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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

24 August 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 31 August 2023

Time: 1000 hours

Venue: Scottish Fire and Rescue Service Headquarters, Westburn Drive, Cambuslang /
Conference Facilities

The business for the meeting is detailed overleaf.

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

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT
Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 AUGUST 2023 @ 1000 HOURS
BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 **Thursday 29 June 2023** (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
- *Update of Meeting: 10 August 2023 (verbal)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
- *Draft Minute of Meeting: 27 June 2023 (attached)*
- *Audit & Risk Assurance Committee Annual Report to the Accountable Officer and Board (attached)*
- 10.3 **People Committee:** M Wylie
- *Draft Minute of Meeting: 8 June 2023 (attached)*
- 10.4 **Service Delivery Committee:** T Wright
- *Update of Meeting: 24 August 2023 (verbal)*
- 11 ORGANISATIONAL PERFORMANCE DASHBOARD Q1 2023-24**
(*attached*) R Whetton
- The Board is asked to scrutinise the report.*
- 12 ANNUAL OPERATING PLAN AND PORTFOLIO PROJECT REPORT** (*attached*) R Whetton
- The Board is asked to scrutinise the report.*
- 13 REVISED SCHEME OF DELEGATIONS** (*verbal*) R Whetton
- The Board is asked to note the verbal update.*
- 14 RESOURCE BUDGET MONITORING REPORT** (*attached*) J Thomson
- The Board is asked to scrutinise the report.*
- 15 CAPITAL BUDGET MONITORING REPORT** (*attached*) J Thomson
- The Board is asked to approve the report.*
- 16 REPORTS FOR INFORMATION ONLY:**
- 16.1 **Summary of Colleague Engagement Activity** (*attached*) L Gaja
- 16.2 **Strategic Asset Management Plan: Equipment – 2023-28** (*attached*) I Bashir/S Free
R McKinnon
- These reports are for information only.*
- 17 RISK THEMES** (*verbal*) K Darwent
- The Board is asked to reflect on any risk themes identified during this meeting.*

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- 18 **FORWARD PLAN** (*attached*) Board Support
The Board is asked to note the update.

- 19 **DATE OF NEXT MEETING**
A special meeting will be held on Thursday 28 September 2023 and the next formal meeting will be held on 26 October 2023.

PRIVATE SESSION

20 **MINUTES OF PREVIOUS PRIVATE MEETING:**

- 20.1 **Thursday 29 June 2023** (*attached*) K Darwent
20.2 **Thursday 27 July 2023 – Special** (*attached*) K Darwent

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

- 21 **ACTION LOG** (*attached*) Board Support
The Board is asked to note the updated Action Log and approve the closed actions.

- 22 **DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS: UPDATE** (*attached*) R Whetton

The Board is asked to approve the report.

- 23 **OUTLINE BUSINESS CASE: ROSTERING PROJECT** (*attached*) L Barnes/
S Wood/
P McGovern
The Board is asked to approve the report.

- 24 **PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE** (*attached*) L Barnes/
L Gaja/
P McGovern

This report is for information only.

- 25 **NEW MOBILISING SYSTEM: PRE-PROCUREMENT GATEWAY REVIEW REPORT WITH OUTLINE BUSINESS CASE** (*to follow*) D Lockhart

The Board is asked to scrutinise the report.

- 26 **DRAFT ANNUAL PERFORMANCE REVIEW 2022/23** (*attached*) R Whetton
The Board is asked to scrutinise the report.

- 27 **LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE** (*attached*) J Thomson

The Board is asked to approve this report which has been homologated via email due to being timebound.

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 29 JUNE 2023 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Kirsty Darwent, Chair (KD)
Stuart Ballingall (SJB)
Steve Barron (SB)
Lesley Bloomer (LBI)
Paul Stollard (PS)
Mhairi Wylie (MW)

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

IN ATTENDANCE:

| | |
|-----------------------|--|
| Ross Haggart (RH) | Chief Officer |
| Stuart Stevens (SS) | Deputy 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 |
| Andy Watt (AW) | 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 |
| Lynsey Gaja (LG) | Head of People |
| Lynne McGeough (LMcG) | Acting Head of Finance and Procurement |
| Kevin Murphy (KM) | Group Commander, Board Support Manager |
| Heather Greig (HG) | Executive Officer Board Support |
| Debbie Haddow (DJH) | Board Support/Minutes |

OBSERVERS:

Robert Scott, HMFSI
Colin Brown, Fire Brigades Union
Greg Wilson, Station Commander, SLT Support

1 CHAIR'S WELCOME

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

2 APOLOGIES

- 2.1 Malcolm Payton, Board Member
John Thomson, Acting Director of Finance and Procurement

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

- 3.1

The Board agreed that the *Employer Liability Claims* and *Strategic Review of Corporate Services* 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 27 April 2023

5.1.1 The minutes were agreed as an accurate record of the meeting, however, the Board requested that an additional action be raised under Item 12 - Performance Management Framework 2023/24. The action related to additional clarity to better understand the golden thread running through the strategic planning process. (Post meeting note: the Action Log was updated to include this additional action.)

5.2 Thursday 25 May 2023 - Special

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

5.3 **Subject to the additional action being raised, the minutes of the meetings held on**
5.3.1 **27 April 2023 and 25 May 2023 (Special) were approved as a true record of the meetings.**

5.4 Matters Arising

5.4.1 In regards to the minutes of 25 May 2023, the Board asked when the finalised culture action plan would be presented to a future strategy day. The Strategy Day Programme would be updated to include this item, LBa to confirm actual date of presentation.

ACTION: LBa

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 27 April 2023. KD highlighted one amendment to the presented report, as she was unable to attend the Audit and Risk Assurance Committee meeting on 27 June 2023.

8.2 **The Board noted the report.**

9 CHIEF OFFICER'S REPORT

9.1 RH presented the Chief Officer's report, noting events which had occurred since the Board meeting held on 27 April 2023, and offered to expand further if requested.

9.2 **The Board noted the report.**

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1

FT reported that the Committee held a public meeting on 11 May 2023 and referred the Board to the attached draft minutes, highlighting the following:

- Continuing discussion on the importance of understanding the totality of change and the organisational capacity/capability.
- Ongoing development of the strategic roadmap.
- Closure of People, Training, Finance and Asset System Project. Positive outcomes included improved Safe and Well system and key enablers/learning to aid the Strategic Service Review Programme.
- Spotlight at the next meeting would focus on how the Service actively manages risk and uses risk in decision making.

10.1.2 In addition, the Committee held a Special private meeting on 26 June 2023.

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

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

10.2.1 BB reported that the Committee held a public meeting on 27 June 2023 and provided a verbal update, highlighting the following:

- Committee Annual Report and draft Annual Governance Statement presented. Some improvements were noted in regards to risk management. Standing report to be replaced with more focus given to strategic high risk.
- Risk spotlight on fleet and estate which helped to understand the actual risk and mitigations.
- Internal Audit Annual Report reported a positive (reasonable) opinion.
- Internal Audit Sickness Absence Management report: Significant concerns and disconnect regarding compliance with policy.
- Internal Audit Arrangements for Internal Assessment and Verification of SVQ report: Investigative work and remedial actions undertaken. Further example of non-compliance with policy.
- HMFSI Annual Report which highlighted the focus on risk and assurance and the continuing positive working relationship with the Service to support continuous improvement.

10.2.2 RH supported BB's comments on the positive working relationship with HMFSI and the value this adds to the Service.

10.2.3 In regard to policy implementation, RH advised the Committee that work was being undertaken to tighten up the process of reviewing policies, and also that implementation was consistent across the Service. A report would be presented at the Strategic Leadership Team meeting on 11 July 2023.

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

10.3 **People Committee (PC)**

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

- People Assurance report: Workforce planning remained a considerable concern. This included numbers of leavers, potential future leavers, newly promoted/managerial roles and support staff vacancy levels (12%).
- Health and Safety assurances were taken on the improvements in planning processes.
- Increasing trend (4 year) in Acts of Violence and looking to welcome greater analysis through the Performance Management Framework.
- Increasing trend (4 year) in vehicle accidents.
- Update on Mental Health and Wellbeing.
- Verbal update on Culture review.

- Risk Spotlight on training capacity including the unpredictability of workforce planning.

10.3.2 In regard to vehicle accidents, the Board commented on the previous work done to address this issue and noted that incidents were still increasing. AW advised the Board that this was an ongoing issue and significant work had been undertaken by the Driver Safety Group including the development of a driver framework (pro-active avoidance) and lessons learned post-accident. AW noted that following benchmarking with other fire and rescue services, the Service were performing well in relation to vehicle accidents.

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

10.4 **Service Delivery Committee (SDC)**

10.4.1 NB reported that the Committee held a public meeting 30 May 2023 and referred the Board to the attached draft minutes, highlighting the following:

- Discussions on high risk target for Home Fire Safety Visits (HFSV) not being met. Committee challenged the vagueness of the statement “competing station priorities” and asked for more detail in future reports.
- Aspiration of outcome-based targets in future.
- Comprehensive discussion regarding response times and analysis.
- Request for further analysis and discussion on fatal fires via the annual report.
- Good progress and closure on actions plans.
- Review of the first clinical governance technical working group report which reflected the good work undertaken in this area over the last 2 years.
- Update on Manchester Arena Inquiry.
- Update on resilience of Operations Control systems including the recent cyber-attack on suppliers, SSS which has delayed the disaster recovery system.

10.4.2 In regard to the cyber-attack, SS briefed the Board on the background of the attack on SSS and measures taken by the Service. SS confirmed that SSS had since been reconnected following assurances being received.

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

11 **CORPORATE RISK AND PERFORMANCE REPORT – QUARTER 4**

11.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes and objectives between 1 January and 31 March 2023. Individual Committees undertake detailed scrutiny of performance and risk and this report presented a high-level overview to the Board. The following key points were highlighted:

- Future reports would be presented in a dashboard format.
- Total of 22 actions, of which 8 were complete, 13 were not complete (red) and one further action was progressing well and due for completion in 2023/24 (green).
- Of the 13 outstanding actions, 7 would be incorporated into 2023/24 and the remaining 6 actions would be carried forward as residual actions and remain red.
- Total of 18 corporate performance measures of which 6 remain on target (green), 7 were off target (red) and 5 had no specific targets but continue to be monitored.
- Increase in the number of overall incidents over the year (4,000 more than previous year).
- Freedom of Information (FOI) requests increased by 32%, with 70% being progressed within the timescales.

11.2 With regard to Home Fire Safety Visits (HFSV's), the Board requested further information on why the high risk targets were not reached. DF reminded the Board of previous discussions at the Board on performance indicators in the Annual Operating

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Plan and the in-depth update given at the last Service Delivery Committee. DF advised the Board of the contributing factors including reduced referrals, resources/capacity, changes to smoke detector standards/legislation etc. and the Service would continue to push performance and delivery of medium/high risk visits.

- 11.3 The Board commented on the constraints/technical skills within ICT and the impact on delivering projects i.e. Safe and Well. The Board were reminded of the high vacancy factor within ICT (25%) and the ongoing challenges in retention/recruitment.
- 11.4 The Board noted that Covid-19 was still listed as a risk. RH advised that the strategic risks were being reviewed and due to timings, this had not yet been removed.
- 11.5 In regard to the increased number of incidents, the Board noted that it would be helpful to understand the comparison to pre-pandemic years 2018/19 and 2019/20. The Board also commented on the need to ensure proper analysis was carried out whilst taking into account the 2 abnormal years due to the global pandemic.
- 11.6 The Board commented on the number of actions not being achieved and queried whether the Service was over ambitious. The Board were aware of the resources required for planning for industrial action and asked whether the Service were content that the corporate ambitions were set aside for this and similar large-scale issues. MMcA noted similar discussions when preparing the 2023/24 plan and that there was agreement to develop a 3-year forward look for the Annual Operating Plan/change plan. Work has commenced on the development of this plan#, and ambitions, resources and interdependencies would be taken into consideration.
- 11.7 RH reiterated the intentions to review the ambitions of the Service. RH reminded the Board of the significant impact Covid-19, the pension remedy and potential industrial action, all of which were unplanned, had on business as usual, individuals and the Service as a whole. RH noted his hopes going forward that the Service would be more reserved in their ambitions.
- 11.8 The Board commented on the possibility for an additional risk relating to the difficulties of assessing the risk of unexpected events, and the potential for further discussions.
- 11.9 In regard to the increased FOI requests, the Board queried whether any patterns were emerging and if the Service's responses were proportionate. MMcA informed the Board that the requests were more complex in nature, more UK wide requests and regularly received from journalists and elected officials. Within Q4, increased requests have been received which relate to the operational change considerations. The FOI Team review and manage all requests appropriately. Consideration was being given to review the website to proactively publish information.
- 11.10 With regard to the design and implementation of a continuous improvement framework, the Board queried whether the due date (March 2024) was still achievable, as progress was only 20% to date. DL advised the Board that the slippage was due to resourcing challenges within the Portfolio Office and that he remained confident with the estimated completion date. The Board welcomed and encouraged the Service to remain on course with the due dates.
- 11.11 With regard to the due date of the second test for change, DL would review and update as necessary.
- 11.12 **The Board scrutinised the Corporate Risk and Performance Quarter 4 Progress Report.**

12 SCOTTISH FIRE AND RESCUE SERVICE INCOME GENERATION POLICY 2023

- 12.1 LMcG presented a report to the Board seeking approval of the SFRS Income Generation Policy. The following key points were highlighted:
- Following Internal Audit's Revenue Maximisation audit, the Service reviewed and consolidated all policies into a single policy offering a more efficient and clear in-house process.
 - All activities are held centralised and reported and scrutinised by the Good Governance Board.
 - Opportunity to overhaul all income generation opportunities.
 - Equality Impact Assessment was currently being finalised and therefore not available for presentation in advance of today's meeting.
- 12.2 In regard to the Service's discretion in increasing costs, LMcG reminded the Board that as a public sector organisation we would seek costs at a non-profit rate to avoid any issues with tax implications. Similarly, the rates were the same for public and private sectors organisations, however the Board's comments on different rates were noted. Work would need to be undertaken to identify the level of tax implications and the value in pursuing addition income.
- 12.3 LMcG advised that consideration would be given to including a Frequently Asked Questions (FAQ's) section as suggested by the Board.
- 12.4 LMcG advised the Board that the target audience was the whole organisation, to ensure that opportunities to generate income were identified and realised. This policy had been simplified and made easier for use and engagement had taken place with internal partners. The Deputy Accounting Manager (Income Generation Champion) would work with Decision Support Business Partners to collate information, offer guidance and advise across the organisation.
- 12.5 LMcG noted that the policy would help to achieve the income budget and would be monitored and report to the Good Governance Board.
- 12.6 The Board commented on the policy being more cost recovery focused rather than income generating and would support future discussion on an income generation strategy and opportunities.
- 12.7 Following a brief discussion, the Board agreed, with the exception of BB, to approve the consolidated Income Generation Policy, with the recognition that further review and strategic discussions would be scheduled at a future strategy day.
- ACTION: JT/LMcG**
- 12.8 **The Board approved the Income Generation Policy to supersede the previous policies and to approve the updated Scale of Charges for 2023/24.**

(The meeting broke at 1146 hrs and reconvened at 1155 hrs)

13 ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD

- 13.1 MMcA presented a report to the Board seeking approval of the arrangements for reviewing and continued effectiveness of the SFRS Board, subject to any amendments. The following key points were highlighted:
- Ongoing commitment to review and strengthen governance identified and praised by external auditors.
 - Annual Governance Review presented to the Board in April 2023.
 - Programme of engagement including informal engagement and additional Board/Committee meetings to support in-depth scrutiny of key challenges facing the Service.
 - Plans to reintroduce Board engagement sessions in 2023/24.
 - Effectiveness of Strategy Day discussions and shared understanding of key issues.

- 13.2 The Board commented on the potential need to consider refreshing the approach and focus more on effectiveness, impact of behaviours and comparison against other high-performance boards.
- 13.3 The Board were reminded of the recent externally facilitated session which looked at the qualities of a high-performing board and consideration would be given on how to capture this. Further discussions and consideration would be given on how best to capture/evaluate the Board's impact with a view to continuous improvement.
- 13.4 It was suggested that consideration be given to semi-structured interviews with individual members to help identify strengths or weaknesses in future processes.
- 13.5 **The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.**

14 RESOURCE BUDGET MONITORING REPORT 2022/23 – MAY 2023

- 14.1 LMcG presented a report advising the Board of the resource budget position for the period ending 31 May 2023. LMcG outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an underspend of £0.116 million and a forecast year-end overspend of £0.294 million. The following key points were highlighted:
- Forecasted overspend on employee costs for Control (£0.102 million) and forecasted underspends for Wholetime (£0.082 million), On Call (£0.080 million) and Support Staff (£0.576 million).
 - Other employee costs forecasting overspend (£0.132 million).
 - Property, supplies and services and transport costs forecasting overspend (£0.649 million, £0.002 million and £0.134 million respectively).
 - Virements during this period.
 - Savings forecasted at £10.478 million.
 - Main financial risk remains potential overall overspend.
 - Progress of 2022/23 year end noting a forecasted overspend of £1.600 million (resource) with the caveat that figures are still being finalised. Discussions held and agreement received from Scottish Government re. potential overspend which was previously forecast at £2.900 million.
- 14.2 In regard to overtime, the Board asked for further clarification on what “changes to the business rules” meant. DF advised that the rules were not changed however the Service may change the approach and management of the rules as appropriate, on a daily basis. The Service remained focussed on reducing overtime.
- 14.3 In regard to the forecasted overspend in property costs, IM advised the Board that through phasing of projects/reviewing contracts, he was confident in bringing the budget back in line.
- 14.4 LMcG provided further details to the Board of the potential overspend on 2022/23 budget, identified accruals and that Scottish Government were content with the potential deficit position. LMcG to ensure that written confirmation was received from Scottish Government as confirmation of the position on the potential deficit.
- ACTION: LMcG**
- 14.5 **The Board scrutinised the resource budget position for the period ending 31 May 2023.**

15 CAPITAL BUDGET MONITORING REPORT 2022/23 – MAY 2023

- 15.1 LMcG presented a report advising the Board of the actual and committed expenditure against the 2023/24 capital budget position for the period ending 31 May 2023. All

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efforts will be made to spend out the current budget of £34.00million by 31 March 2024. Current spend to date was approx. £11.218million (33%) of the budget. The following key points were highlighted:

- New format of report which was aligned with the resource budget report.
- All projects remain on track.
- Challenges remain with supply chains.
- Finalised 2022/23 year-end figures reported an underspend of £138.

15.2 IM updated the Board on anticipated future virements in the coming year, the reasons for these and ongoing discussions regarding potential future funding.

15.3 Brief discussion took place on the challenges in supply chains and adjustments required to timescales of projects. IM reminded the Board that the rolling 3-year work plan could be adjusted, as necessary, to ensure budget spend.

15.4 The Board welcomed the revised format of the report and the finalised 2022/23 year end position.

15.5 **The Board scrutinised the level of actual and committed expenditure for the period ending 31 May 2023.**

16 NEW MOBILISING SYSTEM UPDATE

16.1 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 26 June 2023. DL shared a presentation with the Board and highlighted the following key points:

- Entered planning phase with specific dates identified for the Outline Business Case (OBC) (August 2023), Scottish Government pre-procurement gateway (September 2023) prior to invitation to tender (September 2023). OGC Gateway 3G investment decision (February 2024) and award of contract (February 2024).
- Full Business Case (FBC) would be finalised following the procurement phase.
- Good progress being made by Senior Project Manager and wider project team.
- Anticipated indicative costings from potential supplier (30 June 2023).
- Suppliers engagement event was well attended and received. Subsequently, 4 suppliers have positively indicated their interest to tender.
- Final draft of User Intelligence Group specification (July 2023).
- Publish invitation to tender (September 2023) with evaluation of tenders (November/December 2023) and award of contract (February 2024).
- Phase 0 (ensuring business readiness) was ongoing to standardise working processes and data.
- Commencing further communication and engagement with Operations Control (OC).
- In terms of assurance, it was determined that pre-procurement gateway would be undertaken in September 2023.
- Next step included finalised resources for the planning stage, noting the current allocation. Looking to finalise project management resources (July 2023) to support Phase 0 of the project.

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

17 REPORT FOR INFORMATION ONLY:

17.1 Performance Management Framework Annual Report 2021-22

17.1.1 The Performance Management Framework Annual Report for 2021-22 was presented to the Board for information.

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- 17.1.2 The Board commented on the value of presenting this report, which was 15 months out of date and that consideration should be given to benchmarking, wherever possible.
- 17.1.3 MMcA noted the comments and would consider the timings of the report. In regard to benchmarking, a meeting has been arranged with CIPFA to discuss opportunities.
- 17.1.4 **This report was presented for information only.**

18 RISK THEMES

- 18.1 One new/emerging risk was identified during this meeting, this related to the Service's capacity to react to unplanned events.

19 FORWARD PLAN

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

20 DATE OF NEXT MEETING

- 20.1 A special private meeting of the Board is scheduled to take place on Thursday 27 July 2023 at 1115 hrs.
- 20.2 The next public meeting of the Board is scheduled to take place on Thursday 31 August 2023 at 1000 hrs.
- 20.3 The Chair, on behalf of the Board and the Strategic Leadership Team, thanked Nick Barr and Lesley Bloomer for their hard work, focus and contributions, both within and outwith formal meetings, throughout their tenure on the Board and offered best wishes for the future.
- 20.4 There being no further matters to discuss in public, the meeting closed at 1245 hours.

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETING:

21.1 Thursday 27 April 2023

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

21.2 Thursday 25 May 2023 - Special

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

21.3 The minutes of the meetings held on 27 April 2023 and 25 May 2023 (Special) were approved as a true record of the meetings.

21.4 Matters Arising

There were no matters arising.

22 PRIVATE ACTION LOG

- 22.1 The Board considered the private action log and noted the updates.

23 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE

- 23.1 LMcG presented the report to the Board seeking approval in relation to an Employer's Liability claim intimated against the Service.

- 23.2 **The Board approved the recommendation.**

24 STRATEGIC REVIEW OF CORPORATE SERVICES

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- 24.1 LBa presented the report to the Board to provide an update in relation to the Strategic Aims for Corporate Services and an overview of the work being undertaken as part of the Strategic Service Review Programme.
- 24.2 **This report was presented for information only.**

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SFRS BOARD MEETING – ROLLING ACTION LOG



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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

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

The Board is therefore asked to approve the removal of the 5 actions noted as completed (Blue status), note no actions is categorised as Green status and note no actions categorised as Yellow status on the action log.

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| Board Meeting: 27 April 2023 | | | | | | |
|------------------------------|---|------|-------------|--------|-----------------|---|
| Agenda Item | Actions Arising | Lead | Due Date | Status | Completion Date | Position Statement |
| 12.3 & 12.16 | <p>Performance Management Framework 2023/24: <i>(Action raised following request at the 29 June 2023 mtg)</i></p> <p>Board commented on the lack of clarity on the alignment of the strategic planning process. Further narrative to provide some clarity to better understand the golden thread running through the strategic planning process.</p> | MMcA | August 2023 | | August 2023 | <p>Complete (31/08/2023): The SFRS Long Term Vision and Strategic Plan are broadly aligned to deliver the priorities of the Fire Framework for Scotland.</p> <p>The Annual Operating Plan provides a description of annual activities intended to contribute towards the SFRS strategic plan outcomes.</p> <p>The Directorate and Local Plans are also aligned to the SFRS Strategic Plan with the Local Plans also aligned to the Local Outcome Improvement Plans (LOIP).</p> <p>The Performance Management Framework and management information provide the Service with a means to monitor performance against outcomes and objectives. The Service also produces an Annual Review Report to Scottish Government Ministers.</p> |

| Board Meeting: 25 May 2023 (Special) | | | | | | |
|--------------------------------------|--|--------|-----------|--------|-----------------|---|
| Agenda Item | Actions Arising | Lead | Due Date | Status | Completion Date | Position Statement |
| 6.10 | <p>Annual Operating Plan 2023/24:</p> <p>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).</p> | LBa/LG | June 2023 | | August 2023 | <p>Update (29/06/2023): 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.</p> <p>Complete (31/08/2023): L Gaja will present a report on the update on staff survey / engagement activity that's taken place since the last full staff survey in 2018. An update on the Cultural Action Plan will be presented at the next Strategy Day (28 September 2023).</p> |

| Board Meeting: 29 June 2023 | | | | | | |
|-----------------------------|---|---------|-------------|--------|-----------------|---|
| Agenda Item | Actions Arising | Lead | Due Date | Status | Completion Date | Position Statement |
| 5.4.1 | Matters Arising Minutes of Previous Special Meeting (25 May 2023): Board request that any Culture Action Plan going to SLT in near future be added to Strategy Day Forward Plan. LBa to confirm actual date of presentation. | LBa/BST | August 2023 | | August 2023 | Complete (31/08/2023): Update to be provided at the Board Strategy Day on 28 September 2023. |
| 12.7 | Income Generation Policy: Discussion on Income Generation Strategy and Commercial Benefits to be added to Strategy Day Forward Plan with prompt review of above policy required following this. | JT/BST | August 2023 | | August 2023 | Complete (31/08/2023): Income Generation Strategy and Commercial Benefits has been added to the Strategy Day session scheduled for 23 November 2023. |
| 14.4 | Resource Budget Monitoring Report 2022/23 – May 2023: LMCG to ensure that written confirmation was received from Scottish Government regarding confirmation of the position on the potential deficit. | JT/LMcG | August 2023 | | August 2023 | Complete (31/08/2023): Scottish Government have provided Finance a revised GIA letter. Following review, this will be issued to the Chief Officer. |



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 |
|---|---|--|---|----------------------|
| Special Private Meeting Date: 28 July 2022 | | | | |
| ITEM 5 | ANNUAL PERFORMANCE REVIEW REPORT 2021/22 (PRIVATE) | The Director of Strategic Planning, Performance and Communications presented the Board with the Annual Performance Review Report 2020/21 and requested its release to the Scottish Government to inform the Annual Performance Review Meeting. | The Board approved the Annual Performance Review Report 2021/22, subject to amendments, for release to Scottish Government | January 2023 |
| Impact Assessment for Board Decision (Review Date - 07/2023): The Annual Performance Review report provides detailed information about service performance for the previous year and details how the work of the SFRS meets the requirements of the Fire Framework Scotland. | | | | |

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|---|--|--|----------------------|
| Meeting Date: 23 August 2022 | | | | |
| ITEM 19 | BUSINESS CASE FOR ECONOMIC SETTLEMENT OF EMPLOYMENT TRIBUNAL CLAIM (PRIVATE) | The Director of People and Organisational Development presented the Board with a report seeking approval to support the settlement of the claim. | The Board formally approved the recommendation to support the settlement of the claim. | February 2023 |
| Impact Assessment for Board Decision (Review Date - 08/2023): Settlement arrangements were progressed timeously, this being subject to confidentiality, with the claim being withdrawn by the claimant as a result. | | | | |
| ITEM 20 | STRATEGIC PLAN 2022-25 (PRIVATE) | The Director of Strategic Planning, Performance and Communications presented the Strategic Plan 2022-25 to the Board for approval and sought authorisation for release to the Minister for Community Safety. | The Board approved the Strategic Plan 2022-25 for release to the Minister of Community Safety | February 2023 |
| Impact Assessment for Board Decision (Review Date - 08/2023): The SFRS published its Strategic Plan for 2022-2025 detailing intended strategic outcomes and how they will be pursued during the lifetime of the strategy. The publication of the Strategic Plan discharges the SFRS duty to produce a strategic plan under the Fire Scotland 2005 Act (as amended in the Police and Fire Reform (Scotland) Act 2012). | | | | |

OFFICIAL

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|--|---|--|----------------------|
| Meeting Date: 27 October 2022 | | | | |
| ITEM 12 | BOARD FORWARD PLAN SCHEDULE 2023-24 | The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 2024. These set out the Board's programme of scrutiny and key decisions for 2023-24, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities. | The Board approved the proposed 2023/24 Forward Plan Schedule. | April 2023 |
| Impact Assessment for Board Decision (Review Date - 10/2023): | | | | |
| ITEM 13 | ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2021 – 31 MARCH 2022 | The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2021 – 31 March 2022, as required under the Procurement Reform (Scotland) Act 2014. | The Board approved Annual Procurement Report for the period 1 April 2021 – 31 March 2022. | April 2023 |
| Impact Assessment for Board Decision (Review Date - 10/2023): | | | | |
| ITEM 19 | LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICES (PRIVATE) | The Acting Director of Finance and Procurement provided a report to the Board of the Scottish Fire and Rescue Service outlining an employer's liability claim intimated against the Service. | The Board approved the recommendation to instruct Clyde & Co to settle the claim. | April 2023 |
| Impact Assessment for Board Decision (Review Date - 10/2023): | | | | |

OFFICIAL

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

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|---|--|--|----------------------|
| Meeting Date: 15 December 2022 | | | | |
| ITEM 5 | CAPITAL MONITORING REPORT 2021/22 – OCTOBER 2022 | The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2022/23 capital budget for the period ending 31 October 2022. The Board were asked to approve budget virements of £3.9million between projects. Recognising current risks, all efforts will be made to spend out the current anticipated budget of £36.64m by 31 March 2023. | The Board scrutinised the level of actual and committed expenditure for the period ending 31 October 2022 and approved the reallocation of capital budget in this financial year. | June 2023 |
| Impact Assessment for Board Decision (Review Date - 12/2023): | | | | |

OFFICIAL

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|--|---|---|----------------------|
| Special Private Meeting Date: 9 January 2023 | | | | |
| ITEM 5 | OVERVIEW OF THE OPTIONS FOR A REPLACEMENT COMMAND AND CONTROL MOBILISING SYSTEM | The Director of Training and Safety Assurance sought approval of the recommendation from Strategic Leadership Team that the preferred route to market is a competitive process via a Framework. | The Board approved and accepted the recommendation on the approach to market through a competitive process via framework, with the agreement that further decisions required would be made in due course | July 2023 |
| Impact Assessment for Board Decision (Review Date - 01/2024): | | | | |

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

OFFICIAL

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

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|----------------------------------|---|---|-----------------------|
| Meeting Date: 30 March 2023 | | | | |
| ITEM 12 | RESOURCE BUDGET 2023/24 | The Acting Director of Finance and Procurement advised the Board of the proposed Resource Budget for 2023/24 and sought approval. The total Resource Budget for 2023/24 will be set at £308.133million, in line with additional resource budget funding from the Scottish Government. | The Board approved the Resource Budget for 2023/24. | September 2023 |
| Impact Assessment for Board Decision (Review Date - 03/2024): | | | | |
| ITEM 13 | CAPITAL PROGRAMME 2023/24 | 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. The financial position is not sustainable and SFRS is seeking additional funding through Scottish Government. The Acting Director of Finance and Procurement advised the Board of the proposed Capital Programme for 2023/24 – | The Board approved the proposed Capital Programme for 2023-26 recognising that figures for years 2 and 3 are indicative and will be refined in future years. | September 2023 |

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| | | 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 £1.500millionBudget 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. | | |
| Impact Assessment for Board Decision (Review Date - 03/2024): | | | | |
| ITEM 14 | STRATEGIC ASSET MANAGEMENT PLAN: PROPERTY | The Acting Director of Asset Management sponsored a report detailing the Strategic Asset Management Plan for Property which utilises an Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors. | The Board approved the Strategic Asset Management Plan for Property. | September 2023 |
| Impact Assessment for Board Decision (Review Date - 03/2024): | | | | |
| ITEM 15 | SFRS GAELIC LANGUAGE PLAN 2023-26 | The Interim Deputy Chief Officer (Corporate Services) presented a list of the amendments to the previously agreed Gaelic Language Plan for the period 2023-2026 following discussion and agreement with BnG. | The Board approved the second edition of the SFRS Gaelic Language Plan 2023-2026. | September 2023 |
| Impact Assessment for Board Decision (Review Date - 03/2024): | | | | |
| ITEM 16 | EQUAL PAY AND GENDER PAY GAP REPORT | Head of People and Organisational Development presented the SFRS's Equal Pay and Gender Pay Gap Report 2023, demonstrates that the pay gap between male and female employees is -2.98% (mean) and 0% (median) against the current U.K. average of 8.3%. The report also demonstrates that the representation of females within the two upper quartiles of the Support staff structure is broadly comparable with that of their male | The Board approved the Equal Pay and Gender Pay Gap Report 2023 | September 2023 |

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| | | colleagues, and that female representation within the Wholetime Uniformed employee group has increased by 2.75% since 2021. | | |
| Impact Assessment for Board Decision (Review Date - 03/2024): | | | | |
| ITEM 26 | WEST SERVICE DELIVERY AREA OFFICES (PRIVATE) | The Acting Director of Asset Management presented a report detailing the reasons why the West SDA office block in Hamilton should be declared surplus and made available to other public sector bodies as per the guidelines contained within the Scottish Public Finance Manual. | The Board approved the approve the recommendation to declare the West SDA office block in Hamilton as surplus and offer this site to other public sector bodies as per the guidelines contained within the Scottish Public Finance Manual. | September 2023 |
| Impact Assessment for Board Decision (Review Date - 03/2024): | | | | |
| ITEM 27 | MCDONALD ROAD REFURBISHMENT AND MUSEUM FINAL ACCOUNT UPDATE (PRIVATE) | The Acting Director of Asset Management requested the Board to approve the sufficient budget provision to meet agreed final accounts for the contracts in place to deliver the refurbishment of McDonald Road site and creation of Museum of Fire. | The Board approved the variance to the original agreed projects costs. | September 2023 |
| Impact Assessment for Board Decision (Review Date - 03/2024): | | | | |

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|--|---|---|-----------------------------|
| Meeting Date: 27 April 2023 | | | | |
| ITEM 11 | ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS | 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. | The Board approved the suite of papers, subject to the further amendments to Scheme of Delegation. | October 2023 |
| Impact Assessment for Board Decision (Review Date - 04/2024): | | | | |

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| ITEM 12 | PERFORMANCE MANAGEMENT FRAMEWORK 2023/24 | The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for approval. | The Board DID NOT approve the Performance Management Framework for 2023/24. Revised Performance Management Framework to be brought back for approval. | N/A |
| Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable | | | | |
| ITEM 13 | ANNUAL OPERATING PLAN 2023/24 | The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2023/24 to the SFRS Board for approval. | The Board DID NOT approve the Annual Operating Plan 2023/24. Revised Annual Operating Plan 2023/24 to be brought back for approval. | N/A |
| Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable | | | | |
| ITEM 10 | LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE) | The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service. | The Board approved the recommendation. | October 2023 |
| Impact Assessment for Board Decision (Review Date - 04/2024): | | | | |

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|---|---|--|-----------------------------|
| Meeting Date: 25 May 2023 (Special) | | | | |
| ITEM 5 | PERFORMANCE MANAGEMENT FRAMEWORK 2023/24 | The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for decision. | The Board approved the Performance Management Framework for 2023/24 | November 2023 |
| Impact Assessment for Board Decision (Review Date - 05/2024): | | | | |
| ITEM 6 | ANNUAL OPERATING PLAN 2023/24 | The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision. | The Board approved the Annual Operating Plan 2023/24. | November 2023 |
| Impact Assessment for Board Decision (Review Date - 05/2024): | | | | |

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|--|---|--|--|----------------------|
| ITEM 7 | ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD | The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 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 Fire and Rescue Framework for Scotland and the expectations of Scotland's communities. | The Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board. | November 2023 |
| Impact Assessment for Board Decision (Review Date - 05/2024): | | | | |
| ITEM 9 | OPERATIONAL CHANGE CONSIDERATION 2023-24 (PRIVATE) | 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. | The Board approved the SLT's recommendations. The Board scrutinised were assured on the principles and process. | November 2023 |
| Impact Assessment for Board Decision (Review Date - 05/2024): | | | | |
| ITEM 11 | LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE) | The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service. | The Board approved the recommendation. | November 2023 |
| Impact Assessment for Board Decision (Review Date – 05/2024): | | | | |
| ITEM 12 | LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE) | The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service. | The Board approved the recommendation. | November 2023 |
| Impact Assessment for Board Decision (Review Date - 05/2024): | | | | |

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| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|---|--|---|----------------------|
| Meeting Date: 29 June 2023 | | | | |
| ITEM 12 | SFRS INCOME GENERATION POLICY - 2023 | 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. | The Board approved the SFRS Income Generation Policy 2023. | December 2023 |
| Impact Assessment for Board Decision (Review Date - 06/2024): | | | | |
| ITEM 13 | ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD | The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision. | The Board approved the Annual Operating Plan 2023/24. | December 2023 |
| Impact Assessment for Board Decision (Review Date - 06/2024): | | | | |
| ITEM 7 | LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE) | The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service. | The Board approved the recommendation. | December 2023 |
| Impact Assessment for Board Decision (Review Date - 06/2024): | | | | |

| Minute Ref | Paper | Issue | Decision | Earliest Review Date |
|--|---|--|--|----------------------|
| Meeting Date: 27 July 2023 (Special Private) | | | | |
| ITEM 5 | SUPPORTING OPERATIONAL CHANGE CONSIDERATION 2023-24 – ADDITIONAL INFORMATION (PRIVATE) | The Director of Service Delivery presented the report, seeking Board scrutiny and further approval, providing additional information regarding; the outputs of additional response modelling analysis, aligned to the combined temporary removal of appliances; and Swift Water Rescue arrangements for the River Clyde. | Following scrutiny of the additional information presented, the Board reaffirmed their support and approval of the Operational Change Consideration 2023-24 | January 2024 |
| Impact Assessment for Board Decision (Review Date - 07/2024): | | | | |

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|--|---|---|---|---------------------|
| ITEM 6 | LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE) | The Acting Director of Finance and Procurement provided a report to the Board in relation to an insurance claim settled without prior authority being granted by the Board. | The Board retrospectively approved the recommendation. | January 2024 |
| Impact Assessment for Board Decision (Review Date - 07/2024): | | | | |

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 AUGUST 2023****CHAIR'S UPDATE: JULY-AUGUST 2023****Monday 3 July 2023**

Meeting with Cllr Maureen Chalmers, Convention of Scottish Local Authorities Chair (COSLA)
Board Recruitment – Recording

Wednesday 5 July 2023

Service of Thanksgiving and Presentation of Royal Honours, St Giles, Edinburgh

Thursday 6 July 2023

Regular meeting with CO Ross Haggart
Meeting with Lesley Bloomer, Board member

Wednesday 12 July 2023

Memorial Event for FF Ewan Williamson, St Giles, Edinburgh

Thursday 13 July 2023

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

Tuesday 18 July 2023

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

Wednesday 19 July 2023

Reform Collaboration Group Meeting

Thursday 20 July 2023

Meeting with Tim Wright, Board Member
SFRS Board Member Virtual Information Event

Monday 24 July 2023

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

Tuesday 25 July 2023

Regular Chair/Board Support Team meeting

Thursday 27 July 2023

Board Strategy Day
Special Board meeting
SFRS Board Member (In Person) Information Event

Monday 31 July 2023

Audit and Risk Assurance Workshop (Risk)

Tuesday 1 August 2023

Reform Collaboration Group Pre-Agenda meeting
Regular meeting with Liz Barnes, Deputy Chief Officer Corporate Services

OFFICIAL

Tuesday 15 August 2023

Regular meeting with CO Ross Haggart

Regular meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications

Wednesday 16 August 2023

Regular Chair/Board Support Team meeting

Reform Collaboration Group Meeting

Friday 18 August 2023

Trainee Firefighter Graduation, SFRS HQ Cambuslang/Motherwell

Monday 21 August 2023

SFRS Board Pre-Agenda meeting

Regular meeting with CO Ross Haggart

Informal Board/Committee Chair meeting

Tuesday 22 August 2023

Reform Collaboration Group Meeting

Thursday 24 August 2023

Service Delivery Committee

Friday 25 August 2023

Kilbirnie Street Commemorative event

Monday 28 August 2023

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities

Tuesday 29 August 2023

Finance meeting

Wednesday 30 August 2023

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

Thursday 31 August 2023

SFRS Board meeting

Board Strategy Day (Special)

Regular meeting with Fiona Thorburn, Deputy Chair

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 31 AUGUST 2023**

CHIEF OFFICER'S UPDATE – JULY & AUGUST 2023

Monday 3 July 2023

Regular 1:1 with Chief HMI
Meeting with Convention of Scottish Local Authorities Chair (COSLA)
Appeal Hearing

Tuesday 4 July 2023

Regular National Fire Chief Council (NFCC) Chief's Call
Meeting with Chief Fire Officer Russell, Manchester Fire and Rescue Service
Regular Director 1:1

Wednesday 5 July 2023

Service of Thanksgiving & Presentation of Royal Honours, St Giles, Edinburgh

Thursday 6 July 2023

Regular Chair & Chief Meeting
Meeting with FRSA

Friday 7 July 2023

Retiral Presentation

Monday 10 July 2023

Regular Director 1:1

Tuesday 11 July 2023

Strategic Leadership Team (SLT) Policy Meeting

Wednesday 12 July 2023

E Williamson Memorial Event, Edinburgh

Thursday 13 July 2023

Fire Fighters Charity (FFC) Engagement & Fundraising Committee Meeting
Meeting with Scottish Government

Friday 14 July 2023

Career Ready Presentation

Monday 17 July 2023

Regular PA catch up
Regular Director 1:1 x 2

Tuesday 18 – Wednesday 19 July 2023

NFCC Trustees Meeting and Away Day

Thursday 20 July 2023

Change Portfolio Investment Group Meeting
SLT Performance, Finance & Planning Meeting
SFRS Board Virtual Information Event

Friday 21 July 2023

Leave

Monday 24 July 2023

Regular PA Catch up
Regular meeting with Chief HMI
Co-Location filming at Perth Fire Station
Regular meeting with Chair & Deputy Chair of the Board
Regular Director 1:1 x 2

Tuesday 25 July 2023

World Drowning Prevention Day Event, Falkirk

Wednesday 26 July 2023

Regular PA Catch up
FFC Board of Trustees Meeting

Thursday 27 July 2023

SFRS Board Strategy Day
Special Board meeting (Private)
Board member in-person information event

Friday 28 July 2023

Office Work

Monday 31 July – Friday 11 August 2023

Leave

Monday 14 August 2023

55 year Retirement Presentation, Fire Museum, Edinburgh

Tuesday 15 August 2023

Regular NFCC Chief's Call
ET Case Discussions
Meeting with Acting Director of Finance & Procurement
Pre-Budget Scrutiny Meeting
Regular Chair & Chief Catch up meeting
Regular PA catch up

Wednesday 16 August 2023

Visit from NFCC Board of Trustees Chair & Chief Operating Officer
Reform Collaboration Group (RCG) Meeting

Thursday 17 August 2023

Regular CO Team Catch up
Institution of Fire Engineers (IFE) Tech Talk Filming
Uniformed Succession planning meeting
Regular Director 1:1

Friday 18 August 2023

Regular Director 1:1
New Trainee Graduation Event, Motherwell

Monday 21 August 2023

Regular PA Catch up
SFRS Board pre-agenda meeting
Regular meeting with Sponsor Unit
3 year Annual Operating Plan/Change Plan Discussion & Prioritisation Workshop

Tuesday 22 August 2023

Interview with ET Case lawyers
Appeal Hearing

Wednesday 23 August 2023

Corporate Portfolio Investment Group (CPIG)
SLT Performance, Finance and Planning (PFP) Meeting

Thursday 24 August 2023

Regular Director 1:1
Regular Chief Officer Team Catch up
Pre-Budget Scrutiny Meeting

Friday 25 August 2023

51st Anniversary Kilbirnie Street Fire Memorial Event, Glasgow

Monday 28 August 2023

Visit & Commendation event at Scottish Fire Brigades Heritage Trust Museum, Greenock

Tuesday 29 August 2023

NFCC Chief Fire Officer Call
NFCC Steering Group Meeting
SFRS Finance Meeting with Fire Brigade Union (FBU)

Wednesday 30 August 2023

Regular Director 1:1 x 2
Chief & Chair Regular Catch up
Strategic Contest Board

Thursday 31 August 2023

SFRS Board Meeting
SFRS Board Meeting – Private Session
SFRS Board Strategy Day – additional
Pre-Budget Scrutiny Meeting



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

TUESDAY 27 JUNE 2023 @ 1000 HRS

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

PRESENT:

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

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

IN ATTENDANCE:

| | |
|------------------------|--|
| Ross Haggart (RH) | Chief Officer |
| Stuart Stevens (SS) | Deputy Chief Officer |
| Liz Barnes (LBa) | Interim Deputy Chief Officer (Corporate Services) |
| John Thomson (JT) | Acting Director of Finance and Procurement |
| Mark McAteer (MMcA) | Director of Strategic Planning, Performance and Communications |
| Iain Morris (IM) | Acting Director of Asset Management |
| Andrew Watt (AW) | Director of Training, Safety and Assurance (Item 9.1 only) |
| Lynne McGeough (LMcG) | Acting Head of Finance and Procurement |
| David Johnston (DJ) | Risk and Audit Manager |
| Gary Devlin (GD) | Internal Audit (Azets) |
| Michael Oliphant (MO) | External Audit (Audit Scotland) |
| Anne MacDonald (AMac) | External Audit (Audit Scotland) |
| Robert Scott (RS) | HMFSI |
| Ijaz Bashir (IB) | Asset Management and Performance Manager (Item 8.2 only) |
| Lyndsey Gaja (LG) | Head of People (Item 9.1 only) |
| Richard Whetton (RW) | Head of Governance, Strategy and Performance |
| Kevin Murphy (KM) | Group Commander, Board Support Manager |
| Heather Greig (HG) | Board Support Executive Officer |
| Kimberley Gogarty (KG) | Corporate Business Support/Minutes |

OBSERVERS:

Greg Wilson, Station Commander, SLT Support
Hazel Buttery, Fraud Compliance and Risk Officer
Louise Fulton, Corporate Business Support Manager
Sarah Gordon, Corporate Business Support Assistant Manager

1 CHAIR'S WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and those participating via conference facilities, in particular Station Commander Greg Wilson in his new SLT Support role.

