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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

6 December 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 14 December 2023

Time: 1000 hours

Venue: Newmains Community Trust Conference Centre, 15 Manse Road, Newmains, ML2 9AX
/ Virtual (MS Teams)

The business for the meeting is detailed overleaf.

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

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT
Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE

THURSDAY 14 DECEMBER 2023 @ 1000 HOURS

**NEWMAINS COMMUNITY TRUST CONFERENCE CENTRE,
15 MANSE ROAD, NEWMAINS, ML2 9AX / VIRTUAL (MS TEAMS)**

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 26 October 2023** (attached)

K Darwent

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

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

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- 9 **CHIEF OFFICER'S REPORT** (*attached*) R Haggart
- The Board is asked to note the Chief Officer's Report.*
- 10 **COMMITTEE REPORTS**
- The Board is asked to note the following updates:*
- 10.1 **Change Committee** F Thorburn
- *Update of Meeting: 9 November 2023 (verbal)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
- *Draft Minutes of Meeting: 30 October 2023 (attached)*
- 10.3 **People Committee:** M Wylie
- *Update of Meeting: 7 December 2023 (verbal)*
- 10.4 **Service Delivery Committee:** P Stollard
- *Update of Meeting: 28 November 2023 (verbal)*
- 10.5 **Reform Collaboration Group Oversight Group** (*verbal*) F Thorburn
- 11 **ORGANISATIONAL PERFORMANCE DASHBOARD Q2 2023-24** M McAteer
(*attached*)
- The Board is asked to scrutinise the report.*
- 12 **ANNUAL OPERATING PLAN AND PORTFOLIO PROGRESS REPORT - QUARTER 2** (*attached*) M McAteer
- The Board is asked to scrutinise the report.*
- 13 **REVISED SCHEME OF DELEGATIONS** (*attached*) M McAteer
- The Board is asked to approve the report.*
- 14 **CAPITAL BUDGET MONITORING REPORT** (*attached*) S O'Donnell
I Morris
- The Board is asked to approve the report.*
- 15 **RESOURCE BUDGET MONITORING REPORT** (*attached*) S O'Donnell
- The Board is asked to scrutinise the report.*
- 16 **REPORTS FOR INFORMATION ONLY:**
- 16.1 **Training Vision and Strategy 2023-2028** (*attached*) A Watt
- 16.2 **Health and Safety Annual Report 2022/23** (*attached*) A Watt
- 16.3 **Health and Safety Policy and Policy Statement** (*attached*) A Watt
- 16.4 **Local Plan Review Report** (*attached*) M McAteer
- 16.5 **Biodiversity Report 2021-2023** (*attached*) M McAteer
- 16.6 **Asset Management Policy** (*attached*) I Morris/I Bashir
- These reports are for information only.*

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- 17 **RISK THEMES** (*verbal*) K Darwent
The Board is asked to reflect on any risk themes identified during this meeting.
- 18 **FORWARD PLAN** (*attached*) Board Support
The Board is asked to note the update.
- 19 **DATE OF NEXT MEETING**
Thursday 27 March 2024.

PRIVATE SESSION

- 20 **MINUTES OF PREVIOUS PRIVATE MEETING:**
20.1 **Thursday 26 October 2023** (*attached*) K Darwent
20.2 **Thursday 23 November 2023 – Special** (*attached*) K Darwent
The Board is asked to approve the minutes of the previous meetings.
- 21 **ACTION LOG** (*attached*) Board Support
The Board is asked to note the updated Action Log and approve the closed actions.
- 22 **DRAFT ANNUAL REPORT AND ACCOUNTS 2022/23** (*attached*) S O'Donnell
The Board is asked to approve the report.
- 23 **NEW MOBILISING SYSTEM UPDATE** (*to follow*) D Lockhart
The Board is asked to scrutinise the report.

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 26 OCTOBER 2023 @ 1000 HRS

VIRTUAL – MS TEAMS

PRESENT:

Kirsty Darwent, Chair (KD)
Stuart Ballingall (SJB)
Brian Baverstock (BB)
Malcolm Payton (MP)
Mhairi Wylie (MW)

Fiona Thorburn, Deputy Chair (FT)
Steve Barron (SB)
Angiolina Foster (AF)
Tim Wright (TW)

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
Liz Barnes (LBa)
David Farries (DF)
David Lockhart (DL)
Mark McAteer (MMcA)
Iain Morris (IM)
John Thomson (JT)
Stephen Wright (SW)
Kevin Murphy (KM)
Heather Greig (HG)
Debbie Haddow (DJH)

Chief Officer
Deputy Chief Officer
Interim Deputy Chief Officer (Corporate Services)
Assistant Chief Officer, Director of Service Delivery
Assistant Chief Officer, Director of Service Development
Director of Strategic Planning, Performance and Communications
Acting Director of Asset Management
Acting Director of Finance and Procurement
Deputy Assistant Chief Officer (Item 24 only)
Group Commander, Board Support Manager
Executive Officer, Board Support
Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI
Marion Lang, Corporate Business and Administration Manager

1 CHAIR'S WELCOME

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

2 APOLOGIES

- 2.1 Paul Stollard, Board Member
Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja, Head of People

- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
3.1 The Board agreed that the *Leadhills Community Fire Station Consultation Report* and *New Mobilising System Procurement Procedure* items would be taken in private. This is due to the potential consultation/negotiations and confidential commercial/financial information (Standing Order 9F and 9E), respectively.

- 4 DECLARATION OF INTERESTS**
4.1 There were no declarations of conflict of interests made.

- 5 MINUTES OF PREVIOUS MEETINGS:**
5.1 **Thursday 31 August 2023**
5.1.1 The minutes were agreed as an accurate record of the meeting.
5.1.2 **The minutes of the meeting held on 31 August 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 Board considered the action log and noted the updates.

Action 11.17 Organisational Performance Dashboard Q1 2023/24 (31/08/2023): It was agreed that this action would be re-opened, until the presentation had been given at the Strategic Planning Workshop on 2/3 November 2023 and closed thereafter, if appropriate.

Action 13.2 Revised Scheme of Delegations (31/08/2023): The revised Scheme of Delegations was being presented later on the agenda (Item 12), if approved this action would be considered complete and marked as closed.

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

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

Item 23 Development of Local Fire and Rescue Plans: September 2023 Update (28/09/2023): Following discussions in the private session, it was agreed that the recorded decision would be amended to read "*The Board agreed in principle to delay the revision of the plans, pending*".

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

- 8 CHAIR'S REPORT**
8.1 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 31 August 2023 and highlighted the following:
- Attended constructive meeting with John Paul Marks, Permanent Secretary along with CO Haggart and DCO Stevens. High level themes discussed related to budget challenges, continued efforts to deliver best value to communities, need for efficiencies and collaboration, and future high level ambitions over the medium to long term. Following the meeting, a short tour of MacDonald Road Fire Station and Museum was given. The enthusiasm of the museum volunteers and SFRS staff was notable and commendable.

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- Attended COSLA Health and Wellbeing Committee meeting along with DCO Stevens to give a presentation on Health and Wellbeing planning, Safe and Well and the expanded role of firefighters.
- Interviews for recruiting new Board members had concluded and recommendations had been submitted to the Minister for approval. Following formal appointment, an induction programme would commence in early December 2023.

8.2 **The Board noted the report and verbal update.**

9 CHIEF OFFICER'S REPORT

9.1 RH presented the Chief Officer's report noting events which had occurred since the Board meeting held on 31 August 2023 and highlighted the following:

- Attendance at the Annual Firefighter Memorial Trust Service of Remembrance event where FF Barry Martin was honoured. Mrs Martin and family were in attendance and were presented with a Posthumous Medal for FF Martin, following his tragic death.
- Attended Scottish Government's Justice Committee Pre-Budget Scrutiny meeting along with DCO Stevens and John Thomson, Acting Director of Finance and Procurement. The Service shared this session with Police Scotland, however, the Service had the opportunity to deliver key messages during this meeting and had provided a supporting written submission in advance. Thanks were extended to Mark McAteer and all those involved in developing the written submission.
- Attendance at the Brave @ Heart Awards event along with ACO Farries, where FF Ryan Witkoski and Watch Commander John Connell were presented with awards recognising their bravery.
- Appreciation and recognition of the outstanding efforts from all personnel during the recent storms and noted that the Service's thoughts remain with communities still affected.

9.2 **The Board noted the report and verbal update.**

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 FT reported that the Committee held a public meeting on 10 August 2023 and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous meeting. The next Committee meeting was scheduled to be held on 9 November 2023.

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

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the next meeting of the Committee was scheduled on Monday 30 October 2023.

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

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting 14 September 2023 and referred the Board to the draft minutes, noting that a verbal update was provided at the previous meeting. The next Committee meeting was scheduled to be held on 7 December 2023.

10.3.2 **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 24 August and referred the Board to the attached draft minutes noting that a verbal update was provided at the previous

meeting. The next Committee meeting was scheduled to be held on 28 November 2023.

10.4.2 The Board noted the draft minutes and verbal update.

10.5 Reform Collaboration Group (RCG) Oversight Group

10.5.1 FT reported that the RCG Oversight Group held a private meeting on 18 October 2023 and highlighted the following:

- RCG Oversight Group was a non-executive led group comprising of both Scottish Police Authority and SFRS Board Members and supported by Executives from each organisation.
- Group's remit was to oversee the steps in the development of the Outline Business Case for Shared Services. Stakeholder engagement being a significant focus, as well as the evaluation of the bids following the Invitation to Tender process. Evaluation process had concluded, and the steps to award of contract were progressing through the various governance forums.
- Next meeting was scheduled for 9 November 2023.

10.5.2 The Board sought clarity on the timescale for this stage of the process. FT advised that pending approval, it was anticipated that the consultant would commence in the coming weeks and be in post until March 2024. It was noted that the process for vetting of consultants may vary and therefore the timescale may be expanded to May 2024. Scottish Government were being kept updated on the position.

10.5.3 It was confirmed that the RCG Oversight Group was not a decision-making forum and as such any strategic decisions would be brought to the Board for approval. The Board were reminded that this was a tendering process for consultation on the potential work which may lead to recommendations being made. The Board were also reminded that full business cases would require to be developed and would be subject to Board approval or otherwise.

10.5.4 The Board noted the verbal update.

11 BOARD FORWARD PLAN SCHEDULE 2024/25

11.1 MMCA presented the Board with the proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2025 for approval. The following key points were highlighted:

- Proposed to continue with hybrid meeting model.
- Proposed for some in person meetings, followed by engagement events, to be held across the country.

11.2 The Board sought clarification whether the hybrid approach to meetings would be evaluated. It was acknowledged that the Service still encourages to adopt the Digital First approach to meetings, but agreed that the evaluation of hybrid meetings would be considered as part of the annual review of Board effectiveness.

11.3 The Board commented on the statement within the report which referenced that the use of virtual meeting technology had brought positive change and questioned whether this was entirely accurate. Noting this comment, it was reiterated that an evaluation on the effectiveness of online/hybrid meetings, as well as costs related to in person attendance, would be considered during the annual review.

ACTION: RW/BST

11.4 The Board approved 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.

12 REVISED SCHEME OF DELEGATIONS

- 12.1 MMcA presented the revised Scheme of Delegations for approval, thereby ensuring the continued effectiveness of governance arrangements. MMcA outlined the reason and process undertaken for further revisions being made to the Scheme of Delegations. The revised Scheme of Delegations had been circulated ahead of the formal presentation at today's meeting and all comments received had been taken into consideration during the revision.
- 12.2 Thanks were extended to Board Members for their comments, and to MMcA and all those involved in the revision of the Scheme of Delegations
- 12.3 **The Board approved the revised Scheme of Delegations.**

13 ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2022 -31 MARCH 2023

- 13.1 JT presented 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 for approval. The following key points were highlighted:
- 37 Regulated procurements completed within the reporting year, total estimated contract value of £41.8million.
 - Contracted spend was under 96% (first time since the inception of the Service).
 - Number of non-competitive actions reduced from 17 to 5.
 - 96% of Suppliers were paid within 30 days and 79% within 10 days.
 - 73% of spend in collaborative contracts resulting in savings of £1.12million.
 - 47% (£44.0million) total spend with Scottish based suppliers and approx. 30% (£28.0million) is with SME.
 - Decarbonisation projects investment of £4.5million.
 - Continued to support Supported Business with approx. £0.045 million spend.
 - Significant contributions and community benefits through major property work projects.
- 13.2 In regard to fair work contracts, the Board sought further information on the financial value of the 18 new contracts awarded, what provisions were included in existing contracts and clarification on the statement "*mandating the payment of the Real Living wage where it is relevant and proportionate*" and how it is applied.
- 13.3 JT advised the Board that as part of the evaluation criteria there is a requirement to evaluate fair work practices, in support of Scottish Government and to ensure that all contractors and their employees are performing/supporting fair working practices. The statement referencing "*relevant and proportionate*" was necessary due to the differences within contracts and to ensure the Service remained focussed and relevant to the individual contract.
- 13.4 The Board requested an indication of the financial value of fair work contracts awarded.
ACTION: JT
- 13.5 The Board queried the reason for the decrease in invoices settled within 10 days. JT noted that it was challenging to finalise the process within the 10 days and the main target remained 30 days. JT reminded the Board of the option to set up project bank accounts which allowed sub-contractors to be paid quicker. JT further noted that the focus remained on supporting businesses and maintaining cash flows.
- 13.6 The Board asked whether contractors were being asked to sign up to Stonewall. JT advised that the Service seek information from and offer suggestions on how contractors could provide evidence for areas such as Stonewall.

- 13.7 The Board commented on the community benefits evidenced for the West Asset Resource Centre project and this was not necessarily duplicated in other projects. The McLaughlin Harvey report contained evidence of community benefits which provided a good insight of the community provision but not on other aspects, or the proportionality expected within the contract. Future consideration should be given to engage with contractors to help realise national/wider benefits, how impact can be measured and how this fits with other issues eg corporate parenting.
- 13.8 JT noted the increase in sharing information relating to community benefits and the comments regarding evidencing the impact/differences being made.
- 13.9 The Board noted and welcomed the improvements relating to the non-contractual spend particularly non-competitive actions.
- 13.10 The Board queried whether the procurement spend could be part of delivering efficiencies, ie increased competitiveness in procurement processes and reducing overall procurement spend, changing behaviours, etc.
- 13.11 JT noted that although cashable savings may not necessarily mean cash in the bank, there were greater benefits for the public sector by using a collaborative framework, which improves the competitive process. JT further noted that the focus on the evaluation process was slanted towards costs and through the UIG, the overall procurement process had a focus on achieving cashable savings.
- 13.12 The Board noted that consideration should be given to how cashable savings were being reported if actual cashable savings were not being realised. JT noted the comments.
- 13.13 **The Board approved the Annual Procurement Report for the period 1 April 2022 – 31 March 2023.**

14 RESOURCE BUDGET MONITORING REPORT 2022/23 – SEPTEMBER 2023

- 14.1 JT presented a report advising the Board of the resource budget position for the period ending 30 September 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 underspend of £0.131 million and a forecast year-end overspend of £2.341 million. The following key points were highlighted:
- Information on Strategic Leadership Team actions, financial risks and Directorate variances were included within report.
 - Employee costs: forecasted overspend in Wholetime (£0.960million); forecasted underspend in Control (£0.030million), On Call (£0.290million) and Support Staff (£0.320million)
 - Other Employer Costs: forecast overspend for travel subsistence costs (£0.500million).
 - Non-Employee costs: overspend in Property (£0.900million), Transport (£0.311million), Supplies and Services (£0.336million) and 3rd Party Payments (£0.033million).
 - Main change to the forecast related to the anticipated retirements not materialising as predicted. This has had a positive impact on operational availability but increased risk on longer term retirement profile.
 - Financial risks updated to combine both the Wholetime vacancies and overtime costs.
 - Actions taken by SLT to communicate with budget holders to seek additional savings with the current year.
 - Budget virements made were the release of some contingency monies to support changes in Wholetime and also adjustments relating to Rep Bodies and training budgets.

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- Decrease in budgeted savings achieved and projected.
- Overall risk remains budget overspend and savings not being fully realised.

14.2 The Board referenced previous comments made on optimism bias and the learning needed both for the current year and future year.

14.3 In regard to subsistence/travel, the Board queried whether there were opportunities to reduce these costs. JT reminded the Board that increased subsistence/travel were attributable to increased training activities, engagement activities and significant increase in accommodation/travel costs. All valid reasons for this increase, however, staff were being reminded on the need to reduce any costs.

14.4 The Board sought assurance on the confidence level for achieving a balanced budget. JT advised the Board that a balanced budget was still achievable and that some levers were still available, however uncertainty remained surrounding the pensions remedy situation.

14.5 RH reminded the Board that financial risks were not the only risk/priority facing the Service, citing operational, Health and Safety and training requirements were also imperative. RH noted that all risks/priorities needed to be taken into consideration and the Service would continue to manage the budget to the best of our ability. RH further noted that the Service were not able to hold or carry over reserves and were not able to predict the level of legacy claims coming forward. RH advised the Board that the current forecasted overspend was less than 1% of the budget, noted that levers were available, and actions were in place, and that the risk was not the most significant facing the Service.

14.6 JT noted that specific review and focus had been carried out on the run rate against the forecast and he had taken confidence in the forecast/reduction in risk.

14.7 In regard to the pension remedy, JT confirmed that the latest position was reflected in the current forecast and work would continue with workforce planning to keep up to date on the situation. LBa informed the Committee that SPPA would start to issue pension information from October 2023 through to April 2024. It was noted that statutory notice periods would have to be given ahead of any retirements.

14.8 The Board noted the various risks facing the Service, however a significant risk remained to balance the budget. The Board requested future reports include clearer narrative detail on the varying costs associated with operational requirements and expenditure related to operational priorities. It was noted that this would also raise Scottish Government and the general public's understanding and awareness of other non-financial risks to the Service and the communities of Scotland.

ACTION: JT

14.9 In regard to contingency monies, the Board ask for consideration to be given for more transparency/narrative on this budget within future reports.

14.10 **The Board scrutinised the resource budget position for the period ending 30 September 2023.**

15 CAPITAL BUDGET MONITORING REPORT 2022/23 – SEPTEMBER 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 30 September 2023. All efforts would be made to spend out the current revised budget of £32.500million by 31 March 2024. The following key points were highlighted:

- Capital committed/paid to date was £18.0million (54%).
- Budget virements within the reporting period.

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- Current projects were reporting on track, however further updates had since raised concerns on property works projects which are now reporting Red/Amber. There was risk of significant delays in property work which may impact on the current and next financial year.

- 15.2 IM provided a brief update on the current position noting 5 new/rebuild programmes were ongoing along with 5 major works projects all at different stages of completion. Updated on potential collaborative opportunities with Police Scotland and Scottish Ambulance Service. Moving into next year, the Service would potentially be over committed due to the New Mobilising System and as such the capital programme would need to be adjusted accordingly. The option to advance the fireground radios replacement programme and defer other projects could help realign the budget. Future Board decision would need to be made following the sale of Cowcaddens on how capital receipts were received and the potential future budget virements.
- 15.3 In regard to capital receipts, the Board commented on the need to confirm how these would be received and for assurance to be sought from Scottish Government on the retention of same. JT advised the Board that there were no guarantees regarding capital receipt retention, however discussions would continue with the Sponsor Unit.
- 15.4 In regard to RAAC panels, IM reminded the Board that the Service had been aware of these issues for some time and had already taken steps to assess and take mitigating actions across all properties. IM noted that he attended a monthly cross sector group and that, at present, no additional funding was available from the Scottish or UK Governments. IM further noted that the Service continued to explore the option of modular fire stations.
- 15.5 The Board noted their disappointment that collaboration opportunities were reducing because of capital contributions being requested from partners. IM assured the Board that the Service would continue to identify and pursue all opportunities for shared services.
- 15.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 30 September 2023.**

(Meeting adjourned at 1135 hrs and reconvened at 1145 hrs)

16 **RESOURCE BUDGET OUTTURN REPORT 2022/23**

- 16.1 JT presented a report advising the Board of final Resource Budget position for the financial year 2022/2023, highlighting the following key points:
- Resource funding for 2022/23 was set at £284.07million, various in year adjustments resulted in a reduction of £0.975 million giving a revised budget of £293.234million.
 - Prior agreement was sought from Scottish Government to overspend by £2.90million, however, the final overspend was £1.356million.
 - Planned savings £4.953million (85%) achieved.

16.2 **The Board scrutinised the report.**

17 **CAPITAL BUDGET OUTTURN REPORT 2022/23**

- 17.1 JT presented a report advising the Board of final Capital Budget position for the financial year 2022/2023, highlighting the following key points:
- Capital funding for 2022/23 was set at £32.5million, various additional fundings/grants and sale of vehicles resulted in an increase to £36.6million.
 - Final underspend against the budget was £137.
 - Measures taken throughout the year to achieve maximum spend against the budget.

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- Thanks were extended to IM and all those involved for their efforts and achieving this final position.

17.2

The Board scrutinised the report.

18 REPORT FOR INFORMATION ONLY:

18.1 SFRS / Anthony Nolan Partnership - Annual Report - Academic Year 2022/23

18.1.1 DL presented a report to the Board to provide an overview of the achievements of the SFRS/Anthony Nolan Partnership during the 2022/23 Academic Year.

18.1.2 The Board acknowledged the outstanding partnership work with the Anthony Nolan Trust which has directly resulted in 100 lives saved. The Board commended ACO Watt for his leadership in this area and thanks were extended to all others involved.

18.1.3 The Board commented on the potential for consideration to be given to include charity/voluntary work undertaken by the Service/staff within the future HMFSI audit on culture.

18.1.4 The Board further commented on the potential to link partnership work with the Anthony Nolan Partnership into the Service's corporate parenting responsibilities.

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

19 RISK THEMES

19.1 The Board noted that the increasing financial risks to the Service were significant and that the risk rating should be reviewed.

ACTION: RH/JT

20 FORWARD PLAN

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

21 DATE OF NEXT MEETING

21.1 On behalf of the Board, KD extended her thanks to JT and IM for their strong contributions, assurance, and support during their tenures as Acting Director of Finance and Procurement and Acting Director of Asset Management, respectively.

21.2 On behalf of the SLT, RH offered his thanks to JT and IM for their excellent contributions and performance in both the Board and SLT forums, as well as their leadership of their own Directorates.

21.3 A special private meeting of the Board is scheduled to take place on Friday 17 November 2023.

21.4 The next public meeting of the Board is scheduled to take place on Thursday 14 December 2023 at 1000 hrs.

21.5 There being no further matters to discuss in public, the meeting closed at 1203 hrs.

PRIVATE SESSION

22 MINUTES OF PREVIOUS PRIVATE MEETING:

22.1 Thursday 31 August 2023

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

22.2 Thursday 28 September 2023 (Special)

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

22.3 **The minutes of the meetings held on 31 August 2023 and 28 September 2023 (Special) were approved as a true record of the meetings.**

22.4 **Matters Arising**

22.4.1 There were no matter arising.

23 PRIVATE ACTION LOG

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

24 LEADHILLS COMMUNITY FIRE STATION CONSULTATION REPORT

24.1 DF presented a report to the Board providing details of the consultation report for consideration and sought approval of the recommendation in relation to the future of Leadhills Community Fire Station (CFS).

24.2 **The Board approved the recommendations.**

25 NEW MOBILISING SYSTEM PROCUREMENT PROCEDURE

25.1 JT presented the report to the Board seeking approval to move from using a framework to procure the New Mobilising System (NMS) to an open procurement process.

25.2 **The Board approved the recommendation to withdraw from the Crown Commercial Services Framework and move to an open procurement process.**

26 NEW MOBILISING SYSTEM UPDATE

26.1 DL presented an update on the new mobilising system project to the Board.

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



SCOTTISH
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Working together for a safer Scotland

SPECIAL MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 23 NOVEMBER 2023 @ 1600 HRS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG G72 7NA / VIRTUAL (MS TEAMS)**

PRESENT:

Kirsty Darwent, Chair (KD)
Stuart Ballingall (SJB)
Brian Baverstock (BB)
Malcolm Payton (MP)
Tim Wright (TW)

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

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
Andy Watt (AW)
Mark McAteer (MMcA)
Sarah O'Donnell (SO'D)
Lyndsey Gaja (LG)
John Thomson (JT)
Kevin Murphy (KM)
Heather Greig (HG)
Debbie Haddow (DH)

Chief Officer
Deputy Chief Officer
Assistant Chief Officer, Director of Training, Safety and Assurance
Director of Strategic Planning, Performance and Communications
Director of Finance and Contractual Services
Interim Director of People
Head of Finance and Procurement
Group Commander, Board Support Manager
Board Support Executive Officer
Board Support/Minutes

OBSERVERS

Colin Brown, Fire Brigades Union

1 WELCOME

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

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

2 APOLOGIES

Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
David Farries, Assistant Chief Officer, Director of Service Delivery
David Lockhart, Assistant Chief Officer, Director of Service Development

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

3.1 The Committee agreed that the *New Mobilising System Invitation to Tender* (Item 7) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 LEADHILLS COMMUNITY FIRE STATION

5.1 The Chair advised that the Leadhills Community Fire Station report had previously been presented and approved in the private session of the 26 October 2023 Board meeting. This was due to the confidential nature of some information contained within the previous report. For transparency, the report was being presented today for ratification in a public session of the Board.

5.2 SS presented the report noting that the recommendations made were based on the outcomes of the public consultation and these were:

- Close Leadhills Community Fire Station.
- Undertake a targeted Home Fire Safety Visits (HFSV's) initiative within the villages of Leadhills and Wanlockhead to address any safety concerns for residents before the end of the calendar year.
- Continue to deliver community safety initiatives and HFSV engagement to the communities of Leadhills and Wanlockhead as part of the Lanarkshire LSO business-as-usual prevention and protection strategy.

5.3 **With cognisance that the Board had previously scrutinised and approved the recommendations in private session, the Board publicly ratified their previous decision and approval of the recommendations.**

6 DATE OF NEXT MEETING

6.1 The next full meeting is scheduled to take place on Thursday 14 December 2023 at 1000 hrs.

6.2 There being no further matters to discuss, the public meeting closed at 1605 hrs.

PRIVATE SESSION

7 NEW MOBILISING SYSTEM – INVITATION TO TENDER

7.1 SS presented the report to the Board to provide the opportunity to scrutinise the New Mobilising System (NMS) Invitation to Tender (ITT) documentation.

7.2 The Board noted and welcomed the assurance being provided by the Change Committee's confidence at the rigour of the process.

7.3 **The Board scrutinised the report.**

SFRS BOARD MEETING – ROLLING ACTION LOG



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Working together for a safer Scotland

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

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

The Board is therefore asked to approve the removal of the ?? actions noted as completed (Blue status), note ?? action is categorised as Green status and note ?? actions categorised as Yellow status on the action log.

Board Meeting: 31 August 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.17	<p>Organisational Performance Dashboard Q1 2023-24 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"> - Protocol on what BMs should scrutinise each quarter; - Delegation of what KPIs are scrutinised by Board and each Committee; - Provision of Executive Summary to direct BM's attention; - KPI's interlinked with each other; - Outcomes of the data, where is research required in qualitative data; - What are the generated actions, mitigations relative to the data provided; - What is provided in public domain. 	BST	November 2023		October 2023 December 2023	<p>Complete (26/10/2023): 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.</p> <p>RE-OPENED (26/10/2023): To remain open until discussions have taken place at the Strategy Planning Workshop.</p> <p>Complete (14/12/2023): Discussion took place at Board Strategy Day on 23 November 2023. Approach agreed with SFRS Board to focus detailed performance scrutiny through Board committees, with summary information provided to SFRS Board. SFRS Board members will still have access to full performance suite, be consulted on Performance Management Framework amendments and provided with support for use of performance tools.</p>

Board Meeting: 26 October 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.3	Board Forward Plan Schedule 2024/25: Board requested an evaluation of online/hybrid Board and Committee meetings to be included within upcoming Board Effectiveness discussions and prior to the Annual Governance Review of the Board and its Committees.	RW/BST	April 2024			Update (14/12/2023): This will be carried out as part of the annual governance reporting.
13.4	Annual Procurement Report for the Period 1 April 2022 -31 March 2023: Board requested an indication of the financial value of fair work contracts awarded.	JT	December 2023			Update (14/12/2023):
14.8	Resource Budget Monitoring Report: Board request future reports include clearer narrative detail on the varying costs associated with operational requirements and expenditure related to operational priorities.	JT	December 2023			Update (14/12/2023):
19.1	Risk Themes: Review financial risks relating to Budget Overspends and amend if necessary.	RH/JT	December 2023			Update (14/12/2023):



SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Private Meeting Date: 24 November 2022				
ITEM 5	RECOMMENDATION TO TERMINATE – SERVICE LEVEL AGREEMENT BETWEEN SFRS AND SYSTEL (PRIVATE)	The Director of Training, Safety and Assurance, Project SRO, presented a report providing SFRS Board with a sufficient level of detail on the current CCF project that will enable the SFRS Board to make an informed decision.	The Board approve the decision to terminate the Contract between Systel and SFRS.	May 2023
Impact Assessment for Board Decision (Review Date - 11/2023): The decision to terminate the contract with Systel has enabled the service to progress the New Mobilising System project. The New Mobilising System specification has been agreed and the Invitation to Tender will be published December 2023. The service continues to progress work in respect of claims for the recovery of all costs and damages following the termination of the Service Agreement with Systel.				
ITEM 6	LEADHILLS COMMUNITY FIRE STATION (PRIVATE)	The Director of Service Delivery presented a report providing a full review of the outline options on the future of a SFRS resource at Leadhills.	The Board accepted and approved the recommendation to conduct a public consultation on the formal discontinuation of operations at Leadhills Community Fire Station.	May 2023
Impact Assessment for Board Decision (Review Date - 11/2023): Several Board discussions took place on the options and process to be considered for Leadhills. The public consultation was carried out and reported to the Board, the decision to close the station was taken in private with the board in October and then in public session of the Board in November. The station is now closed.				

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

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

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

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 March 2023				
ITEM 12	RESOURCE BUDGET 2023/24	The Acting Director of Finance and Procurement advised the Board of the proposed Resource Budget for 2023/24 and sought approval. The total Resource Budget for 2023/24 will be set at £308.133million, in line with additional resource budget funding from the Scottish Government.	The Board approved the Resource Budget for 2023/24.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 13	CAPITAL PROGRAMME 2023/24	The current levels of capital funding are insufficient to meet the needs of the Service. The Service has changed its approach by allocating capital budget on a risk based approach which aims to minimise the risk of failure in terms of service delivery. The financial position is not sustainable and SFRS is seeking additional funding through Scottish Government. The Acting Director of Finance and Procurement advised the Board of the proposed Capital Programme for 2023/24 –	The Board approved the proposed Capital Programme for 2023-26 recognising that figures for years 2 and 3 are indicative and will be refined in future years.	September 2023

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		2025/26. Total proposed expenditure over the 3-year period is £109.000 million, funded by anticipated Capital DEL budget of £97.500million; estimated capital receipts from sale of property of £10.000million and Net Zero Transition Grants of £1.500millionBudget Approach for 2023/24, the report outlines the approach to developing both the Resource and Capital budgets, within the context of Scottish Government's budget proposals.		
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 14	STRATEGIC ASSET MANAGEMENT PLAN: PROPERTY	The Acting Director of Asset Management sponsored a report detailing the Strategic Asset Management Plan for Property which utilises an Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors.	The Board approved the Strategic Asset Management Plan for Property.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 15	SFRS GAELIC LANGUAGE PLAN 2023-26	The Interim Deputy Chief Officer (Corporate Services) presented a list of the amendments to the previously agreed Gaelic Language Plan for the period 2023-2026 following discussion and agreement with BnG.	The Board approved the second edition of the SFRS Gaelic Language Plan 2023-2026.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024):				
ITEM 16	EQUAL PAY AND GENDER PAY GAP REPORT	Head of People and Organisational Development presented the SFRS's Equal Pay and Gender Pay Gap Report 2023, demonstrates that the pay gap between male and female employees is -2.98% (mean) and 0% (median) against the current U.K. average of 8.3%. The report also demonstrates that the representation of females within the two upper quartiles of the Support staff structure is broadly comparable with that of their male	The Board approved the Equal Pay and Gender Pay Gap Report 2023	September 2023

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

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

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

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

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ITEM 7	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2022/23. This is intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	The Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				
ITEM 9	OPERATIONAL CHANGE CONSIDERATION 2023-24 (PRIVATE)	The Director of Service Delivery presented the report seeking Board scrutiny on 2023-2024 change options within the operational footprint, that could contribute to the savings required to balance the SFRS budget. This includes high level consideration of people impacts, financial scenario planning and operational community risk and demand.	The Board approved the SLT's recommendations. The Board scrutinised were assured on the principles and process.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				
ITEM 11	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	November 2023
Impact Assessment for Board Decision (Review Date – 05/2024):				
ITEM 12	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				

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

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

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 31 August 2023				
ITEM 15	CAPITAL BUDGET MONITORING REPORT 2023/24 – JULY 2023	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.	The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2023 and approved the proposed virements.	February 2024
Impact Assessment for Board Decision (Review Date - 08/2024):				
ITEM 22	DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS: UPDATE (PRIVATE)	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	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.	February 2024
Impact Assessment for Board Decision (Review Date - 08/2024):				
ITEM 23	OUTLINE BUSINESS CASE: ROSTERING PROJECT (PRIVATE)	The Interim Deputy Chief Officer (Corporate Services) presented with the Rostering OBC for approval to allow the project to proceed to procurement.	The Board approved the recommendation.	February 2024
Impact Assessment for Board Decision (Review Date - 08/2024):				

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 28 September 2023 (Special Private)				
ITEM 5	ANNUAL PERFORMANCE REVIEW REPORT 2022/23 (PRIVATE)	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.	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).	March 2024
Impact Assessment for Board Decision (Review Date - 09/2024):				
ITEM 23	DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS: SEPTEMBER 2023 UPDATE (PRIVATE)	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.	The Board agreed in principle to delay the revision of the plans, pending additional legal advice to support the decision, with final approval being confirmed by notification.	March 2024
Impact Assessment for Board Decision (Review Date - 09/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 October 2023				
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2024-25	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	The Board approved 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.	April 2024

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		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.		
Impact Assessment for Board Decision (Review Date - 10/2024):				
ITEM 12	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2022 - 31 MARCH 2023	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.	The Board approved the Annual Procurement Report for the period 1 April 2022 – 31 March 2023.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				
ITEM 24	LEADHILLS COMMUNITY FIRE STATION CONSULTATION REPORT (PRIVATE)	The Director of Service Delivery presented a report providing background to the current availability and response challenges of Leadhills Community Fire Station, outcomes of the public involvement and engagement process and approval of the recommendations relating the future of the station.	The Board approved the recommendations detailed within the report.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				
ITEM 25	NEW MOBILISING SYSTEM PROCUREMENT PROCEDURE (PRIVATE)	The Acting Director of Finance and Procurement presented a report seeking approval to withdraw from the Crown Commercial Services Framework for Blue Light Solutions and move to an open procurement process.	The Board approved the recommendations detailed within the report.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 23 November 2023 (Special)				
ITEM 5	LEADHILLS COMMUNITY FIRE STATION CONSULTATION REPORT	The Director of Service Delivery presented a report providing background to the current availability and response challenges of Leadhills Community Fire Station, outcomes of the public involvement and engagement process and approval of the recommendations relating the future of the station.	The Board approved the recommendations detailed within the report.	May 2024
Impact Assessment for Board Decision (Review Date - 11/2024):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 14 DECEMBER 2023**

CHAIR'S UPDATE: NOVEMBER-DECEMBER 2023

Wednesday 1 November 2023

Meeting with Russell Findlay, MSP with CO Ross Haggart

Thursday 2 November 2023

Strategic Planning and Development Workshop
HM Fire Service Inspectorate Invitation - 75th Anniversary Reception

Friday 3 November 2023

Strategic Planning and Development Workshop

Monday 13 November 2023

Meeting with Cllr Graham McKenzie, Cllr Hugh Morrison, Cllr Matthew Reiss, Cllr Richard Gate, Cllr Chris Balance (Highlands) with CO Ross Haggart
Regular meeting with Maureen Rooney, Deputy Director for Safer Communities with CO Ross Haggart
Regular 1:1 meeting with Maureen Rooney, Deputy Director for Safer Communities

Tuesday 14 November 2023

Regular Chair/Board Support Team meeting

Thursday 16 November 2023

Reform Collaboration Group

Friday 17 November 2023

Meeting with Fire Brigade Union with CO Ross Haggart and DCO Stuart Stevens

Thursday 23 November 2023

SFRS Board Strategy Day
Special SFRS Board meeting

Friday 24 November 2023

Regular meeting with CO Ross Haggart

Tuesday 28 November 2023

Service Delivery Committee

Monday 4 December 2023

Regular meeting with Fiona Thorburn, Deputy Chair
SFRS Board Pre-Agenda
Regular meeting with Fiona Thorburn, Deputy Chair and CO Ross Haggart

Tuesday 5 December 2023

Regular Meeting with Tom Steele, Scottish Ambulance Service and Martyn Evens, Scottish Police Authority
Regular meeting with Maureen Rooney, Deputy Director for Safer Communities with CO Ross Haggart

Wednesday 6 December 2023

Partnership Advisory Group

Thursday 7 December 2023

Remuneration, Appointments and Nominations Sub Committee meeting
People Committee

Tuesday 12 December 2023

Meeting with Robert Scott, HMFSI
National Joint Council Meeting
Regular Chair/Board Support Team meeting
Meeting with Douglas Ross, MSP and CO Ross Haggart

Wednesday 13 December 2023

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

Thursday 14 December 2023

SFRS Board meeting and Engagement Event

Monday 18 December 2023

Regular 1:1 meeting with Maureen Rooney, Deputy Director for Safer Communities

Wednesday 20 December 2023

Regular meeting with CO Ross Haggart
Change Committee (Special)
Regular meeting with Don McGillivray, Director of Safer Communities and CO Ross Haggart
Regular meeting 1:1 with Don McGillivray, Director of Safer Communities

Thursday 21 December 2023

National Commemoration Project Board

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 14 DECEMBER 2023**

CHIEF OFFICER'S UPDATE – November/December 2023

Wednesday 1 November 2023

Regular PA Catch up
Regular Director 1:1 x 2
Regular Meeting with UNISON
Meeting with R Findlay MSP

Thursday 2 November 2023

SFRS Board Planning & Development Workshop, Perth
HM Fire Service Inspectorate Invitation - 75th Anniversary, Parliamentary Reception Edinburgh

Friday 3 November 2023

SFRS Board Planning & Development Workshop, Perth

Monday 6 November 2023

Bravery Award Presentation
Meeting with International Fire and Rescue Association (IFRA)
Regular Director 1:1 x 2

Tuesday 7 November 2023

Regular Fortnightly National Fire Chief Council (NFCC) Chief Fire Officer (CFO) Call
Official Opening of the Museum of Scottish Fire Heritage, Edinburgh
Travel to London

Wednesday 8 November 2023

Firefighters Charity (FFC) Board Meeting, London

Thursday 9 November 2023

Opening address at the People Directorate Development Workshop
Regular PA catch up
Regular Director 1:1

Friday 10 November 2023

SFRS / Anthony Nolan Donor Recognition Event

Monday 13 November 2023

Regular Director 1:1 x 2
Regular PA Catch up
SFRS & Highland Councillors' Meeting
Regular meeting with Deputy Director of Safer Communities

Tuesday 14 & Wednesday 15 November 2023

FFC AGM and Company Members Conference

Thursday 16 November 2023

Regular PA Catch up
Reform Collaboration Group Meeting

Friday 17 November 2023

Regular Meeting with HMFSI Chief Inspector
Ministerial opening of the Cambuslang Asset Resource Centre
SFRS & Fire Bridge Union (FBU) Meeting

Monday 20 November 2023

Leave

Tuesday 21 November 2023

NFCC CFO Call

Strategic Leadership Team (SLT) Meeting

Police Scotland (PS)/SFRS Collaboration Executive Oversight Group Meeting

Wednesday 22 November 2023

Cyber resilience training for public sector Board members

Thursday 23 November 2023

SFRS Board Strategy Day

SFRS Board Meeting (Public Session)

SFRS Board Meeting (Private Session)

Friday 24 November 2023

Chief Officer & Chair Regular Catch up

Regular Meeting with B Baverstock

Monday 27 November 2023

Regular PA Catch up

Finance Meeting

Fires in Tall Buildings Meeting

Tuesday 28 – Wednesday 29 November 2023

NFCC Council Meeting, London

Thursday 30 November 2023

Pay Progression Working Group, London

Friday 1 December 2023

Introductory Meeting between SFRS and Scar Free Foundation

Monday 4 December 2023

Regular Meeting with HMFSI Lead Inspector

SFRS Board Pre-Agenda Meeting

Regular joint catch up with Chair and Deputy Chair

Board Strategy Day Debrief re PwC

Meeting with P McNeill MSP

Tuesday 5 December 2023

Regular PA Catch up

Wednesday 6 December 2023

Performance Management Reporting Discussions

Partnership Advisory Group Meeting

SLT Policy Meeting

Power BI Drop In Session for SLT

Thursday 7 December 2023

Remuneration, Appointments and Nominations Sub Committee (RANSC)

NFCC Trustees Board Meeting

Friday 8 December 2023

Community Christmas Carol Service, Fife

Monday 11 December 2023

Regular Director 1:1

NFCC Steering Group Away Day (virtual)

Tuesday 12 December 2023

Weekly CO & Deps Catch up meeting

Regular PA Catch up

Regular Director 1:1

D Ross MSP Visit to NHQ

Wednesday 13 December 2023

Regular meeting with the Minister for Community Safety, Edinburgh

Regular Meeting with Deputy Director of Community Safety, Edinburgh

Regular Director 1:1

Thursday 14 December 2023

SFRS Board Meeting

SFRS Board Engagement Event

Friday 15 December 2023

Chief Officer Christmas Message Filming/Video

Wholetime Firefighters Graduation Ceremony, NTC

Monday 18 December 2023

PS/SFRS Collaboration Executive Oversight Group Meeting

Introductory Meeting with Chief Constable Farrell, Police Scotland

Regular Director 1:1

Regular PA Catch up

Tuesday 19 December 2023

Change Portfolio Implementation Group (CPIG)

SLT PFP Meeting

Wednesday 20 December 2023

Regular Chair & Chief Catch Up meeting

Regular Director 1:1

Regular PA Catch up

Regular meeting with Director for Community Safety

Thursday 21 December 2023

Regular Director 1:1 x 2



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

MONDAY 30 OCTOBER 2023 @ 1000 HRS

VIRTUAL – MS TEAMS

PRESENT:

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

IN ATTENDANCE:

Ross Haggart (RH)	Chief Officer
Stuart Stevens (SS)	Deputy Chief Officer
John Thomson (JT)	Acting Director of Finance and Procurement
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Lynne McGeough (LMcG)	Acting Head of Finance and Procurement
David Johnston (DJ)	Risk and Audit Manager
Gillian Callaghan (GC)	Internal Audit (Azets)
Gary Devlin (GD)	Internal Audit (Azets)
Michael Oliphant (MO)	External Audit (Audit Scotland)
Anne MacDonald (AMac)	External Audit (Audit Scotland)
Robert Scott (RS)	HMFSI
Karen Lewis (KL)	People Manager (Item 7.1 only)
Ijaz Bashir (IB)	Asset Management and Performance Manager (Item 13 only)
Roddy MacKinnon (RMack)	Scottish Equipment Manager (Item 13 only)
Ellen Gayler (EG)	Senior Data Analyst (Item 14 only)
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Kirsty Darwent (KD)	Chair of the Board
Richard Whetton (RW)	Head of Governance, Strategy and Performance
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 Chair opened the meeting and welcomed those present and those 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. The 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 discussed and agreed that Item 20 (*SFRS Data Quality Issues and Considerations*) would be heard in private session due to matters considered of a confidential nature in line with Standing Orders Item 9G.

3.2 No further items were identified, however, JT advised that an additional Anti-fraud/Whistleblowing Update could be provided in the private session, if deemed necessary.

4 **DECLARATION OF INTERESTS**

4.1 There were no declarations of interest made.

5 **MINUTES OF PREVIOUS PUBLIC MEETING:**

5.1 **Thursday 27 June 2023**

5.1.1 The following amendments were proposed:

In relation to paragraph 16.1.1 (1st bulletpoint), RS proposed that the final sentence be removed as this was considered a sweeping statement.

In relation to paragraph 16.1.1 (1st bulletpoint), RH proposed the statement that SFRS were seeking advice from Police Scotland should be corrected to HMFSI seeking advice from Police Scotland.

In relation to paragraph 9.1.9, TW proposed that wording in the final sentence be amended from “.. *policies would assist until system issues ..* ” to “.. *policies would persist until system issues ..* ”.

5.2 **Matters Arising**

5.2.1 There were no matters arising.

5.3 **Subject to the above amendments, the minutes of the meeting held on 27 June 2023 were approved as a true record of the meeting.**

6 **ACTION LOG**

6.1 The Committee considered the action log, noted the updates and agreed the following actions.

Action 7.5 Annual Procurement Report 2022/23 (13/10/2022): It was agreed that, having explored the options, the complexities of including a GVA report outweigh potential benefits and therefore this action should be closed.

Action 8.1.15 SFRS Internal Audit Progress Report 2022/23 - Final Report – Revenue and Funding Maximisation (13/10/2022): JT and RW provided a verbal update regarding the potential partnership work with CivTech and what this would entail. RW would provide further updates on innovation within the performance report presented to the SFRS Board. It was agreed to close this action.

Action 7.1.13 SFRS Internal Audit Progress Report 2022/23 - Final Report Corporate Performance Management (10/01/2023): Following discussions in the private session, it was agreed to close this action.

Action 9.4 Deloitte - Audit Dimensions and Best Value for the Year Ended 31 March 2022 (06/04/2023): RAG status to be changed to green pending presentation to a future Strategy Day.

Action 9.1.11 SFRS Internal Audit Progress Report 2023/24 - Final Report – Sickness Absence Management (27/06/23): Position statement to be updated with timescale.

Action 9.1.17 SFRS Internal Audit Progress Report 2023/24 - Final Report Arrangements for the Internal Assessment and Verification of SVQ (27/06/2023): LB advised the Committee that work continued to recover lost revenue. Further details on any lost revenue to be included within the next action log update which would allow this action to be completed.

Action 9.4.4 SFRS Progress Update/Management Responses (27/06/2023): This action should be closed.

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

7 INTERNAL AUDIT

7.1 SFRS Internal Audit Progress Report 2023/24

7.1.1 GD presented a report to the Committee which summarised the progress on the delivery of the 2023/24 Internal Audit Plan and the following key points were highlighted:

- Final Reports presented for the Workforce Planning (On Call Firefighters) and Budgetary Control.
- Scope of and objectives for upcoming internal audits.

7.1.2 The Committee noted and welcomed the inclusion of the outline scope for the Risk Management and Partnership working audits.

7.1.3 The Committee questioned how benchmarking/comparisons with other organisations would be presented. GD noted that this information would be presented in a table format with RAG status applied to appropriate ranges, including best practices. GD also noted that feedback from the Committee on how this information was presented would be welcomed.

7.1.4 In regard to the Partnership Working audit, the Committee noted this related specifically to working with Local Authorities and suggested that the audit title and control objectives should be more explicit. The Committee further noted that clarity should be provided whether Community Planning Partnership arrangements were also being considered. GD noted the comments and agreed to amend the title and scope as necessary to provide this clarity.

ACTION: GD

7.1.5 GD commented on the different arrangements and challenges within individual areas and noted that the audit would evolve to ensure that the outcomes were meaningful and of benefit to the Service.

7.1.6 RS reminded the Committee that the HMFSI's first Service Delivery Area Inspection had been published and offered to discuss and share any findings relating to partnership working with GD outwith the meeting. The Committee requested a report back on the outcome of discussions on comparisons with HMFSI fieldwork and sharing of information in relation to Partnerships.

ACTION: GD

7.1.7 Final Report – Budgetary Control

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

- Overall positive report finding good arrangements, lots of scenario planning undertaken, stress testing of budget assumptions carried out, as well as regular reporting.
- Improvements identified included business case work needs to be tightened up, in particular how they are reported, and ensuring consistency in business cases in operational areas where changes were required over trigger values.

- Other minor improvement recommendations were made.

7.1.8 JT noted the positive report which helped provide confidence in the existing controls and accepted the recommendations made particularly around business cases, both the development, potential business case light approach and consideration on wider aspects/benefits.

7.1.9 The Committee commented on the large number of archived scenarios and queried what learning was being taken from them. JT advised that broad scenarios are broken down into the incremental elements ie Wholetime, On Call, etc to identify and fully understand the impact and sensitivities around the scenarios. JT noted that these were valuable exercises and played a key role in budget setting processes.

(E Gayler and K Lewis joined the meeting at 1040 hrs)

7.1.10 In regard to business cases, GD reminded the Committee that there was a requirement for education and awareness on the importance of business cases, ie success criteria, scenario planning and evaluation mechanisms throughout the whole Service.

7.1.11 The Committee noted concerns on the improvement action relating to the procurement of a new internal financial management system and ensuring that the specification was right, given the work ongoing with the new People, Payroll, Finance and Training (PPFT) project.

7.1.12 The Committee queried how assurances could be given that strategic fit and prioritisation is a clear part of the criteria when considering business cases. The Committee sought assurance on the strategic context and clear process for selection.

7.1.13 JT advised that strategic fit was part of the business case process and links to strategic objectives and benefits were identified. JT further advised that the requirements identified through the audit have been included within the People, Payroll, Finance and Training (PPFT) specification.

7.1.14 Final Report – Workforce Planning (On Call Firefighters)

GC advised the Committee of the outcome of the audit, noting the following key issues:

- Overall positive report with some areas of good practice identified.
- Five improvement actions raised, mainly concerning the revision of the recruitment selection policies and taking account of changes made through the On Call Improvement Programme.

7.1.15 GD noted that the challenges relating to On Call were not unique to the Service and whilst there were no major weaknesses within the approach, the arrangements were new and needed to be embedded. LB informed the Committee that the Service was part of a national working group which was exploring opportunities to further improve the situation with Retained/On Call firefighters.

7.1.16 KL provided a brief outline of the 5 improvement actions; the actions being taken to address them and the timescale for completion.

7.1.17 The Committee noted their concerns on the lack of urgency in addressing these issues and the general timescale for actions to be completed. KL assured the Committee that this area remained a priority and focus for the Service. KL outlined the challenges faced when engaging with candidates and the impact on resources with local areas. KL noted that the recruitment selection policies were not specific in relation to On Call recruitment and the intention during their review was to provide a broad overview of the principles of recruitment selection, developing supporting procedures and guidance.

- 7.1.18 The Committee commented that the focus was on redesigning processes, developing guidance, etc and whether the bureaucracy could be reduced. The Committee queried the level of confidence that these changes would be effective and deliver success.
- 7.1.19 The Committee were reminded that several pilot programmes were ongoing and the outcome of these would help the development of future processes, etc.
- 7.1.20 In regard to the timescale since the last policy revision, LB noted there were several reasons for this with one being the various ongoing pilot programmes. The outcome of these pilots would be considered during the revision process. The Committee accepted this explanation and noted that it would have been helpful to have this contextual narrative within the report.

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

(G Devlin and K Lewis left the meeting at 1100 hrs)

7.2 SFRS Progress Update/Management Response

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

- Seven actions were added and 11 actions were closed during this quarter.
- Total of 38 outstanding actions remain with 22 actions not yet due for implementation.

7.2.2 The Committee sought clarification whether the external funding and revenue generation included the core Scottish Government monies and whether the seven recommendations were out of proportion based on the overall benefits. LMcG advised that this funding did not include the Grant in Aid (GIA) funding from Scottish Government. With regard to the level of benefits, LMcG noted that the Service were endeavouring to subsidise funding as much as possible to alleviate financial pressures. JT further noted that the evaluation process would help identify whether to pursue potential grants/funding.

7.2.3 The Committee commented on the need for a more collaborative approach on taking necessary actions/providing evidence to close off risks promptly. GC reminded the Committee of the close working relationship with the Service, that responses/evidence provided does not always address the original risk and that further responses had been received since the report was circulated.

7.2.4 With reference to the Water Planning risk, the Committee noted that the risk had progressed from operational to financial risk. The Committee further noted that these risks should be reviewed and either confirmed as being addressed, reframed or recognised as being superseded.

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

8 AUDIT ACTION PLANS AND CLOSING REPORTS UPDATE

8.1 MMCA presented a report to the Committee providing an overview update of the current audit and inspection action plans for scrutiny.

8.2 MMCA noted that the Audit and Inspection Overview dashboard recorded 15 action plans as complete and of the remaining live action plans, one was reporting on track for completion (Green), one was reporting Amber (slippage in timescale) and a further 2 action plans were currently in development.

8.3 The Board noted the good progress being made and commented on the helpful information presented via the dashboard.

8.4 **The Committee scrutinised the report.**

The Chair informed the Committee that Items 13 and 14 would be brought forward on the agenda.

(I Bashir and R MacKinnon joined the meeting at 1115 hrs)

13 RISK SPOTLIGHT: RETRIEVAL OF PPE

13.1 IB presented the risk spotlight on the retrieval of PPE. IB noted that the paperwork for returning PPE had been revised and circulated, correspondence had been updated to emphasis the costs incurred for the non-return of PPE by the Service and the audit action was on target for completion by March 2024. IB further noted that discussions were ongoing with legal and finance colleagues to identify appropriate consequences for non-return of PPE.

13.2 The Committee commented on the opportunity within the PPFT programme to consider an element for recording what equipment/PPE had been assigned to individuals.

13.3 The Committee were provided with an example of the current process for requesting, returning and reissuing replacement equipment and PPE. RMack advised the Committee that in the case of individuals leaving the Service, the process was reliant on managers completing the process for returning equipment/PPE.

13.4 In terms of potential security risk, RMack noted that all branded uniform was requested to be returned and every effort was made to retrieve same. The increased communication and emphasis on returning kit, although helpful, would not totally mitigate the risk and consideration should be given to financial or legal sanctions being introduced. It was noted that any incidents of individuals impersonating firefighters were reported to Police Scotland.

13.5 Brief discussion took place on the potential to withhold final salary payment until full return of PPE/equipment and the process required to implement this. The Committee requested a future update on inter-departmental discussions relating to leavers returning all equipment and PPE, and any improvements to the process that can be made including consequences for non-compliance.

ACTION: IM/IB/RMack

13.6 **The Committee scrutinised the report.**

(I Bashir and R MacKinnon left the meeting at 1130 hrs)

14 INTERNAL CONTROLS UPDATE

14.1 Risk Report Update

14.1.1 DJ presented the risk report and dashboard to the Committee for scrutiny. The Committee noted that the previous (paper based) approach afforded the opportunity to review and reflect on the information being presented. As such, the Committee felt that further discussions on how this information is presented was necessary to ensure proper scrutiny could be undertaken.

ACTION: BB/DJ

14.1.2 EG gave a demonstration of the risk dashboard and highlighted the following key points:

- Overview of Business Intelligence landing page.
- Board Summary Risk and Full Risk reports are accessed via the Governance tab.
- Summary risk report focuses on risk with high ratings (15 or above) with an option available to show all risks.
- Work was ongoing to realign all directorate and project risks to strategic outcomes rather than strategic risks.
- Risk Change overview page allows various filters, for example individual Committees, changes, actions, key words, to be applied.

- Pressing Issues pages which contained high rated risks (15 or higher) with details on changes, actions, etc.
- Directorate Risk page contains all risks in tabular form.

14.1.3 Notwithstanding the above comments on the need to revisit the form and content of information presented to the Committee, the link to the Risk and Performance dashboard be recirculated and included in all future reports. This would allow the Committee to review and scrutinise the data ahead of presentation at meetings.

ACTION: DJ/EG

14.1.4 The Committee asked for an update on the progress being made against the 2 highlighted risks (SDD007 and FCS005) which had a risk rating of 15 or over. DJ advised that both risks were on course although there may be changes in dates for completion of work. Further progress has been made since the report had been produced.

14.1.5 DJ demonstrated how the Service would interrogate the risk dashboard through the Directorate button. This would allow the Committee to review progress and actions being taken and updates from the risk owner.

14.1.6 The Committee were requested to review and provide feedback on the risk dashboard, particularly what the Committee needs, how the Committee would use it and general experience by the end of November 2023.

ACTION: ALL

14.1.7 RW reminded the Committee that a PowerBI session was scheduled for the next Strategy Day (23 November 2023). The Committee welcomed this session and requested a particular focus on definition of the responsibilities/role of the Board and Committees and how the new approach supports scrutiny and challenge.

ACTION: RW

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

14.2 **Anti-fraud/Whistleblowing Update**

14.2.1 JT informed the Committee of 2 recent incidents and updates on the current position:

- On 14 September 2023, a quantity of batteries were lost in transition to the new West Asset Resource Centre (ARC). The incident was being investigated and had been reported to Police Scotland.
- An employee reported a potential card scamming incident which was investigated and subsequently closed as no fraudulent issues were identified.

14.2.2 In regard to the relocation of stock to the new West ARC, the Committee asked whether the Service were confident that no further stock had gone missing. JT advised that a mini stocktake, focusing on high-risk items, had taken place and no further stock had been reported missing. JT further advised that it was not possible to undertake a full stocktake at this time, as this would close stores for a period of 2 weeks.

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

(The meeting broke at 1200 hrs and reconvened at 1205 hrs)

9 **EXTERNAL AUDIT**

9.1 **Audit Dimensions and Best Value Report and Annual Reports 2021/22**

9.1.1 JT presented the report to the Committee outlining the progress on the External Audit Dimensions and Best Value Report for year ending 31 March 2021 and the Annual Report and Accounts Audit for 2020/21. JT noted that since the production of the report, additional updates had been provided by Audit Scotland and further context would be given under the next agenda item.

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

9.2 **External Audit – Progress with Wider Scope Audit Recommendations**

9.2.1 AMcD presented the report to the Committee outlining progress against the wider scope audit recommendations and highlighted the following points:

- Interim report presented due to the primary focus being the annual accounts audit.
- Of the 19 actions, 6 were still in progress, 4 awaited further evidence and 9 had been closed during the quarter.

9.2.2 In regard to any areas of concern, JT noted that discussions had taken place on the budget to outcome point, in order to reach an agreement of how the action could be addressed. JT noted the intention was to improve transparency, opportunities for scrutiny and identify potential areas to take this forward ie Home Fire Safety Visits. Further discussion would be held.

9.2.3 MO noted that further longer-term discussions were required and that a stocktake of actions to assess their position/relevance was a fair point.

9.2.4 The Committee sought and were provided with clarification on the reason for the separate audit and wider scope audit actions. JT noted that the incomplete actions were taken into account during this year's audit and therefore would be closed on conclusion of the audit.

9.2.5 **The Committee scrutinised the report.**

9.3 **2022/23 Audit Plan Progress Report**

9.3.1 MO provided a verbal update to the Committee on the progress of the 2022/23 Audit Plan, noting that this was scheduled to be reported to the Special Committee meeting on 30 November 2023. MO noted the initial submission of the draft accounts to Audit Scotland was delayed but he was still confident to be able to deliver within the agreed timeframe.

9.3.2 JT explained the reason for the late submission and was hopeful that the work undertaken since has helped to recover the position.

9.3.3 The Committee asked whether any areas of concern had been identified. MO noted that the command and control contract was an area of concern. MO further noted that a request had been made for more disclosure around the project and cancellation of same to be included within the accounts. MO advised that the Auditor General was not planning to undertake a Section 22 Report this year due to the retained benefits from the original project and the subsequent current new project. However, this area would remain an interest for both Audit Scotland and the Auditor General.

9.3.4 AMcD noted that there were no major concerns, commented on the level of learning required in relation to the pension funds and that good progress had been made to date. JT advised that, as per previous years, the Service were in a similar position with pensions and the reliance on other parties such as actuaries, local authorities etc.

9.3.5 The Committee requested early notification should the 30 November 2023 date be unachievable.

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

10 ANNUAL PROCUREMENT REPORT 202/23

10.1 JT presented a report to the Committee 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.

10.2 Due to the rescheduling of this meeting, JT noted that the Annual Procurement report had been presented and approved at the SFRS Board meeting on 26 October 2023. Therefore, no approval was needed from the Committee.

10.3 **The Committee noted the report.**

(L Barnes left the meeting at 1235 hrs)

11 GIFTS, HOSPITALITY AND INTERESTS POLICY

11.1 DJ presented the revised Gifts, Hospitality and Interests Policy and Quarterly Update to the Committee for scrutiny, the following key points were highlighted:

- Total number of declarations within the first 2 quarters was 31.
- Good progress was continuing to be made and this was evidenced through the increased number of declarations and enquiries.
- No fundamental changes have been made to the policy.

11.2 The Committee extended their thanks for the progress being made.

11.3 **The Committee scrutinised the report and supported the approval of the revised policy.**

12 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS

12.1 Covered under Item 11.

15 REPORT FOR INFORMATION ONLY:

15.1 Quarterly Update Report on HMFSI Business

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

- First Service Delivery Area (SDA) Inspection report for the East published and laid before Parliament on 19 October 2023. Local level performance across several themes were considered and rated. Format of the report provided was accessible for the general public as well as more focused information for Management/Board consideration.
- Next SDA inspection in the West had commenced and would identify good practice, areas for improvement and allow benchmarking with the East.
- Future SDA inspection would be undertaken in the North.
- Next report to be published would be Climate Change: Impact on Operational Activity. The inspection highlighted areas of good practice made some recommendations and recognised the increasing impact on operational activities.
- Mental Health and Wellbeing Provision audit was nearing completion and recognised the steps taken at a strategic level, policy and procedural and the general change to the culture within the organisation. Some recommendations were made relating to the roll out of policies and increasing awareness.
- Terms of Reference for the Organisational Culture inspection had been developed and feedback was still awaited from the Service. It was proposed to focus on values, behaviours, misconduct and tools available to challenge inappropriate behaviour.
- Independent inspection of Northern Ireland Fire and Rescue Service was now publicly available.

15.1.2 The Committee noted the opportunity for benchmarking comparisons between the SDAs. RS advised that the inspection would not overtly benchmark within the Service but would allow the Service to use the reports to draw some comparisons.

15.1.3 RS noted the delay in the publication of the report and advised the Committee that improvements had been made during this period. The Committee acknowledged the importance of this work as a continuous improvement tool and were encouraged that improvement actions had already been taken.

15.1.4 The Committee noted and welcomed the specific focus within the Organisational Culture audit.

15.1.5 **The Committee noted the report.**

15.2 Outcome of HMRC Compliance Review 2023

15.2.1 A report was provided to formally advise the Committee on the outcome of the recent HMRC Compliance Review.

15.2.2 **The Committee noted the report.**

16 REVIEW OF ACTIONS

16.1 KM confirmed that 7 formal actions were recorded during the meeting.

17 FORWARD PLANNING

17.1 a) Committee Forward Plan Review

17.1.1 The Committee considered and noted the Forward Plan.

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

17.2.1 No items were identified.

18 DATE OF NEXT MEETING

18.1 A Special Private meeting is scheduled to take place on 30 November 2023. The next public meeting is scheduled to take place on 18 January 2023 at 1000 hrs.

18.2 There being no further matters to discuss the public meeting closed at 1254 hrs.

PRIVATE SESSION

19 MINUTES OF PREVIOUS PRIVATE MEETING:

19.1 Thursday 27 June 2023

19.1.1 The minutes of the private meeting held on 27 June 2023 were approved as a true record of the meeting.

20 SFRS DATA QUALITY ISSUES AND CONSIDERATIONS

20.1 RW presented the report to the Committee to provide an update on issues related to data quality across the Service which were identified in a recent internal audit report.

20.2 **The Committee scrutinised the report and verbal update.**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC19-23

Agenda Item: 11

Report to:	BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	14 DECEMBER 2023							
Report Title:	QUARTERLY PERFORMANCE DASHBOARD Q2 2023-24							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To provide SFRS Board members with the second quarter performance information for fiscal year 2023-24.							
2	Background							
2.1	The Organisational Performance dashboard is reflective of the quarterly Key Performance Indicators (KPIs) that the Performance Management Framework 2023-24 that provides information as to how the Scottish Fire and Rescue Service is performing against the strategic outcomes contained within the SFRS Strategic Plan.							
3	Main Report/Detail							
3.1	Development of the Organisational Performance dashboard (<i>pdf copy and link to dashboard in Appendices/Further reading</i>) is on-going. This quarter report now includes y axis values (requested at Q1 reporting to SDC) and where they exist, target lines for key performance indicators represented by a solid green line .							
3.2	Data is not currently available from all systems for the same time series. As systems and processes develop this will be resolved. Time series for operational KPIs (1 – 16, 21, 30 - 31) are eight-years from 2016-17. Operations KPIs (17 – 21) are 6 years from 2018-19. Training KPIs (22 – 29) are four-years from 2020-21. People KPIs (46 – 49) are three-years from 2021-22.							
3.3	As the Organisational Performance dashboard is a living representation of key data sources (eg IRS) data presented on relevant KPIs will be continuously refreshed between submission of papers until the day of the meeting. Minimal fluctuations in values are possible, but greater accuracy can be expected nearer the time of the meeting.							
3.4	The following highlights KPI's contained within the dashboard that SFRS Business Intelligence and Data Services wish to draw the Board's attention to, either by exception or as point of specific interest.							
3.5	To support Board scrutiny, there are 65 indicators contained within the SFRS Performance Management Framework 2023-24, 21 indicators are highlighted in this report; they are as follows: KPI 1 - 2 – Total incidents shows quarterly activity is lower for the second quarter than in recent time, which is primarily driven by the implementation of UFAS policy.							

KPI 4 – Fire fatalities for quarter are higher than average for the period but remain within the same range of historical values. The second quarter 2022-23 was the lowest in the time series.

KPI 5 – Fire casualties remain low and there is confidence in the number. The majority of the changes made through QA processes are adding 'precautionary checks'. These are not included in this KPI which counts casualties 'hospitalised' and receiving 'first aid on scene'.

KPI 6 – Home Fire Safety Visits (HFSV) are down 9 per cent versus the previous year and below the expected quarterly proportion of the 50,000 annual target.

KPI 8 – Percentage of HFSV created through partner referrals is above average for the third quarter in a row.

KPI 14 –The PMF seeks to drive improvement against the previous years response time which over the last 9 quarters has noticeably levelled off with only the exception of the third quarter 2022-23 where the Service experienced high-volume calls to flooding incidents across Scotland.

KPI 15 – The PMF seeks to drive improvement against the previous years call handling times which over the last quarter is marginally above the previous year value but clearly shows much shallower quarterly variation, and like 'response' is noticeably levelling off.

KPI 16 – On call availability is 74 per cent and is below the target line to improve against the previous year.

KPI 17 – Wholetime appliance availability is at 93.6 per cent.

KPI 21 – UFAs incidents shows the lowest quarter activity (3,662) throughout the time series (historical quarterly average 7,170). This is the first reporting period since implementation of UFAs policy.

KPI 22 - Core skills training modules completed were below the 95 per cent target at 75 per cent but has increased since last quarter thanks to increased supervisory officer engagement, better recording and learning support.

KPI 23 - Advanced, Support & Emerging risks training modules are also below target but at its highest point in the time series which the Training directorate has put down to local engagement with supervisory managers and collaborative training events.

KPI 24 - Flexi Officer training modules are sitting at 79 per cent against target of 95 per cent remaining fairly steady over the last three quarters. Staff turnover has had an impact on progressing further towards target.

KPI 32 - Carbon Emissions for the quarter are on target and likely to have been affected by implementation of UFAs policy and fewer turnouts.

KPI 40 - Invoices paid in 30 days has exceeded target for the first time in two years. Finance Services recognises improvements in the process such as more timeous action to process invoices and weekly reminders to budget holders as a key factor.

KPI 46 - Resource based crewing FTE is up over 100 per cent following the change to the Target Operation Model, due to the temporary withdrawal of appliances.

- Off Station FTE has continued to increase for the third quarter to just over 94 per cent.

3.6	<ul style="list-style-type: none"> • On Call Retained FTE has fallen below 70 per cent which the KPI owner has attributed to the increased number of leavers with less than 5 years' service. • On Call Volunteer FTE has increased for the second quarter in a row. <p>KPI 47 - Vacancy rates are at their second lowest in the three-year time series at 14.8 per cent and the temporary reduction in TOM will have been a factor.</p> <p>KPI 48 - Turnover increased around one per cent against the previous quarter affected by pension remedies for uniformed roles, un-forecast leavers in OC and resignations across support roles.</p> <p>KPI 50 - Verbal attacks on firefighters at their lowest in the three-year time series and is three less than recorded the previous year.</p> <p>KPI 51 - Physical attacks increased from three last year to nine this year and from what we currently understand about this year's bonfire period, likely means a similar number in the next quarter. Safety and Assurance has advised that thankfully no injuries were sustained but concerningly, one event involved unauthorised access to a fire station.</p> <p>KPI 54 - Near misses has risen for the third quarter in a row and are now flagged outside of routine variation. Safety & Assurance stated that the most common category recorded relates to 'Appliance and pumps' but that the continued work with SDA to promote recording through local groups may be having an influence on rising numbers.</p> <p>General summary</p> <ul style="list-style-type: none"> • Operational demand is at its lowest (quarter) across the eight-year time series driven by the implementation of the UFAS policy. • Incidence of fire fatalities is broadly the same over the same period but fires in the home and resultant casualties have significantly reduced overtime. • Response to life risk incidents is broadly similar over the last few years as is time taken to request resource mobilisation (call handling). • HFSVs carried out are proportionately more likely to arise through partner referral and be carried out with those most at risk however, visits are significantly lower than in previous years. • Availability of On-Call RDS appliances and Wholetime crews continues to be a challenge but FTE of most staff groups has improved with recognised temporary changes to the TOM.
4	Recommendation
4.1	Members are invited to scrutinise the contents of the Organisational Performance dashboard and note the exceptions provided within this paper.
4.2	Feedback on practical use of report is welcome to ensure continuous development of user experience.
5	Key Strategic Implications
5.1	Risk
5.1.1	Of the KPI's highlighted by exception within this report there is one risk within the SFRS Organisational Risk Register that is directly linked and currently rated higher than the target rating for the risk at time of writing.
5.1.2	For KPI's 16 and 17 which relate to availability. Service Delivery Risk SD006 has a risk rating of 12 with a target rating of 8. The risk is described as; <i>There is a risk that Service Delivery is unable to maintain an effective level of capacity and resource within the</i>

5.1.3	<p><i>Directorate because of challenges relating to the recruitment, promotion, and retention of staff. This could result in Service Delivery not meeting its statutory duties under, The Fire (Scotland) Act 2005, The Fire and Rescue Framework for Scotland 2016, The Fire (Additional Function) (Scotland) Order 2005, Regulation 11 of the Building (Procedure)(Scotland) Act 2004. In treating this risk an Operational Availability Group to monitor availability throughout the year is in place and this will implement further controls as required.</i></p> <p>In addition, SFRS has a specific risk related to the quality of data that provides service performance information. SPPC001 has a risk rating of 12 with a target rating of 8. The risk is described as; <i>There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.</i> In treating this risk, the service continues to develop performance information and maintain quality checks on some data. Quality checks on all data is not possible due to lack of resources and direct access to some data. A data governance group has been established and is working to a long-term objective to improve data quality.</p>
5.2 5.2.1	<p>Financial</p> <p>There is 1 KPI's directly related to financial performance highlighted within this paper and the Q2 organisational performance dashboard.</p>
5.3 5.3.1	<p>Environmental & Sustainability</p> <p>There is 1 KPI's directly related to environmental & sustainability performance highlighted within this paper and the Q2 organisational performance dashboard.</p>
5.4 5.4.1	<p>Workforce</p> <p>There are 3 KPI's directly related to workforce performance highlighted within this paper and the Q2 organisational performance dashboard.</p>
5.5 5.5.1	<p>Health & Safety</p> <p>There are 3 KPI's directly related to health and safety performance highlighted within this paper and the Q2 organisational performance dashboard.</p>
5.6 5.6.1	<p>Health & Wellbeing</p> <p>There are no specific Health and Wellbeing implications addressed in this paper</p>
5.7 5.7.1 5.7.1	<p>Training</p> <p>There are 3 KPI's directly related to Training performance highlighted within this paper and the Q2 organisational performance dashboard.</p> <p>Performance dashboard has been presented on the PowerBI platform and may require one-2-one training for some users. This can be provided by BI team on request. To assist 'help' pages have been created in PowerBI and on specific products.</p>
5.8 5.8.1	<p>Timing</p> <p>Performance measures based on data NOT captured in IRS are a 'snapshot' in time and may be subject to change dependant on relevant business areas business practices.</p>
5.9 5.9.1 5.9.2 5.9.3	<p>Performance</p> <p>This paper provides exception information about KPI's contained within the SFRS Organisational Performance Dashboard.</p> <p>Access to the SFRS Organisational Performance Dashboard is provided at appendix 1.</p> <p>PDF copy of the SFRS Organisational Performance Dashboard is provided at appendix 2</p>

5.10 5.10.1	Communications & Engagement There are no specific communications and engagement implications related to this paper	
5.11 5.11.1	Legal There are no specific legal implications related to this paper.	
5.12 5.12.1	Information Governance DPIA completed No. A DPIA is not required for this paper.	
5.13 5.13.1	Equalities EHRIA completed No. A EHRIA is not required for this paper.	
5.14 5.14.1	Service Delivery There are 10 KPI's directly related to Service Delivery performance highlighted within this paper and the Q2 organisational performance dashboard.	
6	Core Brief	
6.1	Mark McAteer presented the quarterly Organisational Performance Dashboard for Q2 2023-24 to Board.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	The service has continued to develop its approach to performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level and by the SFRS Board at committee and board level.
8	Appendices/Further Reading	
8.1	Appendix A - PDF copy of PBI0068 Organisational Performance Dashboard	
Prepared by:	Chris Fitzpatrick, Business Intelligence and Data Services Manager Richard Whetton, Head of Governance, Strategy and Performance	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
All strategic outcomes.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>15 November 2023</i>	<i>For Scrutiny and Decision</i>
<i>Service Delivery Committee</i>	<i>28 November 2023</i>	<i>Related KPI's only - For Scrutiny</i>
<i>Senior Leadership Team</i>	<i>2nd November 2023</i>	<i>For Scrutiny and Decision</i>
<i>People Committee</i>	<i>7 December 2023</i>	<i>Related KPI's only - For Scrutiny</i>
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For Scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Service Performance Report



**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2023-24 Q2**

APPENDIX A

You can use these navigational buttons to go to other pages, or use the contents panel at the left-hand side of the screen



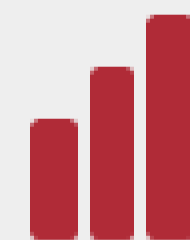
Welcome

The Service Performance Report provides a view of how the Scottish Fire and Rescue Service is performing against its corporate performance measures, as mapped against our Strategic Plan Outcomes.

Our [Performance Management Framework 2023-24](#) defines these corporate performance measures, whilst the [Strategic Plan 2022-25](#) outlines the high-level outcomes through which the Service will continually work towards its overall purpose.

This report is a tool to support and scrutinise effective delivery of the Strategic Plan 2022-25. Each KPI has an owner, who's responsible for monitoring and commenting on its performance.

Key contact: BI@firescotland.gov.uk



**BUSINESS
INTELLIGENCE**



LIVE MANAGEMENT INFORMATION

There is no confidential information in this report – content can be shared with partners.
Data is subject to change.

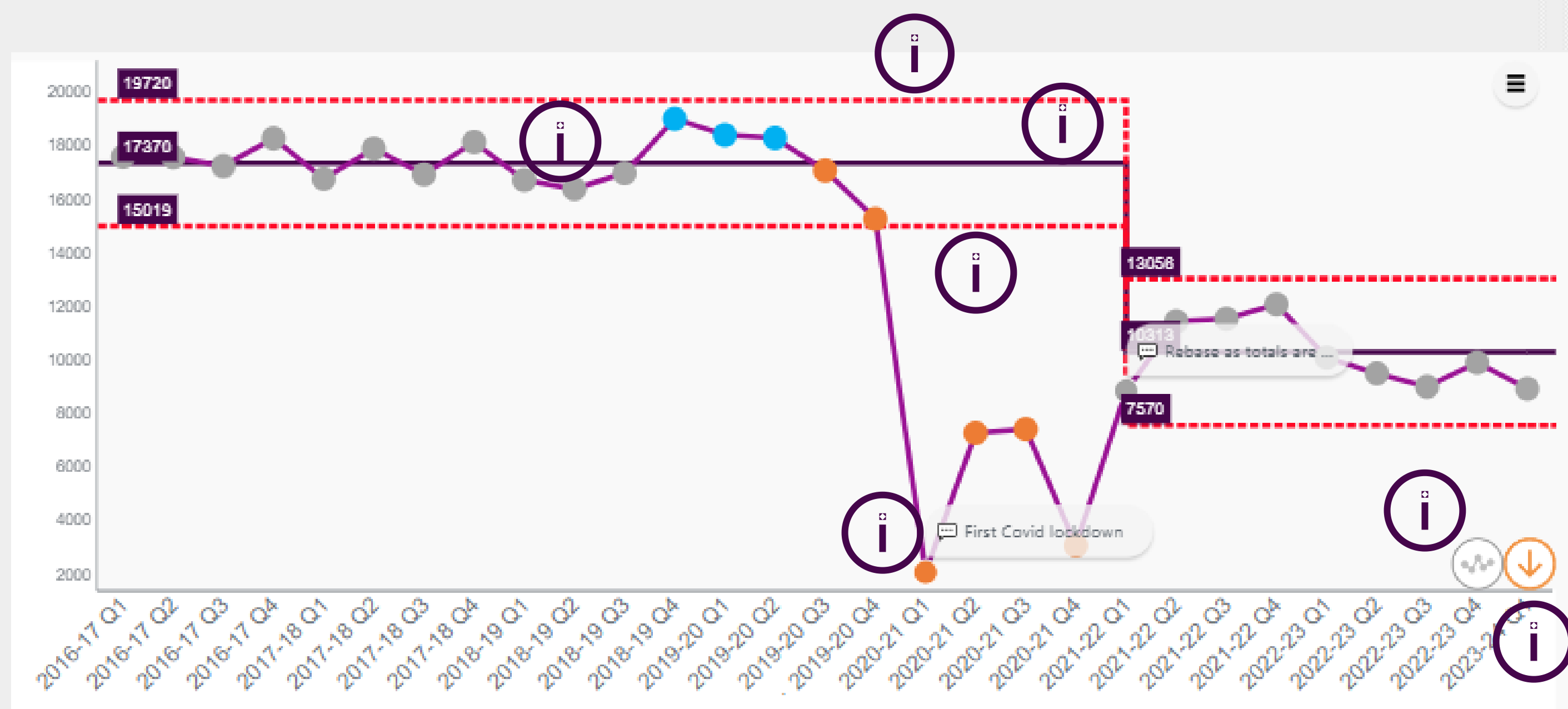
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

In this PMF Board Report, we use **Statistical Process Control (SPC) charts** to analyse and visualise how the Service is performing against each of its corporate performance measures. We also use commentary as provided by the KPI owner to provide context and highlight key messages. This approach to analysis is how the Business Intelligence Team will analyse, interpret and present performance data going forwards.

SPC is an analytical technique that **plots data over time**. It helps us to **understand variation** and guides us to take the most appropriate action.

SPC alerts us to a situation that may be deteriorating, shows us if a situation is improving, shows us how capable a system is of delivering a standard or target, and shows us if a process that we depend on is reliable and in control.



Above: anatomy of a SPC chart

How to Interpret SPC Charts - see chart - anatomy of a SPC chart

Normally data points will fall **between the upper and lower control limits**. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

- An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.
- A **BLUE** data point indicates where improvement appears to lie.
- A **GREY** data point indicates no significant change (common cause variation) as well as the baseline.

The following variation icons will also appear on each SPC chart:

Common cause – no significant change	Special cause of concerning nature or higher pressure due to (H)igher or (L)ower values	Special cause of improving nature or lower pressure due to (H)igher or (L)ower values

Data source for this report:

Details of each data source can be found on the Index page. Some of these are automated whilst others are manual. ➔

Frequency of update:

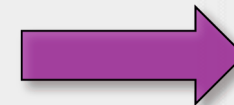
This report will be updated quarterly.

Source: [making-data-count-getting-started-2019.pdf \(england.nhs.uk\)](#)



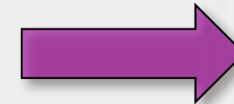
OUTCOME 01 (Prevention & Protection)

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



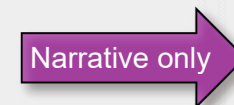
OUTCOME 02 (Response)

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



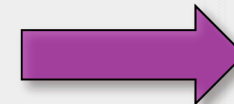
OUTCOME 03 (Innovation & Modernisation)

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



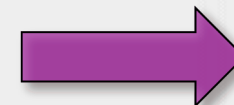
OUTCOME 04 (Climate Change)

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



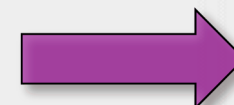
OUTCOME 05 (Effective Governance & Performance)

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



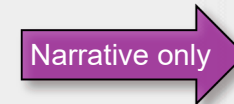
OUTCOME 06 (People)

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



OUTCOME 07 (Partnership)

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



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

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
01	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
02	Number of deliberate primary fires	SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
03	Number of refuse and vehicle fires	SFRS aims to support business owners and individuals to increase the safety of their premises and property	National	Quarterly	Reduce against previous year	Service Delivery Areas
04	Number of fire fatalities	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.	National	Quarterly	Reduce against previous year	Service Delivery Areas
05	Number of fire casualties	SFRS aims to refocusing our preventative activities to address issues of social	National	Quarterly	Reduce against previous year	Service Delivery Areas



Prevention and Protection

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

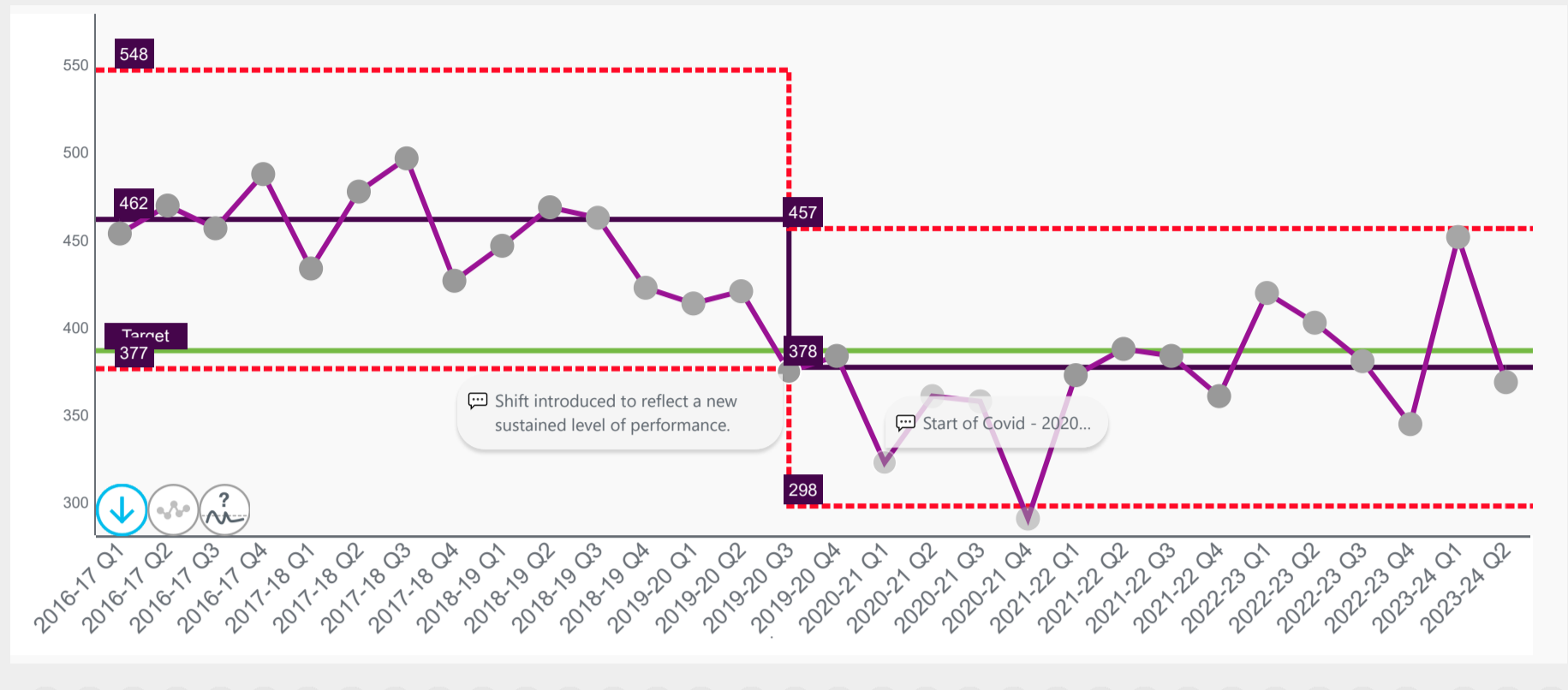


KPI 1 Non-domestic Building Fires

Reduce against previous year

PURPOSE: SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.

