REVIEW 2021-22</b>							
<b>Report Classification:</b>	<b>For Information</b>	<b>SFRS Board/Committee Meetings ONLY</b>						
		<b>For Reports to be held in Private</b>						
		<b>Specify rationale below referring to</b>						
		<b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of the Performance Management Framework (PMF) review document is to provide a high-level graphical summary of the previous year's key performance indicators in one easy read to read document.							
1.2	Alongside the official statistics publications (See Appendix 8.2 & 8.3) and quarterly reports (See Appendix 8.4) already provided to the Scottish Fire and Rescue Service (SFRS) Board and its Committees the PMF review provides information about SFRS performance and activity.							
<b>2</b>	<b>Background</b>							
2.1	The review was first put forward in 2021 (December) at a Board strategy/development day and established as a useful aide for Board/Strategic Leadership Team (SLT) members on an annual basis.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	This second review (see Appendix 8.1) should have been completed by the end of 2022, however Directorate support required to complete narratives on performance were delayed by three months. Combined with resourcing challenges during the period planning for industrial action, led to significant delays.							
3.2	Instruction at this time to consider areas to 'deprioritise' workload led to the consideration that as the review was 'supplementary' to existing information (quarterly reports and annual statistics), and no executive business would be affected by a decision to delay.							
3.3	The PMF consisted of 58 indicators – 48 reported quarterly and 10 reported only at the end of the fourth quarter							
3.4	Indicators set out by the People Directorate at 3.1 (page 14 & 15 of the review document) are year-to-date at the end of each quarter and NOT quarterly summaries.							
3.5	Specified indicators not reported across the year were 1.12 – Number of Fire safety audits conducted (data not available) / 3.8 Employee Engagement Index (requirements for indicator never progressed) / Training indicators 3.9 – 3.14 (Reported as 'annual' not 'quarterly' as planned)							

3.6	The review recognises that the 1 <sup>st</sup> quarter of the year followed the 4 <sup>th</sup> quarter of 2020-21, when regional lockdowns as a result of COVID-19 had still taken place. Societal changes meaning increased contact and businesses operating as they had pre-COVID saw demand in false alarms (UFAS), RTCs increase as did quarterly fire safety audits, inspections and HFSVs.
<b>4</b>	<b>Recommendation</b>
4.1	Members are asked to note the PMF review
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.
5.2	<b>Financial</b>
5.2.1	Indicators relating to financial management of SFRS are included within the PMF review document.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Indicators relating to SFRS environmental & sustainability activity are included within the PMF review document.
5.4	<b>Workforce</b>
5.4.1	Indicators relating to SFRS workforce are included within the PMF review document.
5.5	<b>Health &amp; Safety</b>
5.5.1	Indicators relating to SFRS Health & Safety are included within the PMF review document.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	Indicators relating to SFRS Health & Wellbeing are included within the PMF review document.
5.7	<b>Training</b>
5.7.1	Indicators relating to SFRS training are included within the PMF review document.
5.8	<b>Timing</b>
5.8.1	The review is 6 months overdue as a result of directorate delays providing contributions, changing priorities for staff involved in Industrial Action planning and the instruction to deprioritise workload.
5.9	<b>Performance</b>
5.9.1	This review provides a summary of quarterly (& year-to-date) performance for KPIs outlined as evidence of success towards the Strategic Plan. It should be used in conjunction with supporting materials such as quarterly Board reporting and official statistical publications (FSO and Incident).
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Communication & Engagement colleagues will promote the PMF Review via internal iHub.
5.11	<b>Legal</b>
5.11.1	There are no specific legal implications related to this paper.
5.12	<b>Information Governance</b>
5.12.1	DPIA completed Yes/No. A DPIA is not required for this paper.

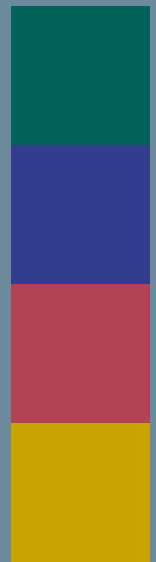
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes/No. A EHRIA is not required for this paper.	
5.14 5.14.1	<b>Service Delivery</b> Indicators relating to SFRS Service Delivery are included within the PMF review document.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director for Strategic Planning, Performance and Communications presented the Performance Management Framework Review for 2021-22	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.2	<b>Rationale:</b>	SFRS is able to provide a range of reporting about its performance activity, both detailed and in summary. This document is purposefully intended as a high level summary.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	A - PMF – 2021-22 Annual Review – DIGITAL	
8.2	<a href="#">Scottish Fire and Rescue Service 2021-22 incident statistics</a>	
8.3	<a href="#">Scottish Fire and Rescue Service 2021-22 Fire Safety and Organisational statistics</a>	
8.4	<a href="#">Service Delivery Committee Performance Report 2021-22 final report (p.35)</a>	
<b>Prepared by:</b>		Chris Fitzpatrick, Business Intelligence and Data Services Manager
<b>Sponsored by:</b>		Richard Whetton, Head of Governance, Strategy and Performance
<b>Presented by:</b>		Mark McAteer, Director of Strategic Planning, Performance and Communication
<b>Links to Strategy and Corporate Values</b>		
Teamwork, Safety, Respect and Innovation		
<p>OUTCOME 1 Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies from harm.</p> <p>OUTCOME 2 Communities are safer and more resilient as we respond effectively to changing risks.</p> <p>OUTCOME 3 We value and demonstrate innovation across all areas of our work.</p> <p>OUTCOME 5 We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <p>OUTCOME 6 The experience of those who work for SFRS improves as we are the best employer we can be.</p> <p>OUTCOME 7 Community safety and wellbeing improves as we work effectively with our partners.</p>		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>SFRS Board</i>		<i>29 June 2023</i>
		<b>Report Classification/ Comments</b>
		<i>Information Only</i>



# Performance Management Framework

Annual Review 2021-22

Working together for a safer Scotland





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## OUTCOMES

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4	<i>Public Value</i>	21



# INTRODUCTION

The SFRS Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), will manage our performance. It describes the processes we will use and the tools available to support us in achieving the priorities set within the Fire and Rescue Framework for Scotland 2016<sup>1</sup>; and the outcomes and objective set out in our Strategic Plan.

As well as defining our processes and the good practice we aim to follow, the PMF provides a suite of performance indicators that monitor our progress.

Our **indicators** have each been aligned to **one of the four outcomes** within our **Strategic Plan 2019-22**.

This review looks at our progress against these indicators between 1 April 2021 and 31 March 2022.

<sup>1</sup> Please note the most recent Fire and Rescue Framework for Scotland was published on 29th March 2022 and can be found on the [Scottish Government website](#).





# THE YEAR IN SUMMARY

National restrictions associated with the COVID-19 pandemic were eased across 2021-22, with the majority of incident types and services provided by the Scottish Fire and Rescue Service (SFRS) returning to more 'normal' levels by the middle of the year. Travel restrictions, temporary closure of businesses and educational facilities, and changes in how the Service operated during the pandemic influenced the previous year's figures and this year's figures to a lesser degree. The figures for 2021-22 reflect these national changes.

The easing of national restrictions throughout the year and changes in operation of business meant that a number of incident types increased from the previous year. False alarm incidents increased, with figures being similar to levels seen before the pandemic. Unwanted Fire Alarm Signals (UFAS) increased this year when compared to last year.<sup>2</sup> The first quarter of 2021-22 saw a lower level of UFAS incidents; this figure increased into quarter two and three when more people were returning to the workplace. Non-fire incidents also increased compared to the previous year, likely caused by changes in human behaviours as the pandemic came to an end. With the easing of travel restrictions and more people commuting to places of employment, it is likely that this contributed to the increase in some non-fire incidents. Home Fire Safety Visits increased from the previous year, however figures were still lower when compared to pre-pandemic levels due to fewer visits being carried out in quarter one. As restrictions eased over the following three quarters, the number of Home Fire Safety Visits being carried out increased again.

Accidental Dwelling Fires (ADFs) increased one percent on the previous year's figure. Non-fatal fire casualties at ADF incidents were the lowest recorded figure since national figures were collated.<sup>3</sup> In addition, fatal fire casualties at ADFs decreased from last year and returned to a figure that is consistent with the previous ten-year average.

Special Service incidents increased when compared to last year, with Road Traffic Collisions, 'Assist Other Agencies', Medical Response, and 'Effecting Entry/Exit' incidents accounting for much of this increase. The pandemic and social distancing meant that there were fewer incidents recorded by SFRS where other services were in attendance last year, hence the increase this year when restrictions were eased.

Social distancing policies that were in place for part of this year within SFRS influenced staff and training. Some training courses were unable to operate at full capacity and other courses were unable to operate at all until restrictions were fully lifted. Mandatory COVID-19 testing mitigated the risk to SFRS personnel but also caused courses to be cancelled due to instructor/candidate availability. Towards the end of the year, restrictions were eased and there was an increase in the number of candidates at planned courses.

Official Statistics about SFRS can be found on our website: [www.firescotland.gov.uk/about-us/who-we-are/statistics/](http://www.firescotland.gov.uk/about-us/who-we-are/statistics/)

<sup>2</sup> False alarm incidents describe an event in which SFRS believe that have been called to a reportable fire or non-fire incident and there is no such incident. Unwanted Fire Alarm Signals (UFAS) describes an avoidable false alarm signal from a workplace, either from an automatic fire alarm or from a person.