- 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. The meeting would be recorded for minute taking purposes only.

2 APOLOGIES

- 2.1 Malcolm Payton, Board Member
Gillian Callaghan, Internal Audit (Azets)

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

- 3.1 The Committee discussed and agreed that Item 14 (*Organisational Security Update*) would be heard in private session along with Item 21 (*Discussion on Gifts, Hospitality and Interests*) due to matters considered of a confidential nature in line with Standing Orders Item 9G.

- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

- 4.1 None.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

5.1 Tuesday 6 April 2023

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

5.2 Matters Arising

- 5.2.1 With regards to point 7.1.11 of the minutes of the previous public meeting, in relation to the Internal Audit Final Report - Training, LBI acknowledged that some assurance had been provided that personnel were competent however requested a further update.

- 5.2.2 BB confirmed a meeting had taken place with Assistant Chief Officer (ACO) Andrew Watt where verbal assurance had been provided. A further meeting would be arranged with the Chairs of People Committee, Service Delivery Committee and Audit and Risk Assurance Committee to discuss the evidence required to provide assurance, and how it would be reported and monitored in future.

- 5.3 **The minutes of the meeting held on 6 April 2023 were approved as a true record of the meeting.**

6 ACTION LOG

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

Action 13.1.2 (Quarterly Update on Gifts, Hospitality and Interests Register):

BB confirmed a meeting had taken place and the action could be marked as completed.

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

7 COMMITTEE ANNUAL REPORT 2022/23 TO THE BOARD AND ACCOUNTABLE OFFICER FOR SCOTTISH FIRE AND RESCUE SERVICE

- 7.1 BB presented an overall positive report however highlighted the concerns raised within the last bullet point under item 7.1 of Appendix A which referred to the complexity of the current recording and reporting arrangements that limit the scope for appropriate scrutiny and challenge. Further work was required to simplify the recording and reporting of strategic risks which would help the Service to refocus on the real risks and challenges.

- 7.2 JT queried if the work being undertaken would adequately allow for the required scrutiny. BB confirmed it would and the annual report should reflect this.

- 7.3 The following amendments were discussed and agreed:
- In regard to point 3.1 of Appendix A it was suggested “to consider the safety of our staff and stakeholders” should be changed to “reflect the safety protocols in place for our staff and stakeholders”.
 - The Committee discussed amending the assurance classification within point 7.2 of Appendix A and agreed to amend from ‘Limited’ to ‘Reasonable’.
 - In regard to point 6.6 of Appendix A, wording should be changed to “where not appropriate” instead of “where not necessary”.

ACTION: BST

- 7.4 **The Committee approved the Committee Audit Annual Report 2022/23 subject to amendments being made to the wording as discussed.**

8 INTERNAL CONTROLS UPDATE

8.1 Risk Update Report

- 8.1.1 BB highlighted the change in format of the risk update report which was a transitional arrangement. DJ noted the reason for the amendment and advised that the focus of future reports would be on risks rated 15 and above. The Power BI tool would be utilised and a workshop was being developed to showcase the dashboard. This, along with a covering paper, would provide appropriate information to enable the Committee to undertake its scrutiny function. DJ presented the revised Risk Register, along with the aligned Directorate Risks to the Committee and outlined the information contained within the appendices. The following key points were highlighted:
- The table within 3.1.3 provided visual information on the status of current risks across the Service.
 - The chart within 3.1.4 showed the alignment to the Strategy Plan for risks rated 15 or above.
 - The report highlighted progress made against outstanding control actions. Going forward a RAG status would be used and actions significantly passed their due dates would be highlighted to allow for discussion.
 - The report showed significant changes that had been made over the last quarter and included a simplified Appendix.
- 8.1.2 The Committee noted that the workshop would be useful to familiarise with the new Power BI Dashboard.
- 8.1.3 The Committee queried if the due dates were default, as in some instances they seemed prolonged. It was confirmed for some due dates these were default but this would be updated to reflect an accurate date for the next report. It was also proposed that milestone dates should be added within future reporting.
- 8.1.4 In regard to risk TSA017 (Risk Critical Training Delivery), clarity was sought on whether the overall training backlog was included within this risk or if there was a separate risk which captured it. AW confirmed that this was covered in the overall risk for training delivery around capacity and functionality to deliver training, which sits within the functional risk register. It was noted that a number of improvements were being implemented to address the backlog and capacity and whether these were issues or risks. BB reiterated that the risk was not the backlog but the consequences of not providing the training.
- 8.1.5 Additionally, it was queried if TSA017 adequately addressed the closed risk of TSA016. RH confirmed that the work underpinning risk TSA016 was underway and the wording of risk TSA017 would be amended to appropriately reflect the risk and provide assurance that it was being addressed.
- 8.1.6 The Committee discussed closed risk POD013 and why the focus was limited to within one Directorate and not Service wide. It was highlighted this was a specific Directorate Risk

which had specific actions relating to the People Function. The Committee noted the risk was worth considering for the overall organisation.

8.1.7 The Committee highlighted that this interim amendment to the report, along with the Dashboard and simplification of the process, would allow clarity of the risks and actions that were in place to mitigate risk. DJ confirmed to the Committee the timescale for the Dashboard being in place was approximately mid-August.

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

8.2 Risk Spotlight: FCS014 (Fleet & Equipment)

8.2.1 IM introduced IB and confirmed the review of the three key areas of Asset Management that was undertaken with the risks collated centrally and the interdependencies identified. IB presented the Risk Spotlight highlighting the following key points:

- 13-week checks are in place to maintain fleet and equipment assets. This is above what is required to meet legislation and is monitored by condition scoring annually.
- Condition scoring, along with data held on all fleet, is used to assist with prioritising investment.
- Supplier delays contribute to the realignment of the workplan.
- The continued review of the marketplace for alternative supply chains / solutions.
- The Strategic Review of Light Fleet shows there are 859 vehicles, which will be reduced, and consideration is being given on how to improve and redistribute the fleet which will provide savings.
- External factors are notably the war in Ukraine and Inflation, which continue to impact the current risk assessment.

8.2.2 IM added that all fleet and equipment adhere to current legislation, however with frequent legislation changes, this has an impact on finance and workloads. The Resource Spending Review would make a significant reduction in the costs to maintain vehicles due to the appliance withdrawal and reduction in light fleet. Further challenges were highlighted which impact forward planning and the 2025/2026 replacement programme was currently being reviewed.

8.2.3 The Committee discussed the factors that were beyond the control of the Service and the risk of the inability to deploy and meet statutory responsibilities. IM confirmed that having spare fleet mitigates the risk around inability to deploy but this mitigation had some negative aspects which were also being addressed. IM advised that the focus was on legislation, operational requirements and also benchmarking to ensure value for money was provided. However, an area for improvement was Asset downtime as this would measure performance when there was a standardised fleet.

8.2.4 The Committee discussed the current approach of reaching 95% availability of our assets and if this level was being reviewed. RH confirmed the Strategic Service Review Programme would aid any review of this due to the links between Service Delivery and Asset Management.

8.2.5 **The Committee noted the risk spotlight and thanked IB for the update.**

(IB left the meeting at 1100 hrs)

8.3 Anti-fraud/Whistleblowing Update

8.3.1 JT informed the Committee that there were no issues to report.

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

9 INTERNAL AUDIT

9.1 SFRS Internal Audit Progress Report 2023/24

9.1.1 GD presented a report to the Committee which summarised the early stages of implementing the Audit Plan and detailed the scope and objectives for the three planned reviews for Q2.

9.1.2 The Committee noted the content of the report with further discussion taking place around the scope for the planned reviews.

9.1.3 In regard to the Budgetary Control Audit, the Committee were content and no changes were required to the scope.

9.1.4 In regard to the Workforce Planning (On Call Firefighter) Audit, the Committee were content and no changes were required to the scope.

9.1.5 In regard to the Equality, Diversity and Inclusion Audit, the Committee were content and no changes were required to the scope.

9.1.6 RS advised that based on previous discussion around HMFSI and Internal/External Audit consideration of aligning programmes of inspections, a meeting had taken place with Azets to discuss alignment where appropriate, with further meetings being scheduled.

(AW joined the meeting at 1115 hrs)

9.1.7 Final Report – Sickness Absence Management

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

- The Service had good policies and procedures in place for Sickness Absence but this was not consistently applied throughout the Service.
- Record keeping to monitor and report compliance was also not consistent.
- A number of recommendations have been identified with management already responding to these.

9.1.9 The Committee sought assurance that the issues identified would be addressed in the short and medium term and asked how these would be reviewed and evidenced. LBa noted that management awareness and understanding the importance of adhering to the policies would assist until system issues could be addressed.

9.1.10 The Committee noted concerns that employees may not be receiving the required support due to lack of compliance and queried the risks should appropriate evidence not be provided if employment has to be terminated. LBa confirmed periodic sample checks would be carried out to review compliance and advised that Long Term Absence reporting and monitoring would have a higher level of compliance due to the steps involved.

9.1.11 The Committee requested details of the measures that had been put in place for the control weaknesses identified for each recommendation and for the ongoing compliance testing. The Committee sought assurance and evidence that recording of sickness absence was not being under reported. LBa advised of a link between Workforce Planning and Central Staffing but an update would be provided to a future ARAC meeting.

ACTION: LBa

(The meeting broke at 1142 hrs and reconvened at 1149 hrs)

9.1.12 Final Report – Arrangement for the Internal Assessment and Verification of Scottish Vocational Qualifications (SVQ)

9.1.13 GD provided an overview of the report and advised the Committee of the outcome of the audit, noting the following:

- The previous SQA inspection took place in 2019, with the 2020 inspection being cancelled by SQA as a result of COVID.
- An inspection took place in August 2022 with the SQA highlighting a number of concerns including a lack of qualified Internal Assessors and Verifiers and a change in practice which affected the recording of experiential evidence.
- Following the visit, a hold was put in place on the ability of SFRS to award SVQs.
- SQA has carried out another review and commended SFRS on the speed changes have been implemented.
- There was key learning on how to prevent this in future and that compliance was being monitored.

9.1.14 LBa welcomed the report and accepted the recommendations within. Plans were now in place to address the retirement issues, a major contributor to lack of qualified staff, and a detailed plan would be presented to the Committee to identify actions to increase the number of qualified assessors and verifiers, with timescales included. Plans were also in progress to confirm when the portfolios of those affected can be reassessed and to understand when the planned income from the levy could be recouped. LBa provided an overview of the levy, the impacts and benefits to the SFRS.

9.1.15 The Committee sought detail on how the situation arose to allow for organisational learning and for clarity on how the affected portfolios were addressed retrospectively. LG advised engagement was undertaken which highlighted there were operational incidents that affected employees had attended, which allowed supporting evidence to be gathered, over and above evidence gathered via training scenarios

9.1.16 The Committee queried if this issue compounded the risk identified within the Training report. AW confirmed both were separate.

9.1.17 The Committee queried if money had been lost as a result of the situation. JT and LBa confirmed money had not been received and work was underway to review how this could be recovered. An update was to be provided at the next meeting.

ACTION: LBa/JT

9.1.18 RH confirmed a further report was being presented to the Strategic Leadership Team which would review the key elements of finance, appropriate plans for Assessors and Verifiers and ensuring Best Value to allow continued scrutiny.

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

(Lyndsey Gaja left the meeting at 1205 hrs)

9.2 Internal Audit Annual Report 2022/23

9.2.1 GD presented a report to the Committee which provided an overview of the work undertaken in respect of the 2022/23 internal audit programme and to provide Azets overall annual opinion. The following key areas were highlighted:

- The opinion provided reasonable assurance over the adequacy of systems of governance, performance and management control which was the highest level of assurance that could be provided.
- One high risk recommendation was raised within the Training review.
- Delivered all the work within the Audit Plan, however noted the number of Audit days were exceeded due to the SVQ Review.
- Complied with Public Sector Internal Audit Standards and met high standards of quality from the External Quality Assurance Review.
- Key Performance Indicators showed two rated amber, which highlighted additional days of audit and also compliance with obtaining reports.

9.2.2 The Committee welcomed the report, however raised concerns with the number of outstanding actions that were overdue.

9.2.3 **The Committee scrutinised the report.**

9.3 **SFRS Internal Audit Feedback Report 2022/23**

9.3.1 GD presented a report to the Committee which provided a summary of the feedback received from SFRS in relation to the audit assignments undertaken as part of the 2022/23 Internal Audit Plan. The following key areas were highlighted:

- Feedback was being received which confirmed where the Internal Audit service was working well and having an impact.
- It detailed the key drivers that were impacting how the work was being conducted.
- Informed areas of improvement, working with finance and risk colleagues to gather the feedback and act in order to improve the Service.

9.3.2 GD confirmed the feedback process was showing to be successful and progress would continue to be reported on.

9.3.3 It was noted that the Internal Audit Feedback Report should be embedded within the quarterly progress report to the Committee.

9.3.4 The Committee discussed the processes in place to inform audits, appropriate reporting of the feedback received and ensuring value added was captured.

9.3.5 **The Committee scrutinised the report.**

9.4 **SFRS Progress Update/Management Response**

9.4.1 GD presented a report to the Committee outlining the status of the recommendations raised by Internal Audit. The following key areas were highlighted:

- More impetus required to complete outstanding actions.
- Consideration being made to streamline the process to align with Board and Committee timeframes.

9.4.2 The Committee highlighted the lack of updates and in particular, the update for the Disaster Recovery Plan. JT provided confirmation that this action would be closed by the due date but accepted the concerns around the lack of an update.

9.4.3 The Committee sought to understand the risk on Water Planning. JT confirmed the original risk was in relation to concerns of inadequate water supply, however there was also a significant financial risk due to a Service Level Agreement not being in place. Further discussions with Scottish Water were required to be held, which may include Scottish Government, with the possibility of a change to legislation. BB requested the risk should highlight the operational risk had been resolved, however the financial risk remained.

9.4.4 The Committee requested that where there were any significant outstanding recommendations, the responsible Director should be invited to attend the ARAC meeting to provide a management response update.

ACTION: JT/BST

9.4.5 **The Committee welcomed the update and the progress that was being made.**

10 **AUDIT ACTION PLANS AND CLOSING REPORTS UPDATE**

10.1 MMcA presented a report to the Committee providing an overview update of the current audit and inspection action plans.

10.2 It was noted that the Audit and Inspection Overview dashboard recorded 14 action plans as complete and of the remaining 4 live action plans, 2 actions were progressing towards

closure, one action was reporting green and one action was reporting amber but would be concluded by the end of the year.

10.3 RS noted it was encouraging to see the actions against recommendations, in particular those from HMFSI. It was testimony to the SFRS that HMFSI were able to attend Committee meetings, see the actions in progress and the scrutiny that was being applied. This was unique and reflected on the progress being made and relationships that are being built.

10.4 **The Committee noted the report and welcomed the updates.**

11 **EXTERNAL AUDIT - AUDIT DIMENSIONS AND BEST VALUE REPORT AND ANNUAL REPORTS 2021/22**

11.1 JT presented the report to the Committee outlining the progress on the External Audit Dimensions and Best Value Report for year ending 31 March 2022 and the Annual Report and Accounts Audit for 2021/22. The following key points were highlighted:

- A transfer of responsibility had taken place from Deloitte to Audit Scotland.
- Discussions have taken place with regard to areas causing difficulties, in particular the alignment of budgets to Outcomes and what action could be taken to improve reporting and aid scrutiny for the Board.
- Consideration being given to focus on a specific topic to explore an outcome base, for example climate change, to allow learning and opportunities to develop in regard to budget to outcome.
- Evidence has been provided to Audit Scotland to allow a review which would support the closure of actions.

11.2 AMac endorsed JT comments and would apply processes in key priority areas, collect evidence and establish what would be useful detail for the Committee. Background information had been obtained on the recommendations from outstanding actions report and Audit Scotland would report back on the recommendations at the next meeting of the Committee.

11.3 The Committee welcome the views of Audit Scotland and noted that attributing budgets to outcomes was about transparency and providing a greater understanding on where the Service spends its money, the return on these investments and ultimately progress towards desired outcomes. It is hoped that with the support from Audit Scotland, efforts can be

11.4 more focussed on achieving the above.

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

12 **NATIONAL FRAUD INITIATIVE**

12.1 JT presented a report to the Committee outlining details on activity undertaken as part of the National Fraud Initiative (NFI) and additional actions recommended by External Audit. The following key points were highlighted:

- A Self-Appraisal process was required and Deloitte identified the Service should provide information in regard to this process to the Committee.
- The report included an Appendix which provided details of the self-assessment checklist and information on how the Service responds.

12.2 JT sought to confirm the Committee were content with how the Service responds and if there was anything else they would like to undertake in relation to the checklist.

12.3 The Committee discussed Appendix B within the report and confirmation was provided on its purpose to show the considerations were undertaken as business as usual.

12.4 The Committee sought clarification on when the last NFI return was completed. DJ confirmed the last return was in June 2022 and the current process started in January

2023. DJ advised this was a 2-year process, and at the end of the process, a report would be presented to the Committee.

12.5 The Committee scrutinised the report.

13 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS

13.1 DJ presented the report to the Committee providing an update on the Gifts, Hospitality and Interests Register for Quarter 1 2023/24, advising a further short paper would be provided in the Private Session. The following key points were highlighted:

- The Gifts, Hospitality and Interests (GHI) register for 2023/24, up to 12 June 2023, identified 2 entries, with further information identified within Appendix A to this report. Separately, a further 8 declarations, under the £50 threshold, were received but not published.
- Following the previous report to ARAC on 6 April 2023 a further 2 hospitality entries were added to the 2022/23 GHI register. These entries related to hospitality and an invite to an overseas event. Both invites were declined. The GHI register published on the website had been update to include this information.
- Engagement in relation to gifts, hospitality and interests had continued with meetings held with Directorate's Management Teams, Local Senior Officer (LSO) meetings and Functional meetings to communicate the requirements of the policy and examples of declarations that needed to be made. Engagement sessions would continue during 2023/24.

13.2 **The Committee scrutinised the report, noting there would be further discussion on the topic in the later private session.**

14 ORGANISATIONAL SECURITY UPDATE

14.1 The Committee agreed that this would be discussed during the private session.

15 ANNUAL GOVERNANCE STATEMENT FOR ACCOUNTING PERIOD 2022/23

15.1 MMcA presented the report to the Committee advising of the Annual Governance Statement (AGS) for inclusion in the Annual Report and Accounts for the year ended 31 March 2023.

15.2 There were no significant issues or risks that required to be highlighted, however, appropriate actions would be taken to progress areas for improvement that had been identified.

15.3 Following the earlier discussion on risk and assurance, the wording within the AGS would be reviewed to ensure alignment.

ACTION: MMcA

15.4 **The Committee scrutinised the report and were content with the AGS subject to review of the wording around risk and assurance.**

16 REPORT FOR INFORMATION ONLY:

16.1 Quarterly Update Report on HMFSI Business

16.1.1 RS presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2023/24 and the following key areas were noted:

- Service Delivery Area (SDA) Inspection was a new style of inspection that saw performance being measured against a range of themes across each of the LSO areas within one of the three SDA's. This years SDA inspection was held within the East Service Delivery Area. Inspection visits and interviews concluded in early March and publication was anticipated in the near future following a formal consultation process with the Service. Publishing had been delayed due to the passing of Firefighter Barry Martin and SFRS seeking advice from Police Scotland and procurator

fiscal in relation to the publication. RS noted there was nothing within the report that caused concern in relation to firefighter or community safety.

- The report had been updated to provide more benefit to the Service.
- Scoping work in preparation for the inspection within the West SDA had commenced.
- Two additional focused inspections had taken place in relation to Contingency Planning Arrangements in the event of Industrial Action (IA) and the decision to terminate the contract relating to a new Command and Control Mobilising System. RS noted it was commendable that the Service and HMFSI had been able to carry out these inspections, alongside those already planned. Both reports had been published on the new independent HMFSI platform.
- Thematic Inspections on Climate Change and Mental Health and Wellbeing had resumed. Planned publication of the Climate Change Inspection was anticipated around July 2023 with the Mental Health and Wellbeing Inspection being later in the year.
- The appointment of two new Assistant Inspectors into the team at HMFSI - John Joyce and David Young with Ian Cameron and Gillian Buchanan having also joined on secondments which will allow experience to be gained. RS thanked the Board and RH for their continued support to secondments.

16.1.2 The Committee queried if benchmarking was taking place during the SDA inspections between other SDA's or fire and rescue services. RS advised this was the first time utilising ratings and it was an opportunity for the Service to use the rating and carry out benchmarking. The Committee would be able to apply scrutiny across the reports when published and seek areas of improvement. RS noted HMFSI did not have the resources to conduct benchmarking across the UK. RS also provided an overview of how the reports were constructed to aid readers scrutinising the report.

16.1.3 The Committee highlighted the added value of HMFSI in supporting continuous improvement across the Service.

16.1.4 **The Committee noted the report.**

17 REVIEW OF ACTIONS

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

18 FORWARD PLANNING

18.1 a) Committee Forward Plan Review

The Committee considered and noted the Forward Plan with no new items being identified.

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

No items were identified.

19 DATE OF NEXT MEETING

19.1 The next meeting is scheduled to take place on 5 October 2023 at 1000 hrs.

19.2 BB noted this meeting as being the final Audit and Risk Assurance Committee for LBI and wished to record the Committee's thanks for the contribution and experience that she had provided to the Committee.

19.3 There being no further matters to discuss the public meeting closed at 1312hrs.

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 Thursday 6 April 2023

The minutes of the private meeting held on 6 April 2023 were approved as a true record

of the meeting.

21 DISCUSSION ON GIFTS, HOSPITALITY AND INTERESTS

21.1 DJ presented the report and provided an overview of the detail included.

21.2 The Committee discussed the Gifts, Hospitality and Interests Policy and its use throughout the Service.

21.3 **The Committee noted the report and verbal update.**

14 ORGANISATIONAL SECURITY UPDATE

14.1 RW presented the report to the Committee to provide an update on the Service's work towards co-ordination of Organisational Security and progress against the recommendations made in the McClumpha Associates report.

14.2 **The Committee scrutinised the report.**

DRAFT

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



Report No: B/ARAC/02-23

Agenda Item: 10.2ii

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|-------------------------------|---|---|----------|----------|----------|----------|----------|
| Report to: | THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE | | | | | | |
| Meeting Date: | 31 AUGUST 2023 | | | | | | |
| Report Title: | AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2022/23 TO THE BOARD AND ACCOUNTABLE OFFICER OF SCOTTISH FIRE AND RESCUE SERVICE | | | | | | |
| Report Classification: | For Information Only | Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this report is to present the review of the Audit and Risk Assurance Committee (ARAC) Annual Report 2022/23, to the Scottish Fire and Rescue Service (SFRS) Board 'For Information Only' following its approval at the ARAC on 27 June 2023. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | Consistent with the Scottish Government Audit and Assurance Committee Handbook, and generally accepted principles of good corporate governance, the Terms of Reference of the SFRS ARAC calls for an Annual Report to the Board and Accountable Officer of the SFRS, summarising the Committee's work for the year past and its opinion of the overall assurances it has received and the issues it has considered. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | The ARAC Annual Report supports and assists with the preparation of the Accountable Officer's 2022/2023 Annual Governance Statement (AGS), which was also scrutinised by ARAC on 27 June 2023. Production of the ARAC Annual Report has therefore been timed to support the preparation of the AGS. | | | | | | |
| 3.2 | The AGS provides further assurance in support of the SFRS Annual Report and Audited Accounts for 2022/23 which is scheduled to be presented to the SFRS Board in December 2023. | | | | | | |
| 4 | Recommendation | | | | | | |
| 4.1 | The Board is invited to note the contents of the ARAC Annual Report 2022/23 as set out in Appendix A and provide feedback to the ARAC should it be necessary. | | | | | | |
| 5 | Key Strategic Implications | | | | | | |
| 5.1 | Risk | | | | | | |
| 5.1.1 | Evidence gathered in support of this report deems that no significant risks have been identified. | | | | | | |

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|--------------------------|--|
| 5.2 5.2.1 | Financial This report provides further assurance in support of the SFRS Annual Report and Audited Accounts for 2022/23 which are scheduled to be presented to the Board on 14 December 2023. |
| 5.3 5.3.1 | Environmental & Sustainability There are no implications associated with the recommendations of this report. |
| 5.4 5.4.1 | Workforce There are no implications associated with the recommendations of this report. |
| 5.5 5.5.1 | Health & Safety There are no implications associated with the recommendations of this report. |
| 5.6 5.6.1 | Health & Wellbeing There are no implications associated with the recommendations of this report. |
| 5.7 5.7.1 | Training There are no implications associated with the recommendations of this report. |
| 5.8 5.8.1 | Timing This report has been produced in support of the SFRS Annual Governance Statement which is scheduled to be presented to the Board as a part of the Annual Report and Audited Accounts for 2022/23 on 14 December 2023. |
| 5.9 5.9.1 | Performance Information contained within this report demonstrates that there are no significant gaps in the performance of the Committee. |
| 5.10 5.10.1 | Communications & Engagement This report provides an opportunity for Board members to review the contents and provide feedback to the ARAC if necessary. |
| 5.11 5.11.1 | Legal Production of this report is consistent with the Scottish Government Audit Committee Handbook and generally accepted principles of good corporate governance. |
| 5.12 5.12.1 5.12.2 | Information Governance DPIA completed Yes/No. If not applicable state reasons. DPIA not applicable as no personal information is contained within this report. |
| 5.13 5.13.1 5.13.2 | Equalities EHRIA completed Yes/No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2023 EHRIA. |
| 5.14 5.14.1 | Service Delivery There are no implications associated with the recommendations of this report. |
| 6 | Core Brief |
| 6.1 | The Chair of the Audit and Risk Assurance Committee (ARAC) asked the Board to note the contents of the ARAC Annual Report 2022/23. The ARAC Annual Report assists with the preparation of the organisation's 2022/23 Annual Governance Statement (AGS), prior to inclusion in the Annual Report and Accounts of the Scottish Fire and Rescue Service for 2022/23, all of which support good corporate governance arrangements. |

OFFICIAL

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| 7 | Assurance (Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Mark McAteer, Director of Strategic Planning, Performance and Communications |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/ Reasonable /Limited/Insufficient |
| 7.2 | Rationale: | Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual report from ARAC outlines the work undertaken, including that with internal and external audit bodies and the assurance received. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A – SFRS ARAC Annual Report 2022/23 to the Accountable Officer and Board of the Scottish Fire and Rescue Service. | |
| Prepared by: | | Kevin Murphy, Group Commander, Board Support Manager |
| Sponsored by: | | Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee |
| Presented by: | | Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee |
| Links to Strategy and Corporate Values | | |
| Links to Outcome 5 of the SFRS Strategic Plan 2022-25: “We are a progressive organisation, use our resources responsibly and provide best value for money to the public.” | | |
| Governance Route for Report | | Meeting Date |
| <i>Audit and Risk Assurance Committee</i> | | <i>27 June 2023</i> |
| <i>SFRS Board</i> | | <i>31 August 2023</i> |
| | | Report Classification/ Comments |
| | | <i>For Decision</i> |
| | | <i>For Information only</i> |



SFRS AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2022/23

TO

THE BOARD AND ACCOUNTABLE OFFICER OF THE SCOTTISH FIRE AND RESCUE SERVICE

1 Purpose

- 1.1 In accordance with the Audit and Risk Assurance Committee's Terms of Reference this report has been prepared for the Board and Accountable Officer to provide the Committee's opinion on the effectiveness of governance, risk management and internal controls across the organisation. This opinion is based on the work received by the Committee over the year 2022/23 and is intended to assist with the preparation of the Annual Governance Statement.

2 Background

- 2.1 The report provides a high-level overview of the Audit and Risk Assurance Committee's work for the year 2022/23 and its opinion on:
- the comprehensiveness of assurances in meeting the Board and Accountable Officer's needs;
 - the reliability and integrity of these assurances in relation to their accountability obligations;
 - the implication of these assurances for the overall management of risk;
 - any issues the Audit and Risk Assurance Committee considers pertinent to the Annual Governance Statement and any long-term issues the Committee thinks the Board and/or Accountable Officer should give attention to;
 - financial reporting for the year, and
 - the Audit and Risk Assurance Committee's view of its own effectiveness.

3 Summary of Audit and Risk Assurance Committee's Work

- 3.1 In the period from April 2022 to March 2023 the Audit and Risk Assurance Committee has met a total of four times - three public meetings, each of which included a private session, and one further standalone meeting in private. The Committee meeting in March 2023 was delayed until 6 April 2023, so is not included in these figures. With the ongoing recovery from Covid-19 during this timeframe, the Committee met utilising a blend of 'in person' meetings at SFRS HQ and virtual technology via MS Teams, to reflect the safety protocols in place for our staff and stakeholders, and the Digital First Strategy. To support transparency of Committee business, all public papers and minutes continued to be accessible on the SFRS website. The capability and development of using MS Teams enabled members of the public to have access to meetings as an observer, should this be requested, and as published on our [website](#).

- 3.2 The Committee comprises of five Non-Executive members. It has a quorum of three members and all meetings were quorate. The Committee has the relevant skills and experience collectively to assess the issues within its Terms of Reference. This conclusion was confirmed at a virtual workshop on 21 February 2023, at which the Committee confirmed compliance with its Terms of Reference.
- 3.3 All meetings were attended by senior management of the SFRS. Deloitte, as the then External Auditors, Azets, who are SFRS's Internal Auditors and Her (His) Majesty's Fire Service Inspectorate (HMFSI). (*This changed during this reporting year to His Majesty's Fire Service Inspectorate following the passing of Her Majesty, Queen Elizabeth II.*) This routine attendance provided the Committee regular access to all key assurance sources.
- 3.4 The key areas of the Committee's work are outlined in sections 4 to 10 below.

4 Internal Audit

- 4.1 Azets were appointed as Internal Auditor partners at the start of 2020/21 for a 4-year period. [Progress reports](#) are presented at every meeting of the Committee outlining progress against the annual audit plan and the implementation of internal audit recommendations.
- 4.2 In reviewing the work of internal audit, the Committee:
- focused on the reported assurance levels, the quality and significance of audit recommendations and reasonableness of the management responses to them;
 - monitored the ongoing implementation of recommendations arising from current and prior year audits;
 - welcomed an agreement that early sight of each Audit scope would be provided, to allow for comment in advance, if required;
 - asked for consideration to be given to the challenges identified relating to resourcing and capacity within the Portfolio Office;
 - requested assurance that any potential efficiencies and benefits identified during the Post Pandemic Review Audit be maximised;
 - sought to ascertain the level of assurance that fundamental decisions are being made with quality data;
 - acknowledged the efforts of Azets and the Executive Team in completing the 2022/23 audit plan; and
 - noted the overall opinion given by Internal Audit in its Annual Assurance Report, that the Scottish Fire and Rescue Service has a framework of governance, risk management and controls that provides **reasonable assurance** regarding the effective and efficient achievement of objectives.
- 4.3 ***The Committee concluded that Internal Audit's work was appropriately focused and was sufficiently resourced. Based on the Committee's review of audit reports and the Auditor's overall opinion we can conclude that controls are generally operating effectively.***
- 4.4 Azets also presented their draft Internal Audit Plan for the period 2023/24 in April 2023. The Committee recommended the Board approve the 2023/24 Internal Audit Plan and this will take them to the end of their appointment period. In recommending approval of the new audit plan, the Committee reiterated the importance of scope and the allocation of appropriate resources and timescales.
- 4.5 The Committee continued to encourage Internal and External Auditors as well as HMFSI to engage with each other and review plans to identify any opportunities for synergies and avoid any potential overlap or duplication of review activity.

5 External Audit

- 5.1 Deloitte were SFRS's External Auditors for 2022/23 as appointed by the Auditor General for Scotland. This was Deloitte's final year of their appointment.
- 5.2 During the period under review, the Committee scrutinised the progress of the Audit Dimensions and Best Value Report for Year ended 31 March 2021 designed to help ARAC and the SFRS Board discharge their governance duties on the following areas: Financial Management, Financial sustainability, Governance and transparency, Value for money and Best Value. Good progress was identified with full completion being achieved in some areas. The Committee requested further work be conducted on financial reporting and medium to long-term financial planning. It was agreed that any outstanding actions would be progressed by the incoming External Auditor – Audit Scotland.
- 5.3 The Committee also reviewed the draft 2021/22 Annual Report and Accounts, and External Auditor's report, **which provided an unqualified opinion**. The Committee commended the efforts of the SFRS Finance Team in achieving this positive outcome, particularly given the challenges encountered during the year.
- 5.4 The Committee held a private session with Deloitte in October 2022, no matters were raised that would require to be disclosed in this report. The Committee will consider the draft 2022/23 Accounts and the External Auditor's report at a Special meeting in November 2023.

6 Her (His) Majesty's Fire Service Inspectorate

- 6.1 The HMFSI attends and presents progress update reports at each ARAC with an Annual Update Report being presented to the ARAC in June 2023.
- 6.2 During 2022/23 HMFSI undertook an inspection of the East Service Delivery Area (ESDA). The publication of this report is not due until later in the financial year 2023/24.
- 6.3 During 2022/23 HMFSI completed the following Thematic Inspection:
- the Inspection of 'Firefighting in High Rise Buildings' was laid in Parliament in September 2022. The report concluded that, whilst there is scope to improve performance, our overall impression of the SFRS in regard to firefighting in high rise buildings is principally positive. The Report contained 8 Recommendations for SFRS to consider.
- 6.4 In addition, HMFSI carried out two focussed inspections in relation to Contingency Planning Arrangements in the event of Industrial Action (IA) and the decision to terminate the contract relating to a new Command and Control Mobilising System.
- 6.5 An overview of the key areas of focus for the forthcoming year 2023/24 is also set out within the Annual Update Report. This includes Thematic Inspections relating to: *Climate Change (Impact on Operational Activity)* and *Mental Health and Wellbeing Provision*.
- 6.6 HMFSI will also continue to maintain contact with both the Internal and External Auditors to progress areas of shared work which is essential to reduce any duplication of work where appropriate. The reports themselves are published on the HMFSI [Website](#) which details the assurances and recommendation to the SFRS.
- 6.7 The Committee welcomes the approach of HMFSI activity as it strives to meet its statutory purpose to inquire into the efficiency and effectiveness of the SFRS, thus assisting in its continuous improvement.

7 Risk Management

7.1 During the year the Committee:

- reviewed regular updates on risk management arrangements and revisions to the Strategic Risk Register (SRR) and alignment to the Directorate Risks (DR);
- held a workshop relating to the Committee's use of the SRR on 16 August 2022;
- spotlighted particular risks that are aligned to the business of each Committee of the Board, asking the responsible risk owner to provide updates to each respective Committee, which for ARAC during 2022/23 included: *Scottish Water – Service Level Agreement*;
- the Committee has been supportive of efforts to develop robust risk management arrangements, but considers the complexity of the current recording and reporting arrangements limit the scope for appropriate scrutiny and challenge. Further work is required (and now underway) to simplify the recording and reporting of strategic risks, which will also help increase the Service's focus on the 'real' risks and challenges. A session was held at a Board and SLT Strategy Day on 24 November 2022 to help define risk appetite, but further work is needed, and the Committee will provide support to the Board and SLT on this. However, risk appetite requires clearly defined strategic risks to be agreed and this remains work-in-progress.

7.2 ***Based on its scrutiny of risk, and recognising the ongoing work on defining risk appetite and refreshing strategic risks, the Committee is content with the direction of travel on development of these and can provide reasonable assurance on the operation of strategic risk management arrangements throughout the year 2022/23.***

8 Financial Reporting

8.1 During the year the Committee considered the following:

- assurances received from the work of internal and external audit about the financial systems and controls that provide the figures for the accounts for 2021/22;
- any incidences of Fraud;
- scrutinised a Debt Write Off Report;
- recommended the Annual Procurement Report 2021/22;
- received an update report on the *Redressement Judiciaire* of Systel – SFRS Claim for Losses;
- sought further clarity and detail on the extent of and reporting culture relating to Gifts, Interests and Hospitality within SFRS.

8.2 ***The Committee is satisfied that the accounting policies adopted for the preparation of the 2022/23 accounts are appropriate and that it has received reasonable assurance on the financial systems and controls.***

9 Audit and Risk Assurance Committee Effectiveness

9.1 The Committee considers that it has operated in accordance with its Terms of Reference (ToR), pursuing the appropriate issues of risk assurance and internal control, and that its challenge and scrutiny function continues to be robust.

9.2 The Committee ToR were reviewed at their workshop in February 2023 and amended and approved by the SFRS Board on 27 April 2023. At this workshop, the Committee concluded that it continues to operate effectively.

- 9.3 At the Committee's operational level, improvements continue to be made, where appropriate, to the management of meetings, including the forward planning of agendas for the year ahead. Specific forward planning and pre-agenda meetings were held to further support this approach.
- 9.4 Administrative arrangements continually improve with revised templates and guidance being provided for corporate level papers as approved by the SFRS Board, to ensure that reports contain an appropriate level of classification in order to assist Committee members scrutinise and challenge effectively, with risk and assurance being much more of a focus when reporting to Committee's and the Board in general.
- 9.5 The continued development of the Service's Good Governance Framework resulted in each Committee of the SFRS Board agreeing during 2022/23 to commence the use of integrated assurance mapping, levels of assurance and assurance statements for Board and Committee reports.
- 9.6 The Committee continues to receive a complete oversight of the management and scrutiny process for independent audits and subsequent action plans through a high-level dashboard. This has strengthened the governance in this area and the level of scrutiny being applied.
- 9.7 The Committee's effectiveness relies heavily on the support provided by the Board Support Team, which continues to be of the highest quality.

10 Conclusions

- 10.1 Overall the work of the Committee during the period under review, and the assurances received, enables ARAC to conclude that, in general, the SFRS has effective governance, risk management and internal control arrangements in place. As highlighted above, improvements are needed in relation to risk management arrangements.
- 10.2 Looking ahead it is clear that ensuring the Service adequately plans for, and responds to, an increasingly tighter financial future will be the key area of focus for the Committee over 2023/24 and beyond.