OWNER: Head of Service Delivery - East



SUMMARY

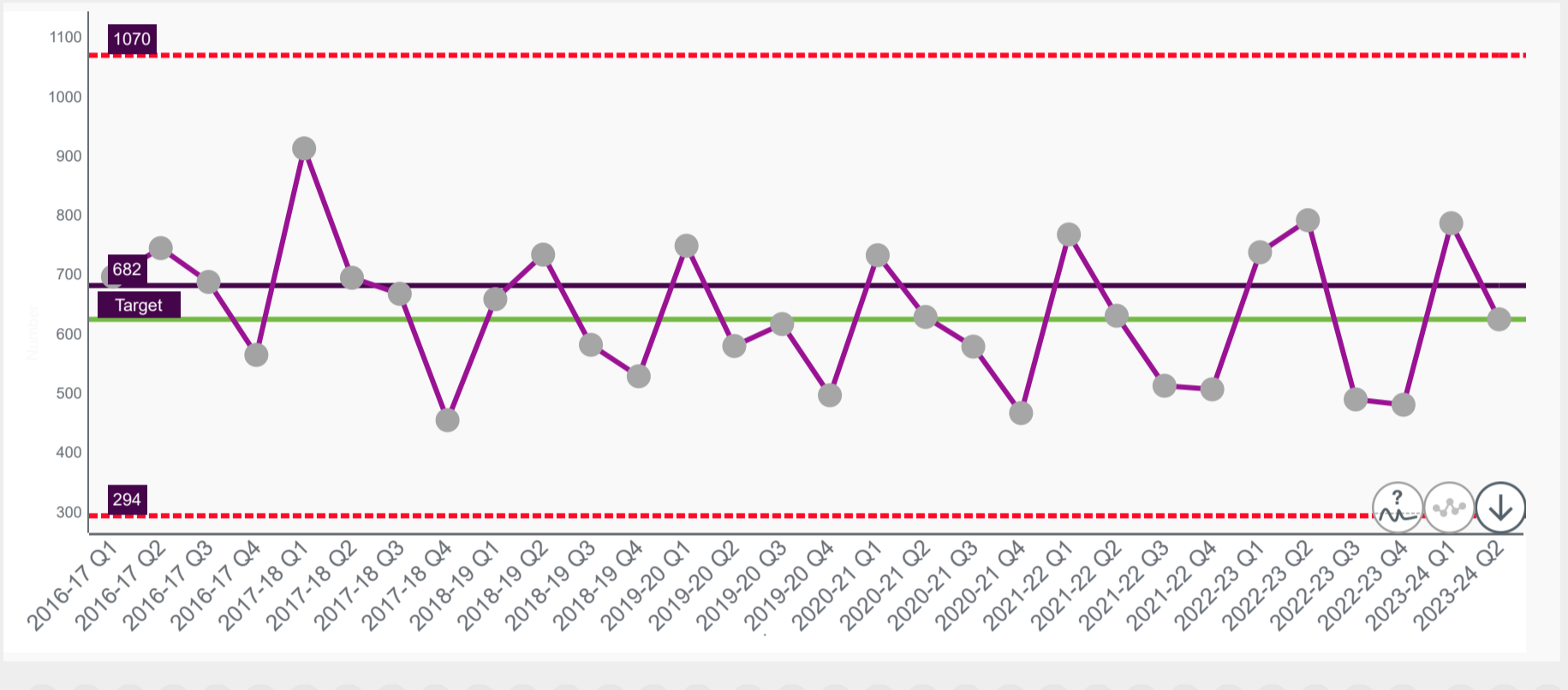
Post covid activity remains lower than previous years reflecting a changed operating environment for businesses and expanding the remit of the type of properties that enforcement engage with. Investment in enforcement staffing and training may also play a role in recent improved performance.

KPI 2 Deliberate Primary Fires

Reduce against previous year

PURPOSE: SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.

OWNER: Head of Service Delivery - East



SUMMARY

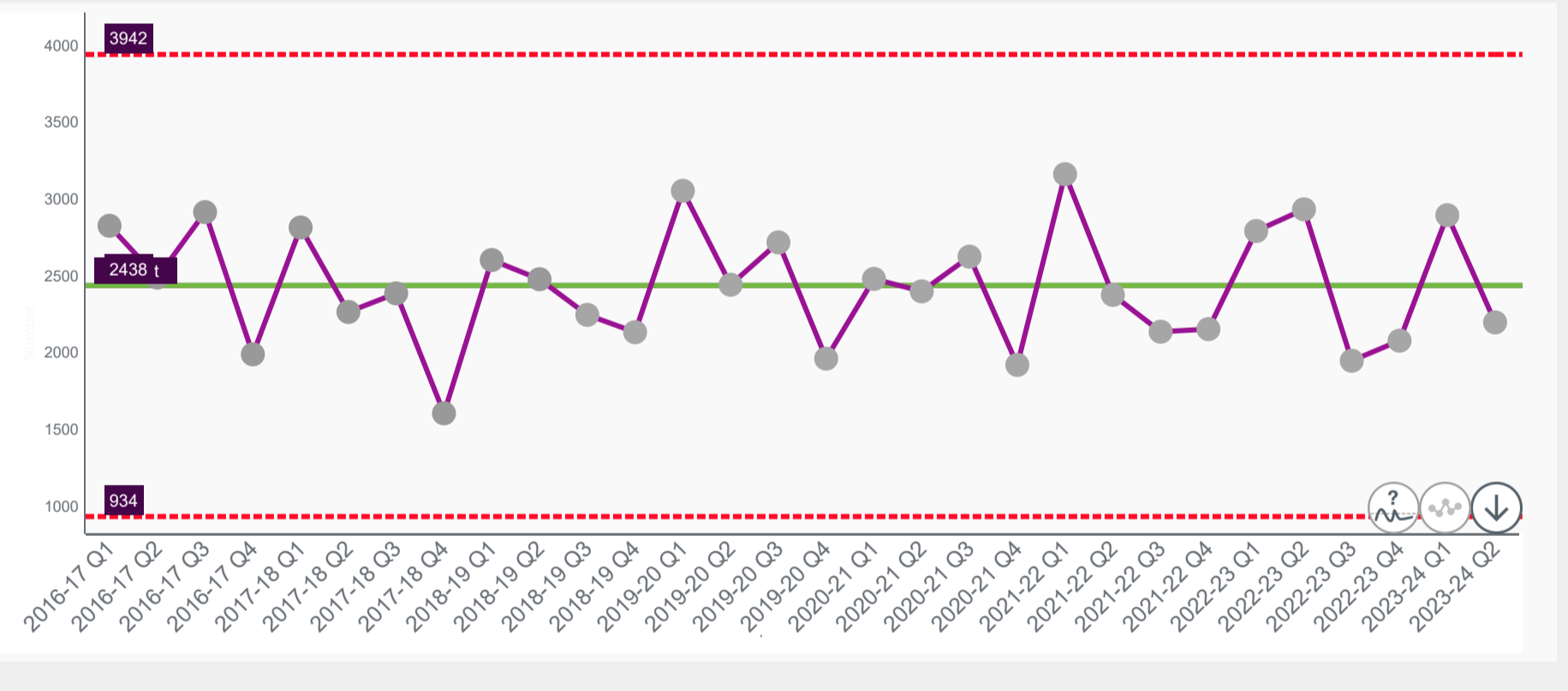
There has been no trend over recent years. An increased focus on education and targeting resources effectively and improving business as usual activity generally are the methods of improving performance here.

KPI 3 Refuse and Vehicle Fires

Reduce against previous year

PURPOSE: SFRS aims to support business owners and individuals to increase the safety of their premises and property

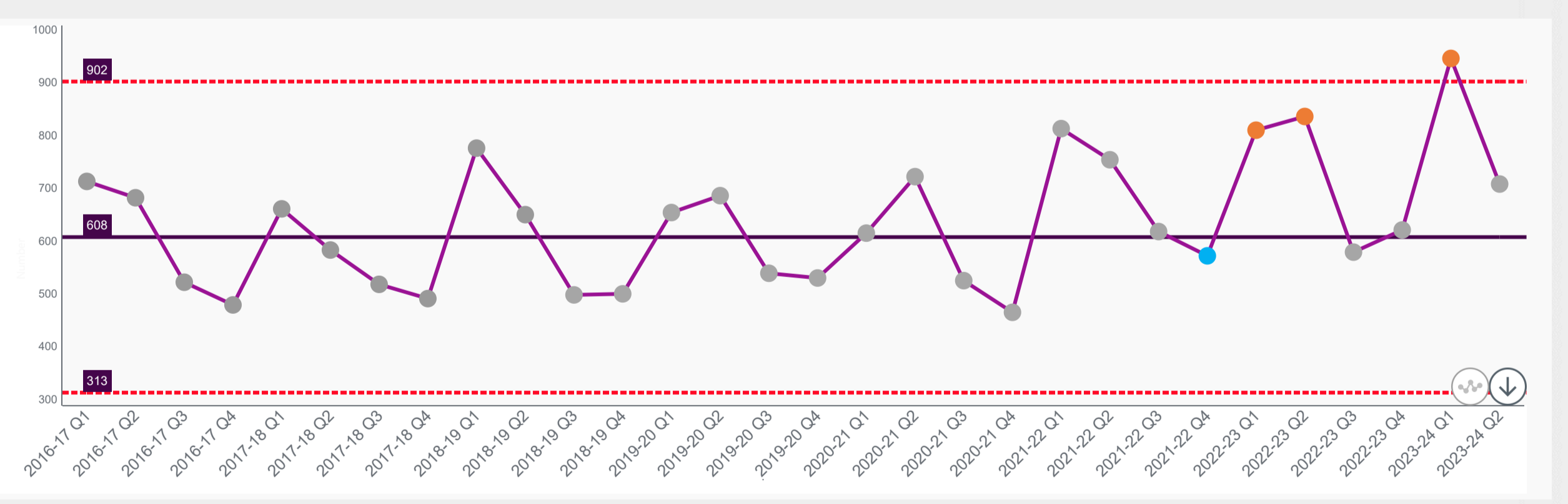
OWNER: Head of Service Delivery - East



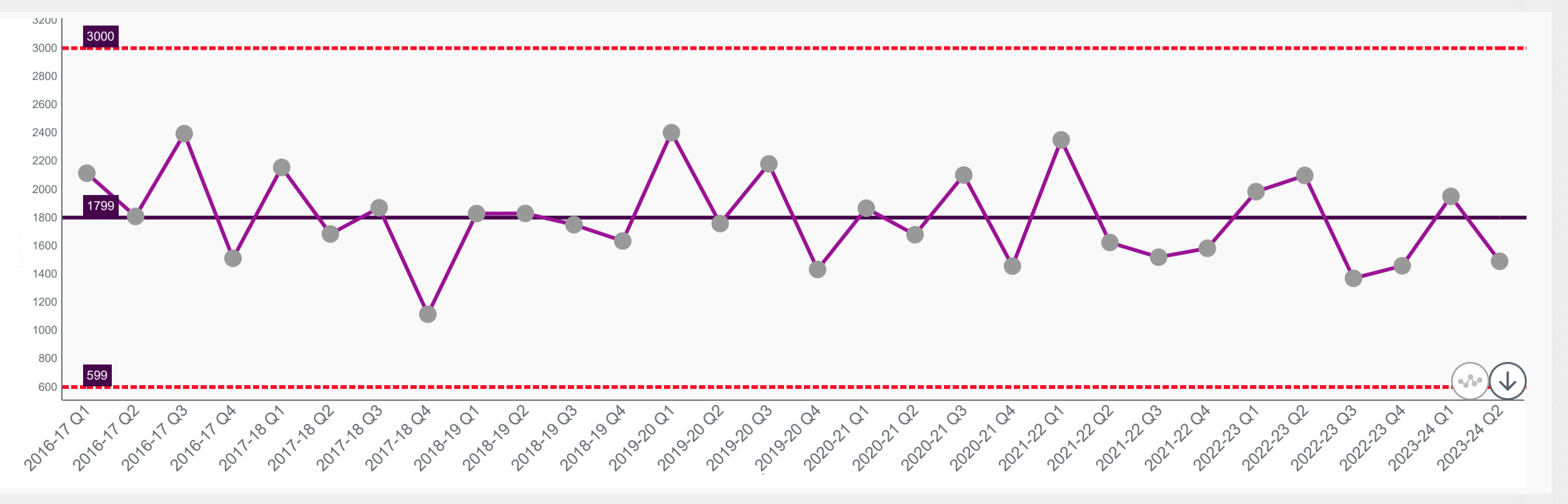
SUMMARY

A decrease for both accidental and deliberate cause from the Q1. Both can be seasonal and human factors such as anti-social behaviour. Targeted preventions activities are directed through Thematic Action Plans deployed by Directorate and station-based staff.

Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



Prevention and Protection

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



KPI 4 Fire Fatalities

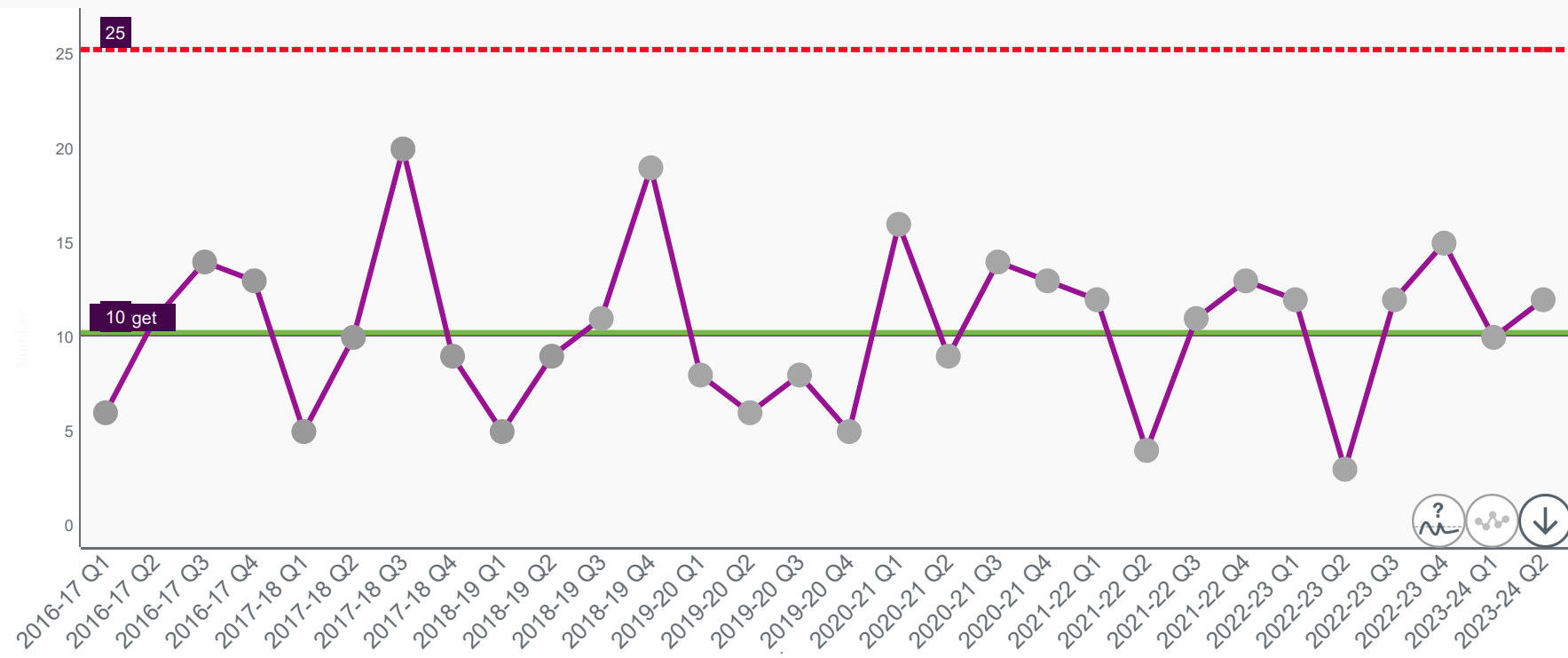
Reduce against previous year

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

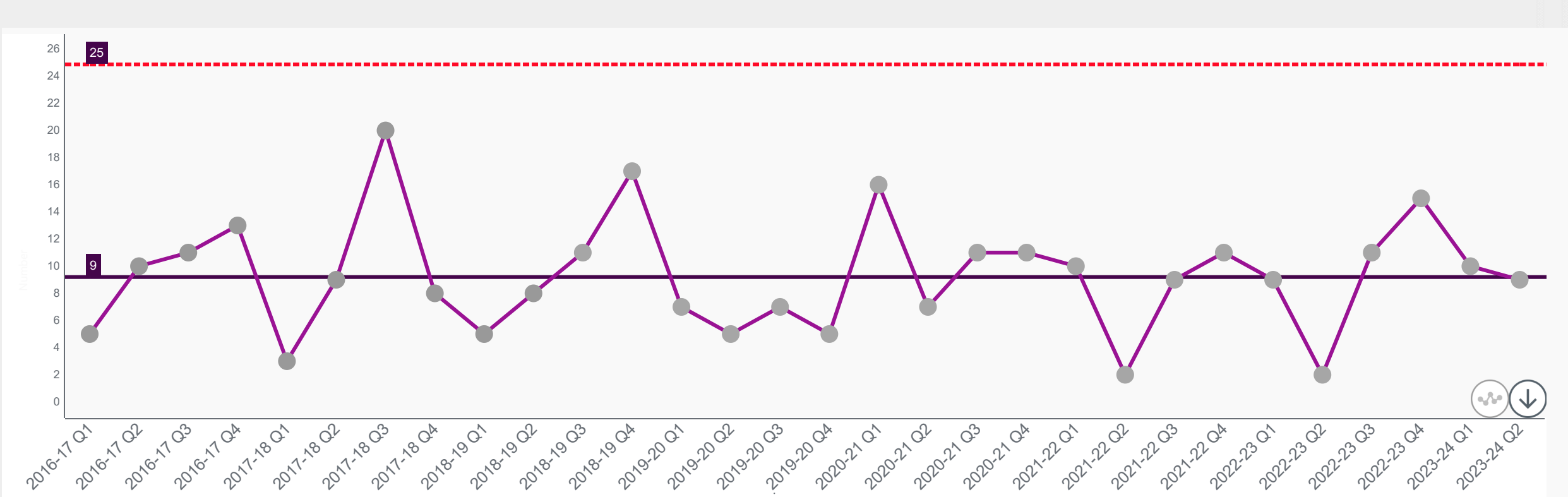
OWNER: Head of Service Delivery - East

SUMMARY

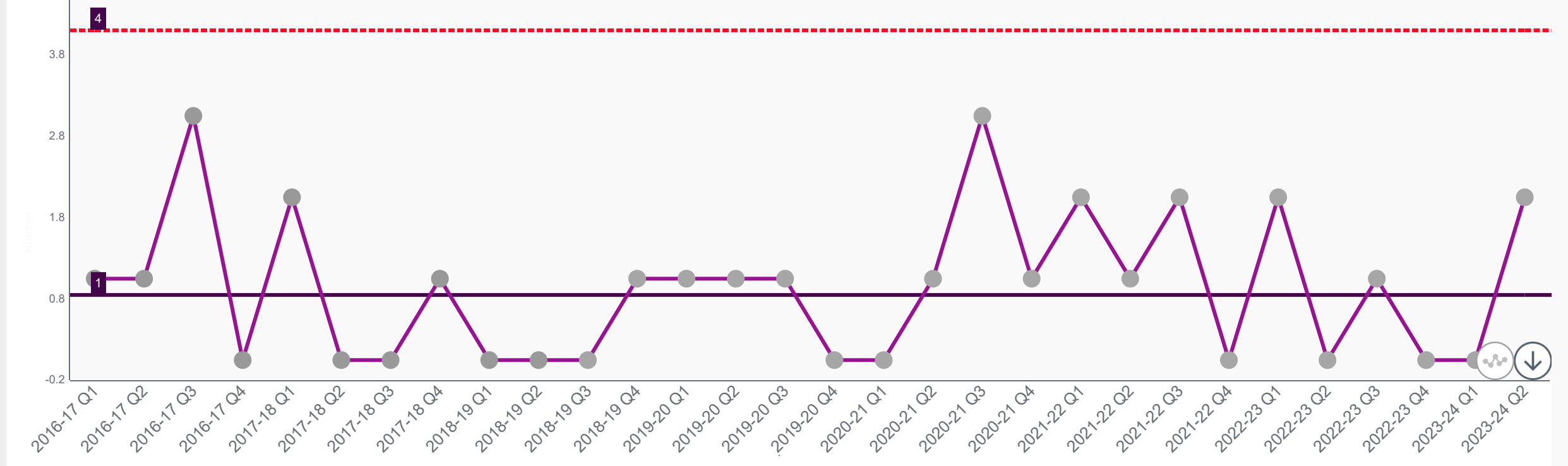
Improving performance here is challenging due to changing demographics and issues of deprivation. New campaigning focuses on supporting people to identify those most in need of SFRS support. Changes in Home Safety guidance and risk factors for receiving visits may improve these statistics in the long term.



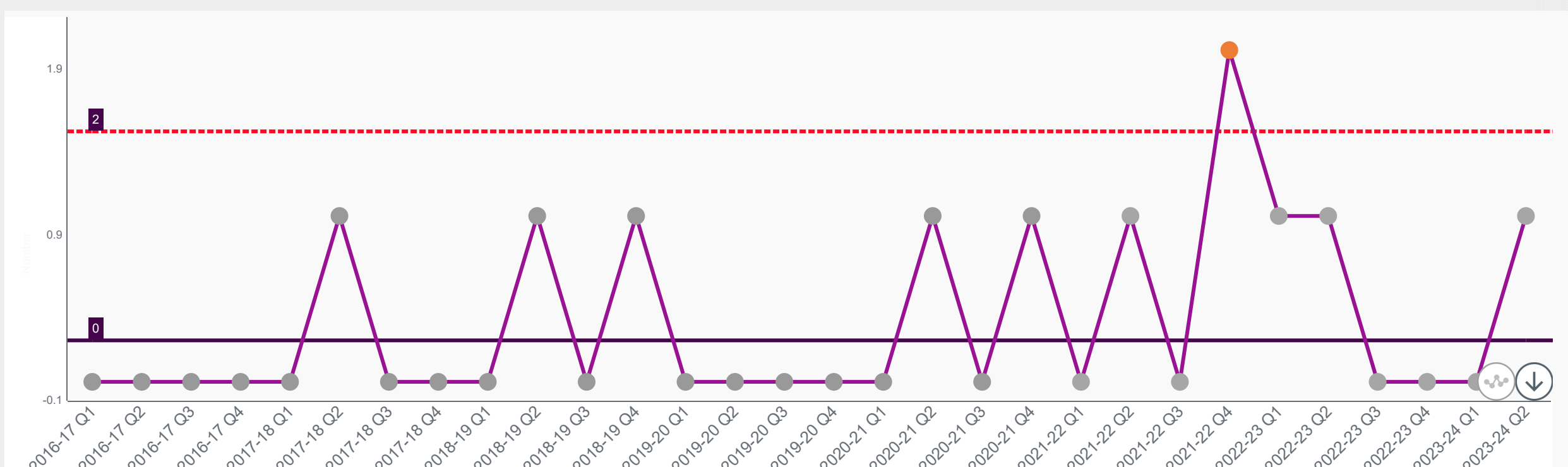
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities



KPI 5 Fire Casualties

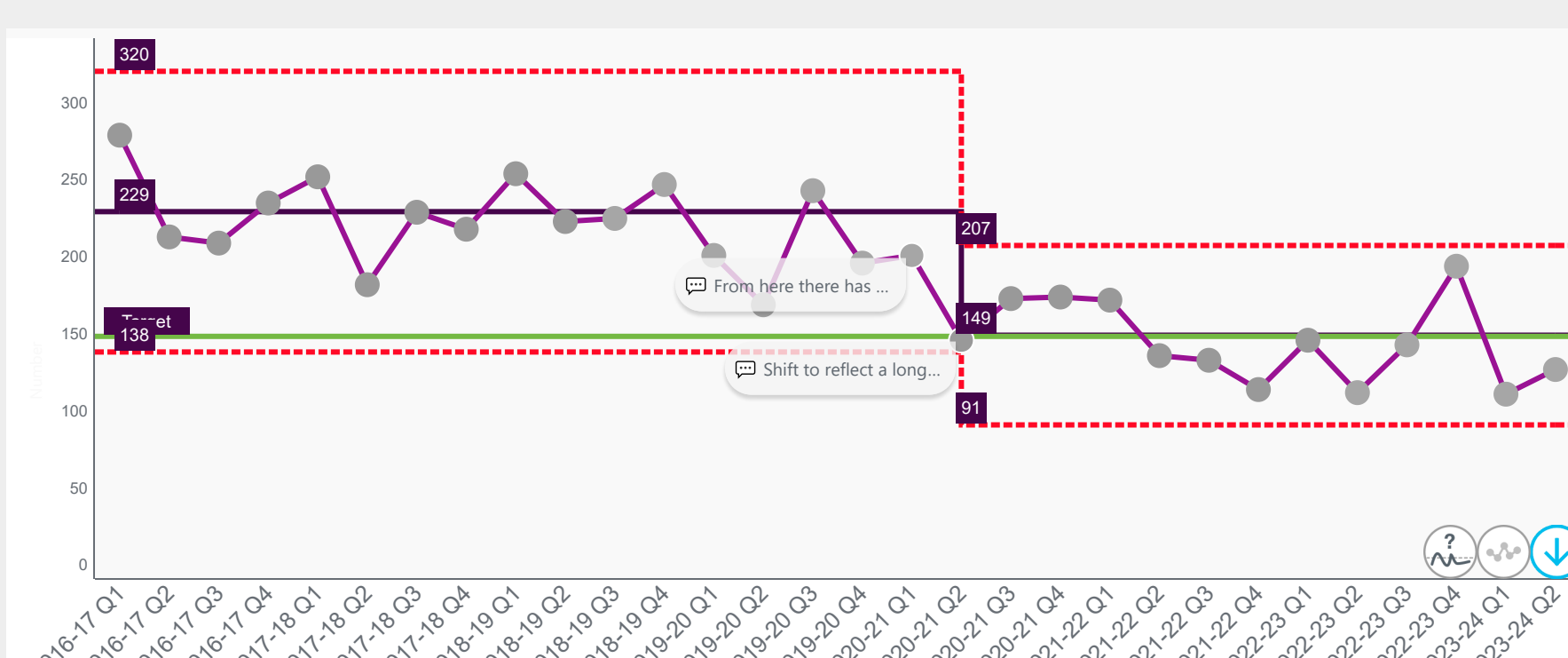
Reduce against previous year

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.

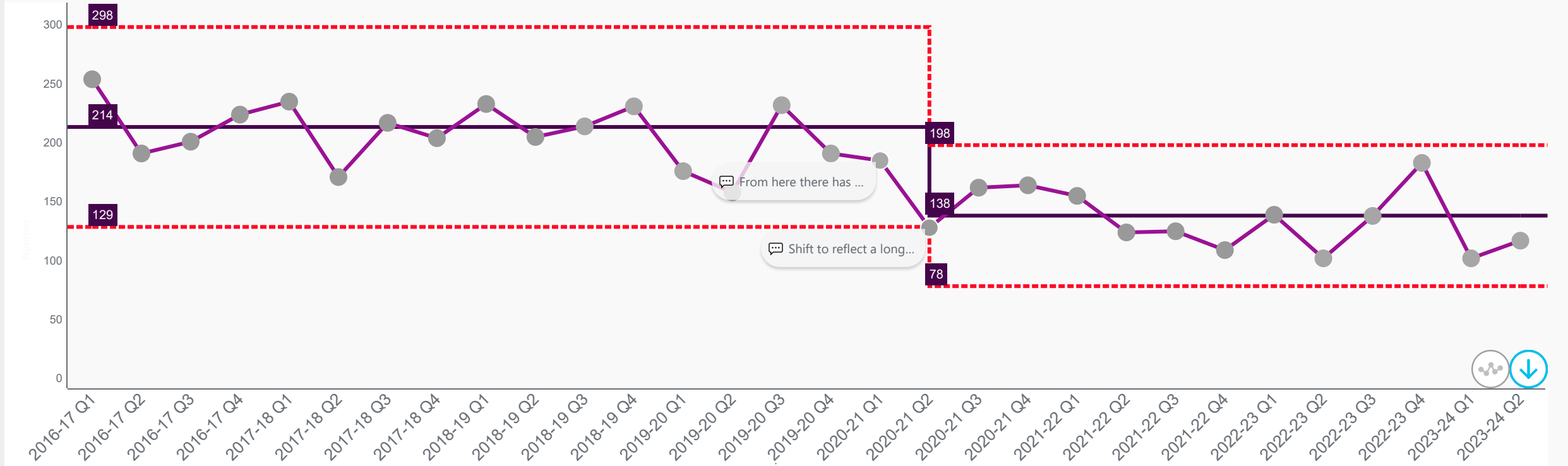
OWNER: Head of Service Delivery - East

SUMMARY

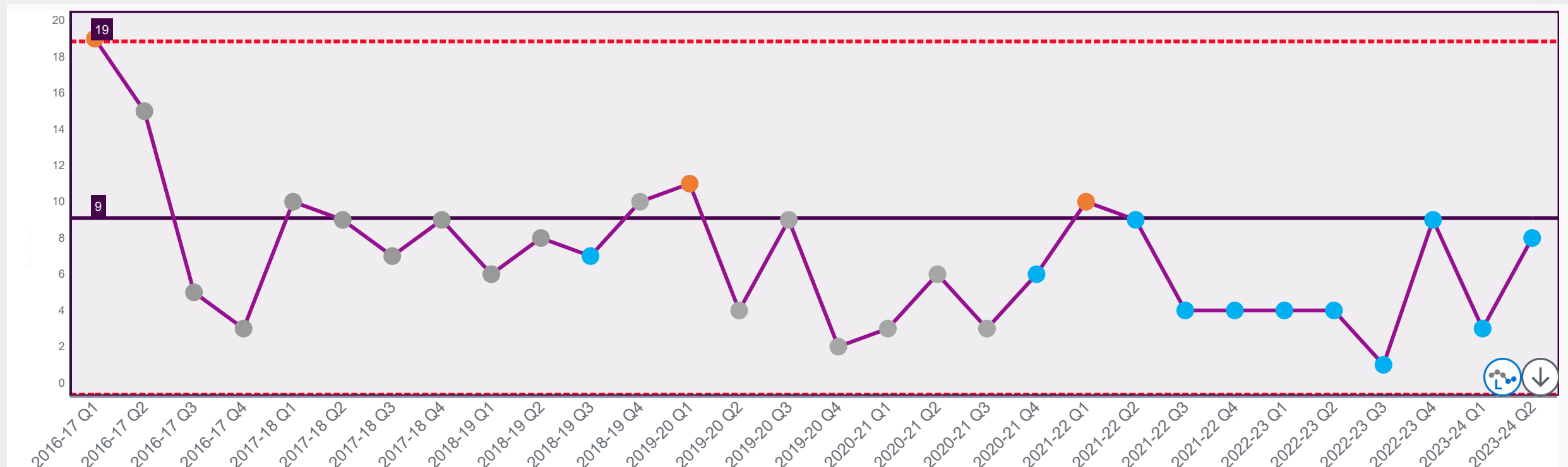
Whilst there is a general trending down, there is variance in specific casualty categories. A high risk based approach to HFSV has been re-engaged post COVID arrangements. This will be achieved by targeting those most at risk and maximising efficiency through partnership referrals and PDIR.



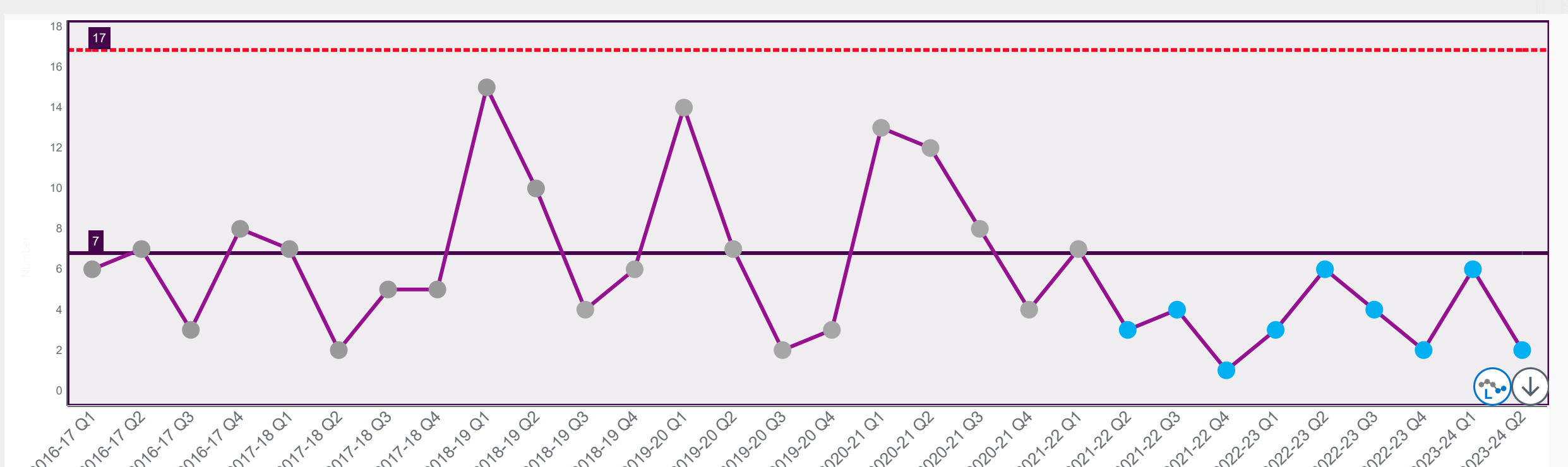
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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



KPI 6 Number of Home Fire Safety Visits conducted

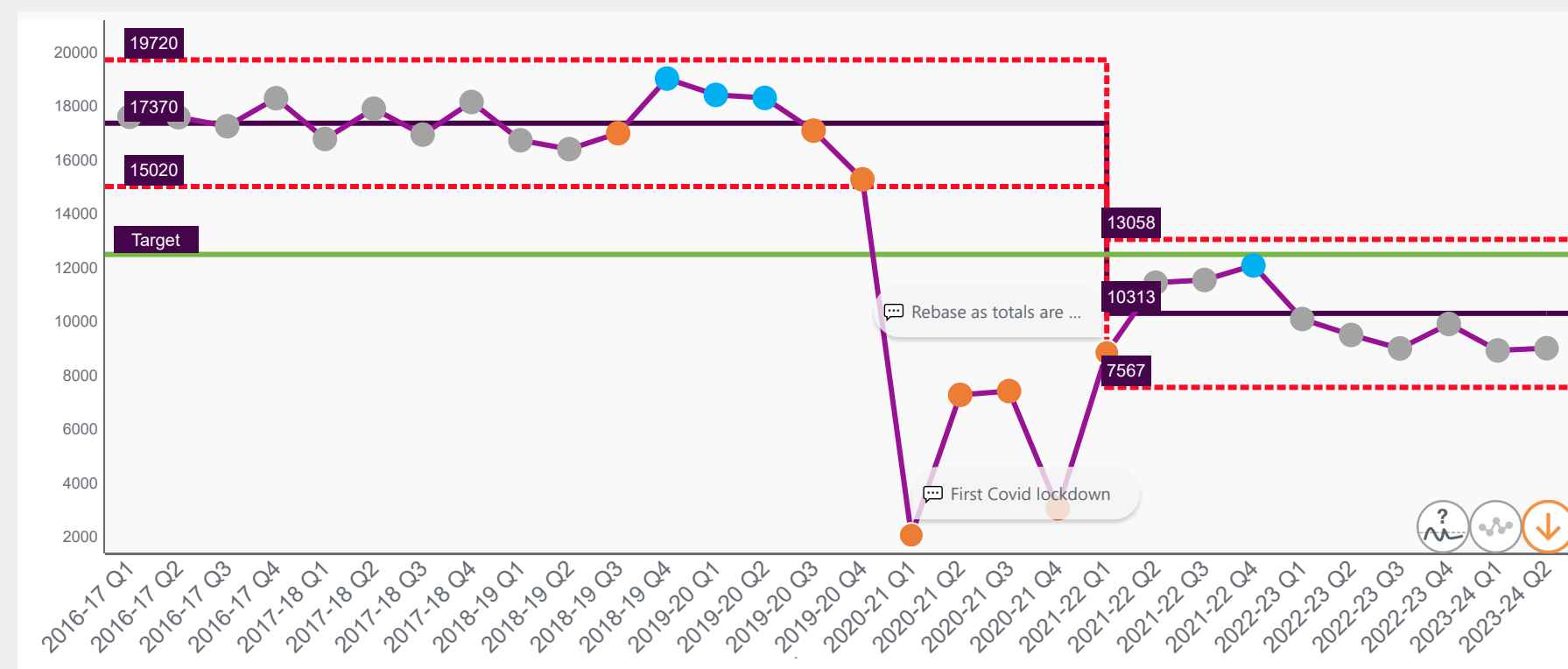
50,000 (annually)

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

OWNER: Head of Prevention and Protection

SUMMARY

Improving performance sits with LSO areas and is a topic of discussion at SD management meetings. The CSE team are working to improve HFSVs through a planned programme of work which progresses next year.



KPI 7 % of Home Fire Safety Visits conducted for vulnerable groups

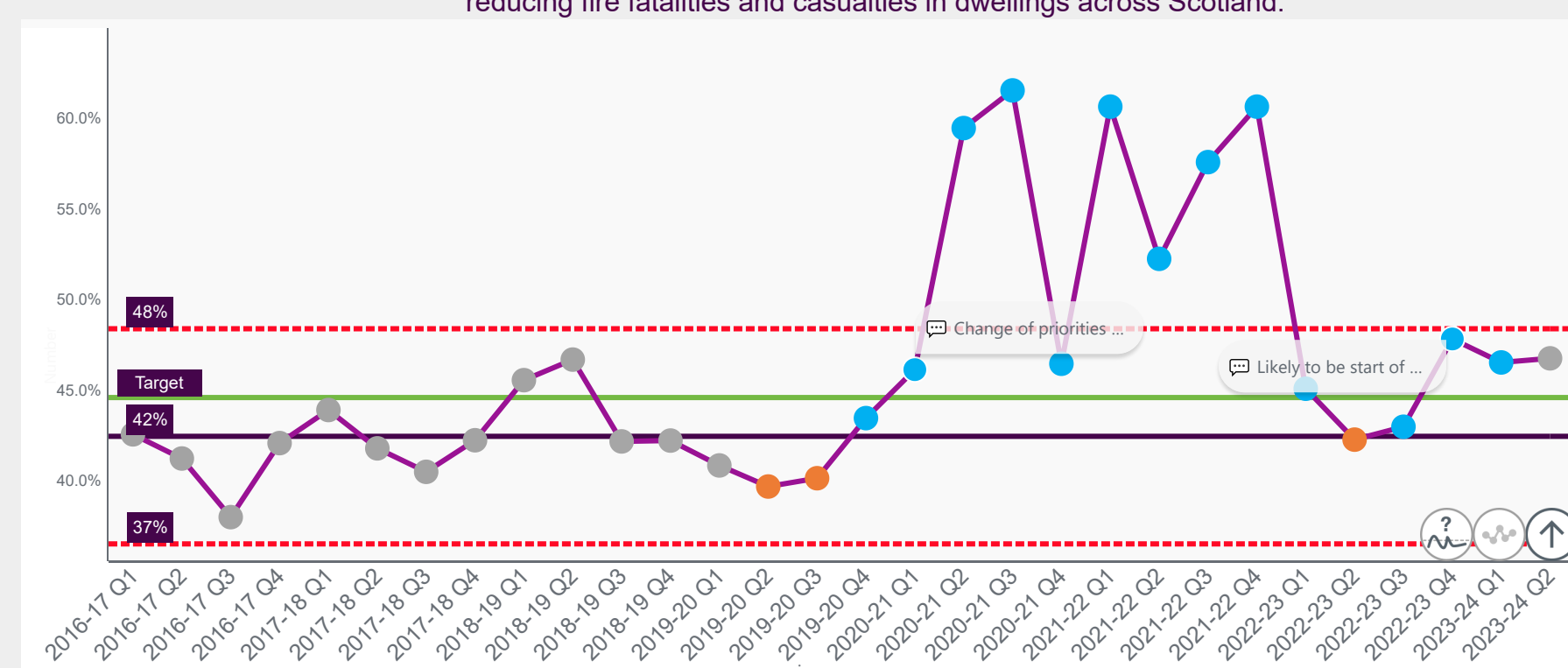
Increase against previous year

PURPOSE: The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method used to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.

OWNER: Head of Prevention and Protection

SUMMARY

High risk visits are always going to be the priority for Service Delivery, and changes over the last 2 years have resulted in a higher proportion of visits to these premises. This is being monitored as part of ongoing work for HFSVs.



KPI 8 % Home Fire Safety Visits from partner referrals

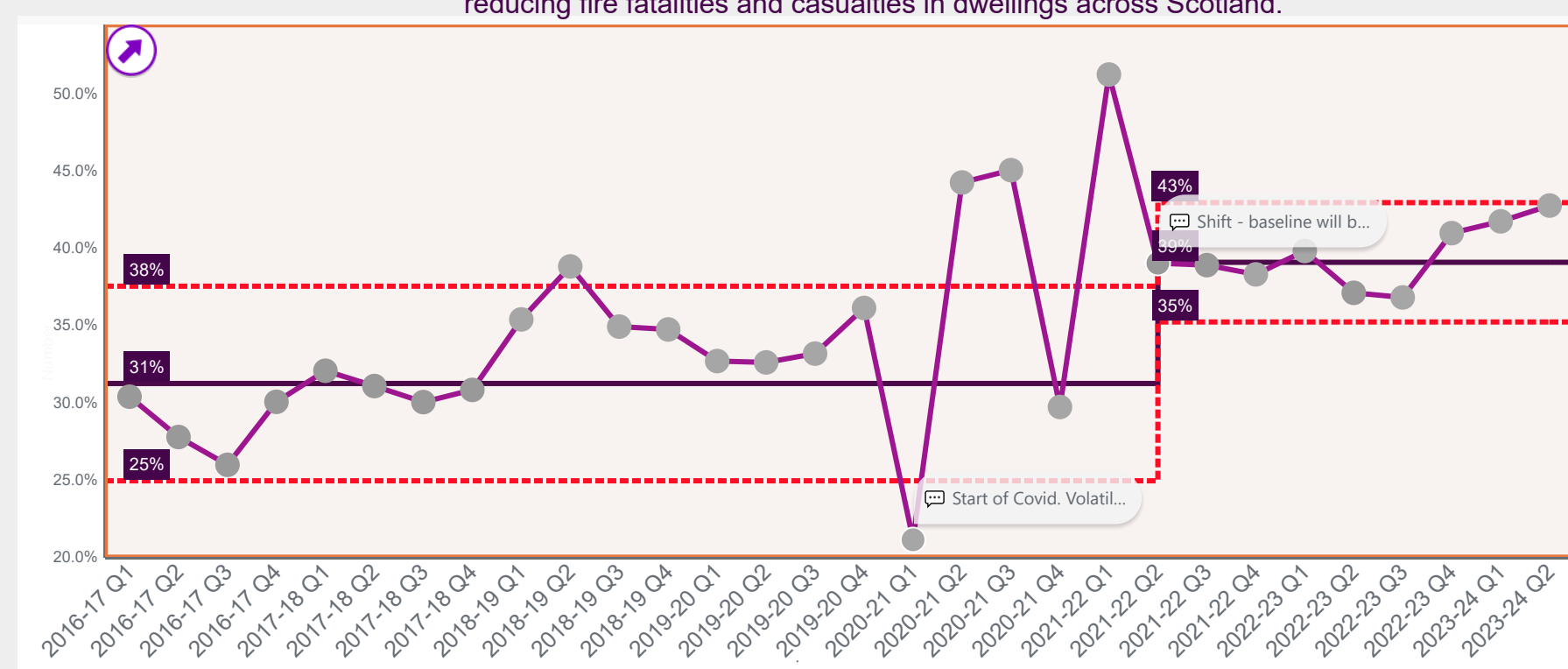
Track (2023/24 tracking is required to set a baseline)

PURPOSE: The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method use to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.

OWNER: Head of Prevention and Protection

SUMMARY

Crews and Community Action Teams are being more proactive through partnership working in trying to reach the most vulnerable. Reductions in self referrals are providing capacity to focus on this area of prevention work.



KPI 9 Audits Completed

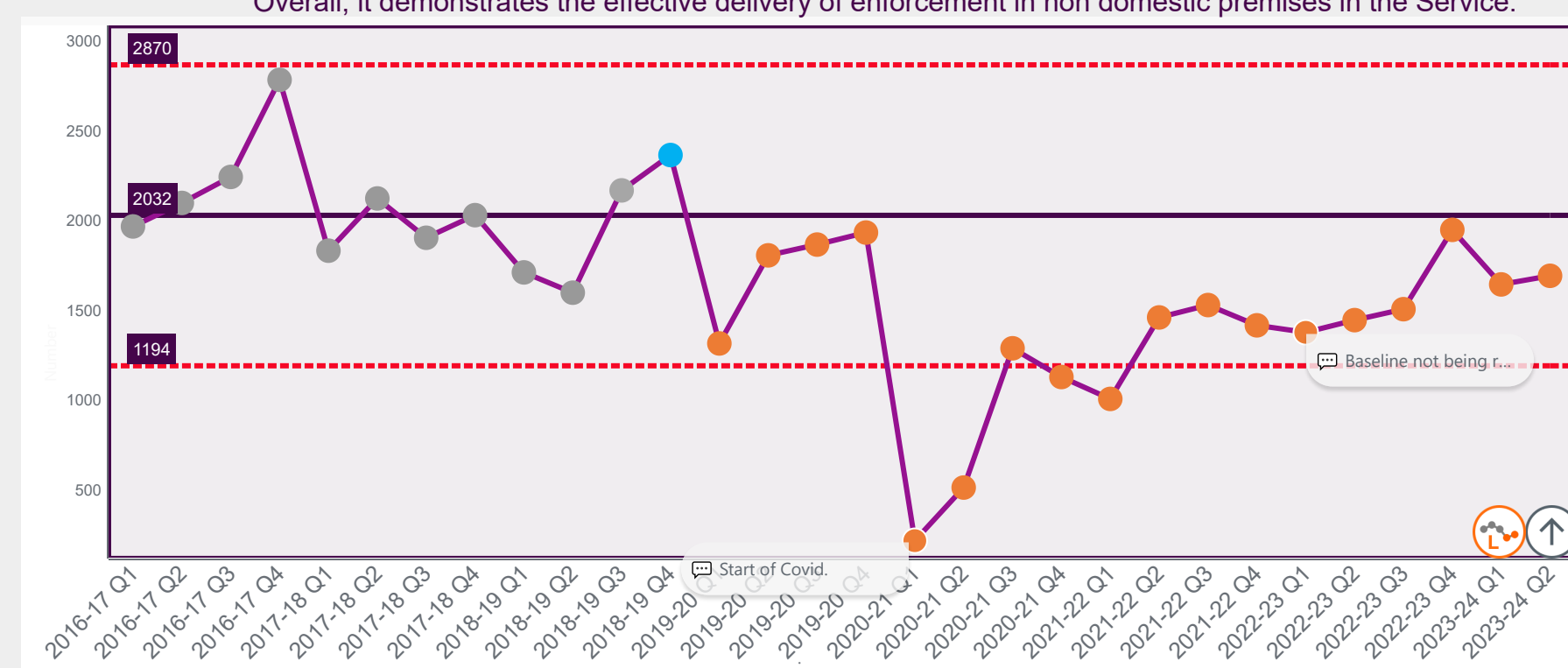
100% of premises identified within the Local Enforcement Delivery Plans (LEDP)

PURPOSE: The KPI measures the number of audits undertaken within the service during the period against the number identified by LSO area at the commencement of a year. The LEDPs are the responsibility of the LSO and area to complete which will identify the premises that require auditing for that year in accordance with the perceived risk. Overall, it demonstrates the effective delivery of enforcement in non domestic premises in the Service.

OWNER: Head of Prevention and Protection

SUMMARY

New auditing officers are progressing through their fire safety enforcement modules as they develop in role, to become competent. This increases the number of staff who can undertake audits and improves performance. Further training courses are planned for future years.



KPI 10 Total number of accidental dwelling fires

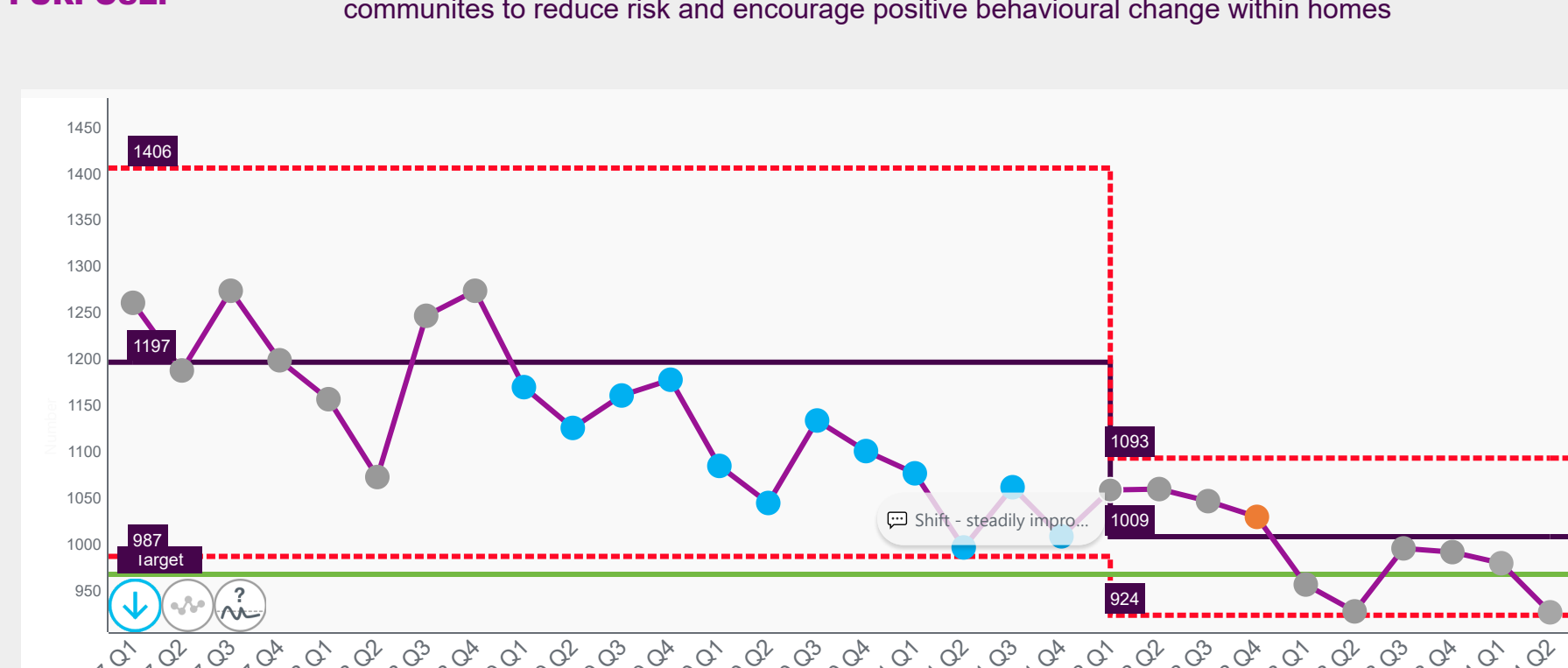
Reduce against previous year

PURPOSE: SFRS has committed to preventing problems from arising by engaging with partners and communities to reduce risk and encourage positive behavioural change within homes

OWNER: Head of Service Delivery - East

SUMMARY

Significant drop in figures highlights those initiatives such as HFSV's, education through Thematic Actions Plan campaigns and partnership working with Housing Association, Health and Social Care and Local Authorities are improving safety culture in home.



KPI 11 % of accidental dwelling fires classed as High Severity

Reduce against previous year

PURPOSE: SFRS has committed to preventing problems from arising by engaging with partners and communities to reduce risk and encourage positive behavioural change within homes

OWNER: Head of Service Delivery - East

SUMMARY

High severity ADFs are largely unchanged while low and medium severity have reduced.



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

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
12	Number of incidents attended	SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.	National	Quarterly	Track	Service Delivery Areas
13	Number of non-refuse secondary fires	SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - SDA	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	SDA	Quarterly	Reduce against previous year	Service Delivery Areas
15	Call Handling Times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents	National	Quarterly	Reduce against previous year	Service Delivery Areas



Response

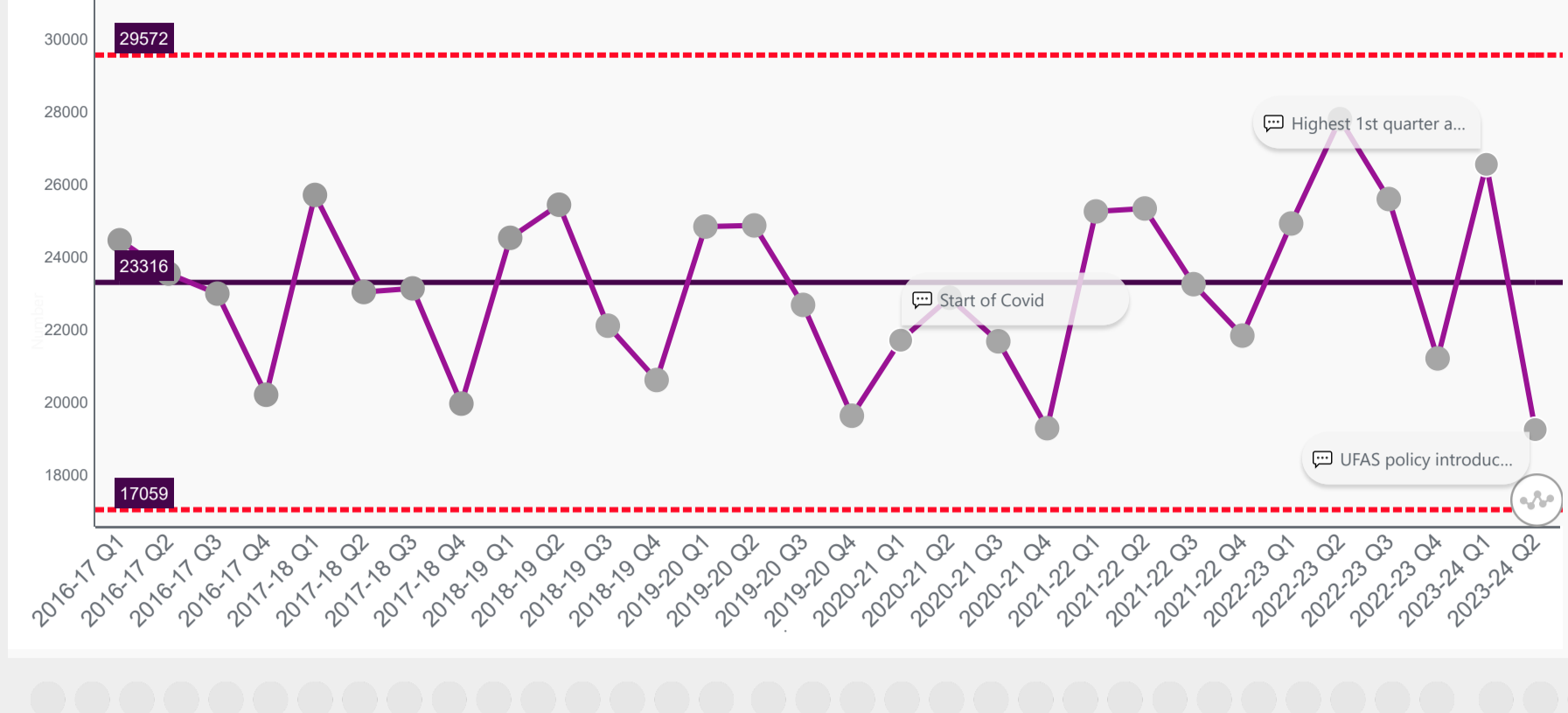
Communities are safer and more resilient as we respond effectively to changing risks.



KPI 12 Total Incidents

PURPOSE: SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.

OWNER: Head of Service Delivery - East

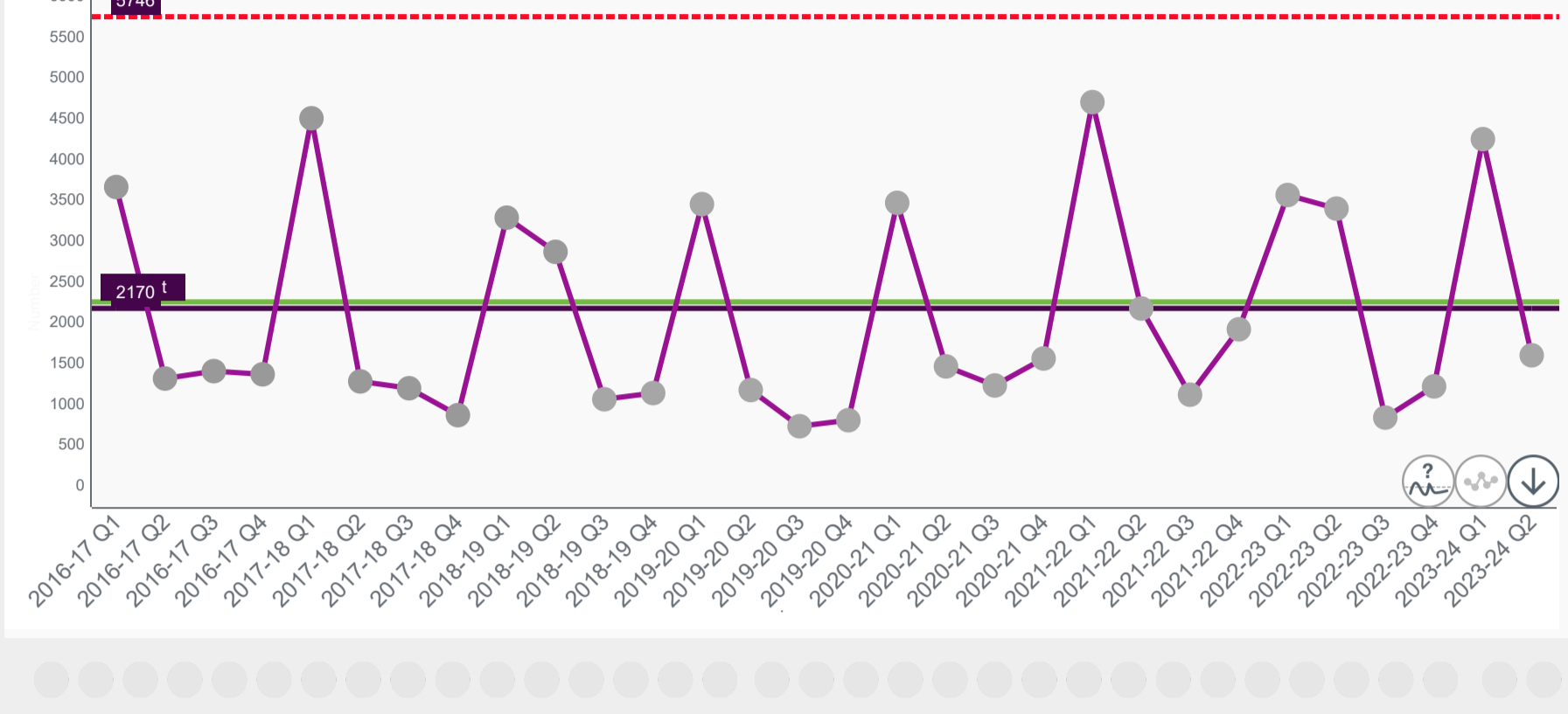


SUMMARY
Whilst there has been minor variance in specific incident types, the significant decrease in total incidents attended as been implementation of the UFAS Policy. This has involved call challenging by Operations Control when automatic fire alarms calls have been received from non-sleeping risk premises, resulting in a decrease of 54% of UFAS incidents attended.

KPI 13 Non-refuse Secondary Fires

PURPOSE: SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety

OWNER: Head of Service Delivery - East

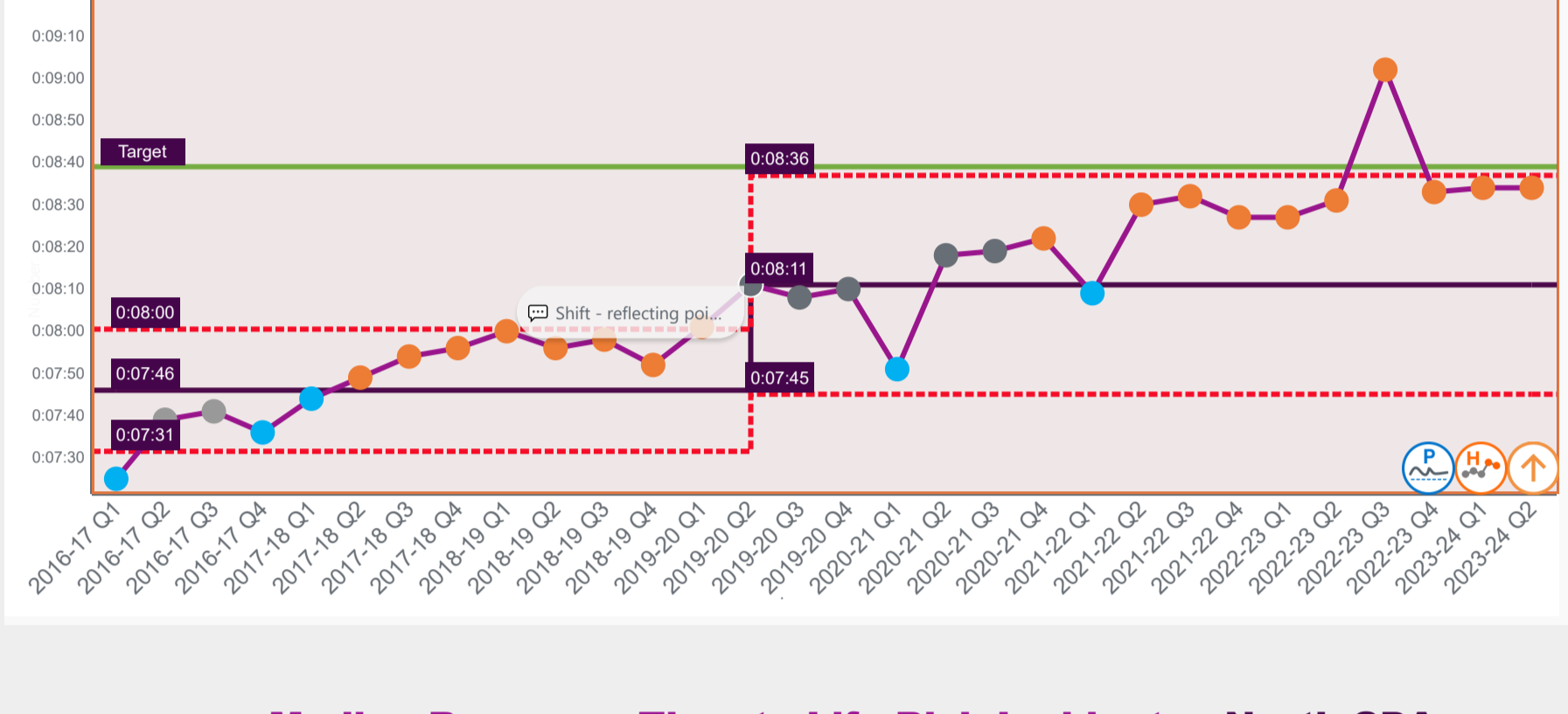


SUMMARY
The types of non-refuse secondary fires are wide ranging and can be accidental or deliberate. Incidence reduction will continue to be targeted through prevention activities and educating owners, responsible persons, and members of the public regarding awareness and risks.

KPI 14 Median Response Time to Life Risk Incidents - National

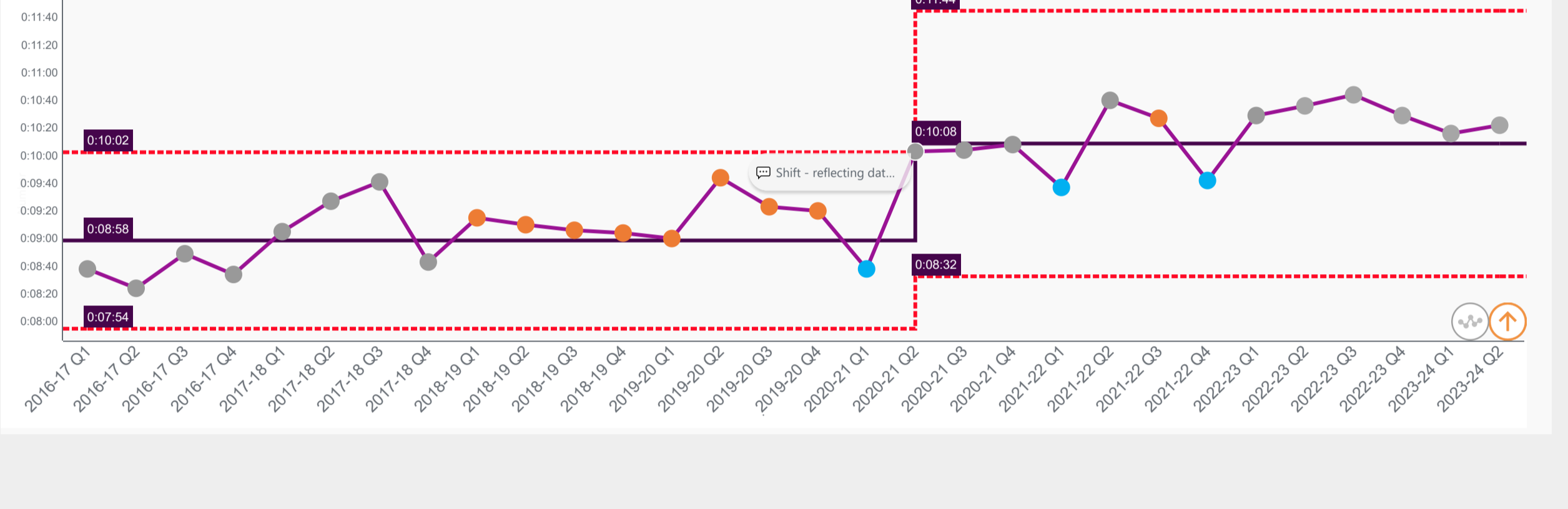
PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they respond

OWNER: Head of Service Delivery - East

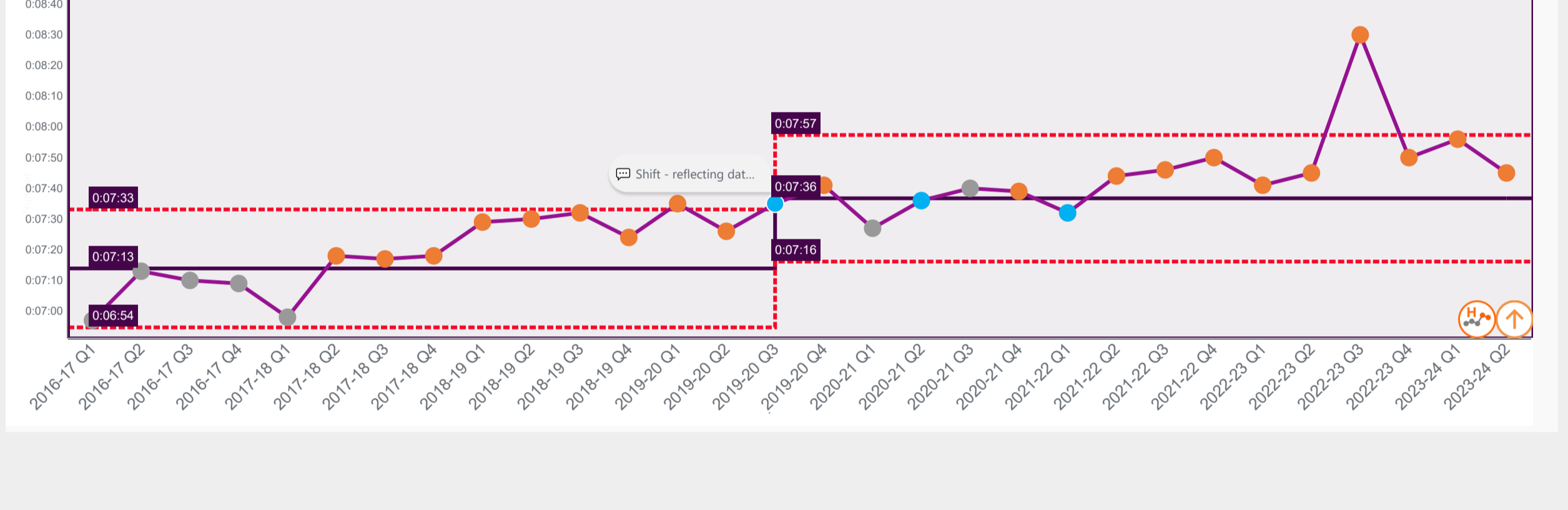


SUMMARY
Response times vary by SDA due to legacy operational footprints and the scale and geography of Scotland. SFRS will continue to develop a data-led, evidence-based approach to community risk and demand that supports an appropriate response to emergency incidents, locally and nationally.

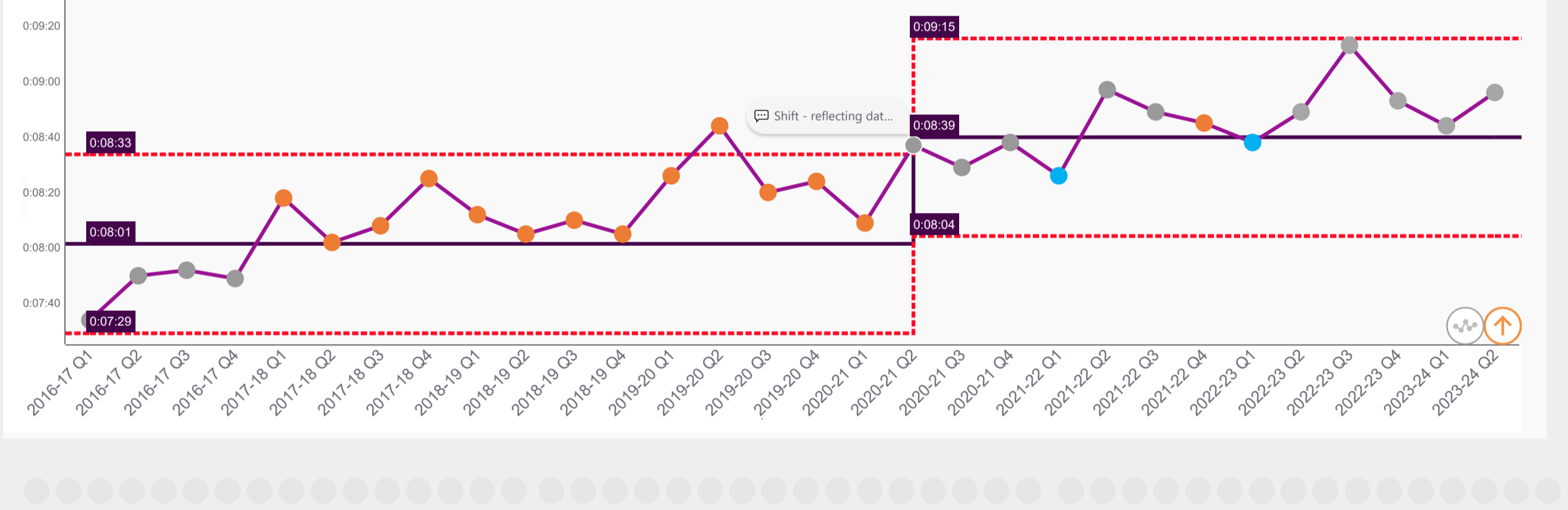
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



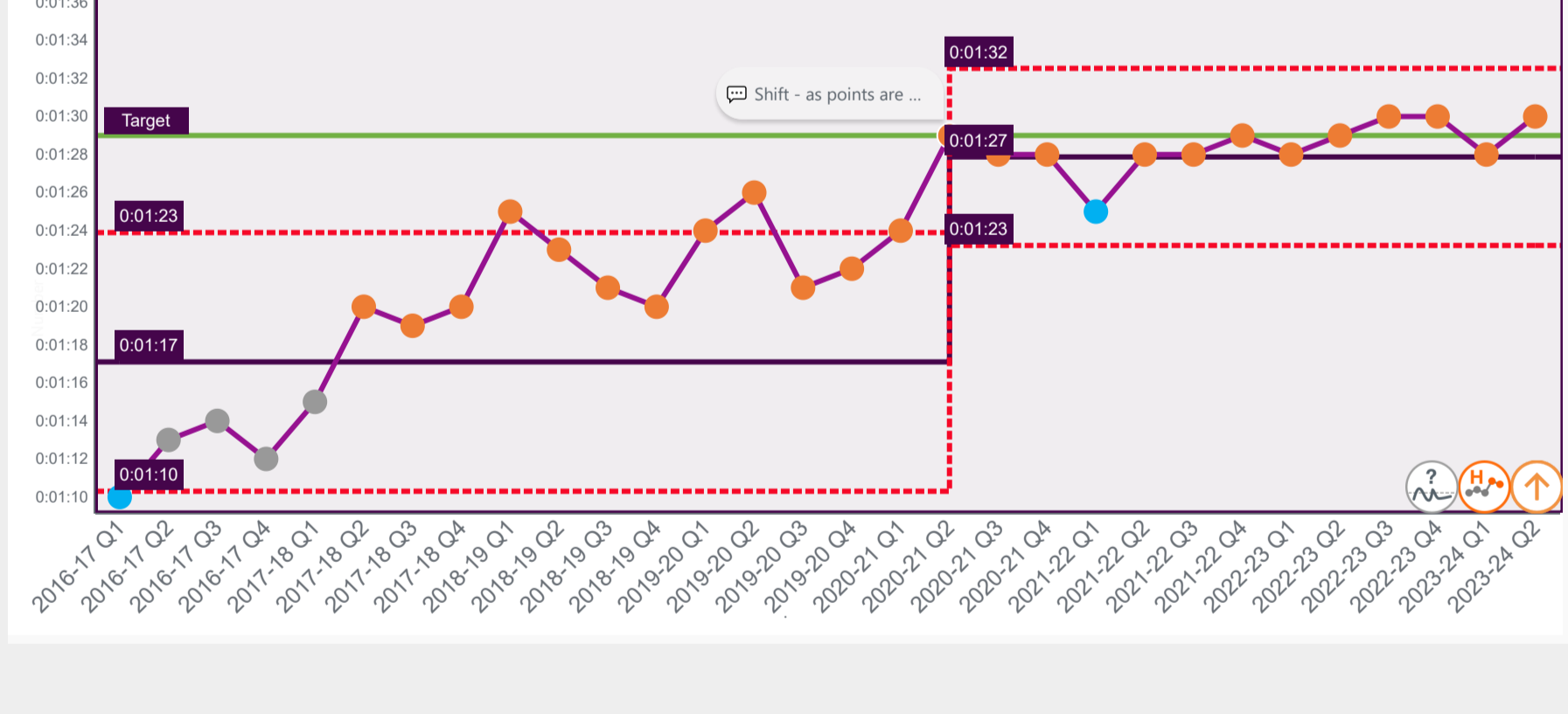
Median Response Time to Life Risk Incidents - East SDA



KPI 15 Median Call Handling Time for Life Risk Incidents - National

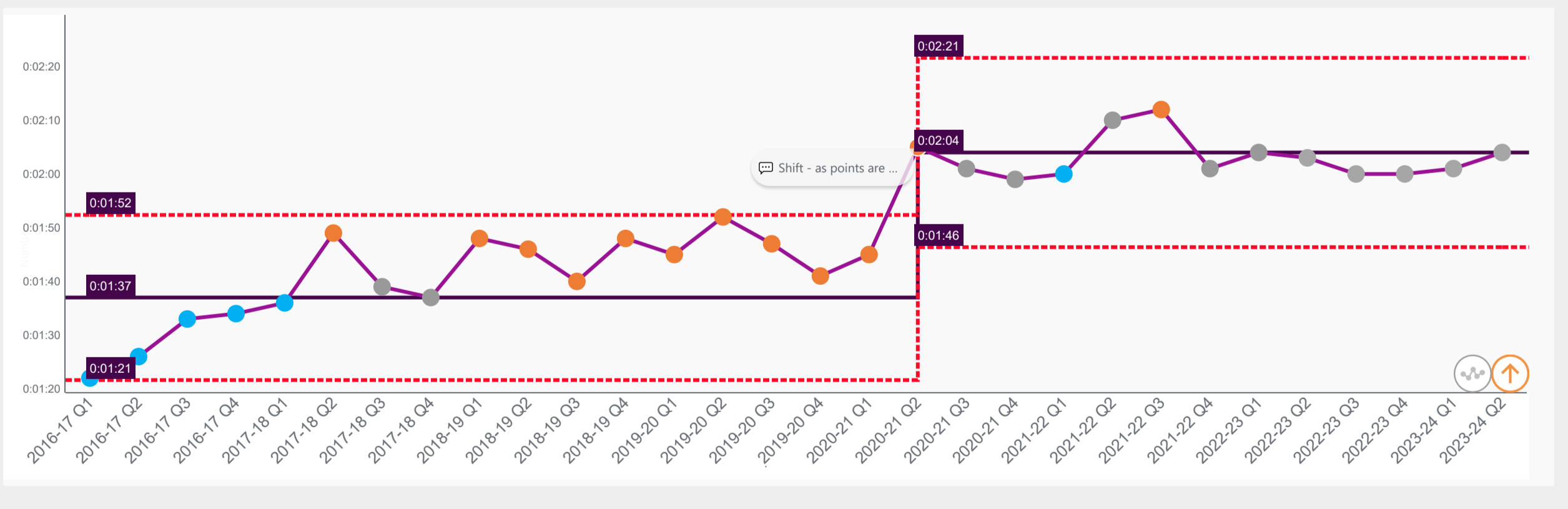
PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents

OWNER: Head of Service Delivery - East

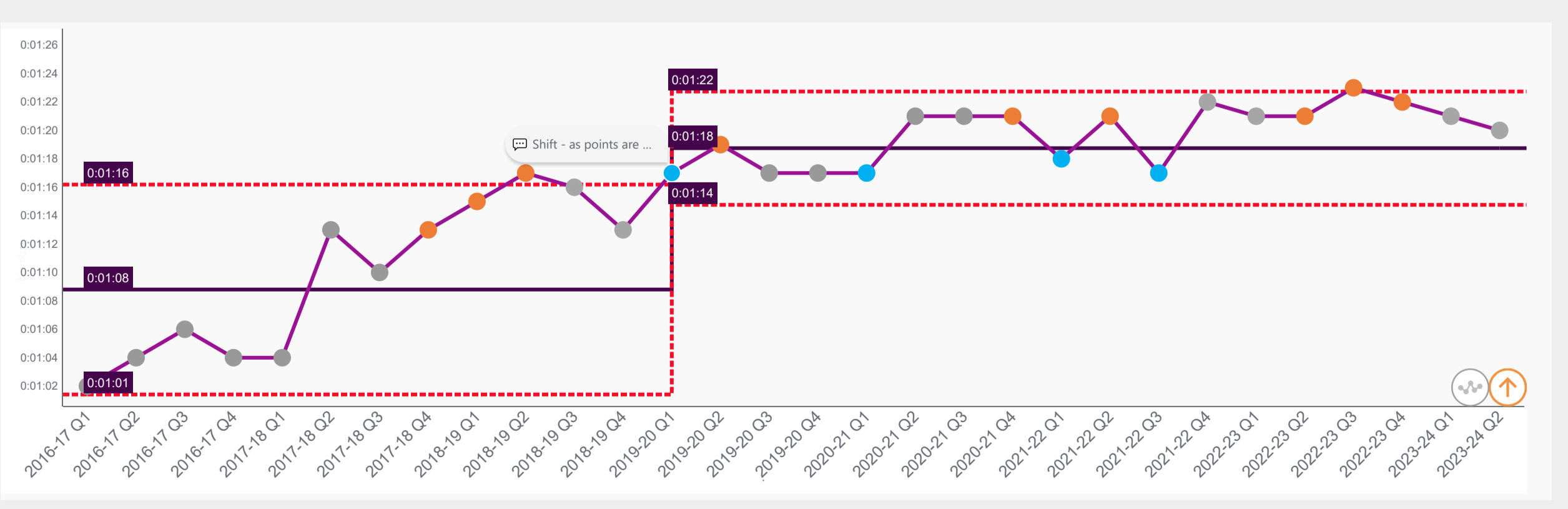


SUMMARY
The quarterly increases in call handling times have largely stopped.