<sup>3</sup> National figures have been collated since 2009

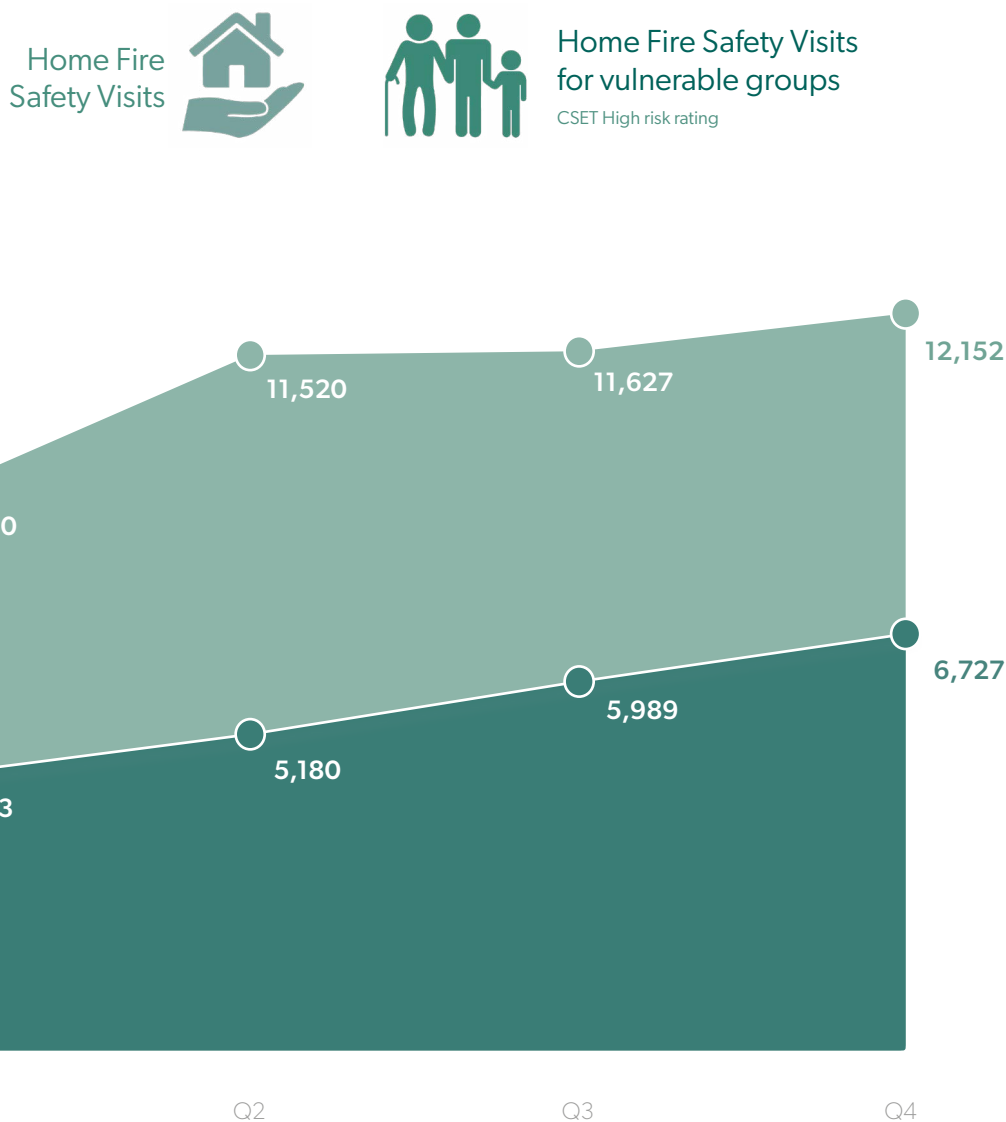
# OUTCOME 1 - Prevention

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

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

During the COVID-19 pandemic in 2021-22, community safety engagement was substantially affected, with engagement being prioritised on the basis of fire risk to households and proportionate to national restrictions. As restrictions eased throughout the year, the ability to carry out engagement activities increased, shown by the number of **Home Fire Safety Visits to vulnerable people** carried out throughout the year.

*Rebecca Cameron, Statistical Analyst*



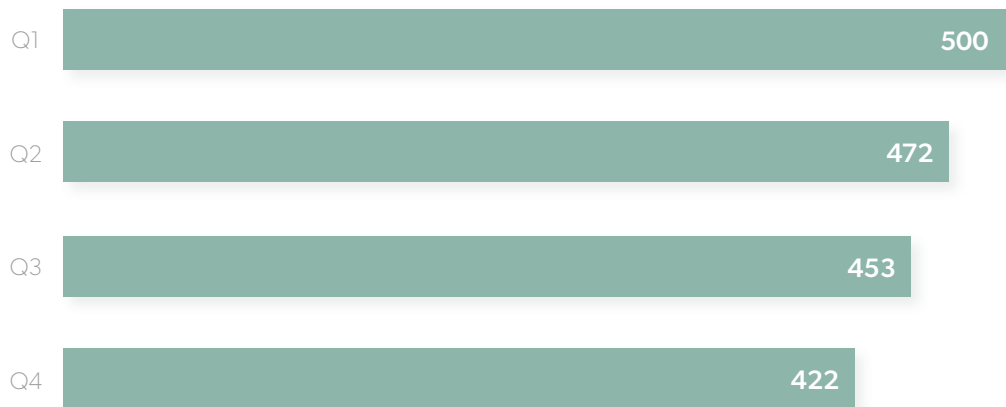
## 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland’s built environment and supporting economic growth.

Fires in **non-domestic buildings** were higher compared to the previous year. This is likely due to COVID-19 restrictions being eased throughout 2021-22, and so more people returned to non-domestic premises this year.

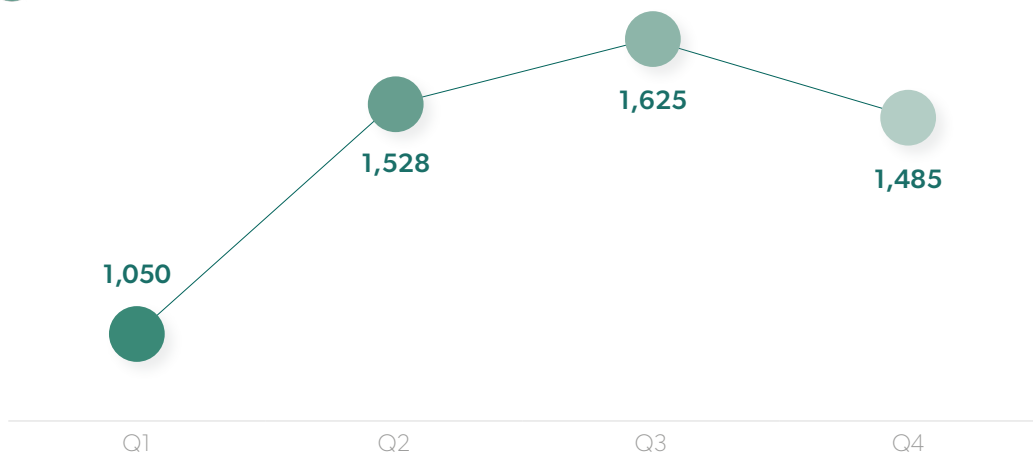
Rebecca Cameron, Statistical Analyst



### Fires in non-domestic buildings as defined in Part 3 of Fire (Scotland) Act 2005



### Fire safety audits conducted in accordance with Fire Safety Enforcement Framework



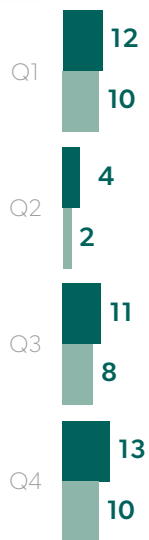
### 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

Fatal fire casualties are lower than the previous year. Figures have varied considerably in the past. This year's figures are similar to what has been recorded on average in the previous ten years. Similarly, non-fatal fire casualties have reduced in 2021-22 compared to the previous year.