Brian Baverstock
Chair of the Audit and Risk Assurance Committee
Scottish Fire and Rescue Service

July 2023



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 8 JUNE 2023 @ 1300 HOURS

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

PRESENT:

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

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

IN ATTENDANCE:

| | |
|-----------------------|---|
| Andrew Watt (AW) | Assistant Chief Officer, Director of Training, Safety and Assurance |
| Kirsty Darwent (KD) | Chair of the SFRS Board |
| Lyndsey Gaja (LG) | Head of People |
| Fiona Munro (FM) | Head of People |
| Jim Holden (JHo) | Head of Safety and Assurance |
| Chris Getty (CG) | Area Commander, Head of Training Delivery |
| Ceri Dodd (CD) | Deputy Head of People (Item 13) |
| Gillian Clark (GC) | HR/People Manager (Item 17.1) |
| Kevin Murphy (KM) | Group Commander, Board Support Manager |
| Heather Greig (HG) | Board Support Executive Officer |
| Kimberly Gogarty (KG) | Corporate Business Support/Minutes |

OBSERVERS

None

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present.
- 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 FOR ABSENCE

- 2.1 Liz Barnes, Interim Deputy Chief Officer, Corporate Services
David Farries, Assistant Chief Officer, Director of Service Delivery
Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training

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

- 3.1 The Committee discussed and agreed that the *Key Case Update Report* would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee* would also be taken in private due to the confidential nature of business taken to this meeting.
- 3.2 No further items were identified.

4 DECLARATIONS OF INTERESTS

- 4.1 No conflict of interests were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 2 MARCH 2023

- 5.1 The minutes of the meeting held on 2 March 2023 were approved as an accurate record of the meeting.
- 5.1.1 With regards to paragraph 9.2 specific reference to representative bodies in the Partnership Advisory Group Terms of Reference was clarified. LG apologised for this not being actioned and confirmed an update would be provided outwith the meeting.

5.2 Matters Arising

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

6 ACTION LOG

- 6.1 The Committee considered the Action Log, noted the updates and approved the removal of the closed items.

7 PERFORMANCE AND RISK REPORT

7.1 People Directorate Quarter 3 2022/23

- 7.1.1 LG provided the People Directorate Progress and Performance Report Quarter 3 2022/23 to the Committee noting that this had been circulated via email (21 March 2023) and was now being formally presented to the Committee for recording purposes.

7.1.2 The Committee noted the report.

7.2 People Directorate Quarter 4 2022/23

- 7.2.1 LG provided the People Directorate Progress and Performance Report Quarter 4 2022/23 to the Committee, highlighting the following key areas:

- Ongoing challenges around the uncertainties relating to the pensions remedy for uniformed personnel. In excess of 460 uniformed staff could potentially retire this year. Key dates where personnel may decide to retire were linked to pay offers and remedy implementation: October 2023 and July 2024. A monthly paper is provided to the Strategic Leadership Team (SLT) to allow review of workforce planning data. 48 trainees joined in May 2023 with 48 joining in September 2023. There was potential for a further intake in January 2024.
- Current support staff vacancy rate was sitting at 12% and work was to be actioned in a number of areas around staff reward and benefits, and attraction and selection processes, to address the challenges around this. This linked to the risk spotlight on Training Capacity later in the meeting.
- Positive reduction in absence rates in Operations Control which had, in the past, been significantly higher than other staff groups. There had also been a reduction in musculoskeletal (MSK) injuries. An in-house physiotherapist had been appointed and this had generated positive feedback. The team were gathering data to provide evidence in support of the appointment of this.

- 7.2.2 The increased level of turnover for On Call roles, which linked to a target model that was no longer valid was raised. The PC queried when the target operating model (TOM) would be reviewed to ensure the report did not present statistics that were inaccurate given that the noted TOM is reflective of legacy service arrangements. It was confirmed that significant work was being carried out through the On Call Improvement Programme including development of the model going forward. Recommendations would be discussed at SLT later this month. There was no clear timescale at present, however, an updated TOM would be put in place once the recommendations were considered.
- 7.2.3 LG clarified the 12% vacancy rate was specifically for support staff. Day Duty vacancies were also high at over 10% and some of this was due to off station roles being historically hard to fill. All other groups were considered as being within normal parameters.
- 7.2.4 SB noted the complexity of On Call staffing, however, with the report appearing to show 973 vacancies against what is a notional Retained Duty System (RDS) TOM and a 30% vacancy rate it was considered that some context around this within the report would be helpful. LG acknowledged this and agreed to update this for the next report.
- 7.2.5 With regards to the 12% support staff vacancy level, LG confirmed that the policy was not to keep vacancies open, however the vacancy approval process required SLT decision which could result in additional timeframes.
- 7.2.6 **The Committee scrutinised the report.**

7.3 Training, Safety and Assurance (TSA) Quarter 4 2022/23

- 7.3.1 CG presented the Training, Safety and Assurance Performance and Risk Report Q4 2022/23 and highlighted the following key areas for the Training Function within this quarter:
- **Operational Core Skills** – slight increase across all crewing systems against the maintenance of core skill requirements.
 - **Advanced, Support and Emerging Risks Modules** – slight decline on this type of module and will continue to monitor this to identify and resolve the issues.
 - **Incident Command Competence** – slight decline in Incident Command Level 1 module, this was identified quickly and fortnightly updates have been provided to focus in this area. A positive response has been received and moving forward to Quarter 1 of this year the marker will be significantly increased.
 - **Specialist Rescue Competence – Heavy Rescue** – An increased TOM where Heavy Rescue qualifications were introduced into Urban Search and Rescue (USAR) capabilities across the Service. This had an impact on how competencies around this were reflected. A number of challenges were being faced in delivering courses, as well as with the availability of LGV vehicles, particularly within the North Service Delivery Area (NSDA), however courses were being redesigned to address these challenges. USAR had shown a slight decline which was reflective of current facilities however work was ongoing with the Asset Management Team to address some facilities issues.
- 7.3.2 In terms of the Advanced, Support and Emerging Risk Modules, AW highlighted a slight decrease in Resource Based Crewing (RBC) completion which was impacted by the 13.6% absence rate. It was also noted that this would be the last quarter of this style of reporting on the USAR Chart due to the new Key Performance Indicator's (KPI's) being developed which would provide more accurate detail moving forward.
- 7.3.3 FT asked for an example of the facilities challenges being faced. AW gave an example of the cost of a rubble pile and confirmed that quarterly meetings were being held with Asset Management to work through the challenges. A Training Asset Strategy for the next 5 years was also being produced.

- 7.3.4 MW noted that the Red, Amber, Green (RAG) graph was really helpful and wondered if there was scope to have subsequent quarters set up like this in reports going forward, as it showed progression. AW agreed and would arrange for this to be added going forward.
- 7.3.5 JHo presented the TSA Performance and Risk Report Q4 2022/23 and highlighted the following key areas for the Health and Safety (H&S) function within the quarter:
- H&S improvement plans show 78% completion across the Service but many separate Directorates have achieved 90% completion. Operations and TSA had slipped due to other priorities, including preparation for Industrial Action. Assurances were provided that these actions would be moved forward to completion.
 - KPI Dashboard overview shows a reduction of accidents and injuries. In Quarter 4 there was an increase in RIDDOR Reportable Incidents due to the Jenner's incident. Near misses have increased with a significant increase in North and East SDA's. This was due to Safety & Assurance Improvement Group initiatives and a safety culture initiative being developed to help reporting of events. Acts of Violence had increased however only 1 minor injury had resulted during these incidents.
 - Vehicle accidents and low speed manoeuvres have increased with a focus group set up to look at these areas. A report was being produced and would be submitted to the next PC meeting with some recommendations in terms of standardising the approach, both proactively and reactively, to address the low speed manoeuvre training element.
 - Liberton Brae investigation finalisation had been paused due to some staff being involved in the Jenner's investigation.
- 7.3.6 AW noted the positive report and praised the team for the work being carried out in this area. He highlighted that an Act of Violence reported at an incident in Falkirk had led to 6 arrests.
- 7.3.7 MP referred to a number of health and safety events where no information was available, noting that this had been highlighted previously. JHo explained that where an investigation was on-going or someone was still absent at the point of reporting, a figure was not added unless it was beyond 28 days. It was considered that the process was improving and information was now being received more quickly.
- 7.3.8 JHo clarified that further analysis on non-operational accidents was contained within the report. With regards to non-operational injuries, JHo confirmed that 63% of Acts of Violence were verbal with the remainder being non-verbal.
- 7.3.9 AW clarified that 3 members of uniformed personnel were providing support to JHo to ensure workloads were being managed appropriately.
- 7.3.10 PS queried the lengthy timelines for the Committee to receive the Annual Health and Safety Report. AW noted that the challenges were not necessarily around the work to complete the report, but the governance routes and the finished graphic publication which took time. It was agreed that the report would come forward in draft format, with a final version with graphics being developed for publication thereafter. The report would be submitted to PC in September 2023.
- 7.3.11 MW requested that future reports provide a quarterly breakdown of Acts of Violence and proposed that, in time, costs in relation to damage to vehicles and appliances as a result of these acts would be welcomed.
- 7.3.12 **The Committee scrutinised the report.**

8 INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE

8.1 Training of RDS Personnel/Health and Safety

- 8.1.1 CG/JHo presented the report updating the Committee on the progress against the action plan developed in response to the HMFSI Report relating to Training of Retained Duty System (RDS) Personnel and Health and Safety: An Operational Focus.

- The action plan for Training of RDS Personnel contains 37 actions, 35 have been completed with 2 outstanding. The closure of these actions had now been approved by Senior Management Board (SMB) and through monitoring progress of the Service Delivery Model Programme (SDMP) and the Strategic Service Review Programme (SSRP) would be managed and reviewed through the appropriate governance processes going forward.
- The action plan for Health and Safety contains 17 actions to address the 8 recommendations raised, 15 have green RAG status and 7 have been completed within the reporting period. 5 actions have proposed amendments to due dates due to the impact of other workloads and interdependencies. The report and action plan would be monitored through the Organisational Learning Group and there was continued focus on the progression of the actions.

8.1.2 With regards to slipping timescales due to unexpected secondments, AW clarified that this linked to personnel being involved in ongoing investigations and the time required to backfill posts through relevant processes, but that this was being progressed.

8.1.3 **The Committee scrutinised the report.**

9 COMMITTEE ASSURANCE STATEMENT 2022/23

9.1 MW presented the PC and Remuneration, Appointments and Nominations Sub-Committee (RANSC) Assurance Statement 2022/23, which outlined evidence of how the Committee and its Sub-Committee supports the effective functioning of the Board.

9.2 SB noted that the statement had changed its title from Value Added Statement to Committee Assurance Statement in line with continuing implementation of the Good Governance Framework, however, it referred to added value and proposed further work was required to update this for the next reporting year.

9.3 **The Committee approved the contents of the Committee Assurance Statement 2022/23.**

10 SFRS MENTAL HEALTH AND WELLBEING PROVISION AND LIFELINES SCOTLAND TRAINING

10.1 LG presented a report to the Committee to provide an overview of current Scottish Fire and Rescue Service (SFRS) mental health and wellbeing provision; an update on the future provision for Lifelines Scotland and further information on future plans for ongoing mental health training and support, highlighting the introduction of mental health and wellbeing champions and the invaluable use of the Rivers Centre.

10.2 In terms of Lifelines Scotland, it was noted that work was ongoing to bring some of the provision and content to an in-house delivery model and to deliver this on a more flexible and sustainable basis. However, funding of c.£30k had been received from the Fire Fighters Charity to support the work with Lifelines Scotland over the remainder of the current financial year.

10.3 With regards to costs, LG explained that £2k reflected an honorarium paid to both of the chaplains to reflect the work that they carried out, and that they were also reimbursed for their expenses. There had been previous agreements with Workplace Chaplaincy Scotland with the intention that they would provide chaplaincy support as a national service across the whole organisation, which would have cost c£20k, however that organisation was no longer in operation.

10.4 MW asked if there was scope to provide chaplains for the North and East SDA's similar to that currently in place within the West SDA. LG advised that she would refer this back to the appropriate team.

10.5 MW asked about access to training and expectations for RDS staff to have access to home based broadband to undertake additional activities such as mental health champions. It was noted that the expectation was that course work was undertaken whilst at work or during drill nights and therefore access to broadband was available, however the challenges around this were recognised.

10.6 **The Committee scrutinised the report.**

11 RESPONSE TO STAFF SURVEY ENGAGEMENTS

11.1 LG presented a briefing note on Employee Engagement to provide an overview and some assurance to the Committee about the different interventions and activities that had taken place over the previous few years, which provided an opportunity for employee voice and employee feedback. Themes from the feedback and some of the activities which had taken place were detailed. A full employee survey would take place in 2024.

11.2 FT highlighted the significant work that had been undertaken and the reassurance provided by this, however, felt that all Board Members may not be aware of this. LG clarified that there was an action to bring this detail to the full Board at a future date. MW stated that details of response rates and themes should be included within the update provided to the Board.

11.3 **The Committee noted the briefing note and verbal update.**

12 CULTURAL REVIEW WORKSHOP OUTCOMES

12.1 FM provided a briefing note on Cultural Review noting that following recent scrutiny of Fire and Rescue Services in England, benchmarking had been undertaken and areas for improvement identified within the SFRS. This was then overlaid with the report into Values & Culture by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and 7 areas of recommendation were produced. This formed the basis for workshops with SLT and a draft action plan had been produced which was being finalised. The action plan contained approximately 40 points which were categorised under 9 headings.

12.2 SB noted that at the recent Employee Partnership Forum (EPF) consideration of a third-party reporting line was discussed. FM explained that the low number of complaints or concerns raised around behaviour from employees was recognised and one recommendation was to provide third-party lines that individuals could contact to raise their concerns. Different options were currently being explored.

12.3 SB encouraged making this an early priority in the action plan. LG explained that a member of the People Team had been leading research into the different providers available and a procurement process to secure an appropriate provider would take place.

12.4 FT anticipated that an improved approach to addressing the cultural issues could eventually lead to people feeling able to raise any concerns or issues. However, PS commented that always having the option of a third-party service, even if it was rarely used, would be favourable.

12.5 MW referenced improving existing pathways and that exit interviews were a good way of capturing information, not just of those who were disgruntled but people making life changes, because the current policies or circumstances did not accommodate them. Consideration could be given to the KPI's for 2024/25 around the assurance that enhanced practices were being developed in relation to aspects of this.

12.6 In terms of PVG checks, FM clarified that personnel should report any events that occurred in line with the employee Code of Conduct.

12.7 MW noted that when talking about equality, diversity and inclusion she was keen that Wales and London were looked at but also to acknowledge our own local specific issues e.g. Glasgow sectarian divides. MW highlighted the need to ensure our messaging expressed the subtleties and complexities of these issues and to make it clear that this encompassed all types of inclusion. This was particularly important around resourcing and positive action and engagement with those communities. FM clarified that this was a priority.

12.8 **The Committee noted the briefing note and verbal update.**

13 LEARNING NEEDS ANALYSIS (LNA) 2022/23

13.1 CD presented a briefing note on the LNA covering Service Wide LNA 2022/23, the revised LNA Arrangements for 2023/24 and the Committee's requirements for future updates.

13.2 With regards to completion rates, CD advised that the new People team model was now in place and engagement activities would commence to drive the completion rate.

13.3 In terms of requirements for future updates, the PC requested information on areas such as where staff identified a learning need which was not able to be supported, either through lack of funding or affordability, or because it was not in the interests of the organisation as well as the positive aspects of the LNA.

13.4 PC confirmed that going forward a few high-level slides with a covering paragraph should be presented for the Committee's information in an annual update in June.

13.5 **The Committee noted the briefing note and verbal update.**

(The meeting broke at 1503 hrs and reconvened at 1510 hrs)

14 PEOPLE COMMITTEE RISK REGISTER

14.1 Committee Aligned Directorate Risk

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

- 6 closed controls, 3 closed risks, 2 rating changes, 7 new controls and 4 new risks.
- Discussions between the Board and SLT have identified the need to review the current strategic risks and the related output reports. This would ensure that reports clearly identify the most significant risks facing the organisation and the alignment of risk information between Strategic and Directorate risks. This work would be undertaken in conjunction with Data Services with a revised report to be provided for future meetings.

14.1.2 With regards to consistency and standards when contributing risks, AW explained that the risk descriptors were now more specific than generic and that all the descriptors were currently being reviewed in anticipation of moving forward with the new process for the risk register.

14.1.3 The Committee requested that where the wording to a risk had been amended that it be highlighted to ensure clarity and coherence and demonstrate continuity.

14.1.4 **The Committee scrutinised the report.**

14.2 Risk Spotlight: TSA017 (Training Capacity)

14.2.1 AW presented the risk spotlight to the Committee highlighting the following:

- A number of challenges including an increased need within Service Delivery to facilitate training as a result of the backlog created by the COVID pandemic and the pensions remedy, thereby having the potential to affect the delivery of services and firefighter safety.

- The above issues could lead to an inability to deliver all the training required to maintain competencies across all core skills, resulting in a negative impact on firefighter safety and political, reputational or financial risk to the Function, Directorate and Service.
- Increased pressure on the Training Function to deliver courses due to the prioritisation of Breathing Apparatus (BA), Compartment Fire Behaviour Training (CFBT) and Tactical Ventilation (TacVent) training.
- Training delivery model utilises the improving Instructor availability as a result of the restructure of delivery models in each SDA, to support areas of risk critical training where possible.
- Workload and capacity issues – The rebalancing of Instructor capabilities for both core and specialist skills, along with the introduction of Watch-based Instructors to aid training delivery would take time, due to the increased need to focus on core training delivery and current financial challenges which could impact on resources, facilities and capacity. Contaminants considerations and guidance was also impacting on training delivery models.
- Exploring Tri-Service approach with training to the same standard across all Services when attending incidents.

14.2.2 AW confirmed that training facilities were well utilised.

14.2.3 PS queried the training of ambulance staff to use BA equipment and the potential to sell training to other organisations. AW explained the training of ambulance staff to use BA had commenced and would be beneficial at incidents to use the same systems. External training would be looked at for future options, however internal training would be prioritised in the first instance.

14.2.4 **The Committee scrutinised the report.**

15 PARTNERSHIP WORKING

15.1 Employee Partnership Forum

15.1.1 SB provided the Committee with a verbal update detailing the content of the EPF meeting on 18 May 2023, noting the following key points:

- The discussion topic was the culture of the organisation. LB, LG and ACO Farries provided an update on the challenges and the work being undertaken in order to address cultural challenges for the organisation.
- There was recognition of a need to act specifically and for it to be made easier to call out the sorts of behaviours that have been highlighted in London Fire Brigade and other Fire Services South of the border.
- Discussion took place around changing attitudes, there was a policy aspect but the overall desire would be self-policing and for people to be confident to challenge unacceptable behaviours.
- Clear request from the representative bodies that there should be quicker and easier responses when inappropriate behaviour occurred.
- A recognition that there was a lack of diversity in the organisation and an aspiration to having an organisation that was more diverse and more representative of our communities. This was seen as part of the problem and if that diversity was addressed it would address some of the cultural challenges.
- Talk of positive discrimination and positive selection methods within the legal framework.

15.1.2 SB noted the discussion was very collaborative and the tone was one of partnership which was a big achievement in the context of not having had a meeting for 6 months.

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

15.2 Partnership Advisory Group

15.2.1 LG advised there were no agenda items put forward and the meeting was stood down.

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

16 REPORTS FOR INFORMATION ONLY

16.1 Contaminants Update Report

16.1.1 AW presented an update report on the developments and planned direction for the management of contaminants in the organisation. AW had attended the National Fire Chiefs Council (NFCC) Personal Protective Equipment (PPE) and Clothing conference in Birmingham with JHo where contaminants played a major part in the conference and this was beneficial to keeping up-to-date on developments in this area.

16.1.2 **The Committee noted the report.**

16.2 Training Function Update Report

16.2.1 AW presented an update report on the Training Function for information.

16.2.3 **The Committee noted the report.**

16.3 Training Continuous Improvement Programme Update

16.3.1 AW presented an update report on the Training Continuous Improvement Programme for information.

16.3.2 MW asked that any updates and improvements relating to the programme be reported back to the Committee.

16.3.3 **The Committee noted the report.**

17 FORWARD PLANNING

17.1 People Directorate Policy Review Schedule Update

17.1.1 GC presented the People Directorate Policy Review Schedule Update report to the Committee for information noting the following updates to the schedule since the publication of the report:

- Following the latest review of the rolling policy programme of work to reflect current and anticipated priorities and timescales the format of the People Policy Review Schedule Format was updated.
- The Policy Review Schedule remained under regular review due to work on the standardisation of uniformed terms and conditions of employment, the work around the pensions remedy and for any revised priority work arising from Service or legislative changes.
- During Quarter 4, policy work transferred to People Advisers within the People Employee Relations & Advice Team in the new People model to review the schedule.
- During this period, the Reservists Policy was implemented and published. The Appraisal Policy and Managing Employee Performance Policy were issued for final consultation and were progressing through governance for approval and implementation.

17.1.2 LG explained why many policies were marked as TBC, this was due to the fact some areas of policy development were paused due to COVID and this resulted in a backlog. The schedule is being reviewed and prioritised, with an assurance statement to be provided where review date extensions are proposed. It was expected that this would be complete by the September meeting.

17.1.3 PS asked if earlier mention of the policy on a page would be in all revisions. LG confirmed this would be rolled out to all policies when being reviewed.

17.1.4 **The Committee noted the report.**

17.2 Health and Safety Policy Management Arrangements Forward Planning Schedule

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

17.2.2 The following points were highlighted:

- Previous year's updates have been removed leaving only the current year to view.
- Provision and Use of Work Equipment Regulations (PUWER) Management Arrangement delayed as subject to a more major review. It was currently out for consultation.
- All other work continuing and on track.
- Developed a new Legal Register and a short paper would be submitted to a future PC for information on how it would be managed going forward.

17.2.3 **The Committee noted the report.**

17.3 Committee Forward Plan Review

17.3.1 The Committee Forward Plan was presented for review. The following items would be added to the Plan.

- Learning Needs Analysis (LNA) - Annually in June
- Acts of Violence – September 2023
- Low Speed Manoeuvres – September 2023

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

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

17.4.1 Active Management of Risk to be taken forward to the next IGF meeting.

18 REVIEW OF ACTIONS

18.1 KM confirmed that no formal actions were recorded during the meeting.

19 DATE OF NEXT MEETING

19.1 The next meeting is scheduled to take place on Thursday 14 September 2023.

19.2 There being no further matters to discuss, the public meeting closed at 1559 hrs.

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING: 2 MARCH 2023

20.1 The minutes of the private meeting held on 2 March 2023 were approved as a true record of the meeting.

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

21.1 The draft minutes of the RANSC meeting on 2 March 2023 had been circulated to the Committee and a verbal update had been provided at the previous meeting.

21.2 FT provided a verbal update from the meeting on 8 June 2023, highlighting the key points discussed.

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

22 KEY CASE UPDATES 2022/23 – QUARTER 4

22.1 LG provided a verbal update to the Committee providing an overview on employee relations cases which have resulted in claims to the Employment Tribunal.

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

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



Report No: B/SPPC/13-23

Agenda Item: 11

| | | | | | | | |
|-------------------------------|--|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to: | SERVICE DELIVERY COMMITTEE | | | | | | |
| Meeting Date: | 24 AUGUST 2023 | | | | | | |
| Report Title: | ORGANISATIONAL PERFORMANCE DASHBOARD Q1 2023-24 | | | | | | |
| Report Classification: | For Scrutiny | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| 1 | Purpose | | | | | | |
| 1.1 | To provide Committee members with the first quarter performance for fiscal year 2023-24, this dashboard (and sections of it) is also intended for circulation to the Senior Management Board (SMB), the Strategic Leadership Team (SLT) and Scottish Fire and Rescue Service (SFRS) Board. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | Quarterly Performance has been in transition from a paper-based report to online dashboard over the last 18 months. This is the first product provided to Corporate and Executive scrutiny which gives summary performance data in one solution adjustable to multiple routes of governance. | | | | | | |
| 2.2 | The Report is reflective of the quarterly KPIs that the Performance Management Framework (PMF) 2021 required for scrutiny. | | | | | | |
| 2.3 | The Organisational Performance Report is a PowerBI dashboard. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | Development of dashboard (see link in Appendices/Further Reading) is on-going. The timeframe from decision on final framework indicators to deadline for Board papers along with delays in access to required software (used in dashboard) has restricted development time. | | | | | | |
| 3.2 | As the dashboard is a living representation of some key data sources (eg IRS), data presented on relevant KPIs will be continuously refreshed between submission of papers until the day of the meeting. | | | | | | |
| 3.3 | Indicator information and performance data contained within the overall product for Board and SLT is (at time of writing this paper) still incomplete. The key contributors to the report are members of SMB therefore the aim this quarter is to have Heads of Function recognise outstanding areas of development to assist completion ahead of scrutiny by SLT and Board. | | | | | | |
| 3.4 | Pages 5 & 6 of the SFRS Performance Management Framework (PMF) , provide the named reference for the indicators listed in section 3.5 to 3.8 which summarise targets missed, met and no targets set. | | | | | | |

| | |
|----------|--|
| 3.5 | KPIs missed target – 1, 2, 3 (deliberate), 10, 11, 13, 14 & 15 (East, West), 16, 17, 21, 22, 23, 24, 25, 38, 40, 52, 56 |
| 3.6 | KPIs met target – 3 (accidental), 4, 5, 7, 14 & 15 (North), 28, 29, 35, 36, 37, 39, 41, 42, 49, 50, 51, 53, 55 |
| 3.7 | KPIs without target – 8, 12, 18, 19, 20, 30, 31, 46, 47, 48, 54 |
| 3.8 | KPIs (other summary) <ul style="list-style-type: none"> • KPI 6 – HFSV. Off track. Has annual target of 50k. Currently just over 8k. • KPI 9 - Audits completed. Western Isles, Orkney and Shetland Islands (WIOS) LEDPS not submitted to allow calculation of specified target. • KPI 32 – Carbon emissions = annual target, Q1 on track. • KPI 33 – Funding vs Spending. No data. • KPI 34 – Recycling rate. No historical data for comparison. |
| 3.9 | Members should be aware that management scrutiny of the KPI's within the PMF and dashboard, as well as additional management information and data takes place at SFRS Executive Boards. |
| 3.10 | Further improvements are planned to the dashboard for Q2, this includes improvement in the summary information provided. |
| 4 | Recommendation |
| 4.1 | Board members are asked to scrutinise the contents of the report. |
| 4.2 | Board members are asked to suggest any improvements for future iterations. |
| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 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 | Financial |
| 5.2.1 | There are no specific financial issues raised within this paper. |
| 5.3 | Environmental & Sustainability |
| 5.3.1 | Elements of SFRS performance in relation to climate change and sustainability are included within the dashboard. |
| 5.4 | Workforce |
| 5.4.1 | Elements of SFRS workforce performance are included within the dashboard. |
| 5.5 | Health & Safety |
| 5.5.1 | Elements of SFRS Health and Safety performance are included within the dashboard. |
| 5.6 | Health & Wellbeing |
| 5.6.1 | There are no specific Health and Wellbeing implications addressed in this paper. |
| 5.7 | Training |
| 5.7.1 | Performance dashboard has been presented on the PowerBI platform and may require one-2-one training for some users. This can be provided by BI team on request. To assist 'help' pages have been created in PowerBI and on specific products. |
| 5.7.2 | Elements of SFRS training performance are included within the dashboard. |

| | | |
|---|---|---|
| 5.8 5.8.1 | Timing Performance measures based on data NOT captured in IRS are a 'snapshot' in time and may be subject to change dependant on relevant business areas business practices. | |
| 5.9 5.9.1 | Performance The dashboard solution remains in development with key indicator information still required from KPI owners. This may make understanding what we measure and why difficult for intended audience. | |
| 5.10 5.10.1 | Communications & Engagement There are no specific communications and engagement implications related to this paper. | |
| 5.11 5.11.1 | Legal There are no specific legal implications related to this paper. | |
| 5.12 5.12.1 5.12.2 | Information Governance DPIA completed No. A DPIA is not required for this paper. Elements of SFRS information governance performance are included within the dashboard. | |
| 5.13 5.13.1 | Equalities EHRIA completed No. A EHRIA is not required for this paper. | |
| 5.14 5.14.1 5.14.2 | Service Delivery Accurate data and reporting is essential to support service delivery activity and to report on service delivery performance. Elements of SFRS service delivery performance are included within the dashboard. | |
| 6 | Core Brief | |
| 6.1 | The Head of Governance, Strategy and Performance presented the Quarterly Organisational Performance Dashboard for Q1 2023-24. | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Mark McAteer, Director of Strategic Planning, Performance and Communication |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/Reasonable/Limited/Insufficient |
| 7.3 | Rationale: | This dashboard provides the board with an improved overview of service wide performance. |
| 8 | Appendices/Further Reading | |
| 8.1 | Link to PBI0068 – Organisational Performance Report | |
| Prepared by: | | Chris Fitzpatrick, Business Intelligence and Data Services Manager |
| Sponsored by: | | Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate |
| Presented by: | | Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate |
| Links to Strategy and Corporate Values | | |
| All strategic outcomes | | |

OFFICIAL

| Governance Route for Report | Meeting Date | Report Classification/ Comments |
|------------------------------------|-----------------------|--|
| <i>Senior Management Board</i> | <i>16 August 2023</i> | <i>For Decision</i> |
| <i>Senior Leadership Team</i> | <i>23 August 2023</i> | <i>For Information Only</i> |
| <i>Service Delivery Committee</i> | <i>24 August 2023</i> | <i>For Scrutiny</i> |
| <i>SFRS Board</i> | <i>31 August 2023</i> | <i>For Scrutiny</i> |

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



Report No: B/SPPC/15-23

Agenda Item: 12

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|-------------------------------|---|---|-------------------|-------------------|-------------------|-------------------|---|--|
| Report to: | THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE | | | | | | | |
| Meeting Date: | 31 AUGUST 2023 | | | | | | | |
| Report Title: | ANNUAL OPERATING PLAN AND PORTFOLIO PROGRESS REPORT - QUARTER 1 | | | | | | | |
| Report Classification: | For Scrutiny | SFRS Board/Committee Meetings ONLY | | | | | For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | |
| | | A | B | C | D | E | | |
| 1 | Purpose | | | | | | | |
| 1.1 | The purpose of this report is to present the Board of the Scottish Fire and Rescue Service (SFRS) with a quarterly progress report on how we are performing against the Strategic Outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan, our Corporate Measures, and Portfolio Office Programmes. | | | | | | | |
| 2 | Background | | | | | | | |
| 2.1 | The Combined Risk and Performance Report (renamed to Annual Operating Plan and Portfolio Progress Report) and was introduced in August 2020 and provides a quarterly update on how we are performing against each Strategic Outcome. | | | | | | | |
| 2.2 | The document provides a detailed update against the actions within the Annual Operating Plan (AOP) 2023/24, a link to our Key Performance Indicators as outlined within the Performance Management Framework, and high-level Portfolio performance information. | | | | | | | |
| 3 | Main Report/Detail | | | | | | | |
| 3.1 | The quarterly progress report is attached as Appendix A . This provides details of progress made against our Strategic Outcomes between 1 April and 31 June 2023. | | | | | | | |
| 3.2 | Annual Operating Actions | | | | | | | |
| 3.2.1 | This section of the report provides details of the progress made against the actions of the Annual Operating Plan 2023/24. There are 20 Actions contained within the Plan. | | | | | | | |
| 3.2.2 | At the end of Quarter 1 2023/24, the following progress has been reported: <ul style="list-style-type: none"> • 16 actions have been noted as progressing as planned and are green • 3 actions have been noted as experiencing some slippage and are amber • 1 action is noted as experiencing challenges or has not progressed as planned and is red | | | | | | | |
| 3.2.3 | Detailed commentary on red and amber 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. | | | | | | | |
| 3.2.4 | Section 3 provides commentary on the residual actions from previous Annual Operating Plans. Within the reporting period, three of these residual actions has been closed off, leaving five remaining residual actions. These actions will remain until completion. | | | | | | | |

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| 3.3 | Our Corporate Measures |
| 3.3.1 | Our Corporate Performance Measures are outlined in the SFRS Performance Management Framework (PMF) . These measures, which are aligned to the Strategic Outcomes and the Strategic Plan 2022-25 , will be reported on a quarterly basis via dashboard reporting. |
| 3.3.2 | The Annual Operating Plan and Portfolio Progress Report Report provides a link to PMF dashboard throughout ensuring readers can view the performance of our corporate measures in line with the Outcomes of the Strategic Plan 2022-25. |
| 3.4 | Our Projects |
| 3.4.1 | The report also provides a high-level overview of how our Portfolio Office projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Change Committee. |
| 3.5 | Risk |
| 3.5.1 | During the Strategic Leadership Team (SLT) meeting on 23 August 23, it was agreed to remove the risk element from this report (previously named Corporate Risk and Performance Report). A new risk dashboard is currently in development and will soon be presented to SLT and later presented at the Audit and Risk Assurance Committee. As the strategic risk register is in the process of revision it was decided to remove this section of the report until the dashboard reporting is live. |
| 3.6 | Future Reporting |
| 3.6.1 | We are currently in a process of change and transition with this report. Our Corporate Measures are now displayed using Power BI reporting and we expect that the Risk and Annual Operating Plan elements of reporting will also align to Power BI in Quarter 2. |
| 4 | Recommendation |
| 4.1 | The SFRS Board is invited to: <ul style="list-style-type: none"> scrutinise the quarterly report and progress made against our Strategic Outcomes as detailed in Appendix A agree its publication. |
| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 5.1.1 | Risk reporting is changing and will be reported for the first time in the new format at the October Audit Risk and Assurance Committee. |
| 5.2 | Financial |
| 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 | Environmental & Sustainability |
| 5.3.1 | There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2023/24 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability. |
| 5.4 | Workforce |
| 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 | Health & Safety |
| 5.5.1 | The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to health and safety. |

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| 5.6 5.6.1 | Health & Wellbeing The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to health and wellbeing. | |
| 5.7 5.7.1 | Training There are no training implications arising from this report. | |
| 5.8 5.8.1 | Timing This progress report covers the period up to and including Quarter 1 (1 April 2023 – 30 June 2023). | |
| 5.9 5.9.1 5.9.2 | Performance Progress against the Annual Operating Plan is reported to the Senior Management Board, Strategic Leadership Team and the SFRS Board. A new Organisational Performance Dashboard is now live and reported to SFRS SLT and SFRS Board. | |
| 5.10 5.10.1 | Communications & Engagement 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 5.11.1 | Legal Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework | |
| 5.12 5.12.1 | Information Governance 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 5.13.1 5.13.2 | Equalities An Equality and Human Rights Impact Assessment (EIA) has been carried out. It will remain an open document that is further populated as the Annual Operating Plan evolves. The Impact Assessment will be further reviewed where new evidence is found, ensuring it remains applicable considering that evidence. The Equality Impact Assessment (EIA) is a high-level document and these will need to be considered by Directorates for each of the actions contained within the Annual Operating Plan. | |
| 5.14 5.14.1 | Service Delivery The content of this progress report does not impact upon Service Delivery. | |
| 6 | Core Brief | |
| 6.1 | The Head of Governance, Strategy and Planning presented members of the SFRS Board with the Annual Operating Plan and Portfolio Progress Report for Quarter 1. The SFRS Board were asked to scrutinise the content of the report and agree its release for publication. | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Mark McAteer, Director of Strategic Planning, Performance and Communications. |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/ Reasonable /Limited/Insufficient |

| | | | |
|--|--|--|--|
| 7.2 | Rationale: | The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Senior Management Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary. Given the changes and limitations taking place in the reporting of risk at this time we are offering a reasonable level of assurance. | |
| 8 | Appendices/Further Reading | | |
| 8.1 | Appendix A - Annual Operating Plan and Portfolio Progress Update (2023/24) | | |
| 8.2 | Appendix B – PBI0068 Organisation Performance Report (Power BI dashboard report) | | |
| Prepared by: | | Louise Patrick, Planning and Partnerships Coordinator | |
| Sponsored by: | | Richard Whetton, Head of Governance, Strategy and Planning | |
| Presented by: | | Richard Whetton, Head of Governance, Strategy and Planning | |
| Links to Strategy and Corporate Values | | | |
| 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. | | | |
| Governance Route for Report | | Meeting Date | Report Classification/ Comments |
| <i>Senior Management Board</i> | | <i>16 August 2023</i> | <i>For recommendation</i> |
| <i>Strategic Leadership Team</i> | | <i>23 August 2023</i> | <i>For recommendation</i> |
| <i>SFRS Board</i> | | <i>31 August 2023</i> | <i>For scrutiny</i> |

**Working together
for a safer Scotland**



APPENDIX A

**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN AND PORTFOLIO PROGRESS REPORT

Quarter Q1 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

The Annual Operating Plan and Portfolio Progress Report incorporates our Annual Operating Plan actions, corporate measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes, as detailed within our Strategic Plan 2022-25.

Section 1 – Executive Summary

This section provides an overview summary of the progress of our Annual Operating Plan actions.

Section 2 - Performance Dashboard and Exception Report

This section provides more detail on the RAG scoring of each of the annual operating actions and projects, and provides a link to our corporate measures.

- **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 2023/24](#).

More information about our measures and their targets is contained in the [SFRS Performance Management Framework](#).

This section also provides a commentary against any Annual Operating 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.

Exception reporting is also provided for Portfolio projects in this section. If the overall health of the project is red or amber, narrative on the pathway to green/ next steps is provided.

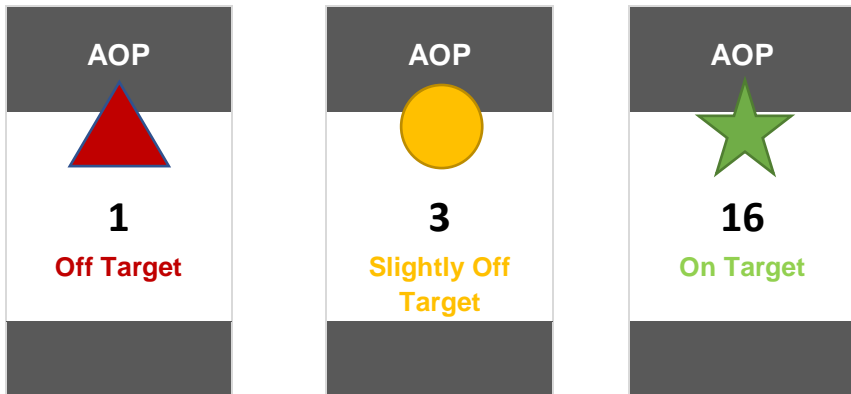
Section 3 – Residual Annual Operating Plan Action

This section provides commentary against any actions that have required to be carried forward from previous Annual Operating Plans. 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 corporate 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

Annual Operating Plan RAG and Status Totals



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 SFRS Fire Safety Enforcement (FSE) arrangements. | Service Delivery (Prevention & Protection) | 01/04/2023 | 31/03/2024 | 35% | ★ |

Performance Management Framework Corporate Performance Measures

Our Corporate Performance Measures aligned to Strategic Outcome 1 can [be found here](#).

NB: there are two pages of Measures for Outcome 1 within the dashboard. Once you have followed the link, you can navigate to them via the menu on the right hand side.

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

Pathway to Green / Next Steps for Safe and Well Project:

- Business case to Change Portfolio Investment Group (August 2023) following Change Portfolio Performance Group (CPPG) agreement to support Option 4 (June 2023). Option 4 includes a review of the content of Safe and Well and any elements not considered as part of the role map be removed and an updated Home Fire Safety Visit is delivered by all staff, utilising the newly developed ICT system.
- 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 (still some 'bugs' outstanding).
- 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 early 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 decision is requested from CPPG about the future implementation.
- Submission of a Closing Report.

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

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 |
|---|--------------------------------|------------|------------|------------|-----|
| Review the SFRS Training Strategy 2020-25. | Training, Safety and Assurance | 01/04/2023 | 31/03/2024 | 40% | ★ |
| Implement replacement digital fireground radios. | Service Development (ICT) | 01/04/2023 | 31/03/2024 | 20% | ★ |
| Ensure that the Service Delivery Model is flexible to reflect the differing needs of local communities. | Service Delivery (Operations) | 01/04/2023 | 31/08/2023 | 35% | ● |

Exception reporting:

The introduction of the Temporary Appliance Withdrawal Programme under the Strategic Service Review Programme (SSRP) has been identified as a revised delivery model. This will be delivered via the SSRP Tactical Action Group and implemented by September 2023. The High Reach Appliance disposition will be delivered under this programme due to the association with staff and asset resources. Currently, the programme is complete in the North Service Delivery Area and is on track for completion in the West by the end of August 2023. The East Service Delivery Area will be completed mid-September, a few weeks later than due date of August 2023.

Performance Management Framework Corporate Performance Measures

Our Corporate Performance Measures aligned with Strategic Outcome 2 can [be found here](#).

NB: there are three pages of Measures for Outcome 2 within the dashboard. Once you have followed the link, you can navigate to them via the menu on the right hand side.

| Portfolio Office Projects | Overall Health | Time | Cost | Quality | Skills & Resource |
|---|----------------|------|------|---------|-------------------|
| On Call Strategy - Attraction & Recruitment Improvements | ★ | ★ | ★ | ★ | ★ |
| On Call Strategy - Responding Options & Duty System | ★ | ★ | ★ | ★ | ★ |
| On Call Strategy - Variable Contracts & Station Establishment | ★ | ★ | ★ | ★ | ★ |
| Service Delivery Model - Demand Based Watch Duty Systems | ★ | ★ | ★ | ★ | ● |
| Service Delivery Model - Community Risk Index Model | ★ | ★ | ★ | ★ | ★ |
| Service Delivery Model – Station and Appliance Review | ★ | ★ | ★ | ★ | ● |
| Major Projects – New Mobilising System (NMS) | ● | ● | ● | ★ | ● |

Pathway to Green / Next Steps for NMS Project:

- Limited and very high level detail on project implementation timelines was provided by potential suppliers on 16 June indicating delivery of Phase 1 by December 2025 should be achievable but there is a dependency on the date of contract award. Further detail and confirmation on delivery timelines will not be received until tender bids have been submitted with implementation plans.
- Potential suppliers have provided cost envelopes and these have been used to develop the Finance Case of the original business case. The budget has been based on the cost envelopes. Additional detail on supplier costs will not be received until tender bids have been submitted.
- The Strategic Leadership Team approved the resourcing paper 11 July, thus giving approval to commence recruitment to key project specific roles.
- New risk to be raised around successful recruitment within required timescales.