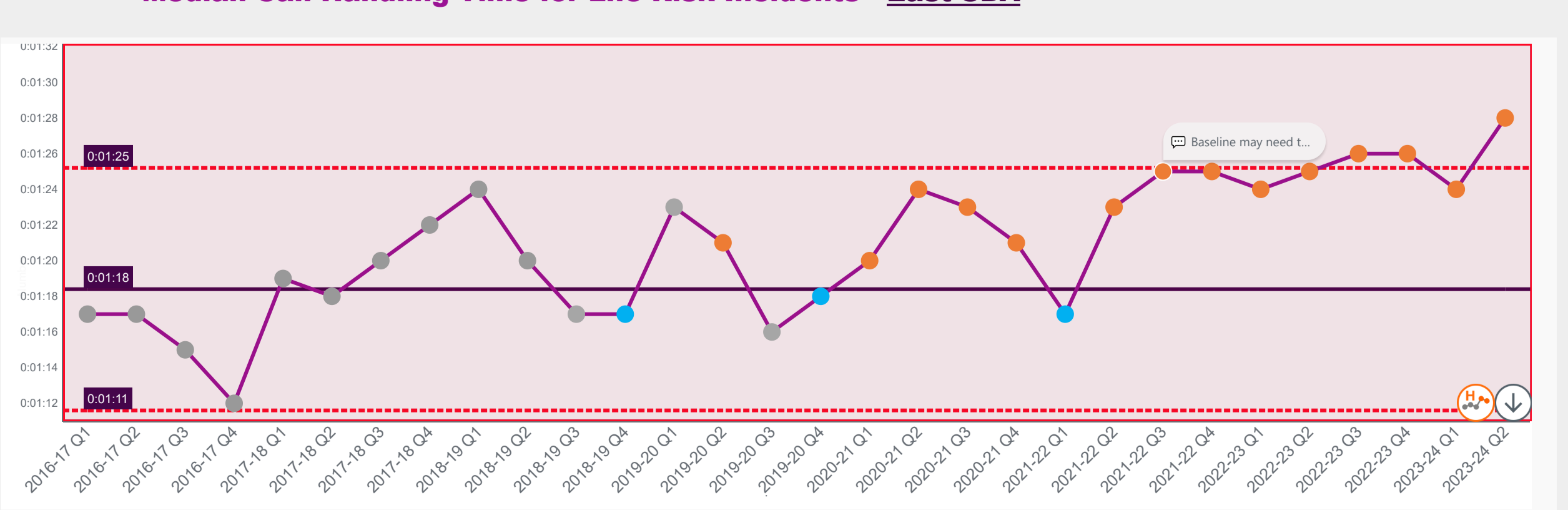
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response



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

KPI 16 On-Call 1st Appliance Availability

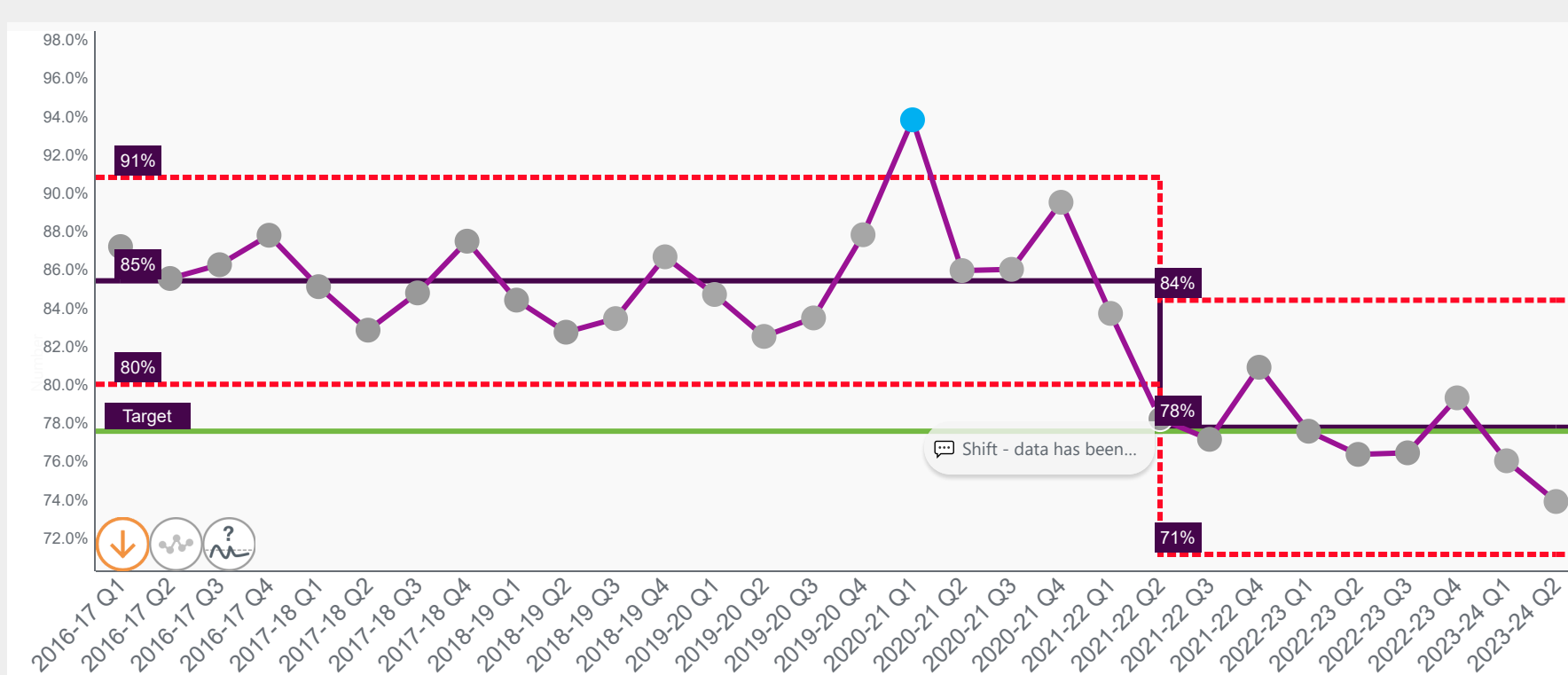
Increase against previous year

OWNER: Head of Operations - Service Delivery

SUMMARY

There is currently an On Call Strategic Co-ordination Group being established led by DACO Wright to progress the recent recommendations and pilots of the On Call Improvement Programme. The local challenges and monitoring of performance are captured within LSOs monthly continuous improvement forums.

PURPOSE: Percentage of time On Call fire appliances (stations) are available to respond to operational incidents.



KPI 17 Wholetime Availability

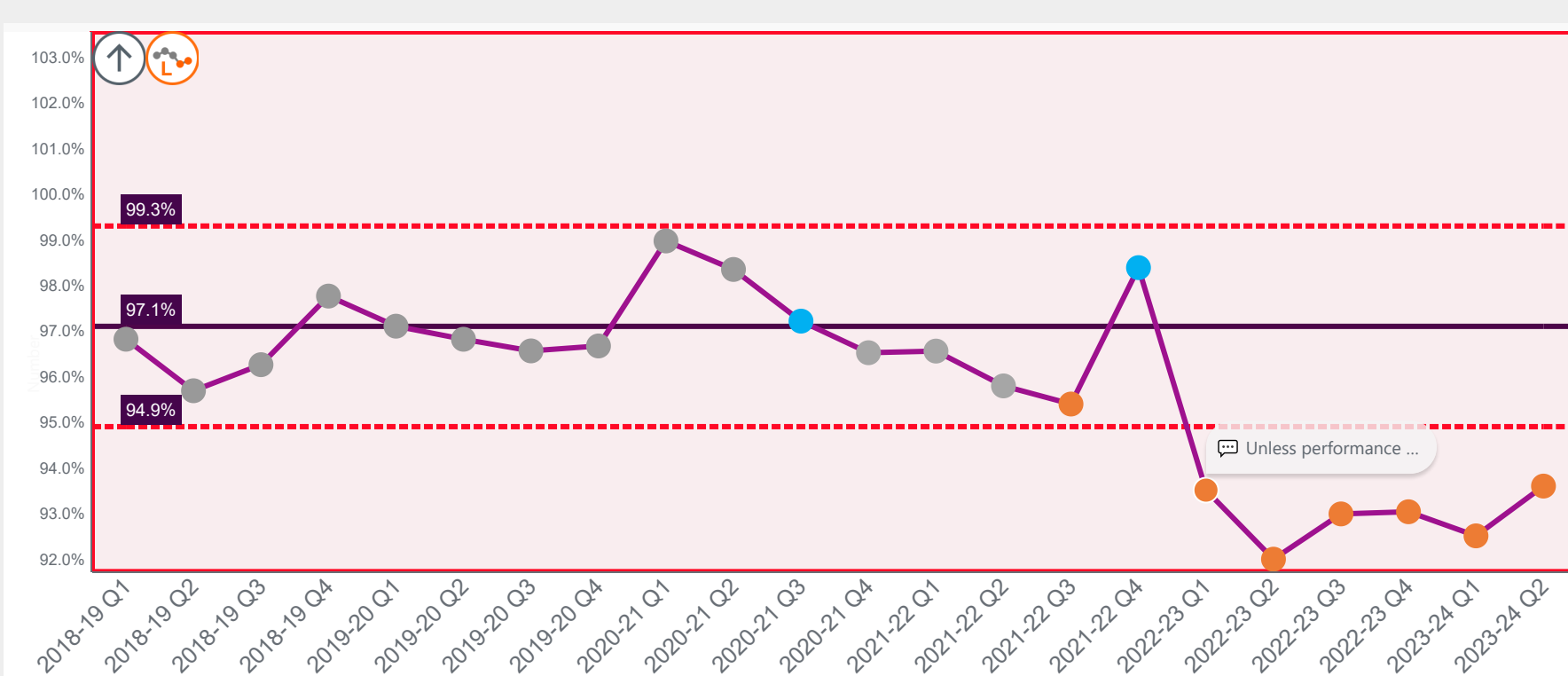
% compliance against confidence levels

OWNER: Head of Operations - Service Delivery

SUMMARY

Strategic Service Review Programme provides overall medium term measures to reduce the impact, short term measures include daily endeavours by Central Staffing team; in addition, led by the SFRS People directorate, a reinvigoration of learning from Staffing Solutions Team (SST) work commenced Sep 23

PURPOSE: Percentage of time wholetime fire appliances are available (on the run) this data comprises both dayshift availability and nightshift availability.



KPI 18 OI Inspections

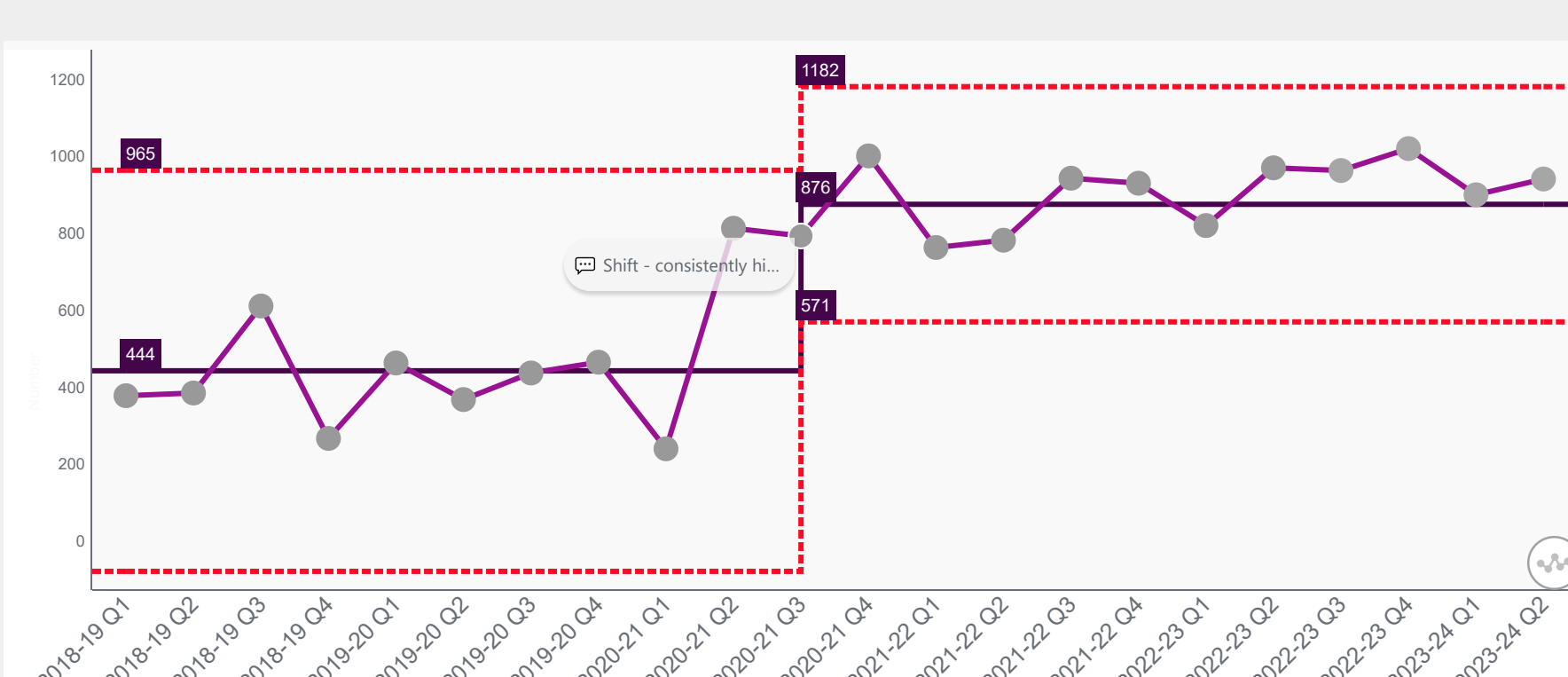
Track

OWNER: Head of Operations - Service Delivery

SUMMARY

OI inspections have risen considerably post Covid and we are content that these remain on track with no concerns over output.

PURPOSE: The number of fully completed OI inspections carried out. Premises that require OI inspections are categorised as Very High, High, Medium, Low or Very Low risk level.



KPI 19 Ops Assurance Audit Actions

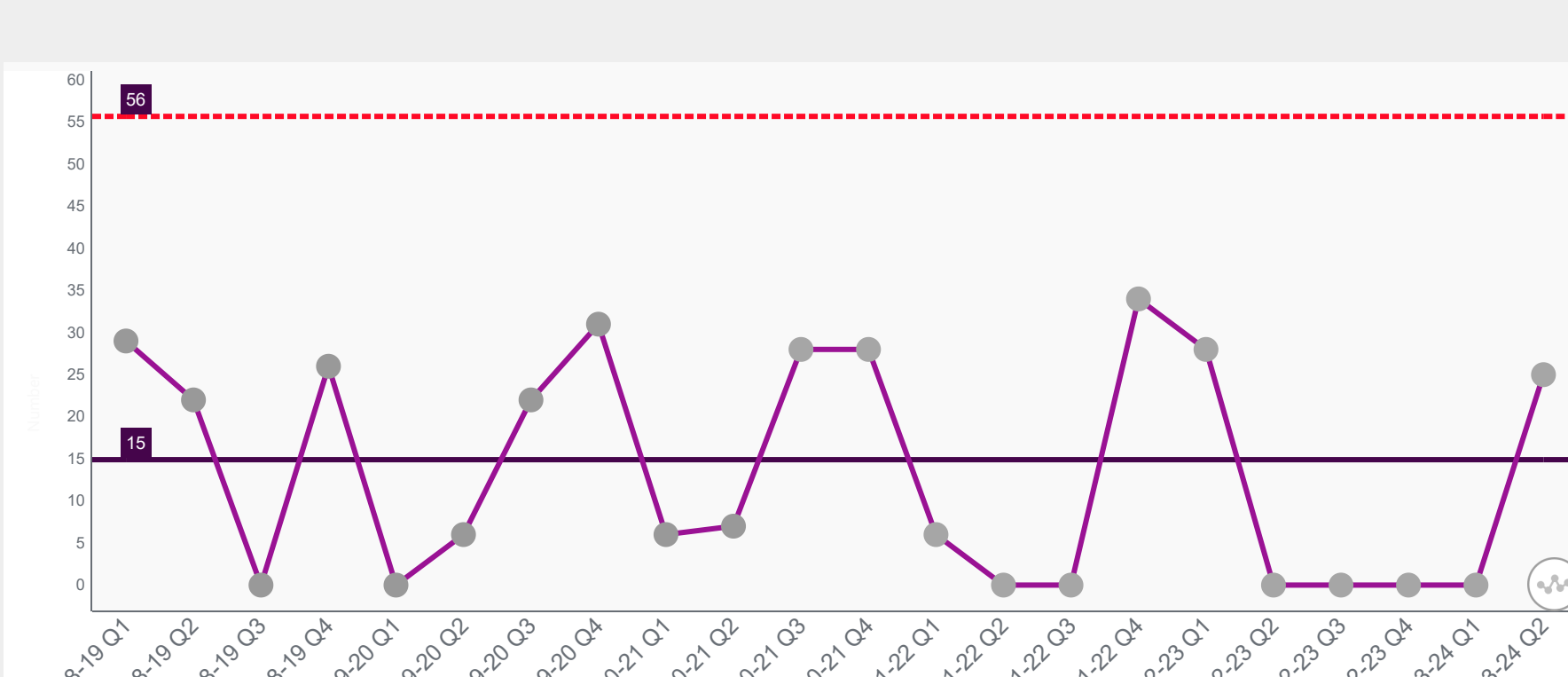
Track

OWNER: Head of Safety and Assurance

SUMMARY

The 25 actions identified from 2 significant Operational Incidents now transfer to the Organisational Learning Group (OLG) to progress. This group allows action owners to provide updates to their actions with proposed timescales for completion.

PURPOSE: This KPI demonstrates the number of Significant recommendations identified through Operational Assurance Debrief Processes.



KPI 20 Hydrant Inspections

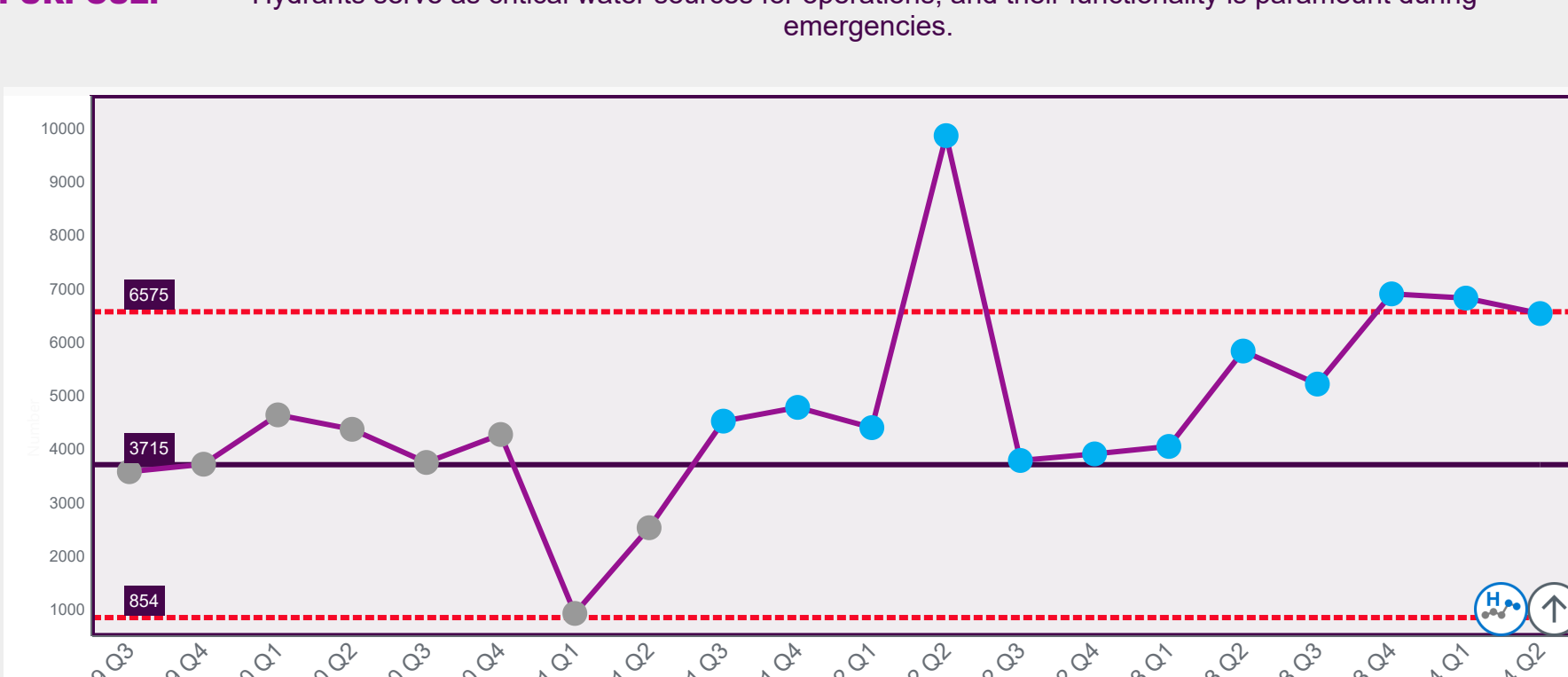
Track

OWNER: Head of Operations - Service Delivery

SUMMARY

Hydrant inspection figures have exceeded previous performance levels for the third quarter in a row and will remain high for next quarter, these figures relate to Hydrant Operatives only and do not reflect work within Wholetime station areas.

PURPOSE: Hydrant inspections have a role in ensuring public safety and effective emergency response. Hydrants serve as critical water sources for operations, and their functionality is paramount during emergencies.



KPI 21 UFAS Incidents

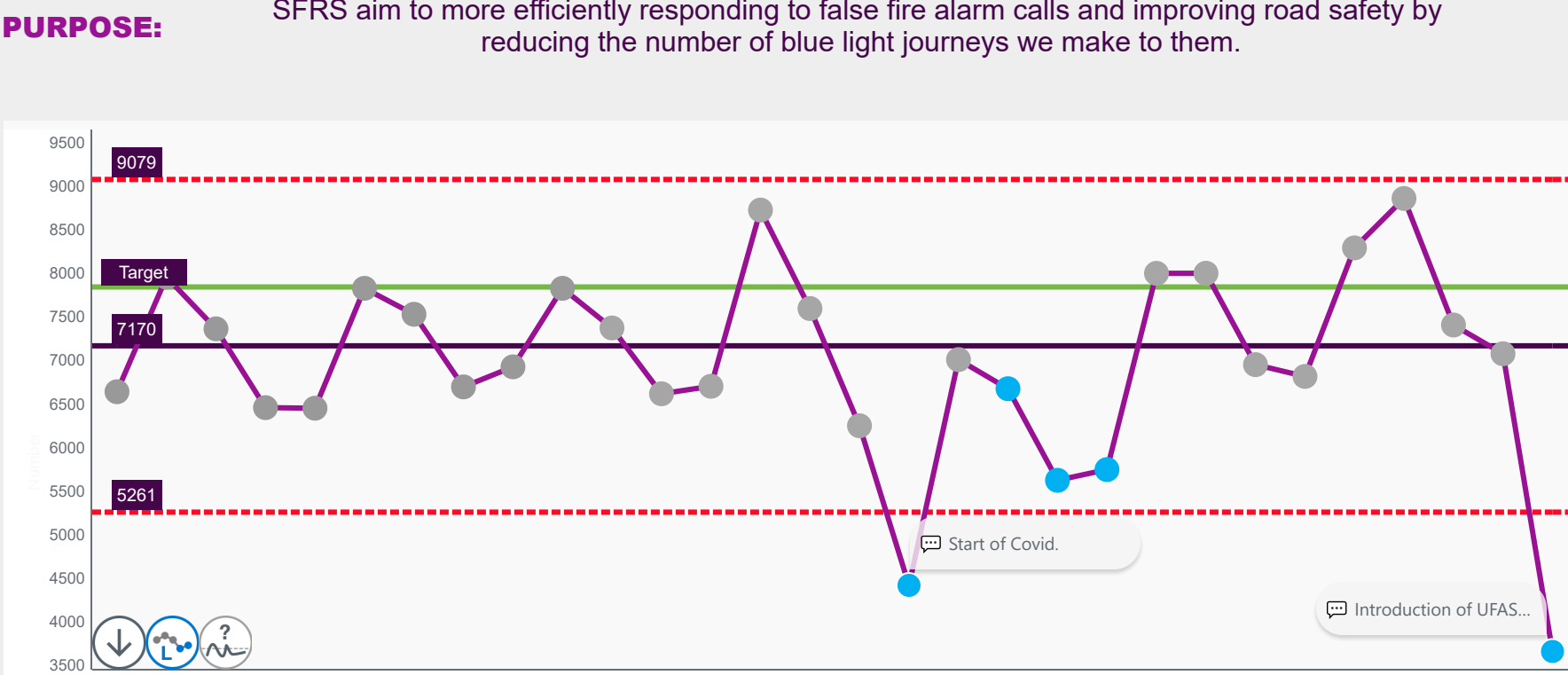
Reduce against previous year

OWNER: Head of Service Delivery - East

SUMMARY

Q2 showed a 54% reduction (based on 5yrs of Q2 data), which demonstrates the UFAS project in improving on performance.

PURPOSE: SFRS aim to more efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.



Response

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



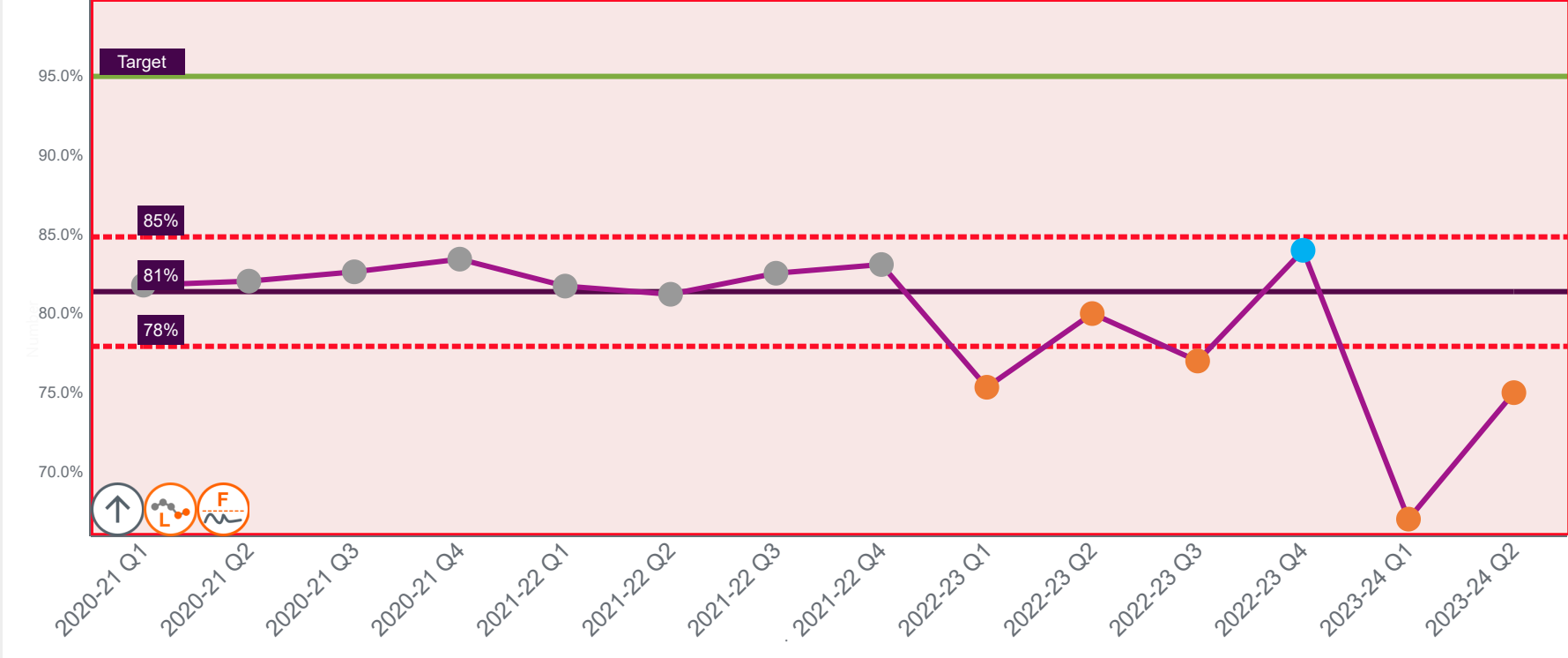
KPI 22 % Core Skills Modules Completed

95%

PURPOSE: Percentage of completion of Operational Core Skills modules against Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.

OWNER: Head of Training

SUMMARY
In Q2, completion rates for 5 core skills (BA, Fire Behaviour, RTC/Extrication, Casualty Care, Hazmat, Water Awareness) increased due to supervisory officer engagement, better recording, individual gap analysis, and remote learning support.



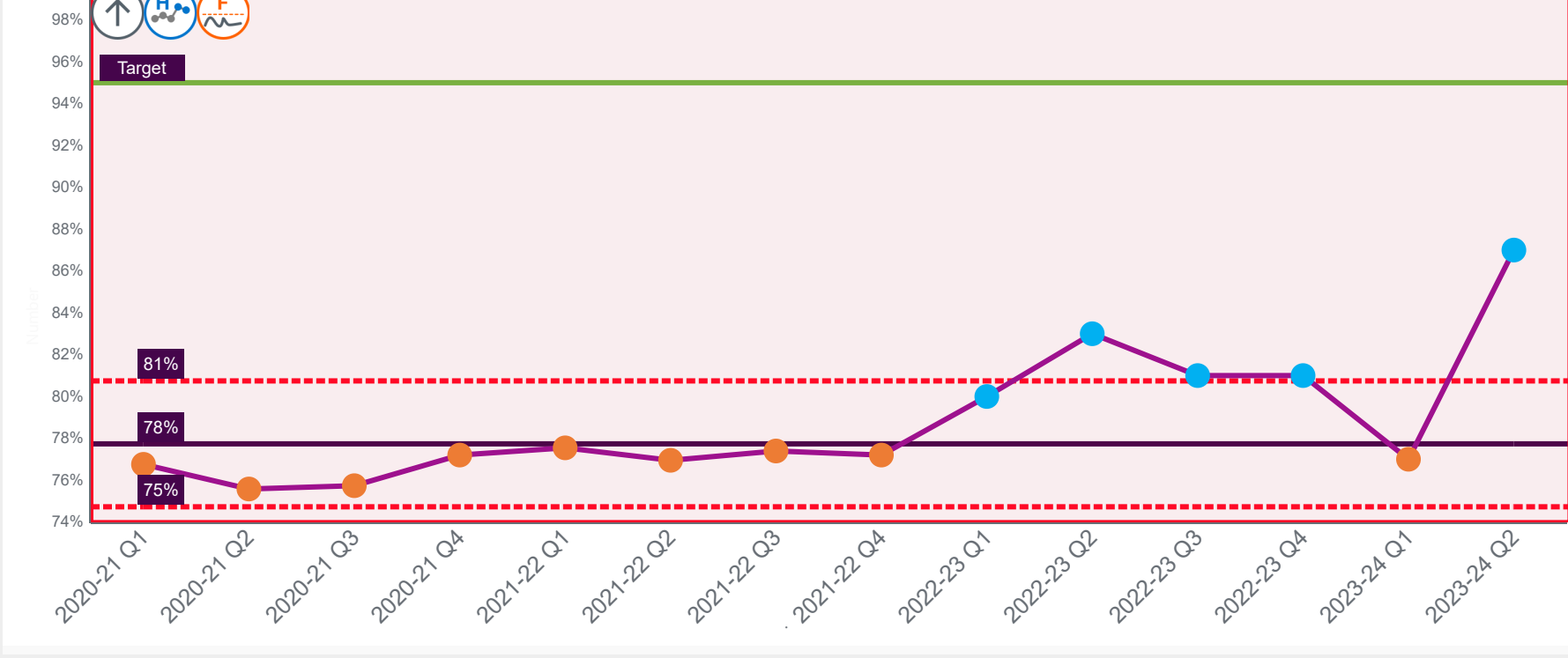
KPI 23 % Advanced, Support & Emerging Risks Modules Completed

95%

PURPOSE: Percentage of completion of Advanced, Support and Emerging Risks Modules against the Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.

OWNER: Head of Training

SUMMARY
Q2 Modules included, Evacuation Procedures, Fire Escape Hoods, Sleeping Risks, and Driving through Red Lights. Competency levels improved for Wholetime staff, On Call, and Volunteer duty systems, attributed to local engagement with supervisory managers and collaborative training events.



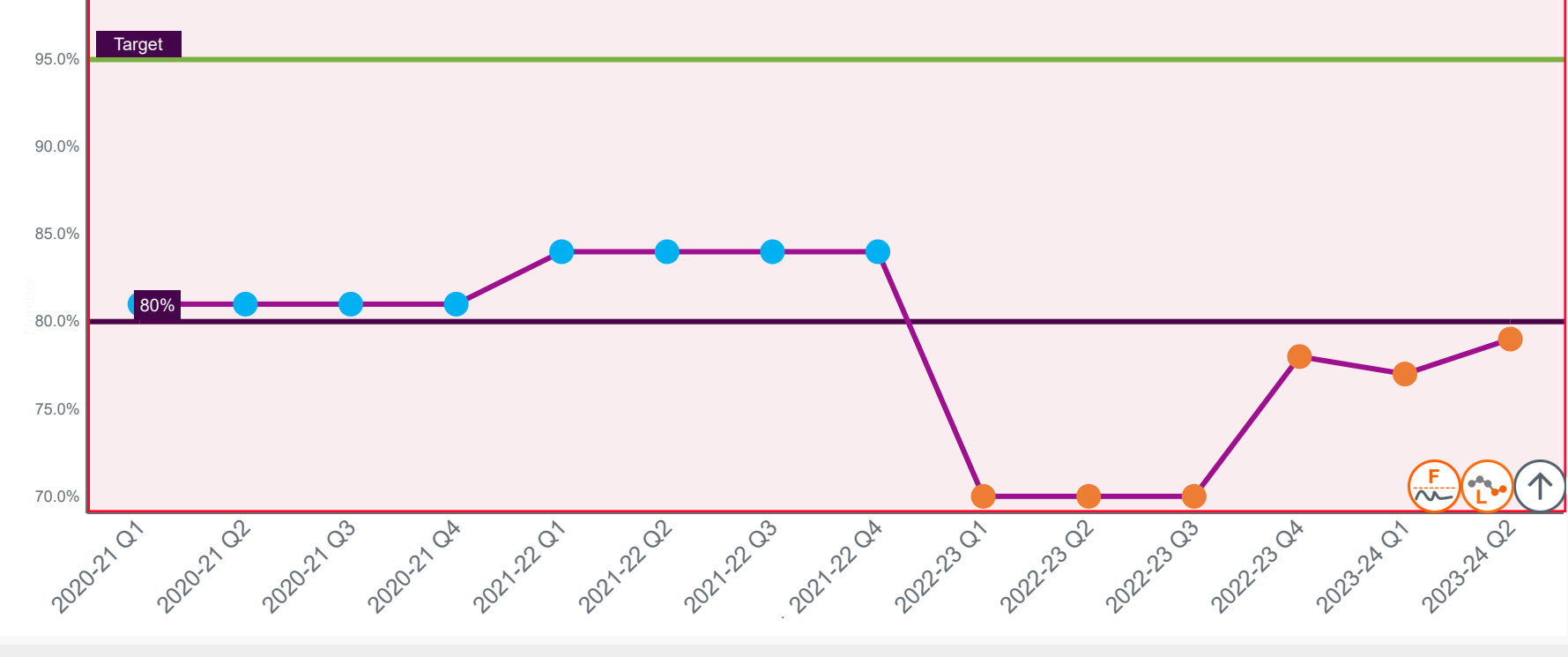
KPI 24 % Flexi Officer Module Completion

95%

PURPOSE: Percentage of completion of Flexi Duty Officer Modules against the Training for Operational Competence Framework which cover Flexi Duty Officers.

OWNER: Head of Training

SUMMARY
Q2 Flexi Duty Officer (FDO) Training showed a slight increase compared to the previous quarter. Staff turnover, including retirements, impacts FDO development. Expectations for improvement with reduced turnover and ongoing engagement.



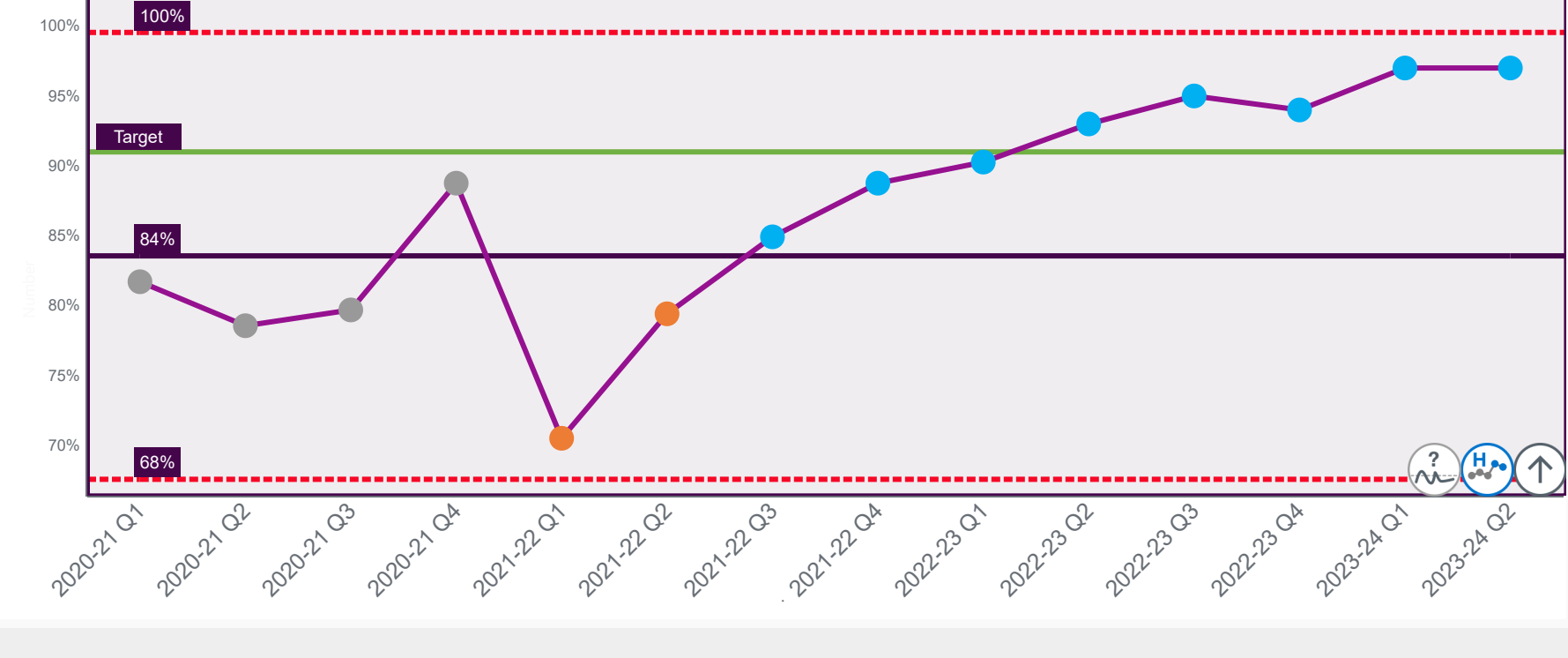
KPI 25 % Incident Command Module Completion

91%

PURPOSE: Percentage of completion of Incident Command currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

OWNER: Head of Training

SUMMARY
Incident Command competence is high, with ongoing support and remote/rural delivery development. VDS just below 95% due to unforeseen availability issues. Wholetime competency at pre-COVID levels, with shortfalls addressed through rescheduling.



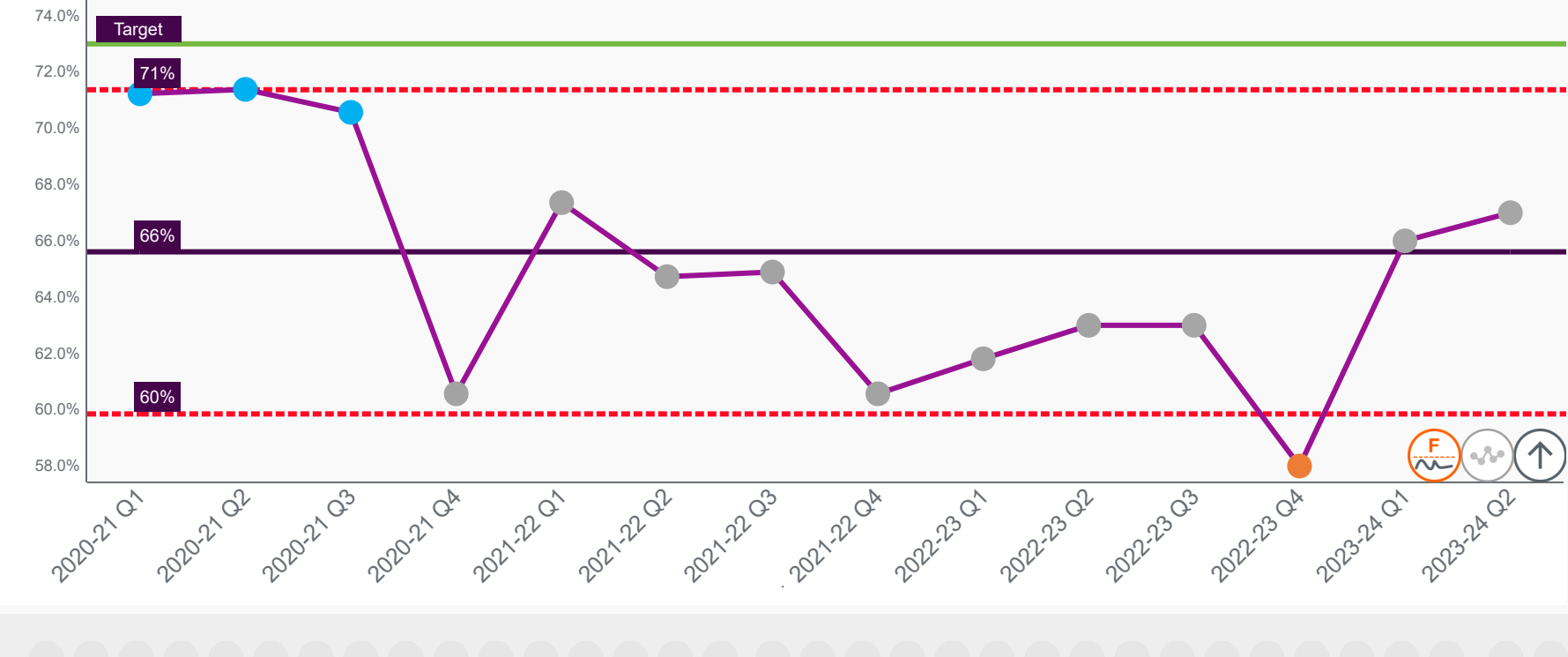
KPI 26 % Core Skills Currency

73%

PURPOSE: Percentage of completion of Core Skills currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

OWNER: Head of Training

SUMMARY
Q2: ICAT Basic 77% (11% ? from Q1), Wholetime 88%, on-call 70%, exceeding 60% target. ERD reassessment 80%, BA 81%, CFBT 66%, Tactical Ventilation 43%. Plans for better training coordination and risk reduction include a BA recovery plan and Training Support Co-ordinator role.



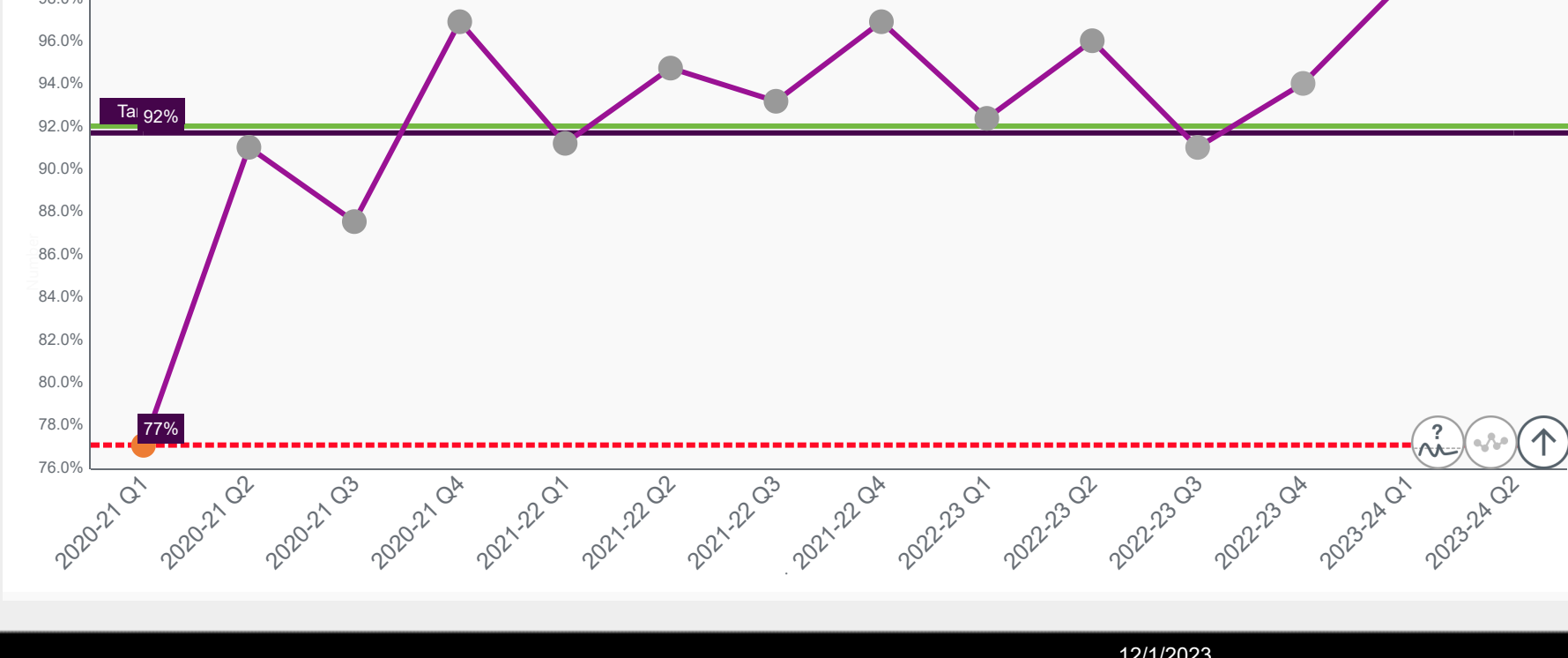
KPI 27 % Specialist Rescue Currency

92%

PURPOSE: Percentage of completion of Specialist Rescue currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

OWNER: Head of Training

SUMMARY
Specialist Rescue competency continues to increase despite staffing changes. Heavy Rescue at 64%, Urban Search & Rescue at 63% with capacity increase. Strong water rescue, stable rope rescue figures, and slight Mass Decontamination improvement.



Response



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

KPI 28 % Training Function Currency



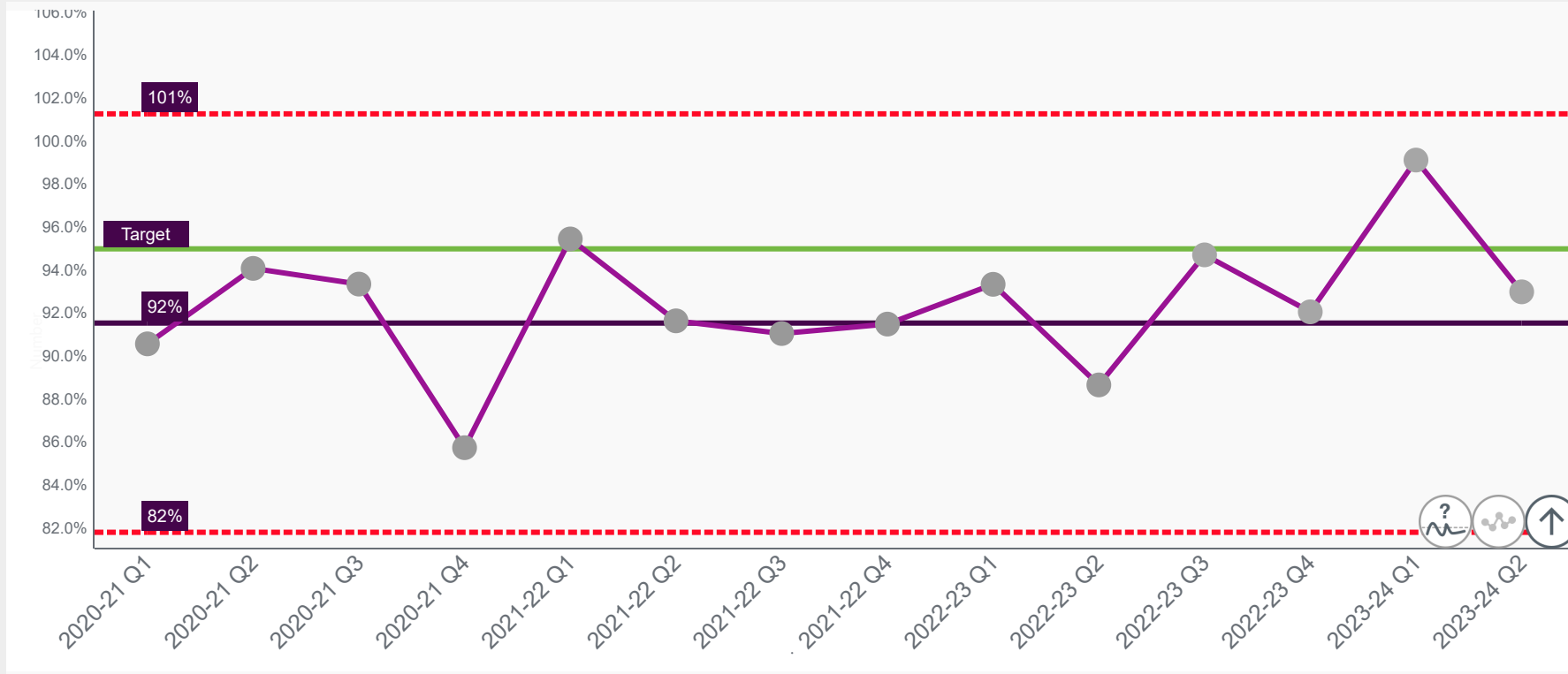
95%

PURPOSE: Percentage of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan

OWNER: Head of Training

SUMMARY

In Q2 2023-24, Training Function achieved a 93% completion rate, with 7% non-completion due to venue conflicts, instructor availability, and low nominee count. Efforts are ongoing to improve these issues for continuous enhancement.



KPI 29 Customer Satisfaction Rate



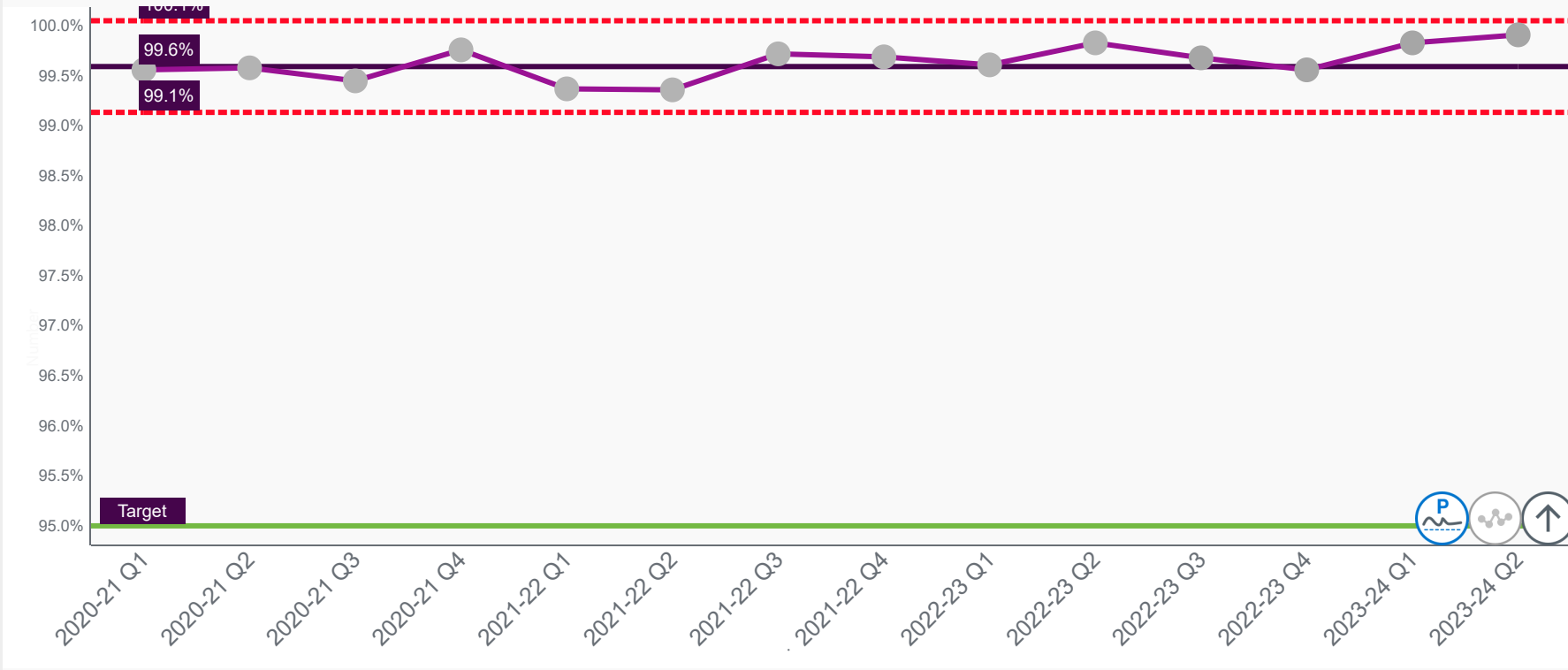
95%

PURPOSE: Percentage of candidate satisfaction against Training Function Course Delivery

OWNER: Head of Training

SUMMARY

Candidate satisfaction increased slightly from Q1 to Q2 2023-24, reaching 99.91%. Only 2 candidates out of 2,305 of rated courses as "Fair" or "Poor."



KPI 30 Assist Other Agencies Incidents



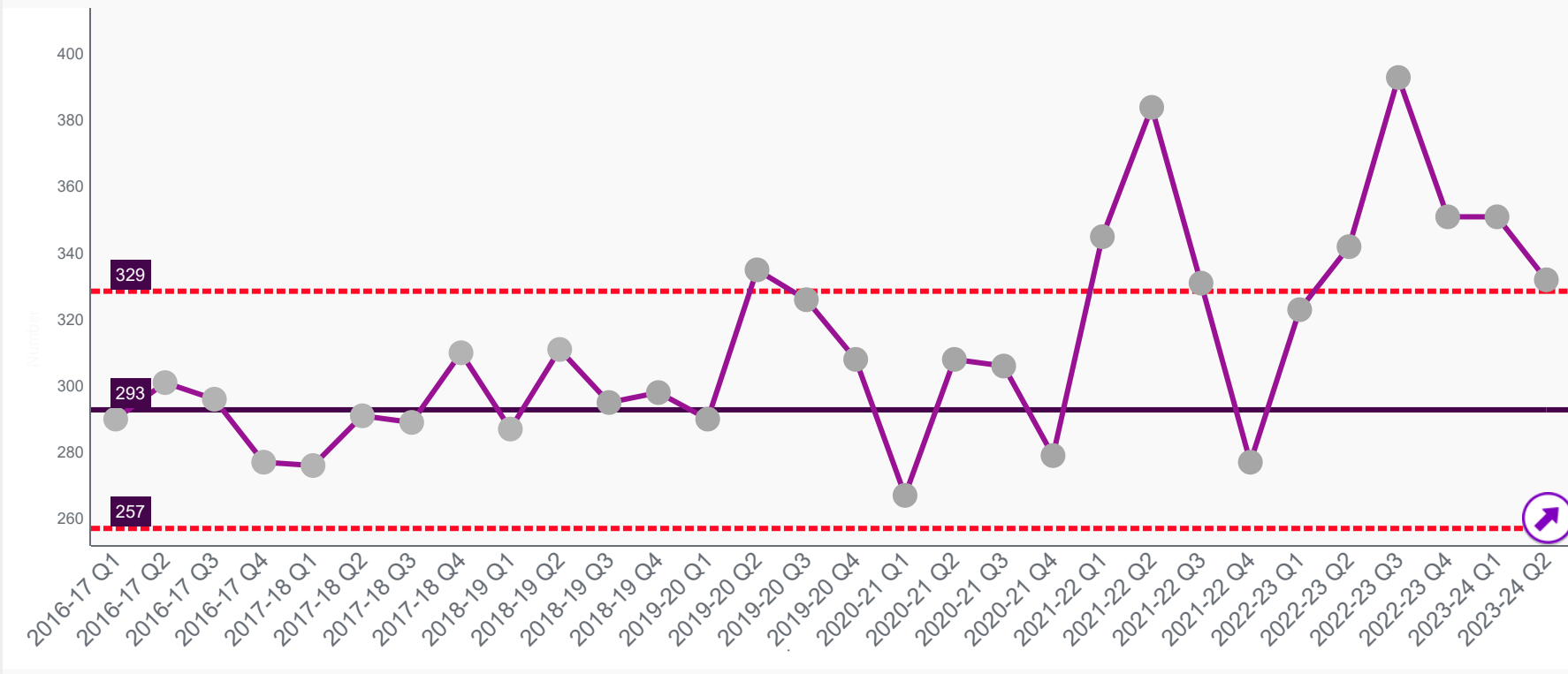
Track

PURPOSE: SFRS are committed to training with partners to improve community safety and effectively manage incidents.

OWNER: Head of Service Delivery - East

SUMMARY

Figures have been increasing and this shows SFRS have adapted with new equipment and training.



KPI 31 Effect Entry/Exit Incidents



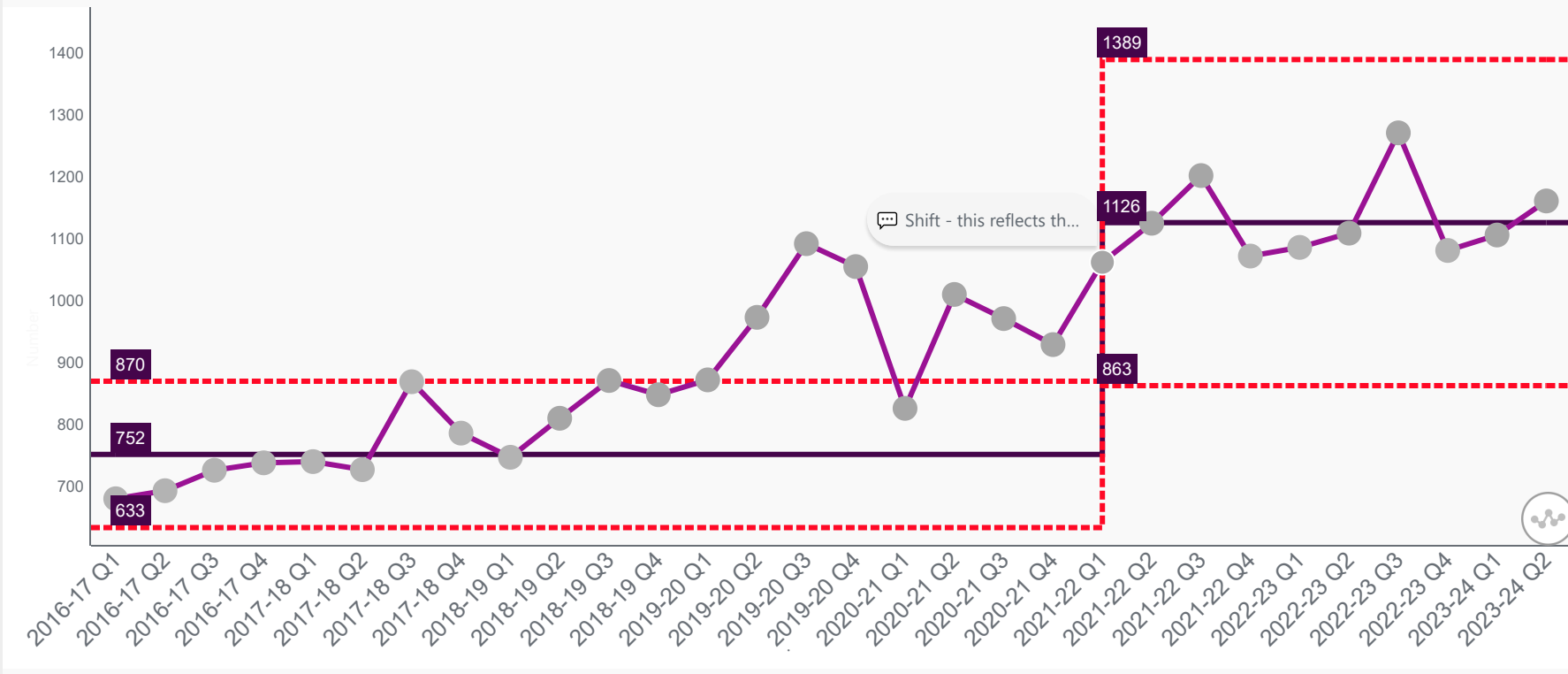
Track

PURPOSE: SFRS aims to ensure we are focused on effective and appropriate response to the changing risks within our communities

OWNER: Head of Service Delivery - East

SUMMARY

Post covid has seen an increase in concerns for health & wellbeing of individuals and requests from partner agencies to provide assistance.

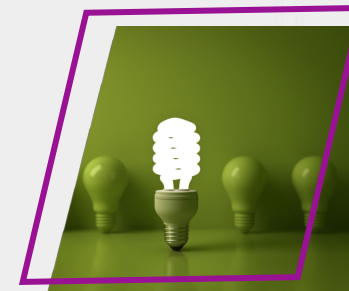


We value and demonstrate innovation across all areas of our work.

There are no Key Performance Indicators for this Outcome.

NARRATIVE

- SFRS have entered into discussions to becoming a Challenge Sponsor for [CivTechChallenge 10](#). CivTech is a Scottish Government funded programme that brings public and private sectors together to identify and work on innovation projects. The CivTech Challenge process is a selective process and, if SFRS are selected, then this potentially brings both funding and expertise to support service innovation. A workshop, as part of the challenge process, took place in October between SFRS and CivTech, which started to identify areas of innovation to be considered. More information is available [here](#) about the CivTech process.
- SFRS are working in partnership with Edinburgh University National Robotarium to facilitate their research into smart fighting helmets that help wearers to navigate smoke-filled environments more effectively and locate victims quickly using cutting-edge AI and indoor mapping technology. By facilitating this vital research we are supporting an innovative workstream aimed at improving firefighter safety
- Our BI and Data Services team are collaborating with Glasgow University and CENSIS to develop previous academic study carried out on fire risk modelling. The fire risk modelling is specific to fire risk in the home and uses machine learning to identifies those most at risk in Scotland and help focus our prevention and protection roles in the community. This will be a supplementary piece of work to the Service Delivery Model Programme (SDMP) Community Risk Index Model (CRIM).
- Firefighters in Lanarkshire have been chosen to host Scotland's first electric-powered fire appliance which is now operational at Clydesmill Community Fire Station in Cambuslang. This innovative fire appliance was possible following the receipt of £500,000 funding from Transport Scotland in 2022 to manufacture the low-carbon appliance. The contract to build the appliance was awarded to Emergency One in Ayrshire who are now working globally to build EV appliances following the successful completion of the SFRS model.



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

KPI ▲	Indicator	Purpose	Geography	Frequency	Target	Business Area
32	Organisational carbon emissions	Satisfy legal targets in terms of climate change regulations, ensures all emission reductions match SG targets as outlined by Climate Change (Emissions Reduction Targets) (Scotland) Act 2019	National	Quarterly	Reduce annually by 6%	Asset Management
33	Carbon Management Plan 2020-25 Project Funding (Actual) vs Estimated Required Funding	Major factor in organisational carbon emissions - prerequisite to success in meeting carbon targets.	National	Quarterly	100% of estimated funding	Asset Management
34	Recycling rate	Recycling rate and waste to landfill are minimal factors in SFRS impacts on climate change, however there are wider environmental benefits.	National	Quarterly	Increase annually by 5%	Asset Management
57	% of light fleet that are Ultra Low Emission Vehicles	The move towards all light fleet being ULEV	National	Annually	100%	Asset Management



Climate Change

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

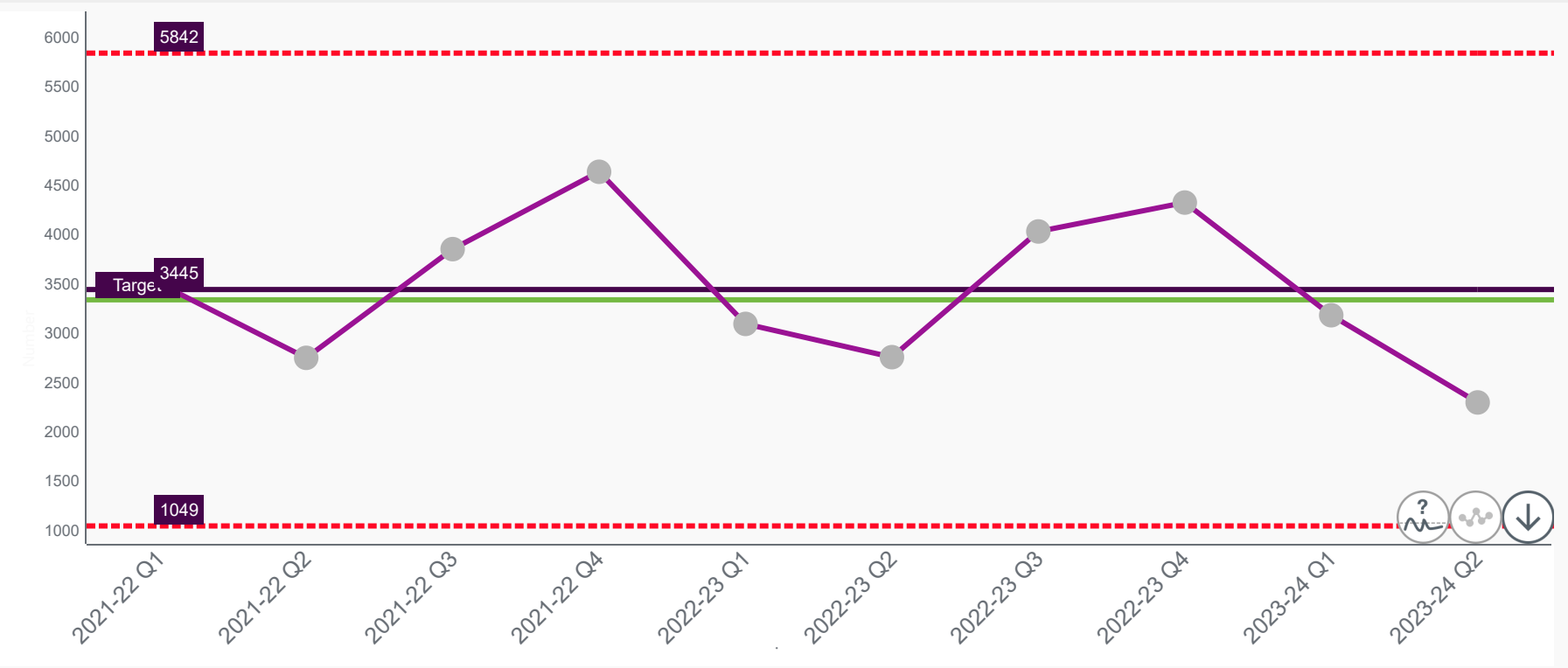


KPI 32 Carbon Emissions

Reduce annually by 6%

PURPOSE: Satisfy legal targets in terms of climate change regulations, ensures all emission reductions match SG targets as outlined by Climate Change (Emissions Reduction Targets) (Scotland) Act 2019

OWNER: National Property Manager



SUMMARY

Fleet fossil fuel derived emissions have fallen for only the second time since 2020-21 Q4. This is likely due to the changes to UFAS response, however further data and analysis is required.

KPI 33 Funding vs Spending

100% of estimated funding

PURPOSE: Major factor in organisational carbon emissions - prerequisite to success in meeting carbon targets.

OWNER: National Property Manager

While a quarterly indicator, data is only available for this KPI annually.

SUMMARY

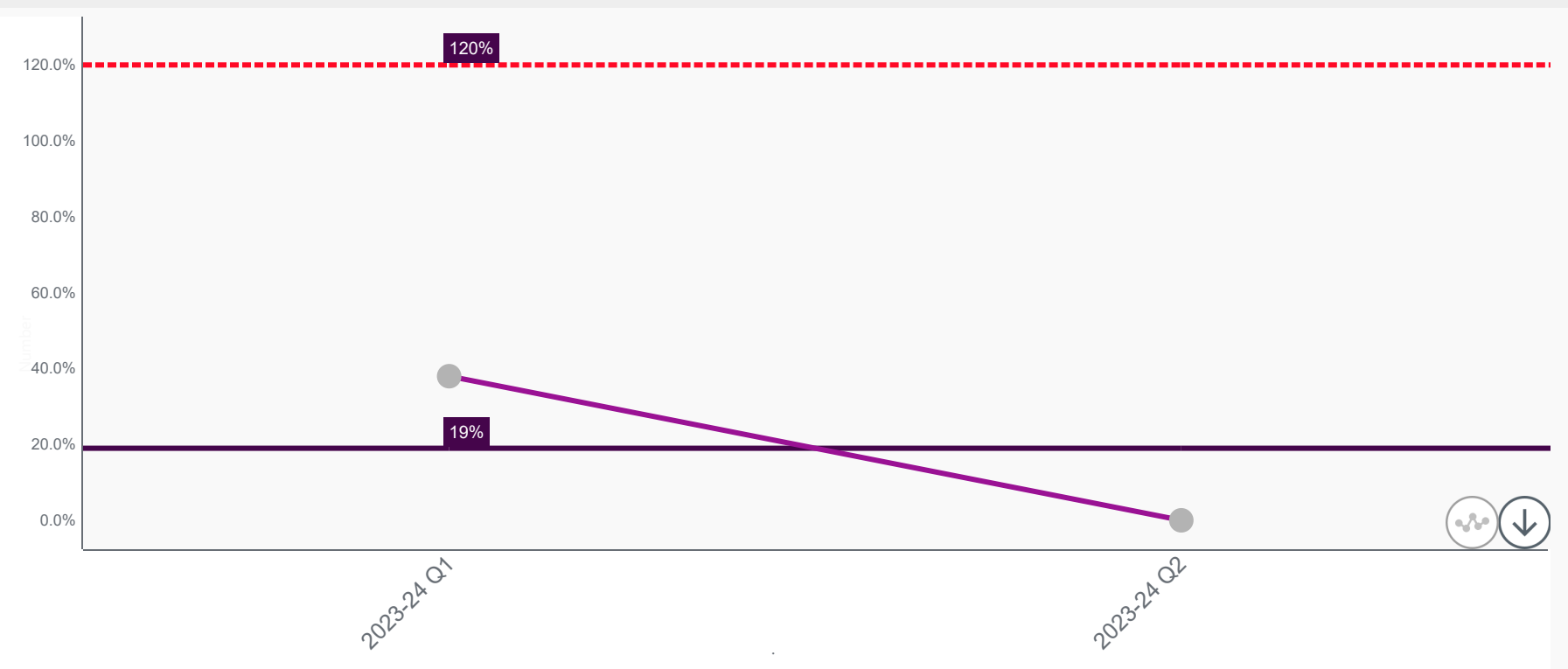
A pre-capital submission has been made to the Scottish Government GPSEDS in a bid to gain funding for consultancy support to build up business cases for capital funding for carbon reduction projects in 2024/25. The CMP is to be reviewed as it is no longer of use due to the lack of funding.

KPI 34 Recycling Rate

Increase annually by 5%

PURPOSE: Recycling rate and waste to landfill are minimal factors in SFRS impacts on climate change, however there are wider environmental benefits.

OWNER: National Property Manager



SUMMARY

Unfortunately our primary waste contractor has experienced significant mechanical issues with their fleet during the summer months and has been unable to provide accurate waste weight data. The issue was escalated by our Soft FM provider, and an improvement plan is in place.

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

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
35	Number of Cyber Security Breaches	To record the number of successful cyber breaches experienced by the Service	National	Quarterly	0	Information and Communication Technology
36	% of subject access requests responded to within the statutory timescales	Demonstrates if we are meeting the statutory timescales of GDPR/Data Protection legislation	National	Quarterly	95%	Corporate Communications
37	Number of Data Breaches	Demonstrates if staff are complying with GDPR/Data Protection legislation to avoid data breaches	National	Quarterly	0	Corporate Communications
38	% of FOIs responded to within statutory timescales	Demonstrates if we are meeting the statutory timescales of Freedom of Information legislation	National	Quarterly	95%	Corporate Communications
39	Number of confirmed frauds	Unavailable	National	Quarterly	0	Finance and Procurement
40	% of invoices paid in 30 days	Unavailable	National	Quarterly	98%	Finance and Procurement
41	% Service Desk incidents resolved within Service Level Agreement	To demonstrate the level of compliance with Service Level Agreement for dealing with incidents (eg broken equipment or no access to an ICT system or service)	National	Quarterly	85%	Information and Communication Technology



Effective Governance and Performance



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

KPI 35 Cyber Security Breaches

PURPOSE: To record the number of successful cyber breaches experienced by the Service

OWNER: Head of ICT

VALUE: 0

SUMMARY: There have been no reported cyber breaches

KPI 36 % Subject Access within Timeframe

PURPOSE: Demonstrates if we are meeting the statutory timescales of GDPR/Data Protection legislation

OWNER: Head of Corporate Communications

VALUE: 95%

SUMMARY: Working with Synergie (supplier) to improve our methods of working with the case management system and introducing more robust measures to ensure information from various departments is returned on time.

KPI 37 Data Breaches

PURPOSE: Demonstrates if staff are complying with GDPR/Data Protection legislation to avoid data breaches

OWNER: Head of Corporate Communications

VALUE: 0

SUMMARY: Continue to monitor activities and ensure policies are adhered to and provide training where necessary.

KPI 38 % FOI within Timeframe

PURPOSE: Demonstrates if we are meeting the statutory timescales of Freedom of Information legislation

OWNER: Head of Corporate Communications

VALUE: 95%

SUMMARY: Working with Synergie (supplier) to improve our methods of working with the case management system and introducing more robust measures to ensure information from various departments is returned on time.

KPI 39 Confirmed Frauds

PURPOSE: Unavailable

OWNER: Systems Manager

VALUE: 0

SUMMARY: No Performance Statement Available

KPI 40 % Invoices in 30 Days

PURPOSE: Unavailable

OWNER: Systems Manager

VALUE: 98%

SUMMARY: Current performance is above KPI of 98%. Actions being taken to maintain this performance include: timely processing of invoices into Tech1 (usually within a day of receipt) and weekly reminders to budget holders with outstanding invoices requesting authorisation or explanation where issues exist.

KPI 41 % Service Desk Incidents within SLA

PURPOSE: To demonstrate the level of compliance with Service Level Agreement for dealing with incidents (eg broken equipment or no access to an ICT system or service)

OWNER: Head of ICT

VALUE: 85%

SUMMARY: Continuing close management of incidents is maintaining excellent performance levels.

KPI 42 % Service Desk Requests within SLA

PURPOSE: To demonstrate the level of compliance with Service Level Agreement for dealing with service requests (eg new or additional equipment or improvement to an ICT system or service)

OWNER: Head of ICT

VALUE: 85%

SUMMARY: Continuing close management of requests is maintaining excellent performance levels.

KPI 43 Portfolio Delays

PURPOSE: The percentage variance of the forecast completion dates against the baseline completion dates for all projects, aggregated over the change portfolio.

OWNER: Head of Portfolio Office

VALUE: Less than 10% slippage from baseline completion date

SUMMARY: Due to no change in the constituent programmes and projects in the change portfolio, and the absence of any change request submissions in relation to time over Q1, this figure remains static.

KPI 44 Portfolio Overspend

PURPOSE: The percentage variance of the forecast completion costs against the baseline completion costs for all projects, aggregated over the change portfolio.

OWNER: Head of Portfolio Office

VALUE: Less than 5% slippage from baseline cost

SUMMARY: Despite a slight increase over the Q1 period, overall portfolio costs remain within the KPI target

KPI 45 Portfolio Cashable Benefits

PURPOSE: The aggregate cashable benefits realised across the change portfolio (in GBP)

OWNER: Head of Portfolio Office

VALUE: Increase between reporting period

SUMMARY: Benefits profiles are now being developed for all new projects in the portfolio, with a focus on financial benefits. Benefits realisation plans focus on realising financial benefits over a longer period, which may be beyond the lifecycle of the project.

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

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - Flexi	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OC	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People



People



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

<p>KPI 46 Resource Based Crewing FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Increase observed due to impact of interim TOM following implementation of SSRP Phase 1 and lower than expected retireals.</p>
<p>KPI 46 Off Station FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Increase due to recruitment activity leading to appointments in Off Station roles following SSRP Phase 1 implementation</p>
<p>KPI 46 Flexi Officer FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Small decrease - no evident trend and attributed to end of extra project positions ending</p>
<p>KPI 46 Operations Control FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Decrease noted due to retirements and unforecast resignations</p>
<p>KPI 46 Rural Full-time FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Slight increase due to appointment to vacancy</p>
<p>KPI 46 On Call Retained FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Decrease noted due to increase in leavers with less than 5 years Service. Information passed to OCSCG</p>
<p>KPI 46 On Call Volunteer FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Slight increase with no trend evident</p>
<p>KPI 46 Support Staff FTE</p> <p>PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Slight decrease due to retireals and resignations from the SFRS</p>
<p>KPI 47 Vacancies Rate</p> <p>PURPOSE: Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Decrease observed in vacancy rate due to impact of organisational change and implementation of SSRP Phase 1 and appointments into Day Duty roles.</p>
<p>KPI 48 Turnover Rate</p> <p>PURPOSE: Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness as an employer, aligned to our ambition to develop and sustain a positive and inclusive workplace culture where all employees are treated with respect and dignity.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Increase in rate due to pensions remedy impacts in uniformed roles, unforecast leavers from Operations Control and retirements and resignations across support staff roles</p>
<p>KPI 49 Absence Rate</p> <p>PURPOSE: Monitoring levels of short- and long-term absence along with the underlying reasons to work enables SFRS to support employee health and wellbeing, helping colleagues return and trends and stay in work.</p>	<p>OWNER: Head of People</p> <p>SUMMARY: Slight increase across all Staff groups with no discernible trends evident</p>



People

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

KPI 50 Verbal attacks on Firefighters

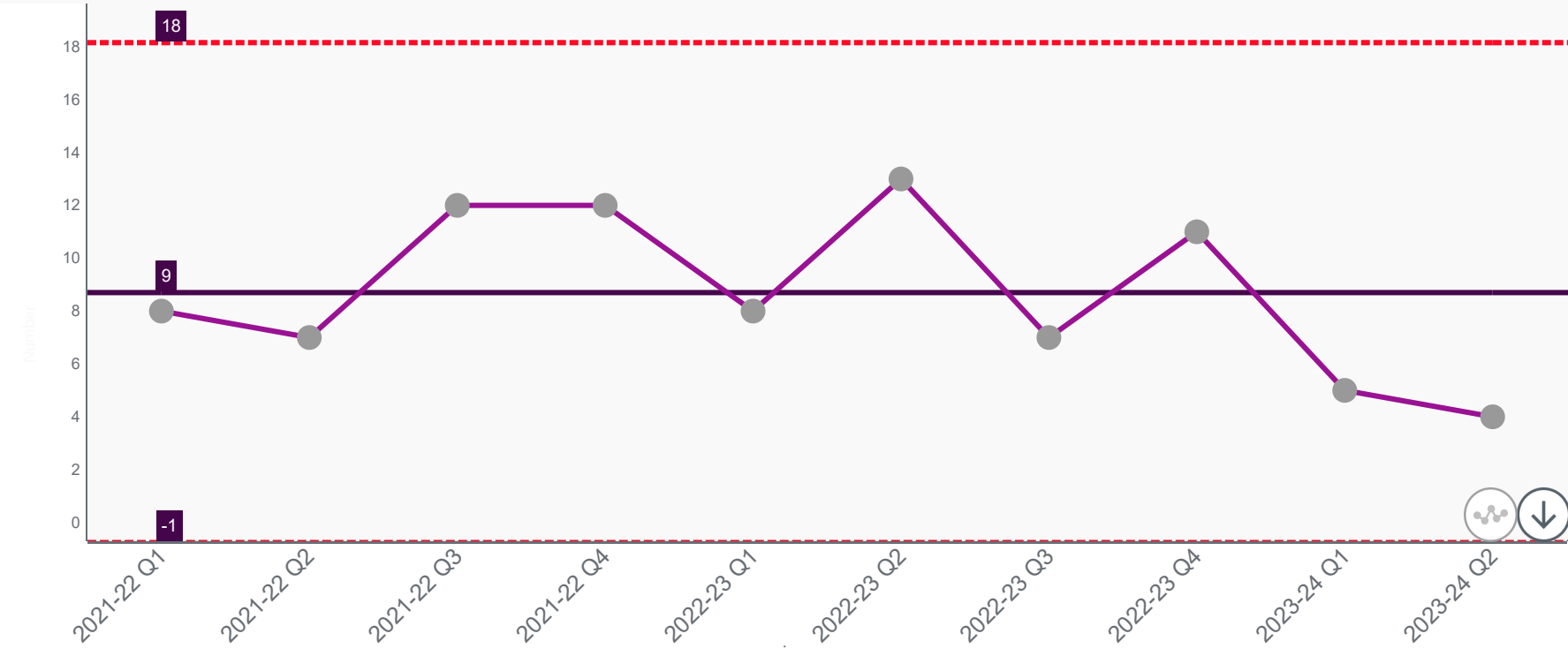
PURPOSE: Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

All occurred at operational incidents, 75% requested police attendance. This is a 69% decrease in comparison to Q2 22/23. AoVs continue to be managed through SDA engagement with partner agencies to enhance and support the ongoing reduction.



KPI 51 Physical attacks on Firefighters

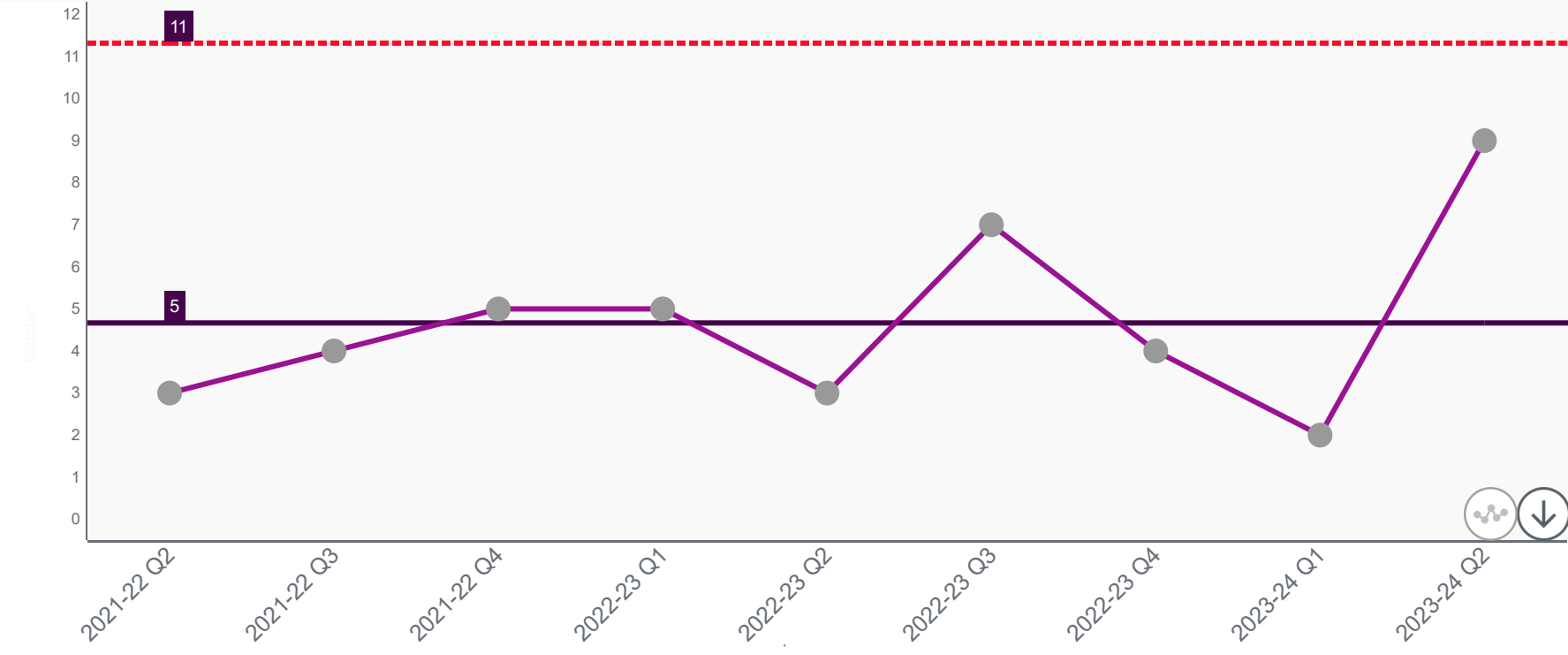
PURPOSE: Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

Physical attacks increased 50% from Q2 22/23. There were no injuries to SFRS staff, 3 AoV involved physical attacks to FF's, 2 of which required Police attendance. 5 events involved missiles and 1 event was unauthorised access to a station.



