

OFFICIAL



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

19 October 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 26 October 2023

**Time:** 1000 hours

**Venue:** Conference Facilities

The business for the meeting is detailed overleaf.

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

Yours sincerely

*Kirsty L. Darwent*

**KIRSTY DARWENT**  
Chair

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



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

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**PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**  
**THURSDAY 26 OCTOBER 2023 @ 1000 HOURS**  
**BY CONFERENCE FACILITIES**

**AGENDA**

**1 CHAIR'S WELCOME**

**2 APOLOGIES FOR ABSENCE**

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

**4 DECLARATION OF INTERESTS**

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

**5 MINUTES OF PREVIOUS MEETINGS:**

**5.1 Thursday 31 August 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  
- *Draft Minute of Meeting: 10 August 2023 (attached)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
- 10.3 **People Committee:** M Wylie  
- *Draft Minute of Meeting: 14 September 2023 (attached)*
- 10.4 **Service Delivery Committee:** T Wright  
- *Draft Minute of Meeting: 24 August 2023 (attached)*
- 10.5 **Reform Collaboration Group Oversight Group** (*verbal*) F Thorburn
- 11 BOARD FORWARD PLAN SCHEDULE 2024/25** (*attached*) M McAteer
- The Board is asked to approve the report.*
- 12 REVISED SCHEME OF DELEGATIONS** (*attached*) M McAteer
- The Board is asked to approve the report.*
- 13 ANNUAL PROCUREMENT REPORT FOR THE PERIOD  
1 APRIL 2022 TO 31 MARCH 2023** (*attached*) J Thomson
- The Board is asked to approve the report.*
- 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 scrutinise the report.*
- 16 RESOURCE BUDGET OUTTURN REPORT 2022/23** (*attached*) J Thomson
- The Board is asked to scrutinise the report.*
- 17 CAPITAL BUDGET OUTTURN REPORT 2022/23** (*attached*) J Thomson
- The Board is asked to scrutinise the report.*
- 18 REPORTS FOR INFORMATION ONLY:**
- 18.1 **SFRS/Anthony Nolan Partnership - Annual Report -  
Academic Year 2022/23** (*attached*) A Watt

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

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

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

*The Board is asked to note the update.*

- 21 **DATE OF NEXT MEETING**

The next meeting will be held on Thursday 14 December 2023.

**PRIVATE SESSION**

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

22.1 **Thursday 31 August 2023** (attached)

K Darwent

22.2 **Thursday 28 September 2023 – Special** (attached)

K Darwent

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

- 23 **ACTION LOG** (attached)

Board Support

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

- 24 **LEADHILLS COMMUNITY FIRE STATION CONSULTATION REPORT** (attached)

D Farries  
S Wright

*The Board is asked to approve the report.*

- 25 **NEW MOBILISING SYSTEM PROCUREMENT PROCEDURE** (attached) J Thomson

*The Board is asked to approve the report.*

- 26 **NEW MOBILISING SYSTEM** (verbal)

D Lockhart

*The Board is asked to note the verbal update.*

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SCOTTISH  
FIRE AND RESCUE SERVICE

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

**THURSDAY 31 AUGUST 2023 @ 1000 HRS**

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

**PRESENT:**

Fiona Thorburn, Deputy Chair (FT)  
Steve Barron (SB)  
Angiolina Foster (AF)  
Paul Stollard (PS)  
Mhairi Wylie (MW)

Stuart Ballingall (SJB)  
Brian Baverstock (BB)  
Malcolm Payton (MP)  
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 Training, Safety and Assurance
John Thomson (JT)	Acting Director of Finance and Procurement
Lyndsey Gaja (LG)	Head of People
Gregor Welsh (GW)	Business Intelligence Team Leader (Item 11 only)
Ijaz Bashir (IB)	Asset Governance and Performance Manager (Item 16.2 only)
Stuart Free (SF)	Asset Quality Manager (Item 16.2 only)
Roddy McKinnon (RK)	Scottish Equipment Manager (Item 16.2 only)
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 23 only)
Jason Sharp (JS)	Area Commander (Item 23 only)
Paul McGovern (PMcG)	Programme Manager PTFAS (Item 23 & 24 only)
Derek Wilson (DW)	Area Commander, New Mobilising System Project (Item 25 only)
Clare Adams (CA)	Senior Project Manager, New Mobilising System (Item 25 only)
Louise Patrick (LP)	T/Performance and Strategic Planning Manager (Item 26 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS:**

Robert Scott, HMFSI  
Greg Wilson, Station Commander, SLT Support  
Marion Lang, Corporate Business and Admin Manager

**1 CHAIR'S WELCOME**

1.1 FT opened the meeting and welcomed those present and observing via MS Teams.

1.2

## DRAFT - OFFICIAL

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 Kirsty Darwent, Chair of SFRS Board  
Mark McAteer, Director of Strategic Planning, Performance and Communications  
Iain Morris, Acting Director of Asset Management

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

- 3.1 The Board agreed that the *Development of Local Fire and Rescue Plans Update; Outline Business Case Rostering Project; People, Payroll, Finance and Training Project Update; New Mobilising System: Pre-Procurement Gate Review Report with Outline Business Case; Draft Annual Performance Review 2022/23 and Liability Claim against Scottish Fire and Rescue Service* items would be taken in private. This is due to the confidential nature of the issues, confidential commercial/financial information, potential consultation/negotiations and matters subject to legal proceedings and the confidential nature of the issue (Standing Order 9D, 9E, 9F and 9G), respectively.

### 4 DECLARATION OF INTERESTS

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

### 5 MINUTES OF PREVIOUS MEETING:

#### 5.1 Thursday 29 June 2023

- 5.1.1 FT acknowledged SB's proposed amendments to the draft minute regarding Income Generation Policy (Item 12) and agreed that the minutes would be amended to capture the fullness of the discussion.

- 5.1.2 **Subject to the agreed amendments, the minutes of the meeting held on 29 June 2023 were approved as a true record of the meeting.**

#### 5.2 Matters Arising

- 5.2.1 None

### 6 ACTION LOG

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

Action 12.3 & 12.16 Performance Management Framework 2023/24 (27/04/2023): It was agreed that this action would be re-opened to allow for assurance to be provided on the golden thread. Further discussion to be held off table to provide clarity on the exact ask/action required.

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

### 7 DECISION LOG

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

- 7.2 **Members noted the updated Decision Log.**

### 8 CHAIR'S REPORT

- 8.1 FT presented the Chair's Update report which noted events that had occurred since the Board meeting held on 29 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 29 June 2023 and offered to expand further if requested.
- 9.2 The Board requested, and were provided with, a brief explanation of the Chief Officer's involvement with the Strategic Content Board.

9.3 **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 10 August 2023 and provided a verbal update, highlighting the following:

- Discussions relating to capacity, planning, capability and appropriate resources for short to long term plans.
- Update on New Mobilising System project and the Committee noted the importance of delivering this project and urged the Service that lessons from the previous project were learned and applied. Assurances were provided from Executive colleagues.
- Closing report for the West Asset Resource Centre, noting the project was delivered within timescale and under budget, and also that lessons learned from McDonald Road were applied during the project.
- Closing report for Refurbishment of McDonald Road Fire Station.
- Update on Safe and Well Project and updated Home Fire Safety Visits (HFSV).
- Update on Strategic Service Review Programme (SSRP) roadmap and ongoing activity to secure appropriate resources.
- Update on Portfolio Office activities and progress with processes/framework.

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

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

10.2.1 BB reported that the Committee held a public meeting on 27 June 2023 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous meeting.

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

10.2.3 **Audit and Risk Assurance Committee Annual Report to the Accountable Officer and Board**

10.2.4 BB presented the review of the Audit and Risk Assurance Committee (ARAC) Annual Report 2022/23, to the Board 'For Information Only' following its approval at the ARAC on 27 June 2023. The following key points were highlighted:

- Summary of Committee's work throughout the year.
- Internal Audit (Azets) provided an overall opinion of reasonable assurance.
- Previous External Auditor's (Deloitte) legacy was best value and wider scope review and the ongoing outstanding actions relating to financial reporting and medium to long term financial planning. Audit Scotland have since been appointed as the new External Auditors.
- HMFSI provided positive assurance.
- Progress continues to be made regarding risk management and the transition continues from good to better.
- Financial reporting sections noted the current position and planning for the coming year.
- Overall opinion on the Committee's effectiveness.

10.2.5 Regarding External Audit's opinion on the Service's financial sustainability due to flat cash settlements, BB noted that no opinion was offered due to the Service being a

publicly funded organisation.

10.2.6 Within the Risk Management section, the Board noted the progress being made and commented that the density and quantum of papers being provided does not necessarily support the needs of the Committee and/or Board. It was noted that this was a common issue and asked for consideration being given to review and make the necessary adjustments for the current year. Similar observations and discussions had taken place at the Strategic Leadership Team (SLT) and there were positive signs that papers were beginning to change.

10.2.7 In regard to financial sustainability, JT advised the Board that the External Auditors had engaged with Scottish Government regarding ensuring sufficient funding being available.

10.2.8 **The Board noted the report.**

### 10.3 **People Committee (PC)**

10.3.1 MW reported that the Committee held a public meeting on 8 June 2023 and referred the Board to the draft minutes noting that a verbal update was provided at the previous meeting.

10.3.2 The Committee's next meeting was scheduled to be held on 14 September 2023.

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

### 10.4 **Service Delivery Committee (SDC)**

10.4.1 TW reported that the Committee held a public meeting on 24 August 2023 and provided a verbal update, highlighting the following:

- Service Delivery Update highlights included the use of smoke hoods at live incidents, potential capacity issues with Fire Safety Enforcement (FSE) audits, water safety activities and the Youth Volunteer Scheme.
- First iteration of the Service Delivery Performance report via PowerBI with further consideration to be given to future presentations.
- HMFSI regular update noting potential inspection report being presented at the next meeting.
- Risk spotlight on the management of contaminants noting the Service's lead role, challenges and comparisons with other UK and international fire and rescue services.
- Update on Operations Control resilience.

10.4.2 The Board asked for an update on succession planning for business critical roles/areas of the Service and what measures were being taken to ensure resilience. RH advised the Board that the SLT were receiving monthly updates and were closely scrutinising the projection of in scope personnel. LG noted that the Service were aware of the challenges which may arise from the pension remedy and current financial circumstances. LG assured the Board on the work being undertaken to identify potential in scope personnel, however, the situation remains unknown until formal leaver notifications had been received. LG outlined some of the longer-term succession plans. DF advised that a 5-year replacement plan for FSE was now in place and as such the risk had recently been downgraded.

10.4.3 DF also noted the changes to the abatement rules and potential opportunities this offers to individuals and the Service.

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

*(G Welsh joined the meeting at 1040 hrs)*

**11 ORGANISATIONAL PERFORMANCE DASHBOARD Q1 2023-24**

11.1 RW presented the Board with the first quarter performance dashboard for fiscal year 2023-24. The Board were reminded of the development of the cross-Service performance PowerBI solution to support the Performance Management Framework (PMF). The primary audience was noted as the SLT and the Board, however a public facing version would be developed (PDF version). As this was the first iteration of this report, it would be subject to further improvement in future iterations i.e. greater summary information on performance, improved graphical information, annual operating plan and risk tracker solutions. It was noted that the cover paper provided an overview of the PMF indicators. If needed, the Board would have the opportunity to attend orientation sessions.

11.2 GW presented the report and highlighted the following key points:

- Non-Domestic Building Fires (KPI1): Increased within the last quarter and trend would continue to be monitored.
- Deliberate primary fires and refuse and vehicle fires (KPI 2 & 3): Variability levels of incidents with no overall trend.
- Fire fatalities (KPI4): Variability levels of incidents with continual decreasing trends.
- Home Fire Safety Visit (HFSV) conducted (KPI6): Baseline reset due to policy and legal changes.
- High Risk HSFV % (KPI7): Trend indicates improving performance and strong partner referrals.
- Audits Completed (KPI9): Trending upwards/momentum in the right direction.
- Accident Dwelling Fires (ADF) (KPI10): Trending downwards/momentum in the right direction.
- High Severity ADF (%) (KPI11): Increased in last quarter.
- Total Incidents (KPI12): Anticipated impact of changes to response model to be included in the next report.
- Response time to life risk incidents (KPI14): Increasing across all 3 Service Delivery Areas. Response times were made up of 3 component parts. One component part was call handling, which was indicating a stabilisation of an increasing trend. Other component parts were mobilising and travelling, which were impacted by numerous different factors. A similar increase had been reported by other UK fire and rescue services.
- On Call 1<sup>st</sup> Appliance Availability (KPI16): Continuing downwards trend.
- Wholetime 1<sup>st</sup> Appliance Availability (KPI17): Downward trend over the last 5 periods which were attributable to challenges with absence rates and out of roster pattern.
- Core Skills modules completed (KPI22): Decrease in current period which was attributable to local issues and competing focus during the period.
- Assist Other Agencies Incidents (KPI30) and Effect Entry/Exit Incidents (KPI31): Increased demand and would continue to be monitored.
- Carbon emissions (KPI32): Anticipated reduction in next quarter.
- Invoices completed within 30 days (KPI40): Continue to be monitored.
- Wholetime and Flexi Duty Officer FTE (KPI46): Remains consistent.
- On Call and Volunteer FTE: Remains challenging.
- Support Staff (FTE): Reduction on target.
- Vacancies rates remain consistent, with turnover and absence rates stabilising.
- Acts of Violence (KPI51): Slightly lower than normal levels.
- RIDDOR (KPI52): Lower than average of the last 5 periods.
- Accidents and injuries (KPI53) and Near miss (KPI54): Reporting a similar increase in the last quarter.
- Vehicle accidents (KPI55): Similar to previous quarter.
- Health and safety actions completed (KPI56): Increase in last period.

**DRAFT - OFFICIAL**

- 11.3 RW reminded the Board that the detailed run through on the initial presentation of this report and that future iterations would be more exception based reporting.
- 11.4 RW advised the Board that the Organisation's Statistics had been published and a link would be circulated for awareness.
- 11.5 GW explained the rules for reviewing and resetting baselines, if necessary.
- 11.6 The Board welcomed the use and interrogating potential of PowerBI, however noted that the level of information being presented was too much and that they would have to apply discipline when scrutinising the data. Consideration should be given to identify a protocol of what should be presented for scrutiny to the Board and the need for delegation of what KPI's were to be presented for scrutiny to the Board and Committees. RW noted that the intention of the report was to provide assurance on end-to-end performance, however, there was options to provide more summarised information with the ability to interrogate further if required.
- 11.7 The Board noted concerns regarding accessing the live system via unsecure public wifi and how the information would be accessible to the public. RW confirmed that a PDF version of the report would be made available for public access and explained how this would be prepared.
- 11.8 The Board noted the provision of an executive summary would be helpful to direct focus and allow preparation in advance of actual meetings.
- 11.9 The Board noted that it would be helpful to understand relationships between individual indicators and the long-term implications.
- 11.10 RW advised that it would be possible to provide only relevant sections to Committees and a high-level summary, along with full access, to the Board, if this was deemed appropriate. RW reminded the Board that this was the first iteration of this report and future presentation could be adjusted as necessary.
- 11.11 In regard to KPI22 (Core skills modules completed), the Board commented on the final data point (manually updated) being out of alignment and asked whether this was accurate. RW noted that every effort was made to try to ensure the data is as up to date as possible. RW further noted that there was a culture change in the provision of data/interpretation of data by the business owners. GW highlighted the summary information against this KPI which noted the process changes for earlier data collection therefore the data may not be as up to date as previous periods. AW noted that some refinement was required and reminded the Board that due to operational needs, absences, etc there would always be a period of catch up required.
- 11.12 The Board reiterated their appreciation of the data being presented and asked how the outcomes of the data could be interrogated to help with detailed analytics and research.
- 11.13 The Board commented on the requirement for additional narrative relating to mitigating actions relative to the data being provided and asked for consideration to be given to what information was released into the public domain as there could be the potential for it to be inaccurately interpreted. RW advised the Board that the SLT had discussed this issue. He noted that the performance data had been previously published in a different form and that the summary information provided was intended to outline any mitigating actions.
- 11.14

11.15 TW noted that an informal action was raised at the recent Service Delivery Committee for off table discussions with RW on how the performance report would be developed for future meetings.

11.16 The Board asked for consideration to be given to include vertical axis and for numbers to be used in place of percentages to provide a fuller understanding.

11.17 RH commented on the helpful discussion and noted that the use of this new product needed further refinement. RH noted the intention for this product to support short, medium and long-term decision making. RH further noted the benefit of further discussions to ensure that the Board and Committees were being provided with data to allow efficient scrutiny and assurances on any mitigating actions.

11.18 The Board noted their appreciation to all those involved in the development of this product and the ongoing culture change within the Service. It was agreed that the Organisational Performance Dashboard/PowerBI would be added to the agenda for the November Strategic Planning Workshop days to further discuss the issues raised during this discussion.

**ACTION: BST**

**The Board scrutinised the Organisational Performance Dashboard Q1 2023-24.**

*(G Welsh left the meeting at 1130 hrs)*

*(The meeting broke at 1130 hrs and reconvened at 1140 hrs)*

**12 ANNUAL OPERATING PLAN AND PORTFOLIO PROJECT REPORT**

12.1 RW presented a report advising the Board of the quarterly progress made against the strategic outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan (AOP), Corporate Measures and Portfolio Office Programmes between 1 April and 31 July 2023. The following key points were highlighted:

- Outdated risk information had been removed due to the new risk reporting approach which was subject to SLT approval prior to being presented at ARAC (30 October 2023).
- Portfolio Office information presented was the same as that presented to the Change Committee. Intention going forward was to reduce the level of detail presented to the Board.
- AOP tracking (via PowerBI) reported 16 actions on target, 3 slightly off target and one action (carbon management) off target. Full explanation was provided on the reasons for the carbon management action being off target. All residual actions from previous AOPs were continuing to be completed.
- No Portfolio Office projects were highlighted for exception reporting within this quarter.

12.2 RW confirmed that this style of report would stop being produced as the performance product develops and the AOP reporting would be via a dashboard.

12.3 The Board commented on the AOP action relating to the Reform Collaboration Group work and queried whether the 45% completion rate was accurate. RW advised the Board that the lead responsible officer provided their estimate of progress against the action. It was noted that the completion rate related to progress against the current years aims rather than the overall project/process. RW and LBA to consider how this information could be presented to clearly articulate the progress with the current year and the overall project.

12.4 The Board agreed that the Change Committee would continue to scrutinise the Portfolio Office progress.

12.5 **The Board scrutinised the Annual Operating Plan and Portfolio Project Report.**

**13 REVISED SCHEME OF DELEGATIONS**

13.1 RW reminded the Board that the revised Scheme of Delegations (SoD) had previously been presented at the 27 April 2023 meeting for approval. However, the Board requested that an action be raised to further revise the SoD regarding decision making and finance. It had since been agreed that the SoD would be updated to provide clarity on novel and contentious matters and decisions required.

13.2 RW to circulate the revised SoD outwith the meeting for further comment and to seek approval.

**ACTION: RW**

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

**14 RESOURCE BUDGET MONITORING REPORT – JULY 2023**

14.1 JT presented a report advising the Board of the resource budget position for the period ending 31 July 2023. JT outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an overspend of £0.414 million and a forecast year-end overspend of £0.905 million. The following key points were highlighted:

- Employees costs forecast overspend for Wholetime and Control and an underspend for both Support Staff and On Call costs.
- Other employee related costs forecast overspend in subsistence.
- Non-employee costs forecast an overspend in Property, Supplies and Services, Transport and 3<sup>rd</sup> Party Payments. This was attributable to service contracts, increased rates, cleaning (PPE), vehicle maintenance and travel costs.
- Significant uncertainty surrounding Pension Remedy and the potential financial impact.
- Budget virements relating to training and reallocated budgets reflecting savings to date. Overall savings forecast at £9.700million.
- Financial risk remains around overall overspend and achieving savings.

14.2 The Board referenced previous discussions relating to optimism bias (approx. 15%) and the importance for this to be reflected in forecasted savings.

14.3 In regard to overspend in property, the Board asked what measures were being taken to reduce this. JT advised that the Service would have to focus more on reactive maintenance to remain within budget. JT noted that the increase in rates and the inability to challenge these increases was not helpful.

14.4 In regard to overspend in Wholetime, JT reminded the Board that the Service were currently running under the Target Operating Model (TOM) and where there are gaps in crewing/skillsets, this was managed through overtime.

14.5 The Board queried whether the Service were becoming reliant on the vacancy rates, in particular On Call, to assist in balancing the budget. JT noted that On Call budget was based on anticipated levels of demand using previous years data and that demand can fluctuate significantly. JT further noted the demand was likely to increase going forward and the Service were taking this into account for budgetary reasons. JT confirmed that a planned vacancy factor was considered within the budgets. Brief update was provided on the current rate of vacancies within support staff and measures being taken to reduce this.

14.6 In regard to increased costs associated with wildfire activity, the Board asked whether the Service's knowledge of extreme weather was being considered within future budget

planning. SS reminded the Board that reduction in Unwanted Fire Alarm Signals (UFAS) would counterbalance the increase in wildfire activities.

14.7

The Board requested future iterations of the report to provide more information on the actions and mitigations relating to forecasted overspend/risks in future reports.

**ACTION: JT**

14.8

The Board sought clarification on the total overspend risk to reported position figure of £16.848 million. JT reminded the Board of the uncertainty surrounding the pension remedy and potential subsequent overtime required to maintain operational availability. Unfortunately, until the actual position on retirements was known, this could not be factored into the forecast, however the situation continues to be monitored closely and some mitigating measures had already begun. Due to the significant risk and financial increase in the amount of overspend, the Board reiterated the ask for information on the mitigations and actions. RH advised that this information was available and could be provided to the Board.

14.9

The Board noted their concerns over the savings position, in particular the lack of efficiencies, and asked whether the Service was being as robust as they could be. JT advised the Board that Scottish Government were content with the level of savings achieved to date. JT noted that the Service were making tactical savings during this current year and then the Service would build towards strategic changes.

14.10

In regard to the current spend rate, JT reminded the Board that historically the Service spend rate in the first half of the year was traditionally higher.

14.11

The Board noted their concerns of savings within training and the significant risk and implications this may have. LBa reminded the Board that all functions have had to reduce their budget and this impacts the whole Service. AW advised the Board that the financial savings within the Training function had not impacted on the delivery of front-line training.

14.12

**The Board scrutinised the resource budget position for the period ending 31 July 2023.**

## **15 CAPITAL BUDGET MONITORING REPORT 2023/24 – JULY 2023**

15.1

JT presented a report advising the Board of the actual and committed expenditure against the 2023/24 capital budget position for the period ending 31 July 2023 and to seek approval of proposed virements with a net £1.5 million change. All efforts would be made to spend out the current revised budget of £32.500 million by 31 March 2024. The following key points were highlighted:

- Explanation on the revised budget of £32.500 million due to the removal of the additional net zero funding as a result of various challenges.
- Capital expenditure committed/paid to date was £14.873 million (46%) of the revised capital budget.
- Proposed budget virement to reallocate capital expenditure into property minor works and ICT projects (digital radios and GETAC tablets). This is due to slow progress on property major projects. It was highlighted that the GETAC tablets had not been previously identified within the current capital programme.
- Significant risk remains in fleet (due to the slow turnaround of vehicles), property works (due to the continuing deterioration of estates) and the New Mobilising System.

15.2

The Board asked whether there was the scope to review some of the revenue maintenance work to reallocate into capital minor works. JT confirmed that this had already been undertaken and forms part of the proposed virement.

15.3 In regard to net zero funding, JT noted that there were various reasons for this funding not being available or pursued. JT advised that the risk-based approach taken by the Service had prioritised other areas for capital investment and further advised the funding from Transport Scotland was ring fenced for the EE elements. However, JT reminded the Board that any improvements contributed towards net zero.

15.4 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2023 and approved the proposed virements.**

## **16 REPORTS FOR INFORMATION ONLY:**

### **16.1 Summary of Colleague Engagement Activity**

16.1.1 LG presented a report to the Board to provide an overview of some of the colleague engagement activities which had taken place since the last full engagement survey in 2018 for information.

16.1.2 In regard to population wide surveys, LG noted that the general consensus was that these types of survey were useful however, they were of more benefit if placed with other types of surveys i.e. pulse, direct engagement, etc. It was noted that there was still an expectation that population wide surveys would be carried out within the Service.

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

### **16.2 Strategic Asset Management Plan: Equipment 2023-2028**

16.2.1 The Strategic Asset Management Plan (SAMP) for Equipment report was presented to the Board for information.

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

## **17 RISK THEMES**

17.1 The Board noted that the financial risk to the Service was increasing.

## **18 FORWARD PLAN**

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

The following items were noted for the November Strategic Planning Workshop Days:

- Organisational Performance Dashboard – Format, data tailoring for Board/Committee scrutiny and implementation of changes.

## **19 DATE OF NEXT MEETING**

19.1 A special private meeting of the Board is scheduled to take place on Thursday 28 September 2023.

19.2 The next public meeting of the Board is scheduled to take place on Thursday 26 October 2023 at 1000 hrs.

19.3 There being no further matters to discuss in public, the meeting closed at 1245 hrs.

## **PRIVATE SESSION**

### **20 MINUTES OF PREVIOUS PRIVATE MEETING:**

#### **20.1 Thursday 29 June 2023**

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

#### **20.2 Thursday 27 July 2023 (Special)**

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

- 20.3 **The minutes of the meetings held on 29 June 2023 and 27 July 2023 (Special) were approved as a true record of the meetings.**

**Matters Arising**

- 20.4 There were no matters arising.  
20.4.1

**21 PRIVATE ACTION LOG**

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

**22 DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS UPDATE**

- 22.1 RW presented the report to the Board seeking agreement of the next steps relating to the review and refresh of local plans.

- 22.2 **The Board agreed that the Local Plan reviews should continue and that further discussion, including timelines, would be scheduled at the November Strategic Planning Workshop Days.**

**23 OUTLINE BUSINESS CASE: ROSTERING PROJECT**

- 23.1 SW presented the report to the Board seeking approval of the Rostering Project Outline Business Case to allow the project to proceed to procurement.

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

**24 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE**

- 24.1 LG presented the report to the Board to provide an update in relation to the People, Payroll, Finance and Training Project.

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

*(P McGovern left the meeting at 1420 hrs)*

*(C Adams and D Wilson joined the meeting at 1420 hrs)*

**25 NEW MOBILISING SYSTEM: PRE-PROCUREMENT GATE REVIEW REPORT WITH OUTLINE BUSINESS CASE**

- 25.1 DL presented the report to the Board to provide an update in relation to the Scottish Government Digital Assurance Office (DAO), Technology Assurance Framework, Pre-Procurement Gate Review (PPG) report and the New Mobilising System (NMS) Outline Business Case (OBC) for scrutiny.

- 25.2 **Due to the late issue of the papers, the Board noted that there had not been sufficient time allowed to scrutinise the report. A discussion would be held outwith the meeting to identify the best approach.**

**26 DRAFT ANNUAL PERFORMANCE REVIEW 2022/23**

- 26.1 RW presented the report to the Board to provide an early sight of the draft Annual Performance Review 2022/23 to seek agreement on the contents before re-presentation for formal approval at the September 2023 meeting.

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

**27 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE**

- 27.1 JT presented the report to the Board seeking approval in relation to an Employer's Liability claim intimated against the Service, noting that approval had been sought via email correspondence due to the issue being timebound.

27.2 **The Board formally approved the recommendation.**

**28 LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE**

28.1 JT presented the report to the Board with an update on the Employer's Liability claim intimated against the Service (as reported at Item 27).

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

**DRAFT**

## SFRS BOARD MEETING – ROLLING ACTION LOG



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

### Background and Purpose

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

The status of Actions are categorised as follows:

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

### Actions/recommendations

Currently the rolling action log contains 4 actions. A total of 3 of these actions have been completed.

The Board is therefore asked to approve the removal of the 3 actions noted as completed (Blue status), note one actions is categorised as Green status and note no actions categorised as Yellow status on the action log.

Board Meeting: 27 April 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
12.3 & 12.16	<p><b>Performance Management Framework 2023/24:</b> <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		October 2023	<p><b>Complete (31/08/2023):</b> 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> <p><b>RE-OPENED (31/08/2023):</b> Further assurance to be provided on the golden thread. To be a discussion further off table for clarity on exact ask.</p> <p><b>Complete (26/10/2023):</b> Work has been completed to develop a strategic planning flowchart which will be presented to Board Members during a session at the Strategic Planning Workshop in November 2023.</p>

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Board Meeting: 31 August 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.17	<p><b>Organisational Performance Dashboard Q1 2023-24</b> Use of Organisational Performance Dashboard by Board Members to be added to Strategic Planning Workshop Days agenda, with discussion including the following points:</p> <ul style="list-style-type: none"> <li>- Protocol on what BMs should scrutinise each quarter;</li> <li>- Delegation of what KPIs are scrutinised by Board and each Committee;</li> <li>- Provision of Executive Summary to direct BM's attention;</li> <li>- KPI's interlinked with each other;</li> <li>- Outcomes of the data, where is research required in qualitative data;</li> <li>- What are the generated actions, mitigations relative to the data provided;</li> <li>- What is provided in public domain.</li> </ul>	BST	November 2023		October 2023	<b>Complete (26/10/2023):</b> The Organisational Performance Dashboard has been added to the Strategy Day in November due to the full agenda being developed for the Strategic Planning Workshop.
13.2	<p><b>Revised Scheme of Delegations:</b> Circulate revised SoD outwith the meeting for further comment and to seek approval.</p>	RW	October 2023			<b>Update (26/10/2023):</b> Awaiting feedback from the Legal team prior to circulating the Revised Scheme of Delegations to members for comment.
14.6	<p><b>Resource Budget Monitoring Report:</b> Future iterations of the report to provide more information on the actions and mitigations relating to</p>	JT	October 2023		October 2023	<b>Complete (26/10/2023):</b> The Resource Monitoring report for the Board now includes the actions that are considered by SLT. The financial risks are reviewed each month and the financial risk on WFFF vacancies and overtime related to

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	forecasted overspend/risks in future reports.					the pension remedy has been combined as the risks are broadly equal and opposite. The latest forecast reflects the latest financial position regarding retirals associated with the pension remedy regulations coming into force on 1 October 2023.
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## SFRS BOARD MEETING DECISION LOG

### PURPOSE

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

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

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

### RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 October 2022</b>				
ITEM 12	<b>BOARD FORWARD PLAN SCHEDULE 2023-24</b>	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a Meetings Schedule for the Board and its Committees and Board Forward Plan until March 2024. These set out the Board's programme of scrutiny and key decisions for 2023-24, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	<b>The Board approved the proposed 2023/24 Forward Plan Schedule.</b>	<b>April 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2023):</b> The balance between in person and virtual meetings has allowed the Board to continue to operate in an open and transparent manner while balancing considerations of travel and environmental impact.				
ITEM 13	<b>ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2021 – 31 MARCH 2022</b>	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2021 – 31 March 2022, as required under the Procurement Reform (Scotland) Act 2014.	<b>The Board approved Annual Procurement Report for the period 1 April 2021 – 31 March 2022.</b>	<b>April 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2023):</b> The Annual Procurement Report was approved by the Board and was published to provide information on the Services procurement activity in line with the Service's Procurement Strategy, including within the publication was current contracts and future procurements. SFRS met legal obligation to publish this information.				
ITEM 19	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICES (PRIVATE)</b>	The Acting Director of Finance and Procurement provided a report to the Board of the Scottish Fire and Rescue Service outlining an employer's liability claim intimated against the Service.	<b>The Board approved the recommendation to instruct Clyde &amp; Co to settle the claim.</b>	<b>April 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2023):</b> The approval by the Board allowed SFRS to seek settlement of the claim.				

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

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

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

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

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 30 March 2023</b>				
ITEM 12	<b>RESOURCE BUDGET 2023/24</b>	The Acting Director of Finance and Procurement advised the Board of the proposed Resource Budget for 2023/24 and sought approval. The total Resource Budget for 2023/24 will be set at £308.133million, in line with additional resource budget funding from the Scottish Government.	<b>The Board approved the Resource Budget for 2023/24.</b>	<b>September 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2024):</b>				
ITEM 13	<b>CAPITAL PROGRAMME 2023/24</b>	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 –	<b>The Board approved the proposed Capital Programme for 2023-26 recognising that figures for years 2 and 3 are indicative and will be refined in future years.</b>	<b>September 2023</b>

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

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

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 27 April 2023</b>				
<b>ITEM 11</b>	<b>ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS</b>	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following a 'light touch' review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	<b>The Board approved the suite of papers, subject to the further amendments to Scheme of Delegation.</b>	<b>October 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2024):</b>				

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

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

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<b>ITEM 7</b>	<b>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</b>	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 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.	<b>The Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				
<b>ITEM 9</b>	<b>OPERATIONAL CHANGE CONSIDERATION 2023-24 (PRIVATE)</b>	The Director of Service Delivery presented the report seeking Board scrutiny on 2023-2024 change options within the operational footprint, that could contribute to the savings required to balance the SFRS budget. This includes high level consideration of people impacts, financial scenario planning and operational community risk and demand.	<b>The Board approved the SLT's recommendations. The Board scrutinised were assured on the principles and process.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				
<b>ITEM 11</b>	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board approved the recommendation.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date – 05/2024):</b>				
<b>ITEM 12</b>	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board approved the recommendation.</b>	<b>November 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 05/2024):</b>				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 29 June 2023</b>				
ITEM 12	<b>SFRS INCOME GENERATION POLICY - 2023</b>	The Acting Head of Finance and Procurement presented to the Board the draft SFRS Income Generation Policy for approval, which takes account of recent audit recommendations as agreed through SFRS governance routes and ensures appropriate scrutiny and governance of income received throughout SFRS.	<b>The Board approved the SFRS Income Generation Policy 2023.</b>	<b>December 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2024):</b>				
ITEM 13	<b>ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD</b>	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision.	<b>The Board approved the Annual Operating Plan 2023/24.</b>	<b>December 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2024):</b>				
ITEM 7	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board approved the recommendation.</b>	<b>December 2023</b>
<b>Impact Assessment for Board Decision (Review Date - 06/2024):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 July 2023 (Special Private)</b>				
ITEM 5	<b>SUPPORTING OPERATIONAL CHANGE CONSIDERATION 2023-24 – ADDITIONAL INFORMATION (PRIVATE)</b>	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.	<b>Following scrutiny of the additional information presented, the Board reaffirmed their support and approval of the Operational Change Consideration 2023-24</b>	<b>January 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 07/2024):</b>				

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<b>ITEM 6</b>	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)</b>	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.	<b>The Board retrospectively approved the recommendation.</b>	<b>January 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 07/2024):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 31 August 2023</b>				
<b>ITEM 15</b>	<b>CAPITAL BUDGET MONITORING REPORT 2023/24 – JULY 2023</b>	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.	<b>The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2023 and approved the proposed virements.</b>	<b>February 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2024):</b>				
<b>ITEM 22</b>	<b>DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS: UPDATE</b>	The Head of Governance, Strategy and Performance asked the Board to consider the content of this report and decide if it wishes to delay the revision of local plans due in 2023/24 following the legal requirement to review the existing local plans. If the revision of local plans are delayed the Board should also consider the time period it would wish to set for the revision of plans to be completed by in order that this can be communicated to local councils and other stakeholders	<b>The Board agreed that the Local Plan reviews should continue and that further discussion, including timelines, would be scheduled at the November Strategic Planning Workshop Days.</b>	<b>February 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2024):</b>				
<b>ITEM 23</b>	<b>OUTLINE BUSINESS CASE: ROSTERING PROJECT</b>	The Interim Deputy Chief Officer (Corporate Services) presented with the Rostering OBC for approval to allow the project to proceed to procurement.	<b>The Board approved the recommendation.</b>	<b>February 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2024):</b>				

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<b>ITEM 27</b>	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE</b>	The Acting Director of Finance and Procurement provided a report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board formally approved the recommendation.</b>	<b>February 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2024):</b>				

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 28 September 2023 (Special Private)</b>				
<b>ITEM 5</b>	<b>ANNUAL PERFORMANCE REVIEW REPORT 2022/23</b>	The Director of Strategic Planning, Performance and Communications presented the Annual Performance Review Report 2022/23 to the SFRS Board for approval and requested its release to Scottish Government.	<b>Subject to the amendments noted, the Board approved the publication of the Annual Performance Review Report 2022/23 and its release to Scottish Government in advance of the Annual Performance Review meeting (31 October 2023).</b>	<b>March 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 09/2024):</b>				
<b>ITEM 23</b>	<b>DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS: SEPTEMBER 2023 UPDATE</b>	The Director of Strategic Planning, Performance and Communications presented the update report for the Board to consider the legal obligations facing the Service in the development and publication of Local Plans.	<b>The Board agreed in principle, pending additional legal advice to support the decision, with final approval being confirmed by notification.</b>	<b>March 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 09/2024):</b>				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
THURSDAY 26 OCTOBER 2023**

**CHAIR'S UPDATE: SEPTEMBER-OCTOBER 2023**

**Friday 1 September 2023**

National Joint Council

**Monday 11 September 2023**

Board member recruitment - Shortlisting meeting

**Wednesday 13 September 2023**

Justice Committee – Pre-Budget Scrutiny

Regular meeting with Siobhan Brown, Minister for Victims and Community Safety and CO Ross Haggart

**Thursday 14 September 2023**

Regular meeting with Liz Barnes, Interim Deputy Chief Officer Corporate Services

Remuneration, Appointments and Nominations Sub Committee meeting

People Committee

**Friday 15 September 2023**

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

**Tuesday 19 September 2023**

Regular Chair/Board Support Team meeting

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

**Wednesday 20 September 2023**

Change Committee (Special)

**Monday 25 September 2023**

Meeting with Robert Scott, HMFSI

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

Integrated Governance Forum Pre-Agenda meeting

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

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

**Tuesday 26 September 2023**

Meeting with Angela Constance, Cabinet Secretary for Justice and CO Ross Haggart

**Thursday 28 September 2023**

Portfolio Office Resourcing Meeting

Board Strategy Day

Special Board meeting

**Friday 29 September 2023**

Meeting with John-Paul Marks, Permanent Secretary

**Monday 2 October 2023**

Regular meeting with Fiona Thorburn, Deputy Chair

Integrated Governance Forum

OFFICIAL

**Wednesday 4 October 2023**

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities with CO Ross Haggart

**Thursday 5 October 2023**

National Joint Council

**Tuesday 10 - Thursday 12 October 2023**

Board member Interviews

**Monday 16 October 2023**

Board Pre-Agenda meeting  
Regular Chair/Board Support Team meeting  
National Commemoration Project Board

**Thursday 19 October 2023**

Change Committee (Special)

**Friday 20 October 2023**

COSLA Community Wellbeing Board

**Monday 23 October 2023**

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities

**Wednesday 25 October 2023**

Board member Interviews

**Thursday 26 October 2023**

SFRS Board meeting  
Reform Collaboration Group Pre-Agenda

**Monday 30 October 2023**

National Joint Council

**Tuesday 31 October 2023**

Ministerial Annual Performance Review  
Regular meeting with Fiona Thorburn, Deputy Chair and CO Ross Haggart

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 26 October 2023**

**CHIEF OFFICER'S UPDATE – September/October 2023**

**Friday 1 September 2023**

Regular PA Catch up  
Regular Director 1:1 x 2

**Monday 4 September 2023**

Firefighters Memorial Trust Service of Remembrance, Litchfield, Staffordshire

**Tuesday 5 September 2023**

Travel to London

**Wednesday 6 September 2023**

Pay Progression Joint Working Group

**Thursday 7 September 2023**

Meeting with PS  
Regular Director 1:1 x 2

**Friday 8 September 2023**

Pre-Budget Scrutiny Meeting  
Justice Committee Filming

**Monday 11 September 2023**

Regular PA Catch up  
Regular Director 1:1

**Tuesday 12 September 2023**

NFCC CFO meeting  
SFRS Cultural Review Workshop  
Regular Meeting with SLT Support Officer

**Wednesday 13 September 2023**

pre-budget scrutiny of the Scottish Government's budget for 2024/25, Edinburgh  
Meeting with Minister for Victims and Community Safety, Edinburgh

**Thursday 14 September 2023**

Regular Meeting with SLT Support Officer  
RANSC Meeting

**Friday 15 September 2023**

Technical Reading

**Monday 18 September 2023**

Regular PA Catch up  
Regular Director 1:1 x 4  
PS/SFRS Collaboration Executive Oversight Group Meeting

**Tuesday 19 September 2023**

Change Portfolio Investment Group Meeting  
SLT Performance, Finance & Planning Meeting

**Wednesday 20 September 2023**

Advisory Forum, London

**Thursday 21 September 2023**

Regular Meeting with HMFSI  
Regular Chief Officer Support Team Catch up

**Friday 22 September 2023**

Long Service Good Conduct Ceremony, NHQ

**Monday 25 September 2023**

Regular PA Catch up  
Regular Catch up meeting with Chair and Deputy Chair  
IGF Pre-Agenda Meeting  
Regular meeting with Director of Safer Communities

**Tuesday 26 September 2023**

Blue Light Reform/Collaboration, Scottish Parliament

**Wednesday 27 September 2023**

NFCC Council Meeting

**Thursday 28 September 2023**

Portfolio Office Resourcing Meeting  
SFRS Board Strategy & Development Day  
SFRS Board Meeting (Special Private)

**Friday 29 September 2023**

Meeting with the Permanent Secretary, McDonald Road Fire Station

**Monday 2 October 2023**

Regular PA Catch up  
IGF

**Tuesday 3 October 2023**

Support Staff Recruitment Process Meeting  
Braidwood Bi-Centenary Filming, McDonald Road Museum, Edinburgh  
Brave@Heart Awards Ceremony, Edinburgh Castle

**Wednesday 4 October 2023**

SLT Policy Meeting  
CO Business Team Regular Catch up  
Regular Director 1:1  
Mid Year Review

**Thursday 5 October 2023**

NJC Employers Forum

**Friday 6 October 2023**

Justice Board Meeting

**Monday 9 October – Friday 20 October 2023**

Annual Leave

**Monday 23 October 2023**

Strategic Managers Development Day

**Tuesday 24 October 2023**

NFCC CFO Regular Meeting

NFCC Steering Group

**Wednesday 25 October 2023**

Regular Director 1:1

Director Mid-Year Review

**Thursday 26 October 2023**

SFRS Board Meeting

FFC Board Trustee Review Meeting

RCG Pre-Agenda Meeting



**SCOTTISH**  
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**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 10 AUGUST 2023 @ 1000 HRS**

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

**PRESENT:**

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

Brian Baverstock, Deputy Chair (BB)  
Angiolina Foster (AF)

**IN ATTENDANCE:**

Stuart Stevens (SS)	Deputy Chief Officer
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
John Thomson (JT)	Acting Director of Finance and Procurement
Iain Morris (IM)	Acting Director of Asset Management
Alex Lane (AL)	National Property Manager (Item 7.2 only)
Cathy Barlow (CB)	Deputy Head of Prevention and Protection (Item 7.3)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Leanne Stewart	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Douglas Balfour	Emergency Service Network

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those participating via MS Teams.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question and that the meeting would be recorded for minute taking purposes only.
- 1.3 On behalf of the Committee, FT thanked Leanne Stewart for her hard work and efforts and wished her well in her new job.

**2 APOLOGIES**

- 2.1 None

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

3.1 The Committee agreed that the *People, Training, Finance and Assets System Update* (Item 15), *McDonald Road Closing Report* (Item 16), *Financial Reports – Change Portfolio* (Item 17), *Update on Strategic Service Review Programme* (Item 18), *New Mobilising System* (Item 19), would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

**4 DECLARATION OF INTERESTS**

4.1 There were no declarations of interest noted.

**5 MINUTES OF PREVIOUS PUBLIC MEETING: 11 MAY 2023**

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

5.1.1 **The minutes of the meetings held on 11 May 2023 were approved as a true record of the meeting.**

5.2 **Matters Arising**

5.2.1 There were no matters arising.

**6 ACTION LOG**

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

6.2 FT commented on the action log updates being larger than normal and explained that this was necessary to ensure a complete and full update was being captured within the log.

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

**7 CHANGE PORTFOLIO/MAJOR PROJECTS**

**7.1 Programme Project Highlight Report**

7.1.1 RR presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. It was noted that some specific project updates were scheduled to be provided during the private session. The following key points were highlighted:

- New Mobilising System (NMS): Skill and Resources now reporting Amber due to the ongoing delay in recruitment of key project roles.
- West Asset Resource Centre and McDonald Road projects were now complete.
- Emergency Service Network: Cost and Time were reporting Red and Amber, respectively.
- On Call Programme: Progressing through closure phase and risks have been moved to appropriate directorate risk registers.
- Safe and Well: Time and Quality reporting Amber.

7.1.2 In regard to capacity planning, DL advised the Committee that this was still in the early stages to review the portfolio and the capacity to deliver further change. A revised structure has been approved by the Strategic Leadership Team (SLT), however, this was required to be delivered within the existing budget. DL acknowledged the Committee's interest and previous comments regarding concerns on capacity and noted that progress was being made.

7.1.3 CM further advised the Committee that the longer term roadmap of change was being reviewed with a view to identifying capabilities and capacity, links to the Annual Operating Plan and other portfolios within the organisation, and the development of a capacity management tool.

- 7.1.4 The Committee noted that the delivery of the NMS was a priority for the Service and urged that previous experiences were not repeated particularly around resourcing.
- 7.1.5 The Committee highlighted their concerns that there were some gaps in regards to business cases and benefits for a number of projects and that priority was not being given to these key activities.
- 7.1.6 In regard to the People, Payroll, Finance and Training project, the Committee noted it was reporting Green and queried whether this was accurate. This would be discussed further under Item 15.

7.1.7 **The Committee scrutinised the report.**

*(A Lane joined the meeting at 1015 hrs)*

7.2 **West Asset Resource Centre Closing Report**

7.2.1 IM presented the Committee with the project closing report and the following key points were highlighted:

- Community Benefits information was now available and would be circulated separately after the meeting via email.
- Lessons learned from McDonald Road had been applied to this project.
- Project was delivered on time and under budget.

7.2.2 The Committee offered their congratulations on the successful delivery of the project. The Committee sought clarification on the mechanics for embedding lessons learned into future projects. IM advised the Committee that learnings were currently kept within the team, however work had begun with the Portfolio Office to share lessons wider. CM informed the Committee of the creation of a change community practice with cross directorate representatives, to develop a knowledge hub to help share and embed learning across the Service. CM to provide an update back to the Committee in 6 months (captured under Item 10 Forward Plan).

7.2.3 **The Committee scrutinised the report.**

*(A Lane left the meeting at 1020 hrs)  
(C Barlow joined at 1020 hrs)*

7.3 **Safe & Well Project Update**

7.3.1 CB presented the report to the Committee to provide an overview of progress to date, benefits and options for the implementation of Safe and Well (S&W). The following key points were highlighted:

- Recent papers presented at the Change Portfolio Progress Group (CPPG) were provided both for background and progress update on the project.
- Developed a person-centred approach to visits.
- Four different implementation options presented to the CPPG and Option 4 was agreed in principle. Option 4 was to take all previous learning and continue to develop an updated Home Fire Safety Visit (HFSV).
- Business case and implementation plan were being developed and would be submitted to the Change Portfolio Investment Group (CPIG) for decision.

7.3.2 Regarding governance, DL advised the Committee that the business case and implementation plan would initially be presented to CPIG and thereafter would be submitted to the Board for formal decision. The Committee requested further information on the governance route and decision timescales, and the opportunity to scrutinise the decision and implementation options.

**ACTION: SS**

- 7.3.3 The Committee asked that consideration be given to reviewing the wording within the revisit section of the comparison table.  
**ACTION: CB**
- 7.3.4 The Committee noted the helpful HFSV and S&W comparison information within the papers and requested further detail on how evidence was gathered on the impact and effectiveness of HFSV workstreams for householders.  
**ACTION: CB**
- 7.3.5 The Committee commented on the revisit arrangements and sought clarity on the resource gain and benefits to workforce capacity of shifting the onus of follow-up visits onto high risk householders.  
**ACTION: CB**
- 7.3.6 In regard to the process for arranging revisits, the Committee recognised the capacity of internal resources required and queried whether the Service were maximising the contacts/relationships with our partner organisations. The Committee sought further information on the current quality of connections with partners for partnership referrals.  
**ACTION: CB**
- 7.3.7 CB reminded the Committee of recent campaigns to raise awareness of HFSV and the work undertaken to engage with partners to raise awareness and the benefits of the integrated partnership platform to streamline referrals/sharing information.
- 7.3.8 CB advised the Committee that the IT system was 95% completed and would be piloted in November/December 2023. CB noted that the system will not go live until the final implementation plan had been confirmed.
- 7.3.9 **The Committee scrutinised the report.**  
*(C Barlow left the meeting at 1045 hrs)*
- 7.4 **Strategic Spending Review Programme (SSRP)**
- 7.4.1 JT provided a brief verbal update on the SSRP and highlighted the following key points:
- CM had been appointed as the interim project manager.
  - Update on recruitment of project manager including shortlisting, interviews and market allowance.
  - Development of resource requirements within the workstreams and working groups.
  - Programme brief approved by CPIG. The Programme Board were reviewing the brief to reflect more strategic narrative, further investment and identifying cashable savings.
  - Programme roadmap had been developed and socialised and would be subject to further refinement.
  - Programme Board structure agreed.
  - Brief outline of progress within all workstreams and reporting processes.
  - Financial scenarios developed and discussed with the SLT. These will be presented at the special Board Strategy Day on 31 August 2023.
- 7.4.2 The Committee were reminded that a SSRP workshop was scheduled on 7 September 2023.
- 7.4.3 **The Committee scrutinised the report.**
- 8 GENERAL REPORTS**
- 8.1 **Portfolio Progress Update**
- 8.1.1 CM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the PO in building and developing new and existing capacity,

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

- Portfolio Benefit Management Framework Design: Action now complete.
- Business Case and Benefits Integration: Action now complete.
- Change Portfolio Prioritisation Model Design: Complete, now part of process for all future projects.
- Portfolio Office Function Strategy: Established 4 pillars of service delivery with varying degrees of development.
- Business Change Lifecycle Design: Action now complete.
- Portfolio Office Risk Reporting: New risk report format and trialling of dashboard.
- Portfolio Level Financial Reporting: New finance report including separate resource and capital spend.
- Portfolio Office Highlight Report: Action now complete.
- Portfolio Integrated Governance: Action now complete.
- Agreed to closure of 5 actions. Remaining action related to all change through one portfolio, and this would be addressed through the change roadmap which would provide an oversight of all change within the Service.
- Proposed closure of this report and look to a different form of reporting on capabilities and embedding same.

8.1.2 The Committee noted the excellent work undertaken with limited resources and would welcome a revised monitoring report that tracks PO progress, to also include information on how its use is embedded with non-specialist colleagues.

**ACTION: CM**

8.1.3 CM anticipated that the Change Community Practice would help to develop and embed, along with the new Centre of Excellence Manager, revised management, and monitoring of compliance and new KPIs.

8.1.4 The Committee noted that further progress may be difficult without identifying a dedicated resource and queried whether all options had been fully explored. SS advised the Committee that the Service had committed to explore some options and acknowledged that more could have been done. The SLT were fully supportive of investing in change capabilities however other financial pressures also had to be taken into account.

8.1.5 CM informed the Committee of the development of career pathways i.e. apprenticeships. The Committee noted and welcomed this development, however, this was a longer term option which would not help with current concerns regarding change resources. CM reminded the Committee of the current challenges within the marketplace.

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

## **9 RISK**

### **9.1.1 Portfolio Office Risk Report**

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

- Reduction in the number of risks reporting primarily due to the completion of West Asset Resource Centre and McDonald Road projects, transfer of On Call Programme risks to directorate risk registers and the Emergency Service Network risks being reviewed and downgraded to below the rating threshold of 15.

9.1.2 The Committee noted their support on reporting on risk with the rating of 15 or above. However, the Committee queried the level of importance being placed on the gap between

the current risk rating and the target risk rating. This would be discussed further during Item 9.3 Risk Spotlight.

9.1.3 **The Committee scrutinised the report.**

9.2 **Committee Aligned Directorate Risks**

9.2.1 CM presented the Aligned Directorate Risks report to the Committee to provide an outline of the identified Directorate risks and controls. The following key points were highlighted:

- Closure of risk SPPC002 – Communicate with Stakeholders.
- Reduction in risk rating SDD001 – Delivery of Directorate Commitments.

9.2.2 CM noted that a review of the risk register was currently underway. This was due to some discrepancies with the scoring and proposed to issue an updated committee aligned directorate report outwith the meeting (end of August).

**ACTION: CM**

9.2.3 **The Committee scrutinised the report.**

9.3 **Risk Spotlight: Seeking Assurance on how the Service Actively Manages Risks in Decision Making with the Emphasis on Project Management**

9.3.1 DL gave a presentation to the Committee relating to the management of risks in decision making with the emphasis on project management. The following key points were highlighted:

- Risk Management Policy and Framework (Section 9) clearly states the relationship between project management and risk management.
- PO's role in improving performance and evidencing and embedding any improvements.
- Risk reporting was the responsibility of the project manager and PO.
- Project managers conduct the initial risk assessment.
- Role of the Change Committee was to scrutinise and challenge the change portfolio.
- Review of Risks, Actions, Issues and Decisions (RAID log) was undertaken at specific stages and the risk assessments were continually reviewed/managed appropriately.
- Risks were reported through the highlight report at appropriate project boards.
- Any wider/significant risks identified are taken forward to the CPPG. If necessary, risks would be escalated further to the CPIG.
- Risk review undertaken and new risk dashboard was being developed with Data Services.

9.3.2 CM informed the Committee that work was continuing on how to present management of issues more clearly.

9.3.3 JT advised the Committee of the development of a more dynamic risk register which had already been shared with the Audit and Risk Assurance Committee and would now be rolled out to all Committees.

9.3.4 Brief discussion on the original ask of the action and expectation of a broader discussion on how the Service manages risks with some specific reference to project management. It was agreed that a further discussion was required to discuss how the Service actively manages risks, or how the Committee gains assurances and how concurrent risks are considered. A further discussion would be held outwith the meeting.

**ACTION: JT/FT**

9.3.5 **The Committee noted the presentation.**

**10 COMMITTEE ROLLING FORWARD PLAN**

10.1 **Committee Forward Plan**

- 10.1.1 The Committee noted the Forward Plan and noted the following additions/revision:
- Developing Change Community Practice and Lessons Learned (CM - February 2024)

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

- 10.2.1 The following item(s) were identified for the Integrated Governance Forum:
- Active management of risk including how concurrent risks were managed.
  - Change capability and resourcing.
  - Constraints of Scottish Government's Policies on Service Provision.