Rebecca Cameron, Statistical Analyst



#### Fire Fatalities



All Fire Casualties

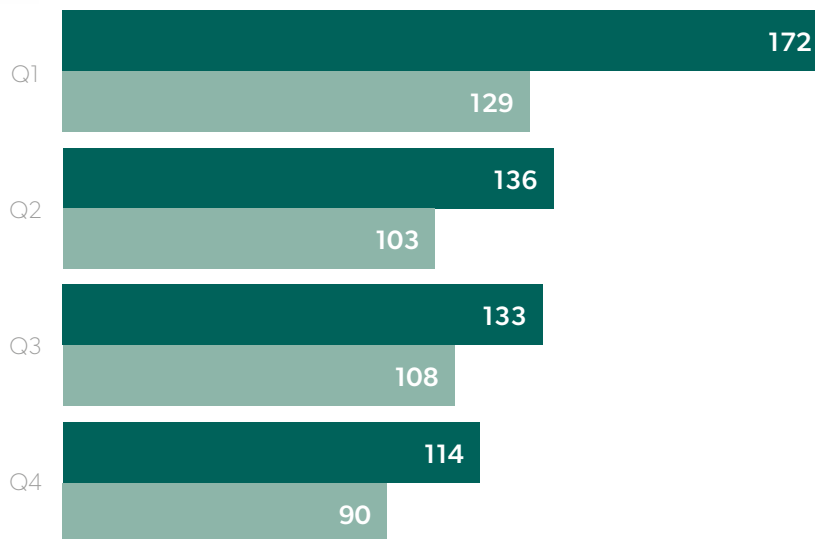


Accidental Dwelling Fire Casualties

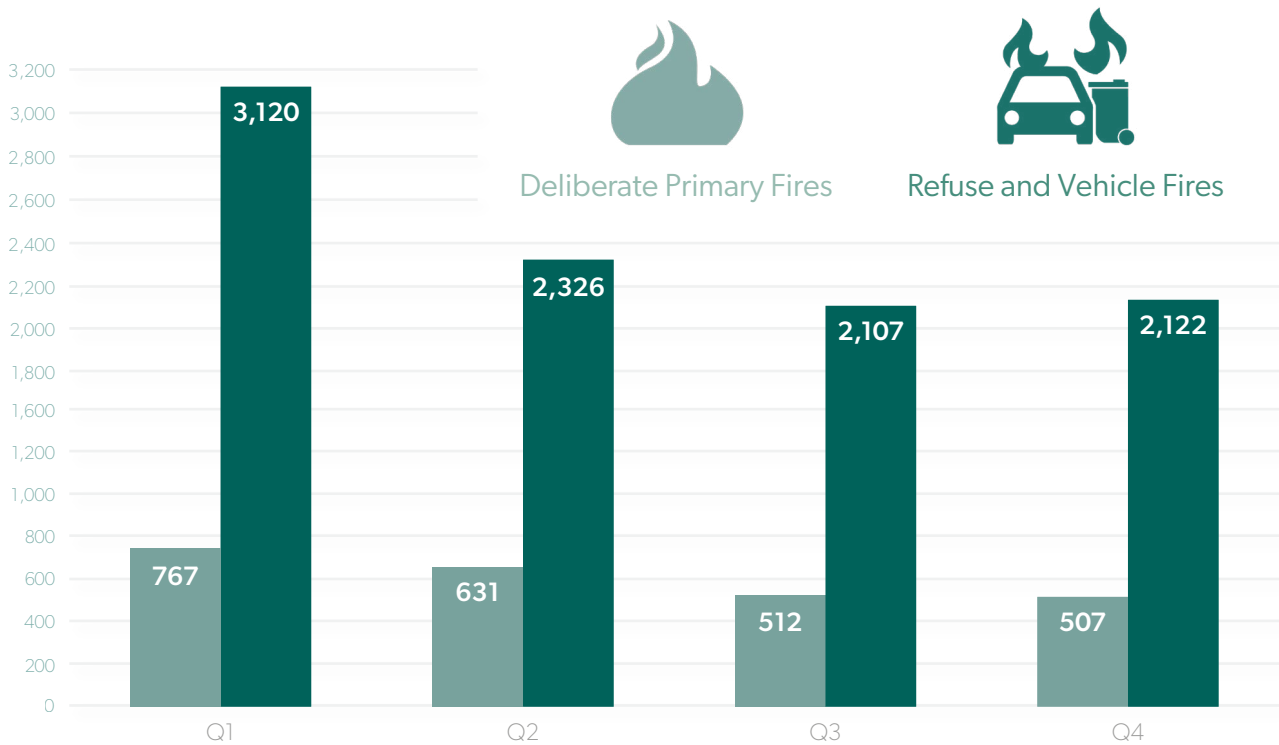


#### Fire Casualties

(excluding precautionary checks)

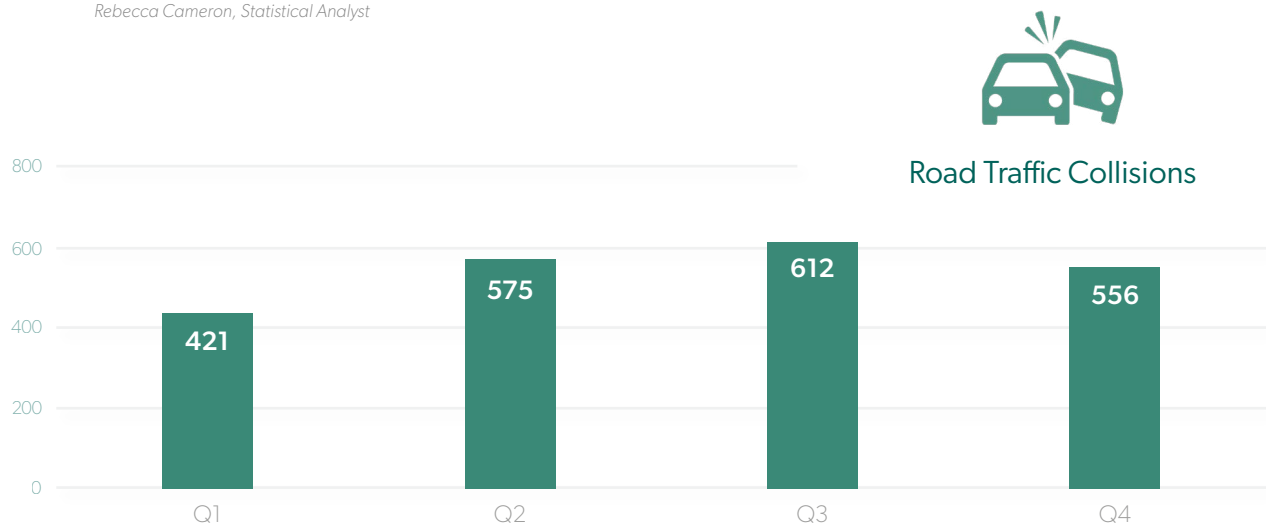


**1.3** We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.



**Road Traffic Collisions (RTCs)** attended by SFRS increased in each quarter when compared to the previous year, likely caused by more people driving vehicles on the roads as pandemic restrictions on travel eased. This is a return to levels seen before the pandemic.

*Rebecca Cameron, Statistical Analyst*



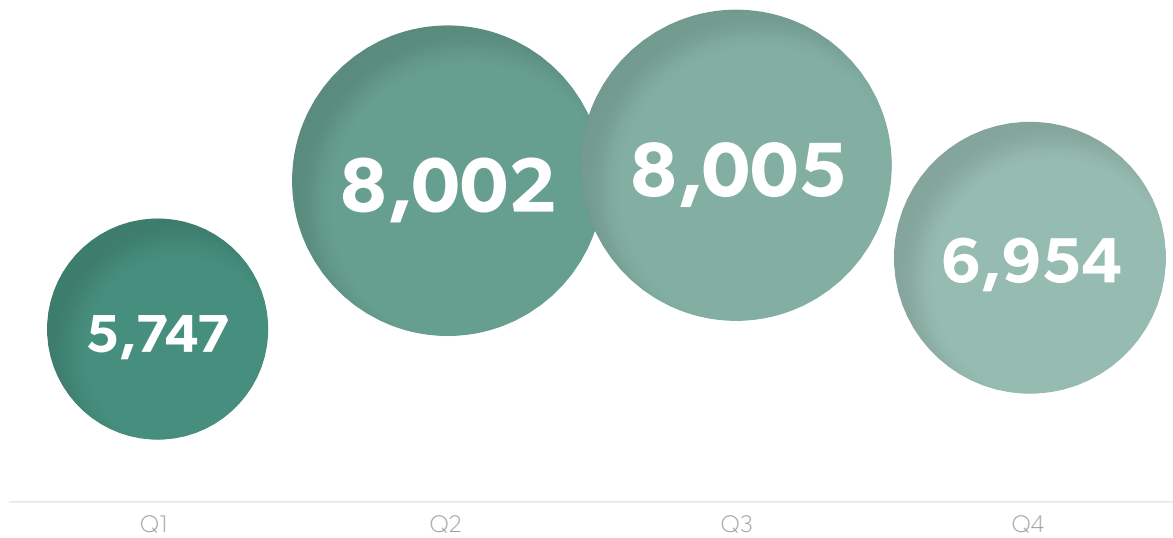
**1.4** We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

UFAS incidents are avoidable false alarms from non-domestic premises. Throughout 2021-22, more people returned to these buildings and so, UFAS incidents returned to levels seen similar to pre-pandemic levels.