KPI 52 Number of RIDDOR reportable injuries

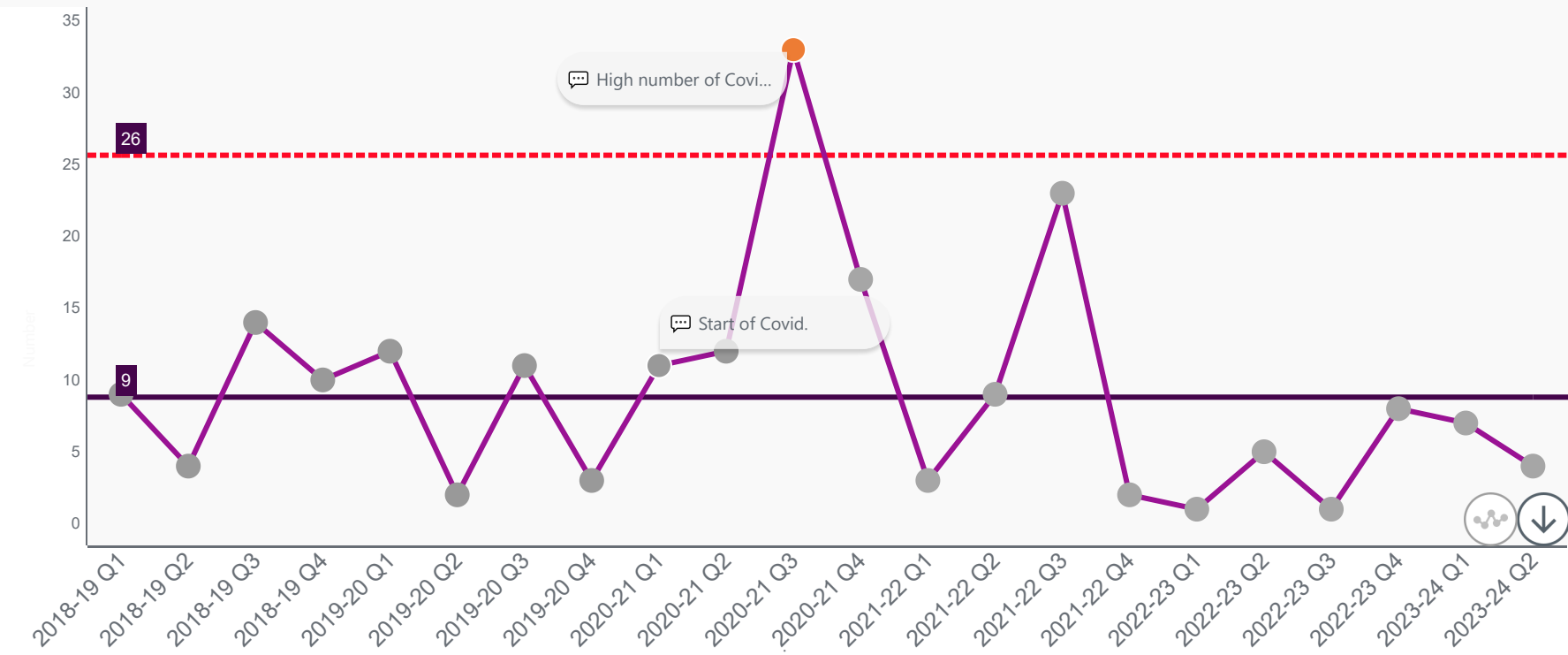
PURPOSE: Demonstrates how many notifications the has been to the HSE which may include death, specified injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurrence or an occupational disease.

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

RIDDOR events decreased by 20% from Q2 22/23. 3 events were reported as Dangerous Occurrences due to suspected exposure to Asbestos Containing Material and 1 event was an over 7-day MSK injury resulting in a lower limb MSK injury.



KPI 53 Accidents and Injuries (excl. RIDDOR)

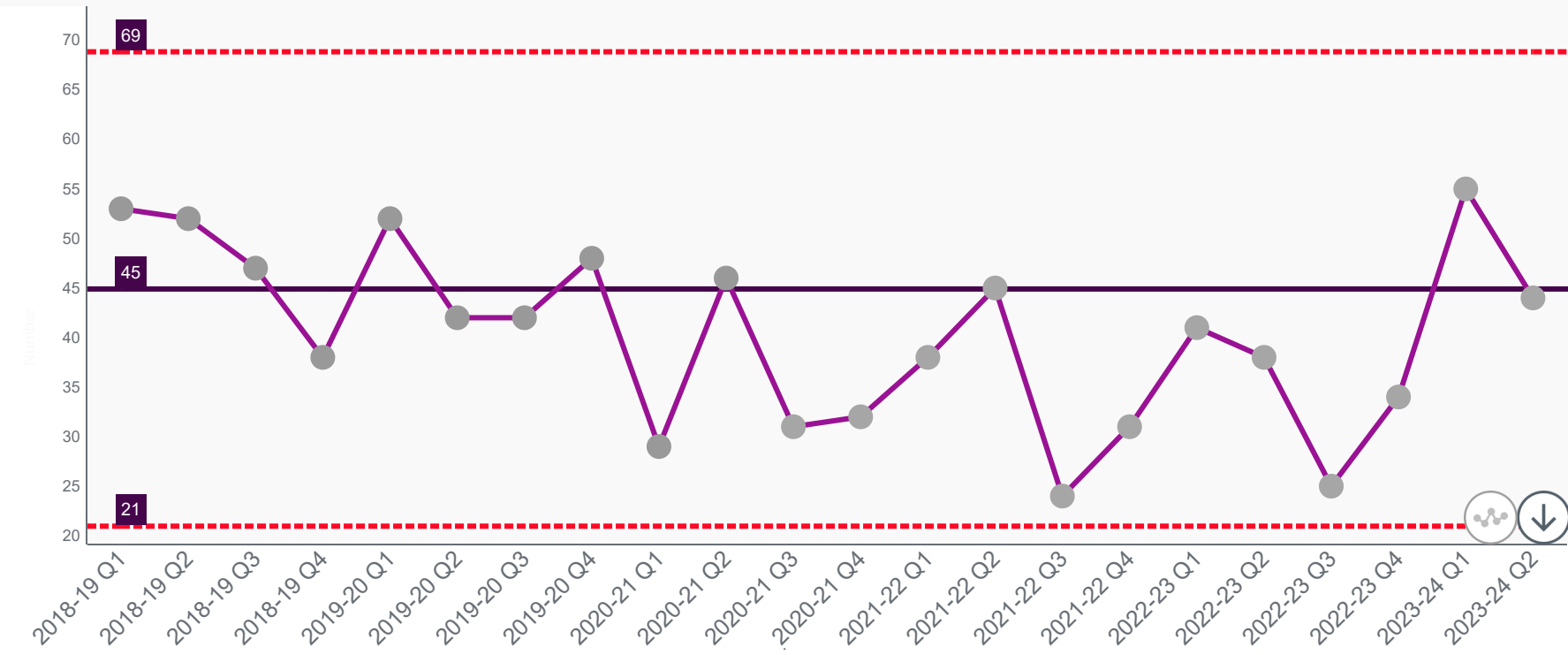
PURPOSE: Demonstrates total accidents and injuries to occur through workplace accidents

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

A 16% increase in Accidents from Q2 22/23. The top causation 20% was due to Slips, Trips and Falls. 45% occurred during training, 30% during operational activities and 25% during non-operational duties. Investigations are carried out to identify actions and to reduce the risk of reoccurrence.



KPI 54 Near Miss

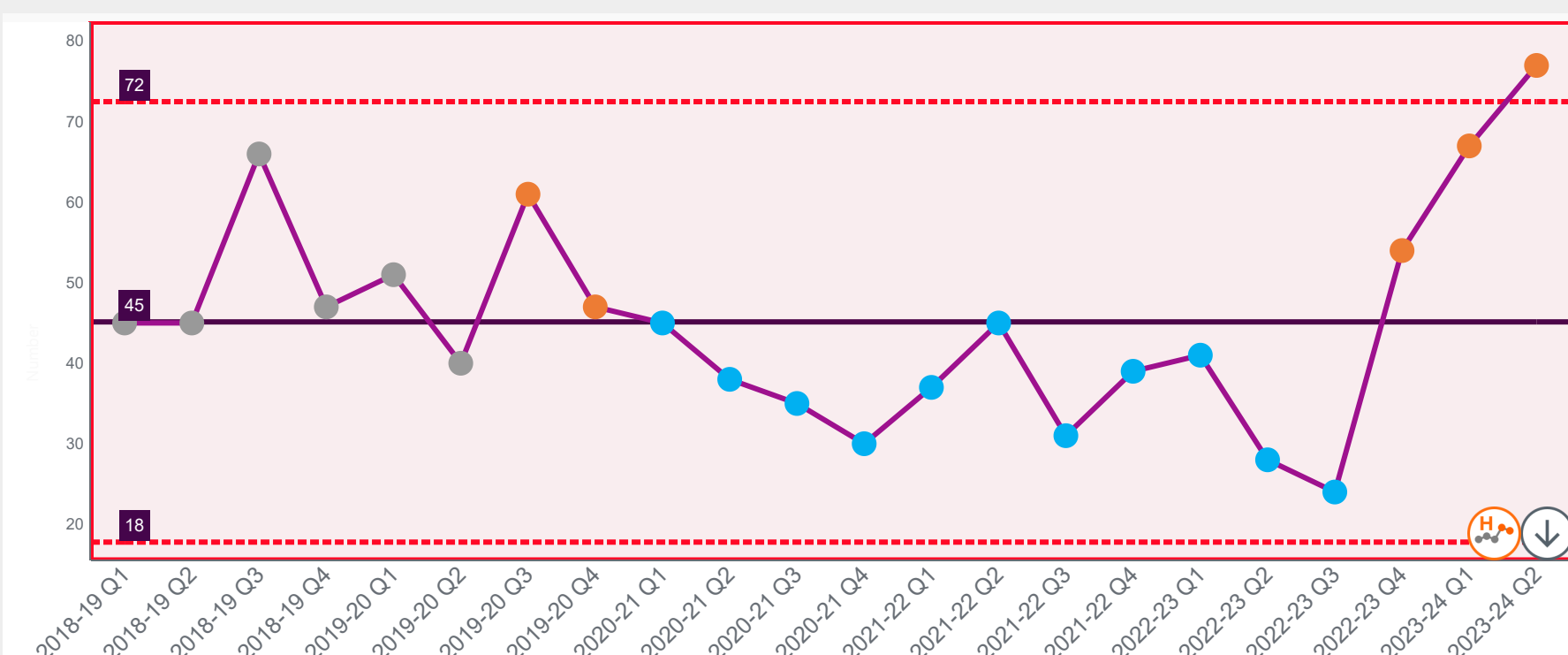
PURPOSE: Total recorded number of near miss events that had the potential to lead to an accident or ill health

Track

OWNER: Head of Safety and Assurance

SUMMARY

Near Misses increased 175% from Q2 22/23. Non-Operational NMs accounted for 44% and 32% during operational activities. The most common category related to Appliance and Pumps with 23%. SA and SDA continue to promote reporting through local Safety and Assurance Improvement Groups.



KPI 55 Vehicle Accidents

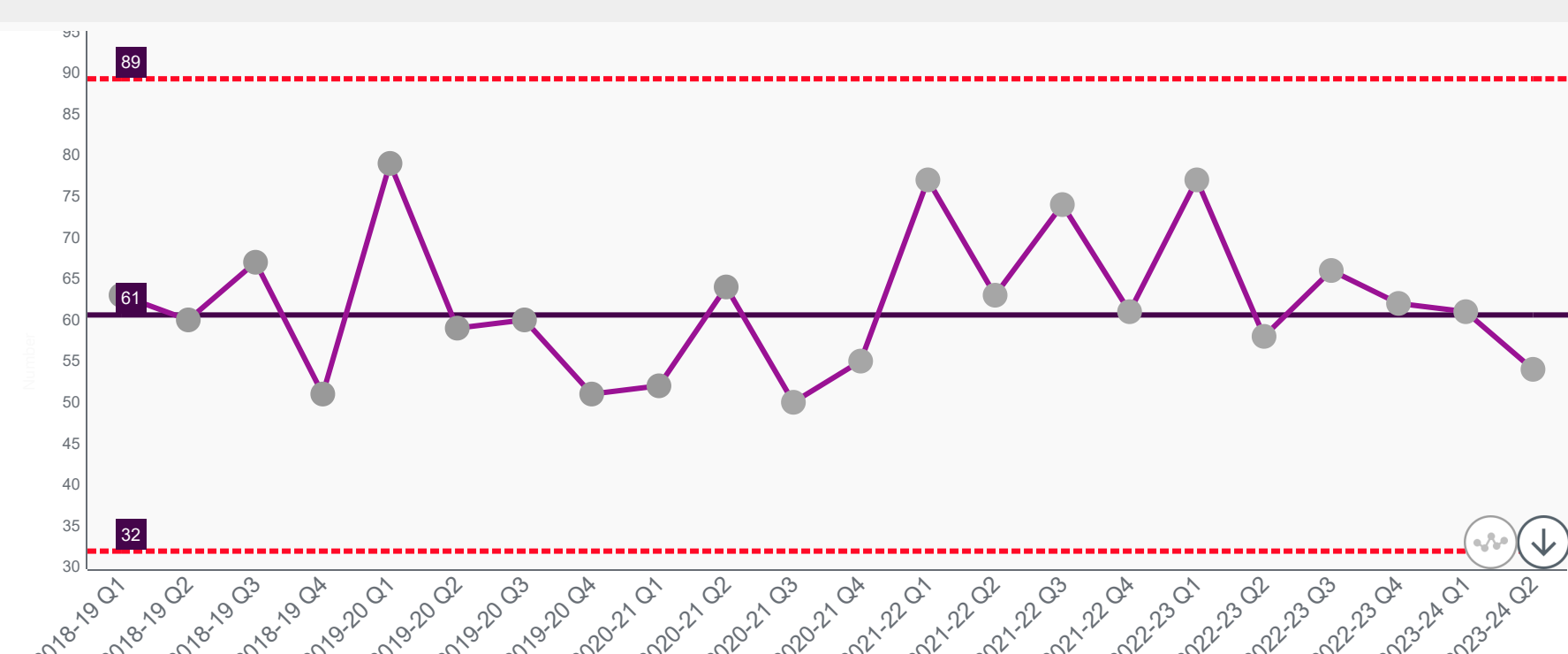
PURPOSE: Total number of events that involved vehicle accidents

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

A decrease in VA of 7% from Q2 22/23. 61% of VA were related to operational incidents. 37% were non-operational activities. 67% of VA were during low-speed manoeuvres and 17% during blue light conditions. Driver Safety Group continues to work collaboratively with business partners to reduce VAs.



KPI 56 Completion of Health and Safety Improvement Plans

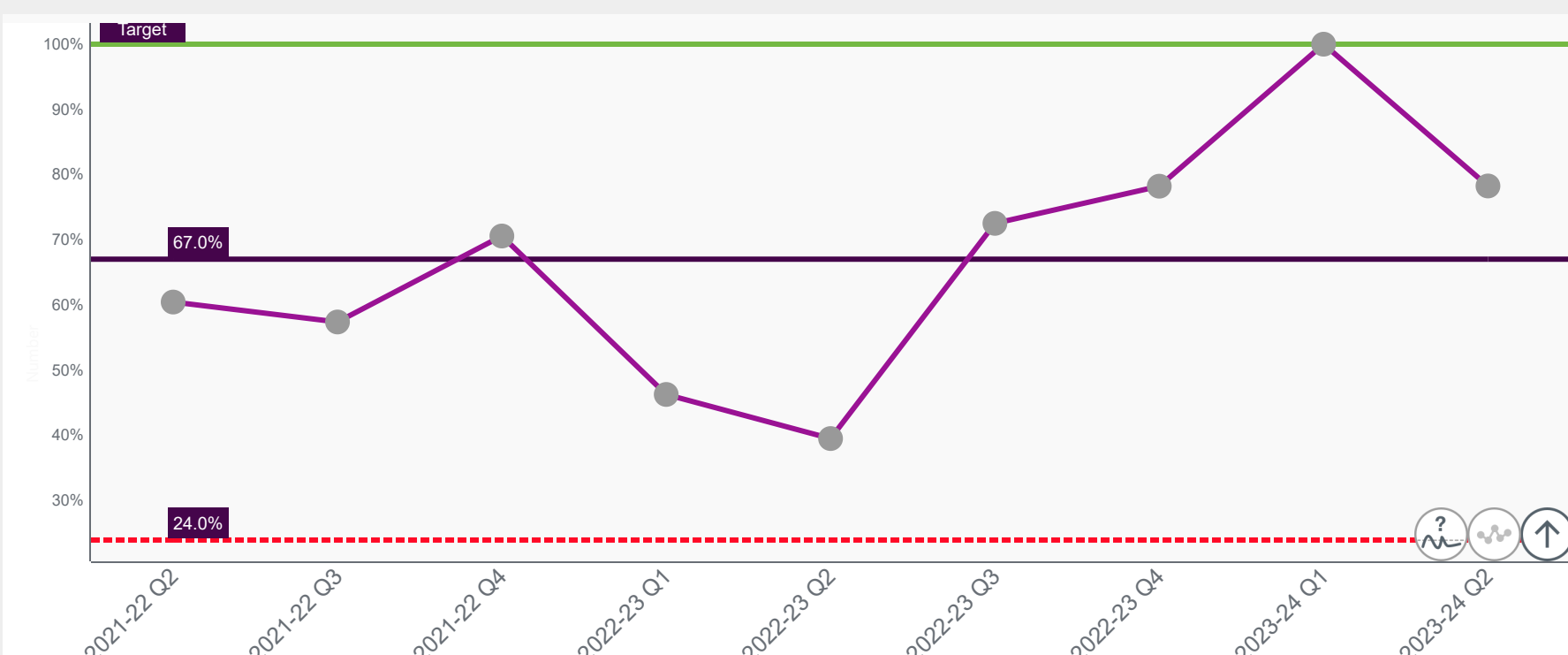
PURPOSE: Demonstrates the completion of improvement plans to drive safety performance

100%

OWNER: Head of Safety and Assurance

SUMMARY

78% of Q2 actions were completed, this does not include carried forward actions. A further 21 incomplete actions from 22/23, Q1 and Q2 are carried forward into Q3, risk owners include TSA, FCS and Operations. Local SA groups continue to manage and support the completion of improvement plans.





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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

Partnership working is crucial to the SFRS and helps us to deliver more to the people of Scotland. During Quarter 2, work began to draft the third iteration of 'SFRS Working in Partnership' when Local Senior Officer Areas and Directorates/Teams were asked to provide submissions for inclusion. This document features some of the wide-ranging partnership and collaborative activities that have taken place across Scotland and highlights opportunities to share innovation and best practice throughout the organisation. Although in the early stages of development, articles have already been received featuring a diverse range of initiatives including suicide prevention; locating missing persons; food poverty; shared facilities; and the provision of life-saving water safety equipment. Some further examples can be found below:

HFSV Leaflets in Prescriptions

In a collaborative effort that brought together Community Action Teams (CAT) in Aberdeen City, Aberdeenshire, and Moray along with operational crews, we have partnered with local pharmacies to reach out to individuals who may have been difficult to engage through traditional means. This proactive and preventative initiative involves the distribution of Home Fire Safety Visit (HFSV) postcards. Our CAT staff and operational crews have diligently distributed HFSV postcards to every pharmacy in the area, with a specific request for pharmacy staff to affix these postcards to prescription packets. They are also encouraged to prompt individuals collecting prescriptions to peruse the enclosed leaflet and consider requesting a HFSV. The fundamental objective driving this initiative is to focus on elderly and vulnerable members of our society who might not have been effectively reached by conventional campaigns and advertising efforts. By directly targeting these individuals and equipping them with the necessary information to request a HFSV, we aim to enhance HFSV accessibility among this demographic. We are actively exploring opportunities to expand this innovative initiative to include GP practices, further amplifying our reach and impact in safeguarding the public.

Violence Against Women

The SFRS has worked collaboratively with numerous partners to develop a Violence Against Women partnership. Some of the 19 partners we work alongside include Police Scotland, Woman's Aid, NHS, Social Services, Child Protection, Community Justice, Break the Silence, and Barnardo's. This is a multi-agency approach to deliver on 'Scotland's Equally Safe Strategy' at a local strategic level. The partnership enables all partners to promote an effective and strategic approach to reducing violence against women and its negative impact on individuals and communities. Effective partnership working within the Violence Against Women partnership is essential to ensuring that outcomes for women, girls and children affected by violence against women are improved. Empowering local communities to challenge abusive and violent behaviour and to provide information on support services that are available. This partnership has been enhanced with SFRS representation within the Multi-Agency Risk Assessment Conference (MARAC) throughout East, North and South Ayrshire, which involves us attending regular meetings and assisting with any potential threats of domestic abuse, helping to keep communities safe. The 2023/24 Working in Partnership document will be published in Quarter 1 of 2024/25.

Anthony Nolan Partnership

The partnership between blood cancer charity Anthony Nolan and SFRS was founded by former firefighter Ally Boyle in 2009. In the past decade, SFRS has recruited over 19,000 potential donors to the Anthony Nolan stem cell register. In October 2023, the partnership shared their [2022/23 Annual Report](#) with our Board. The report highlighted the amazing work of the charity and our volunteers who, in the academic year 2022/23, were able to host school donor recruitment activity for the first time since the Covid-19 pandemic. During this time, we facilitated 12 school donor recruitment events, engaged with over 1,500 pupils, recruiting 849 people to the register, and saw a further nine people donate their stem cells and potentially save the life of someone with blood cancer. On average, the SFRS recruits 70 donors per event, compared to the 37 Anthony Nolan average. In total, the partnership has had 105 people donate their stems cells.

Race and Workforce

The Equality, Diversity and Inclusion Team represent SFRS on the Cross Justice Group on Race and Workforce. The group was set up by Scottish Government's Justice Committee to explore issues around race inequality and employment within the justice sector and brings together justice partners, academics and third sector race advocacy groups. The group has established a number of research strands with the intention of building towards agreed standards for justice sector employers in their approach to attracting and maintaining a diverse workforce representative of Scotland's communities. Each of the employers within the justice sector have improvements to make in order that their workforce reflects Scotland's communities and, in this regard, the Group undertook research with existing employees and externally to understand the barriers, real and perceived, to gaining employment within the justice sector. The group is in the process of evaluating these results and planning how best to implement the findings. Collating and using data about the profile of their workforce is a challenge across all justice sector partners. The group has agreed a common data set for recording race, nationality, and ethnicity to allow for better benchmarking between organisations. While the group is focused specifically on matters of race equality and inequality, the lessons learned and recommended ways of working are expected to have application across other community groups.

The Reform Collaboration Group

The Reform Collaboration Group (RCG) provides a strategic overview of our partnership working with our emergency service partners. The group has commissioned a piece of work to explore collaboration opportunities in corporate services. Five responses to the expression of interest were received, all were individually scored by four evaluators (two each from the Scottish Fire and Rescue Service (SFRS) and Police Scotland (PS)) and a consensus meeting and presentations from three of the submissions arranged for 6 October 2023. Following the successful tendering process, it is anticipated the consultants will be appointed in October 2023 and thereafter undergo vetting to allow them to work with Police Scotland. It is envisaged that the Outline Business Case will be delivered April/May 2024. Scottish Government has asked for an update on the Outline Business Case after every RCG meeting and one-hour Ministerial meetings with SFRS and PS representatives have been scheduled until June 2024. The Oversight Group have scheduled meetings to fall before the dates to produce and agree the update. The Oversight Group has met on three occasions and looked at the procurement issues and how they will report back to the respective Boards. They also discussed Stakeholder Engagement and agreed a process on how the consultants will take forward this very sensitive area to ensure a robust approach. To help support the work of the Oversight Group a PS/SFRS Collaboration Executive Oversight Group was set up in September 2023 which will meet on a three-weekly basis with four representatives from each Service.

Full guidance can be found on the [Power BI Users Yammer Community](#), along with details of available support.

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- You can change how a visual looks by sorting it, for example by numeric values or text data. To sort a visual, first select it and then click on the **More actions (...)** button on the visual, which will bring up the sorting options. Power BI reports retain the filters, slicers, sorting, and other data view changes that you make.
- You can use the filters on the report page to target specific areas or time periods etc. To select more than one option in a filter (for example more than 1 business area), **press and hold the Ctrl button on your keyboard** whilst you click on the filter selections.

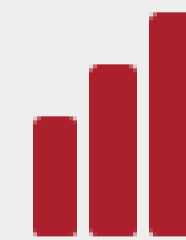
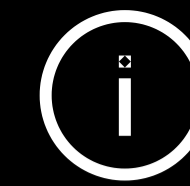
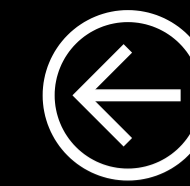
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SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/20-23

Agenda Item: 12

Report to:	BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	14 DECEMBER 2023						
Report Title:	ANNUAL OPERATING PLAN AND PORTFOLIO PROGRESS REPORT - QUARTER 2						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service with a quarterly progress report on how we are performing against the Strategic Outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan, our Corporate Measures, and Portfolio Office Programmes.						
2	Background						
2.1	The Combined Risk and Performance Report (renamed to Annual Operating Plan and Portfolio Progress Report) and was introduced in August 2020 and provides a quarterly update on how we are performing against each Strategic Outcome.						
2.2	The document provides a detailed update against the actions within the Annual Operating Plan (AOP) 2023/24, a link to our Key Performance Indicators as outlined within the Performance Management Framework, and high-level Portfolio performance information.						
3	Main Report/Detail						
3.1	The quarterly progress report is attached as Appendix A . This provides details of progress made against our Strategic Outcomes between 1 July and 30 September 2023.						
3.2	Annual Operating Actions						
3.2.1	This section of the report provides details of the progress made against the actions of the Annual Operating Plan 2023/24. There are 20 Actions contained within the Plan.						
3.2.2	At the end of Quarter 2 2023/24, the following progress has been reported: <ul style="list-style-type: none"> 13 actions have been noted as progressing as planned and are green. 6 actions have been noted as experiencing some slippage and are amber. 1 action is noted as experiencing challenges or has not progressed as planned and is red. 						
3.2.3	Detailed commentary on red and amber actions is contained within an Exception Summary Report table directly under each action. This commentary also provides information on how that action will continue to be reported upon until completion.						
3.2.4	Section 3 provides commentary on the residual actions from previous Annual Operating Plans. Within the reporting period, three of these residual actions has been closed off, leaving two remaining residual actions. These actions will remain until completion.						

3.6	Our Corporate Measures
3.3.1	Our Corporate Performance Measures are outlined in the SFRS Performance Management Framework (PMF) . These measures, which are aligned to the Strategic Outcomes and the Strategic Plan 2022-25 , will be reported on a quarterly basis via dashboard reporting.
3.3.2	The Annual Operating Plan and Portfolio Progress Report provides a link to Organisational Performance Report Dashboard throughout ensuring readers can view the performance of our corporate measures in line with the Outcomes of the Strategic Plan 2022-25.
3.4	Our Projects
3.4.1	The report also provides a high-level overview of how our Portfolio Office projects are performing for interest. Further detail on these projects is reported to the Senior Management Board and the Change Committee.
3.5	Risk
3.5.1	During the Strategic Leadership Team (SLT) meeting on 23 August 2023, it was agreed to remove the risk element from this report (previously named Corporate Risk and Performance Report). A new risk dashboard will be released to Directorates for use during November 2023. Further development work will be undertaken following feedback from Directorates with training sessions to be provided to all new users. As the strategic risk register is in the process of revision it was decided to remove this section of the report until the dashboard reporting is live.
3.6	Future Reporting
3.6.1	We are currently in a process of change and transition with this report. Our Corporate Measures are now displayed using Power BI reporting and we expect that the Risk and Annual Operating Plan elements of reporting will also align to Power BI by Quarter 3.
4	Recommendation
4.1	The Board of the Scottish Fire and Rescue Service is invited to: <ul style="list-style-type: none"> • scrutinise the quarterly report and progress made against our Strategic Outcomes as detailed in Appendix A • agree its publication to the SFRS website.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risk reporting is changing and will be reported for the first time in the new format at the October Audit Risk and Assurance Committee. Following this meeting, it will be shared with Directorates for their feedback.
5.2	Financial
5.2.1	There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2023/24 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.4	Workforce
5.4.1	There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.

5.5	Health & Safety	
5.5.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to health and safety.	
5.6	Health & Wellbeing	
5.6.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to health and wellbeing.	
5.7	Training	
5.7.1	There are no training implications arising from this report.	
5.8	Timing	
5.8.1	This progress report covers the period up to and including Quarter 2 (1 July 2023 – 30 September 2023).	
5.9	Performance	
5.9.1	Progress against the Annual Operating Plan is reported to the Senior Management Board, Strategic Leadership Team and the SFRS Board.	
5.9.2	A new Organisational Performance Dashboard is also now live and reported the Senior Management Board, Strategic Leadership Team and the SFRS Board.	
5.10	Communications & Engagement	
5.10.1	Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders, and communities to produce the Strategic Plan 2022-25, on which the Annual Operating Plan is based.	
5.11	Legal	
5.11.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.	
5.12	Information Governance	
5.12.1	The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.	
5.13	Equalities	
5.13.1	An Equality and Human Rights Impact Assessment (EIA) does not require to be carried out for this planning document.	
5.14	Service Delivery	
5.14.1	The content of this progress report does not impact upon Service Delivery.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented members of the SFRS Board with the Annual Operating Plan and Portfolio Progress Report for Quarter 2. The SFRS Board were asked to scrutinise the content of the report and agree its release for publication on the SFRS website.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications.
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical

		business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Senior Management Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary.
8	Appendices/Further Reading	
8.1	Appendix A - Annual Operating Plan and Portfolio Progress Update Quarter 2 (2023/24)	
8.2	Appendix B – PBI0068 Organisational Performance Report	
Prepared by:	Louise Patrick, Planning and Partnerships Coordinator	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>15 November 2023</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>21 November 2023</i>	<i>For recommendation</i>
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For scrutiny</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN AND PORTFOLIO PROGRESS REPORT

Quarter 2 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

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

Section 1 – Executive Summary

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

Section 2 - Performance Dashboard and Exception Report

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

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

Further details of our actions are contained in the [Annual Operating Plan 2023/24](#).

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

This section also provides a commentary against any Annual Operating actions that have been allocated a red or amber RAG status and, as such, are not progressing as planned (exceptions). This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring the action and milestones back on track. If the action is green and on track, no further information has been provided.

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

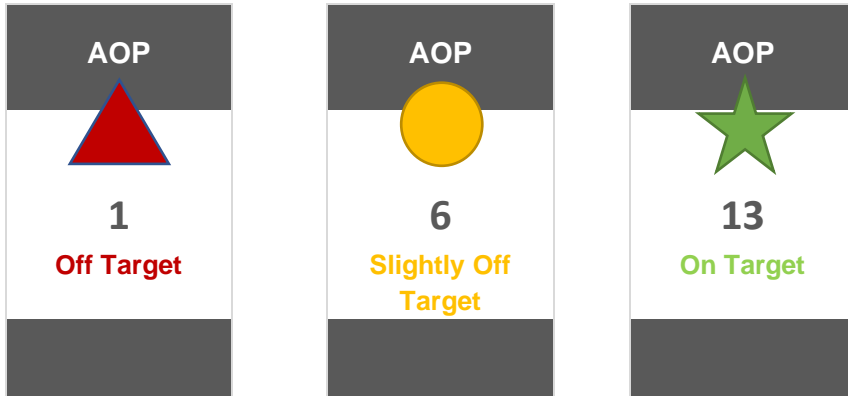
Section 3 – Residual Annual Operating Plan Action

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

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

Section 1: Executive Summary

Annual Operating Plan RAG Totals



Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review SFRS Fire Safety Enforcement (FSE) arrangements.	Service Delivery (Prevention & Protection)	01/04/2023	31/03/2024	55%	★

Performance Management Framework Corporate Performance Measures

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

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

Portfolio Office Projects

There are no Portfolio Office projects associated with Strategic Outcome 1.

Strategic Outcome 2: Response
Communities are safer and more resilient as we respond effectively to changing risks.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review the SFRS Training Strategy 2020-25.	Training, Safety and Assurance	01/04/2023	31/03/2024	90%	★
Implement replacement digital fireground radios.	Service Development (ICT)	01/04/2023	31/03/2024	20%	●

Exception reporting for digital fireground radios:
 An additional requirement for BA cables was identified. Research and in-depth testing have been completed to select an appropriate solution. Testing is complete and an order placed for full requirement. Once order is received, revised due dates will be provided for the overall action.

Ensure that the Service Delivery Model is flexible to reflect the differing needs of local communities.	Service Delivery (Operations)	01/04/2023	31/10/2023	90%	●
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Exception reporting for Service Delivery Model:
 The Strategic Service Review Programme (SSRP) Tactical Action Group was stood up in June 2023, supported by the SSRP Tactical Liaison Group, to deliver the agreed actions from the SSRP Implementation Plan. The High Reach Strategy and disposition was initiated at this time with the High Reach Appliances (HRAs) reducing in Scotland from 24 to 16. This reduction and further movement of HRAs has been completed throughout all three Service Delivery Areas, however, further training on several HRAs is still ongoing along with Service Delivery Workshops requiring to complete weight modifications. This work is expected to be completed in early October 2023 and as such the due date has been amended from 31/08/23 to reflect this.

Performance Management Framework Corporate Performance Measures

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

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

Portfolio Office Projects	Overall Health	Time	Cost	Quality	Skills & Resource
Service Delivery Model - Demand Based Duty Systems	★	★	★	★	★
Service Delivery Model - Community Risk Index Model	★	★	★	★	★
Service Delivery Model – Station and Appliance Review	★	★	★	★	★
Major Projects – New Mobilising System (NMS)	●	●	●	★	●
<p>Pathway to Green / Next Steps for NMS Project:</p> <ul style="list-style-type: none"> High level detail on project implementation timelines was provided by potential suppliers on 16 June indicating delivery of Phase 1 by December 2025 should be achievable, but there is a dependency on the date of contract award. Invitation to Tender publication date delayed to estimated w/c 06/11 following Pre-Procurement Gate Review & SFRS Procurement Review. Further detail and confirmation on delivery timelines will not be received until tender bids have been submitted with implementation plans. Potential suppliers have provided cost envelopes, and these have been used to develop the Financial Case of the Outline Business Case. The budget has been based on the cost envelopes. Additional detail on supplier costs will not be received until tender bids have been submitted. Three key project roles are currently being advertised, closing date 23/10. Risk remains re: ability to fill posts with appropriately skilled applicants. A parallel process underway for recruiting Senior Project Manager and Senior Business Architecture roles via quick quote / agency route. 					

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

Strategic Outcome 3: Innovation and Modernisation

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review the SFRS Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Training, Safety and Assurance	01/04/2023	31/03/2024	50%	★

Performance Management Framework Corporate Performance Measures

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

Portfolio Office Projects

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

Strategic Outcome 4: Climate Change

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review where and how we deliver training, reducing our own environmental footprint, ensuring our training continues to incorporate best practice to enhance response to weather related incidents.	Training, Safety and Assurance	01/04/2023	31/03/24	50%	★
Deliver Year 4 of our Carbon Management Plan.	Asset Management	01/04/2023	31/03/2024	40%	▲

Exception reporting for delivery of Year 4 Carbon Management Plan:

The new Energy Manager is now in post and initial discussions are underway to gain funding to develop Scottish Green Public Sector Estate Decarbonisation Scheme business cases for the April 2024 funding award. A maximum of £50k is available in consultancy support.
No projects are programmed for delivery during 2023/24 as unfunded by either grant or internally allocated capital, limited internal resource within Property Services and a lack of developed projects. As such, the milestone to deliver projects in in line with the Carbon Management Plans cannot be completed for 2023/24 and the action RAG status will remain red. Asset Management will look to revise the Carbon Management Plan based on available funding and achievability.

Performance Management Framework Corporate Performance Measures

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

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

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

Strategic Outcome 5: Effective Governance and Performance

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Service Development (ICT)	01/04/2023	31/03/2024	50%	★
Develop and publish the SFRS Asset Management Strategy.	Asset Management	01/04/2023	31/03/2024	70%	★

Performance Management Framework Corporate Performance Measures

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

Portfolio Office Projects	Overall Health	Time	Cost	Quality	Skills & Resource
People, Payroll, Finance and Training – <i>going to private session in November 2023</i>	-	-	-	-	-
Rostering – <i>going to private session in November 2023</i>	-	-	-	-	-
iHub and Web	★	★	★	★	★

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

Strategic Outcome 6: People

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Provide the best training development opportunities and working environment for all our people.	Training, Safety and Assurance	01/04/2023	31/03/2024	90%	★
Support and monitor the assessments of risks associated with identified hazards and develop and implement effective and appropriate mitigations.	Training, Safety and Assurance	01/04/2023	31/03/2024	100%	★
Lead and implement the Contaminants Project throughout SFRS to reduce exposure to fire contaminants	Training, Safety and Assurance	01/04/2023	31/03/2024	45%	★
Promote a positive safety culture with the aim of fostering effective safety management implementation through the Health and Safety Management System.	Training, Safety and Assurance	01/07/2023	31/03/2024	35%	★
Modernise our property estate including improvements on dignified facilities and contaminant control.	Asset Management	01/04/2023	31/03/2024	30%	★
Plan and deliver SFRS' Colleague Engagement Survey.	People	01/04/2023	31/03/2024	40%	★
Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Finance and Procurement	01/04/2023	31/03/2024	85%	★

Review and take actions to enhance SFRS' workplace Culture.	People	01/04/2023	31/03/2024	55%	●
Exception reporting for SFRS workplace culture:					
The Strategic Leadership Team, Senior Management Board, SFRS Board and Representative bodies have each met to discuss the priorities for inclusion in the Culture Action Plan. To date, four main themes have been identified and these were presented to the Board: attracting and supporting a more diverse candidate pool; creating a competent supervisory and middle manager cohort; making more effective use of the senior leadership cohort to communicate and embed an inclusive workplace culture; and improve Business Intelligence to inform future action. A dashboard of findings from the East Service Delivery Area pilot engagement sessions has been produced with further sessions planned for the North and West.					
Review and enhance the approach to building Management Capability.	People	01/04/2023	31/03/2024	75%	●
Exception reporting for Management Capability:					
People data and insights gathered remain under review. There has been a delay starting the engagement sessions in the North and West Service Delivery Areas, which will now commence and run throughout Quarter 3. The one-day development session high-level design is complete, and a paper will be submitted to the Strategic Leadership Team in October 2023 detailing resource requirements. A one-day development session is to be piloted in the East during Quarter 3.					
Reduce exposure to contaminants within Operational Response.	Service Delivery (Operations)	01/04/2023	30/11/2023	70%	●
Exception reporting reducing exposure to contaminants:					
The Contaminants Standard Operating Procedure and Generic Risk Assessment have been reviewed and re-drafted to meet the agreed minimum standards required by the SFRS to reduce the operational risk from contaminants. The ability to implement the proposed amendments and revised procedures will be based on direction provided by the Contaminants Group in December 2023. This means that the second milestone to implement learning in operational policy and response will also be delayed until Quarter 4 and, as such, the action is amber.					

Performance Management Framework Corporate Performance Measures

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

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

Portfolio Office Projects

There are no Portfolio Office projects associated with Strategic Outcome 6.

Strategic Outcome 7: Partnership

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Explore, through the Reform Collaboration Group (RCG), integration and collaboration activities.	Service Development	01/04/2023	30/06/2024	30%	●

Exception reporting for Reform Collaboration Group:

The Reform Collaboration Group (RCG) has commissioned a piece of work to explore collaboration opportunities in corporate services between the SFRS and Police Scotland (PS). Five responses to the expression of interest were received, all were individually scored by four evaluators (two each from SFRS and PS) and a consensus meeting and presentations from three of the submissions has been arranged for 6 October 2023. Following the successful tendering process, it is anticipated the consultants will be appointed in October 2023 and thereafter undergo vetting to allow them to work with PS. As such, a revised due date of October 2023 is proposed for this milestone.

Following the vetting process, it is envisaged that the Outline Business Case will be delivered by April/May 2024. Scottish Government has asked for an update on the Outline Business Case after every RCG meeting and one-hour Ministerial meetings with SFRS and PS representatives have been scheduled until June 2024. The Oversight Group have scheduled meetings to fall before the dates to produce and agree the update.

The Oversight Group has met on three occasions and looked at the procurement issues and how they will report back to the respective Boards. They also discussed Stakeholder Engagement and agreed a process on how the consultants will take forward this very sensitive area to ensure a robust approach. To help support the work of the Oversight Group a PS/SFRS Collaboration Executive Oversight Group was set up in September 2023 which will meet on a three-weekly basis with four representatives from each service. It is anticipated that the overall due date of this action will move from March 2024 to June 2024. The action has an amber RAG status due to the slip in timescales being experienced.

Performance Management Framework Corporate Performance Measures

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

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

Pathway to Green / Next Steps for ESMCP Project:

- The pathway to green is via a staged plan starting with an R5 device in red operational fleet supporting data on commercial Mobile Telephony Privileged Access System (MTPAS) SIM, thereafter an Emergency Services Network SIM for Data only and finally Emergency Services Network Version 1 with Voice and Data followed by Airwave shutdown.
- To allow this, an Emergency Services Network enabled control room needs to be in place (New Mobilising System) and the in-vehicle solution for Mobile Data Terminal removal complete.
- The Director General at Scottish Government has agreed to fund 1/3 of the ESN Data First Project, with the remaining (2/3) funded by the Programme (Home Office). This allows the Service to move forward with the recruitment of vehicle fitters and commence the ordering of the new devices.
- Meetings with Scottish Government Finance took place, still no assurance regarding long term funding, being managed as in year pressure. Funding for this year has been provided.
- Progressing vehicle device fitting options with Procurement and Human Resources.

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

Section 3: Residual AOP Actions from 2022/23

AOP Year	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2022/23	Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation Work Plan for the preferred option as agreed following the national consultation process.	Service Delivery (Prevention & Protection)	31/03/23	31/07/23	★	<p>It was agreed by the UFAS Board that the milestone to work with Alarm Receiving Centres (ARCs) will be removed from the workplan. While there remains a desire to implement formal arrangements with this sector, it is not considered a priority or necessity due primarily to lack of engagement from them. As this was the last remaining milestone, this action is now complete.</p> <p>The action is now 100% complete and will be removed from this report.</p>
2022/23	Delivery of the Document Conversion Project.	Service Delivery (Operations)	31/03/23	31/08/2024	▲	<p>Operations remain unable to complete the delivery of this project due to the dependency on other SFRS projects (SFRS Communications/Information Governance: Website/I-Hub redesign). At the point of reporting, the creation of a suitable hosting platform is not expected to be available until circa February 2024.</p> <p>Individual development of package content remains on track for the proposed revised go-live dates or respective Operations workplan dates. However, implementation will not be achievable until the provision of the delivery platform with packages scheduled for implementation in March 24, April 24, and August 24.</p> <p>The action is 45% complete. It cannot be completed until the iHub and Web Redesign project is delivered early 2024.</p>
2022/23	Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs.	People	31/10/24 (Original action had a 2024 end date but the Action was not included into the AOP 23/24 so residual reporting will continue until complete)	31/10/23	★	<p>The last milestone to formally consult on the implementation of the dual role Wellbeing Technician is now complete. A detailed implementation plan has been agreed and all contractual arrangements have been put in place.</p> <p>The action is now 100% complete and will be removed from this report.</p>

2022/23	Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Procurement	31/03/23	31/03/24	★	<p>The procurement process has been completed and it has been established that tenderers will not provide any savings within this process. Further information has been received on contribution reductions from the Strathclyde Pension Fund. This fund covers most of our members and will realise a substantial saving in employers' contributions (around £2.5m). It is therefore deemed that to remain as we are is the most cost-effective option at present.</p> <p>The action is now 100% complete and will be removed from this report.</p>
2022/23	Design and Implement a Continuous Improvement Framework across SFRS.	Service Development	31/03/23	31/03/24	▲	<p>The timeline for the development of the new Service Improvement Strategy, in conjunction with the Service Development Strategy, has been rescheduled for Quarter 4 23/24 to facilitate integration of the Strategic Service Review Programme's needs.</p> <p>This action is 50% complete. A revised due date of March 24 has been provided.</p>

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/21-23

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	14 DECEMBER 2023							
Report Title:	REVISED SCHEME OF DELEGATIONS							
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of the report is to present the revised Scheme of Delegations to the Scottish Fire and Rescue Service (SFRS) Board, for decision, thereby ensuring the continued effectiveness of governance arrangements.							
2	Background							
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.							
3	Main Report/Detail							
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 which included the Scheme of Delegations (the 'Scheme') and the outcomes of that review were presented to the Board in April 2023. However, if any significant changes or matters arise which impact on the clarity of delegated authority then the Scheme will be subject to further revision. In this instance, due to the return from secondment of the substantive Director of Finance and Contractual Services to the Strategic Leadership Team, and subsequent reversion of Interim Directors associated with this, the relevant directorate role titles used within the Scheme have been amended. Furthermore, this review also allowed for updating of the directorate role title to People, whereas previously this was People and Organisational Development.							
3.3	This updated version is now presented to the Board as Appendix A for formal approval.							
4	Recommendation							
4.1	It is recommended that the SFRS Board approve the Revised Scheme of Delegations.							

5	Key Strategic Implications
5.1	Risk
5.1.1	The implementation of the proposed arrangements in this report are intended to aid and support the understanding of risk within SFRS.
5.2	Financial
5.2.1	The review ensures continued compliance with the Scottish Public Finance Manual.
5.3	Environmental & Sustainability
5.3.1	There are no direct implications associated with this report.
5.4	Workforce
5.4.1	The review and publication of 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	Health & Safety
5.5.1	There are no direct implications associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no direct implications associated with this report.
5.7	Training
5.7.1	All relevant persons should be made aware of this document as part of their induction and considered, if applicable, as part of annual appraisals.
5.8	Timing
5.8.1	This document will continue to be subject to annual governance review.
5.9	Performance
5.9.1	The purpose of this review is to ensure the continued effectiveness of the Board and SFRS in compliance with its statutory requirements.
5.10	Communications & Engagement
5.10.1	If approved, the document will be published on the SFRS Website/iHub to all stakeholders.
5.11	Legal
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	Information Governance
5.12.1	DPIA completed - No. No personal/sensitive information is provided.
5.13	Equalities
5.13.1	EHRIA completed - Yes. Covered by the SFRS Corporate Governance Arrangements.
5.14	Service Delivery
5.14.1	There are no direct implications associated with this report.

6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the 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.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Clear and accurate 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.
8	Appendices/Further Reading	
8.1	Appendix A – Revised Scheme of Delegations	
Prepared by:		Kevin Murphy, Board Support Manager and Heather Greig, Board Support Executive Officer
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Performance
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
Strategic Plan 2022-25:		
Outcome 3 – We value and demonstrate innovation across all areas of our work.		
Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For Decision</i>

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**SCOTTISH
FIRE AND RESCUE SERVICE**

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APPENDIX A

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 – 26 October 2023
Date for Next Review	March 2024

OFFICIAL

Version	Change	Who	When
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
11.0	Reviewed / amended Amendment to wording in relation to decisions regarded as being novel/contentious or having a high level of risk (Section 3 & Paragraph 6.22) (Approved by Board 26.10.2023). Further amendment to reflect change in structure with return of Director of Finance and Contractual Services and update of directorate role title to People.	GC Kevin Murphy	14/12/2023



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

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'). 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 Officer(s);
- The Director of Strategic Planning, Performance and Communications;
- The Director of People;
- The Director of Finance and Contractual Services.

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 (Director of Finance and Contractual Services)

- 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 Director of Finance and Contractual Services.

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 Director of Finance and Contractual Services.

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 Director of Finance and Contractual Services, 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 Director of Finance and Contractual Services, the Director of Strategic Planning, Performance and

Communications and Director of People, 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 Director of Finance and Contractual Services 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 Director of Finance and Contractual Services 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 Director of Finance and Contractual Services 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 Director of Finance and Contractual Services.

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 Director of Finance and Contractual Services.

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 Director of Finance and Contractual Services.

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 Director of Finance and Contractual Services 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 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, the Director of Finance and Contractual Services 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.



Appendix 1

Summary Overview of Delegated Powers

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

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

OFFICIAL

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

OFFICIAL

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

OFFICIAL

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

OFFICIAL

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

Appendix 2

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

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

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

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



Report No: B/FCS/33-23

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	14 DECEMBER 2023 (CIRCULATED VIA EMAIL 29 NOVEMBER 2023)							
Report Title:	CAPITAL MONITORING REPORT 2023/24 – OCTOBER 2023							
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY						
		For Reports to be held in Private						
		Specify rationale below referring to						
		<u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	
		<u>G</u>						
1	Purpose							
1.1	To advise the Board of the actual and committed expenditure against the 2023/24 capital budget for the period ending 31 October 2023 and seek approval for virements exceeding the £1m delegated limit.							
2	Funding							
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 15 December 2022 set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.5m for 2023/24.							
2.2	Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. The Service have included £1.5m of funding from Transport Scotland, for the purchase of additional Electric Vehicle Charging points across Scotland.							
2.3	Transport Scotland advised in June that funding was limited for 2023/24, in addition, Scottish Fire and Rescue Service (SFRS) have also encountered difficulties with current suppliers being able to deliver within agreed timeframes as demand has exceeded supply. Supply chain difficulties have been recognised by Scottish Government and solutions are being sought to support new projects. SFRS is not in a position to apply for additional funding at this stage. The expected funding of £1.5m has therefore been removed from the Capital Funding.							
2.4	Scottish Government advised SFRS in October that additional Capital DEL of £0.118m was approved for ESN Connect Data First. This funding is included in the figures in Appendix A.							
2.5	Transport Scotland also offered SFRS funding of £0.107m in October, to replace and upgrade the EV Charging Points across the service. This funding will be added to Capital DEL via Grant in Aid and it is also included in the figures in Appendix A.							
2.6	The total budget has been revised to £32.725million.							

3	Main Report/Detail																				
3.1	<p>Summary for October 2023</p> <ul style="list-style-type: none"> • Capital funding has been revised to £32.725million as above. • The capital committed or paid to date is £18.761 million (57%) of the revised capital budget of £32.725million. • The capital forecast is £30.281million, £2.444 million under budget. • Budget virements in the period are detailed in Appendix A. • Property works are showing a RAG status of amber due to delays in several refurbishments and new build projects. Budget virements are proposed to remove the underspend in Property, as detailed in section 3.3. £1.985m is proposed to be transferred to ICT Operational Mobilisation, to accelerate Fireground Radios from the 24/25 capital programme. RAG status will then move back to green. • Vehicles are also showing a RAG status of amber due to delays with 6 medium weight pumping appliances. Several budget lines in Vehicles are showing budget variances at present, but internal budget virements are due to be made in December to balance the Vehicle's budget. RAG status will then change back to green. • ICT Equipment, Operational Equipment and Transition to Net Zero projects are all on track with a RAG status of Green. • There is a £1.275million deviation from the original budget approved by Board 																				
3.2	<p>Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year.</p>																				
3.3	<p>Proposed Budget virements for approval</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">From</th> <th style="text-align: center;">To</th> <th style="text-align: center;">Value £m</th> <th style="text-align: center;">Purpose</th> <th style="text-align: center;">Rationale</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Property Major works</td> <td style="text-align: center;">ICT Operational Mobilisation Communications</td> <td style="text-align: center;">1.985</td> <td style="text-align: center;">Fireground Radios</td> <td style="text-align: center;">Underspends in RAAC properties transferred to ICT to accelerate 24/25 capital programme</td> </tr> <tr> <td style="text-align: center;">Property Major works</td> <td style="text-align: center;">Property Minor works</td> <td style="text-align: center;">0.492</td> <td style="text-align: center;">Minor works</td> <td style="text-align: center;">Underspends in RAAC properties transferred to accelerate 24/25 capital minor works programme</td> </tr> <tr> <td style="text-align: center;">Total</td> <td></td> <td style="text-align: center;">2.477</td> <td></td> <td></td> </tr> </tbody> </table>	From	To	Value £m	Purpose	Rationale	Property Major works	ICT Operational Mobilisation Communications	1.985	Fireground Radios	Underspends in RAAC properties transferred to ICT to accelerate 24/25 capital programme	Property Major works	Property Minor works	0.492	Minor works	Underspends in RAAC properties transferred to accelerate 24/25 capital minor works programme	Total		2.477		
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Total		2.477																			
4	Recommendation																				
4.1	<p>The Board is asked to approve the following recommendations:</p> <p>(a) that the level of actual and committed expenditure for the period ended 31 October 2023 be noted.</p> <p>(b) that the budget virements in section 3.3 be approved, to allow orders to be placed as soon as possible due to delivery timescales.</p>																				
5	Key Strategic Implications																				
5.1 5.1.1	<p>Risk</p> <p>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</p>																				

	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 5.2.1	Financial Financial implications are detailed within the report.
5.3 5.3.1 5.3.2	Environmental & Sustainability 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. Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4 5.4.1	Workforce SFRS employees will benefit from this investment in our asset base.
5.5 5.5.1	Health & Safety 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 5.6.1	Health & Wellbeing No Health & Wellbeing implications identified.
5.7 5.7.1 5.7.2	Training The capital programme includes significant investment in training facilities. 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 5.8.1	Timing This report covers the period up to 31 October 2023 and known events just after the period end.
5.9 5.9.1	Performance Total forecast expenditure is expected to be in line with the budgeted figure of £32.725m.
5.10 5.10.1	Communications & Engagement Key stakeholders are engaged during project development and implementation.
5.11 5.11.1	Legal External legal support is in place to facilitate the sale of assets.
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.
5.14 5.14.1	Service Delivery Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely coordinated between asset management, training and local service delivery areas.

6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2023/24 capital budget for the period ending 31 October 2023; and sought approval for the budget virements in section 3.3.	
6.2	It is currently anticipated that the revised budget of £32.725million will be spent out by 31 March 2024.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year Strategic Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A – Capital Monitoring Report – Board – October 2023	
Prepared by:		Tracey-Anne Morrow, Deputy Accounting Manager
Sponsored by:		John Thomson, Head of Finance and Procurement
Presented by:		Sarah O'Donnell, Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
Strategic Leadership Team		21 November 2023
SFRS Board		14 December 2023
		Report Classification/ Comments
		For Information
		For Decision

Capital Monitoring Report

SFRS Board

October 2023

Content

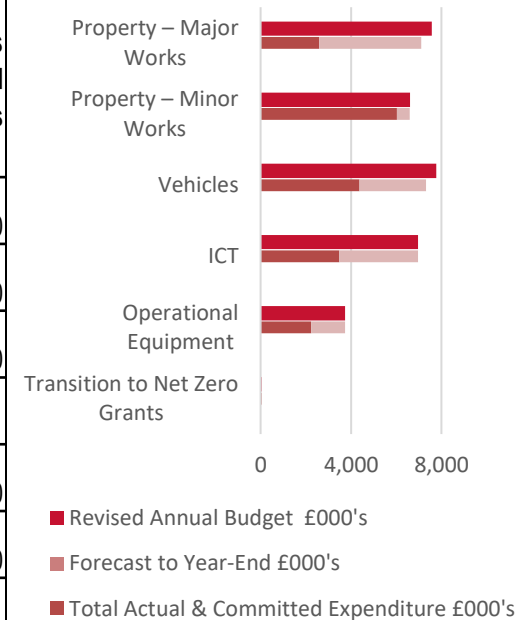
- Year to date spend and commitment v Budget
- Budget, Actuals and Forecast by category
- Full Year Actuals/Forecast v Budget by category
- Year to Date Actuals v Forecast by category
- Capital Funding
- Year to Date Budget virements
- Property Major Works
- Property Minor Works
- Vehicles
- ICT Equipment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



Capital Monitoring report - October 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	7,580	2,591	2,512	5,103	2,477	26,080
Property – Minor Works	5,425	6,614	6,034	1,072	7,106	(492)	12,000
Vehicles	0	7,775	4,377	2,944	7,321	454	14,000
ICT	390	6,973	3,480	3,489	6,969	4	10,991
Operational Equipment	0	3,740	2,237	1,503	3,740	0	5,900
Transition to Net Zero Grants	3,574	43	42	0	42	1	0
TOTAL EXPENDITURE	25,560	32,725	18,761	11,520	30,281	2,444	68,971

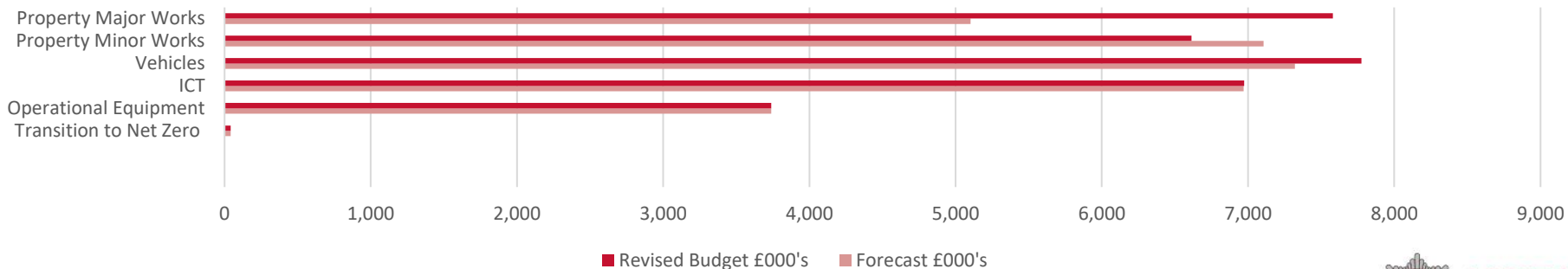


* Prior year or future year expenditure will be included if relevant to current year expenditure

Capital Monitoring report – October 2023

Full Year Actuals/Forecast v Budget by category

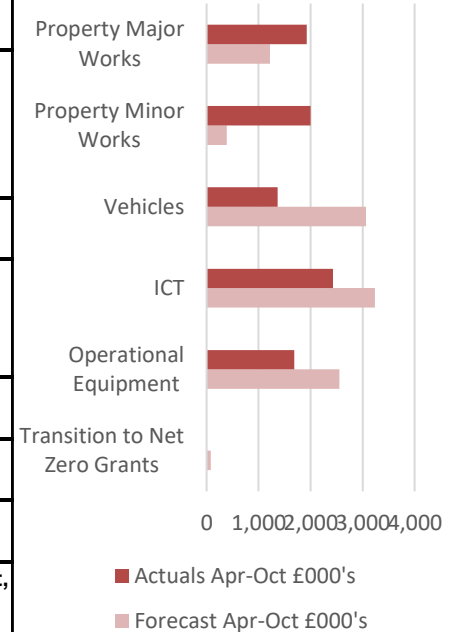
Category	Original Budget	Virements	Revised Budget	Actuals		Forecast		£000's			RAG Status
				Apr-Jun	Jul-Oct	Nov-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	
Property Major Works	9,330	(1,750)	7,580	505	1,419	483	2,696	5,103	2,477	33%	Yellow
Property Minor Works	5,000	1,614	6,614	18	1,984	137	4,967	7,106	(492)	-7%	Yellow
Vehicles	8,275	(500)	7,775	259	1,109	947	5,006	7,321	454	6%	Yellow
ICT	6,155	818	6,973	1,829	598	771	3,771	6,969	4	0%	Green
Operational Equipment	3,740	0	3,740	475	1,211	648	1,406	3,740	0	0%	Green
Transition to Net Zero	1,500	(1,457)	43	0	0	0	42	42	1	2%	Green
Total Expenditure	34,000	(1,275)	32,725	3,086	6,321	2,986	17,888	30,281	2,444	7%	Yellow
Cumulative Total	34,000	(1,275)	32,725	3,086	9,407	12,393	30,281	0	0	0	White



Capital Monitoring – October 23

Year to Date Actuals v Forecast by category

Category	Original Budget £000's	Actuals	Forecast	Variance to Forecast	Commentary
		Apr-Oct £000's	Apr-Oct £000's		
Property Major Works	9,330	1,923	1,217	(706)	Inverness FS, Galashiels FS, Dingwall FS and Newcraighall FS redevelopments progressing quicker than expected. West ARC final account larger than anticipated. Disposal costs have expediated quicker than forecast for Cowcaddens.
Property Minor Works	5,000	2,002	389	(1,613)	Minor Works projects progressing faster than expected.
Vehicles	8,275	1,368	3,060	1,692	Delivery delayed for 18 tonne Rescue Pumps. Virement completed in period 3 to Medium Weight Pumping Units. Delay in Medium Weight Pumping Units, Light Weight Pumping Units and Line Rescue Appliances.
ICT	6,155	2,428	3,238	810	Some ICT orders expected later than forecast.
Operational Equipment	3,740	1,686	2,553	867	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.
TOTAL EXPENDITURE	34,000	9,407	10,540	1,133	Quicker progression with Inverness FS redevelopment, some RAAC Fire Station builds and minor works projects, offset by underspends in Vehicles, ICT and Ops Equipment.
CUMULATIVE TOTAL	34,000	9,407	10,540	1,133	



Capital Funding 2023/24

Funding Source	Budget £M's
Capital DEL	32.725
Capital Receipts	0.000
Transition to Net Zero Grants	0.000
Total Expenditure	32.725



Funding Source	Update
Scottish Government GiA	Original GiA budget for 23/24 is £32.500m. Additional GiA budget approved in October is £0.225m. £0.118m for ESN Connect Data First and £0.107m for EV Charging Points – Phase 5.
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 – October 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	(1.750)	7.580	£0.653m vired from Galashiels in period 2 - £0.100m to West ARC, £0.400m to Inverness, £0.055m to Energy & Environmental, £0.043m to EV Charging Points & £0.055m to Solar PV's. £1.397m (Galashiels £0.447m, Dingwall £0.450m, Newcraighall £0.500m) vired to Property Minor Works (Minor Works £0.600m, Energy & Environmental £0.600m, Altens £0.197m) in period 4. £0.200m vired from Site Purchases to Ops Mob Comms in period 7. Net movement at period 7 is (£1.750m)
Property Minor Works	5.000	1.614	6.614	£0.110m vired from Galashiels in period 3 - £0.055m to Energy & Environmental & £0.055m to Solar PV's. £1.397m (Minor Works £0.600m, Energy & Environmental £0.600m, Altens £0.197m) vired to Property Major Works (Galashiels £0.447m, Dingwall £0.450m, Newcraighall £0.500m) in period 4. £0.107m for EV Charging Points - Phase 5 in period 7. Net movement at period 7 is £1.614m.
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	0.818	6.973	£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. £0.200m vired from Site Purchases to Ops Mob Comms in period 7. £0.118m for ESN Connect Data First in period 7. Net movement at period 7 is £0.818m.
Operational Equipment	3.740	0.000	3.740	There were no budget virements at period 7.
Transition to Net Zero Grants	1.500	(1.457)	0.043	£0.043m vired from Galashiels to EV Charging Points in period 2. Bid not being submitted for £1.5m, so £1.5m budget removed.
Total	34.000	(1.275)	32.725	
Project Funding				
Capital DEL	(32.500)	(0.225)	(32.725)	£0.118m additional CDEL via GiA for ESN Connect Data First and £0.107m for EV Charging Points - Phase 5, in period 7. Net movement at period 7 is (£0.225m).
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 7.
Total	(34.000)	1.275	(32.725)	

* Figures do not include the proposed budget virements set out in section 3.3 of Board report

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	100	100	260	6,140
Blackness Road Replacement FS	0	450	0	100	100	350	7,050
Portree FS - New Build (RAAC)	0	360	0	0	0	360	3,140
Uig FS	0	300	28	72	100	200	1,200
Inverness FS Redev (Dign Facs)	0	1,000	1,040	0	1,040	(40)	0
Salen FS Development	151	500	78	422	500	0	0
Galashiels FS - Redev (RAAC) (Dign Facs)	0	1,400	254	646	900	500	0
Dingwall FS Redev (Dig Facs)	0	750	184	566	750	0	0
Newcraighall FS Redev (Dign Facs)	0	1,200	244	556	800	400	0
Site Purchases	0	640	0	0	0	640	1,500
Disposal Costs	0	220	253	0	253	(33)	0
Property Project Costs	1,433	300	346	0	346	(46)	600
West Asset Resource Centre	14,587	100	164	0	164	(64)	0
Liberton Fire Station	0	0	0	50	50	(50)	6,450
Total	16,171	7,580	2,591	2,512	5,103	2,477	26,080

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

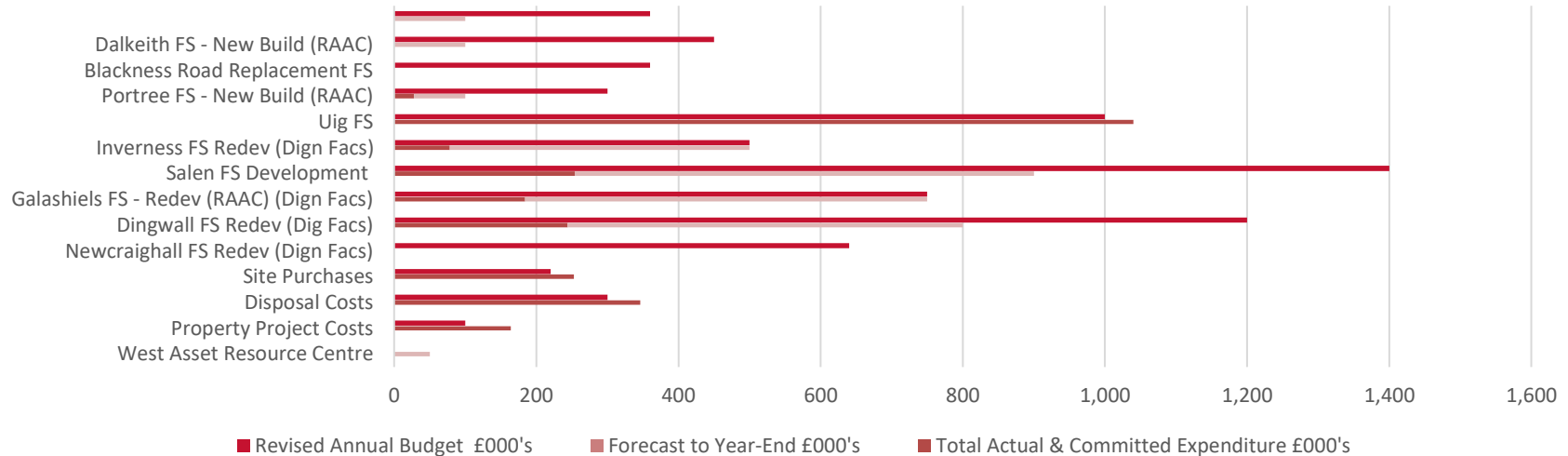
Property Major Works

Progress in the month

- Inverness Fire Station redevelopment was complete in August and awaiting final account.
- Design contracts have been signed and design completed for Dingwall and Newcraighall. Pre-construction works commenced in September, with delivery agreement expected to be signed by the end of 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

- Seven of the major works projects have a RAG status of amber, and two have a RAG status of red. Various reasons for delays with slippage into next financial year expected for some.

Deviation from Budget RAG

- Various budget virements were completed in periods 4 and 7 across several major and minor works projects. Seven projects are delayed and virements are expected in December. Budget RAG status is now 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	5,508	592	6,100	(500)	10,000
Energy & Environ Projects	4,675	655	86	569	655	0	2,000
Altens FS - Roof	0	197	396	(196)	200	(3)	0
Solar PV	750	55	44	0	44	11	0
EV Charging Points - Phase 5	0	107	0	107	107	0	0
Total	5,425	6,614	6,034	1,072	7,106	(492)	12,000

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

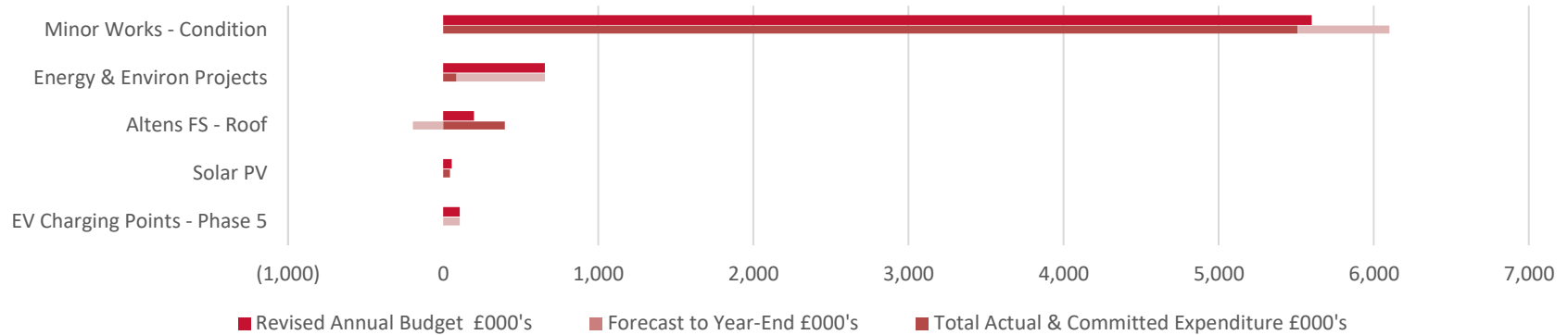
Property Minor Works

Progress in the month

- Works complete at Altens Fire Station and now occupied. Snagging ongoing and negotiating final accounts and insurance receipt.
- Minor works projects are progressing well with 89 projects now complete and 21 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. RAG status has moved to Amber due to acceleration of minor works projects from the 24/25 capital programme.

Deviation from Budget RAG

- Additional CDEL budget approved in period 7 from Transport Scotland for EV Charging Points – Phase 5. £0.107m additional budget has been added via SG CDEL. Virement expected in period 8 to cover overspend due to acceleration of minor works projects. RAG status currently at amber but will change to green next period after virements.

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	240	240	350	10,500
Light Appliances	0	2,200	0	2,224	2,224	(24)	1,500
Line Rescue Appliances	0	480	0	480	480	0	0
Light Fleet - Vans & Cars	0	543	981	0	981	(438)	0
Wild Fire Fighting Vehicles	0	743	722	0	722	21	2,000
Medium Weight Pumping Units	0	2,705	2,285	0	2,285	420	0
Total	0	7,775	4,377	2,944	7,321	454	14,000

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

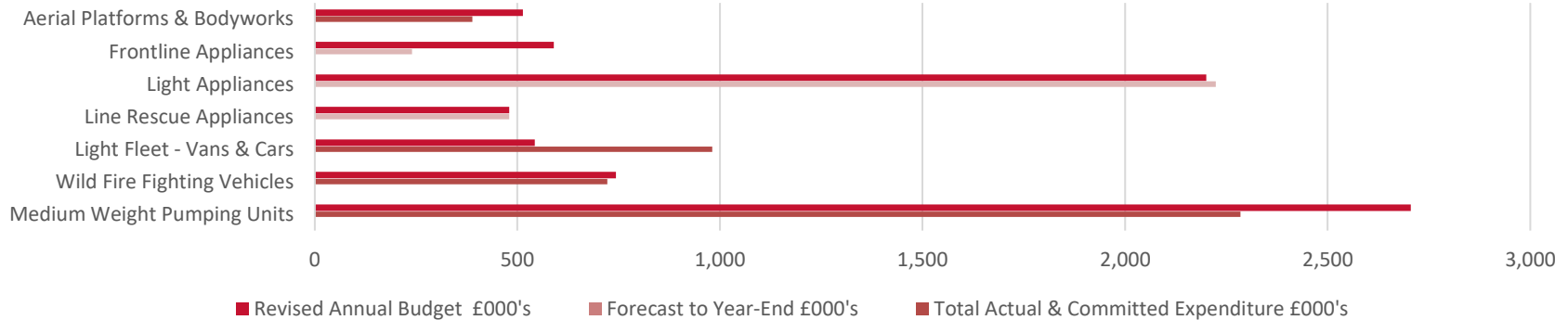
Vehicles

Progress in the month

- An additional two Medium Weight Pumping Chassis were delivered in period 7. A total of eighteen have been delivered from the batch of twenty ordered. Last two expected in the coming months.

Progress anticipated in coming months

- The UIG for Line Rescue Appliances is nearing completion. Orders will be placed for 4 Vehicles.
- Orders have been placed for eighteen electric panel vans with expected delivery in November.



Milestone RAG

- All vehicle projects are on track with a RAG status of green, with the exception of Medium Weight Pumping Units, which has a RAG status of amber.

Deviation from Budget RAG

- Various virements were completed in period 3 and further virements are due in the coming month to balance the budget lines. Budget RAG status has changed to amber but will revert back to green after virements made in period 8.

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	268	682	950	0	1,000
Replacement & Upgrade of AV Kit	0	100	9	91	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	2,700	2,369	331	2,700	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	178	72	250	0	0
ICT Project Costs	0	180	104	76	180	0	360
ESMCP	0	0	1	0	1	(1)	0
ESN Connect Data First	0	118	0	118	118	0	1,831
Total	0	5,923	3,132	2,792	5,924	(1)	8,491

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

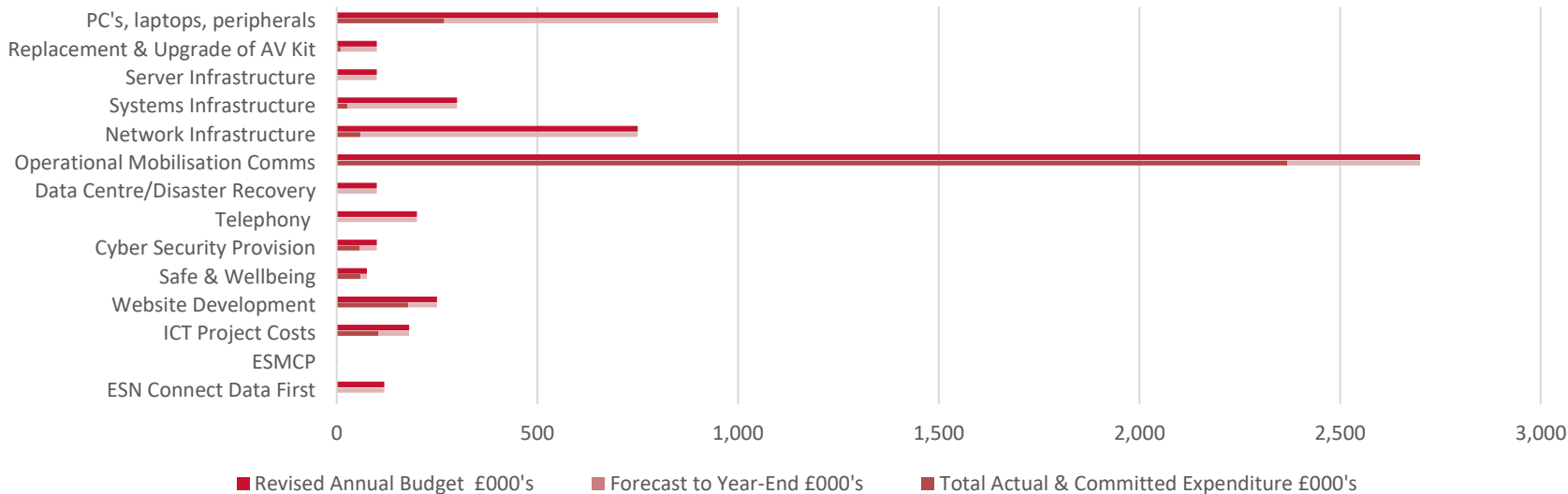
ICT Equipment excl NMS

Progress in the month

- An order was placed in the month for Fireground Radio cabling with expected delivery before the end of the financial year.

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, GETAC tablet replacements for frontline appliances, Data Centre and Telephony works.



Milestone RAG

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

Deviation from Budget RAG

- A virement was completed in period 7 for £200k from Property Site Purchases budget line to Operational Mobilisation Comms, for the purchase of Fireground Radio cabling. Additional CDEL funding of £0.118m from SG was approved in period 7 for ESN Connect Data First. 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	348	697	1,045	5	2,500
Total	390	1,050	348	697	1,045	5	2,500

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

New Mobilising System (NMS)

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> The first data and business process standardisation mapping commissioned work package decision papers (Stations, and Pumps) were approved in October. Communication Engagement sessions continue to be undertaken with key stakeholders to provide high level information on the project scope, current project status and indicative timelines. 	<ul style="list-style-type: none"> The Invitation to Tender (ITT) is due to commence a quality review, prior to being issued at the end of November.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> The NMS project is on track with a RAG status of green. 	<ul style="list-style-type: none"> 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 remains 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	1,129	611	1,740	0	1,900
PPE	0	2,000	1,108	892	2,000	0	4,000
Total	0	3,740	2,237	1,503	3,740	0	5,900

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

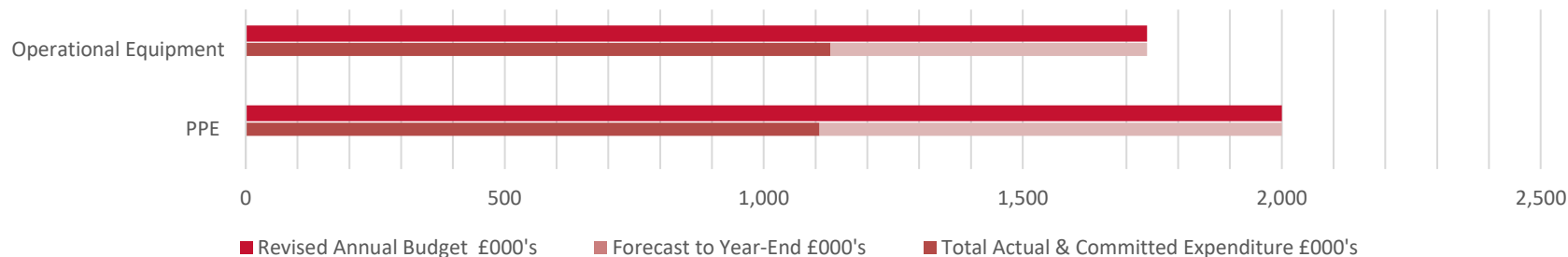
Operational Equipment

Progress in the month

- Ladders ordered in September were all delivered in the month, along with the SCBA reducers.
- Orders were placed in the month for Light Portable Pumps and Airbags.

Progress anticipated in coming months

- Deliveries due by March 24 for Wildfire PPE, PRPS suits, fire-fighting hose, Smoke Curtains, Light Portable Pumps and Airbags.



Milestone RAG

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

Deviation from Budget RAG

- RAG status remains as green.

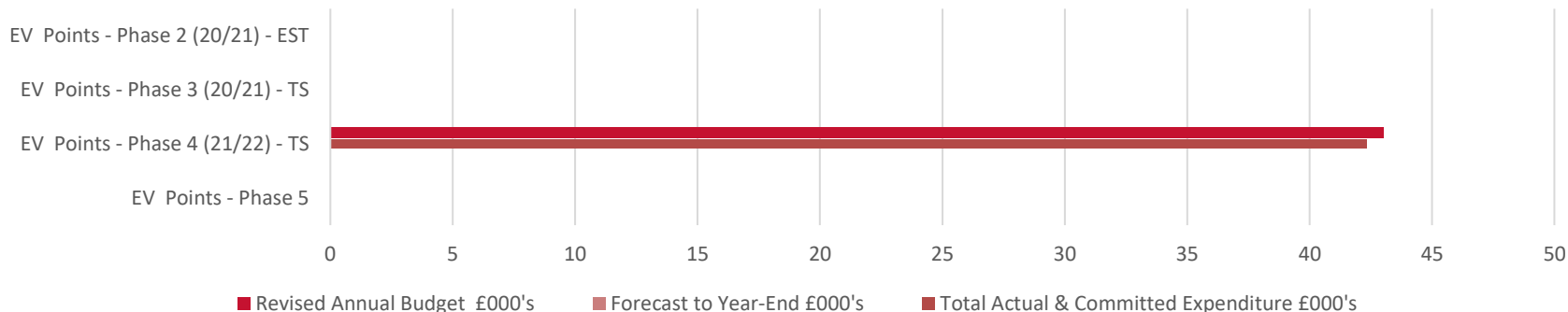
Transition to Net Zero Grants

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
Total	3,574	43	42	0	42	1	0

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

Transition to Net Zero Grants

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> £1.5m of funding from Transport Scotland, for the purchase of additional Electric Vehicle Charging Points (Phase 5), has been removed from the budget. £0.107m of funding from Transport Scotland was approved in the month, for upgrades and replacement of EV Charging Points across the service. 	<ul style="list-style-type: none"> EV Charging Points for Dundee MacAlpine Road (Phase 2) have been carried forward from previous years due to a wayleave issue. If additional expenditure incurred, Capital budget will require to be vired. EV Charging Points for Motherwell, Clydebank and Dyce (Phase 3) have been carried forward from 22/23. No Capital budget required as Energisation to complete only. EV Charging Points for seven sites (Phase 4) in the North have been carried from 22/23. Capital budget was vired for the additional expenditure for 23-24.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> All Transition to Net Zero projects carried forward are on track with a RAG status of green. 	<ul style="list-style-type: none"> A budget virement was completed in period 2 for Phase 4 EV Charging Points. £0.107m of funding from Transport Scotland was approved in the month, for upgrades and replacement of EV Charging Points across the service. RAG status remains as green.

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



Report No: B/FCS/34-23

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	14 DECEMBER 2023							
Report Title:	RESOURCE BUDGET MONITORING – OCTOBER 2023							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To advise the Board of the Resource Budget position for the period ending 31 October 2023.							
2	Background							
2.1	The Scottish Government initially allocated funding to SFRS for 2023/24 of £363.7million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £304.2million and £32.5million respectively, and £27million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	In addition, the Scottish Government has recognised the additional budget pressure that SFRS faces as a result of the two year pay deal and has advised that the Justice portfolio intends to allocate an additional £4.4million at the Autumn Budget Revision (ABR) to support this pressure.							
2.3	The ABR additional budget allocation will therefore result in a revised Resource budget of £308.6million which has been reflected in this report.							
3	Main Report/Detail							
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A.							
3.2	These reports detail the current underspend against budget of £0.164million. The forecast year-end position at this stage shows an overspend of £2.584million.							
3.3	The forecast highlights that employee cost overspends are expected on Wholetime of £1.019million. There are respective underspends forecast for Control £0.012million, On-Call £0.350million and Support £0.225million. Other Employee related costs are forecast to overspend by 0.602million.							
3.4	On non-employee costs there are overspends forecast in Property £0.917million, Supplies & Services £0.350million and Transport costs of £0.331million. Third Party Payments are forecast to underspend by £0.007million.							
3.5	Income is forecast to be over recovered by £0.041million.							

4	Recommendation
4.1	The Board is asked to scrutinise the report.
5	Key Strategic Implications
5.1	Risk
5.1.1	The financial risks are detailed within the report.
5.2	Financial
5.2.1	The financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	Workforce
5.4.1	The workforce implications are detailed within the report.
5.5	Health & Safety
5.5.1	There are no health and safety implications directly associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	Training
5.7.1	The training implications are detailed within the report.
5.8	Timing
5.8.1	Actions within this report should be addressed as soon as possible to ensure that the benefits from them are maximised in 2023/2024
5.9	Performance
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	Communications & Engagement
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.
5.11	Legal
5.11.1	SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.
5.12	Information Governance
5.12.1	DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers.
5.13	Equalities
5.13.1	EHRIA completed No. An EIA was completed for the Resource Budget 2023/2024. This was presented to the Board on 31 March 2023. This report monitors performance against that budget and does not in itself warrant an EIA.

5.14	Service Delivery	
5.14.1	The Service Delivery implications are detailed within the report.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of the resource budget position for the period ending 31 October 2023. The October resource monitoring report shows a current underspend against budget of £0.164million, with a forecast year-end overspend of £2.584million.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance & Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, SLT agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A: Consolidated financial position	
Prepared by:		Marcus Jenks, Decision support Manager
Sponsored by:		John Thomson, Head of Finance and Procurement
Presented by:		Sarah O'Donnell, Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>21 November 2023</i>
<i>SFRS Board</i>		<i>14 December 2023</i>
		Report Classification/ Comments
		<i>For Information</i>
		<i>For Scrutiny</i>

Appendix A

October 2023

October 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
5.6	Training
5.7	Subsistence
5.8	Other Employee Costs
5.9	Property
5.10	Supplies & Services
5.11	Transport
5.12	Third Party Payments
5.13	Income
6	Analysis of Budget Savings
7.1	Forecast Risks Summary
7.2	Forecast Risks – High & Medium Level Detail
7.3	Forecast Risks – Low Level Detail

Forecast Assumptions

Wholetime Firefighters (WTFF)

- All staff are forecast to continue in their current role and pay rate for the remainder of the financial year.
- Employees who have indicated they intend to retire or meet the retiral assumptions¹ 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.

¹

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 individuals have not retired by the first expected trigger-date then the next date in the series becomes the revised trigger-date.