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

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 |
|---|--------------------------------|------------|------------|------------|-----|
| Review the SFRS Training Delivery Model to identify opportunities to improve our people's safety and wellbeing. | Training, Safety and Assurance | 01/04/2023 | 31/03/2024 | 40% | ★ |

Performance Management Framework Corporate Performance Measures

There are no Corporate Performance Measures aligned to Strategic Outcome 3. Additional narrative reporting can [be found here](#).

Portfolio Office Projects

There are no Portfolio Office projects associated with Strategic Outcome 3.

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 |
|--|--------------------------------|------------|------------|------------|-----|
| Review where and how we deliver training, reducing our own environmental footprint, ensuring our training continues to incorporate best practice to enhance response to weather related incidents. | Training, Safety and Assurance | 01/04/2023 | 31/03/24 | 40% | ★ |
| Deliver Year 4 of our Carbon Management Plan. | Asset Management | 01/04/2023 | 31/03/2024 | 25% | ▲ |

Exception reporting:

One milestone of the action is nearly complete as we have filled the Energy Manager Post with an agreed start date of 01 August 2023. We have, however, been unable to obtain grant funding from Scottish Government as there are no carbon reduction projects sufficiently developed to form a submission. Talks with Scottish Government have highlighted a lack of available capital for 2023/24 but possible resource funding to assist in developing suitable projects and schemes for future years bids. As such, there are no projects programmed for delivery during 2023/24 as unfunded by either grant or internally allocated capital; limited internal resource within Property Services; and a lack of developed projects. As such the remaining two milestones of the action will not be able to be delivered during 2023/24.

Performance Management Framework Corporate Performance Measures

Our Corporate Performance Measures aligned with Strategic Outcome 4 can [be found here](#).

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

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

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 |
|--|---------------------------|------------|------------|------------|-----|
| Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems. | Service Development (ICT) | 01/04/2023 | 31/03/2024 | 10% | ★ |
| Develop and publish the SFRS Asset Management Strategy. | Asset Management | 01/04/2023 | 31/03/2024 | 45% | ★ |

Performance Management Framework Corporate Performance Measures

Our Corporate Performance Measures aligned with Strategic Outcome 5 can [be found here](#).

| Portfolio Office Projects | Overall Health | Time | Cost | Quality | Skills & Resource |
|---------------------------------------|----------------|------|------|---------|-------------------|
| People, Payroll, Finance and Training | ★ | ★ | ★ | ★ | ★ |
| Rostering | ★ | ★ | ★ | ★ | ● |
| iHub and Web | ★ | ★ | ★ | ★ | ★ |

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

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 |
|---|--------------------------------|------------|------------|------------|-----|
| Provide the best training development opportunities and working environment for all our people. | Training, Safety and Assurance | 01/04/2023 | 31/03/2024 | 80% | ★ |
| Support and monitor the assessments of risks associated with identified hazards and develop and implement effective and appropriate mitigations. | Training, Safety and Assurance | 01/04/2023 | 31/03/2024 | 100% | ★ |
| Lead and implement the Contaminants Project throughout SFRS to reduce exposure to fire contaminants | Training, Safety and Assurance | 01/04/2023 | 31/03/2024 | 40% | ★ |
| Promote a positive safety culture with the aim of fostering effective safety management implementation through the Health and Safety Management System. | Training, Safety and Assurance | 01/07/2023 | 31/03/2024 | 15% | ★ |
| Modernise our property estate including improvements on dignified facilities and contaminant control. | Asset Management | 01/04/2023 | 31/03/2024 | 20% | ★ |
| Review and take actions to enhance SFRS' workplace Culture. | People | 01/04/2023 | 31/03/2024 | 40% | ★ |
| Review and enhance the approach to building Management Capability. | People | 01/04/2023 | 31/03/2024 | 55% | ★ |

| | | | | | |
|--|-------------------------------|------------|------------|-----|---|
| Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework. | Finance and Procurement | 01/04/2023 | 31/03/2024 | 45% | ★ |
| Reduce exposure to contaminants within Operational Response. | Service Delivery (Operations) | 01/04/2023 | 30/11/2023 | 50% | ● |
| <p>Exception reporting:</p> <p>The Operations Function continues to support Training, Safety and Assurance in the implementation of mitigation measures to reduce operational risk from contaminants. An SFRS Contaminants General Risk Assessment and Standard Operating Procedure will be produced to support the work of the SFRS Contaminants Group. This work, which was due for completion in May 2023, has been delayed as a review indicated that the original documentation structure was unsuitable and required to be realigned to current SFRS operational policies. Draft documentation will be available by September 2023.</p> | | | | | |
| Plan and deliver SFRS' Colleague Engagement Survey. | People | 01/04/2023 | 31/03/2024 | 20% | ● |
| <p>Exception reporting:</p> <p>Planning for the SFRS Engagement Survey is progressing. Initial market research and benchmarking has commenced to inform the approach. The action is marked amber due to a slight slip in timescale agreeing the Engagement Survey Project Plan. This work has been developed, however, and will go through governance in August 2023, one month later than planned.</p> | | | | | |

Performance Management Framework Corporate Performance Measures

Our Corporate Performance Measures aligned with Strategic Outcome 6 can [be found here](#).

NB: there are two pages of Measures for Outcome 6 within the dashboard. Once you have followed the link, you can navigate to them via the menu on the right hand side.

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 |
|--|---------------------|------------|------------|------------|-----|
| Explore, through the Reform Collaboration Group (RCG), integration and collaboration activities. | Service Development | 01/04/2023 | 31/03/2024 | 45% | ★ |

Performance Management Framework Corporate Performance Measures

There are no Corporate Performance Measures aligned to Strategic Outcome 7. Additional narrative reporting can [be found here](#).

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

Pathway to Green / Next Steps for ESMCP Project:

- 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.
- 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.
- 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.
- 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.
- Paper of reduced Fixed Vehicle Device numbers presented at April Project Board and approved. Work continues alongside the In Vehicles Project relative to integration of the Operational Intelligence systems and ESN (Handsfree R5).
- Progressing vehicle device fitting options with Procurement and Human Resources.

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

Section 3: Residual AOP Actions from 2022/23, 2021/22, 2020/21

| AOP Year | Annual Operating Plan Action | Directorate | Due Date | Revised Due Date | RAG | Commentary Update |
|----------|--|--|----------|------------------|-----|---|
| 2022/23 | 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 & Protection) | 31/03/23 | 31/07/23 | ▲ | <p>Most elements of the UFAS work plan are either well underway or completed, with the exception of setting up agreements with Alarm Receiving Centres (ARCs). While there remains a desire to implement formal arrangements with this sector, it is not considered a priority or necessity due, primarily, to lack of engagement from ARCs. Therefore, it will be proposed that this task is removed from work plan at the UFAS Board meeting in July 2023. If removed from the Workplan, this remaining milestone will be deemed complete for the purposes of this report.</p> <p>This action is 85% complete and should be completed in the next reporting period.</p> |
| 2022/23 | Delivery of the Document Conversion Project. | Service Delivery (Operations) | 31/03/23 | 31/01/2024 | ▲ | <p>Operations are unable to complete the delivery of this project due to the dependency on other SFRS projects, namely the iHub and Web Re-design Project. At the point of reporting, the creation of a suitable hosting platform is not expected to be available until circa January 2024.</p> <p>From a Service Delivery perspective, individual development of package content remains on track for the proposed revised go-live dates. However, full delivery will not be available until provision of the Delivery Platform which is outwith the control of the Directorate.</p> <p>The action is 45% complete. It cannot be completed until the iHub and Web Redesign project is delivered early 2024.</p> |

| | | | | | | |
|---------|--|-------------------------|---|----------|---|--|
| 2022/23 | Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs. | People | 31/10/24 (Original action had a 2024 end date but the Action was not included into the AOP 23/24 so residual reporting will continue until complete) | 31/10/23 | ★ | <p>Two of the three outstanding milestones have been completed within the period.</p> <p>The Mental Wellbeing Champion programme is now established with 169 'live' champions providing peer support and a further 37 progressing through training in Quarter 2.</p> <p>The calendar of wellbeing and inclusion events was approved by the Mental Health and Wellbeing Group and is now published. Phase one of the iHub review is complete. Resources for Champions are now available across a range of e-platforms.</p> <p>The outstanding milestone is to Review the Health and Wellbeing Team structure. The new People Directorate model was implemented in Quarter 1. Consultation with representative bodies continues on the introduction of the Wellbeing Technician (Dual Role) post across the team with staff consultation planned for Quarter 2. Physiotherapists on boarding is now complete.</p> <p>The action is 95% complete. The outstanding milestone is expected to be completed by October 2023 (the original milestone due date provided in the AOP 2022/23).</p> |
| 2022/23 | Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership. | Finance and Procurement | 31/03/23 | 31/03/24 | ▲ | <p>The procurement process is now in progress to establish a suitable LGPS supplier. This has taken longer than expected due to the complexities of the task.</p> <p>The action is 45% complete and Finance are working towards implementation as soon as possible and no later than March 24.</p> |
| 2022/23 | Implement Portfolio, Programme and Project approach to managing change across the SFRS. | Service Development | 30/09/2022 | 30/06/23 | ★ | <p>All milestones have been met in relation to this action. From the beginning of 2023/24, all new projects entering the Portfolio will follow Portfolio Office governance and assurance arrangements using the Business Change Life Cycle Process and accompanying toolkit.</p> <p>This action is complete.</p> |

| | | | | | | |
|---------|--|--|-----------|---|---|---|
| 2022/23 | Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change. | Service Development | 31/12/22 | 30/06/23 | ★ | <p>All milestones have been met in relation to this action. There are currently four projects within the Portfolio that have implemented Benefits Management and methodology.</p> <p>This action is complete.</p> |
| 2022/23 | Design and Implement a Continuous Improvement Framework across SFRS. | Service Development | 31/03/23 | 31/12/23 | ▲ | <p>The Self-Assessment process and reporting has been achieved and will be reported through the Change Portfolio Investment Group (CPIG). Future proposals to enhance transparency and frequency of reporting is captured in work underway to implement Wrike Project Management System across the Portfolio Office and Service Improvement Teams.</p> <p>As the Strategic Service Review Programme (SSRP) strategic direction is now in development we anticipate development of the Directorate and Service Improvement Strategy to be completed by the end of Quarter 4.</p> |
| 2021/22 | Manage the commissioning of the new SFRS museum. | Service Delivery (Prevention & Protection) | 30/1/2021 | 5 th revised due date 31/07/2023 | ★ | <p>Museum fit out works are complete and it will open to the public on 29 June 2023. Any minor snags will be managed as business as usual.</p> <p>This action is complete.</p> |

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



Report No: B/FCS/23-23

Agenda Item: 14

| | | | | | | | |
|-------------------------------|---|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Report to: | THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE | | | | | | |
| Meeting Date: | 31 AUGUST 2023 | | | | | | |
| Report Title: | RESOURCE BUDGET MONITORING – JULY 2023 | | | | | | |
| Report Classification: | For Scrutiny | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | A | B | C | D | E | F |
| 1 | Purpose | | | | | | |
| 1.1 | To advise the Board of the Resource Budget position for the period ending 31 July 2023. | | | | | | |
| 2 | Background | | | | | | |
| 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 Scottish Fire and Rescue Service (SFRS) faces as a result of the two year pay deal 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. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | A summary of the consolidated financial position at this stage in the financial year is attached at Appendices A. | | | | | | |
| 3.2 | These reports detail the current overspend against budget of £0.414million. The forecast year-end position at this stage shows an overspend of £0.905million. | | | | | | |
| 3.3 | The forecast highlights that employee cost overspends are expected on Wholetime £0.231million and Control £0.002million. There are respective underspends forecast for On-Call £0.184million and Support £0.595million. Other Employee related costs are forecast to overspend by 0.347million. | | | | | | |
| 3.4 | On non-employee costs there are overspends forecast in Property £0.840million, Supplies & Services £0.145million, Transport costs of £0.203million and Third Party Payments £0.025million. | | | | | | |
| 3.5 | Income is forecast to be over recovered by £0.109million. | | | | | | |

| | |
|----------|--|
| 4 | Recommendation |
| 4.1 | The Board is asked to scrutinise the report. |
| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 5.1.1 | The financial risks are detailed within the report. |
| 5.2 | Financial |
| 5.2.1 | The financial implications are detailed within the report. |
| 5.3 | Environmental & Sustainability |
| 5.3.1 | There are no environment and sustainability implications directly associated with this report. |
| 5.4 | Workforce |
| 5.4.1 | The workforce implications are detailed within the report. |
| 5.5 | Health & Safety |
| 5.5.1 | There are no health and safety implications directly associated with this report. |
| 5.6 | Health & Wellbeing |
| 5.6.1 | There are no health and wellbeing implications directly associated with this report. |
| 5.7 | Training |
| 5.7.1 | The training implications are detailed within the report. |
| 5.8 | Timing |
| 5.8.1 | Actions within this report should be addressed as soon as possible to ensure that the benefits from them are maximised in 2023/2024. |
| 5.9 | Performance |
| 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 | Communications & Engagement |
| 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 | Legal |
| 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 2022-25 and the Fire and Rescue Framework for Scotland 2016, within the budget allocation provided. |
| 5.12 | Information Governance |
| 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 | Equalities |
| 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 | Service Delivery | |
| 5.14.1 | The Service Delivery implications are detailed within the report. | |
| 6 | Core Brief | |
| 6.1 | The Acting Director of Finance and Procurement advised the Board of the resource budget position for the period ending 31 July 2023. The July resource monitoring report shows a current overspend against budget of £0.414million, with a forecast year-end overspend of £0.905million. | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | John Thomson, Acting Director of Finance and Procurement |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/ Reasonable /Limited/Insufficient |
| 7.2 | Rationale: | 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. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A provides: <ul style="list-style-type: none"> the assumptions that underpin the forecast a summary of the consolidated financial position at this stage of the year. an explanation of the current significant variances relative to budget. risks that may impact the forecast position. a summary of the budgeted saving delivered during the year. | |
| Prepared by: | | Marcus Jenks, Decision support Manager |
| Sponsored by: | | Lynne McGeough, Acting Head of Finance and Procurement |
| Presented by: | | John Thomson, Acting Director of Finance and Procurement |
| Links to Strategy and Corporate Values | | |
| The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland. | | |
| Governance Route for Report | | Meeting Date |
| Report Classification/ Comments | | |
| <i>Strategic Leadership Team</i> | | <i>23 August 2023</i> |
| <i>SFRS Board</i> | | <i>31 August 2023</i> |
| | | <i>For Information</i> |
| | | <i>For Scrutiny</i> |

Appendix A

July 2023

July 2023 - Contents

| Section | Description |
|---------|---|
| 1 | Forecast Assumptions |
| 2 | Budget Virements |
| 3 | Monitoring Report Overview |
| 4 | Variance Analysis Graph by Expenditure Category |
| 5.1 | Wholetime |
| 5.2 | Control |
| 5.3 | On Call |
| 5.4 | Support |
| 5.5 | Training |
| 5.6 | Subsistence |
| 5.7 | Other Employee Costs |
| 5.8 | Property |
| 5.9 | Supplies & Services |
| 5.10 | Transport |
| 7 | Analysis of Budget Savings |
| 8.1 | Forecast Risks Summary |
| 8.2 | Forecast Risks - High & Medium Level Detail |
| 8.3 | 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 212 forecast retirals in October over the remainder of the financial year (October 2023 to March 2024) has been included in the forecast.
- The financial assumptions for retirals have been discussed with workforce planning and remains valid.

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.
- An adjustment of £0.5m 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 Central Staffing applying appropriate 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.

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.

Budget Virements

During July 2023 there were a number of budget virements which included:

- A training restructure which resulted in a reduction of the Employee WT budget of £218,000 and a corresponding increase in the Employee Support budget.
- A reallocation of budgets has been made to reflect where savings have been delivered in support of the Strategic Spending Review. This has resulted in an increase in the Supplies and Services budget of £570,000 and reductions in the budgets for Employee Support of £413,000 and Transport of £157,000.
- Other minor budget reallocations which resulted in reductions in the budgets for Employee Subsistence of £15,000 and Third Party costs of £13,000 and corresponding increases in the budgets for Employee Support of £13,000 and Property £15,000.

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

Analysis of Budget Virements £000's

| | Budget Approved by the Board | IRFS16 | Jenners Investigation | Dev to Comp | Strategic Spending Review Savings | SLT Pay Award | Training Restructure | Other | Revised Budget |
|-------------------------------|------------------------------|------------|-----------------------|-------------|-----------------------------------|---------------|----------------------|------------|----------------|
| Employee WT | 162,413 | - | (4) | - | (114) | 57 | (218) | (8) | 162,125 |
| Employee Control | 8,097 | - | - | (3) | - | - | - | 4 | 8,097 |
| Employee Retained | 27,640 | - | (0) | - | - | - | - | 5 | 27,645 |
| Employee Support | 40,642 | - | - | - | (413) | 22 | 218 | 55 | 40,524 |
| Employee Pension | 3,706 | - | - | - | - | - | - | - | 3,706 |
| Employee Training | 740 | - | - | - | - | - | - | - | 740 |
| Employee Subsistence | 1,363 | - | - | - | (14) | - | - | (17) | 1,332 |
| Employee Other | 1,235 | - | - | - | - | - | - | 0 | 1,235 |
| Property | 30,419 | - | 0 | - | (42) | - | - | 38 | 30,415 |
| Supplies & Services | 23,895 | 467 | (102) | 3 | 775 | (79) | - | (63) | 24,895 |
| Transport | 6,798 | - | - | - | (188) | - | - | 2 | 6,612 |
| Third party / Central Support | 1,265 | - | 106 | - | (4) | - | - | (14) | 1,354 |
| Financing | 1,840 | - | - | - | - | - | - | - | 1,840 |
| Unallocated Savings | - | - | - | - | - | - | - | 0 | - |
| Income | (1,920) | - | - | - | - | - | - | - | (1,920) |
| Disposal of Assets | - | - | - | - | - | - | - | - | - |
| Net Expenditure | 308,133 | 467 | (0) | - | (0) | (0) | (0) | (0) | 308,600 |

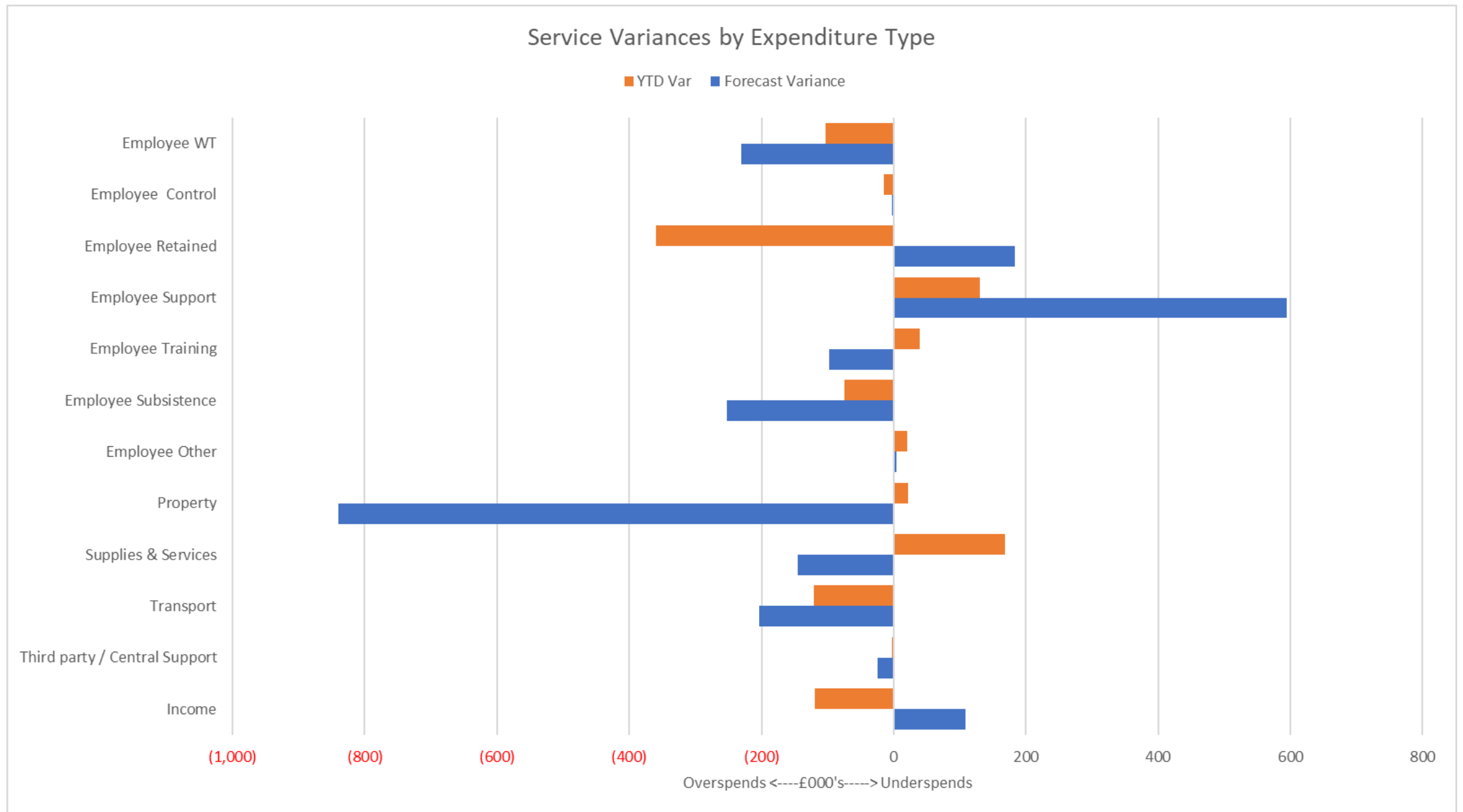
SFRS Resource Monitoring Reports July 2023

The report below covers the period 1st April 2023 – 31st July 2023. It highlights a year-to-date overspend of £0.414 million (0.4% of the year-to-date budget) with a forecast overspend of £0.905 million (0.3% 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 | (433) | 245,404 | Employee Costs | 81,497 | 81,859 | (362) | -0.4% | 245,205 | 199 | 0.1% |
| 238,793 | (402) | 238,391 | Salary and Related Costs (including overtime) | 79,281 | 79,629 | (348) | -0.4% | 237,845 | 546 | 0.2% |
| 162,414 | (289) | 162,125 | Wholetime | 54,039 | 54,142 | (103) | -0.2% | 162,356 | (231) | -0.1% |
| 8,097 | - | 8,097 | Control | 2,633 | 2,648 | (15) | -0.6% | 8,099 | (2) | 0.0% |
| 27,640 | 5 | 27,645 | On-Call | 8,987 | 9,347 | (360) | -4.0% | 27,461 | 184 | 0.7% |
| 40,642 | (118) | 40,524 | Support | 13,622 | 13,492 | 130 | 1.0% | 39,929 | 595 | 1.5% |
| 7,044 | (31) | 7,013 | Other Employee Costs | 2,216 | 2,230 | (14) | -0.6% | 7,360 | (347) | -4.9% |
| 3,706 | - | 3,706 | Early Retirement Charges | 1,147 | 1,147 | - | 0.0% | 3,706 | - | 0.0% |
| 740 | - | 740 | Training | 222 | 182 | 40 | 18.0% | 838 | (98) | -13.2% |
| 1,363 | (31) | 1,332 | Subsistence | 464 | 538 | (74) | -15.9% | 1,585 | (253) | -19.0% |
| 1,235 | - | 1,235 | Other | 383 | 363 | 20 | 5.2% | 1,231 | 4 | 0.3% |
| 30,419 | (4) | 30,415 | Property Costs | 15,567 | 15,545 | 22 | 0.1% | 31,255 | (840) | -2.8% |
| 24,361 | 534 | 24,895 | Supplies & Services | 10,970 | 10,801 | 169 | 1.5% | 25,040 | (145) | -0.6% |
| 6,798 | (186) | 6,612 | Transport Costs | 2,316 | 2,437 | (121) | -5.2% | 6,815 | (203) | -3.1% |
| 1,265 | 89 | 1,354 | Third Party Payments | 400 | 403 | (3) | -0.8% | 1,379 | (25) | -1.8% |
| 1,840 | - | 1,840 | Financing | - | - | - | 0.0% | 1,840 | - | 0.0% |
| 310,520 | - | 310,520 | GROSS EXPENDITURE | 110,750 | 111,045 | (295) | -0.3% | 311,534 | (1,014) | -0.3% |
| (1,920) | - | (1,920) | Income | (740) | (621) | (119) | 16.1% | (2,029) | 109 | -5.7% |
| - | - | - | Disposal of Assets | - | - | - | 0.0% | - | - | 0.0% |
| 308,600 | - | 308,600 | NET EXPENDITURE | 110,010 | 110,424 | (414) | -0.4% | 309,505 | (905) | -0.3% |

Figures are based on assumptions detailed in section 1.

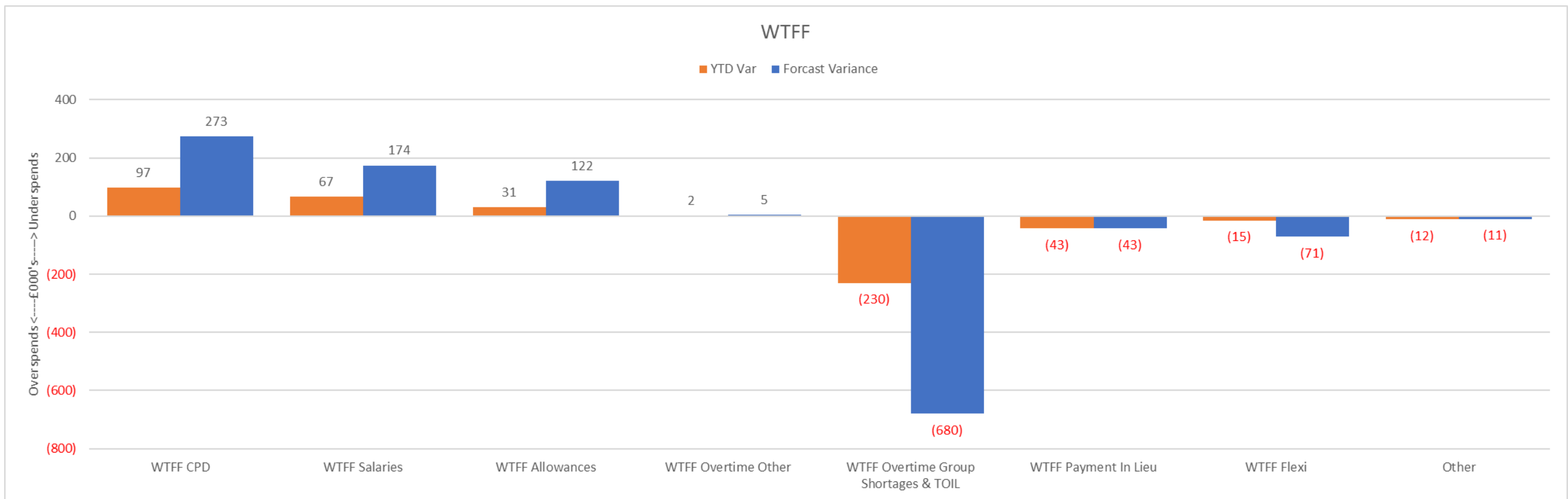
Variance Analysis by Expenditure Categories



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

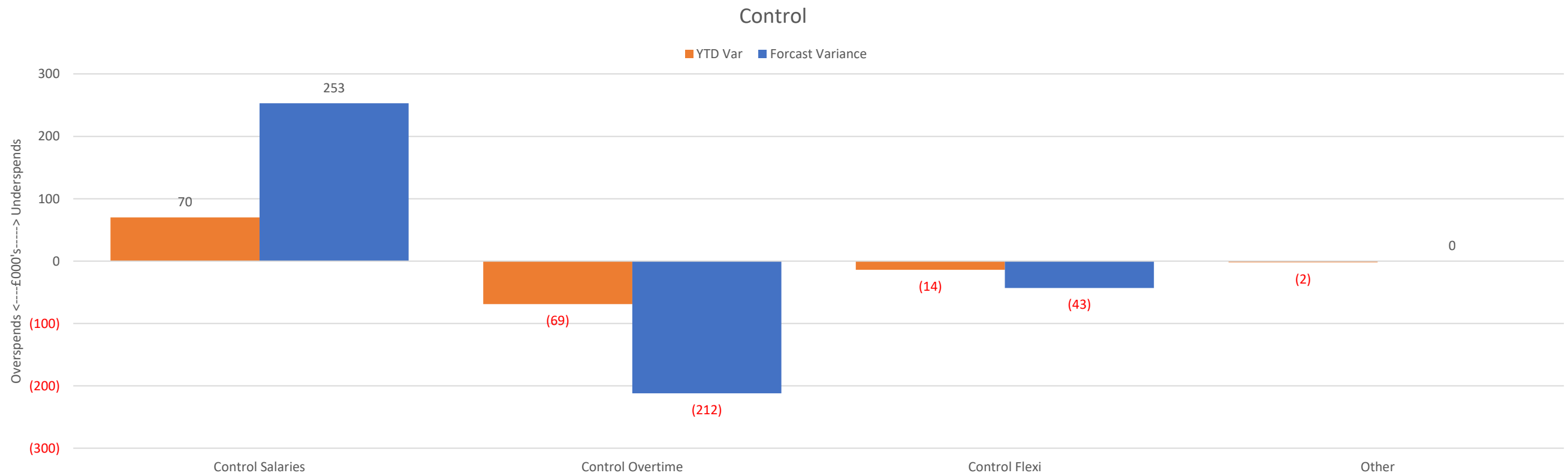
Wholetime

| Year to Date (YTD) | Forecast |
|--|---|
| Currently £103,000 overspent, representing 0.2% of budget. | Forecast to be £231,000 overspent, representing 0.1% of budget. |
| YTD Underspends: <ul style="list-style-type: none"> • CPD – the result of vacancies and staff in development roles who are not eligible for payments. • Salaries – the result of staff in development roles and vacancies. • Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. • Overtime Other – reduced overtime caused by incidents spanning shift change-overs and lower overtime holiday payments. | Changes in Financial Position: <ul style="list-style-type: none"> • CPD – staff continuing in development roles. • Salaries – increased projected retirals. • Allowances - additional vacancies at stations with specialist skills. • Overtime Other – current trends have been forecast to continue. • Overtime Group Shortages & TOIL – increased overtime to reflect historical trends and to account for the forecast increase in retirements. • Payments in Lieu – no further costs are forecast. • Flexi – the forecast includes ongoing flexi pay in respect of business cases beyond the period for which they are budgeted. • Other - public holiday overtime is forecast to be at budgeted levels for the remainder of the year. |
| YTD Overspends: <ul style="list-style-type: none"> • Overtime Group Shortages & TOIL – to support operational requirements. • Payment in Lieu – payments in respect of untaken holidays. • Flexi - additional flexi officers to cover sickness and acting up chains. • Other – public holiday overtime. | |



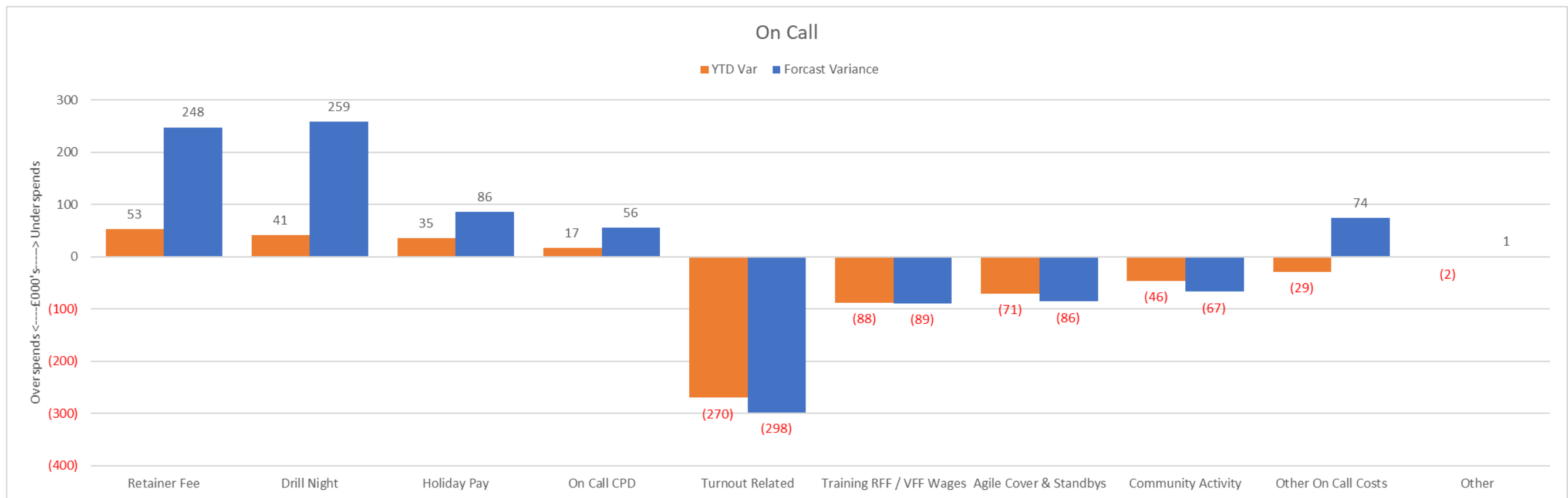
Control

| Year to Date (YTD) | Forecast |
|--|---|
| Currently £15,000 overspent, representing 0.6% of budget. | Forecast to be £2,000 overspent, representing 0.02% of budget. |
| YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. | Changes in Financial Position: <ul style="list-style-type: none"> Salaries – ongoing impact of vacancies and staff in development roles. Overtime – based on current activity levels required to support vacancies. Flexi – ongoing impact of over establishment of flexi officers. |
| YTD Overspends: <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been absent long-term. Flexi – over establishment of flexi officers following staff returning from the New Mobilising System project along with sickness cover. | |



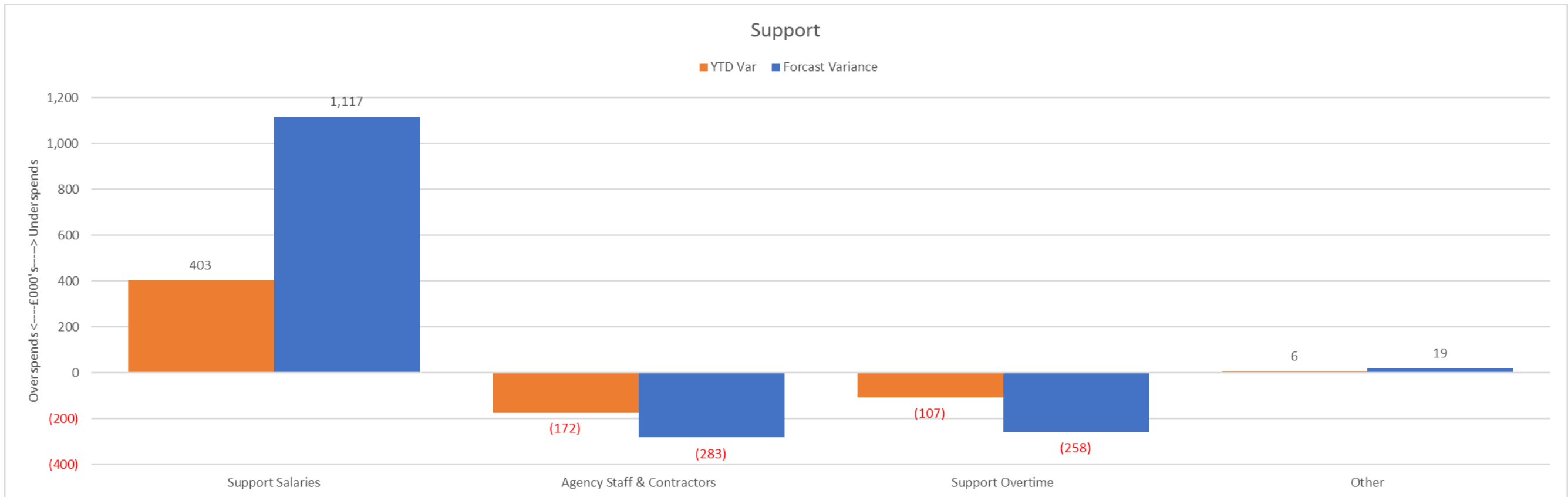
On Call

| Year to Date (YTD) | Forecast |
|---|--|
| Currently £360,000 overspent, representing 4.0% of budget. | Forecast to be £184,000 underspent, representing 0.7% of budget. |
| <p>YTD Underspends:</p> <ul style="list-style-type: none"> Retainer Fees – the result of vacancies within the On Call workforce across all Service Delivery Areas (SDA). Drill Night - the result of vacancies. Holiday Pay - the result of vacancies. CPD - the result of vacancies and staff in development roles who are not eligible for payments. | <p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Retainer Fees – the forecast is based on current staffing levels. Drill Nights – forecast reflects historical trends combined with current staffing levels. Holiday Pay – ongoing vacancies. CPD – the forecast reflects current staffing profiles and changes during the year for staff that have moved between development and competent roles. Turnout Related – activity levels are forecast to be mostly in line with budget for the remainder of the financial year. Training On Call Wages - activity levels are forecast to be in line with budget for the remainder of the financial year. Agile Cover & Standbys – the wildfire activity in the North SDA is not forecast to continue. Standby activity in the East SDA is forecast to reduce as the year progresses. Community Activity – activity levels are forecast to continue above budgeted levels until winter after which they are expected to return to budgeted levels. Other – the forecast reflects July activity which indicated an improving position. |
| <p>YTD Overspends:</p> <ul style="list-style-type: none"> Turnout Related – increased costs mainly in the North SDA following wildfire activity. Training On Call Wages – mainly an increase in the numbers attending Task & Task Management courses in the first part of the year. Agile Cover & Standbys – increased Agile Cover & Standbys in the East SDA in order to help maintain availability levels. Increased Standby cover in the North SDA following wildfire activity. Community Activity – an increase in home fire safety activity. Other – includes sickness payments, national insurance, administration activity, equipment maintenance etc. | |



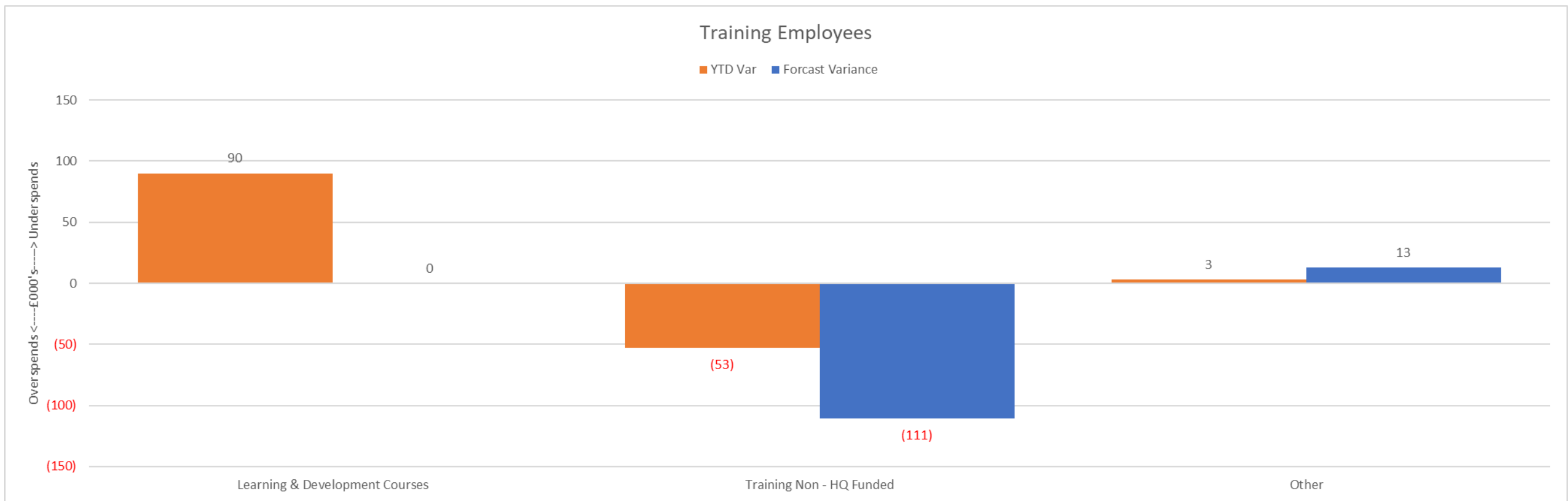
Support

| Year to Date (YTD) | Forecast |
|---|--|
| Currently £130,000 underspent, representing 1.0% of budget. | Forecast to be £595,000 underspent, representing 1.5% of budget. |
| YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies. Other – allowances, the result of vacancies. | Changes in Financial Position: <ul style="list-style-type: none"> Salaries – ongoing vacancies plus costs for staff supporting business cases are forecast to continue beyond the period for which they are budgeted. Agency Staff & Contractors – fixed term contracts are forecast to end. Overtime - some of the overtime incurred earlier in the year is not forecast to continue. Other – allowances, the result of ongoing vacancies. |
| YTD Overspends: <ul style="list-style-type: none"> Agency Staff & Contractors – unbudgeted costs for staff providing temporary resource to cover vacancies. Overtime – the impact of providing cover for vacancies mainly within the fleet function. | |



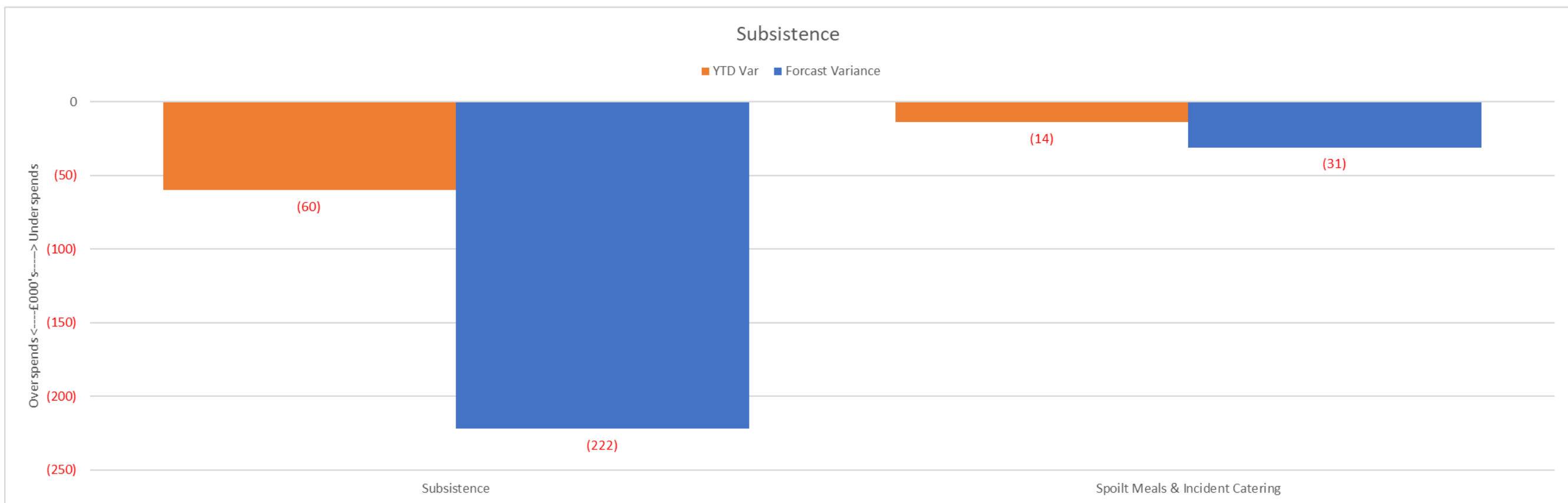
Training

| Year to Date (YTD) | Forecast |
|---|--|
| Currently £40,000 underspent, representing 18.0% of budget. | Forecast to be £98,000 overspent, representing 13.2% of budget. |
| YTD Underspends: <ul style="list-style-type: none"> Learning & Development Courses – reduced number of courses in the first four months of the year. Other – training equipment. | Changes in Financial Position: <ul style="list-style-type: none"> Learning & Development Courses – activity is planned to increase with total spend forecast to be on budget. Training Non - HQ Funded – ongoing specialist training requirements within the fleet function along with additional planned activity within the Service Delivery Directorate. Other – the underspend in respect of training equipment is forecast to continue. |
| YTD Overspends: <ul style="list-style-type: none"> Training Non - HQ Funded – specialist training courses in respect of Fleet, Prevention and Protection and ICT. | |



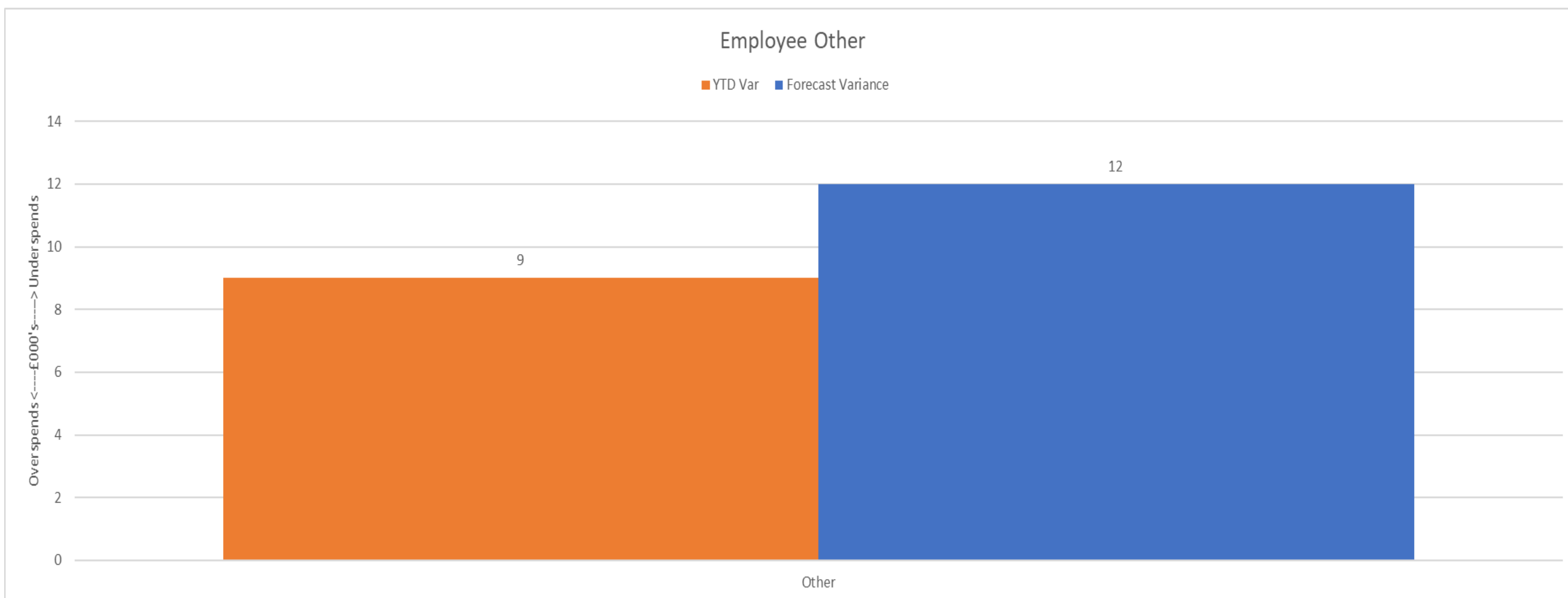
Subsistence

| Year to Date (YTD) | Forecast |
|---|---|
| Currently £74,000 overspent, representing 15.9% of budget. | Forecast to be £253,000 overspent, representing 19.0% of budget. |
| YTD Underspends: | Changes in Financial Position: <ul style="list-style-type: none"> Subsistence – the increases in both price and volume are forecast to continue for the remainder of the financial year. Spoilt Meals & Incident Catering – incident catering associated with wildfire activity is not forecast to continue. |
| YTD Overspends: <ul style="list-style-type: none"> Subsistence – increased accommodation costs specifically in more rural areas, mainly within the Service Delivery and Training Safety & Assurance Directorates. Spoilt Meals & Incident Catering – incident catering during wildfire activity along with costs for spoilt meals. | |



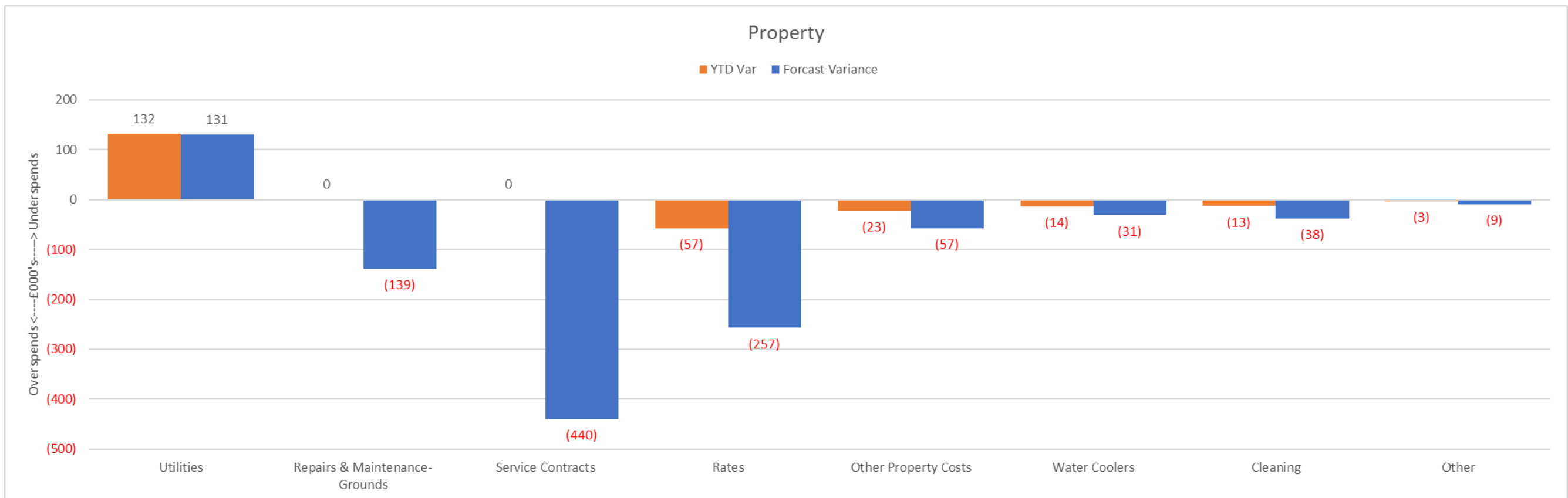
Other Employee Costs

| Year to Date (YTD) | Forecast |
|---|---|
| Currently £20,000 underspent, representing 5.2% of budget. | Forecast to be £4,000 underspent, representing 0.3% of budget. |
| YTD Underspends: <ul style="list-style-type: none">Other – pre-employment costs and optical vision aids are both underspent. | Changes in Financial Position: <ul style="list-style-type: none">Other – optical vision aids are forecast to continue to underspend. Pre-employment costs are expected to increase and be on budget. |
| YTD Overspends: | |



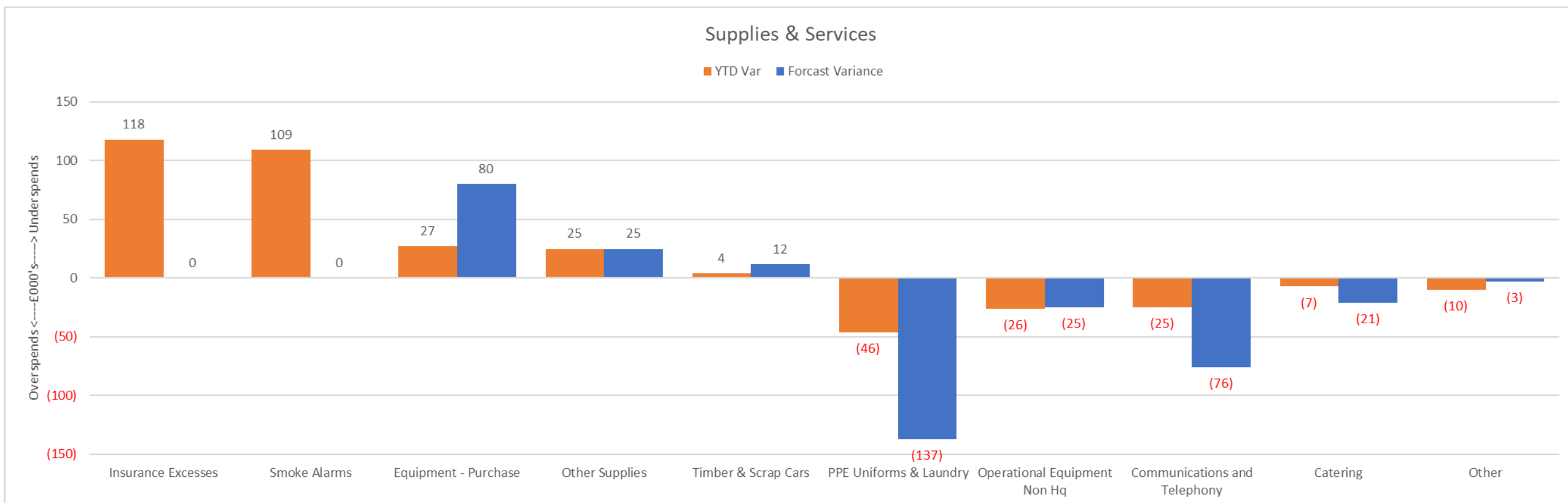
Property

| Year to Date (YTD) | Forecast |
|---|--|
| Currently £22,000 underspent, representing 0.1% of budget. | Forecast to be £840,000 overspent, representing 2.8% of budget. |
| YTD Underspends: <ul style="list-style-type: none"> Utilities – reduced consumption of both electricity and gas. | Changes in Financial Position: <ul style="list-style-type: none"> Utilities – due to the impact of future weather on consumption levels a cautious approach has been employed and the forecast for future months has been kept at budgeted levels. Repairs & Maintenance Grounds – increased costs for non-contracted works, mainly in respect of tree surgery. Service Contracts – budgeted savings in respect of the hard facilities management contract are forecast not to be delivered. Rates – increased rateable values along with a forecast increase for Cambuslang ARC. In addition the projected savings for Cowcaddens and Hamilton properties are also behind schedule. Other Property Costs – further disposal of ICT equipment and provision of temporary welfare facilities in the North SDA funded by other savings within the Service Delivery Directorate. Water Coolers – the budgeted savings are forecast to commence in the second half of the financial year. Cleaning - budgeted savings in respect of weekend cleaning have been deferred until the contract is renewed. Other – property adaptations are forecast to be on budget, fixtures and fittings are forecast to remain overspent. |
| YTD Overspends: <ul style="list-style-type: none"> Rates – increased rateable values for properties mainly within the Highlands & Islands. 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. Water Coolers – delays in the budgeted removal of water coolers. Cleaning - budgeted savings in respect of ceasing weekend cleaning at stations have not been authorised. Other – Fixtures and fittings and property adaptations. | |



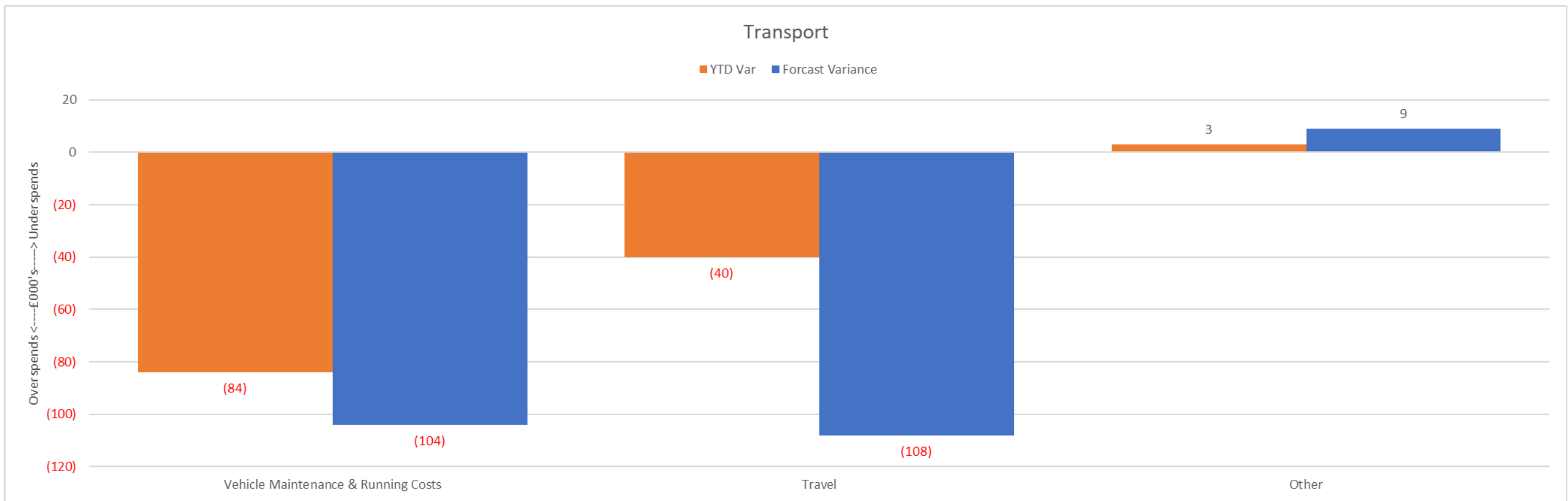
Supplies & Services

| Year to Date (YTD) | Forecast |
|---|---|
| Currently £169,000 underspent, representing 1.5% of budget. | Forecast to be £145,000 overspent, representing 0.6% of budget. |
| <p>YTD Underspends:</p> <ul style="list-style-type: none"> Insurance Excess - reduced insurance claims in the first four months of the year. Smoke Alarms - there has been no requirement to purchase any smoke alarms in the first four months due to the utilisation of current stock. Equipment Purchases – current activity is being managed to help finance the increased costs of PPE, Uniforms and Laundry. Other Supplies – savings being realised in order to finance Operational Equipment Non HQ spend. Timber & Scrap Cars – reduced spend in respect of scrap cars. | <p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Insurance Excess – a cautious approach to insurance excess charges has been taken and the forecast at this stage of the year has been kept in line with the budget. Smoke Alarms – purchases of smoke alarms are forecast to increase and spend for the year to be on budget as existing stock is depleted. Equipment Purchases – the current underspend to help finance PPE, Uniforms and Laundry is forecast to continue. Other Supplies – costs in future months are forecast to be at budgeted levels. Timber & Scrap Cars – continued reduced spend in respect of scrap cars. PPE, Uniforms & Laundry – the increase in laundry costs is forecast to continue. Operational Equipment Non HQ – costs in future months are forecast to be at budgeted levels. Communications and Telephony – contract renewal prices higher than anticipated. Catering – increased costs at the National Training Centre are forecast to continue. Other – other costs are forecast to recover and be broadly on budget. |
| <p>YTD Overspends:</p> <ul style="list-style-type: none"> PPE, Uniforms & Laundry – increase in price and demand of laundry. Budgeted savings in respect of the West SDA laundry contract are not being delivered. Savings from within Equipment Purchases are being used to help offset this overspend. Operational Equipment Non HQ – equipment for Youth Volunteers financed from savings within Other Supplies. Communications and Telephony – contract renewal prices higher than anticipated. Catering – increased costs at the National Training Centre. Other – insurance premiums. | |



Transport

| Year to Date (YTD) | Forecast |
|--|--|
| Currently £121,000 overspent, representing 5.2% of budget. | Forecast to be £203,000 overspent, representing 3.1% of budget. |
| YTD Underspends: <ul style="list-style-type: none"> Other – external contractor costs to maintain the fleet. | Changes in Financial Position: <ul style="list-style-type: none"> Vehicle Maintenance – the implementation changes to high reach appliance strategy is forecast to begin in September 2023. Travel - increased travel is forecast to continue. Other – external contractor costs and vehicle hire costs are forecast to continue at their current rates. |
| YTD Overspends: <ul style="list-style-type: none"> Vehicle Maintenance – delays in the implementation of the new high reach appliance strategy mean that budgeted savings have been delayed. Travel – increased travel within the SDAs to support rural locations along with additional training related travel cost and travel costs to maintain the fleet. Other – vehicle hire costs. | |



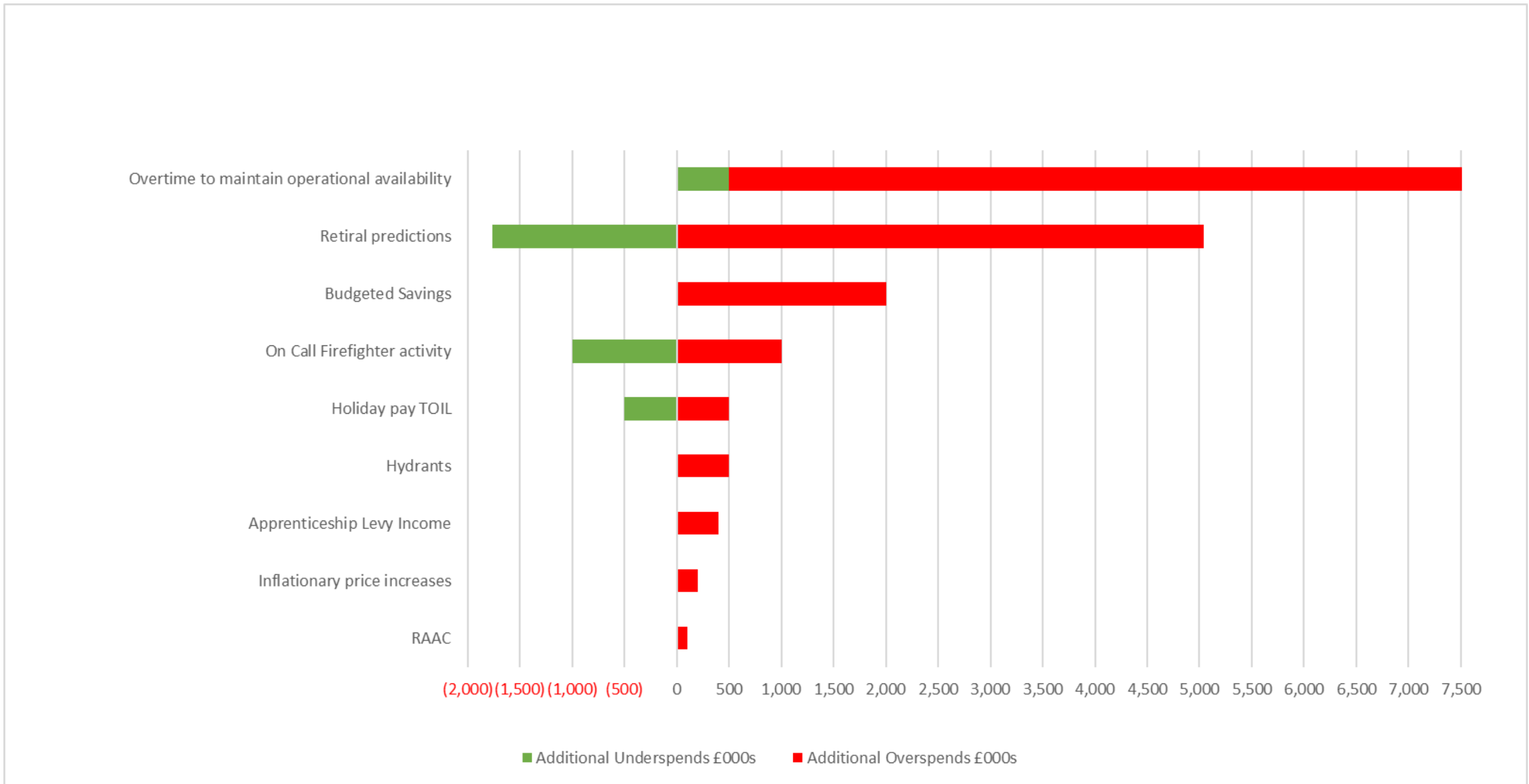
Analysis of Budgeted Savings

| | 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 | 397 | 261 | A | 1,190 | 696 | A | Recurring | Increased levels of overtime. Retirement profile extended for the remainder of the financial year. |
| On-Call | 541 | 231 | A | 1,624 | 1,415 | A | Recurring | Increased turnouts. |
| Support | 625 | 754 | G+ | 1,875 | 2,470 | G+ | Recurring | Vacancies. |
| Early Retirement Charges | 200 | 200 | A | 600 | 600 | G | Recurring | |
| Training | 65 | 158 | G+ | 194 | 207 | G+ | Recurring | Increased savings in training equipment. |
| Subsistence | 109 | 49 | A | 327 | 105 | A | Recurring | Increased accommodation specifically in more rural areas, mainly within the Service Delivery and Training Safety & Assurance Directorates. |
| Other | 46 | 66 | G+ | 137 | 142 | G+ | Recurring | Increased savings forecast in respect of optical vision aids and pre-employment costs. |
| Property Costs | 436 | 483 | G+ | 1,308 | 532 | A | Recurring | Challenges in delivery of Hard FM and water cooler budgeted savings. Increased ground maintenance costs. Planned savings in respect of weekend cleaning have been deferred until the contract is renewed. Rates – increased rateable values along with a forecast increase in rates for Cambuslang ARC. The projected savings for rates in respect of Cowcaddens and Hamilton properties is also behind plan. Additional savings realised in utility costs. |
| Supplies & Services | 771 | 818 | G+ | 2,312 | 2,119 | A | Recurring | Savings in respect of the West SDA laundry contract are not being delivered, ICT contract price increases and Firelink savings not being realised. |
| Transport Costs | 223 | 102 | A | 670 | 466 | A | Recurring | Delays in implementation of high reach appliance strategy. |
| Third Party Payments | 69 | 66 | A | 207 | 182 | A | Recurring | Additional IQMP charges in respect of the pension change. |
| Financing | 101 | 101 | G | 303 | 303 | G | Recurring | |
| Income | 103 | 113 | G+ | 308 | 463 | G+ | Recurring | Additional income from the World Cycling Championships. |
| TOTAL | 3,685 | 3,401 | A | 11,056 | 9,700 | A | | |

Key

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

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£2,765

Total Overspend Risk to Reported Position £000

£16,848

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.

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 and changes to service provision 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

Apprenticeship Levy Income

- There is a risk that apprenticeship levy income is not recovered at the expected level.

Low Impact Risks

Inflationary Price Increases

- There is a risk that price increases imposed by suppliers may be higher than the budgeted assumptions.

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/24-23

Agenda Item: 15

| | | | | | | | |
|-------------------------------|---|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to: | THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE | | | | | | |
| Meeting Date: | 31 AUGUST 2023 | | | | | | |
| Report Title: | CAPITAL MONITORING REPORT 2023/24 – JULY 2023 | | | | | | |
| Report Classification: | For Decision | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u> | | | | | |
| | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| 1 | Purpose | | | | | | |
| 1.1 | To advise the Board of the actual and committed expenditure against the 2023/24 capital budget for the period ending 31 July 2023. | | | | | | |
| 1.2 | To seek approval from the Board on the proposed virements as set out in Appendix A page 7 with a net £1.5million change. | | | | | | |
| 2 | Funding | | | | | | |
| 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. | | | | | | |
| 2.3 | Transport Scotland advised in June that funding was limited for 2023/24 in addition, SFRS have also encountered difficulties with current suppliers being able to deliver within agreed timeframes as demand has exceeded supply. Supply chain difficulties have been recognised by Scottish Government and solutions are being sought to support new projects. SFRS is not in a position to apply for additional funding at this stage. The expected funding of £1.5m has therefore been removed from the Capital Funding. | | | | | | |
| 2.4 | The total budget has been revised to £32.500million. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | <p>Summary for July 2023</p> <ul style="list-style-type: none"> • Capital funding has been revised to £32.5million as above • The capital committed or paid to date is £14.873million (46%) of the revised capital budget of £32.5million • The capital forecast is £31.035million, £1.465million under budget • There are a number of proposed virements to ensure spend out of capital funding • All capital projects are on track with a RAG status of Green • There is a £1.5million deviation from the original budget approved by Board | | | | | | |

| | |
|----------|---|
| 3.2 | Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year. |
| 4 | Recommendation |
| 4.1 | The Board is asked to approve the following recommendations: (a) that the level of actual and committed expenditure for the period ended 31 July 2023 be noted. (b) that approval is given to the proposed virements between capital projects to support spend out of capital funding. |
| 5 | Key Strategic Implications |
| 5.1 | Risk |
| 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 | Financial |
| 5.2.1 | Financial implications are detailed within the report. |
| 5.3 | Environmental & Sustainability |
| 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 | Workforce |
| 5.4.1 | SFRS employees will benefit from this investment in our asset base. |
| 5.5 | Health & Safety |
| 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 | Health & Wellbeing |
| 5.6.1 | No Health & Wellbeing implications identified. |
| 5.7 | Training |
| 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 | Timing |
| 5.8.1 | This report covers the period up to 31 July 23 and known events just after the period end. |

OFFICIAL

| | | |
|--|---|--|
| 5.9 5.9.1 | Performance Total forecast expenditure is expected to be in line with the budgeted figure of £32.500m. | |
| 5.10 5.10.1 | Communications & Engagement Key stakeholders are engaged during project development and implementation. | |
| 5.11 5.11.1 | Legal External legal support is in place to facilitate the sale of assets. | |
| 5.12 5.12.1 | Information Governance DPIA completed Yes/No. If not applicable state reasons. | |
| 5.13 5.13.1 | Equalities EHRIA completed Yes/No. If not applicable state reasons. | |
| 5.14 5.14.1 | Service Delivery 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. | |
| 6 | Core Brief | |
| 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 July 2023 and to seek approval on the proposed virements with a net £1.5million change. | |
| 6.2 | It is currently anticipated that the revised budget of £32.500million will be spent out by 31 March 2024. | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | John Thomson, Acting Director of Finance and Procurement |
| 7.2 | Level of Assurance: (Mark as appropriate) | Substantial/Reasonable/Limited/Insufficient |
| 7.2 | Rationale: | The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year Strategic Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A – Capital Monitoring Report – Strategic Leadership Team – July 2023 | |
| Prepared by: | | Tracey-Anne Morrow, Deputy Accounting Manager |
| Sponsored by: | | Lynne McGeough, Acting Head of Finance and Procurement |
| Presented by: | | John Thomson, Acting Director of Finance and Procurement |
| Links to Strategy and Corporate Values | | |
| The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland. | | |
| Governance Route for Report | | Meeting Date |
| <i>Strategic Leadership Team</i> | | <i>23 August 2023</i> |
| <i>SFRS Board</i> | | <i>31 August 2023</i> |
| | | Report Classification/ Comments |
| | | <i>For Information</i> |
| | | <i>For Decision</i> |

Capital Monitoring Report

SFRS Board

July 2023

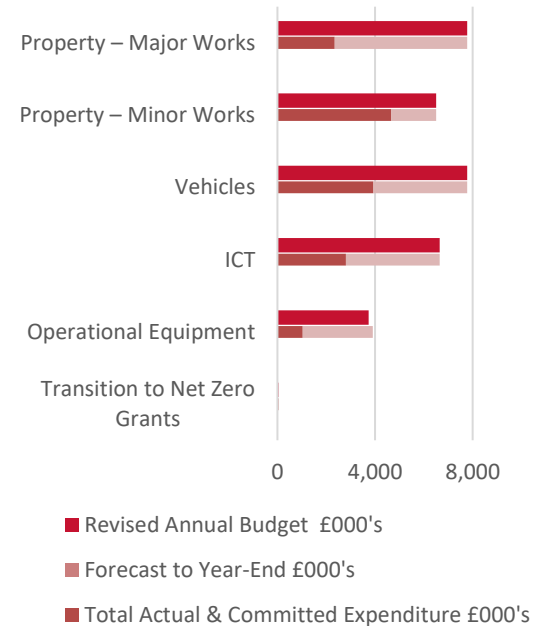
Content

- 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 - July 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 | 16,171 | 7,780 | 2,345 | 5,435 | 7,780 | (0) | 19,630 |
| Property – Minor Works | 5,424 | 6,507 | 4,669 | 1,838 | 6,507 | (0) | 12,000 |
| Vehicles | 0 | 7,775 | 3,934 | 3,841 | 7,775 | 0 | 14,000 |
| ICT | 390 | 6,655 | 2,808 | 3,848 | 6,656 | (1) | 9,160 |
| Operational Equipment | 0 | 3,740 | 1,035 | 2,871 | 3,906 | (166) | 5,900 |
| Transition to Net Zero Grants | 3,574 | 43 | 43 | 0 | 43 | 0 | 0 |
| TOTAL EXPENDITURE | 25,559 | 32,500 | 14,834 | 17,833 | 32,667 | (167) | 60,690 |

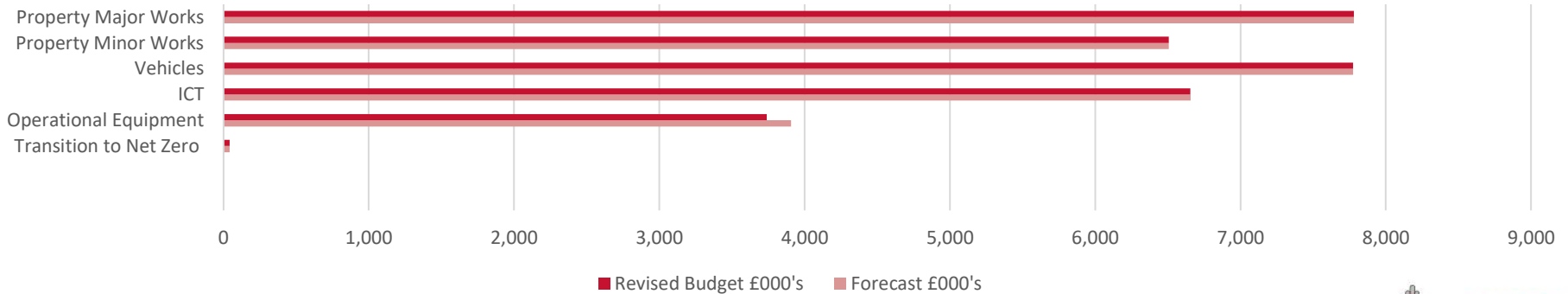


* Prior year or future year expenditure will be included if relevant to current year expenditure

Capital Monitoring Report – July 2023

Full Year Actuals/Forecast v Budget by category

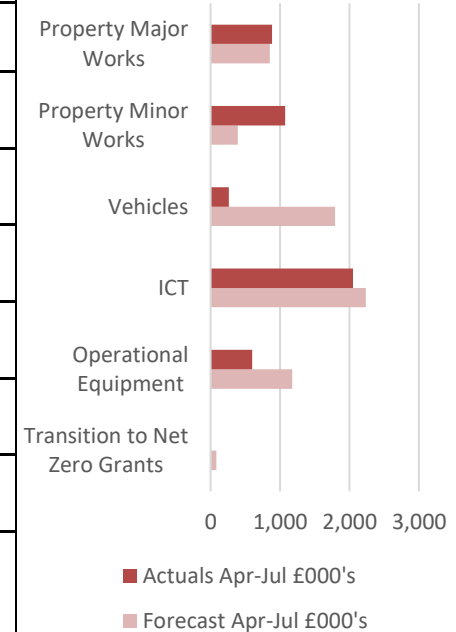
| Category | Original Budget | Virements | Revised Budget | Actuals | | | | Forecast | | | | £000's | | |
|--------------------------|-----------------|----------------|----------------|--------------|--------------|---------------|---------------|---------------|--------------------|--------------|------------|--------|--|--|
| | | | | Apr-Jul | Aug-Sep | Oct-Dec | Jan-Mar | Total | Variance to Budget | Variance (%) | RAG Status | | | |
| Property Major Works | 9,330 | (1,550) | 7,780 | 885 | 602 | 1,138 | 5,155 | 7,780 | 0 | 0% | | | | |
| Property Minor Works | 5,000 | 1,507 | 6,507 | 1,074 | 455 | 750 | 4,228 | 6,507 | 0 | 0% | | | | |
| Vehicles | 8,275 | (500) | 7,775 | 259 | 652 | 2,180 | 4,684 | 7,775 | 0 | 0% | | | | |
| ICT | 6,155 | 500 | 6,655 | 2,051 | 831 | 1,109 | 2,665 | 6,656 | (1) | 0% | | | | |
| Operational Equipment | 3,740 | 0 | 3,740 | 598 | 1,013 | 1,275 | 1,020 | 3,906 | (166) | -4% | | | | |
| Transition to Net Zero | 1,500 | (1,457) | 43 | 0 | 0 | 0 | 43 | 43 | 0 | 0% | | | | |
| Total Expenditure | 34,000 | (1,500) | 32,500 | 4,867 | 3,553 | 6,452 | 17,795 | 32,667 | (167) | 0 | | | | |
| Cumulative Total | 34,000 | (1,500) | 32,500 | 4,867 | 8,420 | 14,872 | 32,667 | 0 | 0 | 0 | | | | |



Capital Monitoring – July 23

Year to Date Actuals v Forecast by category

| Category | Original Budget £000's | Actuals | Forecast | Variance to Forecast | Commentary |
|-------------------------------|---------------------------|-------------------|-------------------|----------------------------|--|
| | | Apr-Jul £000's | Apr-Jul £000's | | |
| Property Major Works | 9,330 | 885 | 851 | (34) | Inverness Fire Station redevelopment progressing quicker than expected. |
| Property Minor Works | 5,000 | 1,074 | 389 | (685) | Work complete on Altens Fire Station and minor works projects progressing faster than expected. |
| Vehicles | 8,275 | 259 | 1,791 | 1,532 | Delivery delayed for 18 tonne Rescue Pumps. Virement completed in period 3 to Medium Weight Pumping Units. |
| ICT | 6,155 | 2,051 | 2,233 | 182 | Some ICT orders expected later than forecast. |
| Operational Equipment | 3,740 | 598 | 1,174 | 576 | PPE station issues lower than anticipated and orders for Operational equipment placed later than forecast. |
| Transition to Net Zero Grants | 1,500 | 0 | 83 | 83 | Bid not being submitted for £1.5m due to funding constraints at Transport Scotland. |
| TOTAL EXPENDITURE | 34,000 | 4,867 | 6,521 | 1,654 | Quicker progression with Inverness Fire Station redevelopment and minor works projects, offset by underspends in Frontline Appliances, ICT and Ops Equipment. |
| CUMULATIVE TOTAL | 34,000 | 4,867 | 6,521 | 1,654 | |



Capital Funding 2023/24

| Funding Source | Budget £M's |
|-------------------------------|---------------|
| Capital DEL | 32.500 |
| Capital Receipts | 0.000 |
| Transition to Net Zero Grants | 0.000 |
| Total Expenditure | 32.500 |



| 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. |
| Transition to Net Zero Grants | A small amount of expenditure for EV Charging Points Phase 4 was carried forward from 22/23 but with no grant funding. Capital budget has been vired for this expenditure. Transport Scotland advised in June that funding was limited for 2023/24, in addition, SFRS have also encountered difficulties with current suppliers being able to deliver within agreed timeframes as demand has exceeded supply. Supply chain difficulties have been recognised by Scottish Government and solutions are being sought to support new projects. At this stage SFRS is not in a position to apply for additional funding. The expected funding of £1.5m has therefore been removed from this year's Capital Funding. |

Capital Monitoring – July 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 | (1.550) | 7.780 | £0.653m vired from Galashiels in period 2 - £0.100m to West ARC, £0.400m to Inverness, £0.055m to Energy & Environmental, £0.043m to EV Charging Points & £0.055m to Solar PV's. £1.397m (Galashiels £0.447m, Dingwall £0.450m, Newcraighall £0.500m) vired to Property Minor Works (Minor Works £0.600m, Energy & Environmental £0.600m, Altens £0.197m) in period 4. Net movement at period 4 is (£1.550m). |
| Property Minor Works | 5.000 | 1.507 | 6.507 | £0.110m vired from Galashiels in period 3 - £0.055m to Energy & Environmental & £0.055m to Solar PV's. £1.397m (Minor Works £0.600m, Energy & Environmental £0.600m, Altens £0.197m) vired to Property Major Works (Galashiels £0.447m, Dingwall £0.450m, Newcraighall £0.500m) in period 4. Net movement at period 4 is £1.507m. |
| Vehicles | 8.275 | (0.500) | 7.775 | £0.500m vired from Aerial Platforms to Ops Mobs in ICT in period 2. Various internal virements took place within Fleet budget lines in period 3. |
| ICT | 6.155 | 0.500 | 6.655 | £0.500m vired from Aerial Platforms to Ops Mobs in ICT in period 2. £0.450m vired from New Mobilising System to PC's, laptops and peripherals in period 4. |
| Operational Equipment | 3.740 | 0.000 | 3.740 | There were no budget virements at period 4. |
| Transition to Net Zero Grants | 1.500 | (1.457) | 0.043 | £0.043m vired from Galashiels to EV Charging Points in period 2. Bid not being submitted for £1.5m, so £1.5m budget removed. |
| Total | 34.000 | (1.500) | 32.500 | |
| Project Funding | | | | |
| Capital DEL | (32.500) | 0.000 | (32.500) | There were no budget virements at period 4. |
| Transition to Net Zero Grants | (1.500) | 1.500 | 0.000 | Bid not being submitted for £1.5m, so £1.5m budget removed. |
| Capital Receipts | 0.000 | 0.000 | 0.000 | There were no budget virements at period 4. |
| Total | (34.000) | 1.500 | (32.500) | |

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 | 1,000 | 0 | 1,000 | (0) | 0 |
| Salen FS Development | 151 | 500 | 75 | 425 | 500 | 0 | 0 |
| Galashiels FS - Redev (RAAC) (Dign Facs) | 0 | 1,400 | 287 | 1,113 | 1,400 | 0 | 0 |
| Dingwall FS Redev (Dig Facs) | 0 | 750 | 178 | 572 | 750 | 0 | 0 |
| Newcraighall FS Redev (Dign Facs) | 0 | 1,200 | 214 | 986 | 1,200 | 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 | 0 | 300 | (0) | 600 |
| West Asset Resource Centre | 14,587 | 100 | 72 | 28 | 100 | (0) | 0 |
| Total | 16,171 | 7,780 | 2,345 | 5,435 | 7,780 | (0) | 19,630 |

* Prior year or future year expenditure will be included if relevant to current year expenditure

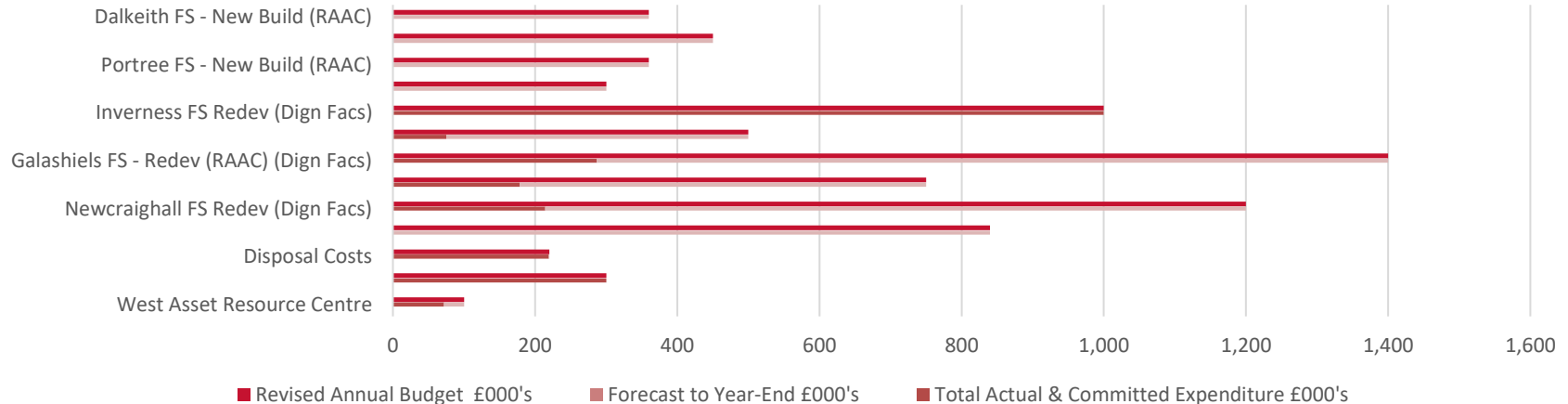
Property Major Works

Progress in the month

- The West ARC is now complete and handed over. Final account is agreed and expected in the coming months.
- Inverness Fire Station redevelopment has been progressing really well and completion is expected in September.

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. Work expected to start in November.



Milestone RAG

- Eight of the major works projects have a RAG status of amber due to delays in awaiting response from blue light third parties confirming participation or not. Slippage into next financial year is expected for these.

Deviation from Budget RAG

- Various budget virements were completed in the month across several major and minor works projects, where the milestone RAG status is amber.

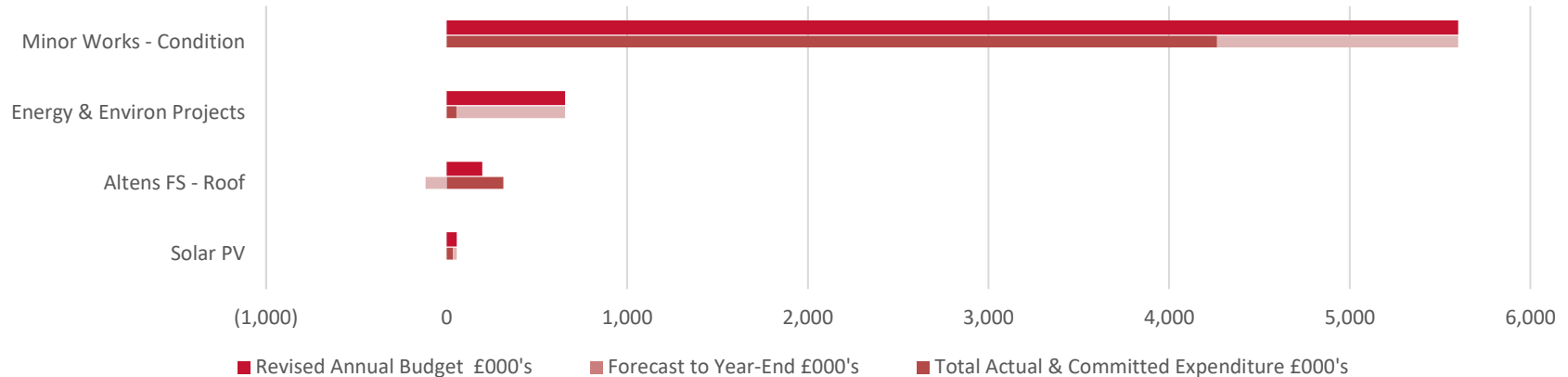
Property Minor Works

| 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 | 5,600 | 4,266 | 1,334 | 5,600 | 0 | 10,000 |
| Energy & Environ Projects | 4,675 | 655 | 54 | 601 | 655 | 0 | 2,000 |
| Altens FS - Roof | 0 | 197 | 314 | (117) | 197 | (0) | 0 |
| Solar PV | 750 | 55 | 34 | 21 | 55 | 0 | 0 |
| Total | 5,424 | 6,507 | 4,669 | 1,838 | 6,507 | (0) | 12,000 |

* Prior year or future year expenditure will be included if relevant to current year expenditure

Property Minor Works

| Progress in the month | Progress anticipated in coming months |
|--|---|
| <ul style="list-style-type: none"> Works complete at Altens Fire Station. Negotiating final accounts and insurance receipt. Minor works projects are progressing well. | <ul style="list-style-type: none"> Minor Works projects are expected to continue to progress well throughout the financial year. |



| Milestone RAG | Deviation from Budget RAG |
|--|---|
| <ul style="list-style-type: none"> All minor works projects are due for completion in the year and are on track with a RAG status of green. | <ul style="list-style-type: none"> Various budget virements were completed in May across several minor works projects. Further budget virements were completed in the month across several major and 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 | 514 | 389 | 125 | 514 | 0 | 0 |
| Frontline Appliances | 0 | 590 | 0 | 590 | 590 | 0 | 10,500 |
| Light Appliances | 0 | 2,200 | 0 | 2,200 | 2,200 | 0 | 1,500 |
| Line Rescue Appliances | 0 | 480 | 0 | 480 | 480 | 0 | 0 |
| Light Fleet - Vans & Cars | 0 | 543 | 0 | 543 | 543 | (0) | 0 |
| Wild Fire Fighting Vehicles | 0 | 742 | 843 | (101) | 742 | 0 | 2,000 |
| Medium Weight Pumping Units | 0 | 2,705 | 2,702 | 3 | 2,705 | 0 | 0 |
| Total | 0 | 7,775 | 3,934 | 3,841 | 7,775 | 0 | 14,000 |

* Prior year or future year expenditure will be included if relevant to current year expenditure

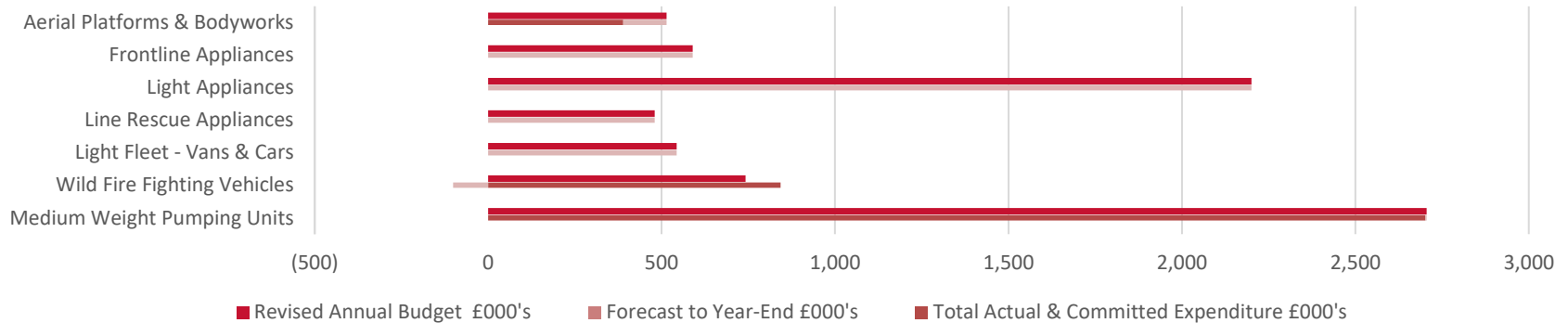
Vehicles

Progress in the month

- The 2 ALP's are at the supplier, ready for fit out. Completion due by end of 23-24.
- Four Medium Weight Pumping Appliances were delivered in July from the batch of twenty ordered.

Progress anticipated in coming months

- A further six Medium Weight Pumping Appliances are due to be delivered in August.
- The UIG for Line Rescue Appliances is nearing completion. Orders will be placed for 4 Vehicles.



Milestone RAG

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

Deviation from Budget RAG

- Various virements were completed in June to tidy up budget lines, including the virement from Frontline Appliances due to delayed deliveries. Another few internal virements due in August.

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 | 950 | 258 | 692 | 950 | (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 | 63 | 687 | 750 | (0) | 1,500 |
| Operational Mobilisation Comms | 0 | 2,500 | 2,154 | 346 | 2,500 | (0) | 2,000 |
| Data Centre/Disaster Recovery | 0 | 100 | 1 | 99 | 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 | 64 | 11 | 75 | 0 | 0 |
| Website Development | 0 | 250 | 0 | 250 | 250 | 0 | 0 |
| ICT Project Costs | 0 | 180 | 57 | 123 | 180 | 0 | 360 |
| ESMCP | 0 | 0 | 1 | 0 | 1 | (1) | 0 |
| Total | 0 | 5,605 | 2,623 | 2,983 | 5,606 | (1) | 6,660 |

* Prior year or future year expenditure will be included if relevant to current year expenditure

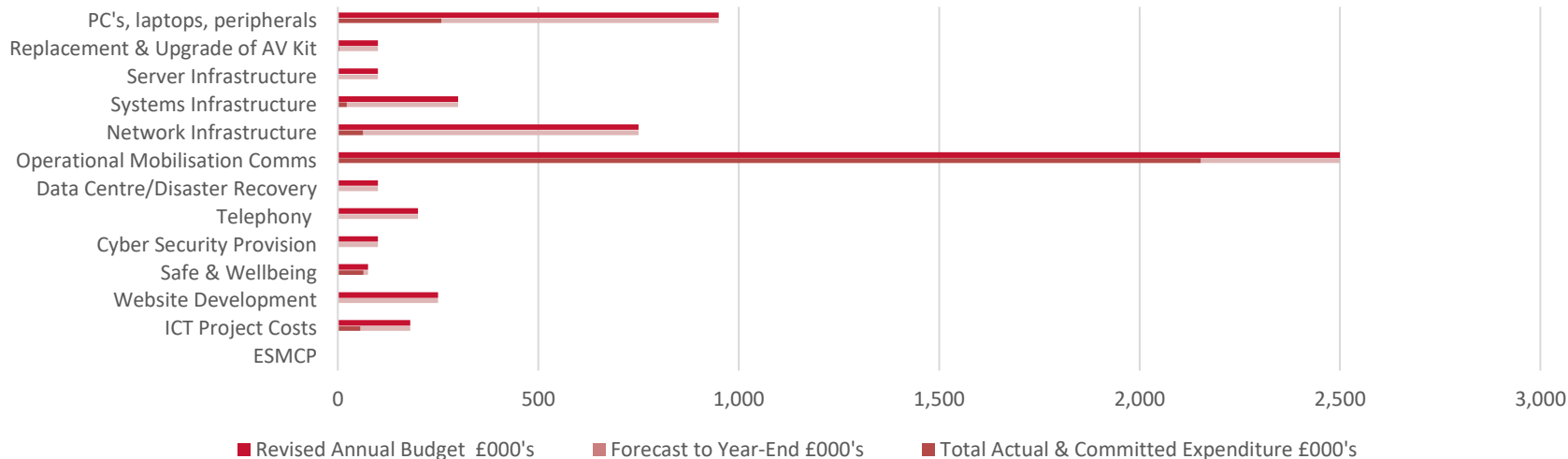
ICT Equipment excl NMS

Progress in the month

- Orders were placed in the month for 400 monitors from the PC's, laptops and peripherals budget line. Deliveries expected by the end of the financial year.

Progress anticipated in coming months

- Work on replacing the ICCS for Dundee and Johnstone OC's will be completed by the end of the financial year.



Milestone RAG

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

Deviation from Budget RAG

- A virement was completed in May for £500k from Aerial Platforms budget line to Operational Mobilisation Comms, for the ICCS replacement. A virement was completed in the month for £450k from NMS to be used towards the replacement of station desktops. 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 | 1,050 | 185 | 865 | 1,050 | (0) | 2,500 |
| Total | 390 | 1,050 | 185 | 865 | 1,050 | (0) | 2,500 |

* Prior year or future year expenditure will be included if relevant to current year expenditure

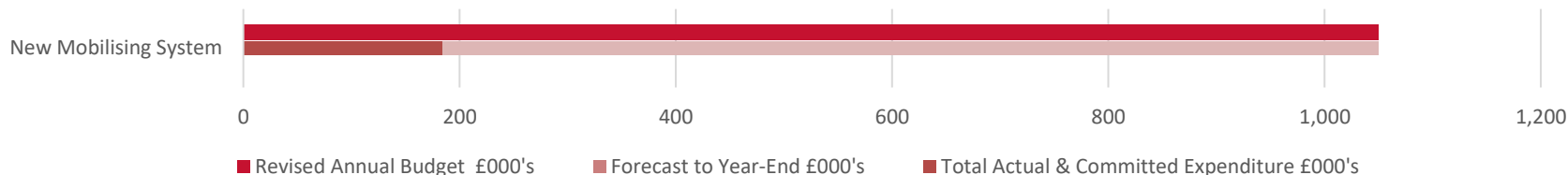
New Mobilising System (NMS)

Progress in the month

- Work continued with the Outline Business Case which is due to progress through the internal governance routes in August.
- The Technical Advisors continue with their work in developing a Specification of Requirements (SoR) for the new CCMS. Verification of the SoR is expected in the coming months.

Progress anticipated in coming months

- A Pre-Procurement Gateway, carried out by the Digital Assurance Office, is scheduled for August.
- The Invitation to Tender (ITT) is due to be issued in September.



Milestone RAG

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

Deviation from Budget RAG

- As a result of the completion of the Outline Business Case, a forecast underspend has been agreed and to utilise this underspend, there was a virement of £450k from NMS to ICT Equipment in month. RAG status is now at green.

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 | 450 | 1,290 | 1,740 | (0) | 1,900 |
| PPE | 0 | 2,000 | 585 | 1,581 | 2,166 | (166) | 4,000 |
| Total | 0 | 3,740 | 1,035 | 2,871 | 3,906 | (166) | 5,900 |

* Prior year or future year expenditure will be included if relevant to current year expenditure

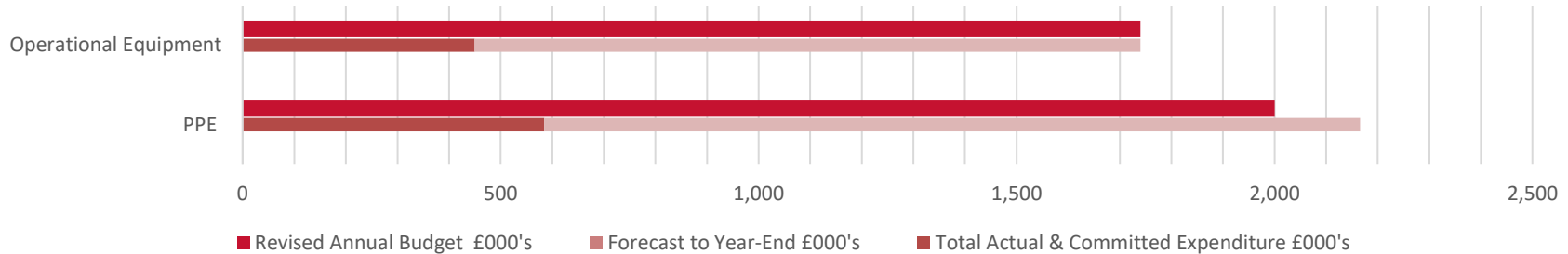
Operational Equipment

Progress in the month

- Orders were placed in the month for reducers for SCBA, fire hose and PRPS suits. Deliveries expected in September, October and November respectively.

Progress anticipated in coming months

- Orders are being progressed for twenty sets of Ladders and awaiting confirmation on Smoke Curtain requirements.



Milestone RAG

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

Deviation from Budget RAG

- Although budget remains unchanged, the forecast for the project is showing an overspend of £0.166m. The forecast overspend is due to additional forecasted recruitment campaigns which were not included in the budget. Awaiting final recruitment campaigns numbers and therefore overspend may reduce. Will continue to review over the coming months. RAG status is currently at amber.

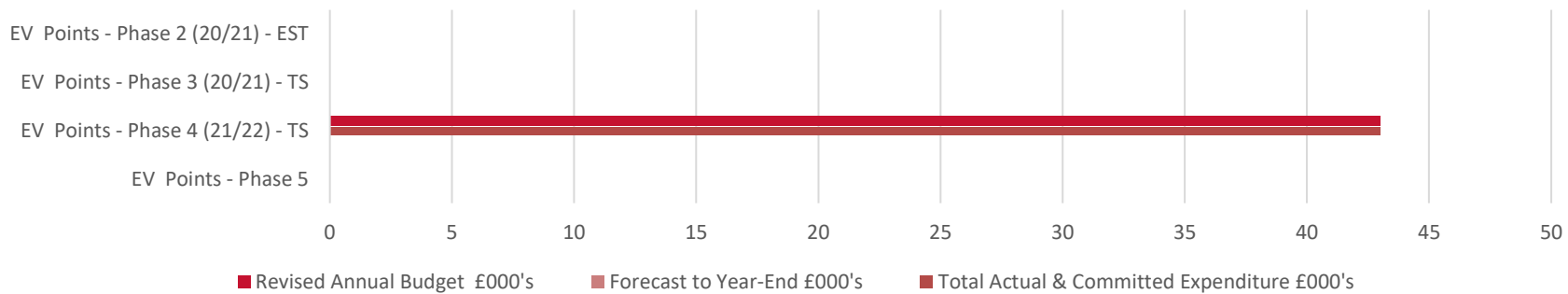
Transition to Net Zero Grants

| 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 | 43 | 0 | 43 | 0 | 0 |
| EV Points - Phase 5 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 3,574 | 43 | 43 | 0 | 43 | 0 | 0 |

* Prior year or future year expenditure will be included if relevant to current year expenditure

Transition to Net Zero Grants

| Progress in the month | Progress anticipated in coming months |
|--|--|
| <ul style="list-style-type: none"> £1.5m of funding from Transport Scotland, for the purchase of additional Electric Vehicle Charging Points (Phase 5), has been removed from the budget. Still in discussion with Transport Scotland about any other funding streams in the year. | <ul style="list-style-type: none"> EV Charging Points for Dundee MacAlpine Road (Phase 2) have been carried forward from previous years due to a wayleave issue. If additional expenditure incurred, Capital budget will require to be vired. EV Charging Points for Motherwell, Clydebank and Dyce (Phase 3) have been carried forward from 22/23. No Capital budget required as Energisation to complete only. 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 for 23-24. |



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



SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/POD/07-23

Agenda Item: 16.1

| | | | | | | | | |
|-------------------------------|---|---|-------------------|-------------------|-------------------|-------------------|-------------------|--|
| Report to: | THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE | | | | | | | |
| Meeting Date: | 31 AUGUST 2023 | | | | | | | |
| Report Title: | SUMMARY OF COLLEAGUE ENGAGEMENT ACTIVITY | | | | | | | |
| Report Classification: | For Information | SFRS Board/Committee Meetings ONLY | | | | | | |
| | | For Reports to be held in Private | | | | | | |
| | | Specify rationale below referring to | | | | | | |
| | | <u>Board Standing Order 9</u> | | | | | | |
| | | A | B | C | D | E | F | |
| | | G | | | | | | |
| 1 | Purpose | | | | | | | |
| 1.1 | To provide members of the Board of Scottish Fire and Rescue Service (SFRS) with an overview of some of the colleague engagement activities that have taken place since the last full engagement survey in 2018. | | | | | | | |
| 2 | Background | | | | | | | |
| 2.1 | SFRS's last organisation wide employee engagement survey took place in 2018. The next planned survey was postponed due to factors including Covid and Covid recovery. The survey will now take place in Q4 of 2023/24. | | | | | | | |
| 2.2 | Since the 2018 survey, several other activities have taken place to provide opportunities for employee voice, enabling staff to share their views and shape SFRS plans. A high-level overview of this activity is set out in this report, an earlier version of which was shared with People Board in June 2023. | | | | | | | |
| 3 | Main Report/Detail | | | | | | | |
| 3.1 | Colleague Engagement Activities | | | | | | | |
| 3.1.1 | Pulse surveys and engagement activities have taken place since the 2018 colleague survey on a range of topics, including: <ul style="list-style-type: none"> • Mental Health & Wellbeing Survey • Mental Health & Wellbeing follow-up Survey • Covid-19 Survey • Agile Working Survey • Travel & Workplace Survey • Long-term Vision Consultation • Strategic Plan Consultation • Cultural Engagement Sessions • Recognition scheme feedback • RVDS Forum • Tell us what you think about iHub • Tell us what you think about Fleet • Time to Talk Campaign • How Diverse do you Think we are? • Employee Appreciation Day • ICT Survey • New intranet Survey | | | | | | | |

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|----------------------|---|
| <p>3.1.2</p> | <p>Further activities are planned over the remainder of this year:</p> <ul style="list-style-type: none"> • Health & Safety Culture Survey – August 2023 • Colleague Engagement Survey – March 2024 |
| <p>3.2 3.2.1</p> | <p>Key Themes & Actions The graphic below summarises the common themes identified in colleague feedback across the different interventions that have taken place. Analysis of these themes has informed workplans and development programmes:</p> |
| | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0; width: 45%;"> <p style="text-align: center;">Themes</p> <ul style="list-style-type: none"> • Importance of Change & Change Management <ul style="list-style-type: none"> • Training & Development • Management & Leadership • Flexibility & Work-life Balance <ul style="list-style-type: none"> • Communication • Information & Resources <ul style="list-style-type: none"> • Policy & Procedures • Reward & Recognition </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; background-color: #f0f0f0; width: 45%;"> <p style="text-align: center;">Actions & Plans</p> <ul style="list-style-type: none"> • Communication, engagement & involvement in change <ul style="list-style-type: none"> • Blended learning approaches • Training improvement plans • Development Approaches • Investment in management & leadership development <ul style="list-style-type: none"> • Agile Working Framework • Digital first approach • Policy Development • Accessibility of information • Health, Wellbeing & inclusion calendar <ul style="list-style-type: none"> • Reward & Benefit enhancements • Recognition programmes </div> </div> |
| <p>3.3</p> | <p>Next Steps</p> |
| <p>3.3.1</p> | <p>Over the remainder of this year plans are in place to roll out the Safety Culture Survey, with follow up comms and action plans. The responses to the latest health and wellbeing survey are being analysed and will be shared with colleagues in the near future. The results of this survey, along with the forthcoming HMFSI report will inform a review of our Mental Health Strategy and Action Plan.</p> |
| <p>3.3.2</p> | <p>The launch of the next all colleague engagement survey will be preceded by a comms plan to share ‘you said, we did’ feedback from the 2018 survey, support managers in talking about the survey with their teams, and encouraging all colleagues to participate.</p> |
| <p>4</p> | <p>Recommendation</p> |
| <p>4.1</p> | <p>Board members are asked to note the content of the report.</p> |
| <p>5</p> | <p>Key Strategic Implications</p> |
| <p>5.1</p> | <p>Risk</p> |
| <p>5.1.1</p> | <p>There is a risk that employee engagement and performance could be negatively impacted if SFRS did not provide suitable and sufficient opportunities for employee voice.</p> |
| <p>5.2</p> | <p>Financial</p> |
| <p>5.2.1</p> | <p>The estimated external costs for delivery and analysis for the 2024 Colleague Engagement survey is up to c£50k.</p> |
| <p>5.3</p> | <p>Environmental & Sustainability</p> |
| <p>5.3.1</p> | <p>None</p> |
| <p>5.4</p> | <p>Workforce</p> |
| <p>5.4.1</p> | <p>The engagement activities that have taken place since the 2018 survey have provided a range of opportunities for employee voice, which will be built upon by the next all colleague engagement survey in Spring 2024. Consideration will be given to how we best support full participation across all colleague groups.</p> |

| | |
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| 5.5 5.5.1 | Health & Safety Responses to the forthcoming Safety Culture survey will be used to inform Safety & Assurance plans. |
| 5.6 5.6.1 | Health & Wellbeing Responses to the health and wellbeing pulse surveys have been used to inform the organisation's approach to supporting positive health and wellbeing. |
| 5.7 5.7.1 | Training None |
| 5.8 5.8.1 | Timing The paper outlines key activities since the last colleague engagement survey in 2018, with the next colleague engagement survey due to open in March 2024. |
| 5.9 5.9.1 | Performance High levels of colleague engagement can positively impact organisational performance. |
| 5.10 5.10.1 | Communications & Engagement Robust communication and engagement plans will support a successful rollout of the Colleague Survey and encourage participation. Early engagement has also taken place with the rep bodies to encourage participation across all colleague groups. |
| 5.11 5.11.1 | Legal None |
| 5.12 5.12.1 | Information Governance N/A – no personal data related to this update. A DPIA will be completed for the colleague engagement survey. |
| 5.13 5.13.1 | Equalities EHRIA completed Yes/No. If not applicable state reasons. |
| 5.14 5.14.1 | Service Delivery None for this update. Engagement with SD management teams will take place to support participation in the colleague survey. |
| 6 | Core Brief |
| 6.1 | The SFRS Board was presented with an update on some of the key survey and engagement activities that have taken place since the last all colleague engagement survey in 2018. |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) |
| 7.1 | Director: Liz Barnes, Interim Deputy Chief Officer Corporate Services |
| 7.2 | Level of Assurance: (Mark as appropriate) Substantial/ Reasonable /Limited/Insufficient |
| 7.3 | Rationale: The engagement activities undertaken provide a reasonable insight into colleague perceptions, sentiments, and engagement, while noting that activities were topic specific rather than broad views of overall engagement. It should also be noted there is an opportunity to improve participation rates. |
| 8 | Appendices/Further Reading |
| 8.1 | None |

OFFICIAL

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| Prepared by: | Lyndsey Gaja, Head of People | |
| Sponsored by: | Liz Barnes, Deputy Chief Officer – Corporate Services | |
| Presented by: | Lyndsey Gaja, Head of People | |
| Links to Strategy and Corporate Values | | |
| Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be. | | |
| Governance Route for Report | Meeting Date | Report Classification/ Comments |
| <i>People Committee</i> | <i>8 June 2023</i> | <i>For Information</i> |
| <i>SFRS Board</i> | <i>31 August 2023</i> | <i>For Information</i> |

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



Report No: B/FCS/25-23

Agenda Item: 16.2

| | | | | | | | |
|-------------------------------|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to: | THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE | | | | | | |
| Meeting Date: | 31 AUGUST 2023 | | | | | | |
| Report Title: | STRATEGIC ASSET MANAGEMENT PLAN: EQUIPMENT – 2023-2028 | | | | | | |
| Report Classification: | For Information | SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9 | | | | | |
| | | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| 1 | Purpose | | | | | | |
| 1.1 | The purpose of this report is to present the Scottish Fire and Rescue (SFRS) Board with the Strategic Asset Management Plan (SAMP) for Equipment, as attached at Appendix A, for information. | | | | | | |
| 2 | Background | | | | | | |
| 2.1 | SFRS approved an Asset Management Strategy in 2019. In 2022 External Audit asked for this document to be updated and reviewed to ensure that it aligns with the SFRS Strategic Plan. | | | | | | |
| 2.2 | Both the SAMP for Fleet and the SAMP for Property, approved by the Board in March 2023, set out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management. The Strategic Asset Management Plans for Fleet, Property and Equipment will all be combined in the future into an overarching Asset Management Strategy with an ambition for this to be accredited to the International Organization for Standardisation (ISO) 55001 Asset Management Standard by 2024. | | | | | | |
| 2.3 | Audit Scotland (AS) published a report in May 2018 titled “Scottish Fire and Rescue Service – An Update”. Within this report AS noted that SFRS had inherited a backlog of £389 million needed to maintain and invest in its property, vehicles and equipment assets. AS further noted that “this backlog is insurmountable without transforming the SFRS current model for delivering services and additional investment.” | | | | | | |
| 2.4 | The SFRS Operational Strategy was approved in 2022. The SAMP for Equipment will tie in with the Operational Strategy, which is a blueprint to inform and assist strategic managers approach to future operational response. Within the Operational Strategy, there are opportunities to review current deployment models and locations of assets including specialist capabilities. This will supersede any previous and legacy arrangements and provide a more proactive approach to the deployment of equipment assets. | | | | | | |
| 3 | Main Report/Detail | | | | | | |
| 3.1 | The SAMP uses a Strategic Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors (RICS) Public Sector Asset Management guidelines and the Chartered Institute of Public Finance and Accountancy (CIPFA) Asset Management Framework. This requires an Asset Management Policy to provide rules and consistent structure to how we manage key resources. | | | | | | |

| | |
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| <p>3.2</p> <p>3.3</p> <p>3.4</p> | <p>The Asset Management Policy is designed to make sure the SAMP: Equipment is reflected in the business decisions of all parts of the organisation. It sets down the rules of behaviour for the organisation, as far as equipment decision making is concerned, to ensure that the strategy can be delivered transparently through a consistent process. The SAMP contains a suite of living documents divided into three clear parts that can be updated separately to remain relevant:</p> <ol style="list-style-type: none"> 1. An Asset Management Policy: This is a high-level statement of the overall approach to providing equipment to meet the organisation's needs. 2. An Asset Management Strategy: This will be designed to make sure that the SAMP: Equipment is reflected in the decisions of all parts of the organisation. 3. An Asset Management Action Plan: The asset management action plan sets out how the necessary changes will be delivered. <p>To support the principles of the SAMP we have set out four policy objectives, noted below. These describe The SFRS commitment to property asset management and to achieving the benefits that can be delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our property assets. The four key objectives of the SAMP are framed within an overarching objective of Value for Money. Value for money is defined as the most advantageous combination of cost, quality and sustainability to meet Service requirements.</p> <ul style="list-style-type: none"> • Collaborative • Service Led • Net Zero • Modernising <p>Despite significant investment over the past 10 years, there remains a substantial inherited backlog; which Audit Scotland (2018) and HMFSI (2019) noted and stressed the need for action. Recognising that SG and UK finances are constrained, SFRS has revised the approach to allocating capital funding over the next three years, adopting a risk-based approach which would minimise the risk of failure in terms of service delivery.</p> |
| <p>4</p> | <p>Recommendation</p> |
| <p>4.1</p> | <p>The purpose of this report is to present the SFRS Board with the SAMP: Equipment for information.</p> |
| <p>5</p> | <p>Key Strategic Implications</p> |
| <p>5.1</p> <p>5.1.1</p> <p>5.1.2</p> | <p>Risk</p> <p>Appendix 3 of the SAMP outlines a number of asset related risks, mitigating actions and how such risks will be managed, together with how these risks are aligned to the Strategic Risk Register.</p> <p>Retaining older equipment in operational service can result in higher maintenance costs to service ageing assets, with an increased risk of equipment failure.</p> |
| <p>5.2</p> <p>5.2.1</p> | <p>Financial</p> <p>The total investment backlog for Equipment is £14 million. As the SAMP makes clear, additional Capital and Resource funding will be required in order to deliver the proposed improvement actions.</p> |
| <p>5.3</p> <p>5.3.1</p> | <p>Environmental & Sustainability</p> <p>SFRS has set a timescale to achieve Net Zero Carbon in line with Scottish Government requirements however has insufficient funding for the works identified in the Carbon Management Plan making it very unlikely we will meet targets within the timescales.</p> |

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| 5.4 5.4.1 | Workforce SFRS employees are the primary users of SFRS equipment assets and as such their role is recognised both in designing assets that are fit for purpose and in looking after those assets throughout their lifecycle. |
| 5.5 5.5.1 | Health & Safety All users of SFRS equipment assets will be required to adopt SFRS health and safety procedures whilst utilising equipment assets. |
| 5.6 5.6.1 | Health & Wellbeing No issues currently identified relating to Health & Wellbeing with regards to the SAMP for Equipment. |
| 5.7 5.7.1 | Training Training, for asset users, technicians and others is critical in ensuring the health, safety and wellbeing of asset users and the public, and in maximising the productive capacity of the asset. Provision will be made to ensure this is appropriately resourced. |
| 5.8 5.8.1 | Timing This Strategic Asset Management Plan covers the period 2023 – 2028. |
| 5.9 5.9.1 | Performance Performance will be measured and reported through the Asset Management Liaison Board. With regards to performance management, a range of qualitative and quantitative Key Performance Indicators (KPIs) will be measured to show progress over time and will also be used for benchmarking purposes against other blue light partners. |
| 5.10 5.10.1 | Communications & Engagement The Strategic Asset Management Plan for Equipment, which has been developed in conjunction with members of the Asset Management Liaison Board and their wider teams, will be published and communicated throughout the Service. |
| 5.9.2 | Extensive stakeholder engagement was undertaken with regards to this SAMP for Equipment, including an on-line questionnaire which received over 300 responses, the outcome from this is detailed within the SAMP document (Appendix 2: Consultation questionnaire and feedback) |
| 5.11 5.11.1 | Legal SFRS has statutory duties to respond to fire and rescue incidents. The continued lack of investment in our assets may impact our ability to respond in the future. The potential for discrimination claims due to lack of suitable facilities for a modern workforce have been highlighted. The lack of segregated areas for Personal Protective Equipment (PPE) may lead to future ill health related claims for the Service. |
| 5.12 5.12.1 | Information Governance Not at this time. |
| 5.13 5.13.1 | Equalities EIA completed: Yes. An Equality Impact Assessment (EIA) has been completed and approved. |
| 5.14 5.14.1 | Service Delivery The delivery of the SAMP will have a significant impact on Service Delivery, improving equipment assets, communications and access to information. |

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| 6 | Core Brief | |
| 6.1 | The Acting Director of Asset Management presented a report for information to the Board of Scottish Fire and Rescue detailing the Strategic Asset Management Plan for Equipment which utilises an Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors. | |
| 7 | Assurance (SFRS Board/Committee Meetings ONLY) | |
| 7.1 | Director: | Iain Morris, Acting Director of Asset Management |
| 7.2 | Level of Assurance: | Substantial/Reasonable/Limited/Insufficient |
| 7.3 | Rationale: | The content of the SAMP: Equipment will be reviewed by the Asset Management team on an-going basis over the life of the document to ensure that improvement actions identified (Section 3), which are required to deliver our ambitions for change, are prioritised and actioned throughout the year. Following approval by Strategic Leadership Team and the SFRS Board, an annual report will be prepared to ensure that we can track our performance against improvement plan actions and take any corrective action where necessary. This additional reporting and governance will improve scrutiny of the Asset Management Department. |
| 8 | Appendices/Further Reading | |
| 8.1 | Appendix A: Strategic Asset Management Plan: Equipment | |
| 8.2 | Appendix B: Equality Impact Assessment | |
| 8.3 | Further Reading: <ul style="list-style-type: none"> • Audit Scotland - Scottish Fire and Rescue Service – An Update (2018) • Risk Based Capital Investment Strategy 2022 • SFRS Operational Strategy 2022-32 • SAMP: Property 2023-28 • SAMP: Fleet 2022-27 | |
| Prepared by: | | Ijaz Bashir – Asset Governance and Performance Manager Stuart Free – Asset Quality Manager |
| Sponsored by: | | Roddy MacKinnon – Equipment Manager Iain Morris – Acting Director of Asset Management |
| Presented by: | | Ijaz Bashir – Asset Governance and Performance Manager |
| Links to Strategy and Corporate Values | | |
| Strategic Plan 2022-25 | | |
| The review and publication of the SAMP: Equipment contributes to a number of SFRS Outcomes: <ul style="list-style-type: none"> • Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks. • Outcome 3 - We value and demonstrate innovation across all areas of our work. • Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. • Outcome 7 - Community safety and wellbeing improve as we work effectively with our partners. | | |
| Governance Route for Report | | Meeting Date |
| <i>Asset Management Liaison Board</i> | | <i>2 May 2023</i> |
| <i>Senior Management Board</i> | | <i>17 May 2023</i> |
| <i>Strategic Leadership Team</i> | | <i>11 July 2023</i> |
| <i>SFRS Board</i> | | <i>31 August 2023</i> |
| | | Report Classification/ Comments |
| <i>Asset Management Liaison Board</i> | | <i>For Recommendation</i> |
| <i>Senior Management Board</i> | | <i>For Recommendation</i> |
| <i>Strategic Leadership Team</i> | | <i>For Decision</i> |
| <i>SFRS Board</i> | | <i>For Information</i> |



Strategic Asset Management Plan: Equipment

2023-28

Working together for a safer Scotland



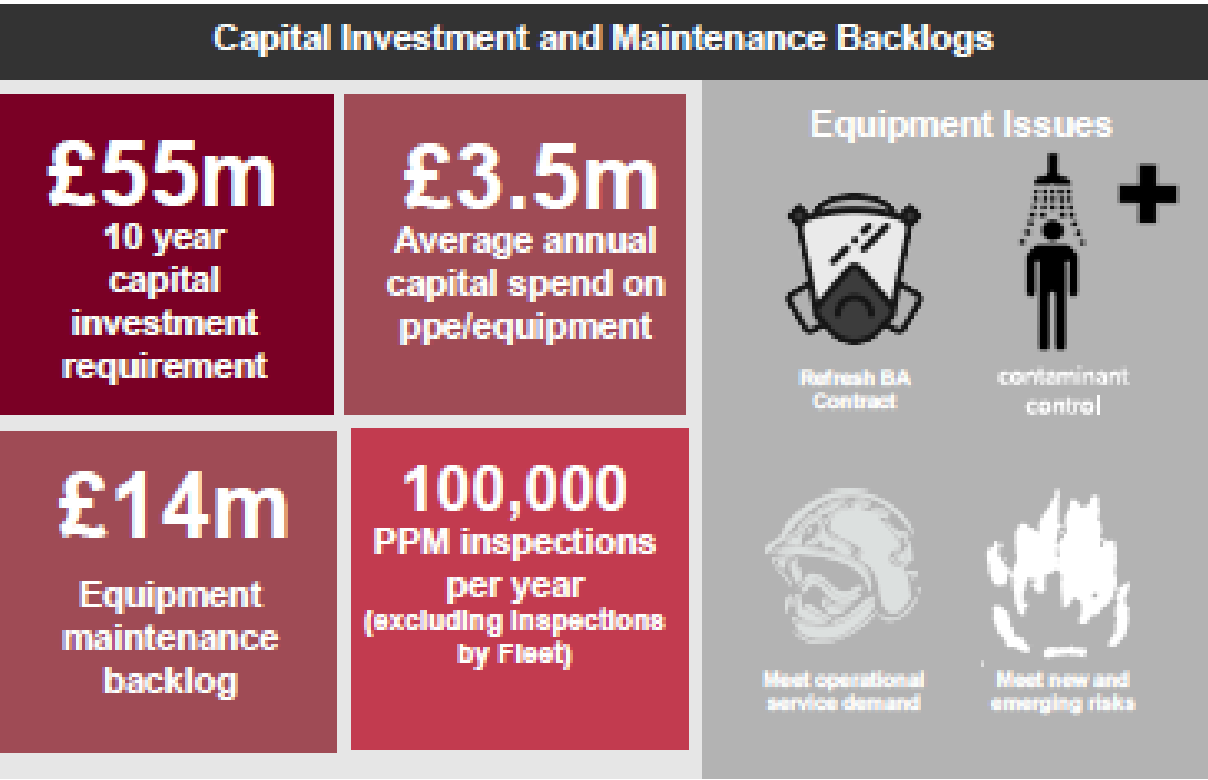
Contents

| | |
|---|----|
| I. Abbreviations | 3 |
| II. Asset Strategy in Numbers | 4 |
| III. Foreword by Acting Director Asset Management | 5 |
| IV. Executive Summary | 6 |
| 1. Asset Management Policy | 11 |
| 2. Asset Management Strategy | 17 |
| 3. Asset Management Action Plan | 33 |
| 4. Strategic Asset Management Plan: Equipment on a Page | 39 |
| Appendix 1: Equipment Investment Backlog | 41 |
| Appendix 2a: Stakeholder Engagement Feedback | 43 |
| Appendix 2b: Internal Questionnaire Feedback | 47 |
| Appendix 3: Asset Management Risk Matrix | 48 |

I. Abbreviations

| | |
|-------|---|
| AMLB | Asset Management Liaison Board |
| AMS | Asset Management System |
| ARC | Asset Resource Centre |
| CIPFA | Chartered Institute of Public Finance Accountancy |
| H&S | Health and Safety |
| HRE | Hydraulic Rescue Equipment |
| ICT | Information and Communications Technology |
| ISO | International Organization for Standardisation |
| PPE | Personal Protective Equipment |
| PRE | Powered Rescue Equipment |
| PUWER | Provision and Use of Work Equipment |
| R&D | Research and Development |
| RICS | Royal Institute of Chartered Surveyors |
| SAMP | Strategic Asset Management Plan |
| SCBA | Self-Contained Breathing Apparatus |
| SFRS | Scottish Fire and Rescue Service |
| UIG | User Information Group |
| VIC | Vehicle Inventory Checks |

II. SFRS Equipment Estate in Numbers



III. Foreword by Acting Director Asset Management

It is my pleasure to introduce this 5-year Strategic Asset Management Plan (SAMP) for Equipment which sets out how we aim to manage our equipment assets so as to support the effective delivery of service across the whole organisation.

Asset Management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as the delivery of corporate objectives and priorities of the organisation through the management of assets. This document sets out how we will maintain and renew our vital equipment assets, which are necessary to support our services. Our equipment assets range from ladders, fire hose, helmets, torches and breathing apparatus. All together, they represent a major capital investment.

Despite investment over the past ten years, £48 million, there remains a substantial inherited backlog investment issue. In the current year over 21,000 equipment items are older than the stated replacement cycle, representing an investment backlog for Equipment at approximately £14 million, see Appendix 1. As the SAMP makes clear, additional Capital funding will be required in order to deliver the proposed improvements to equipment assets so as to ensure that we have the right equipment assets to support evolving community risk and climate change, for example increased risk of wildfire and flooding events.

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



Iain Morris
Acting Director Asset Management

IV. Executive Summary

a. Background

Appliances and Equipment form the key foundations of SFRS operational response and give our personnel the confidence and ability to operate in a wide range of operational environments. From providing transportation and access for personnel, through to the equipment required to safely and effectively resolve incidents, the provision of modern equipment is fundamental to ensuring the safety of our staff, partner agencies and the public. The main focus of this SAMP is to ensure that equipment assets are used to fully support service needs in the most efficient and effective way and to provide innovative solutions wherever possible.



The Equipment section within the Asset Management Directorate is responsible for evaluating, procuring and validating all the equipment and Personal Protective Equipment (PPE) for use on appliances, fire stations and by personnel, whilst also ensuring that equipment is serviced and maintained to the highest standards of operational readiness and compliant with legal and statutory obligations. There are thousands of operational equipment items, ranging from ladders, fire hose, helmets, torches and breathing apparatus. As we evolve the SFRS asset portfolio, we will work towards maximising the standardisation of assets, enabling them to be deployed as flexibly as possible, both within our organisation and in working with partners to achieve integrated service delivery. This principle is illustrated in the early implementation of a single design of breathing apparatus across Scotland, through a single strategic contract.

The Strategic Asset Management Plan for Equipment, which has been developed in conjunction with members of the Asset Management Liaison Board (AMLB) and their wider teams, will be published and communicated throughout the Service. Extensive stakeholder engagement was undertaken with regards to this SAMP, including an on-line questionnaire which received over 300 responses, the outcome from this is detailed within Appendix 2: Stakeholder Engagement feedback.

b. Context

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

This SAMP sets out how we will manage, maintain and develop our equipment assets. The SAMP for Fleet was approved by the Board in 2022 and the SAMP for Property was approved in March 2023. The SAMPs for Fleet, Property and Equipment will all be combined in the future into an overarching Asset Management Strategy with an ambition for this to be certified to the International Organization for Standardisation (ISO) 55001 Asset Management Standard.



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

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

c. Risks and Challenges

There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities because of a lack of global manufacturing capacity. This could result in a delay to projects specified within the Capital programme and the potential increases in both Capital and Resource costs as demand outstrips financial allocations. The war in Ukraine has no doubt also contributed to material supply and price increase issues, coupled with the ensuing energy and cost of living crises, mean that prices are rising month on month.



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

Our 10-year capital investment plan aims to transform the SFRS legacy asset estate to one which is Collaborative, Service Led, Net Zero and Modernising. Risk management is an integral part of good asset management practice. Risk-based asset management is a process in which risk is used to balance the operational performance of the asset against life-cycle cost.



SFRS have recently implemented a balanced risk-based approach to facilitate the de-risking of The Scottish Fire and Rescue Service of Hydraulic Rescue Equipment (HRE) by expediting Powered Rescue Equipment (PRE) deployment within stations. SFRS have prioritised deploying PRE sets based on the risk of injury from the current HRE. The twin hose model of HRE is deemed as high risk due to its structural composition. Asset Management have prioritised the roll out of PRE-based on a combination of statistical information such as the number of HRE twin hoses in service, the number of HRE events and the usage of HRE within stations.

The table shows a breakdown of the number of **High**, **Medium** and **Low** risk stations.

| Risk Rating | Stations |
|-------------|----------|
| High | 201 |
| Medium | 57 |
| Low | 92 |

d. Strategic Asset Management Framework

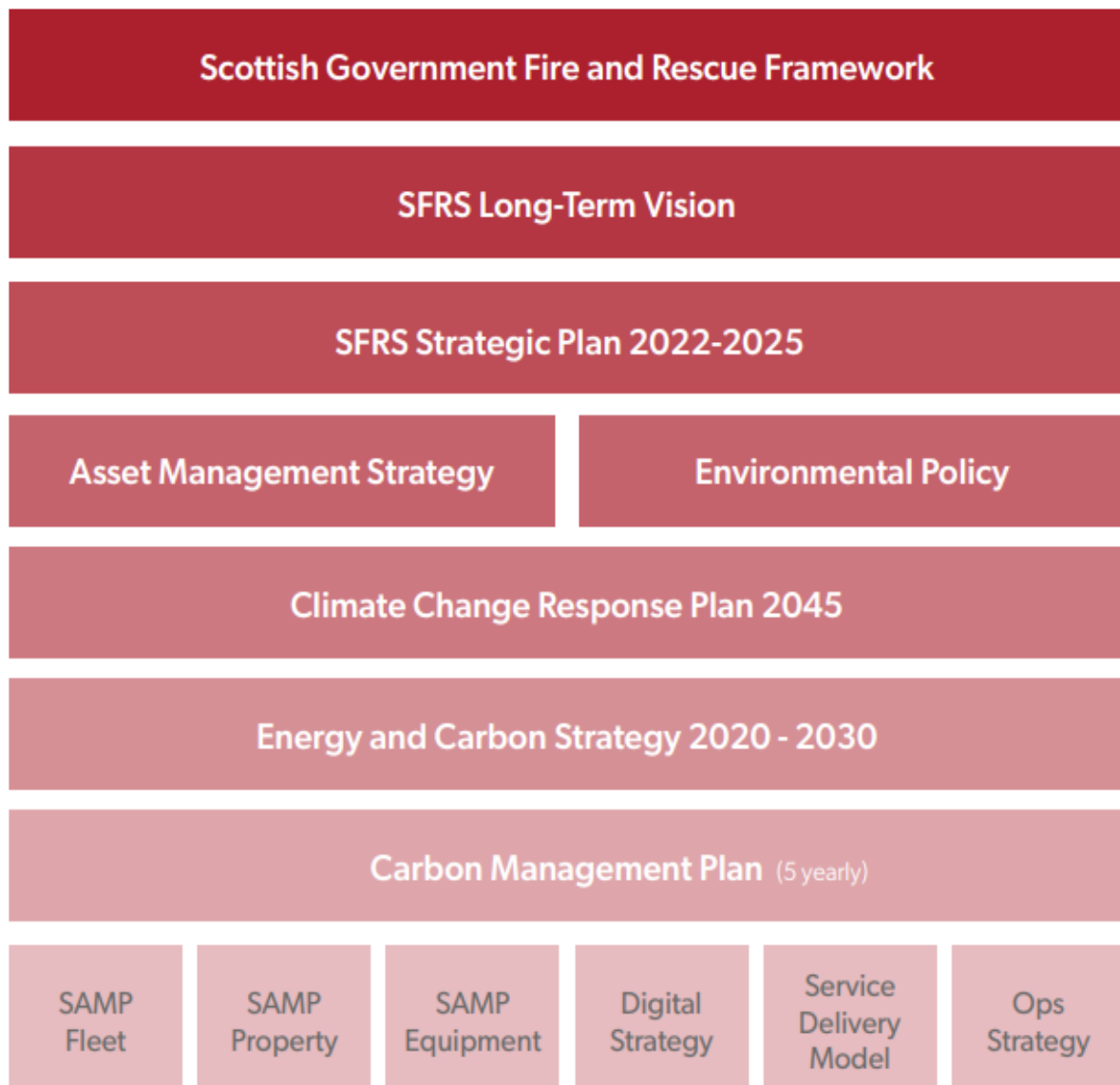
This SAMP uses a Strategic Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors (RICS) and the Chartered Institute of Public Finance and Accountancy (CIPFA). This requires an Asset Management Policy to provide rules and consistent structure to how we manage assets. The creation of an asset management policy is also a requirement of ISO 55000.

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

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

| | | |
|--|--|--|
| <p>1 The Asset Management Policy establishes:</p> <ul style="list-style-type: none"> ● The corporate approach to equipment assets ● The principles to be followed | <p>2 The Asset Management Strategy establishes:</p> <ul style="list-style-type: none"> ● The current equipment asset estate ● What we think our future should look like | <p>3 The Asset Management Action Plan establishes:</p> <ul style="list-style-type: none"> ● What we need to do to deliver our strategy ● The specific actions and focus areas |
|--|--|--|

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



The diagram above shows the strategic context of this SAMP:

e. Managing Investment backlog

In recent years, managing within the aforementioned financial constraints has required measures such as:

- Additional equipment safety assessments to enable extending life beyond sector or service norms and in some instances, beyond manufacturer's recommended periods
- Servicing and recycling of equipment where replacement would normally have taken place
- Providing a strategic capability for the country via selected locations in place of a capability at all operational locations
- Deferring upgrading of operational equipment in line with currently advocated specifications.

Whilst providing a managed solution, this inevitably places additional burdens and cost on the maintenance functions and whilst mitigated as far as possible, does not eliminate associated risks. Available funding will inevitably mean that prioritisation against the objectives set out within this SAMP, whilst ensuring staff and community safety, will be necessary through the life of this SAMP.

The requirement for immediate equipment replacement will exceed available capital and resource funding for the medium-term future, proposals are therefore based upon analysis of need and cost vs benefit and have taken account of all opportunities to extend useable life.



Roddy MacKinnon
Equipment Manager



Asset Management Policy



1.1 Introduction

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

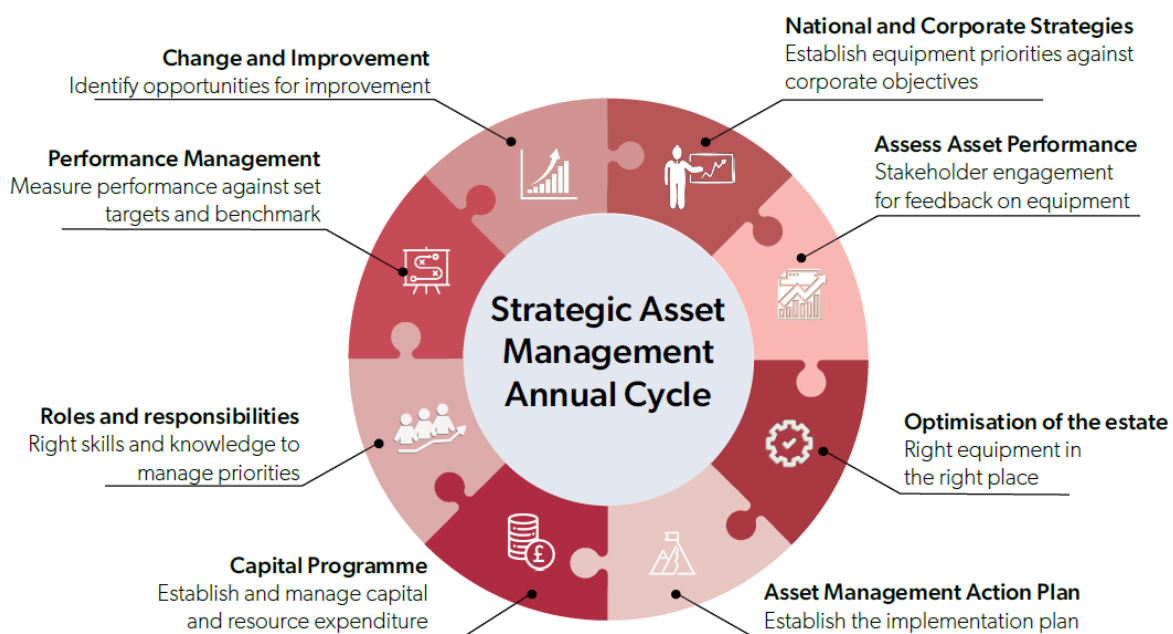
| | | | |
|---|---|---|--|
| 1 To promote joint working where it will provide benefit for service delivery and in securing efficiencies | 2 To provide the right equipment, in right place, fit for purpose, to meet current service delivery needs and for the future | 3 To reduce the environmental impact of our equipment assets | 4 To modernise our equipment assets and ensure that they are maintained to approved schedules |
|---|---|---|--|

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

In producing this SAMP we will:

- Assess the condition of the current equipment estate
- Establish objectives for asset management
- Provide a programme of activity for the delivery of the objectives
- Set out a framework for an annual review of the ‘state of the equipment estate’

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



1.2 SAMP Objectives

To support the objectives of the SAMP we have set out four policy objectives on the following pages. These describe The SFRS commitment to asset management and to achieving the benefits that can be

delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our equipment assets:

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

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

1.2.1 Modernising

- Help to facilitate Improvements in the way the Service operates
- Provide the most up to date and innovative technology
- Modernise Equipment asset management system
- Tackle backlog investment issues across the range of equipment assets

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

As we evolve the SFRS equipment asset portfolio, we will work towards maximising the standardisation of assets, enabling them to be deployed to better support service delivery objectives. A recent example of this is the work undertaken in connection with the Fleet team, to ensure a standard set of equipment on new 15-tonne rescue pumps.



1.2.2 Service Led

- Work with operational staff to help implement key elements of the SFRS Operational Strategy
- Based upon operational need
- Planned in conjunction with key partners
- Ties into SFRS long-term vision and Strategic Plan.

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



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

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

1.2.3 Net Zero

- Improve Equipment efficiency
- Reduce carbon emissions
- Meet Scottish Government low carbon target requirements

Over the last few decades Scotland has experienced the effects of Climate Change including shifting rainfall patterns and rising sea levels. The nation's warmest years on record have all occurred since 1997 with the average temperature in the last decade around 0.7°C warmer than the 1961-1990 average. The recent global declaration of a climate emergency has acted as a catalyst for asset management transformation. We are committed to minimising our environmental impact through the products we procure. SFRS are committed to supporting the Scottish Government's aspiration of an environmentally sustainable economy, and will continue to progress projects that will help to lower our carbon footprint.

In order to ensure legislative compliance and support our efforts to deliver maximum value from our limited resources, we are keen to continue our efforts to fully adopt the 'Whole Life Cycle' approach to managing our operational equipment assets.

In June 2020, the European Union (EU) published regulations adding perfluorooctanoic acid (PFOA) to its list of persistent organic pollutants (POPs). This has resulted in C8 firefighting foams, which are commonly used amongst UK Fire and Rescue Services, being prohibited for operational use by all Fire and Rescue Services by 1 January 2023. A User Intelligence Group, UIG, led by Asset Management, has been established to develop a long-term sustainable foam strategy for SFRS.

1.2.4 Collaboration

- Work with Emergency Services partners
- Utilise National Fire Chiefs Council (NFCC) framework
- Supports Scottish Emergency Services National Collaboration Strategy
- Seek learning opportunities from other Fire Services

The purpose of the SFRS is to work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland. SFRS actively engage, support and evaluate the benefits of

collaboration opportunities with emergency services and key partners, so as to improve the efficiency and effectiveness of the Service.

It is important that collaboration is considered at each stage of the equipment management cycle, especially at the outset. Collaboration at each stage may be considered in a different context and can be effective in isolation or as a whole:

- Collaboration between users and when establishing the user specification and needs
- Collaboration between partners at the procurement stage
- Collaboration between partners for the maintenance, support and contract management of a piece of equipment



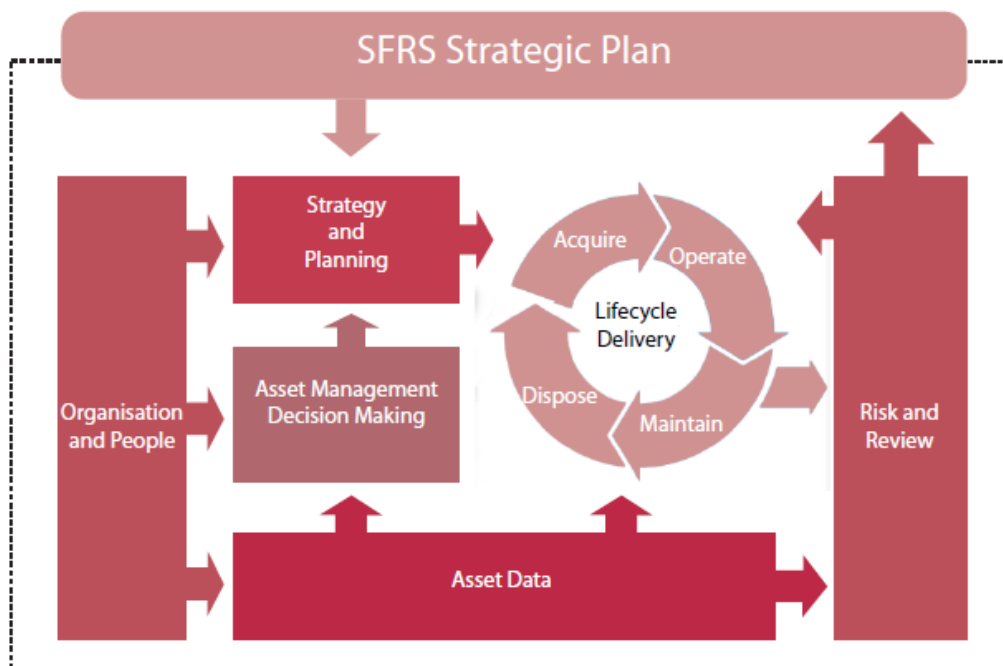
NFCC
National Fire
Chiefs Council



The SFRS continues to be represented at various national procurement forums as coordinated by Scottish Government. SFRS is a member of Scotland Excel a purchasing consortium which includes all Local Authorities. The organisation also continues to build relationships with the Procurement Forum established by the National Fire Chiefs Council. The SFRS also continues to seek collaborative opportunities with other partner organisations such as Crown Commercial Services with whom the SFRS have outsourced a number of projects for completion.

1.4 Decision Making

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



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

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

1.5 Strategic Alignment

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





Asset Management Strategy



2.1 Introduction

This SAMP illustrates how SFRS will procure, maintain and replace operational equipment items in order to meet current and future operational needs. SFRS aims to maintain a high standard of operational equipment through continual improvement and evaluation.

SFRS came into existence on 1st April 2013 with the merger of 8 legacy fire services. Thereafter it was discovered that some equipment assets from certain former services were non-compliant with legislative requirements, compounding this was a lack of information or documentation on equipment assets, this was mainly as a result of a lack of investment by some former Services. The legacy equipment asset estate was ageing and not entirely able to meet the demands of a modern 21st Century Fire Service.



Since 2013 the Equipment team have worked hard to ensure a standard approach is taken across all equipment asset categories, including structural fire kit, breathing apparatus, safe working at height (SWAH) and trauma kits. New practices, including the development and training of staff members, have been introduced to ensure full legal compliance. Condition surveys of assets has been undertaken and a SFRS asset management system has been introduced. Capital and Resource has been targeted to certain equipment categories to address areas of concern.

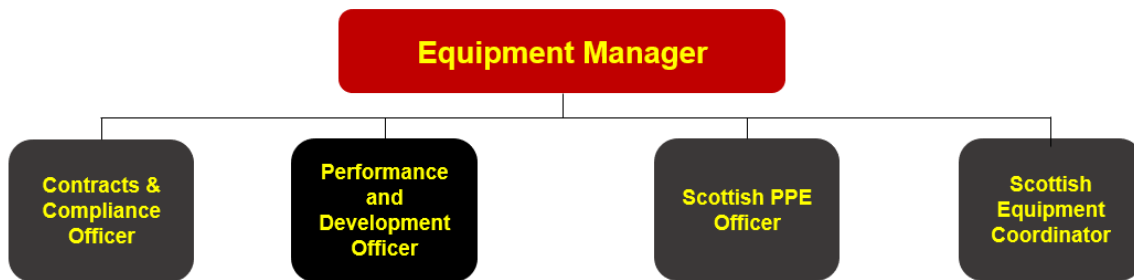
2.2 Control of the Equipment Strategy

The strategy will be reviewed annually in conjunction with, and supported by key stakeholders, primarily Service Delivery (user) representatives. This will be linked closely to the SAMPs for Fleet, Property and the SFRS Operational Strategy. This Strategy will predominantly address equipment needs that are part of a cyclical replacement programme. Significant changes to the Strategy would normally only occur due to one of the following criteria being demonstrated

- An urgent operational need is identified that cannot be met by utilising existing equipment or by adapting existing equipment at economical cost
- Significant investment to make substantial savings through opportunities such as economy of scale or collaborative procurement
- A health and safety related issue, interoperability, or equipment fatigue issue suggests an alternative should be sought outside of the SAMP for Equipment strategy planning
- The equipment becomes obsolete or the supplier cannot for any reason continue to support the product

- New technology or improvements in technology that offer long term cost savings or an increased functionality to the user are identified
- Where legislation, guidance or notable practice dictates a new or altered approach or deems a change in process and operating practices is required
- Where there may be wider and/or more specific operational considerations including those of partner organisations and collaborative initiatives, such as alignment of equipment to underpin consolidation or development of operational practices and services being delivered

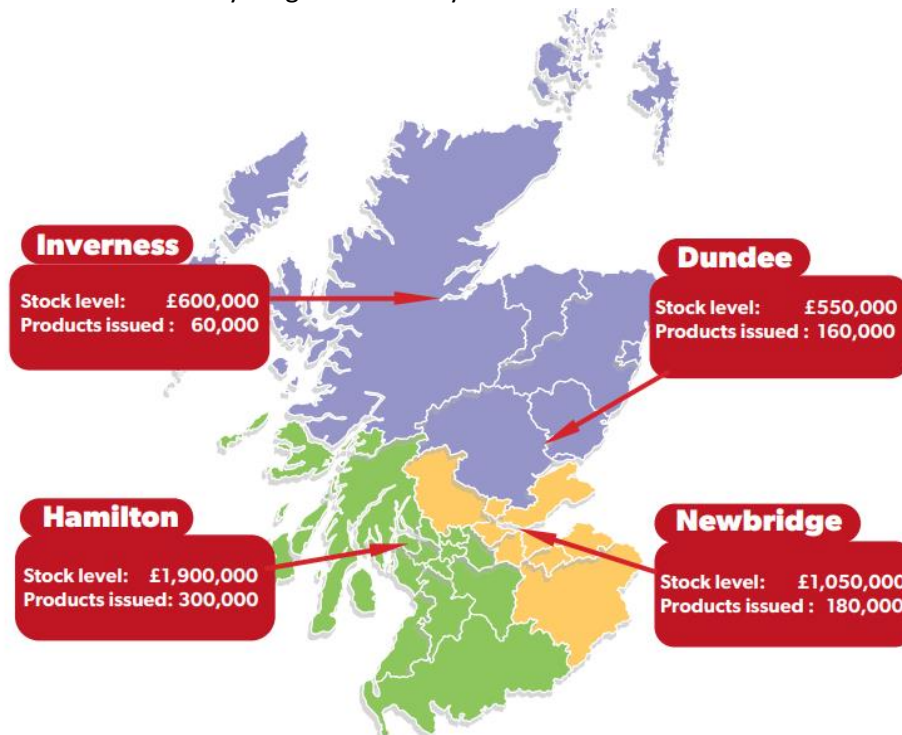
2.3 Equipment Section Structure



The Equipment team comprises over 40 members of staff, who are responsible for evaluating, procuring and validating all of our equipment and PPE for use on appliances, fire stations and by personnel, whilst also ensuring that equipment is serviced and maintained to the highest standards of operational readiness and compliant with legal and statutory obligations.

2.4 Stores and Logistics

This section operates from the Asset Resource Centres (ARC). The Stores and Logistic functions are responsible for providing the storage and distribution of operational equipment, uniforms, PPE, consumables and a whole variety of goods used by SFRS. Deliveries are co-ordinated from 4 ARC stores.



The Cambuslang Asset Resource Centre, which will replace the Hamilton ARC, is set to become operational in Summer 2023.



2.5 Procurement

By using our limited resources wisely, we always seek to invest in providing our staff with the highest quality equipment and personal protective equipment (PPE) we can. Any investment will support collaboration and the national procurement agenda wherever there is a clear business case to do so. All assets will be specified, procured and maintained under the principles of protecting the front line, improving firefighter safety, providing value for money, adopting the whole life cycle approach to asset management, engaging with end users, utilising innovative new technologies, supporting national procurement and NFCC research and development, and actively pursuing collaboration opportunities with partners.

Major equipment procurements are often collaborative and governed by formal contracts which can include fully managed services being provided alongside the item of equipment. These can be entered into alone or aligned to consortium frameworks (collective purchase agreements), that may offer the Service the advantage of better price, terms and conditions and aggregated bulk purchase efficiencies.



We aim for the forefront of firefighting technology, setting standards that will be recognised nationally, whilst investing in our people through the procurement of the most up-to-date, effective and efficient assets available. Where possible we will collaborate, including through NFCC national

research and development, to identify, develop and evaluate new and innovative equipment technologies to continue to improve our effectiveness, value for money and firefighter safety.

2.6 Equipment Lifespans and Review Periods



Some items of equipment are governed by factors such as legal compliance and manufacturer's guidance with end of life dates or component expiry dates. Where there are no such constraints, indicative review dates have been identified in this SAMP and form part of the annual work planning processes for the Equipment section. These key dates inform how we plan for the mid-term evaluation and end of life replacement of our equipment to ensure that Service equipment meets user requirements.

With a number of items currently tracked and maintained in the Service, the procurement of new and replacement equipment requires careful planning. Planning for the lifespan of equipment is not necessarily a process that can be applied evenly across all equipment types. Some equipment may have fixed manufacturer determined or safety led lifespans which force the disposal at a set date of equipment that may appear to be in perfectly serviceable order, whilst other equipment, whilst well used and worn, may be perfectly suitable to stay in service and will continue to perform well for many years. This document does establish lifespans for equipment (see Appendix 1) which in some cases are fixed, however, in many cases may be aspirational only and might need to be flexible and regularly revised, based on a number of considerations at any given time.

Equipment replacement programmes vary across the UK Fire Services, and there is no appropriate industry benchmark to measure average lifespans for most pieces of equipment. The increasing age of a piece of equipment can have the potential to present increased maintenance and repair costs, however, this must be offset against the replacement costs and procurement processes needed to replace it. In many cases low operational usage, above average maintenance cycles alongside the quality of the product that is procured at the outset will determine the lifespan of many pieces of equipment. Conversely, consideration is also given to whether the lifespan of a piece of equipment will limit the ability to respond to technological advances. It is important to regularly assess the current lifespans of the equipment in use to determine whether it is beneficial to reduce or extend these lifespans further.

2.7 Maintenance and Servicing

SFRS have recently changed from Services undertaking internal cleaning and repairs to PPE to a new external service from an approved single contractor, MSA Bristol, who also manufacturer the structural fire kit, and ensure that all items are cleaned to the stated manufacturer's standard. The service also includes annual health checks, which includes a monitoring process, this is essential for

new decontamination cleaning controls. SFRS also introduced a total care package for service and maintenance of Self-contained breathing apparatus (SCBA) Sets.

2.8 Equipment Decommissioning and Disposal

Alongside the purchase of new equipment, existing equipment no longer fit for purpose will be decommissioned and disposed of in a planned way. The disposal plan will consider the following issues:

- Redeemable residual value of the item to SFRS
- Security - To ensure equipment (PPE) cannot be acquired by purchasers for purposes that are detrimental to the national interests, for example crime and terrorism
- Young Firefighters Association, Training, or similar initiatives
- Assisting other UK Fire Services and partners
- Assisting developing countries and charities (low or zero-value items only without appropriate approval). Any decision to gift higher value items will need appropriate approval
- Maintain an adequate audit trail and assurance of appropriate disposal

In the past few years SFRS have donated Hydraulic Rescue Equipment to Ukraine; Structural Firefighting PPE and Ballistic Protection PPE to Ukraine; Sent PPE to Moldova; Donated PPE kits to Paraguay and Mexico; Donated Replaced BA sets and Cylinders to Paraguay and Mexico and Donated PPE to Lebanon and Beirut



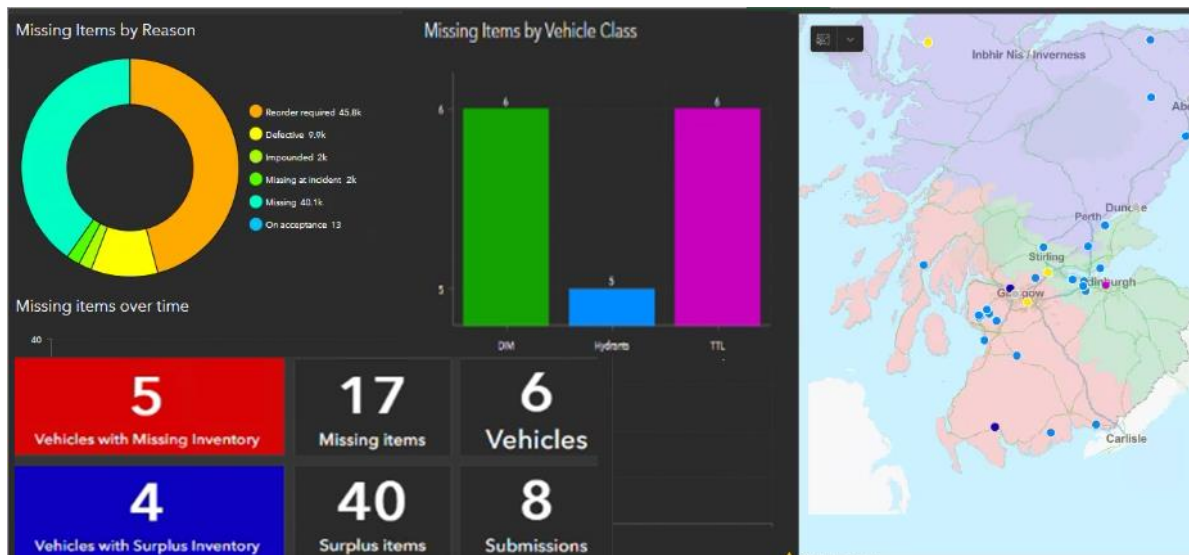
2.9 Equipment Deployment

The deployment of operational equipment across the county will be informed by risk analysis comprising the strategic fire cover model and by analysis of incident activity and data, for example a number of stations have been identified as wildfire stations. This will help ensure an efficient distribution of equipment, matched to community risk, standard of response and maintenance of competencies.

2.10 Vehicle Inventory Checks

Work is underway to simplify the way our crews can ensure they are fully equipped with emergency equipment. A pilot study is currently in process at a number of Fire Stations, allowing firefighters to carry out essential vehicle inventory checks (VIC) through a new mobile application.

The app, which does not require Internet connection, will make inventory checks quicker and easier, and help identify any recurring issues with equipment. Should the current pilot be successful, a further soft launch will be extended to a single station within our East and West Service Delivery Areas.



[Sample Vehicle Inventory Check Dashboard]

Ultimately, we aim to have the mobile application deployed to Getac Tablets and, potentially, other mobile type devices, at stations across Scotland. The move would see paper-based checks removed, and the mobile application used to carry out checks on all of our Service vehicles.

2.11 Standardisation



Since the formation of SFRS in 2013, we have standardised Equipment and PPE for 6,500 Firefighters. Working with Local Senior Officers (LSOs) and other stakeholders we have determined where to locate resources so that they can be deployed in the most effective way. Commensurate with this approach, is the understanding that the Service needs to retain standardisation for identified areas of operational response, for example Water and Rope Rescue, in line with a risk-based approach, where stations may come together to form a team for specialist rescue. Employing a risk-based approach

enables the Service to retain flexibility and the agility to review existing appliances and equipment disposition and deployment models and modify operational response as necessary.

£600,000 has also been invested on 24 new Water Rescue Boats. This includes the standardisation of Water Rescue Capability and Water Rescue Stations across Scotland.

2.12 Breathing Apparatus Sets



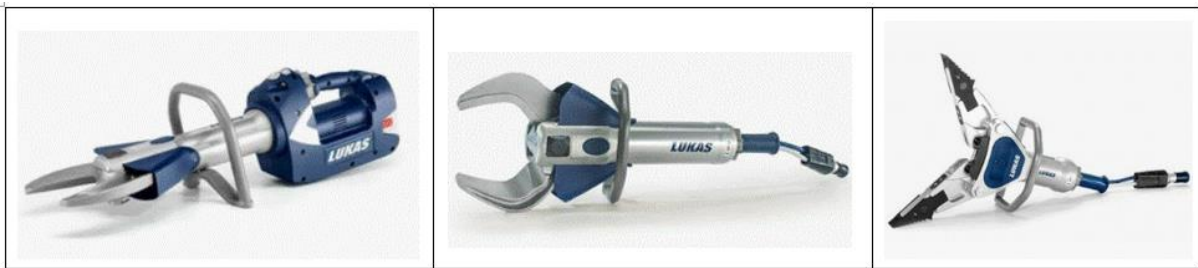
Central to an effective operational response, is a state-of-the-art Breathing Apparatus Set (BA Set) which has the confidence of the workforce. As the single most risk critical and identifiable item of equipment used to ensure the safety of the Firefighter within the risk area, the modern BA Set must be high performing, simple to use and enable SFRS personnel to make effective interventions to save life and resolve incidents

In 2015 SFRS replaced 4 legacy suppliers of Self-Contained Breathing Apparatus (SCBA) Sets to a single SCBA supplier in a 10-year contract award. This meant the introduction of over 2,500 SCBA sets and over 5,200 cylinders. An increase to 50% communications across sets, every set has downloadable body guard systems which increases Firefighter safety. SFRS also introduced a total care package for service and maintenance of SCBA Sets.

The SCBA contract is due for renewal in 2025. We will identify opportunities to enhance safety using research and innovation to inform the procurement of our next generation SCBA Set. The SFRS will pro-actively, and at an early stage, commit resources to research and understand the most effective technologies to inform the procurement of the next generation of SCBA Sets. Areas for research include biotelemetry, integrated safety systems, thermal imagery and enhanced SCBA Sets for specialist response.



2.13 Powered Rescue Equipment



The rationale for replacing Hydraulic Rescue Equipment (HRE) with Powered Rescue Equipment (PRE) is based on the risk of high-pressure injection injury (HPII) to Firefighters and casualties during extraction. Although the use of PRE and HRE are the same, the operating mechanism and equipment design is different. The PRE is battery powered and does not have a hose for pressurised hydraulic oil to flow through, however, both the PRE and HRE contain pressurised hydraulic oil within the valve body. SFRS are de-risking the service so far as reasonably practicable by the removal of HRE and the risk of a HPII from the hoses.



£4.8 million has been invested in Powered Rescue Equipment (PRE) since 2021, PRE will replace Hydraulic Rescue Equipment (HRE) on all front-line appliances with an expected completion date of March 2024. The new PRE has the following benefits:

- New and intelligent switching technology
- Higher speed thanks to a new and efficient drive system
- include a 360° rotatable and foldable handle made of fibreglass reinforced plastic
- Additional Led lighting illuminates the working area
- New connection point for converting hose-connected tools to battery-operated rescue equipment

SFRS have recently implemented a balanced risk-based approach to facilitate the de-risking of The Scottish Fire and Rescue Service of Hydraulic Rescue Equipment by expediting Powered Rescue Equipment deployment within stations. SFRS have prioritised deploying PRE sets based on the risk of injury from the current HRE. The twin hose model of HRE is deemed as high risk due to its structural composition. The Equipment section have prioritised the roll out of PRE-based on a combination of statistical information such as the number of HRE twin hoses in service, the number of HRE events and the usage of HRE within stations.

2.14 Equipment Asset Composition

The composition of some of the Equipment Assets can be summarised as follows;

- 250,000 items of PPE
- 2,500 self-contained breathing apparatus sets
- 5,000 SCBA cylinders
- 550 Hydraulic rescue equipment cutters
- 450 Hydraulic rescue equipment Spreaders
- 575 Hydraulic rescue equipment power packs
- 2,800 ladders
- 490 AED's
- 900 light portable pumps
- 43 rescue boats
- 52 outboard motors



2.15 Equipment Reviews



Equipment reviews will consider:

- An initial assessment of the user core needs against the task and likely usage
- An assessment of the suitability of the current piece of equipment (if applicable) will be undertaken to determine whether this item is adequately meeting user requirements
- Whether the current item is still required or whether there is another way of addressing the user needs (i.e. other equipment in the Service, different operating models, collaboration with others)
- An initial superficial review of technology or delivery options available on the market. This will not lead to market testing of items at this stage or include items in development that are not available for purchase. It may also be prudent to engage with the NFCC Research and Development Hub to explore options at this stage and avoid duplication of effort. It is important to comply with procurement regulations where at this stage no preferential supplier or market interest is identified or engaged with which might lead to accusations of improper practice during the procurement phase
- The potential for collaborative procurements with other partner agencies will be explored

2.16 Process for Acquiring new equipment

This SAMP has been developed from a thorough understanding of the performance of the existing equipment provision including its strengths, weaknesses and overall suitability for the defined role by the users. This may in many cases mean that much of the existing equipment does not necessarily

have a current and reviewed specification. However, before a significant replacement exercise is undertaken, a full specification should be developed as this will be the foundation upon which the future provision will be based on and measured against. The process involved in acquiring new equipment, in this case Thermal Imaging Cameras, is detailed below.

| No | Activity Description | Owner | Start Date | End Date |
|----|--|------------------|------------|----------|
| 1 | Complete Commodity Strategy | UIG | 18/11/21 | 02/05/22 |
| 2 | Peer Review of Commodity Strategy | Category Lead | 03/05/22 | 05/05/22 |
| 3 | Approval of Commodity Strategy | HoF&P | 05/05/22 | 29/07/22 |
| 4 | Confirm Specification, Evaluation Criteria and Quality/Price | UIG | 22/03/22 | 11/10/22 |
| 5 | Complete Mini Competition and Evaluation Documents | UIG | 22/03/22 | 11/10/22 |
| 6 | Peer Review Mini Competition and Evaluation | Category Lead | 11/10/22 | 14/10/22 |
| 7 | Issue Mini Competition | Procurement | 14/10/22 | 04/11/22 |
| 8 | Deadline for Submissions | PCS | 04/11/22 | |
| 9 | Open Tender Documents | Procurement | 04/11/22 | |
| 10 | Evaluate Tenders | Evaluation Panel | 04/11/22 | 29/11/22 |
| 11 | Moderation Meeting | Evaluation Panel | 29/11/22 | 29/11/22 |
| 12 | Draft Tender Recommendation Report | Procurement | 29/11/22 | 30/11/22 |
| 13 | Peer Review of Evaluation and Recommendation | Category Lead | 05/12/22 | 06/12/22 |
| 14 | Prepare Contract Award and Debrief Letters | Procurement | 06/12/22 | 08/12/22 |
| 15 | Approval of Contract Award and Debrief Letters | H o F&P | 12/12/22 | 12/12/22 |
| 16 | Issue Award and Debrief Letters - Contract Award | Procurement | 23/12/22 | |

In order to examine an element of the provision of equipment, a user specification will normally be drafted. This details the explicit “needs” and “wants” of the user in order to identify the essential and desirable requirements of any type of equipment. This will lead to the development of the user specification.

This initial user specification can then be developed into a full specification document which will include not only the user’s requirements but also other important information such as whole life costs, environmental impact, financial data, health and safety implications assessed during a Provision and Use of Work Equipment (PUWER) assessment, service and maintenance requirements, procurement

routes, collaborative opportunities and market research to inform the user of what is available and current. Only when a full specification has been agreed and signed off by the User Information Group (UIG) can the procurement process begin.

The Full Specification may also need to consider a number of other wider issues such as:

- The outcome of the PUWER assessment
- Costs and independencies such as ICT
- Wider procurement considerations and adherence to sustainable procurement routes
- Ethical and sustainable disposal of assets
- Whole life costs including disposal

2.17 2022/23 Capital Programme

Approximately **£3.7 million** was spent on Equipment assets in 2022/23:

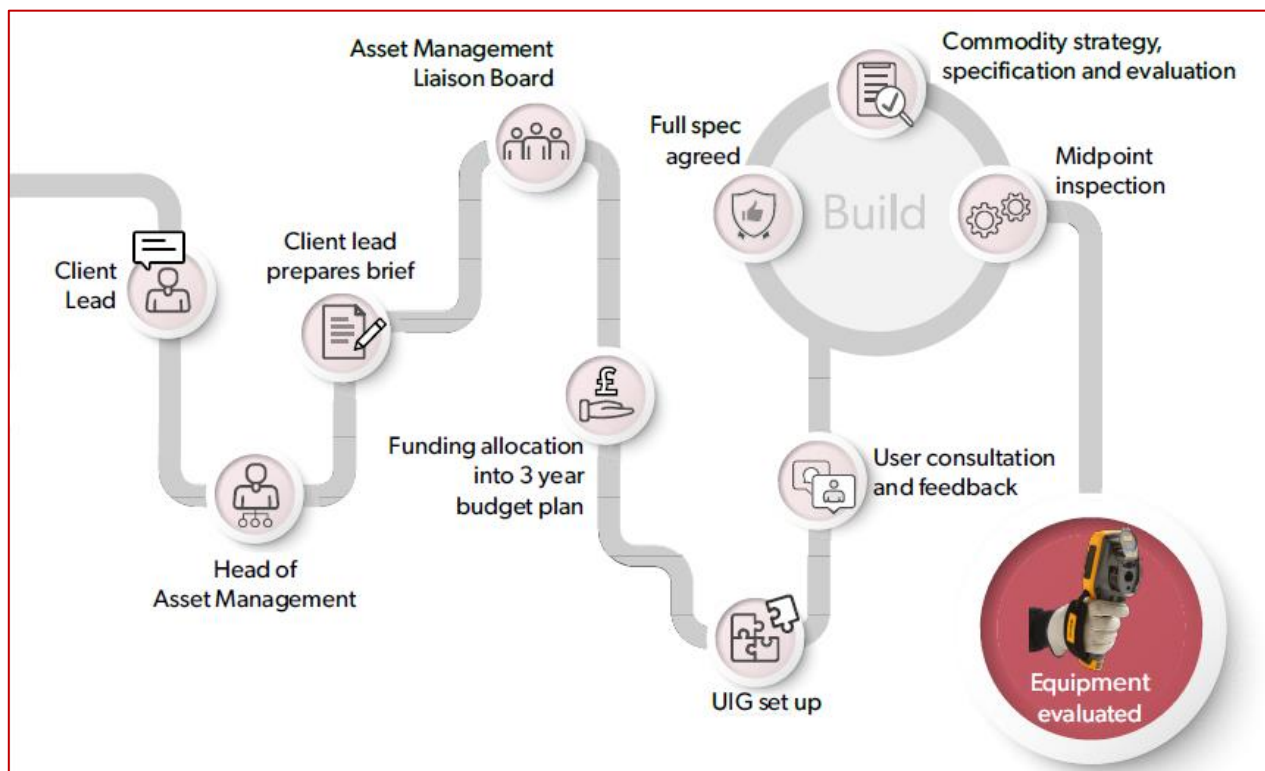
| | | | |
|--|---|---|---|
| Structural Fire Kit £2,200,000 | Water Rescue Capability £30,000 | Gas tight suit replacement £100,000 | Smoke hoods Smoke curtains £100,000 |
| Safe working at height kits £140,000 | Air bags £245,000 | Wildfire PPE £300,000 | Wildfire equipment £90,000 |
| Thermal Imaging cameras £100,000 | Evacuation boards £10,000 | PRE £300,000 | Ladders £100,000 |

2.18 New Equipment Development Pathway

In conjunction with the User Intelligence Group (UIG) Additional or Replacement Equipment should follow a process similar to the diagram below which ensures that a formal justification is evidenced and placed in context of the SFRS Strategic Plan ensuring all interested parties are involved in the process, Health & Safety requirements are met and that the equipment is fit for the purpose intended.

Selecting effective equipment for the wide variety of roles is a complex process that takes into consideration a number of factors such as:

- Existing equipment profile
- Technical expertise of the equipment team
- Manufacturers long term support and extended warranty packages
- Parts availability for the life of the product
- Specialist tool requirements
- Suitability for role
- Health and Safety requirements
- Training requirements
- Environmental considerations
- Equipment whole life cycle costs
- Equipment evaluation by operational users
- Financial viability of the supply chain by the services procurement department



2.19 Reducing Exposure to Contaminants

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

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

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

2.19.1 Smoke Hoods and Smoke Curtains


Following the Interim Phase 1 Grenfell Recommendations, the SFRS undertook a trial and evaluation of both these products to assess the potential benefits within the operational environment, including High Rise incidents. Trial results provided strong evidence that both pieces of equipment enhanced tactical options by reducing the spread of products of combustion and providing safer options for casualty evacuation. The SFRS has made the decision to purchase Smoke Curtains and Smoke Hoods and will look to explore how these can best be used to support operational response. Deployment model is for 2 smoke hoods on each frontline appliance and 1 smoke curtain per appliance.


- 22/23: 210 smoke curtains procured at a cost of £100,000
- 22/23: 1,200 Escape hoods procured at a cost of at £138,000
- 23/24: Additional 210 smoke curtains being procured


2.20 Asset Management System


The effective management of our extensive asset portfolio is assisted through the use of Civica Tranman Asset Management System.


| Operational Equipment | | | | | | |
|-----------------------|----------------|--------------|-------------|--------|----------------------|---------------|
| Current Operator | Name | Asset Number | Service Due | Kit No | Equipment Type | Desc / Size |
| ARGYLL AND BUTE | | | | | | |
| ARGYLL AND BUTE | COLL / ARINAGO | 16083771 | 19/08/2021 | | LIFEJACKET | SEAFIT 275N |
| ARGYLL AND BUTE | COLL / ARINAGO | 16083925 | 19/08/2021 | | LIFEJACKET | SEAFIT 275N |
| ARGYLL AND BUTE | KILMELFORD | 2BAE375 | 19/08/2021 | | EMERGENCY AIR SUPPLY | EASE SET |
| ARGYLL AND BUTE | CRAIGNURE | 2BAE443 | 19/08/2021 | | EMERGENCY AIR SUPPLY | EASE SET |
| ARGYLL AND BUTE | OBAN | 2BAS3056 | 19/08/2021 | | BA SET | PSS 7000 COMM |



Details



Delete


New op equipment


Print+Email


Export


Refresh


Filter+ Group

2.21 Wildfire Strategy



The SFRS is currently in the implementation stage of delivering a new strategy for developing and enhancing its wildfire capability. While significant work has been undertaken with partners and stakeholders to increase awareness of the risk of wildfire, the location of SFRS wildfire resources, equipment and PPE, remains relatively unchanged since the formation of the national service in 2013. The new strategy considers the increased risk of wildfire and changing climate in Scotland; the latest developments in wildfire management, training and operational procedures; and the advances in technology that have been made in PPE and equipment.

Wildfires can occur anywhere across the geographic area of the SFRS. Wildfire is a generic term used to describe incidents of a large land based nature. These include fires that may involve all the major vegetation types found in Scotland i.e. moorland, heather, gorse, grass, forestry and natural woodland. The implementation of a National Wildfire Strategy, and its inclusion in our Operational Strategy, will help meet the risks posed by Climate Change in Scotland.

Following a UIG process and a procurement exercise, 10 All Terrain Vehicles (ATV's) equipped with fire fighting media have recently been procured to assist FireFighters to tackle wildfires. 10 trailers plus 10 4 by 4 vehicles for towing. As well as 4 additional support vans.



25 stations have received full head to toe PPE specific to designed to meet wildfire requirements. This is a light weight 2-piece tunic and legging combination.



We will identify lightweight PPE that provides the correct level of protection at Wildfires and initiate a review of the location and type of Wildfire equipment across the Service.

| Equipment Type | Quantity Per Appliance | Number of Appliances | Total Items |
|--|------------------------|----------------------|-------------|
| Back pack sprayers | 10 | 4 | 40 |
| Brush Cutters | 2 | 4 | 10 |
| Leaf blowers | 5 | 4 | 20 |
| Gorgi Hand tools | 8 | 4 | 32 |
| Hand Beaters | 10 | 4 | 32 |
| Pick Axe | 2 | 4 | 20 |
| Honda WX10 Pump (1") | 2 | 4 | 12 |
| Layflat Hose | 5 | 4 | 16 |
| Collapsible Tank 3000L (Portable Dam) | 2 | 4 | 10 |
| Bottled Water (Case 24) | 5 | 4 | 20 |
| Fuel Cans (20L) - Kerosene/Petrol/Diesel | 2 | 4 | 20 |
| Dry Powder Fire Extinguisher 9kg | 1 | 4 | 4 |
| Radio Repeater Units | 1 | 4 | 4 |
| Hand Held Radios | 2 | 4 | 8 |
| Drip Torches | 4 | 4 | 20 |
| Pick Axe | 1 | 10 | 20 |
| long handled Spade | 2 | 10 | 20 |
| Shovel | 1 | 10 | 10 |
| Rucksacks | 3 | 10 | 30 |
| Mattock | 1 | 10 | 10 |
| Loppers | 1 | 10 | 10 |
| Hand Axe | 2 | 10 | 20 |
| T-Card system (inside rear doors) | 1 | 4 | 4 |
| Radio Battery Charging Unit | 1 | | |
| Radio Batteries | 2 | 4 | 8 |





Asset Management Action Plan



3.1 Introduction

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

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

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

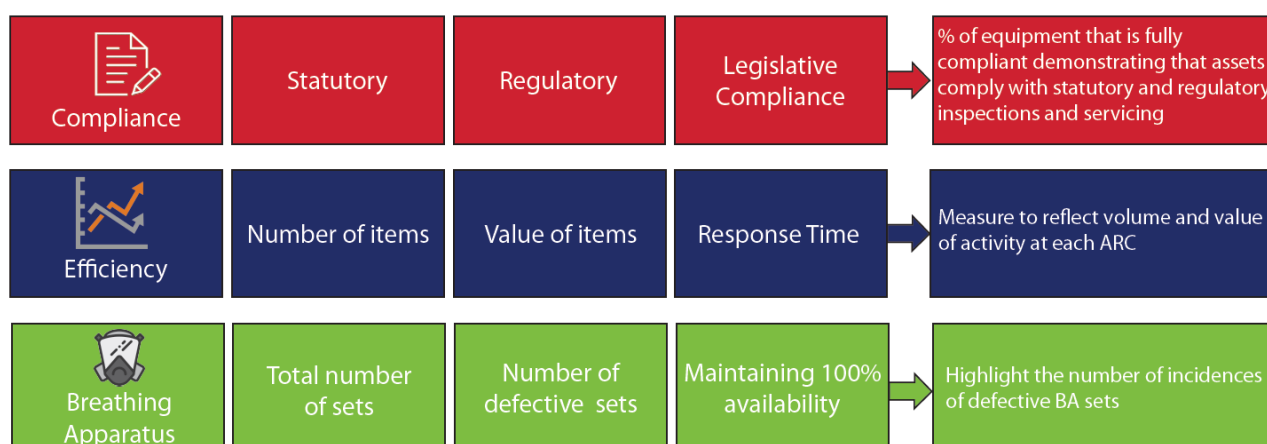
3.2 Equipment Performance Evaluation Criteria

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

Understanding the efficiency of our equipment estate will enable SFRS to demonstrate that they are obtaining best value and using resources effectively. Alongside this, understanding the effectiveness of the equipment estate will be equally important. Both these areas will enable the success of the SAMP to be measured. The internal stores KPI's for 2022/23 are noted below:

| KPI Measure April 22 – March 23 | Asset Resource Centre Location | | | |
|---|--------------------------------|---------|---------|--------|
| | West | East | North | H & I |
| Average days for Requisition to be approved | 2 | 2 | 2 | 2 |
| Average days for Requisition to be processed after approval | 1 | 1 | 1 | 1 |
| Number of Requisitions completed in a year | 10,967 | 11,798 | 5,066 | 4,304 |
| Number of Requisitions created in a year | 12,840 | 12,873 | 6,254 | 5,358 |
| Number of Requisitions on back order in a year | 827 | 679 | 829 | 358 |
| Completed Back Orders in a year | 41 | 38 | 42 | 27 |
| Number of products issued in a year | 303,688 | 186,587 | 159,942 | 62,829 |
| Number of products on back order in a year | 960 | 748 | 1,012 | 462 |
| Number of PPE items ordered in a year | 6,559 | 4,463 | 3,279 | 2,053 |

Proposed new KPI's for the Equipment section are noted below:



3.3 Proposed Future Year Capital Programme

| | 2023/24 | 2024/25 | 2025/26 |
|---|-------------------|-------------------|-------------------|
| EQUIPMENT - PPE : CAPITAL ALLOCATION | £3,740,000 | £3,250,000 | £2,650,000 |
| Ladders | £ 250,000 | £ 250,000 | £ 250,000 |
| Air bags | £ 120,000 | £ 200,000 | £ - |
| Portable pumps | £ 100,000 | £ 80,000 | £ 80,000 |
| Water Rescue Capability | £ 100,000 | £ 100,000 | £ - |
| Gas tight Suits Replacement | £ 150,000 | £ 100,000 | £ - |
| Smoke Hoods and Smoke Curtains | £ 150,000 | £ - | £ - |
| Safe Working at Height (SWAH) kits | £ 100,000 | £ 50,000 | £ - |
| Powered Rescue Equipment | £ - | £ 100,000 | £ 100,000 |
| Structural Fire Kit | £2,000,000 | £2,000,000 | £2,000,000 |
| Thermal Imaging Cameras | £ 100,000 | £ 100,000 | £ - |
| Gym Equipment | £ 20,000 | £ 20,000 | £ 20,000 |
| Fire Fighting Hose | £ 200,000 | £ 250,000 | £ 200,000 |
| Wildland Fire PPE | £ 100,000 | £ - | £ - |
| Wildland Fire Fighting Equipment | £ 350,000 | £ - | £ - |

3.4 Improvement Actions

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

| Action Reference | Objective | Action Title | Action Description | Accountability |
|------------------|-------------|--|--|--|
| M1 | Modernising | New Equipment Development Pathway | To further enhance our user engagement in 2023/24 and in the future, we will strive to publicise and make operational staff aware of the personnel involved and the findings of the new Equipment User Intelligence Groups (UIG) | Asset Management Liaison Board |
| M2 | Modernising | Asset Allocation | We will work with our Operational colleagues through attendance at SDA meetings in 2023/24 and in the future, to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment | Asset Management Liaison Board |
| M3 | Modernising | Raise the Profile of the Equipment Section | In order to raise the profile and stress the importance of the work undertaken by the Equipment Section, we will promote key aspects of our work on a dedicated equipment news page on the iHub in 2024 | Asset Management Liaison Board |
| M4 | Modernising | Asset Management System | In 2024/25 we will establish the key requirements of an Equipment Asset Management System and work with ICT and Procurement colleagues to procure and implement a system that helps us to better manage the Equipment Asset estate. | Digital Board |
| M5 | Modernising | Contaminant Control | In 2024/25 we will work with Service Delivery colleagues and the Health & Safety team to help develop proposals for contaminant control measures for operational equipment. | Asset Management Liaison Board; Contaminants Group |
| M6 | Modernising | Implement ISO55001 | In order to ensure effective asset management information systems are established, embedded, and managed throughout the organisation we will implement the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management in 2024/25. | Senior Leadership Team |

| Action Reference | Objective | Action Title | Action Description | Accountability |
|------------------|-------------|---------------------|---|------------------------|
| M7 | Modernising | Equipment Structure | Succession and Workforce Planning is a key issue. There are too many single points of failure and not enough succession planning within the current structure. We will seek to implement a new structure for Equipment in 2023/24 that seeks to address single points of failure, provide deputies for key positions, give staff promotion opportunities and a clear career path. | Senior Leadership Team |

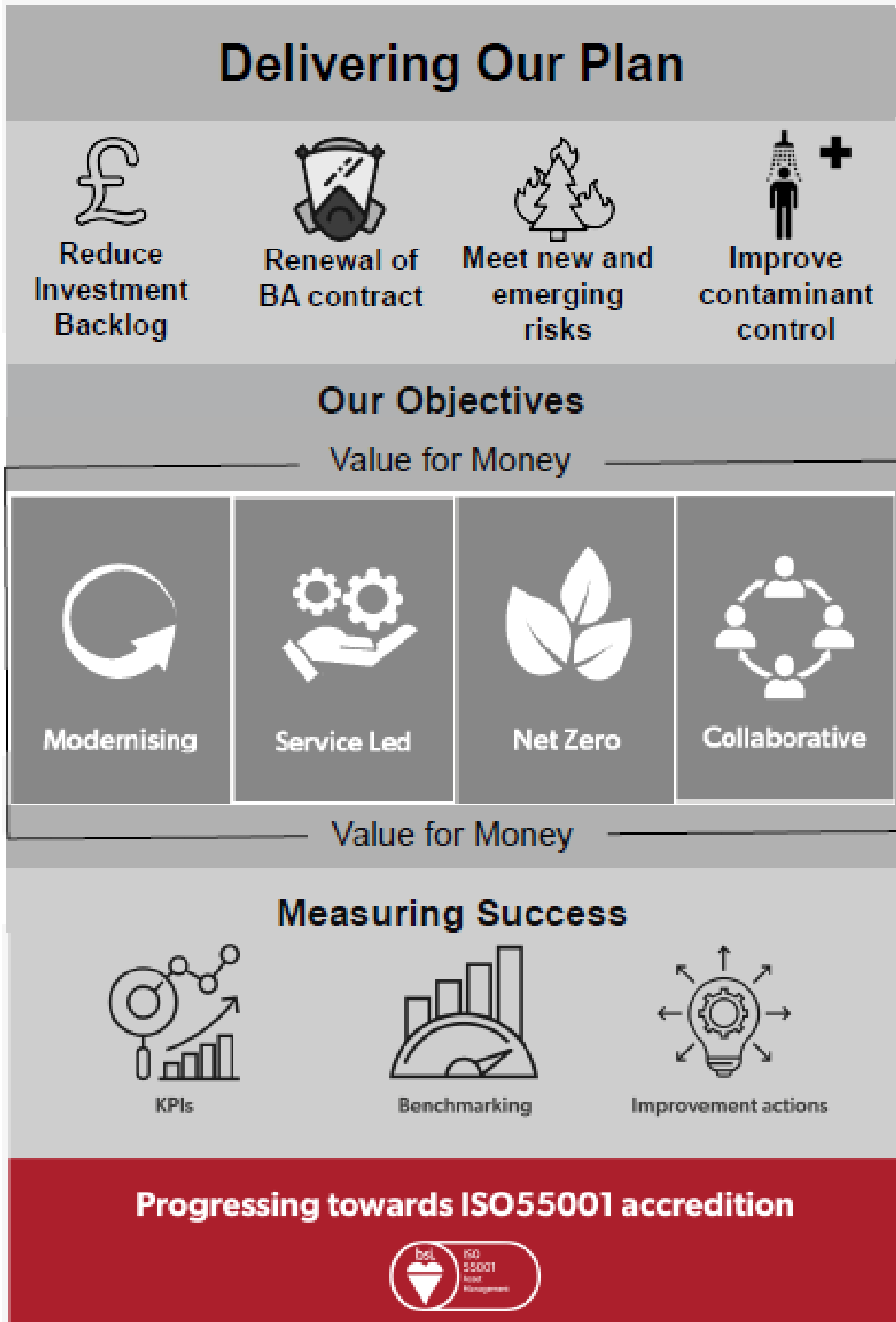
| Action Reference | Objective | Action Title | Action Description | Accountability |
|------------------|-----------|----------------------|---|---------------------------------------|
| N1 | Net Zero | Reduce CO2 Emissions | We will continue to work to reduce CO2 emissions by 6% per annum, as per our strategies and plans. Our CO2 will be reduced through undertaking a greater number of carbon reduction projects. This will significantly reduce our carbon footprint and support the environment in Scotland. Equipment team to meet with Energy team in 2023/24 and in the future on a more regular basis to seek to reduce equipment energy consumption wherever possible. | Environment & Carbon Management Board |
| N2 | Net Zero | Foam | In 2023/24 we will continue to work as a priority to phase out firefighting foam and environmentally dispose of existing stocks. | Environment & Carbon Management Board |

| Action Reference | Objective | Action Title | Action Description | Accountability |
|------------------|-------------|--------------------------|---|--------------------------------|
| S1 | Service Led | Stakeholder consultation | In 2023/24 and in the future, we will increase key stakeholder consultation on the provision of high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support the SFRS vision. | Asset Management Liaison Board |
| S2 | Service Led | Project Communication | In 2023/24 and in the future, we will work with our Operational colleagues to make them more aware well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval. | Asset Management Liaison Board |

| Action Reference | Objective | Action Title | Action Description | Accountability |
|------------------|-------------|----------------------------------|--|--------------------------------|
| S3 | Service Led | Vehicle Inventory Check System | In 2024/25 we will seek to fully implement the VIC Check system so as to improve asset information within fire stations and to assist with stock management. | Digital Board |
| S4 | Service Led | Cambuslang Asset Resource Centre | The Fleet store in the Glasgow Workshop will be merged with the Hamilton Stores in Summer 2023 in the Cambuslang ARC. We will work to minimise disruption to ARC activity whilst planning the move from the existing stores to the new facility. | Asset Management Liaison Board |

| Action Reference | Objective | Action Title | Action Description | Accountability |
|------------------|---------------|---------------------------------|---|--------------------------------|
| C1 | Collaborative | Blue Light Collaboration Group | We will continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies. | Asset Management Liaison Board |
| C2 | Collaborative | Benchmarking | In 2024/25 we will engage with other Fire Services from around the UK, including Northern Ireland and Wales to develop meaningful benchmarking information so as to better assess performance. Key metrics will be developed to help us better compare the equipment portfolio, so as to drive efficiency improvements and reduce our environmental impact. | Performance Board |
| C3 | Collaborative | Share and Lead on Best Practice | We work with other fire and rescue services within the UK to share and lead on best practice and seek to realise efficiencies from joint working and procurement opportunities. | Asset Management Liaison Board |

4. Strategic Asset Management Plan: Equipment on a Page



Appendices

Appendix 1: Equipment Investment Backlog

Appendix 2: Consultation Feedback

Appendix 3: Asset Management Risk Matrix

Appendix 1: Equipment Investment Backlog

| Equipment Asset Type | Total | Replacement Cycle | Unit Cost | Quantity to replace 2023 | Backlog cost to replace 2023 |
|-------------------------------|-------|-------------------|-----------|--------------------------|------------------------------|
| 13.5 meter ladder | 583 | 16 | £2,675 | 78 | £208,650 |
| 12 meter ladder | 10 | 16 | £2,200 | 7 | £15,400 |
| 10.5 meter ladder | 229 | 16 | £2,075 | 58 | £120,350 |
| 9 meter ladder | 396 | 16 | £1,575 | 43 | £67,725 |
| 7.5 meter ladder | 4 | 16 | £1,500 | 4 | £6,000 |
| 7 meter ladder | 9 | 16 | £1,500 | 9 | £13,500 |
| 5.5 meter ladder | 41 | 16 | £400 | 9 | £3,600 |
| short Ext ladder | 780 | 16 | £350 | 219 | £76,650 |
| Roof ladder | 667 | 16 | £600 | 177 | £106,200 |
| Split stow ladder | 41 | 16 | £300 | 0 | £0 |
| PPV Fan | 183 | 10 | £2,202 | 106 | £233,412 |
| Light Portable Pump | 916 | 10 | £3,854 | 640 | £2,466,560 |
| Portable Generator | 249 | 10 | £700 | 216 | £151,200 |
| Inflatable Boats | 30 | 3 | £8,250 | 10 | £82,500 |
| Rib Boat | 6 | 5 | £12,000 | 6 | £72,000 |
| Boat Trailer | 37 | 5 | £2,000 | 9 | £18,000 |
| Outboard Motors | 45 | 3 | £5,750 | 17 | £97,750 |
| Hydraulic Cutters | 620 | 10 | £3,275 | 0 | £0 |
| Hydraulic Spreaders | 528 | 10 | £3,237 | 0 | £0 |
| Hydraulic Combi tool | 307 | 10 | £3,319 | 0 | £0 |
| Hydraulic Ram | 964 | 10 | £3,028 | 0 | £0 |
| Hydraulic Pedal cutter | 445 | 10 | £1,088 | 0 | £0 |
| Hydraulic Hand pumps | 310 | 10 | £400 | 0 | £0 |
| Hydraulic power packs | 561 | 10 | £2,200 | 0 | £0 |
| Life jackets | 3353 | 10 | £100 | 2163 | £216,300 |
| Gas Tight Suit | 1033 | 10 | £800 | 0 | £0 |
| PRPS Suit | 300 | 10 | £1,300 | 0 | £0 |
| Air bags | 775 | 18 | £1,500 | 414 | £621,000 |
| Air Bag Regulator | 316 | 18 | £350 | 153 | £53,550 |
| Air bag Controller | 453 | 18 | £700 | 281 | £196,700 |
| Air Bag Hoses | 601 | 18 | £170 | 427 | £72,590 |
| Air Shore Kits | 9 | 5 | £60,000 | 9 | £540,000 |
| SCBA Sets | 2498 | 10 | £600 | 0 | £0 |
| SCBA Cylinders | 5263 | 15 | £300 | 0 | £0 |
| SCBA Compressor | 125 | 10 | £20,000 | 91 | £1,820,000 |
| Electronic Personal Dosimeter | 1072 | 10 | £500 | 1072 | £536,000 |
| Lay Flat Fire hose | 15000 | 10 | £160 | 4500 | £720,000 |
| Portable Gas Monitors | 362 | 5 | £500 | 362 | £181,000 |
| Thermal Image Camera | 418 | 5 | £5,000 | 300 | £1,500,000 |

| Equipment Asset Type | Total | Replacement Cycle | Unit Cost | Quantity to replace 2023 | Backlog cost to replace 2023 |
|-------------------------|-------|-------------------|-----------|--------------------------|------------------------------|
| FF Decon Showers | 29 | 10 | £8,000 | 27 | £216,000 |
| Mass Decon Structures | 9 | 10 | £70,000 | 9 | £630,000 |
| Tyre Compressor | 84 | 10 | £1,000 | 84 | £84,000 |
| Air Structures | 15 | 5 | £5,000 | 15 | £75,000 |
| AED | 598 | 5 | £1,300 | 8 | £10,400 |
| Hapsite Smart | 9 | 10 | £50,000 | 9 | £450,000 |
| Hazmat ID | 5 | 10 | £80,000 | 5 | £400,000 |
| Radiation monitors | 51 | 5 | £1,500 | 51 | £76,500 |
| Hose reel branch | 789 | 10 | £400 | 725 | £290,000 |
| Mainline FF Branch | 1057 | 10 | £600 | 936 | £561,600 |
| Firefighting Helmets | 6600 | 15 | £200 | 200 | £40,000 |
| FF Tunic | 13200 | 10 | £320 | 0 | £0 |
| FF Leggings | 13200 | 10 | £260 | 0 | £0 |
| USAR Helmet | 415 | 10 | £120 | 415 | £49,800 |
| USAR Tunic | 415 | 10 | £130 | 415 | £53,950 |
| USAR Leggings | 415 | 10 | £100 | 415 | £41,500 |
| USAR Rescue Boots | 415 | 5 | £140 | 415 | £58,100 |
| Wild fire Helmet | 256 | 10 | £120 | 0 | £0 |
| Wild fire Tunic | 429 | 10 | £194 | 0 | £0 |
| Wild fire Leggings | 256 | 10 | £150 | 0 | £0 |
| Wild fire Boots | 256 | 10 | £150 | 0 | £0 |
| Wild fire Gloves | 256 | 10 | £50 | 0 | £0 |
| Rope Rescue Helmet | 170 | 10 | £120 | 170 | £20,400 |
| Rope rescue PPE | 170 | 10 | £400 | 170 | £68,000 |
| SRT Helmet | 800 | 10 | £90 | 800 | £72,000 |
| Dry suit | 800 | 10 | £410 | 800 | £328,000 |
| Light weight under suit | 800 | 10 | £43 | 800 | £34,400 |
| Heavy Under suit | 800 | 10 | £90 | 800 | £72,000 |
| water rescue boots | 800 | 10 | £80 | 800 | £64,000 |
| Water rescue Gloves | 800 | 3 | £15 | 800 | £12,000 |
| PFD | 400 | 10 | £100 | 150 | £15,000 |
| Flood response Helmets | 400 | 10 | £40 | 400 | £16,000 |
| Foul weather suits | 6600 | 10 | £90 | 0 | £0 |
| Foul weather under suit | 6600 | 10 | £60 | 0 | £0 |
| Flood response boots | 400 | 10 | £80 | 400 | £32,000 |
| HVP Helmet | 120 | 10 | £90 | 120 | £10,800 |
| HVP Suits | 120 | 10 | £200 | 120 | £24,000 |
| TOTAL: | | | | | £14,002,087 |

Appendix 2a: Stakeholder Engagement Feedback

Extensive stakeholder engagement was undertaken with regards to this SAMP for Equipment, including an on-line questionnaire which received over 300 responses, the outcome from this is detailed below:

| Stakeholder Engagement with Focus Groups | | |
|--|---|--|
| Area | Feedback from Focus Groups | How the SAMP: Equipment will aim to address the feedback |
| Regional Urban | Some areas of equipment are dated and require an upgrade or next best alternative | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | Turnaround for laundering and repair of PPE is not fast enough for the need. Not enough spare kit held | M5: Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations. Include contaminant control measures for operational equipment. |
| | Limited spare equipment | M5: Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations. Include contaminant control measures for operational equipment. |
| | We should have all of our records online | M4: Seek alternative system |
| Area | Feedback from Focus Groups | How the SAMP: Equipment will aim to address the feedback |
| Regional Rural | Some items of equipment are getting close to end of life and there are better / more advanced equipment available | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | Stations even when ordering perishables and equipment available on Tech1 are frequently challenged or informed they are not entitled to have them | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | Some equipment is starting to get old | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in |

| Stakeholder Engagement with Focus Groups | | |
|--|--|--|
| Area | Feedback from Focus Groups | How the SAMP: Equipment will aim to address the feedback |
| | | allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | On Call Volunteers are still operating with HRE | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | Collaboration opportunities should be explored and maximised where possible as long as it does not hinder SFRS | C1: To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies |
| Regional Remote | Lack of communication/feedback of repairs | M6: In order to ensure effective asset management information systems are established, embedded, and managed throughout the organisation we will implement the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management in 2023/24. |
| | Varies across appliances/stations. Needs standardised | M1: To further enhance our user engagement, we will strive to publicise and make operational staff aware of the personnel involved and the findings of the new Equipment User Intelligence Groups (UIG) |
| | There is a mixture of old and new equipment across appliances. | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | Lighter tunics for use at RTC etc would be beneficial | S1: Increase key stakeholder consultation on the provision of the high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support our vision. |

| Stakeholder Engagement with Focus Groups | | |
|--|---|---|
| Area | Feedback from Focus Groups | How the SAMP: Equipment will aim to address the feedback |
| Area | Feedback from Focus Groups | How the SAMP: Equipment will aim to address the feedback |
| Training | Training should have the most up to date and current equipment in use to train with | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | Insufficient quantity of all equipment | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| Area | Feedback from Focus Groups | How the SAMP: Equipment will aim to address the feedback |
| Service Delivery East, West, North | Condition of equipment has deteriorated in recent years, from age/availability of spare appliances to availability of fireground radios. | M2: We will work with our Operational colleagues to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the entire process of acquiring new equipment |
| | Small-gear (i.e. Toolkit) scope, quality, standardisation & practical containment/stowage/deployment issues are potential operational weaknesses. | M1: To further enhance our user engagement, we will strive to publicise and make operational staff aware of the personnel involved and the findings of the new Equipment User Intelligence Groups (UIG) |
| | BA sets toward end of cycle and defects common | S1: Increase key stakeholder consultation on the provision of the high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support our vision. |
| | Structural firefighting PPE is fairly new however, only having two sets of kit is very limiting at busy stations given how long it takes to launder | M5: Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations. Include contaminant control measures for operational equipment. |

| Stakeholder Engagement with Focus Groups | | |
|--|--|---|
| Area | Feedback from Focus Groups | How the SAMP: Equipment will aim to address the feedback |
| | Lightweight PPE for RTC's, special services and wildfires would be an improvement for both health, safety and welfare of personnel | S1: Increase key stakeholder consultation on the provision of the high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support our vision. |

Appendix 2b: Internal Questionnaire Feedback

An internal questionnaire focusing on the Strategic Asset Management Plan for Equipment was developed giving all officers and staff within Scottish Fire and Rescue Service an opportunity to participate. The questionnaire was open for eight weeks and attracted responses from a wide range of officers and staff across all areas of the Service.

A total of 300 responses was received. The feedback from the questionnaire is aligned with that of the focus groups and has provided a holistic understanding of officer's and staff's perception of current and future equipment. The results of the analysis and feedback received have informed the strategy and have been incorporated throughout.

Participants were asked to what extent they agreed or disagreed with the four key strategic objectives set out within the Equipment SAMP. They were also asked to rank the objectives in order of importance. The percentage of respondents who 'agreed' or 'strongly agreed' with the objectives order were:

- Objective 1 — Modernising: 59%
- Objective 2 — Service Led: 56%
- Objective 3 — Collaborative: 61%
- Objective 4 — Net Zero: 69%

91% of respondents agree that SFRS should have a Strategic Asset Management Plan for Equipment. In addition to this, participants were asked to rate their perception of current equipment. The results were:

- Opinion of condition of operational equipment: 38% of respondents felt it was good or very good
- Age of operational equipment: 18% of respondents felt it was good or very good

Nearly 80% of respondents felt that PPE was very good in terms of condition and age.

Respondents had the opportunity to utilise the 'free text' fields to add additional comments - these comments have provided an in depth understanding of respondent's views. Analysis of these comments has highlighted a particular focus and interest across the following areas:

- Safe and well maintained — Faulty/damaged equipment can sometimes take too long to return to operational duty.
- Improving current operational equipment – A lack of access to spare equipment.
- Maintenance logistics — PPE shortages often result in frontline appliances being off the run.
- Equipment upgrades — Comms on BA sets.
- Carbon reduction — Generally concerns and Net Zero is in staff focus. Battery powered PPV fans

Appendix 3: Asset Management Risk Matrix

We will manage the risks associated with our assets, to avoid negatively impacting on our service delivery, safety of the public and employees, financial sustainability, legal compliance, environment, internal control and reputation.

| Risk | Impact | Mitigating Action if Required | Aligned to Strategic Risk Register |
|--|--|---|--|
| Failure to minimise communities' exposure to risk and harm | There is a risk that assets in poor condition due to age, defect, or poor maintenance fail in operational use resulting in poor service delivery, a pollution event, or injury to a member of the public | Robust training and procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of events/near misses will mitigate this risk | Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services |
| Failure to ensure the Health, Safety and Wellbeing of firefighters and other employees | There is a risk that lack of training, assets in poor condition due to age, defect, or poor maintenance fail in operational use or training resulting in injury to an SFRS employee | Robust procedures for asset periodic inspection and testing regimes, training on use of equipment and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of events/near misses will mitigate this risk | Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally |
| Failure to procure equipment which is fit for purpose | There is a risk that not undertaking a PUWER assessment during the UIG process will result in equipment not being fit for purpose or compatible with other equipment | Robust procedures to be followed during the UIG process which must include PUWER assessments to ensure the correct equipment is procured, safe, compatible with other equipment and fit for purpose. | Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally |
| Failure to deliver Service Transformation | There is a risk that through poor planning or lack of affordability assets required to deliver service transformation are not available when required | By ensuring early cross directorate visibility of organisational priorities through the Asset Management Liaison Board, realistic timelines can be developed and plans put in place | Ability to anticipate and adapt to a changing environment through innovation and improved performance |
| Failure to ensure Financial Sustainability | There is a risk that insufficient funding is available to maintain an adequate asset portfolio to deliver our service. | Work will continue with Scottish Government to highlight asset investment requirements | Ability to deliver a high quality, sustainable service within the funding envelope |

| Risk | Impact | Mitigating Action if Required | Aligned to Strategic Risk Register |
|--|--|---|--|
| Failure to ensure Legal Compliance | There is a risk that assets are not used or maintained in accordance with legal and regulatory requirements | By maintaining an ongoing review of the legislative environment and ensuring policies and procedures are subject to regular review across all disciplines, this risk will be mitigated | Ability to ensure legal and regulatory compliance |
| Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities | There is a risk that SFRS cannot attract or retain sufficient skilled staff to support, develop and maintain an adequate asset base | Through follow up engagement arising from the recent Staff Survey and the implementation of identified actions to address concerns raised, this risk can be mitigated | Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally |
| Failure to maintain effective systems of control | There is a risk that procedures for the use, maintenance and support of assets are not adhered to | The Service's Assurance Framework and Health and Safety arrangements are designed to ensure that effective controls are maintained and any weaknesses are highlighted and addressed | Ability to ensure legal and regulatory compliance |
| Failure to implement contamination control measures within legacy stations | There is a risk that legacy stations will fail to implement contamination control measures due to insufficient space, deterioration of premises and availability of finance resulting in increased risk of cancer for SFRS employees | Standard station design is the level that is required. Upgrades to stations and business case for funding for small stations under preparation to present to Scottish Government. | Ability to ensure legal and regulatory compliance |
| Failure to implement contamination control measures resulting in firefighters being exposed to potential carcinogenic at operational incidents | There is a risk of contaminants entering the firefighters' body at operational incidents if policy and procedures are not updated and implemented as discussed at the contaminants group. | Contaminants group in place to progress with control measures. The contaminants Policy and Operational Guidance (POG) and the Management Arrangement shall provide the minimum requirements to be achieved in order to reduce the risk of contaminants entering the body. | Ability to ensure legal and regulatory compliance |

| Risk | Impact | Mitigating Action if Required | Aligned to Strategic Risk Register |
|---|--|---|--|
| | | <p>Annual health screening is to be explored by the FBU and the NHS.</p> <p>Liaising with the Fire Brigade Union (FBU), UK FRS and Prof Stec on achievable control measures for contaminants. Information, instruction and training is being given to all staff that don't require additional finances.</p> <p>Additional PPE being issued to allow for additional laundering requirements.</p> | |
| Failure to maintain confidence in the Service | There is a risk that high profile asset-related failure leads to high profile political and media interest | The actions outlined above are intended to ensure such failures are avoided or at least minimised. | Ability to collaborate effectively with partners and communities, to enhance service delivery and best value |



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Strategic Asset Management Plan: Equipment 2023-28
Version 1.0 March 2023

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

PART 1 BASIC INFORMATION

| | |
|--|---|
| Policy Owner | Iain Morris – Acting Director of Asset Management |
| E&D Practitioner | Parveen Khan |
| Title (of function/policy to be assessed e.g. name of policy, title of training course) | Strategic Asset Management Plan: Equipment – 2023-2028 |
| Date Assessment Commenced | 24 th April 2023 |

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

| | |
|---|---|
| Briefly describe the aims, objectives and purpose of the function/policy | Sets out the Strategic Asset Management Plan (SAMP) for Equipment 2023-28 |
| Are there any associated objectives of the function/policy (please explain)? | <ul style="list-style-type: none"> • Best value in public services. • Effective and appropriate public services. • Equipment Assets appropriate to needs of personnel and service users. |
| Does this function/policy link with any other function/policy? | Fire and Rescue Framework for Scotland 2022 SFRS Strategic Plan 2022-2025 Asset Management Strategy 2019-2029 |
| Who is intended to benefit from the function/policy and in what way? | SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and the provision of appropriate Equipment Assets suitable to the needs of users |
| What outcomes are wanted from this function/policy? | Agreement to the SAMP for Equipment |
| What factors/forces could contribute/detract from the outcomes? | In relation to equality issues there are no factors that directly relate to the implementation of the SAMP for Equipment that could contribute or detract from the intended outcomes. |
| Who are the main stakeholders in relation to the function/policy? | Scottish Government SFRS Board and personnel Communities served |
| Who implements the policy and who is responsible for the function/policy? | Scottish Government, SFRS Board, Finance and Contractual Services and budget holders within SFRS |

PART 2 ESTABLISHING RELEVANCE

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

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

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

Please tick as appropriate.

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

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

AND,

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

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

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

Yes **No** **Don't Know**

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

AND,

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

Concluding Part 2

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

PART 3 IMPACT ASSESSMENT

Describe and reference:

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

| Characteristic | |
|---------------------------------------|--|
| Age | The SAMP for Equipment is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the SAMP will be relevant on the grounds of age as it applies to employees or communities. It is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of age. |
| Caring Responsibilities | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of caring responsibilities. |
| Disability | See comments relating to age. There will be some relevance to disability on the grounds of Accessibility, this may feature where a community fire station will be used for the purposes of hosting an event for the community. |
| Gender reassignment | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Gender reassignment. |
| Marriage and Civil Partnership | Not relevant – see Part 2 screening exercise. |
| Pregnancy and maternity | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Pregnancy and maternity. |
| Race | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Race. |
| Religion and Belief | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Religion and Belief. |
| Sex (gender) | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of sex. |

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| | |
|--|---|
| Sexual Orientation | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Sexual Orientation. |
| Social and economic disadvantage | See comments relating to age. The SAMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Social and economic disadvantage. |
| Human Rights | There is no evidence that the SAMP for Equipment has any direct relevance to the Human Rights Act. It is not possible at this time to say if any of the associated initiatives that will arise from the Equipment capital spend will have relevance to the Act but will remain under review. |
| Impact on People in General not covered by specific characteristics | <p>Island Impact Assessments: The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the implementation of the SAMP for Equipment.</p> <p>Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances.</p> <p>Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks.</p> <p>Equality, Human Rights Impact Assessments and Island Impacts will be considered for work programmes that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.</p> |

Summary and Conclusion of Impact Assessment

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

This impact assessment identifies very limited direct relevance between the SAMP for Equipment and the general equality duty and individual protected characteristics.

Conclusion

This impact assessment identifies very limited direct relevance between the SAMP for Equipment and the general equality duty and individual protected characteristics.

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Concluding Part 3

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

PART 4 MONITORING & REVIEW

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

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

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

The implementation and progress made against the actions set within the Strategic Asset Management Plan will be reported, on a yearly basis to the SFRS SLT.

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

Q2 What will be monitored?

The improvement actions detailed within the SAMP for Equipment will be monitored for positive and negative impacts. Individual policies and initiatives that will allow the plan to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

Q3 How will monitoring take place?

As Question 2 above

Q4 What is the frequency of monitoring?

As Question 2 above

Q5 How will monitoring information be used?

As Question 2 above

**PART 5
APPROVAL**

This Equality and Human Rights Impact Assessment was completed by:

| | |
|-------------|---|
| Name | Iain Morris – Acting Director of Asset Management |
| Date | 24/04/2023 |

This Equality and Human Rights Impact Assessment was supported by:

| | |
|-------------|--------------|
| Name | Parveen Khan |
| Date | 03/05/2023 |

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 18

| BOARD MEETING | STANDING ITEM | FOR INFORMATION ONLY | FOR SCRUTINY | FOR RECOMMENDATION | FOR DECISION |
|--|--|---|---|---|---|
| Special Board – 28 September 2023 | <ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting | <p><u>Standing/Regular Reports</u></p> | <p><u>Standing/Regular Reports</u></p> | <p><u>Standing/Regular Reports</u></p> | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Annual Performance Review |
| 26 October 2023 | <ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair’s Report Chief Officer’s Report Committee Reports Risk Themes Forward Plan Date of Next Meeting | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> HS Policy and Policy Statement <p><u>New Business</u></p> <ul style="list-style-type: none"> | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Capital Budget Outturn Report 2022/23 Resource Budget Outturn Report 2022/23 <p><u>New Business</u></p> <ul style="list-style-type: none"> | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Board Forward Plan Schedule 2024/25 Health and Safety Annual Report 2022/23 New Mobilising System Annual Procurement Report 2022/23 <p><u>New Business</u></p> <ul style="list-style-type: none"> |
| 14 December 2023 | <ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair’s Report Chief Officer’s Report Committee Reports Risk Themes Forward Plan Date of Next Meeting | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Corporate Risk and Performance Report Q2 Progress Report <p><u>New Business</u></p> <ul style="list-style-type: none"> | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> | <p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Long Term Financial Strategy New Mobilising System Draft Annual Report and Accounts 2022/23 (PRIVATE) <p><u>New Business</u></p> <ul style="list-style-type: none"> Asset Management Strategy (IM/IB) |

SFRS DRAFT BOARD FORWARD PLAN

| BOARD MEETING | STANDING ITEM | FOR INFORMATION ONLY | FOR SCRUTINY | FOR RECOMMENDATION | FOR DECISION |
|---|--|--|---|--|---|
| Provisional Special Board – 7 February 2024 (org 22 Feb) | <ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting | <u>Standing/Regular Reports</u> | <u>Standing/Regular Reports</u> | <u>Standing/Regular Reports</u> | <u>Standing/Regular Reports</u> |
| Special Board – 29 February 2024 | <ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting | <u>Standing/Regular Reports</u> | <u>Standing/Regular Reports</u> | <u>Standing/Regular Reports</u> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> New Mobilising System Budget Approach 2024-25) |
| 27 March 2024 | <ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair’s Report Chief Officer’s Report Committee Reports Risk Themes Forward Plan Date of Next Meeting | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> <u>New Business</u> <ul style="list-style-type: none"> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Corporate Risk and Performance Report Q3 Progress Report <u>New Business</u> <ul style="list-style-type: none"> Local Plan Consultation Update/Final Local Plans | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> <u>New Business</u> <ul style="list-style-type: none"> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> Resource Budget 2024/25 Capital Programme 2024-2027 New Mobilising System Resource and Capital Plans <u>New Business</u> <ul style="list-style-type: none"> Risk Based Investment Strategy (IM/IB) |