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

**11 REVIEW OF ACTIONS**

- 11.1 KM confirmed that 8 formal actions were recorded during the meeting.

**12 DATE OF NEXT MEETING**

- 12.1 A special private meeting was scheduled for Wednesday 20 September 2023.
- 12.2. The next full meeting is scheduled to take place on Thursday 9 November 2023 at 1000 hrs.
- 12.3 There being no further matters to discuss, the public meeting closed at 1130 hrs.

**PRIVATE SESSION**

**13 MINUTES OF PREVIOUS PRIVATE MEETING:**

13.1 **Thursday 11 May 2023**

- 13.1.1 The minutes of the meeting held on 11 May 2023 were approved as a true record of the meeting.

13.2 **Monday 26 June 2023**

- 13.2.1 The minutes of the meeting held on 26 June 2023 were approved as a true record of the meeting.

- 13.2.2 **The minutes of the private meetings held on 11 May 2023 and 26 June 2023 (Special) were approved as a true record of the meetings.**

**14 PRIVATE ACTION LOG**

- 14.1 The Change Committee Rolling Action Log was considered and actions were agreed and removed or re-opened as appropriate.

14.2 **The Committee noted the Private Action Log.**

**15 UPDATE ON PEOPLE, TRAINING, FINANCE AND ASSETS SYSTEM PROJECT INVESTMENT**

- 15.1 PMcG gave a presentation on the financial investment (resource budget) made to the programme since April 2021.

15.2 **The Committee noted the presentation and scrutinised the report.**

**16 MCDONALD ROAD CLOSING REPORT**

- 16.1 IM presented a report to the Committee to provide summary information on the closing report for the project.

- 16.2 **The Committee scrutinised the report and welcomed the successful delivery of the project.**

**17 FINANCIAL REPORTING – CHANGE PORTFOLIO**

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

17.2 **The Committee scrutinised the report.**

**18 UPDATE ON STRATEGIC SERVICE REVIEW PROGRAMME**

18.1 JT presented a report to the Committee providing an update of the progress in establishing the Strategic Service Review Programme (SSRP) and requested feedback on the Programme Brief.

18.2 **The Committee scrutinised the report.**

**19 NEW MOBILISING SYSTEM**

19.1 DL provided a verbal update to the Committee on the NMS project.

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

**DRAFT**



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**PUBLIC MEETING – PEOPLE COMMITTEE**

**THURSDAY 14 SEPTEMBER 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
Lyndsey Gaja (LG)	Head of People
Fiona Munro (FM)	Head of People
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Derek Heaton (DH)	Area Commander Operational Assurance (Item 12 only)
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Kirsty Darwent (KD)	Chair of SFRS Board
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board 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.
- 1.3 Due to the volume of business on the agenda, the Chair reminded the Committee that papers would be taken as read and presentations should be kept succinct and, if appropriate, consideration should be given to discuss issues off table.

**2 APOLOGIES FOR ABSENCE**

- 2.1 David Farries, Assistant Chief Officer, Director of Service Delivery

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

- 3.1 The Committee discussed and agreed that the *Key Case Update Report* would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee*, the *Draft Health and Safety Annual Report*

2023 and the *Colleague Experience Survey and Action Plan* would be taken in private due to the confidential nature of the issue and confidential commercial information (Item 9G and 9E), respectively.

3.2 No further items were identified.

#### **4 DECLARATIONS OF INTERESTS**

4.1 No conflict of interests were declared.

#### **5 MINUTES OF PREVIOUS MEETING: THURSDAY 8 JUNE 2023**

5.1 The minutes of the meeting held on 8 June 2023 were approved as an accurate record of the meeting.

#### **5.2 Matters Arising**

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

#### **6 ACTION LOG**

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

Action 7.2.6 (Performance and Risk report Q1 Training Safety and Assurance – 03/10/22) – Agreed closure of this action.

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

#### **7 PERFORMANCE AND RISK REPORT**

##### **7.1 People Quarterly Management Information Report Quarter 1 2023/24**

7.1.1 LG provided the People Performance Report Quarter 1 2023/24 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the more detailed People Performance Report. The following key areas were highlighted from the Executive Summary:

- Focus on retirement profiles within Wholetime personnel.
- Attraction, retention, and wellbeing of Operations Control personnel.
- Long term absences attributable to MSK and psychological.

7.1.2 The Committee noted that over 400 Wholetime personnel could potentially leave the Service by December 2023 and asked whether scenario planning and contingency measures were being considered. LG reminded the Committee that a full update on the pension remedy was scheduled for later in the agenda. LG advised the Committee that Workforce Planning and Finance were undertaking significant modelling work for in scope personnel/Business as Usual (BaU) turnover and that this was refreshed and presented to the Strategic Leadership Team (SLT) monthly, to inform decision making regarding wholetime campaigns and promotional activity. Other considerations were also the resource spending review, future budgets and ensuring the appropriate balance of staffing levels. Work had also taken place with Training, Safety and Assurance to consider a different delivery model for practical testing elements to facilitate increased intakes on trainee courses.

7.1.3 In regard to delays in disciplinary cases due to competing demands, LG informed the Committee that there was a number of situations impacting on organisational capacity and the Service were considering how to increase the number of individuals trained to participate or chair on disciplinary panels. LG noted that the policy would be reviewed with a view to revising the stated target completion timescale. LG further noted that the culture review may encourage new reporting and increase the number of cases.

7.1.4 In regard to additional trainee courses, AW advised the Committee that depending on the impact on staffing levels post October (pension remedy) the Service would stand up additional trainee courses, if required.

7.1.5 The Committee noted and welcomed the decrease in staff turnover within Operations Control (OC) and asked whether a specific reason could be identified. LG noted that there were several different factors driving the decrease in turnover. These included development and support for OC managers, health and wellbeing provision and clarity on/involvement with the New Mobilising System project.

7.1.6 The Committee commented on how assurance could be given on the diversity/culture of workforce and the future realignment of the agenda would potentially assist with this.

7.1.7 **The Committee scrutinised the report.**

## **7.2 Training Function Update and Performance Report Quarter 1 2023/24**

7.2.1 AW reminded the Committee that further refinement in the format of the PowerBI report was still required and that separate function reports would be presented.

7.2.2 BF presented the high-level overview of the Training function activity and performance over Quarter 1 2023/24 and highlighted the following key issues:

- Reviewing delivery for ICAT Basic courses in the West Service Delivery Area.
- Reassessments for Emergency Response Driving courses noting the benefits of collaboration to identify improvements and smarter delivery of training.
- BA recovery plan launched with re-evaluation of BA instructors on watches last week, noting the benefits and improvements to on station daily training delivery.
- Urban Search and Rescue (USAR) instructor process and noted the good links with the UK International Search and Rescue team to increase knowledge and strengthen USAR teams.
- High level summary of key activities within the training function.

7.2.3 The Committee acknowledged the tragic events in Morocco and the work of international search and rescue colleagues.

7.2.4 The Committee requested further information on KPI22 (core skills modules completed). BF noted that the lack of scale with the graph was unhelpful. BF advised the Committee that due to the timing of the report being produced the data for the full quarter was incomplete, and also noted the issues with securing scrap vehicles for use in practical training exercises. BF further noted that recent operational activities may also have had an impact on completion rates. AW advised the Committee that Day Duty Staff were now included within this KPI alongside Wholetime and On Call Duty systems.

7.2.5 The Committee noted their preference for a vertical axis to be included within graphs. The Committee commented on whether the KPIs were appropriate, and AW noted that further consideration would need to be given to how this information was presented in future.

7.2.6 AW reminded the Committee that KPIs 22 and 23 were Service Delivery indicators and consideration would need to be given as to how the supporting narrative was provided for these.

7.2.7 The Committee noted the inclusion of a date within the supporting narrative would be helpful.

7.2.8 BF reminded the Committee that there was the ability to deep dive and spotlight individual KPIs if necessary.

7.2.9 AW advised the Committee that the KPIs were trending in a positive direction and there had been an increase in delivery of different courses noting that it may be helpful to have actual figures rather than percentages within the graphs.

7.2.10 **The Committee scrutinised the report.**

### 7.3 **Health and Safety Performance Report Quarter 1 2023/24**

7.3.1 JH presented the Health and Safety Performance Report Quarter 1 2023/24 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2023/24 and the Health and Safety KPIs. The following key areas were highlighted:

- Improvement Plan was reporting 100% completion (Q1). Number of actions reduced due to the introduction of self-compliance arrangements. Main action with Q1 was the preparation of risk assessment and updates to the risk management processes.
- Increase in accident, injuries and RIDDORs but noted a downwards trend over the previous 4-year period.
- Increase in Near Miss reporting.
- Reduction in Acts of Violence.
- Consistent trend for Vehicle Accidents.

7.3.2 The Committee noted the increase in RIDDOR incidents and sought reassurance on the inspection process and that any learnings were being actioned promptly. JH assured the Committee that the Service were aware of the importance of feeding any learning back into the organisation. JH advised that all RIDDOR incidents were investigated at the appropriate level ie local level, 21-day review (aligned with the operational assurance 21-day process) or promoted to a higher level. AW noted that the 21-day review, which would allow identification of risk critical learning or action, would not preclude the Service from progressing to a full investigation.

7.3.3 The Committee requested an update on the effectiveness of the 21-day process to be brought back in 6-12 months' time. It was agreed that this would be added to the forward plan.

**ACTION: JH**

7.3.4 **The Committee scrutinised the report.**

## 8 **INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE AND CLOSING REPORTS**

8.1 BF and JH presented the report updating the Committee on the progress against the action plan developed in response to the HMFSI Reports relating to the Training of the Retained Duty System (RDS) Personnel and Health and Safety: An Operational Focus.

8.2 In regard to the Training of the RDS Personnel audit, BF informed the Committee that Actions 9.2 and 10.1 have been considered and were included in the Statement of Requirements for the People, Payroll, Finance and Training (PPFT) project.

8.3 In regard to the Health and Safety audit, JH informed the Committee that some completion dates had been extended for several actions. JH briefly outlined the reasons and noted that this would be closely monitored through the Organisational Learning Group.

8.4 **The Committee scrutinised the report.**

## 9 **INTERNAL AUDITS**

### 9.1 **Progress Update/Management Response – Internal Audit Report 2022/23 – Training**

9.1.1 AW presented the report to the Committee to provide an update on progress relating to the recommendations raised within the Internal Audit Training report. The following key points were highlighted:

- Previously presented to the Audit and Risk Assurance Committee for scrutiny.
- Total of 6 recommendations. One recommendation relating to the Training Needs Analysis (refreshed approach) had been completed.
- Remaining 5 recommendations were progressing well and related to a new Training Strategy and Vision document (Agenda Item 10), the introduction of a Policy and Procedure Forward Plan, new process for requesting feedback on training courses, cost benefit analysis of training and production of a skills matrix framework.

- 9.1.2 The Committee noted and welcomed the timeliness of progress against all recommendations.
- 9.1.3 **This report was presented for information only.**
- 9.2 **Arrangements for the Internal Assessment and Verification of Scottish Vocational Qualifications – Final Report**
- 9.2.1 FM provide a verbal update relating to the Arrangements for the Internal Assessment and Verification of Scottish Vocational Qualifications (SVQ) audit which resulted in 3 actions. FM reminded the Committee that the Service had identified some issues ahead of the audit being carried out and had already begun to address same. One action had been closed, this related to the development of the project plan and detailing progress and timescale for reviewing the outstanding SVQs. Two remaining actions were currently on track for completion in December 2023 (review panel) and March 2024 (increasing assessor pool).
- 9.2.2 The Committee requested that a covering report should be provided for future updates.  
**ACTION: FM**
- 9.2.3 The Committee asked whether the Service were in a better position to identify any future issues. FM advised the Committee that a full review was being undertaken in regard to the general approach to SVQs, including monitoring, supporting and planning the process.
- 9.2.4 **The Committee noted the verbal report.**
- 9.3 **Sickness Absence Management – Final Report**
- 9.3.1 FM provided a verbal update relating to the Sickness Absence Management audit which resulted in 6 actions. One action had been closed and the remaining 5 actions were on track for completion by December 2023. FM informed the Committee that the audit found the overall policy to be robust, however the application required further consideration. FM outlined the activities underway to address the actions. These included communication and guidance for managers regarding procedures and their responsibilities, storage and accessing data, revisions to middle and supervisory manager development sessions to include focus on managing absence, and revisions to attendance management guidance.
- 9.3.2 The Committee sought clarity on how the Service would be able to check whether the changes being made would have the desired effect. FM noted that discussions were ongoing with Service Delivery colleagues and the Risk and Audit team regarding establishing a process to enable managers to vet casework and also to establish an audit process.
- 9.3.3 The Committee sought clarity on the risk to the organisation and how future assurances could be given that issues had been resolved. FM noted that there were risk concerns highlighted around gathering and storage of personal information and that work was being undertaken to improve manager's knowledge and understanding of the process and procedures. Work was also ongoing regarding improvements to storage of data to ensure compliance with GDPR. The new assurance and audit process would help provide an additional level of assurance and close monitoring.
- 9.3.4 LG noted that assurances could be provided through update reports at future meetings and through internal audit/sample checking processes.
- 9.3.5 The Committee commented that the responsibility lies with line managers to address these issues and asked how the Service would know that this is happening. LG noted the work of the talent development team to review the supervisory management capability development process and engaging with managers to raise knowledge and understanding of the absence management process. Also, sample checking would be undertaken to monitor compliance with the attendance management policy and identify improvements which would provide assurance.

9.3.6 The Committee enquired how the issues with storage/accessing data were being addressed and the level of risk associated with this. LG advised that work was ongoing to identify and agree a single point where data should be stored, and that reasonable assurance could be given that existing systems would be improved within the next 6-12 months. Position update to be brought back to the Committee in 12 months.

**ACTION: FM**

9.3.7 The Committee discussed the level of risk to the Service until the new PPFT system was in place and the potential wider risk of broader implications within the Service.

9.3.8 The Committee requested that a covering report should be provided for future updates.

**ACTION: FM**

9.3.9 **The Committee noted the verbal report.**

## **10 TRAINING FUNCTION VISION AND STRATEGY 2023-25**

10.1 AW presented a report to the Committee to provide an overview of work undertaken to develop the new Training Function Vision and Strategy and to provide a final draft design version for scrutiny and feedback. The following key points were highlighted:

- Outline of the purpose of the strategy noting the challenges with Covid, instructor availability and pension remedy which has decreased the capacity to deliver training. Previous strategy was no longer suitable due to the different landscape and resource spending review. Consideration had to be given to review and refresh delivery of training.
- Training Management workshop held in December 2022 to review the vision, how the function operates, identify a brand (customer focussed / Service Delivery led). Feedback was used to develop the revised vision.
- Key message within the strategy was to provide clarity and resources to ensure we work safely, collaboratively, and progressively to deliver excellence in training.
- Additional engagement and development of supporting documentation to build foundations to deliver the strategy.
- Additional workshops held with management team, from Station Commander upwards, to continue to develop and generate ownership of the strategy.
- Feedback was positive, strategy was succinct and in plain English, a Strategy on a page poster to be developed and would be displayed in every station/training centre.
- Three framework documents would be the foundation to allow the strategy to be delivered.
- Success would be measured through the identified KPIs.
- Managing and monitoring progress of actions to deliver and progress the strategy would be undertaken through the Training and Safety Assurance Board.
- Core purpose of the strategy was: continuous improvement, creating capacity to deliver training, service delivery led/customer focussed and more efficient training delivery.

10.2 The Committee welcomed the succinct and clear strategy, the inclusion of the voice of the customer and the development of the 3 supporting framework documents.

10.3 The Committee sought an explanation on the use of the word clarity and why this was needed. AW noted that this was required to help define the roles and responsibilities for all elements of training across the whole organisation. AW noted that the use of the word Define may be more appropriate than Clarity.

10.4 The Committee commented on the potential within future iterations for the links between excellence (outputs) in training impacts on the outputs on the whole organisation. AW recognised that the delivery of excellent services should include our own staff as well as the public. AW noted that work was still ongoing to look at how the Service would effectively measure performance and that staff were appropriately trained to resolve incidents safely.

- 10.5 Within the vision statement, the Committee commented on the use of the verb “provide” and suggested that this should be reconsidered.
- 10.6 The Committee commented that the strategy was a training delivery strategy and does not explain how outcomes would be measured. AW noted the comments and reiterated the challenges with delivery of training which was the focus of the strategy. AW noted discussions had taken place on the level of detail within the strategy and the supporting plans/framework documents. AW agreed to consider the comments made.
- 10.7 The Committee welcomed the leadership shown in this area and the direction of travel and thanked all those involved. It was confirmed that, following approval by the SLT, the strategy would be presented to the SFRS Board for information.
- 10.8 **The Committee scrutinised the report.**

## 11 CONTAMINANTS REPORT

- 11.1 AW presented a report to the Committee to provide an update on the management of contaminants within the Service. The following key points were highlighted:
- Participating in joint health screening with the Fire Brigades Union (FBU) and University of Central Lancashire (UCLan). Data would form part of the analysis of UK wide health screening and help identify markers for potential future screening. This would help with seeking health screening funding from Scottish Government.
  - Health and Safety Executive (HSE) would be visiting the Service in October 2023, to review the measures being taken to mitigate contaminants. This was being carried out on behalf of the National Fire Chiefs Council (NFCC).
  - Implementation plan developed to monitor and manage the progress of key actions through the contaminants group.
  - Standard Operating Procedure to be developed and supported by an overarching contaminants management arrangement document.
  - Engaging with Asset Management on the capital investment required for PPE.
  - Creation of LCMS awareness packages.
- 11.2 In regard to the HSE visit, JH noted that the Principal Inspector had the remit for UK Fire Services and specifically contaminants.
- 11.3 In regard to identifying the level of capital investment required for PPE, AW advised the Committee that Assets were currently working on this and an options paper would be developed in early 2024.
- 11.4 **The Committee scrutinised the report.**

*(D Heaton joined the meeting at 1430 hrs)*

## 12 LOW SPEED MANOEUVRES UPDATE

- 12.1 DH presented a report to the Committee to provide an update on SFRS caused Vehicle Accidents and mitigation actions taken to reduce the risk of low-speed manoeuvres events (LSM). The following key points were highlighted:
- Increase (6%) in Vehicle Accidents during 2022/23 which equated to 80 operational low speed vehicle manoeuvres events.
  - Measures taken to address this increase included publication of urgent instruction re approaching/negotiating red lights, development of e-modules and additional equipment purchased to trial LSM training (still in trial period) with the expectation of a national roll out.
  - Pro-active measures include the development of a Management of LSM Booklet focusing on behaviours, supervision and discipline of drivers, reviewing of new technology available and in-scope driving regulations, and reviewing of Health and Safety reporting/RTC arrangements to streamline the process.

12.2 The Committee commented on the number of incidents occurring at the closing stages of incidents and whether additional measures could be taken to raise awareness at this stage. AW noted that this formed part of the initial training and could be revised. AW further noted that there were behavioural issues associated with these types of incidents and the more structured approach to development by the Driver Safety Group would help reduce these incidents.

12.3 The Committee asked whether there were any sanctions for mandatory requirements not being adhered to. AW commented on the collective responsibility of both the driver and officer in charge of the appliance. JH noted that the guidance (currently under development) would contain a framework of disciplinary actions that would be taken following an event/deviation from policy.

12.4 **The Committee scrutinised the report.**

*(D Heaton left the meeting at 1440 hrs)*

### 13 ACTS OF VIOLENCE OVERVIEW

13.1 JH presented a report to the Committee to provide information on the Acts of Violence (AOV) against SFRS personnel due to a slight increase in trend over the past 3 years. The following key points were highlighted:

- Consistent level of incidents during the reporting period which resulted in one injury.
- Research undertaken to identify impact from societal issues, notably an increase in mental health issues.
- Working closely with partners (Police Scotland, British Transport Police, NHS, Scottish Ambulance Service and Prison Service) in the joint national Assault Pledge.
- Regular engagement with Local Authorities with a focus on reduction in AOV.
- Prevention and Protection work continues to identify and engage in areas of prevalence.
- Good example of local partnership working in the East Service Delivery Area.
- Increase in prosecution and/or charge against individuals.

13.2 The Committee commented on whether London Fire Brigade were the appropriate demographic to benchmark against. JH noted these comments.

13.3 The Committee commented on the assurance pathway around management and engagement planning and were these considered within local engagement plans. AW noted that the Service could continue to undertake preventative and partnership work and instruct personnel how to react to AOV incidents.

13.4 **The Committee scrutinised the report.**

*(B Farquharson left the meeting at 1445 hrs)*

*(The meeting broke at 1445 hrs and reconvened at 1455 hrs)*

## 14 CULTURE REVIEW

- 14.1 LB provided a verbal update on culture review and highlighted the following key points:
- Development of end-to-end employee lifecycle plan, ranging through attraction, recruitment, retention, and to exit. During development various stakeholders engaged and any relevant research was overlaid with the plan.
  - Aim to identify how to progress, ownership and timelines, with the awareness that this would be a lifetime evolution.
  - Challenge with identifying ownership and how issues would be progressed. Recognition that this was more than activities, it was a change in attitude and the People Directorate would not be the owners.
  - Priority themes had been created. These included defining our role and appropriate behaviour (both own and challenging others behaviour), raising awareness of the diversity of roles within the Service and challenging societal perception, benefits/scheduling of further in-person audits and early pro-active support to transition through managerial roles.
  - Recognition of the challenges in coming years due to the potential turnover of personnel.
  - Senior Management Board were tasked to develop these priority themes, identify how they would be progressed and appropriate owners.
- 14.2 The Committee queried whether potential consequences were discussed. LB confirmed that this was discussed. LB noted that a helpline would be set up which would allow personnel to raise issues in a safe environment and could change the mindset across the wider organisation. LB commented on the need to review the current values to raise awareness and understanding.
- 14.3 The Committee commented on the potential to use the Colleague Engagement Survey to set a baseline to monitoring progress over the coming 10 years. LB agreed that the survey and audits would be mechanisms to set baselines and monitor progress.
- 14.4 The Committee further commented on the benefits and effectiveness of role-play exercises/training. LB noted that role-play had not been specifically discussed, however live anonymised examples would be used and the potential option to secure external expertise for specific issues ie unconscious bias.
- 14.5 **The Committee noted the verbal update.**

## 15 PEOPLE COMMITTEE RISK REGISTER

### 15.1 Committee Aligned Directorate Risk

- 15.1.1 LG presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Board.
- 15.1.2 AW highlighted the 2 new risks raised within the Training, Safety and Assurance Directorate noting that consideration would have to be given to the narrative around capital investment within the training infrastructure (TSA19) to clarify the actual risk.
- 15.1.3 **The Committee scrutinised the report.**

### 15.2 Risk Spotlight: Pension Remedy

- 15.2.1 LG presented the risk spotlight to the Committee on the potential impact of the pension remedy and the increased uncertainty around future retirement profiles. The following key points were highlighted:
- Significant number of colleagues (526) in scope to retire before December 2024.
  - Work was ongoing to understand and monitor the risk and develop plans which can be flexed as required.
  - Uncertainty remains around actual number of leavers, what roles they hold and timescales.

- Wholetime trainee intake scheduled, however flexibility remains around actual number on course.
- Communication from SPPA advised that there was a 12 week timescale for processing pension benefits and how the remedy would be implemented/timescales.
- Other influencing factors include changes to annual and lifetime allowances and pay awards may impact on individual's retirement plans.
- Legislation comes into force on 1 October 2023.

15.2.2 In regard to ensuring operational fitness, LG confirmed that all operational personnel were subject to regular mandatory medical and fitness assessments. LG noted that there were a limited number of roles suitable for temporary redeployment, if necessary, should there be an issue with fitness.

15.2.3 The Committee noted the clarity provided within the briefing note on a particularly complicated issue.

15.2.4 **The Committee scrutinised the report.**

## **16 PARTNERSHIP WORKING**

### **16.1 Employee Partnership Forum**

16.1.1 SB provided the Committee with a verbal update detailing the content of the EPF meeting on 17 August 2023 noting the following key points:

- Main topic was blue light collaboration work undertaken to date, and planned, and discussions regarding sharing tendering documents with Rep Bodies (shared post meeting). Rep Bodies made comment on collaboration and trust which would be taken on board.
- Update on Colleague Engagement Survey.
- Discussion regarding asbestos screening medicals and challenges in delivery.
- Two items were raised by Rep Bodies: Failure to meet timescales for disciplinary cases and ongoing access to leave restrictions. However, the second item was already being progressed and was not requiring escalation at this stage.

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

### **16.2 Partnership Advisory Group**

16.2.1 LG advised there were no new items, so the meeting was stood down.

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

## **17 REPORTS FOR INFORMATION ONLY**

### **17.1 Firefighter Pension Scheme Remedy and Ill Health Retirement Review**

17.1.1 FM presented an update report to inform the Committee of the requirement and implications of the need to review decisions of the Independent Qualified Medical Practitioners (IQMP) as part of the McCloud Sargeant Pension Remedy.

17.1.2 The Committee noted the helpful and relevant information provided within the report.

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

## **18 FORWARD PLANNING**

### **18.1 People Policy Review Schedule Update**

18.1.1 LG provided a verbal update to the Committee relating to the People Policy Review Schedule Update noting that a review was being undertaken to reprioritise, based on organisational needs, legislative changes and challenges within current policies. Due to the potential for some policies becoming outwith their scheduled review period, a rationale would be developed and discussed with Rep Bodies with a view to updating the review date. The updated schedule would be presented at the next meeting.

18.1.2 AW informed the Committee that the Training Policy Review Schedule would be submitted to a future meeting.

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

## 18.2 **Safety and Assurance Documents Forward Planning Schedule**

18.2.1 JH presented the report to the Committee for information, detailing the ongoing work in relation to the development and review of the Scottish Fire and Rescue Service's (SFRS) Safety and Assurance documents, covering both the Health and Safety (H&S) Policy and associated Management Arrangements (MA's) Operational Assurance documentation. The following key points were highlighted:

- Provision and Use of Work Equipment Regulations review delayed.
- Premises Fire Safety Management Arrangements have been updated with the integration of the new premises inspection process.

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

## 18.3 **Committee Forward Plan Review**

18.3.1 The following items were noted for future meetings:

- Training Policy Review Schedule (new standing agenda item)
- Health and Safety Annual Report 2022/23 (December 2023)

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

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

18.4.1 The following items were noted for future Board meetings:

- Training Function Vision and Strategy 2023-25 (SFRS Board)
- Culture Review (SFRS Board)

## 19 **REVIEW OF ACTIONS**

19.1 KM confirmed that 4 formal actions were recorded during the meeting.

## 20 **DATE OF NEXT MEETING**

20.1 The next meeting is scheduled to take place on Thursday 7 December 2023.

20.2 There being no further matters to discuss, the public meeting closed at 1535 hrs.

## **PRIVATE SESSION**

### 21 **MINUTES OF PREVIOUS PRIVATE MEETING: 8 JUNE 2023**

21.1 The minutes of the private meeting held on 8 June 2023 were approved as a true record of the meeting.

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

22.1 The draft minutes of the RANSc meeting on 8 June 2023 had been circulated to the Committee and a verbal update from the meeting on 14 September 2023 was provided.

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

### 23 **DRAFT HEALTH AND SAFETY ANNUAL REPORT 2022/23**

23.1 AW presented a report to the Committee seeking recommendation of the Draft Health and Safety Annual Report 2022/23. AW outlined the governance route for the report and noted the draft report was provided for initial feedback and minor amendments had already been identified.

23.2 **Subject to minor amendments, the Committee recommended this report.**

**24 COLLEAGUE EXPERIENCE SURVEY AND ACTION PLAN**

24.1 FM presented a report to the Committee outlining the proposal to deliver the SFRS Colleague Experience Survey in Q4 2023/24. It detailed the procurement process and route to market, including expected timelines for contract award, survey launch, insight analysis and development of associated action plans.

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

**25 KEY CASE UPDATES 2023/24 – QUARTER 1**

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

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

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

**DRAFT**



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 24 AUGUST 2023 @ 1000 HRS**

**MEETING ROOM 2, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES**

**PRESENT:**

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

Paul Stollard, Deputy Chair (PS)

**IN ATTENDANCE:**

Stuart Stevens (SS)	Deputy Chief Officer
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 Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

**OBSERVERS**

Liz Barnes, Interim Deputy Chief Officer – Corporate Services  
Iona Milne, Business Support Executive  
John McKenzie, FBU

**1 WELCOME**

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

**2 APOLOGIES**

- 2.1 None

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

- 3.1 The Committee agreed that the *Operations Control: Existing Systems Resilience* would be taken in private due to confidential nature of the issues (Standing Order 9G).

**4 DECLARATION OF INTERESTS**

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

**5 MINUTES OF PREVIOUS MEETING: 30 MAY 2023**

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

**5.2 Matters Arising**

5.2.1 There were no matters arising.

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

**6 ACTION LOG**

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

Action 8.1.5 Quarterly Performance Report for Q3 2022-23 (28 February 2023): It was noted that this action should be closed as the workshop would be postponed until 2024. A reminder note had been added to the Forward Plan.

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

**7 SERVICE DELIVERY UPDATE**

7.1 SS presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective, which comprises Service Delivery, Service Development and Training, Safety and Assurance Directorates, for the quarter, albeit some issues may precede and extend beyond this period. The following key points were highlighted:

- Operational Strategy: Roll out of smoke hoods and evacuation processes from high rise. Positive feedback received on the use of smoke hoods at operational incidents.
- Progressing with High Reach Appliance Strategy and significant work undertaken in relation to foam strategy.
- Strategic Service Review Programme (SSRP): Significant media, comms and political engagement. Evaluation of and lessons identified from the process would be carried out. Thanks were extended to DF and others involved.
- Museum of Scottish Fire Heritage opened on 29 June 2023 with approx. 100 visitors per day. Thanks extended to all those involved.
- Joint working with Scottish Ambulance Service (SAS) relating to national referral pathways.
- Continuing successful delivery of Youth Volunteer Scheme (YVS) project.
- Water Safety Project secondment extended to 2 officers and a national event in the Helix Park Falkirk on 25 July 2023 highlighted the positive work being carried out.
- Development of a long-term Training Strategy/Vision focusing on culture, training, leadership and locally delivered national training.
- Ongoing restructure of local senior officer area instructors to utilise resource more effectively.
- Review of delivery of breathing apparatus and carbonaceous fire behaviour training ongoing and assurances given on the direction of travel.
- Graduation of 45 Wholetime trainees was held on 18 August 2023 with a further cadre of 48 Wholetime trainees commencing their training on 6 September 2023.

7.2 The Committee commented on the success of the YVS project, the recent fundraising 'Walk with Speighty' event in honour of Watch Commander Colin Speight and the community focus updates within the report..

7.3 The Committee sought clarification for the rationale for delaying the high-rise exercise to test personal emergency evacuation plans (PEEPs). DF reminded the Committee of previous exercises undertaken. DF advised that the decision to delay this further exercise

was due to capacity within the local Operations and Prevention and Protection teams which had been impacted by the recent operational changes.

7.4 The Committee queried whether there was an option to undertake a desktop training event in lieu of practical exercise. DF noted the preference to carry out practical exercises and further noted that the procedural documents were available.

7.5 In regard to SAS referral pathways, the Committee commended the work being undertaken in this area to identify and reach vulnerable individuals.

*(L Barnes joined at 1020 hrs)*

7.6 In regard to Fire Safety Enforcement (FSE) officers, the Committee commented on the potential significant loss of skilled personnel and queried what preparations were being made to address this issue. SS advised the Committee that a FSE training course was currently being run for circa 25 individuals and that the Service was taking the necessary precautionary steps to try to ensure resources were in place.

7.7 In regard to Short Term Lets, SS advised that these premises were not classified high-risk and were subject to a self-assessment process, and noted the support provided to Local Authorities by the Service.

7.8 In regard to Water Safety, the Committee queried how the Service were progressing this area and whether any form of monitoring was being carried out to track our impact. DF informed the Committee that the Service's direct support to Water Safety Scotland was beneficial and should continue. Any evaluation of this partnership approach would be based on national statistics and outcomes, similar to current road safety reporting i.e. we only report on incidents we attend, but we report holistically on prevention measures.

7.9 In regard to smoke hoods, DF informed the Committee that the feedback was generally positive and consideration was being given on how to capture and record this feedback.

7.10 **The Committee scrutinised the report.**

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.1 Quarterly Performance Report for Q1 2023-24**

8.1.1 DF, introduced CF who presented the performance report for Quarter 1 and the online PowerBI dashboard. DF noted the continuous improvements in reporting performance data and relationship between Service Delivery and the data team. The following key areas were highlighted:

- Headline summary page still to be developed which would help navigate to Committee specific KPIs.
- Brief explanation on how the data is presented and the new approach which acknowledges the accountability across Directorates/Functions on KPIs being reported. Heads of Function are responsible for providing the quarterly data and supporting narrative including mitigating actions, if applicable.
- First use of statistical process control charts within the report which will allow visual representation of how a process/activity was performing over a longer period.
- Contents summary would provide a clear overview of quarterly performance within each individual Outcome, which would also have their own overview page.
- Explanation of how individual KPIs were presented, noting the historical data line and actual quarterly performance and the predictability range (routine variation). If appropriate, some KPIs have the slicer option to allow different data sets to be shown, for example accidental and deliberate dwelling fires.
- KPI5 Fire Casualties was reporting a reduction. Quality check process in place to ensure accurate data capture.

- KPI6 Home Fire Safety Visits (HFSV) conducted had been recalibrated due to the continuous reduction over a period of four quarters.
- KPI10 Accidental Dwelling Fires continues to reduce. Relationship between KPI10, KPI5 and KPI6 was noted.
- KPI7 High Risk HFSV conducted remains consistent at 40-60%.
- KPI8 Partner Referral HFSV remains consistent at circa 40%.
- KPI12 Total Incidents reported an increase in first quarter data compared to the previous year, however due to the change in operational response (UFAS) the overall number of incidents for the year was anticipated to be lower than the previous year.
- KPI21 UFAS Incidents reports reduction against previous year and expected that there would a further reduction in the next quarter.

8.1.2 In regard to the HFSV KPIs, the Committee indicated preference for actual numbers as opposed to percentages but as the indicator is presented in line with PMF it will remain for the time being. To assist Committee members scrutinising performance, actual numbers will be supplemented in the narrative and a development of the report will be considered to include an appendix displaying all 'actual numbers' where percentages are currently being reported.

8.1.3 Brief discussion on the evolution of HFSV, renewed focus on high-risk visits and future reporting to the Committee.

8.1.4 In regard to the dashboard report, the Committee commented on the volume of data being presented and noted the helpful additional verbal update provided during the meeting. The Committee would welcome a more focussed review/report to be presented at future meetings as this would allow for effective scrutiny. The Committee requested that consideration be given to include vertical axis within the graphs. The Committee further requested that PDF versions of the dashboard be provided for future meetings and to allow for public access. It was agreed that further discussions with the Chair would be held outwith the meeting.

8.1.5 The Committee were reminded that as this was the first presentation of the report the full suite of PMF indicators had been included. However, future reports would be tailored to present only indicators relevant to this Committee as outlined in the PMF.

8.1.6 **The Committee scrutinised the report.**

*(C Fitzpatrick and R Scott left the meeting at 1120 hrs)*

## **8.2 Action Plan and Closing Reports Updates**

8.2.1 RW presented the report to the Committee providing an update on the following audits, inspection action plans and closing reports, noting the overall good position:

### **8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan**

Total of 8 actions with 3 actions being completed during this reporting period. The remaining live actions were reporting either Green (one) or Amber (3) status. Overall RAG rating was Green and was noted as 60% complete.

### **8.2.3 Planning and Preparedness for Covid-19 Update Action Plan**

The closing statement was presented for review and to complete the administration process.

8.2.4 **The Committee scrutinised the report.**

## **8.3 UFAS Preparing for Implementation Work Group – Work Plan Update**

8.3.1

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

- Implementation date (1 July 2023) for new response model.
- Weekly analysis of data to gain learning, identify improvements and debrief purposes.
- Initial data analysis on performance and impact noting an average reduction of 50 incidents per day.
- Opportunity to bolster other activities i.e. Home Fire Safety Visits, training etc. as a result of reduced UFAS incidents.

8.3.2

The Committee asked whether there were any delays in attendance due to additional call challenges and whether there were any instances where incidents were only attended following a secondary call. The Committee were informed that a full evaluation of the policy implications i.e. call handling, delayed responses, etc. would be undertaken after the initial 6-month period.

8.3.3

DF informed the Committee that there had been occasions where exempt premises i.e. hospitals, had contacted the Service to confirm a false alarm. However, as a precaution the Service still mobilised an appliance to the premises under normal road conditions.

8.3.4

In regard to fire detection technology, DF advised the Committee that this was a developing area, noting the current advances, which had not been factored, and the benefits.

8.3.5

The Committee queried whether consideration had been given to communicate, both internally and externally, the success and benefits of this new response model. SS noted the significant change in policy, as well as being a long-standing item on the previous Fire Framework, and how the Service should highlight the benefits of the policy and how freed up resources/capacity had been better utilised.

8.3.6

The Committee sought clarification on how the Service had and were communicating internally on the prioritisation for utilising the released capacity and how this was being received. SS advised the Committee that a meeting for Strategic Managers was scheduled on 23 October 2023, the purpose of which is to clearly set out the benefits and the expectations on how capacity can be utilised. DF commented on the impact of demand, the reduction in risk and potential impact on operational modelling. It was noted that the Service could utilise released capacity into other activities i.e. training, prevention etc.

8.3.7

**The Committee scrutinised the report.**

## **10 SERVICE DELIVERY RISK REGISTER**

### **10.1 Committee Aligned Directorate Risks**

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

- Risk SD014 (Industrial Action) had been closed.
- Reduction in risk rating for Risk SD003 (Operational Availability Systems) and Risk SPPC01 (Performance Management).

10.1.2 In regard to the New Mobilising System (NMS), DL confirmed that the NMS would have the ability to be configured to include changes in approach to the automatic fire alarm response model.

10.1.3 **The Committee scrutinised the report.**

### **10.2 Risk Spotlight: Management of Contaminants**

- 10.2.1 AW presented the risk spotlight to the Committee to provide an update on the management of contaminants. The following key points were highlighted:
- Development of an implementation plan with short, medium and long-term delivery dates.
  - Progressing discussions with the Fire Brigades Union (FBU) and University of Central Lancashire (UCLan) regarding future health screening.
  - Trial health screening, part funded by Scottish Government, would be held in September 2023.
  - Initial discussions held with FBU and Scottish Government regarding future plans.
  - Current ability to record exposure and potential future options/advances.
  - Development of LCMS module, policy and operational guidance and standard operating procedure.
  - Work ongoing to identify potential resource and costs implications (PPE).
  - Continue to work with FBU to identify and address culture and behaviour on stations.
  - Engagement with other services/organisations including National Fire Chiefs Council, FBU, UCLan and other international organisations.

*(RS rejoined the meeting at 1150 hrs)*

- 10.2.2 AW reiterated the Service's joint approach with the FBU.
- 10.2.3 In regard to hosting an international conference jointly with the FBU, AW confirmed that the intention remained to hold an event, however it was currently on hold.
- 10.2.4 AW informed the Committee that the FBU were lobbying government for presumptive legislation and the impact in other countries where this has been enacted.
- 10.2.5 **The Committee noted the report.**

## **9 UPDATE FROM HM FIRE SERVICE INSPECTORATE**

- 9.1 RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:
- Inaugural Service Delivery Area (SDA) Inspection concluded and would be laid before Parliament and published. The Service were already taking action to address the recommendations within the report. Thanks were extended to the Strategic Leadership Team for their assistance and feedback on the report.
  - Thematic Inspection Climate Change had concluded and would be laid before Parliament on 21 September 2023 and thereafter published.
  - Thematic Inspection Mental Health and Wellbeing Provision: Fieldwork concluded, and report currently being drafted. Thanks were extended to all those involved for their open and honest contributions.
  - Thematic Inspection Organisational Culture: Terms of reference was being drafted. Inspection would focus on behaviours and values. The inspection would also take account of other UK wide FRS and Police Scotland reviews.
  - Additional Inspectional Activity: Independent Inspection of Northern Ireland FRS: Inspection concluded, and the report would be published in due course.
  - HMFSI 75<sup>th</sup> Anniversary event to be held on 2 November 2023.
- 9.2 In regard to the Culture inspection, the Committee queried whether the Service had articulated a behaviour standard that would be used as the benchmark and sought further detail on the methodology of the inspection.
- 9.3 RS noted that it would be impractical to think that there is a single culture across Scotland as this differed from area to area. He noted that colleagues in England had focused on disciplinaries, gross misconduct and how these were handled. He also noted other area of focus such as how behaviours were actively monitored and/or challenged, cultures on

watches, diversity and equality, willingness to challenge from management. The inspection would highlight strengths as well as any identified weakness.

- 9.4 The Committee asked whether the SDA, Mental Health and Climate Change inspections would be presented at the next meeting. RS confirmed that these reports would be laid before parliament and thereafter it was dependant on the Service to progress internally.

- 9.5 In regard to a future SDA inspection, the Committee asked whether any lessons had been learned and would be applied to the next inspection. RS confirmed that lessons had been identified and some revisions would be made to the inspection process.

**The Committee noted the report.**

9.6

## **11 FORWARD PLANNING**

### **11.1 Committee Forward Plan**

- 11.1.1 The Committee noted the forward plan.

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

- 11.2.1 There were no items noted.

## **12 REVIEW OF ACTIONS**

- 12.1 KM confirmed that there were no formal actions recorded during the meeting.

## **13 DATE OF NEXT MEETING**

- 13.1 The next meeting is scheduled to take place on Thursday 29 November 2023.

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

## **PRIVATE SESSION**

### **14 MINUTES OF PREVIOUS PRIVATE MEETING: 30 MAY 2023**

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

### **15 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE**

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

- 15.2 **The Committee noted the report.**

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



**Report No: B/BS/01-23**

**Agenda Item: 11**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>							
<b>Report Title:</b>	<b>BOARD FORWARD PLAN SCHEDULE 2024-25</b>							
<b>Report Classification:</b>	<b>For Decision</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to present a proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2025. This has been provided in as timely a manner as possible to allow Board Members to plan their forward schedules and enable the Strategic Leadership Team (SLT) to schedule their meetings in order to service the Board and its Committees.							
<b>2</b>	<b>Background</b>							
2.1	To support the business needs and time commitments of the Board, forward plans have been devised to outline the proposed frequency and pattern of meetings for the Scottish Fire and Rescue Service (SFRS) Board and its Committees. The cycle of meeting dates has been selected to ensure, as far as practicable, that they align with the outputs of the Service's annual planning cycle (eg Annual Operating Plan), including performance monitoring and reporting periods, annual budget setting and the preparation of the annual report and accounts.							
2.2	The forward plans and arrangements for regular reviewing of these are intended to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The proposed schedule of meetings (Appendix A) and Board Forward Plan 2024-25 (Appendix B) outline proposals until March 2025. This does not preclude the Board from considering any other strategic issues it wishes or to vary the forward plan to fulfil its functions and maintain a focus on strategy, performance and behaviour. The Board and Committee Forward Plans and Strategy/Information/Development Day programmes are also routinely reviewed by the SLT on a monthly basis to ensure the strategic needs of the Board and the assurances they can be offered, continue to meet their expectations.							
3.2	The use of virtual meeting technology has brought positive change, for example supporting attendance and productivity of Board/Committee meetings, limiting the need to travel with its associated time and cost, and helping to make a contribution towards the reduction in carbon emissions. Therefore, the proposal for the 2024-25 schedule (Appendix A) will look to balance the number of 'in person' and virtual meetings and that by adopting this hybrid approach we can also provide our stakeholders with different options to attend our public meetings.							

3.3	The Board Forward Plan (Appendix B) should be reviewed to ensure that the business being brought forward to the Board is strategic in nature and aligning with the Service's governance policies, procedures and priorities.
<b>4</b>	<b>Recommendation</b>
4.1	The Board are invited to approve the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2024-25 along with the arrangements for reviewing these.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The proposed schedule requires to be administered and managed effectively to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2	<b>Financial</b>
5.2.1	The Head of Governance, Strategy and Performance and Board Support Manager monitor financial implications arising from Board activities and liaise with Finance Business Partners to ensure appropriate budget considerations.
5.2.2	Consideration has been given within the schedule for the provision of financial reporting to allow for effective scrutiny.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental or sustainability implications arising from this report.
5.4	<b>Workforce</b>
5.4.1	With an appointments process to appoint up to 4 new Board Members currently underway, any scheduling information arising as a result of this report will be circulated to those new Board Members on commencement of role.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no Health and Safety implications arising from this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no Health and Wellbeing implications arising from this report.
5.7	<b>Training</b>
5.7.1	Board Members are given the opportunity to access the SFRS Learning Content and Management System (LCMS) and also to attend training days, workshops and effectiveness/development/information days, together with anything else which supports them to develop in their role, in order to perform as effectively as possible.
5.8	<b>Timing</b>
5.8.1	This report has been produced timeously to allow Board Members and the SLT to forward plan, taking both diary scheduling and SFRS business into account.
5.8.2	The cycle of meeting dates contained within Appendix A has been devised to ensure, as far as practicable, that the timings align with the availability of information and statutory requirements.
5.9	<b>Performance</b>
5.9.1	Consideration has been given within the schedule for the provision of performance reporting to allow for effective scrutiny.

5.10	<b>Communications &amp; Engagement</b>	
5.10.1	Engagement has taken place with functions to ensure the schedule best meets the timeframes of when information will be available. The detail within this report has been developed by the Board Support Team in consultation with the Director of Strategic Planning, Performance and Communications and Head of Governance, Strategy and Performance, and presented within this report to the Board for their consideration and approval, subject to any amendments.	
5.10.2	The dates of Board and Committee meetings will be published on the SFRS website.	
5.11	<b>Legal</b>	
5.11.1	The detail contained within this report is intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.	
5.11.2	The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11, entitled Public Access requires the Scottish Fire and Rescue Service to ensure the following: “SFRS must ensure that its proceedings and those of its committees and sub-committees are held in public”.	
5.11.3	SFRS has appropriate measures in place for members of the public to be able to join public meetings of the SFRS either ‘in person’ or via virtual technology.	
5.11.4	Access to minutes and papers of the scheduled public meetings will continue to be made available within our website, endeavouring to ensure complete transparency.	
5.12	<b>Information Governance</b>	
5.12.1	DPIA completed Yes/No. If not applicable state reasons.	
5.12.2	<i>DPIA not applicable as no personal information is contained within this report.</i>	
5.13	<b>Equalities</b>	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.	
5.13.2	<i>Covered by the SFRS Corporate Governance Arrangements 2023 EHRIA.</i>	
5.14	<b>Service Delivery</b>	
5.14.1	There are no Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2025. These set out the Board’s programme of scrutiny and key decisions for 2024-25, 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.	
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<b>Substantial/Reasonable/Limited/Insufficient</b>
7.3	<b>Rationale:</b>	Arrangements for devising an appropriate schedule of meetings and forward plan for the SFRS Board and its Committees have been embedded in SFRS governance structures for a number

		of years and have proved effective. Feedback is sought and any perceived weaknesses or anomalies requiring updating are identified and strengthened as part of that process.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – SFRS Board Meetings Schedule 2024-25	
8.2	Appendix B – SFRS Draft Board Forward Plan 2024-25	
<b>Prepared by:</b>	Kevin Murphy, Group Commander, Board Support Manager and Heather Greig, Board Support Executive Officer	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Performance	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
<p>Strategic Plan 2022-25:                      Outcome 3 - We value and demonstrate innovation across all areas of our work.                      Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.                      Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
SFRS Board	26 October 2023	For Decision

Meeting Dates 2024/25															
	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25		
Monday															Monday
Tuesday								1							Tuesday
Wednesday			1					2				1			Wednesday
Thursday			2 CC			1 CC		3				2			Thursday
Friday	1		3			2		4	1			3			Friday
Saturday	2		4	1		3		5	2			4	1	1	Saturday
Sunday	3		5	2		4	1	6	3	1		5	2	2	Sunday
Monday	4	1	6	3	1	5	2	7	4	2	6	3	3		Monday
Tuesday	5	2	7	4	2	6 Chairs (Inf)	3 ARAC WS	8	5	3	7	4 SDC (AGW)	4		Tuesday
Wednesday	6	3	8	5	3	7	4	9	6	4	8	5	5		Wednesday
Thursday	7 PC/RANSC	4	9	6 PC/RANSC	4	8	5 CC WS	10 BO Session	7 CC	5 PC/RANSC	9	6 CC	6 PC/RANSC		Thursday
Friday	8	5	10	7	5	9	6	11	8	6	10	7	7		Friday
Saturday	9	6	11	8	6	10	7	12	9	7	11	8	8		Saturday
Sunday	10	7	12	9	7	11	8	13	10	8	12	9	9		Sunday
Monday	11	8	13	10	8	12	9	14	11	9	13	10	10		Monday
Tuesday	12	9	14	11	9	13	10	15	12	10	14	11	11		Tuesday
Wednesday	13	10	15	12	10	14	11	16	13	11	15	12 PC/RANSC (AC)	12		Wednesday
Thursday	14	11	16	13 CC (NMS)	11	15	12 PC/RANSC	17 ARAC/IGF	14	12	16	13	13		Thursday
Friday	15	12	17	14	12	16	13	18	15	13	17	14	14		Friday
Saturday	16	13	18	15	13	17	14	19	16	14	18	15	15		Saturday
Sunday	17	14	19	16	14	18	15	20	17	15	19	16	16		Sunday
Monday	18	15	20	17	15	19	16	21	18	16	20	17	17		Monday
Tuesday	19	16	21	18	16	20	17 SDC (WS)	22	19	17	21 Chairs (Inf)	18	18		Tuesday
Wednesday	20 CC (NMS)	17	22	19	17	21	18	23	20	18 CC (NMS)	22	19 ARAC(AGW)	19 CC (NMS)		Wednesday
Thursday	21	18 BO Session	23	20	18	22 SDC	19 CC (NMS)	24 PC/RANSC W	21	19 Board	23 ARAC/IGF	20 Board (Prov)	20		Thursday
Friday	22	19	24	21	19	23 Kilbirnie St	20	25	22	20	24	21	21		Friday
Saturday	23	20	25	22	20	24	21	26	23	21	25	22	22		Saturday
Sunday	24	21	26	23	21	25	22	27	24	22	26	23	23		Sunday
Monday	25	22	27	24	22	26	23	28	25	23	27	24	24		Monday
Tuesday	26 ARAC/IGF	23	28	25 ARAC/IGF	23	27	24	29	26 SDC	24	28 CC(AGW)	25 SDC	25 ARAC/IGF		Tuesday
Wednesday	27 Board*	24	29 SDC	26	24	28	25	30	27	25	29	26 IGF (AGW)	26		Wednesday
Thursday	28 Cheapside	25 Board	30 SD	27 Board	25 SD	29 Board	26 SD	31 Board**	28 SD	26	30 SD	27 SD	27 Board*		Thursday
Friday	29	26	31	28	26	30	27		29	27	31	28	28 Cheapside		Friday
Saturday	30	27		29	27	31	28		30	28			29		Saturday
Sunday	31	29		30	28		29			29			30		Sunday
Monday		29			29		30			30			31		Monday
Tuesday		30			30					31					Tuesday
Wednesday					31										Wednesday
Thursday															Thursday
Friday															Friday

OFFICIAL

Virtual meetings	* Physical meeting due to Budgets, ** Physical meeting due to Annual Accounts										
Full Board Meeting (Board)		Public Meeting: 1000 hrs start			Service Delivery Committee (SDC)	Public Meeting: 1000 hrs start			Change Committee (CC)	Public Meeting: 1000 hrs start	
Audit & Risk Assurance Committee (ARAC)		Public Meeting: 1000 hrs start			Remuneration, Appointments and Nominations Sub-Committee (RANSC)	Private Meeting: 1000 hrs start			Strategy/Development/ Information Day (SD)	Private Meeting: 1000 hrs start	
Integrated Governance Forum (IGF)		Private meeting: 1400 hrs start			People Committee (PC)	Public Meeting: 1300 hrs start			Board/SLT Development Day (Dev Day)	Private Meeting	
Other Events:	XXX (AGW) - Committee Annual Governance Workshop XXX (WS) - Committee Mid Year Workshop (Provisional Dates) BO Session - Board Only Session (Provisional Dates) Dev Days - Board/SLT Development Days Chairs (Inf) - Board/Cmt Chairs Informal Meeting Cheapside Street Anniversary (28 March) Kilbirnie Street Anniversary (25 August)										

SFRS DRAFT BOARD FORWARD PLAN 2024-25

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
25 April 2024	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Decision Log</li> <li>Chair’s Report</li> <li>Chief Officer’s Report</li> <li>Committee Reports</li> <li>Risk Themes</li> <li>Forward Plan</li> <li>Date of Next Meeting</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li></li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li></li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li></li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>Annual Governance Review</li> <li></li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li></li> </ul>
27 June 2024	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Decision Log</li> <li>Chair’s Report</li> <li>Chief Officer’s Report</li> <li>Committee Reports</li> <li>Risk Themes</li> <li>Forward Plan</li> <li>Date of Next Meeting</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>Performance Management Framework Annual Report</li> <li></li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>Resource Budget Monitoring Report</li> <li>Capital Budget Monitoring Report</li> <li>Corporate Risk and Performance Report Q4 Progress Report</li> <li>Arrangements and Outcomes of Annual Review – Effectiveness of Board</li> <li>AOP and Portfolio Office Q4 Report</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>Debt Write Off 2022-23</li> </ul>

OFFICIAL

		<u>New Business</u>	<u>New Business</u>	<u>New Business</u>	<u>New Business</u>
<b>29 August 2024</b>	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Decision Log</li> <li>Chair’s Report</li> <li>Chief Officer’s Report</li> <li>Committee Reports</li> <li>Risk Themes</li> <li>Forward Plan</li> <li>Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• ARAC Committee Annual Report to Accountable Officer</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Corporate Risk and Performance Report 2024/25 Q1</li> <li>• AOP and Portfolio Office Q1 Report</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>Standing/Regular Reports</u></b></p>	<ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Annual Performance Review 2023/2024</li> <li>• Annual Procurement Report 2023/24</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>31 October 2024</b>	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Decision Log</li> <li>Chair’s Report</li> <li>Chief Officer’s Report</li> <li>Committee Reports</li> <li>Risk Themes</li> <li>Forward Plan</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Capital Budget Outturn Report 2023/24</li> <li>• Resource Budget Outturn Report 2023/24</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Board Forward Plan Schedule 2025/26</li> <li>• Draft Annual Report and Accounts 2023/24 (PRIVATE)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>19 December 2024</b>	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• HS Policy and Policy Statement</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p>	<p><b><u>Standing/Regular Reports</u></b></p>

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	<ul style="list-style-type: none"> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Safety Annual Report 2023/24</li> </ul> <p style="text-align: center;"><b><u>New Business</u></b></p>	<ul style="list-style-type: none"> <li>• Capital Budget Monitoring Report</li> <li>• Organisational Performance Dashboard Report Q2 Progress Report</li> <li>• AOP and Portfolio Office Q2 Report</li> </ul> <p style="text-align: center;"><b><u>New Business</u></b></p>		
<b>Provisional Special Board – 20 February 2025</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Date of Next Meeting</li> </ul>	<b><u>Standing/Regular Reports</u></b>	<b><u>Standing/Regular Reports</u></b>	<b><u>Standing/Regular Reports</u></b>	<b><u>Standing/Regular Reports</u></b>
				<ul style="list-style-type: none"> <li>• Budget Approach 2025-26</li> </ul>	
<b>27 March 2025</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<b><u>Standing/Regular Reports</u></b>	<b><u>Standing/Regular Reports</u></b>	<b><u>Standing/Regular Reports</u></b>	<b><u>Standing/Regular Reports</u></b>
		<ul style="list-style-type: none"> <li>•</li> </ul> <p style="text-align: center;"><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Organisational Performance Dashboard Report Q3 Progress Report</li> <li>• AOP and Portfolio Office Q3 Report</li> </ul> <p style="text-align: center;"><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul> <p style="text-align: center;"><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Budget 2025/26</li> <li>• Capital Programme 2024-2027</li> <li>•</li> </ul> <p style="text-align: center;"><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>

**SCOTTISH FIRE AND RESCUE SERVICE**  
**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**



**Report No: B/SPPC/18-23**

**Agenda Item: 12**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>							
<b>Report Title:</b>	<b>REVISED SCHEME OF DELEGATIONS</b>							
<b>Report Classification:</b>	<b>For Decision</b>	<b>SFRS Board/Committee Meetings ONLY</b>						
		<b>For Reports to be held in Private</b>						
		<b>Specify rationale below referring to</b>						
		<b><u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	
		<u>G</u>						
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of the report is to present the revised Scheme of Delegations to the Scottish Fire and Rescue Service (SFRS) Board, for decision, thereby ensuring the continued effectiveness of governance arrangements.							
<b>2</b>	<b>Background</b>							
2.1	To ensure our continued commitment to upholding high standards of corporate governance and compliance with any of SFRS's duties or obligations through legislative changes or the development of guidance in relation to delegated authority.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	An annual review is conducted of governance documentation related to the Board and Committees of SFRS, as part of our continued commitment to continuous improvement and effectiveness and to ensure we are achieving our intended outcomes in compliance with statutory requirements.							
3.2	A 'light touch' review was conducted this year and the outcomes of that review presented to the Board in April 2023. At that meeting, the Board requested additional narrative or flowchart be added to the Scheme of Delegations to provide more clarity and visibility on delegated authority.							
3.3	Following extensive discussions between the Acting Director of Finance and Procurement, the Head of Governance, Strategy and Performance and the Chair of the Audit and Risk Assurance Committee and direct feedback from Board members, the Scheme of Delegations was revised to reflect the comments received.							
3.4	The Revised Scheme of Delegations was subsequently circulated to all Board members for feedback and comment and this final version is now presented to the Board as Appendix A for formal approval.							
<b>4</b>	<b>Recommendation</b>							
4.1	It is recommended that the SFRS Board approve the Revised Scheme of Delegations.							