Budget Virements

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

- The reallocation of £15,000 budget from Transport to Property costs following the rental of accommodation which will reduce travel costs and deliver efficiencies.
- An adjustment to reflect the reallocation of costs for running the Heritage sites. This resulted in a decrease in the budget for Supplies & Services of £24,000 and increased the budgets for Employee Training and Property costs of £5,000 and £19,000, respectively.
- The reallocation of Employee Support costs following changes to the Strategic Leadership Team structure. This resulted in a decrease in the budget for Employee Support of £27,000 and a corresponding increase 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 & Restructures	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)	(5)	218	-	63	40,504
Employee Pension	3,706	-	-	-	-	-	-	-	-	3,706
Employee Training	740	-	-	-	-	-	-	-	14	754
Employee Subsistence	1,363	-	-	-	(14)	-	-	-	(17)	1,332
Employee Other	1,235	-	-	-	-	-	-	-	20	1,255
Property	30,419	-	0	-	(42)	-	-	-	72	30,450
Supplies & Services	23,895	467	(102)	3	776	(52)	-	(355)	(113)	24,518
Transport	6,798	-	-	-	(188)	-	-	-	(13)	6,597
Third party / Central Support	1,265	-	106	-	(4)	-	-	-	(22)	1,345
Financing	1,840	-	-	-	-	-	-	-	-	1,840
Unallocated Savings	-	-	-	-	-	-	-	-	0	-
Income	(1,920)	-	-	-	-	-	-	-	-	(1,920)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Net Expenditure	308,133	467	(0)	-	(0)	(0)	(0)	0	(0)	308,600

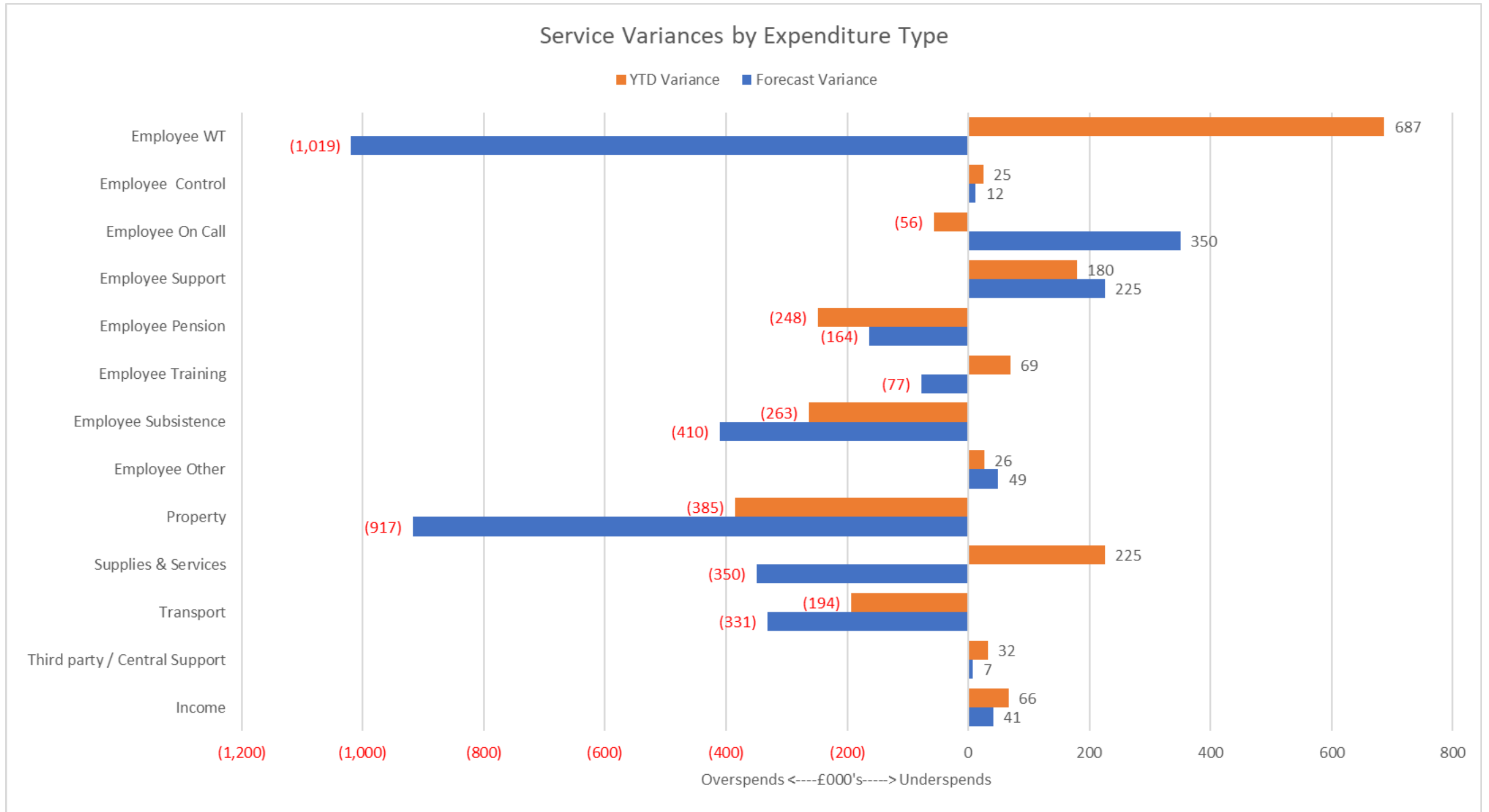
SFRS Resource Monitoring Report - October 2023

The report below covers the period 1st April 2023 – 31st October 2023. It highlights a year-to-date underspend of £0.164 million (0.1% of the year-to-date budget) with a forecast overspend of £2.584 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	
						£ (4)-(5) (6)	% (6)/(4) (7)		£ (3)-(8) (9)	% (9)/(3) (10)
(1)	(2)	(1)+(2) (3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)
245,837	(67)	245,770	Employee Costs	144,521	144,101	420	0.3%	246,804	(1,034)	-0.4%
238,793	(70)	238,723	Salary and Related Costs (including overtime)	140,409	139,573	836	0.6%	239,155	(432)	-0.2%
162,414	35	162,449	Wholetime	95,933	95,246	687	0.7%	163,468	(1,019)	-0.6%
8,097	28	8,125	Control	4,698	4,673	25	0.5%	8,113	12	0.1%
27,640	5	27,645	On-Call	16,032	16,088	(56)	-0.3%	27,295	350	1.3%
40,642	(138)	40,504	Support	23,746	23,566	180	0.8%	40,279	225	0.6%
7,044	3	7,047	Other Employee Costs	4,112	4,528	(416)	-10.1%	7,649	(602)	-8.5%
3,706	-	3,706	Early Retirement Charges	2,131	2,379	(248)	-11.6%	3,870	(164)	-4.4%
740	14	754	Training	448	379	69	15.4%	831	(77)	-10.2%
1,363	(31)	1,332	Subsistence	834	1,097	(263)	-31.5%	1,742	(410)	-30.8%
1,235	20	1,255	Other	699	673	26	3.7%	1,206	49	3.9%
30,419	31	30,450	Property Costs	20,802	21,187	(385)	-1.9%	31,367	(917)	-3.0%
24,361	157	24,518	Supplies & Services	13,934	13,709	225	1.6%	24,868	(350)	-1.4%
6,798	(201)	6,597	Transport Costs	3,944	4,138	(194)	-4.9%	6,928	(331)	-5.0%
1,265	80	1,345	Third Party Payments	602	570	32	5.3%	1,338	7	0.5%
1,840	-	1,840	Financing	601	601	-	0.0%	1,840	-	0.0%
310,520	-	310,520	GROSS EXPENDITURE	184,404	184,306	98	0.1%	313,145	(2,625)	-0.8%
(1,920)	-	(1,920)	Income	(1,083)	(1,149)	66	-6.1%	(1,961)	41	-2.1%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
308,600	-	308,600	NET EXPENDITURE	183,321	183,157	164	0.1%	311,184	(2,584)	-0.8%

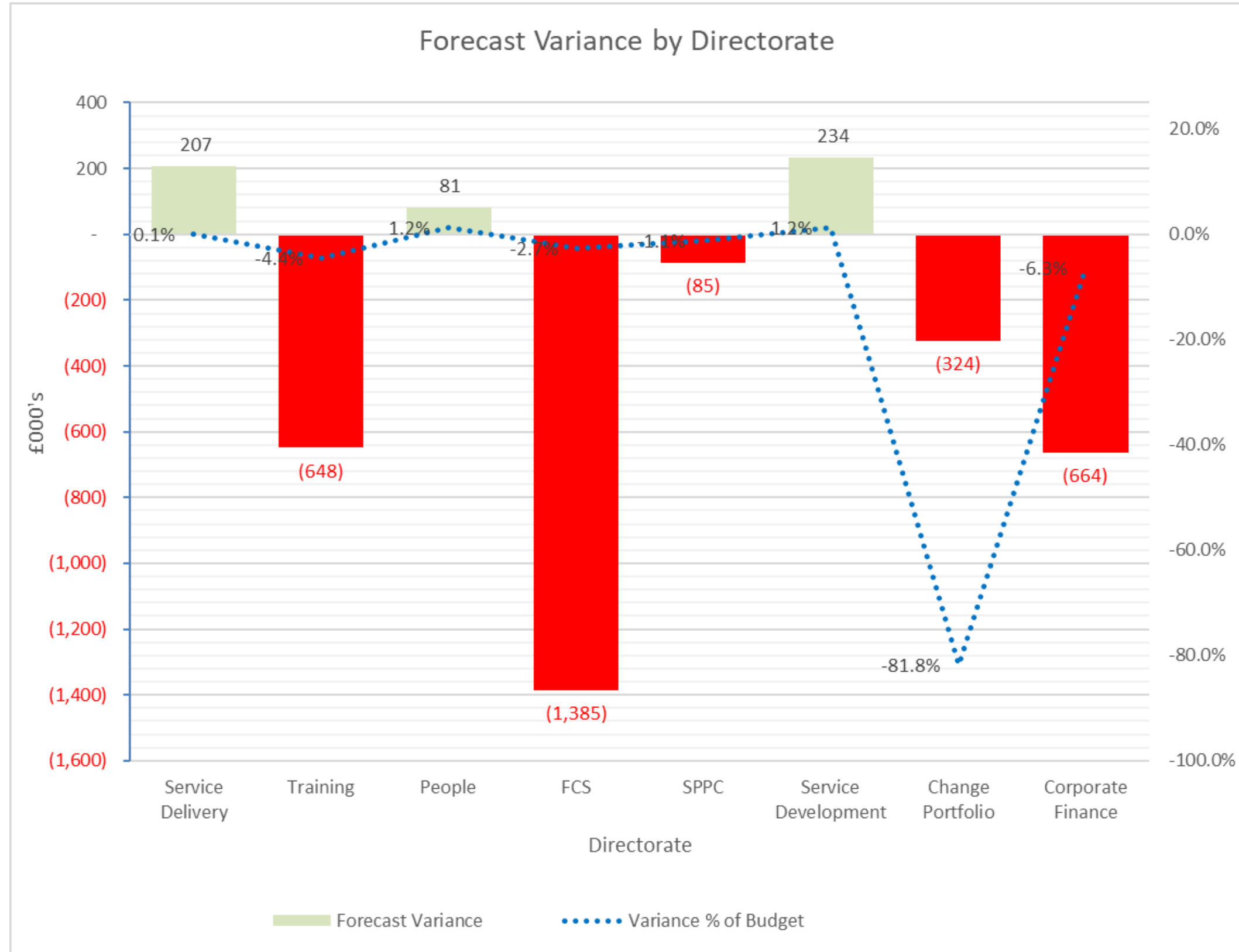
Figures are based on assumptions detailed in section 1.

Variance Analysis by Expenditure Categories



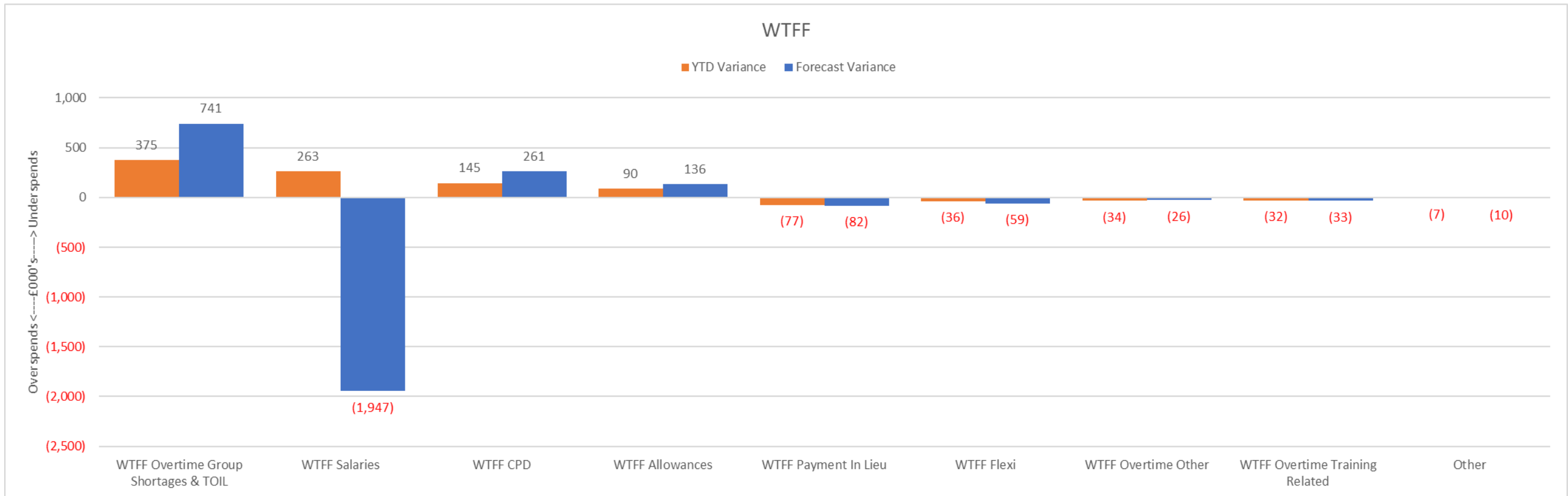
Significant variances will be presented to the Board as per subsequent sections for scrutiny.

Variance Analysis by Directorate



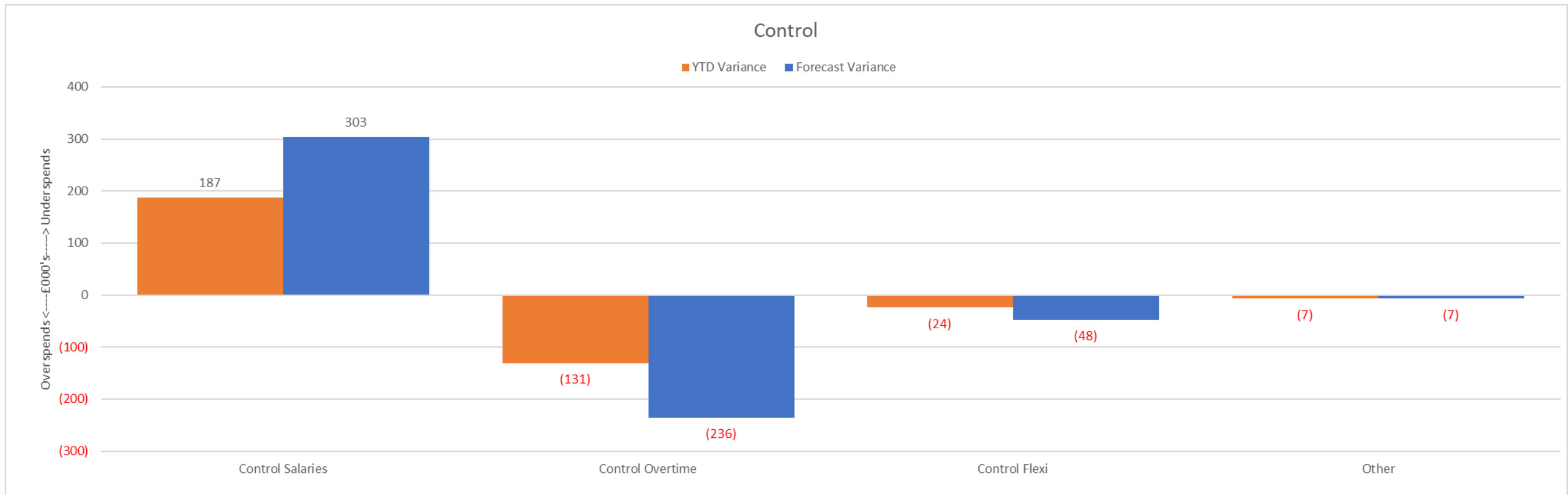
Wholetime

Year to Date (YTD)	Forecast
Currently £687,000 underspent, representing 0.7% of budget.	Forecast to be £1,019,000 overspent, representing 0.6% of budget.
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Overtime Group Shortages & TOIL – reduced overtime. This is mainly the result of there being additional staff at stations compared to the same period in 2022/2023 along with adjustments being made to operational availability levels. Salaries – the result of staff in development roles and vacancies. CPD – the result of vacancies and staff in development roles who are not eligible for payments. Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. Overtime Other – reduced costs for incidents spanning shift change-overs following the impact of changes to the policy for attendance at Unwanted Fire Alarm Signals (UFAS). 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Overtime Group Shortages & TOIL – current trends of reduced overtime, following the temporary removal of appliances, are forecast to continue. Salaries – the budgeted levels of retirals are not occurring as expected. An updated methodology for forecasting retirals has been applied to reflect the latest business intelligence. This has resulted in a significant reduction in forecast retirals for the current financial year. CPD – staff continuing in development roles. Payments in Lieu – only minimal costs are forecast for the remainder of the year. Overtime Other – no further costs are forecast for managerial activity. Overtime Training Related – overtime for attendance at training courses is forecast to reduce.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Payment in Lieu – payments in respect of untaken holidays. Flexi - additional flexi officers to cover sickness and acting up chains. Overtime Other - managerial activity mainly due to the World Cycling Championship and payments for overtime at holiday periods. Overtime Training Related – overtime for firefighters attending training courses along with overtime for trainers delivering training. 	



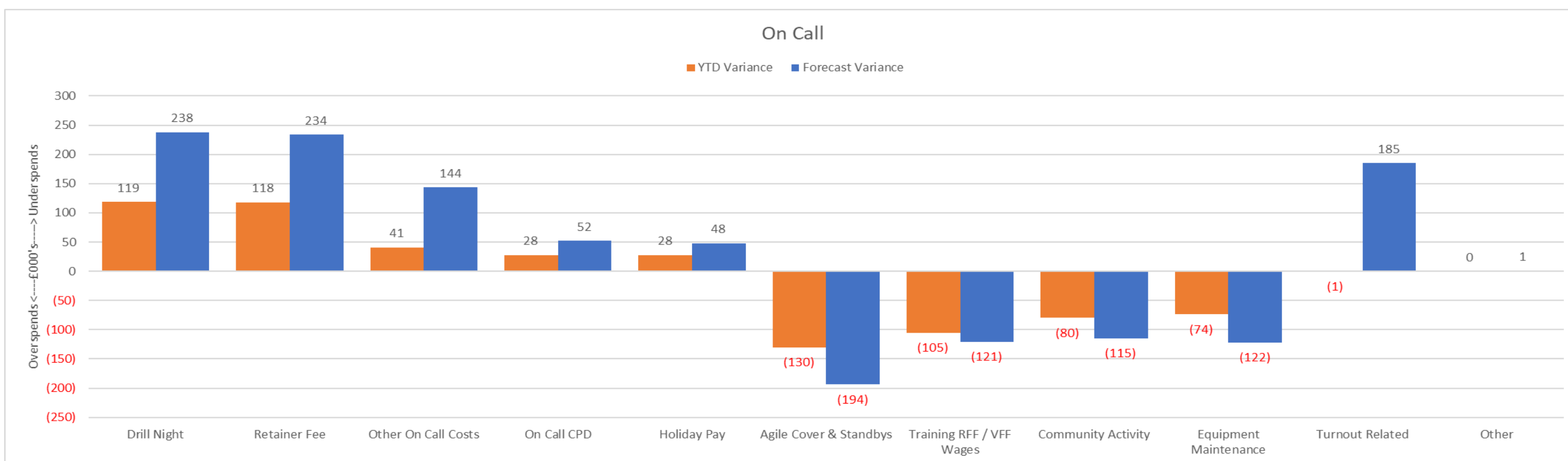
Control

Year to Date (YTD)	Forecast
Currently £25,000 underspent, representing 0.5% of budget.	Forecast to be £12,000 underspent, representing 0.1% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. In addition, from August 2023, three staff were seconded to the New Mobilising System (NMS) project which has resulted in their costs being charged to the Capital budget. 	Changes in Financial Position: <ul style="list-style-type: none"> Salaries – the ongoing impact of vacancies, staff in development roles and the secondment of staff to the NMS project. The forecast includes additional recruits scheduled to start later in the year along with forecast retireals. Overtime – the forecast is based on current activity levels required to support vacancies. Flexi – the ongoing impact of an over establishment of flexi officers and costs for staff on the NMS project that cannot be capitalised.
YTD Overspends: <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. Flexi – over establishment of flexi officers following staff returning from the NMS project along with sickness cover. In addition, costs of flexi payments that cannot be capitalised as part of the NMS project have also contributed to the overspend. 	



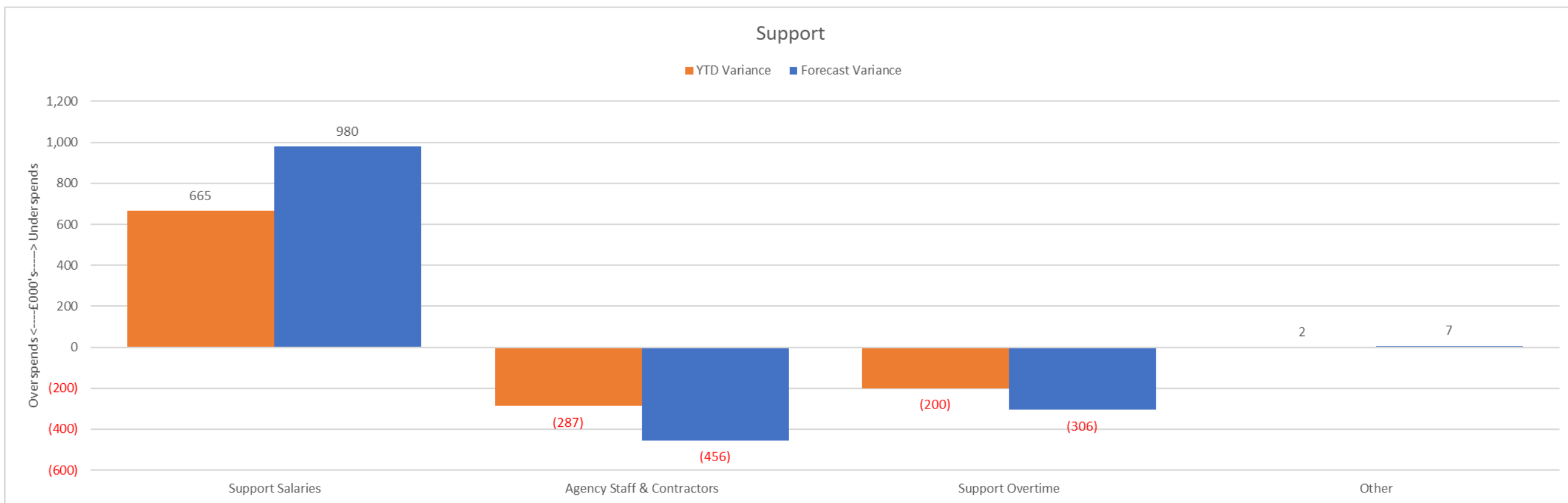
On Call

Year to Date (YTD)	Forecast
Currently £56,000 overspent, representing 0.3% of budget.	Forecast to be £350,000 underspent, representing 1.3% of budget.
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Drill Night - the result of vacancies within the On Call workforce across all Service Delivery Areas (SDA). • Retainer Fees – the result of vacancies. • Other On Call Costs – reduced sickness payments and cleaning. • CPD - the result of vacancies and staff in development roles who are not eligible for payments. • Holiday Pay - the result of vacancies along with the impact of changes to the UFAS policy. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Drill Night – the forecast reflects historical trends combined with current staffing levels. • Retainer Fees – the forecast is based on current staffing levels. • Other On Call Costs – the forecast reflects October 2023 activity which indicates an improving position. • CPD – the forecast reflects current staffing profiles and changes during the year for staff that have moved between development and competent roles. • Holiday Pay – the forecast is based on current staffing levels. • Agile Cover & Standbys – the wildfire and storm related 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. • Training On Call Wages - the forecast is based on ongoing activity and planned future courses. • Community Activity – activity levels are forecast to continue above budgeted levels until winter after which they are expected to return to budgeted levels. • Equipment Maintenance - the forecast is based on current activity levels. • Turnout Related – activity levels are forecast to reduce over the remainder of the financial year as the impact of the UFAS policy is realised.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Other On Call Costs – administration costs and national insurance. • Agile Cover & Standbys – increased Agile Cover & Standbys in the East SDA to help maintain availability levels. Increased Standby cover in the North SDA following wildfire and storm related activity. • Training On Call Wages – mainly an increase in the numbers attending Task & Task Management courses. • Community Activity – an increase in home fire safety activity. • Equipment maintenance – increased costs for staff maintaining equipment. • Turnout Related – increased costs mainly in the North SDA following wildfire and storm related activity in the first part of the year. Reduced activity in recent months, the result of the new UFAS policy. 	



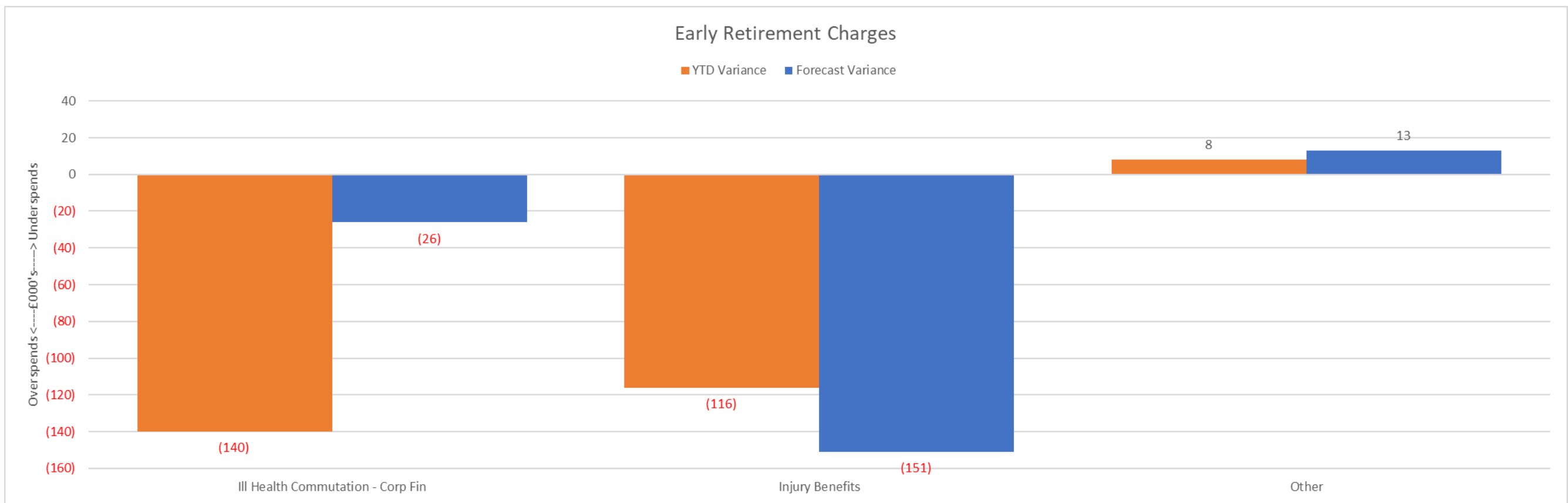
Support

Year to Date (YTD)	Forecast
Currently £180,000 underspent, representing 0.8% of budget.	Forecast to be £225,000 underspent, representing 0.6% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies. 	Changes in Financial Position: <ul style="list-style-type: none"> 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. Agency Staff & Contractors – fixed term contracts are forecast to continue. Overtime – the need to use overtime to cover vacancies is forecast to continue.
YTD Overspends: <ul style="list-style-type: none"> Agency Staff & Contractors – unbudgeted costs for staff providing temporary resource to cover vacancies along with costs for staff supporting the Rostering, People Payroll Finance & Training (PPFT) and Service Delivery Model Programme (SDMP) projects. Overtime – the impact of providing cover for vacancies mainly within the fleet function. 	



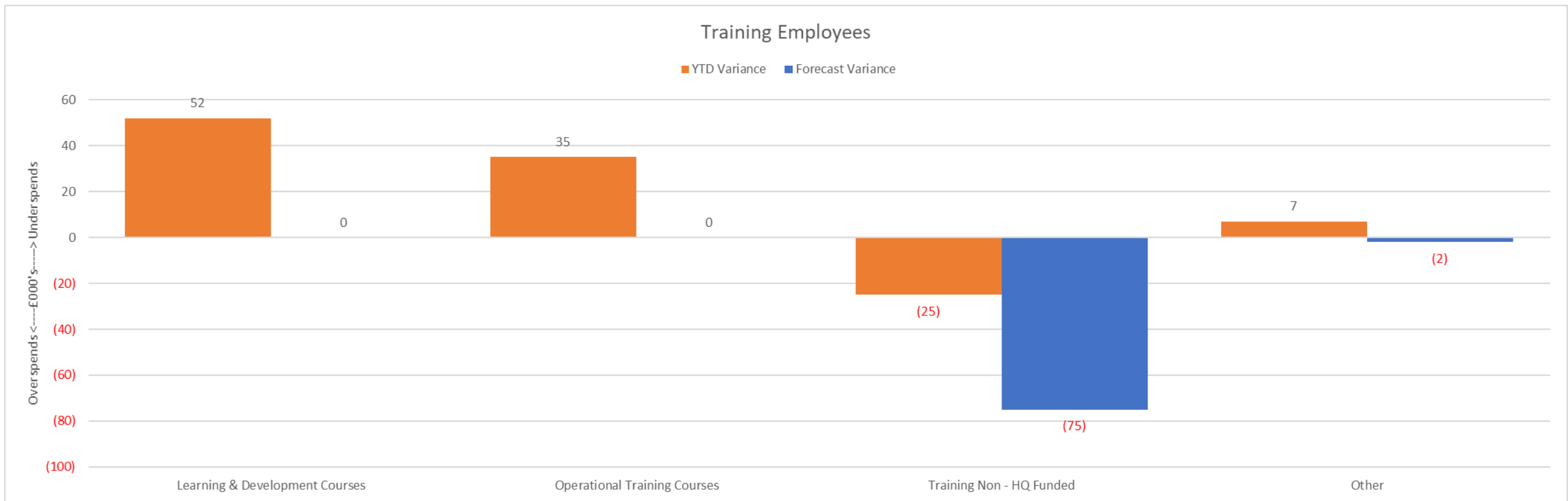
Early Retirement Charges

Year to Date (YTD)	Forecast
Currently £248,000 overspent, representing 11.6% of budget.	Forecast to be £164,000 overspent, representing 4.4% of budget.
YTD Underspends: <ul style="list-style-type: none"> Other – Local Government Pension Scheme (LGPS) unfunded payments. 	Changes in Financial Position: <ul style="list-style-type: none"> Ill Health Commutation – the forecast assumes that over the remainder of the year there will be fewer ill health retirals. Injury Benefits – the forecast includes provision for additional retirals which are expected to incur injury benefit costs.
YTD Overspends: <ul style="list-style-type: none"> Ill Health Commutation – increased levels of staff retiring due to ill health. So far this year there have been two lower tier and three upper tier awards. Injury Benefits – there has been an increase in the number of injury benefits awarded. 	



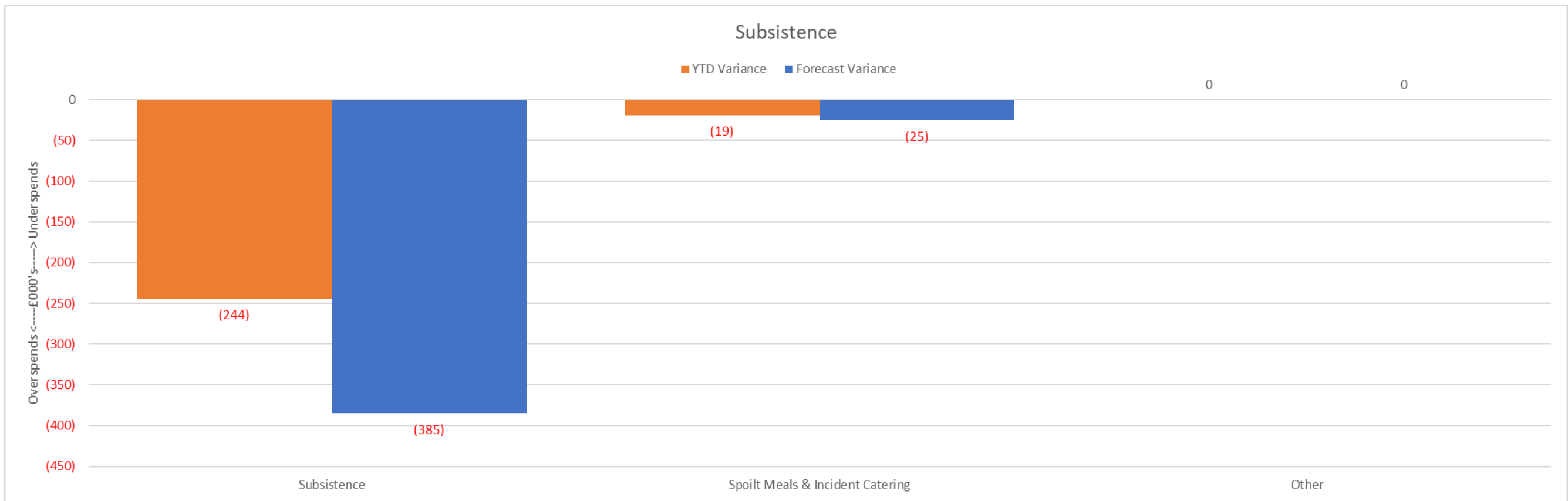
Training

Year to Date (YTD)	Forecast
Currently £69,000 underspent, representing 15.4% of budget.	Forecast to be £77,000 overspent, representing 10.2% of budget.
YTD Underspends: <ul style="list-style-type: none"> Learning & Development Courses - delays in organising scheduled courses. Operational Training Courses - delays in organising scheduled courses. 	Changes in Financial Position: <ul style="list-style-type: none"> Learning & Development Courses - courses are scheduled for the remainder of the year which are forecast to bring spend in line with the budget. Operational Training Courses – courses, including Hazmat and Face Fit are scheduled for the remainder of the year which are forecast to bring spend in line with the budget. Training Non HQ Funded – specialist training requirements within the fleet function along with additional planned activity within the Service Delivery Directorate.
YTD Overspends: <ul style="list-style-type: none"> Training Non HQ Funded – specialist training courses mainly in respect of Prevention & Protection, Operations and ICT. 	



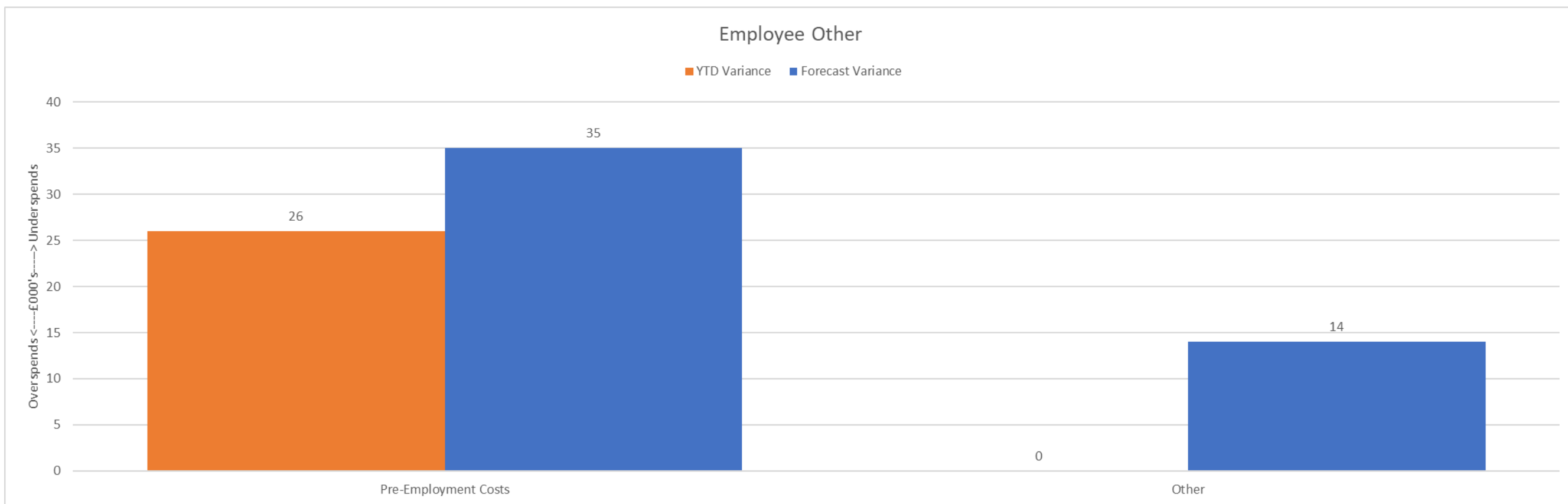
Subsistence

Year to Date (YTD)	Forecast
Currently £263,000 overspent, representing 31.5% of budget.	Forecast to be £410,000 overspent, representing 30.8% of budget.
YTD Underspends:	Changes in Financial Position: <ul style="list-style-type: none"> Subsistence – the increases in both price and volume are forecast to continue for the remainder of the financial year. Subsistence costs for staff attending training courses is forecast to reduce from the current level as new recruits complete their training. Spoilt Meals & 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.
YTD Overspends: <ul style="list-style-type: none"> Subsistence – increased accommodation costs specifically in more rural areas, mainly within the Service Delivery and Training Safety & Assurance Directorates. Increased subsistence costs for staff attending training courses. Spoilt Meals & Incident Catering – incident catering during wildfire activity along with costs for spoilt meals. 	



Other Employee Costs

Year to Date (YTD)	Forecast
Currently £26,000 underspent, representing 3.7% of budget.	Forecast to be £49,000 underspent, representing 3.9% of budget.
YTD Underspends: <ul style="list-style-type: none"> Pre-Employment Costs – reduced activity including psychometric and scenario testing. Other - employee recognition payments. 	Changes in Financial Position: <ul style="list-style-type: none"> Pre-Employment Costs – activity is forecast to increase in the later part of the year in line with historical trends. Other – relocation costs are forecast to be on budget.
YTD Overspends: <ul style="list-style-type: none"> Other – relocation costs. 	



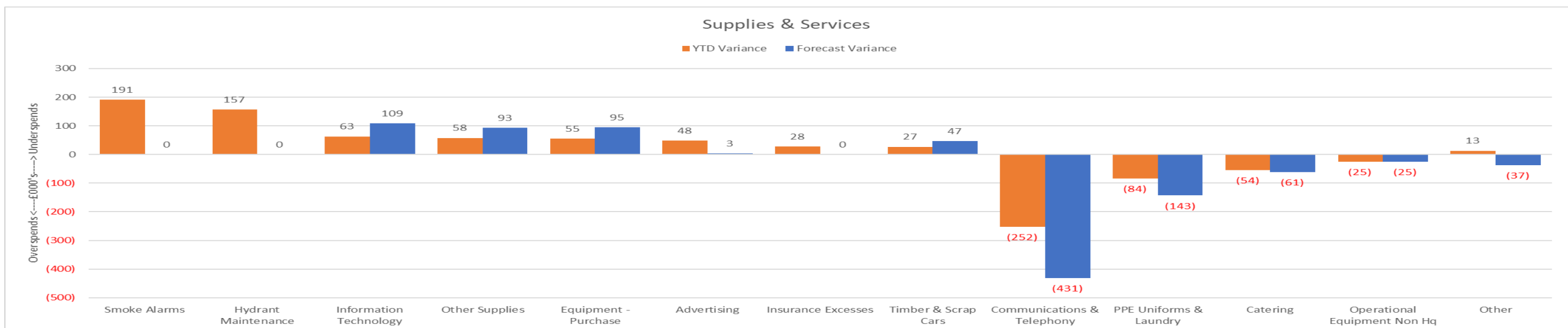
Property

Year to Date (YTD)	Forecast
Currently £385,000 overspent, representing 1.9% of budget.	Forecast to be £917,000 overspent, representing 3.0% of budget.
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Utilities – reduced consumption of electricity, gas and heating oil. Some properties have now been converted from gas heating to more environmentally friendly electricity. Other Property Costs – reduced activity in the SDAs. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Utilities – due to the impact of future weather on consumption levels a cautious approach has been employed and the forecast for future months has been kept at budgeted levels for both gas and electricity. 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 are also behind schedule. Other Property Costs - provision of temporary welfare facilities in the North SDA. Activity is forecast to increase across all SDAs. Other – property adaptations are forecast to increase as the year progresses.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Service Contracts - budgeted savings in respect of the hard facilities management contract are not being delivered. Additional costs in respect of the Cambuslang ARC and alarm monitoring services. Repairs & Maintenance Grounds – non-contracted works, mainly in respect of tree surgery. 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. Rates – increased rateable values for properties mainly within the Highlands & Islands. Security – security patrols at Hamilton and Cambuslang ARC. Water Coolers – delays in the budgeted removal of water coolers. Refuse Collection – price and demand increases for skips and refuse uplifts. Other Property Costs – disposal of obsolete ICT equipment at corporate offices. Other – rents due to budgeted savings associated not being realised, decommissioning charges for rental properties that have been vacated. 	



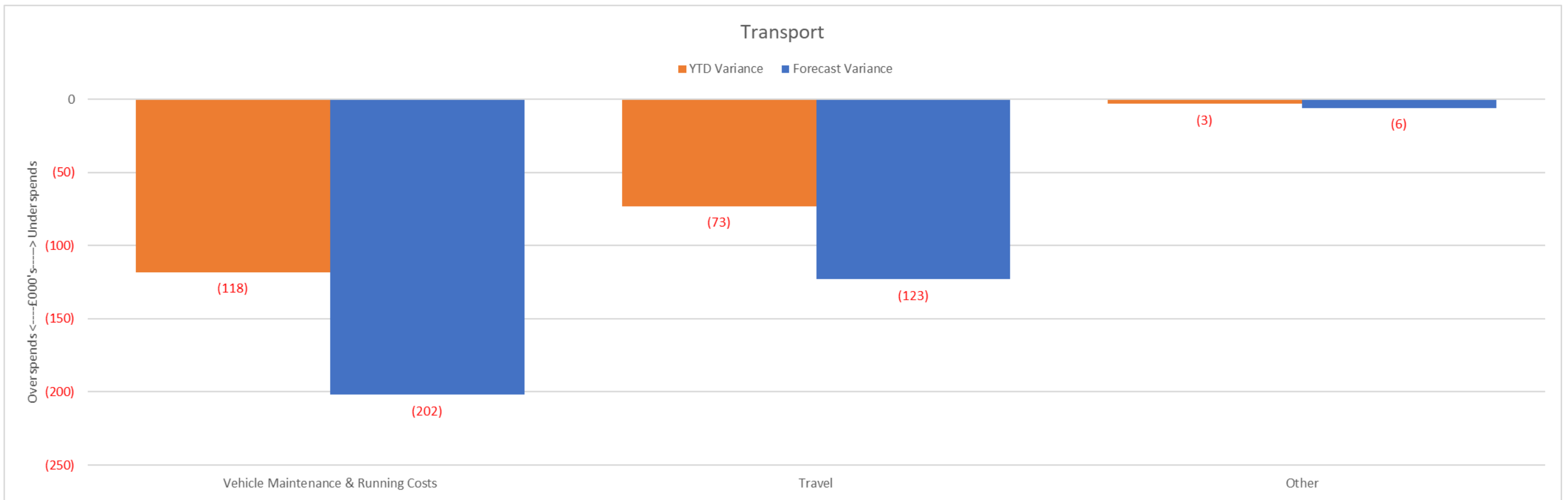
Supplies & Services

Year to Date (YTD)	Forecast
<p>Currently £225,000 underspent, representing 1.6% of budget.</p> <p>YTD Underspends:</p> <ul style="list-style-type: none"> Smoke Alarms - there has been no requirement to purchase any smoke alarms so far this year due to the utilisation of existing stock. Hydrant Maintenance - the result of the supplier being unable to fulfil orders. Information technology – reduced maintenance costs following the implementation of more stable software to support the NMS project. Other Supplies – savings in respect of Heritage related spend, reduced costs to finance Operational Equipment Non HQ Equipment Purchases – current activity is being managed to help finance the increased costs of PPE, Uniforms and Laundry. Advertising – there have been no SFRS funded fire safety advertising campaigns in the first seven months. Insurance Excess – reduced claims. Timber & Scrap Cars – reduced timber prices for purchased carbonaceous fire training. Other – reduced Firelink staff costs due to staff being deployed to support the Emergency Services Mobile Communication Programme (ESMCP). <p>YTD Overspends:</p> <ul style="list-style-type: none"> Communications & Telephony – budgeted savings in respect of communications & telephony are not being delivered. Contract renewal prices are higher than anticipated. PPE, Uniforms & Laundry – increase in price and demand of laundry. Budgeted savings in respect of the West SDA laundry contract are not being delivered. Savings from within Equipment Purchases are being used to help offset this overspend. Catering – increased prices and volumes at the National Training Centre (NTC). Operational Equipment Non HQ – equipment for Youth Volunteers financed from savings within Other Supplies. Late delivery of defibrillators that were ordered in 2022/2023. Other – stationery, printing, insurance premiums, gym equipment maintenance and medical supplies. 	<p>Forecast to be £350,000 overspent, representing 1.4% of budget.</p> <p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Smoke Alarms – purchases of smoke alarms are forecast to increase with spend for the year being on budget as existing stock is depleted. Hydrant Maintenance – the forecast assumes the service provider will be able to increase activity over the remainder of the year. Advertising – campaigns are scheduled over the remainder of the year and spend is forecast to be on budget. Insurance Excess - due to the volatile nature of insurance claims a cautious approach has been employed and the forecast is on budget. Catering - no further recruits are forecast at the NTC and costs are forecast to reduce accordingly. Operational Equipment Non HQ – costs in future months are forecast to be broadly at budgeted levels. Other – full year spend on printing, gym equipment maintenance and medical supplies is forecast to be on budget. Stationery spend is forecast to return to budgeted levels for the remainder of the year.



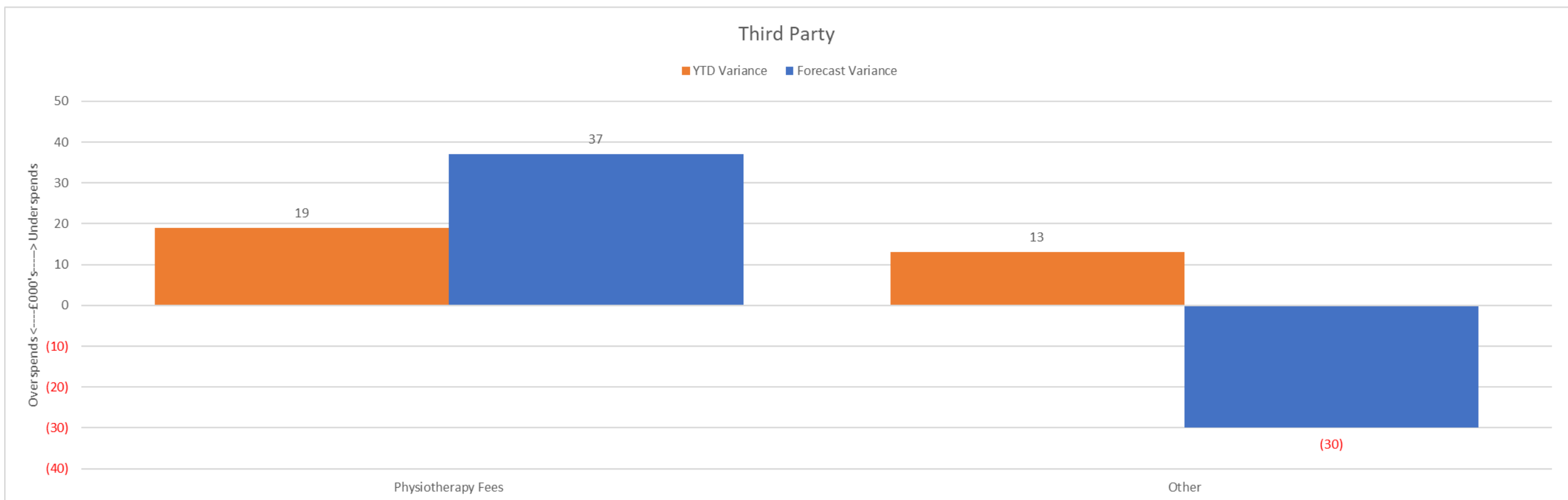
Transport

Year to Date (YTD)	Forecast
Currently £194,000 overspent, representing 4.9% of budget.	Forecast to be £331,000 overspent, representing 5.0% of budget.
YTD Underspends:	Changes in Financial Position: <ul style="list-style-type: none"> Current trends are forecast to continue for the remainder of the financial year.
YTD Overspends: <ul style="list-style-type: none"> Vehicle Maintenance & Running Costs – 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. In addition, fleet vacancies have resulted in the need to utilise external contractors. Travel – increased activity within the SDAs to support face to face engagement along with additional training related activity and costs to maintain the fleet. Other – vehicle hire charges. 	



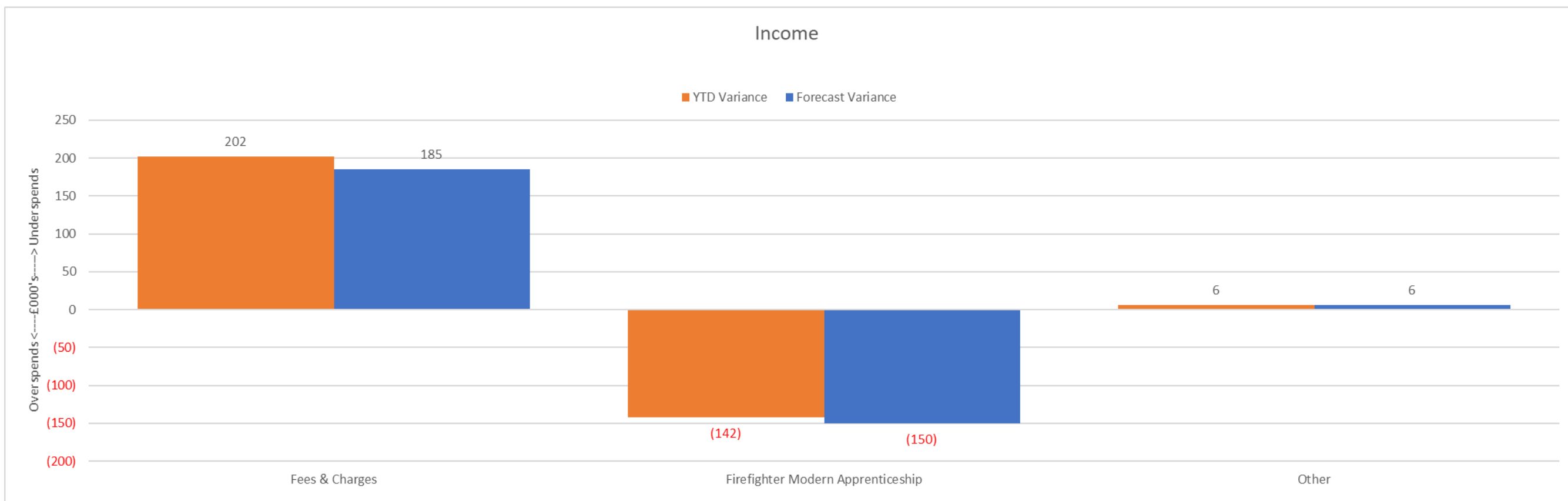
Third Party Payments

Year to Date (YTD)	Forecast
Currently £32,000 underspent, representing 5.3% of budget.	Forecast to be £7,000 underspent, representing 0.5% of budget.
YTD Underspends: <ul style="list-style-type: none"> Physiotherapy fees - reduced demand for external physiotherapy services following the introduction of SFRS staff to provide the service. Other – reduced demand for counselling services, professional fees to support a Portfolio Office project gateway review which is no longer required this year. In addition, reduced volume of medical reports. 	Changes in Financial Position: <ul style="list-style-type: none"> 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.
YTD Overspends: <ul style="list-style-type: none"> Other – increased costs for external doctor services. Professional fees to support services required during the Royal Week in Edinburgh and the World Cycling Championships. Internal and external audit costs. 	



Income

Year to Date (YTD)	Forecast
Currently £66,000 over recovered, representing 6.1% of budget.	Forecast to be £41,000 over recovered, representing 2.1% of budget.
YTD Over Recoveries: <ul style="list-style-type: none"> Fees & 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. Other – training course cost recovery. 	Changes in Financial Position: <ul style="list-style-type: none"> Fees & Charges – the forecast is based on the recovery of costs for anticipated future events which will be supported by the Service. Firefighter Modern Apprenticeship – income is forecast to increase as applications are processed. Other – no additional income is forecast for training courses.
YTD Under Recoveries: <ul style="list-style-type: none"> Firefighter Modern Apprenticeship – delays in the process for reclaiming income. 	



Analysis of Budgeted Savings

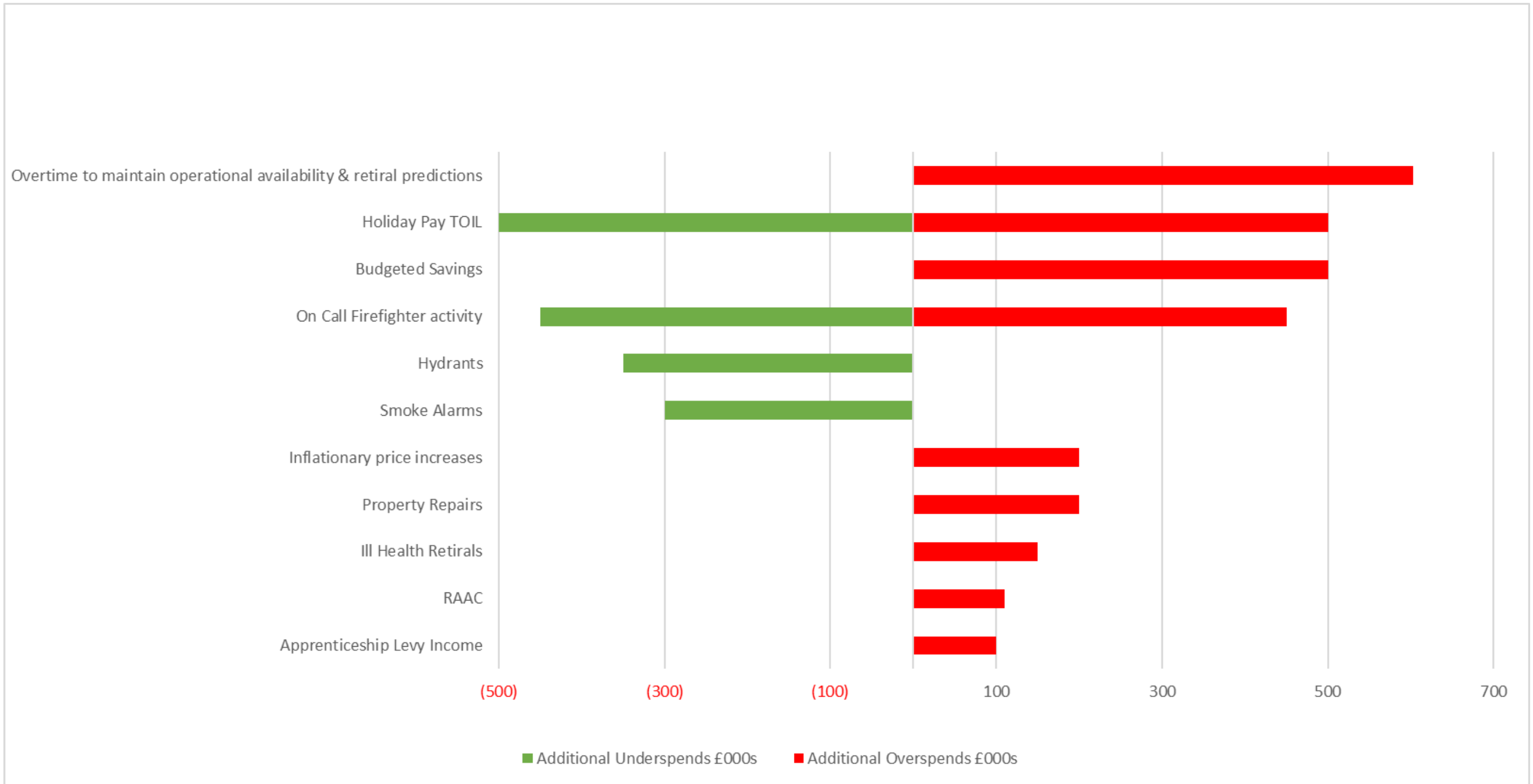
	Year to Date			Full Year			Nature of Savings	Change from Previous Forecast	Commentary
	Target included in Budget	Savings Delivered	Status	Included in the 23/24 Budget	Forecast to be Delivered in 23/24	Red, Amber, Green Status			
Wholetime	694	1,285	P	1,190	88	A	Recurring	(41)	Increased levels of overtime. Revised retirement profile.
On-Call	948	854	A	1,624	1,671	G+	Recurring	73	Increased weather related activity, the impact of the new UFAS policy, increased levels of home fire safety visits.
Support	1,094	1,313	G+	1,875	2,169	G+	Recurring	(70)	Vacancies.
Early Retirement Charges	350	210	A	600	574	A	Recurring	(26)	Increased numbers of ill health retirees
Training	113	208	P	194	193	A	Recurring	1	Increased costs for training equipment.
Subsistence	191	(53)	R	327	(58)	R	Recurring	(123)	Increased accommodation specifically in more rural areas, mainly within the Service Delivery and Training Safety & Assurance Directorates.
Other	80	108	G+	137	175	G+	Recurring	22	Increased savings forecast in respect of optical vision aids and pre employment checks.
Property Costs	763	397	A	1,308	479	A	Recurring	(14)	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, are also behind plan. Additional savings realised in utility costs.
Supplies & Services	1,349	1,519	G+	2,312	1,907	A	Recurring	(17)	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	391	196	A	670	339	A	Recurring	(20)	Delays and changes to how the high reach appliance strategy is being delivered.
Third Party Payments	121	130	G+	207	178	A	Recurring	5	Additional IQMP charges in respect of the pension change.
Financing	177	177	G	303	303	G	Recurring		
Income	179	381	P	308	493	G+	Recurring	4	Additional income from the World Cycling Championships.
TOTAL	6,450	6,724	G+	11,056	8,511	A		(208)	

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 £8,511,000 this month representing an adverse swing of £208,000 in the month.

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£1,600

Total Overspend Risk to Reported Position £000

£2,812

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.

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.

Medium Impact Risks

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.

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.

Smoke Alarms

- There is a risk that the requirement to order additional smoke alarms may be less than the 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

Low Impact Risks

Inflationary Price Increases

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

Property Repairs

- There is a risk that the worsening condition of the property estate results in emergency repairs being carried out that cannot be contained within the existing budget.

Ill Health Retirals

- There is a risk of additional ill health retirals that may result in costs exceeding the budget.

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/TSA/05-23

Agenda Item: 16.1

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	14 DECEMBER 2023							
Report Title:	TRAINING FUNCTION VISION AND STRATEGY 2023-28							
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To provide the Scottish Fire and Rescue Service (SFRS) Board with the final approved version of the Training Vision and Strategy 2023-28 for information, following its presentation to the People Committee on 7 December 2023 and prior to its publication.							
2	Background							
2.1	The Training Vision and Strategy has been developed to enable the Training Function to support and meet the SFRS priorities as set out in its Long-Term Vision and Strategic Plan 2022-2025.							
3	Main Report/Detail							
3.1	The decision to review the current Training Strategy 2020-25 was due to the fact we are in a different operating environment to the one in which the current strategy was produced. Training requires a new approach with regards to how training is delivered. The Covid19 pandemic for example led to challenges delivering training and the current Pension Remedy challenges and long term hard to fill instructor vacancies have resulted in capacity challenges within training.							
3.2	Therefore, a new vision and strategy is required to ensure that training is delivered in the most effective and efficient way possible across the service and clarity is provided in terms of a service wide collective responsibility for training. Alongside the development of the new vision and strategy the Training Function have already made significant progress as part of our Training Continuous Improvement Programme (CIP), through for example, filling hard-to-fill vacancies using innovative approaches, putting in place a BA recovery plan, notable improvements to both Incident Command and Driver Training.							
3.3	The approach we have taken consisted firstly of engaging internally across all levels of the Training Function and collectively a draft Training Vision & Strategy was developed. This then provided a basis to engage with all other Directorates and Functions within the SFRS and Representative Bodies on the Training Vision and Strategy.							
3.4	Appendix A provides a copy of the final approved design version. Note this now covers a time period 2023-28 following Strategic Leadership Team (SLT) feedback and now incorporates all feedback from the extensive engagement which has rightly taken place.							

4	Recommendation
4.1	The SFRS Board are therefore asked to note the content of the Training Vision and Strategy 2023-28 (Appendix A) prior to its formal publication.
5	Key Strategic Implications
5.1	Risk
5.1.1	Training Function will strive to ensure SFRS staff are maintain skills currency and training appropriately to deal with new and emerging risks.
5.2	Financial
5.2.1	Training Function will work progressively with Finance Business Partner to deliver the changes and improvements in Training within current budget and where investment is required seek strategic approval.
5.3	Environmental & Sustainability
5.3.1	Training Function will ensure that the necessary resources, facilities, and sites used for delivering training operate efficiently and are accessible to staff.
5.4	Workforce
5.4.1	Training Function will listen to feedback from our training instructors and course candidates to ensure that we provide the best candidate experience we can.
5.5	Health & Safety
5.5.1	The safety of our personnel is paramount and a core value of the Scottish Fire and Rescue Service, we will ensure that all training is delivered in a safe and controlled environment.
5.6	Health & Wellbeing
5.6.1	Training will consider different learning styles demonstrating our commitment towards ensuring we are inclusive and adaptable to people's needs. We will also fully consider and progress any actions required to mitigate the potential effects of contaminants and any physiological impact on instructors or students.
5.7	Training
5.7.1	Training will provide clarity and resources to ensure we work safely, collaboratively and progressively to deliver excellence in training.
5.8	Timing
5.8.1	To coincide with the timing of the SFRS Strategic Plan and to demonstration clear links to the long-term vision.
5.9	Performance
5.9.1	Training Key Performance Indicators will enable a clear measure of training performance and identify any areas for improvement.
5.10	Communications & Engagement
5.10.1	Extensive engagement has taken place at all levels of the service across all Directorates as part of the development of the Training Vision & Strategy. Full engagement with Rep Bodies has also taken place at both Regional and Branch Rep levels.
5.11	Legal
5.11.1	There are no legal implications arising from the contents of this report.
5.12	Information Governance
5.12.1	DPIA completed No – does not include any such detail.

5.13 5.13.1	Equalities EHRIA completed Yes and included. (Appendix B)	
5.14 5.14.1	Service Delivery Training will work in partnership with other Directorates, to identify, develop and deliver risk critical training to those who need it, when they need it, ensuring training is Service Delivery led.	
6	Core Brief	
6.1	The Director of Training, Safety and Assurance presented the Training Function Vision and Strategy 2023-28 for information to the SFRS Board. The new Training Vision and Strategy has been developed to enable the Training Function to support and meet the SRFS priorities as set out in its Long-Term Vision and Strategic Plan 2022-2025. It will ensure that training is delivered in the most effective and efficient way possible across the Service and provide clarity in terms of a Service wide collective responsibility for training.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Our Training Vision & Strategy provides a basis from which to build and be realised over time.
8	Appendices/Further Reading	
8.1	Appendix A – Training Vision & Strategy 2023-28	
8.2	Appendix B – Training Function EHRIA	
Prepared by:		Ally Cameron, Area Commander Training Function
Sponsored by:		Bruce Farquharson, Deputy Assistant Chief Officer Head of Training
Presented by:		Andy Watt, Assistant Chief Officer Director of Training, Safety and Assurance
Links to Strategy and Corporate Values		
Strategic Plan 2022-25 Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks. Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be. Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.		
SFRS Long-Term Vision Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.		
Governance Route for Report		Meeting Date
<i>Training Functional Management Team</i>		<i>6 July 2023</i>
<i>TSA Directorate Management Team</i>		<i>16 August 2023</i>
<i>Strategic Leadership Team</i>		<i>6 September 2023</i>
<i>People Committee</i>		<i>14 September 2023</i>
<i>Strategic Leadership Team</i>		<i>8 November 2023</i>
<i>People Committee</i>		<i>7 December 2023</i>
<i>SFRS Board</i>		<i>14 December 2023</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>
		<i>For Decision</i>
		<i>For Information Only</i>
		<i>For Information Only</i>

TRAINING FUNCTION VISION & STRATEGY

2023-2028



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland





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INTRODUCTION

Our Training Vision & Strategy fully supports the intended outcomes of the **SFRS Strategic Plan 2022-25**, aligns to our **SFRS Long-Term Vision** and supports the Training Functions journey of Continuous Improvement.

“The Scottish Fire and Rescue Service (SFRS) strategic plan sets out a clear vision for the development of our most important asset - our people : ensuring that our people continue to receive the appropriate equipment and the training they need to carry out their crucial role.

OUTCOME 2: COMMUNITIES ARE SAFER AND MORE RESILIENT AS WE RESPOND EFFECTIVELY TO CHANGING RISKS

What we will do

We will have appropriate systems to direct our firefighting activities effectively and continue to ensure all our people have the right skills, training and equipment.

What success will look like in 3 years

Training effectively and efficiently as a Service and with our partners to improve community safety.

OUTCOME 6: THE EXPERIENCE OF THOSE WHO WORK FOR SFRS IMPROVES AS WE ARE THE BEST EMPLOYER WE CAN BE

What will we do

We will continue to improve our training to enable our people to develop and maintain their competencies and skills.

What success will look like in 3 years

Continuing to provide training and development opportunities for all our people to ensure they have the right mix of knowledge and skills.

OUTCOME 7: COMMUNITY SAFETY AND WELLBEING IMPROVES AS WE WORK EFFECTIVELY WITH OUR PARTNERS.

What we will do

Partnership working is at our core. We will continue to work closely with our partners

What success will look like in 3 years

Training effectively and efficiently as a Service and with our partners to improve community safety.





WHAT IS THE TRAINING VISION?

Our Vision

Clarity and **resources** to ensure we work **safely, collaboratively** and **progressively** to deliver **excellence** in operational training

WE WILL

Provide **clarity** and direction on how training will be delivered, who will deliver it and when it will be delivered. Our Skills Maintenance Framework, Training Delivery Framework, and the continual review of our National Training Standards will ensure we clearly set out the learning outcomes and the standard required within each skill set to be deemed current. We will also provide clarity on what actions should be taken within each skill set should currencies lapse. Additionally, we will ensure there is clarity in understanding roles and responsibilities with regards to training across all levels of the Service.

WE WILL

Ensure the appropriate **resources** are made available to deliver training through a flexible delivery model, to ensure that we deliver training in the most effective and efficient way. We will ensure our staff have access to the appropriate training facilities and equipment for all skillsets and this will be set out within our Training Assets Framework. We will also produce a Training Strategic Asset Management Plan which will set out what investment is required across our Training facilities, fleet and equipment over the next 10 years.

WE WILL

Ensure training is delivered **safely**. The safety of our staff is paramount and a core value of the Scottish Fire and Rescue Service, we will ensure that all training is delivered in a safe and controlled environment.

WE WILL

Work **collaboratively** with all stakeholders ensuring cross directorate engagement to deliver the training ask of the Service and embed a culture of collective responsibility for training across all levels of the Service. We will continue to explore opportunities to collaborate on training delivery initiatives with emergency service partners. We will also maintain strong relationships with other Fire and Rescue Services and the National Fire Chiefs Council and benchmark our training performance where appropriate.

WE WILL

Work **progressively** to ensure we continually explore new ways of working as part of our commitment to continuous improvement. We will challenge our existing training delivery models and look to identify where we can take innovative approaches, be more effective and efficient, and consider the use of new systems and technologies within training. We will ensure that any training related recommendations from internal or external audits or organisational learning are captured and progressed through our Training Continuous Improvement Programme. We will also monitor our Training Key Performance Indicators to enable us to clearly measure training performance and identify any areas for

improvement. This will enable the appropriate level of scrutiny in relation to the currency of key elements of staff training.



We will deliver our **Training Vision & Strategy**, ensuring that **the four operating principles** set out within the **SFRS Long Term Vision** are at the heart of all we do.



PRINCIPLE 1: PROGRESSIVE

- We will embrace this journey and through our Training Continuous Improvement Programme continue to explore innovative ways to create capacity and deliver training more effectively and efficiently, adapting our training to align to the changing and emerging risks within Scotland.



PRINCIPLE 2: PEOPLE CENTRED

- We will work in partnership with other Directorates, to identify, develop and deliver risk critical training to those who need it, when they need it, ensuring training is Service Delivery led. We will ensure that all our training is aligned to a Training Needs Analysis at individual, team, and organisational levels.
- We will listen to feedback from our training instructors and course candidates to ensure that we provide the best candidate experience we can.
- We will treat everyone with dignity and respect.



PRINCIPLE 3: INCLUSIVE

- We will ensure that our National Training Standards are kept under review to provide a framework which allows for flexibility and supports the delivery of training and development across all duty systems and working patterns.
- We will consider different learning styles demonstrating our commitment towards ensuring we are inclusive and adaptable to people's needs.



PRINCIPLE 4: CONNECTED

- We will stay connected through our business partnering model with Service Delivery as our primary customer.
- We will ensure that the necessary resources, facilities, and sites used for delivering training are where they need to be, are fit for purpose, and accessible to staff.
- We will develop our training E-Systems and consider virtual course delivery where appropriate ensuring we connect to all geographical areas of the Service and provide equitable access to training support.

WHAT IS THE TRAINING STRATEGY?

The requirement to provide realistic training scenarios for firefighters, supported by the Training for Operational Competence Framework, has become increasingly necessary and it is vital that our Training Delivery Strategy enables us to deliver that.

Through the implementation of this Strategy, we will ensure that our 'blended learning' approach, including realistic acquisition and refresher training and continued application of our Training for Operational Competence Framework, meets the organisational training need of SFRS and ensures our staff are suitably trained to safely respond to incidents.

The demand for training and the ability to deliver training has been affected by practical considerations. The Covid19 pandemic for example led to challenges delivering training. The Pension Remedy has also had an impact, leading to staffing challenges including long term hard to fill instructor vacancies.

Scottish Fire and Rescue Service (SFRS) are operating in a different environment to the one in which the Training Strategy 2020-25 was produced. Therefore, we recognise the importance of having an overarching vision and strategy that captures our approach to training delivery moving forward. The new Training Vision and Strategy 2023-28 is required to enable us to deliver training in the

most effective and efficient way possible across the service and embed a culture of collective responsibility for training at all levels of the organisation.

The Training Function use a wide variety of information to determine our training needs. We continually monitor the types of incidents we attend, adjusting training to address changing risks, as well as designing and developing new training programmes to meet the needs of new and emerging risks.

We ensure that any changes to National Operational Guidance are considered and incorporated into our training where appropriate, as well as any training related recommendations from sector specific inquiries. At an organisational level we will adapt and amend our training based on recommendations from both our internal Operational Assurance processes and findings from Significant Health and Safety Events.

The Operational Competency Strategy Group will meet quarterly to discuss operational risks and will collectively determine which training subjects within the Training for Operational Competence framework require to be prioritised to address operational risk. Core skills, Advanced Modules, Support Modules and any new packages on emerging risks will be incorporated into the schedule by the Training Function on a quarterly basis using this risk-based approach.

Our Training Needs Analysis (TNA), which identifies who requires to be trained in what skill set and when, is a flexible and agile process. A quarterly TNA review will ensure Training have a full understanding of Service Delivery course requirements, ensuring we are able to forward plan training with a clear focus on the risk critical courses needed to meet organisational requirements.

Our work will be supported through the development of our key frameworks, aligned to 'our vision' and the four key operating principles within the SFRS Long Term Vision, which will be central to everything we do.

For this to be achieved a collaborative and collective approach to training is required across the Service, supported, and guided by competent and motivated leaders at all levels. We will work progressively to provide the right training, and development opportunities at the right time, to the right people, with access to the right resources, ensuring best value.

Forging strong links with Fire and Rescue Services across the UK and internationally and having an awareness of developments within the fire sector is key to our growth and development, ensuring SFRS are taking a lead in terms of new technologies and innovative working practices within the training environment. Continuous improvement will be at the core of all we will do, being linked into the National Operational Learning processes, together with the internal links already in place with SFRS Operational Assurance, will ensure we are continually incorporating organisational learning into our training practices.

We all have a role and responsibility to play in the delivery of training and to drive forward continuous improvement to help improve the skills and knowledge of our workforce.

Practical training to develop, enhance and maintain skill sets is the cornerstone of firefighter development within the SFRS. However, a more holistic 'blended learning' approach to knowledge and

skills maintenance is key to ensuring fire fighter safety within a modern fire and rescue service. This blended approach to learning will be delivered through our Training for Operational Competence Framework.

Practical skills acquisition and refresher training are essential to ensuring staff remain safe, competent, and confident in their skills and current in terms of their certification. Whilst blended learning is not intended to replace the requirement for firefighters to be exposed to safe, practical, and realistic training, it will ensure staff maintain the underpinning knowledge and understanding required to fulfil their role safely.

OUR AMBITIONS FOR TRAINING OUR PEOPLE

HOW WILL WE GET THERE?

TRAINING VISION & STRATEGY

SKILLS MAINTENANCE
FRAMEWORK

TRAINING DELIVERY
FRAMEWORK

TRAINING ASSETS
FRAMEWORK

Through the production of our Skills Maintenance, Training Delivery and Training Assets Frameworks, we will implement new ways of resourcing our training environment. We will be clear on what training outcomes are required for all skills sets within the Service and provide clarity on training responsibilities at all levels. We will also ensure that all staff have access to the appropriate training facilities and assets to allow them to fulfil their training responsibilities.

We will measure success by reviewing everything we said 'we will' do within our Training Vision and Strategy, incorporating this into our Training Annual Report.

Further to this, analysis of our Training Function Key Performance Indicator's, as set out in the SFRS Performance Management Framework, will allow us to determine how successful we have been across all key skills sets with regard to outcomes. Feedback from staff who attended Training courses will also form a key element of how we measure success, as we continue to improve our Training Delivery.

All improvement actions that will assist us in delivering our vision and strategy will be governed through the Training Safety and Assurance Board, Strategic Leadership Team, People Committee and SFRS Board.



SKILLS MAINTENANCE FRAMEWORK

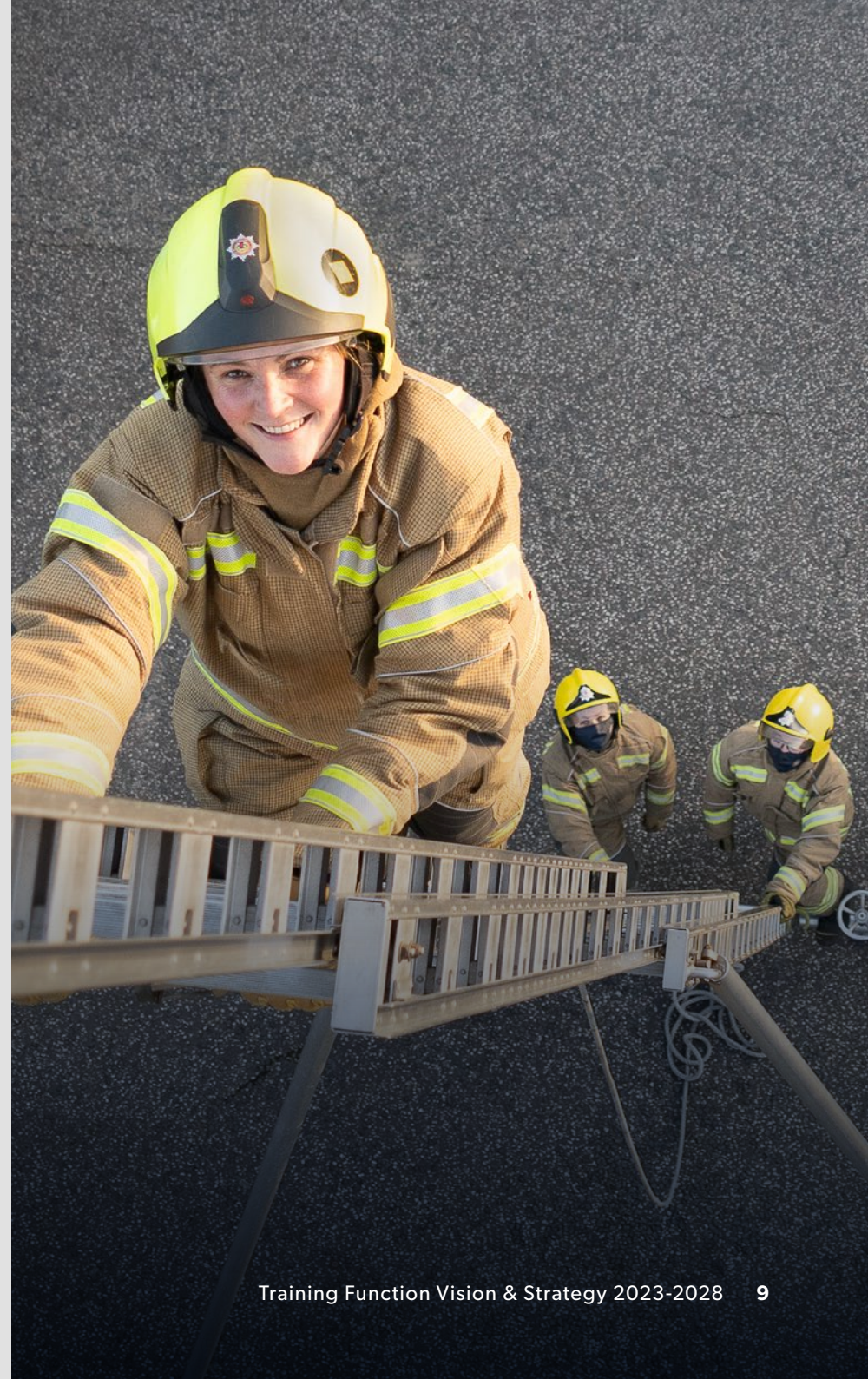
- Define outcomes and standards required in each skill set to be deemed current
- Define the number of annualised hours to complete training responsibilities for each skill set
- Define the frequency of skills maintenance assessments
- Define what happens in each skill set should currency lapse

TRAINING DELIVERY FRAMEWORK

- How training will be delivered and in what format
- Where training will be delivered
- Who is responsible for delivering each element of training

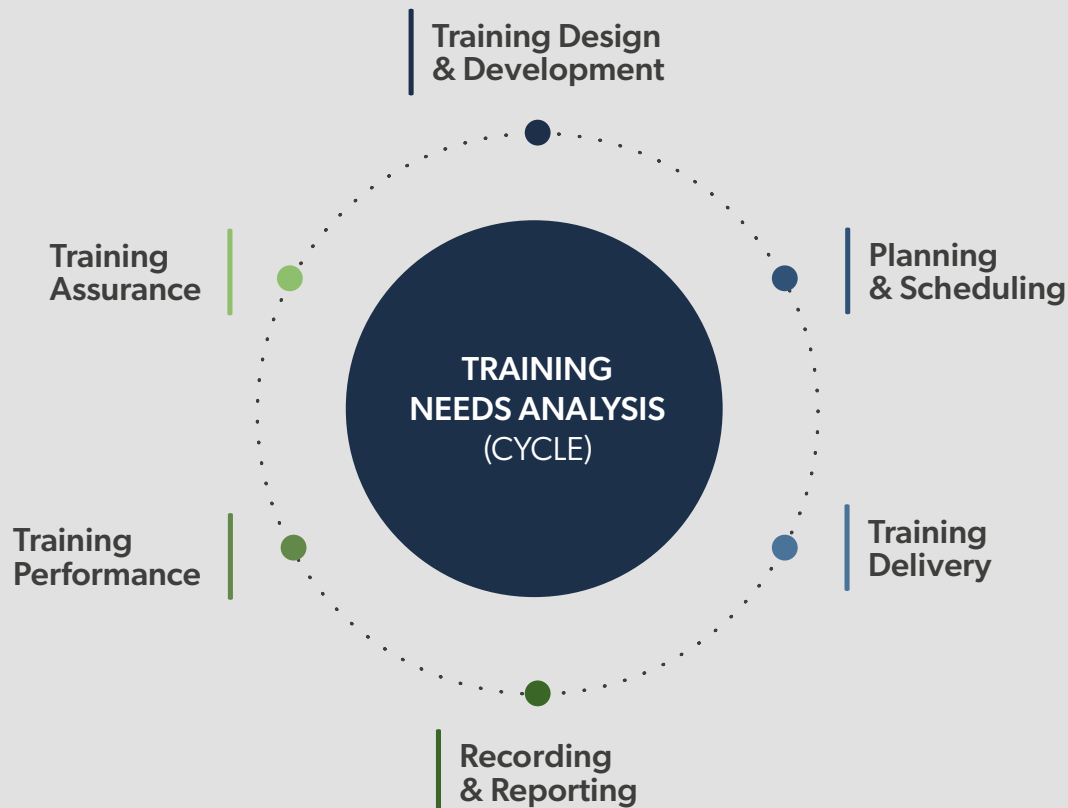
TRAINING ASSETS FRAMEWORK

- Establish what Training Facilities are required for each skill set
- Identify the locations of all Training Facilities
- Provide a Training Facilities dashboard and booking system



TRAINING FUNCTION

PROCESS COMPONENT PARTS



OUR FOCUS IS TO

DEVELOP INDIVIDUALS
/ TEAMS AND TRAINING INSTRUCTORS

CONTINUE TO DELIVER
OUR TRAINING CONTINUOUS
IMPROVEMENT PROGRAMME

PROVIDE TRAINING
DELIVERY INFRASTRUCTURE

DEFINE
OPERATIONAL TRAINING RELATED
ROLES AND RESPONSIBILITIES

BE CENTRALLY CO-ORDINATED
AND LOCALLY DELIVERED

CONTINUE TO BUILD
A POSITIVE AND INCLUSIVE CULTURE

BE SERVICE DELIVERY LED
WHEN PROVIDING TRAINING

BE PROGRESSIVE
AND INNOVATIVE

BE ENGAGING
AND CONNECTED

CREATE
CAPACITY

RECOGNISE AND
APPRECIATE OUR PEOPLE



TRAINING FUNCTION STRUCTURE CHART





TRAINING VISION & STRATEGY ON A PAGE

TRAINING VISION & STRATEGY

SKILLS
MAINTENANCE
FRAMEWORK

TRAINING
DELIVERY
FRAMEWORK

TRAINING
ASSETS
FRAMEWORK

OUR VISION

Clarity and resources

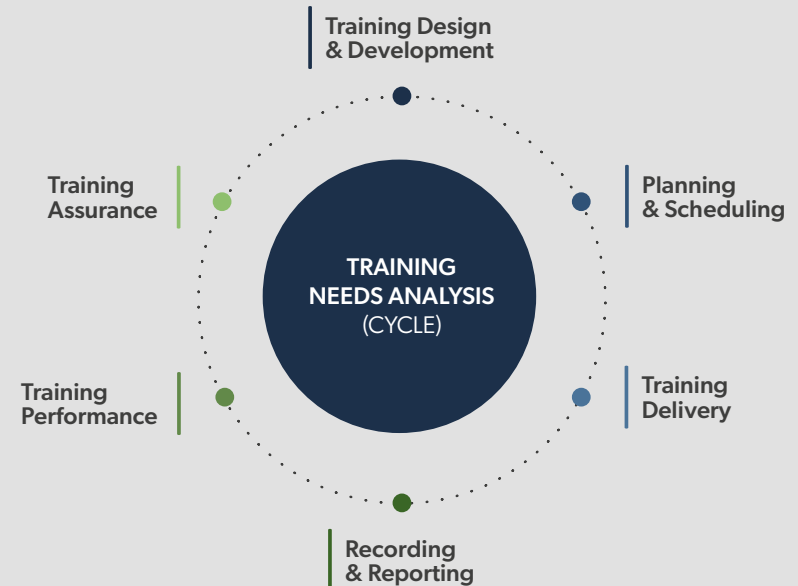
to ensure we work **safely, collaboratively** and **progressively** to deliver **excellence** in operational training

OUR VALUES



TRAINING FUNCTION

PROCESS COMPONENT PARTS



OUR FOCUS IS TO

DEVELOP INDIVIDUALS
/ TEAMS AND TRAINING INSTRUCTORS

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Training Function Strategy & Vision
Version 1.0 – October 2023



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



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

PART 1 – BASIC INFORMATION

(This section should be completed by the Policy Owner)

Before you complete an Equality and Human Rights Impact Assessment (EHRIA) you must read the guidance notes and, unless you have a comprehensive knowledge of the equality legislation and duties, it is strongly recommended that you attend an EHRIA training course.