*Rebecca Cameron, Statistical Analyst*



Unwanted Fire Alarm Signal incidents attended in non-domestic premises



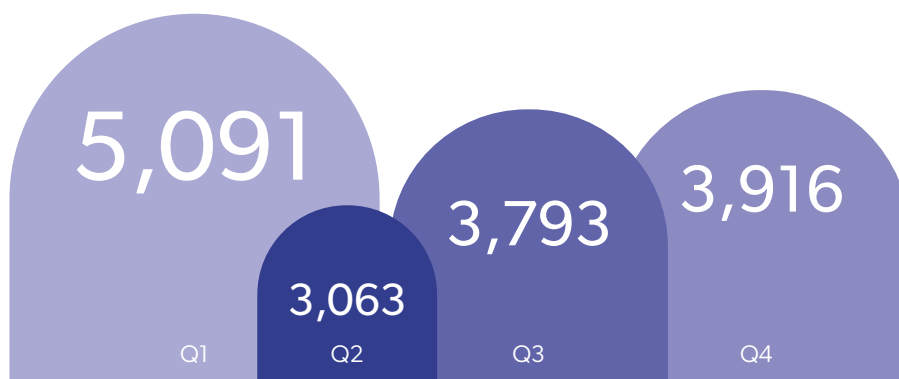
# OUTCOME 2 - Response

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

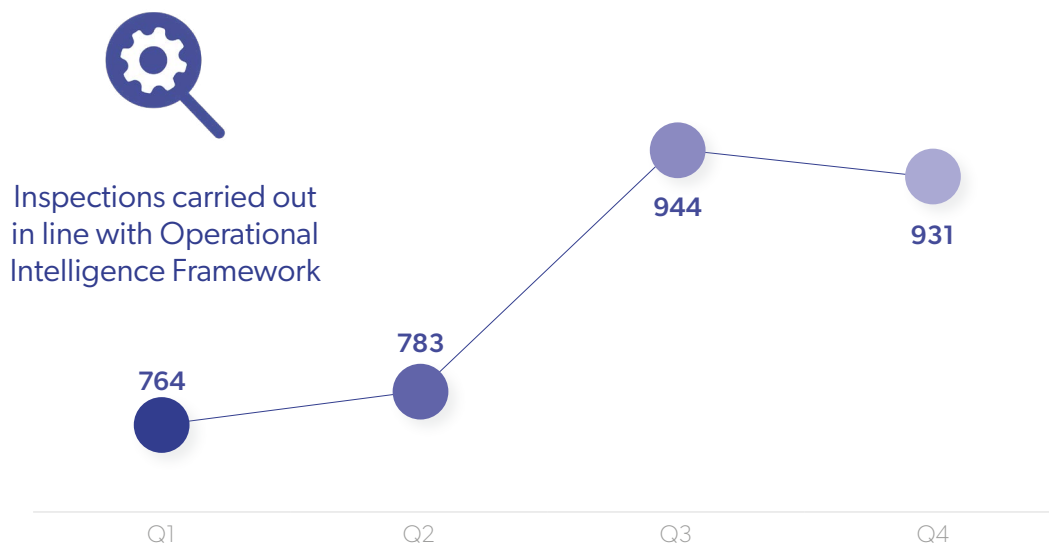
## 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

For the year 2021-22 the Hydrant and Water planning department completed 88.8% of the intended **Hydrant Inspection** target. Hydrant inspections were unusually low in the last three quarters of the year as a result of vehicles in the workshop for a combined 661 days. This equated to 3,305 hydrant inspections missed throughout the year. A new fleet of vehicles have now been delivered to the department. There is an expectation we will see a rise in inspections for 2022-23.

*Stephen Harkins, Group Commander, Operations*



Hydrant inspections carried out



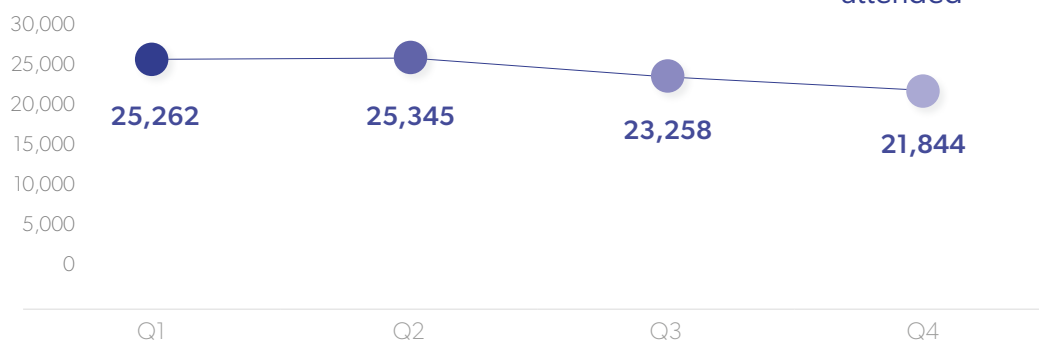
## 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

Full year **incidents attended** increased from last year, with an increase in fire, non-fire and false alarm incidents.

*Rebecca Cameron, Statistical Analyst*



Total incidents attended



There was an overall increase in the number of **incidents where SFRS attended at the request of other agencies** and at **'effecting entry/exit' incidents** when compared to the previous year. Patterns across quarters are comparable to previous years.

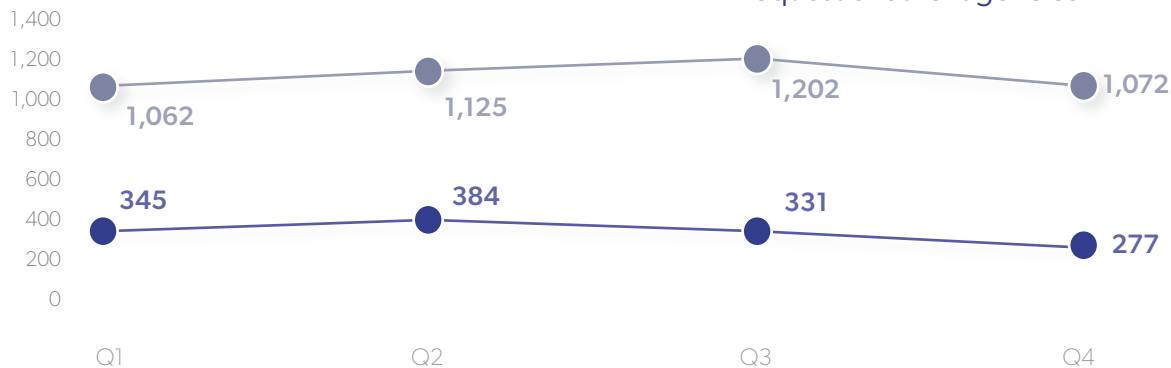
*Rebecca Cameron, Statistical Analyst*



Effect entry/exit incidents attended



Incidents attended at the request of other agencies





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



Non-refuse secondary fires



There were substantially more **non-refuse secondary fires** in quarter 1 than in any other quarter of 2021-22. This is consistent with what has been seen in previous years, with weather conditions and human factors being major contributors in these types of fires.

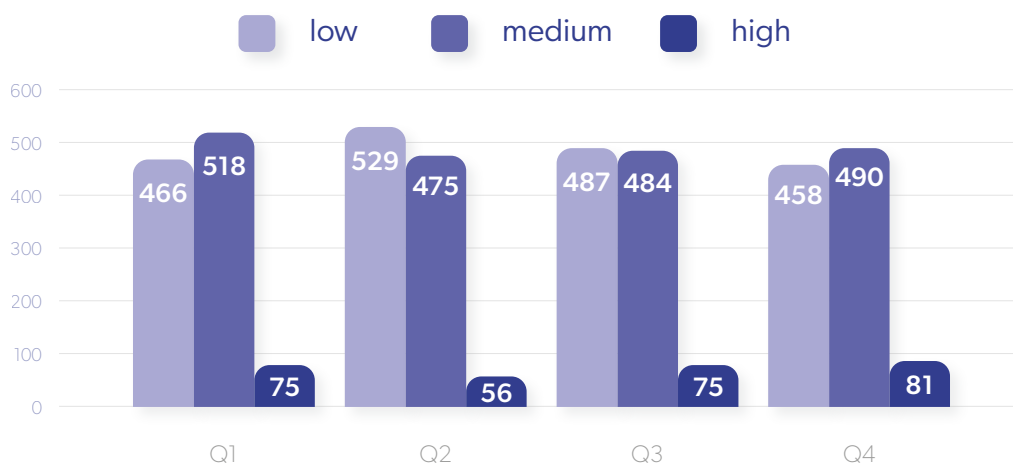
*Rebecca Cameron, Statistical Analyst*

**Total accidental dwelling fires** in 2021-22 increased very slightly from the previous year, but there remains to be an overall downward trend over the last ten years in these types of fires. High severity accidental dwelling fires make up the smallest percentage of accidental dwelling fires across each quarter in 2021-22.

*Rebecca Cameron, Statistical Analyst*



Accidental dwelling fires broken down into severity categories



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

**Response times** across each Service Delivery Areas (SDA) were consistent across all quarters. The rurality of the North SDA has historically meant that response is marginally longer than the more urban East and West Service Delivery Areas.

*Rebecca Cameron, Statistical Analyst*



### Response times by Service Delivery Area



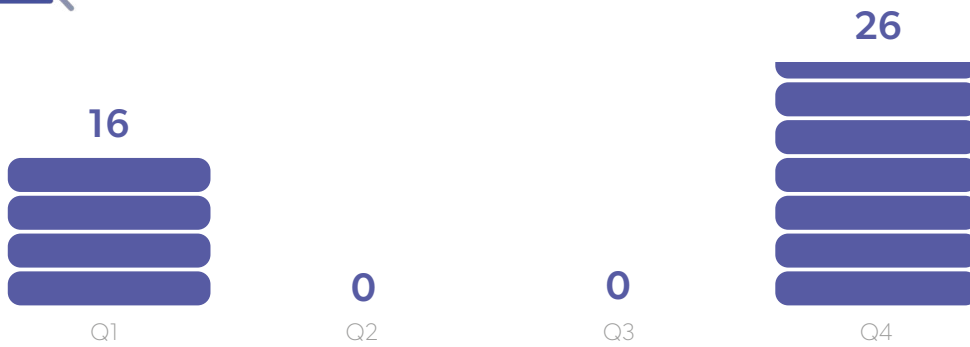
## 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies including working and learning with others and making the most of technology.

Audits arising from Operational Assurance processes relate to operational learning and come from a range of sources including: Internal (Incident and Thematic Debriefs); and External (Shared Learning from other UK FRSs). These actions are determined through incident activity which can vary across the year. This accounts for the variances in the reporting figure.