<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The implementation of the proposed arrangements in this report are intended to aid and support the understanding of risk within SFRS.
5.2	<b>Financial</b>
5.2.1	The review ensures continued compliance with the Scottish Public Finance Manual.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no direct implications associated with this report.
5.4	<b>Workforce</b>
5.4.1	The review and publication of this document will assist all personnel when performing their role of directing, controlling and leading the SFRS in a fit and proper manner and provide understanding for the delegation arrangements within SFRS.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no direct implications associated with this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no direct implications associated with this report.
5.7	<b>Training</b>
5.7.1	All relevant persons should be made aware of this document as part of their induction and considered, if applicable, as part of annual appraisals.
5.8	<b>Timing</b>
5.8.1	This document will continue to be subject to annual governance review.
5.9	<b>Performance</b>
5.9.1	The purpose of this review is to ensure the continued effectiveness of the Board and SFRS in compliance with its statutory requirements.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	The proposed feedback from the review is presented to the Board within the Scheme of Delegations for their consideration and decision. If approved, the document will be published on the SFRS Website/iHub to all stakeholders.
5.11	<b>Legal</b>
5.11.1	This review ensures continued compliance with the Police and Fire Reform (Scotland) Act 2012, General powers of the SFRS as set out in Schedule 1A of the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act and the responsibilities of the SFRS Board as detailed in the SFRS Governance and Accountability Framework.
5.12	<b>Information Governance</b>
5.12.1	DPIA completed - No. No personal/sensitive information is provided.
5.13	<b>Equalities</b>
5.13.1	EHRIA completed - Yes. Covered by the SFRS Corporate Governance Arrangements.
5.14	<b>Service Delivery</b>
5.14.1	There are no direct implications associated with this report.

<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the Revised Scheme of Delegations, to ensure our continued commitment to upholding high standards of corporate governance and compliance with any of SFRS's duties or obligations through legislative changes or the development of guidance in relation to delegated authority.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<b>Substantial/Reasonable/Limited/Insufficient</b>
7.3	<b>Rationale:</b>	Clear lines of delegation create greater certainty of process and decision making. An appropriate level of delegation supports the role of the Board and Executives in achieving their responsibilities as set out in the SFRS Governance and Accountability Framework. Providing the Board with the opportunity to review governance documentation on a regular basis ensures we are keeping content current and up to date.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Revised Scheme of Delegations	
<b>Prepared by:</b>		Heather Greig, Board Support Executive Officer
<b>Sponsored by:</b>		Richard Whetton, Head of Governance, Strategy and Performance
<b>Presented by:</b>		Mark McAteer, Director of Strategic Planning, Performance and Communications
<b>Links to Strategy and Corporate Values</b>		
Strategic Plan 2022-25:		
<b>Outcome 3 – We value and demonstrate innovation across all areas of our work.</b>		
<b>Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</b>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>SFRS Board</i>	<i>26 October 2023</i>	<i>For Decision</i>

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**SCOTTISH  
FIRE AND RESCUE SERVICE**

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# SCOTTISH FIRE AND RESCUE SERVICE BOARD

## CORPORATE GOVERNANCE

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

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

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<b>Version</b>	<b>Change</b>	<b>Who</b>	<b>When</b>
1.0	First version issued	GM Roy Dunsire	20/07/2013
2.0	Reviewed / updated	GM Roy Dunsire	12/08/2015
3.0	Reviewed / updated	GM Roy Dunsire	15/06/2016
4.0	Reviewed / updated	GM Roy Dunsire	18/01/2018
5.0	Reviewed / updated	GM Alasdair Cameron	06/07/2018
6.0	Reviewed / updated	GM Alasdair Cameron	09/01/2019
7.0	Reviewed / updated	GM Alasdair Cameron	16/05/2019
8.0	Reviewed / updated	GC Alasdair Cameron	24/06/2020
9.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
10.0	Reviewed / amended	GC Alasdair Cameron	05/05/2022



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# SCOTTISH FIRE AND RESCUE SERVICE BOARD

## CORPORATE GOVERNANCE

### SCHEME OF DELEGATIONS FOR THE SCOTTISH FIRE AND RESCUE SERVICE

1. **INTRODUCTION**
  
2. **RESPONSIBILITIES OF THE SFRS BOARD, CHAIR AND THE CHIEF OFFICER**
  - 2.1 SFRS Board
  - 2.2 SFRS Chair
  - 2.3 SFRS Chief Officer
  
3. **MATTERS RESERVED FOR THE BOARD**
  
4. **DELEGATED AUTHORITY**
  - 4.1 Delegations to Standing Committees of the Board
  - 4.2 Delegation of General Powers
  - 4.3 Chief Officer Unplanned Absence
  - 4.4 Interim SLT Positions
  - 4.5 Delegation to Act as Authorised Signatories
  
5. **DELEGATION TO SFRS ACCOUNTABLE OFFICER**
  - 5.1 General Responsibilities
  - 5.2 Strategic and Financial Management Responsibilities
  
6. **DELEGATION TO SFRS CHIEF OFFICER**
  - 6.1 Acquisitions, Disposals and Property Provisions
  - 6.2 Arms and Badge
  - 6.3 Authorisation to Exercise Statutory Powers

- 6.4 Bad Debt and Losses
- 6.5 Borrowing
- 6.6 Complaints, Comments and Compliments
- 6.7 Consultants
- 6.8 Contracts
- 6.9 Correspondence and Communications
- 6.10 Damage or Loss to Personal Property
- 6.11 Data Protection and Freedom of Information
- 6.12 Senior Appointments
- 6.13 Employment of Staff
- 6.14 Finances and Payments
- 6.15 Fines
- 6.16 Fire Safety (Prevention and Protection) and Fire Investigation
- 6.17 Foreign Travel / Travel Outwith Scotland / Conferences and Seminars
- 6.18 Gifts and Hospitality
- 6.19 Health and Safety
- 6.20 Insurance
- 6.21 Legal Proceedings and Litigation
- 6.22 [Novel, Contentious or High Risk Decisions](#)
- 6.23 Licences
- 6.24 Local Senior Officers
- 6.25 Loans of Assets
- 6.26 Media and Publications
- 6.27 Objections
- 6.28 Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)
- 6.29 Statutory Notices
- 6.30 Urgent Issues
- 6.31 Warrant and Identity Cards
- 6.32 Withdrawal or Amendment of Delegation

## **7. DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM**

Appendix 1 - Summary Overview of Delegated Powers

## 1. INTRODUCTION

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

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

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

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

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

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

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

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

roles and responsibilities which underpin the accountability relationships between the SFRS, Ministers and the Scottish Parliament.

## 2.1 SFRS Board

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

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

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

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

## **2.2 SFRS Chair**

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

In leading the Board the Chair must ensure that:

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

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

### **2.3 SFRS Chief Officer**

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

of the SFRS Chief Officer are detailed in paragraph 18 of the SFRS Governance and Accountability Framework Document and include:

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

- for support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy;
- attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions;
- Designating Local Senior Officers (LSOs) for each local authority area in Scotland (after consultation with the relevant local authority), ensuring that LSOs are adequately equipped, supported and empowered to fulfil their statutory duties, and providing operational direction and control to LSOs, in line with Section 41J of the 2005 Act (inserted by the 2012 Act).

### 3. MATTERS RESERVED FOR THE BOARD

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

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

- Major projects requiring significant capital investment, or major service redesign;
- [Anti-Fraud and Corruption Policy](#);
- Arrangements for the review of the annual effectiveness of the Board and its Committees, and
- Any other SFRS-wide Corporate Governance related guidance.
- appointing a Chief Officer and the setting of appropriate performance objectives for the Chief Officer;
- appointing Chairs and Deputy Chairs of each Committee or sub-Committee of the Board (these will be determined by the Chair, in consultation with the Board);
- establishment and approval of Committees and their Terms of Reference;
- the appointment of a Standards Officer in accordance with any requirements set by the Commissioner of Ethical Standards in Public Life in Scotland; and
- review and approve the final specification and the evaluation criteria, as drafted by the SLT, and approve the appointment of Internal Auditors in co-operation with the Audit and Risk Assurance Committee.
- Decisions regarded by the Chief Officer or Chair of the Board as novel, contentious or having a high level of risk (reference to paragraph 6.22).

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

## **4. DELEGATED AUTHORITY**

### **4.1 Delegations to Standing Committees of the Board**

The Board has established a number of Committees, each of which possess a degree of delegated authority, in respect of the responsibilities within their remit, as set out within their Terms of Reference. Delegated authority will provide each Committee with the ability to scrutinise the work of SFRS; make decisions within their

limits of responsibilities that do not adversely impact on the Strategic Direction of the SFRS; make recommendations in respect of how the Board can achieve the aims each respective Committee is concerned with; and provide feedback to the Board on key performance indicators and whether targets will be met.

The Committees are listed below:

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

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

#### **4.2 Delegation of General Powers**

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

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

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

#### **4.3 Chief Officer Unplanned Absence**

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

#### **4.4 Interim SLT Positions**

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

#### **4.5 Delegation to Act as Authorised Signatories**

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

In accordance with the Requirements of Writing (Scotland) Act 1995, the signature for and on behalf of the SFRS by a Board member or SLT member must be witnessed by one person. This person can be any employee of SFRS and may also be another Board member or SLT member. The Chief Officer and any SLT member may sub-delegate his/her authority to any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to.

## **5. DELEGATION TO SFRS ACCOUNTABLE OFFICER**

### **5.1 General Responsibilities**

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

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

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

### **5.2 Strategic and Financial Management Responsibilities**

While the responsibilities of the SFRS Accountable Officer cannot be delegated or shared, authority for budgets and associated strategic and financial management responsibilities can be delegated to appropriate SFRS employees. The SFRS

Accountable Officer, therefore, authorises members of the SLT to undertake the following responsibilities:

#### 5.2.1 Strategic Management Responsibilities (All members of the SLT)

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

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

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

## 6. DELEGATION TO SFRS CHIEF OFFICER

### 6.1 Acquisitions, Disposals and Property Provisions

The Board authorises the Chief Officer to:

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

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

## **6.2 Arms and Badge**

The Board authorises the Chief Officer to:

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

### **6.3 Authorisation to Exercise Statutory Powers**

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

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

### **6.4 Bad Debt and Losses**

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

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

### **6.5 Borrowing**

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

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

### **6.6 Complaints, Comments and Compliments**

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

With the exception of complaints, comments and compliments which relate to the Deputy Chief Officer(s), the Assistant Chief Officer(s), the Acting Director of Finance and Procurement, the Acting Director of Asset Management, the Director of Strategic Planning, Performance and Communications and Director of People and Organisational Development, the Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

## **6.7 Consultants**

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

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

## **6.8 Contracts**

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

## **6.9 Correspondence and Communications**

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

## **6.10 Damage or Loss to Personal Property**

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

## **6.11 Data Protection and Freedom of Information**

The Board authorises the Chief Officer to:

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

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

## **6.12 Senior Appointments**

The Board authorises the Chief Officer to appoint members of the SLT and Heads of Function. The Chair of the Board, or their representative, will be involved in all SLT appointments. With all senior appointments, the Chief Officer shall engage in prior consultation with the Remuneration, Appointments and Nominations Sub Committee with regard to the appointment process and shall provide feedback to the Committee in respect of the final selections from the process. For the avoidance of doubt, there shall be no further delegation of authority to appoint SLT members and Heads of Functions beyond the delegation from the Board to the Chief Officer.

## **6.13 Employment of Staff**

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

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

## **6.14 Finances and Payments**

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

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

### **6.15 Fines**

The Board authorises the Chief Officer to consider and, if appropriate, pay or contribute to the legal expenses and outlays of defending a SFRS employee charged with an offence (for example, an offence in contravention of Road Traffic or Health and Safety legislation) whilst acting in the course of their employment, subject to the stipulation the employee is not considered to have been on a frolic of their own (ie the employee's actions must have been at the material time closely connected with their employment). Scottish Government's prior written approval is required for any such special payments over the value of £1,000.

### **6.16 Fire Safety (Prevention and Protection) and Fire Investigation**

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

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

### **6.17 Foreign Travel / Travel Outwith Scotland / Conferences and Seminars**

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

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

### **6.18 Gifts and Hospitality**

The Board authorises the Chief Officer to:

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

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

### **6.19 Health and Safety**

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

### **6.20 Insurance**

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

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

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

## 6.21 Legal Proceedings and Litigation

The Board authorises the Chief Officer to:

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

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

## **6.22 Novel, Contentious or High Risk Decisions**

In exceptional cases, certain specific organisational decisions and/or financial arrangements might be regarded as being novel, contentious or having a high level of risk. The Board approval of such decisions is required to be obtained before proceeding (reference to paragraph 3). Identifying such cases inevitably involves a degree of judgement. The Board authorises the Chief Officer or the Chair of the Board to identify such cases for referral to the Board for decision. Should any Board Member consider any pending decision falls within this category, they should bring the matter to the attention of the Chair. If time-critical, this decision making process should not be delayed by routine governance routes, and the utilisation of appropriate mechanisms to seek a decision in an expedited manner must be considered.

As a general guide, 'Novel' would include proposed decisions, expenditure and/or financial arrangements of a sort not previously made, undertaken, or entered into, or that could not be reasonably considered to be standard practice; 'Contentious' would include proposed decisions, expenditure and/or financial arrangements that could be considered controversial or there could be a possible challenge to the legality (i.e. compliance with relevant legislation and guidance) or propriety (i.e. compliance with the standards expected of public bodies or officials); and a decision deemed high risk would include those having a significant level of reputational, political, legal, financial or operational implications for SFRS and/or other affected parties.

## **6.23 Licences**

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

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

## **6.24 Local Senior Officers**

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

## **6.25 Loans of Assets**

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

## **6.26 Media and Publications**

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

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

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

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

## **6.27 Objections**

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

## **6.28 Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)**

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

## **6.29 Statutory Notices**

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

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

## **6.30 Urgent Issues**

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

### **6.31 Warrant and Identity Cards**

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

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

### **6.32 Withdrawal or Amendment of Delegation**

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

## **7. DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM**

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

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

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

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



## Summary Overview of Delegated Powers

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

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

OFFICIAL

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

OFFICIAL

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

OFFICIAL

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

OFFICIAL

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

## Appendix 2

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

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

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

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



**Report No: B/FCS/31-23**

**Agenda Item: 13**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>							
<b>Report Title:</b>	<b>ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2022 - 31 MARCH 2023</b>							
<b>Report Classification:</b>	<b>For Decision</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	To provide the Board for approval, the Annual Procurement Report for the period 1 April 2022 – 31 March 2023, which the Scottish Fire and Rescue Service (SFRS) is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014.							
<b>2</b>	<b>Background</b>							
2.1	The Procurement Reform (Scotland) Act 2014 (“the Act”) provides a national legislative framework and states obligations for Scottish public bodies such as a sustainable procurement duty, community benefits requirements and additional duties that affect lower threshold procurement exercise referred to as “regulated procurements”.							
2.2	The Act requires contracting authorities with regulated procurement activity of £5 million or more per annum to have prepared a Procurement Strategy and subsequently to produce an Annual Procurement Report after the end of each financial year. The Annual Procurement Report reviews the contracting authority’s regulated procurement activities against its stated procurement strategy.							
2.3	For the purposes of the Act, the SFRS is a public sector contracting authority due to its annual regulated procurement spend and therefore is required to produce and publish an Annual Procurement Report as soon as reasonably practical after the end of its financial year.							
2.4	These individual annual procurement reports published by relevant public bodies in Scotland inform a separate annual report on public procurement activity across Scotland prepared each year by Scottish Ministers.							
2.5	The SFRS, when preparing its Annual Procurement Report, must include the following:							
	(a)	A summary of the regulated procurements that have been completed during the year covered by the report.						
	(b)	A review of whether those procurements complied with the contracting authority’s procurement strategy.						

	<p>(c) To the extent that any regulated procurements did not comply, a statement of how the contracting authority intends to ensure that future regulated procurements do comply.</p> <p>(d) A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the financial year covered by the report.</p> <p>(e) A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the reporting period covered by the report.</p> <p>(f) A summary of the regulated procurements the authority expects to commence in the next two financial years.</p>
<b>3</b>	<b>Main Report/Detail</b>
3.1	The Annual Procurement Report for the period 1 April 2022 – 31 March 2023 has been prepared in accordance with legislative reporting requirements and is attached at Appendix A.
3.2	Thirty-seven regulated procurements were awarded during the year with a total estimated value of £41,830,556 exclusive of VAT.
3.3	SFRS is committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. SFRS achieved 96% of suppliers paid with 30 days and 79% within 10 days.
3.4	The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, approximately 73% of total contract spend was through collaborative contracts such as Scottish Government, Scotland Excel, Crown Commercial Services or NFCC Frameworks. Savings of £1.12million were achieved using Scottish Government frameworks.
3.5	Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended Meet the Buyer events held both on a national and local basis.
3.6	SFRS's continued commitment to deliver on its sustainability duty and demonstrate community benefits through the delivery of relevant procurement activity is described in detail in the report but the following highlights key achievements.
3.7	<b><u>Supplier Spend</u></b>
3.7.1	In financial year 2021/22, 47.35% (£43.73million) of the SFRS total spend was with suppliers based in Scotland, which was similar to the previous reporting period.
3.8	<b><u>Climate Change</u></b>
3.8.1	We continue to invest in technologies to reduce waste energy. In financial year 2022/23, we completed 171 projects linked to climate change and invested £4.5million whilst working with our contractors to install smart energy controls, low carbon heating, pollution prevention measures and solar panels in our properties throughout Scotland.

3.9	<b><u>Supported Business</u></b>
3.9.1	Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. We awarded a new contract for Trauma Back Packs to Ulster Supported Employment with potential value of £47,000. In the reporting period we spent £44,263 VAT with this sector through existing arrangements.
3.10	<b><u>Fair Work</u></b>
3.10.1	SFRS is an Accredited Living Wage employer and through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law. In the reporting period, eighteen contracts were awarded with fair work criteria.
3.11	<b><u>Community Benefits</u></b>
3.11.1	Delivery of Community Benefits is a key aspect of the Scottish Government's drive to achieve a range of national and local outcomes. The SFRS Procurement Strategy clearly states the organisation's commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity. A range of community benefits were delivered in the Soft FM, Hard FM and the West ARC projects by Sodexo, Robertson Facilities Management and McLaughlin & Harvey.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to approve the Annual Procurement Report for the period 1 April 2022 – 31 March 2023, as attached at Appendix A.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	There are no risks associated with the recommendations of this report.
5.2	<b>Financial</b>
5.2.1	As detailed within the Annual Procurement Report, the total value of Regulated Procurements undertaken within the reporting period is £41,830,556.
5.2.2	Savings of £1.12million were achieved across all procurement activity.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	The Procurement Reform (Scotland) Act 2014 states a requirement for all relevant bodies to observe a Sustainable Procurement Duty. The report details the SFRS performance in respect of Sustainability, Community Benefits, and the use of Supported Business.
5.4	<b>Workforce</b>
5.4.1	The regulated procurement activity undertaken by SFRS accounted for Fair Work Practices as detailed in the statutory guidance issued by Scottish Government.
5.5	<b>Health &amp; Safety</b>
5.5.1	The regulated procurement activity undertaken by the SFRS accounts for the health and safety implications relevant to each individual project.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	Any implications arising from the report will be managed by the relevant Directorate.
5.7	<b>Training</b>
5.7.1	Training requirements continue to be delivered where a need is identified to maintain and improve procurement capability to ensure that all regulated procurement activity is undertaken in compliance with legislative requirements.

5.8 5.8.1	<b>Timing</b> The SFRS is required to publish its Annual Procurement Report no later than the end of August in accordance with Scottish Procurement Policy Note (SPPN) 2/2023.
5.9 5.9.1	<b>Performance</b> The Annual Procurement Report evidences the way the Corporate Procurement Strategy complies with legislative requirements and supports the delivery of the SFRS Strategic Plan.
5.10 5.10.1	<b>Communications &amp; Engagement</b> Once approved by SLT and the Board, the 2014 Act requires that the Annual Procurement Report be published and made available online, with the SFRS also required to notify Scottish Ministers where the report can be accessed.
5.11 5.11.1	<b>Legal</b> Publication of the Annual Procurement Report is a requirement of the Procurement Reform (Scotland) Act 2014.
5.12 5.12.1 5.12.2	<b>Information Governance</b> DPIA completed No. If not applicable state reasons.  This report does not contain personal information.
5.13 5.13.1 5.13.2 5.13.3	<b>Equalities</b> EHRIA completed No. If not applicable state reasons.  This report provides details of the Annual Procurement Report for the period 1 April 2022 – 31 March 2023, which the SFRS is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014 and does not in itself warrant an EIA.  The regulated procurement activity detailed in the Annual Procurement Report accounts for the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, in particular the following specific duty: • Duty to consider award criteria and conditions in relation to public procurement.
5.14 5.14.1	<b>Service Delivery</b> The publication of the Annual Procurement Report highlights the way procurement activity assists in the delivery of the Strategic Plan, Annual Operating Plan and supports Scotland's National Outcomes.
<b>6</b>	<b>Core Brief</b>
6.1	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2020 – 31 March 2021, as required under the Procurement Reform (Scotland) 2014.
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> John Thomson, Acting Director of Finance & Procurement
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b> This report covers all of the procurement activity undertaken by the Service for 2022/23. It confirms the Service has undertaken regulated procurements in accordance with governance arrangements and procurement strategy. There has been no successful legal challenges to our procurement activity.

<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A - Annual Procurement Report for the Period 1 April 2022 – 31 March 2023	
<b>Prepared by:</b>	Stephen McDonagh, Procurement Manager	
<b>Sponsored by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Presented by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Links to Strategy and Corporate Values</b>		
Strategic Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
Strategic Leadership Team	17 October 2023	For Decision
SFRS Board	26 October 2023	For Decision
Audit and Risk Assurance Committee	30 October 2023	For Decision



**ANNUAL PROCUREMENT REPORT  
FOR THE PERIOD  
1<sup>st</sup> APRIL 2022 – 31<sup>ST</sup> MARCH 2023**

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## Section 1: Introduction

- 1.1 The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service, committed to ensuring the safety and wellbeing of the people of Scotland. We are a national organisation delivering our front-line services locally from three strategically positioned hubs based in the North, West and East of the country.
- 1.2 The strategic priorities for the Scottish Fire and Rescue Service (SFRS) are set out within the Fire and Rescue Framework for Scotland 2022 and the SFRS Strategic Plan 2022-25.
- 1.3 In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.
- 1.4 An Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.
- 1.5 In accordance with its legislative obligations under the Procurement Reform (Scotland) Act 2014, the SFRS publishes a Corporate Procurement Strategy which is maintained by the SFRS Finance and Procurement Directorate, and it aligns procurement activity with the SFRS Corporate Plan and Annual Operating Plan. The Corporate Procurement Strategy which was approved in April 2021 places sustainability at the SFRS spending power.
- 1.6 Our Corporate Procurement Strategy articulates how our procurement activity is aimed at supporting the delivery of SFRS strategic priorities and undertaking these in a manner which supports delivery against National Outcomes.
- 1.7 As required under section 15 of the Procurement Reform (Scotland) Act 2014 ("the Act"), the SFRS publishes an Annual Procurement Report, as required by section 18 of the Act.
- 1.8 The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its procurement strategy.

- 1.9 The Scottish Fire and Rescue Service is pleased to publish our sixth Procurement Report covering the period 1<sup>st</sup> April 2022– 31<sup>st</sup> March 2023. The content of this Report covers all regulated procurements completed during this period and details how those procurements supported the objectives included within our Corporate Procurement Strategy.
- 1.10 The success in delivery of the Corporate Procurement Strategy is achieved only by working in partnership with colleagues across the Service and this positive commitment and collective contribution from all is highlighted within this report. We look forward to the continuation of this collaborative approach in the delivery of our new procurement strategy.
- 1.11 This report details six main areas, the first five cover mandatory reporting with the sixth discretionary, these being:
- i. Summary of Regulated Procurement Completed
  - ii. Review of Regulated Procurement Compliance
  - iii. Community Benefits Summary
  - iv. Supported Business Summary
  - v. Future Regulated Procurement
  - vi. Procurement Performance Analysis

**John Thomson**

**Acting Director of Finance and Procurement**

## **Section 2: Summary of Regulated Procurement**

- 2.1 Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”
- 2.2 A regulated procurement as defined by the Act is any procurement for supplies or services with a value more than £50,000 and for works contracts with a value over £2million.
- 2.3 A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to new contracts and framework agreements but also to mini-competitions and call offs from existing framework agreements.
- 2.4 The SFRS maintains and publishes on its external website a register of contracts awarded. The Register provides information on current live contracts and is updated on a quarterly basis
- 2.5 Wherever possible, the SFRS, has sought to make use of national, sectoral and local collaborative contracts and frameworks. Collaboration opportunities with other public bodies can offer greater efficiencies and are included in the regulated and non-regulated contracts awarded. In addition to the leveraging the value of aggregated spend to assist in the delivery of savings, the burden of risk with respect to contract and supplier management can be centralised. The key areas of collaboration are reflected in the use of frameworks which have been established by Scottish Government, Crown Commercial Services, National Fire Chiefs Council (NFCC) and Centres of Expertise such as APUC and Scotland Excel
- 2.6 SFRS regulated procurement within the reporting period was undertaken across 6 categories of spend:
- i. Fleet
  - ii. Personal Protective Equipment

- iii. Operational Equipment
- iv. Property and Facilities
- v. ICT
- vi. Corporate

2.6 Table 1 below summaries the regulated procurement awarded by the Scottish Fire and Rescue Services in the period 1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023. These include contracts for goods, services and works

<b>Number of Regulated Procurements Awarded in the reporting period</b>	<b>37</b>
<b>Total Estimated Value of Awarded Regulated Procurements (excl VAT)</b>	<b>£41,830,556</b>

2.7 Full details of these regulated procurements can be found in Appendix Ai.

2.8 Contracts which have a value less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. Details of the non-regulated procurements awarded during the reporting period can also be found in Appendix A. This information has been provided to provide transparency of this area of expenditure.

2.9 Section 9 of the Procurement Reform (Scotland) Act 2014 details the sustainable procurement duty and in particular the facilitation of the involvement of small and medium sized enterprises. During the period 30.48% of third party spend (circa £28 million of the £92 million third party spend was with SME's.

2.10 The SFRS is a Living Wage Accredited Employer and is committed to working with our contractors to ensure the same commitment to fair working practices. In all relevant procurement exercises, there is provision included within the invitation to tender for those organisations who participate in our procurement activity to highlight their commitment.

## **Section 3: Review of Regulated Procurement Compliance**

### **3.1 Overview of Regulated Procurement Compliance**

- 3.1.1 Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's procurement strategy, so far as reasonably practical.
- 3.1.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".
- 3.1.3 The Corporate Procurement Strategy 2021-24, as approved by the Board of the Scottish Fire and Rescue Service in April 2021, sets out the basis for all procurement activity across the SFRS and it ensures that our procurement activity is undertaken in an efficient and customer focused manner which adds values whilst ensuring compliance with legislative duties. It is aligned to the Scottish Model of Procurement.
- 3.1.4 The Procurement Strategy sets out the basis for all procurement activity across the SFRS and it continues to ensure that procurement activity enables delivery of the SFRS Strategic Plan and Annual Operating Plan. The Strategy also reflects the SFRS legal obligation to ensure compliance with Procurement legislation and associated Statutory Guidance across its procurement activity.
- 3.1.5 The SFRS has a fully documented procurement governance framework which provides a well-established set of policies and processes to support effective and compliant public procurement.
- 3.1.6 All procurements progressed by the Procurement Team and undertaken in the reporting period observed the following themes as fully detailed within our Procurement Strategy which are detailed in the following pages.

## 3.2 Value for Money and Efficiency

3.2.1 Our activities continue to increase around the delivery of Regulated Procurements. In the reporting period, the procurement activity undertaken by the SFRS can be summarised as follows (full details are listed in Appendix A):

<b>Procurement Type</b>	<b>Nos.</b>	<b>Projected Total Value (£) – Excl VAT</b>
Regulated Procurement	37	£41,830,556
Framework Call-Offs (Below £50,000)	19	£424,496
Property Contracts (below £2,000,000)	1	£1,600,000
Quote	25	£652,314
Non-Competitive Action	5	£59,672
<b>Total</b>	<b>87</b>	<b>£44,567,038</b>

3.2.2 The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, approximately 73% of total contract spend was through collaborative contracts.

3.2.3 Similarly, 78% of all regulated procurements undertaken utilised national or sectoral frameworks.

3.2.4 We continue to utilise national frameworks established by Scottish Government and achieved cash savings of £1.12million through their use. We are associate members of Scotland Excel and make use of relevant frameworks. Work continues to further develop relationships with the wider UK Fire and Rescue Services for the procurement of common goods and services, with SFRS continuing to make use of National Frameworks for key operational personal protective equipment and front-line vehicles.

3.2.5 Work also continues with partners such as Scottish Government, Transport Scotland, Scottish Enterprise and the Energy Savings Trust, to explore future opportunities for

collaboration and innovation particularly within our Fleet and Property Categories to minimise the impact of climate change.

3.2.6 Spend and contract analysis continues to inform the planning of our procurement. The outcome of the analysis assists in the development of a rolling three-year programme of work which is agreed with stakeholders and monitored throughout the financial year.

3.2.7 We are committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. We act in a responsible and sustainable manner so prompt payment is a priority. Our on-time payment performance for financial year 2022/23 is detailed below together with previous year's performance.

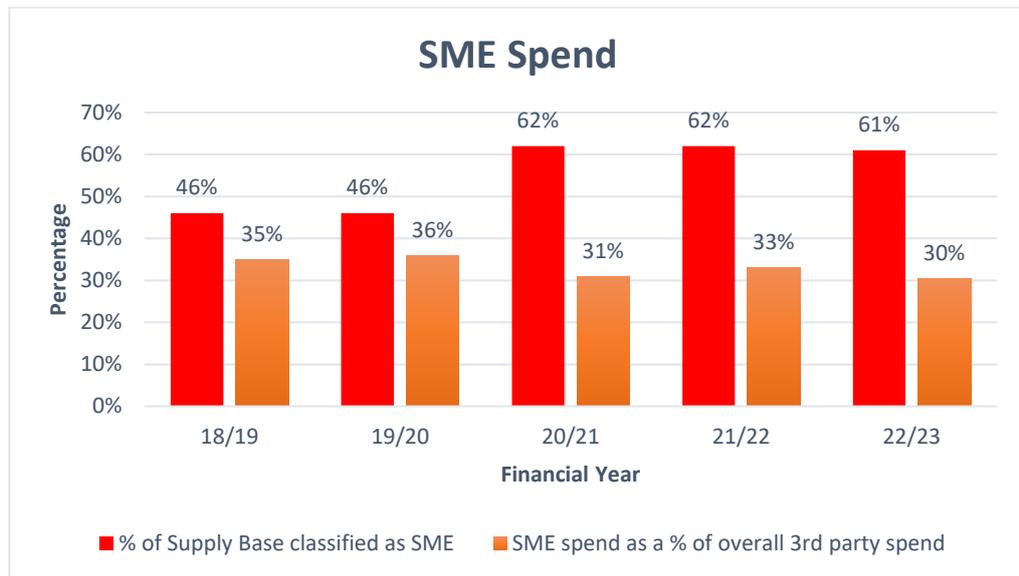
Payment Term	2018/19	2019/20	2020/21	2021/22	2022/23	Target 2022/23
Payment within 30 days	97%	96%	97%	98%	96%	97%
Payment within 10 days	67%	81%	82%	82%	79%	N/A

3.2.8 The SFRS recognises the continued importance of SME's including third and fourth sector organisations in supporting economic growth and employment in Scotland. As detailed in our Corporate Procurement Strategy we are committed to improving the access to such opportunities.

3.2.9 The SFRS is committed to supplier inclusion, and we seek to conduct our procurement activity with a wide range of providers including Small and Medium Enterprises (SMEs), and third sector, including supported business. We continue to build upon our relationship with the Supplier Development Programme to encourage the ongoing use of Scottish SMEs in the delivery of SFRS requirements.

3.2.10 In financial year 2022/23, 47.35% (£43.73million) of the SFRS total spend was with suppliers based in Scotland, which was similar to the previous reporting period. This spend making a positive contribution to local economies.

3.2.11 The table below details the breakdown of SMEs as a percentage of overall Suppliers in scope and SME spend as a percentage of overall 3rd party spend in scope.



3.2.12 We continue to work with partner organisations and our contractors to better understand the impact of our procurement spend on the communities we serve whether through the delivery of community benefits, social impact and national GVA figures.

3.2.13 End user involvement and consultation continues to be key to the development of Commodity Strategies and Tender Documents to ensure that technical specifications meet Service needs and can be clearly understood by suppliers. Early engagement with End users continues to be progressed by the Procurement team.

3.2.14 The Procurement Team continue to engage and build on existing relationships with internal customers ensuring their involvement in the planning and undertaking of SFRS procurement activity and aiding greater understanding of the need to observe the sustainable procurement duty.

3.2.15 Market engagement is undertaken in all relevant procurement activity and is used to assist understanding of market capability to address the SFRS needs and to inform

the development of the specification and ensure that the procurement route chosen and the Invitation to Tender requirements are appropriate and well-developed.

3.2.16 Contract management continues to provide a challenge to the Service due to the resource requirements required both from a procurement and directorate perspective and this continues to be an area where improvement will be sought.

### **3.3 Governance, Risk and Fraud**

3.3.1 The SFRS has a well-established procurement government framework with supporting documentation and standard template which support the delivery of its procurement activity and ensure compliance with legislation and associated Statutory Guidance together with the Scottish Model of Procurement.

3.3.2 Within the reporting period we updated our procurement governance processes as required and the Procurement Team continues to engage with customers to reinforce the application of the procurement governance model and ensures that regulated procurement is undertaken in accordance with the legal and procedural framework. Training is provided to those individuals who are involved in supplier selection and tender evaluation.

3.3.3 Progress continued with the delivery of the “Red Flag Procurement Fraud Action Plan” with approximately 88% of improvement actions completed (an increase of 8% on the previous reporting period) and the Plan on track to be delivered over the period of our Procurement Strategy

3.3.4 The application of SFRS procurement governance framework and the undertaking of our quality review process to provide assurance on projects undertaken ensured that there were no successful legal challenges within the reporting period, with any issues raised by unsuccessful tenderers being robustly defended in conjunction with Legal Services and external legal support as required.

3.3.5 Work continues with the delivery of the Procurement Capability Improvement Programme Action Plan in preparation of the next assessment which is due in May 2024.

### **3.4 Transparency**

- 3.4.1 Transparency in public procurement requires the SFRS to show openness, visibility to its procurement activities and to have ready accessibility to information regarding its procurement plans and spend, all of which provides external parties with confidence that we undertake our procurement activity in a fair and transparent manner.
- 3.4.2 The SFRS utilise Public Contracts Scotland (PCS) to advertise all regulated procurement activity with a value of £50,000 or more. All relevant procurement activity is also published on UK Find a Tender site.
- 3.4.3 In accordance with the Public Contracts (Scotland) Act 2014, the SFRS has published and maintained a Contracts Register thereby providing visibility on live contracts.
- 3.4.4 In all relevant procurements, evaluation methodology is fully detailed in the Invitation to Tender and full debriefs are provided to all participants in all regulated procurement and quotes undertaken by the Service.

### **3.5 Enhancing Capability**

- 3.5.1 The range of goods, services and works procured by the SFRS requires Procurement and Property Team members to exhibit strong commercial and procurement knowledge and skills. The teams also offer professional support to Directorates in the delivery of procurement services through clear controls and guidance.
- 3.5.2 We continue to make use of technology to assist in the delivery of the Corporate Procurement Strategy. We continue with the use of Achilles Themis, which provides up-to-date case law interpretation together with various guidance documents which assist in the update / maintenance of our procurement governance framework.

- 3.5.3 The SFRS continues to support Procurement team members with their professional studies which will lead to full membership of the Chartered Institute of Procurement and Supply.
- 3.5.4 In the previous recruitment period the structure of the Procurement Team was amended with the addition of post of Procurement Specialist, which were successfully recruited. However, the recruitment process led to vacancies in other posts which proved difficult to fill, reflecting a common problem in recruitment across the Scottish Public Sector. The impact of these vacancies was that over the reporting period the Procurement Category Teams were operating at 70% capacity which then impacted upon procurement exercise and improvement actions that the team could undertake.
- 3.5.5 The Procurement Competency framework is also utilised by the Procurement Team, aligning its use with the SFRS appraisal system. This national toolkit sets out the skills and competency levels required of procurement teams involved in the public-sector procurement process and its use is aligned to each individual / role within the Procurement Team.
- 3.5.6 Partnership working involving the sharing of knowledge and best practice continues with the NFCC for fire sector specific goods and services where the SFRS is represented on various committees related to national procurement activity. The SFRS also continues to contribute to the Central Government Procurement Collaboration Group and work continues with Police Scotland and the Scottish Ambulance Services to identify areas of collaboration.
- 3.5.7 There continues to be successful close engagement between Procurement and all Directorates / key stakeholders through the planning of procurement activity and the User Intelligence Group (UIG) process where input is sought on specification development and relevant stakeholders are also engaged in supplier selection, tender evaluation, contract award decisions and in supporting contract and supplier management arrangements. Training of relevant members of the UIG continues for individual tender exercises in key areas such as selection and tender evaluation.
- 3.5.8 The manner by which the Procurement Team interacts with suppliers is a key factor in the success of relevant projects. The SFRS undertakes pre-procurement activity, early

market engagement and being accessible to prospective suppliers. This involves the use of the Prior Information Notice to alert the market to forthcoming opportunities and holding supplier briefing days, both virtual and face-to-face.

- 3.5.9 Senior members of the Procurement Team have completed formal course of study in Public Procurement Law and Policy.
- 3.5.10 Work continues in the development of improved feedback mechanism both for suppliers and Directorates.

### **3.6 Sustainability**

- 3.6.1 The Scottish Fire and Rescue Service (SFRS) is committed to observing our sustainable procurement duty as stated within the Procurement Reform (Scotland) Act 2014 and continue to review and update our internal policies and procedures to reflect our legal duty and to ensure the proper consideration of how best we can improve the social, environmental and economic wellbeing of our communities through our procurement activity.
- 3.6.2 Sustainability is an area that the SFRS can and does influence by making sure the elements which impact on sustainability are built into the procurement process at an early stage and considered throughout the procurement lifecycle in the specification development, tender evaluation and contract management.
- 3.6.3 For all procurements for goods and services with a value of £50,000 or more, we develop a Commodity Strategy which requires the use of the Procurement Journey Sustainable Procurement Toolkit which assists in embedding relevant and proportionate requirements in our procurement activity.
- 3.6.4 Reflecting the requirement contained within SPPN1/2021 that Procurement professionals have a responsibility to be climate literate and to have an appreciation of how contracting activity can support net-zero aims for their organisation and Scotland, all members of the Procurement Team have previously completed their Literacy e-learning and Sustainability Training.

- 3.6.5 In support of our commitment to our sustainable procurement duty, we have a nominated Sustainable Procurement Champion who is responsible for ensuring compliance with legislation across the Service and promoting the adoption of sustainable procurement practices.
- 3.6.6 Our Procurement Strategy 2021-2024 was published in April 2021 and is anticipated to remain relevant until March 2024, but it is reviewed on an annual basis and adjusted to ensure that it remains current to the challenges faced by the SFRS. The strategy reiterates our commitment to ensure the consideration of issues that may assist in improving the economic, social and environmental wellbeing of the communities that we serve.
- 3.6.7 We include the consideration of community benefits in all relevant procurement activity and use these to deliver wider benefits for the communities which we serve. Section 4 of this Report details the Community Benefits delivered in financial year 2022/23.
- 3.6.8 Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended the in-person Meet the Buyer events held both on a national and local basis.
- 3.6.9 The SFRS continues to successfully use project bank accounts (PBA), with the PBA being used in the West Asset Resource Centre project. Project Bank Accounts are designed to pay sub-contractors at the same time as main contractors in relevant procurement activity.
- 3.6.10 Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. Although no new contracts were awarded within the reporting period, there was still spend of approximately £40,000 excl. VAT with this sector through existing arrangements. We continue to work in partnership with the Scottish Prison Service on a contract for Station Storage which provides opportunities for those individuals within the care of the Scottish Prison

Service to gain valuable social skills and realistic work skills to enhance employability prospects. Section 5 of this Report details our spend with Supported Business.

3.6.11 The SFRS is an Accredited Living Wage employer and through our procurement activity, we recognise that inviting suppliers to adopt fair working practices will reduce inequalities and develop a more inclusive and sustainable society. We continue to ensure that all relevant procurement activity includes criteria to address Fair Work Practices. We are committed to developing our requirements further to include mandating the payment of the Real Living Wage where it is relevant and proportionate. In the reporting period, we awarded eighteen which included Fair Work Practices criteria, many of these contracts being call-offs from National Frameworks.

3.6.12 The SFRS continues to consider Equality and Diversity in all relevant procurement activity and observes the requirement to comply with the Equality Act 2010 and the 'General Duty'. Completion of an Equality and Diversity Impact Assessment is undertaken and where appropriate provision is included in the conditions of contract, specification and contract award criteria, with performance measured through management of the contract.

3.6.13 SFRS has recently achieved silver status in Stonewall UK workplace Equality Index, which is the benchmarking tool for employers to measure their progress on LGBTQ+ inclusion in the workplace. Procurement continues to work with directorates and end users to ensure that our contractors share a similar commitment.

3.6.14 The SFRS recognises the importance of ensuring that it continues to comply with the Health and Safety at Work Act 1974 and that our contractors are familiar with this legislation, understand their responsibilities and operate safe systems of work. The SFRS continues to check and monitor contractors understanding of their responsibilities. For relevant contracts, the SFRS addresses specific Health and Safety issues as they relate to the contract requirement. Relevant contractors are also required to demonstrate and ensure compliance with the CDM Regulations 2015.

3.6.15 The SFRS is a member of the Scottish Free Trade Forum, and our standard procurement process includes consideration of what Fair Trade provisions or

equivalent could apply appropriately in the delivery of the contract provision. Our Soft Facilities management contractor, Sodexo has a similar commitment to Fairtrade.

3.6.16 SFRS is currently engaging through our Local Senior Officers (LSO's) as part of our partnership working with local authorities to support Community Wealth Building Projects. Progressive procurement is a core principle to help develop local supply chains of businesses likely to support local employment and keeping wealth in communities. The SFRS Procurement Team continues to support LSOs to provide subject matter expertise as part of these projects.

3.6.17 We continue to procure timber for use in carbonaceous training facilities with all timber products supplied by our contractor is certified as being sourced from legal and sustainable sources. Timber supplied to the SFRS must be accredited to meet either the Forest Stewardship Council (FSC) or the Program for the Endorsement of Forest Certification (PEFC). Conformity to this requirement is monitored throughout the contract duration.

3.6.18 The SFRS has adopted the flexible framework tool for Sustainability, and we will utilise this to measure our level of performance and identify the actions required to embed good procurement practice to realise intended sustainable outcomes. We will seek to achieve level 3 on the flexible framework by 31st March 2024.

### **3.7 Climate Change**

3.7.1 Procurement is a key area which can assist in the delivery of climate change actions which are vital in supporting Scope 3 Emission reductions. The SFRS Sustainability Team champions climate emergency and waste management activity and oversee progress against our Climate Change Response Plan 2045 across the service. We support the Scottish Government's goal to become net zero by 2045 and SFRS has pledged to cut carbon emission by 6% per annum until 2030 which equates to an 80% overall reduction.

3.7.2 To support this, we continue to invest in technologies to reduce waste energy and in the reporting period there continued to be investment in a number of programmes and initiatives across the Service to assist in the reduction of emissions caused by powering and heating our buildings and powering our fleet. Since the launch of our new Carbon Management Plan in April 2020, we have been rolling out new measures and technologies across the estate which will start to have long term positive impacts on reducing our emissions. These include installation of Solar photovoltaic (PV) panels on many of buildings, new smart heating controls and building management systems, trailing of new electric boilers instead of gas and oil boilers, improved insulation of our buildings and continuing to invest in new Electric Vehicles (EVs) for our light fleet.

3.7.3 In financial year 2022/23, we completed 171 projects linked to climate change and invested £4.5 million whilst working with our contractors to install smart energy controls, low carbon heating, pollution prevention measures, solar panels in our properties throughout Scotland. The table below summarises the projects completed in the reporting period.

3.7.4 **Projects Completed in Financial Year 2022/23**

<b>Improvement Measures</b>	<b>No of Locations</b>
Installation of electric Vehicle Charging points	87
Heating Systems and Smart Controls	44
Solar PV	23
Retained Station Carbon Energy Upgrade	9
Heating Controls	8
<b>Total</b>	<b>171</b>

3.7.5 Over the past three financial years, the SFRS has invested over £10 million in projects which will assist the Services from addressing matters related to climate change.

	<b><u>20/21</u></b>	<b><u>21/22</u></b>	<b><u>22/23</u></b>	<b><u>Rolling Total to Date</u></b>
Investment in Financial Year	1,890,000	£3,716,549	£4,500,000	£10,106,549

- 3.7.6 As reported in the last Annual Procurement Report, the SFRS previously awarded contract for a zero-emissions fire appliance with the assistance of funding Transport Scotland and this innovative project is the first step in a journey to discover how we can potentially move away from fossil fuel powered appliances. The vehicle is currently with the station for vehicle familiarisation and driver training before being deployed operationally. The design and manufacturing of the appliance will fully comply with British Standards for firefighting and rescue service vehicles. The zero emissions appliance has the same capability and equipment as a diesel model, and it will be able to assist at emergencies. However, it is estimated that an electric appliance will reduce emissions by 66% compared with a diesel appliance.
- 3.7.7 Through continued investment in our light fleet and working with partner organisation, approximately 21% of SFRS light fleet is now full electric and the SFRS continues with the installation of vehicle charging infrastructure to support the change from fossil fuel.
- 3.7.8 The new Asset Resource Centre (ARC) West which opened recently, was designed to reduce greenhouse gas emissions from the building's performance and to maximise sustainability and energy efficiency. The SFRS is committed to supporting the Scottish Government's ambitions for a 70% reduction in emissions that can affect climate change by 2030. ARC West is designed to meet the Scottish Building Standards requirements by maximising passive solar gain through design orientation, selection of materials and enhanced building service to incorporate low carbon and energy-saving technologies.

### **Carbon Reducing Design and Technologies**

#### **Passive Solar Gain**

The ARC building is building is oriented to make the best use of passive solar gain, with translucent roof panels and roof lights incorporated to allow natural light into the building.

#### **Photovoltaics Rooftop Panels with Linked Battery Storage**

The installation of 464 JA Solar Panels and 4 Solis Inverters has a PV generator output of 190.24 kWp, with the system yielding 154.000 kWh annually. As well as reducing CO<sub>2</sub> emissions by 72,818 kg a year.

### **Air Sourced Heat Pumps & Improved Existing Heat Network**

Installation of a localised energy-efficient air source heat and cooling pump fitted to conserve energy.

### **EV Charging**

The new facility has 5 new parking spaces with electric charging points in the public car park. To future proof the SFRS EV rollout, an electric charging infrastructure within the northern service yard and carpark for at least 25 vehicle charging points was installed.

The environmental impact of the new building facility will be considerably lower than the ageing buildings previously in use. The utilities cost (directly correlated to usage) for the new Centre is anticipated to be 39% of the combined cost of operating the existing facilities post-refurbishment.

## **Section 4     Community Benefits Summary**

- 4.1     Section 18(2)(d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.
- 4.2     Delivery of Community Benefits is a key aspect of the Scottish Government’s drive to achieve a range of national and local outcomes. Community benefit requirements are defined in the Procurement Reform (Scotland) Act 2014 as a contractual requirement imposed by a contracting authority relating to:
- i.        training and recruitment
  - ii.        availability of sub-contracting opportunities
  - iii.        or which is otherwise intended to improve the economic, social or environmental wellbeing of the authority’s area in a way additional to the main purpose of the contract in which the requirement is included.
- 4.3     Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities “must consider whether to impose community benefit requirements as part of the procurement” when the estimated contract value is greater than or equal to £4,000,000. However, as stated in SFRS Standing Orders for the Regulation of Contracts, we aim to consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant and within its procurement governance processes and procedures, the SFRS has embedded the requirement for community benefits to be considered where appropriate.
- 4.4     The SFRS Procurement Strategy clearly states the organisation’s commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity.
- 4.5     The following key projects highlight SFRS continued commitment to deliver community benefits in relevant procurement activity.

#### 4.6 **Hard FM**

Robertsons Facilities Management (RFM) were successful in being awarded the contract for Hard Facilities Management in financial year 2021/22 and have undertaken a significant number of specific community engagement activity which is detailed in Appendix C of this Report.

In the period since contract commencement, the profile of the contract has increased amongst SFRS and its stakeholders across the regions with teams in regular contact as RFM discuss how to best navigate community related 'asks', geographical reach, and resource available. These developments and discussions have led to a strategic partnership between the wider SFRS and Robertson Group which creates much greater resource and capacity for partnership work across the two organisations, benefiting community groups across the regions with productive partnership work emerging between both SFRS and RFM, community stakeholders and local authorities. Examples of the community engagement activity being delivered is detailed in Appendix C.

#### 4.7 **Soft Facilities Management**

The SFRS Soft Facilities Management contract is delivered by Sodexo, who's produce at regular intervals the Social Impact Reports related to the delivery of the contract requirements. Highlights are detailed in Appendix C.

#### 4.8 **West Asset Resource Centre**

The contract for the Design and construction of the West Asset Resource Centre was awarded to McLaughlin Harvey in February 2022 and the building was recently completed and is now in operation. A Project Bank account was used on the project with both sub-contractors and the main contractor signing up to its use. The PBA required payments made directly and simultaneously by SFRS to members of the construction supply chain involved in the Project and supports prompt payment which assist firms involved in construction projects with their cashflows, this has been particularly important over the reporting period when accounting for the impact of the global pandemic.

McLaughlin Harvey, made a number of commitments in relation to the delivery of Community Benefits through their Social Value model which creates added value for society across five areas:

- i. Building Futures
- ii. Good Employer
- iii. Shared Prosperity
- iv. Communities Matter
- v. Sustainably Green

These are fully detailed in Social Impact Report for the West ARC, with some of the highlights from the report detailed in Appendix C.

#### 4.9 **Museum of Scottish Fire Heritage**

After undergoing a complete refurbishment, the Museum of Scottish Fire Heritage is open to the public. The museum charts the history of fire and rescue services in Scotland. Fire and rescue service artefacts dating back almost two hundred years can now be viewed at the new museum in Edinburgh. The Museum of Scottish Fire Heritage is a new attraction designed for people of all ages and interests. Visitors will be able to explore five themes within the museum, which brings a touch of modern technology and interactive displays to the experience. The museum is located at the site of McDonald Road Fire Station in the heart of Edinburgh. It also holds collections of well-preserved antique fire engines and historical uniforms worn by firefighters during significant fires in Scotland's history.

#### 4.10 **Wireless Smoke Alarms**

We continue with contract provision for wireless smoke alarms to ensure that the SFRS can continue to provide wireless smoke alarm provision to high-risk households under The Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019.

Meeting this requirement will assist the SFRS in meeting Scottish Government National Outcomes and ensure that the Service are leading on best practice for Home Fire Safety for high-risk groups within the UK

#### **4.11. Fire Retardant Bedding**

Contract provision for Fire Retardant Bedding, which was awarded in the previous reporting period continues within the current reporting period. The Scottish Fire and Rescue Service (SFRS) continues to work closely with local communities and partners to identify those most at risk of unintentional harm within their home. Many of the most vulnerable members of our communities can have underlying health conditions, mobility issues or a dependency to drugs and/or alcohol, this impacting their judgement and lifestyle choices.