Name of the proposed new or revised policy, strategy, project, activity or service being assessed.	
Training Function Vision and Strategy Skills Maintenance Framework (in development) Training Delivery Framework (in development) Training Assets Framework (in development) National Training Standards	
Policy owner(s) responsible for completing the Equality and Human Rights Impact Assessment.	
Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training Alasdair Cameron, Area Commander, Training Function Martin Hill, Area Commander, Training Function	
Colleagues and/or other partners involved.	
Training Functional Management Team Internal Training Sections FBU Finance & Contractual Services FMT Service Delivery DMT Service Development DMT North SDA FMT East SDA FMT SPPC – Comms & Engagement FMT SPPC – Governance, Strategy & Performance FMT West SDA FMT Asset Management FMT Representative Bodies FBU Branch Rep Engagement Session One Strategic Leadership Team People Committee People DMT	
E&D Practitioner/Support	
Maggie Archibald	
Date Commenced	07/06/2023

Please complete the following questions.

1. Develop a clear understanding of your aims, objectives and the intended outcomes of the policy, strategy, project, activity or service.	
Briefly describe the main aims, objectives and purpose.	<p>The Fire and Rescue Framework for Scotland sets out the direction of travel for the SFRS and thus the content of the SFRS Strategic Plan and SFRS Long-Term Vision, with broadening out the community benefit to include more equitable access generally to fire and rescue services.</p> <p>The Plan recognises that training plays an essential role in installing safety critical, technical, operational and organisational skills and leadership, to enable the workforce to fully support and engage in the design and delivery of excellent services.</p> <p>The Training Vision and Strategy, informed directly by the SFRS Strategic Plan and the SFRS Long-Term Vision sets out its intent to provide a clear direction for the development and delivery of high quality training which will ensure that staff have the knowledge, understanding and skills necessary to effectively deliver the services required of them.</p> <p>National Training Standards are a critical foundation for the consistency of training programmes and practices across the Service and ultimately to ensuring that all firefighters are working to the best available standards.</p> <p>These establish what is required from the training materials which in turn contribute to the attainment of operational competence across all levels and capabilities within the operational aspects of SFRS. They support the consistent development and delivery of Training across the country so that no matter which venue an individual attends, be it their own work location or one of the SFRS Training Centres, the experience will be of the same high-quality content, delivered by professional, qualified staff.</p>
What results/outcomes are intended?	The Training Vision and Strategy and National Training Standards will support the requirement to secure a competent workforce which is equipped with the skills, knowledge and understanding required to deliver all functions of the SFRS safely and effectively.
Who is intended to benefit and in what way?	All SFRS Employees and the local communities across Scotland. SFRS Employees will have the skills and knowledge required to perform their role competently, to increase safety and reduce risk.
Does it link with any other function/policy/activity/project?	SFRS Strategic Plan SFRS Long-Term Vision Health and Safety Policy
What factors/forces could contribute/detract from the outcomes?	<p>Sufficient resources to put the Vision and Strategy into practice and adhere to the National Training Standards.</p> <p>Failure to effectively communicate these to the relevant people.</p>
Who will be responsible for implementation?	Implementation will be the responsibility of the TSA Directorate, the Training Function management team, Instructors and SFRS employees.

PART 2 – ESTABLISHING RELEVANCE

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- This section is designed to determine if there is relevance between the function/policy and equality and Human Rights legislation.
- This section is designed to determine if there is relevance between the function/policy and the Protected characteristics as defined in the Equality Act 2010, other equality characteristics or Human Rights.
- Initial screening will provide an audit trail of the justification for those functions that have been deemed not relevant for impact assessment.

Q1A. The function/policy will or is likely to influence SFRS' ability to....

General Equality Duty	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
<i>* If required, further information on General Equality Duty can be accessed here.</i>			
Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between people who share a characteristic and those who do not	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between people who share a relevant protected characteristic and those who do not.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1B. The function/policy will or is likely to be relevant on the grounds of....

Please tick as appropriate.

** If required, further information on the protected characteristics can be accessed [here](#).*

	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring Responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care Experience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Social and Economic Disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health & Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1C. If you have selected 'No' for any or all of the characteristics above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

The primary aim of the Training Function is to ensure that all personnel have the skills and knowledge required to perform their role competently, to increase safety and reduce risk. Under the Equality Act 2010, as an employer any training and development opportunities we offer must be done without unlawful discrimination.

Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

The following are general points for consideration in relation to equality and the Training Function.

Training and development opportunities can be delivered in-house or by external providers. They can happen face-to-face, online, in groups or one-to-one. They can include the following:

- learning 'on the job'
- coaching
- digital learning
- workshops
- induction programmes
- job shadowing
- mentoring
- networking and seminars
- formal classes on day release or out of working hours
- project work
- 'buddying'
- secondments and sabbaticals.

Mainstreaming Equality and Diversity: The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 required the SFRS to publish a Mainstreaming Report which sets out the steps the organisation has taken to mainstream equality. The report requires the organisation to show the steps it has taken to make equality an integral part of all of the organisation's relevant functions and practices, carried out by all staff, embedded across policies, procedures and corporate systems and in business planning and reporting cycles.

An important aspect of mainstreaming within the Training Function is to ensure that equality and diversity principles are not simply a stand-alone but are in fact streamlined into the relevant subject areas. Employees should be able to recognise the relevance of the General Equality Duty and wider equality principles within any course or development they undertake. Examples of this may include a course on interview techniques discussing stereotyping and unconscious bias and the impact that these can have on the selection process or including indicators of human trafficking and reporting mechanisms into relevant Enforcement training. These concepts should be discussed at the design stage of any package, with a review carried out for all new packages to ensure the relevant equality principles are captured.

Monitoring: Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, an employer, must take steps to gather information on training and development of their employees with respect to the number and relevant protected characteristics of such persons. This will help the service to ensure equal access when offering training and development opportunities.

The Scottish Fire and Rescue Service will take reasonable steps to monitor the take-up of training and other development opportunities to ensure procedures operate consistently. Any significant differences in take-up between different groups/protected characteristics should be reviewed and followed up with action.

To avoid impromptu decisions that may unlawfully discriminate against people because of their protected characteristics, the service should work out in advance how they will deal consistently with competing requests, especially if budget is limited. Steps should be taken to make sure the decision relates to the job, not the person who is asking, unless it is a specific positive action measure. Does the training the person is asking for support their current role or one they may be able to move on to? Regularly reviewing who is chosen for training and other development opportunities can help make sure the reasons are transparent, objective and justifiable.

Voluntary positive action in training: ‘Positive action’ means the steps that an employer can take to encourage people from groups with different needs or with a past track record of disadvantage or low participation to take up training and development opportunities. An example of this may be targeting a development opportunity to a particular protected characteristic as evidence shows that they are less likely to seek opportunities for promotion in a particular area.

The Service must have evidence of the different needs, disadvantage or low participation before we can take any of these steps, which would potentially come from any monitoring that has taken place as detailed above.

Promotion of training: Training and other development opportunities should be promoted as widely as possible throughout the Service, and in a way which is accessible to everyone. For example, through notice boards, intranet – iHub and our SFRS Corporate Communications. Make it clear which roles the training is designed to support.

Reasonable Adjustments: Equality law recognises that bringing about equality for people with a disability may mean changing the way in which training and development is structured, the removal of physical barriers and/or providing extra support for an employee with a disability. Examples of this may include ensuring any buildings are accessible and have facilities such as an induction loop. Individuals with some disabilities such as dyslexia or dyspraxia may require a different method of instruction or an adapted method of communication, instruction or supervision in order to learn effectively – providing this remained within the criteria for a reasonable adjustment. Individuals may require additional time or support from another person to progress.

Other examples of adjustments may include consideration of the date/time/location of training to assist people with caring responsibilities or checking dates on the cultural calendar to ensure they don’t coincide with any religious dates or festivals.

External trainers: If external training providers are used, the Service should make it clear that we expect them not to discriminate in the design or delivery of their services.

Training and Support: Training Function will support all individuals with training responsibilities to be fully aware of the process for training design, delivery and evaluation. This will be supported by the managers guidance and by equality and diversity training which will explore relevant concepts such as stereotyping, prejudice and discrimination.

National Training Standards: The principles within this Equality Impact Assessment relate to the National Training Standards particularly around all consequent training design, delivery and evaluation based on these standards. This will include (but not be exclusive to) the points highlighted around mainstreaming equality, training and support, reasonable adjustments and monitoring. All consequent work should also be cross-referenced with other relevant supporting EHRIAs which exist for the other SFRS directorates and functions. Support and guidance from the Equality and Diversity Team should also be sought where relevant to ensure all equality matters have been addressed.

Q2A. Is the function/policy relevant to the Human Rights Act 1998?

* If required, further information on the Human Rights Act 1998 can be accessed [here](#).

Yes No Don't Know

Q2B. Is the function/policy relevant to the United Nations Convention on the Rights of the Child?

* If required, further information on the United Nations Convention on the Rights of the Child can be accessed [here](#).

Yes No Don't Know

Q2C. If you have selected 'No' for Human Rights and/or Children's Rights above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Article 14 Discrimination and Article 8 Right to Privacy:

Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

Where possible, access to training and development opportunities should be equal regardless of geographical location.

Regularly reviewing who is chosen for training and other development opportunities can help make sure the reasons are transparent, objective and justifiable.

In relation to confidentiality and data protection, monitoring data will remain separate from any training application and will not be disclosed to any potential trainers.

Human Rights principles should be mainstreamed throughout relevant subjects and training.

Concluding Part 2

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

PART 3 – IMPACT ASSESSMENT

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

Describe and reference:

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

Characteristic																															
<p>Age</p> <p>Consider: Children, young people and adults. Education, retirement, physical health, mobility, access and egress, specific needs in relation to fire safety, communication needs and/or barriers.</p> <p>Mental Health: Different impacts both positive and negative dependent on life stages around participation, relationships, poverty, education and training, opportunities to succeed and physical health.</p>	<p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics, including age, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination. An example of this could be not giving someone training and development because they are close to retirement age.</p> <p>Overall, in 2022-23, 30.5% of staff were over 50 years. This is down from 32.6% recorded in 2021-22. Staff over 40 years make up 61.3% of staff in 2022-23, down from 64.0% last year. There were 781 Wholetime Operational staff over 50 years this year, down from 930 in 2021-22 (16.0% decrease). There were 2,132 Wholetime Operational staff over 40 years this year, down from 2,326 in 2021-22 (8.3% decrease).</p> <p>It should be noted that age is different from other protected characteristics. If you can show that it is objectively justified, you can make a decision based on someone's age, even if this would otherwise be direct discrimination. However, it is very unusual to be able to objectively justify direct age discrimination of this kind. Be careful not to use stereotypes about a person's age to make a judgement about their ability to undertake training.</p>																														
<p>Caring Responsibilities</p> <p>Consider: Carers for elderly relatives, individuals with a disability, children under 18. Times/Days of meetings and events, changes in working patterns, young carers and care experienced individuals.</p> <p>Mental Health: Juggling work and caring responsibilities can be both rewarding but also extremely stressful. 71% of carers have poor physical and mental health. Differing outcomes and barriers for groups (such as care experienced people and young carers) including education, poverty, lack of inclusion and life opportunities.</p>	<p>The current data held by the SFRS on employees with caring responsibilities is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Total</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No caring responsibilities</td> <td>600</td> <td>8.16%</td> </tr> <tr> <td>Care Experienced</td> <td>2</td> <td>0.03%</td> </tr> <tr> <td>Children under 18</td> <td>528</td> <td>7.18%</td> </tr> <tr> <td>Elderly Dependent</td> <td>31</td> <td>0.42%</td> </tr> <tr> <td>Foster Carer</td> <td>3</td> <td>0.04%</td> </tr> <tr> <td>Person with a disability</td> <td>26</td> <td>0.35%</td> </tr> <tr> <td>Provides Kinship Care</td> <td>1</td> <td>0.01%</td> </tr> <tr> <td>Other</td> <td>16</td> <td>0.22%</td> </tr> <tr> <td>Not stated</td> <td>6144</td> <td>83.58%</td> </tr> </tbody> </table> <p>The Care Inspectorate Carer Survey 2022 estimates that there are around 800,000 adult carers in Scotland, providing care to one or more people.</p> <p>No Most (63%) carers were caring for more than 50 hours per week. Some (22%) were caring for between 20-49 hours per week. A few (15%) were caring for up to 19 hours per week.</p>		Total	Percentage	No caring responsibilities	600	8.16%	Care Experienced	2	0.03%	Children under 18	528	7.18%	Elderly Dependent	31	0.42%	Foster Carer	3	0.04%	Person with a disability	26	0.35%	Provides Kinship Care	1	0.01%	Other	16	0.22%	Not stated	6144	83.58%
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	<p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics, including caring responsibilities, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Where possible, the Service will look to adapt the training delivery model in areas such, as but not exclusively, timing, style and location and use of online delivery capabilities to avoid unlawful discrimination, especially where this is outside of core working hours or location.</p>
<p>Care Experienced</p> <p>Consider: Different types of care (Residential, Kinship, Foster, At Home). Corporate Parenting responsibilities. Barriers around housing, education, employment.</p> <p>Mental Health: Higher instance of mental health concerns than peers. Difficulties and losses in family relationships, disruption to schooling and changes in care placements (including multiple geographical locations) can make it difficult to form good social and personal relationships.</p>	<p>The Training Vision and Strategy and National Training Standards have no impact on care experienced young people. This is because these documents are relevant to SFRS employees and this group does not include young people.</p>
<p>Disability</p> <p>Consider: Accessible communications, buildings and facilities, travel needs, medication, confidentiality, needs around fire safety, support mechanisms available, opportunities to promote life chances, e.g. employment, and housing and social inclusion.</p> <p>Mental health: Life chances (notably education, employment and housing), social inclusion, support, choice, control and opportunities to be independent are factors that will influence the mental health of people with disabilities both positively and negatively.</p> <p>* SFRS 'We are Positive about Disability' can be accessed here.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics, including disability, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>In 2011, 20 per cent (1.0 million) of Scotland's population reported that their day to day activities were limited by a long-term health problem or disability, including 10 per cent (506,000) who said their activities were limited a lot.</p> <p>Within this same census, in 2011 the population reported 26,349 people to have learning disabilities (15,149 males and 11,200 females), which is 0.5% of Scotland's population. Of the census population 0.5% were attributed to females, and 0.6% male.</p> <p>20% of people in Scotland are disabled according to the definition of the Equality Act 2010 (Office for National Statistics – Census Results – 2011). Of this 20% its estimated 3.1% have a Specific Learning Difference (SpLD), 6.6% have hearing loss or partial hearing loss and 2.6% are blind or partially sighted, 6.7% identified as having a physical disability, 4.4% with a mental health condition.</p> <p>Individuals with a disability may have individual specific requirements in the content, nature and method of communication compared to someone who does not have a disability. This is particularly the case for individuals with a sensory impairment or disability, a learning difficulty or disability or individuals with mental health condition or cognitive condition that may impair comprehension and/or speech and writing.</p> <p>Current workforce data gathered on Disability shows that the largest majority goes unreported. For example, data from the SFRS Gender Pay Gap Report 2023 shows the following:</p>

Disability	Headcount	Percentage
Yes	64	0.85%
No	1973	26.17%
Not Known	5503	72.98%
Total	7540	100%

Whilst the data portrays a low level of representation from this employee group, it is important to note that a large proportion of employees have elected not to provide this personal information (5503), and this suggests that the number of employees from this protected group is likely to be underreported than the actual number of employees with a condition that would be classified as a disability under the Equality Act 2010. The range of disabilities amongst the workforce is unknown.

Scottish Fire and Rescue Service managers should be aware that if they make assumptions on the basis of a person's protected characteristics, including disability, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

Reasonable Adjustments: Equality law recognises that bringing about equality for people with a disability may mean changing the way in which training and development is structured, the removal of physical barriers and/or providing extra support for an employee with a disability. Examples of this may include ensuring any buildings are accessible and have facilities such as an induction loop. Individuals with some disabilities such as dyslexia or dyspraxia may require a different method of instruction or an adapted method of communication, instruction or supervision in order to learn effectively – providing this remained within the criteria for a reasonable adjustment. Individuals may require additional time or support from another person to progress.

The Scottish Fire and Rescue Service are aware that they may need to provide employees with a disability specialist training so that they can make effective use of reasonable adjustments. This could include training on equipment which they have as an adjustment, for example, specialist computer software. Or the training may in itself be an adjustment, for example, orientation training in a new workplace if someone has a learning disability or visual impairment.

As a reasonable adjustment, the Service should think about whether other staff need to be trained to work with a disabled colleague (provided the disabled person has given permission for other staff to know about their situation). This could range from specialist training for managers who are making decisions about reasonable adjustments through to things like Deaf awareness training for people with a hearing-impaired colleague.

Equality law allows you to treat a disabled person more favourably than a non-disabled person. This recognises that disabled people face a lot of barriers to participating in work and other activities. An example of this could include providing additional development for individuals with a disability to encourage them to consider applying for promotion. Where possible, the Service will look to adapt the training delivery model in areas such as, but not exclusively, timing, style and location

	<p>and use of online delivery capabilities to avoid unlawful discrimination.</p> <p>Accessibility: It is important that the accessibility of documents is considered in terms of content and format. It is important that buildings are accessible and have appropriate facilities.</p>																											
<p><u>Gender reassignment</u></p> <p>Consider: Confidentiality, decency, appropriate facilities and transitioning support.</p> <p>Mental Health: Transgender people's mental health can be affected positively and negatively by all of the other characteristics in this document. They may face additional challenges around stigma, harassment, hate crime and can be at an increased risk for some mental health issues.</p> <p>This includes individuals under the umbrella of Transgender who identify as non-binary and gender non-conforming.</p> <p>* Link to the SFRS Guidance for supporting employees who are transitioning can be accessed here.</p>	<p>The process of Training should not be affected by an individual's trans status. The fact that a person is trans should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Gender Reassignment, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>It is therefore important that any monitoring process set in place for training requests includes those who have or are undergoing gender reassignment as research conducted by Stonewall indicates that trans and gender-nonconforming employees are more likely to be bullied and harassed in the workplace and therefore maybe more likely to have an application for training unreasonably refused.</p> <p>It is important to respect confidentiality if an individual discloses their gender reassignment.</p> <p>The current profile within the SFRS for gender identification is:</p> <table border="1"> <thead> <tr> <th>Gender Reassignment</th> <th>Total</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>1096</td> <td>14.91%</td> </tr> <tr> <td>Yes</td> <td>3</td> <td>0.04%</td> </tr> <tr> <td>Not stated</td> <td>6252</td> <td>85.05%</td> </tr> </tbody> </table>	Gender Reassignment	Total	Percentage	No	1096	14.91%	Yes	3	0.04%	Not stated	6252	85.05%															
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<p><u>Marriage and Civil Partnership</u></p> <p>Consider: Work policy and practice(s) to ensure they are not discriminatory.</p> <p>Mental Health: Good social and personal relationships are central to wellbeing and good mental health. A breakdown in these relationships can have a negative impact on mental wellbeing.</p>	<p>The process of Training should not be affected by an individual's marriage or civil partnership. A person's marriage or civil partnership should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Marriage and Civil Partnership, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>It is important to respect confidentiality if an individual discloses their marriage or civil partnership.</p> <p>The current profile within the SFRS is as follows:</p> <table border="1"> <thead> <tr> <th><u>Marital Status</u></th> <th><u>Total</u></th> <th><u>Percentage</u></th> </tr> </thead> <tbody> <tr> <td>Divorced</td> <td>106</td> <td>1.44%</td> </tr> <tr> <td>Living with partner</td> <td>525</td> <td>7.14%</td> </tr> <tr> <td>Married/Civil partnership</td> <td>2735</td> <td>37.21%</td> </tr> <tr> <td>Other</td> <td>9</td> <td>0.12%</td> </tr> <tr> <td>Separated</td> <td>108</td> <td>1.47%</td> </tr> <tr> <td>Single</td> <td>1159</td> <td>15.77%</td> </tr> <tr> <td>Widowed</td> <td>21</td> <td>0.29%</td> </tr> <tr> <td>Not stated</td> <td>2688</td> <td>36.57%</td> </tr> </tbody> </table>	<u>Marital Status</u>	<u>Total</u>	<u>Percentage</u>	Divorced	106	1.44%	Living with partner	525	7.14%	Married/Civil partnership	2735	37.21%	Other	9	0.12%	Separated	108	1.47%	Single	1159	15.77%	Widowed	21	0.29%	Not stated	2688	36.57%
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<p><u>Pregnancy and maternity</u></p> <p>Consider: Safety of the Mother/Birth Parent & Fetus, PPE and uniform, pregnancy related appointments and absences, KIT Days, breastfeeding/chestfeeding facilities and mobility as it relates to fire safety.</p> <p>Mental Health: Possibility of Ante-natal and Post-natal depression. Access to support whilst on maternity leave. Concerns around return to work. Impact on both parents if there are complications or bereavements linked to the pregnancy.</p>	<p>You must not deny a woman/birthing parent, training opportunities because they are pregnant, on maternity leave or due to take maternity leave, or on pregnancy- or maternity-related sickness absence.</p> <p>It would almost certainly be unlawful sex discrimination to deny a woman/birthing parent training for a reason related to their pregnancy (or impending maternity leave). An employer cannot try to justify this by saying they are protecting her from a health and safety risk, unless a specific risk has been identified.</p> <p>The SFRS will encourage employees to apply for relevant training and other development opportunities, including women on maternity leave (providing the training does not occur during the leave or can be fitted into any agreed keeping in touch days so that no one is overlooked).</p>																		
<p><u>Race</u></p> <p>Consider: Participation, language barriers, cultural differences, recruitment and selection. Life chances (notably education, employment and housing).</p> <p>Remember: Gypsies and Travellers are a racial group as defined in s9 Equality Act 2010.</p> <p>Mental Health: Language barriers, racism, socio-economic factors, diagnostic bias, cultural differences, unconscious bias, institutional discrimination, mental health stigma and poor uptake of health services.</p>	<p>The process of Training should not be affected by an individual's Race. An individual's race should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Race, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Data gathered as part of the SFRS Gender Pay Gap Report 2023 shows the following in relation to race;</p> <table border="1" data-bbox="603 1196 1225 1518"> <thead> <tr> <th>Ethnicity</th> <th>Headcount</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>4139</td> <td>54.89%</td> </tr> <tr> <td>BAME</td> <td>134</td> <td>1.78%</td> </tr> <tr> <td>Prefer Not to Say</td> <td>21</td> <td>0.28%</td> </tr> <tr> <td>Not Recorded</td> <td>3246</td> <td>43.05%</td> </tr> <tr> <td>Total</td> <td>7540</td> <td>100%</td> </tr> </tbody> </table> <p>However, as can be seen from the data presented above, there is clear underrepresentation of the BME community within our current workforce.</p>	Ethnicity	Headcount	Percentage	White	4139	54.89%	BAME	134	1.78%	Prefer Not to Say	21	0.28%	Not Recorded	3246	43.05%	Total	7540	100%
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<p><u>Religion and Belief</u></p> <p>Consider: Uniform, prayer/reflection areas, dates/times of religious festivals for event planning and fire safety information. Dietary requirements.</p> <p>Mental Health: Religion and belief(s) can have a positive impact on mental health through the support they can provide. A breakdown of this could impact</p>	<p>The process of Training should not be affected by an individual's Religion or Belief. An individual's Religion or Belief should be irrelevant to the process of Training and Employee Development unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Religion and Belief, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Flexibility with dates/locations may be considered to ensure they do not coincide with any religious observances/festivals.</p>																		

<p>mental health. Studies also show that there can be negative impacts on mental health around religion, particularly as it relates to upbringing and/or a difference in life views.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>The current data the SFRS have on religion and belief are as follows:</p> <table border="1"> <thead> <tr> <th>Religion</th> <th>Total</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Another religion or body</td> <td>36</td> <td>0.49%</td> </tr> <tr> <td>Buddhist</td> <td>5</td> <td>0.07%</td> </tr> <tr> <td>Church of Scotland</td> <td>957</td> <td>13.02%</td> </tr> <tr> <td>Hindu</td> <td>2</td> <td>0.03%</td> </tr> <tr> <td>Muslim</td> <td>8</td> <td>0.11%</td> </tr> <tr> <td>None</td> <td>1309</td> <td>17.81%</td> </tr> <tr> <td>Other</td> <td>37</td> <td>0.5%</td> </tr> <tr> <td>Other Christian</td> <td>184</td> <td>2.5%</td> </tr> <tr> <td>Roman Catholic</td> <td>436</td> <td>5.93%</td> </tr> <tr> <td>Sikh</td> <td>2</td> <td>0.03%</td> </tr> <tr> <td>Not stated</td> <td>4375</td> <td>59.52%</td> </tr> </tbody> </table>	Religion	Total	Percentage	Another religion or body	36	0.49%	Buddhist	5	0.07%	Church of Scotland	957	13.02%	Hindu	2	0.03%	Muslim	8	0.11%	None	1309	17.81%	Other	37	0.5%	Other Christian	184	2.5%	Roman Catholic	436	5.93%	Sikh	2	0.03%	Not stated	4375	59.52%																	
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<p>Sex (gender)</p> <p>Consider: Dignified facilities, sanitary provisions, appropriate PPE, menopause, individuals who are non-binary, domestic abuse, gender specific illness, e.g. prostate cancer for men, endometritis for woman.</p> <p>Mental Health: Gender has a significant impact on risk and protective factors for mental health and the way in which the experience of mental distress is expressed. Depression, anxiety, attempted suicide and self-harm are more prevalent in women, while completed suicide, drug and alcohol abuse, crime and violence are much more prevalent among men. Women are much more vulnerable to poverty and unemployment, and are more likely to suffer domestic violence, rape and child abuse. Men experiencing abuse as children or adults may find it more difficult to disclose this.</p>	<p>The process of Training should not be affected by an individual's Gender. An individual's Gender should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>From the SFRS Equal Pay and Gender Pay Gap Report 2023 the staff make up across the organisation is per this table:</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th rowspan="2">% of Workforce</th> <th colspan="2">Percentage</th> <th colspan="2">Number</th> <th rowspan="2">Total</th> </tr> <tr> <th>Female</th> <th>Male</th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>All staff</td> <td>100%</td> <td>14.07%</td> <td>85.93%</td> <td>1061</td> <td>6479</td> <td>7540</td> </tr> <tr> <td>Uniformed (WT)</td> <td>45.80%</td> <td>6.52%</td> <td>93.48%</td> <td>225</td> <td>3228</td> <td>3453</td> </tr> <tr> <td>Uniformed (RDS)</td> <td>37.27%</td> <td>7.05%</td> <td>92.95%</td> <td>198</td> <td>2612</td> <td>2810</td> </tr> <tr> <td>Uniformed (Volunteer)</td> <td>3.58%</td> <td>15.56%</td> <td>84.44%</td> <td>42</td> <td>228</td> <td>270</td> </tr> <tr> <td>Uniformed (Control)</td> <td>2.36%</td> <td>83.71%</td> <td>16.29%</td> <td>149</td> <td>29</td> <td>178</td> </tr> <tr> <td>Support</td> <td>10.99%</td> <td>53.92%</td> <td>46.08%</td> <td>447</td> <td>382</td> <td>829</td> </tr> </tbody> </table> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Gender, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Please see above for points on pregnancy and maternity.</p>		% of Workforce	Percentage		Number		Total	Female	Male	Female	Male	All staff	100%	14.07%	85.93%	1061	6479	7540	Uniformed (WT)	45.80%	6.52%	93.48%	225	3228	3453	Uniformed (RDS)	37.27%	7.05%	92.95%	198	2612	2810	Uniformed (Volunteer)	3.58%	15.56%	84.44%	42	228	270	Uniformed (Control)	2.36%	83.71%	16.29%	149	29	178	Support	10.99%	53.92%	46.08%	447	382	829
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<p>Sexual Orientation</p> <p>Consider: Confidentiality, heterosexual bias in language, use of pronouns, policy development, recruitment and selection practices.</p> <p>Mental Health: Some studies suggest that gay, lesbian, bisexual and transgender people are more vulnerable to certain factors that increase risk of poor mental health (e.g. being bullied, discrimination and verbal assault) – and more likely to report psychological distress than their heterosexual counterparts.</p>	<p>The process of Training should not be affected by an individual's Sexual Orientation. An individual's Sexual Orientation should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Sexual Orientation, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>It is important that any monitoring process set in place for training requests includes employees Sexual Orientation as research conducted by Stonewall indicates that LGBT employees are more likely to be bullied and harassed in the workplace and therefore maybe more likely to have an application for training unreasonably refused.</p>																																																					

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<p><u>Social and Economic Disadvantage</u></p> <p>Consider: Differences in life chances such as education, employment, income, social inclusion and access to health services. Lifestyle factors, e.g. smoking and alcohol use as they relate to fire safety information.</p> <p>Mental Health: Adults living in the most deprived areas are twice as likely to have mental health issues. Factors such as poverty, poor housing, lack of opportunity and low social status can cause stress and distress. Other impacts on well-being, may come from feelings of low self-esteem, shame, and disrespect. Link between deprivation and suicide.</p> <p>* Link to the Fairer Scotland Duty Guidance can be accessed here.</p>	<p>The process of Training should not be affected by an individual's Social and Economic Disadvantage. Individuals' Social and Economic circumstances should be irrelevant to the process of Training unless evidence suggests positive action measures could be beneficial.</p> <p>Scottish Fire and Rescue Service managers should be aware that if they make assumptions based on a person's protected characteristics, including Social and Economic Disadvantage, about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.</p> <p>Additional costs incurred by delegates, for example, around travel or accommodation should be considered to ensure that this does not exclude anyone from being able to participate in training and development opportunities. The Service will look to adapt the training delivery model in areas such, as but not exclusively, timing, style and location and use of online delivery capabilities to ensure training is accessible to all staff.</p>																					
<p><u>Island Communities</u></p> <p>Consider: Challenges around distance, geography, connectivity, demography and the loss of vital skills to the mainland.</p> <p>Mental Health: Remote and rural communities can face particular challenges around the availability and access to support in times of distress. There can be feelings of isolation but also a lack of privacy when communities are particularly close knit.</p> <p>* Link to the Scottish Government Island Community Impact Assessment Guidance can be accessed here.</p>	<p>Delivery of training across rural and remote areas of Scotland can provide challenges due to distances, geography and available resources. The Training Function has a delivery model which is centrally coordinated but locally delivered, enabling training to be carried out close to the point of need.</p> <p>Innovative solutions are being progressed to provide opportunities for those who reside in Island Communities to become on-call Training Instructors and further support delivery of training at a local level whilst providing further local employment.</p>																					
<p><u>Mental Health and Wellbeing</u></p> <p>Not all people with a mental health condition have a disability. For example, someone may have a diagnosis of bi-polar disorder</p>	<p>Managers should arrange support for employees from Health & Wellbeing where necessary, this may initially be a consultation with a Health and Wellbeing Practitioner.</p> <p>Health and Wellbeing can sign post employees internally to the Mental Health Champion Advisers,</p>																					

<p>which is well-managed and experience good mental health. However, many mental health conditions can have an impact on wellbeing.</p> <p>Consider: Crew Welfare before, during and after their involvement in a potentially traumatic incident.</p> <p>Stress factors, concern(s) of stigma and/or discrimination if coming forward.</p> <p>Life changes such as bereavement, broken- down relationships, changes in physical health.</p> <p>Poor mental health can lead to higher risk health behaviours (e.g. smoking and drug misuse). This, combined with unequal access to services, can result in poor health outcomes and shortened life expectancy.</p> <p>Higher risk in relation to Fire Safety.</p> <p>* Link to the Mental Health and Wellbeing Checklist can be accessed here.</p>	<p>and externally, to the Employee Assistance Programme.</p> <p>Employees also have access to support from the Rivers Centre and Uniformed employees can access support from the Firefighters Charity.</p> <p>If an employee's performance has been affected by poor mental health, guidance should be sought from Health & Wellbeing about what adjustments need to be made to the managing performance process e.g. extending the review periods may be a reasonable adjustment.</p>
<p>Human Rights</p> <p>Consider: 16 basic rights protected by the Human Rights Act and how they may relate to any policy/practice/decision.</p> <p>Mental Health: Mental health evidence relates to the Human Rights Act by highlighting the links between poor mental health and inequalities. Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	<p>Consistent with the comments raised above around Discrimination and Right to Privacy under the European Convention on Human Rights</p>
<p>Children's Rights</p> <p>Consider: General principles: Non-discrimination (article 2) Best interest of the child (article 3) Right to life survival and development (article 6) Right to be heard (article 12)</p> <p>Mental Health: Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	<p>The Training Vision and Strategy and National Training Standards have no impact on children's rights as they apply to adult employees of SFRS.</p>

Links between poverty and mental health.	
<p>Impact on Inclusion or People in General not covered by specific characteristics</p> <p>Consider: any other inclusion points, e.g. differing impacts for employee groups or for different communities.</p> <p>Gaelic Language</p> <p>Consider: Accessibility, education/schools, training, Gaelic speaking employees, cultural & heritage awareness, signage replacement.</p> <p>The SFRS Gaelic Language Plan can be accessed here.</p>	<p>Where possible, access to training and development opportunities should be equal regardless of geographical location or post. The focus of the Training Function is to work safely, collaboratively and progressively to deliver excellence in training. This includes the development and delivery of training courses to meet the needs of Service Delivery. The selection of personnel to attend courses is generally not determined by the Training Function however when these selections are made, this should be done fairly and transparently.</p>

<p>Summary and Conclusion of Impact Assessment</p>
<p>The intention of this EHRIA is to be an over-arching starting reference point for the development of any Training Function policy or practice. The principles highlighted in this EHRIA should be given further consideration in the development of any training policy or practice.</p> <p>Individual policies as they are designed and developed will still require an individual Equality and Human Rights Impact Assessment to ensure there are no impacts at a practical level which are not covered within this over-arching EHRIA and its application. Training packages should be reviewed at the design stage to ensure that equality principles relevant to the subject matter are mainstreamed throughout.</p> <p>The above points make potential Training Function policy or practice relevant to the General Equality Duty and the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.</p>

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

PART 4 – MONITORING AND REVIEW

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

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

Q1 – For Functions/Policies Screened in Section 2 or 3 as Not Relevant on the grounds of Equality or Human Rights...

You must now set out how you intend to monitor and review the function/policy. You should provide an indication of when you intend to review the function/policy, the method for doing so and how you will assess that no-relevance to Equality and Human Rights continues.

Q2 – For Functions/Policies where there is evidence or justification for believing there is relevance to Equality or the Human Rights please provide detail on the plan to achieve this by completing A – D below.

A: What will be monitored?

The Training Function will review the National Training Standards and Training Vision and Strategy in line with the established review schedule.

Feedback from candidates will be monitored at the conclusion of each course.

The selection of personnel to attend courses should be monitored to gather relevant information relating to the uptake of training opportunities with respect to the number and protected characteristics and differing groups within SFRS. Any significant differences in training uptake between groups and/or protected characteristics should be reviewed to establish cause and appropriate action taken to address causation and ensure equal access to training opportunities for all staff within SFRS.

B: How will monitoring take place and who will carry it out?

The Training Function will collate results of course evaluations and identify any trends. Reviews will be carried out by a range of relevant stakeholders.

C: What is the frequency of monitoring?

On-going as issues/needs arise.

D: How will monitoring information be used?

To take action if there are any significant differences
To improve service delivery to diverse groups

Q3: Actions – Who will undertake any recommendations and/or monitoring actions?

Any recommendations arising will be carried out by relevant Training Function personnel and the management team will monitor completion of these actions.

PART 5 – APPROVAL

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

This Equality and Human Rights Impact Assessment was completed by:

Name	WC Roger Crawford
Date	26/10/2023

This Equality and Human Rights Impact Assessment was approved by:

Name	AC Alasdair Cameron
Date	26/10/2023

Please submit a copy of the completed document to SFRS.Equality@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/TSA/03-23

Agenda Item: 16.2

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	14 DECEMBER 2023							
Report Title:	HEALTH AND SAFETY ANNUAL REPORT 2022/23							
Report Classification:	For Information	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to provide the Scottish Fire and Rescue Service (SFRS) Board with the Annual Health and Safety Report for 2022/23 detailing the SFRS Health and Safety (HS) performance.							
2	Background							
2.1	The Scottish Fire and Rescue Service Health and Safety Annual Report provides analysis of the key areas of performance during the reporting year and details the intended risk reduction control measures on key themes such as driver safety, musculoskeletal injuries, and managing safety standards within the SFRS.							
2.2	The data detailed in this report is presented to enable a direct comparison between the four reporting years of 2019/20 – 2022/23, however any notable trends evident are also detailed.							
3	Main Report/Detail							
3.1	This section denotes the key achievements and trends for 2022/23 which is further supported by the analysis of events within the Health and Safety Annual Report – Appendix A.							
3.2	78% of health and safety improvement plans actions were completed during 2022/23, representing a 10% increase when compared to 2021/22. Further details are provided in Section 7 of the report.							
3.3	The total number of accidents/injuries was 153 which is a 4% increase when comparing this to 2021/22. 10% (15) of all SFRS accidents/injuries were reported to the HSE under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). This is a 67% increase when comparing to the previous reporting year. The increase is attributed to one significant event occurring in Q4 of 2023.							
3.4	In 2022/23, Slips, Trips and Falls (STF) were the most common cause of accident/injury accounting for 25% (39 of 153) of the total reported events, an increase of 9% (16) when compared to the previous reporting year. The second most common cause was Manual Handling/Body Movement accounting for 22% (34 of 153) of the total reported events. The third most common cause was related to Impact (moving object), representing 16% (24 of 153) of the total reported events.							

3.5	As detailed within the Accident/Injuries (including RIDDOR), 88% (134 of 153) events were related to Uniformed Staff and 12% (19 of 153) were related to Non-Uniform Staff.
3.6	<p>This reporting year saw a 3% decrease (152 to 147) in the number of Near Misses (NM) reported when compared to the previous reporting year.</p> <p>The total number of Acts of Violence (AoV) reported this year shows an increase of 5% (76 to 80) when comparing to the previous reporting year. One firefighter sustained a minor injury as a result of AoV in 2022/23.</p>
3.7	The overall number of Vehicle Accidents (VAs) during 2022/23 shows a 4% (275 to 263) decrease. Operational related VAs accounted for 60% (158 of 263) of the total, 35% (93 of 263) were attributed to non-operational activities and 5% (12 of 263) were attributed to training. Of the VAs attributed to operational incidents, 50% (80 of 158) occurred at low speed, representing a 6% increase in this category.
3.8	Four UK Fire and Rescue Services (FRS) provided benchmarking data for the year 2022/23 for Accident/Injuries. The analysis is provided within Section 9, UK Fire and Rescue Comparison.
3.9	The HS team will continue to work with our business partners to improve safety standards through analysis of health and safety events, and the co-ordination of
3.10	health and safety improvement plans (HSIP). This includes specific working groups such as the Driver Safety Group (DSG), Organisational Learning Group (OLG) and the Musculoskeletal Injury Reduction Group (MIRG).
4	Recommendation
4.1	The SFRS Board is invited to note the performance within the HS Annual report 2022/23 within Appendix A.
5	Key Strategic Implications
5.1	Risk
5.1.1	Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.
5.2	Financial
5.2.1	No financial implications within the production of this report. Any recommendations to improve performance will be managed through appropriate governance routes by the risk owner.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications to be considered. This report is circulated electronically.
5.4	Workforce
5.4.1	The annual report highlights the monitoring of Health and Safety performance and makes recommendations for continual improvement to reduce the risk of injury or ill-health of the SFRS workforce.
5.5	Health & Safety
5.5.1	Failure to monitor and improve the management of Health and Safety may result in injury or ill-health of our workforce and those affected by their activities, HSE investigation, receipt of an enforcement notice, fines and adverse publicity damaging the reputation of SFRS.

5.6 5.6.1	Health & Wellbeing No implications identified for Health and Wellbeing. Trend analysis of events will assist in implementing strategies to improve the Health and Wellbeing of SFRS employees.	
5.7 5.7.1	Training There are no training implications as a result of the Annual Report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.	
5.8 5.8.1	Timing The HS Annual Report was progressed through the Governance routes as indicated within the Governance Route for Report section. Once the Annual HS report has went through the relevant governance routes, the report will be published on SFRS iHub and SFRS website.	
5.9 5.9.1	Performance Health and Safety Performance is monitored through KPIs managed by Think, Act, Stay Safe (TASS) performance reports and the development of quarterly and annual reports. The performance outcomes are communicated through Safety and Assurance Improvement Groups (SAIG).	
5.10 5.10.1	Communications & Engagement No further engagement is required. This report will be communicated to all SFRS staff and will be published on the SFRS website.	
5.11 5.11.1	Legal Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.	
5.12 5.12.1	Information Governance There are no implications that require to be noted for GDPR purposes.	
5.13 5.13.1	Equalities There are no implications that require to be noted for equality and diversity. An EHRIA has been completed for the Health and Safety Policy and supporting arrangements.	
5.14 5.14.1	Service Delivery The HS Annual Report has no direct impact on Service Delivery and is provided for awareness and information.	
6	Core Brief	
6.1	The HS Annual report 2022/23 provides a detailed analysis of SFRS Health and Safety performance during the reporting year and makes recommendations to ensure continuous improvement.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	The Annual Report demonstrates continual performance evaluation and monitoring of the HSMS to improve safety performance. in accordance with the Safety and Assurance Strategy 2022-26 and Improvement Plan objectives.

8	Appendices/Further Reading	
8.1	Appendix A: Health and Safety Annual Report 2022/23	
Prepared by:	Victoria Regan – Business Support Officer	
Sponsored by:	Jim Holden, Head of Safety and Assurance	
Presented by:	Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance	
Links to Strategy and Corporate Values		
<p>Strategic Plan 2022-2025: Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>National Safety and Assurance Board</i>	<i>19 October 2023</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>21 November 2023</i>	<i>For Information</i>
<i>People Committee</i>	<i>07 December 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For Information</i>



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

APPENDIX A

Health and Safety Annual Report 2022/23



**Working together
for a safer Scotland**



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1. INTRODUCTION BY CHIEF OFFICER AND CHAIR OF THE SCOTTISH FIRE AND RESCUE SERVICE BOARD



KIRSTY DARWENT
Chair
Scottish Fire and Rescue Service Board



ROSS HAGGART
Chief Officer
Scottish Fire and Rescue Service

Welcome to the Scottish Fire and Rescue Service's Annual Health and Safety Report for 2022/23. This report provides an account of our overall health and safety performance during the reporting year and highlights key areas of work which have contributed to continual improvement in this area.

The Scottish Fire and Rescue Service (SFRS) continued to focus on delivering safety for the communities of Scotland and our commitment to the safety and wellbeing of our employees.

The tragic loss of Firefighter Barry Martin, and the injuries sustained by other colleagues, at the fire in the former Jenners building casts a shadow over the fire and rescue service and the ongoing investigation will provide direction to improve the health and safety of our firefighters.

This report underpins the SFRS Safety and Assurance (SA) Strategy 2022-2026 which sets out the strategic objectives for the next four years that seek to improve health, safety and wellbeing in the workplace. The Health and Safety Improvement Plans (HSIPs) establish the local objectives for each year, and these are managed by Safety Assurance Improvement Groups (SAIG).

There is a positive trend regarding Vehicle Accidents (VAs) and reporting of Near Misses (NM). There has been an unwelcome increase in the number of Acts of Violence (AoV) recorded against our staff. Firefighters are urged to remain vigilant and efforts to mitigate AoV continue with our partners.

Consultation arrangements promote effective co-operation and participation of all relevant partners in SFRS, and others who may be affected. The continued efforts of the National Safety and Assurance Board (NSAB), Organisational Learning Group (OLG), the National Drivers Safety Group (DSG) and the Operational Competence Strategy Group (OCSG) serve a purpose in making SFRS a safe working environment.

SFRS are benchmarking safety performance against other United Kingdom (UK) Fire and Rescue Services (FRS). Many thanks to those FRS who shared their performance data and practices with us.

Looking ahead, SA will focus on developing a Hazard Reporting Think, Act, Stay Safe (TASS) module to capture hazard reporting. Another focus is the review of SFRS's existing safety risk assessments and strengthening the safety culture, therefore significantly influencing how the Health and Safety Management System (HSMS) develops, and how effective it becomes.

The continued focus on health and safety relies on the SFRS value of teamwork. We sincerely thank our employees for continually contributing to the health, safety and wellbeing of all across SFRS.

We hope that you find this report informative and valuable.

2. EXECUTIVE SUMMARY

This Annual Report for the reporting year 2022/23 provides an opportunity for the SFRS to present an update of Health and Safety (HS) performance and the comparison of data from the last four years where relevant data is available. Where there is evidence of any notable trends, this is also reported upon.

Throughout the reporting year, the HS Department continued to enhance existing relationships with Business Partners in Directorates and Service Delivery Areas (SDAs), developed new generic risk assessments (GRA), safe systems of work (SSoW) and reviewed existing risk assessments.

This year saw the ongoing development of three additional modules in our HS Management System known as TASS. In addition to this, 16 Management Arrangements (MA) were reviewed and published.

Overall, the total number of Accidents/Injuries including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) increased by 4% (147 to 153) when compared to the previous reporting year. The number of recorded Accidents/Injuries (excluding RIDDOR) remained the same, (138 to 138) when compared to the previous reporting year.

The total number of Accidents/Injuries reported to the Health and Safety Executive (HSE) under RIDDOR shows a 67% (9 to 15) increase when compared to the previous reporting year. When comparing the data as an Accident/Injury (AI) Rate per 1000 employees, there was a 6% increase (18.9 to 20) compared to 2021/22.

✔ **25% (39 of 153) of Accidents/Injuries reported during 2022/23 occurred whilst undertaking training related activities, this is a 2% decrease in this category when compared to the previous reporting year, numerically remaining consistent.**

This reporting year saw a 3% decrease (152 to 147) in the number of NM reported when compared to the previous reporting year. When considering the number of NM in

relation to the number of Accidents/Injuries including RIDDOR Reportable Events, we see a ratio of 1:0.97, a decrease on the 1:1.03 ratio recorded for the previous reporting year.

AoV have increased by 5% (76 to 80) from the previous reporting year. 44% (35 of 80) of the total AoV reported involved missiles or thrown objects, representing a 5% increase in this category, of which 49% (17 of 35) involved bricks/bottles being thrown, and 11% (4 of 35) involved fireworks being thrown. 5% (4 of 80) were physical assault by a person, representing a 1% increase in this category, when compared to the previous reporting year.

83% (66 of 80) of AoV reported occurred at operational incidents which is a 4% decrease when compared with the previous reporting year. 17% (14 of 80) occurred during non-operational activities, an increase of 4% from the previous reporting year.

Our VAs have decreased by 4% (275 to 263) from the previous reporting year. Operational related VAs accounted for 60% (158 of 263) of the total, remaining consistent when compared to the previous reporting year. 35% (93 of 263) were attributed to non-operational activities, a 1% increase when compared to the previous reporting year. Finally, 5% (12 of 263) of VAs were attributed to training, remaining consistent in this category.

During the reporting period, work has been undertaken to enhance and embed mitigating controls, including the completion of safety risk assessments and SSoW. SA have strengthened engagement with Directorates and SDAs in the completion of annual HSIP, reviewed GRAs, development of SSoWs, and increased scrutiny of HS events and the emerging local risks through SAIGs.

Work will continue during the next reporting year to identify and address emerging trends with the aim of further improvements in HS performance, particularly around Accidents/Injuries and AoV.

3. HEALTH AND SAFETY FUNCTIONAL PLAN 2022/23

Our 2022/23 HS Functional Plan sets out our commitment to further enhance our HS provision. Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety.

Our achievements against our 2022/23 objectives are detailed below:

Objective Progress: ● Achieved ● Partially Achieved ● Not Achieved

Objective	RAG	Progress
Develop and implement an in-house HS Management Information System	●	Task: Develop a suite of Management Arrangements and where required Learning Content Management System modules which provide managers with the tools to support legal compliance
	●	• Health and Safety Policy for review;
	●	• Health and Safety Policy Statement for review;
	●	• PUWER Management Arrangement and Learning Content Management System (LCMS) Module for review;
	●	• HS Representatives Management Arrangement for review;
	●	• HS Audits (Support Review) Management Arrangement for review;
	●	• Safety and Assurance Engagement and Governance Management Arrangement for review;
	●	• Workplace Transport Management Arrangement for review;
	●	• Control of Substances Hazardous to Health (COSHH) Management Arrangement for review;
	●	• Display Screen Equipment Management Arrangement for review;
	●	• Personal Protective Equipment (Including Respiratory Protective Equipment) Management Arrangement and LCMS Module for review;
	●	• Asbestos Management Arrangement and LCMS module for review;
	●	• Self Audit Management Arrangement for review;
	●	• Dangerous Substances and Explosive Atmospheres (DSEAR) Management Arrangement and LCMS module for review;
	●	• COVID-19 Workplace Risk Assessment Management Arrangement for review;
	●	• First Aid Management Arrangement and LCMS module for review;
	●	• Premises Inspection Management Arrangement for review;
●	• Joint Investigation Protocol between the SFRS and Representative Bodies for review; and	
●	• Risk Assessment Management Arrangement for review.	

Objective	RAG	Progress
<p>Develop and implement an in-house HS Management Information System</p>	<ul style="list-style-type: none"> ● ● ● ● ● 	<p>Task: Develop modules for inclusion in the Electronic HS Management System TASS:</p> <ul style="list-style-type: none"> • Display Screen Equipment (DSE) module development complete – launched December 2022; • Premise Inspection module - development commenced, scheduled for completion 2022/23; • Risk Assessment module - development commenced, scheduled for completion 2022/23; and • The planned production of specifications for Hazard Reporting, First Aid and Self Audit have been agreed for development in 2023/24.
<p>Deliver a rolling programme of SFRS HSIP across the organisation</p>	<ul style="list-style-type: none"> ● 	<p>Task: Prepare Annual Improvement Plans and advise all SDAs and Directorates on implementation</p> <ul style="list-style-type: none"> • Plans agreed with all SDAs/Directorates; • Meeting regime between SDAs/Directorates and HS staff in place; • Quarterly progress reports developed; and • 78% of the SFRS plan complete. • North SDA 100%; • East SDA 100%; • West SDA 95%; • Finance and Contractual Services 96%; • Prevention and Protection 92%; • Strategic Planning and Performance 100%; • People 100%; • Operations 64%; • Training, Safety and Assurance 88%; and • Service Development 100%.

Objective	RAG	Progress
<p>Deliver a rolling programme of SFRS HS Improvement Plan across the organisation</p>	<p>●</p>	<p>Task: Develop and implement reporting system for the SFRS annual health and safety improvement plan and associated Directorate /SDA plans</p> <ul style="list-style-type: none"> • Specification completed; • Not feasible, this will be included in SFRS Performance Management System: and • Added to development schedule.
<p>Implement the Management of Risk at Operational Incidents framework</p>	<p>●</p>	<p>Task: Implement the Management of Risk at Operational Incidents framework</p> <ul style="list-style-type: none"> • This action has evolved during 2021/22 and SFRS have improved how personnel understand and apply a risk based approach with a focus on documents around Risk Assessment. • Incident Command Policy and Operational Guidance (POG); • Operational Aide Memoir; • Breathing Apparatus POG; and • Urgent Instruction - Requirement to Complete DRA/ARA LCMS.



4. ADDITIONAL ACTIVITIES UNDERTAKEN IN SUPPORT OF SFRS BUSINESS PARTNER OBJECTIVES/INITIATIVES

The following additional activities were undertaken by HS during 2022/23 to support SFRS Business Partner objectives and initiatives.

- Development of a new legal register and analysis to ensure legislative compliance and align with the requirements of ISO45001;
- Continued support to the Services Mental Health Strategy by establishing 4 Mental Wellbeing Champions within the Function;
- Successfully completed thematic support reviews for COVID-19 and Workplace Transport, introducing a Gold, Silver and Bronze awards towards legal compliance;
- Development of risk assessment registers to help monitor and review process of GRA, SSoW and technical assessments;
- Updated Event investigation LCMS content, TASS guidance and harmonised induction content with People colleagues;
- Reviewed our suite of health and safety arrangements in accordance with our forward plan, and commenced a commitment to reduce and simplify content upon each review;
- Supported our business partners to identify the consequences to health and safety in the event of Industrial Action;
- Development and implementation of GRAs and SSoW to address new legislative requirements regarding the removal of harmful firefighting foam;
- Engagement with Operations and External Partners to ensure hydrant safety for our staff and other hydrant users;
- Participated in a national inter-agency Lithium-Ion risk group;
- Created and published Health and Safety Performance Quarterly Reports throughout 2022/23;
- Supported and engaged with Prevention and Protection (P&P) during the construction of the Museum of Scottish Fire Heritage, Edinburgh;
- Engagement with Business Partners to create bespoke SFRS Improvement Plans for 2023/24;
- Developed a new SAIG report for highlighting events and trends supporting closure of events;
- Review of Driver Safety training packages including Low Speed Maneuvers (LSM) and red-light module; and
- Review of Firefighters Induction package.

5. DIRECTORATE/SERVICE DELIVERY UPDATE

Finance and Contractual Services (FCS)

The overall management of HS for FCS continues to progress in a positive direction. The 2022/23 health and safety improvement plan (HSIP) completion rate was 94% for FCS.

Finance

Health and Safety is a standing agenda item at the Finance & Procurement Management Team meeting ensuring a focus on health and safety is maintained, monitored and reviewed. Regular engagement with the HS Team through SAIG meetings and attendance at Directorate Management Team (DMT) meetings, where appropriate, to maintain direct awareness and ownership of HS related issues, and allow new or emerging issues to be discussed. The HSIP is used as a management tool to inform discussions and monitor activity, directing resource as required.

Required activity in relation to the 2022/23 HSIP was completed, including engagement with staff on Fire Evacuation, Traffic Management and general awareness of HS requirements. Work to raise awareness on Stress related issues was also communicated within the DMT with Stress Risk Assessments completed.

With staff continuing to work predominantly from home, managers continue to engage through Microsoft Teams, ensuring the health, safety and wellbeing of staff is maintained whilst working at home.

Fleet and Assets

Asset Management, in partnership with all SFRS directorates continue to work in an innovative manner with HS at the forefront to ensure assets are fit for purpose, safe to use, effective and efficient.

With a focus on HS, we have been instrumental in the development of the Strategic Asset Management Plan: Fleet 2022/27 and are working towards publishing an overall Asset Management Strategy to drive forward innovation and HS.

We are committed to improving our infrastructure and modernising our property estate to provide fit for purpose premises including dignified facilities and contaminant control. We have commenced a program of refurbishment and reconfiguration in line with our

Standard Station Design and are progressing the design development of a Net Zero Carbon Modular Build solution to meet rural requirements.

A quarterly inspection program is in place in our stations that have been identified to contain Reinforced Autoclaved Aerated Concrete (RAAC). We are currently in discussions with structural engineers on a review of current risk assessments in line with new guidance recently issued by the Institution of Structural Engineers with regards to sufficient bearing for RAAC Planks, location of reinforcement and openings cut in planks for services. A new build program for the replacement of RAAC stations has been initiated.

A new Asset and Resource Centre (ARC) has been successfully completed at Cambuslang, which was designed to house Fleet and Equipment Workshops staff, as well as Stores, Information Communication Technology (ICT) and Property colleagues. This new facility provides staff with a safe, modern and comfortable working environment.

We have introduced a variety of new equipment such as Safe Working at Height (SWAH) kits, powered rescue equipment (PRE), thermal image cameras (TIC), smoke curtains and wildfire Personal Protective Equipment (PPE). SFRS will also facilitate wearer trials and sizing of the National Fire Chief's Council (NFCC) Water Rescue PPE in the near future. In accordance with the SFRS Wildfire Strategy we are enhancing the tier 2 and tier 3 stations with the introduction of 10 new all-terrain vehicles (ATVs) and trailers with specialist firefighting capability, 10 4x4 towing vehicles and 4 support vehicles, which can be used as towing vehicles if required, equipped with wildfire firefighting kit to an overall value of £1.6m. We are currently rolling out specialist PPE to identified wildfire stations with approximately 400 sets already issued with an investment of £300,000.

Fleet have introduced new appliances which support the decontamination process for firefighters. The new appliances include hand washing facilities to allow operational personnel to wash prior to returning to the station. A light fleet review is ongoing to ensure the Service has fit for purpose vehicles dependent on job role and job specialisms. This is to be delivered by the Spring of 2024.

To enhance the HS of fleet personnel, we delivered a Hand Arm and Vibration Syndrome (HAVS) awareness training program, updated SSoW and delivered scheduled toolbox talks. Moving forward we will deliver an awareness program on respiratory diseases and the importance of wearing Respiratory Protective Equipment (RPE) and being clean shaven.

We have developed a documented framework criterion of risk-based decision relating to property and fleet. This 10-year risk-based strategy coupled with risk management, standard work, and condition-based maintenance to properly apply resources based on process criticality. This ensures that proper controls are put in place and reliable analysis is used to ensure continuous improvement.

Going forward, we will endeavor to enhance HS throughout the FCS directorate to ensure the safety of SFRS staff.

People

Throughout 2022/23, People have continued to work in collaboration with colleagues in the SA Function to enhance standards of HS within People. As a result, when comparing the percentage completion of the People HSIP to the previous year, an additional 4% increase is noted in 2022/23, from 96% to 100% compliance.

By providing robust Management Self-Audits, Risk Assessments, and supporting arrangements, including DSE assessments, stress assessments, and PPE assessments, as well as briefing People employees on site-specific health and safety arrangements, we were able to maintain and build on the 4% improvement in HS performance achieved in 2022/23. All safety event types continue to be monitored through local management and the People SAIG Group to ensure the effectiveness of preventative measures.

During 2022/23 the SAIG remained a standing item at People Management Team meetings, People Managers SAIG review meetings, and the existing People Safety and Assurance Coordinator (SAC), Assurance Liaison Officer (SALO) roles continued to be supported by the People SAIG who continued to meet regularly. We continued to support staff as they worked in an agile manner whether that be working from home, remotely from another location, or working from a SFRS location.

Moving forward to 2023/24, Directorate and functional health and safety arrangements will continue to be enhanced, and the People SAIG will support service-wide priorities, including culture, health and wellbeing, colleague engagement, talent management and change management. We will continue to work with our Business Partners through established groups including the SFRS Musculoskeletal (MSK) Injury Reduction Group and Mental Health and Wellbeing Group. This will be supported by appropriate implementation arrangements to promote and enable a positive health, safety and wellbeing culture across the Service.

Prevention and Protection (P&P)

During the reporting year 2022/23, the P&P SAIG has continued to evolve which has assisted with working towards the completion of the objectives of the HSIP. All HS objectives and progress are discussed with P&P Functional Managers and Head of Function. These discussions are also reflected at the Functional Managers Team meetings, thus ensuring and maintaining robust governance arrangements which promotes a positive health and safety culture within P&P.

Working closely with the HS team, effective progress has been achieved by working towards the completion of the objectives contained within the 2022/23 HSIP, this includes:

Overall, 92% of all P&P actions have been completed. This includes ongoing actions relating specifically to the Museum of Scottish Fire Heritage due to the delayed opening.

- One objective was deferred and three are currently outstanding, which require input from other Directorates before they can be completed. P&P managers are actively engaging with these Directorates to progress these actions. Objectives that have not been completed or require input from other Directorates have been carried forward to the 2023/24 HSIP. Revised completion dates have been agreed where ongoing monitoring continues; and
- The new P&P HS Electronic Handbook is currently under development which will include the Heritage Handbook that is under review prior to approval and publishing. Further reviews may be required due to the Heritage Stores relocation and the opening of the Museum of Scottish Fire Heritage.

Operations (Ops)

Throughout 2022/23 the Ops continued to work in partnership with HS to enhance HS standards and ensure firefighter safety remained a priority.

The progress of the Ops HSIP to the end of Quarter 4 is showing as 58% (22 of 38) complete overall. When comparing the percentage completion within the same period in the previous reporting year, a 21% decrease is noted. These figures include carried over actions that continue to be actioned on.

Our Accidents/Injuries showed a decrease over the year with only 1 being recorded there were zero Accidents/Injuries during the 2nd, 3rd and 4th Quarters. There were no RIDDOR Reportable Injuries in 2022/2023. Although over the 4-year period there has been a steady decrease in NM, we have had 2 NM recorded for 2022/23.

There were 7 AoV. The overall trend shows a steady increase of reported AoV over a 4-year period. There were 4 VA reported during 2022/23 and we continue to ensure that all staff report on all HS matters.

The Document Conversion Project continues to progress steadily. The project was developed to reduce the number of documents currently with the service which will contribute to the enhancement of firefighter safety, through the provision of concise information on the incident ground.

Strategic Planning Performance and Communications (SPPC)

Throughout 2022/23 the SPPC Directorate continued to regularly meet with their HS Business Partner through monthly SAIG meetings, combined with the SALO attendance at Safety and Assurance Sub Group (SASG) meetings and Head of Function at the NSAB meetings.

SA and our HSIP are standing agenda items on the SPPC DMT meetings, ensuring it remains a priority and that regular updates, combined with monitoring and reviewing of performance takes place.

The SPPC SA tracker is working extremely well, ensuring continuous improvement, working with ICT and Data Services to provide a bespoke dashboard view for managers to monitor and review individual and

team performance, within their respective functional areas of responsibility.

The SPPC dedicated Directorate wide SA SharePoint Site, continued to provide relevant, up-to-date HS information, links to training requirements and their HSIP, together with a quick link to their dedicated SA tracker for recording quarterly performance.

The SPPC Directorate are proud to report 100% completion of all improvement plan objectives.

A single HS event occurred within SPPC during 2022/23 which was promptly investigated, lessons learned, and management actions completed.

A single AoV event occurred within SPPC during 2022/23 involving verbal abuse with appropriate support provided to staff.

Training, Safety and Assurance (TSA)

The TSA Directorate has continued to embed the management of HS into our Directorate and address any emerging issues timeously to promote the safety of the SFRS staff.

TSA has made good progress with the implementation of the HSIP, completing 85% (99 of 116) of actions. Although this is a decrease of 8% on 2021/22 this may be due to an increase in the total number of actions (76 to 116) and a focus on the planning of HS objectives to be implemented in Q1 of 2023/24. The effective completion of actions and resultant increase in our standards of safety has been observed through a continued reduction in our work-related accidents in TSA for the fourth consecutive year.

The tragic loss of our colleague Barry Martin in January 2023 resulted in the initiation of the Joint Investigation Protocol and the allocation of resources to ensure robust investigation to identify lessons to be learned to improve firefighter safety.

During the period from 2021/22 to 2022/23 there were efforts to establish the Face Fit Training and Testing programme for SFRS. Due to a technical issue that arose involving the SFRS, the External Training Provider and the HSE, the training was temporarily stopped.

As a result of this issue, SA along with Directorate partners are actively exploring alternative options to resume the Face Fit Training and Testing programme to the required standard. The aim is to reintroduce the training as soon as practically feasible while ensuring it meets the necessary standards and requirements.

Throughout the year TSA has continued to monitor and improve the Covid-19 controls to the point where they are now business as usual and fully embedded within our working practices. The good work established in 2021/22 in terms of Event Reporting and Investigation, and the undertaking of Significant Event Investigation Procedure MA has continued. This ensures that any lessons identified when a HS event occurs have been captured and shared across the service so that they can become lessons learned and then embedded as working practices, improving the health, safety and wellbeing of our staff. Furthermore, the Training Function's Electronic HS Handbook is under final review.

Looking ahead to 2023/24 TSA will aim to fully implement the risk assessment review programme and adapt the new format of the Training Handbook. We will also aim to implement and continually review the Contaminants procedures.

Soon, the content of Training Performance Reports will be altered due to organisational changes.

Service Development (SD)

During 2022/23, the SD Directorate has continued to maintain high standards of focus and compliance of health and safety. As a Directorate we have again, collaboratively achieved a full 100% compliance over the full years HSIP. The focus on the importance of reporting HS events has yielded higher reporting and we will continue to raise awareness of the importance of this.

Moving forward, in partnership with the SASG and the DSG we will focus on the prevention of VAs and revisiting the need for good manual handling practices at all times.

North Service Delivery Area (NSDA)

The NSDA SAIG has seen change to some SALOs during this reporting period due to promotions, retirements and movement of staff within the North. With the new SAIG membership conducting staff in workstreams captured in the HSIP for 2022/23, the NSDA has completed 100% of the actions contained, including the required supportive evidence.

The final report from the "Low Speed Vehicle Accident Working Group" was delivered to the SASG and DSG. It was agreed to review and consider the implementation across the organisation of the current NSDA Low Speed Accident Framework.

Our aim over this reporting period was to enhance our event reporting culture this will give staff the confidence to report safety concerns without fear of blame. The benefits of this can be seen in our increased near miss reporting in the North.

East Service Delivery Area (ESDA)

Bi-monthly SAIG meetings continue to go from strength to strength. The collaborative approach from all Directories, Local Senior Officers (LSOs) and representative bodies has allowed for a positive culture of health and safety to flourish resulting in events being highlighted and investigated thoroughly. A prime example being an injury to Scottish Ambulance Service (SAS) personnel who co-habit several stations in the ESDA. After an investigation, a new process is in place to reduce further impact to our service and partner agencies.

The HSIP 2022/23 is 100% complete for all but one LSO and work is already underway on next year's plan.

During 2022/23 there was a slight increase in events, most notably with AoV towards crews. A concerted effort by local Community Action Team (CAT) teams working and engaging with our partners from Police Scotland and local councils has been successful and it is expected this will be reflected in 2023/24 statistics.

The general trend of Accidents/Injuries has increased and to assist in driving these down a new program of MSK injury prevention has been arranged and invites distributed to all watches and support staff in conjunction with our partners from the firefighter's charity. The intention of this educational program is to both prevent more MSK injuries and also to help with recuperation from such injuries.

A 4-year upward trend in VA will continue to be addressed through education of personnel and by analysis through the National DSG.

ESDA continues to strive for improvements to the safety and wellbeing of all personnel and partners within the area.

West Service Delivery Area (WSDA)

The management of HS remains a high priority within the WSDA. The accompanying SAIG has representation from all LSO areas; however, it is recognised that a high number of staffing changes throughout the year has resulted in a frequent turnover of staff fulfilling the SALO role which has had an impact on performance.

The West HSIP contained a total of 27 individual actions. Current performance levels indicate that AoV and VAs continue to be areas of concern for the West SAIG moving forward.

AoV have shown an increase when compared to the previous reporting year. Whilst these figures highlight personnel are reporting, the consequences from each individual incident will remain a focus of attention for the West SAC and SALO for 2023/24.

This will include the introduction and management of local multi-agency AoV pledges via the West SAIG.

The number of VAs and related impact from this type of event, continues to cause concern and will be a continuing emphasis for the West SAIG during the forthcoming year. Regular tailored data sets on this matter are now being shared between all SALO, and a revised management framework is being produced by the DSG to reduce the overall impact from these avoidable events.

Outcomes from Operational Assurance processes and HS Investigations continue to provide valuable lessons for operational personnel. These processes, along with the establishment of added Command Group communication channels and bespoke learning events will continue be used to raise an awareness of key learning onto operational staff across the organisation.

6. KEY PERFORMANCE INDICATORS

There are 6 key performance indicators detailed within this report:

- Improvement Plans;
- Accidents/Injuries;
- RIDDOR Reportable Injuries;
- Near Misses;
- Acts of Violence; and
- Vehicle Accidents.

7. HEALTH AND SAFETY IMPROVEMENT PLANS

To support legislative compliance, there is one overarching SFRS HSIP supported by 10 bespoke plans, 1 for each SDA and Directorate. The SFRS table below indicates the current completion status and year on year performance. The RAG status in the table below shows green from 2019/20 to 2022/23 as there has been continual improvement in the percentage completion.

Year	Number of Identified Actions	Number of Actions Completed	Completion Percentage (%)	RAG
2019/20	68	32	47	
2020/21	61	36	59	
2021/22	85	60	71	
2022/23	124	97	78	

Table 1: Improvement Plan Progress 2022/23

Overall completion of the 2022/23 HISP is 78% (97 of 124) representing a 7% increase when compared to the previous reporting year. This result demonstrates continual improvement in performance with 12% improvement also noted in the 2021/22 report.

The NSDA, ESDA, People, SPPC and SD completed 100% of their overall actions for 2022/23 with significant progress noted in WSDA (95%), FCS (96%), Ops (64%) P&P (92%), and TSA (88%).

Of the 27 outstanding actions, analysis shows 48% (13 of 27) are over 70% complete. The completion of these actions will be monitored in the 2023/24 improvement plan.

8. PERFORMANCE DASHBOARD

About the statistics in the performance dashboard

The dashboard statistics represent the internal management information published in the interests of transparency and openness.

The dashboard utilises all reported HS events from 2021/22 to 2022/23. This provides KPI Year-on-Year totals.

The sparklines show the breakdown of events by year over a 4-year period (2019/20 to 2022/23) and the underlying trend for that period. In accordance with SFRS Framework, the Key Performance Indicators (KPIs), data was reduced from 5 years to 4 years. Anomalies will be reported by exception.

KPI Year on Year Comparison Dashboard

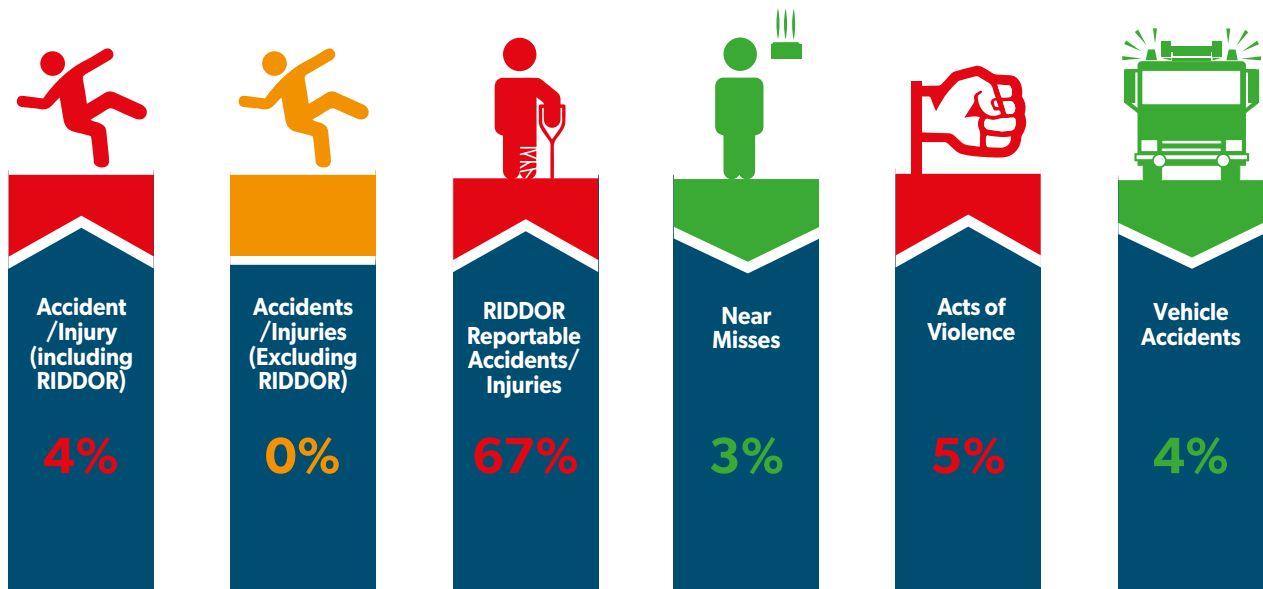


Figure 1: Year on Year Comparisons 2021/22 – 2022/23

The table below shows year-to-date totals to the end of each year from 2019/20 onwards. The year-to-year comparison change matches those shown in the infographic above.

Health and Safety Event Type	2019/20	2020/21	2021/22	2022/23	RAG	% Change from the Previous Years
Accidents/Injuries (including RIDDOR)	212	156	147	153		4%
Accidents/Injuries (excluding RIDDOR)	186	139	138	138		0%
RIDDOR Reportable Accidents/Injuries	26	17	9	15		67%
Near Misses	199	148	152	147		-3%
Acts of Violence	56	69	76	80		5%
Vehicle Accidents	249	221	275	263		-4%
Total	716	594	650	643		-1%

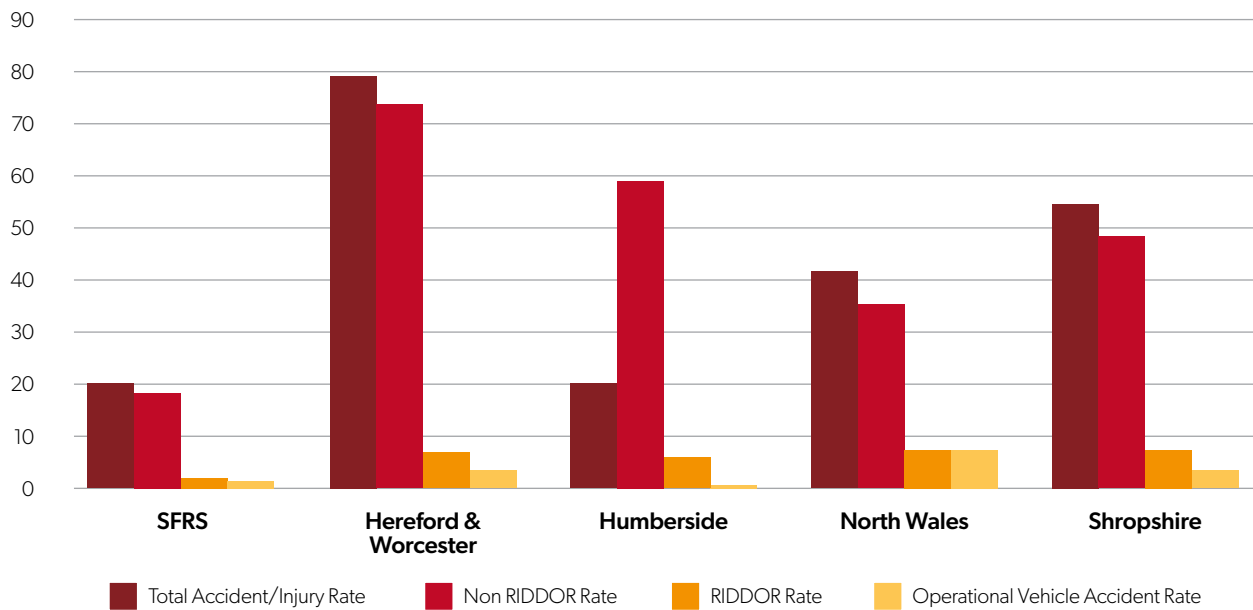
Table 2: Total Events by Year

Further detail on each event type and causation is contained within the relevant sections of this report.

9. UK FIRE AND RESCUE SERVICE COMPARISON

SFRS continues to carry out benchmarking of HS performance against other UK Fire FRS where data is available. For this reporting year data was received from 4 of the other 50 UK FRS.

UK FRS Injury Rates per 1000 employees and Operational Vehicle Accident Rates per 1000 Incidents Attended



Graph 1: UK FRS Accident/Injury Rates

In comparison with the 4 other FRS that provided usable data, we can see that the SFRS HS performance remains strong in the UK context. This reporting year, the total SFRS Accident/Injury Rate was 20 per 1000 employees, the non-RIDDOR Injury Rate was 18 per 1000 employees, and the RIDDOR Rate was 2 per 1000 employees. Additionally, SFRS Operational Vehicle Accident Rate was 1.59 per 1000 incidents attended.

We will continue to liaise and engage with other UK FRS through the NFCC HS Committee. This will allow areas of best practice to be shared, with the aim of enhancing Firefighter safety UK wide.

10. PERFORMANCE OVERVIEW

The spark lines below show the trend over a 4-year period from 2019/20 to 2022/23. The dotted line on each panel gives an indication of overall trends.

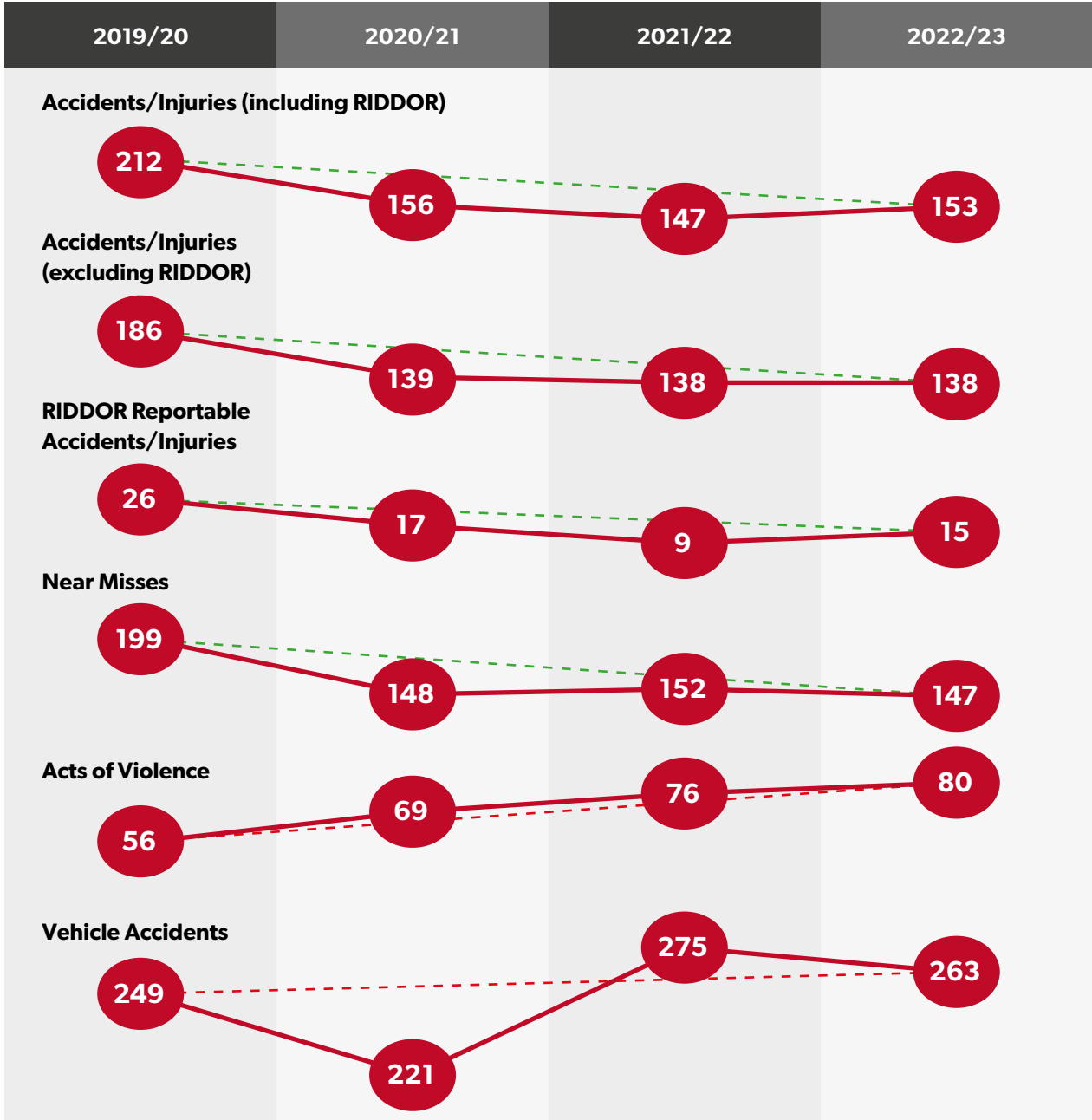


Figure 2: Event KPI Totals from 2019/20 to 2022/23

✓ Accidents/Injuries (including RIDDOR), RIDDOR, Reportable Accidents/Injuries, and NMs show positive trends.

AoV and VAs show a negative trend with an increase over the 4-year period.

Further analysis of all key performance indicators can be found in the Accidents/Injuries, RIDDOR, NM, AoV and VAs sections of his report.



ACCIDENTS/INJURIES (INCLUDING RIDDOR REPORTABLE)

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	41	36	25	28		12%
East	54	48	39	48		23%
West	68	53	45	47		4%
Strategic Planning, Performance and Communications	0	0	0	1		100%
Finance and Contractual Services	6	3	7	10		43%
People	2	0	1	1		0%
Prevention and Protection	1	0	0	0		-
Operations	6	1	4	1		-75%
Service Development	0	0	1	1		0%
Training, Safety and Assurance	34	15	25	16		-36%
Total	212	156	147	153		4%

Table 3: Accidents/Injuries (including RIDDOR) but excluding COVID-19 Annual Totals

Ops and P&P are functions of the Service Delivery Directorate. However, to support a comparison to previous years, analysis of each Function within Service Delivery is presented.

The total number of Accidents/Injuries (including RIDDOR) shows a 4% (147 to 153) increase when compared to the previous reporting year. Improvements are noted within the Ops and TSA Directorate.

When comparing the data as an Accident/Injury Rate per 1000 employees, there is a 6% increase (18.9 to 20) from 2021/22, a 1% increase (19.9 to 20) from 2020/21, and a 25% decrease (26.7 to 20) from 2019/20.

Accidents/Injuries (including RIDDOR reportable)

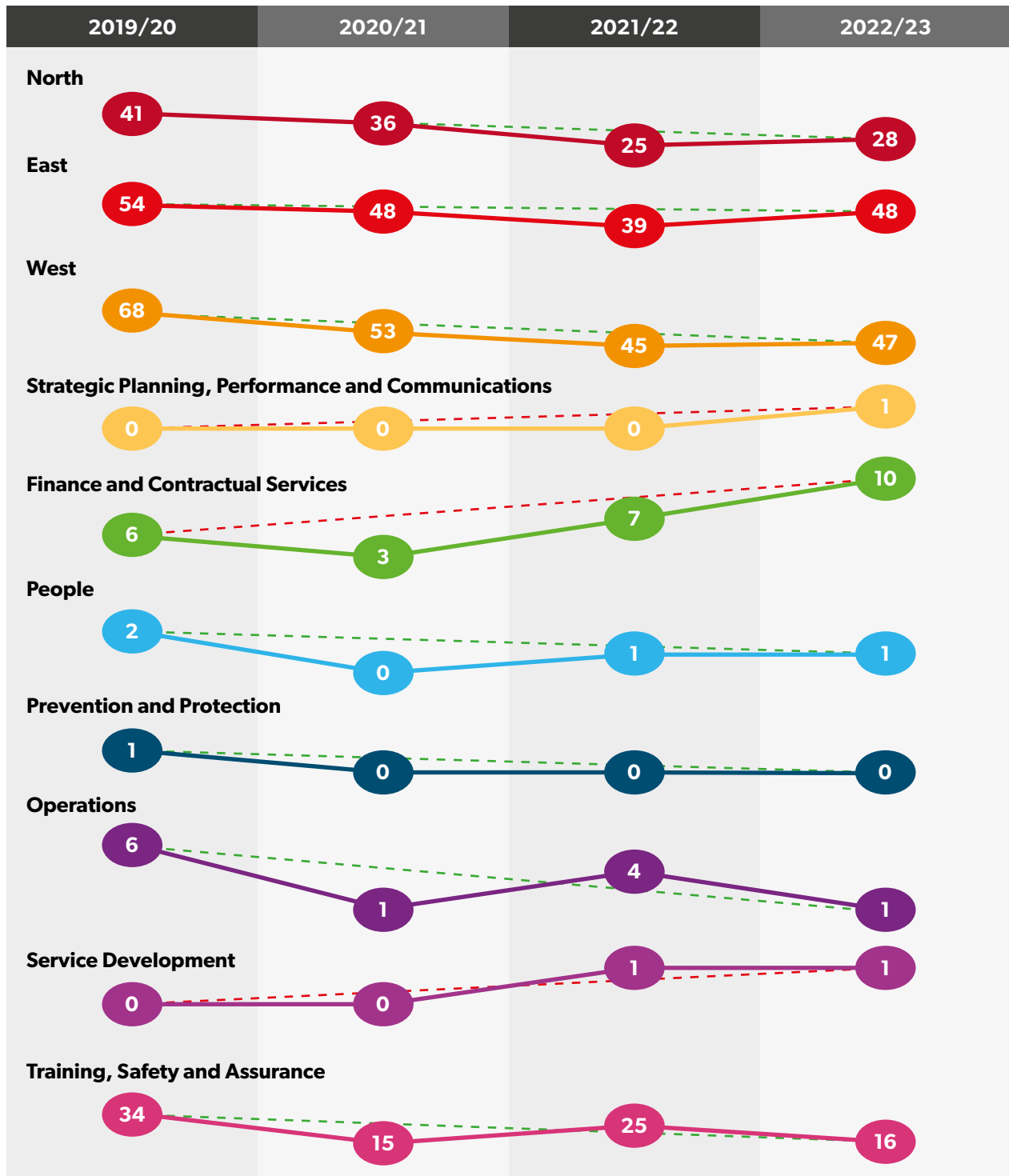


Figure 3: Accidents/Injuries (including RIDDOR) Totals from 2019/20 to 2022/23



Overall SFRS Accidents/Injuries show an improving trend over the 4-year period. A positive trend is seen across all of the 3 SDAs, FCS, People, P&P, Ops and TSA. The most notable improvement is seen within the NSDA.