*Desmond Donnelly, Group Commander, Safety and Assurance*



### Audit actions arising from SFRS Operational Assurance process



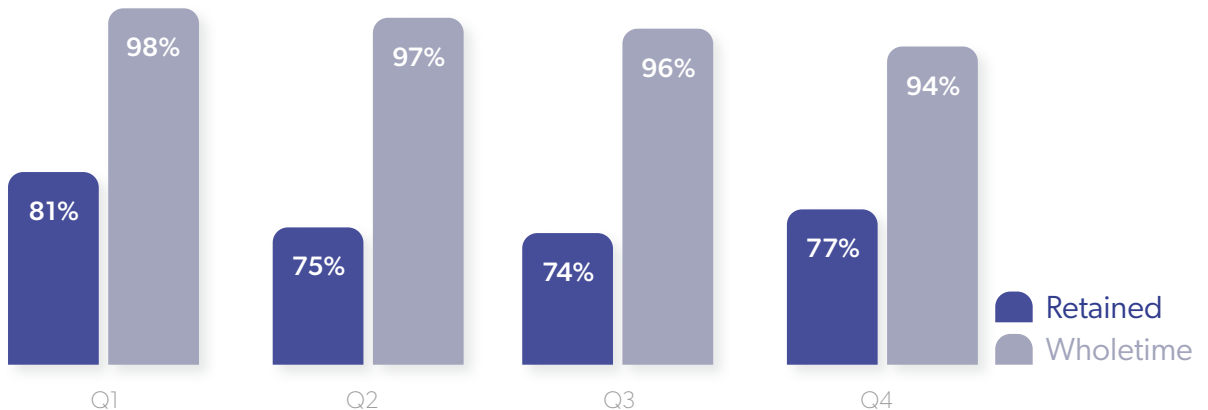
## 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Wholetime appliance availability decreased over the year. Absence through sickness, partly related to COVID-19, has impacted this availability, as has retirement of uniformed personnel. Retained availability was higher in quarter one and quarter four when compared to quarter two and three. This was partly due to sickness related absence but also related to on-going challenges recruiting staff in rural areas.



### Appliance availability

*Rebecca Cameron, Statistical Analyst*



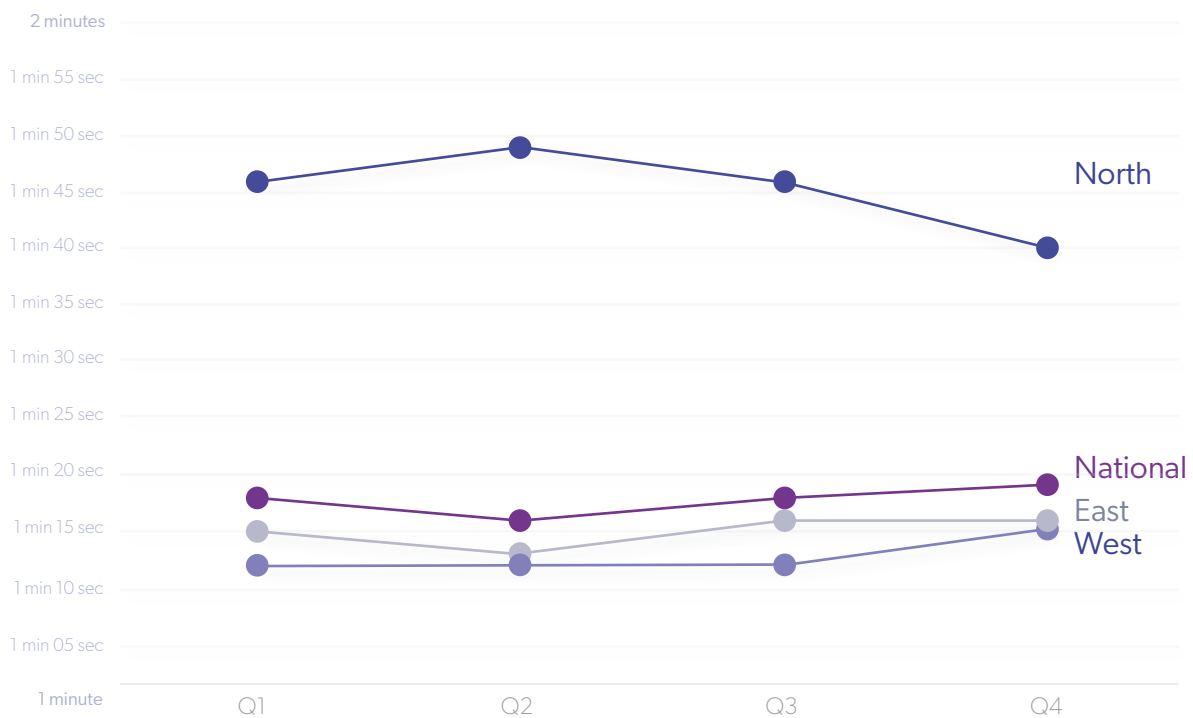
## 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

National call handling times increased by 1 second from quarter 1 to quarter 4. **Call handling times** decreased in the North SDA in quarters 3 and 4. East SDA call handling times varied across the year, with an increase of 1 second from Q1 to Q4. Call handling times in the West SDA increased by 3 seconds from Q3 to Q4.



Call Handling times by Service Delivery Areas

Rebecca Cameron, Statistical Analyst



# OUTCOME 3 - People

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

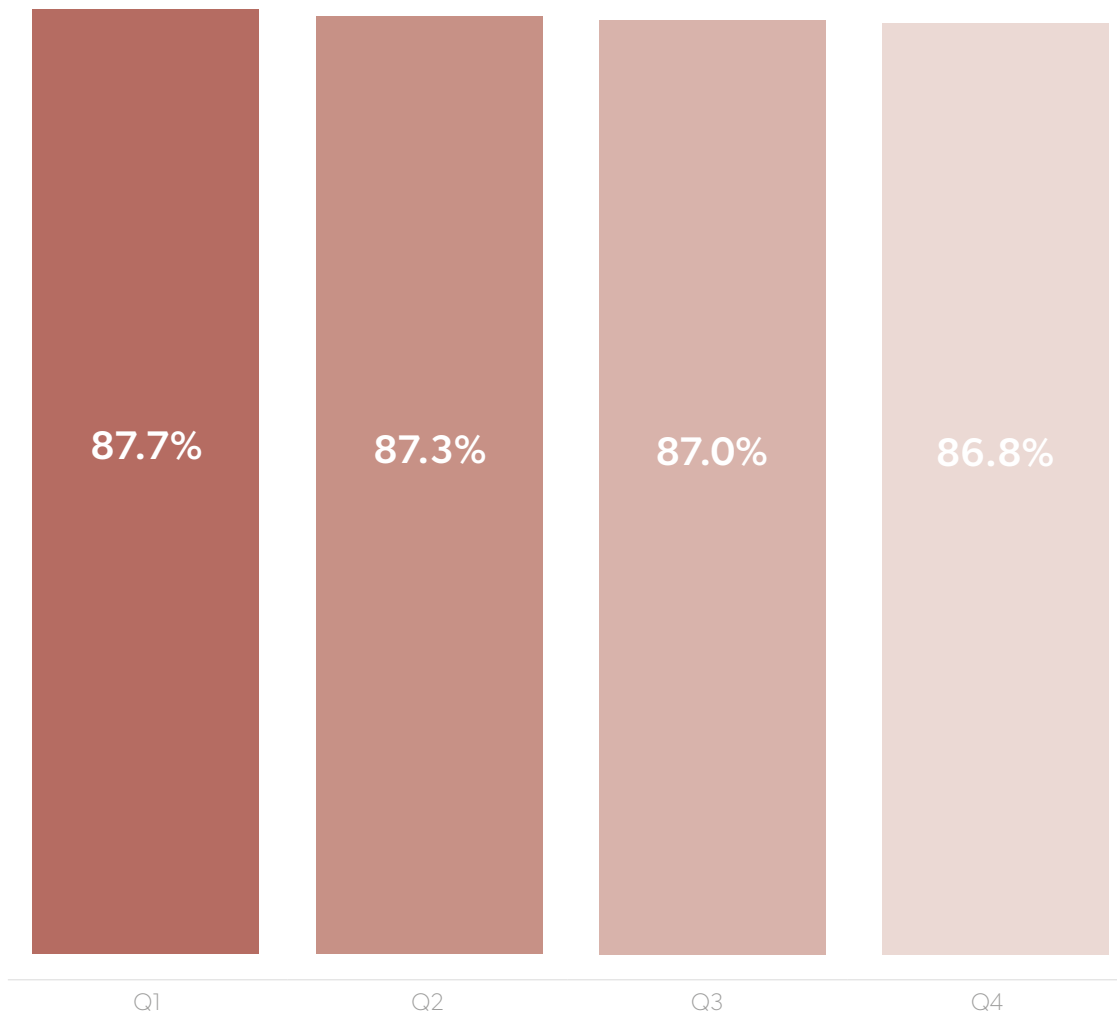
## 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce. <sup>4</sup>

Recruitment into uniformed and support staff roles mean SFRS' FTE against the Target Operating Model remained broadly stable over the year.

*Lyndsey Gaja, Head of People and Organisational Development*



Actual Full Time Equivalent (FTE) staff against Target Operating Model



<sup>4</sup> Indicators for 3.1 are cumulative figures and not quarterly figures.