The SFRS is focussed on prevention activity to target those most at risk, to reduce fire casualties and fatalities, and support intervention activity designed to improve outcomes for our communities across Scotland. The supply of fire-retardant textiles can be an effective solution to reduce or mitigate the risk of careless or accidental disposal of smoking materials.

#### **4.12. Fair Work**

SFRS is an Accredited Living Wage employer and through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law. In the reporting period, eighteen contracts were awarded with fair work criteria.

#### **4.13. SFRS Donation for Ukraine**

As the conflict in the Ukraine continues, the SFRS continues to donate fleet items, equipment and PPE for deployment in Ukraine. Within the reporting period this included donations to the Scottish Emergency Rescue Association of the following:

2 eighteen tonne rescue pump appliances

1 Heavy Rescue Vehicle

126 Structural Firefighting Tunics

126 Firefighting Leggings

59 Firefighting Helmets

53 Pairs Firefighting gloves

46 Pairs firefighting boots

7 Hydraulic Rescue equipment

60 GP Lines

88 Gas tight suits

The following donations have also been made to Fire aid:

34 Hydraulic power packs.

13 Hydraulic cutters.

22 Hydraulic spreaders.

40 Hydraulic rams.

21 hydraulic rescue rams.

8 hydraulic combi tools.

2 Inflatable Rescue boats, outboard engines.

26 Flood Suits donated to Fire Aid.

104 Personal Floatation Devices donated to Fire Aid.

42 Water Rescue Helmets donated to Fire Aid.

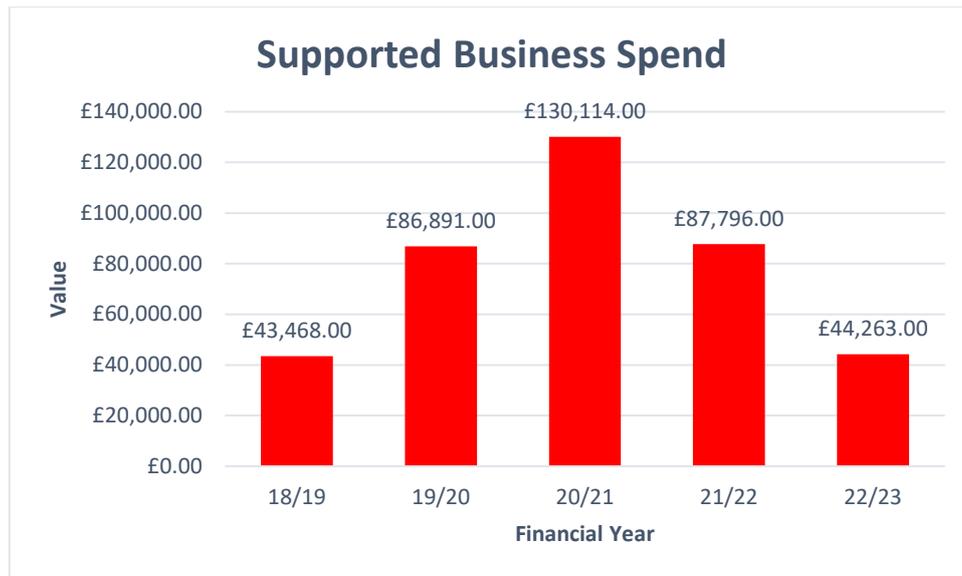
An example of how such vehicles, equipment and PPE which would normally have been discarded, have been utilised in a manner in which to extend their life cycle.

## Section 5 Supported Business Summary

- 5.1 Section 18(2) (e) of the Procurement Reform Act requires organisations to include a “summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the year covered by the report”.
- 5.2 A supported business is defined in Regulation 21 of The Public Contracts (Scotland) Regulations 2015 and means “an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.
- 5.3 SFRS recognise that the inclusion of Supported Business in SFRS procurement activity is a key aspect in delivering its Sustainable Procurement Duty and have a clear commitment to this contained within its Procurement Strategy.
- 5.4 One new contract for the Provision of Trauma Care Back Packs with a potential value of £47,520 was awarded during the reporting period to Ulster Supported Employment Limited.
- 5.5 Spend with supported business for the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022 was as follows.

<b>Supported Business</b>	<b>Value (£) Excl. VAT</b>
Haven Products Limited	£16,845
Ulster Supported Business	£11,963
Lady Haig Poppy Factory	£7,906
City Building (contracts)	£4,341
Dovetail Enterprises	£3,208
<b>Total</b>	<b>£44,263</b>

- 5.6 The following tables highlights the consistency of spend with supported business over the past 4 years.



5.7 As reported in the previous reporting period, a contract was awarded to Scottish Prison Service Industries for the provision of Station Lockers Solutions. The SFRS spent approximately £5,500 (excl VAT) on this contract in financial year 2022/23.

5.8 In the construction of the West asset Resource Centre, the contractor McLaughlin & Harvey engaged with a number of social enterprises who were awarded contracts to deliver packages of work on the project. The value of the contracts awarded was £14,000 in total. The firms used were:

**Community Wood** who are a nationwide social enterprise that provided a commercial waste wood collection service and who provides life changing training and employment opportunities for people, especially those from marginalised or disadvantaged backgrounds.

**Scotland's Bravest Manufacturing Company** who provided printing and signage. The company provides employment and training opportunities to members of the Armed Forces community and aims to support ex-service personnel who have been unemployed or are experiencing a disability or health condition.

**Milk Café**, a Glasgow based social enterprise aims to empower and support women from refugee and other migrant backgrounds, and to support victims of modern slavery.

**Social Bite** which aims to provide homes, jobs, food, and support to empower people to transform their own lives.

## Section 6 Future Regulated Procurement

6.1 Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 states it is mandatory that an annual procurement report must include “a summary of the regulated procurements the authority expects to commence in the next two financial years.”

Regulated procurement reflects contracts over £50k in value for goods and services or over £2m in value for public Works (excluding VAT).

6.2 Future regulated procurements have been identified via the following means:

- Current contracts on the SFRS contracts register that will expire and need to be extended or re-let over the next three years.
- New procurements identified via future work plans provided by SFRS Directorates.
- New procurements identified via anticipated work plans for service transformation.
- Projects identified from Capital Programme approved by the Board of Scottish Fire and Rescue Service.

6.3 A full list of procurements which are anticipated to be carried out in the next three years is detailed in Appendix B.

6.4 Contracts which are worth less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. We have included the latter for information to provide transparency of this area of expenditure.

6.5 This Section reflects the range of Goods, Service or Works contracts which, as at September 2023, the SFRS reasonably expects to tender either in 2023-24 or 2024-25. / 2025-26 Whilst SFRS can forward forecast and anticipate a number of contract renewals, the SFRS forward work programme in this Section 5 (both the number of Regulated procurement projects and the estimated £ value) is dynamic and subject to variation annually.

- 6.6 Emerging or changing business needs and availability of funding or capital to support investment activity also influence when projects may be progressed. In some cases, the SFRS has yet to take a decision whether to exercise an option to extend an existing contract or to retender. The decision- making process will include due consideration of the procurement route options (including collaborative government contracts) which the SFRS could take, and the duration of any new contract.
- 6.7 The appendix lists potential future Goods or Service contracts on the basis of the estimated annual value – this is on the basis that decisions about the duration of the forward contracts are generally confirmed closer to the date of any Contract Notice advertisement.

## Section 7 Procurement Performance Analysis

### 7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1<sup>st</sup> April 2022 – 31<sup>st</sup> March 2023) was approximately £103.38 million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-Scope Spend	91.67
Out of Scope Spend	11.10
Below £4,000	0.61
<b>Total</b>	<b>103.38</b>

Notes:

- i. “Out of Scope” spend includes payments to local authorities, pension authorities, government bodies etc.
- ii. “In-scope spend” is spend which the organisation can directly influence through the co-ordination and regulation of the SFRS procurement activity.
- iii. Below £4,000 spend amounted to £0.61million. This amount was excluded from the final analysis of spend as shown in the table in paragraph 7.1.2, as it was undertaken in accordance with relevant procurement guidance regarding below £4,000 spend.
- iv. Purchase Card spend of approximately £0.13million is included in the above total. This spend is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

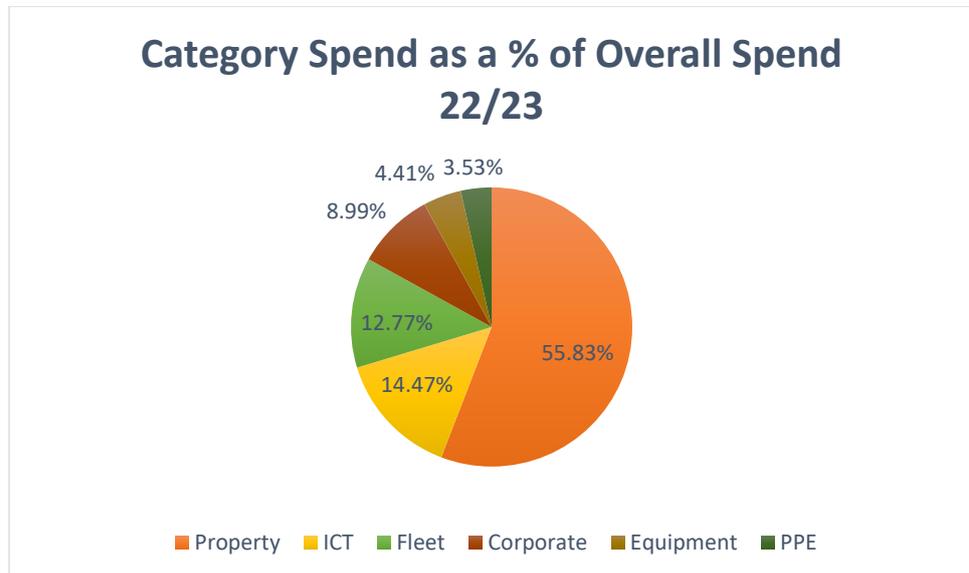
7.1.2 In-scope spend can be broken down as follows:

Category of Spend	1 <sup>st</sup> April 22 – 31 <sup>st</sup> March 2023		KPI Target
	Value (£) Million	%	
Contract Spend	87.96	95.95%	<b>95.00%</b>
Non- Contract	3.71	4.05%	
<b>Total</b>	<b>91.67</b>	<b>100.00%</b>	

Contract spend increased over the reporting period when compared with the previous reporting period as illustrated in the table below:



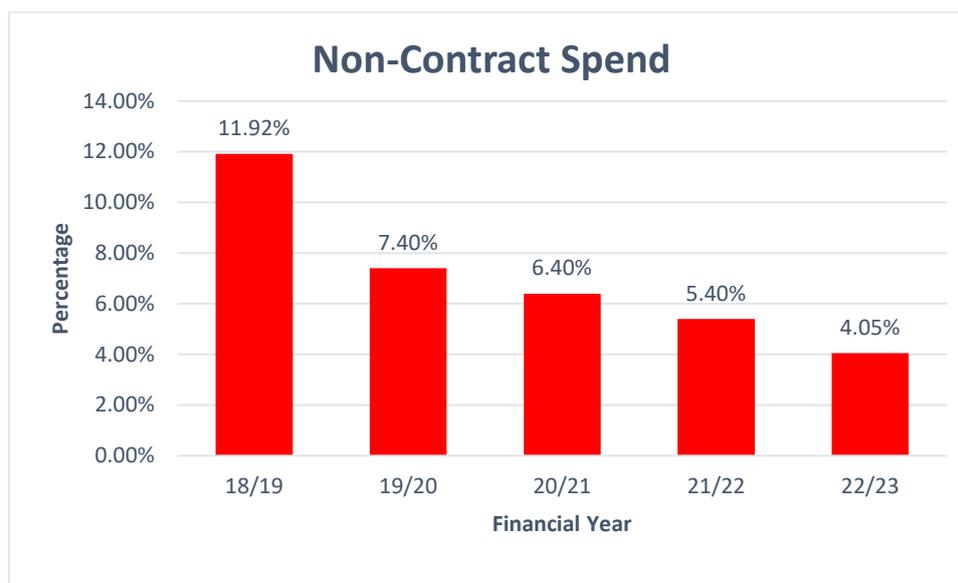
vi. The contract spend is split across categories as follows:



ii. Non-contract spend continues to fall showing a reduction of £0.69million (15.68%) in the previous figure.

- i. The following table and chart highlights the reduction over the past 5 years in monetary and percentage terms.

<b>Financial Year</b>	18/19	19/20	20/21	21/22	22/23
<b>Non-Contract</b>	8.30m	5.50m	5.00m	4.40 m	3.71m

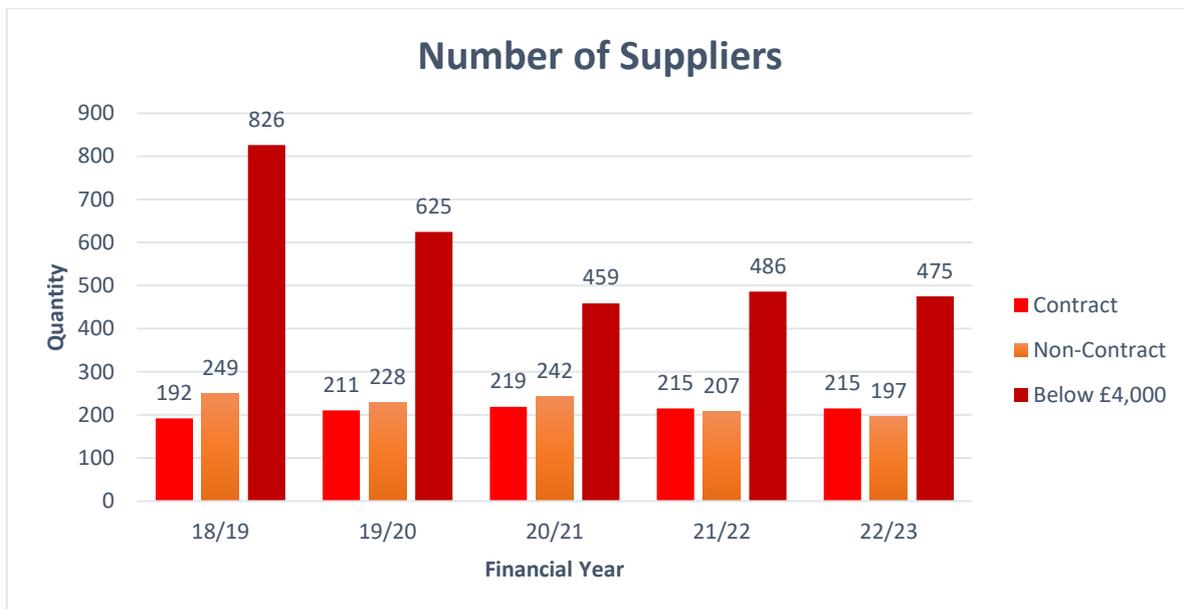


- ii. Appendix B details the projects that the SFRS anticipates will be progressing in financial years 2023-24 / 2024-25 / 2025-26 that will assist in the delivery of the Capital Programme and addressing remaining areas of non-contract spend where resources permit.

7.1.3 A total of 887 suppliers were used in the reporting period across the in-scope spend, which is broken down as follows.

<b>Category</b>	<b>Numbers of Suppliers</b>	<b>KPI Target (Contract / Non-Contract)</b>
Contract	215	600
Non-contract	197	Actual Figure: 412
Below £4,000	475	
<b>Total</b>	<b>887</b>	

7.1.4 Supplier numbers over the past 5 reporting periods (inclusive of the current reporting period) are shown in the table below:



7.1.5 Contract spend against the top 50 supplier's amounts to 90.11% of total contract spend.

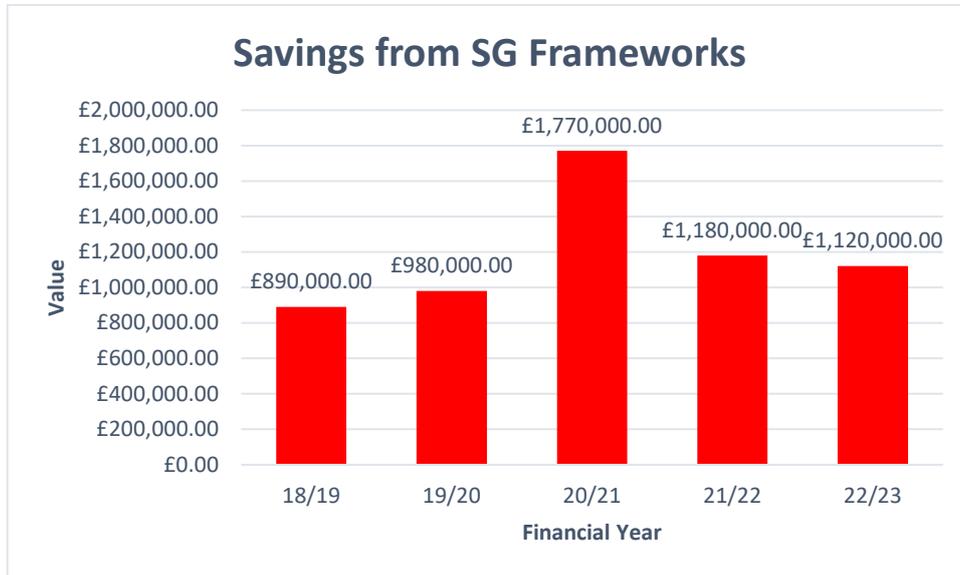
7.1.6 Below £4,000 spend increased slightly to £0.61million from £0.54million in the previous reporting period.

7.1.7 Below £4,000 continues to be analysed to see how best it can be undertaken in a manner which supports adherence to current procurement governance and support spend with local SME's and other procurement initiatives linked to Local Community Wealth Building initiatives

7.1.8 Approximately 73% of total contract spend was through collaborative contracts which represents a decrease of 12% on the previous year's figure. This is reflective of Hard Facilities Management contract no longer being classified as a collaborative contract and the spend being removed from collaborative contract total.

7.1.9 A total saving of £1.12million was achieved through the use of Scottish Government frameworks.

7.1.10 The table below illustrates the savings achieved through the use of such frameworks over the past 4 financial years.



## 7.2 Key Achievements

- 7.2.1 The primary focus for SFRS procurement activity in financial year 2022-23 has been to ensure the continuity of supply for key goods, services and works against the agreed workplan. This proved to be a challenge during the reporting period when due to resourcing issues, the Procurement team were operating at 70% capacity which impacted on the improvement actions that could be progressed by the team.
- 7.2.2 Thirty-seven regulated procurements with a potential value of £41.83million over the contract term were awarded during the reporting period.
- 7.2.3 Nineteen call-offs were made from frameworks with a value below £50,000 with an estimated potential value of £0.42million over the contract term were awarded during the reporting period
- 7.2.4 Twenty-five quotations with an estimated potential value of £0.65 million over the contract term were awarded during the reporting period.
- 7.2.5 A significant reduction was achieved in the use of Non-Competitive Action (NCA) with the procurement team challenging their use. In the reporting period, they were used on 5 occasions, a reduction from 17 occasion in the previous reporting period. The value of the NCA's also fell from £0.23 million to £0.05 million, with their main use being in to ensure service provision in legacy command and control systems (4 out of the 5 occasions). The use of the NCA reflects the need to maintain "business as usual" in several key areas where due to operational and business needs there is limited / no scope for competition. The NCA processes followed the approval route as stated in the Standing Orders for the Regulation of Contracts.
- 7.2.6 Cash savings of £1.12million were delivered across all procurement activity.
- 7.2.7 Non-contract spend continues to be addressed with a 15.68% reduction in the previous year's figure being delivered.
- 7.2.8 significant community benefits were delivered across soft Facilities Management, Hard Facilities Management and the construction of the Asset Resource Centre West.as fully detailed earlier in this report.

7.2.9 Eighteen contracts were awarded where the contractor had a commitment to Fair work

7.2.10 Actions related “Procurement Red Flag Action Plan, which was developed in response to the Audit Scotland Report for the Scottish Public Sector, were progressed with approximately 88% of actions now completed.

7.2.11 The contract awarded to Ulster Supported Employment Ltd for the Supply of Trauma Care Back Backs with a potential contract value of £47,520, highlighted continued commitment to Supported Business.

7.2.12 Collaboration opportunities continued to be maximised with partner organisations such as NFCC, Scottish Government, Scotland Excel, other Emergency Services and Crown Commercial Services to ensure the best use of SFRS resources.

7.2.13 Training support continued to be provided to the Procurement Team with financial support provided for the continuation of professional Chartered Institute of Procurement Institute training.

7.2.14 The following represent a sample of the Regulated Procurements awarded in the reporting period (full details are listed in Appendix A):

- Wildland Personal Protective Equipment
- Wildland Firefighting Vehicles
- Provision of Smoke Curtains
- Service, Maintenance and Repair of BA Compressors
- Supply of Disposable PPE
- Provision of Legionella Risk Assessment and Associated Services
- Provision of Digital Fireground Radios
- Provision of Thermal Image Cameras
- Leadership Skills Development Services

## **Section 8: Further Information**

For further information on our annual report or any other information on the procurement work that we're doing in SFRS please contact:

**John Thomson**

**Acting Director of Finance and Procurement**

[john.thomson@firescotland.gov.uk](mailto:john.thomson@firescotland.gov.uk)

**APPENDIX A (i)- REGULATED PROCUREMENTS**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F4C-115-2223	Tyres, Glass and Fast Fit Solutions	Michelin (Trucktyre North), Goodyear, Charles Pugh/National Windscreens	Call Off from Framework	£1,500,000	1/4/22	31/3/26	31/3/26
F2A-133-2122	Provision of Medical Oxygen and Industrial Gases	BOC Limited	Call Off from Framework	£900,000	11/4/22	10/4/25	10/4/27
F3A-134-1920	Leadership Skills Development Services Framework	Assessment Services, Bazon, City of Glasgow College, Coaching Direct, Common Purpose UK, E Squared, Edinburgh College, Franklin Covey, Future Proof Learning, Know You More, Moren Solutions, Supportive Solutions, The Keil Centre, Woodward Safety, Health, and Environment	Open	£5,905,840	5/5/22	2/5/26	2/5/26
F1A-001-2223	Provision of Wildland Fire PPE	FlamePro Global Limited	Framework	£432,000	1/6/22	31/5/25	31/5/26
F2B-018-2223	Provision of Smoke Curtains	Vimpex Ltd	Framework	£250,000	21/6/22	20/6/25	20/6/26

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F6A-009-2223	Provision of De-icing Salts for Winter Maintenance	J.C Peacock & Co Limited	Call Off from Framework	£200,000	11/7/22	10/7/25	9/7/26
T2C-051-2122	Provision of Servicing, Maintenance and Repair of Breathing Air Compressors; including Air Purity Testing	MB Air Systems Limited	Open	£1,426,537	1/10/22	30/9/26	30/9/26
F6A-007-2223	Provision of Office Furniture	Sharp Business Systems UK Plc	Framework	£500,000	8/8/22	7/8/25	6/8/26
F5A-129-2122	Provision of Mobile and Data Services	Vodafone Ltd	Call Off from Framework	£646,745	22/8/22	21/8/24	21/8/26
F2A-029-2223	Provision of Disposable PPE	Arco Ltd	Direct Award	£840,000	19/9/22	18/9/25	18/9/26
F2A-092-2122	Provision of Emergency Response Equipment Lot 1 Air Bags	Clan Tools & Plant Limited	Call Off from Framework	£1,250,000	10/11/22	10/10/25	10/10/26
F3A-057-2223	Provision of Smoke & Heat Detectors (Interlinked)	FireAngel Safety Technology Ltd	Cal off from Framework	£279,500	4/11/22	One-off - Upon Delivery	

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
NC1A-056-2223	Provision of Gas Tight Suits	Respirex International Limited	VEAT (Direct Award)	£204,600	2/12/22	1/12/23	12/1/24
F6A-005-2223	Provision of Legionella Risk Assessments & Associated Services	J&D Water Consultants Ltd	Cal off from Framework	£269,300	19/12/22	18/12/25	17/12/26
F5A-043-2223	Provision of Digital Fireground Radios	Radiocom Systems Ltd	Call off from Framework	£3,317,521	23/12/22	22/12/25	22/12/27
5A-045-2223	Maintaining Firefighter Mobilising Resilience	R3-lot Ltd	Exclusion (Excl)	£99,351	22/8/22	21/4/23	21/4/23
F2A-092-2122	Lot 1 Provision of Thermal Imaging Cameras	Terberg DTS Ltd	Call off from Framework	£456,775	23/12/22	22/12/25	22/12/26
V5A-089-2021	Rostering System Management Support And Maintenance	UKG/Ultimate Kronos Group	VEAT	£211,553	1/1/23	31/12/25	31/12/2025
F4C-140-2021	Wildfire Appliances	Ang loco Limited	Framework	£2,784,892	1/1/23	31/12/25	31/12/2025

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-038-2223	Provision of Web / iHub Redevelopment	Storm ID Limited	Call Off from DPA	£199,846	12/12/22	31/3/24	31/3/24
F5A-068-2223	Provision of Project Management Software	Softcat PLC	Framework	£205,595	17/1/23	16/1/26	16/1/26
F5A-078-2223	Provision of ArcGIS Enterprise Agreement	Esri UK	Call off from Framework	£208,065	1/4/23	31/3/26	31/3/26
F2A-015-2223	Provision of Engineering Inspection Services	British Engineering Services Limited	Call Off from Framework	£1,226,230	1/4/23	31/3/26	31/3/27
F5A-060-2223	Provision of Application Hosting Services	Amazon Web Services	Framework	£466,667	1/4/23	31/3/26	31/3/27
F4A-001-2122	Vehicle Telematics	EDC Systems T/A Questar UK Ltd	Call Off from Framework	£1,400,000	8/8/22	31/7/26	31/7/26
F4A-140-2122	Fleet Management Software	Civica (Tranman)	Call Off from Framework	£550,000	1/9/22	31/8/27	31/8/27

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3C-111-2122	Employee Benefits	Edenred	Call Off from Framework	£6,252,078.00	8/1/22	30/6/23	31/12/23
F5C-032-2223	Client-Side Partner Services	Moore Stephens Insights Ltd	Call Off from Framework	£681,390.00	1/9/22	31/3/23	31/3/25
F4C-052-2223	Line Rescue Vehicle/Light Pumping Appliance Chassis Cabs	Iveco Ltd supplied via AM Phillip Trucktech	Framework	£765,000.00	12/5/22	31/3/23	31/3/23
V5A-089-2021	On-Call Staff Rostering System	Gartan Technologies	VEAT	£400,000.00	4/1/23	31/3/27	31/3/27
Q3C-098-2223	Learning and Development Assessors and Internal Verifiers Services	Various: see individual awards below.	Framework	£110,000.00	4/1/23	31/3/23	31/12/23
3C-106-2223	NFSC Training for Operational Competence	National Fire Service College	VEAT	£166,093.00	23/12/22	31/3/23	31/3/23
3C-107-2223	NRAT Training for Operational Competence	National Resilience Assurance Team	VEAT	£28,322.00	23/12/22	31/3/23	31/3/23

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-039-2223	Provision of Microsoft Enterprise Agreement	Phoenix Software Ltd	Call Off from Framework	£6,371,655	1/4/23	31/3/26	31/3/26
F4C-009-2324	Liquid Fuels	Certas Energy t/a Scottish Fuels	Framework	£900,000	31/3/23	30/3/26	31/3/26
F4C-009-2325	Liquid Fuels	Highland Fuels	Framework	£115,000	31/3/23	30/3/26	1/4/26
F4C-131-2122	Provision of Lubricating Oils, Greases and Antifreeze	Fuchs Lubricants (UK) Plc	Call Off from Framework	£310,000	1/4/23	31/3/27	31/3/29
<b>TOTAL: REGULATED PROCUREMENT</b>				<b>£41,830,556</b>			

**APPENDIX Aii: CALL-OFFS FROM FRAMEWORKS WITH VALUE BELOW £50,000**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-016-2223	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£32,821	13/6/22	30/9/22	30/9/22
F3A-134-1920 Call Off # 1	Three SMB EQI Assessments and Feedback Sessions	Coaching Direct	Call Off from Framework	£1,350	28/6/22	30/9/22	3/9/22
F5A-033-2223	Provision of Interim IT Staff	Lorien Resourcing Limited	Call Off from Framework	£17,850	4/8/22	30/9/22	30/9/22
F5A-035-2223	Provision of Johnstone Call Recording Software and Professional Services	CDW Ltd	Framework	£24,200	1/8/22	31/7/23	31/7/22
F5A-040-2223	Provision of Test Management & Reporting Tool	Softcat PLC	Call Off from Framework	£25,806	25/10/22	24/10/23	24/10/23
F5A-071-2223	Provision of Nessus Licences	Softcat PLC	Call off from Framework	£18,185	2/10/23	2/9/26	2/9/26
F5A-072-2223	Provision of Neurodiversity Enterprise Licences (Texthelp)	Softcat PLC	Call off from Framework	£45,120	20/3/23	19/3/26	19/3/26

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F2A-092-2122	Lot 2 Provision of Intrinsically Safe Thermal Imaging Cameras	Rosenbauer UK Ltd	Call off from Framework	£41,917	23/12/22	22/12/25	22/12/26
F5A-065-2223	Provision of Interim I.T Staff Services	Lorien Resourcing	Framework	£13,300	19/12/22	31/3/23	31/3/23
Q3C-098-2223	Learning and Development Assessors and Internal Verifiers Services	Polaris Learning Limited (1st call off)	Framework	£7,200	4/1/23	31/3/23	31/12/23
Q3C-098-2223	Learning and Development Assessors and Internal Verifiers Services	Rewards Training (1st call off)	Framework	£7,632	4/1/23	31/3/23	31/12/23
Q3C-098-2223	Learning and Development Assessors and Internal Verifiers Services	Fife College (1st call off)	Framework	£21,750	4/1/23	31/3/23	31/12/23
Q3C-098-2223	Learning and Development Assessors and Internal Verifiers Services	West College Scotland (1st call off)	Framework	£5,370	4/1/23	31/3/23	31/12/23
F3C-102-2223	Provision of Interim Human Resources Adviser	Harvey Nash	Call Off from Framework	£11,400	1/9/23	31/3/23	31/03/23

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3C-112-2223	Public Consultation System	Delib Limited	Call Off from Framework	£39,980	11/2/23	10/2/26	10.2.27
Q3C-060-2223	PPFT Resourcing Interim Staff	Lorien Resourcing	Framework	£41,355	3/3/23	30/6/23	tbc
F3A-022-2223	Interim staff requirement	Harvey Nash	Framework	£17,260	31/5/22	30.11.22	tbc
F3A-042-2223	Provision of Standalone Smoke Detectors	Fireblitz Extinguishers Ltd	Framework	£42,000	25/8/22	Upon delivery	N/A
F3A-048-2223	Provision of Banking Services	Royal Bank of Scotland	Framework	£10,000	8/1/22	31/7/26	31/7/26
<b>TOTAL: CALLOFF FROM FRAMEWORK BELOW £50,000</b>				<b>£424,496</b>			

**APPENDIX Aiii: QUOTES**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3A-118-2122	Provision of Ad Hoc Courier Services	Eagle Couriers	Quotation	£49,999	1/4/22	31/3/25	31/3/25
Q2C-003-2223	Provision of GP Line Carry Bags	Speedings Ltd	Quotation	£43,250	6/6/22	1/9/22	1/9/22
Q2A-017-2223	Provision of Inner Cordon Tape	Cleaning & Wiping Supplies Ltd	Quotation	£11,886	20/6/22	19/6/25	19/6/26
Q5A-026-2223	Provision of Cyber Security Training	Cybsafe Ltd	Quotation	£42,240	31/7/22	30/7/23	30/7/23
Q3A-024-2223	Provision of Portfolio Office Set Up & Transformation	Wellington Limited	Quotation	£27,000	8/8/22	07/8/23	6/2/24
Q2A-049-2223	Provision of Trauma Care Back Packs	Ulster Supported Employment Ltd	Quotation	£47,520	14/9/22	13/9/25	13/9/26
Q5A-055-2223	Provision of OATH Tokens	Deepnet Security	Quotation	£9,599	25/10/22	24/10/21	24/10/21

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-047-2223	Provision of LucidChart & LucidSpark Licences	Softcat PLC	Quotation	£15,858	29/9/22	28/9/23	28/9/23
Q3A-059-2223	Provision of Retirement Tally	Fire Services Fund Raising Shop	Quotation	£30,375	12/9/22	12/8/25	
Q2A-058-2223	Supply of Evacuation Boards	Kenwil Limited	Quotation	£3,750	20/12/22	One off purchase on completion of delivery	N/A
Q2A-064-2223	Provision of Short Sleeve Black Shirts	Hunter Apparel	Quotation	£57,254	12/1/23	31/3/23	31/3/23
Q2A-075-2223	Provision of Sharp End Protection Sets	Speeding's Limited	Quotation	£44,064	16/2/23	15/2/25	15/2/25
Q5A-070-2223	Provision of Penetration Testing Services	Claranet Limited	Quotation	£46,800	16/2/23	15/2/26	15/2/26
Q5A-074-2223	Provision of Test Equipment Kits	MCS Test Equipment T/A Test Equity	Quotation	£42,473	20/2/23	19/2/24	19/2/24

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3C-028-2223	Large Animal Rescue Training Services	British Animal Rescue and Trauma Care Association (BARTA)	Quotation	£30,000	10/12/22	30/4/23	30/4/23
Q3C-091-2223	Provision of Foundation Improvement Skills Course	Cardiff University	Quotation	£16,500	21/11/22	20/11/23	20/11/25
Q3C-034-2223	Provision of Catering for Dumfries Training Courses	Caterplus Catering	Quotation	£51,000	11/7/22	11/6/26	11/6/26
Q3C-108-2223	Provision of Community Engagement Medical Equipment	SP Services (UK) Ltd	Quotation	£5,665	28/2/23	31/3/23	31/3/23
Q5A-081-2223	Provision of Adobe Bundle	Insight Direct UK Limited	Quotation	£11,988	13/4/23	12/4/23	12/4/24
Q5A-085-2223	Provision of Squared Up	Softcat PLC	Quotation	£10,166	16/4/23	15/4/24	15/4/24
NC3C-111-2223	Training to Level 4 Diploma in Biomechanics Training (CIMSPA)	Biomechanics Education Ltd	Quotation	£7,229	1/4/23	31/3/25	31/3/25

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3C-056-2223	Provision of Fitness Qualification Training	Study Active Limited	Quotation	£3,993	8/3/23	7/3/24	7/3/24
Q2A-076-2223	Provision of Rank Markings for Structural Firefighting Tunics	Intramark Limited	Quotation	£11,715	29/3/23	28/3/26	28/3/2027
Q3C-020-2223	Nilo Conference Facilities	MacDonald Crutherland House	Quote	£4,800	Event Date	After Event	n/a
Q5A-073-2223	Technical Advisors	Actica Consulting	Quote	£27,190	3/1/23	on award of NMS	tbc
<b>TOTAL: QUOTES</b>				<b>£652,314</b>			

**APPENDIX Aiv: NON-COMPETITIVE ACTIONS**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
NC5C-116-2122	Provision of Edinburgh OC Voice Recorder Support	Red Box Recorders	NCA	£4,126	1/4/22	5/4/22	4/4/23
NC2A-051-2223	Provision of Chemline Services	Respirex	NCA	£16,000	10/5/22	4/1/22	4/1/23
NC5A-086-2223	Provision of Maintenance Cover for the Main Telephony Switch at Edinburgh OC	Getronics	NCA	£20,213	23/3/23	1/4/23	31/3/24
NC5A-087-2223	Provision of Maintenance Cover for Voice Recorder Support at Edinburgh OC	Red Box Recorders	NCA	£4,333	23/3/23	4/5/23	4/4/24
NC3C-103-2223	Royal Yachting Association VHF Radio Training Materials and Certification	Royal Yachting Association	NCA	£15,000	13/12/22	13/12/22	5/12/24
<b>TOTAL: NON-COMPETITIVE ACTIONS</b>				<b>£59,672</b>			

**APPENDIX Av: WORKS CONTRACTS WITH VALUE BELOW £2,000,000**

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
	Inverness Phase 2	Morgan Sindall	Non-Regulated Procurement	£1,600.000	2/12/221	TBC	TBC

**APPENDIX B: FUTURE REGULATED PROCUREMENT**

**FINANCIAL YEAR 2023/24**

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	New Mobilising System (NMS)	Relet	Oct 2023	Feb 2023	Mar 2023	£34,000,000
ICT	CCMS Existing Systems (SSS)	Relet	May 2023	May 2023	May 2023	£850,000.00
ICT	CCMS Existing Systems (NEC) (Call Touch)	Relet	Sept 2023	Sept 2023	Sept 2023	£70,000.00
ICT	CCMS Existing Systems (Motorola)	Relet	June 2023	June 2023	June 2023	£1,270,000.00
ICT	In-Vehicle System (Software)	New	Oct 2023	Feb 2023	Feb 2023	TBC
ICT	In-Vehicle System (Tablets)	New	Sep 2023	Sep 2023	Sep 2023	£2,000,000.00
ICT	ESMCP MDT Vehicle Conversions	New	Oct 2023	Jan 2024	Jan 2024	£936,000.00
ICT	ESMCP MDT Accessories	New	Oct 2023	Jan 2024	Jan 2024	TBC
ICT	Enterprise MAX Loadbalancers Tech Support	Relet	TBC	TBC	TBC	TBC
ICT	Provision of Autodesk Support	Relet	July 2023	July 2023	August 2023	£30,000.00
ICT	ShareGate License - Desktop 5 users	Relet	TBC	TBC	TBC	
ICT	Squared Up for SCOM V3 Enterprise 1 Year	Relet	March 2024	April 2024	April 2024	£10,000.00
ICT	ManageEngine ADManager Plus Prof. & ADSelf-Service	Relet	TBC	TBC	TBC	TBC
ICT	Multi-Functional Devices	Relet	Oct 2023	Jan 2024	Mar 2024	£1,000,000.00
ICT	SIP Trunking	Relet	TBC	TBC	TBC	TBC
ICT	Professional Services	Relet	Oct 2023	Jan 2024	Jan 2024	£250,000.00
ICT	CISCO ELA	Relet	Oct 2023	Dec 2023	Dec 2023	£400,000.00

**FINANCIAL YEAR 2023/24**

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	Egress Licences	Relet	Mar 2024	Jun 2024	Jun 2024	£130,000.00
ICT	Server Maintenance	Relet	N/A	Jun 2023	Jun 2023	£200,000.00
ICT	Boomi	Relet	Nov 2023	Dec 2023	Apr 2024	TBC
ICT	Fireground Radio Maintenance	Relet	Oct 2023	Jan 2024	Jan 2024	£150,000.00
ICT	Lucid Chart Licences	Relet	N/A	Sep 2023	Sep 2023	£16,000.00
Finance	Insurance Portfolio	Relet	Oct 2023	Jan 2024	Apr 2024	TBC
Finance	Internal Audit Services	Relet	Nov 2023	Mar 2024	Mar 2024	£350,000.00
Finance	LGPS Consolidation	New	Aug 2023	Nov 2023	Jan 2024	Subject to no. Of employees
Service Delivery	Skills for Justice Level 2	Relet	Dec 2023	February 2024	Mar 2024	£40,000.00
Service Delivery	Service Delivery Modelling Programme	Relet	Oct 2023	Jan 2024	Jan 2024	£100,000.00
Fleet	Heavy Adaptable Pumping Appliances (18 Tonnes)	Relet	Nov 2023	Feb 2024	Mar 2024	£15,000,000
Fleet	Light Pumping Appliances	New	Oct 2023	Jan 2024	Jan 2024	£2,900,000
Fleet	Rope Rescue Appliances	New	Sep 2023	Dec 2023	Jan 2024	£375,000
Corporate, People, Finance, and Training, Safety and Assurance	People, Payroll, Finance, and Training System Services	New	Oct 2023	Feb 2024	Jan 2024	£8,859,7596, Further potential collaborative spend yet to be confirmed.

#### FINANCIAL YEAR 2023/24

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
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Service Delivery/Operations	Rostering System Services	Relet	Sep 2023	Jan 2024	Jan 2024	£5,000,000
Fleet	Vehicle Spares and Workshop Consumables	Relet	Oct 2023	Feb 2024	Feb 2024	£2,000,000
People (Health and Wellbeing)	Asbestos Medicals	New	Oct 2023	Jan 2024	Jan 2024	£2,000,000
Corporate Training, Safety and Assurance	Training for Operational Competence	New	Nov 2023	Mar 2024	Mar 2024	£1,200,000
Fleet	Fuel Cards	Relet	Dec 2023	Mar 2024	Apr 2024	£5,500,000
Fleet	Workshop Equipment Maintenance and Calibration	Relet	Jan 2024	May 2024	May 2024	£200,000
Fleet	Vehicle Journey Logbooks	Relet	Mar 2024	July 2024	July 2024	£4,000
Fleet	Vehicle Daily Walk Around Checks Books	Relet	Mar 2024	July 2024	July 2024	£8,000
Corporate People	Staff Benefits	Relet	Nov 2023	Jan 2024	Jan 2024	£6,250,000
Corporate Health and Wellbeing	Physiotherapy	New	Sep 2023	Oct 2023	Oct 2023	£50,000
Corporate Health and Wellbeing	Calibration Services	New	Sep 2023	Oct 2023	Oct 2023	£50,000
PPE & Equipment	Ladders	Relet		Nov 2023	Dec 2023	£250,000
PPE & Equipment	Fire Fighting Foam	New	Framework call off	Dec 2023	Jan 2023	TBC
PPE & Equipment	Chemline Services	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Water Rescue PPE		TBC	TBC	TBC	TBC

#### FINANCIAL YEAR 2024/25

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	Celestix Standard Support	Relet	Oct 2024	Jan 2025	Feb 2025	£80,000.00

ICT	EISEC Service	Relet	Mar 2024	Jun 2024	Jul 2024	£70,000.00
Service Delivery	Fire Retardant Textiles	Relet	Dec 2024	Feb 2025	Mar 2025	£600,000.00
Service Delivery	Smoke, Heat and CO Detection	Relet	May 2024	Oct 2024	Nov 2024	£1,400,000.00
Service Delivery	Skills for Justice Level 5	Relet	Feb 2024	July 2024	Aug 2024	£90,000.00
Service Delivery	Protection Officers Training	Relet	Nov 2024	Jan 2025	Feb 2025	£340,000.00
Fleet	Telehandlers	New	April 2024	Aug 2024	June 2024	£250,000
Fleet	Incident Command Units	New	May 2024	Sep 2024	Sep 2024	£500,000
Fleet	Water Tankers	New	Jun 2024	Oct 2024	Oct 2024	£500,000
Corporate Training Safety and Assurance	Timber of Carbonaceous Fire Training Unit	Relet	Sep 2024	Dec 2024	Jan 2025	£650,000
Fleet	Vehicle Hire Services	Relet	Apr 2024	Aug 2024	Sep 2024	£150,000
Corporate Training Safety and Assurance	End of Life Vehicles	Relet	Aug 2024	Jan 2025	Feb 2025	£150,000
Fleet	Fuel Management System	Relet	Apr 2024	Jul 2024	Aug 2024	£35,000
Corporate Health and Wellbeing	Occupational Health Services	Relet	Jun 2024	Oct 2024	Nov 2024	£300,000
Corporate Health and Wellbeing	Driver Medicals	New	Jun 2024	Oct 2024	Nov 2024	£300,000

**FINANCIAL YEAR 2024/25**

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
Corporate Health and Wellbeing	Employee Assistance Counselling Services	Relet	Jul 2024	Dec 2024	Jan 2025	£60,000

PPE & Equipment	Safe Working at Heights	Relet	TBC	TBC	TBC	TBC
Property	Soft FM	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Structural Fire Kit	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Self-Contained Breathing Apparatus	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Provision of Small Tools	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Provision of Ceremonial Uniform	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Powered Rescue Equipment	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Light Portable Pumps	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Radiation Protection Services	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Supply of Bottled Water	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Right Angled Torches	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Cleaning Material	Relet	TBC	TBC	TBC	TBC
PPE & Equipment	Medical Supplies	Relet	TBC	TBC	TBC	TBC

**FINANCIAL YEAR 2025/26**

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	Nintex Enterprise Edition	Relet	Jul 2025	Dec 2025	Jan 2026	£600,000.00
ICT	Gazetteer Support	Relet	Nov 2024	Feb 2025	Mar 2025	£350,000.00
ICT	Pluralsight	Relet	Nov 2024	Feb 2025	Feb 2025	£30,000.00
ICT	Microsoft EA	Relet	Nov 2025	Feb 2026	Mar 2026	£6,500,000.00

Service Development	Public Consultation System	Relet	Oct 2025	Jan 2026	Feb 2026	£40,000.00
Corporate Training Safety and Assurance	Bulk Calcium Hydroxide	Relet	Apr 2025	Jul 2025	Aug 2025	£7000
Corporate Health and Wellbeing	Post Incident Services	Relet	Jun 2025	Dec 2025	Jan 2026	£700,000
Corporate Health and Wellbeing	Ill Health Retiral/IQMP Services	Relet	Aug 2025	Feb 2026	Mar 2026	TBC
Fleet	Tyres, Glass and Fast Fit Solutions	Relet	Oct 2025	Mar 2026	Apr 2026	£1,750,000
Fleet	Vehicle Telematics	Relet	Feb 2026	Jun 2026	Jul 2026	£1,750,000
Fleet	Liquid Fuels	Relet	Jan 2026	Mar 2026	Apr 2026	£2,000,000
PPE & Equipment	Fire Fighting Hose	Relet	June 2025	Nov 2025	Dec 2025	£200,000

## Appendix C: Community Benefits Breakdown

### A: Contract: Hard Facilities Management

#### Contractor: Robertsons Facilities Management (RFM)

- In conjunction with Robertson construction colleagues, RFM have sourced and donated a site cabin to SFRS at Methil for their Youth Volunteer Scheme (YVS). This will replace the sub-standard and unsuitable space that was previously used. Work will continue with the previously described donated site cabin for Methil YVS, including support with ongoing maintenance, partnership work with SFRS and the local authority to identify additional client groups / associated funding to build a real community hub. Community Impact will offer interventions such as employability, health & wellbeing to these groups and the Young Volunteer Scheme.
- Delivered several employability & pathways sessions with young people referred from a variety of sources, including schools and training providers.
- Continue to support the charity CARDS / Rowan Alba weekly with outreach and befriending sessions to vulnerable, isolated clients.
- Continue to support the charity Sunny Govan Radio & Community Development with various activities.
- Ongoing mentoring for an Edinburgh school pupil for the Career Ready programme
- Two of Robertsons mobile engineers supported the Instant Neighbour Christmas campaign in Aberdeen, supporting deprived residents.
- Robertsons mobile tradesperson in Clackmannanshire continues to support Alva Community Resilience team as part of his role with general maintenance duties.
- RFM Glasgow team responded to a request from Maryhill fire station and erected an external public sign.
- Supported the eleven young people for the YVS at Stranraer fire station with group and 1-2-1 sessions around employability and skills.
- Fife Mobile Tradesperson continues to represent the partnership via volunteering in various contexts for the community facility and sports outfit Howe of Fife.
- Continue to support the Supplier Development Programme initiative and took part in annual 'Meet the Buyer, North' event in Elgin, September 2022.
- RFM supported a community health walk with colleagues from Aberchirder Fire Station, helping both organisations connect with the rural community, many of whom are older and isolated.

- Donation of timber waste to Cumbernauld Fire Station to use as part of their community garden project at the rear of the station. FM to sourced transportation and delivery.
- Working with our Supply chain donation of £1000.00 to Harris local team, 2 Holiday homes auctioned over 6 weeks raising over £27,000.00 for cancer charities.
- 2no holiday home offered for respite to Beatson, Scotland Street soccer.
- The community garden and beekeeping projects at Motherwell and Clydebank stations continue to make progress. Both local authorities have agreed to work with SFRS and RFM Community Impact, identify target groups and funding streams. Roles, responsibilities, and time frames have been established.
- Two resident visits (Fife area) have been booked to assess the suitability of the electrical points in their houses following a request from the LALO for the area and a request is in process to fit a Dumfries resident's smoke alarms
- RFM supported a community fundraising event at Fraserburgh Cricket Club.
- RFM are seeking to become sponsors Howe of Fife Rugby Club, which operates as a community hub, including teams for older players, women and those with disabilities.
- RFM West region customer service team raised cash, bought and donated school uniforms to the Glasgow Pre-Loved Uniforms charity.
- RFM continue to support a wellbeing scheme for a charity working with clients who are persistent drinkers and isolated; this includes befriending, outreach and digital inclusion. Attended a volunteer recruitment event for the charity, promoting industry partnerships [images available from event with client].
- Working with a charity / community radio station in a deprived area of Glasgow which supports various disadvantaged groups. C.I.A. has supported fundraising, employability and presents a live show which promotes the RFM/SFRS collaboration with community assets.
- Work with young people continues, including employability / pathways sessions for a small group of disengaged pupils at Forrester High School, Edinburgh and ongoing support for the Career Ready programme in the form of mentoring a young person for 12 months.
- Fundraising continues for a Multiple Sclerosis charity in the form of running, climbing, cycling, team building events and other fundraising activities in the North region
- Two Fire Stations (West region) have discussed community wellbeing gardens and beekeeping areas with RFM Community Impact and are now at the stage of local authority involvement and input. A joined-up approach will enable all interested parties to draw up an engagement / development plan.
- The North region team donated to the joint SCAA (Scottish Charity Air Ambulance) / SFRS Family support Trust Fundraiser.

## **Hard Facilities Management Case Study 1:** **Dumfries and Galloway Region Partnership & Community Work, Nov. 2022**

This example highlights several aspects of the community benefits aspect of the partnership with RFM, including the importance of communication and awareness, discussing new ideas – what is or isn't possible, wider collaboration with Robertson Group (built environment), community assets, and offering SFRS various skill sets such as youth work, employability and mobile trade.

The Community Impact Advisor (C.I.A.) for RFM attended a management (L.A.L.O.) meeting for West region, discussed the community impact aspect of the Property Services contract and offered examples of how it might look in practice. Following the meeting the L.A.L.O. for Dumfries & Galloway got in touch and options were discussed, resulting in the following activities being planned as part of a two-day visit to the area:

- Fitted smoke alarms for an elderly resident in Stranraer following a request
- During the D & G visit the Community Impact Advisor met some of the teams at the stations to raise awareness of the Property Services contract and supported a Youth Volunteer Scheme session in the evening at Stranraer fire station, comprising of an employability, pathways and wellbeing presentation, group discussions, followed by a 1-2-1 drop in. CV templates have been issued to the group as a follow up exercise.
- A visit to Dalbeattie fire station took place to assess some proposals to improve the appearance of a memorial garden dedicated to a deceased colleague. RFM agreed that fencing, shrubbery, plants and other sundry items were required, contacted RFM leadership who duly agreed to support this financially. Subsequently the goods were sourced, bought and are now in place which provides an eye-catching feature for the passing public and station visitors.
- The Community Impact Advisor and L.A.L.O. also visited a respite facility run by the Firefighters' Charity in Portpatrick. When the property is not in use by recuperating SFRS colleagues, it is used by the general public. Following the visit, a discussion took place with the Contract Manager, and it was agreed that RFM would conduct small free of charge repairs / small works as and when required as part of our partnership and community benefit commitment. The wider Robertson Group (Construction & built environment) for the area have been made aware of this asset too, potentially to offer further support or trades.

'Thank you for providing career ideas and opportunities for our eleven youth Volunteers that attended your informative session last wed 23<sup>rd</sup> Nov for 3 hours, the engagement session as a part of Robertsons facilities management was very well accepted by all in attendance. We would also like to take up in the offer of producing CVs for the YVS over the next year and with the possible potential offering of work experience placements within your company. I would also like to thank you for your kind contribution towards our community garden at Dalbeattie Fire Station. I will send on photos of the fence and plants once in place.' **Tony Reid, Watch Commander, Stranraer, November 2002**

### **Hard Facilities Management Case Study 2:** **Supporting Community Stakeholders**

L'Arche is a well-known provider of services for people with learning disabilities, whether this be supported living, shared living or everyday activities. Across 11 UK locations they currently support 258 clients via paid and voluntary input. The L'Arche site in Inverness has a day centre for adults with severe learning difficulties and a permanent residence for those who have no family support. The facility is known to one of the contract Manager for RFM Northern Region who was approached for some initial ideas around ground maintenance.

L'Arche and one of their stakeholders, "Lifescan", had identified some health, safety and presentation issues regarding the grounds of their Inverness campus and were seeking direction around how to make students, residents, staff and visitors safer, as well as making the area to be more attractive to service users, staff, visitors and the wider public

RFM assessed the location and assembled a team to support and deliver the request as an RFM / Lifescan partnership. Following a site visit, the works were agreed with the L'Arche team in order that they could notify all staff, clients and visitors of the works.

The works included sifting out waste materials that had been building up for several years and removing this and placing into the Lifescan waste stream for recycling, reuse and waste. There existed a makeshift stepped access to a lawn which presented a trip hazard, which was levelled to a slope for ease of access. The area around the residential part of the campus was unsightly and overgrown and this was tidied, weeded and a weed membrane fitted, and bark chips were placed to make the area around the building tidier. £200 of equipment was also donated as a legacy gesture.

RFM support of L'Arche is part of a wider commitment to serve the communities RFM work in and follows on from the successful partnership working with the SFRS following the award of contract relating to Hard Facilities Management.

**B. Contract: Soft Facilities Management**

**Contractor: Sodexo**

The SFRS Soft Facilities Management contract is delivered by Sodexo, who's Social Impact Report for the reporting period highlights the following:

**People**

Sodexo provide clear opportunities for their colleagues, providing apprenticeship opportunities, training and mentoring.

**Food**

Through the use of WasteWatchbyLeanPath, the food waste prevention impact in the past year across the 3 SFRS catering sites is equivalent to avoiding emissions from six metric tons of CO2.

Plant based foods feature each week at least twice in the menus provided and around 1 hours' worth of training on Sodexo's "Appetite for Action", a strategy for reducing food waste and carbon emissions in food services has been completed by all Sodexo catering colleagues.

Two chefs have entered the Sustainable Chef Challenge within the reporting period where each chef submits two dishes that incorporate a food waste element and explain why sustainable cooking is important to them.

**Targeted Recruitment**

90% of employees live less than 20 miles from their permanent place of work.

**Volunteering Hours**

23 hours provided in support at various community groups and locations.

**Community Garden**

100+ hours donated in support of the community garden. Food produced here then finds its way onto the lunch plates at Cambuslang Headquarters.

**Fundraising**

Over £1.3k worth of monies have been raised and donated to various charities including SFRS Kingsway Christmas appeal.

### **Furniture Donations**

Housing projects, schools, homeless shelters, Men's hub have all benefitted from furniture donated from SFRS sites.

### **Working with SFRS**

Donating time and equipment for fire station open weekends, including car wash fundraisers.

### **Local Producers**

41% of produce sourced from local producers in Scotland.

### **Packaging**

Sodexo are actively working on reducing packaging for goods being delivered to sites with less plastic wrap and less use of multiple packaging materials.

### **Fairtrade**

£2,000 was spent on Fairtrade products.

### **Electric Vehicles**

Sodexo electric vehicle in contract has made CO2 equivalent savings of 0.83 tons in the 6 months it has been used.

### **Sustainable Products / Reporting**

Service providers are working with us to create sustainable products and reporting, examples have included ABS trial and PHS reporting.

### **Mentoring in the Community**

Sodexo's involvement in Chapter One (formerly TutorMate) which is a flagship educational programme from Innovation for Learning UK which supports children in disadvantaged areas across the UK, has been extended to support children in Glasgow. Chapter One sees colleagues providing valuable reading support to school children aged between 5 and 7 years old. Volunteers spend 30 minutes or more a week with their allocated pupil via an online platform which allows the child to practice their reading.

C. **Contract: West Asset Resource Centre**

**Contractor: McLaughlin Harvey**

Community Benefits were delivered across five areas as summarised below and which are fully detailed in the Social Impact Report for the West Asset Resource Centre (ARC)

In addition, McLaughlin Harvey, made a number of commitments in relation to the delivery of Community Benefits through their Social Value model which creates added value for society across five areas:

- i. Building Futures
- ii. Good Employer
- iii. Shared Prosperity
- iv. Communities Matter
- v. Sustainably Green

These are fully detailed in Social Impact Report for the West ARC, with some of the highlights from the report listed below:

**BUILDING FUTURES**

<b>Social Impact</b>	<b>Detail</b>
<b>Successful Career Pathways</b>	Through the construction delivery of SFRS's Asset Resource Centre and working within the local community, McLaughlin & Harvey collaborated with eight education and training providers to deliver meaningful work experience, traineeships and job opportunities, helping to tackle local poverty and inequality. This included three work placements and Fourteen placements' apprentices and training.
<b>Support Educational Attainment that addresses skills gaps</b>	In partnership with Developing the Young Workforce (DYW), the Trainee Site Manager for the project delivered three careers' workshops to twenty-five students at Carluke High School about the various career opportunities in construction and the built environment. McLaughlin & Harvey STEM Ambassadors engaged with over 50 Trinity High School students and their parents/guardians' providing information on the different routes into construction in preparation for Apprenticeship Week

<b>Social Impact</b>	<b>Detail</b>
<p><b>Create new skills and training opportunities</b></p>	<p>On this project, McLaughlin &amp; Harvey hosted three work experience placements for students from local schools Trinity High and Cathkin High. The students were ‘buddied’ with a Trainee Quantity Surveyor, who introduced some practical examples of a Quantity Surveyors’ responsibilities and provided a valuable insight into the project, including a project overview and the importance of team working. The students also benefitted from the trainee QS sharing both their University and on-site experience, resulting in a greater understanding of construction activities and a Quantity Surveyor’s role.</p> <p>One week work experience placement for a local student who showed a keen interest in a joiner apprenticeship The student was mentored by highly qualified and experienced site team and shadowed the site’s engineering and joinery team.</p>
<p><b>Create employment and training opportunities for people in industries with known skills shortage</b></p>	<p>21 weeks work experience for a Foundation Apprentice in Civil Engineering. A student from Glasgow Kelvin College, undertaking a Foundation Apprenticeship in Civil Engineering, was on site one day a week for 21 weeks. They participated in site management meetings, supporting the site team and given supervised site visits that provided an insight into construction activities, health and safety on site, sub-contractor coordination, quality and environmental issues.</p>
<p><b>Tackling inequality in employment and skills attainment by removing barriers to employment and education for Scottish Index of Multiple Deprivation (SIMD) students</b></p>	<p>Funded by McLaughlin &amp; Harvey at a cost of £2,480, twelve pupils from Trinity High School were provided with a 10-week series of driving lessons. The intervention addresses the education and employment barrier associated with travel by funding theory and practical driving lessons for SIMD students. The students who successfully passed their tests have increased their employability and when the time comes to leave school removed a barrier to a positive destination</p>

## GOOD EMPLOYER

Social Impact	Detail
<p><b>Improving health &amp; wellbeing of the workforce &amp; Stakeholders</b></p>	<p>The McLaughlin &amp; Harvey You Matter programme includes the “Get on Board Bus” which visits each site and provides the workforce with the opportunity of a 360-degree health review, safety support and advice on healthy lifestyles. The bus visited the project offering a health review with a Health Practitioner who undertook BMI measurements, blood pressure, cholesterol and diabetes checks, massage, health checkpoint, and provided information on healthy eating, stress, mental health and lifestyle. A number were referred to their GP for further assessment. McLaughlin &amp; Harvey were joined by delivery partners, The Lighthouse Club, Workwear and Polyco who provided promotional material and information on the services they provide.</p>
<p><b><u>Tackling inequality in the workforce by raising awareness of cultural diversities</u></b></p>	<p>Fostering a positive work environment and embracing cultural diversity in the workplace promotes inclusivity and equality by embracing and celebrating cultural differences employees are exposed to different ways of thinking and doing things. This exposure helps individuals become more adaptable and flexible, as they learn to navigate and appreciate different cultural practices and customs. McLaughlin &amp; Harvey organised an on-site ‘alternative’ Christmas lunch for all 78-site staff. The event was catered for by Milk Café, a Social Enterprise created to empower and support women from refugee and other migrant backgrounds, and to support victims of modern slavery. The site staff were introduced to a Christmas lunch with a difference. The workforce sampled different foods from across the world and engaged with females from migrant backgrounds.</p>
<p><b>Identifying and managing the risks of modern slavery</b></p>	<p>McLaughlin &amp; Harvey engage with Achilles, an external company, to conduct an ethical working survey on our construction sites. This helps identify and mitigate potential risks associated with unethical practices within our supply chain, including modern slavery, labour exploitation or human rights violations. By proactively assessing the ethical performance of suppliers, McLaughlin &amp; Harvey can take corrective actions and</p>

	<p>implement measures to prevent or address these risks. On the ARC construction site, two external auditors conducted worker interviews to understand and assess the labour practices of contractor workers engaged on site. On the day, 90% of the on-site workforce were individually interviewed across a selection of trades including, Groundworkers, Roofers, Plant Operators, Electricians, Dry Liners etc. There were no areas of concern in relation to modern slavery, labour exploitation or human rights violations.</p>
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### **SHARED PROSPERITY**

<b>Social Impact</b>	<b>Detail</b>
<p><b>Tackle economic equality through improving reliance from creating a diverse supply chain</b></p>	<p>McLaughlin &amp; Harvey is Constructionline Gold accredited. This ensures that they procure from the highest qualified supply chain ensuring delivery to their clients' specification. Throughout the year they hold Meet the Buyer events and Supplier Engagement Days to discuss work opportunities both face-to-face and virtually, engaging with businesses to increase our supply chain pool and ensure they are aware of opportunities within the local area, resulting in:</p> <ul style="list-style-type: none"> <li>• 88% Local Spend</li> <li>• 85% SME Spend</li> <li>• £14,000 Social Enterprise Spend</li> </ul> <p>The event for this project was hosted virtually with representatives from our project management and commercial teams discussing various supply chain opportunities with construction contractors, consultants and material suppliers</p>
<p><b>Tackle economic equality through improving reliance from creating a diverse supply chain</b></p>	<p>Social enterprise procurement aligns with McLaughlin &amp; Harvey's ethical and responsible sourcing practices. They prioritise suppliers who support and promote social impact initiatives and contribute to positive social change. This includes supporting marginalised communities, creating</p>

employment opportunities for disadvantaged individuals, promoting sustainability, and addressing social issues. The following social enterprises were awarded contracts to deliver packages on this project:

**Community Wood** are a nationwide social enterprise that provided a commercial waste wood collection service at ARC West. 100% of the waste wood collected is re-used or recycled – nothing goes to landfill, and the social enterprise provides life changing training and employment opportunities for people, especially those from marginalised or disadvantaged backgrounds.

**Scotland's Bravest Manufacturing Company (SBMC)** is a social enterprise who provided printing and signage. The company provides employment and training opportunities to members of the Armed Forces community. It aims to support ex-service personnel who have been unemployed or are experiencing a disability or health condition.

**Milk Café** is a catering company that provided the project team with function and catering support. The Glasgow based social enterprise aims to empower and support women from refugee and other migrant backgrounds, and to support victims of modern slavery.

**Social Bite** McLaughlin & Harvey procured Christmas favours and gifts from the charity and social business for the site employees. Social Bite aims to provide homes, jobs, food, and support to empower people to transform their own lives

## **COMMUNITIES MATTER**

<b>Social Impact</b>	<b>Detail</b>
<b>Wellbeing initiatives in the community</b>	Community groups and charities work towards social change, advocating for marginalised groups, promoting equality, and addressing social injustices. McLaughlin & Harvey promotes social change in local communities through financial support to create a more inclusive and equitable society. McLaughlin & Harvey donated a total of £1,800 to Healthy 'n' Happy in support of its Biketown programme and Best Start Baby Café. The Biketown programme provided ten local adults and fifty-six children from the highest Scottish Index of Multiple Deprivation (SIMD) areas in Cambuslang and Rutherglen to adapt a healthier lifestyle and learn to ride a bike. The funding allowed Best Start Baby Café to support fifteen families who experience complex vulnerabilities, have multiple children, present as highly stressed, isolated, sleep deprived, or experience post-natal depression and are struggling to cope. The café is a safe social space for parents/guardians to learn from specialist early years facilitators, each other and to build peer support networks.
<b>Support for homeless and disadvantaged people in the local community</b>	To support the homeless at Christmas, Mclaughlin & Harvey donated £2,000 to the Festival of Kindness campaign delivered by Social Bite a local Social Enterprise.
<b>Support strong and integrated communities to reduce social isolation</b>	McLaughlin & Harvey provided £1,000 funding for a community projector and screen. The new equipment helped support locals suffering with social isolation and loneliness that can come with age and living in a residential setting. Many suffer with dementia and the planned engagement will help stimulate the residents' brains through childhood memories

## SUSTAINABLY GREEN

<b>Social Impact</b>	<b>Detail</b>
<b>Influence staff, suppliers, customers and communities to support environmental protection and improvement</b>	Three McLaughlin & Harvey site staff volunteered with the Westburn Nature Reserve to support the regeneration of the reserve, making it suitable for locals to visit and enjoy. Activities included clean ups and litter picks providing help to local council rangers and nursery staff.

Report No: B/FCS/27-23

Agenda Item: 14

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>							
<b>Report Title:</b>	<b>RESOURCE BUDGET MONITORING – SEPTEMBER 2023</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <u><b>Board Standing Order 9</b></u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	To advise the Board of the Scottish Fire and Rescue Service of the Resource Budget position for the period ending 30 September 2023, and note progress on the actions detailed in Appendix A –Section 6.							
<b>2</b>	<b>Background</b>							
2.1	The Scottish Government initially allocated funding to SFRS for 2023/24 of £363.7million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £304.2million and £32.5million respectively, and £27million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	In addition, the Scottish Government has recognised the additional budget pressure that SFRS faces as a result of the 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.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A.							
3.2	These reports detail the current underspend against budget of £0.131million. The forecast year-end position at this stage shows an overspend of £2.341million.							
3.3	The forecast highlights that employee cost overspends are expected on Wholetime of £0.960million. There are respective underspends forecast for Control £0.030million, On-Call £0.290million and Support £0.320million. Other Employee related costs are forecast to overspend by 0.490million.							
3.4	On non-employee costs there are overspends forecast in Property £0.887million, Supplies & Services £0.336million, Transport costs of £0.311million and Third Party Payments £0.033million.							
3.5	Income is forecast to be over recovered by £0.036million.							

<b>4</b>	<b>Recommendation</b>
4.1	The Board of the Scottish Fire and Rescue Service are asked to scrutinise the report and note the actions detailed in Appendix A - Section 6.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The financial risks are detailed within the report.
5.2	<b>Financial</b>
5.2.1	The financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	<b>Workforce</b>
5.4.1	The workforce implications are detailed within the report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications directly associated with this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	<b>Training</b>
5.7.1	The training implications are detailed within the report.
5.8	<b>Timing</b>
5.8.1	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	<b>Performance</b>
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.
5.11	<b>Legal</b>
5.11.1	SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.
5.12	<b>Information Governance</b>
5.12.1	DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers.
5.13	<b>Equalities</b>
5.13.1	EHRIA completed No. An EIA was completed for the Resource Budget 2023/2024. This was presented to the Board on 31 March 2023. This report monitors performance against that budget and does not in itself warrant an EIA.

5.14	<b>Service Delivery</b>	
5.14.1	The Service Delivery implications are detailed within the report.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance and Procurement advised the Board of the Scottish Fire and Rescue Service of the resource budget position for the period ending 30 September 2023. The September resource monitoring report shows a current underspend against budget of £0.131million, with a forecast year-end overspend of £2.341million.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	John Thomson, Acting Director of Finance and Procurement
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.2	<b>Rationale:</b>	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, SLT agree actions to ensure we manage the financial position within agreed financial parameters.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A provides: <ul style="list-style-type: none"> <li>• the assumptions that underpin the forecast</li> <li>• a summary of the consolidated financial position at this stage of the year.</li> <li>• an explanation of the current significant variances relative to budget.</li> <li>• the forecast variances by Directorate (New)</li> <li>• actions being undertaken by SLT in relation to Resource Budget (New)</li> <li>• risks that may impact the forecast position</li> <li>• a summary of the budgeted saving delivered during the year.</li> </ul>	
<b>Prepared by:</b>		Marcus Jenks, Decision support Manager
<b>Sponsored by:</b>		Lynne McGeough, Acting Head of Finance and Procurement
<b>Presented by:</b>		John Thomson, Acting Director of Finance and Procurement
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Leadership Team</i>		<i>17 October 2023</i>
<i>SFRS Board</i>		<i>26 October 2023</i>
		<b>Report Classification/ Comments</b>
		<i>For Information</i>
		<i>For Information</i>

# Appendix A

# September 2023

# September 2023 - Contents

Section	Description
1	Forecast Assumptions
2	Budget Virements
3	Monitoring Report Overview
4.1	Variance Analysis Graph by Expenditure Category
4.2	Variance Analysis Graph by Directorate
5.1	Wholetime
5.2	Control
5.3	On Call
5.4	Support
5.5	Early Retirement Charges
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5.8	Other Employee Costs
5.9	Property
5.10	Supplies & Services
5.11	Transport
5.12	Third Party Payments
5.13	Income
6	Actions
7.0	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.
- Employees who have indicated they intend to retire or meet the retiral assumptions<sup>1</sup> are forecast to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirements 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 retirements.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment for the remainder of the year.
- Employees in firefighter development roles will progress to competent pay after 33 months.
- The financial assumptions for retirements have been discussed with Workforce Planning and remain 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.
- 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 leavers 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 current 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.

<sup>1</sup>

Retiral assumptions are based on a series of trigger-dates for each individual and take account of age, length of service and the pension scheme that the individual has access to. If individual's have not retired by the first expected trigger-date then the next date in the series becomes the revised trigger-date.

# Budget Virements

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

- The release of contingency to assist in funding the reduced number of retirals forecast for the year. This resulted in an increase in the budget for Employee WT of £355,000 and a corresponding reduction in the budget for Supplies & Services.
- An adjustment to reflect the recovery of costs for staff allocated to support representative bodies. This resulted a decrease in the budgets for Employee WT of £15,000 and a corresponding increase in the budget for Supplies & Services.
- The reallocation of training budget. This resulted in an increase in the budget for Employee Training of £9,000 and a corresponding reduction in the budget for Supplies & Services.

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

	Budget Approved by the Board	IFRS16	Jenners Investigation	Dev to Comp	Strategic Spending Review Savings	SLT Pay Award	Training Restructure	Retirals	Other	Revised Budget
Employee WT	162,413	-	(4)	-	(114)	57	(218)	355	(40)	162,449
Employee Control	8,097	-	-	(3)	-	-	-	-	32	8,125
Employee Retained	27,640	-	(0)	-	-	-	-	-	5	27,645
Employee Support	40,642	-	-	-	(414)	22	218	-	97	40,566
Employee Pension	3,706	-	-	-	-	-	-	-	-	3,706
Employee Training	740	-	-	-	-	-	-	-	9	749
Employee Subsistence	1,363	-	-	-	(14)	-	-	-	(17)	1,332
Employee Other	1,235	-	-	-	-	-	-	-	20	1,255
Property	30,419	-	0	-	(42)	-	-	-	38	30,415
Supplies & Services	23,895	467	(102)	3	776	(79)	-	(355)	(89)	24,515
Transport	6,798	-	-	-	(188)	-	-	-	2	6,612
Third party / Central Support	1,265	-	106	-	(4)	-	-	-	(56)	1,311
Financing	1,840	-	-	-	-	-	-	-	-	1,840
Unallocated Savings	-	-	-	-	-	-	-	-	0	-
Income	(1,920)	-	-	-	-	-	-	-	-	(1,920)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>308,133</b>	<b>467</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>308,600</b>

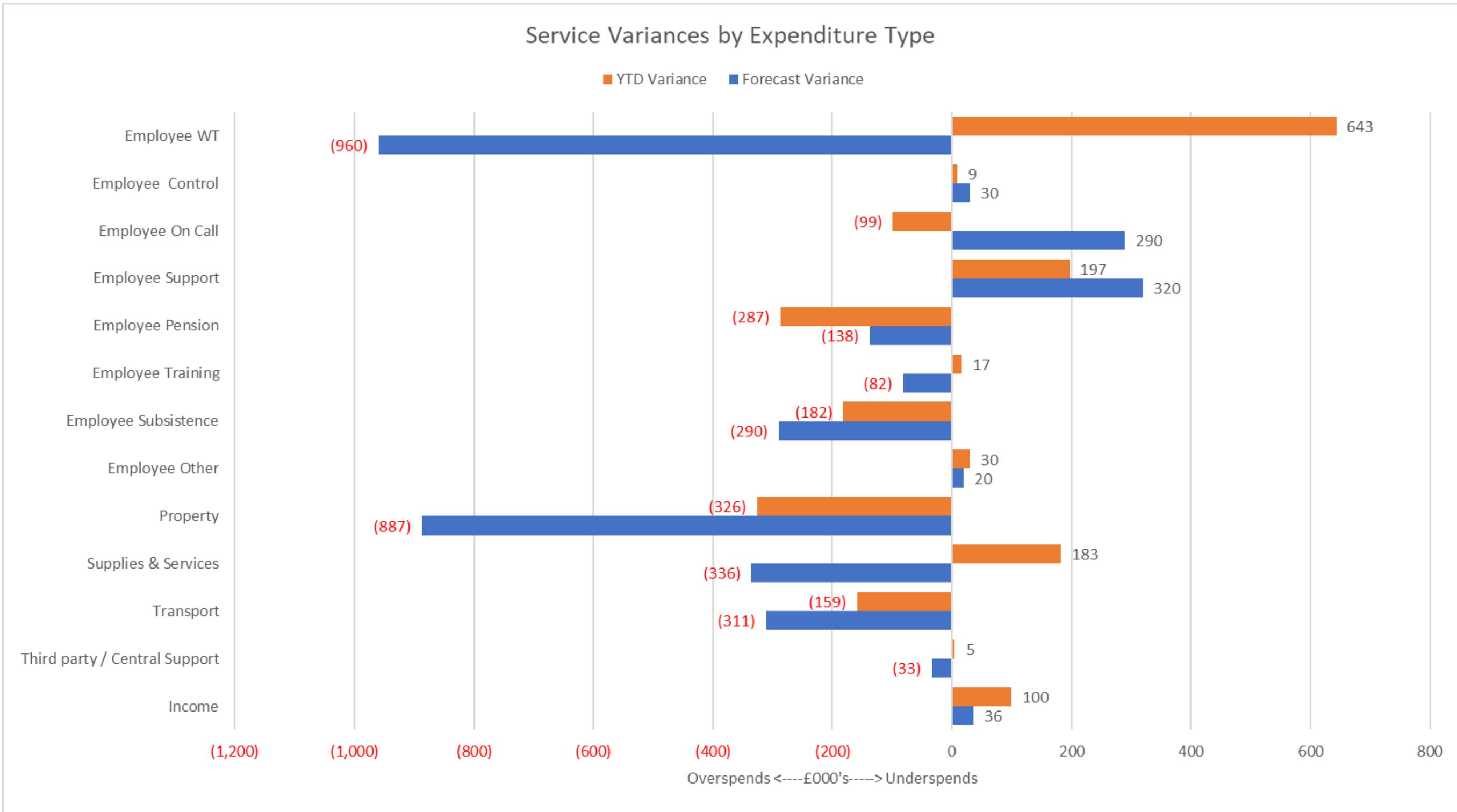
# SFRS Resource Monitoring Report - September 2023

The report below covers the period 1<sup>st</sup> April 2023 – 30<sup>th</sup> September 2023. It highlights a year-to-date underspend of £0.131 million (0.1% of the year-to-date budget) with a forecast overspend of £2.341 million (0.8% 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	(10)	245,827	Employee Costs	123,828	123,500	328	0.3%	246,637	(810)	-0.3%
238,793	(8)	238,785	Salary and Related Costs (including overtime)	120,330	119,580	750	0.6%	239,105	(320)	-0.1%
162,414	35	162,449	Wholetime	82,222	81,579	643	0.8%	163,409	(960)	-0.6%
8,097	28	8,125	Control	4,013	4,004	9	0.2%	8,095	30	0.4%
27,640	5	27,645	On-Call	13,707	13,806	(99)	-0.7%	27,355	290	1.0%
40,642	(76)	40,566	Support	20,388	20,191	197	1.0%	40,246	320	0.8%
7,044	(2)	7,042	Other Employee Costs	3,498	3,920	(422)	-12.1%	7,532	(490)	-7.0%
3,706	-	3,706	Early Retirement Charges	1,826	2,113	(287)	-15.7%	3,844	(138)	-3.7%
740	9	749	Training	362	345	17	4.7%	831	(82)	-10.9%
1,363	(31)	1,332	Subsistence	709	891	(182)	-25.7%	1,622	(290)	-21.8%
1,235	20	1,255	Other	601	571	30	5.0%	1,235	20	1.6%
30,419	(4)	30,415	Property Costs	18,924	19,250	(326)	-1.7%	31,302	(887)	-2.9%
24,361	154	24,515	Supplies & Services	13,126	12,943	183	1.4%	24,851	(336)	-1.4%
6,798	(186)	6,612	Transport Costs	3,371	3,530	(159)	-4.7%	6,923	(311)	-4.7%
1,265	46	1,311	Third Party Payments	513	508	5	1.0%	1,344	(33)	-2.5%
1,840	-	1,840	Financing	-	-	-	0.0%	1,840	-	0.0%
<b>310,520</b>	-	<b>310,520</b>	<b>GROSS EXPENDITURE</b>	<b>159,762</b>	<b>159,731</b>	<b>31</b>	<b>0.0%</b>	<b>312,897</b>	<b>(2,377)</b>	<b>-0.8%</b>
(1,920)	-	(1,920)	Income	(972)	(1,072)	100	-10.3%	(1,956)	36	-1.9%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
<b>308,600</b>	-	<b>308,600</b>	<b>NET EXPENDITURE</b>	<b>158,790</b>	<b>158,659</b>	<b>131</b>	<b>0.1%</b>	<b>310,941</b>	<b>(2,341)</b>	<b>-0.8%</b>

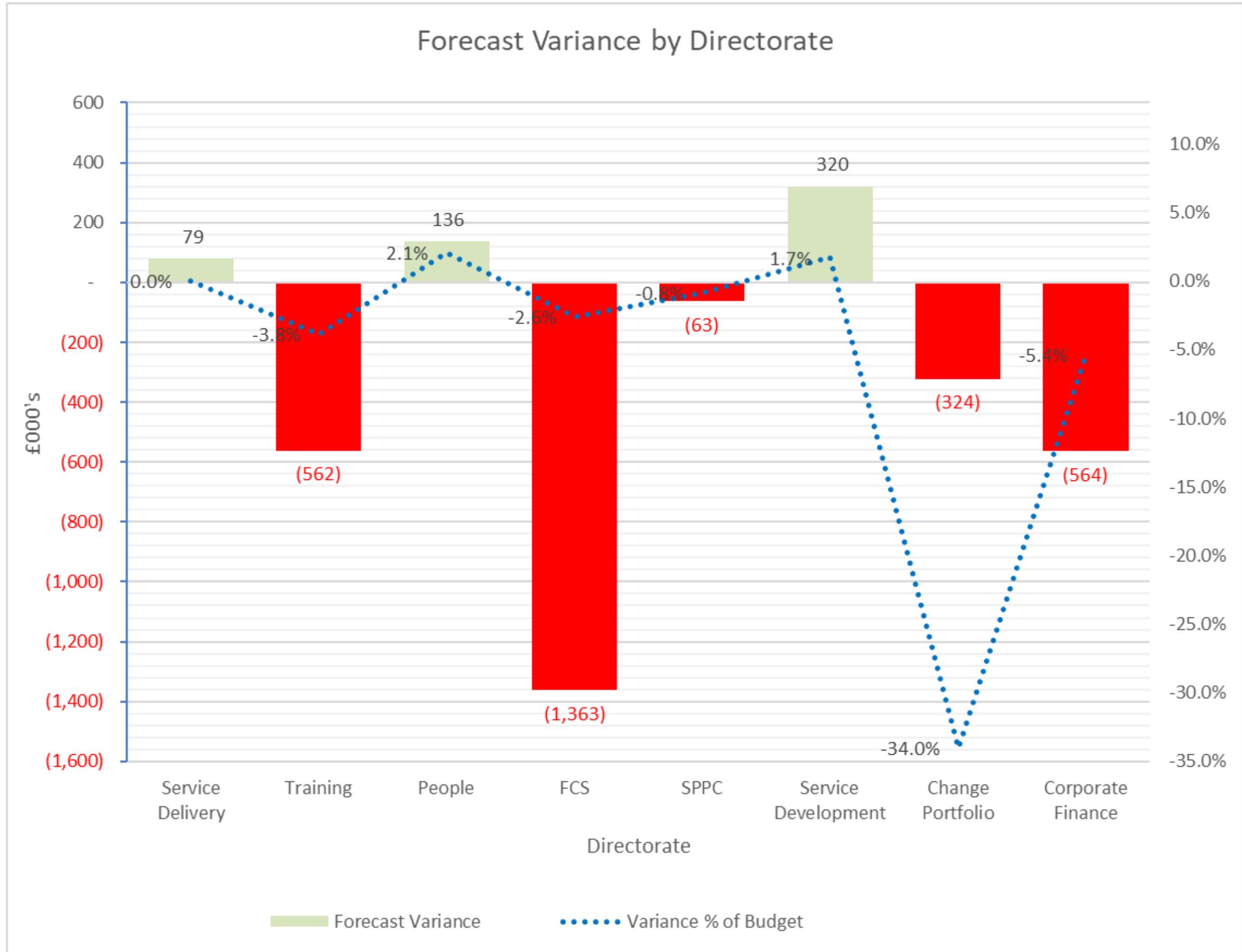
Figures are based on assumptions detailed in section 1.

# Variance Analysis by Expenditure Categories



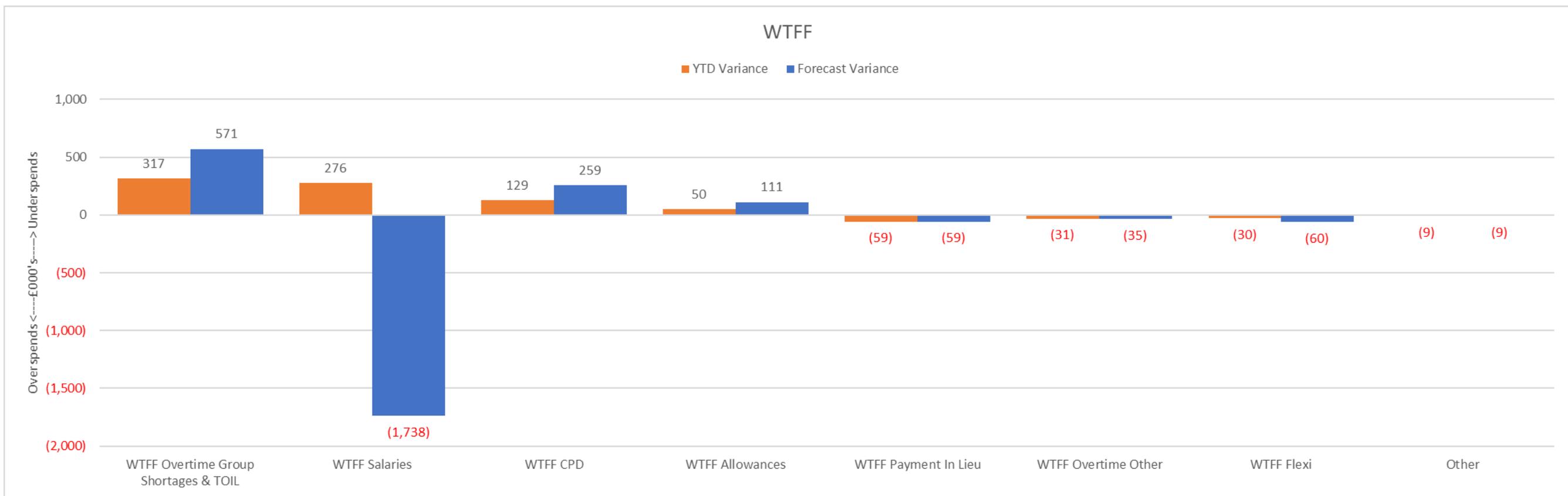
*Significant variances will be presented to the Board as per subsequent sections for scrutiny.*

# Variance Analysis by Directorate



# Wholetime

Year to Date (YTD)	Forecast
Currently £643,000 underspent, representing 0.8% of budget.	Forecast to be £960,000 overspent, representing 0.6% of budget.
<p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>Overtime Group Shortages &amp; TOIL – reduced overtime. This is mainly the result of there being additional staff at stations compared to the same six-month period in 2022/2023 and adjustments being made to operational availability levels.</li> <li>Salaries – the result of staff in development roles and vacancies.</li> <li>CPD – the result of vacancies and staff in development roles who are not eligible for payments.</li> <li>Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations.</li> <li>Overtime Other – reduced costs for incidents spanning shift change overs.</li> </ul>	<p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>Overtime Group Shortages &amp; TOIL – increased overtime to account for future retirements.</li> <li>Salaries – the budgeted levels of retirals in October 2023 are not being seen. An updated methodology for forecasting retirals has been applied to reflect the latest business intelligence (see section 1). This has resulted in a significant reduction in forecast retirals for the current financial year.</li> <li>CPD – staff continuing in development roles.</li> <li>Allowances - additional vacancies at stations with specialist skills.</li> <li>Payments in Lieu – no further costs are forecast.</li> <li>Overtime Other – no further costs are forecast for managerial activity. Overtime spanning shift change overs are forecast in line with budget for the remainder of the year.</li> <li>Flexi – the forecast includes ongoing flexi pay in respect of business cases beyond the period for which they are budgeted.</li> <li>Other - public holiday overtime is forecast to be at budgeted levels for the remainder of the year.</li> </ul>
<p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>Payment in Lieu – payments in respect of untaken holidays.</li> <li>Overtime Other - managerial activity mainly due to the World Cycling Championships. Overtime for attending training courses.</li> <li>Flexi - additional flexi officers to cover sickness and acting up chains.</li> <li>Other – public holiday overtime.</li> </ul>	



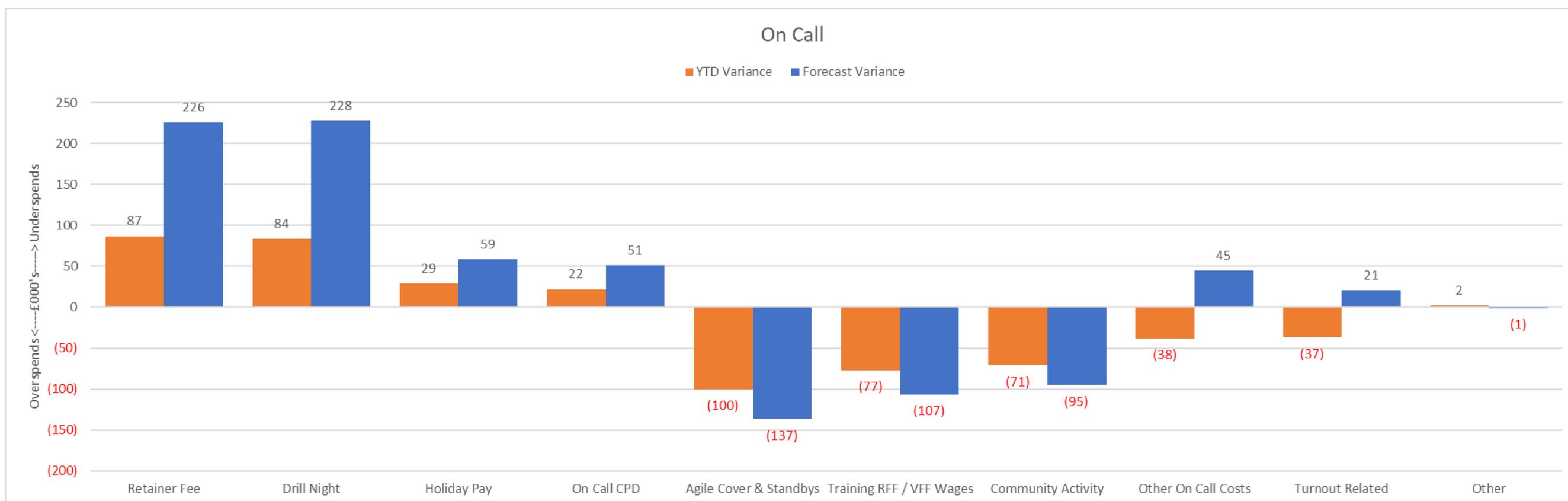
# Control

Year to Date (YTD)	Forecast
Currently £9,000 underspent, representing 0.2% of budget.	Forecast to be £30,000 underspent, representing 0.4% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. In addition, from August 2023, three staff are being seconded to the New Mobilising System (NMS) project which have resulted in their costs being charged to the Capital budget.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Salaries – the ongoing impact of vacancies, staff in development roles and the secondment of staff to the NMS project. The forecast includes an additional 14 recruits scheduled to start later in the year along with forecast retireals.</li> <li>Overtime – the forecast is based on current activity levels required to support vacancies.</li> <li>Flexi – the ongoing impact of an over establishment of flexi officers.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence.</li> <li>Flexi – over establishment of flexi officers following staff returning from the New Mobilising System project along with sickness cover.</li> </ul>	



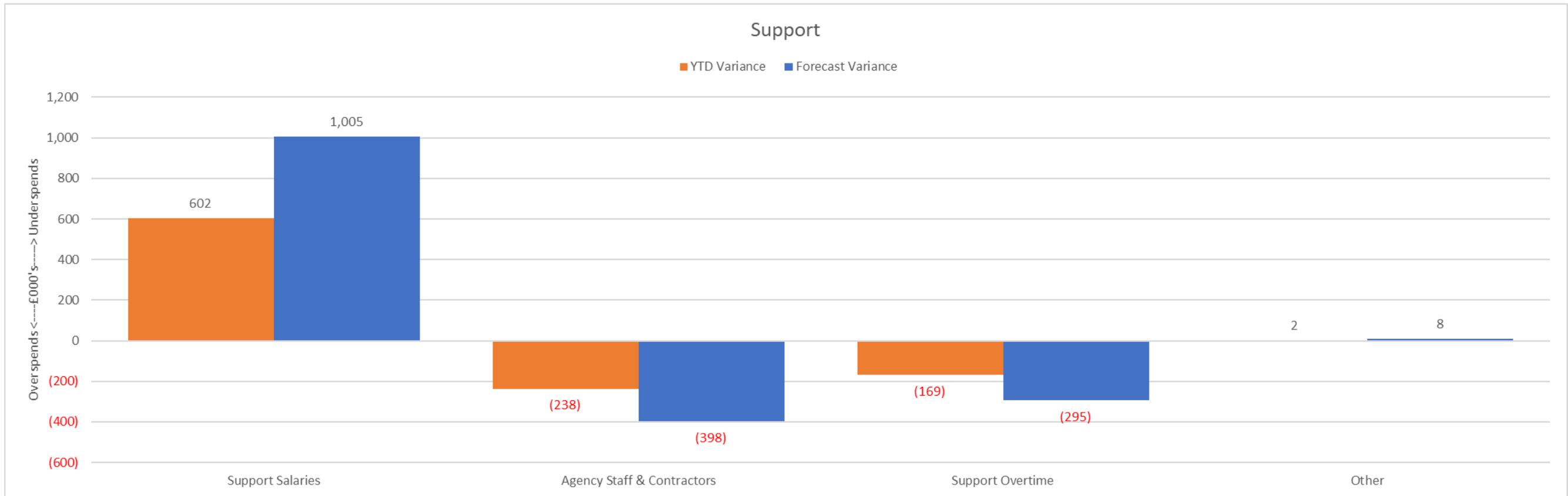
# On Call

Year to Date (YTD)	Forecast
Currently £99,000 overspent, representing 0.7% of budget.	Forecast to be £290,000 underspent, representing 1.0% of budget.
<p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>Retainer Fees – the result of vacancies within the On Call workforce across all Service Delivery Areas (SDA).</li> <li>Drill Night - the result of vacancies.</li> <li>Holiday Pay - the result of vacancies.</li> <li>CPD - the result of vacancies and staff in development roles who are not eligible for payments.</li> </ul>	<p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>Retainer Fees – the forecast is based on current staffing levels.</li> <li>Drill Nights – the forecast reflects historical trends combined with current staffing levels.</li> <li>Holiday Pay – the forecast is based on current staffing levels.</li> <li>CPD – the forecast reflects current staffing profiles and changes during the year for staff that have moved between development and competent roles.</li> <li>Agile Cover &amp; Standbys – the wildfire activity in the North SDA is not included in the forecast for future months. Standby activity in the East SDA is forecast to reduce as the year progresses.</li> <li>Training On Call Wages - the forecast is based on ongoing activity and planned future recruitment.</li> <li>Community Activity – activity levels are forecast to continue above budgeted levels until winter after which they are expected to return to budgeted levels.</li> <li>Other On Call Costs – the forecast reflects September 2023 activity which indicates an improving position.</li> <li>Turnout Related – activity levels are forecast to reduce over the remainder of the financial year as the impact of the UFAS policy is seen.</li> </ul>
<p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>Agile Cover &amp; Standbys – increased Agile Cover &amp; Standbys in the East SDA to help maintain availability levels. Increased Standby cover in the North SDA following wildfire activity.</li> <li>Training On Call Wages – mainly an increase in the numbers attending Task &amp; Task Management courses in the first half of the year.</li> <li>Community Activity – an increase in home fire safety activity.</li> <li>Other On Call Costs – includes sickness payments, national insurance, administration activity, equipment maintenance and cleaning etc.</li> <li>Turnout Related – increased costs mainly in the North SDA following wildfire activity in the first part of the year. Reduced activity in recent months, the result of the new UFAS policy.</li> </ul>	



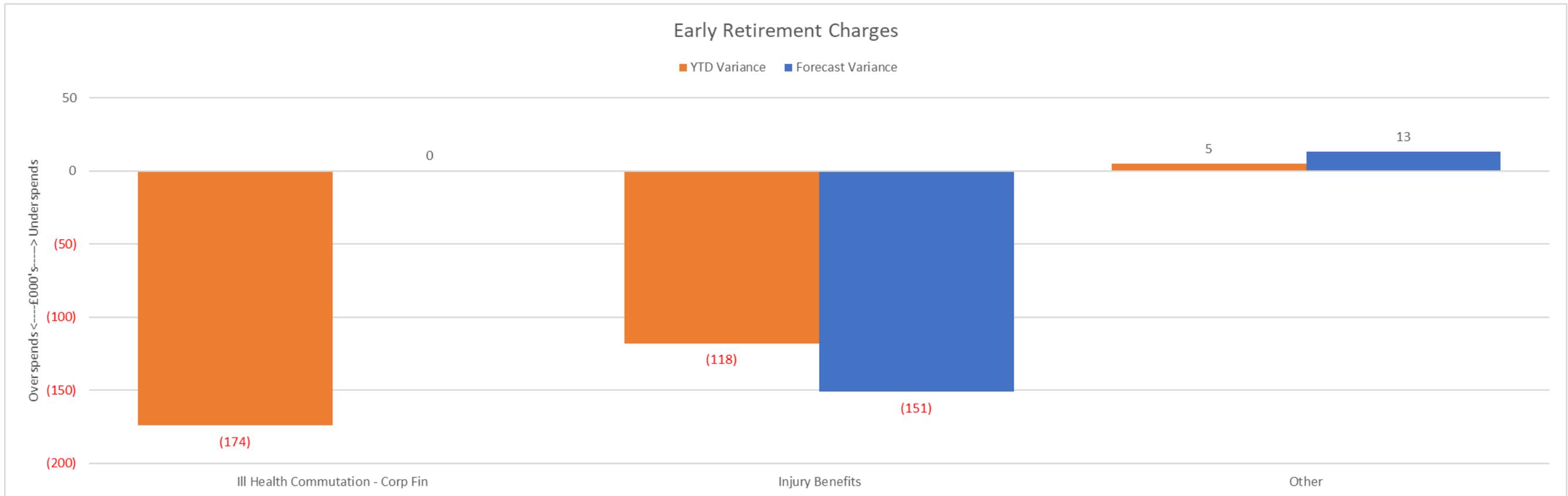
# Support

Year to Date (YTD)	Forecast
Currently £197,000 underspent, representing 1.0% of budget.	Forecast to be £320,000 underspent, representing 0.8% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Salaries – the result of vacancies.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Salaries – ongoing vacancies combined with planned new starts. Costs for staff supporting business cases which are forecast to continue beyond the period for which they are budgeted.</li> <li>Agency Staff &amp; Contractors – fixed term contracts are forecast to end although a number were extended in September 2023.</li> <li>Overtime - some of the overtime incurred earlier in the year is not forecast to continue.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Agency Staff &amp; Contractors – unbudgeted costs for staff providing temporary resource to cover vacancies.</li> <li>Overtime – the impact of providing cover for vacancies mainly within the fleet function.</li> </ul>	



# Early Retirement Charges

Year to Date (YTD)	Forecast
Currently £287,000 overspent, representing 15.7% of budget.	Forecast to be £138,000 overspent, representing 3.7% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Other – Local Government Pension Scheme (LGPS) unfunded payments.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Ill Health Commutation – the forecast assumes the levels of ill health retirals seen in the first half of the year will reduce and that costs will be in-line with the budget.</li> <li>Injury Benefits – the forecast includes provision for additional upper tier retirals which is expected to incur injury benefit costs.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Ill Health Commutation – increased levels of staff retiring due to ill health. So far this year there has been one lower tier and three upper tier awards.</li> <li>Injury Benefits – there has been an increase in the number of injury benefits awarded.</li> </ul>	



# Training

Year to Date (YTD)	Forecast
Currently £17,000 underspent, representing 4.7% of budget.	Forecast to be £82,000 overspent, representing 10.9% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Other – reduced activity for operational and learning &amp; development training courses. Reduced training equipment.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Training Non - HQ Funded – ongoing specialist training requirements within the fleet function along with additional planned activity within the Service Delivery Directorate.</li> <li>Other – training course activity is forecast to increase with both operational and learning &amp; development courses forecast to spend in-line with the budget. Operational training courses for face fit testing are included within the forecast. There is a small forecast overspend in respect of training equipment.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Training Non HQ Funded – specialist training courses in respect of Prevention &amp; Protection, Operations and ICT. The overspend previously reported in respect of fleet has now been absorbed within the learning and development budget.</li> </ul>	



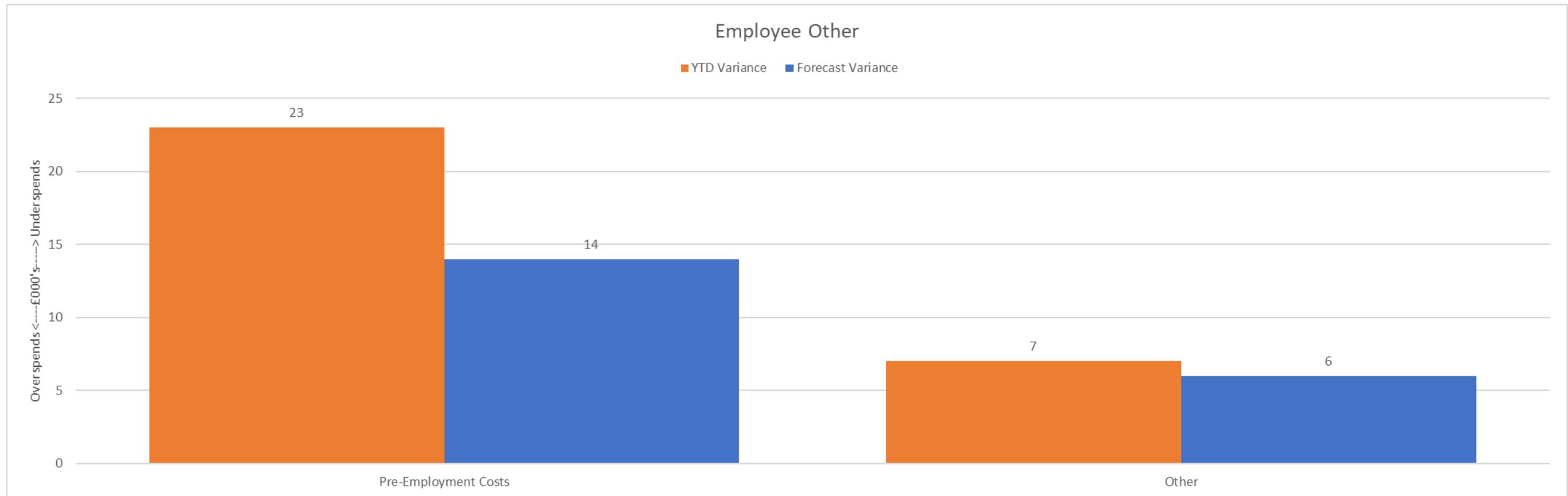
# Subsistence

Year to Date (YTD)	Forecast
Currently £182,000 overspent, representing 25.7% of budget.	Forecast to be £290,000 overspent, representing 21.8% of budget.
<b>YTD Underspends:</b>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Subsistence – the increases in both price and volume are forecast to continue for the remainder of the financial year. Subsistence costs for staff attending training courses is forecast to reduce from the current level as new recruits complete their training.</li> <li>Spoilt Meals &amp; Incident Catering – incident catering associated with wildfire activity is not included in the forecast for future months. The spoilt meals forecast is based on the latest activity levels.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Subsistence – increased accommodation costs specifically in more rural areas, mainly within the Service Delivery and Training Safety &amp; Assurance Directorates. Increased subsistence costs for staff attending training courses.</li> <li>Spoilt Meals &amp; Incident Catering – incident catering during wildfire activity along with costs for spoilt meals.</li> </ul>	



# Other Employee Costs

Year to Date (YTD)	Forecast
Currently £30,000 underspent, representing 5.0% of budget.	Forecast to be £20,000 underspent, representing 1.6% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Pre-Employment Costs – reduced activity.</li> <li>Other - employee recognition payments.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Pre-Employment Costs – activity is forecast to increase in the later part of the year in-line with historical trends.</li> <li>Other – employee recognition costs are expected to increase and spend is forecast to be broadly at budgeted levels for the remainder of the financial year.</li> </ul>
<b>YTD Overspends:</b>	



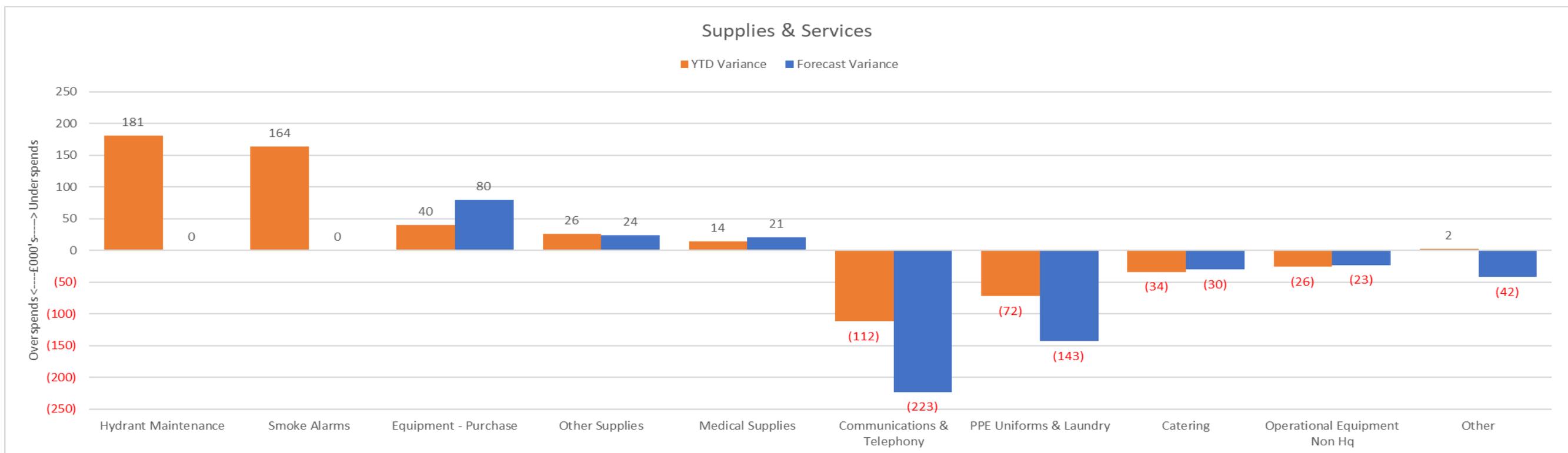
# Property

Year to Date (YTD)	Forecast
Currently £326,000 overspent, representing 1.7% of budget.	Forecast to be £887,000 overspent, representing 2.9% of budget.
<p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>Utilities – reduced consumption of electricity, gas and heating oil. Some properties have now been converted from gas heating to more environmentally friendly electricity.</li> <li>Other Property Costs – reduced activity mainly within the SDAs.</li> </ul>	<p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>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 for both gas and electricity.</li> <li>Other Property Costs – further disposal of ICT equipment and provision of temporary welfare facilities in the North SDA. Activity is forecast to increase across the other SDAs with spend forecast to be in-line with budget.</li> <li>Rates – increased rateable values. The forecast costs for Cambuslang ARC are expected to be less than budgeted. The projected savings from the disposal of properties is also behind schedule.</li> <li>Water Coolers – the budgeted savings in respect of the removal of water coolers is forecast not to be delivered.</li> <li>Other – property adaptations and fixtures and fittings are both forecast to overspend. Soft facility management charges are forecast to be on budget.</li> </ul>
<p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>Other Property Costs – disposal of obsolete ICT equipment at corporate offices.</li> <li>Service Contracts - budgeted savings in respect of the hard facilities management contract are not being delivered. Additional costs in respect of the Cambuslang ARC.</li> <li>Repairs &amp; Maintenance Grounds – non-contracted works, mainly in respect of tree surgery.</li> <li>Cleaning - budgeted savings in respect of ceasing weekend cleaning at stations have not been authorised. Price and volume increases for cleaning materials issued to support decontamination processes. Additional costs in respect of Cambuslang ARC. Savings in respect of planned building closures are not being realised.</li> <li>Rates – increased rateable values for properties mainly within the Highlands &amp; Islands.</li> <li>Security – security patrols at Hamilton and Cambuslang ARC.</li> <li>Water Coolers – delays in the budgeted removal of water coolers.</li> <li>Refuse Collection – price and demand increases for skips and refuse uplifts.</li> <li>Other – fixtures &amp; fittings and soft facility management redundancy charges following the scaling back of provision at Hamilton.</li> </ul>	



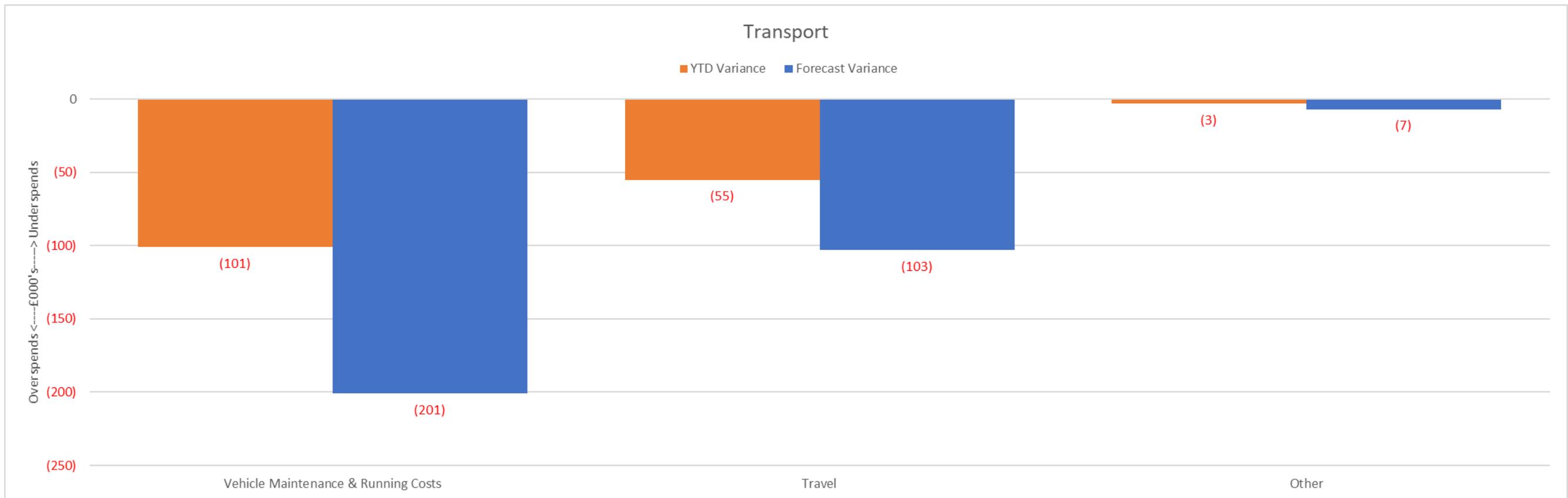
# Supplies & Services

Year to Date (YTD)	Forecast
<p><b>Currently £183,000 underspent, representing 1.4% of budget.</b></p> <p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>Hydrant Maintenance - the result of the supplier being unable to fulfil orders.</li> <li>Smoke Alarms - there has been no requirement to purchase any smoke alarms in the first half of the year due to the utilisation of current stock.</li> <li>Equipment Purchases – current activity is being managed to help finance the increased costs of PPE, Uniforms and Laundry.</li> <li>Other Supplies – savings being realised to finance Operational Equipment Non HQ spend.</li> <li>Medical Supplies – reduced volumes.</li> <li>Other – timber, postage and gym equipment maintenance.</li> </ul> <p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>Communications &amp; Telephony – budgeted savings in respect of communications &amp; telephony are not being delivered. Contract renewal prices are higher than anticipated.</li> <li>PPE, Uniforms &amp; 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.</li> <li>Catering – increased costs at the National Training Centre (NTC).</li> <li>Operational Equipment Non HQ – equipment for Youth Volunteers financed from savings within Other Supplies.</li> <li>Other – scrap cars, stationery and insurance premiums.</li> </ul>	<p><b>Forecast to be £336,000 overspent, representing 1.4% of budget.</b></p> <p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>Hydrant Maintenance – the forecast assumes the service provider will be able to increase activity in the second half of the year.</li> <li>Smoke Alarms – purchases of smoke alarms are forecast to increase and spend for the year to be on budget as existing stock is depleted.</li> <li>Other Supplies – costs in future months are forecast to be at budgeted levels.</li> <li>Medical Supplies – the monthly spend is forecast to increase but remain below the budget.</li> <li>Catering - no further recruits are forecast at the NTC and costs are forecast to reduce accordingly.</li> <li>Operational Equipment Non HQ – costs in future months are forecast to be broadly at budgeted levels.</li> <li>Other – spend on timber, scrap cars and gym equipment maintenance is forecast to be on budget.</li> </ul>



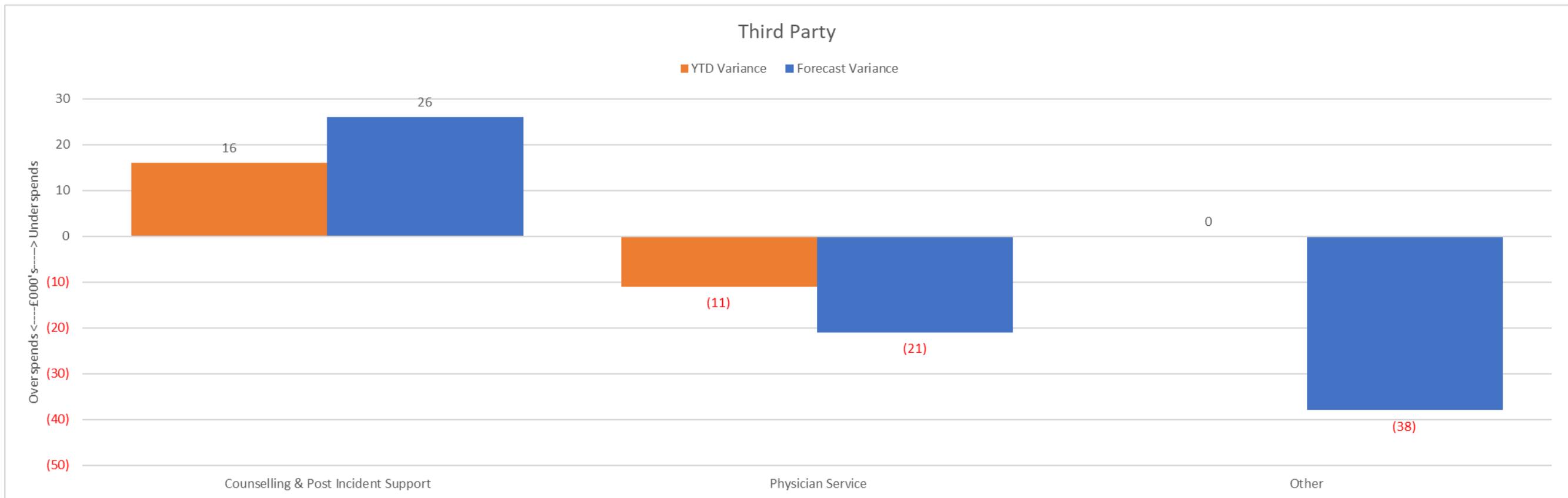
# Transport

Year to Date (YTD)	Forecast
Currently £159,000 overspent, representing 4.7% of budget.	Forecast to be £311,000 overspent, representing 4.7% of budget.
<b>YTD Underspends:</b>  <b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Vehicle Maintenance – delays in the implementation of the new high reach appliance strategy along with changes on how it is being delivered mean that budgeted savings are not being realised.</li> <li>Travel – increased activity within the SDAs to support face to face engagement along with additional training related activity and costs to maintain the fleet.</li> <li>Other – vehicle hire charges.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Vehicle Maintenance – delays in the implementation of the new high reach appliance strategy along with changes on how it is being delivered mean that budgeted savings are not being realised.</li> </ul>



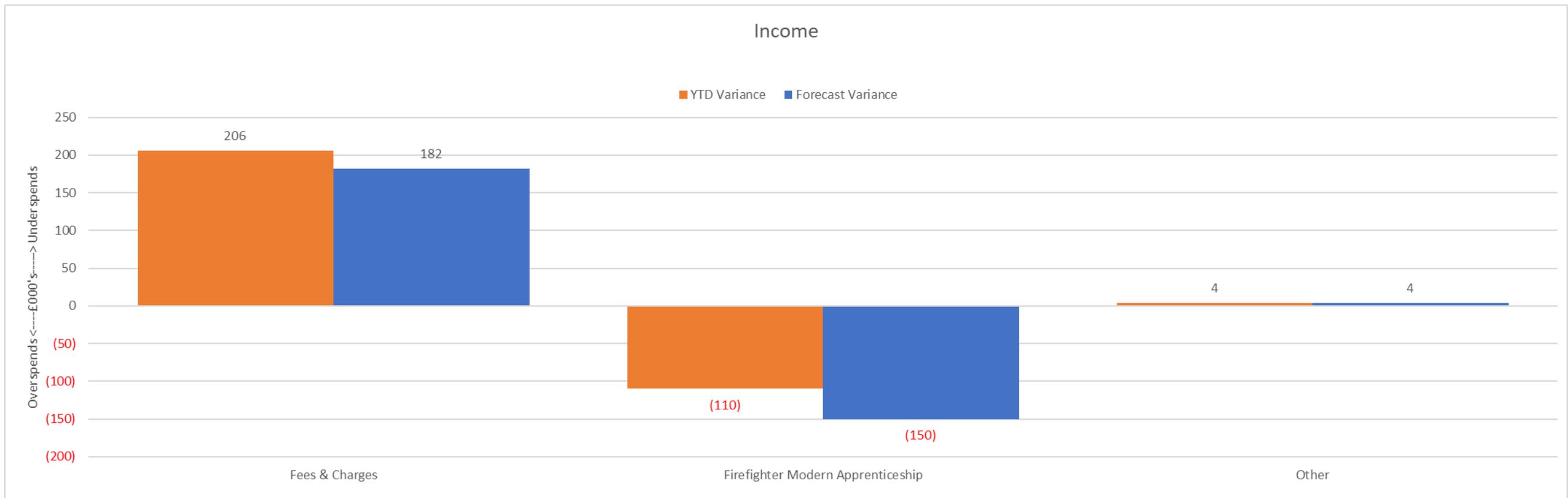
# Third Party Payments

Year to Date (YTD)	Forecast
Currently £5,000 underspent, representing 1.0% of budget.	Forecast to be £33,000 overspent, representing 2.5% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Counselling &amp; Post Incident Support – reduced demand for post incident support counselling.</li> <li>Other – reduced volumes of medical reports.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Counselling &amp; Post Incident Support – the forecast reflects the increase in activity seen in recent months.</li> <li>Other – medical reports are forecast to overspend as additional Independent Qualified Medical Practitioner (IQMP) reports are required following the impact of the pension remedy on staff who had previously been assessed under the 2005 pension scheme rules. The costs for internal and external audit provision are forecast to be on budget for the remainder of the year. Professional fees are forecast to increase in order to provide actuarial services.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Physician Service – increased costs for external doctor services.</li> <li>Other – physiotherapy fees, professional fees to support services required during the Royal Week in Edinburgh and the World Cycling Championships along with both internal and external audit costs.</li> </ul>	



# Income

Year to Date (YTD)	Forecast
Currently £100,000 over recovered, representing 10.3% of budget.	Forecast to be £36,000 over recovered, representing 1.9% of budget.
<b>YTD Over Recoveries:</b> <ul style="list-style-type: none"> <li>Fees &amp; Charges – recovery of costs associated with International Search and Rescue (ISAR) operations, the World Cycling Championships in Scotland, increased income in respect of the Edinburgh Tattoo and the sale of obsolete equipment.</li> <li>Other – training course cost recovery.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Fees &amp; Charges – the forecast is based on the recovery of costs for anticipated future events which will be supported by the Service.</li> <li>Firefighter Modern Apprenticeship – income is forecast to increase as applications are processed.</li> </ul>
<b>YTD Under Recoveries:</b> <ul style="list-style-type: none"> <li>Firefighter Modern Apprenticeship – delays in the process for reclaiming income.</li> </ul>	



# Actions

Recommended Action	Progress	Responsibility	Status
<p>Overtime costs should continue to be closely monitored along with the forecast retirement profile. If necessary, changes to business rules should be made to ensure overtime is contained within the financial envelope.</p>	<p>A temporary change to the Target Operating Model was implemented in September 2023. This should assist in reducing overtime costs.</p> <p>The revised retirement profile, based on trigger dates, has been used to prepare the forecast. This reflects the reduced levels of firefighters retiring for the remainder of the year. This will be monitored against actual retirements.</p>	<p>SLT / Service Delivery</p>	
<p>A review of all budgeted savings should be undertaken to ensure they can be delivered within the financial year.</p> <p>The overall Service position should be considered before budget holders reinvest any local underspends.</p> <p>Where budgeted savings are not being met Directorates should challenge all expenditure to seek further savings during the year.</p> <p>A communication should be issued stating non-essential discretionary expenditure should be stopped until the overall Service position can be contained within budget.</p>	<p>Where it has been identified that savings are unlikely to be delivered these are being reported.</p> <p>SLT have agreed a communication from DCO to all budget holders highlighting savings are not being fully achieved and directing them to stop any discretionary spend, to declare underspends and identify savings for next year with FBP's.</p> <p>A review of the impact of moving to emergency only repairs to determine level of savings that could be achieved</p>	<p>All</p> <p>Deputy Chief Officer</p> <p>Acting Director of Asset Management</p>	
<p>To ensure the receipt of eligible income, following the completion of the Firefighter Modern Apprenticeship scheme, employees should complete the necessary skills training and all follow-up paperwork should be completed promptly.</p>	<p>SLT have approved the recruitment of a SVQ practitioner to progress candidates through the Firefighter Modern Apprenticeship Scheme. All efforts are being made to recover this income.</p>	<p>Service Delivery/ People</p>	

# Analysis of Budgeted Savings

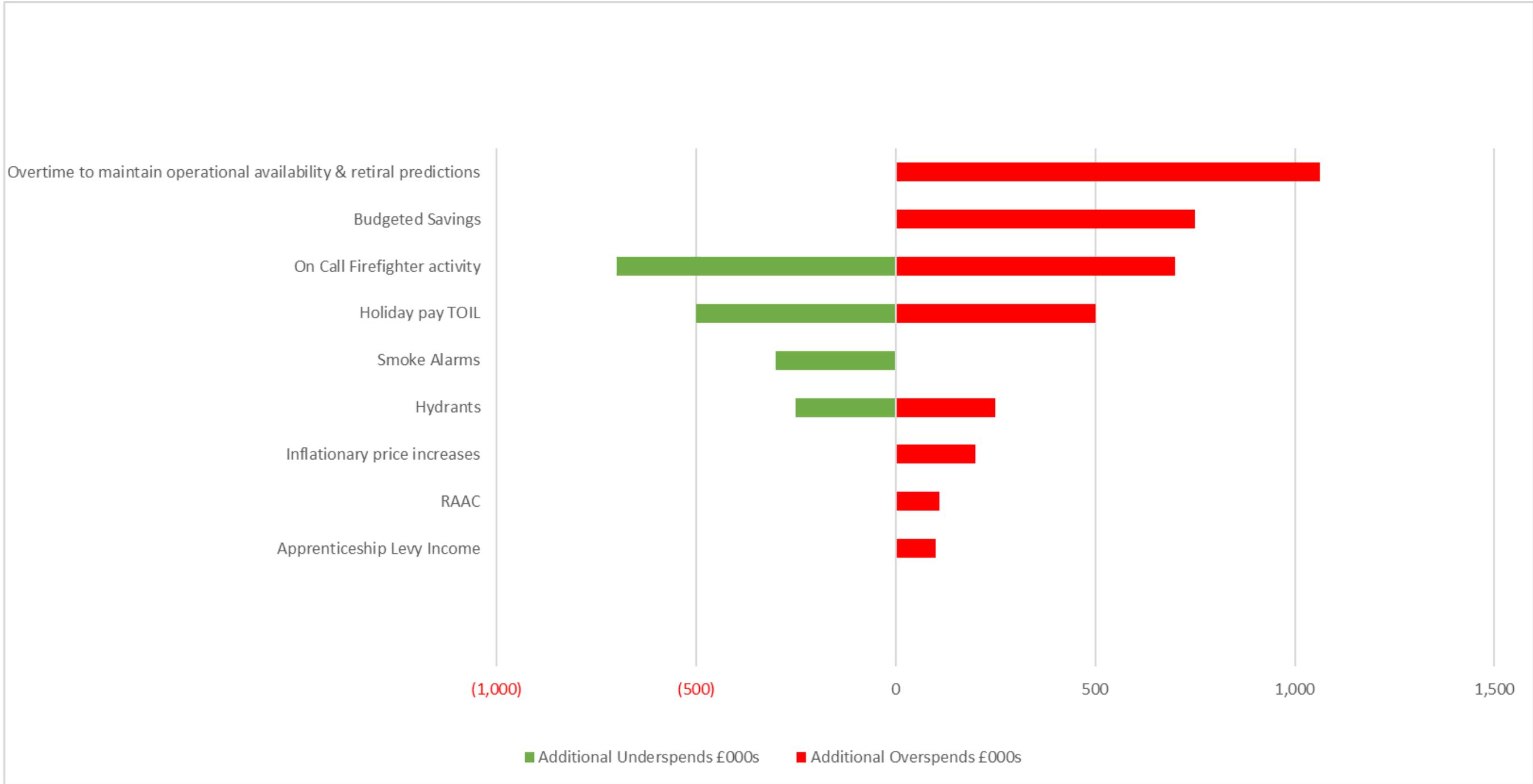
	Year to Date			Full Year			Nature of Savings	Change from Previous Forecast	Commentary
	Target included in Budget	Savings Delivered	Status	Included in the 23/24 Budget	Forecast to be Delivered in 23/24	Red, Amber, Green Status			
Wholetime	595	1,148	G+	1,190	129	A	Recurring	(507)	Increased levels of overtime. Retirement profile extended for the remainder of the financial year.
On-Call	812	687	A	1,624	1,598	A	Recurring	2	Increased wildfire activity, impact of the new UFAS policy, increased levels of home fire safety visits.
Support	938	1,150	G+	1,875	2,240	G+	Recurring	(175)	Vacancies.
Early Retirement Charges	300	126	A	600	600	G	Recurring		
Training	97	137	G+	194	192	A	Recurring		Increased costs for training equipment.
Subsistence	164	2	A	327	65	A	Recurring	(26)	Increased accommodation specifically in more rural areas, mainly within the Service Delivery and Training Safety & Assurance Directorates.
Other	69	93	G+	137	153	G+	Recurring	(2)	Increased savings forecast in respect of optical vision aids and pre employment checks.
Property Costs	654	328	A	1,308	494	A	Recurring	(53)	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	1,156	1,320	G+	2,312	1,924	A	Recurring	(49)	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	335	175	A	670	359	A	Recurring	(97)	Delays and changes to how the high reach appliance strategy is being delivered.
Third Party Payments	103	107	G+	207	172	A	Recurring	(4)	Additional IQMP charges in respect of the pension change.
Financing	152	152	G	303	303	G	Recurring	( )	
Income	154	360	P	308	489	G+	Recurring	9	Additional income from the World Cycling Championships.
TOTAL	5,528	5,785	G+	11,056	8,718	A		(902)	

**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

*The forecast savings against the budgeted targets have decreased to £8,718,000 this month representing an adverse swing of £902,000 in the month.*

# Estimated Range of Risks to Reported Financial Position



**Total Underspend Risk to Reported Position £000**

£1,750

**Total Overspend Risk to Reported Position £000**

£3,674

# Financial Risks

## High Impact Risks

### Overtime & Retiral Predictions

- 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 to maintain availability.
- 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.

## 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

### Smoke Alarms

- There is a risk that the requirement to order additional smoke alarms may be less than the 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.
- Pressure on the service provider from their internal and external stakeholders may result in the supplier being unable to fulfil orders.

## Low Impact Risks

### Inflationary Price Increases

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

### Apprenticeship Levy Income

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

## 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/28-23**

**Agenda Item: 15**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>							
<b>Report Title:</b>	<b>CAPITAL MONITORING REPORT 2023/24 – SEPTEMBER 2023</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b>						
		<b>For Reports to be held in Private</b>						
		<b>Specify rationale below referring to</b>						
		<b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">G</a>	
<b>1</b>	<b>Purpose</b>							
1.1	To advise the Board of the actual and committed expenditure against the 2023/24 capital budget for the period ending 30 September 2023.							
<b>2</b>	<b>Funding</b>							
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 15 December 2022 set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.5million 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 £1.5million has therefore been removed from the Capital Funding.							
2.4	The total budget has been revised to £32.500million.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	<p>Summary for September 2023:</p> <ul style="list-style-type: none"> <li>Capital funding has been revised to £32.5million as above.</li> <li>The capital committed or paid to date is £17.780million (54%) of the revised capital budget of £32.5million.</li> <li>The capital forecast is £32.535million, £0.035million over budget.</li> <li>Budget virements in the period are detailed Appendix A.</li> <li>All capital projects are on track with a RAG status of Green.</li> <li>There is a £1.5million deviation from the original budget approved by Board.</li> </ul>							
3.2	Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year.							

<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to scrutinise the level of actual and committed expenditure for the period ended 30 September 2023.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The condition and suitability of the majority of SFRS stations, is assessed as poor or worse. Due to experienced and expected funding constraints, the overall estate condition continues to deteriorate further, resulting in an increased risk of failure of built elements and increasing reactive maintenance costs. Capital investment plans continue to be prioritised to those elements within our buildings with the highest risk of failure, or which have the highest operational impact from failure and to address those issues of concern for the health and safety of building users. Prioritisation of funding on improving condition severely limits the services capacity to address the recognised suitability issues and in addition, as highlighted previously, in particular instances of life expired building elements such as RAAC roof structures, there is no cost-efficient maintenance solution and only a major project such as New Build can resolve.
5.2	<b>Financial</b>
5.2.1	Financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	<b>Workforce</b>
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	<b>Health &amp; Safety</b>
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	No Health & Wellbeing implications identified.
5.7	<b>Training</b>
5.7.1	The capital programme includes significant investment in training facilities.
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.
5.8	<b>Timing</b>
5.8.1	This report covers the period up to 30 September 2023 and known events just after the period end.
5.9	<b>Performance</b>
5.9.1	Total forecast expenditure is expected to be in line with the budgeted figure of £32.500million.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Key stakeholders are engaged during project development and implementation.

5.11 5.11.1	<b>Legal</b> External legal support is in place to facilitate the sale of assets.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed Yes/No. If not applicable state reasons.	
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes/No. If not applicable state reasons.	
5.14 5.14.1	<b>Service Delivery</b> Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely co-ordinated between asset management, training and local service delivery areas.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2023/24 capital budget for the period ending 30 September 2023.	
6.2	It is currently anticipated that the revised budget of £32.500million will be spent out by 31 March 2024.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b> John Thomson, Acting Director of Finance and Procurement	
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/Reasonable/Limited/Insufficient	
7.2	<b>Rationale:</b> The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.	
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Capital Monitoring Report – Strategic Leadership Team – September 2023	
<b>Prepared by:</b>	Tracey-Anne Morrow, Deputy Accounting Manager	
<b>Sponsored by:</b>	Lynne McGeough, Acting Head of Finance and Procurement	
<b>Presented by:</b>	John Thomson, Acting Director of Finance and Procurement	
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>17 October 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>26 October 2023</i>	<i>For Scrutiny</i>

# Capital Monitoring Report

## SFRS Board

### September 2023

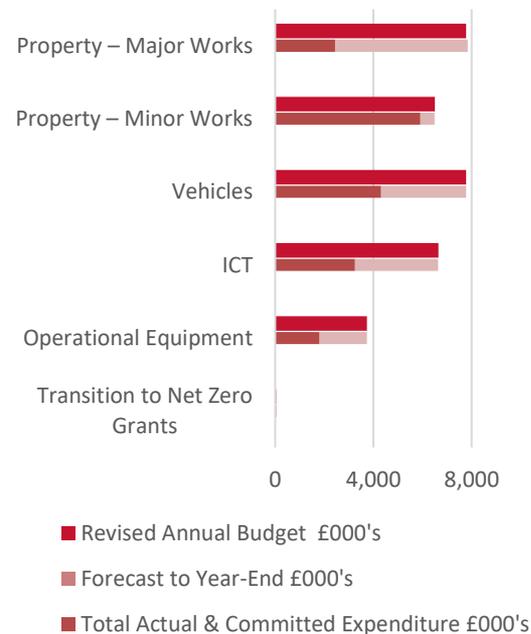
# Content

- 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 - September 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	2,443	5,405	7,847	(67)	19,630
Property – Minor Works	5,425	6,507	5,915	581	6,496	11	12,000
Vehicles	0	7,775	4,318	3,457	7,775	0	14,000
ICT	390	6,655	3,254	3,381	6,635	20	9,160
Operational Equipment	0	3,740	1,808	1,932	3,740	0	5,900
Transition to Net Zero Grants	3,574	43	42	0	42	1	0
<b>TOTAL EXPENDITURE</b>	<b>25,560</b>	<b>32,500</b>	<b>17,780</b>	<b>14,756</b>	<b>32,535</b>	<b>(35)</b>	<b>60,690</b>

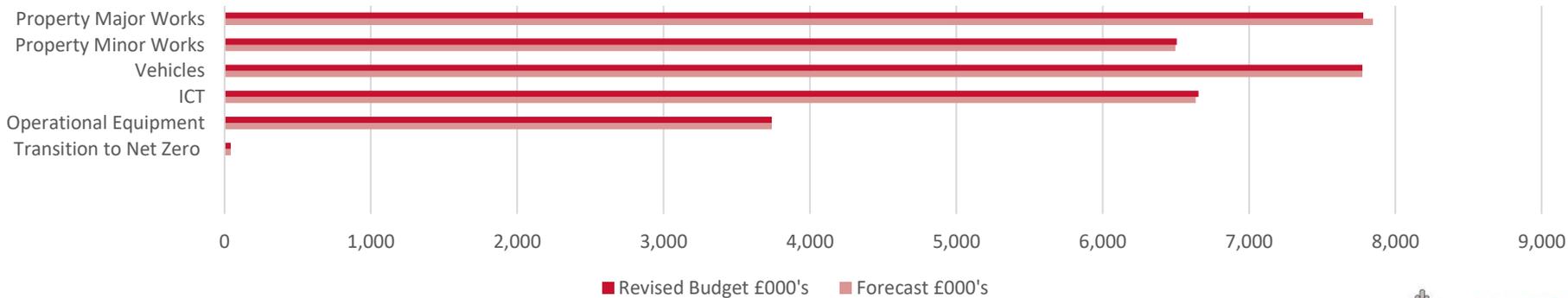


\* Prior year or future year expenditure will be included if relevant to current year expenditure

# Capital Monitoring report – September 2023

## Full Year Actuals/Forecast v Budget by category

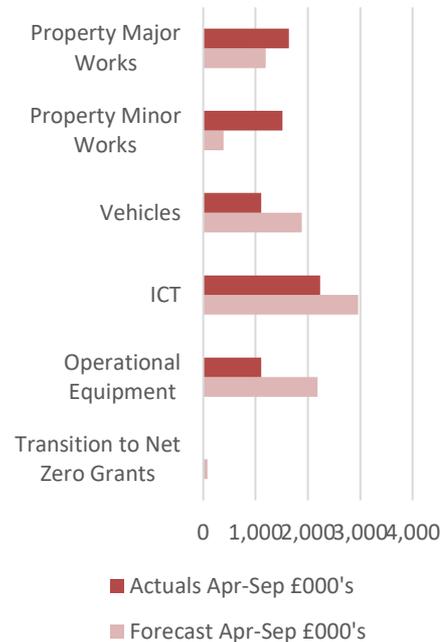
Category	Original Budget	Virements	Revised Budget	Actuals		Forecast		£000's			RAG Status
				Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	
Property Major Works	9,330	(1,550)	7,780	505	1,134	1,148	5,060	7,847	(67)	(1%)	Green
Property Minor Works	5,000	1,507	6,507	18	1,494	825	4,159	6,496	11	0%	Green
Vehicles	8,275	(500)	7,775	259	848	2,102	4,566	7,775	0	0%	Green
ICT	6,155	500	6,655	1,829	404	1,774	2,628	6,635	20	0%	Green
Operational Equipment	3,740	0	3,740	475	634	1,253	1,378	3,740	0	0%	Green
Transition to Net Zero	1,500	(1,457)	43	0	0	0	42	42	1	2%	Green
<b>Total Expenditure</b>	<b>34,000</b>	<b>(1,500)</b>	<b>32,500</b>	<b>3,086</b>	<b>4,514</b>	<b>7,102</b>	<b>17,833</b>	<b>32,535</b>	<b>(35)</b>	<b>0</b>	Green
<b>Cumulative Total</b>	<b>34,000</b>	<b>(1,500)</b>	<b>32,500</b>	<b>3,086</b>	<b>7,600</b>	<b>14,702</b>	<b>32,535</b>	<b>0</b>	<b>0</b>	<b>0</b>	Green



# Capital Monitoring – September 23

## Year to Date Actuals v Forecast by category

Category	Original Budget	Actuals	Forecast	Variance	Commentary
	£000's	Apr-Sep £000's	Apr-Sep £000's	to Forecast	
Property Major Works	9,330	1,639	1,192	(447)	Inverness FS, Galashiels FS, Dingwall FS and Newcraighall FS redevelopments progressing quicker than expected. Disposal costs have expediated quicker than forecast for Cowcaddens.
Property Minor Works	5,000	1,512	389	(1,123)	Minor Works projects progressing faster than expected.
Vehicles	8,275	1,107	1,885	778	Delivery delayed for 18 tonne Rescue Pumps. Virement completed in period 3 to Medium Weight Pumping Units. Delay in Line Rescue Appliance expenditure as specification of requirements still ongoing.
ICT	6,155	2,233	2,957	724	Some ICT orders expected later than forecast.
Operational Equipment	3,740	1,109	2,187	1,078	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.
<b>TOTAL EXPENDITURE</b>	<b>34,000</b>	<b>7,600</b>	<b>8,693</b>	<b>1,093</b>	<b>Quicker progression with Inverness FS redevelopment, some RAAC Fire Station builds and minor works projects, offset by underspends in Frontline Appliances, ICT and Ops Equipment.</b>
<b>CUMULATIVE TOTAL</b>	<b>34,000</b>	<b>7,600</b>	<b>8,693</b>	<b>1,093</b>	



# Capital Funding 2023/24

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



Funding Source	Update
Scottish Government GiA	GiA budget for 23/24 is £32.500m.
Capital Receipts NBV	No budget for the sale of Non-Operational Vehicles and Properties in the year but any NBV of sales that do take place will be re-invested back into the Capital budget in the year.
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 – September 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. Net movement at period 6 is (£0.153m)
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.
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 Systems to PC's, laptops and peripherals in period 5.
Operational Equipment	3.740	0.000	3.740	There were no budget virements at period 6.
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.
<b>Total</b>	<b>34.000</b>	<b>(1.500)</b>	<b>32.500</b>	
<b>Project Funding</b>				
Capital DEL	(32.500)	0.000	(32.500)	There were no budget virements at period 6.
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 6.
<b>Total</b>	<b>(34.000)</b>	<b>1.500</b>	<b>(32.500)</b>	

# Property Major Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Dalkeith FS - New Build (RAAC)	0	360	0	360	360	0	6,140
Blackness Road Replacement FS	0	450	0	450	450	0	7,050
Portree FS - New Build (RAAC)	0	360	0	360	360	0	3,140
Uig FS	0	300	28	273	300	0	1,200
Inverness FS Redev (Dign Facs)	0	1,000	1,040	0	1,040	(40)	0
Salen FS Development	151	500	79	370	449	51	0
Galashiels FS - Redev (RAAC) (Dign Facs)	0	1,400	254	1,146	1,400	(0)	0
Dingwall FS Redev (Dig Facs)	0	750	184	566	750	0	0
Newcraighall FS Redev (Dign Facs)	0	1,200	226	974	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	65	365	(65)	600
West Asset Resource Centre	14,587	100	113	(0)	113	(13)	0
<b>Total</b>	<b>16,171</b>	<b>7,780</b>	<b>2,443</b>	<b>5,405</b>	<b>7,847</b>	<b>(67)</b>	<b>19,630</b>

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

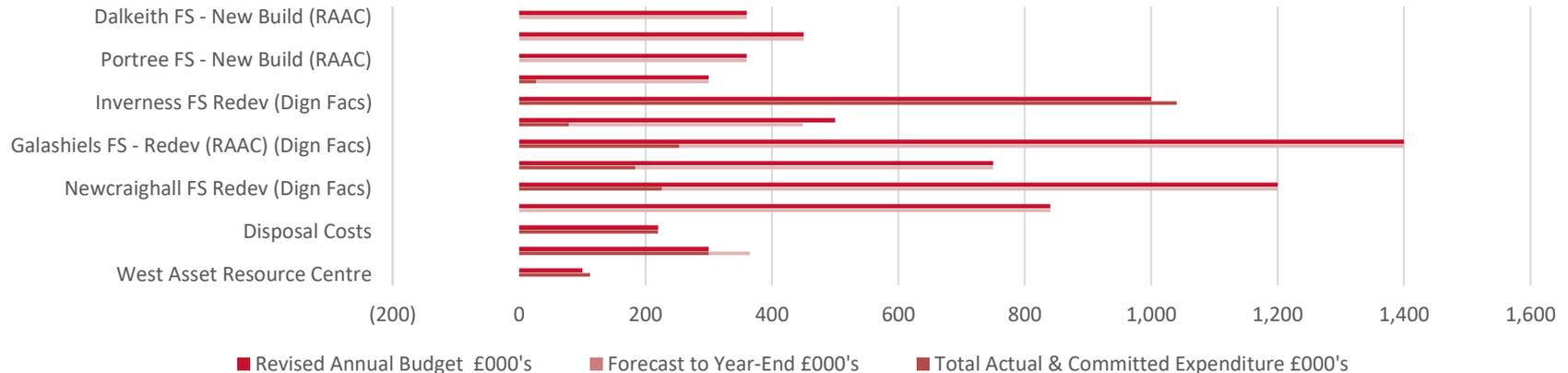
# Property Major Works

## Progress in the month

- Inverness Fire Station redevelopment has been progressing really well and completion took place in August. Final snagging is ongoing.
- Design contracts have been signed and design completed for Galashiels, Dingwall and Newcraighall. Pre-construction works commenced in the month, with main contract works due to start in November.

## Progress anticipated in coming months

- Dalkeith and Portree RAAC Fire Stations are on hold, awaiting response from third parties confirming their participation or not.
- Design commissioned for Uig and initiated this as a pilot rural fire station project with an infrastructure strategic development partner.



## Milestone RAG

- Five of the major works projects have a RAG status of amber due to delays in awaiting response from 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 period 4 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	5,389	211	5,600	(0)	10,000
Energy & Environ Projects	4,675	655	86	569	655	0	2,000
Altens FS - Roof	0	197	396	(199)	197	(0)	0
Solar PV	750	55	44	0	44	11	0
<b>Total</b>	<b>5,425</b>	<b>6,507</b>	<b>5,915</b>	<b>581</b>	<b>6,496</b>	<b>11</b>	<b>12,000</b>

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

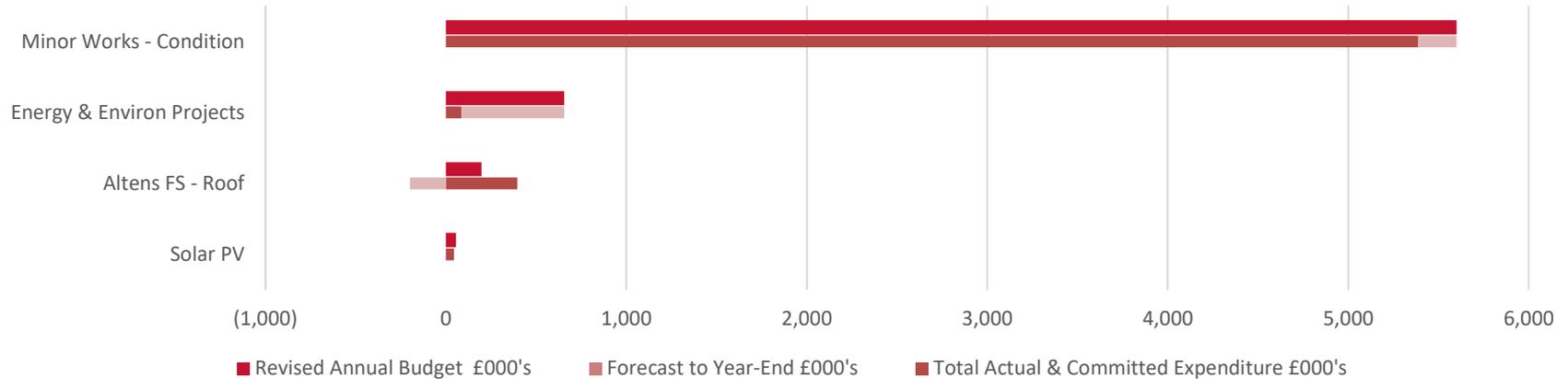
# Property Minor Works

## Progress in the month

- Works complete at Altners Fire Station and now occupied. Snagging ongoing and negotiating final accounts and insurance receipt.
- Minor works projects are progressing well with 57 projects now complete and 16 in progress.

## Progress anticipated in coming months

- Minor Works projects are expected to continue to progress well throughout the financial year.



## Milestone RAG

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

## Deviation from Budget RAG

- Various budget virements were completed in period 2 across several minor works projects. Further budget virements were completed in period 4 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	0	389	125	0
Frontline Appliances	0	590	0	478	478	112	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	484	716	1,201	(658)	0
Wild Fire Fighting Vehicles	0	743	743	(0)	742	1	2,000
Medium Weight Pumping Units	0	2,705	2,702	(417)	2,285	420	0
<b>Total</b>	<b>0</b>	<b>7,775</b>	<b>4,318</b>	<b>3,457</b>	<b>7,775</b>	<b>0</b>	<b>14,000</b>

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

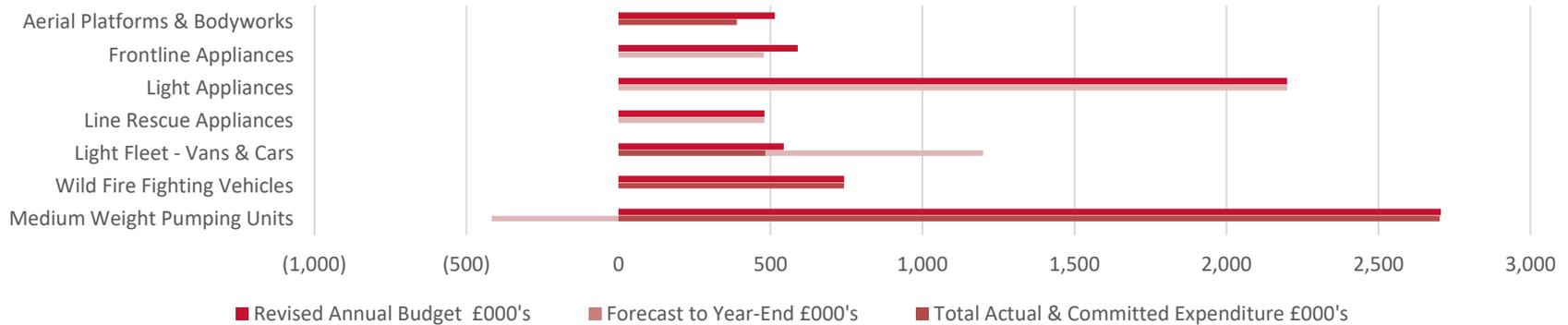
# Vehicles

## Progress in the month

- The two ALP's are at the supplier, ready for fit out. Completion due by end of 23-24.
- An additional six Medium Weight Pumping Appliances were delivered in period 6. A total of sixteen have been delivered from the batch of twenty ordered.

## Progress anticipated in coming months

- The UIG for Line Rescue Appliances is nearing completion. Orders will be placed for 4 Vehicles.
- Orders are expected to be placed in period 7 for eighteen electric panel vans with expected delivery before the end of the calendar year.



## Milestone RAG

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

## Deviation from Budget RAG

- Various virements were completed in period 3 to tidy up budget lines, including the virement from Frontline Appliances due to delayed deliveries. Another few virements are due in the coming months.

# 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	265	685	950	(0)	1,000
Replacement & Upgrade of AV Kit	0	100	8	92	100	(0)	200
Server Infrastructure	0	100	0	100	100	0	200
Systems Infrastructure	0	300	27	273	300	0	600
Network Infrastructure	0	750	59	691	750	(0)	1,500
Operational Mobilisation Comms	0	2,500	2,215	285	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	57	43	100	0	200
Safe & Wellbeing	0	75	59	16	75	0	0
Website Development	0	250	172	78	250	(0)	0
ICT Project Costs	0	180	89	91	180	(0)	360
ESMCP	0	0	1	0	1	(1)	0
<b>Total</b>	<b>0</b>	<b>5,605</b>	<b>2,953</b>	<b>2,653</b>	<b>5,606</b>	<b>(1)</b>	<b>6,660</b>

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

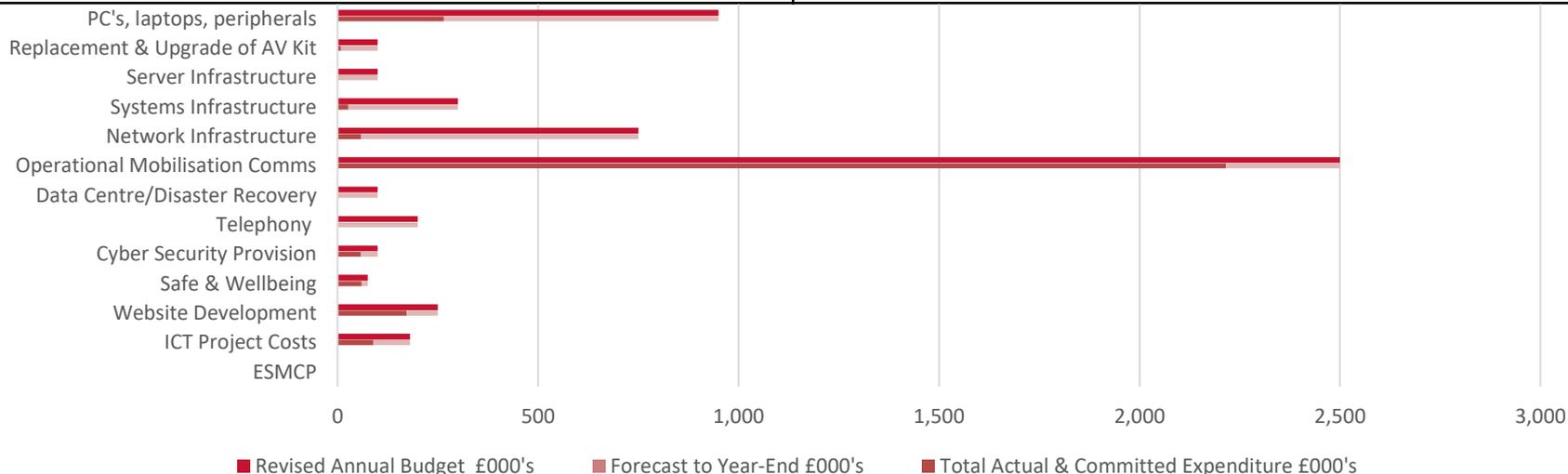
# ICT Equipment excl NMS

## Progress in the month

- The completion of the new SFRS website and intranet took place in the month. Final expenditure due in the coming months.

## Progress anticipated in coming months

- Orders are expected to be placed in the coming months for replacement switches and gateways for the Network Infrastructure project and GETAC tablet replacements for frontline appliances.



## Milestone RAG

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

## Deviation from Budget RAG

- A virement was completed in period 2 for £500k from Aerial Platforms budget line to Operational Mobilisation Comms, for the ICCS replacement. A virement was completed in period 4 for £450k from NMS to the PC's, laptops and peripherals project. 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	301	728	1,029	21	2,500
<b>Total</b>	<b>390</b>	<b>1,050</b>	<b>301</b>	<b>728</b>	<b>1,029</b>	<b>21</b>	<b>2,500</b>

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

# New Mobilising System (NMS)

## Progress in the month

- A Pre-Procurement Gateway, carried out by the Digital Assurance Office, took place in August with the report being awarded a Green/Amber status.
- The first data and business process standardisation mapping commissioned work packages, were finalised in the month.

## Progress anticipated in coming months

- The Invitation to Tender (ITT) is due to commence a quality review, prior to being issued in October.



## 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 period 4. RAG status is now at amber.

# 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	855	885	1,740	0	1,900
PPE	0	2,000	953	1,047	2,000	0	4,000
<b>Total</b>	<b>0</b>	<b>3,740</b>	<b>1,808</b>	<b>1,932</b>	<b>3,740</b>	<b>0</b>	<b>5,900</b>

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

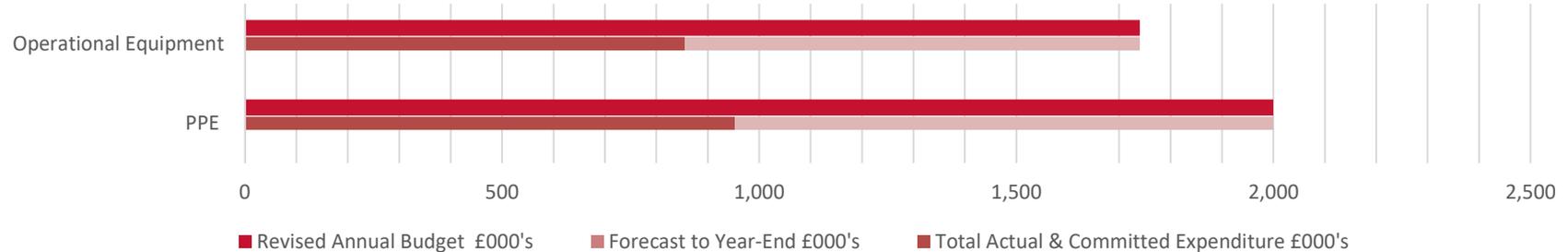
# Operational Equipment

## Progress in the month

- Orders placed in the month for twenty full sets of Ladders for Medium Weight appliances and forty-four full sets for Light Weight appliances. Deliveries expected to complete in December.

## Progress anticipated in coming months

- Deliveries due by March 24 for Wildfire PPE, PRPS suits, fire-fighting hose, SCBA reducers and Smoke Curtains.



## Milestone RAG

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

## Deviation from Budget RAG

- RAG status moved from amber to green in the month as Workforce Planning confirmed final recruitment campaign numbers. The additional campaign not budgeted for is now not going ahead and therefore has been removed from the forecast in the year.

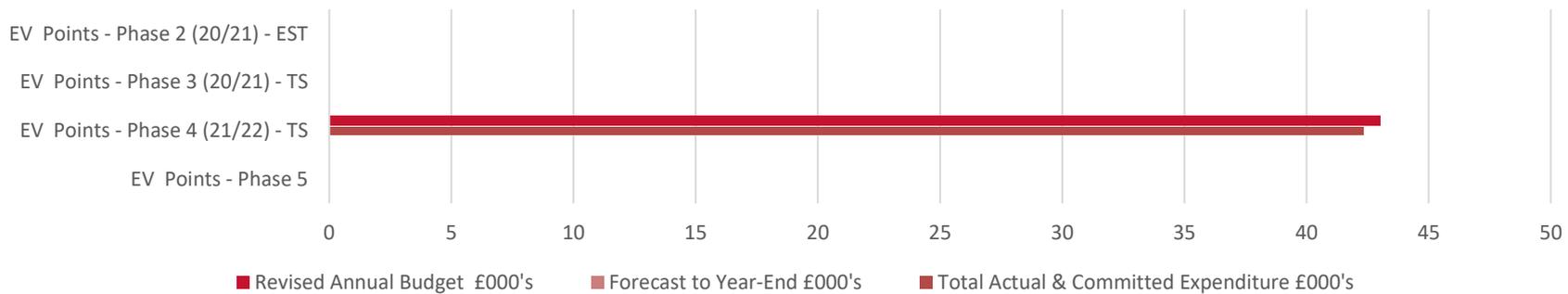
# Transition to Net Zero Grants

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

\* 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"> <li>£1.5m of funding from Transport Scotland, for the purchase of additional Electric Vehicle Charging Points (Phase 5), has been removed from the budget.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>EV Charging Points for seven sites (Phase 4) in the North have been carried from 22/23. Capital budget was vired for the additional expenditure for 23-24.</li> </ul>



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> <li>All Transition to Net Zero projects carried forward are on track with a RAG status of green.</li> </ul>	<ul style="list-style-type: none"> <li>A budget virement was completed in period 2 for Phase 4 EV Charging Points. Therefore, overall RAG status remains as green.</li> </ul>



Report No: B/FCS/29-23

Agenda Item: 16

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>							
<b>Report Title:</b>	<b>RESOURCE BUDGET OUTTURN REPORT 2022/23</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <u><b>Board Standing Order 9</b></u>						
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>	<u><a href="#">G</a></u>
<b>1</b>	<b>Purpose</b>							
1.1	To advise the Board of the final Resource Budget position for the financial year 2022/2023.							
<b>2</b>	<b>Background</b>							
2.1	The Scottish Government initially allocated funding to SFRS for 2022/23 of £352.707million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £294.207million and £32.5million respectively, and £26million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	<p>Following the Spring and Autumn budget revisions the Scottish Government has agreed to make the following adjustments to the resource budget:</p> <ul style="list-style-type: none"> <li>• An increase of £0.034 million relating to advertising to support the “fireworks” campaign.</li> <li>• An increase of £0.086 million reflecting costs that were incurred in respect of project Unicorn.</li> <li>• An increase of £3.3 million to partly cover anticipated uniform pay settlements.</li> <li>• An increase of £0.343 million to cover costs for the ESMCP project.</li> <li>• A reduction of £0.475 million to account for the treatment of leases under IFRS16. These costs will now be included in capital.</li> <li>• A reduction of £4.261 million in respect of Firelink with corresponding costs being transferred to the Scottish Government.</li> </ul>							
2.3	The net effect of the above adjustments has resulted in a reduction in the resource budget of £0.975 million giving a revised budget of £293.234 million.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	A summary of the consolidated financial position for the complete 2022/2023 financial year is attached at Appendix A.							
3.2	This report details the final overspend against budget of £1.356million and explains the areas where there have been significant changes in comparison to the February forecast.							
3.3	The outturn highlights that employee cost overspent in respect of Wholetime £0.685million, Control £0.629million and Support £0.418million. There were respective underspends for On-Call £1.277million and Other Employee cost of £0.199million.							

3.4	On non-employee costs there were overspends in Supplies & Services £0.326million, Transport costs of £0.824million and Third Party Payments of £0.297million. There were underspends in respect of Property £0.535million and Financing costs £0.060million. Income, including disposal of assets under recovered by £0.248million.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to scrutinise the report detailed in Appendix A.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The financial risks are detailed within the report.
5.2	<b>Financial</b>
5.2.1	The financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	<b>Workforce</b>
5.4.1	The workforce implications are detailed within the report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications directly associated with this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	<b>Training</b>
5.7.1	The training implications are detailed within the report.
5.8	<b>Timing</b>
5.8.1	There are no actions within this report which need to be addressed. And the report is therefore not time critical.
5.9	<b>Performance</b>
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.
5.11	<b>Legal</b>
5.11.1	SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2016, within the budget allocation provided.
5.12	<b>Information Governance</b>
5.12.1	DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers.

5.13 5.13.1	<b>Equalities</b> EHRIA completed No. An EIA was completed for the Resource Budget 2022/2023. This report monitors performance against that budget and does not in itself warrant an EIA.	
5.14 5.14.1	<b>Service Delivery</b> The Service Delivery implications are detailed within the report.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance & Procurement advised the Board of the resource outturn position for the financial year 2022/2023. The final resource monitoring report shows an overspend against budget of £1.356million representing a favourable swing of £1.629 million, compared to the February forecast, to bring the outturn closer to the budgeted position.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	John Thomson, Acting Director of Finance & Procurement
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, SLT agree actions to ensure we manage the financial position within agreed financial parameters.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A provides: <ul style="list-style-type: none"> <li>a summary of the final resource position for the 2022/2023 financial year.</li> <li>explanations of swings in the final outturn compared to the February forecast.</li> </ul>	
<b>Prepared by:</b>		Marcus Jenks, Decision Support Manager
<b>Sponsored by:</b>		Lynne McGeough, Acting Head of Finance and Procurement
<b>Presented by:</b>		John Thomson, Acting Director of Finance and Procurement
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Leadership Team</i>		<i>17 October 2023</i>
<i>SFRS Board</i>		<i>26 October 2023</i>
		<b>Report Classification/ Comments</b>
		<i>For Information</i>
		<i>For Scrutiny</i>

# March 2023 - Contents

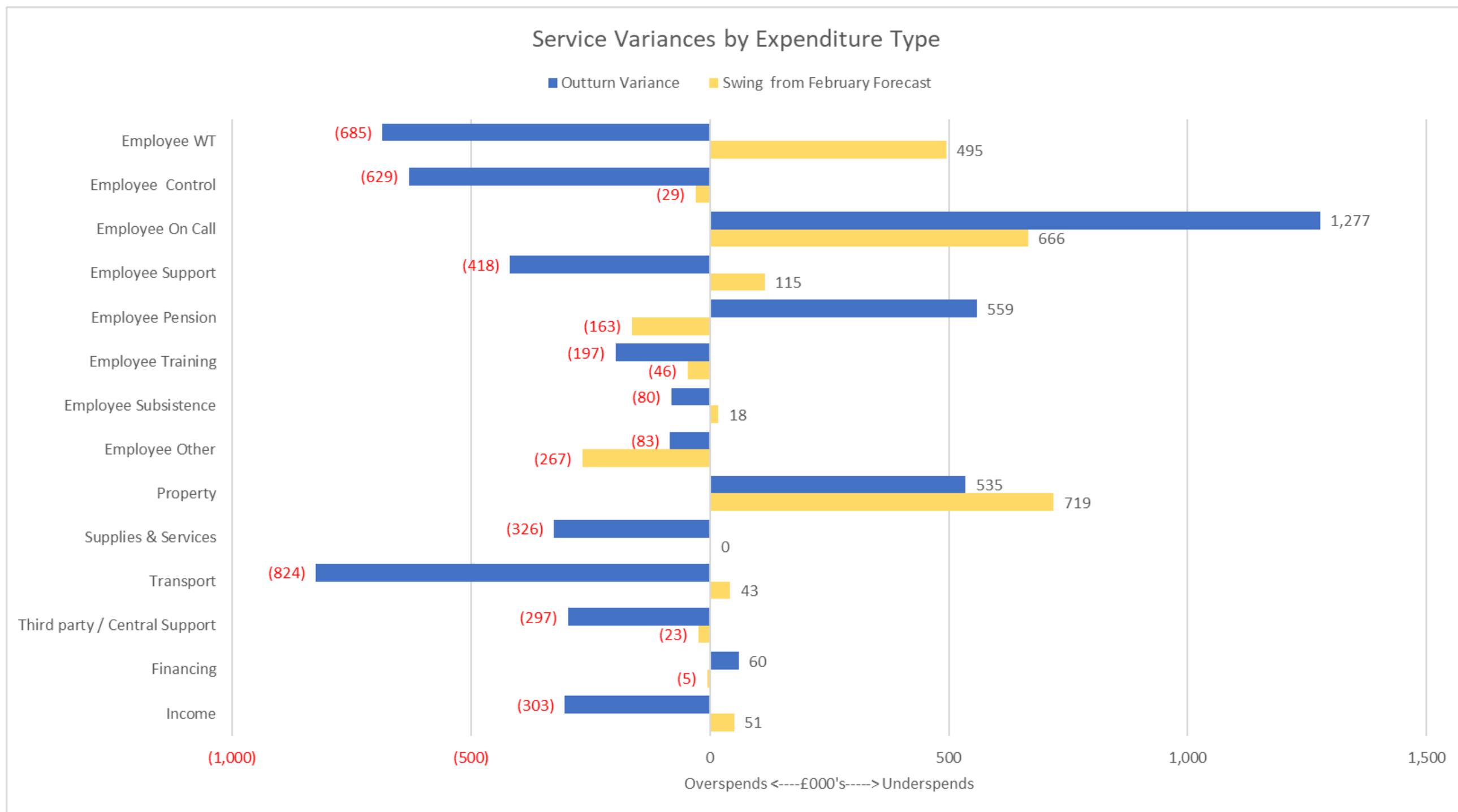
Section	Description
1	Monitoring Report Overview
2	Variance Analysis Graph by Expenditure Category
3.1	Wholetime
3.2	Control
3.3	On Call
3.4	Support
3.5	Early Retirement Charges
3.6	Training
3.7	Subsistence
3.8	Other Employee Costs
3.9	Property
3.10	Supplies & Services
3.11	Transport
3.12	Third Party Payments
3.13	Financing
3.14	Income
3.15	Disposal of Assets
4	Analysis of Budget Savings

# SFRS Resource Monitoring Reports April 2022 – March 2023

This report covers the period 1st April 2022 – 31st March 2023 the complete financial year. It highlights a full year overspend of £1.356 million (0.5% of budget) compared against the February 2023 forecast overspend of £2.985 million. Resulting in a swing of £1.629 million, to bring the outturn closer to the budgeted position.

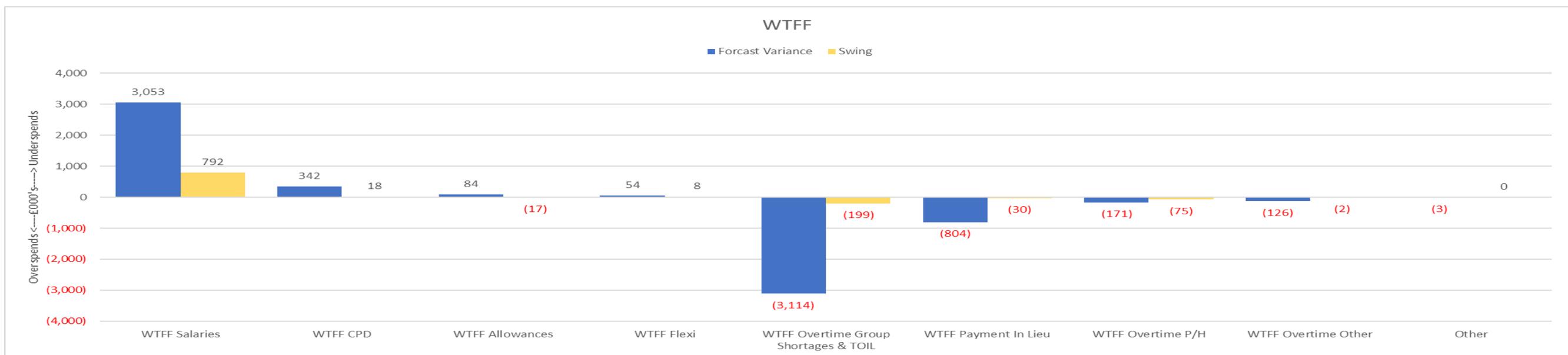
Original Budget	Virements	Revised Annual Budget	Narrative	Full Year (£000's)		
				Outturn	Variance	
					£	%
(1)	(2)	(1)+(2) (3)		(3)-(8) (9)	(9)/(3) (10)	(8)
238,523	(1,064)	237,459	Employee Costs	237,715	(256)	-0.1%
230,532	580	231,112	<i>Salary and Related Costs (including overtime)</i>	231,567	(455)	-0.2%
157,256	(452)	156,804	<i>Wholetime</i>	157,489	(685)	-0.4%
7,764	23	7,787	<i>Control</i>	8,416	(629)	-8.1%
27,282	(227)	27,055	<i>On-Call</i>	25,778	1,277	4.7%
38,230	1,236	39,466	<i>Support</i>	39,884	(418)	-1.1%
7,991	(1,644)	6,347	<i>Other Employee Costs</i>	6,148	199	3.1%
4,105	-	4,105	<i>Early Retirement Charges</i>	3,546	559	13.6%
1,008	-	1,008	<i>Training</i>	1,205	(197)	-19.5%
1,623	12	1,635	<i>Subsistence</i>	1,715	(80)	-4.9%
1,255	(1,656)	(401)	<i>Other</i>	(318)	(83)	20.7%
27,110	698	27,808	Property Costs	27,273	535	1.9%
19,374	301	19,675	Supplies & Services	20,001	(326)	-1.7%
6,294	(11)	6,283	Transport Costs	7,107	(824)	-13.1%
1,501	76	1,577	Third Party Payments	1,874	(297)	-18.8%
2,143	-	2,143	Financing	2,083	60	2.8%
<b>294,945</b>	-	<b>294,945</b>	<b>GROSS EXPENDITURE</b>	<b>296,053</b>	<b>(1,108)</b>	<b>-0.4%</b>
(1,711)	-	(1,711)	Income	(1,408)	(303)	17.7%
-	-	-	Disposal of Assets	(55)	55	0.0%
<b>293,234</b>	-	<b>293,234</b>	<b>NET EXPENDITURE</b>	<b>294,590</b>	<b>(1,356)</b>	<b>-0.5%</b>

# Variance Analysis by Expenditure Categories



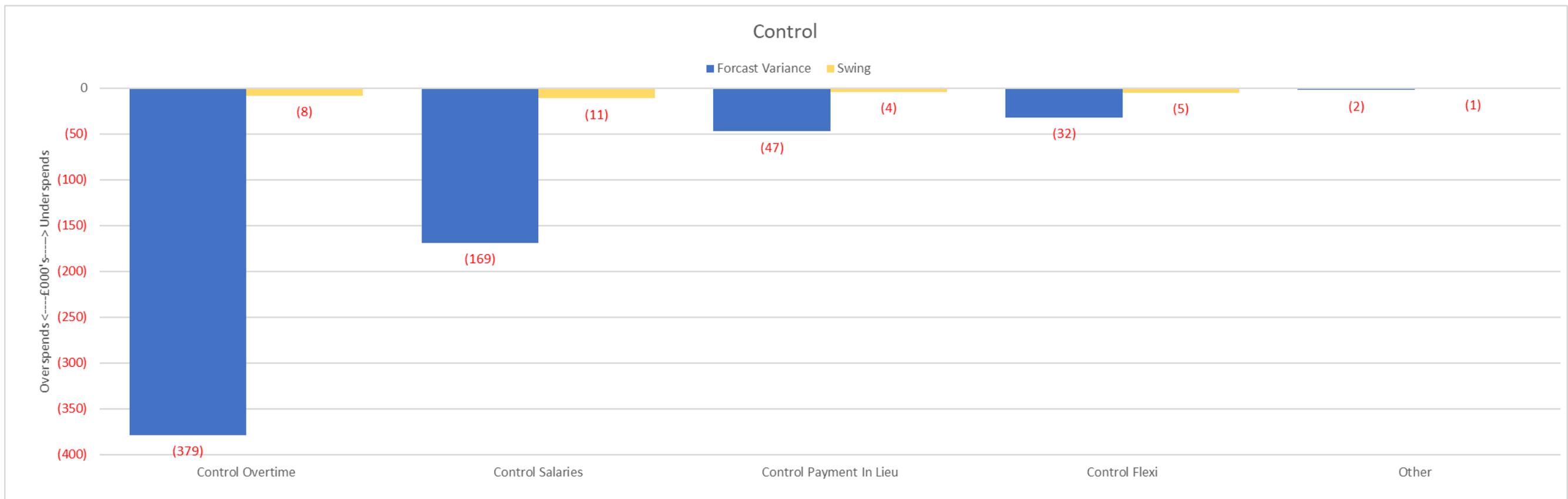
# Wholetime

Outturn	Swings
<p><b>£685,000 overspent, representing 0.4% of budget.</b></p> <p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Salaries – the impact of the pension remedy which led to increased retirements and the promotion of staff into development roles at reduced rates of pay. Reduction in National Insurance charges following mini budget.</li> <li>CPD – the result of vacancies and staff in development roles who were not eligible for payments.</li> <li>Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations.</li> <li>Flexi – the result of promoted staff being on development rates of pay.</li> </ul> <p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Salaries – higher than budgeted pay award and unbudgeted costs for staff supporting the PTFAS and CCMS projects.</li> <li>CPD - higher than budgeted pay award.</li> <li>Flexi - higher than budgeted pay award.</li> <li>Overtime Group shortages and TOIL – to provide operational cover due to vacancies caused by retirements. Higher than budgeted pay award.</li> <li>Payments in Lieu – the buyback of TOIL awarded as a result of the additional public holiday along with unused holidays for staff retiring.</li> <li>Overtime Public Holiday - additional public holiday overtime following the death of HM Queen Elizabeth II.</li> <li>Other Overtime – holiday payments reflecting the increased levels of overtime incurred during 2021/22 due to COVID and COP26 which are used in the calculation of overtime holiday pay. Staff recalled to duty to support project Unicorn following the death of HM Queen Elizabeth II. Higher than budgeted pay award.</li> </ul>	<p><b>In February an overspend of £1,179,000 was forecast. The year-end position has therefore resulted in a favourable swing of £494,000 representing 0.3% of budget.</b></p> <p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Salaries - an overestimate of the impact of the pay award due to staff that had left the Service before the pay award was made in March. These staff are not entitled to receive pay award and this caused the swing within salaries. This swing should be seen in conjunction with the overtime swings.</li> <li>Overtime Group shortages and TOIL – the impact of the pay awards are forecast within salaries. This swing reflects the back dated element of pay awards on overtime earned during the period July to March. This swing should be seen in conjunction with the swing in Salaries.</li> <li>Overtime Public Holiday - the impact of the pay awards are forecast within salaries. This swing reflects the back dated element of pay awards on overtime earned during the period July to March. This swing should be seen in conjunction with the swing in Salaries.</li> </ul>



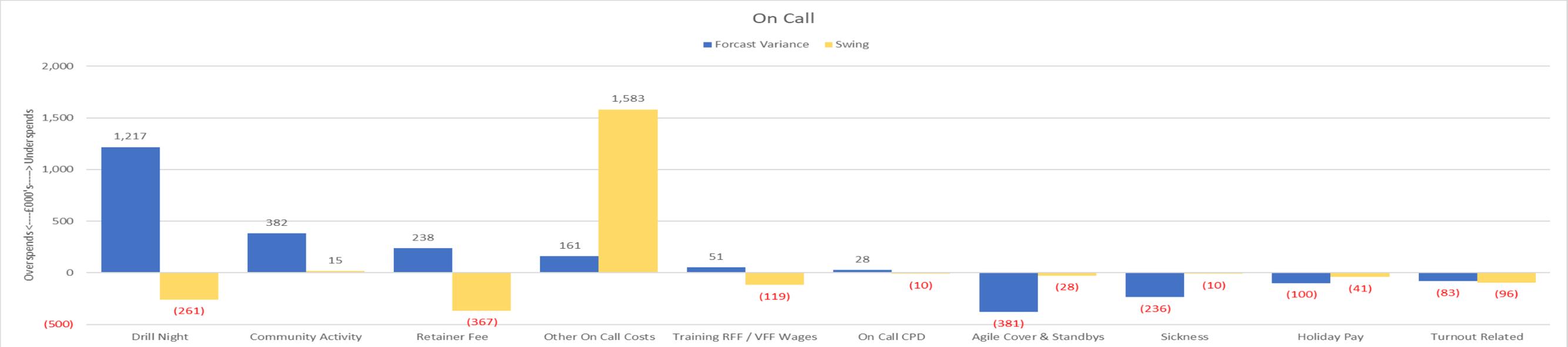
# Control

Outturn	Swings
<p><b>£629,000 overspent, representing 8.1% of budget.</b></p>	<p><b>In February an overspend of £600,000 was forecast. The year-end position has therefore resulted in an adverse swing of £29,000 representing 0.4% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Salaries – the result of vacancies within the control rooms.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Overtime –this swing reflects an underestimate of the back dated element of pay awards on overtime earned during the period July to March.</li> <li>Salaries – this swing reflects an underestimate of the back dated element of pay awards on overtime earned during the period July to March.</li> <li>Payments in Lieu - the swing represents additional leavers in the final month of the year.</li> <li>Flexi – this swing reflects an underestimate of the back dated element of pay awards on overtime earned during the period July to March.</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Overtime – the impact of providing cover for vacancies and staff that had been absent long-term along with the higher than budgeted pay award.</li> <li>Salaries – higher than budgeted pay award, unbudgeted costs for staff supporting the CCMS project and unbudgeted costs for an employee who has been seconded to the Scottish Trade Union Congress.</li> <li>Payments in Lieu - the buyback of TOIL awarded as a result of the additional public holiday.</li> <li>Flexi – higher than budgeted pay offer and flexi payments for staff supporting the CCMS project.</li> </ul>	



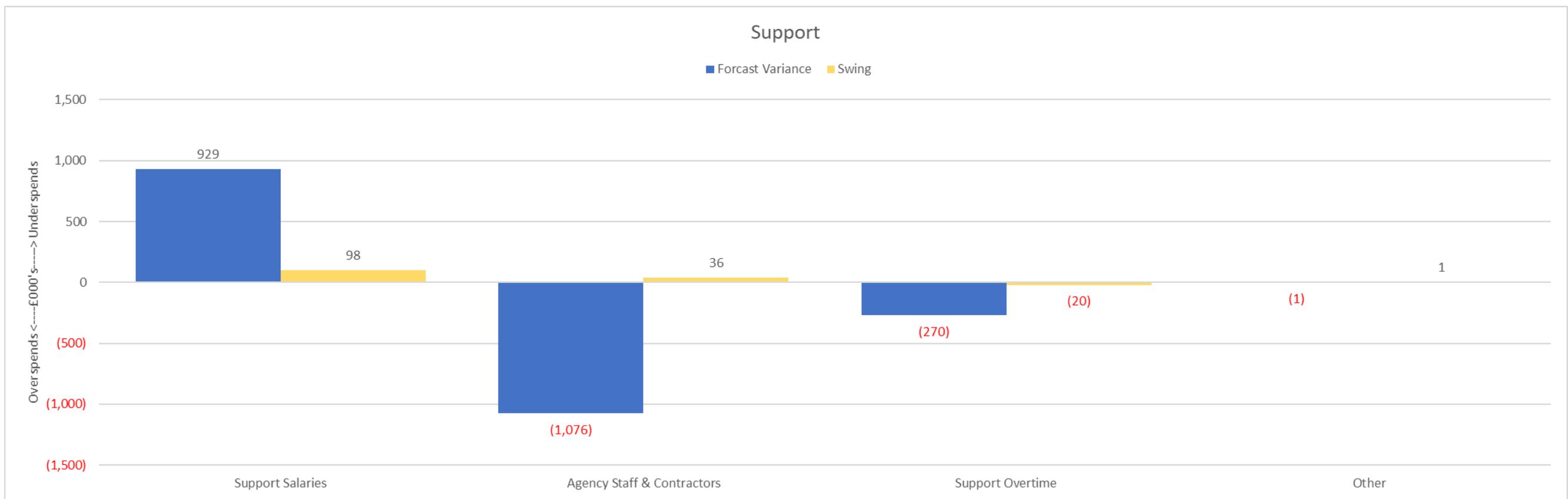
# On Call

Outturn	Swings
<p><b>£1,277,000 underspent, representing 4.7% of budget.</b></p>	<p><b>In February an underspend of £611,000 was forecast. The year-end position has therefore resulted in a favourable swing of £666,000 representing 2.5% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>• Drill nights – due to the voluntary increase in hours across the Service not being adopted in all areas, combined with vacancies at stations.</li> <li>• Community Activity – activity levels (including HFSV) were lower than budgeted.</li> <li>• Retainer Fees – the result of vacancies within the On Call workforce, mainly within the North Service Delivery Area (SDA).</li> <li>• Other On Call Costs – mainly the result of National insurance savings due to savings on Drill Nights, Community Activity and Retainer fees.</li> <li>• Training costs – due to reduced activity levels.</li> <li>• CPD - the result of vacancies and staff in development roles who were not eligible for payments.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>• Drill Nights – the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• Community Activity – the swing represents a reduction in community activity during March along with the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• Retainer Fees - the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• Other On Call Costs – In February the entire impact of the On Call pay award was isolated and forecast within this line. This swing represents both the reallocation of the pay award, made in March to the respective pay elements along with an over-estimate of the impact of the pay award caused by both vacancies and leavers during the year.</li> <li>• Training costs - the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• CPD - the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• Agile Cover and Standby - the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• Sickness – the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• Holiday pay- the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> <li>• Turnout related – the swing represents the allocation of the pay award which was previously forecast within “Other On Call Costs”.</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>• Other On Call Costs – increased cost of On Call staff maintaining equipment and carrying out administrative tasks.</li> <li>• Agile Cover and Standby – increased costs to provide operational availability.</li> <li>• Sickness – payments for loss of earnings during periods of absence.</li> <li>• Holiday pay – payments for loss of earnings during holidays.</li> <li>• Turnout related – mainly within the North and East SDA.</li> </ul> <p><b>The higher than budgeted pay award contributed to increased costs across all On Call activity lines.</b></p>	



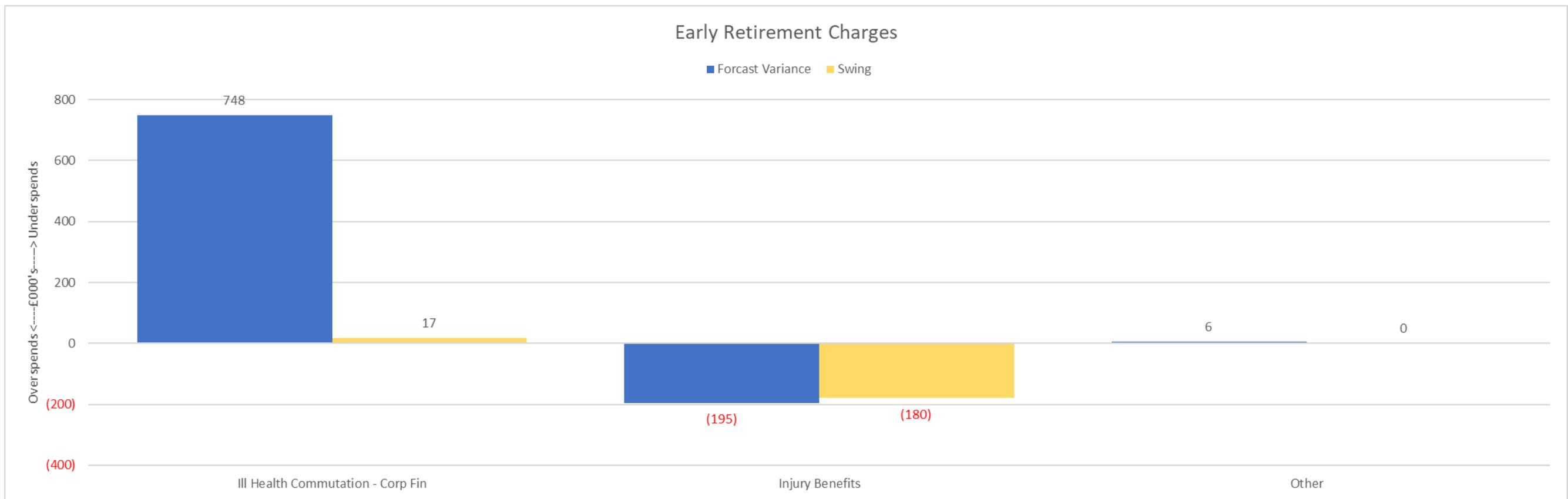
# Support

Outturn	Swings
<p><b>£418,000 overspent, representing 1.1% of budget.</b></p>	<p><b>In February an overspend of £533,000 was forecast. The year-end position has therefore resulted in a favourable swing of £115,000 representing 0.3% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Salaries – the result of vacancies and staff that have been working on capital projects being recharged to the capital budget.</li> <li>Agency Staff - staff that have been working on capital projects being recharged to the capital budget.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Salaries –reflects the relocation of costs to the Capital budget, for staff that supported capital projects during the year.</li> <li>Agency Staff &amp; Contractors – slippage within in the Service Development Model Programme</li> <li>Support Overtime – additional activity undertaken within the Asset management function that required overtime due to staff vacancies.</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Salaries – unbudgeted costs for staff supporting the PTFAS and CCMS projects.</li> <li>Agency staff and private contractors – unbudgeted costs for staff supporting the PTFAS and CCMS projects along with temporary resource to cover vacancies.</li> <li>Overtime – the impact of providing cover for vacancies mainly within the fleet function.</li> </ul>	



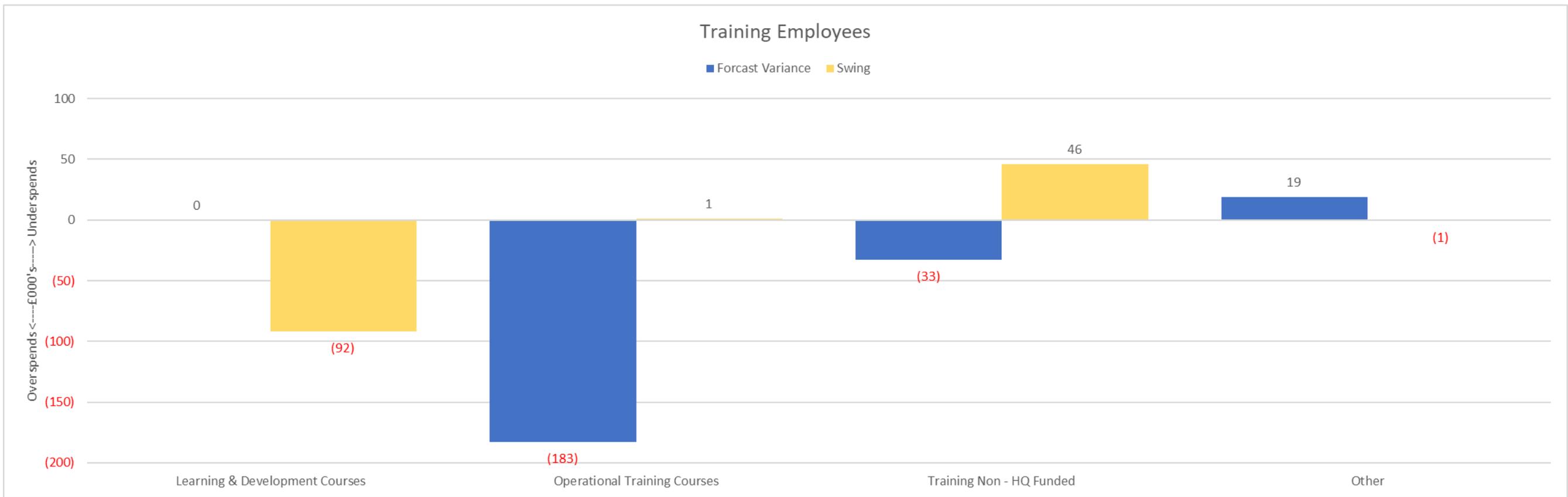
# Early Retirement Charges

Outturn	Swings
£559,000 underspent, representing 13.6% of budget.	In February an underspend of £722,000 was forecast. The year-end position has therefore resulted in an adverse swing of £163,000 representing 4.0% of budget.
<b>Underspends:</b> Ill Health Commutations - fewer ill health retirals than budgeted.	<b>Change in Financial Position compared to February Forecast:</b> <ul style="list-style-type: none"> <li>Injury Benefits - the swing represents a lump sum injury payment which was not previously forecast.</li> </ul>
<b>Overspends:</b> Injury Benefits - lump sum injury payment made in March.	



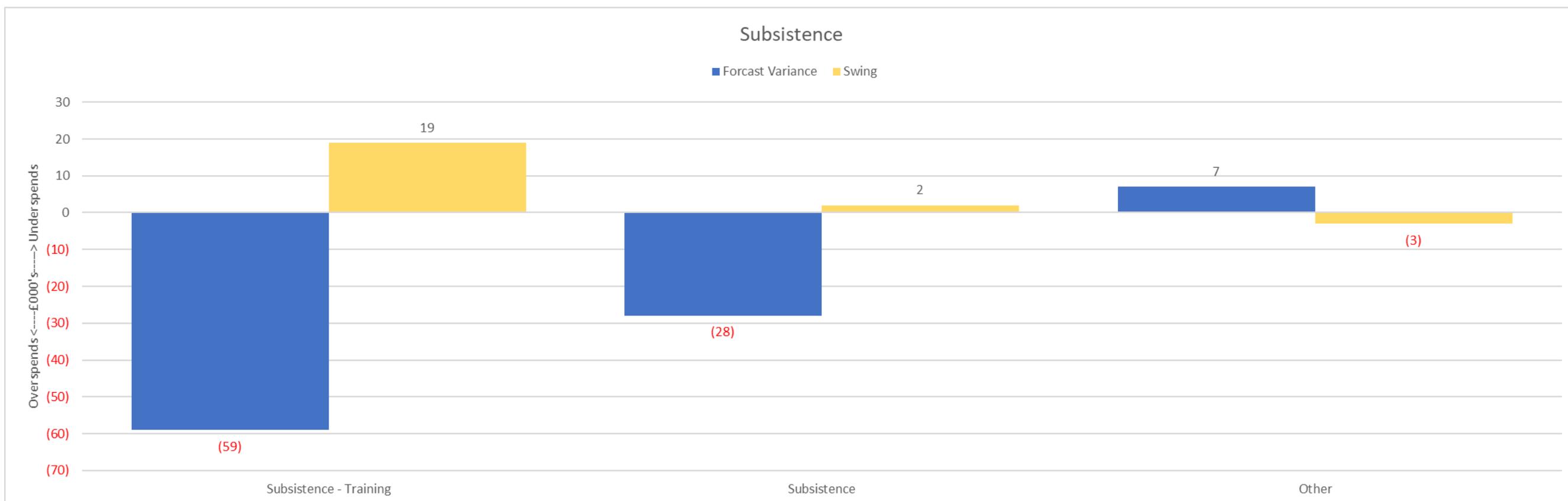
# Training

Outturn	Swings
<p><b>£197,000 overspent, representing 19.5% of budget.</b></p>	<p><b>In February an overspend of £151,000 was forecast. The year-end position has therefore resulted in an adverse swing of £46,000 representing 4.6% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Other - reduced volumes of training equipment.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Learning &amp; Development Courses – transfer of costs in respect of Non-HQ Funded Training (mainly fleet). Additional costs in respect of modern apprenticeship registration fees along with SVQ awards and certificates.</li> <li>Training Non HQ Funded – reallocation of costs to Learning &amp; Development Courses (see above).</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Operational training courses – catch up activity, including residential training courses.</li> <li>Training Non-HQ Funded – specialist training courses within Directorates.</li> </ul>	



# Subsistence

Outturn	Swings
<p><b>£80,000 overspent, representing 4.9% of budget.</b></p>	<p><b>In February an overspend of £98,000 was forecast. The year-end position has therefore resulted in a favourable swing of £18,000 representing 1.1% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Other – spoilt meals.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Subsistence Training - reduced volumes in the final month of the year.</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Subsistence training – unit cost increases and costs for the January 2022 intake which extending into the 2022/2023 financial year along with an increase in the number of recruits during the year.</li> <li>Subsistence – costs mainly within the SDAs with an increase in accommodation, specifically in more rural areas. In addition subsistence costs for mechanics to maintain the fleet also contributed to the overspend.</li> </ul>	



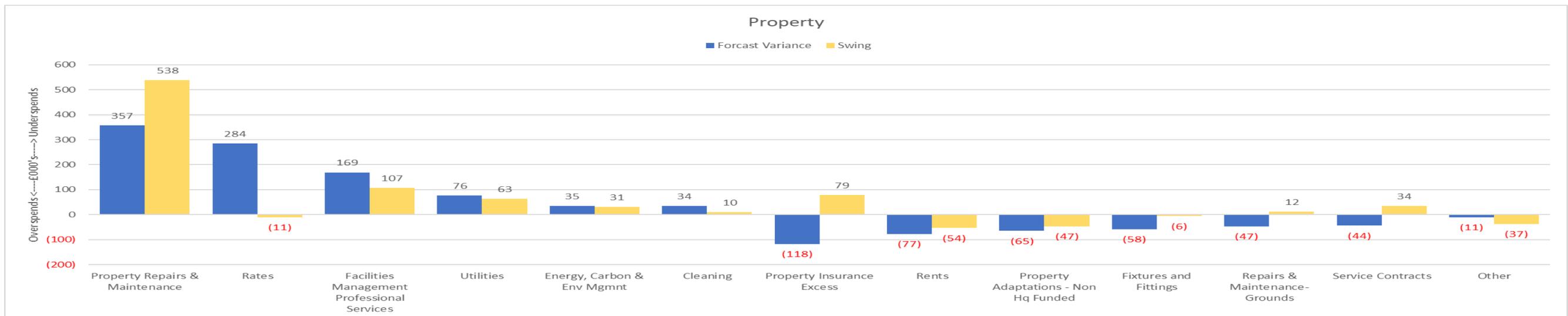
# Other Employee Costs

Outturn	Swings
<p><b>£83,000 overspent, representing 20.7% of budget.</b></p>	<p><b>In February an underspend of £184,000 was forecast. The year-end position has therefore resulted in an adverse swing of £267,000 representing 66.6% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Holiday Pay Accrual – payments in respect of holidays that were lost in 2021/2022 as a result of Covid have now been paid. The accrual made in 2021/22 in respect of this has been released.</li> <li>Optical/ Vision Aids – the impact of policy changes and reduced throughput at opticians resulted in an underspend.</li> <li>Pre Employment Costs – change to the provision of online pre-screening tests.</li> <li>Other Staff Costs - release of a legacy provision in respect of restructure costs.</li> <li>Employee Other Budget Reallocation – release of accrual for overtime holiday pay no longer required.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <p>Holiday Accrual –increase in the holiday pay accrual relative to 2021/2022.                  Other Staff Costs – Release of historical HMRC debtor due to refunds being taken into account in HMRC billing.                  Other – Increased apprenticeship levy charges following pay awards which were made in March.</p>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Holiday Accrual –increase in the annual holiday pay accrual relative to 2021/2022.</li> <li>Other Staff Costs – Release of historical HMRC debtor due to refunds being taken into account in HMRC billing.</li> <li>Employee Other Budget Reallocation – shortfall in Scottish Government funding for higher than budgeted pay awards.</li> </ul>	



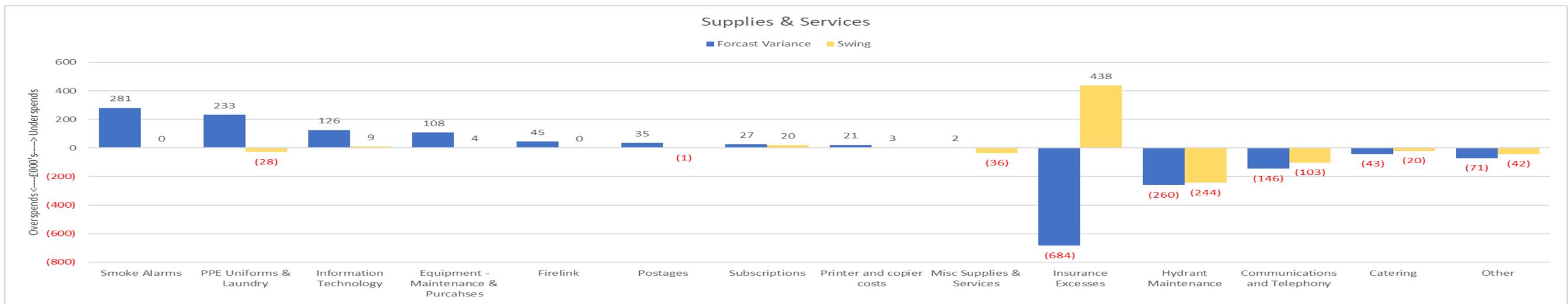
# Property

Outturn	Swings
<p><b>£535,000 underspent, representing 1.9% of budget.</b></p>	<p><b>In February an overspend of £184,000 was forecast. The year-end position has therefore resulted in a favourable swing of £719,000 representing 2.6% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Repairs &amp; Maintenance – release of historical property related accruals.</li> <li>Rates – due to inflationary increases applied by local authorities being less than the 4% included within the budget. In addition changes to rateable values have also resulted in an underspend.</li> <li>Facility Management/ Professional Services – due to lack of ability to procure services combined with release of historical property related accruals.</li> <li>Utilities – reduced consumption.</li> <li>Energy, carbon &amp; Environmental Management – supply chain delays.</li> <li>Cleaning – reduced activity post COVID.</li> <li>Other – reduced security costs.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Repairs &amp; Maintenance – release of historical property related accruals.</li> <li>Rates – unexpected late invoices.</li> <li>Facility Management/ Professional Services –release of historical property related accruals.</li> <li>Utilities – further reduced consumption partly offset by additional automated meter reading charges.</li> <li>Energy, carbon &amp; Environmental Management – supply chain delays resulting in orders not being delivered.</li> <li>Cleaning – reduced activity.</li> <li>Property Insurance Excess - supply chain delays resulting in orders not being delivered.</li> <li>Rent – dilapidation costs.</li> <li>Property Adaptations – Waste tank emptying and property equipment for the Training function along with release of historical property related accruals.</li> <li>Fixtures &amp; Fittings – addition spend mainly within the North SDA relating to locker bays..</li> <li>Repairs &amp; Maintenance Grounds – actual costs for jobs were below February’s estimated costs.</li> <li>Service Contracts - release of historical property related accruals.</li> <li>Other –relocation costs in respect of moving and storing museum artefacts.</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Repairs &amp; Maintenance – work to ensure properties remained wind and water tight.</li> <li>Utilities - additional automated meter reading charges.</li> <li>Property Insurance Excess – includes costs for subsidence at North Anderson Drive.</li> <li>Rents – increases following rent reviews and dilapidation costs.</li> <li>Property Adaptations - mainly within Service Delivery with funding being provided through savings in On Call. Waste tank emptying and property equipment for the Training function.</li> <li>Fixtures &amp; Fittings – mainly within Service Delivery with funding being provided through savings in On Call.</li> <li>Repairs &amp; Maintenance Grounds – additional gritting and tree surgery costs.</li> <li>Service Contracts – additional costs to carry out remedial work following a review of Service assets</li> <li>Other – refuse collection and relocation costs.</li> </ul>	



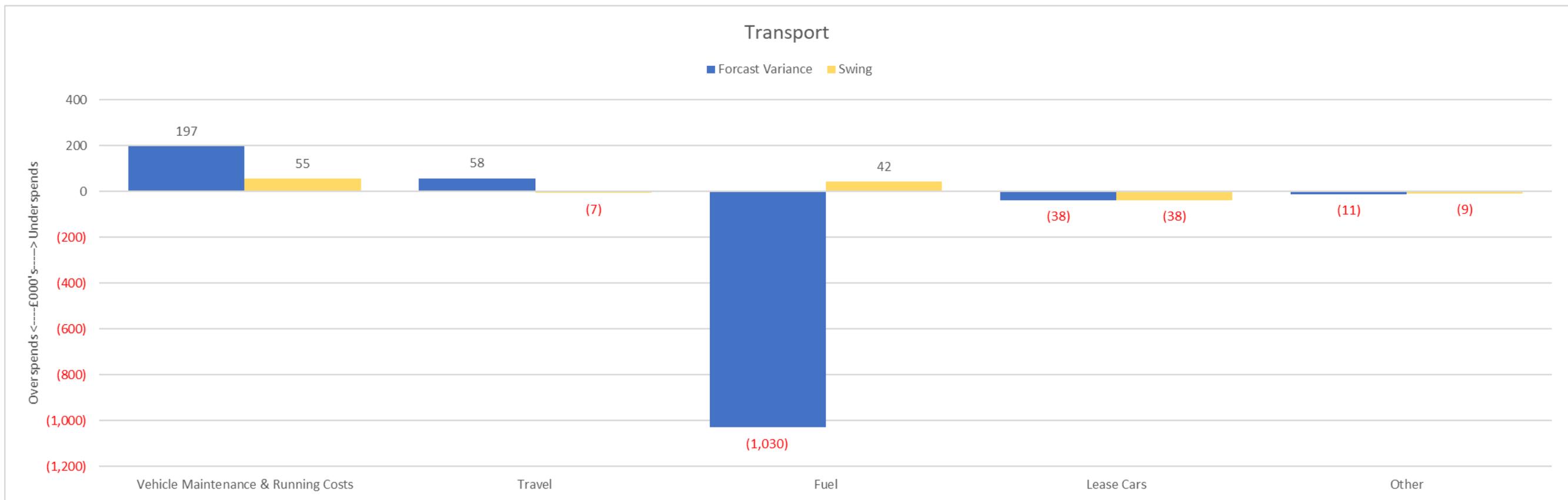
# Supplies & Services

Outturn	Swings
<p><b>£326,000 overspent, representing 1.7% of budget.</b></p> <p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Smoke Alarms - reduced volumes of detectors purchased.</li> <li>PPE, Uniforms &amp; Laundry – reduced volumes and a historical stock adjustment.</li> <li>Information Technology – savings in dual running costs for the Command &amp; Control Mobilisation System following the termination of the contract.</li> <li>Equipment Maintenance &amp; Purchases – reduced volumes due to supply chain challenges.</li> <li>Firelink – fewer staff allocated to this project between June and October 2022.</li> <li>Postage – expected post Covid demand did not materialise.</li> <li>Subscriptions – cancelled subscriptions.</li> <li>Printer &amp; Copier costs – reduced lease charges following the impact of IFRS16.</li> <li>Misc Supplies - heritage and youth volunteer related spend allocated to other lines.</li> </ul> <p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Information Technology – increased costs for contract renewals.</li> <li>Misc Supplies - costs for termination of document storage contract along with long service awards.</li> <li>Insurance Excess – liability in respect of legacy asbestosis settlement and increased claims.</li> <li>Hydrant maintenance – increased repairs carried out by the supplier due to historical backlog along with price increases.</li> <li>Communications &amp; Telephony – increased contract renewals and delays in the new mobile phone contract which was budgeted to deliver savings.</li> <li>Catering – increased activity.</li> <li>Other – timber and scrap cars, advertising, operational equipment non-HQ, ESMCP and engineering inspections.</li> </ul>	<p><b>In February an overspend of £327,000 was forecast. The year-end position has therefore resulted in a favourable swing of £1,000 representing 0.01% of budget.</b></p> <p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>PPE Uniforms &amp; Laundry – historical stock adjustment in respect of VAT.</li> <li>Subscriptions – skills for Justice subscription cancelled.</li> <li>Misc services – heritage related costs and additional long service awards.</li> <li>Insurance Excess – final reconciliation of insurance excess liabilities following closure of the year end and the settlement of the legacy asbestosis claim which was less than previously forecast.</li> <li>Hydrant Repairs – significant price increases imposed by supplier in the last month. This increase is being challenged.</li> <li>Communications &amp; Telephony – late supplier invoices plus a contract did not cease as expected and resulted in additional dual running cost.</li> <li>Catering – Increased activity within Service Delivery and training related activity.</li> <li>Other – Increased costs in the final month for timber and adverting along with a revision of the cost associated with the ESMCP project.</li> </ul>



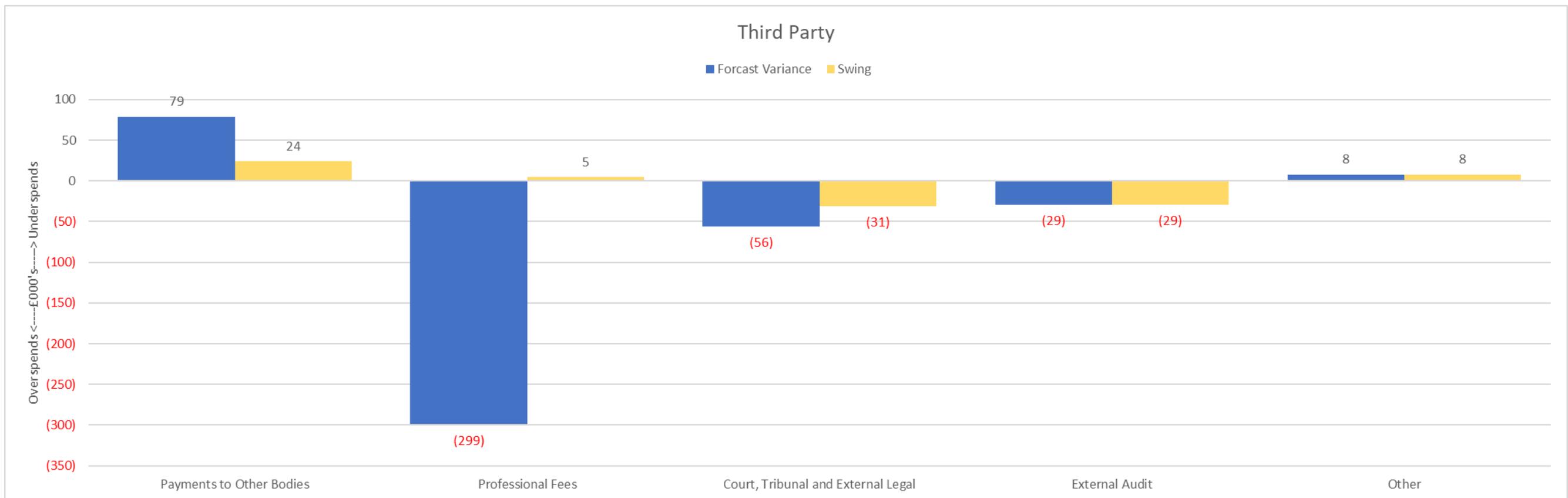
# Transport

Outturn	Swings
<p><b>£824,000 overspent, representing 13.1% of budget.</b></p>	<p><b>In February an overspend of £867,000 was forecast. The year-end position has therefore resulted in a favourable swing of £43,000 representing 0.7% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>Vehicle Maintenance &amp; Running Costs – supply chain delays and reduced volumes including tyres.</li> <li>Travel – reduced activity within the Training, Safety &amp; Assurance, People and Service Development Directorates.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Vehicle maintenance &amp; running costs – supply chain delays.</li> <li>Fuel – reduced fuel pump prices in the final month.</li> <li>Leased Cars –reconciling adjustments in respect of IFRS16.</li> <li>Other - vehicle hire in respect or the equipment and fleet functions in the final month of the year.</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>Travel – increased activity within the Service Delivery Directorate.</li> <li>Fuel – increases in prices caused by geopolitical issues along with increased activity.</li> <li>Leased Cars – adjustments in respect of IFRS16.</li> <li>Other - vehicle hire in respect or the equipment and fleet functions.</li> </ul>	



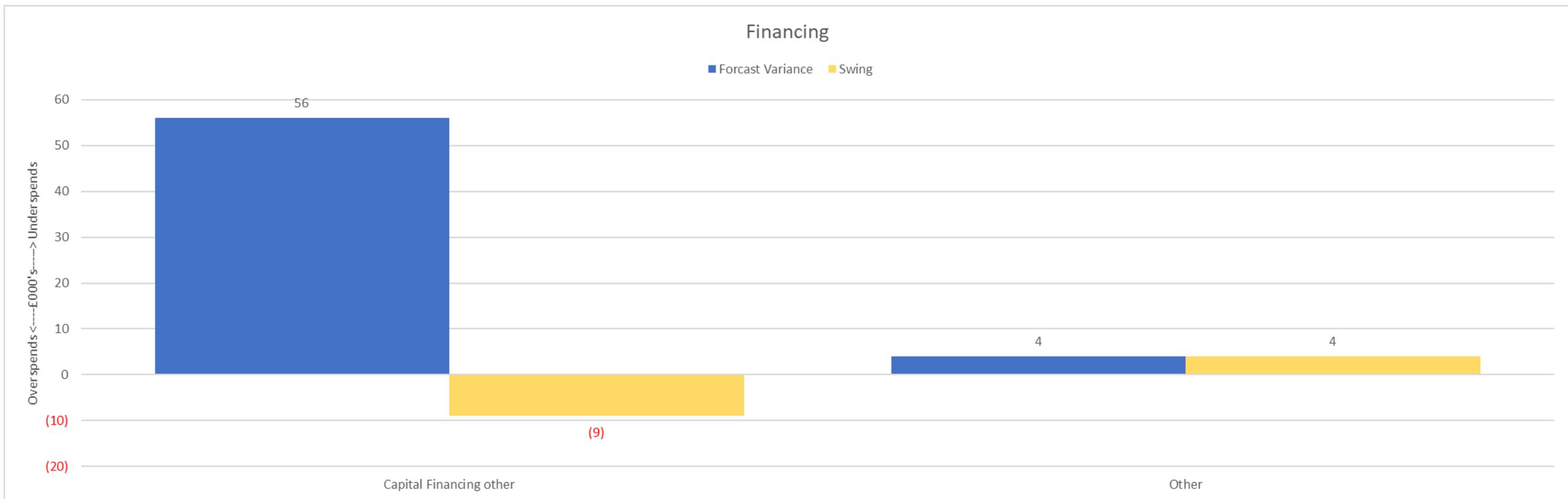
# Third Party Payments

Outturn	Swings
<p><b>£297,000 overspent, representing 18.8% of budget.</b></p>	<p><b>In February an overspend of £274,000 was forecast. The year-end position has therefore resulted in an adverse swing of £23,000 representing 1.5% of budget.</b></p>
<p><b>Underspends:</b></p> <ul style="list-style-type: none"> <li>• Payments to other bodies – Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU) payments less than budgeted, reduced security vetting and boat berthing fees.</li> <li>• Professional fees – reduced volume of post incident support counselling services and reduced employee recognition scheme costs.</li> <li>• Other – Medical reports, Fire Board costs and corporate licences.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>• Payments to other bodies – reduced security vetting and boat berthing fees.</li> <li>• Court, Tribunal and External Legal – HMRC legal costs.</li> <li>• External Audit – increased audit fee confirmed at year end.</li> <li>• Other – reduced Fire Board costs in the final period.</li> </ul>
<p><b>Overspends:</b></p> <ul style="list-style-type: none"> <li>• Professional Fees – costs for professional services to support the PTFAS project, physician services, backdated chaplaincy costs, legal costs in respect of CCMS and the security project which continued into the 2022/2023 financial year.</li> <li>• Court, Tribunal and External Legal – increased tribunal costs, legal costs in respect of HMRC.</li> <li>• External Audit – increased audit fees.</li> <li>• Other – physiotherapy and internal audit fees.</li> </ul>	



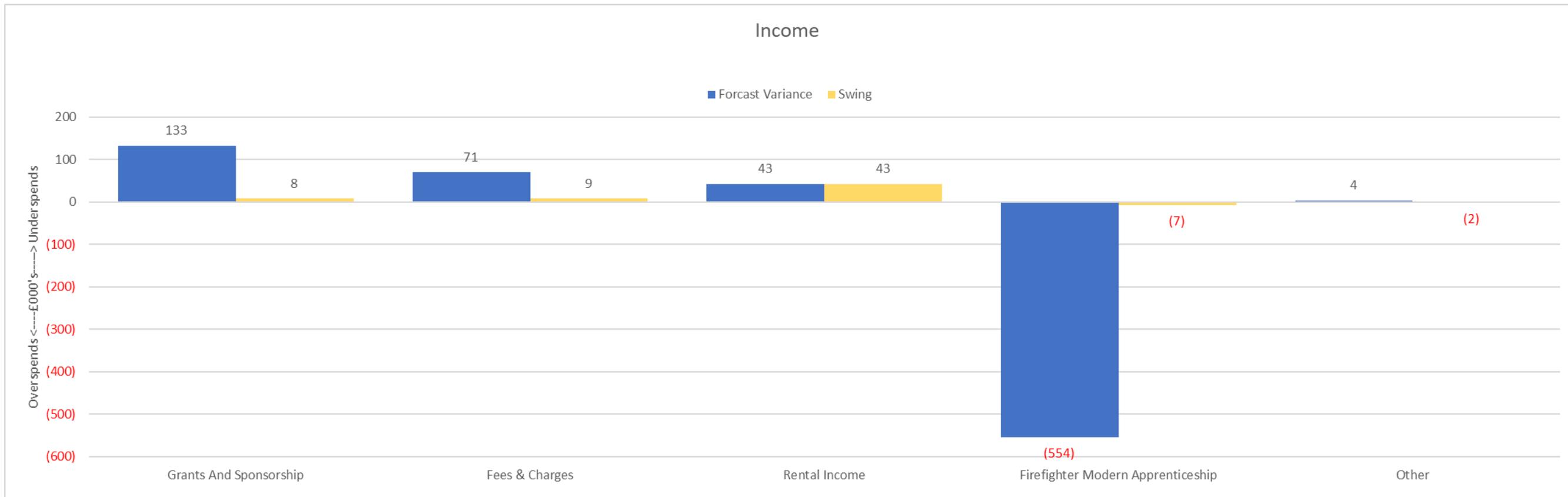
# Financing

Outturn	Swings
£60,000 underspent, representing 2.8% of budget.	In February an underspend of £65,000 was forecast. The year-end position has therefore resulted in an adverse swing of £5,000 representing 0.2% of budget.
<b>Underspends:</b> <ul style="list-style-type: none"> <li>Capital Financing Other – reduced costs of legacy loans.</li> <li>Other – loan fund expenses.</li> </ul>	<b>Change in Financial Position compared to February Forecast:</b> <ul style="list-style-type: none"> <li>Capital Financing Other – the costs of legacy loans was slightly higher than forecast in February.</li> <li>Other – reduced costs for loan fund expenses.</li> </ul>
<b>Overspends:</b>	



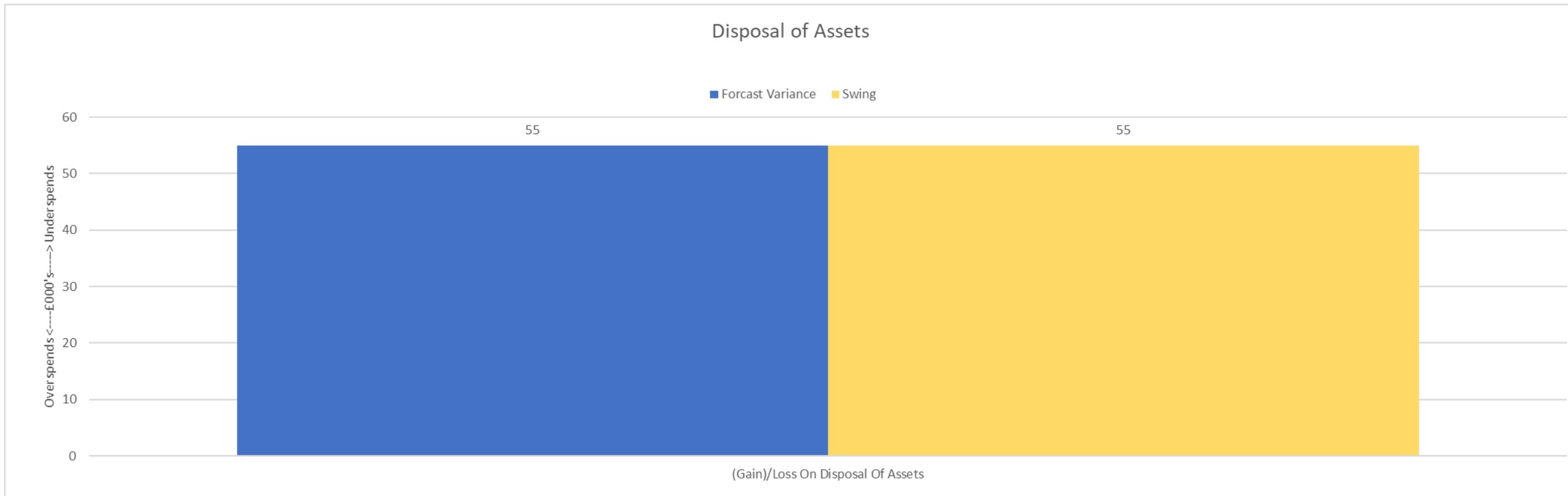
# Income

Outturn	Swings
<p><b>£303,000 under recovered, representing 17.7% of budget.</b></p>	<p><b>In February an under recovery of £354,000 was forecast. The year-end position has therefore resulted in an favourable swing of £51,000 representing 3.0% of budget.</b></p>
<p><b>Over Recoveries:</b></p> <ul style="list-style-type: none"> <li>Grants and Sponsorship –income in respect of electric vehicle charging points.</li> <li>Fees &amp; Charges – includes income for the sale of obsolete equipment and the recovery of costs for supporting unbudgeted events.</li> <li>Rental Income – income from shared service properties.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Rental Income - additional income from shared service properties following recovery maintenance costs. The sharing of an additional site with the Scottish Ambulance Service.</li> </ul>
<p><b>Under Recoveries:</b></p> <ul style="list-style-type: none"> <li>Firefighter Modern Apprenticeship - delays in the process for reclaiming income.</li> <li>Other – recovery of training course costs from third parties.</li> </ul>	



# Disposal of Assets

Outturn	Swings
<p><b>£55,000 over recovered.</b></p>	<p><b>In February there was no forecast. The year-end position has therefore resulted in an favourable swing of £55,000.</b></p>
<p><b>Over Recoveries:</b></p> <ul style="list-style-type: none"> <li>Gain/ Loss on Disposal of Assets - Sales of non-operational vehicles.</li> </ul>	<p><b>Change in Financial Position compared to February Forecast:</b></p> <ul style="list-style-type: none"> <li>Gain/ Loss on Disposal of Assets - Sales of non-operational vehicles processed at the end of the financial year.</li> </ul>



# Analysis of Budgeted Savings

	Full Year			Red, Amber, Green Status	Nature of Savings	Commentary
	Included in the 22/23 Budget	Delivered in 22/23				
Support Vacancies	1,827	2,485	G+	One Off	Additional vacancies offset by increased pay award and unbudgeted costs for staff supporting both the PTFAS and CCF projects. This should be considered alongside the agency/ contractor saving target	
On-call Vacancies	600	838	G+	One Off	Increased vacancies within the North SDA	
AFA Impact	509	369	A	Recurring	Increased activity levels	
Property Repairs	500	857	G+	One Off	Release of historical accruals. Increased activity to ensure properties remain wind and water tight.	
Utility Efficiency Programme	415	500	G+	Recurring	Reduced consumption of electricity including solar savings	
Rates	360	644	G+	Recurring	Budgeted inflation levels higher than actual inflation applied by local authorities	
Apprenticeship Scheme Income	258	(296)	R	Recurring	Delays in processing and completion of applications for income	
Travel & Subsistence	208	238	G+	Recurring	Reduced travel across Corporate Directorates partly offset by additional costs within Service Delivery to support rural areas.	
Loan Funds	199	259	G+	Recurring	A review of loan fund charges has been undertaken and savings are anticipated in 2022/23 and beyond.	
SAS Shared Services	148	191	G+	Recurring	Recovery of repair and maintenance costs along with additional shared service sites.	
Transport Costs	131	(937)	R	One Off	Significantly increased fuel prices.	
Agency / Contractors	128	(948)	R	Recurring	Unbudgeted costs in respect of both the PTFAS and CCF projects. Continued use of agency staff to provide cover for vacancies.	
New Recruit Accommodation	118	58	A	Recurring	Additional costs for the January 2022 recruits plus an increase in intake numbers.	
ICT	102	228	G+	Deferred	Delays in the roll-out of the new CCMS system.	
EV Grants	100	233	G+	One Off	Income for electric vehicle charging points expected to be greater than budgeted.	
Face Masks	90	90	G	One Off	In line with budget.	
Other	51	51	G	Recurring	In line with budget.	
Soft FM	49	48	G	Recurring	Decreases to contract price reflecting the reduction in National Insurance.	
Foam Tanks	29	43	G+	Recurring	Reduced foam tank emptying.	
<b>Expense savings</b>	<b>5,822</b>	<b>4,953</b>	<b>A</b>			

**Key**

- R = Savings are not being delivered
- A = Savings are being delivered but below the budgeted level
- G = Savings are being delivered in line with the budget
- G+ = Savings are being delivered in excess of the budget

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



**Report No: B/FCS/30-23**

**Agenda Item: 17**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>						
<b>Report Title:</b>	<b>CAPITAL BUDGET OUTTURN REPORT 2022/23</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to advise the Board of the final Capital Budget position before audit for the financial year ending 31 March 2023 and to outline the areas which have benefitted from the investment.						
<b>2</b>	<b>Funding</b>						
2.1	The Scottish Government allocated funding to SFRS within its 2022/23 Budget of £355.599 million. This funding comprised a Cash Departmental Expenditure Limit (DEL) of £328.147 million and £27.452 million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
2.2	Within the Cash DEL funding for 2022/23, the Capital Programme was set at £32.500 million, £0.173 million was allocated for the implementation of IFSR16 Leases and the balance of £293.234 million was assigned to the Resource Budget.						
2.3	As part of the Autumn Budget Review, a Budget Transfer was agreed by Transport Scotland for £1.5 million, to the Capital Programme, to be spent on Phase 4 EV Charging Points across the service. The budget was revised in the year to £1.424 million to reflect actual spend.						
2.4	Additional Budget Transfers were agreed in the year from the Directorate of Energy and Climate Change (DECC) at Scottish Government, of £1.985 million, for De-carbonisation Projects. £0.134 million for Heating Controls, £0.749 million for Solar PV Installations and £1.102 million for Retained Estate Energy Efficiency.						
2.5	Further budget transfers were agreed from Transport Scotland for £0.255 million for the installation of EV Charging points at Clydesmill Fire Station for the Low Carbon Appliance.						
2.6	In addition to DEL funding, the Capital Programme initially anticipated income from capital receipts of £0.040 million, which was revised during the year to £0.396 million. This was for the sale of non-operational vehicles.						
2.7	£0.040 million was also received from Grants offered in previous years. The connections for the EV Charging Works in Phase 2 and 3 were carried forward to 2022/23 and Grants claimed for the expenditure in the year.						
2.8	Total revised funding was £36.6m.						

<b>3</b>	<b>Main Report/Detail</b>
3.1	<p>Summary for 2022/23:-</p> <ul style="list-style-type: none"> <li>• Final Capital funding was £36.6million as above</li> <li>• The original capital forecast is £34.4million</li> <li>• Actual capital outturn was £36.6million, £137 under budget.</li> <li>• Budget virements in the period are detailed Appendix A</li> <li>• There was a £2.2million deviation from the original budget approved by Board</li> </ul>
3.2	Appendix A provides a detailed breakdown of the Capital Outturn position for financial year 2022/23.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to scrutinise the level of actual expenditure for financial year 2022/23.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The condition and suitability of the majority of SFRS stations, is assessed as poor or worse. Due to experienced and expected funding constraints, the overall estate condition continues to deteriorate further, resulting in an increased risk of failure of built elements and increasing reactive maintenance costs. Capital investment plans continue to be prioritised to those elements within our buildings with the highest risk of failure, or which have the highest operational impact from failure and to address those issues of concern for the health and safety of building users. Prioritisation of funding on improving condition severely limits the services capacity to address the recognised suitability issues and in addition, as highlighted previously, in particular instances of life expired building elements such as RAAC roof structures, there is no cost-efficient maintenance solution and only a major project such as New Build can resolve.
5.2	<b>Financial</b>
5.2.1	Financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	<b>Workforce</b>
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	<b>Health &amp; Safety</b>
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	No Health & Wellbeing implications identified.
5.7	<b>Training</b>
5.7.1	The capital programme includes significant investment in training facilities.
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.

5.8	<b>Timing</b>	
5.8.1	This report covers the period from 1 April 2022 until 31 March 2023.	
5.9	<b>Performance</b>	
5.9.1	Total actual expenditure was in line with the budgeted figure of £36.600m.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	Key stakeholders are engaged during project development and implementation.	
5.11	<b>Legal</b>	
5.11.1	External legal support is in place to facilitate the sale of assets.	
5.12	<b>Information Governance</b>	
5.12.1	DPIA completed Yes/No. If not applicable state reasons.	
5.13	<b>Equalities</b>	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.	
5.14	<b>Service Delivery</b>	
5.14.1	Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely coordinated between asset management, training and local service delivery areas.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Acting Director of Finance and Procurement advised the Board of the final Capital Budget Outturn position before audit for the financial year ending 31 March 2023 and outlined the areas which have benefitted from capital investment over the year and the remaining challenges in our capital investment plan.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	John Thomson, Acting Director of Finance & Procurement
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Capital Outturn Report – SFRS Board - October 2023	
<b>Prepared by:</b>		Tracey-Anne Morrow, Deputy Accounting Manager
<b>Sponsored by:</b>		Lynne McGeough, Acting Head of Finance & Procurement
<b>Presented by:</b>		John Thomson, Acting Director of Finance & Procurement
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
Strategic Leadership Team		17 October 2023
SFRS Board		26 October 2023
		<b>Report Classification/ Comments</b>
		For Information
		For Scrutiny

# Capital Outturn Report 22-23

## SFRS Board

## October 2023

# Content

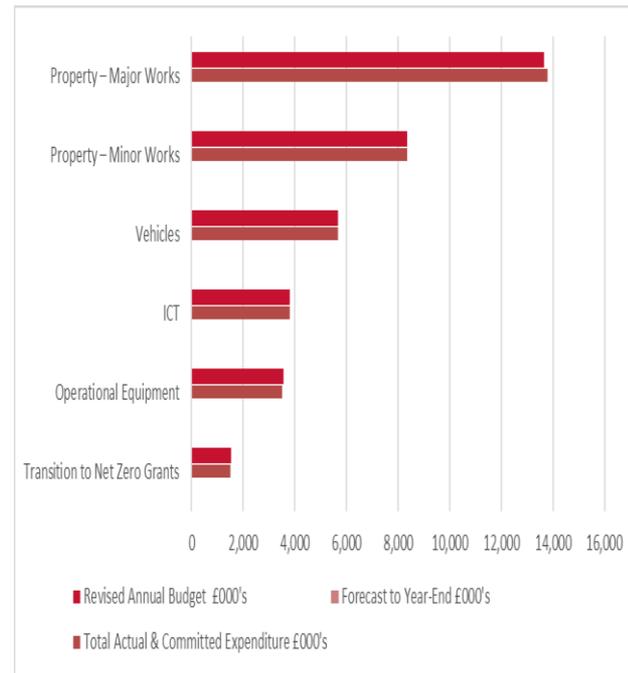
- Year to date spend and commitment v Budget
- Budget, Actuals and Forecast by category
- Full Year Actuals v Budget by category
- Year to Date Actuals v Forecast by category
- Capital Funding
- Year to Date Budget virements
- Property Major Works
- Property Minor Works
- Vehicles
- ICT Equipment excl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



# Capital Outturn report 2022-23

## 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	16,979	13,669	13,787	0	13,787	(118)	3,820
Property – Minor Works	3,858	8,364	8,344	0	8,344	20	12,000
Vehicles	0	5,670	5,666	0	5,666	4	21,900
ICT	10,450	3,792	3,795	0	3,795	(3)	14,175
Operational Equipment	0	3,565	3,509	0	3,509	56	9,640
Transition to Net Zero Grants	2,075	1,541	1,500	0	1,500	41	43
<b>TOTAL EXPENDITURE</b>	<b>33,362</b>	<b>36,600</b>	<b>36,600</b>	<b>0</b>	<b>36,600</b>	<b>0</b>	<b>61,578</b>

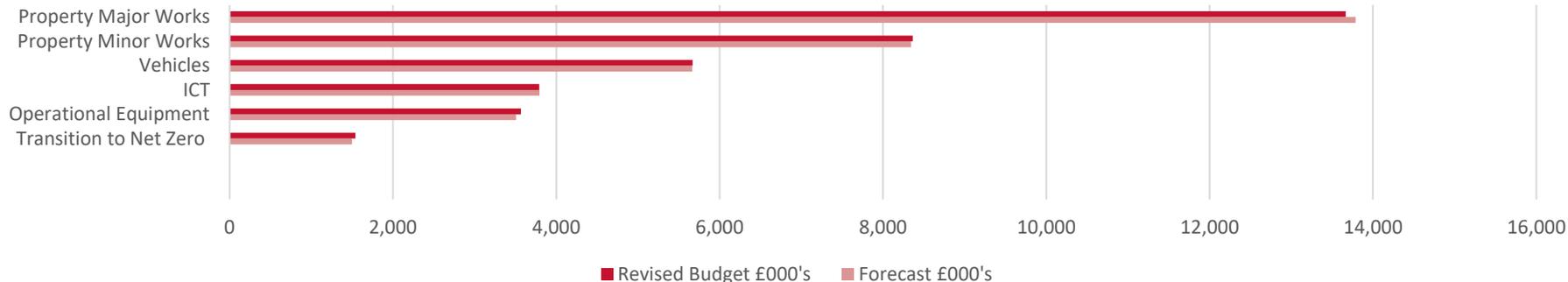


\* Prior year or future year expenditure will be included if relevant to current year expenditure

# Capital Outturn report 2022-23

## Full Year Actuals v Budget by category

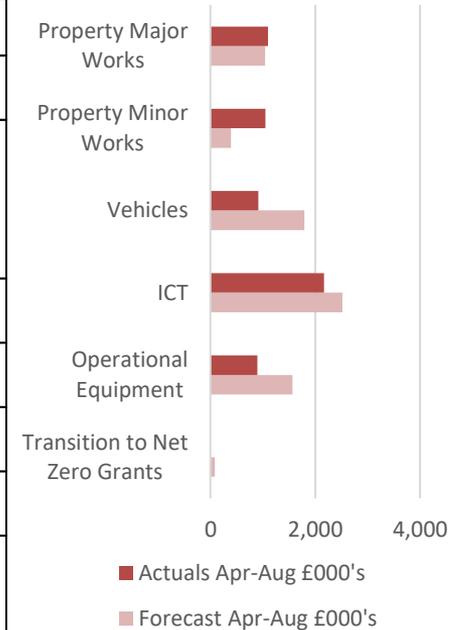
Category	Original Budget	Virements	Revised Budget	£000's			Commentary
				Actuals	Variance to Budget	Variance (%)	
Property Major Works	13,630	39	13,669	13,787	(118)	-1%	Slight overspend in McDonald Road & the West ARC, offset by lower spend on Property Disposal costs.
Property Minor Works	5,100	3,264	8,364	8,344	20	0%	Underspend in Energy & Environmental improvement projects.
Vehicles	3,680	1,990	5,670	5,666	4	0%	Small underspend in Medium Weight Rescue Pumps.
ICT	7,600	(3,809)	3,791	3,795	(3)	0%	Slight overspend in Network Infrastructure project.
Operational Equipment	2,890	675	3,565	3,509	56	2%	Small underspend in operational equipment and PPE issues.
Transition to Net Zero	1,500	41	1,541	1,500	41	3%	Small underspend in Phase 4 EV Charging Points. To carry forward to 23/24.
<b>Total Expenditure</b>	<b>34,400</b>	<b>2,200</b>	<b>36,600</b>	<b>36,600</b>	<b>0</b>	<b>0</b>	Total underspend in year was £137.
<b>Cumulative Total</b>	<b>34,400</b>	<b>2,200</b>	<b>36,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	



# Capital Outturn report 2022-23

## Year to Date Actuals v Forecast by category

Category	Original Budget £000's	Actuals	Forecast	Variance to Forecast	Commentary
		Apr-Mar £000's	Apr-Mar £000's		
Property Major Works	13,630	13,787	13,630	(157)	Purchase of former NHS surgery at Salen for refurbishment to Fire Station, not included in the original forecast.
Property Minor Works	5,100	8,344	5,100	(3,244)	£1.985m for De-carbonisation projects and £0.255m for Ev Charging Points at Clydesmill Fire Station for the Low Carbon Appliance, were not included in the original forecast. Virements also took place for £1m from PPFT project to Energy & Environmental improvements.
Vehicles	3,680	5,666	3,680	(1,986)	£2m virements from CCF and PPFT, as projects moved to resource.
ICT	7,600	3,795	7,600	3,805	CCF & PPFT projects totalling £3.8m, moved to resource in the year.
Operational Equipment	2,890	3,509	2,890	(619)	£1m virement from PPFT and CCF to Operational Equipment, offset by reduction in PPE stock holding in the year.
Transition to Net Zero Grants	1,500	1,500	1,500	0	Transport Scotland funding fully spent out in the year.
<b>TOTAL EXPENDITURE</b>	<b>34,400</b>	<b>36,600</b>	<b>34,400</b>	<b>(2,200)</b>	<b>£1.985m for De-carbonisation projects and £0.255m for Ev Charging Points at Clydesmill Fire Station for the Low Carbon Appliance, were not included in the original forecast.</b>
<b>CUMULATIVE TOTAL</b>	<b>34,400</b>	<b>36,600</b>	<b>34,400</b>	<b>(2,200)</b>	



# Capital Outturn Funding 2022-23

Funding Source	Budget £M's
Capital DEL	34.740
Capital Receipts	0.396
Transition to Net Zero Grants	1.464
<b>Total Expenditure</b>	<b>36.600</b>



Funding Source	Update
Scottish Government GiA	Original GiA budget for 22/23 was £32.500m. £1.985m additional budget was transferred from the Directorate of Energy and Climate change (DECC) for De-carbonisation projects - £0.134m for Heating Controls, £0.749m for Solar PV Installations and £1.102m for Retained Estate Energy Efficiency projects. A further £0.255m additional budget was transferred from Transport Scotland for the installation of EV Charging points at Clydesmill Fire Station for the Low Carbon Appliance. Final GiA Capital DEL was £34.740m.
Capital Receipts NBV	The Capital Programme initially anticipated income from capital receipts of £0.040 million, which was revised during the year to £0.396 million. This was for the sale of non-operational vehicles.
Transition to Net Zero Grants	£1.5m was transferred from Transport Scotland in the year for Phase 4 EV Charging Points. This was amended to £1.464m in the year, due to value of claims submitted.



# Capital Outturn report 2022-23

## Year to Date Budget virements

Category	Board Approved	Total	Revised	Commentary
	Original Budget	Virements	Budget	
	£000's	£000's	£000's	
Property Major Works	13,630	39	13,669	£0.980m vired from Cowcaddens New Build, Uig New Build and Property Project Costs offset by virements of £1.019m to McDonald Road and Inverness Fire Stations, Property Disposal Costs and Salen.
Property Minor Works	5,100	3,264	8,364	£3.264m of virements for De-Cabornisation projects, EV Charging Points at Clydesmill Fire Station for Low Carbon Appliance projects, Energy and Environment improvements and Minor Works.
Vehicles	3,680	1,990	5,670	£1.6m vired from CCF project in the year and £0.390m vired from Ops equipment.
ICT	7,600	(3,809)	3,792	£3.8m virements from CCF and PTFA projects to Property, Fleet and Operational Equipment.
Operational Equipment	2,890	675	3,565	£1m vired from PTFA and CCF to Operational Equipment offset by reduction of PPE stock holding in the year, -£0.325m.
Transition to Net Zero	1,500	41	1,541	£0.077m budget vired from Property for EV Charging Points Phase 3.
<b>Total</b>	<b>34,400</b>	<b>2,200</b>	<b>36,600</b>	
Project Funding				
Capital DEL	(32,500)	(2,240)	(34,740)	Additional GiA budget of £1.985m for De-Cabornisation projects and £0.255m for EV Charging Points at Clydesmill Fire Station for Low Carbon Appliance.
Capital Receipts	(400)	4	(396)	NBV value of receipts in the year were £0.004m lower than budget.
Transition to Net Zero Grants	(1,500)	36	(1,464)	All expenditure for work done on EV Charging Points Phase 4 was claimed in the year. A few connections to carry forward to 23-24.
<b>Total</b>	<b>(34,400)</b>	<b>(2,200)</b>	<b>(36,600)</b>	

# Property Major Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
McDonald Road Fire Station Refurbishment (including Fire Museum)	13,045	200	299	0	299	(99)	0
Cambuslang Asset Resource Centre	2,752	11,600	11,835	0	11,835	(235)	100
Cowcaddens Fire Station New Build	0	0	0	0	0	0	0
Inverness Fire Station Development - Phase 2	0	1,200	1,174	0	1,174	26	600
UIG Fire Station New Build	0	0	0	0	0	0	1,500
Property Project Costs	1,182	250	251	0	251	(1)	900
Property Disposal Costs	0	242	50	0	50	192	220
Fire Station Development Programme	0	27	27	0	27	0	0
Salen Purchase	0	150	151	0	151	(1)	500
<b>Total</b>	<b>16,979</b>	<b>13,669</b>	<b>13,787</b>	<b>0</b>	<b>13,787</b>	<b>(118)</b>	<b>3,820</b>

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

# Property Major Works

In 2022/23 investment of **£13.787million** in the property portfolio (incl Transition to Net Zero) has enabled the Service to:

- Commission the museum of fire and negotiated and agreed the final account for the refurbishment of McDonald Road Fire Station closing the project.
- Significantly progress the construction of Cambuslang Asset Resource Centre (Cambuslang ARC) facility to provide a modern state of the art Vehicle and Communications workshops and stores facility, replacing the aged workshops and stores facilities in Cowcaddens and Hamilton. This project will remove the backlog maintenance associated with the existing premises at Cowcaddens and allow repurposing of Hamilton Stores building as a Heritage support facility.
- Significantly progress Inverness Phase 2 of the reconfiguration project to provide dignified gender-neutral toilets and contaminant control to bring the existing fire station in line with the Services standardised station design and provide a modern fit for purpose facility for operational staff. This project had minimal impact on backlog or future maintenance requirements but reduced the development costs identified to modernise and improve the services estate.
- Initiate the de-risking exercise to ensure maximum capital receipt from the eventual disposal of the Cowcaddens site.
- Purchase a former NHS surgery in the village of Salen on Mull with the intention to develop the building as an operational fire station in future years to replace the existing accommodation of timber shed and use of basement room of local hotel.

# 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	5,192	5,208	0	5,208	(15)	10,000
Training Sites Life Cycle Programme	0	132	124	0	124	8	0
Altens Fire Station - Roof	0	0	0	0	0	(0)	0
Low Carbon Appliance – EV Charging Points – Clydesmill 22-23	0	255	257	0	257	(2)	0
Energy & Environmental Improvements	3,857	800	728	0	728	72	2,000
On Call Stations 2022-23 - GPSEDS Grant		1,102	1,143	0	1,143	(41)	0
Solar PV's 2022-23 - GPSEDS Grant	0	749	750	0	750	(0)	0
Heating Controls 2022-23 - GPSEDS Grant	0	133	133	0	133	0	0
<b>Total</b>	<b>3,858</b>	<b>8,364</b>	<b>8,344</b>	<b>0</b>	<b>8,344</b>	<b>20</b>	<b>12,000</b>

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

# Property Minor Works

In 2022/23 investment of **£8.344million** in the property portfolio has enabled the Service to:

- Progress the installation of a 150kw super charger at Clydesmill Fire Station to support the services pilot Low Carbon Fire appliance through a grant from Scottish Enterprise and Transport Scotland.
- Progress the service's Carbon Management Plan through Smart Heating Systems at 19 electrically heated sites.
- Complete works totalling £1.985 million, for De-carbonisation projects through Capital Budget from Scottish Government. These projects enabled change of Heating Controls (11), On Call Station packaged upgrades (10) and Solar roof panels (25).
- Undertake 166 minor works projects in 110 Properties across Scotland, including; replacement appliance bay doors or internal / external pass doors (21), replacement floors (5), traffic management and site security (3), replacement fire alarms (11), heating upgrades and boiler replacements (8), replacement roofs (18), internal lighting upgrades & emergency lighting (16), training tower upgrades (4), yard resurfacing (5), window replacements (7), boundary fencing (1) and emergency generators (2). The Minor Works investment addressed some of the backlog maintenance requirements identified in previous years and allowed us to prioritise the worst affected building elements.

# 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
Frontline Appliances	0	1,232	1,242	0	1,242	(10)	14,700
Aerial Platforms and Bodyworks	0	0	0	0	0	0	1,100
Low Carbon Appliance	0	109	109	0	109	0	0
Light Vehicles	0	112	112	0	112	0	2,200
Wildfire Vehicles	0	545	545	0	545	(0)	1,000
Light Weight Pumping Units	0	595	595	0	595	0	2,900
Medium Weight Pumping Units	0	3,066	3,052	0	3,052	14	0
Heritage Vehicle Restoration	0	10	10	0	10	0	0
<b>Total</b>	<b>0</b>	<b>5,670</b>	<b>5,666</b>	<b>0</b>	<b>5,666</b>	<b>4</b>	<b>21,900</b>

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

# Vehicles

In 2022/23 investment of **£5.666 million** provided 99 replacement, new and in-production vehicles, including:-

- 7, 18-tonne Heavy Rescue Pump Appliances were delivered, allowing utilisation of Euro 6 compliant appliances in Ultra Low Emission Zone (ULEZ) areas of Scotland and the appliances which are replaced will go to refresh driver training fleet. These replacements reduced the average fleet age in this category to an average age of 9.53 years from 10.93 years. This had no impact on the backlog of appliances in this category, as SFRS needs to introduce 30 appliances in this category year on year to standstill.
- 1, 18 tonne Full Electric Low Carbon Rescue Pump purchased as a proof of concept for live trials to establish the viability of electric power plants for this size of vehicle in an emergency service environment.
- 18, 15-tonne Medium Weight Rescue Pumps were delivered, which have gone to replace end of life fleet in West SDA and North SDA areas. This will reduce the emission output of euro 2 compliance to euro 6 compliance in these more rural areas and reduces the average vehicle age from 15.74 to 14.6 years.
- 20, 15-tonne Medium Weight Rescue Pumps chassis when completed will improve the average age and existing backlog of this class of vehicle as well as reduce the carbon emissions across the rural areas these units will be deployed.
- 10, Wildfire All Terrain Vehicles, Trailers and Equipment, this requirement and the requirement for additional capabilities was identified as part of the new and emerging risks faced due to climate change and variations to traditional weather patterns and will allow the service to effectively tackle these challenges for the next decade.
- 2, Management Team Cars, these were brought in as part of the ongoing replacement program for this class of vehicle and will help reduce the overall carbon output due to the improved emissions and increased range available through hybrid technology.
- 1, Large Panel Van, this was brought in as a direct replacement for a similar vehicle damaged beyond economical repair and will have no impact on the backlog or carbon emissions in this vehicle class.
- 12, 7 tonne Light Pumping Units, these will have a small impact on the existing backlog in this vehicle class and will allow the replacement of the oldest units operating in volunteer stations across the service which are well beyond anticipated useful life as well as aiding the carbon reduction targets of SFRS.
- 4, 7 tonne Technical Rope Rescue Units, when completed and delivered these will remove the backlog of vehicles in this class and allow a standardised response model to be implement across the service as well as reducing the carbon emissions for the existing end of life vehicles.

# 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	982	992	0	992	(10)	1,500
Replacement & Upgrade of AV Kit	0	284	276	0	276	8	300
Server Infrastructure	0	64	63	0	63	1	300
Systems Infrastructure	0	174	188	0	188	(14)	900
Network Infrastructure	0	251	299	0	299	(48)	2,250
Operational Mobilisation Comms	0	368	358	0	358	10	4,000
Data Centre/Disaster Recovery	0	33	28	0	28	5	300
Telephony	0	415	414	0	414	1	600
Cyber Security Provision	0	437	436	0	436	1	300
Safe & Wellbeing	0	150	155	0	155	(5)	75
Website Development	0	35	19	0	19	16	250
ESMCP	0	29	32	0	32	(2)	360
ICT Project Costs	0	177	145	0	145	32	540
<b>Total</b>	<b>0</b>	<b>3,400</b>	<b>3,404</b>	<b>0</b>	<b>3,404</b>	<b>(4)</b>	<b>11,675</b>

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

# ICT Equipment excl NMS

In 2022/23 investment of **£3.404 million** in our ICT infrastructure has enabled:

- Replacement of core ICT assets, mainly laptops (675), and peripherals such as docking stations (300), monitors (600) and cameras, headsets, wireless cards etc to ensure the five-year replacement strategy for desktop/mobile equipment is adhered to, preventing any resurgence of backlog seen in previous years. In addition, 800 tablets were purchased as secondary tablets in appliances to provide access to a range of applications.
- Replacement of ageing audio-visual equipment, such as screens and projectors with smartboards in 85 stations, as well as the new Cambuslang ARC. This is an ongoing replacement programme as and when budget is available.
- Implementation of equipment and connectivity to Cambuslang ARC.
- Services to carry out annual penetration testing by independent supplier to maintain and improve cyber security.
- Replacement of end-of-life firewall hardware (6) to maintain and improve cyber security. Further investment will continue to replace other network equipment in future years.
- Replacement of 800 pagers and 250 fireground radios to support operational communication, addressing mainly breakage and wear and tear of this equipment. Purchase of digital fireground radios for implementation in 2023/24 initially and then rolling into 2024/25 and 2025/26.
- Upgrade of WiFi infrastructure including replacement of 570 Wireless Access Points (WAPs). Further investment will continue into future years to meet the seven-year replacement strategy for this type of equipment.
- Services to support payroll integration and the RDS Payments System. Implementation of Project and Resource Management Software for ICT and wider organisation. Services to support further cloud migration.

# 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	10,450	392	390	0	390	2	2,500
<b>Total</b>	<b>10,450</b>	<b>392</b>	<b>390</b>	<b>0</b>	<b>390</b>	<b>2</b>	<b>2,500</b>

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

# New Mobilising System (NMS)

In 2022/23 investment of **£0.390 million** in the New Mobilising System has enabled:

- The new project team to put in place commercial cover with Technical Advisors to assist SFRS with the creation of a revised Specification of Requirements, due to the contract with Systel coming to an end in November 22. The project team also engaged in pre-procurement market engagement for the new Mobilising System and worked closely with the Portfolio Office on the creation of a Business Case

# 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	1,670	1,651	0	1,651	19	3,640
PPE	0	1,895	1,857	0	1,857	38	6,000
<b>Total</b>	<b>0</b>	<b>3,565</b>	<b>3,509</b>	<b>0</b>	<b>3,509</b>	<b>56</b>	<b>9,640</b>

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

# Operational Equipment

Investment of **£3.509 million** in Operational Equipment has helped to reduce the Equipment Investment backlog and enabled the purchase and commissioning of:

- 23 Advanced Weber Battery Powered Rescue Equipment sets and additional batteries. (All of the above sets were for allocation to the new rescue pumps entering service and also for the replacement of aging assets, thus increasing firefighter safety and de-risking SFRS from High Pressure injection injury cases.)
- 80 sets of ladders (13.5 metre, 9 metre, roof and short extension) for new rescue pumps. (The ladders are to replace aging assets that are at the end of their useful lives across all 3 SDA areas.
- 100 Gas Tight Suits to replace assets at end of life and support operational frontline delivery for Hazmat incidents.
- 1,000 General Purpose Line bags and 4 full Technical Rope Rescue (TRR) kits. These are replacements and standardisation of TRR equipment that is required for new vehicles.
- 120 full air bag stabilisation systems, 20 tonne, 40 tonne air bags, controllers, regulators and hoses, to replace assets coming to end of serviceable life.
- 40 new Thermal image cameras, to meet Operational TIC strategy and increase FF safety.
- Water Rescue Equipment to meet gap analysis of standard inventory required for National water Rescue units.
- 400 x lay flat firefighting hoses to replace aging assets that are at the end of their useful lives across all 3 SDA areas.
- 210 Smoke curtains. These are new assets to SFRS and follow outcomes from Grenfell towers, to increase fire fighter safety and operational response in high rise events.
- 420 full sets of Wild fire PPE, Tunic, leggings, boots, gloves, helmets to meet SFRS strategy for Wild fire operations.
- Replacement of structural Fire-fighting Helmets that are at end of useful life.
- £2.0 million on Structural PPE replacement of items that have been damaged through wear and tear and new recruits entering service.

# 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	625	40	40	0	40	0	0
EV Points - Phase 3 (20/21) - TS	1,450	77	36	0	36	41	0
EV Points - Phase 4 (21/22) - TS	0	1,423	1,423	0	1,423	(0)	43
<b>Total</b>	<b>2,075</b>	<b>1,541</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>	<b>41</b>	<b>43</b>

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

# Transition to Net Zero Grants

In 2022/23 investment of **£1.500million** in Transition to Net Zero projects has enabled the Service to:

- Install 86 new EV Charging Points across the service, in a mixture of Retained and Wholetime stations.

Report No: B/TSA/02-23

Agenda Item: 18.1

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>26 OCTOBER 2023</b>							
<b>Report Title:</b>	<b>SFRS / ANTHONY NOLAN PARTNERSHIP - ANNUAL REPORT - ACADEMIC YEAR 2022/23</b>							
<b>Report Classification:</b>	<b>For Information Only</b>	<b>SFRS Board/Committee Meetings ONLY</b>					<b>For Reports to be held in Private</b>	
		<b>Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this paper is to provide the Board with an overview of the achievements of the SFRS/Anthony Nolan Partnership during the 2022/23 Academic Year, details of which are contained within Appendix A (Annual Report).							
<b>2</b>	<b>Background</b>							
2.1	The change of age criteria in 2012 signalled a change in focus for the Partnership and the beginning of the donor recruitment schools programme. This change in strategy provided the Partnership with an opportunity to engage a captive audience in a very structured environment and add greater quality to the register due to the age of school pupils being recruited.							
2.2	It was the vision of the Partnership that it should be about more than just recruiting pupils onto the register. The schools programme events have been designed in a way that encourages greater involvement from pupils and allows them to take ownership, demonstrate leadership and put their own `stamp` on events. It shows pupils the significant impact they can have on the lives of others through active citizenship, personal commitment and a simple selfless act.							
2.3	Partnership volunteers go into secondary schools across Scotland to deliver inspiring educational presentations to 16 to 18-year olds about stem cell, blood and organ donation. The focus is on the potentially lifesaving impact that young people can have through positive citizenship, which is in line with the aims of the Curriculum for Excellence. The events provide a positive environment for the SFRS to engage with young people and to demonstrate their commitment to supporting their local communities.							
2.4	The Partnership were keen to use this process to deliver 'additional value' to both the schools and pupils and therefore have designed an innovative process that encourages peer involvement using some of the young people as 'SFRS Champions'. These 'Champions' support the programme through helping deliver the message to their fellow pupils, booking people in for the recruitment event and even staffing the welcome desk.							
2.5	This increases the feeling of ownership and gives a real opportunity for those involved to develop confidence and to see first-hand the impact they can have regardless of academic abilities or socio-economic background.							

<b>3</b>	<b>Main Report/Detail</b>
3.1	The 2022/23 academic year saw SFRS/Anthony Nolan Partnership school donor recruitment activity for the first time since the Covid19 pandemic.
3.2	Due to the two years pause in activity because of the pandemic, many of the partnership Tactical Leads and volunteers have either retired or moved internally within the Service, likewise, many of our school contacts had either moved on or retired. Therefore, the focus of the partnership during the 2022/23 year was to rebuild the partnership structure and re-engage with schools to build relationships.
3.3.	With regards to partnership activity in 2022/23, we facilitated 12 school donor recruitment events, recruiting 849 people to the register, over 19,000 in total now. Within the reporting period the partnership saw a further nine people donate their stem cells and potentially save the life of someone with blood cancer, in total the partnership has had 105 people donate their stems cells.
3.4	96% of people recruited by SFRS have been aged between 16 and 23 years of age, this is incredibly important as Anthony Nolan, through their research, have identified that younger donors within this age bracket have a far greater chance of being a match and provide better patient outcomes post-transplant. The percentage of people recruited by Anthony Nolan in this age bracket is currently 65%.
3.5	Appendix A (Annual Report) highlights the achievements of the SFRS/Anthony Nolan Partnership during the academic year, 1 August 2022 to 31 July 2023.
3.6	The main highlights from the report are: <ul style="list-style-type: none"> <li>• 849 new donors recruited onto the register.</li> <li>• 9 lifesaving stem cell donations made.</li> <li>• Over 1,500 pupils engaged with.</li> </ul>
3.7	Average of 70 donors recruited per event (compared to 37 Anthony Nolan average).
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to note the content of the SFRS/Anthony Partnership Annual Report and recognise the work of the partnership volunteers during the 2022/23 academic year.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	N/A
5.2	<b>Financial</b>
5.2.1	N/A
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	All event supplies are delivered and picked up by Anthony Nolan pre- and post-event, and those resources not required are re-used at further events.
5.4	<b>Workforce</b>
5.4.1	A key point that should be emphasised is that SFRS volunteers involved do so in their own time or as additional voluntary work to their existing duties. The Partnership has three Vice Chairs, one per SDA area and 26 Tactical Leads who oversee the volunteer groups within their respective areas.

5.5 5.5.1	<b>Health &amp; Safety</b> Anthony Nolan risk assessments are completed for every donor recruitment event by SFRS Tactical Leads in conjunction with schools. These risk assessments are submitted to Anthony Nolan prior to any event.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> N/A
5.7 5.7.1	<b>Training</b> Anthony Nolan has already provided SFRS Partnership Tactical Leads with full training in running a recruitment event in accordance with Anthony Nolan's rules and guidelines. Anthony Nolan will provide further training and materials as required should there be any change to process.
5.8 5.8.1	<b>Timing</b> SFRS/Anthony Nolan Annual Report will be produced on a yearly basis covering academic years.
5.9 5.9.1	<b>Performance</b> Annual Report will be submitted to SLT and the Board on a yearly basis and shared with all Partnership volunteers.
5.10 5.10.1	<b>Communications &amp; Engagement</b> The Annual Report will be hosted on the SFRS/Anthony Nolan Partnership SFRS iHub page.
5.11 5.11.1	<b>Legal</b> Formal Partnership Agreement between SFRS and Anthony Nolan is currently under review and will be resigned in November 2023.
5.12 5.12.1	<b>Information Governance</b> N/A
5.13 5.13.1	<b>Equalities</b> N/A
5.14 5.14.1	<b>Service Delivery</b> N/A
<b>6</b>	<b>Core Brief</b>
6.1	The Director of Training, Safety and Assurance presents this report outlining the achievements of the SFRS/Anthony Nolan Partnership during the 2022/23 academic year.
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> Andy Watt, Director of Training, Safety and Assurance
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b> All SFRS/Anthony Nolan donor recruitment events are delivered in accordance with Anthony Nolan clinic governance and information governance guidelines. All SFRS volunteers are fully trained to deliver events by Anthony Nolan.  All data contained within the Annual Report is centrally co-ordinated by Anthony Nolan and cross referenced by the SFRS Partnership.

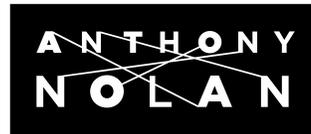
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A - SFRS/Anthony Nolan Partnership – Annual Report	
<b>Prepared by:</b>	Andy Watt, SFRS/Anthony Nolan Partnership Chair	
<b>Sponsored by:</b>	Andy Watt, SFRS/Anthony Nolan Partnership Chair	
<b>Presented by:</b>	Andy Watt, SFRS/Anthony Nolan Partnership Chair	
<b>Links to Strategy and Corporate Values</b>		
<p><b>Our Purpose</b> To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland.</p> <p><b>Strategic Plan - Outcome Seven</b> Community safety and wellbeing improves as we work effectively with our partners.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>17 October 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>26 October 2023</i>	<i>For Information</i>

**THE SCOTTISH FIRE AND RESCUE  
SERVICE / ANTHONY NOLAN  
PARTNERSHIP**



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

Working together for a safer Scotland



saving the lives  
of people with  
blood cancer

Agenda item 17.1

**APPENDIX A**

# Annual Report

1<sup>st</sup> August 2022 – 31<sup>st</sup>  
July 2023



Wow...what a year it's been for our incredible Partnership! This year, the incredible Scottish Fire and Rescue Service teams have increased their recruitment numbers from last year more than tenfold – I think we can safely say that after the challenges of navigating the effects of Covid-19, we're back with an almighty bang! The amazing tactical leads, volunteers, school champions, those cheering on and supporting behind the scenes and those ensuring everything's in place to make sure recruitment can happen, have all had a huge impact. Collectively you've recruited more than 800 new potential donors to the Anthony Nolan register over the past year. You're all wonderful and should feel very proud. Without each and every person coming together for this monumental team effort, we wouldn't have recruited anywhere near as many potential donors.



Speaking of incredible figures, we of course must celebrate reaching the incredible milestone of SFRS' 100<sup>th</sup> donor to donate their stem cells! That's 100 families, friendship groups and communities that have been given the gift of hope – and that's all because of you. And since then, a further four people recruited by the Partnership have gone on to donate their stem cells – just amazing! I'm very excited going into the new academic year in the knowledge that celebrating your recruitment of 20,000 donors is not far off at all.

Thank you, SFRS for all your dedication and life-saving determination!

**Chris Phillips, Chief Engagement Officer**

## Year on year comparison

- 2022/23 saw an increase of over 700 donors added to the register compared to the previous year.
- We saw an increase in recruitment of both young donors (16-23) and male donors (43%), both of which are priority groups for development of the register and to improve chances for patients
- We reached – and surpassed – the incredible milestone of 100 donors recruited by SFRS going on to donate their stem cells

# Summary



849 new potential donors added to the register (765 more than 21/22)



12 recruitment events run across Scotland



9 donations giving patients their lifesaving chance

96% 16-23 year olds (compared with 65% Anthony Nolan average)

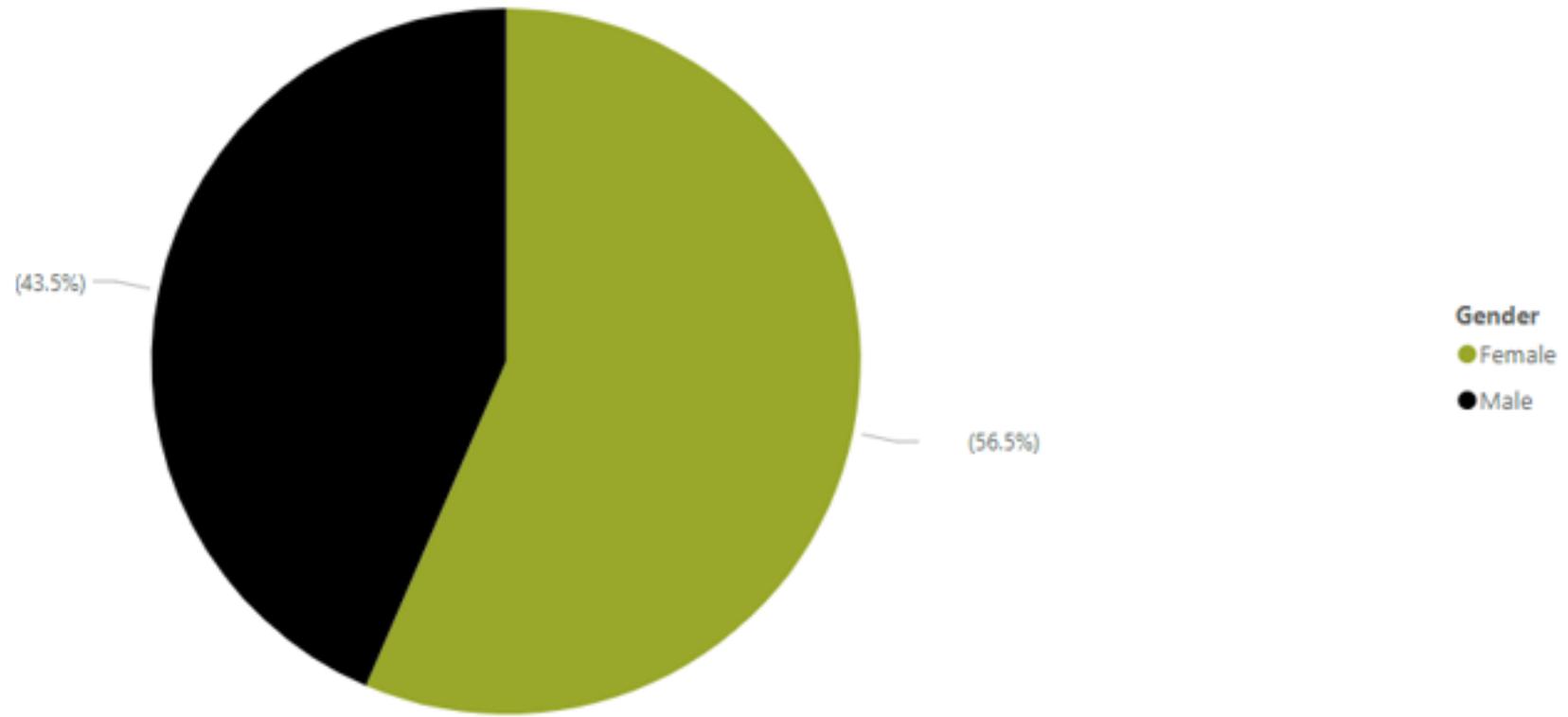


43% of those recruited were male (compared with 35% Anthony Nolan average)



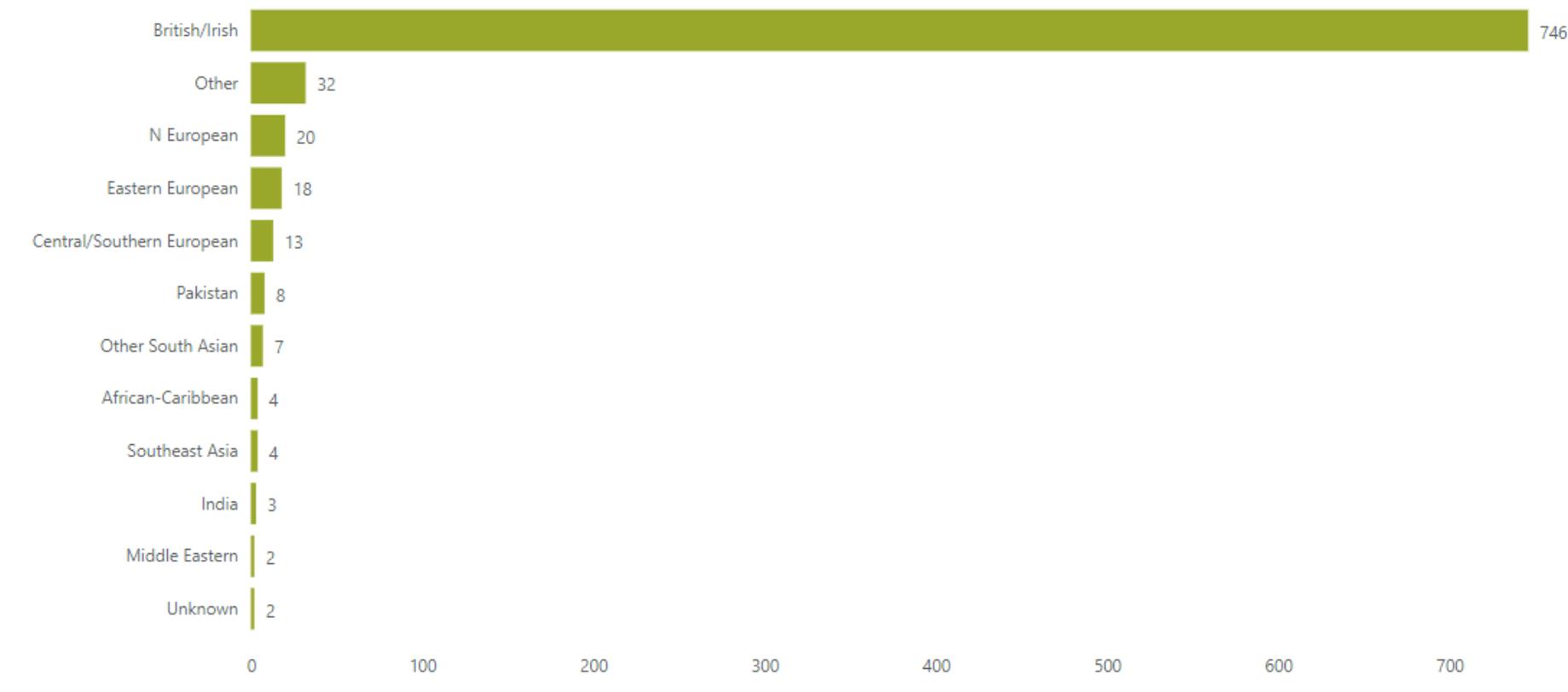
# Total recruitment by gender

Number of people by gender split



# Total recruitment by ethnicity\*

Number of people by ethnicity split



\* Applications where ethnicity is left blank are not included

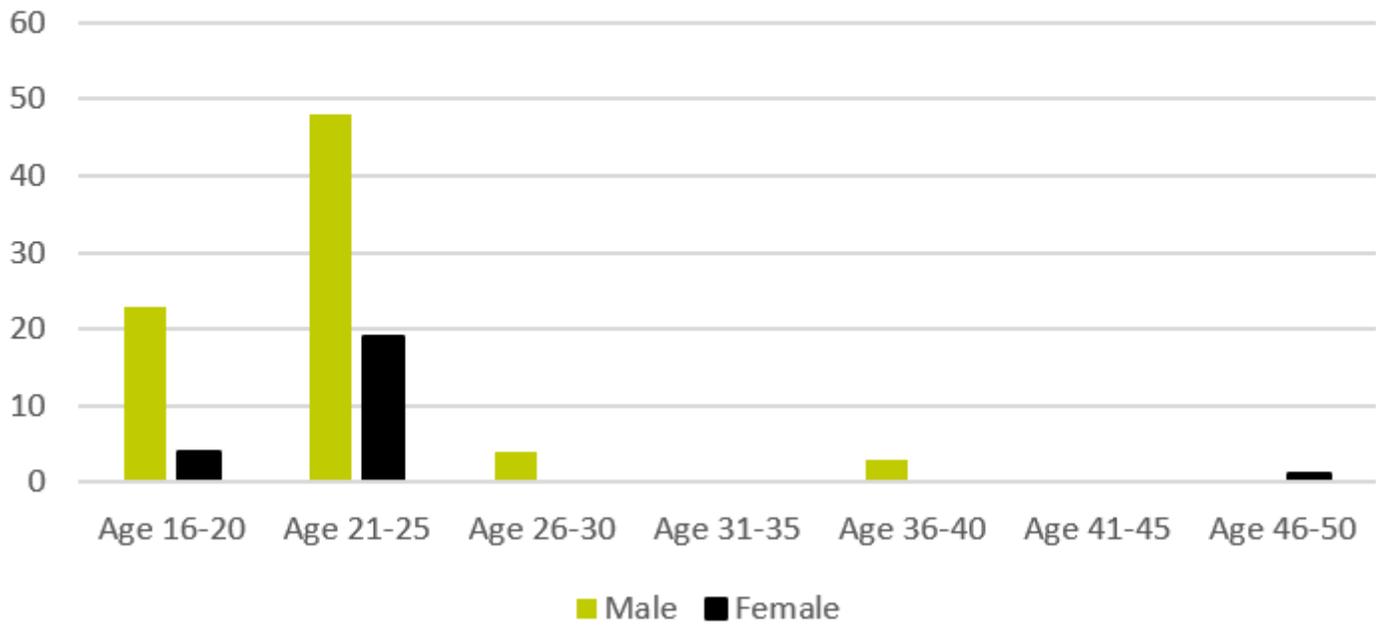
## School presentations and donor recruitment events



12 school talks and recruitment events took place last academic year, with multiple events happening across each of the three service delivery areas.

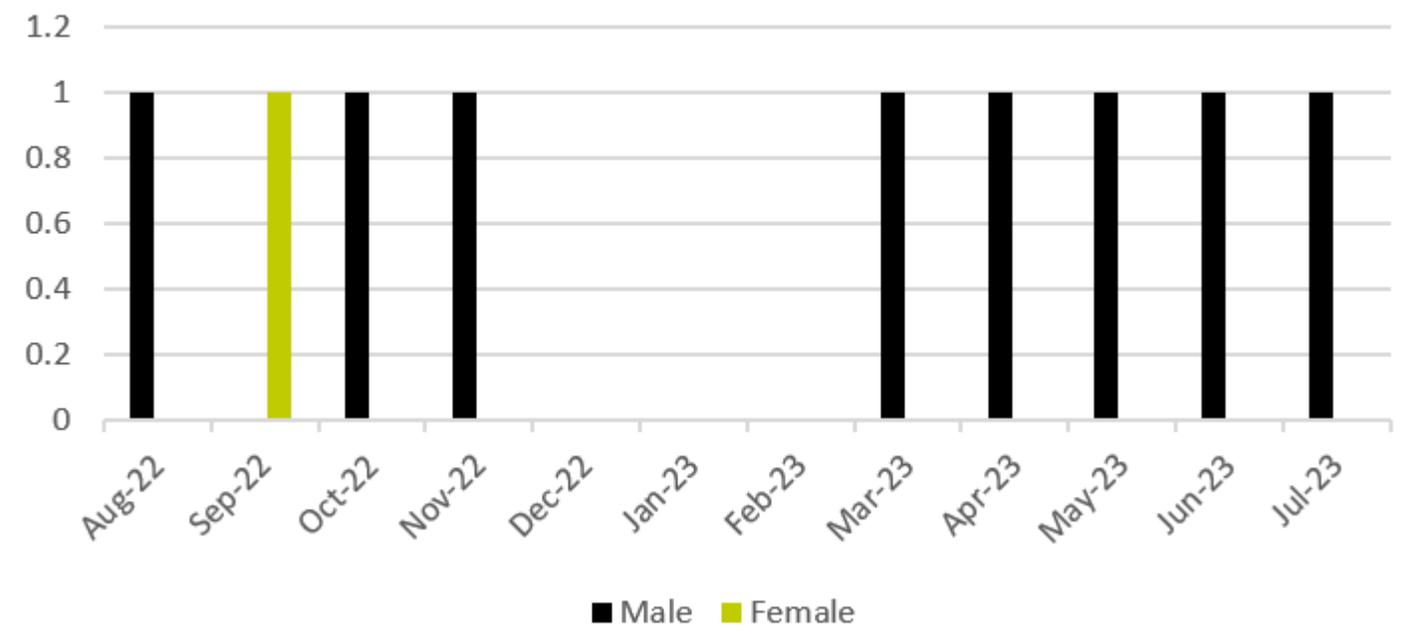
# SFRS Donors called to second stage testing

### SFRS Recruited Donors called to Second Stage Testing by Age and Gender



# SFRS Donors

SFRS Donors by month of donation



# SFRS donations

Donated date	Gender	Age group	Ethnicity	Recruited at	Count of DonorID
Wednesday, August 17, 2022	Male	21-25	British/Irish	Clydebank High School 2017-12-05	1
Tuesday, September 13, 2022	Female	21-25	Mixed	Dalziel High School 2018-03-15	1
Tuesday, October 04, 2022	Male	21-25	British/Irish	The Edinburgh Academy 2018-11-30	1
Monday, November 21, 2022	Male	21-25	British/Irish	Perth Grammar School 2019-10-03	1
Monday, March 20, 2023	Male	16-20	British/Irish	Online (following talk at Oban High School) 2019- 11-12	1
Monday, April 03, 2023	Male	21-25	British/Irish	St Peter The Apostle High School 2018-10-31	1
Tuesday, May 16, 2023	Male	16-20	British/Irish	Braes High School 2019-09-13	1
Thursday, June 22, 2023	Male	21-25	British/Irish	Biggar High School 2018-11-08	1
Tuesday, July 11, 2023	Male	26-30	British/Irish	Kirkcaldy Fire Station 2017-09-16	1

## SFRS donors

Cameron Carmichael became SFRS' 100<sup>th</sup> donor when he donated his stem cells to help save someone's life.

The volunteer on call firefighter is based at Kilmelford Community Fire Station near Oban where he's served for around 11 months.

He said: "It took a few days for it to sink in and to realise how much of an impact I could have on someone and their family.

"I also did not expect to be the 100<sup>th</sup> donor. It's an amazing feeling to have donated my stem cells and helped someone - but to also see the partnership reach that number - just feels really special.

When the SFRS presentation was taking place at Oban High School, Cameron's year group were too young, as pupils need to be 16 to join the register. Cameron however noticed something going on. Curious, he stopped and peered through the classroom windows watching what was taking place.

What he saw inspired him, and he joined the stem cell register as soon as he could when he turned 16.

He said: "I should probably have been in class but I just stopped and watched through the window. I had never heard of Anthony Nolan and I decided to sign up when I was old enough.

"I joined the register because by doing so, you can help someone who is in need. For all the time it takes you, you could add so much more into someone's life."

He said: "The process of donating was really easy. You just get a few blood samples taken before donating to check you are the best possible match, then the donation goes ahead. The staff are really welcoming and do everything they can to help you through the process."



# Press and PR

- 32 total pieces of coverage, in titles including: **Daily Record, Scottish Daily Express, STV Tayside** and **Falkirk Herald.**
- Total UMV of over **9,500,000.**



Scottish Fire and Rescue Service local senior officer, David McCarrey, said: "It was our absolute privilege to host Gillian and Kay-Uwe at Greenock Community Fire Station. The Service has a proud tradition of supporting the outstanding work of Anthony Nolan and this story shows how the charity gives hope and a second chance of life to so many blood cancer and blood disorder patients all across the world."



## Larbert High School pupils join firefighters and Anthony Nolan charity to become life savers

Over 80 senior pupils and staff at a local high school teamed up with the Scottish Fire and Rescue Service (SFRS) to sign up as potential bone marrow donors in a recent Anthony Nolan registration event.

**Anthony Nolan Charity**

The SFRS partnership with charity Anthony Nolan was formed in 2009. This has now seen 18,500+ potential donors recruited to the register, with 99 of those going on to donate stem cells.

Anthony Nolan recruits people aged 16-30 to the stem cell register as research has shown younger people are more likely to be chosen to donate.

Charlotte Cunliffe, head of register development at Anthony Nolan said: "SFRS has done remarkable work in finding potential donors for people who need a lifesaving stem transplant. It is fantastic to hear about amazing people like Maaria who was signed up through SFRS and overcame her fears to give someone a second chance at life."

THANK YOU!

**SFRS DRAFT BOARD FORWARD PLAN**

**Agenda item 19**

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center"><b>14 December 2023</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Organisational Performance Dashboard Report Q2 Progress Report                             <ul style="list-style-type: none"> <li>• AOP and Portfolio Office Q2 Report</li> </ul> </li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Long Term Financial Strategy</li> <li>• New Mobilising System</li> <li>• Draft Annual Report and Accounts 2022/23 (PRIVATE)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Asset Management Policy (IM/IB)</li> </ul>
<p align="center"><b>Provisional Special Board – 7 February 2024 (org 22 Feb)</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Budget Approach 2024-25)</li> </ul>
<p align="center"><b>27 March 2024</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Organisational Performance Dashboard Report Q3 Progress Report</li> <li>• AOP and Portfolio Office Q3 Report</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget 2024/25</li> <li>• Capital Programme 2024-2027</li> <li>• New Mobilising System</li> <li>• Resource and Capital Plans</li> </ul>

**SFRS DRAFT BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
	<ul style="list-style-type: none"> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Local Plan Consultation Update/Final Local Plans</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>• Risk Based Investment Strategy (IM/IB)</li> </ul>