ACCIDENTS/INJURIES (EXCLUDING RIDDOR REPORTABLE)

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	39	30	24	25		4%
East	41	45	36	38		6%
West	60	46	41	45		10%
Strategic Planning, Performance and Communications	0	0	0	1		100%
Finance and Contractual Services	6	3	7	10		43%
People	2	0	1	1		0%
Prevention and Protection	1	0	0	0		-
Operations	4	0	4	1		-75%
Service Development	0	0	1	1		0%
Training, Safety and Assurance	33	15	24	16		-33%
Total	186	139	138	138		0%

Table 4: Accidents/Injuries (excluding RIDDOR) Annual Totals

- ✓ The total number of Accidents/Injuries (excluding RIDDOR) denotes a consistent decrease (138) over the 4-year period. Improvements are shown in Ops and TSA Directorates.

The 3 SDAs all show slight increases in Accidents/Injuries when compared to the previous reporting year. SPPC show a 100% increase, albeit the number is small (1).

FCS shows a significant 43% increase (7 to 10) in Accidents/Injuries when compared to the previous reporting year. This increase can be attributed to Fleet Workshops where a 100% increase (4 to 8) in Accidents/Injuries compared to the previous reporting year.

Accidents/Injuries (excluding RIDDOR Reportable)

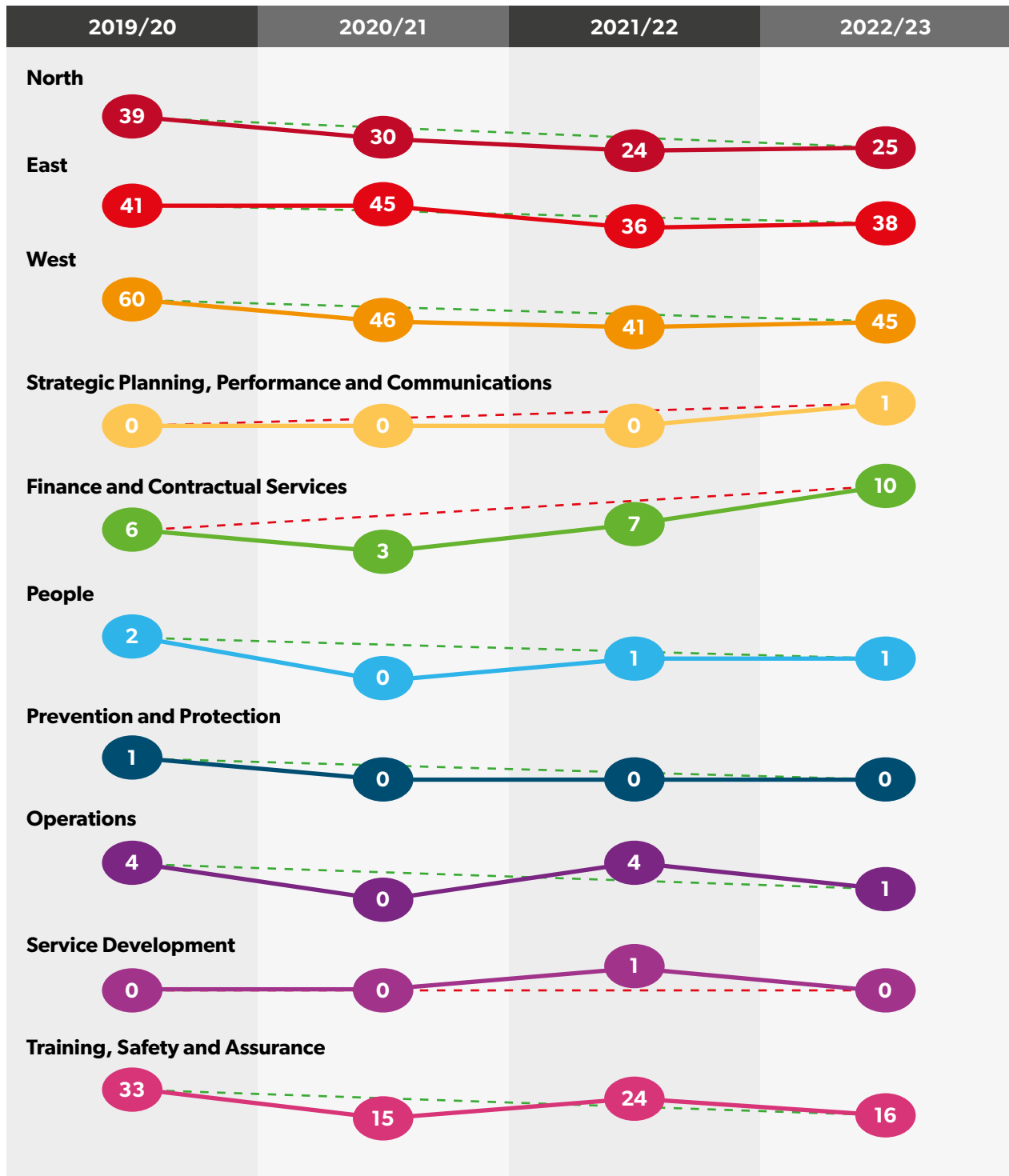


Figure 4: Accidents/Injuries (excluding RIDDOR) Totals from 2019/20 to 2022/23

✓ Overall SFRS Accidents/Injuries (excluding RIDDOR) show an improving trend over the 4-year period. The most notable improvement is seen within the NSDA and the TSA Directorate.



RIDDOR REPORTABLE ACCIDENTS/INJURIES

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	2	6	1	3		200%
East	13	3	3	10		233%
West	8	7	4	2		-50%
Strategic Planning, Performance and Communications	0	0	0	0		-
Finance and Contractual Services	0	0	0	0		-
People	0	0	0	0		-
Prevention and Protection	0	0	0	0		-
Operations	2	1	0	0		-
Service Development	0	0	0	0		-
Training, Safety and Assurance	1	0	1	0		-100%
Total	26	17	9	15		67%

Table 5: RIDDOR Reportable Accidents/Injuries Annual Totals

The total number of Accidents/Injuries reported to the HSE under RIDDOR shows a 67% (9 to 15) increase when compared to the previous reporting year.

- ✔ | *The most notable improvement is seen within the WSDA, this improvement can be attributed to a reduction in operational and training activity related RIDDOR Reportable Events (2 to 1) and (1 to 0) respectively.*

RIDDOR Reportable Accidents/Injuries

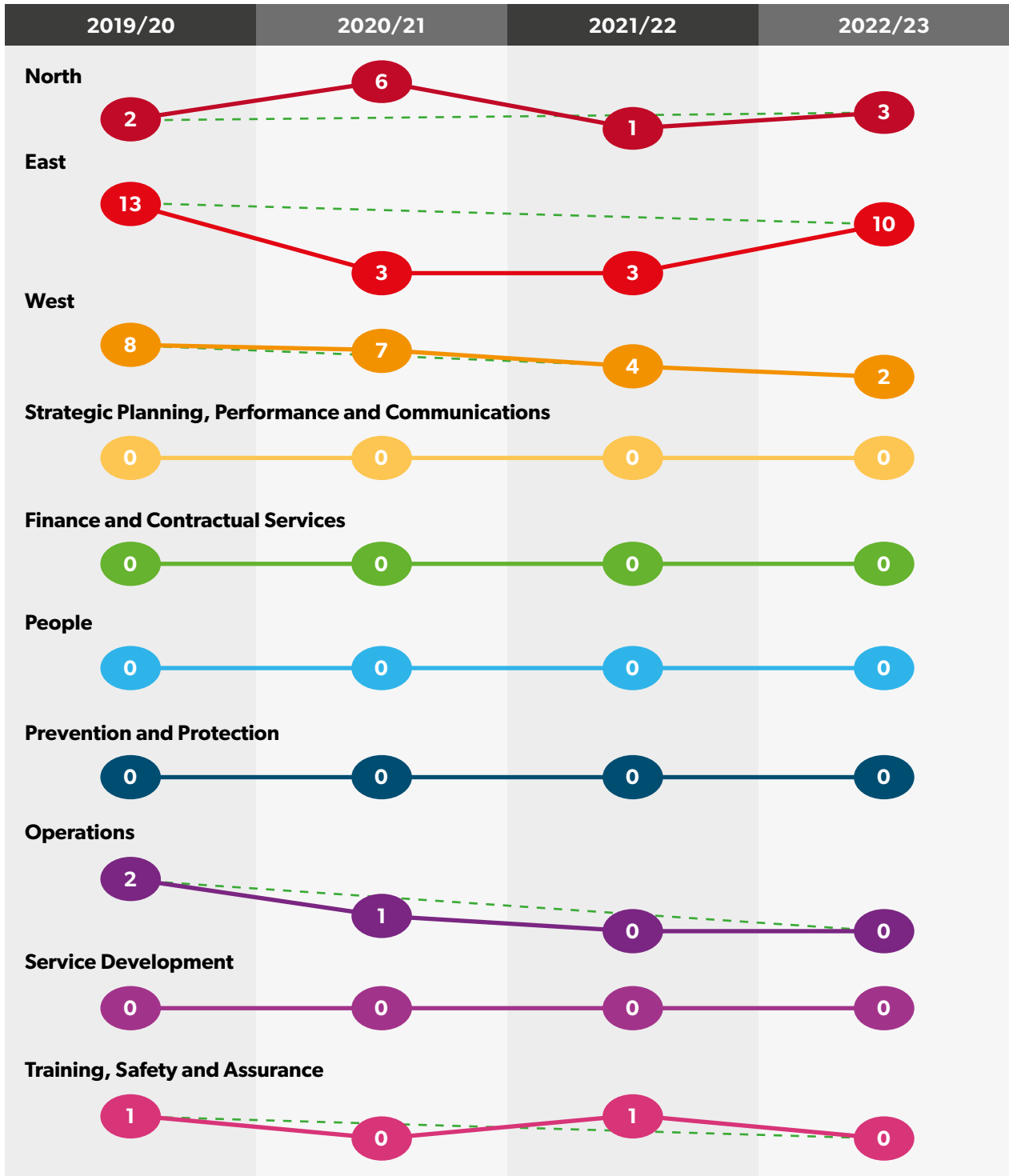


Figure 5: RIDDOR Reportable Accidents/Injuries Totals 2019/20 to 2022/23

Overall RIDDOR Reportable Accidents/Injuries show a negative trend over the 4-year period. This was attributed to the ESDA, which shows an increase in RIDDOR reportable Accidents/Injuries reported in Quarter 4 of the reporting year (0 to 6), 5 of these are attributable to injuries sustained and lost time following the incident at Jenners in Edinburgh.

✓ | *The most notable improvement is recorded within the TSA albeit the number is small (1).*



RIDDOR ANALYSIS 2022/23

There were 2 specified injuries during this reporting year which remained consistent with the previous reporting year, both occurred at operational incidents within the ESDA. The specified injuries were:

- A cut/laceration to the back of the hand, a front locker of a fire appliance jammed and caught the back of the Injured Person's hand; and
- A fracture to the nose, whilst turning off a hose reel jet, the valve handle caused the jet to be put on full force rather than turn off.

Over 7-day Accidents/Injuries accounted for 80% (12 of 15) of all RIDDOR Reportable events, representing a 2% increase in this category, and numerically an increase of 5, when compared to the previous reporting year. The ESDA shows a 233% (3 to 10) increase in RIDDOR reportable Accidents/Injuries reported. This increase can be attributed to Quarter 4 of the reporting year.

33% (4 of 12) of over 7-day Accidents/Injuries reported to the HSE were associated with Slips, Trips, and Falls (STF) representing a 10% decrease in this category. However, it should be noted that numerically there was 1 more STF over 7-day Accidents/Injuries reported to the HSE (3 to 4) when compared to the previous reporting year. 75% (3 of 4) of these events occurred during operational incidents, 2 related to slips on grass/uneven ground, and 1 related to a slip on ice. The remaining 25% (1 of 4) occurred during non-operational activities and related to a slip on uneven ground. All STF events resulted in MSK injuries.

33% (4 of 12) of the over 7-day Accidents/Injuries reported to the HSE are subject to an ongoing significant investigation.

- ✓ **17% (2 of 12) of over 7-day Accidents/Injuries reported to the HSE were as a result of manual handling and/or body movement**

representing an 8% decrease in this category when compared to the previous reporting year, and a numerical decrease of 1. Both events resulted in MSK injuries.

The remaining 17% (2 of 12) of over 7-day Accidents/Injuries reported to the HSE were related to 1 MSK back injury and 1 burn to the hand.

83% (10 of 12) of over 7-day Accidents/Injuries occurred at operational incidents, representing a 26% increase in this category when compared to the previous reporting year, numerically an increase of 6 operational RIDDOR Reportable Accidents/Injuries reported to the HSE. 50% (6 of 12) of the Operational Accidents/Injuries reported to the HSE occurred during the developing phase of the incident remaining consistent when compared to the previous reporting year, however, a numerical increase of 2 is noted.

17% (1 of 12) of over 7-day Accidents/Injuries reported to the HSE occurred during non-operational activities.

- ✓ **There were no over-7-day Accidents/Injuries reported to the HSE attributed to training activities in 2022/23, representing a 100% decrease in this category and a numerical decrease of 2 when compared to the previous reporting year.**

We will:

- Further enhance our risk assessment process with all Business Partners;
- Undertake support reviews to assist with compliance with HS arrangements on a quarterly basis;
- Examine and update HS MA; and
- Continue to support the SFRS MSK Injury Reduction Group and Business Partners to reduce MSK injuries.



Operational Accidents/Injuries

Operational

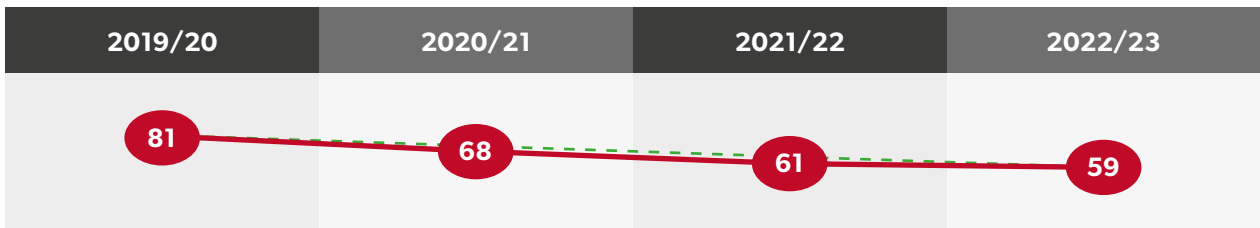


Figure 6: Operational Accidents/Injuries 2019/20 to 2022/23

- There is a notable improvement in the trend for Operational Accidents/Injuries over the 4-year period. A 3% decrease is noted this year when compared to the previous reporting year.

A Firefighter's injury rate against the number of operational incidents attended

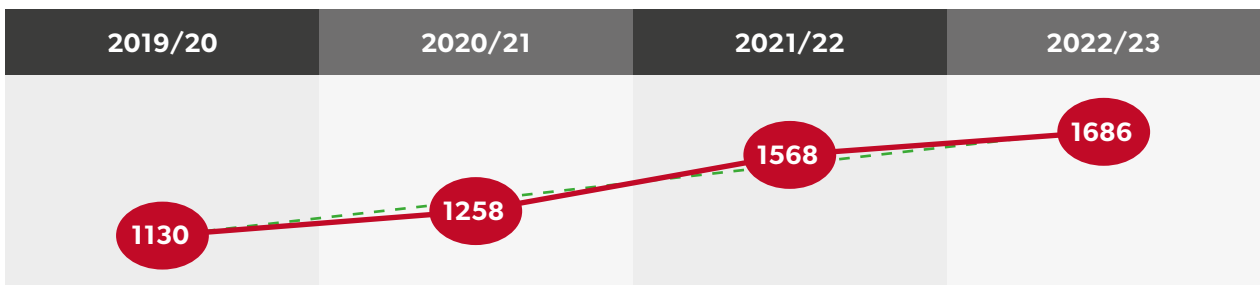


Figure 7: Firefighters injury rate against the number of operational incidents attended 2019/20 to 2022/23

- When considering the data in the context of a firefighters' injury rate against the number of operational incidents attended, we see there is a year-on-year improvement in the 4-year trend.

44% (26 of 59) of operational related Accidents/Injuries reported during 2022/23 occurred whilst attending primary fires representing a decrease of 6% in this category when compared to the previous reporting year, numerically this is 6 fewer Accidents/Injuries. 27% (16 of 59) of operational related Accidents/Injuries reported occurred at Special Services representing a 6% increase in this category when compared to the previous reporting year. Numerically this is 3 additional Accidents/Injuries at Special Services.

A further 22% (13 of 59) of operational related Accidents/Injuries reported occurred at secondary fires representing a 10% increase in this category when compared to the previous reporting year, numerically this is 6 more Accidents/Injuries. Lastly, 7% (4 of 59) of operational related Accidents/Injuries reported occurred at automated fire alarm (AFA) incidents, representing a 14% decrease in this category when compared to the previous reporting year, numerically this is 5 fewer Accidents/Injuries.

Operational Accidents/Injuries by Phase of the Incident

SDA	Mobilising	Initial	Developing	Closing	Returning	Total
North	2	0	7	3	0	12
East	2	6	15	3	0	26
West	3	8	9	0	1	21
Total	7	14	31	6	1	59

Table 6: 2022/23 Totals by Phase of Operational Incident

With consideration of Operational Accidents/Injuries by the phase of the incident, the data shows that 52%, (31 of 61) occurred during the developing phase of the incident, representing an 11% increase in this category, and numerically 6 additional Accidents/Injuries when compared to the previous reporting year. These events were attributed to slips and trips on uneven/wet ground and manual handling/body movement injuries. 32% (10 of 31) resulted in an MSK injury.

A further 24% (14 of 59) occurred during the initial phase of the incident, representing a 2% decrease in this category, numerically 2 fewer events during this phase, when compared to the previous reporting year. These events were attributed to slipping on uneven ground, dismantling an appliance, falling objects, manual handling/body movement injuries and burns. 57% (8 of 14) resulted in a MSK injury.

10% (6 of 59) occurred during the closing phase of the incident, representing a 13% decrease in this category, numerically 8 fewer events when compared to the previous reporting year. These events are attributed to tripping over objects on the ground, falling objects, burns, animals, and manual handling/body movement injuries. 50% (3 of 6) resulted in an MSK injury.

12% (7 of 59) occurred during mobilisation, representing a 2% increase in this category, however, numerically 1 fewer event when compared to the previous reporting year. These events are attributed to slips on wet ground, trip over objects on the ground, impact with moving/objects. 43% (3 of 7) resulted in a MSK injury.

2% (1 of 59) occurred during the returning phase of the incident, representing a 100% increase in this category, however numerically an additional 1 event is noted when compared to the previous reporting year. This event was attributed to impact with a moving object which resulted in an MSK injury.

We will:

- Promote awareness of health and safety responsibilities by presenting a SAC/SALO Training Module;
- Continue to work with our Business Partners through SAIGs to identify and address root causes;
- Publish new SA Culture Strategy with a supporting Implementation Plan; and
- Continue to support all Business Partners to maintain front line and essential services.

Non-Operational Accidents/Injuries

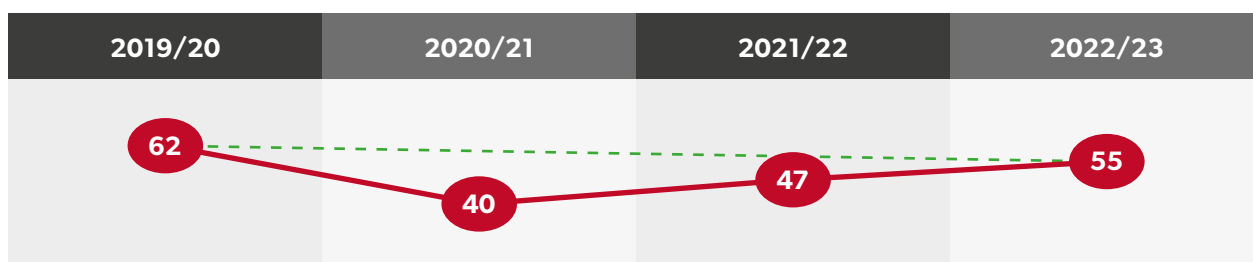


Figure 8: Non-Operational Accidents/Injuries 2019/20 to 2022/23

✓ | *The 4-year trend shows a continuing improvement in relation to Non-Operational Accidents/Injuries.*

36% (55 of 153) of all Accidents/Injuries reported during 2022/2023 occurred during non-operational activities representing a 4% increase in this category when compared to the previous reporting year, numerically an additional 8 events.

96% (53 of 55) of all non-operational Accidents/Injuries occurred within station premises. These occurred whilst carrying out cleaning duties, kitchen duties, routine checks, dismantling an appliance and taking part in physical exercise. All can be attributed to a lack of situational awareness. 36% (20 of 55) resulted in an MSK injury.

We will:

- Further enhance our risk assessment process with all Business Partners; and
- Promote the improvement of safety culture and compliance with health and safety arrangements.

Training Accidents/Injuries

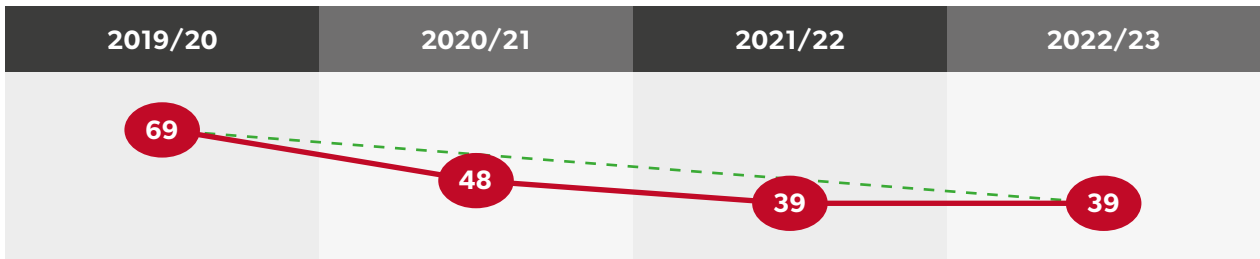


Figure 9: Training Accidents/Injuries 2019/20 to 2022/23

✓ | *The 4-year trend shows a continuing improvement in relation to training Accidents/Injuries with a significant 52% improvement recorded when compared to 2019/20 with 2022/23.*

✓ | *25% (39 of 153) of all Accidents/Injuries reported during 2022/2023 occurred during training related activities representing a 2% decrease in this category when compared to the previous reporting year, numerically remains consistent.*

✓ | *33% (13 of 39) occurred during National Training activities representing a 29% decrease in this category and numerically 11 fewer events when compared to the previous reporting year.*

A further 67% (26 of 39) of all training related Accidents/Injuries occurred during SDA led training activities representing a 29% increase in this category, numerically 9 additional events when compared to the previous reporting year.

59% (23 of 39) of all training related Accidents/Injuries reported occurred during refresher training, representing an 8% increase in this category, numerically 3 additional events when compared to the previous reporting year.

✓ | *The remaining 41% (16 of 39) training Accidents/Injuries occurred during initial/recruits training, representing an 8% decrease in this category and numerically 3 fewer events when compared to the previous reporting year.*

Further analysis shows 36% (14 of 39) occurred during Core Skills training such as ladder drills, breathing apparatus (BA) drills, casualty care, and pump drills representing an 8% increase in this category, numerically these 3 additional events when compared to the previous reporting year. A further 25% (10 of 39) occurred during BA training, representing a 3% decrease in this category, numerically 1 fewer event when compared to the previous reporting year. 13% (5 of 39) occurred during basic Firefighting training, representing a 2% increase, numerically 4 additional events when compared to the previous reporting year. 10% (4 of 39) occurred during Water Rescue training representing a 7% increase in this category, numerically 1 additional event when compared to the previous reporting year.

8% (3 of 39) occurred during Road Traffic Collision (RTC) training, remaining consistent with the previous reporting year, and numerically remaining consistent when compared to the previous reporting year.

5% (2 of 39) occurred during physical training representing a 2% increase, numerically 1 additional event when compared to the previous reporting year.

| *Finally, 3% (1 of 39) occurred during Urban Search and Rescue (USAR) training, representing a 17% decrease in this category, numerically 7 fewer events when compared to the previous reporting year.*

An increase of 3 (33 to 36) of students and a decrease of 3 (6 to 3) of instructors sustained injuries when compared to the previous reporting year.

We will:

- Support the production and publication of the Training Handbook;
- Continue to support the OCSG in approving the training content for Training for Operational Competence Programme (TfOC); and
- Liaise with the People Directorate and embed the process in which hazard perception is measured during the recruitment process.

All Accidents/Injuries (including RIDDOR) to Uniformed Staff

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North Wholetime	27	21	15	21	Red	40%
North On Call	20	17	12	8	Green	-33%
East Wholetime	52	36	27	32	Red	19%
East On Call	10	16	14	12	Green	-14%
West Wholetime	69	49	46	35	Green	-24%
West On Call	10	10	11	15	Red	36%
Operations Control	4	1	4	1	Green	-75%
Directorate/Day Duty	3	1	3	10	Red	233%
Total	195	151	132	134	Red	2%

Table 7: 2022/23 All Accidents/Injuries (including RIDDOR) to Uniformed Staff

When we consider Accidents/Injuries to Uniformed Staff the data shows that 66% (88 of 134) are related to Wholetime Staff, representing a 1% decrease in this category, and numerically remained consistent when compared to the previous reporting year.

50% (44 of 88) occurred whilst attending operational incidents representing a 2% increase in this category, numerically an additional 12 events when compared to the previous reporting year. 28% (25 of 88) occurred whilst undertaking non-operational duties, representing a 1% increase in this category, numerically an additional 1 event when compared to the previous reporting year. Finally, 22% (19 of 88) occurred whilst undertaking training, representing a 3% decrease in this category, numerically 3 fewer events.

27% (35 of 134) of Accidents/Injuries to Uniformed Staff are related to On-Call Staff, a 2% decrease in this category, numerically 3 fewer events when compared to the previous reporting year. 43% (15 of 35) occurred whilst attending operational incidents representing a 7% decrease in this category, numerically 4 fewer events when compared to the previous reporting year. 26% (9 of 35) occurred whilst undertaking non-operational duties activities, representing a 13% increase, numerically 4 additional events when compared to the previous reporting year. Finally, 31% (11 of 35) occurred whilst undertaking training, representing a 6% decrease, numerically 3 fewer events when compared to the previous reporting year.

We will:

- Further enhance our risk assessment process with all Business Partners; and
- Develop a defined Behavioral Safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture.

All Accidents/Injuries (including RIDDOR) to Non-Uniformed Staff

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	3	0	0	1	Red	100%
East	1	1	3	4	Red	33%
West	1	1	2	1	Green	-50%
Strategic Planning, Performance and Communications	0	0	0	1	Red	100%
Finance and Contractual Services	6	2	7	9	Red	29%
People	2	0	0	1	Red	100%
Prevention and Protection	0	0	0	0	Green	-
Operations	2	0	1	0	Green	-100%
Service Development	0	0	0	1	Red	100%
Training, Safety and Assurance	2	1	1	1	Orange	0%
Total	17	5	14	19	Red	36%

Table 8: Accidents/Injuries (including RIDDOR) to non-uniformed staff Annual Totals

Of the total non-uniformed Accidents/Injuries reported all were attributed to a lack of situational awareness e.g. moving tools, siting of equipment, walking into objects, and working on a vehicle.

42% (8 of 19) of all Accidents/Injuries to non-uniformed staff occurred within fleet workshops, representing a 13% increase in this category, numerically an additional 4 events when compared to the previous reporting year.

We will:

- Develop a defined Behavioral Safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture.

Working Days Lost Due to Accidents/Injuries

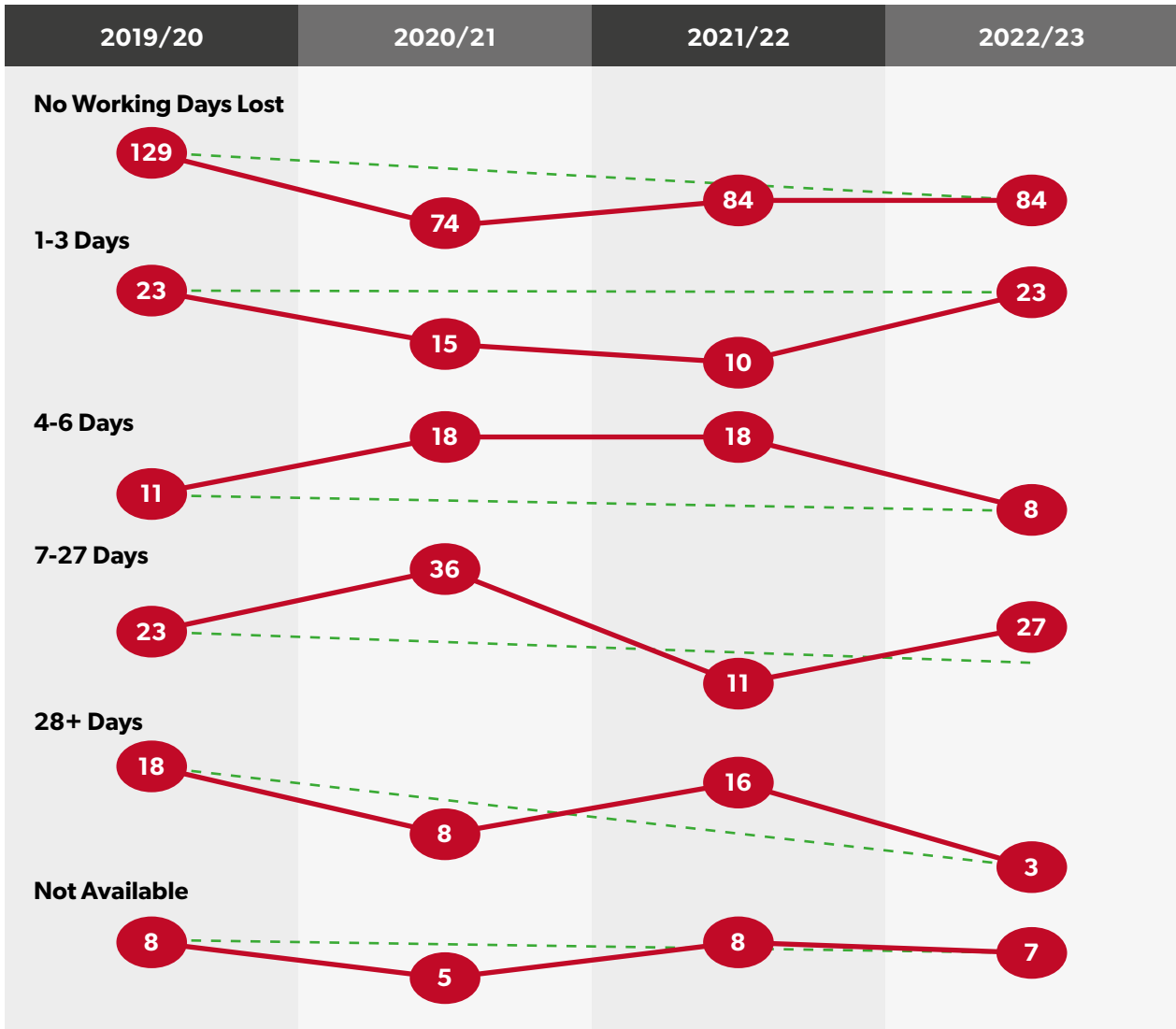


Figure 10: Working Day Lost Due to Accidents/Injuries 2019/20 to 2022/23

✓ All categories are showing a positive trend. The data shows that the events with no information available are improving over the 4-years. There has been no loss of time attributed to the fatality reported to the HSE.

We will:

- Continue to work with our colleagues in People to review information in relation to absence and determine any necessary actions that may reduce absence.
- Consider the root causes of 28+ day accidents and work with Business Partners to identify improvements; and
- Continue to ensure that complete and accurate information relating to lost working time is being recorded.

Three Most Common Accidents/Injuries by Causation

2019/20		2020/21		2021/22		2022/23	
Manual Handling/Body Movement	77	Manual Handling /Body Movement	49	Manual Handling /Body Movement	36	Manual Handling /Body Movement	34
Slips, Trips & Falls	24	Slips, Trips & Falls	34	Slips, Trips & Falls	23	Slips, Trips & Falls	39
Hot / Cold	24	Impact (moving object)	23	Impact (moving object)	21	Impact (moving object)	24

Table 9: Three Most Common Accidents/Injuries by Causation

In 2022/23, the most common cause of Accidents/Injuries across the SFRS is STF accounting for 25% (39 of 153) of the total reported, an increase of 9% in this category, numerically 16 additional events when compared to the previous reporting year.

Further analysis shows 46% (18 of 39) of the total STF reported occurred at operational incidents representing an 11% decrease, however numerically an additional 5 events are noted when compared to the previous reporting year.

A further 46% (18 of 39) occurred whilst undertaking non-operational duties representing an increase of 16%, numerically 11 additional events when compared to the previous reporting year. 89% (16 of 18) of non-operational STF occurred within SFRS premises, representing an 18% increase in this category, numerically 11 additional events when compared to the previous reporting year. These events are related to a lack of situational awareness. 61% (11 of 18) resulted in MSK injuries.

Finally, 8% (3 of 39) occurred whilst undertaking training, representing a decrease of 5%, numerically remains consistent when compared to the previous reporting year. 67% (2 of 3) related to ladder drills, 1 event occurred during initial training and the other during refresher training. Both events resulted in MSK injuries. The remaining event occurred during initial water rescue training.

In an operational context, a slip, trip and fall Accident/Injury occurred every 2,550 operational incidents attended compared with 1 in every 4,159 in the previous reporting year.

- ✔ *Manual handling/body movements are the second most common cause of Accidents/Injuries across the SFRS accounting for 22% (34 of 153) of the total reported, a decrease of 2% in this category, numerically 2 fewer events when compared to the previous reporting year.*
- ✔ *Further analysis shows 30% (10 of 34) occurred during operational incidents representing a decrease of 9% in this category, numerically 4 fewer events when compared to the previous reporting year.*
- ✔ *A further 26% (9 of 36) occurred whilst undertaking non-operational activities, representing a decrease of 2% in this category, numerically 1 fewer event compared to the previous reporting year.*

Finally, 44% (15 of 34) occurred whilst undertaking training, representing an increase of 11% in this category, numerically an additional 3 events when compared to the previous reporting year. 37% (10 of 15) of all manual handling/body movement injuries occurred during SDA led training. 33% (5 of 15) occurred whilst using ladders, and a further 20% (3 of 15) were associated with BA related training.



Operational incidents attended show manual handling/body movement Accidents/Injuries are sustained 1 in every 2,925 compared to 1 in every 2,658 in the previous reporting year.

The third most common cause of Accidents/Injuries reported during 2022/23 is impact (moving object) accounting for 16% (24 of 153) of all Accidents/Injuries reported, representing a 2% increase in this category and numerically an additional 3 events when compared to the previous reporting year. 33% (8 of 24) of the total reported occurred at operational incidents representing a decrease of 5%, however numerically the number of events reported remains consistent when compared to the previous reporting year.

A further 50% (12 of 24) occurred during non-operational activities, representing a 7% increase in this category and numerically an additional 3 events when compared to the previous reporting year.

Finally, 17% (4 of 24) of Accidents/Injuries involving impact (moving object) occurred whilst undertaking training, representing an increase of 4% and numerically 1 additional event when compared to the previous reporting year. 50% (2 of 4) occurred during SDA led training.

An Accident/Injury involving impact with a moving object occurred every 4,144 operational incidents attended compared with 1 in every 4,555 in the previous reporting year.

We will:

- Ensure that the causes of all Accidents/Injuries sustained as a result of STF are fully investigated to ensure preventative measures can be identified and implemented;
- Develop and release a TASS module on Premises Inspection;
- Develop and deliver the HS responsibilities SAC / SALO PowerPoint Presentation to our Business Partners;
- Develop and publish a new Safety & Assurance Communications and Engagement Strategy; and
- Develop a SFRS specific IOSH Managing Safely course or equivalent.



NEAR MISSES

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	32	36	36	51	Red	42%
East	76	49	48	34	Green	-29%
West	59	48	57	50	Green	-12%
Strategic Planning, Performance and Communications	0	0	0	0	Green	–
Finance and Contractual Services	8	1	0	0	Green	–
People	0	0	0	0	Green	–
Prevention and Protection	0	0	0	0	Green	–
Operations	8	5	0	2	Red	100%
Service Development	0	0	1	1	Orange	0%
Training, Safety and Assurance	16	9	10	9	Green	-10%
Total	199	148	152	147	Green	-3%

Table 10: NM Annual Totals

To accurately interpret the NM reporting trend, data must be considered alongside Accidents/Injuries including RIDDOR Reportable Events. By doing this, the preventative value and contribution to improving safety can be determined.

When considering the number of NM in relation to the number of Accidents/Injuries including RIDDOR Reportable Events we see a ratio of 1:0.97, a decrease from the ratio 1:1.03 recorded for the previous reporting year.

Operational NM accounted for 33% (48 of 147) of the total reported, representing a 5% decrease in this category, numerically this is 10 fewer events when compared to the previous reporting year. Given the corresponding reduction 3% in operational related Accidents/Injuries and RIDDOR, this decrease is considered a positive trend.

36% (53 of 147) of NM events occurred during non-operational activities, representing a 7% increase in this category, numerically 9 additional events when compared to the previous reporting year. 23% (12 of 53) related to property issues e.g. appliance bay doors, station sewage system, station gate, kitchen device, etc., representing a 7% decrease in this type of NM

and a numerically 1 fewer event when compared to the previous reporting year.

31% (46 of 147) of all NM reported were associated with training activities, representing a 2% decrease in this category, numerically 4 fewer events when compared to the previous reporting year. 80% (37 of 46) of all training related NM occurred during SDA led training, remaining consistent in this category, numerically 3 fewer events, when compared to the previous reporting year.

83% (38 of 46) of training related NM occurred during refresher training, remaining consistent in this category, numerically 1 less event when compared to the previous reporting year.

The most common type of training being undertaken when a NM event occurred was during BA-related training accounting for 43% (20 of 46) of the total training NM reported. The most common causes involved leaks which account for 45% (9 of 20), 15% (3 of 20) involved bodyguard units, 15% (3 of 20) involved BA strap/belt/guideline, and 10% (2 of 20) involved a free flow incident. The remaining 3 NMs involved the BA Distress Signal Unit, heat stress and lack of spacial awareness.

Near Misses

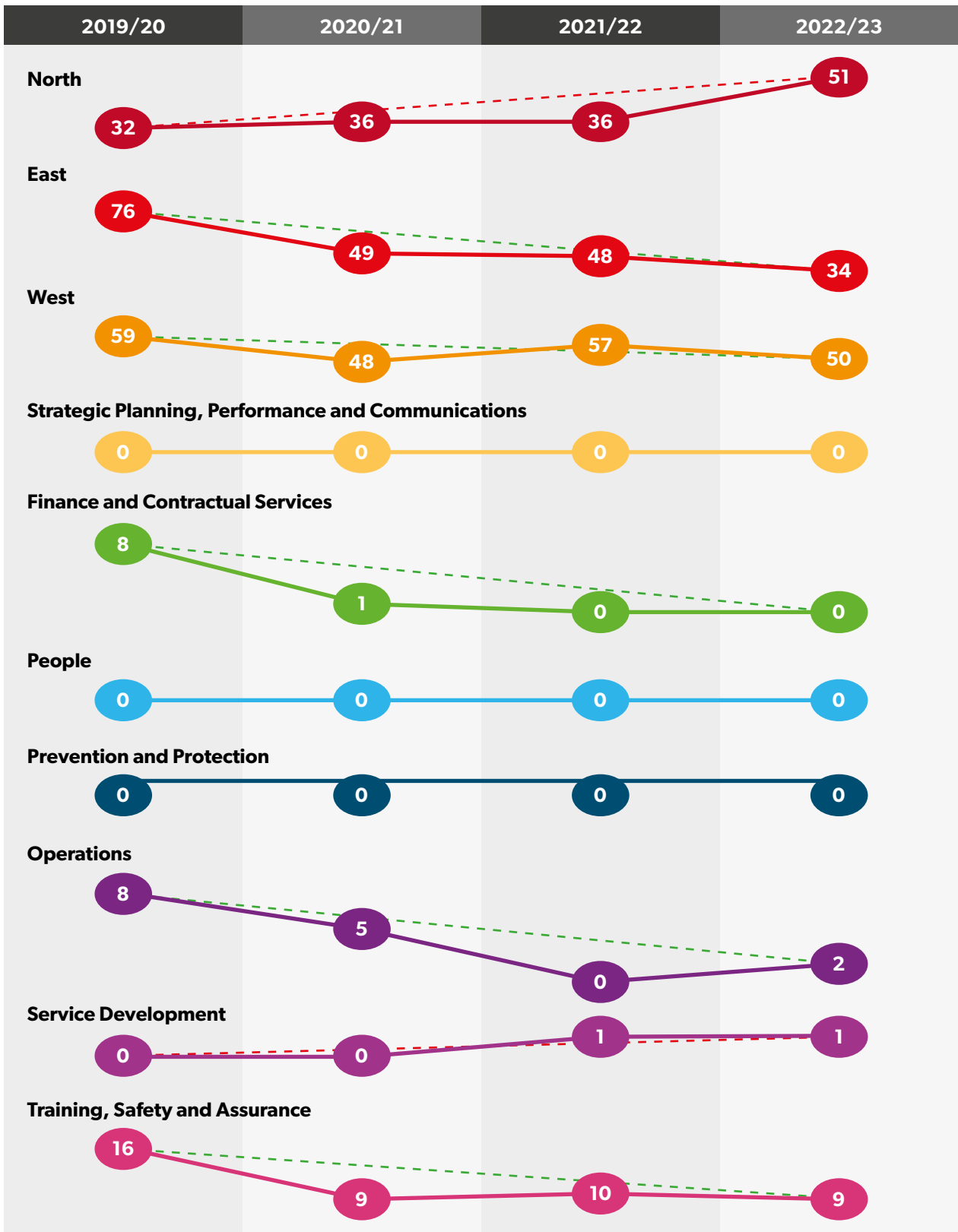


Figure 11: NM 2019/20 to 2022/23

- ✓ | *When considering the number of NM in relation to the number of Accidents/Injuries, we see a ratio of 1:1.82 in the NSDA, an increase in frequency compared to 0.69:11 when compared to the previous reporting year.*

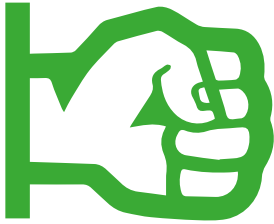
The ESDA shows a ratio of 1:0.70 a decrease in frequency compared to 1:0.8 when compared to the previous reporting year.

- ✓ | *The WSDA shows a ratio of 1:1.06 an increase in frequency compared to 1:0.8 when compared to the previous reporting year.*

- ✓ | *TSA shows a ratio of 1:0.6 an increase in frequency compared to 1:0.4 when compared to the previous reporting year.*

We will:

- Develop and present the HS responsibilities SAC / SALO PowerPoint Point Presentation;
- Develop and publish a new Safety & Assurance Communications and Engagement Strategy which will encourage sharing lessons learned; and
- Utilise the SAIGs to continue to promote the need and the benefits of reporting NM.



ACTS OF VIOLENCE

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	9	8	17	10	Green	-41%
East	15	23	25	31	Red	24%
West	31	37	29	31	Red	7%
Strategic Planning, Performance and Communications	0	0	0	1	Red	100%
Finance and Contractual Services	0	0	0	0	Green	-
People	0	0	0	0	Green	-
Prevention and Protection	0	0	0	0	Green	-
Operations	1	1	5	7	Red	40%
Service Development	0	0	0	0	Green	-
Training, Safety and Assurance	0	0	0	0	Green	-
Total	56	69	76	80	Red	5%

Table 11: AoV Annual Totals

The total number of AoV reported this year shows an increase of 5% (76 to 80) when comparing to the previous reporting year. This increase is attributed to a 24% (25 to 31) increase within the ESDA, a 7% (29 to 31) increase within the WSDA, 100% increase (0 to 1) in SPPC and a 40% increase (5 to 7) in Ops.

- ✔ It should be noted however, there was a 41% decrease in AoV reported in the NSDA when comparing to the previous reporting year.

A Firefighter's AoV rate against the number of operational incidents attended

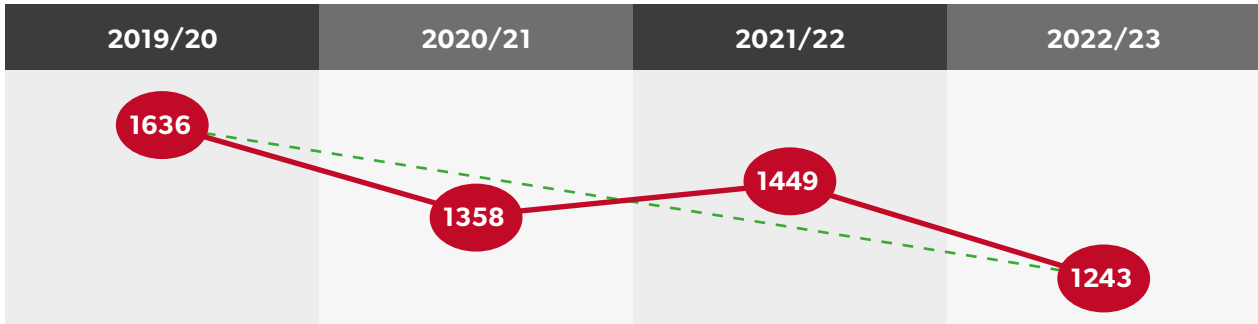


Figure 12: Firefighter AoV rate against number of Operational Incidents

✓ | *When considering the data in the context of a Firefighter's AoV rate against the number of operational incidents attended, we see there is a year-on-year improvement in the 4-year trend.*

83% (66 of 80) of AoV reported occurred at operational incidents, representing a 4% decrease in this category, numerically remaining consistent when comparing to the previous reporting year. Of the AoV which occurred at operational incidents, 48% (32 of 66) occurred at secondary fires, representing a decrease of 2%, numerically this is 1 less event when comparing to the previous reporting year. 17% (11 of 66) occurred when responding to primary fires, representing a 9% decrease, and numerically 6 fewer events when comparing to the previous reporting year.

44% (35 of 80) of the total AoV reported involved missiles or thrown objects, representing a 5% increase in this category, and numerically an additional 5 events were noted when comparing to the previous reporting year. 49% (17 of 35) of the total AoV involved bricks/bottles being thrown and 11% (4 of 35) involved fireworks being thrown.

51% (41 of 80) were attributed to verbal abuse to uniformed staff, this includes operations control staff, representing a 1% increase in this category, and numerically 1 additional event when comparing to the previous reporting year.

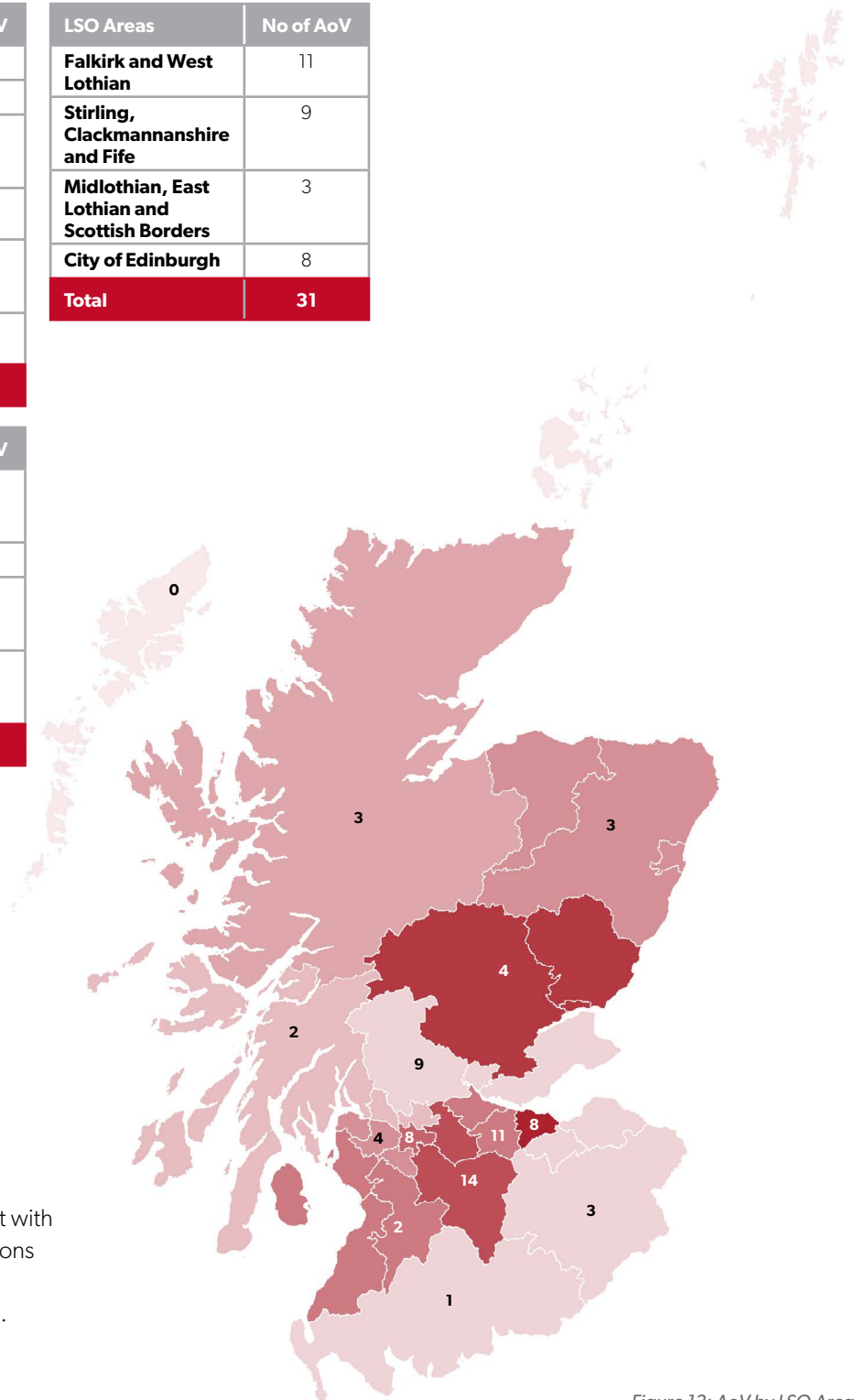
5% (4 of 80) were physical assaults by a person, representing a 1% increase in this category, numerically an additional 1 event when comparing to the previous reporting year. Of the physical AoV reported, there were no injuries sustained by firefighters. Police assistance was requested in 74% (59 of 80) of AoV with 29% (17 of 59) considered as reportable under the Emergency Workers (Scotland) Act 2005.

AoV by LSO Area

LSO Areas	No of AoV
City of Glasgow	8
Lanarkshire	14
East and West Dunbartonshire and Argyll & Bute	2
Dumfries and Galloway	1
East Renfrewshire, Renfrewshire and Inverclyde	4
East, North and South Ayrshire	2
Total	31

LSO Areas	No of AoV
Aberdeen City, Aberdeenshire and Moray	3
Highland	3
Perth, Kinross, Angus and Dundee	4
Western Isles, Orkney and Shetland	0
Total	10

LSO Areas	No of AoV
Falkirk and West Lothian	11
Stirling, Clackmannanshire and Fife	9
Midlothian, East Lothian and Scottish Borders	3
City of Edinburgh	8
Total	31



There were a further 8 AoV out with LSO areas, 7 involved Operations Control and the remaining 1 involved the SPPC Directorate.

Figure 13: AoV by LSO Area

Acts of Violence

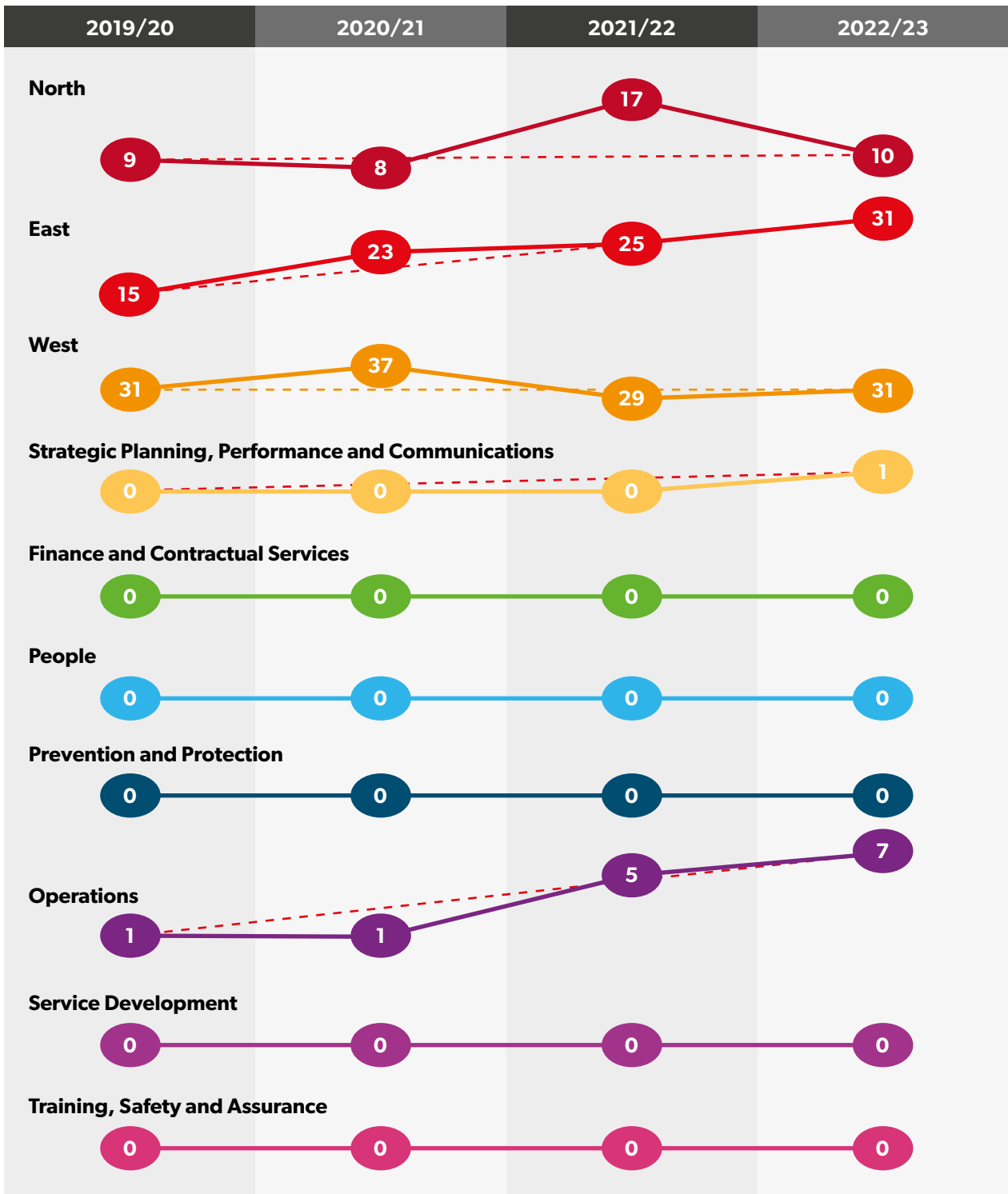


Figure 14: Annual Totals for AoV 2019/20 to 2022/23

There has been a steady increasing trend of AoV reported over the 4-year period, except for the WSDA. The ESDA has shown a year on year increasing trend, and during the reporting period 2021/22 to 2022/23, an increase of 6 is noted (25 to 31), of which 52% (16 of 31) of these were reported during the month of November 2022.

Further analysis shows a significant increasing trend in verbal abuse towards crews over the 4-year period:

- ✓ Additionally, physical assault shows a noteworthy decreasing trend in the reporting of AoV over the 4-year period:

Acts of Violence – Verbal Abuse towards Crews

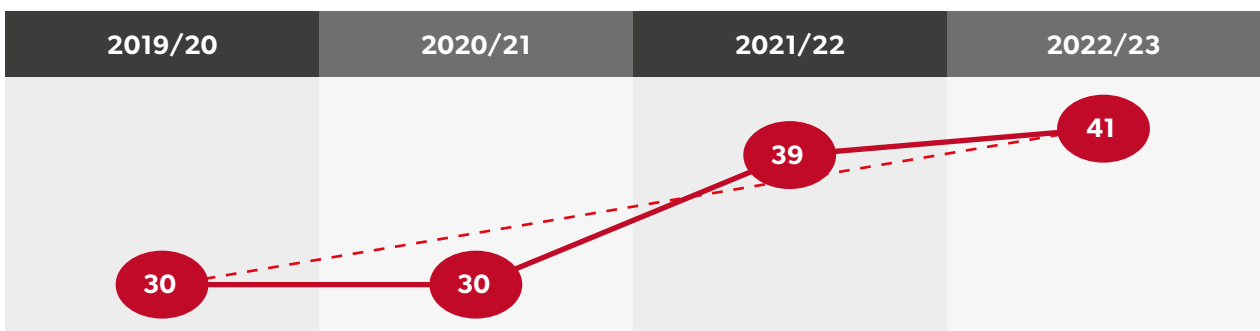


Figure 15: AoV Verbal Abuse towards Crews 2019/20 to 2022/23

Acts of Violence – Physical Assault towards Crews

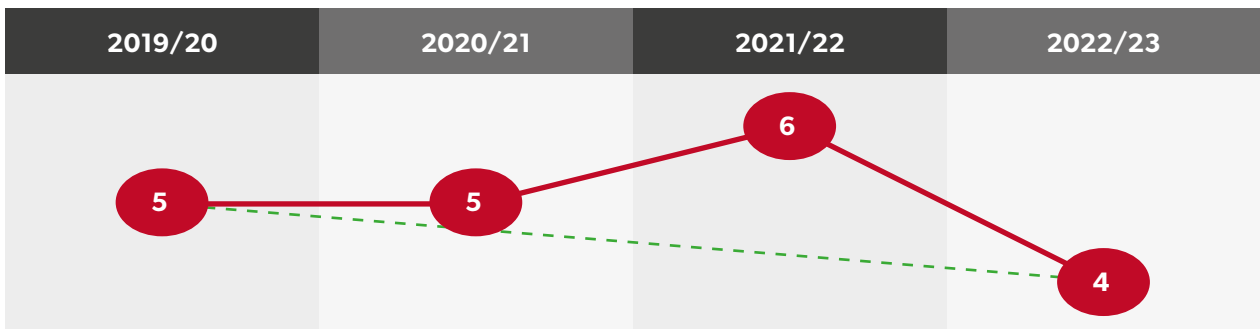


Figure 16: AoV Physical Assault towards Crews 2019/20 to 2022/23

When analysing AoV by season we see 23% (18) occurring during Spring, 24% (19) during Summer, 30% (25) during Autumn, and 23% (18) during Winter.

Acts of Violence by Season

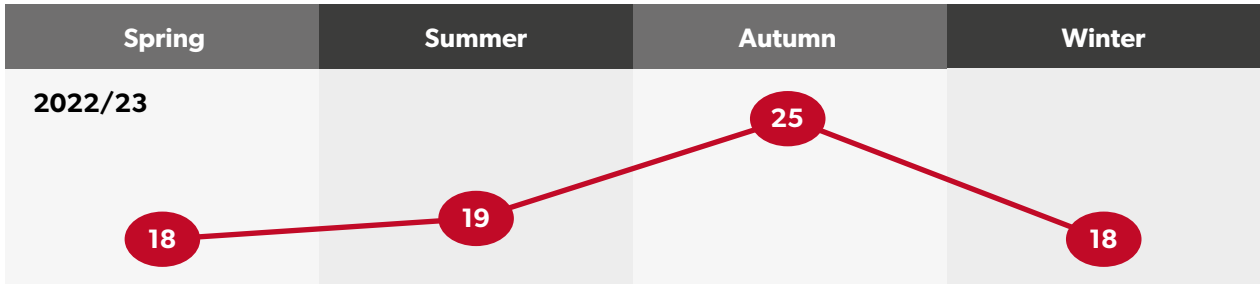


Figure 17: AoV by Season 2022/23

✓ | The period surrounding Bonfire night (01/11 – 09/11) accounted for 8% (6 of 80) of AoV, this shows a decrease of 4% and a numerical decrease of 3 when compared to the previous reporting year.

We will:

- Support SDA to engage with P&P for community engagement initiatives and share any lessons learned between all SDA areas via local and national SAIGs;
- Continue to support the SDA's in identifying geographical hotspots where AoV have taken place so that community engagement activities can be tailored and targeted; and
- Continue to work with Police Scotland to ensure AoV are reported perpetrators prosecuted under the Emergency Workers (Scotland) Act 2005.



VEHICLE ACCIDENTS

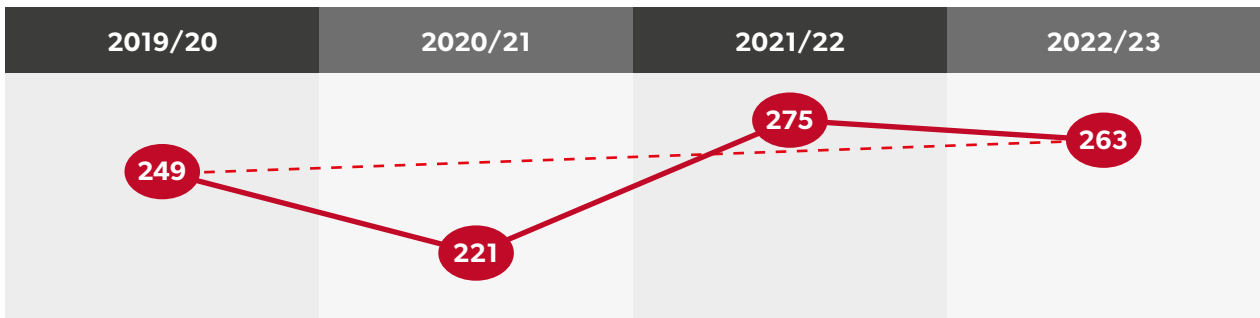


Figure 18: VAs 2019/20 to 2022/23

Over the 4-year period, the overall number of VAs is showing an upward trend. During 2022/23 a 4% (275 to 263) decrease is noted, numerically 8 fewer when compared to the previous reporting year.

Analysis shows operational related VAs accounted for 60% (158 of 263) of the total, remaining consistent in this category, numerically this is 8 fewer when compared with the previous reporting year. 35% (93 of 263) were attributed to non-operational activities, a 1% increase, numerically 1 less event when compared to the previous reporting year. Finally, 5% (12 of 263) were attributed to training, remaining consistent in this category, however numerically 3 fewer events.

Vehicle Accidents

SDA/Directorate	2019/20	2020/21	2021/22	2022/23	RAG	% Change from Previous Year
North	42	43	64	47	Green	-27%
East	72	64	82	85	Red	4%
West	116	96	110	113	Red	3%
Strategic Planning, Performance and Communications	1	0	0	0	Green	-
Finance and Contractual Services	8	11	10	6	Green	-40%
People	0	0	0	1	Red	100%
Prevention and Protection	1	0	0	1	Red	100%
Operations	3	3	3	4	Red	33%
Service Development	0	0	2	1	Green	-50%
Training, Safety and Assurance	6	4	4	5	Red	25%
Total	249	221	275	263	Green	-4%

Table 12: VAs Annual Totals

Vehicle Accidents by Activity

SDA/Directorate	Operational	Non-Operational	Training	Total
North	30	15	2	47
East	59	24	2	85
West	68	41	4	113
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	0	6	0	6
People	0	1	0	1
Prevention and Protection	1	0	0	1
Operations	0	4	0	4
Service Development	0	1	0	1
Training, Safety and Assurance	0	1	4	5
Total	158	93	12	263

Table 13: Activity Undertaken Annual Totals

Operational related VAs remains the most common with an accident reported every 378 operational incidents attended, compared to 1 in every 576 the previous reporting year indicating a negative trend in this category.

Further analysis shows a VA occurred every 437 operational incidents attended in the NSDA, compared to 1 in every 445 in the previous reporting year. In the ESDA a VA occurred every 367 operational incidents, compared to 1 in every 586 in the previous reporting year. Finally, in the WSDA a VA occurred every 422 operational incidents attended, compared with 1 in every 659 the previous reporting year.



Figure 19: Phases of Operational Incidents Annual Totals

52% (82 of 158) of operational related VAs were attributed to mobilising representing a 2% increase in this category, numerically 1 less event when compared to the previous reporting year. The initial phase decreased by 2%, whilst during the developing phase VAs increased by 1%. The closing phase decreased by 1% whilst the returning phase decreased by 1% when compared to the previous reporting year.

Of the VAs attributed to operational incidents, 50% (80 of 158) occurred at low speed, representing a 6% increase in this category, numerically an additional 3 events when compared to the previous reporting year. 84% (67 of 80) of low-speed VAs occurred whilst moving forward, an increase of 6% in this category, numerically an additional 11 events are noted when compared to the previous reporting year. 38% (30 of 80) of low-speed manoeuvres occurred during the returning phase of the incident with 87% (26 of 30) of these as a result of hitting something fixed or stationary e.g. parked cars and street furniture.

A further 39% (62 of 158) of operational related VAs occurred whilst driving under blue light conditions, representing a decrease of 5% in this category, numerically this is 11 fewer events when compared to the previous reporting year. 42% (26 of 62) of VAs that occurred whilst driving under blue light conditions resulted in damage to wing mirrors.

33% (52 of 158) of the operational VAs occurred on urban roads, representing a 4% increase in this category, numerically this is an additional 4 events when compared to the previous reporting year. 23% (36 of 158) occurred on A Class roads, a 4% increase and numerically an additional 4 events are noted when compared to the previous reporting year. 11% (18 of 158) occurred on B Class roads, representing a 7% decrease in this category, numerically this is 12 fewer when compared to the previous reporting year. A further 3% (4 of 158) occurred off-road or on track/forestry roads, representing an increase of 1%, and numerically remaining consistent when compared to the previous reporting year.

13% (20 of 158) occurred in appliance bays, representing an increase of 3% in this category, numerically an additional 3 events when compared to the previous reporting year. There was no comparative data on the remaining road types in relation to operational VAs.

Driver assistants were used in 24% (38 of 158) of the operational VAs reported, representing an increase of 6% and an additional 8 when compared to the previous reporting year. 49% (78 of 158) did not require driving assistants to be used, representing a 19% decrease and numerically 33 fewer events.

35% (93 of 263) of VAs reported were attributed to non-operational activities, representing a 1% increase, numerically 1 less event when compared with the previous reporting year. 61% (57 of 93) of the non-operational VAs involved the use of fire appliances, representing an increase of 3% in this category, numerically 3 additional events when compared to the previous reporting year.

32% (30 of 93) involved the use of SFRS White Fleet (WF), representing a decrease of 6% in this category, numerically this is 6 less events when compared to the previous reporting year. 1% (1 of 93) involved private cars, representing a decrease of 1% in this category, numerically 1 less event when compared to the previous reporting year. 2% (2 of 93) involved boats and there was no comparative data on the remaining vehicle types.

Lastly, training related VAs accounted for 5% (12 of 263) of VAs, consistently remaining the same however, numerically there were 2 fewer events when compared to the previous reporting year. 42% (5 of 12) were attributed to attending refresher training, representing a decrease of 37%, numerically this is 6 fewer events in this category when compared to the previous reporting year. 60% (3 of 5) occurred whilst attending Swift Water Rescue training, representing a decrease of 4%, numerically there were 4 fewer events in this category when compared to the previous reporting year.

Vehicle Accidents by Cause

SDA/Directorate	Hit Something Fixed or Stationary	Hit or Hit by a Moving Vehicle	Boats	*Other	Total
North	35	5	0	7	47
East	56	12	2	15	85
West	76	13	4	20	113
Strategic Planning, Performance and Communications	0	0	0	0	0
Finance and Contractual Services	5	1	0	0	6
People	1	0	0	0	1
Prevention and Protection	1	0	0	0	1
Operations	2	2	0	0	4
Service Development	1	0	0	0	1
Training, Safety and Assurance	5	0	0	0	5
Total	182	33	6	42	263

Table 14: VAs Cause Annual Totals

* Examples of "Other" include charging cables not being released prior to operating the vehicle, issues with brakes, potholes and vehicle slides due to icy conditions.

The most common cause of VAs across the SFRS continues to "hit something fixed or stationary", accounting for 69% (182 of 263) of the total reported, representing a decrease of 1%, numerically 11 fewer events are noted when compared to the previous reporting year.

42% (76 of 182) occurred in the WSDA, representing a decrease of 15% in this category and numerically 37 fewer events when compared to the previous reporting year. 31% (56 of 182) occurred in the ESDA, a 2% increase in this category and numerically remaining consistent when compared to the previous year. 19% (35 of 182) occurred in the NSDA, a 5% decrease in this category and numerically 12 fewer events when compared to the previous year.

Vehicle Accidents by Speed Type

SDA/Directorate	Low Speed	ERD (Blue Light)	Normal Road Use	Water Related Events	Other	Total
North	26	10	5	0	6	47
East	47	24	11	1	2	85
West	66	26	14	1	6	113
Strategic Planning, Performance and Communications	0	0	0	0	0	0
Finance and Contractual Services	5	0	1	0	0	6
People	0	0	1	0	0	1
Prevention and Protection	1	0	0	0	0	1
Operations	3	0	0	0	1	4
Service Development	1	0	0	0	0	1
Training, Safety and Assurance	2	2	1	0	0	5
Total	151	62	33	2	15	263

Table 15: VAs Speed Type Annual Totals

57% (151 of 263) of VAs across the SFRS occurred at low speed, remaining consistent in this category when compared to the previous reporting year, however, a numerical decrease of 2 is noted.

There was insufficient data to complete the analysis for the 15 VAs categorised as "other".

Vehicle Accidents by Direction of Travel

SDA/Directorate	Forward	Reverse	Other	Total
North	36	7	4	47
East	71	11	3	85
West	89	19	5	113
Strategic Planning, Performance and Communications	0	0	0	0
Finance and Contractual Services	4	2	0	6
People	1	0	0	1
Prevention and Protection	1	0	0	1
Operations	3	0	1	4
Service Development	0	1	0	1
Training, Safety and Assurance	4	1	0	5
Total	209	41	13	263

Table 16: VAs Direction of Travel Annual Totals

There was insufficient data to complete analysis for the 13 VAs categorised as other.

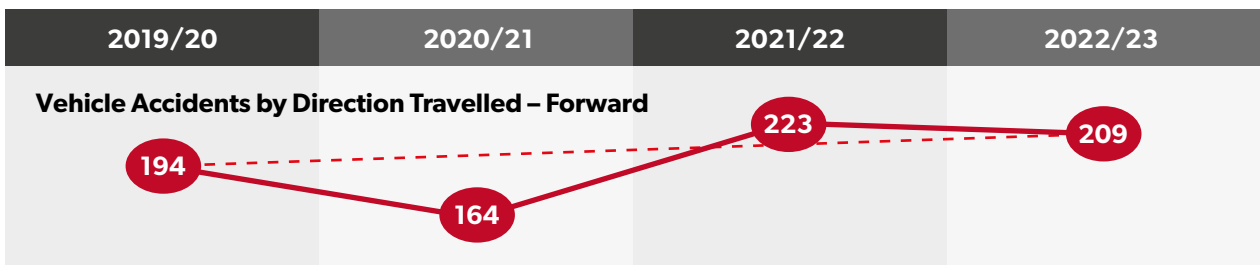


Figure 20: VAs by Travel – Forward Annual Totals

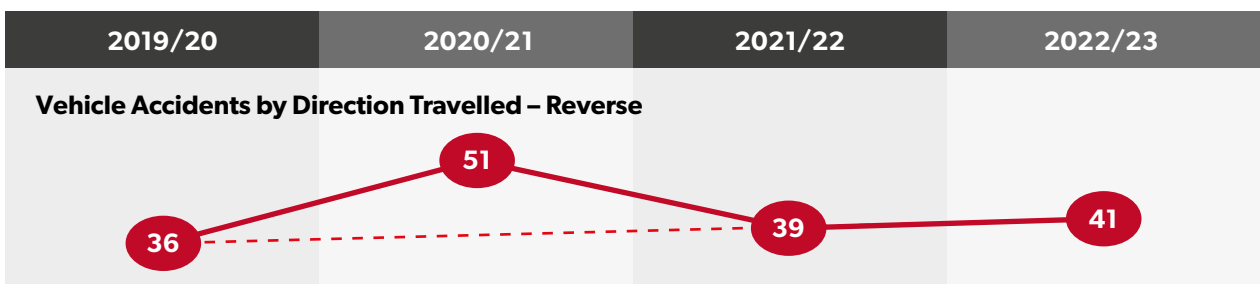


Figure 21: VAs by Travel – Reverse Annual Totals

79% (209 of 263) of VAs across the SFRS occurred whilst the vehicle was moving forward representing, a 2% decrease and numerically 14 fewer events when compared to the previous reporting year. 16% (41 of 263) of VAs across the SFRS occurred whilst the vehicle was reversing, representing a 2% increase and numerically 2 additional events when compared to the previous reporting year.

24% (62 of 263) of VAs involved the use of Driving Assistants, an increase of 5%, numerically an additional 11 events are noted when compared to the previous reporting year. Another 27% (70 of 263) of VAs required Driving Assistants to be in position, however, they were not used. This represents a decrease of 5%, numerically 19 fewer events when compared to the previous reporting year.

We will:

- Ensure the completion of Red-Light Interactive Module on TfOC Programme (all operational personnel including Flexi Duty Officers);
- Issue Awareness Brief and SSoW on the Use of Charging Reels to SDA's; and
- Develop a LSM Strategy through the National DSG.

11. LOOKING FORWARD 2023/24

Safety and Assurance Functional Plan 2023/24

During 2023/24, HS will work towards fulfilling the following objectives, with a view to increasing the overall effectiveness of HS management. The functional plan has been aligned to the SA Strategy and the 5 key themes of Compliance, Culture, Control, Communication and Engagement and Continual Improvement.

Compliance Theme: The SFRS Health and Safety Management System (HSMS) and Operational Assurance (OA) system continues to be developed in line with ISO 45001:

- The SFRS is working on a HSMS that meets the requirements of ISO45001;
- Review evidence based upon action plan and determine further actions /evidence;
- Undertake internal assessment on the HSMS and OA system;
- Commence action plan to address gaps within the HSMS and OA system;
- Brief Business Partners, finalise evidence requirements and arrangements for engaging with an external auditor; and
- Continue to develop and facilitate a HSMS (TASS) and OA Operational Assurance Recording and Reporting System (OARRS) development programme.

Compliance Theme: Development of a programme for the development and implementation of topic specific HS MAs and OA procedures and prioritised based on risk:

- Develop /maintain a suite of HS MA and OA arrangements and where required LCMS that reflect legislative and SFRS requirements.

Compliance Theme: Develop an SFRS Annual HS Improvement Plan, supported by bespoke Directorate HS Improvement Plans:

- Develop SA improvement plans based upon risk priorities and identified areas of improvement;
- Ensure SFRS control Measures for COVID -19 are current and reflect a risk-based approach; and
- Prepare quarterly reports including detailing progression of improvement plans.

Culture Theme: Define role specific requirements to achieve our safety value:

- To promote the implementation of role competencies and the Training Matrix through the appraisal process via preprinted Personal Development Plan linked to role requirements; and
- To liaise with and embed a process in which hazard perception is measured during the recruitment process.

Culture Theme: Prioritising safety responsibilities and expected behaviours in all training courses:

- Develop a series of HS training sessions that can be embedded into all TfOC courses.

Culture Theme: Develop a behavioral safety campaign:

- Develop a defined behavioral safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture; and
- Present proposals to People to facilitate the SFRS appraisal process linked to measurable SA performance.

Control Theme: Identification of significant hazards and determine the associated risk to SFRS staff, by carrying out the associated assessment of the risk then identifying and implementing risk control measures required to mitigate the risk:

- Consider the implementation of risk profiling per SDA area.

Control Theme: SFRS has a holistic approach to the management of risk through the Management of Risk at Operational Incidents framework:

- Review arrangements in place to manage enterprise risk within the context of the operational environment through targeted engagement and support reviews.

Communication and Engagement Theme: Develop business partners engagement feedback processes:

- Review of HS MA Format and supporting LCMS.

Continuous Improvement: Review safety event investigation arrangements and make recommendations for improvement:

- Ensure significant event investigations are carried out in a timely manner by proficient investigators.

Continuous Improvement: Develop and implement a programme of topic specific SA audits:

- Develop and implement a defined programme for both proactive and reactive audits; and
- Develop and implement defined arrangements for topic specific audits which are informed by lessons learnt, audit outcomes and event trends.

12. GLOSSARY OF TERMS

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Terms and/or abbreviations	Definitions and/or meanings
Accident/Injury Rate	The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee
AoV	Acts of Violence
BA	Breathing Apparatus
DSG	Driver Safety Group
GRA	Generic Risk Assessment
HS	Health and Safety
HSE	Health and Safety Executive
HSIP	Health and Safety Improvement Plan
HSMS	Health and Safety Management System
LSM	Low Speed Maneuvers
LSO	Local Senior Officer
MSK	Musculoskeletal
Musculoskeletal	Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues
NM	Near Miss
OCSG	Operational Competence Strategy Group
OLG	Organisational Learning Group

Terms and/or abbreviations	Definitions and/or meanings
Operational Accident/Injury Rate	Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended
P&P	Prevention and Protection
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
SAIG	Safety and Assurance Improvement Group
SAS	Scottish Ambulance Service
SD	Service Development
SDA	Service Delivery Area
SFRS	Scottish Fire and Rescue Service
SSoW	Safe System of Work
TASS	Think, Act, Stay Safe
VA	Vehicle Accident
White Fleet	White Fleet is anything falling below 7,000 kgs whether blue lighted or not



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SFRS Health and Safety Annual Report 2022/23

Version 1 – November 2023

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



Report No: B/TSA/04-23

Agenda Item: 16.3

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	14 DECEMBER 2023						
Report Title:	HEALTH AND SAFETY POLICY AND POLICY STATEMENT						
Report Classification:	For Information	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is for the Scottish Fire and Rescue Service (SFRS) Board to note the content of the Health and Safety Policy and Policy Statement following its annual review.						
2	Background						
2.1	SFRS has implemented a health and safety management system supported with Health and Safety Policy, and new management arrangement framework supporting its topic specific management arrangements, improvement plans and assurance processes to ensure legal compliance and monitor performance, reviewed through established governance processes by senior management demonstrating continual improvement of our safety culture.						
2.2	The Health and Safety Policy is designed to provide a statement of intent, responsibilities and arrangements to demonstrate how SFRS manages health and safety within SFRS and promote a positive safety culture by ensuring our Safety Value is embedded into everyone's thinking and actions.						
2.3	The implementation of the Health and Safety Policy is facilitated through the annual health and safety improvement plans.						
3	Main Report/Detail						
3.1	The Health and Safety Policy has been developed to ensure compliance with the content of the Health and Safety at Work etc. Act 1974 and all associated applicable legislation, regulations and guidance. The Policy has been updated to reflect best practice and Health and Safety Executive guidance.						
3.2	The Health and Safety Policy outlines: <ul style="list-style-type: none"> • A revised Policy Statement of intent, covering the 5 key themes as outlined within the Safety and Assurance Strategy 2022-2026; • A new strategic Responsibilities section linking to our new Management Arrangement Framework and definitions in its supporting appendices, reducing duplication and content; • A new Arrangements Section covering the plan, do check and act approach, based upon Managing for Health and Safety HS(G)65 guidance; and • Acknowledgement of assurance and audit processes development as we transition towards ISO 45001 in accordance with the Safety and Assurance Strategy. 						

3.3	This Health and Safety Policy applies to all SFRS premises and work activities, and Policy Statement shall be displayed in all SFRS premises.
4	Recommendation
4.1	That the SFRS Board note the content of the Health and Safety Policy and Policy Statement and feedback to enable it to progress for publication.
5	Key Strategic Implications
5.1	Risk
5.1.1	If the Health and Safety Policy and its arrangements are not fully implemented, there is a risk that the SFRS may not be compliant with its legislative responsibilities and duties.
5.2	Financial
5.2.1	There are no financial implications in respect to the annual review of the SFRS Health and Safety Policy.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications in respect to the annual review of the SFRS Health and Safety Policy.
5.4	Workforce
5.4.1	The Health and Safety Policy and its arrangements promote a positive safety culture by ensuring our Safety Value is embedded into everyone's thinking and actions.
5.5	Health & Safety
5.5.1	The Health and Safety Policy and its arrangements ensure a robust health and safety management system is in place supporting legal compliance and our transition to ISO 45001 compliance.
5.6	Health & Wellbeing
5.6.1	The Health and Safety Policy and Statement help support staff health and wellbeing of SFRS staff, through risk assessment and safe systems of work and health surveillance, where identified in risk assessments ensuring safer workplaces and activities.
5.7	Training
5.7.1	There are no training implications in respect to the annual review of the SFRS Health and Safety Policy, although the content of the Health and Safety Policy and Policy Statement must be consulted with our staff and their representatives.
5.8	Timing
5.8.1	The Health and Safety Policy and Policy Statement is reviewed annually in accordance with Health and Safety Improvement Plans.
5.9	Performance
5.9.1	Monitoring, measurement, analysis and performance evaluation is carried out on the Health and Safety Policies arrangements through event reporting and Annual Health and Safety Improvement Plans.
5.10	Communications & Engagement
5.10.1	The Health and Safety Policy and its arrangements follow Safety and Assurance engagement and Governance Management Arrangements.