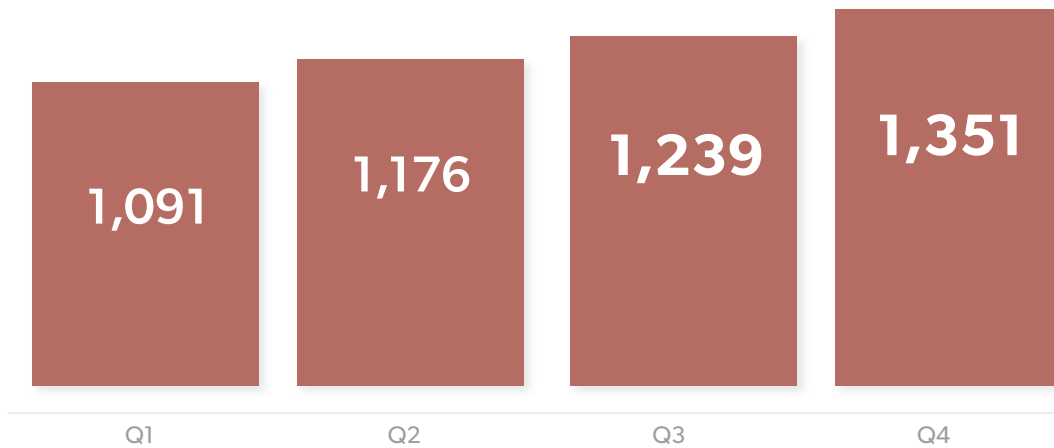
### 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce. <sup>4</sup>

The average number of vacancies increased over the year as new business case posts which were introduced to support the Service's response to the COVID-19 pandemic required to be filled.

*Lyndsey Gaja, Head of People and Organisational Development*



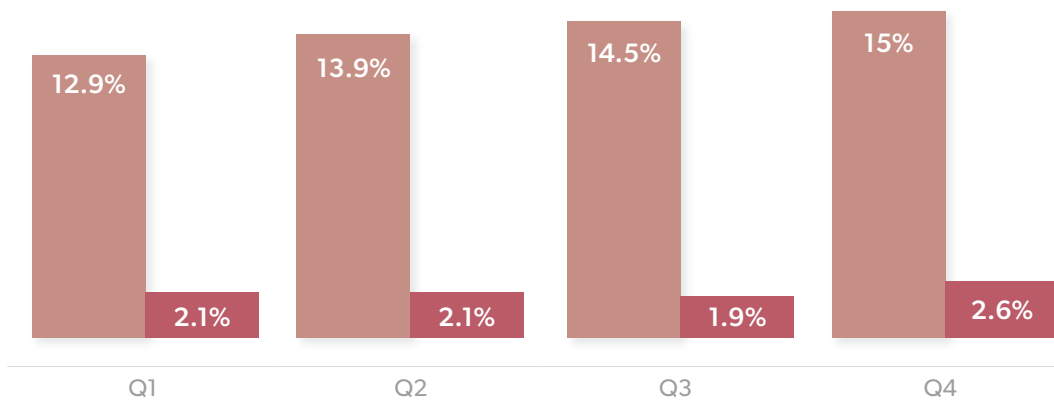
Staff vacancies by FTE



Staff vacancies

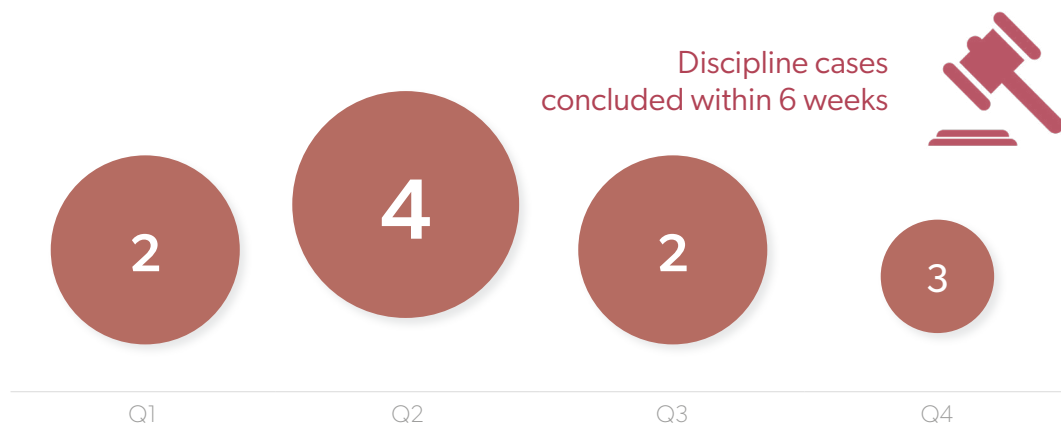


Staff turnover



<sup>4</sup> Indicators for 3.1 are cumulative figures and not quarterly figures.

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



### 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.<sup>5</sup>

Throughout 2021-22, we encountered various challenges due to the COVID-19 pandemic and the restrictions required to operate safely during this time. Social distancing policies affected capacity of meeting rooms and, in many cases, halved the number of personnel that could attend training events. Some courses could not operate until restrictions were lifted due to the close proximity working required. Due to mandatory COVID-19 testing, we mitigated the risk to personnel, however this also caused courses to be cancelled due to instructor/candidate availability. In general, candidates' attendances were a challenge and agile scheduling of courses were required to keep the throughput of candidates. Near the end of this reporting period, we were able to ease restrictions and therefore increase throughput of candidates for all planned courses.

Due to the commitment of all involved we report that all trainee courses across all duty systems were successfully completed, essential to ensure continued resilience and the frontline Service Delivery for our communities.

*Alasdair Cameron, Area Commander - Training, Safety and Assurance*

Scheduled Retained/Volunteer Duty System Task & Task Management courses delivered

31

6

Scheduled Wholetime Firefighter Foundation Programme courses delivered

<sup>5</sup> To raise the level of reporting within the Performance Management Framework and provide a complete and high-level overview of key performance indicators over the reporting year 2021-22, data has been provided as yearly figures for each indicator.



### 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.<sup>5</sup>

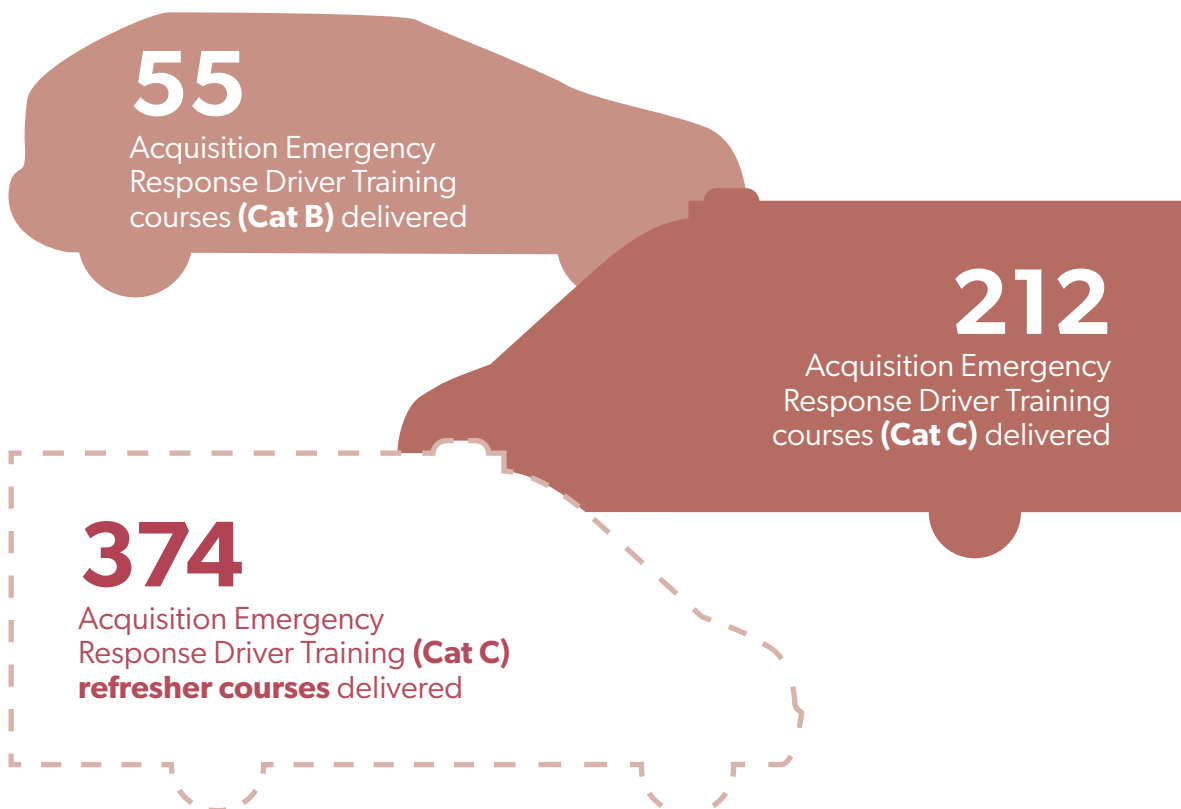
**Incident Command Competence** across all staffing groups showed a high level in performance with the National Incident Command Team continuing and a notable increase across the reporting year for Flexi Duty Officers. Further support and a modular ICL1 course being made available to be programmed into local area training plans, together with virtual ICL2 and 3 courses has assisted with delivery.

*Alasdair Cameron, Area Commander - Training, Safety and Assurance*



**Overall driver training courses** across all classes were successfully delivered, something that required a significant commitment from all involved. For reasons detailed previously around COVID-19 candidate/instructors' availability and success rates, this combined impacted on the overall performance outcomes.

*Alasdair Cameron, Area Commander - Training, Safety and Assurance*

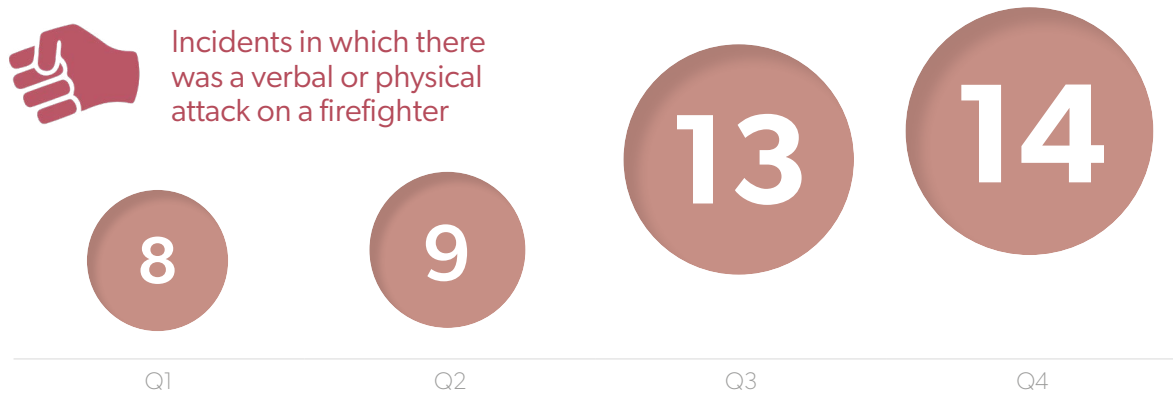


<sup>5</sup> To raise the level of reporting within the Performance Management Framework and provide a complete and high-level overview of key performance indicators over the reporting year 2021-22, data has been provided as yearly figures for each indicator.

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

Incidents in which there was a verbal or physical attack on a firefighter shows a decrease of 36% when comparing to the previous reporting year. The evidence is that a Firefighter was subjected to an act of violence (AoV) once in every 1,449 operational incidents attended. Police assistance was requested for four in every five AoVs recorded.

*Jim Holden, Head of Safety and Assurance*



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

The total number of **Accidents/Injuries** reported to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) (excluding COVID-19) shows a 47% decrease when comparing to the previous reporting year. 78% of RIDDORs were over 7-day Accidents/Injuries events representing a 22% decrease in this category when comparing to the previous reporting year. 43% of over 7-day accidents/injuries reported to the HSE were associated with slips, 43% were as a result of manual handling/body movement, and the remaining 14% were associated with a fall whilst dismantling an appliance. A further 5% of RIDDORs were reported to the HSE as specified injuries.

SFRS staff reported 689 confirmed **cases of COVID-19**, of these 4% were deemed as having reasonable evidence to be determined as a workplace transmission and subsequently reported to the HSE under RIDDOR.

*Jim Holden, Head of Safety and Assurance*

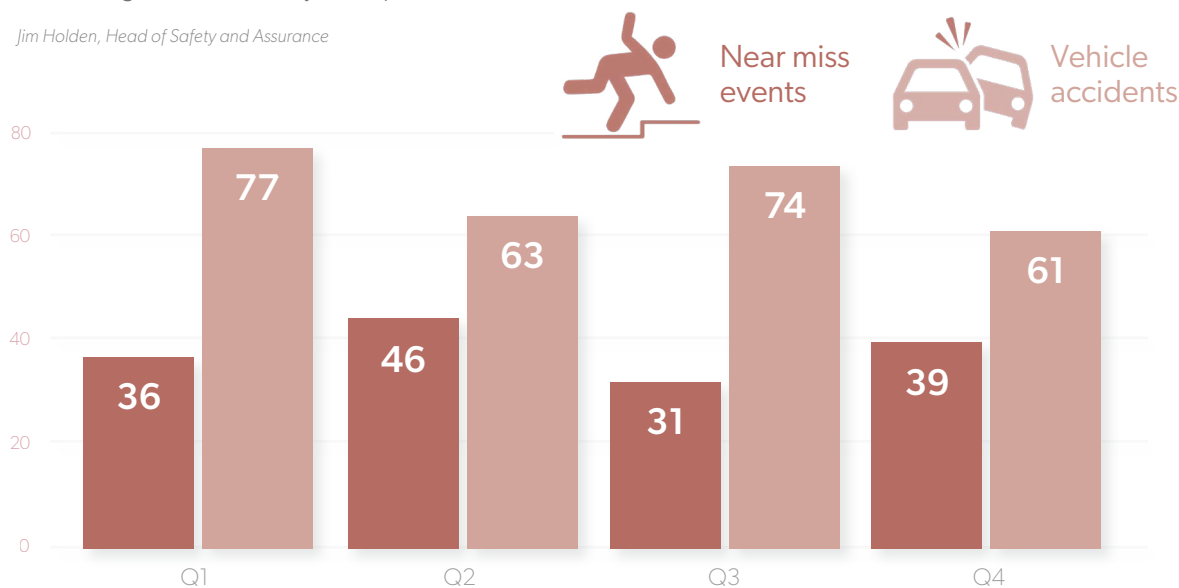


### 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

There were 16 **near miss events** for every 1 RIDDOR reportable event (excluding COVID-19), which is an improvement on the previous reporting year when there were 9 near-miss events for every 1 RIDDOR reportable event (excluding COVID-19).

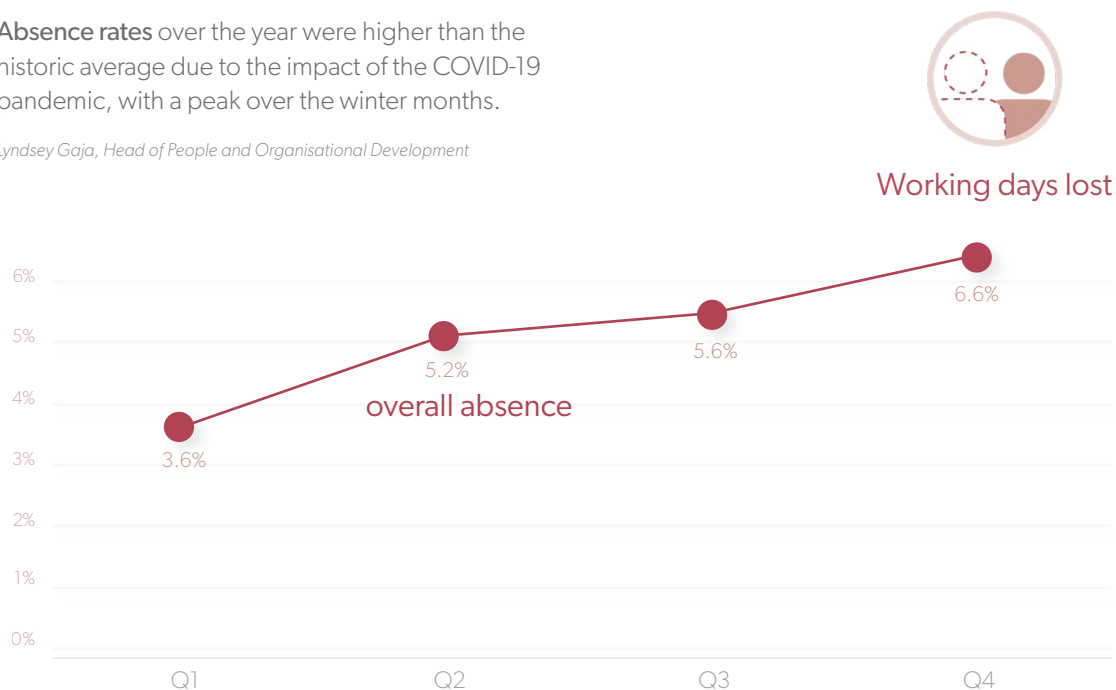
Of all near miss events, 38% occurred as operational incidents, 29% occurred during non-operational activities and 33% were associated with training activities. **Vehicle accidents** at operational incidents remain the most common vehicle accident with one vehicle accident reported every 576 operational incidents attended. The most common cause of vehicle accidents across the SFRS continues to be 'hit something fixed or stationary', accounting for three in every five reported.

*Jim Holden, Head of Safety and Assurance*



**Absence rates** over the year were higher than the historic average due to the impact of the COVID-19 pandemic, with a peak over the winter months.

*Lynsey Gaja, Head of People and Organisational Development*



# OUTCOME 4 - Public Value

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

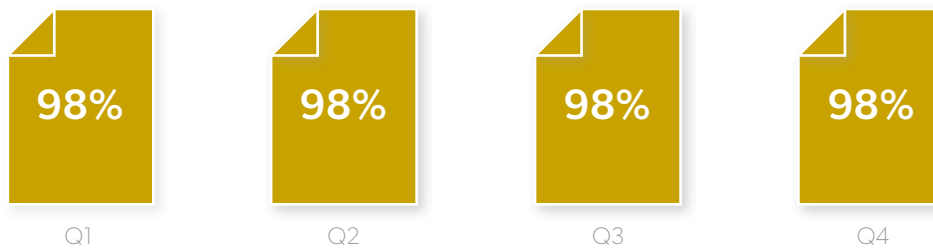
## 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

The SFRS terms and conditions for payment of suppliers is to pay suppliers within 30 days of the invoice date. Analysis of our performance during 2021-22 shows that 98% of invoices were paid within this timescale (97% in 2020-21).

*Lynne McGeough, Acting Head of Finance and Procurement*



Invoices paid in 30 days

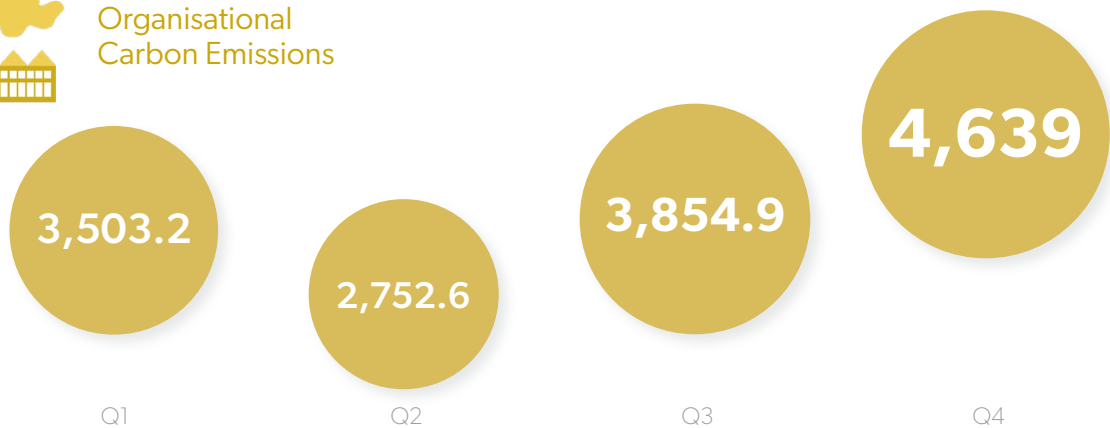


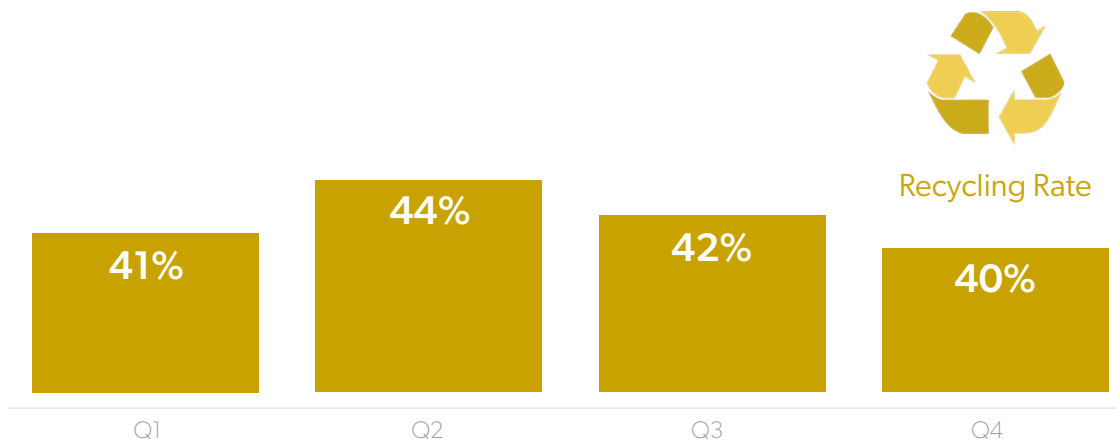
SFRS's carbon emissions are largely a result of the energy that is used to heat and light our buildings, power equipment and fuel our vehicles. Consequently they are significantly higher during the winter months, during quarters 3 and 4, when it is colder and darker. During 2021-22 SFRS was successful in reducing our CO<sub>2</sub>e emissions by 6% against our 2018-19 baseline, and therefore achieved our target for the year..

*Peter Robertson, Environment and Carbon Manager*



Organisational Carbon Emissions





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

**Service Incidents** are faults reported to the ICT Service Desk where a piece of equipment, system or service is broken or unavailable. These are broken down by priority and a timescale attached to each priority as a target for resolving the incident. For example, a Priority 1 incident is a critical failure in an operations control room and attracts a fix timescale of 24 hours. Service Requests are also reported to the Service Desk and are requests for change to a system or new equipment. These are also broken down by priority and a timescale attached as a target for resolution. The overall Service Level Agreement (SLA) is agreed by user departments and includes these timescales.

Performance against the SLA was steady during the year 2021-22 with a high level of success against the SLA in both Incidents and Service Requests.

*Sandra Fox, Head of ICT*





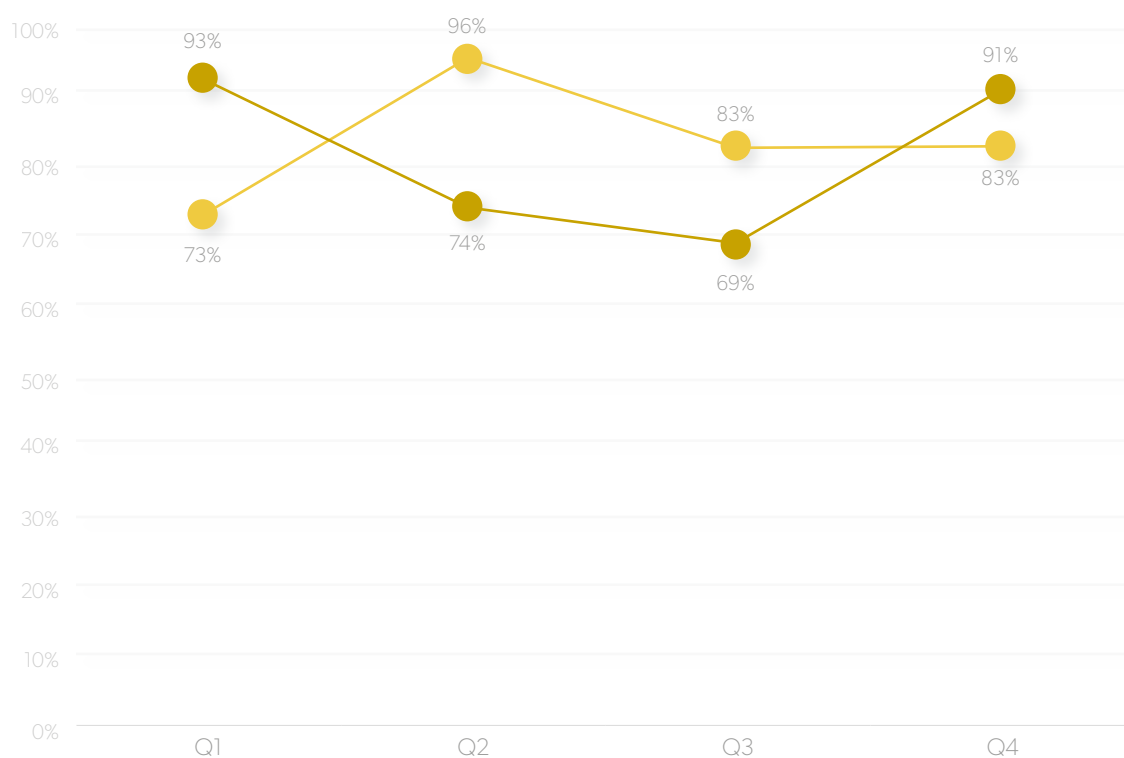
## 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.



Subject access requests responded to within statutory timescales



FOIs responded to within statutory timescales





SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

[firescotland.gov.uk](https://firescotland.gov.uk)

SFRS Performance Management Framework  
Annual Review 2021-22

Version 1.0 June 2023



**SFRS DRAFT BOARD FORWARD PLAN**

**Agenda Item 19**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<p align="center"><b>Special Board – 27 July 2023</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/Decision on Private Items</li> <li>• Declaration of Interests</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p>	<p><b><u>Standing/Regular Reports</u></b></p>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• New Mobilising System</li> <li>• Outline Business Case: Rostering Project (Private)</li> <li>• Outline Business Case: People, Payroll, Finance and Training Project (Private)</li> <li>•</li> </ul>
<p align="center"><b>31 August 2023</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• ARAC Committee Annual Report to Accountable Officer</li> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Corporate Risk and Performance Report Q1 Progress Report</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Response to Staff Survey Engagement</li> <li>• Local Plan Development Process Update</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Annual Performance Review 2022/2023</li> <li>• Annual Procurement Report 2022/23</li> <li>• New Mobilising System</li> <li>• Revised Scheme of Delegation</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Risk Based Investment Strategy (I Bashir)</li> <li>• Strategic Asset Management Plan – Equipment (I Bashir)</li> <li>•</li> </ul>
<p align="center"><b>26 October 2023</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• HS Policy and Policy Statement</li> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Capital Budget Outturn Report 2022/23</li> <li>• Resource Budget Outturn Report 2022/23</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Board Forward Plan Schedule 2024/25</li> <li>• Draft Annual Report and Accounts 2022/23 (PRIVATE)</li> <li>• Health and Safety Annual Report 2022/23</li> <li>• New Mobilising System</li> <li>•</li> </ul>

**SFRS DRAFT BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
	<ul style="list-style-type: none"> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p align="center"><b>14 December 2023</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Corporate Risk and Performance Report Q2 Progress Report</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• Long Term Financial Strategy</li> <li>• New Mobilising System</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>• Corporate Office Review (IM/IB)</li> <li>• Asset Management Strategy (IM/IB)</li> </ul>
<p align="center"><b>Special Board – 29 February 2024</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration of/Decision on Private Items</li> <li>• Declaration of Interests</li> <li>• Date of Next Meeting</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p>	<p><u><b>Standing/Regular Reports</b></u></p>	<p><u><b>Standing/Regular Reports</b></u></p>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• New Mobilising System</li> <li>• Budget Strategy 2024-25)</li> <li>•</li> </ul>

**SFRS DRAFT BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<p align="center"><b>27 March 2024</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Corporate Risk and Performance Report Q3 Progress Report</li> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Local Plan Consultation Update/Final Local Plans</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget 2024/25</li> <li>• Capital Programme 2024-2027</li> <li>• New Mobilising System</li> <li>• Resource and Capital Plans</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Risk Based Investment Strategy (IM/IB)</li> </ul>