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5.11 5.11.1	Legal If the Health and Safety Policy and its arrangements are not fully implemented, there is a risk that the SFRS may not be compliant with its legislative responsibilities.
5.12 5.12.1	Information Governance DPIA completed – Yes – The Health and Safety Policy has a supporting DPIA.
5.13 5.13.1	Equalities EHRIA completed – Yes – The Health and Safety Policy has a supporting EHRIA and no implications to be noted on equalities.
5.14 5.14.1	Service Delivery Any impact on service delivery will be discussed through Safety and Assurance Improvement Groups (SAIG) prior to agreement and action.
6	Core Brief
6.1	The Health and Safety Policy and Policy Statement have been simplified with the support of the introduction of a new management arrangement framework to help reduce the volume of duplication across Health and Safety arrangements. The SFRS Board are asked to note the content of the Health and Safety Policy and Policy Statement following decision at Strategic Leadership Team on 6 December 2023.
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: ACO Andy Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate) Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale: The Health and Safety Policy and Policy Statement have been simplified with the support of the introduction of a new management arrangement framework to help reduce the volume of duplication across Health and Safety arrangements.
8	Appendices/Further Reading
8.1	Appendix A: Health and Safety Policy
8.2	Appendix B: Health and Safety Policy Statement
Prepared by:	Derrick Watson, Senior Health and Safety Adviser
Sponsored by:	Jim Holden, Head of Safety and Assurance
Presented by:	Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance
Links to Strategy and Corporate Values	
Strategic Plan 2022-25 Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff. Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be. Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.	

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Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Safety & Assurance Functional Management Team</i>	<i>05 October 2023</i>	<i>For Recommendation</i>
<i>TSA Directorate Management Team</i>	<i>18 October 2023</i>	<i>For Information</i>
<i>Safety & Assurance Sub Group</i>	<i>09 November 2023</i>	<i>For Scrutiny</i>
<i>National Safety and Assurance Board</i>	<i>Circulated to Members</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>06 December 2023</i>	<i>For Decision</i>
<i>People Committee</i>	<i>07 December 2023</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For Information</i>

SFRS HEALTH AND SAFETY POLICY STATEMENT



The SFRS recognises that our staff are central to the delivery of our service. We are committed to sensible and proportionate health and safety management that recognises the need to balance operational risk against firefighter and public safety.

This policy is inclusive of and supports the content outlined within the [Safety and Assurance Strategy 2022-2026](#), through the following five themes:

1. COMPLIANCE

We Will: Comply with health and safety legislation, guidance and best practice through our health and safety management system.

We Aim to: Continually improve our health and safety management system to reduce the risk of injury or ill-health from work related activities.

2. CULTURE

We Will: Provide visible leadership with defined role specific requirements to support the safety value of the SFRS, creating a strong proactive safety culture.

We Aim to: Enhance a positive safety culture, challenge unsafe behaviours, be open to safety discussions and confident in reporting of health and safety events.

3. CONTROL

We Will: Continue to identify risk and ensure sensible and proportionate arrangements to manage health and safety. Ensure staff at specific risk are not disadvantaged.

We Aim to: Develop and train staff to be competent in their role, identify risks and implement control measures, creating a safe working environment.

4. COMMUNICATION AND ENGAGEMENT

We Will: Efficiently communicate with staff, at all levels, and their representatives, ensuring that open engagement, co-operation, and feedback is received.

We Aim to: Enhance health and safety communication arrangements to include consultation and engagement with feedback to all staff and stakeholders.

5. CONTINUOUS IMPROVEMENT

We Will: Monitor the effectiveness of health and safety arrangements, to maintain continual improvement and performance.

We Aim to: Enhance through organisation learning and implementation of assurance processes.

Signature (Chief Officer):

Date: /10/2023

Signature (Chair of Board):

Date: /10/2023



SAFETY AND ASSURANCE

HEALTH AND SAFETY POLICY

Original Author/Role	Karen Lockhart – Head of Health and Safety
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	Refer to EIA HS Policy
Date of Impact Assessment (commenced)	N/A
Date of Impact Assessment (concluded)	N/A
Quality Control (name)	Teresa Kelly – Deputy Head of Safety and Assurance
Authorised (name and date)	Jim Holden – May 2022
Date for Next Review	1 September 2023

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VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as Health and Safety Policy	Karen Lockhart, Head of Health, and Safety	05/06/2013
1.0	First version issued as Health, Safety and Wellbeing Policy	Health, Safety and Wellbeing	08/10/2014
2.0	Reviewed and updated	Health, Safety and Wellbeing	11/12/2015
3.0	Reviewed and updated	Health, Safety and Wellbeing	08/06/2018
4.0	Reviewed and updated	Health, Safety and Wellbeing	03/04/2019
5.0	Reviewed and updated, issued as Health and Safety Policy	Jim Holden, Senior H&S Adviser	09/07/2021
6.0	Reviewed and updated, to include consultation feedback	Mark Penman, Senior H&S Adviser	09/02/2023
7.0	Reviewed and updated	Annie Wakeham, HS Safety Adviser and Derrick Watson Senior HS Adviser	08/09/2023



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SAFETY AND ASSURANCE

HEALTH AND SAFETY POLICY

1. [**POLICY STATEMENT**](#)
2. [**INTRODUCTION**](#)
3. [**SCOPE**](#)
4. [**STAFF AND FIREFIGHTER SAFETY**](#)
5. [**HEALTH AND SAFETY RESPONSIBILITIES**](#)
6. [**HEALTH AND SAFETY ARRANGEMENTS**](#)
7. [**REVIEW**](#)
8. [**FURTHER INFORMATION**](#)
9. [**ASSOCIATED DOCUMENTS / REFERENCES**](#)

1. POLICY STATEMENT

The SFRS recognises that our staff are central to the delivery of our service. We are committed to sensible and proportionate health and safety management that recognises the need to balance operational risk against firefighter and public safety.

This policy is inclusive of and supports the content outlined within the [Safety and Assurance Strategy 2022-2026](#), through the following five themes:

1. COMPLIANCE

We Will: Comply with health and safety legislation, guidance and best practice through our health and safety management system.

We Aim to: Continually improve our health and safety management system to reduce the risk of injury or ill-health from work related activities.

2. CULTURE

We Will: Provide visible leadership with defined role specific requirements to support the safety value of the SFRS, creating a strong proactive safety culture.

We Aim to: Enhance a positive safety culture, challenge unsafe behaviours, be open to safety discussions and confident in reporting of health and safety events.

3. CONTROL

We Will: Continue to identify risk and ensure sensible and proportionate arrangements to manage health and safety. Ensure staff at specific risk are not disadvantaged.

We Aim to: Develop and train staff to be competent in their role, identify risks and implement control measures, creating a safe working environment.

4. COMMUNICATION AND ENGAGEMENT

We Will: Efficiently communicate with staff, at all levels, and their representatives, ensuring that open engagement, co-operation, and feedback is received.

We Aim to: Enhance health and safety communication arrangements to include consultation and engagement with feedback to all staff and stakeholders.

5. CONTINUOUS IMPROVEMENT

We Will: Monitor the effectiveness of health and safety arrangements, to maintain continual improvement and performance.

We Aim to: Enhance through organisation learning and implementation of assurance processes.

Signature (Chief Officer):

Signature (Chair of Board):

Date: /10/2023

Date: /10/2023

2. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is committed to the continual improvement and compliance with its legal duties under the Health and Safety at Work Etc. Act 1974, and other supporting regulations, to ensure the safety of our staff and others who may be affected by our activities in the communities we serve.

3. SCOPE

To achieve this, SFRS has implemented a health and safety management system supported with topic specific management arrangements, improvement plans and assurance processes to ensure legal compliance. Performance is monitored and reviewed by senior management through established governance processes ensuring continual improvement of our safety culture.

This Health and Safety Policy and all associated arrangements are applicable to all SFRS employees, young people, and volunteers regardless of gender.

4. STAFF AND FIREFIGHTER SAFETY

The SFRS recognises that all our staff are central to the delivery of our service and that operational incidents present the highest risk environment. Whilst there is a degree of foreseeable risk, it is acknowledged that each incident will have its own specific hazards and associated risks due to unique and unforeseeable environmental factors. To manage this risk to firefighters, the SFRS endorses and promotes the [Health, Safety and Welfare Framework for the Operational Environment](#) and the safe person principles contained within. This is supported through robust arrangements for operational risk assessment.

5. RESPONSIBILITIES FOR HEALTH AND SAFETY

This section outlines these responsibilities with the aim to ensure our commitment to

health and safety is achieved, maintained and continually improved.

These responsibilities are expanded upon with the Health and Safety Management Arrangement Framework Responsibilities appendices, the [Safety and Assurance Engagement and Governance Management Arrangement](#), and within other topic specific health and safety management arrangements, where required.

5.1 The Board

The Board are responsible for overseeing the strategic direction and effective management of health and safety within the SFRS. This will result in the promotion of a positive safety culture that ensures effective management and continual improvement of health and safety whilst fulfilling our [Safety Value](#).

The Board shall ensure that health and safety is given the necessary due attention when making board decisions, scrutinise health and safety performance, provide support, guidance and hold the Chief Officer to account on health and safety matters.

5.2 Chief Officer

The Chief Officer is legally responsible for the discharging of SFRS duties under the Health and Safety at Work, etc. Act 1974 and ensuring competent health and safety advice is provided to the Service by suitably trained professionals. The Chief Officer can delegate responsibilities, as required, whilst remaining accountable for the actions and decisions taken.

The Chief Officer will determine and resource the strategic direction of health and safety throughout the Service, detail the SFRS organisational structure through which this Health and Safety Policy and all associated arrangements are implemented. Promote a positive safety culture by ensuring our [Safety Value](#) is embedded into everyone's thinking and actions.

5.3 Deputy Chief Officer(s)

In the absence of the Chief Officer, the Deputy Chief Officers become responsible for discharging SFRS legal health and safety duties.

5.4 Strategic Leadership Team (SLT)

All SLT Directors and Assistant Chief Officers (ACOs) are responsible for the development of a positive safety culture within the SFRS and ensuring that our [Safety Value](#) is integrated into all SFRS business processes and key decision making.

SLT members shall ensure the availability of resources to meet the requirements of this Health and Safety Policy, all associated arrangements; and visibly demonstrate commitment to effective health and safety through the promotion, implementation and monitoring of management arrangements, improvement plans, and the effectiveness of any controls implemented.

SLT members will scrutinise management information and identify any areas of good practice, improvement and oversee continual improvement by leading by example, undertake staff engagement, inspections, and assurance reviews to determine the effective application of the health and safety management system and legislative compliance.

5.5 National Safety and Assurance Board (NSAB)

The NSAB serves as the primary forum through which the SFRS [Safety Value](#) is promoted and measured, assisting the Chief Officer in the discharge of their health and safety responsibilities, determining the strategic direction of health and safety matters, operational readiness, effectiveness, monitoring health and safety performance and seeking endorsement from and advising the SLT on current or emerging risk, best practice and identifying areas for improvement.

5.6 Director of Training, Safety and Assurance

The Director of Training, Safety and Assurance is the Services Safety Champion and has a delegated duty to act on behalf of the Chief Officer in relation to health and safety matters and is the nominated chair of NSAB.

The Safety Champion is responsible for promoting and monitoring the continual improvement of the Health and Safety Policy and all associated arrangements to ensure the effective management of health and safety, ensuring that the Board and SLT are advised of aspects of health and safety performance, and promoting a positive safety culture in accordance with our [Safety Value](#).

5.7 Director of People

The Director of People has a delegated duty to provide effective health surveillance as identified through risk assessment for all relevant staff.

5.8 Head of Safety and Assurance

The Head of Safety and Assurance Function is deemed to be the SFRS 'competent person' and is the service lead for Health and Safety and Operational Assurance.

5.9 Strategic Managers (Heads of Function, Area Commanders, and Department Managers, etc.) and Supervisory Managers (Group Commanders, Station Commanders, etc.)

Strategic Managers and Supervisory Managers are responsible for promoting, resourcing, implementing, and monitoring the Health and Safety Policy and all associated arrangements to ensure the effective management of health and safety within their area of responsibility.

To achieve this, they will appoint Safety and Assurance Co-ordinators (SAC), Safety and Assurance Liaison Officers (SALO) and Deputy SALOs who will ensure health and safety is integrated into all management processes, decisions and monitor performance and compliance ensuring continual improvement, and promote a positive safety culture, through inspection, discussion, consultation, and engagement with staff in accordance with our [Safety Value](#).

5.10 Premises Responsible Persons

Premises Responsible Persons (PRP) have responsibility for the implementation of Health and Safety Policy and all associated arrangements within SFRS premises. PRPs are also responsible for the sharing of the outcomes of these arrangements with separate groups, co-occupants, contractors, and visitors occupying the same premises.

5.11 Safety and Assurance Function

The Safety and Assurance Function's principal aim is to develop, implement and maintain a health and safety management system, based on the Plan, Do, Check and Act model set out in the Health and Safety Executive's guidance; Managing for Health and Safety (HSG65). This management system will develop and implement a suite of Management Arrangements, training and supporting documentation to ensure legal compliance, best practice and promote a positive health and safety culture for all SFRS staff.

The Function will continue to develop our assurance processes from implementation, review, and organisational learning to assure effectiveness and help develop an annual Health and Safety Improvement Plan, as we transition towards ISO 45001 in accordance with the Safety and Assurance Strategy.

5.12 Safety and Assurance Co-ordinators (SAC)

SACs have delegated authority from the Strategic Manager for overseeing the implementation of the Health and Safety Policy and associated arrangements and completion of Health and Safety Improvement Plans (HSIP) and health and safety actions from the National Safety and Assurance Board.

5.13 Safety and Assurance Liaison Officers

SALOs are nominated Department Manager/Group Commander level with specific health and safety duties and are responsible for facilitating the implementation of this

Health and Safety Policy and all associated arrangements, event investigations and HSIPs, and promoting a positive safety culture within their area of responsibility.

5.14 Employees

All SFRS staff are responsible for taking reasonable care of their own health and safety and of other persons who may be affected by their acts or omissions. By complying with management arrangements, reporting safety events, raising concerns to and engaging with management which will contribute towards our positive safety culture in accordance with our [Safety Value](#).

5.15 Trade Unions

The SFRS is committed to working in partnership with employees and will engage, collaborate, and consult with Trade Union Representatives. Communication of health and safety matters will be through established governance and engagement arrangements.

The SFRS will provide facilities and assistance as Safety Representatives may be reasonably required to perform their functions in accordance with the [Health and Safety Representatives Management Arrangement](#).

6. HEALTH AND SAFETY ARRANGEMENTS

To ensure the health and safety of our staff, visitors, and contractors, the SFRS has established this Health and Safety Policy and associated arrangements to mitigate risk within the activities we undertake within our workplaces and the committees we serve.

To ensure the effectiveness of these arrangements, the SFRS have implemented a plan, do, act and check approach, based upon Managing for Health and Safety HSG65 guidance.

This SFRS Health and Safety Policy is supported by frameworks, management

arrangements, generic and technical risk assessments, emergency arrangements and associated documents created to establish a robust health and safety management system designed to ensure minimum legal compliance.

With the aim of achieving a positive safety culture, legal compliance and best practice, the Safety and Assurance Function will consult with Directorates and Service Delivery Areas to produce bespoke annual HSIPs. These will be developed from identified risk-based priorities, changes in legislation, best practice, assurance reviews and lessons learned, setting realistic, measurable, and achievable key objectives in consultation with Trade Unions. Implementation of HSIPS will be monitored and progress recorded through a formalised meeting structures defined in the [Safety and Assurance Engagement and Governance Management Arrangement](#).

To maintain continual improvement, identify good practice, assess our safety culture, and evaluate SFRS compliance with statutory duties, a series of self-compliance standards, surveys, support reviews, assurance and performance reports have been implemented. Assurance and audit processes are in development as we transition towards ISO 45001 in accordance with the Safety and Assurance Strategy.

The Health and Safety Department will continually communicate, consult and encourage participation with our staff, risk owners and interested parties. We will monitor and analyse changes in legislation, legal precedence and best practice in both health and safety and sector specific guidance to maintain currency of our arrangements. We will participate in audits conducted by external bodies, such as the His Majesty's Fire Safety Inspectorate (HMFSI) and or regulators such as the Health and Safety Executive.

The Operational Assurance Department will continue to conduct debriefs, undertake audits of identified incidents and emerging trends that have potential impact on operational activity and capture any internal and external operational learning.

7. REVIEW

The SFRS is fully committed to continual improvement of health and safety performance. This Policy will be subject to review annually or as a result of:

- Changes to existing or introduction of new legislation or technology;
- Changes to organisation of the SFRS;
- Significant learning following implementation of SFRS health and safety arrangements or outcomes of major accident investigations;
- At the request of the HSE; and
- As a result of emerging research or guidance relating to SFRS health and safety matters.

All records of revisions to the Policy and Arrangements will be retained for future reference and subject to audit as required.

8. FURTHER INFORMATION

Please contact the [Health and Safety Department](#) for further information.

9. ASSOCIATED DOCUMENTS / REFERENCES

[Equality Human Rights Impact Assessment – Health and Safety Policy;](#)

[Health and Safety Policy Statement;](#)

[Safety and Assurance Strategy 2022-2026;](#)

[DCLG, Fire and Rescue Authorities: Health, Safety and Welfare Framework for the Operational Environment, 2013;](#)

[Health and Safety at Work etc. Act 1974;](#) and

[Management of Health and Safety at Work Regulations 1999.](#)

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/22-23

Agenda Item: 16.4

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	14 DECEMBER 2023						
Report Title:	LOCAL PLAN REVIEW REPORTS						
Report Classification:	For Information	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this paper is to inform members of the Board of the Scottish Fire and Rescue Service (SFRS) that Local Plan Review Reports have been undertaken for each local authority area and inform them of next steps for their information.						
2	Background						
2.1	Under the Fire (Scotland) Act 2005, the SFRS has a statutory responsibility to prepare Local Plans for each Local Authority. There is no legislatively prescribed timespan for Local Plans so they may be reviewed and revised at any time. However, a mandatory review is required should certain events occur, such as the approval of a new Strategic Plan.						
2.1.1	As such, following publication on the Strategic Plan 2022-25 in October 2022, all Local Fire and Rescue Plans have been subject to a review.						
3	Main Report/Detail						
3.1	The review process began in November 2022 when a Local Senior Officer Workshop was held to discuss our approach to the review and redevelopment of local plans. At this meeting it was agreed that proportionality was required when considering the review process and that a streamlined approach would be undertaken, negating the need to publicly consult on the effectiveness of the existing local fire and rescue plans when reviewing plans.						
3.2	Instead, it was agreed that to assist in the development of the reports, each Local Area Team would be provided with a reduced, standard template and a 5-year range of statistical information and accompanying narrative from the Business Intelligence Team covering data relevant to each of the local priorities contained within existing local fire and rescue plans.						
3.3	Following the initial meeting in November 2022, the Service was faced with several issues, including the potential of Industrial Action, that considerably impacted upon resources, and this delayed the commencement of the review work. Local Senior Officer teams received the resources to complete their reviews in August 2023, with completed reports due by the end of September 2023.						
3.4	Since then, each of the Local Plan Review Reports have been reviewed and signed off by the appropriate Local Senior Officer and collated by the Strategic Planning Team.						

3.5	<p>Although each of the Review Reports differed depending on local area and author's style, there were some notable themes:</p> <ul style="list-style-type: none"> • Each of our local plans is bespoke to the area it serves, however, there are similarities between the priorities outlined within the plans. These can be categorised into five themes: Domestic Fire Safety and Wellbeing; Non-Fire Emergencies; Deliberate Fire Setting; Non-Domestic Fire Safety and Unwanted Fire Alarm Signals. • Our contribution to Community Planning Partnerships and Local Outcome Improvement Plans was evident in all reports. • Most local review reports showed that Accidental Dwelling Fires were below the national average. Nationally, figures have remained consistently below average since Quarter 1 of 2020-21, suggesting a clear downward trend in the data across Scotland. • Most local review reports noted that Home Fire Safety Visits remain below the national average following Covid-19. • Many reported a decrease in non-domestic fires since 2017/18, as well as a decrease in Enforcement Audit activity which has remained lower since Covid-19. • Most reported that Unwanted Fire Alarm Signals (UFAS) were subject to random variation between 2017-18 and 2019-20. Figures decreased substantially during the Covid-19 pandemic, when most offices were closed, and home working was encouraged. This meant that less people were in workplace buildings, and so there was less opportunity for an unwanted signal to occur. Since then, figures have fluctuated, and this is consistent with national patterns in the data. • Many reports highlighted the national and local initiatives that have been introduced to reduce the number of UFAS incidents. It is clear that this has been a priority at both national and local level. • Many reports highlighted the numerous prevention activities that took place across Scotland to keep our communities safe. It's clear that local teams are integral to communities and act upon national and local trends to deliver safety initiatives that address risk – a point that is also recognised in the recent East Service Delivery Area HM Fire Services Inspectorate Report. • Road and water safety featured heavily in reports, as did the need to target messaging to ensure the information was getting to the right groups. In some cases, this led to using innovative approaches such as Virtual Reality and QR codes. • The importance of partnership working was recognised with many reports identifying that continued collaboration with community partners and stakeholders remains essential in achieving local and national goals. Reports include examples of the wide range of partnership activity that takes place across Scotland. Again, this point corresponds to the findings of the East Service Delivery Area HM Fire Services Inspectorate Report indicating point of triangulation between our own evidence and that of the Inspectorate. • Most review reports have suggested that the priorities either remain the same or have suggested minor amendments to the priorities that should be taken forward when developing the new Plans.
3.6	<p>Having concluded the review stage and given that the decision has been made to pause the revision stage of the new local fire and rescue plans until 2024/25 (following full assessment by our Legal Department)¹, it is proposed that a standardised line of text is added to each of the reports (or scrutiny cover paper) where priorities have been recommended to provide assurance that the existing priorities remain fit for purpose until such time in 2024/24 when new plans are developed.</p>
3.7	<p>Following presentation to the Strategic Leadership Team, it was agreed that the Review Reports can be released to Local Authority Scrutiny Committees as per the usual process. Once signed off by Service Delivery Area Deputy Assistant Chief Officers, Local Senior Officers will release the reports when appropriate based on local scrutiny cycles.</p>

¹ Approach agreed by the SFRS Board on 28 September 2023.

3.8	Once the Review Reports have been presented at Local Authority Scrutiny Committees, all Local Plan Review Reports will be made available via our website.
3.9	The timeline to develop new Local Fire and Rescue Plans in 2024/25 is in production and will be shared once we have confirmation on the timings of the forthcoming change proposals.
4	Recommendation
4.1	Members of the Board of the SFRS are invited to: <ul style="list-style-type: none"> Note the completion of Local Plan Review Reports; and note their release to Local Authority Scrutiny Committees.
5	Key Strategic Implications
5.1	Risk
5.1.1	The SFRS has a statutory obligation to review local fire and rescue plans following the publication of a new Strategic Plan. If not completed, we would risk failing to carry out this legal requirement.
5.2	Financial
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications associated with the recommendations of this report.
5.7	Training
5.7.1	There are no training implications associated with the recommendations of this report.
5.8	Timing
5.8.1	It is proposed that the local plan reports are provided to the SFRS Board in December 2023 and then released to local authorities by the end of the year.
5.9	Performance
5.9.1	The reports provide performance information against each of their local priorities.
5.10	Communications & Engagement
5.10.1	There is no implication associated with the recommendations of this report.
5.11	Legal
5.11.1	The Fire (Scotland) Act 2005 states the SFRS has a statutory responsibility to prepare Local Plans for each Local Authority and review them.

5.12	Information Governance	
5.12.1	A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.	
5.13	Equalities	
5.13.1	An Equality and Human Rights Impact Assessment (EHRIA) is not required for this this report. These will be captured by Directorate and LSO EHRIAs.	
5.14	Service Delivery	
5.14.1	There are no service delivery implications associated with the recommendations of this report.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications informed the SFRS Board that a suite of Local Plan Review Reports has been developed by Local Area Teams and noted that they will now be released to Local Authority Scrutiny Committee as per the usual process. The Local Plan Review Reports will be published on the SFRS website once they have been presented at their external Scrutiny Committees.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	The development of Local Plan Review Reports was carried out by Local Senior Officer Teams who were assisted by the provision of a standard template and a suite of Business Intelligence data. On completion of the Review Reports, each were reviewed and signed off by the Local Senior Officer for that area. The Review Reports were presented to the Strategic Leadership Team who recommended that the Reports are also approved by the Heads of Service Delivery Areas before the reports are released to local Scrutiny Committees.
8	Appendices/Further Reading	
8.1	None	
Prepared by:		Louise Patrick, Planning and Partnerships Coordinator
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Planning
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsible and provide best value for money to the public.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>21 November 2023</i>
<i>SFRS Board</i>		<i>14 December 2023</i>
		Report Classification/ Comments
		<i>For Decision</i>
		<i>For Information</i>

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/36-23

Agenda Item: 16.5

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	14 DECEMBER 2023							
Report Title:	BIODIVERSITY REPORT 2021-2023							
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY					For Reports to be held in Private	
		Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The Paper provides an overview of the Scottish Fire and Rescue Service (SFRS) Biodiversity Report for the reporting period 2021 to 2023. The report outlines the actions SFRS have taken to protect biodiversity, and how we have incorporated biodiversity into wider policies and engaged with local communities.							
2	Background							
2.1	All public bodies in Scotland under the Nature Conservation (Scotland) Act 2004 have a duty to “further the conservation of biodiversity when carrying out their responsibilities” to ultimately look after nature on all sites not just protected sites or species. The Wildlife and Natural Environment (Scotland) Act 2011 requires every public body in Scotland to produce a report every three years outlining their compliance with their Biodiversity Duty.							
2.2	The new Scottish Biodiversity Strategy to 2045 sets out the ambition for Scotland to halt biodiversity loss by 2030, and to have restored and regenerated biodiversity across the country by 2045.							
3	Main Report/Detail							
3.1	The Biodiversity Reporting Template provided by the Scottish Government has been used to complete the report.							
3.2	The report outlines the actions SFRS have taken between 2021-2023 to protect and enhance biodiversity; this includes community gardens at Clydesmill, Motherwell and Kilmarnock Fire Stations. The development and expansion of a pollinator highway with 21 sites across our estate with beehives. Tree planting for the Queen’s Jubilee and working in partnership with Comrie Development Trust to plant trees at Cultybraggan Camp in Comrie.							
3.3	The report covers how we have incorporated biodiversity into wider policies such as our Climate Change Response Plan, Carbon Management Plan 2020-2025, Environment Policy, and procurement policies. The report also highlights the environmental campaigns and training materials that SFRS have produced to engage and increase awareness of climate change, biodiversity, and the natural environment as well as the engagement with local community groups.							

4	Recommendation
4.1	It is recommended that this report is noted by members of the SFRS Board and submitted to the Scottish Government for publication.
5	Key Strategic Implications
5.1	Risk
5.1.1	If the report is not submitted, we will not be complying with the Wildlife and Natural Environment (Scotland) Act 2011.
5.2	Financial
5.2.1	Not applicable
5.3	Environmental & Sustainability
5.3.1	Not applicable
5.4	Workforce
5.4.1	Not applicable
5.5	Health & Safety
5.5.1	Not applicable
5.6	Health & Wellbeing
5.6.1	Not applicable
5.7	Training
5.7.1	Not applicable
5.8	Timing
5.8.1	Not applicable
5.9	Performance
5.9.1	Not applicable
5.10	Communications & Engagement
5.10.1	Not applicable
5.11	Legal
5.11.1	SFRS have a legal requirement to protect & enhance biodiversity under the Nature Conservation (Scotland) Act 2004 and to produce a biodiversity report every 3 years under the Wildlife and Natural Environment (Scotland) Act 2011.
5.12	Information Governance
5.12.1	DPIA completed Yes/No. If not applicable state reasons. There is no sensitive data included within the paper.
5.13	Equalities
5.13.1	EHRIA completed Yes/No. If not applicable state reasons. There are no equalities issues contained within the paper.
5.14	Service Delivery
5.14.1	Not applicable

6	Core Brief	
6.1	Sheona McIntyre, Environment Officer, presented the SFRS Biodiversity Report for 2021-23 to members of the SFRS Board for their information before it is submitted to Scottish Government.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	This report was developed using the Biodiversity Duty Reporting Template provided by the Scottish Government. This report will be submitted to Scottish Government every three years.
8	Appendices/Further Reading	
8.1	Appendix A: SFRS Biodiversity Report 2021-2023	
8.2	Biodiversity duty reporting: templates - gov.scot (www.gov.scot)	
Prepared by:		Sheona McIntyre, Environment Officer
Sponsored by:		Peter Robertson, Environment and Carbon Manager
Presented by:		Sheona McIntyre, Environment Officer / Sarah O'Donnell, Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
Strategic Plan 2022-2025, Outcome 4		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>21 November 2023</i>
<i>SFRS Board</i>		<i>14 December 2023</i>
		Report Classification/ Comments
		<i>For information</i>
		<i>For information</i>

**Working together
for a safer Scotland**



APPENDIX A

**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

BIODIVERSITY REPORT 2021-2023

SCOTTISH FIRE AND RESCUE SERVICE

Safety. Teamwork. Respect. Innovation.

CONTENTS

1. Introduction
2. Actions to Protect and Enhance Biodiversity
3. Mainstreaming biodiversity
4. Nature-based solutions, climate change and biodiversity
5. Public engagement and workforce development
6. Research and Monitoring
7. Biodiversity highlights and challenges

1. Introduction

The Scottish Fire and Rescue Service (SFRS) are committed to ensuring the safety and well-being of the people of Scotland. The role of SFRS is to prevent and control fires, however the role is much more complex with firefighters responding to many different emergency incidents such as road traffic collisions, flooding, rope and water rescue as well as assisting partner agencies. The Scottish Government provides funding to SFRS which allows the service to deliver the priorities set out in the national Fire and Rescue Framework for Scotland.

The Scottish Fire and Rescue Service has a large estate with 356 Fire Stations located across Scotland. To ensure SFRS are able to meet the needs of all our communities, front line services are delivered locally from three strategically positioned hubs based in the North, West and East of the country. Fire Stations across Scotland vary in size and response depending on local requirements. There are 74 Wholtime stations which are manned 24/7, with the remaining stations being Retained and Volunteer stations which operate with on-call firefighters.

The Nature Conservation (Scotland) Act 2004 sets out the duty for all public bodies in Scotland “to further the conservation of biodiversity when carrying out their responsibilities” to ultimately look after nature on all sites not just protected sites or species. The Wildlife and Natural Environment (Scotland) Act 2011 requires every public body in Scotland to produce a report every three years outlining their compliance with their Biodiversity Duty.

The SFRS estate is spread out across Scotland and includes Fire Stations, Corporate Office Buildings, Workshops and Training Centres. The size of each site varies; around half of our Fire Stations consist of a building within a tarmacked yard, whereas others have small grassy areas with trees or in some cases community gardens. The measures in which we can implement to support and improve biodiversity are therefore variable dependent on each site. This report will outline the different projects and workstreams we have been able to undertake over the past three years to support and improve Biodiversity across our estate.

2. Actions to Protect and Enhance Biodiversity

Community Gardens

At Clydesmill Fire Station there is a Community Garden that has continued to expand from its initial development in 2019, Healthy n Happy a community development trust, run weekly volunteer sessions at the garden growing food together and sharing skills. The garden expanded throughout 2021-2023 with more raised beds and a poly tunnel, there were also multiple community events held at the site. The site has seen an increase in biodiversity since the community group started working on the land with more wildflowers and wildlife in the area.



Clydesmill Community



Kilmarnock Community Garden

In 2022 Kilmarnock Fire Station were successful in applying for National Lottery Funding to set up a community garden at Kilmarnock Fire Station. The station transformed an area of hardstanding ground beside the car park into a community garden, planting trees and installing raised beds. The area is used almost daily for community projects with a number of events having been held to raise awareness of biodiversity as well as sharing fire safety information.

Pollinator Highway

In 2021 Motherwell Fire Station created their Wild Garden and Bee Project, a community garden located at the back of Motherwell Fire Station. The garden was developed with the goal of being a teaching space, community garden as well as a Staff Mental Health and Wellbeing Area. The area was previously just grassland and has now supported further biodiversity with the planting of 120 trees, wildflowers, creation of a small pond and beehives.



Beehives at Motherwell Fire Station



Community Garden at Motherwell Fire Station

Partnership working between Motherwell Fire Station and The Scottish Beekeepers Society & Lanarkshire Beekeepers Association led to the expansion of the initial garden at Motherwell Fire Station to create a Pollinator Highway across other SFRS sites. Between 2021 and 2023 we have expanded the number of beehives across our estate to 21 sites with plans to expand this network further. The installation of the beehives across our estate has helped to support local ecosystems providing pollinators that help pollinate flowers, fruit and vegetables.

Tree Planting



Tree Planting at Cultybraggan Camp in Comrie



Tree Planting for Queens Jubilee

To mark the Platinum Jubilee in May 2022 SFRS took part in The Queen's Green Canopy celebration. The project was in partnership with Sodexo and Tivoli where Cherry Trees were planted at more than 15 fire stations across Scotland from Drumnadrochit to Dalbeattie, including at Cambuslang National Training Centre.

In 2021 it was highlighted 53 trees in the grounds of Comrie Fire Station required to be felled as they were located too close together and causing damage to local property. SFRS liaised with the Forestry Commission and agreed that we were to replant 3 trees for every 1 felled. Due to the lack of space at Comrie Fire Station to plant this many trees we reached out to local communities. SFRS spoke with Comrie

Development Trust who highlighted some land at Cultybraggan Camp where trees could be planted. 420 Trees were donated from Woodlands Trust which were planted in a double staggered row, the trees included hawthorn, oak, rowan and hazel. The hedge helps to create a wildlife corridor on site, joining up with other hedges, helping to attract and support local wildlife.

Ground Maintenance

In 2022 a new Grounds Maintenance contract was awarded to Tivoli they have helped to look after our sites that require grass cutting, hedge trimming, maintaining planters as well as any other required grounds support. Tivoli assisted with our tree planting event for the Queen's Jubilee, previously mentioned they also help to treat invasive species such as Giant Hogweed at some of our sites to prevent the further spread protecting plant species and support biodiversity. We are initiating conversations with Tivoli to establish what further work through the contract can be done to support Biodiversity across our estate.

Response to Wildfires

SFRS are responding to more and more wildfires across Scotland. Our Prevention and Protection department has throughout this period developed community safety messaging, sharing crucial information on wildfires, the Muirburn Code and deliberate fire setting to help educate and inform the public, so they are aware of how to behave in the countryside when the risk of fire is elevated. Through SFRS community messaging we aim to reduce the number of fires starting, which can lead to a reduction in the number of wildfires and consequently protect local biodiversity.

SFRS are also able to help protect biodiversity through firefighting techniques for example the practice of Muirburn involves starting controlled fire to remove fuel from the area the fire is travelling towards, letting the fire naturally extinguish itself. SFRS has worked with the Scottish Wildlife Forum to promote safe Muirburn practice and fuel management across Scotland.

Pollution Prevention

SFRS have been undertaking a piece of work to reduce the risk and possibility of pollution incidents across our sites, we have previously rolled out chemical cabinets to all Wholtime Stations to store foam and fuel correctly and safely. Throughout 2021-2022 Drainage Surveys were completed for our entire estate, helping to identify sites located closest to vulnerable water courses. This project has also helped to support the recent undertaking of creating pollution incident response plans for all Fire Stations, this project is expected to be completed in 2024.

3. Mainstreaming Biodiversity

SFRS recognises the importance of addressing the dual crises of climate change and biodiversity loss, The Fire and Rescue Framework for Scotland 2022 includes climate change as one of our 7 key strategic priorities. Our Strategic Plan 2022-2025 sets our objectives for the next three years, one of our overall outcomes is responding to the impacts of climate change and reducing our carbon emissions.

These objectives are further embedded across SFRS operations through our Climate Change Response Plan, Carbon Management Plan 2020-2025, Environment Policy, and procurement policies. SFRS also has an Environment and Carbon Management board that meets quarterly to support and implement the above policies and strategic objectives which consequently support biodiversity. The pollinator highway project and the development of community gardens across our estate has helped raise awareness, in the importance of nature and biodiversity with local community groups and staff.

Nature-based Solutions, Climate Change and Biodiversity

SFRS is currently working in partnership with Built Environment, Smarter Transformation, Scottish Futures Trust, and Hub North Scotland to investigate a rural station investment program to explore the additional benefits of not only providing fit for purpose workplaces but also enable the transition to net zero and environmental sustainability, increasing socio-economic benefits and help to build resilient and sustainable places.

Our Climate Change Response Plan outlines how SFRS will respond to climate change, supporting local communities as well as tackling our own emissions. SFRS have ensured that throughout our procurement procedure we promote the requirement of our suppliers and supply chains to reduce emissions and waste, both in their manufacturing and packaging as well as in their transport, logistics and on-site delivery. SFRS support active travel regularly promoting the cycle to work scheme and in 2023 we carried out a travel survey to establish how staff travel to work and how we could support or promote any sustainable changes.

4. Public Engagement and Workforce Development

Our communication department regularly develops environmental campaigns, throughout 2021-2023 SFRS ran campaigns encouraging staff to make environmental pledges and reduce energy consumption through our conservation station competition. SFRS also supported Climate Week to help raise awareness of the global climate emergency and encourage climate action and supported Sodexo in their campaigns for supporting World Earth Day in 2022 with a litter pick.

In 2023 SFRS developed environmental training modules for our staff including a presentation for new recruits, premise responsible person and retained station staff to help increase awareness of climate change, biodiversity, and the natural environment. Community groups such as schools and charities regularly visit Fire Station's for tours. During these visits firefighters share fire safety messages, however at sites with beehives and community gardens, we have started to incorporate conversations around the importance of biodiversity and the natural environment.

5. Research and Monitoring

Initial Research has been carried out by our Environment and Carbon Team to establish a list of sites with different features such as grass, trees, hedges, and planters to establish how we could support biodiversity across the variety of our sites. The Watch Commander running the Pollinator Highway in partnership with the Beekeepers Association is continually carrying out surveys to assess the viability of expanding our pollinator highway across more stations.

6. Biodiversity Highlights and Challenges

The expansion of Community Gardens across our estate and the Pollinator Highway has been one of our biggest achievements, seeing our estate being used for sharing critical messages on the climate emergency and biodiversity loss alongside fire safety has been beneficial to many of our local communities. The partnership working with community organisations, Beekeepers Association, Woodland's Trust and Comrie Development Trust continue to be some of our best relationships in supporting biodiversity.

Some of the challenges we have faced include access to funding, to developing or initiating projects that would support biodiversity. The size of our estate also has an impact on implementing measures, however the work to determine what is achievable at different sites will hopefully help to implement further projects that can support and enhance biodiversity.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No: B/FCS/35-23

Agenda Item: 16.6

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	14 DECEMBER 2023						
Report Title:	ASSET MANAGEMENT POLICY – 2023-2028						
Report Classification:	For Information	<p style="text-align: center;">Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9</p>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to provide further detail to The Board of Scottish Fire and Rescue Service (SFRS) on the Asset Management Policy, as attached at Appendix A.						
2	Background						
2.1	Audit Scotland (AS) published a report in May 2018 titled “Scottish Fire and Rescue Service – An Update”. AS noted that SFRS inherited a backlog of £389 million to maintain/invest in its property, vehicles and equipment. AS noted that “this backlog is insurmountable without transforming the SFRS current model for delivering services and additional investment.”						
2.2	SFRS approved an Asset Management Strategy in 2019. In 2022 External Audit asked for this document to be updated and reviewed to ensure that it aligns with the SFRS Strategic Plan.						
2.3	The Strategic Asset Management Plan (SAMP) for Fleet was approved by the Board in November 2022. The SAMP for Property was approved in March 2023 and the SAMP for Equipment was approved in July 2023. The SAMPs sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management.						
2.4	In 2022, recognising that Scottish Government and UK finances are constrained by the current economic impacts of EU exit and the war in Ukraine, which have led to increased construction costs and inflationary pressures throughout supply chains, SFRS revised the approach to allocating capital funding, adopting a risk-based approach which would minimise the risk of failure in terms of service delivery.						
3	Main Report/Detail						
3.1	The Scottish Fire and Rescue Service has an asset portfolio worth around £0.5billion comprising land & buildings, vehicles and operational equipment, which are critical to the effective delivery of services to our communities across Scotland. Despite significant investment over the past 10 years, there remains a substantial inherited backlog to enable all assets to achieve satisfactory ratings of condition and suitability; and Audit Scotland has previously recognised the need for action.						
3.2	Through the adoption of best practice asset management standards, the Service seeks to make best use of the assets and investment available to achieve its objectives. SFRS recognises that effective asset management requires interventions at each stage of the						

<p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p>	<p>asset lifecycle and the Asset Management Policy sets out how each of these stages will be managed.</p> <p>This Asset Management Policy establishes clear principles by which we will manage our assets, make strategic decisions and define longer terms action plans against our Asset estate. It will remain in place for the next five years and will be reviewed annually to ensure it is still relevant to what we are trying to achieve. Asset Principles:</p> <ul style="list-style-type: none"> • To promote joint working where it will provide benefit for service delivery and in securing efficiencies; • To provide the right assets, for purpose, to meet current service delivery needs and to plan for the future; • To reduce the environmental impact of our assets and achieve net zero by 2045; • To modernise our assets and thereby ensure that they are maintained efficiently. <p>The Asset Management Policy further provides an overarching principle to ensure effective asset management information systems are established, embedded, and managed to provide the data we require to manage performance and enable continuous improvement, this is in line with the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management.</p> <p>An Asset Management System (AMS) reflects the interrelation between asset policies, objectives and processes necessary to achieve the organisation’s objectives. The reason organisations need to define and implement an AMS is to make best use of limited resources in achievement of the organisation's objectives and in fulfilment of its purpose. It is critical to ensuring:</p> <ul style="list-style-type: none"> • Effective whole of lifecycle planning; • Integration with other relevant policies and procedures; • Improved performance measurement and reporting. <p>The Asset Management Policy creates a framework to capture how the Service will maintain and deliver new vehicles, equipment and buildings. It is a living document that will change and adapt as we move forward.</p>
<p>4</p>	<p>Recommendation</p>
<p>4.1</p>	<p>The Board of Scottish Fire and Rescue Service is asked to note:</p> <p>a) The draft Asset Management Policy 2023-2028, as attached at Appendix A</p>
<p>5</p>	<p>Key Strategic Implications</p>
<p>5.1</p> <p>5.1.1</p>	<p>Risk</p> <p>The Asset Management Policy and the associated SAMP documents outline a number of asset related risks, mitigating actions and how such risks will be managed.</p>
<p>5.2</p> <p>5.2.1</p>	<p>Financial</p> <p>For reference the Audit Scotland report published in May 2018 reported an investment backlog of £389 million, the backlog is now £629 million, and termed this as insurmountable. The £629 million investment backlog broken down by asset type equates to Property (£513m), Fleet (£102m) and Equipment (£14m). Within the space of 5 years this investment backlog has substantially increased by 61%. As the Policy makes clear, additional Capital funding will be required in order to deliver the proposed improvements to fleet, property and equipment assets.</p>
<p>5.3</p> <p>5.3.1</p>	<p>Environmental & Sustainability</p> <p>In accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030, fire station design standards will take account of the whole life cost of our buildings, whilst reducing energy consumption and carbon emissions and contributing to</p>

	the 6% per annum carbon reduction target. Unless the investment backlog of our fleet and properties is addressed with significant capital funding for replacement, SFRS will be unable to meet the carbon reduction target.
5.4 5.4.1	Workforce SFRS employees are the primary users of SFRS assets and as such their role is recognised both in designing assets that are fit for purpose and in looking after those assets throughout their lifecycle.
5.5 5.5.1	Health & Safety All users of SFRS assets will be required to adopt the appropriate SFRS health and safety procedures whilst utilising assets.
5.6 5.6.1	Health & Wellbeing One of the identified asset management principles is to embed health, safety and wellbeing in the design and deployment of assets.
5.7 5.7.1	Training Training, for asset users, technicians and others is critical in ensuring the health, safety and wellbeing of asset users and the public, and in maximising the productive capacity of the asset. Provision will be made to ensure this is appropriately resourced.
5.8 5.8.1	Timing The Asset Management Policy covers the period 2023 – 2028.
5.9 5.9.1	Performance With regards to Fleet, Property and Equipment assets, performance will be measured and reported through the Asset Management Liaison Board. With regards to performance management, a range of qualitative and quantitative Key Performance Indicators (KPIs) will be measured to show progress over time and will also be used for benchmarking purposes against other blue light partners.
5.10 5.10.1 5.10.2	Communications & Engagement The Asset Management Policy, which has been developed in conjunction with members of the Asset Management Liaison Board (AMLB) and their wider teams, will be published and communicated throughout the Service. The Asset Management Policy has been to AMLB and SMB where it was recognised that the document has been written more as a strategy, which, in reference to SFRS guidance would normally be termed as a 'strategy'. However, due to specific Asset Guidance from the Royal Institution of Chartered Surveyors (RICS) the policy nomenclature has been used. This issue was further discussed with Richard Whetton, Head of Corporate Governance, who agreed that this document can be termed as policy in this instance.
5.11 5.11.1 5.11.2	Legal SFRS has statutory duties to respond to fire and rescue incidents. The continued lack of investment in our assets may impact our ability to respond in the future. The potential for discrimination claims due to lack of suitable facilities for a modern workforce have been highlighted. The lack of segregated areas for Personal Protective Equipment (PPE) may lead to future ill health related claims for the Service. Acknowledgement that for a number of SFRS fire stations are failing to comply with legislative obligations in relation to minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992. The incorporation of measures to control contaminants will benefit the health and safety of SFRS employees, as will the defined secure lines controlling areas open to the public.

5.12	Information Governance	
5.12.1	Not at this time.	
5.13	Equalities	
5.13.1	EIA completed: Yes. An Equality Impact Assessment (EIA) has been completed.	
5.14	Service Delivery	
5.14.1	The delivery of the Asset Management Policy will have a significant impact on Service Delivery, improving Fleet, Property and Equipment assets, communications and access to information.	
6	Core Brief	
6.1	The Head of Asset Management presented a report for information to The Board of Scottish Fire and Rescue Service detailing an Asset Management Policy which provide rules and consistent structure to how we manage key assets; this includes the creation of an Asset Management System that reflects the interrelation between asset policies, objectives and processes necessary to achieve the organisation's objectives.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	<p>The content of the Asset Management Policy was reviewed by Scottish Futures Trust to ensure that it linked to the Scottish Government's Infrastructure Investment Plan (IIP) which provides a common framework to inform planning and decision making in public sector infrastructure investment.</p> <p>Scottish Futures Trust further reviewed the Asset Management Policy and were pleased to see that this links into their Guide to Property Asset Strategy in the Scottish Public Sector which underlines the importance of making the most of existing assets and taking a collaborative place-based approach to help determine future infrastructure investment.</p> <p>Following approval by Strategic Leadership Team and the SFRS Board, an annual report will be prepared to ensure that Asset Management can track performance against improvement plan actions and take any corrective action where necessary. This additional reporting and governance will improve scrutiny of the Asset Management section.</p>
8	Appendices/Further Reading	
8.1	Appendix A: Asset Management Policy 2023	
8.2	Appendix B: Equality Impact Assessment	
8.3	Further Reading: <ul style="list-style-type: none"> • Audit Scotland - Scottish Fire and Rescue Service – An Update (2018) • Asset Management Strategy 2019-29 • Strategic Asset Management Plan – Equipment, 2023-2028 	

	<ul style="list-style-type: none"> • Strategic Asset Management Plan – Property, 2023-2028 • Strategic Asset Management Plan – Fleet, 2022-2027. • Risk Based Capital Investment Plan 2022 	
Prepared by:	Ijaz Bashir – Asset Governance and Performance Manager Stuart Free – Asset Quality Manager	
Sponsored by:	Sarah O'Donnell - Director of Finance and Contractual Services Iain Morris – Head of Asset Management	
Presented by:	Iain Morris – Head of Asset Management Ijaz Bashir – Asset Governance and Performance Manager	
Links to Strategy and Corporate Values		
<ul style="list-style-type: none"> • Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services. • Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. • Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Asset Management Liaison Board</i>	<i>3 October 2023</i>	<i>For Recommendation</i>
<i>Senior Management Board</i>	<i>18 October 2023</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>8 November 2023</i>	<i>For Decision</i>
<i>SFRS Board Strategy Day</i>	<i>23 November 2023</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For Information</i>

Asset Management Policy

2023-28

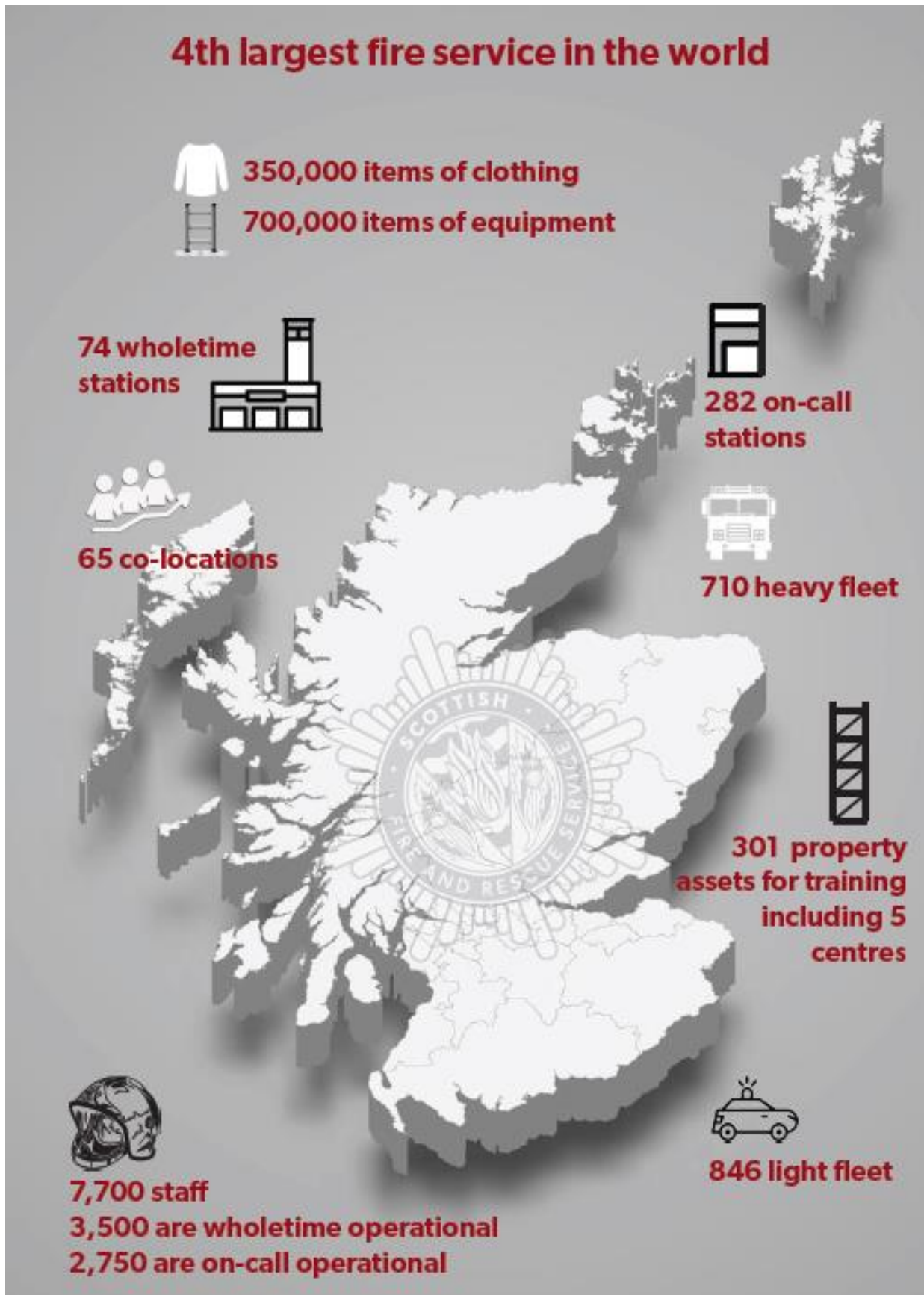
Working together for a safer Scotland



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I. Asset Estate Overview



II. Foreword by Acting Director Asset Management

It is my pleasure to introduce the first Scottish Fire and Rescue Service (SFRS) Asset Management Policy. This Policy aims to support every member of our workforce by ensuring they have the right equipment, fleet and property assets to do their job to the best of their ability every day. Over the past two years significant progress has been made in developing a strategic approach to managing our assets, with work undertaken on the creation of Strategic Asset Management Plans (SAMPs) for Equipment, Fleet and Property. The Service is now better placed to continue to meet the challenges we will face in 2023 and beyond. We are further looking to develop and strengthen this Policy through a clearer understanding of the quality and performance of all asset types through the creation of Service specific asset management plans, which will further help identify investment needs, for example work is underway on the development of a Strategic Asset Management Plan for Training assets, as well as a review of Office Accommodation and a review of Light Fleet.

Co-operation across the Service and beyond is essential to improve asset management planning, and we will continue to develop internal and external collaborative relationships as we aim to meet our objective to improve the service we provide to Scotland, through the provision of an efficient, effective and appropriate asset base in support of the Service Delivery and Training Departments. Further through effective governance, linked to both the SFRS Strategic Plan 2022-25 and the Operational Strategy 2022-32, the Asset Management Department will lead an integrated approach to Strategic Asset Management Planning which also supports the SFRS Long-Term Vision.

Given that we are in a time of austerity and there has been a reduction in Scottish Government budgets that will continue for the foreseeable future, it is now more vital than ever that the SFRS ensures the efficient and effective use of our assets to meet the delivery of key Service objectives; in order to achieve this, we will continue to work with Service Delivery and Training Department colleagues to review the asset footprint. This Policy will ensure that we are entirely compliant with regulatory, contractual and legislative commitments, it will also ensure that we strive to implement best practice wherever possible.



Iain Morris
Acting Director Asset Management

1. Introduction

a. Background

The Scottish Fire and Rescue Service has an asset portfolio worth around £0.5billion comprising a range of assets, land & buildings, vehicles and operational equipment, which are critical to the effective delivery of services to our communities across Scotland. The main focus of this Policy is to ensure that our assets are used to fully support Service needs in the most efficient and effective way and to provide innovative solutions to sustainability and energy efficiency. We also remain committed to on-going prioritised improvements and lifecycle maintenance across our asset estate to ensure it remains compliant. The 10-year Capital spend, 2013-2023, across our asset portfolio is shown below:



b. Context

This Policy sets out how we will manage, maintain and develop our assets. The SAMPs for Fleet, approved by the Board in 2022, Property, approved by the Board in March 2023, and the SAMP for Equipment, approved in August 2023, set out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management, with an ambition for this approach to Asset Management be certified to the International Organization for Standardisation (ISO) 55001 Asset Management Standard.

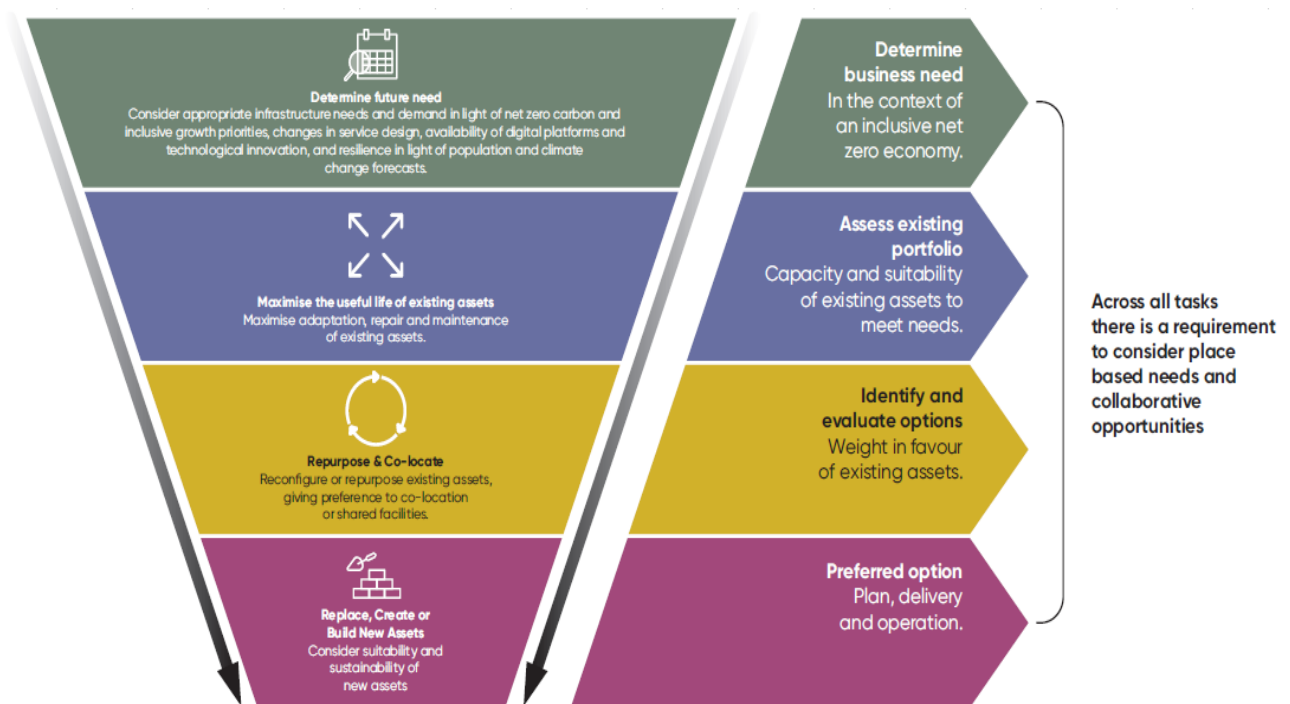


c. Scottish Government Investment Hierarchy

There are a number of internal and external Strategic Drivers that have influenced this Policy. This Policy and the SAMP documents demonstrates SFRS is working within the Scottish Government’s Infrastructure Investment Plan for Scotland 2021-22 to 2025-26 (IIP) and the new Investment Hierarchy approach, as outlined in the Scottish Government’s [Guide to Property Asset Strategy in the Scottish Public Sector](#), which says, “Our Infrastructure supports Scotland’s resilience and enables



inclusive, net zero, and sustainable growth”. This is through demonstrating future need, maximising the life of existing assets as far as possible, seeking opportunities to co-locate, and seeking funding to replace and build new assets by considering the suitability and condition of our assets. Similarly, we will use Scottish Futures Trust’s Place Guide to inform our approach within this Policy and thereby ensure that Placemaking is used to support positive outcomes for communities.



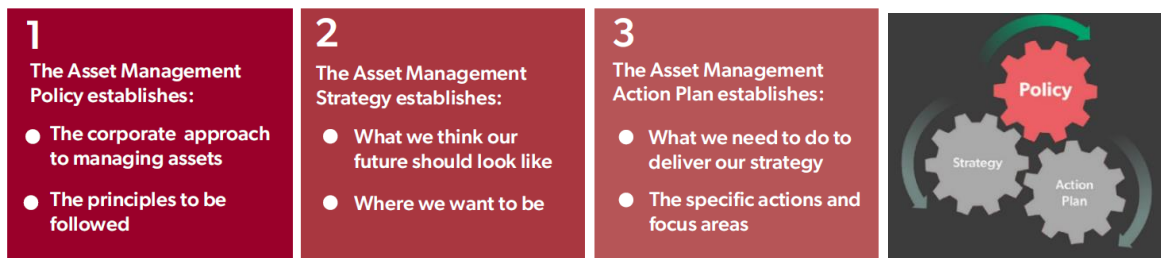
New Scottish Government Investment Hierarchy

2. Purpose

a. Asset Management Framework

This Policy uses a Strategic Asset Management Framework (SAMF) approach developed by the Royal Institute of Chartered Surveyors (RICS). This requires an Asset Management Policy to provide rules and consistent structure to how we manage key assets, this includes the creation of Asset Management Principles, which will link to the higher-level organisational strategic objectives.

The Asset Management Policy is designed to ensure that Strategic Asset Management Plans (SAMPs) are reflected in the business decisions of all parts of the organisation. The SAMPs support this approach with clear principles and objectives as a framework for the continuous maintenance and development of our physical assets across the Service. It sets down the rules of behaviour for the organisation, as far as asset decision making is concerned, to ensure that the SAMPs can be delivered transparently through a consistent process. The SAMPs contains a suite of living documents divided into three clear parts that can be updated separately to remain relevant and each one of three SAMPs that underpin the overarching Asset Management Policy clearly detail how asset performance and risk will be managed effectively:



The diagram below shows the strategic context of the Asset Management Policy:



b. Asset Principles

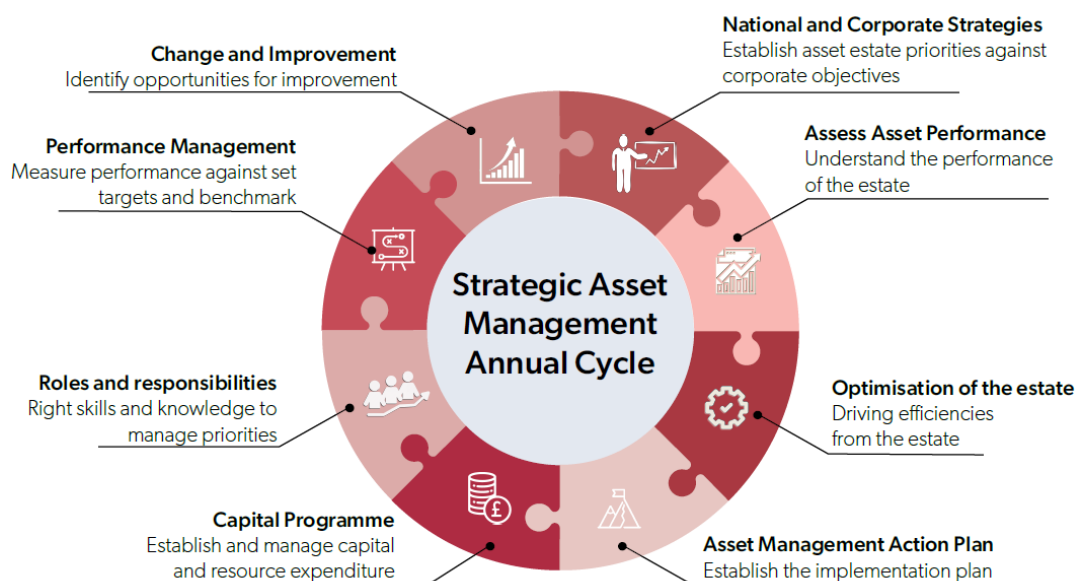
The Asset Management Policy establishes clear principles by which we will manage our assets, make strategic decisions and define longer terms action plans against our Asset estate. It will remain in place for the next five years and will be reviewed annually to ensure it is still relevant to what we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

<p>1 To promote public sector partnership working where it will provide benefit for Service Delivery and Training Departments whilst securing efficiencies</p>	<p>2 To provide the right assets, fit for purpose, to meet current Service Delivery and Training Departments needs and to plan for the future</p>	<p>3 To reduce the environmental impact of our assets and achieve net zero by 2045</p>	<p>4 To modernise our assets and thereby ensure that they are maintained efficiently</p>
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The Policy further includes an overarching principle to ensure effective asset management information systems are established, embedded, and managed so as to provide the data we require to manage performance and enable continuous improvement, in line with ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management. In producing this Policy, we will:

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

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







c. Asset Management Objectives

To support the Asset Management Policy, we have set out four objectives, these are described consistently throughout the Fleet, Property and Equipment SAMPs. These describe The SFRS commitment to asset management and to achieving the benefits that can be delivered through effective use of the asset portfolio. These objectives are important for decisions made in respect of our assets.

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

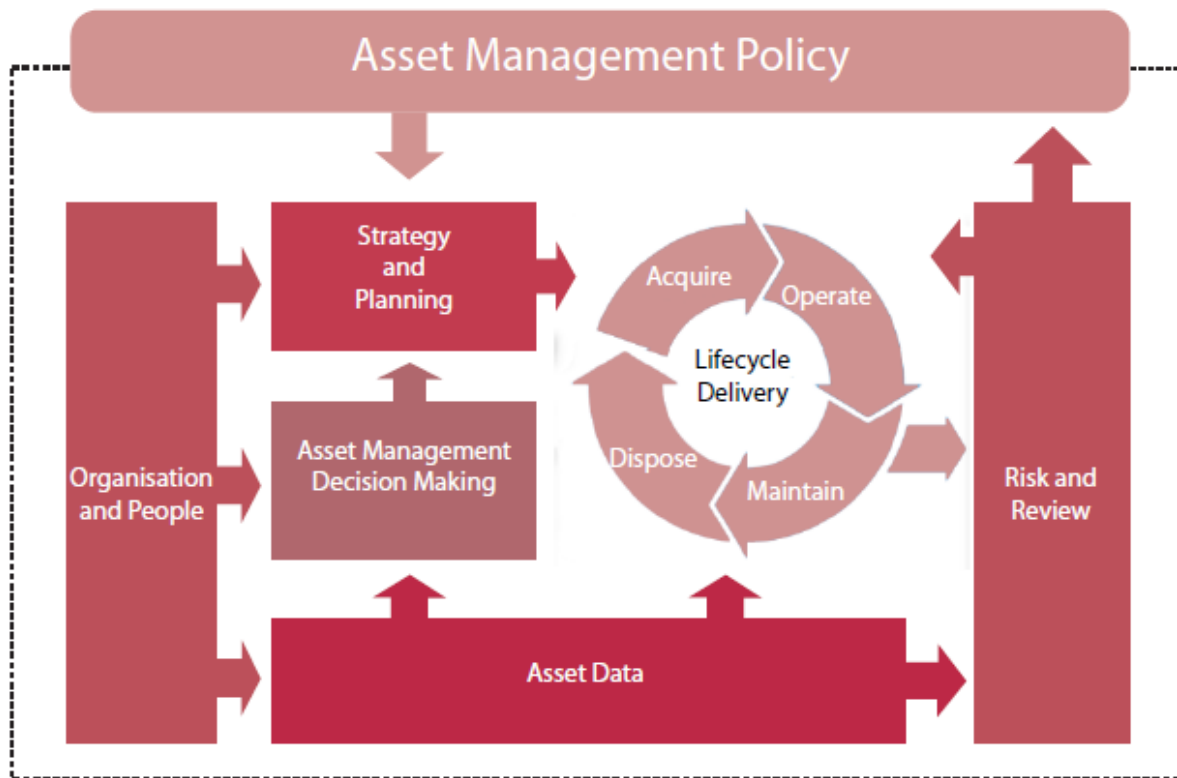
- Cost means consideration of the whole life cost of assets;
- Quality means meeting a specification which is fit for purpose and sufficient to meet Service requirements;
- Sustainability means economic, social, and environmental benefits in support of the SFRS Long-Term Vision.

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

3. Strategic Context

a. Introduction

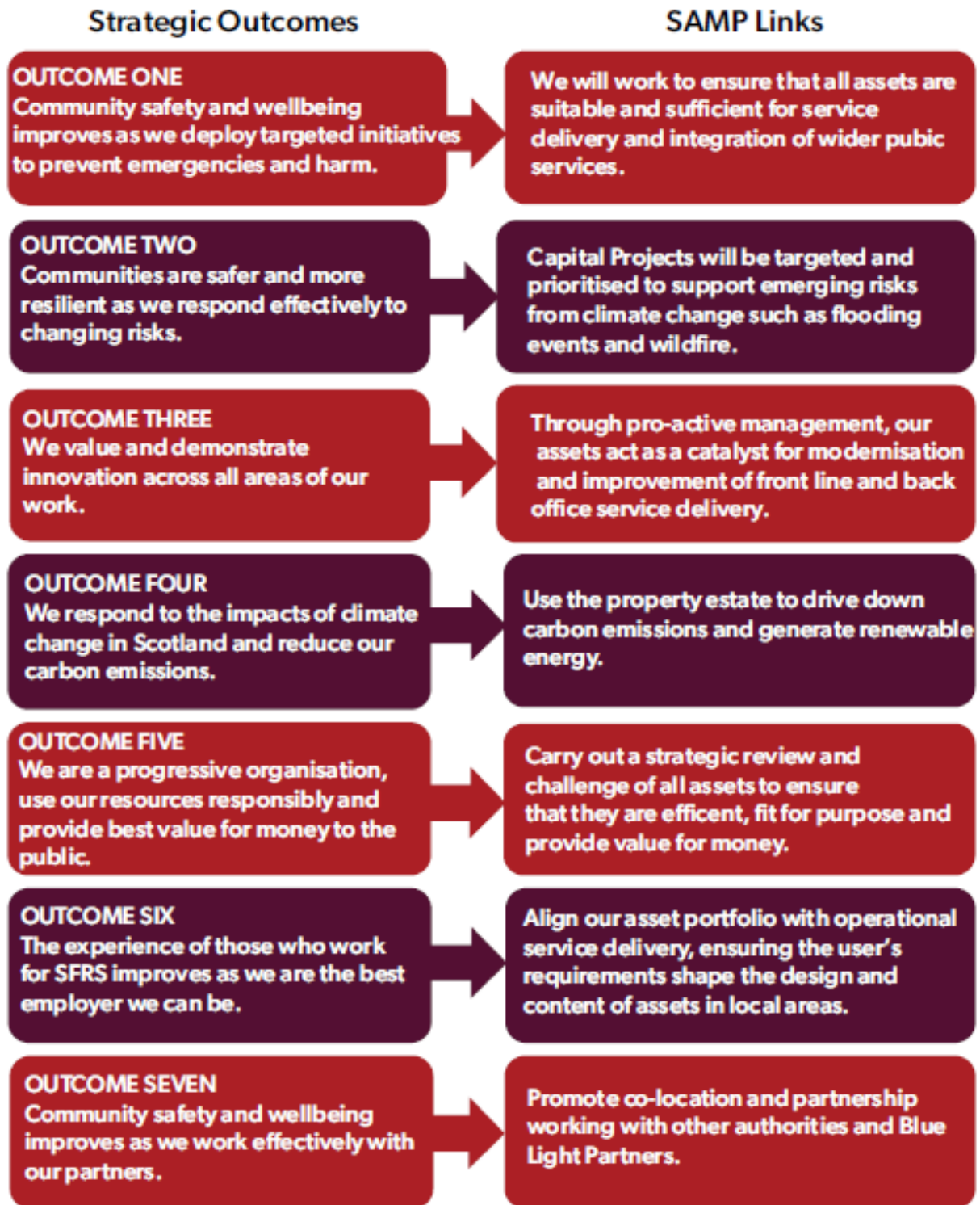
We recognise that effective asset management requires interventions at each stage of the asset lifecycle. This policy sets out how we will manage each of these stages as depicted in the following diagram:



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

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

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



b. Aligning the SAMF with ISO 55001 – Asset Management System

The ISO 55000 series of standards is intended for use by those organisations that are:

- Involved in the establishment, implementation, maintenance, operation, and improvement of an asset management system; and

- Involved in the planning, design, implementation and review of asset management activities.

Adoption of this ISO aligned Strategic Asset Management Framework (SAMF) enables organisations to achieve their objectives through the development and implementation of their own Asset Management System. This means that organisational objectives can be consistently translated into asset-related decisions, and that subsequent plans and activities can be established using a structured approach. From an SFRS perspective, the consistent application of this alignment ensures more effective governance and control of assets across all asset portfolios.

c. Benefits of ISO 55001

An asset management system provides a structured, best practice approach to managing the lifecycle of assets. Further benefits include:

- Reduced risks associated with ownership of assets – anything from unnecessary maintenance costs and inefficiency to accident prevention;
- Improved quality assurance for regulators – where assets play a key role in the provision and quality of Service Delivery;
- Stakeholder Confidence - stakeholders gain confidence from the knowledge that a strategy is in place to ensure assets meet the necessary safety and performance requirements;
- Asset Assurance – demonstrating that the requirements of an internationally recognised asset management system are being met.

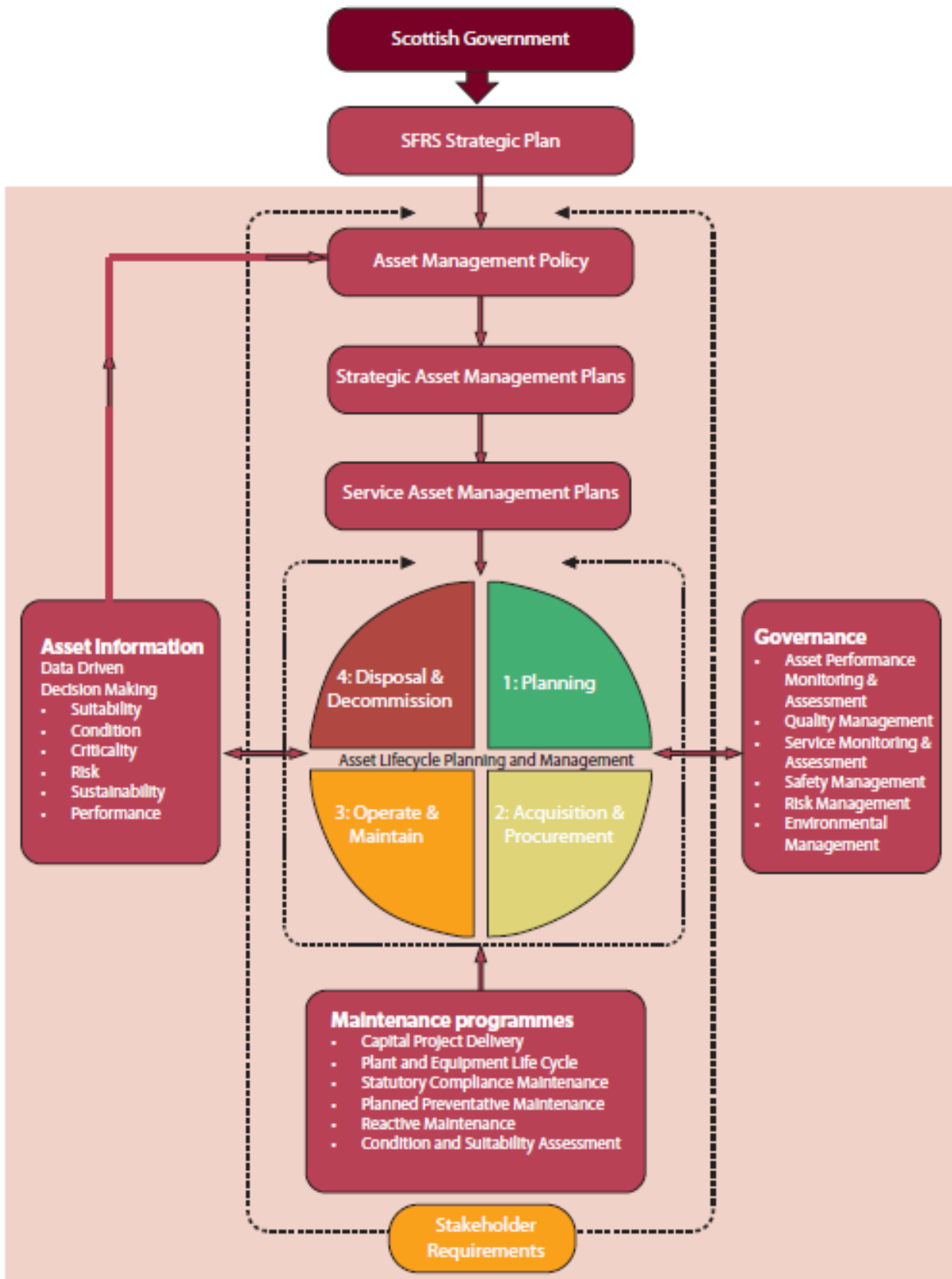
d. Asset Management System

An Asset Management System (AMS) reflects the interrelation between asset policies, objectives and processes necessary to achieve the organisation's objectives (ISO 55001). The reason organisations need to define and implement an AMS is to make best use of limited resources in achievement of the organisation's objectives and in fulfilment of its purpose. It is critical to ensuring:

- Effective asset lifecycle planning;
- Integration with other relevant policies and procedures;
- Improved performance measurement and reporting.

Lifecycle planning considers the total cost and benefit of ownership, so that during the planning process, options for re-construction, repair, replacement, refurbishment or upgrade can be made with an all-encompassing view of data and information, so as to fully utilise assets for as long as possible. The lifecycle asset planning and management process is illustrated in the diagram below:

SFRS – Asset Management System



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

PART 1 BASIC INFORMATION

Policy Owner	Iain Morris
E&D Practitioner	
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Asset Management Policy 2023-2028
Date Assessment Commenced	25/09/2023

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

Briefly describe the aims, objectives and purpose of the function/policy	Sets out the Asset Management Policy (AMP) 2023-28
Are there any associated objectives of the function/policy (please explain)?	<p>We will adopt the following asset management principles;</p> <ul style="list-style-type: none"> • To promote joint working where it will provide benefit for Service Delivery an in securing efficiencies; • To provide the right assets, fir for purpose, to meet current Service Delivery needs and to plan for the future; • To reduce the environmental impact of out assets and achieve net zero by 2045; • To Modernise our assets and thereby ensure that they are maintained efficiently. <p>The Policy provides an overarching principle to ensure effective asset management information systems are established, embedded, and managed so as to provide the data we require to manage performance and enable continuous improvement, in line with the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management.</p>
Does this function/policy link with any other function/policy?	<p>Fire and Rescue Framework Scotland 2022 SFRS Strategic Plan 2022-2025 Strategic Services Review Programme (SSRP) Capital Programme Strategic Asset Management Plans for Fleet, Property and Equipment</p>
Who is intended to benefit from the function/policy and in what way?	All SFRS Employees, Stakeholders and local communities.

What outcomes are wanted from this function/policy?	Through the adoption of best practice asset management standards, the Service seeks to make best use of the assets and investment available to achieve its objectives.
What factors/forces could contribute/detract from the outcomes?	Despite significant investment over the past 10 years, there remains a substantial inherited backlog to enable all assets to achieve satisfactory ratings of condition and suitability; and Audit Scotland has recognised the need for action.
Who are the main stakeholders in relation to the function/policy?	All SFRS Employees, Stakeholders and local communities.
Who implements the policy and who is responsible for the function/policy?	Scottish Government, SFRS Board, Asset Management Department and budget holders within SFRS

PART 2 ESTABLISHING RELEVANCE

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

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

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

Please tick as appropriate.

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

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

AND,

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

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

The Asset Management Policy 2023-2028 is a high-level document that seeks to make best use of the assets and investment available to achieve its objectives. Although the assessment principles identify that we must work with users and communities to design assets that meet their needs, the high level of the Policy has limited direct relevance to the general equality duty.

The Policy does, however, identify areas that will be subject to separate consideration and where relevance to the general equality duty is likely to be significant. In these circumstances, an Equality and Human Rights Impact Assessment will be conducted.

Examples of these are:

- Considering the views of our employees and communities through consultation; the outcome of which can be used as evidence to identify potential positive and/or negative impacts of any policy, practice or decision.
- The need to ensure that relevant SFRS premises comply with the Equality Act 2010 in relation to disability access.
- Accessibility on the grounds of disability will also be a feature in the procurement and use of vehicles where the vehicles will be used for the purposes of transporting service users.
- Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.
- The provision of dignified facilities in SFRS premises and in some fleet & transportation.
- Tender specifications throughout the procurement process. EHRIA or any equality and diversity points raised are detailed within the specification where relevant.

This list is not exhaustive, and any equality considerations associated with our assets should be examined, to avoid negatively impacting on our service delivery, safety of the public and employees, financial sustainability, legal compliance, environment, internal control and reputation.

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

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

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

AND,

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

Concluding Part 2

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

PART 3 IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	The Asset Management Policy (AMP) 2023-2028 is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the Asset Management Policy 2023-2028 will be relevant on the grounds of age as it applies to employees or communities. It is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of age.
Caring Responsibilities	See comments relating to age. The AMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) based on caring responsibilities.
Disability	See comments relating to age. There will be some relevance to disability on the grounds of accessibility, this may feature where a community fire station will be used for the purposes of hosting an event for the community.
Gender Reassignment	See comments relating to age. The AMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Gender reassignment.
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	See comments relating to age. The AMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of pregnancy and maternity.
Race	See comments relating to age. The AMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of race.
Religion and Belief	See comments relating to age. The AMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of religion and belief.
Sex (gender)	With regards to Fire Stations the current property estate has limited

	<p>provision for dignified welfare facilities for female firefighters where immediately required. To encourage a diverse workforce the suitability of our stations requires significant investment which is not currently available. Specifically, over the last 2 years significant efforts have been made to address this issue with new gender-neutral welfare facilities created in Stations at Alloa, Inverness, Stirling and Edinburgh. We will continue to monitor and address this issue where possible as part of on-going Capital work and we will continue to work with Scottish Government in order to develop business cases for investment in our estate</p>
Sexual Orientation	<p>See comments relating to age. The AMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of sexual orientation.</p>
Social and Economic Disadvantage	<p>See comments relating to age. The AMP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of social and economic disadvantage.</p>
Human Rights	<p>There is no evidence that the AMP has any direct relevance to the Human Rights Act. It is not possible at this time to say if any of the associated initiatives that will arise from the property capital spend will have relevance to the Act but will remain under review.</p>
Impact on people in general not covered by specific characteristics	<p>Island Impact Assessments: The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the implementation of the AMP.</p> <p>Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances.</p> <p>Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks.</p> <p>Equality, Human Rights Impact Assessments and Island Impacts will be considered for work programmes that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.</p>

Summary and Conclusion of Impact Assessment

The Asset Management Policy 2023-2028 is a high-level document that seeks to make best use of the assets and investment available to achieve its objectives. Although the assessment principles identify that we must work with users and communities to design assets that meet their needs, the high level of the Policy has limited direct relevance to the general equality duty.

The Policy does, however, identify areas that will be subject to separate consideration and where relevance to the general equality duty is likely to be significant. In these circumstances, an Equality and Human Rights Impact Assessment will be conducted. Where appropriate, evidence gained through consultation with SFRS employees and local communities should be utilised to determine if there are any positive and/or negative impacts.

Conclusion

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

Concluding Part 3

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

PART 4 MONITORING & REVIEW

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

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

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

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

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

Q2 What will be monitored?

The actions plan that sit within the Strategic Asset Management Plans for Fleet, Property and Equipment will be monitored for progress on an annual basis. Similarly, the performance information that sits within these documents will also be reported on an annual basis.

Q3 How will monitoring take place?

As Question 2 above

Q4 What is the frequency of monitoring?

As Question 2 above

Q5 How will monitoring information be used?

As Question 2 above

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Iain Morris – Acting Director of Asset Management
Date	20/09/2023

This Equality and Human Rights Impact Assessment was supported by:

Name	Parveen Khan
Date	27/09/2023

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 18

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p>Provisional Special Board – 7 February 2024 (org 22 Feb)</p>	<ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Budget Approach 2024-25)
<p>27 March 2024</p>	<ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair’s Report Chief Officer’s Report Committee Reports Risk Themes Forward Plan Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report <ul style="list-style-type: none"> Organisational Performance Dashboard Report Q3 Progress Report AOP and Portfolio Office Q3 Report <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget 2024/25 Capital Programme 2024-2027 New Mobilising System Resource and Capital Plans <p><u>New Business</u></p> <ul style="list-style-type: none"> Risk Based Investment Strategy (IM/IB)
<p>25 April 2024</p>	<ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair’s Report Chief Officer’s Report Committee Reports Risk Themes Forward Plan Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Annual Governance Review <p><u>New Business</u></p> <ul style="list-style-type: none">
<p>27 June 2024</p>	<ul style="list-style-type: none"> Chair’s Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Performance Management Framework Annual Report 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Corporate Risk and Performance Report Q4 Progress Report 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Debt Write Off 2022-23

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	<ul style="list-style-type: none"> • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Arrangements and Outcomes of Annual Review – Effectiveness of Board • AOP and Portfolio Office Q4 Report <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p align="center">29 August 2024</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • ARAC Committee Annual Report to Accountable Officer • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Corporate Risk and Performance Report 2024/25 Q1 • AOP and Portfolio Office Q1 Report <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Annual Performance Review 2023/2024 • Annual Procurement Report 2023/24 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p align="center">31 October 2024</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • SFRS/Anthony Nolan Partnership Annual Report 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2023/24 • Resource Budget Outturn Report 2023/24 <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Board Forward Plan Schedule 2025/26 • Draft Annual Report and Accounts 2023/24 (PRIVATE) • <p><u>New Business</u></p> <ul style="list-style-type: none"> •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">19 December 2024</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • Health and Safety Annual Report 2023/24 • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Organisational Performance Dashboard Report Q2 Progress Report • AOP and Portfolio Office Q2 Report • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
<p align="center">Provisional Special Board – 20 February 2025</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Budget Approach 2025-26
<p align="center">27 March 2025</p>	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Organisational Performance Dashboard Report Q3 Progress Report • AOP and Portfolio Office Q3 Report <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget 2025/26 • Capital Programme 2024-2027 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •