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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

22 August 2024

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

You are invited to attend a meeting of the Scottish Fire and Rescue Service Board as follows:

Date: Thursday 29 August 2024

Time: 1000 hours

Venue: Braidwood Suite, Scottish Fire and Rescue Service Headquarters, Westburn Drive, Cambuslang, G72 7NA / 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 29 AUGUST 2024 @ 1000 HOURS
BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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 27 June 2024 (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** S Ballingall
- Update of Meeting: 1 August 2024 (*verbal*)
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
i. Draft Minutes of Meeting: 25 June 2024 (*attached*)
ii. Audit and Risk Committee Annual Report to Accountable Officer (*attached*)
- 10.3 **People Committee:** M Wylie
- Draft Minutes of Meeting: 6 June 2024 (*attached*)
- 10.4 **Service Delivery Committee:** T Wright
- Draft Minutes of Meeting: 29 May 2024 (*attached*)
- Update of Meeting: 22 August 2024 (*verbal*)
- 10.5 **Reform Collaboration Group**
- Reform Collaboration Group Main Board (*verbal*) K Darwent
- Reform Collaboration Group Oversight Group (*verbal*) F Thorburn

- 11 **QUARTERLY PERFORMANCE REPORT Q1 2024/25** (*attached*) M McAteer

The Board is asked to scrutinise the report.

- 12 **ANNUAL OPERATING PLAN PROGRESS UPDATE Q1 2024/25 REPORT** (*attached*) M McAteer

The Board is asked to scrutinise the report.

- 13 **RESOURCE BUDGET MONITORING REPORT** (*attached*) S O'Donnell

The Board is asked to scrutinise the report.

- 14 **CAPITAL BUDGET MONITORING REPORT** (*attached*) S O'Donnell

The Board is asked to scrutinise the report.

- 15 **COLLEAGUE EXPERIENCE SURVEY 2024 UPDATE** (*attached*) L Gaja

The Board is asked to scrutinise the report.

- 16 **SFRS WORKING IN PARTNERSHIP 2023/24** (*attached*) M McAteer

The Board is asked to scrutinise the report.

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

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

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

- 19 **DATE OF NEXT MEETING**
The next formal meeting will be held on Thursday 31 October 2024.

PRIVATE SESSION

- 20 **MINUTES OF PREVIOUS PRIVATE MEETING:**
20.1 **Thursday 27 June 2024** (*attached*) *K Darwent*

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

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

- 22 **LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE** (*attached*) *S O'Donnell*

The Board is asked to approve the report.

- 23 **ANNUAL PERFORMANCE REPORT 2023/24** (*attached*) *M McAteer*
The Board is asked to approve the report.

- 24 **NEW MOBILISING SYSTEM: FULL BUSINESS CASE** (*attached*) *D Lockhart*
The Board is asked to approve the report.

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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 27 JUNE 2024 @ 0945 HRS

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

PRESENT:

Kirsty Darwent, Chair (KD)
Brian Baverstock (BB)
Neil Mapes (NM)
Malcolm Payton (MP)
Madeline Smith (MS)
Tim Wright (TW)

Stuart Ballingall (SJB)
Angiolina Foster (AF)
Therese O'Donnell (TO'D)
Andrew Smith (AS)
Paul Stollard (PS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Ross Haggart (RH)
Stuart Stevens (SS)
Liz Barnes (LB)
David Farries (DF)
David Lockhart (DL)

Chief Officer
Deputy Chief Officer
Interim Deputy Chief Officer (Corporate Services)
Assistant Chief Officer, Director of Operational Delivery
Assistant Chief Officer, Director of Prevention, Protection and Preparedness
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 Governance, Strategy and Performance
Business Intelligence Team Leader (Items 11 and 17 only)
Area Commander NMS Project Lead (Item 23 only)
Group Commander Board Support
Executive Officer Board Support
Board Support/Minutes

Andy Watt (AW)
Mark McAteer (MMcA)
Sarah O'Donnell (SO'D)
Lyndsey Gaja (LG)
Richard Whetton (RW)
Gregor Welsh (GW)
Derek Wilson (DW)
Kevin Murphy (KM)
Heather Greig (HG)
Debbie Haddow (DJH)

OBSERVERS:

Colin Brown, Fire Brigades Union (FBU)
Graeme Fraser, HMFSI

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting welcoming those present and those attending/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 Fiona Thorburn, Deputy Chair (FT)

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

3.1 The Board agreed that the *New Mobilising System Update* would be taken in private due to the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 For transparency, the following standing declarations of interests were recorded:

- Madeline Smith, Board Member of Scottish Ambulance Service
- Paul Stollard, Chair of Board of Institute of Fire Engineers

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 25 APRIL 2024

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

5.1.2 **The minutes of the meeting held on 25 April 2024 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.

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

7 DECISION LOG

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

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

8 CHAIR'S REPORT

8.1 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 25 April 2024 and highlighted the following:

- Meeting with Siobhian Brown, Minister for Victims and Community Safety to discuss PricewaterhouseCoopers business case and future intentions.

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 25 April 2024 and highlighted the following:

- Attendance at Red Plaque unveiling events on 17 and 30 May 2024 to honour fallen firefighters Roderick MacLeod and Roderick Nicholson, respectively. Thanks were extended to the FBU for their work in this area.
- Attendance at the Long Service Good Conduct event, Forfar.

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

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 SJB reported that the Committee held a public meeting on 2 May 2024 and referred the Board to the draft minutes, highlighting the following:

- Discussion around continued improvement in the general oversight of change through the Portfolio Office.
- Periodic update on New Mobilising System with a further specific meeting held on 13 June 2024.

10.1.2 The Board noted the draft minutes and verbal update.

(G Welsh joined the meeting at 0955 hrs)

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the Committee held a public meeting on 26 March 2024 and referred the Board to the attached draft minutes (subsequently approved at the 25 June 2024 meeting), noting that a full verbal update had been provided at the previous meeting. A further public meeting was held on 25 June 2024 and BB provided a verbal update, highlighting the following:

- Committee Annual Report to the Accountable Officer and Board, which was overall positive, was presented. There was recognition for the need for further development on risk management and appetite.
- Draft Annual Governance Statement, which was comprehensive and reflected positively on the governance and controls within the Service.
- Internal Audit reports relating to Contract Management, Partnership Working and Risk Assurance Advisory Review were presented and areas of improvement were noted.
- Internal Audit Annual Report was presented with an overall opinion of reasonable assurance.
- Quarterly update on gifts, hospitality and interests was presented and one declaration was highlighted as requiring further scrutiny.
- Full discussion on development plans and implementation of risk management.
- Within the private session, updates were provided on 2 incidents of failure in internal controls and misappropriation of funds.
- Malcolm Payton was announced as Deputy Chair of the Committee.

10.2.2 The Board noted the draft minutes and verbal update.

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting on 6 June 2024 and provided a verbal update, highlighting the following:

- Committee Statement of Assurance was presented and approved.
- People Performance Report included an update on the On-Call and Strategic Co-ordinating Group work and operations control recruitment.
- Update on Colleague Experience Survey which was still subject to analysis. Response rate was lower than anticipated despite the significant levels of communication.
- Update on culture work with the acknowledgement that more work was being done in this area than had been presented. The Committee voiced their encouragement for more timeous progress to be made, where possible.
- Spotlight on the work of the Women's Employee Liaison Forum (WELF) noting the wider impact being made through small changes.
- Training Performance Report reported overall positive trends.
- Acknowledgement of DACO Bruce Farquharson's last meeting and pending retirement.
- Health and Safety Performance Report reported a reduction in verbal acts of violence and an increase in physical acts.

- Contaminants update report.
- Verbal update on the changes and preparations for the Health and Safety Annual Report.
- Update on audit inspections relative to the Committee's work which were all progressing towards closure.
- Both the recent Employee Partnership Forum and Partnership Advisory Group meetings were stood down.

The Board noted the verbal update.

10.3.2

10.4

Service Delivery Committee (SDC)

10.4.1

TW reported that the Committee held a public meeting on 29 May 2024 and provided a verbal update, highlighting the following:

- Meeting held in Inverness Fire Station which provided an opportunity to engage with local staff.
- Committee Statement of Assurance was presented and approved.
- Reformatted Service Delivery Update presented and all were encouraged to review to gain a wider sense of the work being carried out throughout the Service.
- Update from HMFSI noting the draft West Service Delivery Area (SDA) report was currently with the Service for comment and preparations continued for the North SDA and Cultural inspections.
- Service Delivery Performance report highlighted a reduction in Unwanted Fire Alarm Signals (UFAS) incidents following the introduction of the new response model.
- Risk spotlight on the management of contaminants and the approach being taken by the Service.
- Update on the Service's response to the FBU's Firestorm report.

10.4.2

The Board noted the verbal update.

10.5

Reform Collaboration Group (RCG) Oversight Group

10.5.1

KD reported that the RCG Oversight Group's work had concluded and further work relating to the business case would be taken through the main RCG forum. KD noted her thanks to Board Member's for their contributions during their tenure on this Oversight Group.

10.5.2

MMcA noted that one final meeting would be held to debrief and formally stand down the group.

10.5.3

The Board noted the verbal update.

11

QUARTERLY PERFORMANCE Q4 REPORT

11.1

MMcA informed the Board that the Service was represented at the National Fire Chiefs Council (NFCC) Digital, Data and Technology (DDaT) Awards 2024. Ellen Gayler won the Outstanding Practitioner Awards and Chris Fitzpatrick was runner up in the Inspirational Leader Award category. MMcA noted his thanks and commended both individuals for their work and efforts in this area. The Board offered their thanks and commended the enhanced quality and accessibility of data.

11.2

MMcA introduced GW, who presented the Board with the 4th quarter performance information for the fiscal year 2023-24. The following key points were highlighted:

- Majority of indicators had been previously submitted and scrutinised at Committee level.
- Update on annual performance indicators: KPI32 (Carbon Emission) showing no trend, KPI33 (Carbon funding vs requirement) remains challenging, KPI34 (Recycling rate) improved in last quarter but overall limited context, KPI57 (% ULEV Light Fleet) continues to improve.

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- KPI21 (UFAS incidents) evidence is positive and desired effect of the policy change.
- KPI9 (Audits completed) significant increase.
- KPI25 (% incident command module completion) exceeded target.
- KPI28 (% training function currency) deviated from target in second half of year.
- KPU38 (% FOI within timeframe) only 70% of target achieved.
- KPI41 (% service desk incidents within SLA) increased activities levels contributed to decrease in performance.
- KPI46 (Off station FTE) remains consistent within the second half of the year but showing long term deterioration.
- KPI6 (HFSV conducted) remains consistent and slightly below target.
- KPI58 and KPI59 (Average age of heavy and light fleet) forecast to improve when new appliances become available.
- KPI26 (% of core skills currency) significantly improved.
- KPI50, 52 and 55 (verbal attacks, RIDDOR and vehicle accidents) remain low.
- KPI62 (Female ratio wholetime) record high ratio due to an increase of 40 female wholetime firefighters.

11.3 In regard to the specialist training on handling animal incidents in Stornoway, the Board queried whether this would be monitored for assurance and potential learning for other geographical areas or types of rescue skills.

11.4 AW advised the Board that this specialist training was part of a pilot of wider rescue work. Both Operations and Training Functions were working together to develop a standard operating procedure/national training standard for animal rescues response. AW reminded the Board that the equipment used within the pilot had been donated and the evaluation process would be taken through Operational Assurance governance route. Further rollout would take place once appropriate stations had been identified and all necessary training and equipment had been provided.

11.5 DF noted that the current provision for large animal rescue was available on the heavy rescue appliance on the mainland, therefore this pilot afforded the Service the opportunity to test different methods of delivery. DF further noted that any additional gaps in service provision would be identified through Operational Assurance and partners at emergency incidents.

11.6 The Board commented on the potential for consideration to be given to developing a performance indicator specifically for innovation outcomes. RW noted that there were ambitions to develop performance indicators relating to innovations.

11.7 In regard to funding for carbon reduction (KPI33), the Board queried how widely the Service explored options for funding. MMcA advised that he represented the Service on the Community Improvement Board, where it had been identified that the Scottish and UK Government funding streams were fragmented and at times contradictory. Scottish Government have taken note of the request to streamline funding arrangements to improve accessibility.

(A Foster joined the meeting at 1015 hrs)

11.8 The Board commented on the cost implications that can be associated with delivering against carbon reduction targets and queried the level of assessment undertaken to determine any benefit. SO'D noted that the funding available was at the margins. SO'D further noted the opportunities through the Community Resilience Hubs to drive and secure core funding to channel toward environmental improvements. SO'D advised that the Service were mindful of the resources that may be required and as such a full evaluation would be taken to determine whether any option was worth pursuing.

The Board scrutinised the Quarterly Performance Report for Q4 2023-24.

11.9

(G Welsh left the meeting at 1020 hrs)

12 ANNUAL OPERATING PLAN PROGRESS REPORT - QUARTER 4

12.1

MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan (AOP), Corporate Measures and Portfolio Office Programmes between 1 January 2024 and 31 March 2024. The following key points were highlighted:

- Total of 20 actions, of which 12 actions were reporting Blue, 2 actions were Green, no actions were Amber, and 6 actions were Red.
- Two actions (digital fireground radios and contaminants) would be carried forward into 2024/25 and incorporated into new actions scheduled to be completed by 31 March 2025.
- The remaining 6 actions are to be carried forward as residual actions and would continue to be reported/monitored until complete. The current completion percentages and proposed completion dates were noted for 5 actions. Due to cost implications, the action relating to the ISO 55001 Asset Management Accreditation would be closed and transferred to business as usual to ensure monitoring and achievement of standards aligned with the ISO 55001.

12.2

The Board noted that the level of completion for all outstanding actions was substantial and queried whether the actions had been sufficiently achieved. MMcA advised that most of the actions would be completed in the next reporting period (Quarter 1) and that the Service wanted to be able to demonstrate publicly that these had been completed. The Board noted the position and asked that consideration be given on the merit in further reporting on these actions beyond Q1.

12.3

The Board commented on the significance of the action relating to risk management, particularly in terms of risk appetite and consideration should be given to ensure full completion. The Board sought clarity on the specifics of the risk management training and what this comprises of.

ACTION: SO'D

12.4

The Board noted the unprecedented amount of work placed on the Service due to legislative changes and queried whether there was any scope for improving planning capacity processes for these situations. DL advised that the Service did not have the ability to predict changes to legislation or how they would impact practically on internal resources. The Board to consider the potential to seek advance indications for any future legislative changes through the Service's positive relationship with the Sponsor Unit, participation on Scottish Government working groups, the programme for government and the King's speech.

12.5

In regard to the Phase 2 Grenfell report, the Board were advised that the previous working group would be stood up to review and implement any recommendations.

12.6

It was agreed that a session re horizon scanning/government priorities should be added to the programme for the Board/SLT Development Days (12-13 November 2024).

12.7

The Board scrutinised the Annual Operating Plan Progress Report – Quarter 4.

13 COMMITTEE MEMBERSHIP STRUCTURES

13.1

KD noted her thanks to Steve Barron, who recently resigned from Board, for his work and contribution throughout his tenure. KD further noted Steve's actions in relation to the Employee Partnership Forum, his belief in improving industrial relations and the valuable contribution of Rep Bodies and other professional associations.

- 13.2 MMcA presented a report to the Board seeking approval to changes in the Committee's membership following a Board Members resignation. The following key points were highlighted:
- Madeline Smith appointed to the People Committee.
 - Malcolm Payton appointed to the Remuneration, Appointments and Nominations Sub Committee (RANSC).
 - Mhairi Wylie appointed to the Chair of Employee Partnership Forum (to be reviewed in 2024/25).
 - Deputy Chairs for the People Committee and RANSC would be announced in due course.
 - Malcolm Payton appointed as Deputy Chair of the Audit and Risk Assurance Committee (as agreed on 25 June 2024).

- 13.3 **The Board approved the Committee membership restructure, which would be implemented immediately.**

(Meeting adjourned at 1040 hrs and reconvened at 1050 hrs)

14 RESOURCE BUDGET MONITORING REPORT MAY 2024

- 14.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 May 2024. SO'D 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 £0.045 million and a forecast year-end underspend of £0.334 million. The following key points were highlighted:
- First monitoring report of this financial year which provides an early indication of progress against the budget at this stage.
 - Wholetime Employee Costs were reporting a significant underspend which was attributable to higher levels of retirements. Actions were being taken to address this situation and increase the recruitment appropriately.
 - Operations Control Employee Costs were reporting an underspend and actions were being taken to improve retention and recruitment.
 - Support Staff Employee Costs were reporting an underspend across various Directorates.
 - On-Call Employee Costs were reporting an overspend primarily due to the recent pay awards.
- 14.2 The Board queried whether the funding error (£0.3million) formed part of the underspend. SO'D noted that this had been built into the budget on the expectation that this was coming forward.
- 14.3 The Board queried the confidence level on the forecasted swing from Wholetime employee to On-Call spend. SO'D advised that these were 2 distinct variances driven by different factors, notably retirement levels of Wholetime and the On-Call pay award/activity levels. Confidence levels were high at this stage of the financial year. In relation to On-Call, SO'D confirmed that there were seasonal factors however these were not predictable.
- 14.4 The Board sought clarity and assurance on the likely impact on overtime costs due to Wholetime retirements/vacancies. SO'D noted that there was correlation between vacancies and overtime costs, however there were other factors that impacted on overtime costs. This area would continue to be closely monitored. RH reminded the Board that the Service predict and react to future recruitment needs as required. However, there is invariably a delay between retirements and recruitment, and this is addressed by overtime.

14.5

14.6 In regard to the variation analysis of the Corporate Finance Directorate, SO'D advised that this was a complex area and consideration would be given to present this information differently going forward.

14.7 The Board commented positively on the format of the report. In regard to the progress on budgeted savings, the Board noted that the addition of some narrative would be helpful to provide a greater understanding. SO'D confirmed that the savings to date were built into the budget and would consider how this information would be presented going forward.

The Board scrutinised the resource budget position for the period ending 31 May 2024.

15 CAPITAL MONITORING REPORT 2024/25 – MAY 2024

15.1 SO'D presented a report advising the Board of the actual and committed expenditure against the 2024/25 capital budget position for the period ending 31 May 2024. It was currently anticipated that with the planned action, the approved budget of £43.026 million be spent out by 31 March 2025. The following key points were highlighted:

- First monitoring report of this financial year which provides an early indication of good progress against the budget at this stage.
- Forecast underspend in Property Major Works which reflects the efforts required to get major projects started.
- Positive report from the Capital Monitoring Group on progress against critical decisions which would allow projects to be advanced.
- Substantial challenge remains in relation to the NMS Project and achieving full budgeted spend. Work would continue to identify potential alternative projects and any proposal virement would be brought back to the Board.

15.2 The Board commented on the lack of spend against project work in the first quarter and for consideration to be given to developing a 12-month rolling programme for the design team. SO'D noted that discussion had taken place on future planning/management of projects coming through for the next financial year, albeit the budget for next year was still unknown. SO'D reminded the Board that the design team work was outsourced. SO'D noted that the Service would work hard to catch up within the current year and improve on the process for the next financial year. It was also noted that SSRP had created some uncertainty relating to where investments should be made, however, this position is now clearer.

15.3 The Board noted the importance, given the forecasted underspend, to redirect money as quickly as possible to other areas ie dignified facilities, contaminants, etc.

15.4 In relation to the community resilience hubs, SO'D noted that the business case had been submitted to Scottish Government for Portree however, this would feature in the 2025/26 budget. SO'D reminded the Board that it was a partnership approach and provided a brief update on progress to date. Any future land purchases would depend on SSRP and the requirement of partners to ensure success and funding.

15.5 SO'D advised the Board that the Service were reviewing the light fleet and this was an area that could be expedited and would help to reduce carbon emissions.

15.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 May 2024.**

(G Welsh rejoined the meeting at 1130 hrs)

16 ARRANGEMENTS AND OUTCOME OF ANNUAL REVIEW – EFFECTIVENESS OF THE BOARD

16.1 MMcA presented a report to the Board seeking approval of the arrangements for reviewing the effectiveness of the SFRS Board. The following key points were highlighted:

- Continuing use of hybrid meetings which demonstrates good practice and cost savings.
- Detailed scrutiny of the New Mobilising System project which demonstrates good practice.
- Benefits of both Committee and Board workshops which are carried forward into formal meetings.
- Positive feedback from new Board Members on the induction programme and start to their role.
- Outputs of Board members appraisal process are incorporated into the planning arrangements and carried forward to shape the Board's role and practices.

16.2 The Board queried and were advised that the intention remained to hold 2 Board meetings with engagement events throughout the country.

16.3 The Board commented on the lack of assessment on their effectiveness and encouraged consideration to be given to a more rigorous evaluation process eg external audit. MMcA noted the comments and would consider how the process could be improved.

16.4 Brief discussion took place on how the Committees could formally assess their effectiveness, identify whether they are scrutinising the appropriate areas, are the suite of indicators appropriate for the business of the Committees and potential opportunity to contribute to the development of the performance management framework. The Board were asked to consider and feedback on their experiences on other Boards. This would form part of the discussion at the Board Strategy Planning Workshop in the autumn.

ACTION: BST

16.5 The Board were reminded that the Committee Annual Assurance process provided assurance that the Committees were complying with their terms of reference but recognised that improvement could still be made.

16.6 **The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.**

17 BUSINESS INTELLIGENCE STRATEGY REVIEW

17.1 RW presented a report to the Board to provide an overview of the Business Intelligence (BI) Strategy 2021-24 highlighting the successes and the ongoing commitments. The following key points were highlighted:

- Review undertaken as the current strategy ends and covers the key aspects which outlined the principles and priorities, highlighted areas of success and commitment to develop this area of work.
- Work progressed by the BI team with support and input from across the Service to develop the product.
- Continue journey with other public sector bodies, fire and rescue services and NFCC.
- Work to begin on Digital Data and Technology Strategy and the opportunities this will bring.
- Innovation will be required across the sector to move from artificial intelligence to artificial general intelligence.

17.2

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The Board queried whether the Service had the ability to evaluate/monitor the impact, due to the improved access to data, on decision making. RW noted that development of the data skills element was required to move forward, and this was a challenging area. The Service had recently completed the Scottish Government data maturity process. The conclusions highlighted the weaknesses in skills development and positive progress by the Service and their use of data to make decisions.

17.3

The Board commented on the progress that the Service had made in this area through their proactive approach and making products available within the Sector. The Board noted the links required with the broader Digital Strategy to improve quality and robustness of statistics in the future. The Board further noted the potential increase of cyber security threats due to the growing resilience on datasets.

17.4

Brief discussion took place on the potential for research partnerships, externally focussed data sharing opportunities, national research and development centres for fire and rescue services and opportunities for the Service to proactively lead in this area.

17.5

The Board suggested the potential to incorporate a means to reference and highlight where data has helped to influence core decision making within reports to Board/Committees. It was noted that this would require a review of the Corporate Report Template and further consideration would be given to this.

17.6

The Board noted the report.

18 RISK THEMES

18.1

There were no other new or emerging risks identified during this meeting.

19 FORWARD PLAN

19.1

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

20 DATE OF NEXT MEETING

20.1

On behalf of the Board, KD extended her congratulations to KM following his recent successful promotion and appointment to the role of Local Senior Officer for East Renfrewshire, Renfrewshire and Inverclyde. KD noted her thanks to KM for his hard work, support and contributions during his tenure on the Board Support Team.

20.2

The next public meeting of the Board is scheduled to take place on Thursday 29 August 2024 at 1000 hrs.

20.3

There being no further matters to discuss in public, the meeting closed at 1145 hrs.

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETING:

21.1

Thursday 25 April 2024

21.1.1

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

21.2 Thursday 30 May 2024 (Special)

21.2.1

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

21.3 Thursday 6 June 2024 (Special)

21.3.1

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

21.4 The minutes of the meeting held on 25 April 2024, 30 May 2024 and 6 June 2024 were approved as a true record of the meetings.

21.5 Matters Arising

21.5.1 There were no matters arising.

22 PRIVATE ACTION LOG

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

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

23 NEW MOBILISING SYSTEM UPDATE

23.1 DL presented a report to the Board to provide an overview of the New Mobilising System (NMS) project delivery and progress to date and the next steps for scrutiny.

23.2 **The Board scrutinised the report.**

DRAFT

SFRS BOARD MEETING – ROLLING ACTION LOG



SCOTTISH
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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

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

The Board is therefore asked to approve the removal of the 3 action² noted as completed (Blue status), note one action was categorised as Green status and note no actions categorised as Yellow status on the action log.

Board Meeting: 26 October 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
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.	SO'D JF	December 2024 December 2023			<p>Update (14/12/2023): Procurement team are analysing current contracts to determine the number of contracts that have fair working elements included and the value of these elements. Information to be gathered for February 2024 Board.</p> <p>Update (27/03/2024): Due to priorities around major contracts being progressed whilst experiencing resourcing challenges, there has been a limit to the time afforded to explore this further. The team are able to determine contract where fair working has been included, however at present we do not have a methodology to be able to calculate the value of these elements. On the basis that we are comfortable that we have fair working elements included in our contracts, we would propose delaying the calculation of the value of these elements until we are in a more stable position with workload priorities and resources to enable time to be spent in creating a methodology to calculate these values. Proposal of extension to deadline date to December 2024.</p> <p>Update (25/04/2024): Work will be progressed to meet the revised due date.</p> <p>Update (27/06/2024): Work will be progressed to meet the revised due date.</p> <p>Update (29/08/2024): Work will be progressed to meet the revised due date.</p>
14.8	Resource Budget Monitoring Report: Board request future reports include clearer narrative detail on the varying costs associated with operational requirements and	SO'D JF	December 2023		August 2024	<p>Update (14/12/2023): The financial reports include narrative to support variances on expenditure lines. The Service is forecasting an overspend in the year and an accountable officer justification template is being submitted to Scottish Government which will explain the operational</p>

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expenditure related to operational priorities.					<p>needs/priorities to seek additional funding from SG to cover the forecasted overspend. The template is required by 15 December 2023.</p> <p>Update (27/03/2024): Accountable Officer template has been submitted and a full response is awaited.</p> <p>Update (25/04/2024): Formal response is still awaited.</p> <p>Update (27/06/2024): Formal response is still awaited.</p> <p>Complete (29/08/2024): A revised Budget Allocation Letter for 2023/24 has now been received from the Sponsor Team acknowledging the reported overspend position, in the context of significant savings being required, and confirming that this has been recognised by the Scottish Government.</p>
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Board Meeting: 26 June 2024						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
12.3	Annual Operating Plan Progress Report - Q4: The Board sought clarity on the specifics of the risk management training and what this comprises of	SO'D	August 2024		August 2024	Complete (29/08/2024): The risk management training referred to in the report relates to the use of the Power BI dashboard, which has been provided to Directorate Management Teams and other users, and has also been demonstrated at the Audit and Risk Assurance Committee.
16.4	Arrangements and Outcome of Annual Review – Effectiveness of The Board: The Board were asked to consider and feedback on their experiences on other Boards. This would form part of the discussion at the Board/SLT Strategy Planning and Development Workshop in the autumn.	BST	August 2024		August 2024	Complete (29/08/2024): Feedback sought from Board members, via email, by the Head of Strategy, Governance and Performance which will be captured to help inform discussion at the Strategic Planning and Development Workshop in November 2024.



SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 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
<p>Impact Assessment for Board Decision (Review Date - 07/2024): The operational changes that were agreed by the Board on 25 May 2023 were implemented on 4 September 2023 and the evaluation of the impact of the temporary withdrawal of the 10 appliances from an operational perspective (utilising BI, Ops Assurance, workforce data etc.) will be based on 12 months of information. The evaluation is being considered against the backdrop of the progression of the Service Delivery Review component of SSRP and as such its findings will contribute to the options relating to matching operational resources to risk and demand that will be included in the full public consultation. The financial impact between September and April will be reflected in the final position for 23/24 accounts with this operating model being incorporated in 24/25 budget. The operational changes will continue to be factored into medium term financial planning in conjunction with SSRP outcomes. The permanent changes related to Operational Strategy (height appliances and crewing changes for water rescue) are subject to ongoing monitoring, ops assurance, review and development in line with standard practices.</p> <p>It has been determined that the evaluation of the temporary appliance withdrawal should be available for the one year anniversary date (4 September 2024) and as such will not contain the full 12 months of information as noted above. The evaluation is not complete at this time but will be shared with Board in due course.</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 07/2024): Following Board approval, the Service settled the claim within agreed limits, together with associated legal expenses. No further costs are anticipated at this time.</p>				

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): The Capital Programme for 2023/24 was fully spent within the approved budget.				
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): The Police and Fire Reform Act requires SFRS, as soon as reasonably practicable, to prepare local fire and rescue plans for each local authority area. The legislation also provides SFRS with both the power and requirement to revise and review these plans during a period of 3 years. The majority of SFRS local plans have now exceeded that three-year timeframe for review and as such the service is in breach of that part of the legislation. At time of writing local partners have accepted SFRS stated position to delay the revision on local plans. Whilst there are no sanctions under the Act for failure to comply with revision of local plans every three years, non-compliance is not a preferred position and SFRS will be looking to rectify this as soon as possible. A new timeframe for local plan revision has been presented to and approved by SFRS Corporate Board on 26 August 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): The Rostering project has now moved to the implementation stage having completed the procurement process and successfully awarded a contract to a preferred supplier: Gartan Technologies. The Outline Business Case was updated to the Full Business Case which was approved at Change Portfolio Investment Group on the 18 March 2024. Impact assessments will be carried out for each of the business areas impacted by the new solution to ensure the change is properly managed.				

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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): Following Board approval, the Service settled the claim within agreed limits. Costs in relation to legal expenses are currently being negotiated between parties and this work should be completed by October 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	The Board approved the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2024-25 along	April 2024

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		March 2025. These set out the Board's programme of scrutiny and key decisions for 2024-25, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	with the arrangements for reviewing these.	
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):

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):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 14 December 2023				
ITEM 13	REVISED SCHEME OF DELEGATIONS	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.	The Board approved the revised Scheme of Delegations.	June 2024

Impact Assessment for Board Decision (Review Date - 12/2024):

ITEM 14	CAPITAL MONITORING REPORT 2023/24 – OCTOBER 2023	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. It is currently anticipated that the revised budget of £32.725million will be spent out by	The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 October 2023 and approved the budget virement of £2.477million.	June 2024
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		31 March 2024.		
Impact Assessment for Board Decision (Review Date - 12/2024):				
ITEM 5	ANNUAL REPORT AND ACCOUNTS 2022/23 (PRIVATE)	The Director of Finance and Procurement presented the Draft Annual Report and Accounts for the year ended 31 March 2023. The document reports a Resource budget overspend of £1.355 million and a Capital budget underspend of £0.002 million.	The Board approved the Annual Report and Accounts 2022/23 and authorised the Accountable Officer to sign and submit on behalf of the Service.	June 2024
Impact Assessment for Board Decision (Review Date - 12/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 7 February 2024 (Special Private)				
ITEM 5	BUDGET APPROACH 2024-25 (PRIVATE)	The Director of Finance and Contractual Services asked the Board to approve the Budget Approach 2024/25. The report sets out the proposed approach to developing both the Resource and Capital budgets for the forthcoming financial year, within the context of the Scottish Government's budget proposals.	The Board approved the Budget Approach 2024/25	August 2024
Impact Assessment for Board Decision (Review Date - 02/2025):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 29 February 2024 (Special Private)				
ITEM 5	RECOVERING LOSSES FROM SYSTEL (PRIVATE)	The Director of Finance and Contractual Services briefed the Board on the latest position regarding the Service's claim against Systel and sought approval for next steps.	The Board accepted the recommendations made and the claim is ongoing.	August 2024
Impact Assessment for Board Decision (Review Date - 02/2025):				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 March 2024				
ITEM 13	RESOURCE BUDGET 2024/25	The Director of Finance and Contractual Services presented the proposed Resource Budget for 2024/25 to the Board for approval. It is proposed that the Resource Budget for 2024/25 be set at £317.6million, in line with funding from the Scottish Government.	The Board approved the Resource Budget for 2024/25.	September 2024
Impact Assessment for Board Decision (Review Date - 03/2025):				
ITEM 14	RISK BASED CAPITAL INVESTMENT PLAN 2024	The Director of Finance and Contractual Services presented a report for approval by the Board detailing our current levels of Capital funding, the challenges this presents the Service, together with our Risk Based Capital Investment Plan, which sets out a framework of risk decision criteria relative to property, fleet and equipment assets to minimise the risk of failure of service delivery.	The Board approved the Risk Based Capital Investment Plan 2024.	September 2024
Impact Assessment for Board Decision (Review Date - 03/2025):				
ITEM 23	CAPITAL PROGRAMME 2024/25 – 2026/27	The Director of Finance and Contractual Services presented the proposed Capital Programme 2024 – 2027 to the Board for approval. Total proposed expenditure over the 3-year period is £139.026 million , funded by anticipated Capital DEL budget of £129.026 million and estimated capital receipts of £10.000million	The Board approved the Capital Programme for 2024-2027.	September 2024
Impact Assessment for Board Decision (Review Date - 03/2025):				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 25 April 2024				
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS	On behalf of the Director of Strategic Planning, Performance and Communications, the Head of Governance, Strategy and Performance asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	The Board approved the reviewed and amended governance related document of the Board and its Committees, subject to minor amendments as noted.	October 2024
Impact Assessment for Board Decision (Review Date - 04/2025):				
ITEM 12	SFRS THREE YEAR DELIVERY PLAN	The Head of Governance, Strategy and Planning presented the draft Three Year Delivery Plan to the SFRS Board and asked that they approve its internal and external publication.	Subject to minor amendments in language and narrative, the Board approved the SFRS Three Year Delivery Plan	October 2024
Impact Assessment for Board Decision (Review Date - 04/2025):				
ITEM 13	DRAFT INTERNAL AUDIT STRATEGY UPDATE AND ANNUAL PLAN 2024/25	On behalf of the Chair of the Audit and Risk Assurance Committee, the Deputy Chair asked the Board to approve the SFRS Internal Audit Plan 2024/25. This sets out a timetable of the main reviews of key activities during 2024/25 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks.	The Board approved the Internal Audit Strategy Update and Annual Plan 2024/25.	October 2024
Impact Assessment for Board Decision (Review Date - 04/2025):				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 May 2024 (Special)				
ITEM 5	NEW MOBILISING SYSTEM PROJECT PROCUREMENT OPTIONS – MAY 2024	The Director of Prevention, Protection and Preparedness asked the SFRS Board to approve the recommended procurement option of a mini competition using the YPO Dynamic Purchasing System and associated changes to procurement Terms and Conditions.	The Board approved the recommended procurement option.	November 2024
Impact Assessment for Board Decision (Review Date - 05/2025):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 6 June 2024 (Special)				
ITEM 5	COMMUNITY RESILIENCE HUBS – OUTLINE BUSINESS CASE	The Director of Finance and Contractual Services presented a report for decision by the Board detailing an Outline Business Case for Community Resilience Hubs, which will be submitted to the Scottish Government following Board approval.	The Board approved the Community Resilience Hubs - Outline Business Case and it's submission to Scottish Government.	December 2024
Impact Assessment for Board Decision (Review Date - 06/2025):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 June 2024				
ITEM 13	COMMITTEE MEMBERSHIP STRUCTURES	The Director of Strategic Planning, Performance and Communications asked the Board to approve the amendments to committee membership structures following a recent resignation of a Board Member	The Board approved the changes to its committee membership structure.	January 2025
Impact Assessment for Board Decision (Review Date - 07/2025):				
ITEM 16	ARRANGEMENTS AND OUTCOME OF ANNUAL REVIEW –	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for	The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.	January 2025

	EFFECTIVENESS OF THE BOARD	reviewing the effectiveness of the SFRS Board during 2023/24. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.		
Impact Assessment for Board Decision (Review Date - 07/2025):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 29 AUGUST 2024**

CHAIR'S UPDATE: JULY-AUGUST 2024

Monday 8 July 2024

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

Tuesday 9 July 2024

Chief Officer Recruitment

Friday 12 July 2024

Commemoration Service: FF Ewan Williamson

Meeting with Malcolm Payton, Board Member

Meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications

Wednesday 17 July 2024

Regular Chair/Board Support Team meeting

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities

Thursday 18 July 2024

Regular meeting with CO Ross Haggart

National Joint Council Lead Members Meeting

Tuesday 23 July 2024

Regular meeting with Fiona Thorburn, Deputy Chair

Regular meeting with DCO Liz Barnes

Thursday 25 July 2024

SFRS Board Strategy Day

Friday 26 July 2024

Wholetime Firefighter Graduation Ceremony

Tuesday 30 July 2024

Informal Board/Committee Chair

Thursday 1 August 2024

Change Committee

Reform Collaboration Group Pre-agenda meeting

Monday 19 August 2024

Special Change Committee

SFRS Board pre-agenda meeting

Regular meeting with Fiona Thorburn, Deputy Chair

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

Tuesday 20 August 2024

Regular meeting with CO Ross Haggart

Reform Collaboration Group

Wednesday 21 August 2024

Deputy Chief Officer Recruitment

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Thursday 22 August 2024

Service Delivery Committee

Regular Chair/Board Support Team meeting

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

Friday 23 August 2024

Commemoration Service: Kilbirnie Street

Tuesday 27 August 2024

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

Regular meeting with DCO Liz Barnes

Wednesday 28 August 2024

National Commemoration Project Board

Thursday 29 August 2024

SFRS Board Meeting

In addition to the above diarised events, the Chair's duties involved responding to written correspondence, dealing with enquiries and numerous ad hoc teleconference calls.

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 29 AUGUST 2024**

CHIEF OFFICER'S UPDATE: JULY - AUGUST 2024

Monday 1 July

Funeral Attendance
PA Weekly Meeting

Tuesday 2 – Wednesday 3 July

National Fire Chief Council (NFCC) Council Meeting, London Fire Brigade

Thursday 4 July

CO Business Support Team Meeting

Friday 5 July

Technical Reading

Monday 8 July

Regular Director 1:1 x 3
PA Weekly Meeting

Tuesday 9 July

UK ISAR Team event, Cambuslang

Wednesday 10 July – Thursday 11 July

NFCC Trustees Meeting & Away Day, London

Friday 12 July

Ewan Williamson Memorial Service, Edinburgh

Monday 15 July – Tuesday 16 July

NFCC Culture & Inclusion Conference, Birmingham

Wednesday 17 July

Regular Chief & Dep Weekly Meeting
Strategic Leadership Team (SLT) Policy Meeting
Risk Appetite Workshop

Thursday 18 July

Meeting with Director of People
Regular Chief & Chair Meeting
CO Business Support Team meeting

Friday 19 July

Career Ready Passing Out Ceremony, Cambuslang

Monday 22 July

New Mobilising System (NMS) Update meeting
Hearing, Cambuslang

Tuesday 23 July

Regular Director 1:1 x 4

Wednesday 24 July

Firefighters Charity Board of Trustees Meeting, London

Thursday 25 July

SFRS Board Strategy Day

Friday 26 July

Graduation Ceremony Attendance, Newbridge & Cambuslang

Monday 29 July – Friday 9 August

Annual Leave

Monday 12 August

Weekly PA catch up

Regular Chief & Deps weekly meeting

Tuesday 13 August

Regular Director 1:1 x 3

Consultation Response meeting with FBU

Wednesday 14 August

Regular Director 1:1

Regular Meeting Chief Inspector HMFSI

Change Portfolio Investment Group (CPIG) Meeting

Thursday 15 August

Weekly CO Business Support team meeting

Friday 16 August

NFCC Member Support Group

Monday 19 August

Regular Director 1:1

SFRS Board Pre-Agenda Meeting

Weekly PA Catch up meeting

Meeting with Deputy Director of Safer Communities

Tuesday 20 August

Regular Chief & Chair Catch up meeting

Reform Collaboration Group Meeting

SLT Meeting

Wednesday 21 August

DCO Interviews

Thursday 22 August

Regular Chief & Deps weekly meeting

Weekly CO Business Support team meeting

Meeting with Deputy Director of Safer Communities

Friday 23 August

Kilbirnie Street Fire Memorial Service, Glasgow

Monday 26 August

Regular Director 1:1 x 2

Tuesday 27 August

NFCC Chief Fire Officer Call
Joint Chief, Chair & Deputy Chair Meeting

Wednesday 28 August

Regular Director 1:1 x 2
CO Business Support Team Catch up
Roundtable PSR discussion with Scottish Government

Thursday 29 August

SFRS Board Meeting
Weekly Chief & Deps meeting

Friday 30 August

Technical Reading



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

TUESDAY 25 JUNE 2024 @ 1000 HRS

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

PRESENT:

Brian Baverstock, Chair (BB)	Neil Mapes (NM)
Malcolm Payton (MP)	Madeline Smith (MS)
Mhairi Wylie (MW)	

IN ATTENDANCE:

Ross Haggart (RH)	Chief Officer
Stuart Stevens (SS)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
David Johnston (DJ)	Risk and Audit Manager
Matt Swann (MSw)	Internal Audit (Azets)
Michael Oliphant (MO)	External Audit (Audit Scotland)
Tommy Yule (TY)	External Audit (Audit Scotland)
Robert Scott (RS)	His Majesty's Fire Service Inspectorate (HMFSI)
Kirsty Darwent (KD)	Chair of SFRS Board
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Gillian Downey (GD)	Corporate Business Support/Minutes

OBSERVERS:

Karen Horrocks (KH)	Assistant Verification Team Officer, Risk and Audit
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1 CHAIR'S WELCOME

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

2 APOLOGIES

- 2.1 Gary Devlin, Internal Audit (Azets)

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

- 3.1 The Committee discussed and agreed that Item 21 (*Internal Control Review Report*) and Item 22 (*Breach of Financial Regulations and Misappropriation of Funds*) would be heard

in private session due to matters relating to individuals in line with Standing Orders Item 9A.

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest made.

5 MINUTES OF PREVIOUS PUBLIC MEETING

5.1 Tuesday 26 March 2024

5.1.1 The minutes of the meeting held on 26 March 2024 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 Committee considered the action log, noted the updates and agreed the closure of actions.

Action 9.1.2 Audit Dimensions and Best Value Report and Annual Report 2021/22 (18/01/2024): SO'D confirmed this action can be closed as the report is included as part of this Committee meeting.

Action 7.2.2 SFRS Progress Update/Management Response (26/03/2024): BB confirmed this action can be closed as a commitment has been provided in relation to up-to-date verbal updates.

Action 7.1.9 Internal Audit Progress Report 2023/24 (26/03/2024): MSw confirmed a meeting would be arranged prior to the October Committee meeting.

Action 9.1.11 SFRS Internal Audit Progress Report 2023/24 Final Report – Sickness Absence Management (27/06/2023): LB confirmed it would be expected that this action could be closed at the next meeting.

Action 15.2.2 Anti-fraud/Whistleblowing Update (26/03/2024): BB requested a timescale be provided for this action.

Action 14.2 Quarterly Update of Gifts, Hospitality and Interests Register (26/03/2024): NM briefly outlined the discussion that took place during the meeting in relation to the updates to the register.

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

7 COMMITTEE ANNUAL REPORT 2023/24 TO THE ACCOUNTABLE OFFICER AND BOARD

7.1 BB presented the Audit and Risk Assurance Committee (ARAC) Annual Report 2023/24 for approval, prior to submitting to the Scottish Fire and Rescue Service (SFRS) Board 'For Information only'. The following key points were highlighted:

- The Committee can provide the Board and Accountable Officer reasonable assurance that SFRS has effective governance, risk management and internal control arrangements in place.
- Areas of development have been noted in relation to risk management arrangements.

7.2 The Committee queried if a private session had taken place with External Audit as well as Internal Audit and requested confirmation be obtained around this. The Committee noted an amendment would be made to confirm once a review had been carried out.

7.3 **Subject to the above amendment, the Committee approved the Committee Annual Report 2023/24.**

8 ANNUAL GOVERNANCE STATEMENT 2023/24

8.1 MMcA presented a report to the Committee to advise of the Annual Governance Statement (AGS), for inclusion in the Annual Report and Accounts of the SFRS for the year ended 31 March 2024. The following key points were highlighted:

- Within the AGS 2023/24, there were no significant issues or risks as defined in the Scottish Public Finance Manual (SPFM) that required to be highlighted.
- Areas for improvement that have been identified will be progressed to strengthen assurances around the effectiveness of the SFRS's internal controls, risk management and corporate governance arrangements.
- Areas of Fraud Risk identified will be progressed to strengthen controls and measures to reduce Fraud Risk.

8.2 The Committee confirmed clarity should be provided within the report to state that there are no significant risks to be highlighted within the AGS, which should not be interpreted as the Risk Register. However, the Committee noted the AGS should highlight significant challenges the organisation has faced in the current period or period to follow, specifically those relating to the procurement of a new Mobilisation System..

8.3 The Committee agreed, subject to the above amendments, that the AGS was a comprehensive report and were content for it to be included within the Annual Report and Accounts.

8.4 **The Committee scrutinised the report.**

9 INTERNAL AUDIT

9.1 SFRS Internal Audit Progress Report 2024/25

9.1.1 MSw presented a report to the Committee which summarised the progress on the delivery of the 2024/25 Internal Audit Plan and provided an overview of internal audit assignments scheduled to commence in quarter two of 2024/25.

9.1.2 The Committee commented on the order in which the reports had been presented and any future reports should be in chronological order within the agenda.

9.1.3 In relation to the Cyber Security audit, the Committee sought assurance that any risk associated with Artificial Intelligence (AI) would be covered within the report, and the resilience framework considered AI at relevant points in time. MSw confirmed this would be covered appropriately within the report.

9.1.4 MS queried how this compared with a Network and Information Systems (NIS) Audit which essential services such as NHS must be externally audited for. MSw advised relevant areas of good practice are considered during the review. SO'D noted the Scottish Government (SG) framework seeks to align with key, wider cyber related requirements under General Data Protection Regulation (GDPR) and safety directives and other relevant international standards. SO'D advised that discussions took place to cross reference against the National Fire Chiefs Council's (NFCC) recent work on Cyber Resilience.

9.1.5 The Committee commented on the risk tolerance of the Service and how this can be captured. SO'D confirmed risk appetite is a key priority which is currently being developed. SO'D noted, when further developed, this would allow for an initial cross comparison when the audit report is provided.

- 9.1.6 In relation to the Environmental Management Audit, the Committee queried if the effectiveness of the staff training detailed in the control objective would be captured. MSw advised the content and application of the training were included within the review and feedback would be provided.
- 9.1.7 The Committee highlighted the assurance provided through the work carried out during preparation stages to ensure the audits achieve their objectives.
- 9.1.8 In relation to the Anti-Fraud Arrangements Audit, the Committee queried if the audit would review the Service's capacity and capability to investigate fraudulent activity, alongside prevention and detection of fraud. MSw confirmed this would be covered as outlined in Control Objective 5.
- 9.1.9 The Committee requested that Control Objective 5 include ARAC as well as the Strategic Leadership Team (SLT) and the Board. MSw confirmed this would be amended.
- 9.1.10 Internal Audit Report on Contract Management
MSw advised the Committee of the outcome of the audit, noting the following key points:
- The Service generally has robust controls in place in terms of day-to-day monitoring of contracts.
 - Contract management and policy is not being carried out in a consistent manner.
 - The definitions of the levels of risk associated with contracts need to be made clearer, which would assist in appropriate prioritisation of activity to deliver an efficient and targeted contract management function, particularly in a tightening resource environment.
- 9.1.11 SO'D noted the inconsistencies and issues raised within the report. SO'D confirmed management teams are focusing on the actions required, utilising electronic tools available to record the contract management that is already undertaken. SO'D highlighted the challenges of ensuring there are resources and capacity to complete actions within the report.
- 9.1.12 The Committee queried how the issues within the report will impact the effectiveness of contract management as a control measure for organisational risk, such as Operations Control system failure. SO'D highlighted contract management is carried out by the Service, and this is an example of a key strategic contract that is in place with strong contractor relationships. However, improvements are needed to ensure consistent recording and setting key performance indicators (KPI) from the outset, that are reviewed and checked. It was noted that KPIs can also be used during the procurement renewal process.
- 9.1.13 The Committee queried if issues around procurement resource could be addressed in partnership with other bodies using procurement resource. SO'D confirmed the Service works with other bodies and are exploring different options to improve resourcing.
- 9.1.14 The Committee noted that, due to timings of meetings, the Annual Procurement Report would be presented to the Board, prior to being presented to ARAC.
- 9.1.15 In relation to section 3.1 of the report, the Committee requested that the wording of the management action be reviewed to better reflect the control objective and consider prioritising internal capabilities.
- ACTION: SO'D**
- 9.1.16 The Committee queried if there was a need for interim controls to be applied if recommendations have longer timescales. MSw noted that it is important that progress on

the implementation of recommendations is presented to the Committee to allow this detail to show the interim measures that are being applied.

9.1.17 Internal Audit Report on Risk Assurance Advisory Review

MSw provided an overview of the report and advised the Committee that the approach to this audit differed from others. MSw highlighted the following:

- SFRS's risk management arrangements sit within the risk defined/risk managed categories following an assessment against a risk maturity model.
- Establishing a risk appetite is a key enabler for the Service.

9.1.18 The Committee noted the recommendations within the report and the actions required to progress.

9.1.19 The Committee highlighted the importance of the work on risk appetite and its significance to the Strategic Service Review Programme (SSRP).

9.1.20 Internal Audit Report on Partnership Working

MSw provided an overview of the report and highlighted the following:

- There is a good overall approach to partnership working that has good strategic alignment.
- It is recommended that resources should be proportionate and aligned to allow for efficiencies to be made and meet key obligations.
- It is evident that there are positive partnership arrangements in place, specifically with engagement.

9.1.21 The Committee welcomed the recommendations within the report and highlighted the complexity of partnership working. MMcA advised the Annual Partnership Report would be presented to the Board in August 2024 and would highlight the wide range of partnership working that is being undertaken.

9.1.22 The Committee queried the risk of staff turnover impacting partnership working and the relationships established if appropriate handovers, guidance and support was not provided. MMcA advised that the impact of this had been recognised and work was underway to ensure appropriate support and guidance was provided.

9.1.23 The Committee sought assurance that relationships as defined within the Community Justice Act are understood throughout the service.

ACTION: MMcA

9.1.24 The Committee queried what process was in place to collate the information gathered from local areas and utilise this at a strategic level and to inform strategic objectives. MMcA confirmed in response to the report, formal reporting would be provided to demonstrate the work being undertaken, not just the awareness of the work being carried out in local areas.

9.1.25 RS advised the Committee that the HMFSI review of the West Service Delivery Area also includes detail on the effect of staff turnover on partnership working. RS noted an evaluation from the community planning partnerships would be beneficial to establish a cost-benefit analysis.

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

9.2 SFRS Progress Update/Management Response

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

- The majority of remaining actions are from 2022/23 and 2023/24 which is a positive position for the Service.

- The oldest actions relate to risk appetite. MSw noted that with the conclusion of the Risk Assurance Advisory Review, actions included within this report may supersede these older actions and asked the Committee to consider their preference on how these relating actions should be monitored.

9.2.2 The Committee considered and agreed to marking any relevant actions as superseded, highlighting previous discussions and the work undertaken around the accuracy of completion dates, ensuring they are realistic.

9.2.3 MS queried what is the progress around maximizing those opportunities, particularly non capital, revenue and other grants. SO'D advised that governance arrangements had changed due to amendments to the Executive Board structure. The new internal governance that would review this aspect was the Corporate Board and an update would be provided to them in relation to progress made in line with the Income Generation policy.

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

9.3 SFRS Internal Audit Annual Report 2023/24

9.3.1 MSw presented a report to the Committee providing an overview of the work undertaken in respect of the 2023/24 internal audit programme and to provide Azets overall annual opinion. The following key points were highlighted:

- SFRS has a framework of governance, risk management and controls that provides reasonable assurance regarding the effective and efficient achievement of objectives.
- Key themes identified summarise key matters that should be a focus for the Service.
- The summary of outcomes from the external quality assessment carried out on Azets, confirming the service SFRS receives is of a high quality and fully compliant with internal audit standards.

9.3.2 RH noted the work required to progress areas highlighted in the report and commends the joint work undertaken between Azets and SFRS, along with the completion of the external review carried out on Azets.

9.3.3 The Committee queried how many of the higher-grade outstanding actions were significantly overdue. MSw advised that this detail was contained within the SFRS Progress Update/Management Response report however clarified the detail for the Committee.

9.3.4 **The Committee scrutinised the report.**

10 AUDIT ACTION PLANS AND CLOSING REPORTS UPDATE

10.1 MMcA presented a report to the Committee providing an overview update of the current HMFSI inspection action plans for scrutiny. The following key points were highlighted:

- The iHub Project went live in April which will allow progress to be made on remaining actions.
- All remaining plans will be completed within appropriate timescales.

10.2 In relation to Firefighting in High Rise Buildings, the Committee requested clarity around the RAG status due to different ratings within the report and appendix. MMcA confirmed this should have an amber rating.

10.3 **The Committee scrutinised the report.**

11 EXTERNAL AUDIT

11.1 External Audit Update Report

11.1.1 SO'D presented the report to the Committee for scrutiny, outlining the progress on the external audit follow up activity following the appointment of Audit Scotland. The following key points were highlighted:

- Following updates, 3 recommendations have been classed as complete by action owners, with supporting evidence provided to Audit Scotland.
- One recommendation is awaiting confirmation of completion following supporting evidence being sent to Audit Scotland.
- One recommendation is seeking an extension to its completion date due to ongoing work.
- Audit Scotland will review any remaining outstanding actions at the end of this year's audit and incorporate these as appropriate into their recommendations.

11.1.2 TY provided an overview of the work that has been undertaken, covering areas including Workforce Planning, Asset Management and the Performance Management Framework. TY confirmed a full update will be provided within the Annual Audit report.

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

12 AUDIT AND RISK ASSURANCE COMMITTEE QUARTERLY PERFORMANCE Q4 2023/24

12.1 MMCA presented the Committee with the fourth quarter performance of KPIs 35 – 42 for fiscal year 2023-24 along with end year performance for KPIs 58-61, 64 and 65 for scrutiny. Key points were highlighted including in relation to KPI38 - % FOI responded within timeframe, additional resource was being provided to assist with the current volume of FOI requests.

12.2 In relation to KPI25, Cyber Security breaches, the Committee queried if there is data on the number of attempted attacks or attacks that the Service have prevented and if the threat has increased or decreased. SO'D acknowledged that this specific KPI did not provide this detail, however ICT are developing more detailed performance indicators to provide this information. SO'D noted that the firewalls the Service have in place to block any potential attack from unknown sources and security incidents are also monitored by the Cyber Security Team. SO'D highlighted the importance of ensuring there is appropriate resources to maintain and monitor this capability.

12.3 The Committee welcomed any recommendations the Cyber Security audit would identify in relation to how reporting effectiveness is measured.

12.4 The Committee commented on this report evolving to link to risk management, performance reports and different KPIs that would be relevant to ARAC.

12.5 **The Committee scrutinised the report.**

13 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS POLICY

13.1 DJ presented the Gifts, Hospitality and Interests Policy and Quarterly Update (Q1 2024/25) to the Committee for scrutiny. The following key points were highlighted:

- Total number of individual declarations, as of 10 June 2024, was 4 with a further 2 since then that were under the £50 threshold and not published.
- Following the previous report to ARAC in March 2024 a further 2 entries were added to the 2023/24 Q4 register. These entries related to an offer of Hospitality and a declared Interest. The GHI register published on the website has been updated to include this information.
- Engagement is ongoing to provide awareness in Fraud and Gifts and Hospitality within directorates which has resulted in more information being reported.

13.2 DJ provided further detail in relation to the entry for the 2024 Euros, confirming the invitation was for formal engagement with their senior staff, attending a civic event, a review of preparations during the build-up to Euro 2024 and the opportunity to attend the opening ceremony of Euro 2024, in a formal capacity, not seated allocation. DJ noted staff attending were wearing uniform, as SFRS representatives.

- 13.3 The Committee welcomed the detail provided on the authorisation process and if attending in an official capacity, the register will require to be amended.
- 13.4 SS noted processes have been adhered to, however it would have been of benefit to have the additional information from the outset and it would not be unusual for SFRS to be invited to events.
- 13.5 The Committee commented on what elements could potentially fall under hospitality and the differences when attending in a formal capacity.
- 13.6 DJ assured the Committee that all processes were undertaken and documentation completed for this specific entry.
- 13.7 NM highlighted the work required to ensure interests are appropriately registered which will assist with increasing awareness and knowledge in relation to notifying of any gifts or hospitality.
- 13.8 MO highlighted the Service needs to ensure appropriate information is provided within the documentation, particularly around the details provided. It was agreed that the descriptive wording within the Details column of the register be reviewed.
ACTION: DJ
- 13.9 The Committee requested a brief be circulated to Committee members that outlined the specific detail and approval process for the recent entry discussed and to include the guidance provided and learning outcomes/feedback.
ACTION: SS/SO'D
- 13.10 The Committee commented on the Service attending other events in a similar capacity to learn lessons from other organisations dealing with large events.
- 13.11 **The Committee scrutinised the report.**

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 following key points were highlighted:
- There are currently 34 directorate risks, aligned to all Committee's and Executive Boards, 8 of which are assessed as 15 or above.
 - Section 3.1.9 identifies new risks added.
 - Appendix A provides detail on associated controls for risks with changes to probability and impact.
 - Section 3.3 provides background and an update on the work being carried out on risk appetite. DJ noted as stated within the Risk Assurance report from Azets, SFRS have highlighted that by the end of the year, the aim is to have all the statements developed but also used as part of discussions for SSRP or for the Strategic Plan.
- 14.1.2 The Committee acknowledged the work that had been undertaken for the report to evolve to its current format.
- 14.1.3 The Committee queried if all risk actions were achieved, what progress would be made to the target risk. DJ advised that the risk assurance report articulates the need for risks to be aligned more clearly with assurance and that risk targets are set at a realistic level. BB noted the next stage of the development will detail the route to green which is critical in understanding the effectiveness of the actions that were applied.

- 14.1.4 SO'D commented once the Service is clear on risk appetite, targets are set based on this. Risk owners will be expected to set out the most coherent plan to achieve the target that has been set, which would then be scrutinised. RH noted SLT were in agreement and the next iteration needs to have a clear risk appetite which will inform the targets and the appropriate actions taken to reach the target.
- 14.1.5 The Committee commented on the risk appetite focusing on minimising loss, however, in some instances, risk taking is needed in order to maximum gains.
- 14.1.6 The Committee commented clear detail would have to be provided in relation to Political risk. While it was recognised that political issues were unavoidable, the Service should consider the governance involved within this category and how these issues should be handled.
- 14.1.7 The Committee commented on the possibility of two financial categories, one for the ongoing stability of the organisation and another for innovation which could have higher risk but potential for a greater return.
- 14.1.8 In relation to the risk category, Compliance, the Committee discussed Health and Safety being a category in its own right. MMcA confirmed this will be included within further discussions.
- 14.1.9 RH noted information had been gathered internally and from Scottish Government and NFCC to inform the initial risk categories. Directors have been allocated categories to develop the risk statements which will be reviewed at an SLT workshop in July 2024. The risk categories will then be applied to existing risks and any gaps will be identified to ensure the risk categories cover all risks. This will provide an appropriate level of information to be presented to the Committee.
- 14.1.10 **The Committee scrutinised the report and noted the continuing progress being made.**
- 14.2 **National Fraud Initiative Exercise 2022-23**
- 14.2.1 SO'D presented a report to the Committee providing an update on the outcomes of the National Fraud Initiative (NFI) Exercise 2022/23. The following key points were highlighted:
- There are 1200 participating organisations and the most recent exercise commenced in September 2022.
 - The Service provided data sets on both payroll and trade creditors.
 - The Service had 670 matches which was slightly more than half of what had been identified at the previous exercise. SFRS's good practice is to open and investigate all matches and no instances of fraud have been identified through investigations undertaken.
 - At the date of this report 655 (98% of matches) have been investigated and closed.
 - In relation to trade creditors, a couple of errors had been identified totalling £3,668. To date £1,546.58 has been recovered, with the recovery of the remaining £2,121.60 in progress.
 - This exercise allowed investigation of undeclared interests, with 13 matches identified. 4 matches did identify an interest not previously reported and have now been added to the Gifts, Hospitality and Interests register.
 - For matches undertaken in relation to Payroll, a total of 89 matches were identified. To date 74 matches have been completed with only 1 error being identified and recovered.
 - Investigations in relation to the remaining matches are still in progress, with 9 awaiting investigation from other matching government bodies, external to SFRS.
- 14.2.2 The Committee requested the addition of a conclusion section for future reports to capture what has been gained from the information detailed.

14.2.3 The Committee received assurance from Audit Scotland that the arrangements SFRS have in place are robust and the engagement in the exercise and the planning, progress and response to outcomes would provide a Green RAG status.

14.2.4 **The Committee scrutinised the report.**

14.3 **Anti-fraud/Whistleblowing Update**

14.3.1 SO'D advised the Committee that there had not been any new instances of fraud and updates would be provided within the private session for the two ongoing cases.

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

15 REPORT(S) 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 an update on inspection work underway or planned for 2024/25. The following key areas were noted:

- East Service Delivery Area (ESDA) Inspection concluded in last financial year and was published in October 2023.
- The West Service Delivery Area (WSDA) has concluded, and the report is expected to be laid in the Scottish Parliament on 4 July 2024. RS noted the report would not be available until after the general election. RS highlighted there are similar findings to the ESDA inspection which is not unexpected. RS highlighted his statutory duty as Chief Inspector was to ensure that SFRS were operating effectively and efficiently across the whole of Scotland. Once 3 area inspections have been completed, focus would be on ensuring improvements are made across the Service.
- Chief Inspectors Update Report outlines the last 3 years, reflecting on work of the Inspectorate.
- The North Service Delivery Area (NSDA) Inspection is underway, and the inspectorate are engaging with local areas as well as local authorities and other partners. RS noted this inspection has a longer timeframe due to the complexity of the NSDA and also budget restrictions due to the travel required for rural areas.
- In relation to the Organisational Culture inspection, time has been spent on engagement with the Service, representative bodies and other partners to shape and progress this work. RS highlighted it has been agreed the first focus will be on corporate, policy and procedure elements of the organisation to ensure the Service is operating correctly and culture is appropriate. RS noted issues have been resolved to allow for data transfer to take place and engagement will now commence within areas to check understanding of the documentation, policies and values. RS highlighted that to provide an additional level of assurance for the inspection, a number of external consultants had been appointed. RS advised a visit had taken place to introduce external consultants to SFRS and thanked the Service for the engagement that has taken place to date. RS noted the intention would be to produce the report by the end of 2024, prior to consultation and then published around March 2025.
- The Operational Assurance review would seek to understand how the Service learns for its own operational activities, improves training, policies and procedures from lessons learned and monitoring operational activity.

15.1.2 RS noted that on reflection, the report template required to highlight the positive relationship between HMFSI and SFRS. RS commented that counterparts within other areas of the UK are considering making recommendations mandatory, however RS did not feel that was required within Scotland due to the engagement and relationship established.

15.1.3 The Committee welcomed the comment of the additional section to be included within the HMFSI report.

15.1.4 **The Committee noted the report.**

16 REVIEW OF ACTIONS

16.1 KM confirmed that 4 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.

17.1.2 The Committee commented on ensuring enough time was available to discuss Risk Appetite, at the next meeting of ARAC. SO'D advised that an update on the progress of work undertaken on Risk Appetite was scheduled for the Board Strategy Day in September.

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

17.2.1 There were no items identified.

17.2.2 BB advised the Committee that Board Member Malcolm Payton would undertake the role of Deputy Chair of ARAC with immediate effect.

18 DATE OF NEXT MEETING

18.1 The next public meeting is scheduled to take place on Tuesday 29 October 2024 at 1000 hrs.

18.2 There being no further matters to discuss, the public meeting closed at 1315 hrs.

PRIVATE SESSION

19 MINUTES OF PREVIOUS PRIVATE MEETING: TUESDAY 26 MARCH 2024

19.1 The minutes of the private meeting held on 26 March 2024 were approved as a true record of the meeting.

20 ACTION LOG

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

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

21 INTERNAL CONTROL REVIEW REPORT

21.1 DJ presented a report to the Committee to update on the development of the action plan in relation to the investigation undertaken.

21.2 **The Committee scrutinised the report.**

22 BREACH OF FINANCIAL REGULATIONS AND MISAPPROPRIATION OF FUNDS

22.1 DJ provided an update to the Committee on a breach of the SFRS's Financial Regulations, External Funding Policy and Procedure, Code of Conduct and Anti-Fraud and Corruption Policy.

22.2 **The Committee scrutinised the report.**

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



Report No: B/ARAC/01-24

Agenda Item: 10.2ii

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	29 AUGUST 2024						
Report Title:	AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2023/24 TO THE BOARD AND ACCOUNTABLE OFFICER OF SCOTTISH FIRE AND RESCUE SERVICE						
Report Classification:	For Information Only	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the review of the Audit and Risk Assurance Committee (ARAC) Annual Report 2023/24, to the Scottish Fire and Rescue Service (SFRS) Board 'For Information Only' following its approval at the ARAC on 25 June 2024.						
2	Background						
2.1	Consistent with the Scottish Government Audit and Assurance Committee Handbook, and generally accepted principles of good corporate governance, the Terms of Reference of the SFRS ARAC calls for an Annual Report to the Board and Accountable Officer of the SFRS, summarising the Committee's work for the year past, and its opinion of the overall assurances it has received and issues it has considered.						
3	Main Report/Detail						
3.1	The ARAC Annual Report supports and assists with the preparation of the Accountable Officer's 2023/24 Annual Governance Statement (AGS), which was also scrutinised by ARAC on 25 June 2024. Production of the ARAC Annual Report has therefore been timed to support the preparation of the AGS.						
3.2	The AGS provides further assurance in support of the SFRS Annual Report and Audited Accounts for 2023/24 which is scheduled to be presented to the SFRS Board on 31 October 2024.						
4	Recommendation						
4.1	The Board is invited to note the contents of the ARAC Annual Report 2023/24 as set out in Appendix A and provide feedback to the ARAC should it be necessary.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	Evidence gathered in support of this report deems that no significant risks have been identified.						

5.2 5.2.1	Financial This report provides further assurance in support of the SFRS Annual Report and Audited Accounts for 2023/24 which are scheduled to be presented to the Board on 31 October 2024.
5.3 5.3.1	Environmental & Sustainability There are no implications associated with the recommendations of this report.
5.4 5.4.1	Workforce There are no implications associated with the recommendations of this report.
5.5 5.5.1	Health & Safety There are no implications associated with the recommendations of this report.
5.6 5.6.1	Health & Wellbeing There are no implications associated with the recommendations of this report.
5.7 5.7.1	Training There are no implications associated with the recommendations of this report.
5.8 5.8.1	Timing This report has been produced in support of the SFRS Annual Governance Statement which is scheduled to be presented to the Board as a part of the Annual Report and Audited Accounts for 2023/24 on 31 October 2024.
5.9 5.9.1	Performance Information contained within this report demonstrates that there are no significant gaps in the performance of the Committee.
5.10 5.10.1	Communications & Engagement This report provides an opportunity for Board members to review the contents and provide feedback to the ARAC if necessary.
5.11 5.11.1	Legal Production of this report is consistent with the Scottish Government Audit Committee Handbook and generally accepted principles of good corporate governance.
5.12 5.12.1 5.12.2	Information Governance DPIA completed Yes/No. If not applicable state reasons. DPIA not applicable as no personal information is contained within this report.
5.13 5.13.1 5.13.2	Equalities EHRIA completed Yes/No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.
5.14 5.14.1	Service Delivery There are no implications associated with the recommendations of this report.
6	Core Brief
6.1	The Chair of the Audit and Risk Assurance Committee (ARAC) asked the Board to note the contents of the ARAC Annual Report 2023/24. The ARAC Annual Report assists with the preparation of the organisation's 2023/24 Annual Governance Statement (AGS), prior to inclusion in the Annual Report and Accounts of the Scottish Fire and Rescue Service for 2023/24, all of which support good corporate governance arrangements.

OFFICIAL

7	Assurance (Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual report from ARAC outlines the work undertaken, including that with internal and external audit bodies and the assurance received.
8	Appendices/Further Reading	
8.1	Appendix A – SFRS ARAC Annual Report 2023/24 to the Accountable Officer and Board of the Scottish Fire and Rescue Service.	
Prepared by:		Kevin Murphy, Group Commander, Board Support Manager
Sponsored by:		Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee
Presented by:		Brian Baverstock, Chair of the SFRS Audit and Risk Assurance Committee
Links to Strategy and Corporate Values		
Links to Outcome 5 of the SFRS Strategic Plan 2022-25: “We are a progressive organisation, use our resources responsibly and provide best value for money to the public.”		
Governance Route for Report		Meeting Date
<i>Audit and Risk Assurance Committee</i>		<i>25 June 2024</i>
<i>SFRS Board</i>		<i>29 August 2024</i>
		Report Classification/ Comments
		<i>For Decision</i>
		<i>For Information only</i>



SFRS AUDIT AND RISK ASSURANCE COMMITTEE ANNUAL REPORT 2023/24

TO

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

1 Purpose

- 1.1 In accordance with the Audit and Risk Assurance Committee's Terms of Reference this report has been prepared for the Board and Accountable Officer to provide the Committee's opinion on the effectiveness of governance, risk management and internal controls across the organisation. This opinion is based on the work received by the Committee over the year 2023/24 and is intended to assist with the preparation of the Annual Governance Statement.

2 Background

- 2.1 The report provides a high-level overview of the Audit and Risk Assurance Committee's work for the year 2023/24 and its opinion on:
- the comprehensiveness of assurances in meeting the Board and Accountable Officer's needs;
 - the reliability and integrity of these assurances in relation to their accountability obligations;
 - the implication of these assurances for the overall management of risk;
 - any issues the Audit and Risk Assurance Committee considers pertinent to the Annual Governance Statement and any long-term issues the Committee thinks the Board and/or Accountable Officer should give attention to;
 - financial reporting for the year, and
 - the Audit and Risk Assurance Committee's view of its own effectiveness.

3 Summary of Audit and Risk Assurance Committee's Work

- 3.1 In the period from April 2023 to March 2024 the Audit and Risk Assurance Committee has met a total of six times - five public meetings, each of which included a private session, and one further standalone meeting in private. The Committee meeting scheduled for March 2023 was delayed until 6 April 2023, so is included in these figures. The Committee met utilising a blend of 'in person' meetings both at SFRS HQ and East SDA HQ (Newbridge), and virtual technology via MS Teams. To support transparency of Committee business, all public papers and minutes continued to be accessible on the SFRS website. The capability and development of using MS Teams enabled members of the public to have access to meetings as an observer, should this be requested, and as published on our [website](#).

- 3.2 The Committee comprised of five Non-Executive members until July 2023 whereby membership dropped to four, following the resignation of Lesley Bloomer. Following a public appointments process, four new Board Members joined SFRS in December 2023 with Neil Mapes being allocated to ARAC and increasing Non-Executive membership back to five. It has a quorum of three members and all meetings were quorate. The Committee has the relevant skills and experience collectively to assess the issues within its Terms of Reference. This conclusion was confirmed at a virtual workshop on 21 February 2024, at which the Committee confirmed compliance with its Terms of Reference.
- 3.3 All meetings were attended by SFRS senior management, Audit Scotland, as newly appointed External Auditors, Azets, who are SFRS's Internal Auditors and His Majesty's Fire Service Inspectorate (HMFSI). This routine attendance provided the Committee regular access to all key assurance sources.
- 3.4 The key areas of the Committee's work are outlined in sections 4 to 10 below.

4 Internal Audit

- 4.1 Azets were appointed as Internal Auditor partners at the start of 2020/21 for a 4-year period. [Progress reports](#) are presented at every meeting of the Committee outlining progress against the annual audit plan and the implementation of internal audit recommendations.
- 4.2 In reviewing the work of internal audit, the Committee:
- focused on the reported assurance levels, the quality and significance of audit recommendations and reasonableness of the management responses to them;
 - monitored the ongoing implementation of recommendations arising from current and prior year audits;
 - welcomed early sight of each Audit scope, allowing for comment in advance, if required, including the numbers of days allocated;
 - asked for consideration to be given to the challenges identified relating to resourcing and capacity within the Portfolio Office;
 - commented on the need for a collaborative approach to take action and provide evidence to close items off promptly;
 - requested further information be included with regards to revision of dates and outstanding requirements;
 - queried if identified issues are taken into account when considering risk;
 - encouraged greater levels of feedback be provided to Azets on audit activity;
 - acknowledged the efforts of Azets and the Executive Team in completing the 2023/24 audit plan; and
 - noted the overall opinion given by Internal Audit in its Annual Report, that the Scottish Fire and Rescue Service has a framework of governance, risk management and controls that provides **reasonable assurance** regarding the effective and efficient achievement of objectives.
- 4.3 ***The Committee concluded that Internal Audit's work was appropriately focused and was sufficiently resourced. Based on the Committee's review of audit reports and the Auditor's overall opinion we can conclude that controls are generally operating effectively.***
- 4.4 Azets also presented their draft Internal Audit Plan for the period 2024/25 in March 2024. The Committee recommended the Board approve the 2024/25 Internal Audit Plan and this will take them to the end of their appointment period. On the recommendation of the Executive, the Committee supported the recommendation to extend the contract with Azets for one year (2024/25).

- 4.5 The Committee continued to encourage Internal and External Auditors as well as HMFSI to engage with each other and review plans to identify any opportunities for synergies and avoid any potential overlap or duplication of review activity. The Committee held a private session with Azets in June 2023, no matters were raised that would require to be disclosed in this report.

5 External Audit

- 5.1 Audit Scotland were SFRS's External Auditors for 2023/24 as appointed by the Auditor General for Scotland for a five-year term. This was Audit Scotland's first year of their appointment.
- 5.2 During the period under review, the Committee scrutinised the progress of the Audit Dimensions and Best Value Report for Year ended 31 March 2022 designed to help ARAC and the SFRS Board discharge their governance duties on the following areas: Financial Management, Financial sustainability, Governance and transparency, Value for money and Best Value. Good progress was identified with full completion being achieved in some areas. The Committee welcomed the ongoing discussions to develop a proportionate way to attribute budgets to outcomes. The Committee also welcomed the approach taken to consolidate and, if necessary, review and refresh historical actions, ensuring actions remain relevant and aligned with Audit Scotland recommendations going forward.
- 5.3 The Committee also reviewed the draft 2022/23 Annual Report and Accounts, and External Auditor's report, **which provided an unqualified opinion**. The Committee commended the efforts of the SFRS Finance Team in achieving this positive outcome, particularly given the challenges encountered during the year.
- 5.4 The Committee held a private session with Audit Scotland in October 2023, no matters were raised that would require to be disclosed in this report. The Committee will consider the draft 2023/24 Accounts and the External Auditor's report at a Special meeting in November 2024.

6 His Majesty's Fire Service Inspectorate

- 6.1 The HMFSI attends and presents progress update reports at each ARAC meeting.
- 6.2 During 2023/24 HMFSI published a report following an inspection of the East Service Delivery Area (ESDA) in a more accessible and revised format. The next inspection of this type commenced in the West Service Delivery Area (WSDA) during 2023/24 and will be published at some point in Summer 2024, with engagement and fieldwork commencing in the North Service Delivery Area (NSDA) towards the end of the period covered in this report. The Chief Inspector also published a report detailing the work undertaken over the period 2021-24.
- 6.3 During 2023/24 HMFSI completed the following Thematic Inspections:
- 'Climate Change: Impact on Operational Activity' Inspection report was laid in Parliament in September 2023. The report focussed on Wildfire and Flooding incidents and other elements consequential to climate change. The report concluded that, whilst there is scope to improve performance in some areas, namely Operational Intelligence and Information Sharing, the service has considered its response to these incident types and is committed to improving resilience and response capabilities, with some clear examples of good practice. The report contained 8 Recommendations for SFRS to consider.
 - 'Mental Health and Wellbeing Provision' Inspection report was laid in Parliament in December 2023. The report concluded that whilst areas of work are ongoing, there is positive cultural change underway in the service relating to Mental Health and Wellbeing. The report contained 20 recommendations for SFRS to consider.

- 6.4 An overview of the key areas of focus for the forthcoming year 2024/25 was also provided and includes a Thematic Inspection on Organisational Culture.
- 6.5 HMFSI will also continue to maintain contact with both the Internal and External Auditors to progress areas of shared work, which is essential to reduce any duplication, where appropriate. The reports themselves are published on the HMFSI [Website](#) which details the assurances and recommendation to the SFRS.
- 6.6 The Committee welcomes the approach of HMFSI activity as it strives to meet its statutory purpose to inquire into the efficiency and effectiveness of the SFRS, thus assisting in its continuous improvement.

7 Risk Management

7.1 During the year the Committee:

- reviewed regular updates on risk management arrangements and revisions to the Strategic Risk Register (SRR) and alignment to the Directorate Risks (DR);
- held a workshop relating to the Committee's use of the Risk Dashboard on 31 July 2023;
- spotlighted particular risks that are aligned to the business of each Committee of the Board, asking the responsible risk owner to provide updates to each respective Committee, which for ARAC during 2023/24 included: *Retrieval of PPE*;
- the Committee has been supportive of efforts to develop robust risk management arrangements and has welcomed a simplified approach to how key risks are presented. Importantly this has enable greater scrutiny by focusing on the effectiveness of risk management., However, the development of an approach and implementation of risk appetite has still not been completed and represents a significant gap in the Services' Risk Management Framework. Improvements in aligning strategic risks to strategic outcomes and objectives are also required. [The Committee welcomed the Internal Audit Advisory Review of Risk Management and will scrutinise the progress of recommendations throughout 2024/25.]

7.2 ***Based on its scrutiny of risk, and recognising the ongoing work on defining risk appetite and aligning strategic risks, the Committee is concerned at the pace of introducing improvements to risk management, although is generally content with the direction of travel and can provide reasonable assurance on the operation of strategic risk management arrangements throughout the year 2023/24.***

8 Financial Reporting

8.1 During the year the Committee considered the following:

- assurances received from the work of internal and external audit about the financial systems and controls that provide the figures for the accounts for 2022/23;
- accounting policy regulatory changes;
- any incidences of Fraud/Misappropriation of Funds;
- cyber/organisational security;
- Annual Procurement Report 2022/23
- updates on the *Redressement Judiciaire* of Systel – SFRS Claim for Losses;
- sought further clarity and detail on the extent of and reporting culture relating to Gifts, Interests and Hospitality within SFRS.

8.2 ***The Committee is satisfied that the accounting policies adopted for the preparation of the 2023/24 accounts are appropriate and that it has received reasonable assurance on the financial systems and controls.***

9 Audit and Risk Assurance Committee Effectiveness

- 9.1 The Committee considers that it has operated in accordance with its Terms of Reference (ToR), pursuing the appropriate issues of risk assurance and internal control, and that its challenge and scrutiny function continues to be robust.
- 9.2 The Committee ToR were reviewed at their workshop in February 2024 and amended and approved by the SFRS Board on 25 April 2024. At this workshop, the Committee concluded that it continues to operate effectively.
- 9.3 At the Committee's operational level, improvements continue to be made, where appropriate, to the management of meetings, including the forward planning of agendas for the year ahead. Specific forward planning and pre-agenda meetings were held to further support this approach.
- 9.4 Administrative arrangements continually improve with any revised templates and guidance being provided for corporate level papers as approved by the SFRS Board, to ensure that reports contain an appropriate level of classification in order to assist Committee members scrutinise and challenge effectively, with risk and assurance being much more of a focus when reporting to Committee's and the Board in general.
- 9.5 The continued development of the Service's Good Governance Framework saw the introduction of integrated assurance mapping during 2023/24 and whilst this continues to evolve there has been an improved focus on levels of assurance and associated rationale.
- 9.6 The Committee continues to receive a complete oversight of the management and scrutiny process for independent audits and subsequent action plans through a high-level dashboard. This has strengthened the governance in this area and the level of scrutiny being applied.
- 9.7 The Committee's effectiveness relies heavily on the support provided by the Board Support Team, which continues to be of the highest quality.

10 Conclusions

- 10.1 Overall the work of the Committee during the period under review, and the assurances received, enables ARAC to conclude that, in general, the SFRS has effective governance, risk management and internal control arrangements in place. As highlighted above, improvements are needed in relation to risk management arrangements.
- 10.2 Looking ahead it is clear that ensuring the Service adequately plans for, and responds to, any future financial challenges will be the key area of focus for the Committee over 2024/25 and beyond. Ensuring that the improvements to risk management that are reference above must be treated as a priority in this coming year.

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

June 2024



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 6 JUNE 2024 @ 1345 HRS

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

PRESENT:

Mhairi Wylie (Chair) (MW)
Neil Mapes (NM)
Fiona Thorburn (FT)

Steve Barron (Deputy Chair) (SB)
Andrew Smith (AS)

IN ATTENDANCE:

Lyndsey Gaja (LG)	Interim Director of People
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Kelly McDougall (KMCD)	People Advisor (Item 9.1 only)
Elaine Gerrard (EG)	Equality, Diversity and Inclusion Manager (Item 9.3)
Kirsty Darwent (KD)	Chair of SFRS Board
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

John McKenzie, Fire Brigades Union
Gus Sproul, Fire Brigades Union

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present and attending via MS Teams.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.
- 1.3 On behalf of the Committee, the Chair thanked BF for his hard work and efforts throughout his career and in particular to this Committee, wishing him well for his imminent retirement.

2 APOLOGIES FOR ABSENCE

- 2.1 Malcolm Payton, Board Member
Andrew Watt, Assistant Chief Officer, Director of Training, Safety and Assurance
Liz Barnes, Interim Deputy Chief Officer, Corporate Services
David Farries, Assistant Chief Officer, Director of Operational Delivery
Fiona Munro, Head of People
Geri Thomson, Deputy Head of People
Richard Whetton, Head of Governance, Strategy and Performance

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

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

4 DECLARATIONS OF INTERESTS

- 4.1 No conflicts of interest were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 7 MARCH 2024

- 5.1 The minutes were agreed as accurate record of the meeting.
- 5.2 **The minutes of the meeting held on 7 March 2024 were approved as a true record of the meeting.**

5.2 Matters Arising

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

6 ACTION LOG

- 6.1 The Committee considered the Action Log, noting the updates and agreed the closure of completed items.
- 6.2 **Members noted the updated Action Log and approved the removal of completed actions.**

7 COMMITTEE STATEMENT OF ASSURANCE

- 7.1 MW presented the People Committee (PC) and Remuneration, Appointments and Nominations Sub-Committee (RANSC) Statement of Assurance 2023/24, outlining evidence of how the Committee supports the effective functioning of the Board for approval.
- 7.2 **The Committee approved the report.**

8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING

8.1 People Performance Report Quarter 4 2023/24

- 8.1.1 LG provided the People Performance Report Quarter 4 2023/24 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the further details within the People Performance Report. The following key areas were highlighted from the Executive Summary:
- Ongoing work of the On Call Strategic Co-ordinating Group to support attraction and retention.
 - Enhanced remuneration (retainer fee) and flexibility in availability bands for On Call personnel effective from January 2025.
 - Ongoing work on recruitment and development activities within Operations Control. Future spotlight scheduled for September 2024.
 - Update on the main reasons for health and wellbeing referrals.
 - Both 4th quarter and annual performance measures reported.
 - Error noted within the narrative for KPI46 (Rural Full Time) as this still related to Quarter 3.
- 8.1.2 In regard to KPI48 (staff turnover), the Committee were reminded that exit interviews were offered but the uptake was limited. LG noted the short and longer-term measures to improve this position. LG further noted that all exit interviews are reviewed to help identify any trends or if any necessary actions are required.

- 8.1.3 In regard to KPI62 (female ratio – wholetime), LG confirmed that there was only a 3% increase in female wholetime staff since 2016. LG explained the reason was the closure of the application window due to the significant pool of applications already received. This increase was consistent across the sector, however the ambition was to make improvements in this area.
- 8.1.4 In regard to KPI63 (equalities data), LG advised that this data was captured at recruitment stage however, there were limitations on historically reviewing this data.
- 8.1.5 In regard to employee demographics, LG advised that this data was captured and was a key metric in terms of workforce planning projections. LG offered to discuss further off table with Committee members.
- 8.1.6 In regard to the wellbeing programme within OC, LG offered to discuss further off table with Committee members.
- 8.1.7 In regard to the Safecall confidential reporting line, LG advised that this had been in place for one month. An initial review and evaluation would be undertaken, and an update would be brought to the Committee in due course. Brief discussion took place on the projected levels of activity and benchmarking against other fire and rescue services.
- 8.1.8 The Committee queried the process which would be undertaken following a reported incident and sought assurance that any necessary action would be taken promptly. LG outlined the process that would be taken following any reported incident, including the different reporting methods available, experienced trained investigators handling calls, appropriate safeguards in place, escalation process, signposting to wellbeing support and advice etc.
- 8.1.9 The Committee commented on previous complaints relating to the length of time that grievances etc can take and sought assurance on prompt timescales for any investigations arising from the confidential reporting line. LG provided assurances on the timeliness of initial contact and investigations commencing. The overall timescale of the investigation would be dependent on the complexity of the individual cases, however the intention would be to resolve as promptly as possible.
- 8.1.10 LG noted that formal reporting on any complaints etc would be provided under the normal reporting process. The Committee requested an update on volume of calls to the Safecall confidential reporting line and analysis of themes be provided early in the next financial year. (Captured under Item 15.1)
- 8.1.11 **The Committee scrutinised the report.**
- (KMcD joined the meeting at 1405 hrs)*

9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

9.1 Colleague Experience Survey Update

- 9.1.1 KMcD provided a verbal update in relation the Colleague Experience Survey and highlighted the following key points:
- Survey was live for 6 weeks from 31 March 2024 to 6 May 2024 with 1887 responses (27%) received. Breakdown of responses were Operational Delivery (80%), Corporate Services (15%) and unknown (5%). Other statistics on responders were noted as Wholetime (52%), over 16 years' service (50%), male (68%), female (22%).
 - To evidence the effectiveness of the communication strategy, the source of origin to complete the survey was reported as weekly brief (45%), iHub (18%), line managers (13%) and other categories (15%).
 - Continued support from and engagement with Rep Bodies.
 - Weekly meetings held with survey champions which helped support them, share informal feedback, and shape communication.

- Outline of next steps relating to communication, reporting and analysing the survey results.

9.1.2 LG reminded the Committee that an update would be provided at the next Board Strategy Day (25 July 2024) and the final report would be submitted to the SFRS Board (August 2024).

9.1.3 In regard to the frequency of staff surveys, LG noted that the last service wide survey was undertaken in 2018 with the intention having been to undertake surveys every 2 years. However, due to the pandemic and the subsequent recovery period, this had not been achieved. LG further noted that more frequent and shorter focussed surveys had been considered. However, the recent full colleague experience survey would provide baseline data and would allow the Service to progress with shorter pulse surveys in the future if deemed appropriate.

9.1.4 KMCD informed the Committee of the longer-term communications plans for the survey and to help address some of the concerns, continuing to engage to build trust levels and collectively make improvements.

9.1.5 The Committee noted the low response rate and queried whether this was a sufficient baseline for the full workforce. KMCD reminded the Committee that the response target was 30% and that the potential reasons for the shortfall was noted. KMCD noted that there was still work to be done to improve engagement, communications and trust with the Service to encourage more responses in the future. KMCD further noted the intention for future collaborative work with Rep Bodies to understand the reasons for not completing the survey and to provide an opportunity for gathering additional information to build on the feedback.

9.1.6 In regard to the survey questions, LG outlined how the questions were set noting 2 key considerations. These were the ability to compare with the 2018 survey to demonstrate changes/improvements and maximising benchmarking opportunities with other justice sector organisations. KMCD noted that the Rep Bodies were in agreement with the questions.

9.1.7 LG confirmed that the action plan for communicating the results of the survey would include the format of 'you said, we did', and this would be delivered over a sustained period to maximise awareness.

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

(KMCD left the meeting at 1435 hrs)

9.2 Culture Development Group Update

9.2.1 LG presented a report to the Committee to provide an update on the Culture Action Plan (CAP) and progress made by the Culture Development Group (CDG) and associated culture activities within the Service. The following key points were highlighted:

- Work undertaken to benchmark, planning activities around culture, convening of the CDG and workstreams.
- Key work to date included the colleague experience survey, confidential reporting line, various engagement sessions across the Service, first tranche of delivery of management development programme for supervisory managers, establishment of various employee networks and work to review recruitment and selection approach, and specifically tailored promotional processes.

9.2.2 In regard to the action plan, LG to review and update off table on any missing dates and RAG status.

9.2.3 The Committee commented on the work undertaken and still required, the need for momentum and timely delivery of change and noted that the first year had not achieved what had been intended.

- 9.2.4 LG offered her assurance that this area remained a key priority and focus for the Service. LG reminded the Committee of the work undertaken and progress made within the first year whilst acknowledging that further work was still required. LG noted the significance of the colleague experience survey which would provide a baseline to measure against going forward.
- 9.2.5 LG reminded the Committee of the work and engagement across the organisations relating to the critical role of managers on setting the tone and addressing situations where behaviours were unacceptable. LG noted that this process would take time to embed across the Service. LG further noted that feedback from supervisory management development days, which were being held off station, had been excellent and this would be brought to the Committee for scrutiny in due course. LG acknowledged that this process would take longer, however it was felt that this would be a more effective learning experience and would increase understanding within participants.
- 9.2.6 The Committee noted the work undertaken and requested that consideration be given to provide a fuller update on activities going forward. LG noted the comments and would consider for future updates.
- 9.2.7 Discussion took place on the potential for smaller or localised changes as opposed to Service wide. LG noted that the analysis from the colleague experience survey could provide opportunities for localised action plans and engagement. It was recognised that the role of managers, and the support they required, was significant to enable effective change within the Service. The Committee noted that this area of work required to be progressed at pace.
- 9.2.8 The Committee commented on improvements needed on the pace given to challenging and responding (consequences) to unacceptable behaviour.
- 9.2.9 The Committee commented on the need to support and develop managers appropriately for their role. LG reminded the Committee of the level of movement within the Service in the past few years and noted the capacity difficulties in maintaining the level of support required.
- 9.2.10 The Committee noted that further off table discussions would be helpful to understand the timeframes involved and what the realistic end position would be.
- 9.2.11 **The Committee scrutinised the report.**

(E Gerrard joined the meeting at 1455 hrs)

9.3 Women's Employee Liaison Forum Case Study

- 9.3.1 LG presented the report to provide an update on activities of the Women's Employee Liaison Forum (WELF) and highlighted the following key points:
- Alignment with other workstreams and programmes of work whilst avoiding duplication of activities.
 - Open and honest forum without being overly bureaucratic to allow discussions on issues affecting women in the workplace.
 - One example of some of the issues/gaps that had been highlighted and how this would be addressed in the workplace. It was noted that this forum allowed small changes to be made which would have a positive impact on individuals.
 - Beneficial and effective forum from an equality, diversity and inclusion perspective and appreciated by the Rep Bodies.
- 9.3.2 The Committee queried whether there was any specific work in relation to menopause or carers in the workforce. EG noted that both these areas were being progressed through the People Directorate activities rather than specifically through WELF. EG provided a brief outline of the activities regarding both menopause and carers within the Service.

9.3.3 LG reiterated the benefits of this informal opportunity, involvement of Rep Bodies and the collegiate approach from all those involved.

9.3.4 **The Committee scrutinised the report.**

(E Gerrard left the meeting at 1500 hrs)

10 TRAINING

10.1 Training Function Update and Performance Report Quarter 4 2023/24

10.1.1 BF presented the high-level overview of the Training function activity and performance over Quarter 4 2023/24 and highlighted the following key points:

- Top level KPIs contained within the report are underpinned by detailed performance indicators which allows detailed scrutiny, good practice and areas of improvement to be identified across the function.
- KPI22-24 (various modules) – Reminder that the completion of these modules was the responsibility of individual line managers.
- KPI22 (core skill modules) – Day Duty staff were included for the first time in Q1 2023/24 and attributed to the reported decline during that reporting period.
- KPI25 (incident command modules) – Small reduction (ICL1) in this reporting period due to difficulties in arranging courses in rural areas over the winter months.
- KPI26 (core skills) – brief explanation on how the target was set for this indicator. Improvements and efficiencies were noted in both ICAT and driving courses. Review and pilot of revised (combined) breathing apparatus courses underway and proposed next phase.
- KPI29 (training function course delivery) – Explanation provided on the reduction in this reporting period. Following a review, online evaluation form to be introduced.
- Draft Training Strategic Asset Management Plan would be presented at the next meeting (August 2024).

10.1.2 In regard to assessing impact on Workforce Pro for non-uniformed staff, BF advised that the introduction of this system would provide a single recording platform which would be monitored by line management and performance reported via the training function.

10.1.3 In regard to support and provision of additional learning needs/styles, BF advised that LCMS modules complied with accessibility standards and were supported through the accessible tools available. In relation to practical training, all instructors and crew commanders on stations are required to complete a methods of instruction module which include information on different learning styles, delivery methods etc.

10.1.4 In regard to simulation software (XVR), BF advised that this would be rolled out across the incident command training and noted that this was an improvement on the current provision. BF briefly noted other opportunities to increase the use of simulation training within the Service.

10.1.5 BF briefed the Committee on the various accreditation and standards required and achieved by the Service.

10.1.6 In regard to efficiencies within the training function, BF explained that this related to smarter and more efficient delivery and provision of courses/learning materials.

10.1.7 The Committee noted their thanks and best wishes for BF ahead of his upcoming retirement.

10.1.8 The Committee scrutinised the report.

(Meeting broke at 1520 hrs and reconvened at 1530 hrs)

11 HEALTH AND SAFETY

11.1 Health and Safety Performance Report Quarter 4 2023/24

11.1.1 JH presented the Health and Safety Performance Report Quarter 4 2023/24 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2023/24 and the Health and Safety KPIs. The following key areas were highlighted:

- Reduction in verbal attacks within this reporting period, however there was an increase in physical attacks. Recent engagement with Police Scotland regarding attacks on emergency workers, convening a working group and participating in a study to identify trends ie scale, type and locations.
- Reduction in RIDDOR reports against the same period last year with 2 incidents being reported.
- Increase in accident/injuries reported during the quarter. However, the number of incidents would reduce due to the further evidence now received/pending. One event involved 9 personnel and related to suspected asbestos exposure.
- Near miss reporting continues to improve.
- Overall decrease in vehicle accidents. Joint investigation ongoing in relation to the recent RTC involving an appliance in Wester Ross.
- Overall completion of Health and Safety Improvement Plans was 92% (78% for quarter 4).
- Key work activities during the quarter includes review of risk assessments and publication of Service Delivery Area Handbook (March 2024).
- Operational Assurance work has recognised trend in asbestos incidents and proactive control measures were now in place.
- Full debrief and report was scheduled on a Level 4 incident in Edinburgh.
- Good progress was being made in relation to supporting the review of Event Management processes.
- Good progress was being made in relation to review and completion of COSHH Assessments.

11.1.2 The Committee noted and welcomed the succinct report.

11.1.3 The Committee commented on the variations in the level of incidents in different reporting periods and queried whether the Service benchmarked against other fire and rescue services (FRS). JH advised that the Service does benchmark against other FRS, however there were difficulties in identifying a similar demographic and geographic footprint. JH further advised that the levels, for the size of the Service, were not high and were affected by seasonal elements, level of operational and training activities.

11.1.4 In regard to verbal/physical attacks, JH noted that there was a clear increase being seen across all emergency services. JH further noted that physical attacks reported within SFRS were mainly directed at fire appliances rather than individuals. JH confirmed that costs related to any damage or repairs required were recorded via the fleet system.

11.1.5 JH provided a brief outline of the proposals and intentions for a working group being convened to review attacks on emergency workers.

11.1.6 The Committee scrutinised the report.

11.2 Contaminants Update

11.2.1 JH presented a report to the Committee to provide an update on the management of contaminants within the Service. The following key points were highlighted:

- Approval of budget for managing fire contaminants in 2024/25.
- Development of standard operating procedures was progressing well along with support training materials and video.
- Anticipated implementation by the end of the year.

11.2.2 JH explained the links between the work with CivTech and Professor Stec. JH noted that the Service would continue to work with Professor Stec and FBU colleagues to look at wider contamination issues.

11.2.3 The Committee queried whether the Service were engaging with NHS colleagues in regard to potential contamination issues or support available. JH noted that this could be considered as part of health and wellbeing and health surveillance and also via links with business partners to raise awareness of the risk.

11.2.4 The Committee commented on the potential to communicate the level of investment being made in this area to raise awareness of how the Service were proactively making improvements to safeguard personnel. JH noted that a joint video comms between the Service and the FBU would be issued shortly to highlight the investment and the wider work being undertaken.

11.2.5 The Committee scrutinised the report.

11.3 Draft Health and Safety Annual Report 2023/24

11.3.1 JH provided a verbal update and presentation on the draft Health and Safety Annual Report 2023/24 for information and awareness. JH highlighted the revised format, including of engagement and proactive work, key performance indicators with additional narrative, benchmarking, and details on individual directorates etc.

11.3.2 The Committee commented on the narrative relating to future improvements however there was limited acknowledgment of good news stories. JH noted the comments and stated that this was a high level published report and there was the opportunity to interrogate the data further at a local level.

11.3.3 It was agreed to recirculate the survey slides to new Committee members for information (actioned directly after meeting).

11.3.4 This verbal update and presentation was presented for information only.

12 AUDIT/INSPECTIONS

12.1 HMSFI Inspection Action Plan Updates and Closing Reports

12.1.1 LG presented the report updating the Committee on the progress against the action plan developed in response to the HMSFI Report relating to Mental Health and Wellbeing Provision. The following key points were highlighted:

- All actions raised have either been added or combined into the pre-existing mental health action plan.
- Actions from the Suicide Prevention Subgroup have been incorporated into the overarching mental health action plan and would continue to be progressed/monitored.
- Due to previous or ongoing work undertaken, actions were not required for some recommendations.

12.1.2 The Committee sought clarification on how the Service measures the impact of mental wellbeing champions, both on staff seeking assistance and on the champions themselves, and the provision of chaplaincy support.

12.1.3 LG advised that the mental health and wellbeing champions model was relatively new, however positive feedback was being provided from both colleagues and champions. LG further advised that there was an ongoing programme of continued professional development and peer support network in place for champions.

12.1.4 LG informed the Committee that the current chaplaincy provision was inherited from one of the legacy fire and rescue services and was supported by a Memorandum of Understanding. It was noted that this spiritual care was available to all but only provided on invitation from individuals. LG noted that the Service was aware that this provision only represented a limited number of faith groups.

12.1.5 The Committee commented on the recent Deloitte's report on mental health in children relative to working families and the potential impact this issue could have in staff/workplaces.

12.1.6 **The Committee scrutinised the report.**

12.2 Internal Audit and Inspection Updates

12.2.1 LG presented the report updating the Committee on the progress against the action plans relating to internal audit and inspections where People Directorate is the lead area of the organisation. The following key points were highlighted:

- HMFSI Thematic Inspection of Organisational Culture: Currently within the information gathering phase.
- Scottish Vocational Qualifications: Good progress with several actions awaiting closure.
- On Call Workforce Planning: Good progress with several actions awaiting closure.
- Sickness Absence Management: Short extension requested for some actions.
- Equality, Diversity and Inclusion: Short extension requested for some actions.
- Closing report would be presented to Audit and Risk Assurance Committee in due course.

12.2.2 **The Committee noted the report.**

13 PEOPLE COMMITTEE RISK REGISTER

13.1 Committee Aligned Directorate Risk

13.1.1 LG and AW presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee. It was noted that there were 3 risks reporting risk ratings of 15 or above, the following was highlighted:

- FSC018 which relates to the ability to recruit and retain skilled individuals to support the move to cloud-based environment and securing funding to upskill existing staff. Control measures in place were outlined. These included the review of current skills, structure, job descriptions and market allowance.

13.1.2 It was noted that discussions had taken place at the Change Committee in relation to concerns over the Service's preparedness for the increasing use of cloud-based technology and cyber security. LG advised that once the review and restructure of the ICT function had taken place, recruitment would be undertaken to fill any identified gaps. LG noted that the Service would also look to maximise opportunities to use talent programmes ie modern apprenticeships, graduate apprenticeships, etc.

13.1.3 The Committee requested that a risk spotlight be presented at the next meeting (September 2024) to help understand the Service's approach around attraction and retention of ICT/specialist talent through external recruitment processes (captured under Section 15).

13.1.4 **The Committee scrutinised the report.**

14 PARTNERSHIP WORKING

14.1 Employee Partnership Forum (EPF)

14.1.1 SB provided the Committee with a verbal update noting that the EPF meeting on 9 May 2024 was stood down due to no items being tabled.

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

14.2 Partnership Advisory Group (PAG)

14.2.1 LG advised the Committee that the last scheduled meeting (28 May 2024) had been stood down due to no items being tabled.

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

15 FORWARD PLANNING

15.1 Committee Forward Plan Review

15.1.1 The following items were noted for future meetings:

- Volume of calls to Safecall confidential reporting line and analysis of themes (March/June 2025)
- Broader paper on attraction and retention of talent within the Service.

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

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

15.2.1 The following items were noted for future IGF meetings:

- Policy on staff use of AI technology

16 REVIEW OF ACTIONS

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

17 DATE OF NEXT MEETING

17.1 The next meeting is scheduled to take place on Thursday 12 September 2024.

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

(Public meeting broke at 1615 hrs and reconvened in Private session at 1620 hrs)

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETING: 7 MARCH 2024

18.1 The minutes of the private meeting held on 7 March 2024 were approved as a true record of the meeting.

19 PRIVATE ACTION LOG

19.1 Members noted the updated private Action Log and approved the removal of completed actions.

20 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE

20.1 The draft minutes of the RANSc meeting on 7 March 2023 had been circulated to the Committee and a verbal update from the meeting on 6 June 2024 was provided.

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

21 KEY CASE UPDATES 2023/24 – QUARTER 4

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

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

WEDNESDAY 29 MAY 2024 @ 1000 HRS

**MORAY ROOM, 16 HARBOUR ROAD, INVERNESS COMMUNITY FIRE STATION,
INVERNESS, IV1 1TB / VIRTUAL (MS TEAMS)**

PRESENT:

Tim Wright, Chair (TW)
Madeline Smith (MS)

Paul Stollard, Deputy Chair (PS)
Andrew Smith (AS)

IN ATTENDANCE:

Stuart Stevens (SS)
David Farries (DF)
Andy Watt (AW)
David Lockhart (DL)

Deputy Chief Officer
Assistant Chief Officer, Director of Operational Delivery
Assistant Chief Officer, Director of Training, Safety and Assurance
Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Head of Governance, Strategy and Performance
Business Intelligence and Data Services Manager (Item 9.1 only)
Chief Officer
Chair of the Board
HMFSI
Group Commander, Board Support Manager
Board Support Executive Officer
Business Support Executive / Minutes

Richard Whetton (RW)
Chris Fitzpatrick (CF)
Ross Haggart (RH)
Kirsty Darwent (KD)
Robert Scott (RS)
Kevin Murphy (KM)
Heather Greig (HG)
Iona Milne

OBSERVERS

Michael Humphries (MH)
Karla Stevenson (KS)

Area Commander, Local Senior Officer, Highland
Station Commander, Highland

1 WELCOME

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

2 APOLOGIES

- 2.1 Angiolina Foster, Board Member

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

- 3.1 The Committee agreed there were no agenda items to be taken in private.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 27 FEBRUARY 2024

5.1 The minutes were agreed as an accurate record of the meeting subject to an amendment at 7.1 with the change of name from function structure to directorate structure.

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 27 February 2024 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 The Committee considered the action log, noted the updates and agreed the closure of actions subject to a minor typographical amendment.

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

7 COMMITTEE STATEMENT OF ASSURANCE 2023/24

7.1 The Chair provided a brief update on the Committee Statement of Assurance for the period 2023/24 which outlined evidence of how the Committee supports the effective functioning of the Board.

7.2 **The Committee approved the Committee Statement of Assurance.**

8 SERVICE DELIVERY UPDATE

8.1 SS introduced the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises SFRS Operational Delivery, Prevention, Protection and Preparedness and Training, Safety and Assurance Directorates. The report covers the period from February 2024 to May 2024, albeit some issues may precede and extend beyond this period and highlighted the following:

- The report has been restructured to align with SDC priority areas set out within the SDC Terms of Reference.
- Focussed on strategic themes.
- Positive feedback received in relation to the context of the report.

8.2 The Committee noted there were examples of good practice within Service Delivery Areas (SDAs) on identifying partners to work with regarding supporting vulnerable people and communities and enquired how good practices were being shared so they can be replicated in different areas. DL advised there are arrangements in place where the Directorate supports regular engagement across all the Community Action Teams and Local Authority Liaison Officers who are embedded within the Local Senior Officer (LSO) areas and it is a forum where information can be shared. There is also a central depository in the form of a community safety engagement shared site and local areas can upload information around activities that they are conducting. There is also an opportunity to share good practice through the Scottish Community Safety Network.

8.3 Regarding the Joint Mobilising pilot the Committee asked how this had helped with recruitment. DF advised that the pilots arose from the On Call Improvement Programme and were local solutions being explored especially in the Highland area. There were many strands to this including the encouragement with recruitment, the positive impact on a community to have a fire appliance available and the ability to make a difference within that community. DF asked MH if he could provide some further information.

8.4 MH noted that in remote rural areas there was under crewing in certain stations and a solution was borne where two appliances could meet at a meeting point and then go to the incident with safe numbers of crewing.

8.5 In rural areas people want to join SFRS to help with their local communities and this pilot encouraged people to join SFRS, as it enabled them to attend incidents as a result of having sufficient crews available and also helped with morale in the stations with existing staff. The initial pilot started in Bettyhill and Tongue fire stations 2 years ago and has now been expanded out to the whole of the Highlands.

8.6 The Committee enquired if this was compromising on response times and if it would be quicker to respond from somewhere else. KS advised that in most rural areas it was quicker to joint mobilise and provided an example where the next nearest appliance was 90 minutes away. DF advised the crewing model and duty systems informed the thinking for the Strategic Service Review Programme (SSRP) and different ways for viable options moving forward.

8.7 The Committee enquired if SFRS had an accurate picture of National Resilience assets. DF provided assurance around this.

8.8 Regarding the Continual Improvement and Development (CID) team the Committee asked how it focused on continued improvement in regard to SSRP. DF advised the team is made up of two middle managers who are focused on ensuring watch and station standards are maintained and there is a direct link into Operational Assurance, particularly for pre incident activity. There is no direct link to SSRP as it comes under business as usual while looking into the future.

8.9 The Committee asked how often SFRS receive appeals on enforcement notices. DL noted that, since the inception of SFRS, there had only been one appeal to an enforcement notice.

8.10 Regarding partnership working and 'Carers of West Dunbartonshire' offering a high-risk Home Fire Safety Visit (HFSV) the Committee enquired what research or audit had been undertaken to identify the take up of these and had this influenced greater fire safety in residents. DL provided information on past research which indicated key partners that SFRS should be engaging with. Recently, SFRS reviewed Fatal Fire Analysis to identify trends to establish if there were other opportunities to engage with partners.

8.11 Locally through community safety partnership arrangements there was a good understanding of partners who engage with most vulnerable groups and display vulnerable characteristics that align with fire fatalities and casualties. To ensure the take up of HFSV, SFRS engage with partners, provide fire recognition training and explain HFSV benefits. Research by the National Fire Chiefs Council (NFCC) highlighted a national decline in the take up of HFSV since the pandemic and SFRS were continuing to evaluate this.

8.12 Regarding new research, the Prevention, Protection and Preparedness project within SSRP is currently in the discovery stage but looking to commission a piece of research to review the Scotland Together report from 2009 and build in external research identified throughout the United Kingdom.

8.13 The Committee enquired if the CID team linked in with the Portfolio Office (PO). SS advised there was a Service Improvement team within the PO and trained service improvement staff across the Service. This was a key area of focus through SSRP to drive the culture of continuous improvement, however, although there was currently no linkage with the PO work was underway to improve this.

8.14 The Committee asked how the Service was assured with the robustness of monitoring staffing levels at station level. DF noted there were a number of ways to record Wholetime

staffing that assure staffing levels through the Central Staffing team forecasting staffing levels, recording staff movements, Operations Control calling round wholtime stations to capture staffing levels, as well as local recording, all of which provide assurance and can identify patterns. On Call is recorded differently through Gartan which will be moving to the new Rostering system.

8.15 The Committee asked if there was a critical trigger that would lead to this being escalated to SDC. DL advised it was monitored through the Operational Availability Group and was a focus of the Strategic Leadership Team (SLT).

8.16 In regard to Glasgow Caledonian University not continuing their Fire Engineering course, the Committee enquired if the University had provided an end date, specific factors as to why it was ending and what risk did it pose. DL advised there had been engagement with the University and it was understood the discontinuation was due to the financial viability of running the programme.

8.17 SFRS were currently in discussions with Edinburgh University to consider alternatives. The last of the Fire Engineering Degrees were coming to a close. The University of Central Lancashire provide an apprenticeship course that runs over 4 years and was also being considered as an alternative. This has been identified as a risk in the Prevention, Protection and Preparedness risk register and will come forward in future SDC meetings. The risk is associated to the timelines Local Authorities are working on. The Committee suggested other universities for consideration.

8.18 The Committee referred to a training exercise that took place in Lanarkshire. DF provided the history on the project and how it related to SVQ work and advised that the model has now been rolled out across the Service, as it allows some criteria requiring completion by trainee firefighters to be satisfied. AW advised this model would be fundamental to the new training business strategy, with work ongoing to support local areas to take ownership of training outwith the national refresher courses.

8.19 Regarding workforce profile/succession planning the Committee noted there were a number of vacancies in Crew Commander roles and asked how this would be rectified. DF advised a full Crew Commander recruitment process would commence shortly and provided an overview of what the process would involve. The Committee enquired if there were sufficient resources for the selection process and training. DF stated that there was not a dedicated resource, however, SS advised that SSRP would look at realigning resources.

8.20 **The Committee scrutinised the report.**

9 INSPECTIONS/AUDITS

9.1. Update from HM Fire Service Inspectorate

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

- West SDA inspection field work has concluded and informal conversations taken place with Directors. Formal consultation is currently taking place and will conclude on 30 May 2024. The informal consultation has been productive and comments have been taken on board. Due to the UK general election the report could be laid in parliament later than anticipated.
- North SDA inspection has commenced. Meetings with DACO Steven Wood have taken place and field work within Aberdeen City, Aberdeenshire and Moray has been conducted. Field work to start shortly in Perth, Kinross, Angus and Dundee. The time delay for the North is due to budget allocation. As travel and accommodation costs are expensive the inspection will be undertaken over two financial years. The report will be published in Summer 2025.

- Organisational Culture inspection has started and data requested from the Service. Following receipt of the data a desktop review and fieldwork will then take place. It was noted that Professor Paresh Wankhade, Professor of Management and Director of Research, Edge Hill University; and Mark Cashin, former Chief Officer, Cheshire Fire and Rescue Service had been appointed to assist with the inspection. Both external appointees will visit Scotland on 19 June 2024 and meet with staff. Audit Scotland will also provide resources to support the inspection.
- Operational Assurance inspection will focus on monitoring of performance on the incident ground and how the monitoring leads to improvements around training and performance at an operational level. Terms of reference and a data request have been sent to the Service. The final report is due to be published in Spring 2025.
- His Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) have made comments on their desire to improve their legislative powers and move from an organisation that provides recommendations and advice to one which has power to enforce the recommendations. RS has made it clear to the Chief Inspector in England and the Scottish Government Minister and officials that these powers are not required in Scotland as HMFSI can see the recommendations being taken on board and the improvements being made.
- Two secondments from SFRS (GC Lynne Gow and Shirley Hartridge) to HMFSI have taken place and RS thanked the Service for their support.

9.1.2 The committee enquired about the timelines for the East and West SDA Inspections and if there were any opportunities to learn from those inspections to improve the process for the North SDA inspection. RS advised that the East SDA inspection concluded on 31 March 2023, however due to the tragic Jenners incident, HMFSI were unable to publish or share the report at that time and advice was sought from the Crown Office Procurator Fiscal Service regarding publishing the inspection report when there was an ongoing investigation. The report was subsequently published in October 2023 with the Service having sight of it prior to this. As the report had been written it allowed for the West SDA inspection to begin in June 2023.

9.1.3 With regards learning opportunities RS advised that prior to the SDA inspections, local area inspections were undertaken (16 out of 32 reports previously published), however, it would require a further 8 years to complete all 32 local authority areas which RS deemed unacceptable and therefore moved to SDA inspections.

9.1.4 With regards lessons learned, 51% of stations within the East were included as part of the inspection, however, upon reflection that was considered to have been too ambitious and it was therefore reduced for the West and North SDA inspections ensuring that each LSO area will be visited. RS advised that the process would not be on a three-year rolling basis but would be a light touch/refresher in subsequent years.

9.1.5 The Committee asked for an Executive perspective regarding learning and value from the SDA inspection process. SS stated that, although there had been improvements made, due to the timings of the East and West SDA inspections it was difficult to capture these improvements within the West SDA report, however he welcomed RS's views.

9.1.6 RW noted there were ongoing conversations to look at the process for co-ordinating inspection reports, health and safety findings and audit findings and how the improvements/lessons learned are being captured, how they are managed and to ensure there are no overlaps in the processes.

9.1.7 RS advised that HMFSI would anticipate that any duplication of actions arising from the West SDA inspection that were already captured within the East SDA inspection action plan could be merged rather than having the same action on both action plans.

9.1.8 **The Committee noted the report.**

(C Fitzpatrick joined the meeting at 1118hrs)

10 SERVICE DELIVERY PERFORMANCE REPORTING

10.1 Quarterly Performance Report for Q4 2023-24

- 10.1.1 SS provided a brief update on the performance report for Quarter 4, noting it was a positive report with good progress being made and focus from the Directors in terms of prioritisation of performance.
- 10.1.2 The Committee queried the forecast in relation to the reduction in UFAS incidents. DL informed the Committee that a further reduction was anticipated as the Service continued to engage with Alarm Receiving Centres. A further decline was predicted when the new mobilising system is implemented, which will allow a variation to response depending on the time of day.
- 10.1.3 In regard to KPI16 - On Call first appliance availability, the Committee asked what the key reasons for non-availability were. DF advised that although there had been an upturn on availability during the reporting period, daytime availability was still proving challenging, the key reasons for this being primary employers not releasing staff to attend incidents or people moving outwith the community for work and therefore unable to meet the attendance time to reach the station.
- 10.1.4 DF continued that work was ongoing to look at options to overcome some of the challenges. The bank rostering scheme had been effective and different models were being applied to see which ones were most effective. DF highlighted that true data was not yet available with pilot schemes and initiatives being manual workarounds and not included in the availability recording, however, this should be resolved through the new rostering system.
- 10.1.5 Regarding lack of robust availability at this stage the Committee enquired if the New Mobilising System (NMS) would help with monitoring. DF advised that between the rostering system and NMS it would be far more functional and intuitive. It was noted that inflexibility of contracts also contributed to low day time availability, however, through SSRP there was the potential to make contracts with less hours in certain areas.
- 10.1.6 The Committee noted the difficulties around scrutiny of data if it was not a true reflection. SS noted that conversations had taken place regarding the next iteration of the performance management framework and the requirement to have an outcome based approach with a KPI relating to appliance availability and how that translates into operational demand/incident demand, types of incident etc. SSRP would then look at what changes might be made in order to make sure there was sufficient resilience to try and take the pressure away from the On Call duty system.
- 10.1.7 The Committee asked what impact Operational Intelligence had on fire prevention and preparedness. DL clarified the process for Operational Intelligence and highlighted that it was not for fire prevention purposes but for firefighter safety. In terms of assurance on this, HMFSI have commented on the process with no negative feedback being received.
- 10.1.8 With regards to KPI30 Assist Other Agencies Incidents and KPI31 Effect Entry/Exit Incidents, the Committee noted the significant rise in both. SS advised that demands on the Service were changing which required changes to be made, in order to deal with these types of incidents. Conversations were ongoing both internally and with partners to discuss such areas.
- 10.1.9 **The Committee scrutinised the report.**

10.2 Unwanted Fire Alarm Signals Update

10.2.1 DL presented a report to the Committee to provide an update on the introduction of the Unwanted Fire Alarm Signals (UFAS) response model for the reporting period of Q2 – Q4 2023-24 and highlighted the following:

- 55% reduction in UFAS incidents for the reporting period compared to the past 5 previous years.
- Average of 52 non attended incidents within a 24-hour period.
- A total of 14,372 non – attended incidents.
- UFAS now accounts for 19% of all incidents, down from 32%.
- Full evaluation will take place in September 2024.
- SFRS are working alongside Alarm Receiving Centres to try and reduce the number of calls received by Operations Control, this has not declined with any significant rate. The purpose of the engagement is to clarify information to assess if SFRS are required to attend or not and if the duty holder has been contacted.
- Operational Assurance reduction policy has identified 55 occasions where SFRS have attended subsequent incidents within 100 meters or in a 12-hour timeframe of a non-attended UFAS incident. There have been no occasions identified with issues to the call challenge process, however, the policy will help to establish any learning in this regard.
- There has been over 50% reduction to On Call activity.
- 52% of UFAS incidents that SFRS continue to attend have been identified as premises in the care sector and SFRS continue to engage with this sector.

10.2.2. Regarding the Operational Assurance process the Committee asked if the review process was robust and accurate and if it was subject to audit. DL advised that the Operational Assurance process was undertaken by the Training, Safety and Assurance Directorate and the process, which has been in place for a number of years, was very robust and would shortly be subject to an HMFSI thematic review.

10.2.3 The Committee enquired if there had been any significant fires (in relation to the 55 occasions identified above) experienced after attending the second call when the first call had been unattended. DL advised that the same process had been applied each time and in that regard the responsibility was placed with the dutyholder. It was noted that there had been circumstances where the dutyholder may not have attended and subsequently a second call was received where smoke/fire had been identified and on occasion the fire had developed further than it may have if the dutyholder had attended at the first call, however these events were minimal. SS stated that this area would be included in the formal review report.

10.2.4 **The Committee scrutinised the report**

10.3 Fatal Fire Analysis Report

10.3.1 DL presented a report to the Committee to provide the Fatal Fire Analysis for 2022/23. The following key points were highlighted:

- Scottish Index of Multiple Deprivation (SIMD) information has been added to the report.
- Enquiries have been made regarding previous SFRS contact/Home Fire Safety Visits (HFSV), but it is difficult due to tenancy changes. At this stage it will not be added into the report but it will continue to be worked on.
- Regarding peer comparison there are ongoing conversations with New Zealand colleagues and whether or not there is an opportunity to compare, but at this time it has not been added into the report.
- There were 43 fatalities over the 2022/23 period. In the official publication it was recorded as 42 fire fatalities but since the publication of the report there has been an additional fatality added.

- 42 fire fatalities were recorded as preventable.
- The statistics show that men over 60 years of age are most at risk due to mobility, alcohol or drugs as contributory factors.
- Smoke detectors were present in under 70% and around 60% successfully activated the alarm.
- The Fatal Fire Analysis Group meet quarterly and continue to review information provided through the Investigation of Fatal Fires and look to implement actions against the events.

10.3.2 Regarding the causes of the fires the Committee enquired what the word “other” referred to. DL advised the categories are related to the Incident Reporting System (IRS) and is a UK Government system. Out of the 11 others, 3 are unknown with ongoing fire investigations, 2 are undetermined and 3 are related to explosions or gas.

10.3.3. The Committee enquired how the statistics are used to increase public awareness on how to protect themselves. DL noted the information from the analysis contributes to action plans and campaigns throughout the year and one of those is Make the Call campaign which highlights the causes of fires and the importance of working smoke alarms and evacuation plans, however due to the small number of events the Service must be cautious with specific details.

10.3.4 SS highlighted that SFRS have influenced legislative changes, the data is based on IRS data and there is some work ongoing within the Home Office to update the IRS data. CF advised the Home Office has been working on a new system for the past 12-18 months and involved all Fire Services within the UK. The categorisation is an issue but there needs to be more investigation when it relates to other. There has to be a form of customisation so if there is something that does not fit it can be investigated and modified to fit the purpose. NFCC are supporting the work and want the system to be fit for purpose on launch and have been supportive regarding investigations. There will be a soft launch in September 2024 with the existing system and by April 2025 the National Fire Data System will be launched. There are currently two IRS's in Scotland and this will be resolved next year.

10.3.5 **The Committee scrutinised the report.**

11 **SERVICE DELIVERY RISK REGISTER**

11.1 **Committee Risk Report**

11.1.1 SS presented a report to the Committee to provide an overview of current risks highlighted by Directorates rated at 15 or above. The following key point was highlighted:

- There is currently one specific risk rated at 15 and above and the risk relates to failure to mobilise to an incident due to a technical failure of the existing mobilising systems.

11.1.2 Regarding the delay to the procurement of a NMS the Committee enquired if this was raising the risk for mobilising to an incident. SS advised that there were control measures being considered and implemented however the permanent solution was the implementation of the NMS. DF advised that SFRS have not failed to mobilise at any point.

11.1.3 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1227hrs)

11.2 Risk Spotlight: Management of Contaminants

11.2.1 AW presented the risk spotlight to the Committee to provide an update on the management of contaminants. The following key points were highlighted:

- Research has been produced which was commissioned by the Fire Brigades Union (FBU).
- SFRS Contaminants Group has been progressing recommendations.
- Workshop with CivTech has taken place and the Service are looking at its sensory technologies that identify contaminants. RW explained the CivTech process and that CivTech is a Scottish Government funded Innovations Accelerant programme.
- SLT approved budget of £3.2million, which will support full implementation of the contaminants Standard Operating Procedure (SOP). Work is ongoing within the Contaminants Group regarding this.
- Fire Contaminants trial of elements of the SOP has concluded in East, North and South Ayrshire LSO Area and a report is being finalised.
- Decontamination procedures have been implemented in Inverness Training Centre.
- Work is ongoing to record exposure on PDRpro.
- Health and Wellbeing are to capture cancer screening questions.
- LCMS now has a dedicated contaminants section.
- Through Health and Safety improvement plans SFRS are working towards completion of control measures at stations with zoning/signing and this is due to be completed by the end of September 2024.
- A meeting has taken place with the FBU regarding a joint communication which will be released in the coming weeks.
- Professor Stec conducted a pilot last year with around 1000 firefighters in the UK and is now finalising the report. Professor Stec is currently writing a proposal for a year's pilot on health monitoring.
- Health and Safety Executive are aiming to have a Fire Contaminants enforcement criterion in the next 2-3 years which will give SFRS a legislative benchmark.
- Home Office and NFCC are working towards a contaminants framework.
- There is currently a supply issue for PPE at the moment.

11.2.2 The Committee enquired if SFRS were looking at modular units that could be moved around before the stations are improved. AW advised that the Service was not currently considering that option.

11.2.3 The Committee enquired if there would be a proposal for health monitoring. AW advised that Professor Stec has had conversations with SG and the advice was to put forward a proposal for a one year's pilot firstly to prove the concept. Once the pilot has been completed and the markers are clear SFRS would look to progress.

11.2.4 With regards investment in the estate and any contaminants considerations the Committee asked what the Service's position was. AW noted there was a challenge with the property backlog and the capital funding available to refurbish stations, however, the Service was doing what it could to support contaminants control measures within the current estate and building contaminants considerations in for future station upgrades/new builds.

11.2.5 The Committee asked if contaminants was discussed at the People Committee (PC). AW confirmed that a contaminants update was provided at the PC.

11.2.6 **The Committee scrutinised the report.**

12 REPORTS FOR INFORMATION ONLY

12.1 Response to FBU Firestorm Report

12.1.1 SS presented the report to provide the Committee with an overview of the Service's position regarding the matters raised in the FBU 'Firestorm' report and to provide an overview of the subsequent action plan produced. The following key points were highlighted:

- SFRS are committed to working together with Trade Unions in Scotland.
- The report supports the ambitions for the continued improvement, developing culture and informing work of SSRP.
- Many items stated in the report were already being progressed.

12.1.2 **The Committee noted the report.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan.

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

13.2.1 There were no items for consideration.

14 REVIEW OF ACTIONS

14.1 KM confirmed that there were no formal actions recorded.

14.2 KM asked the Committee to confirm that the remaining 2 actions on the action log could be closed as they had been discussed during the course of today's meeting. The Committee agreed that the actions could now be marked as complete.

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Thursday, 22 August 2024.

There being no further matters to discuss, the public meeting closed at 1250hrs.

Private Session

16 AOCB

16.1 A private discussion took place to update members on a recent Health and Safety event.

There being no further matters to discuss, the private meeting closed at 1254hrs.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/10-24

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	29 AUGUST 2024						
Report Title:	PMF QUARTERLY PERFORMANCE – Q1 2024/25						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	To provide members with the first quarter performance for fiscal year 2024-25 for all PMF indicators.						
2	Background						
2.1	The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement. This framework remains in place for the current fiscal year until the roll out of a new Strategic Plan in 2025.						
2.2	56 quarterly indicators and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance. This supports those responsible for scrutiny of how SFRS perform in delivering its Strategic Outcomes.						
2.3	The quarterly performance dashboard (& report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.						
3	Main Report/Detail						
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the SFRS Board.						
3.2	Quality issues have been identified and resolved for KPIs 7 (% High Risk HFSV) and 8 (% Partner Referral HFSV). This issue stems from missing values in the referral pathway data. The data pipeline has been reviewed and corrected for reporting but this does not resolve source data. The shape of both charts have not changed however there has been a shift in values.						
3.2.1	For KPI 7 the correct baseline value is 36%, this was previously reported as 42%. The value for 2023-24 Q4 was actually 40% but was reported as being close to 45%.						
3.2.2	For KPI 8 the correct baseline value is 21%, this was previously reported as 31%. The value for 2023-24 Q4 was actually 31% but was reported as being close to 40%.						
3.3	Please note that historic data has been removed from KPIs 22, 23, 24 and 25 as the historic methodology for producing these has been found to be incompatible with the current KPIs and inclusion would mis-represent performance.						

3.4	Due to changes in the methodology for the Portfolio Delays (KPI 43), Portfolio Overspend (KPI 44), and Portfolio Cashable Benefits (KPI 45) KPIs, these have been reset to begin in June 2024 with monthly updates included hereafter. Work is ongoing by Portfolio Office to agree and verify how cashable benefits will be reported
3.5	KPI 34 has been previously mis-reported due to an issue with the KPI metadata where the indicator had been set up as a count rather than a percentage. This meant that we reported the volume of materials recycled rather than the percentage of waste recycled. A more rigorous processes for defining KPIs for next strategic plan will mitigate the risk of this in future.
3.6	This history for KPI 41 prior to 2023-24 Q2 has been temporarily withdrawn pending investigation to its accuracy.
3.7	Exceptional variation:
3.7.1	<ul style="list-style-type: none"> • 1 - Non-domestic Building Fires • 8 - % Partner Referral HFSV • 12 - Total Incidents • 15 - Median Call Handling Time for Life Risk Incidents - National • 15 - Median Call Handling Time for Life Risk Incidents - SDA • 21 - UFAS Incidents • 28 - % Training Function Currency • 41 - % Service Desk Incidents within SLA • 46 - Flexi Officer FTE • 46 - Support Staff FTE
3.8	Deteriorating (long-term):
3.8.1	<ul style="list-style-type: none"> • 14 - Median Response Time to Life Risk Incidents - National • 14 - Median Response Time to Life Risk Incidents - SDA • 38 - % FOI within Timeframe • 46 - On Call Retained FTE
3.9	Improving (long-term):
3.9.1	<ul style="list-style-type: none"> • 9 - Audits Completed • 10 - ADFs • 18 - OI Inspections • 20 - Hydrant Inspections • 26 - % Core Skills Currency • 27 - % Specialist Rescue Currency • 46 - Off Station FTE • 50 - Verbal attacks on Firefighters • 52 - RIDDOR • 55 - Vehicle Accidents • 56 - % YTD H&S Actions Completed
3.10	Not changing:
3.10.1	<ul style="list-style-type: none"> • 2 - Deliberate Primary Fires • 3 - Refuse and Vehicle Fires • 4 - Fire Fatalities • 5 - Fire Casualties • 6 - HFSV Conducted • 7 - % High Risk HFSV • 11 - % High Severity ADFs • 13 - Non-refuse Secondary Fires • 16 - On-Call 1st Appliance Availability

<p>3.11 3.11.1</p>	<ul style="list-style-type: none"> • 17 - Wholetime Availability • 19 - Ops Assurance Audit Actions • 22 - % Core Skills Modules Completed • 23 - % Advanced, Support & Emerging Risks Modules Completed • 24 - % Flexi Officer Module Completion • 25 - % Incident Command Module Completion • 32 - Carbon Emissions • 33 - Carbon Funding vs Estimated Requirement • 35 - Cyber Security Breaches • 36 - % Subject Access within Timeframe • 37 - Data Breaches • 39 - Confirmed Frauds • 40 - % Invoices in 30 Days • 42 - % Service Desk Requests within SLA • 46 - On Call Volunteer FTE • 46 - Operations Control FTE • 46 - Resource Based Crewing FTE • 46 - Rural Full-time FTE • 47 - Vacancies Rate • 48 - Turnover Rate • 49 - Absence Rate • 51 - Physical attacks on Firefighters • 53 - Accidents and Injuries (excl. RIDDOR) <p>Not known – limited data (at time of submission) or unspecified direction;</p> <ul style="list-style-type: none"> • 29 - Customer Satisfaction Rate • 30 - Assist Other Agencies Incidents • 31 - Effect Entry/Exit Incidents • 34 - Recycling Rate • 43 - Portfolio Delays • 44 - Portfolio Overspend • 45 - Portfolio Cashable Benefits • 54 - Near Miss
<p>4</p>	<p>Recommendation</p>
<p>4.1</p>	<p>Members are invited to scrutinise the contents of this, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience. The live version of the report can be accessed through the Governance area of the Power BI Landing Page.</p>
<p>5</p>	<p>Key Strategic Implications</p>
<p>5.1 5.1.1</p>	<p>Risk SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.</p>
<p>5.2 5.2.1</p>	<p>Financial There are no specific financial issues raised within this paper.</p>
<p>5.3 5.3.1</p>	<p>Environmental & Sustainability There are no specific Environmental & Sustainability implications addressed in this paper.</p>
<p>5.4 5.4.1</p>	<p>Workforce There are no workforce implications in this paper.</p>

5.5 5.5.1	Health & Safety There are no specific Health and Safety implications addressed in this paper.
5.6 5.6.1	Health & Wellbeing There are no specific Health and Wellbeing implications addressed in this paper.
5.7 5.7.1	Training There are no specific Training implications addressed in this paper
5.8 5.8.1	Timing Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.
5.9 5.9.1	Performance All performance measures reported are linked to Strategic Outcomes 1, 2, 4, 5 & 6.
5.10 5.10.1	Communications & Engagement There are no specific Communications & Engagement implications addressed in this paper.
5.11 5.11.1	Legal There are no specific Legal implications addressed in this paper.
5.12 5.12.1	Information Governance DPIA completed - No
5.13 5.13.1	Equalities EHRIA completed - No
5.14 5.14.1	Service Delivery Performance measures reported for Strategic Outcomes 1 & 2 are linked to Service Delivery.
6	Core Brief
6.1	Director for SPPC Mark McAteer presented the quarterly SLT & Board Performance Report for 2024-25 Q1 to the Board. The live report can be accessed in the Governance area of the Power BI Landing Page .
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: 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: Board Performance Report (PDF copy)
8.2	Further reading: - Link to Power BI Landing Page .

Prepared by:	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
<u>Strategy</u> Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>21 August 2024</i>	<i>For scrutiny</i>
<i>SFRS Board</i>	<i>29 August 2024</i>	<i>For scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

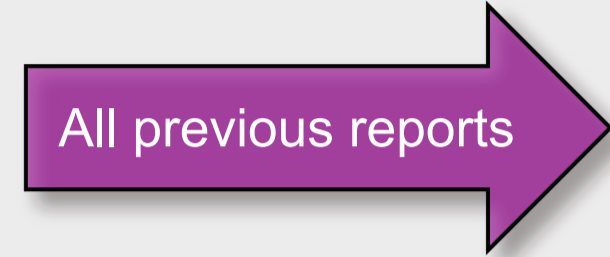
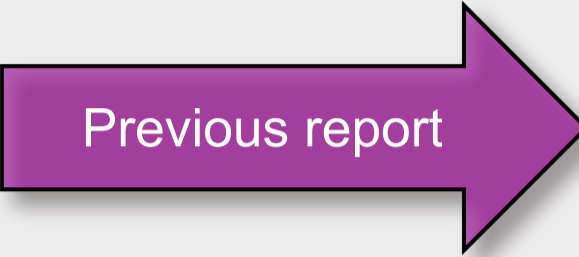
Working together for a safer Scotland

SFRS Board/SLT Performance Report



**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2024-25 Q1**



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



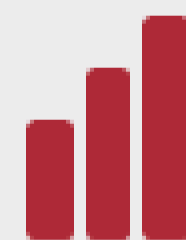
Welcome

The SFRS Board/SLT 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.

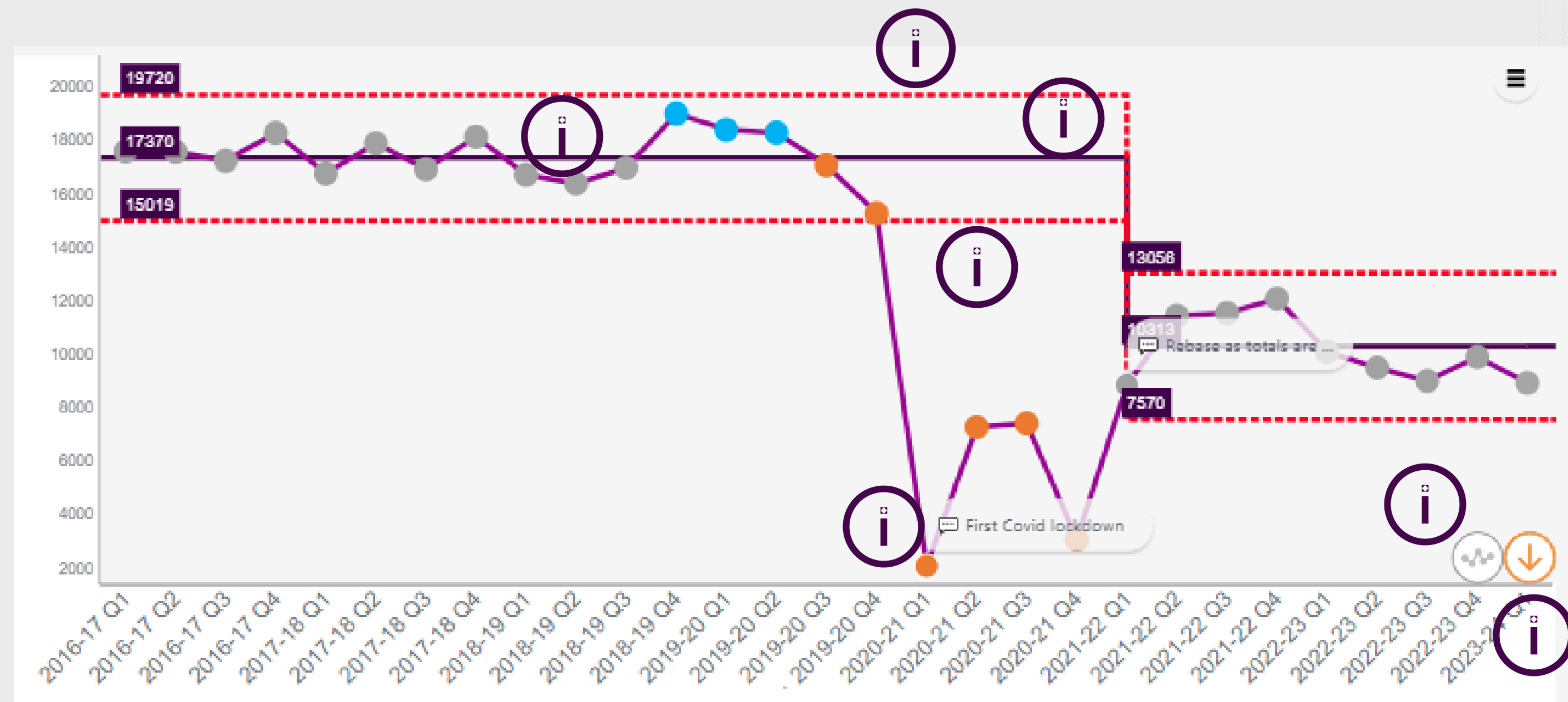
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

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:

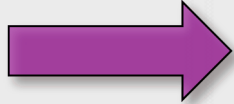
This report will be updated quarterly.

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



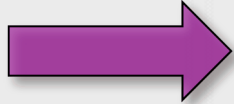
OUTCOME 01 (Prevention & Protection)

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



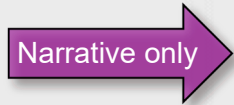
OUTCOME 02 (Response)

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



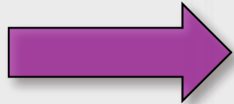
OUTCOME 03 (Innovation & Modernisation)

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



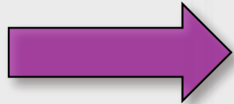
OUTCOME 04 (Climate Change)

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



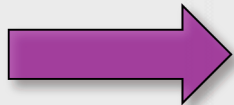
OUTCOME 05 (Effective Governance & Performance)

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



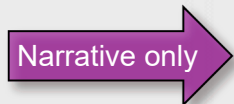
OUTCOME 06 (People)

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.

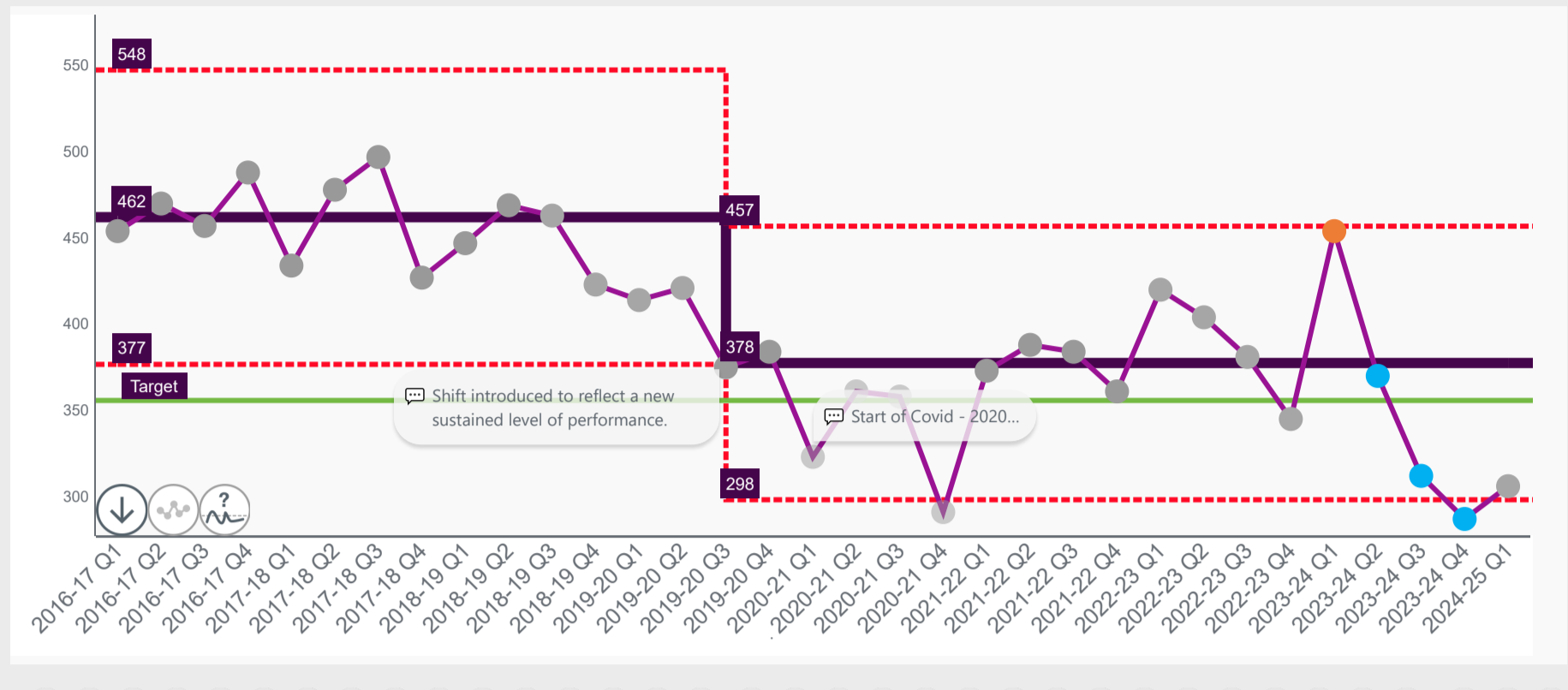


KPI 1 Non-domestic Building Fires

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

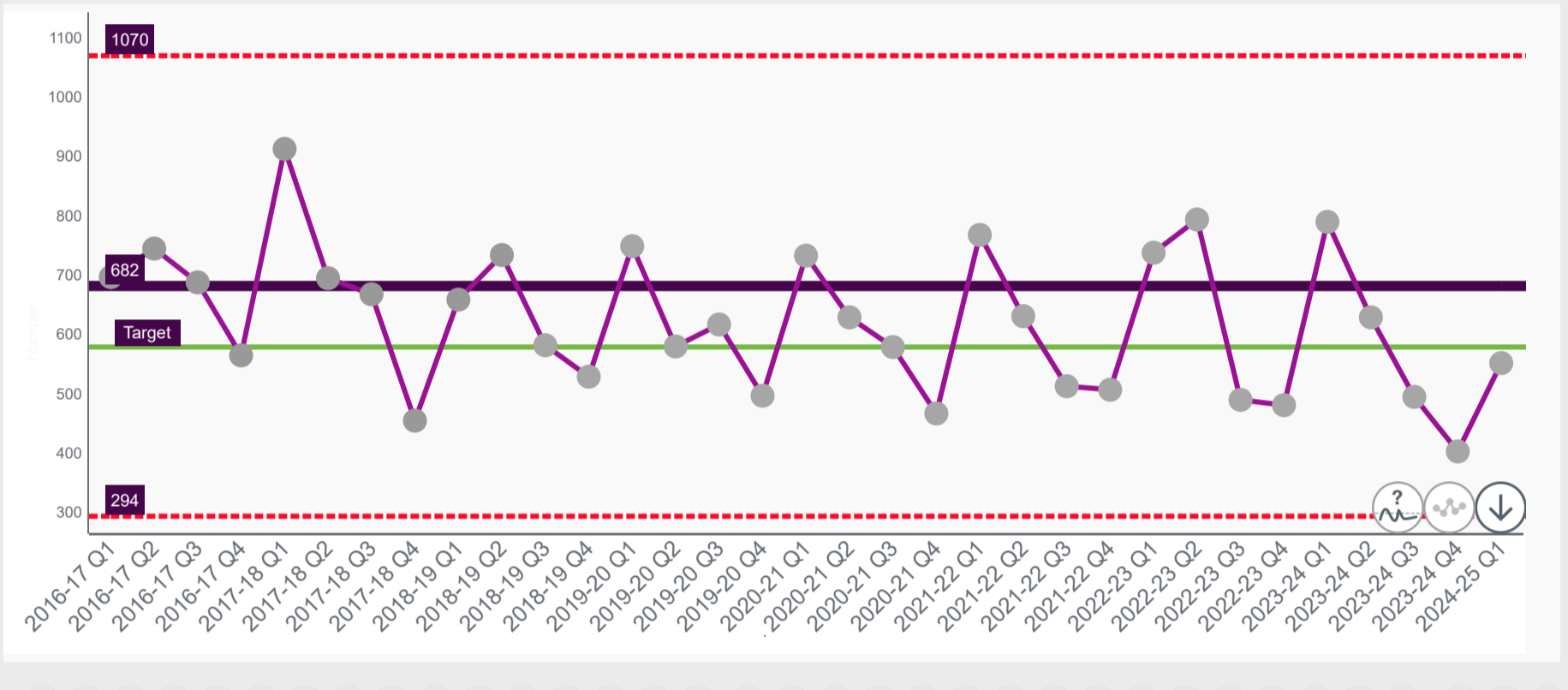
Maintaining Fire Safety enforcement schedules, continuing to educate Duty holders regarding responsibilities in fire safety. Continual monitoring at a local and national level, analysis will inform any remedial action if required.

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

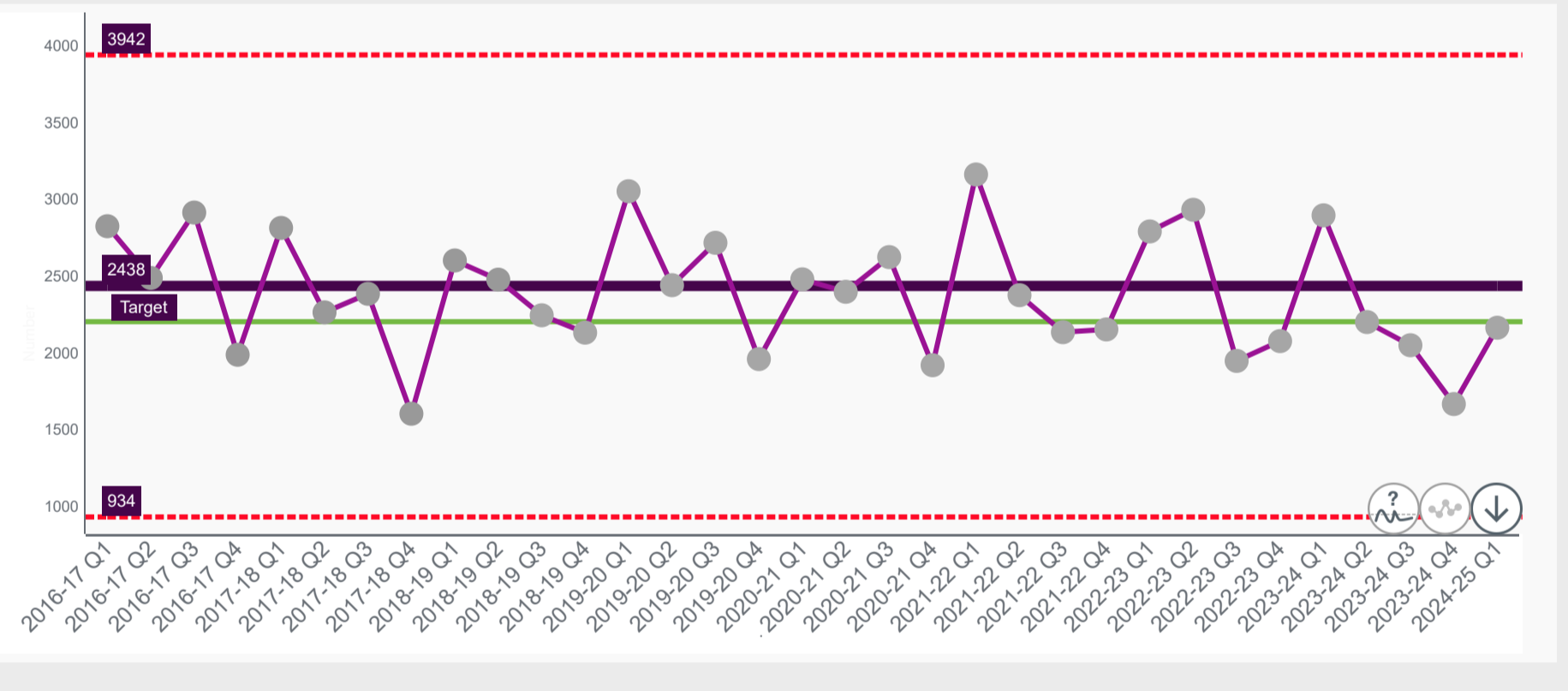
Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

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

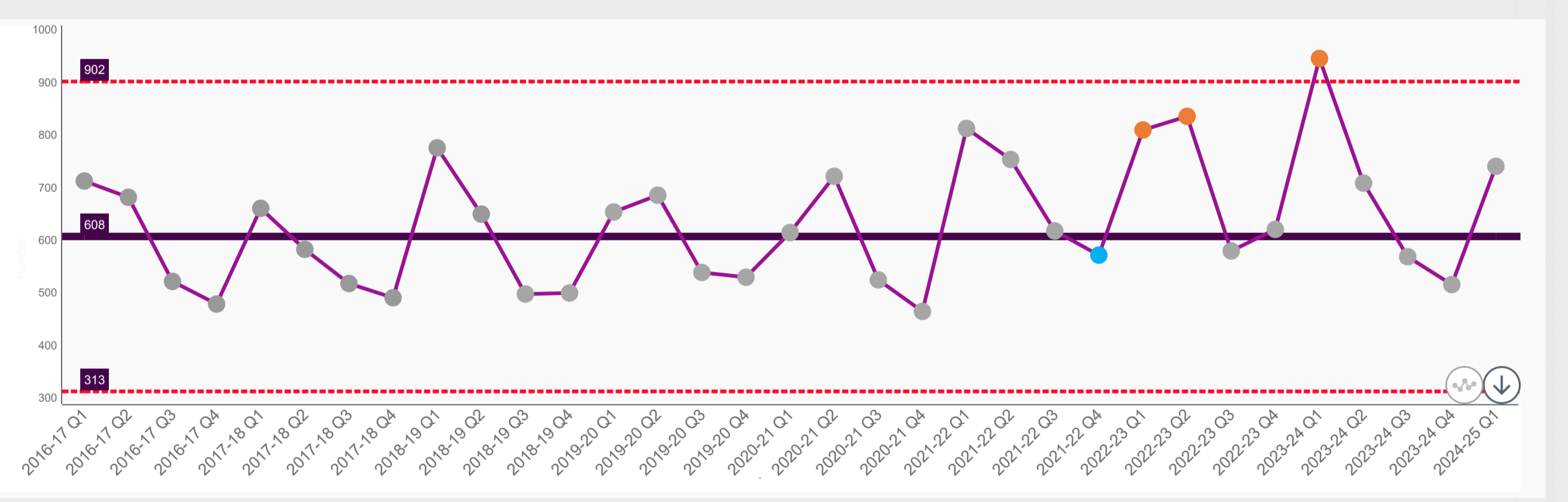
OWNER: Head of Service Delivery - East



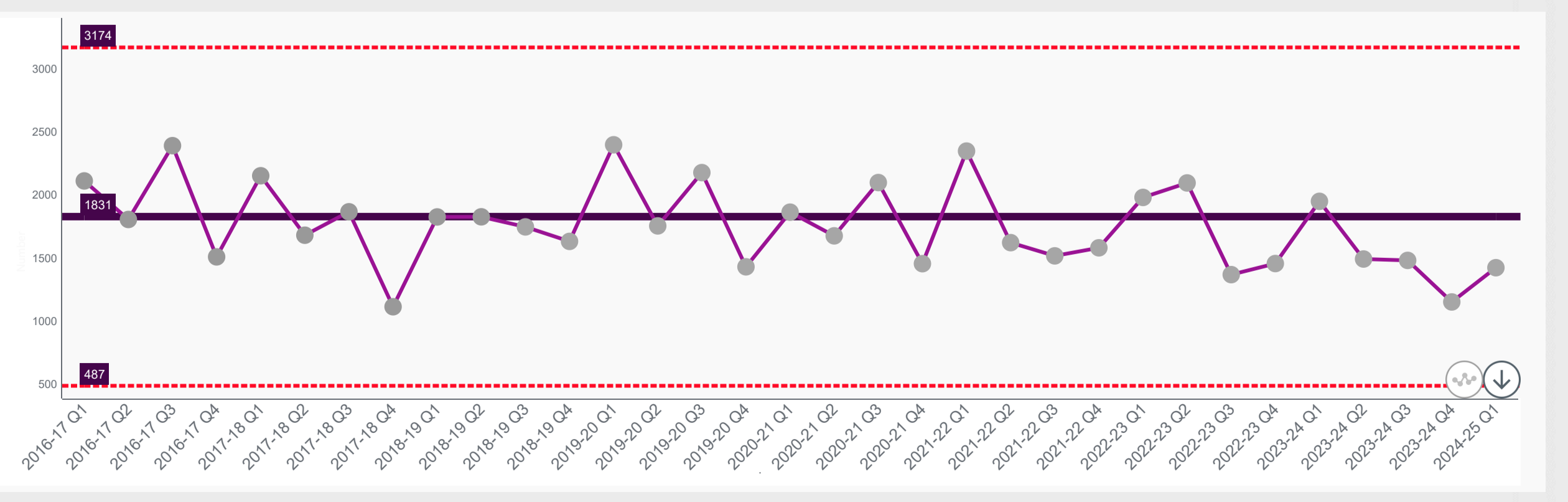
SUMMARY

Data should be used to identify and target appropriate prevention activities. This should be considered within seasonal thematic action plans at watch, station and LSO area level. Increased partnership working should be considered as an effective prevention approach.

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

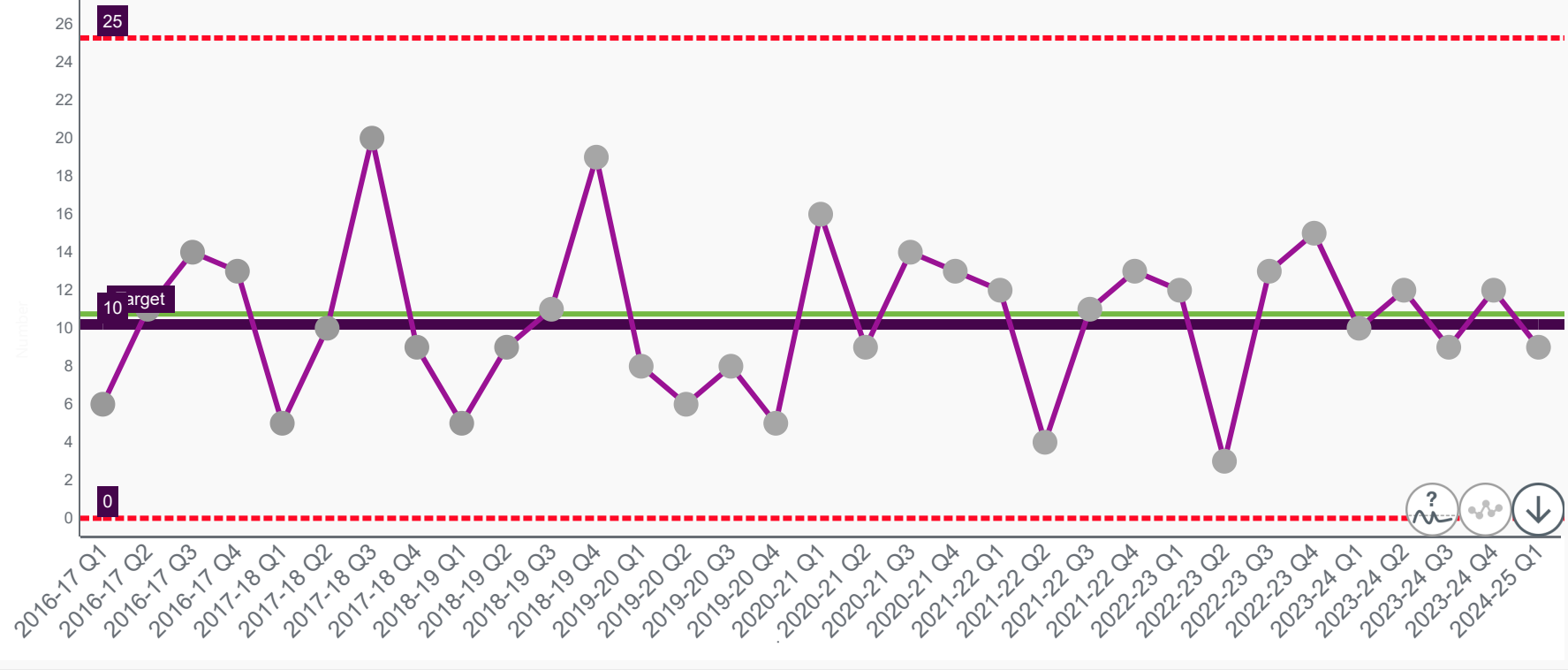
Reduce against previous year

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.

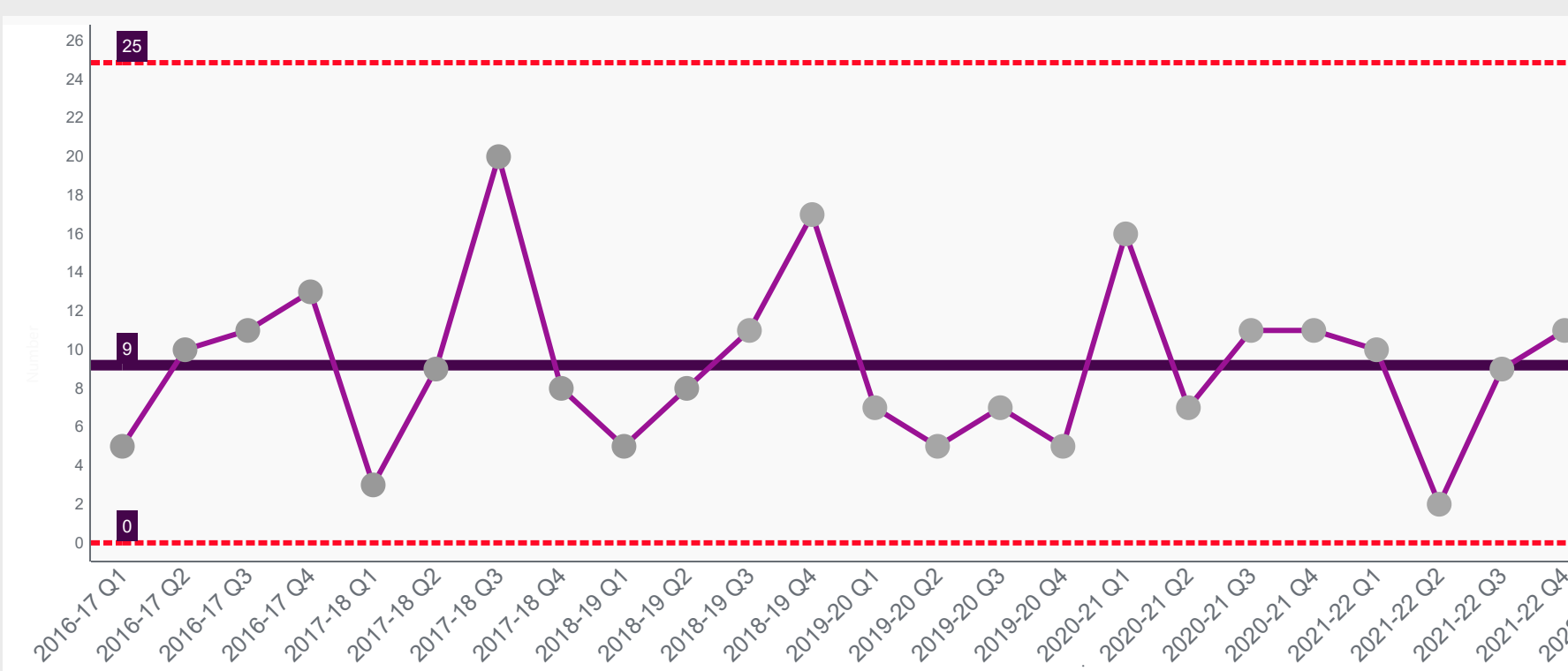
OWNER: Head of Service Delivery - East

SUMMARY

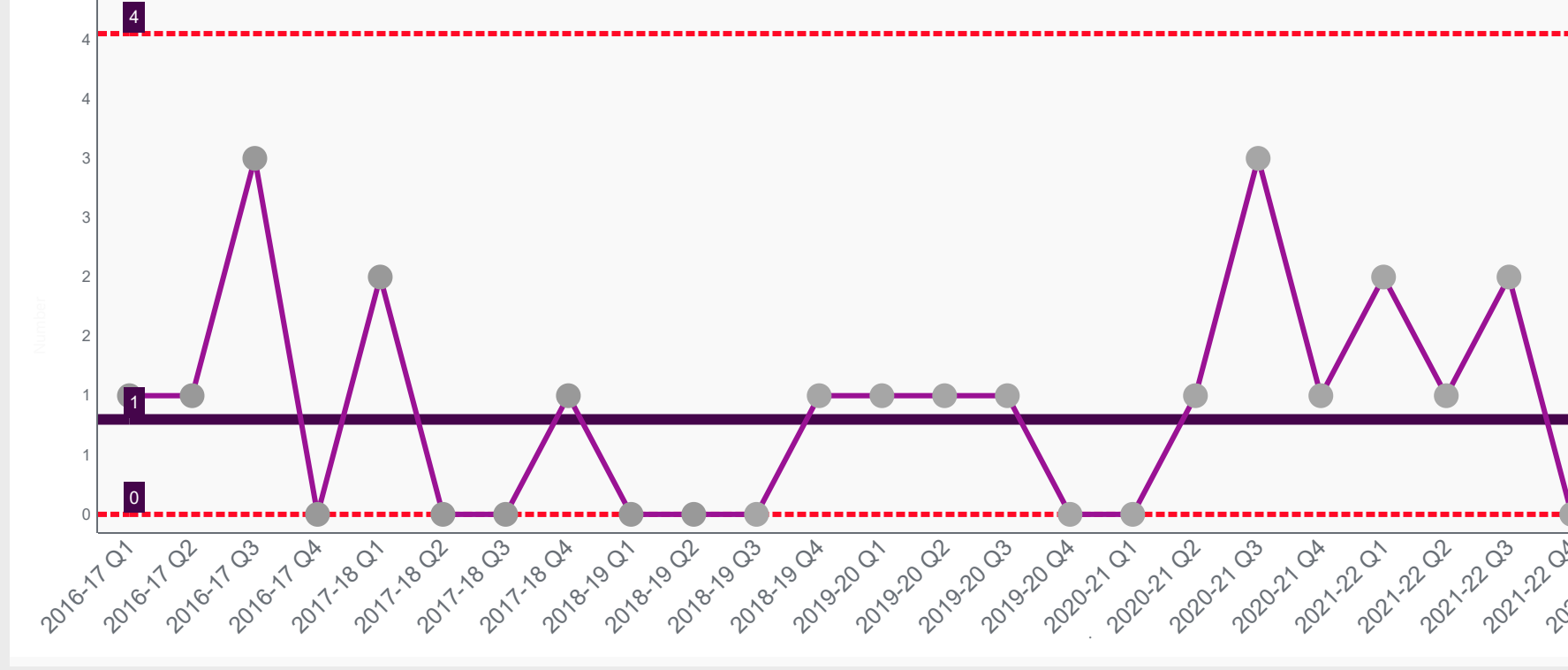
Fire fatality numbers remain generally consistent with previous data, and show a slight decrease from previous quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and any common trends, which may inform future prevention measures.



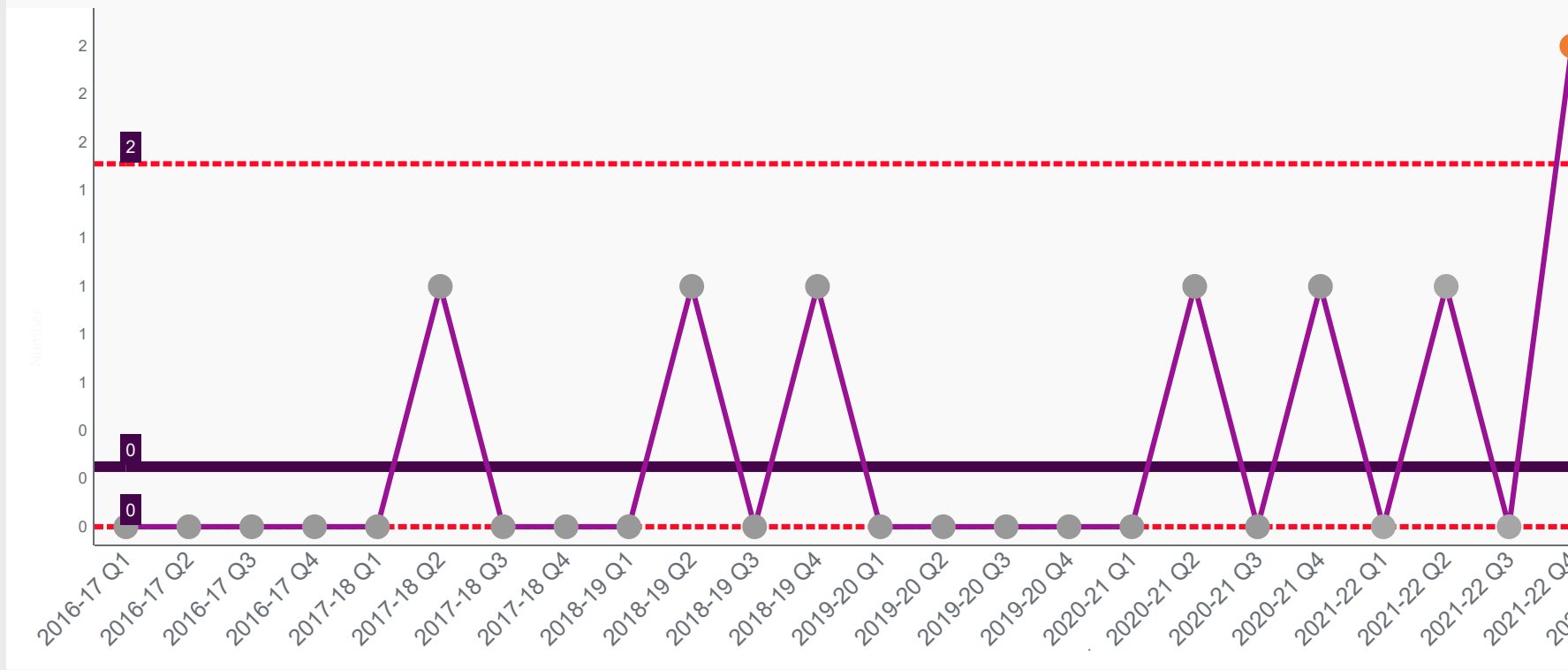
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities



KPI 5 Fire Casualties

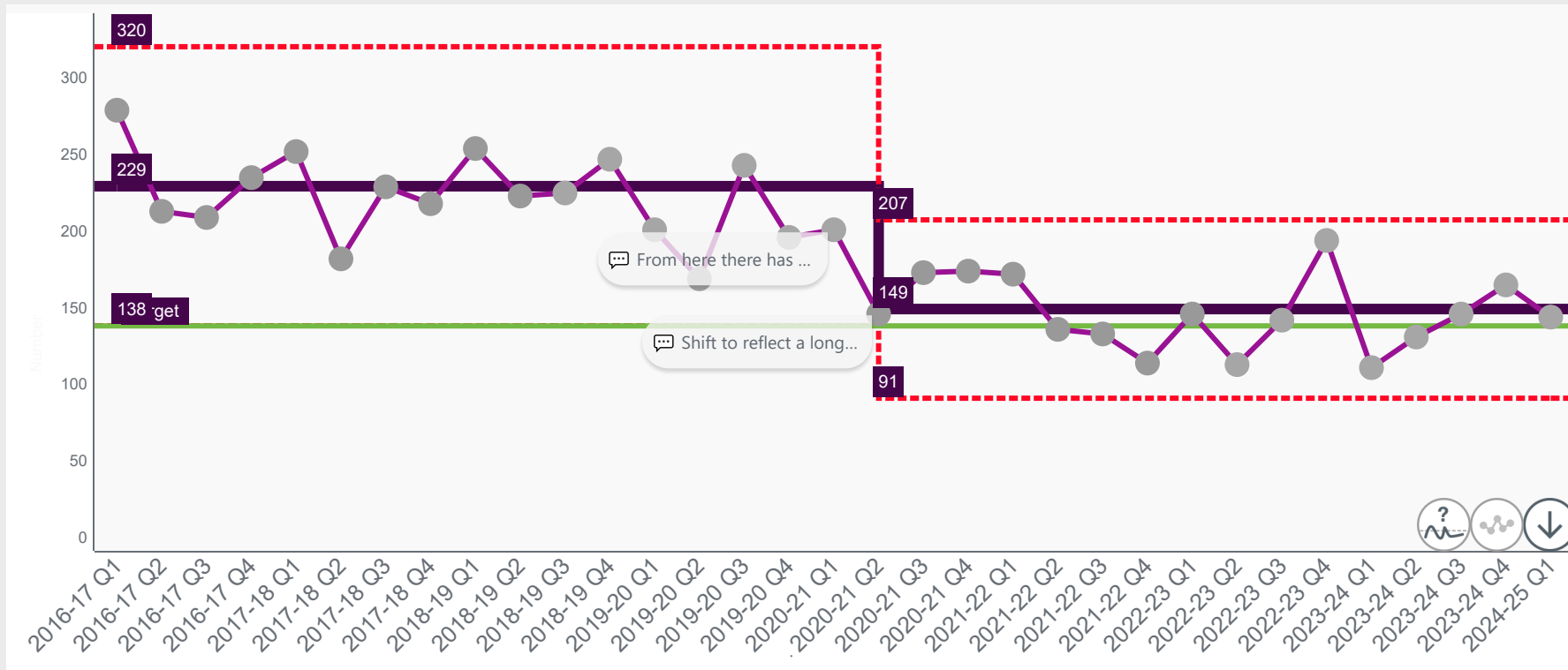
Reduce against previous year

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.

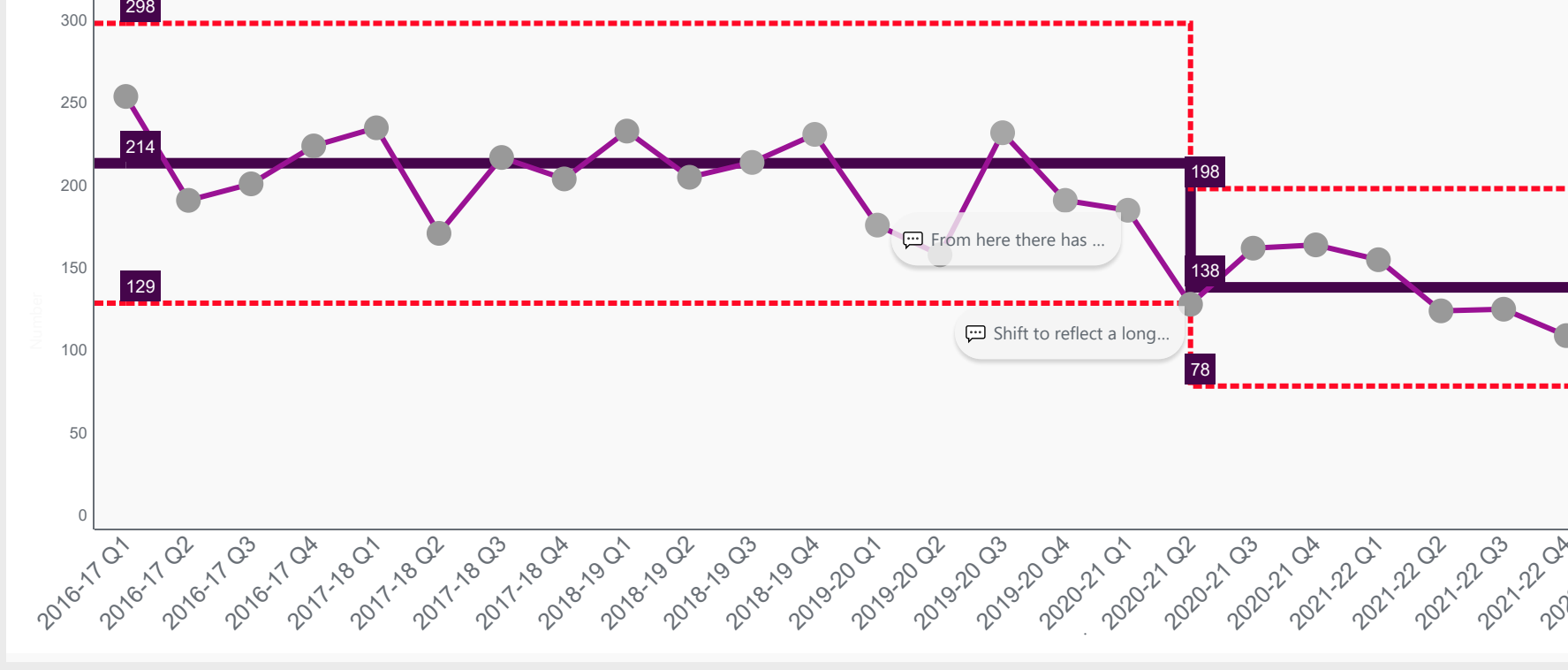
OWNER: Head of Service Delivery - East

SUMMARY

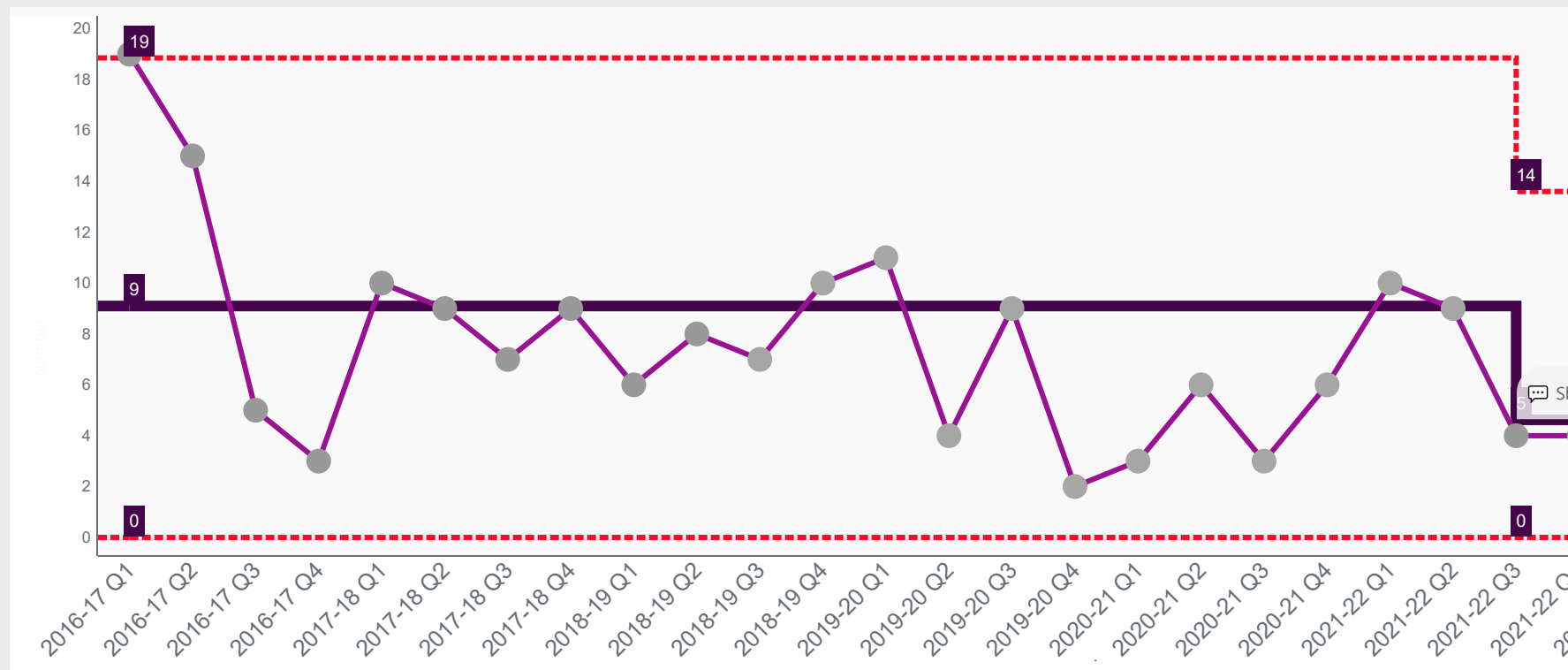
Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach.



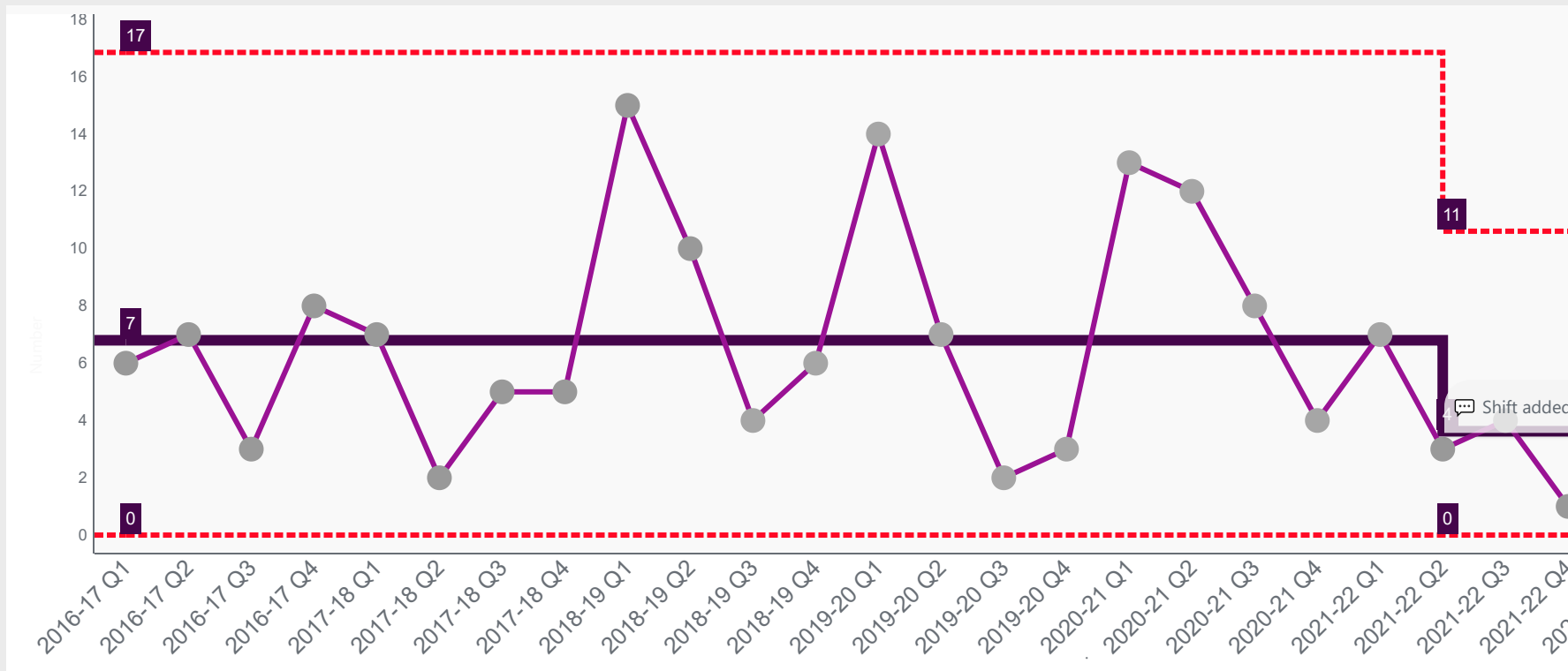
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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

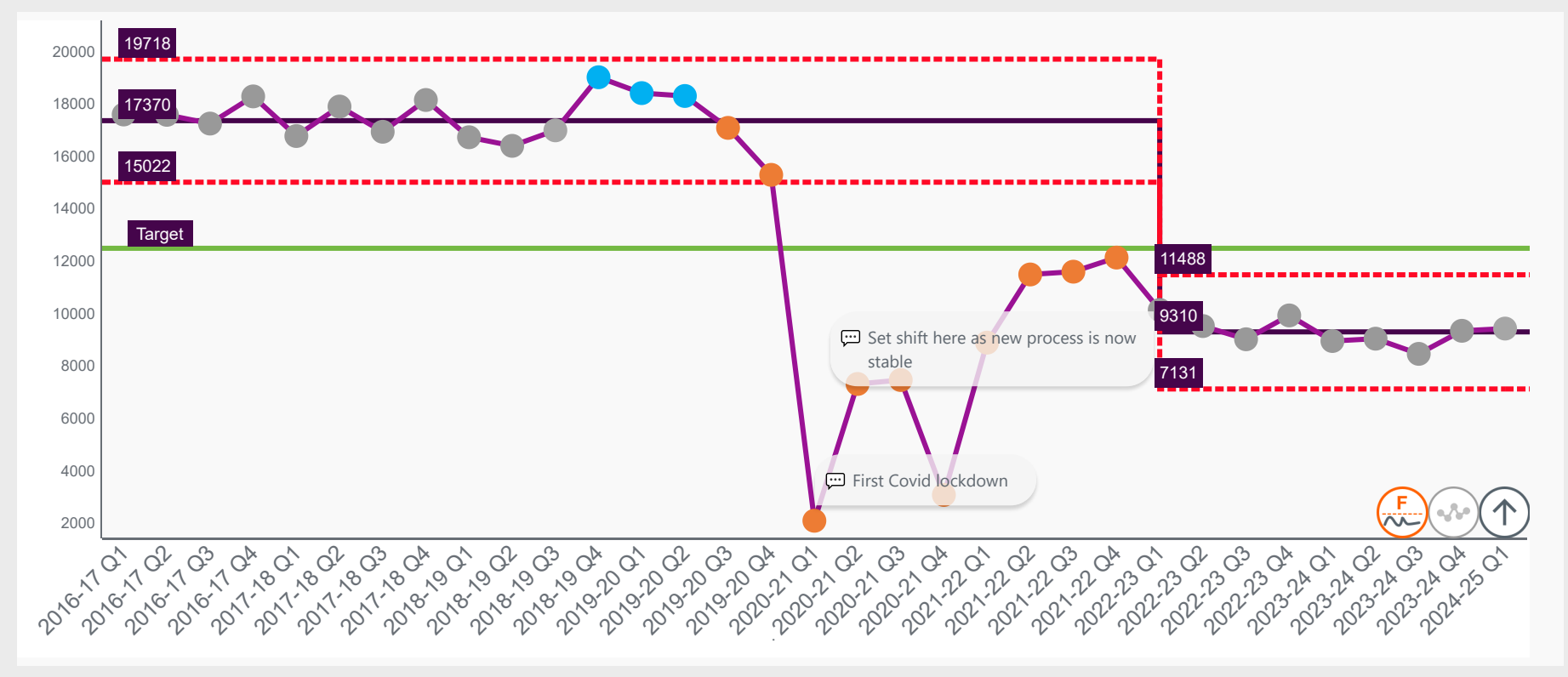


KPI 6 Number of Home Fire Safety Visits conducted

OWNER: Head of Prevention, Protection and Prepare...

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.



SUMMARY

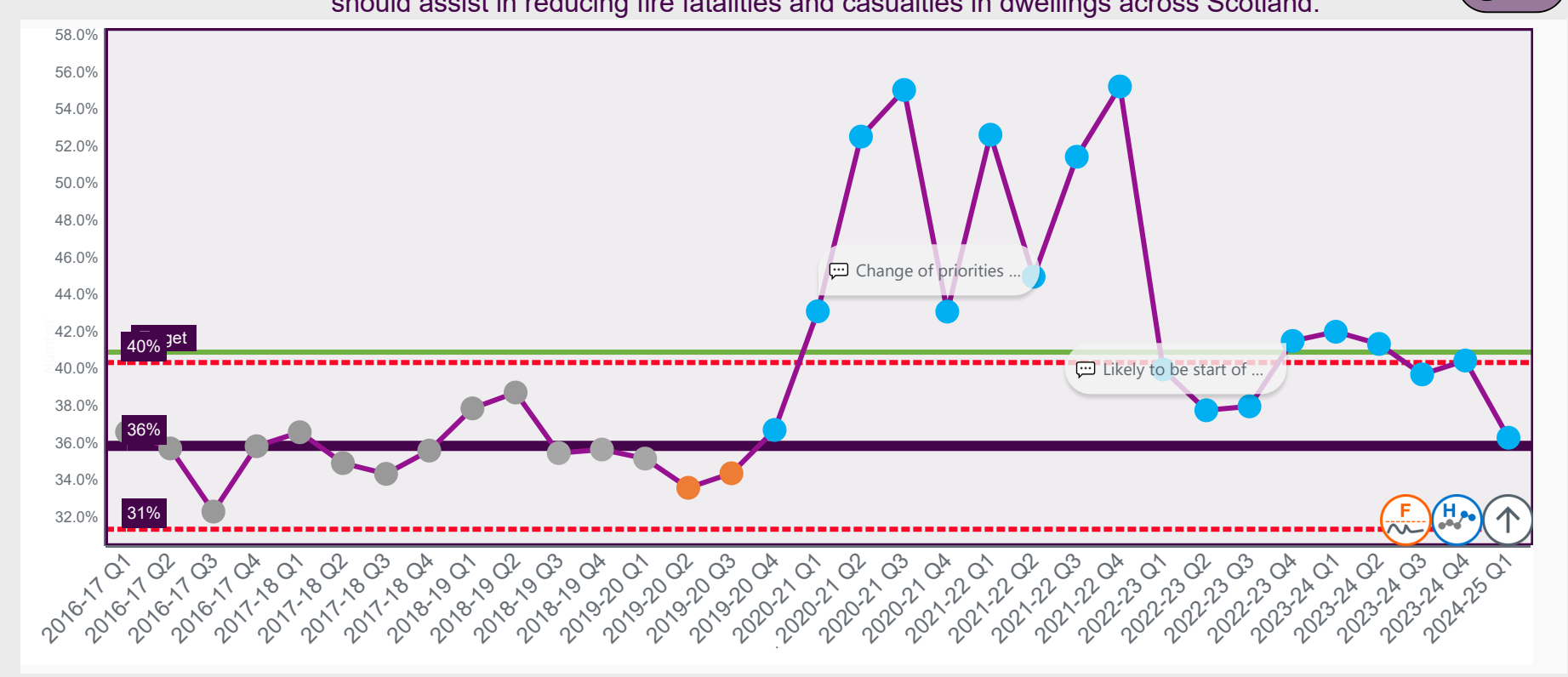
Total number of HFSVs show positive performance for Q1. Areas continue to promote and prioritise HFSV across the Service as per policy direction.

KPI 7 % High Risk of Home Fire Safety Visits

OWNER: Head of Prevention, Protection and Prepare...

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.



SUMMARY

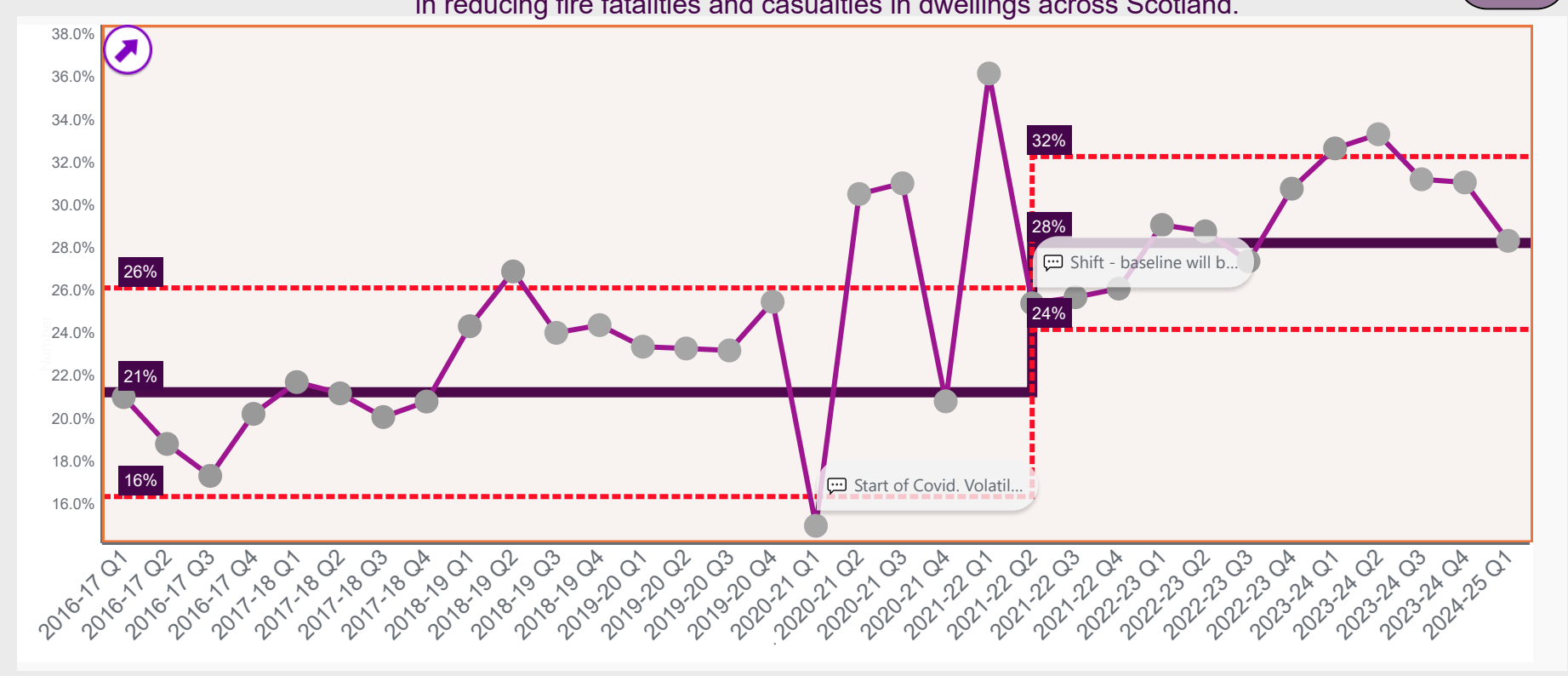
The total number of visits to vulnerable groups is where we might expect in comparison to previous reporting. As a percentage this may be as a result of increase in overall performance and staff managing their pending lists to deliver all visits across communities.

KPI 8 % Partner Referral of Home Fire Safety Visits

OWNER: Head of Prevention, Protection and Prepare...

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.



SUMMARY

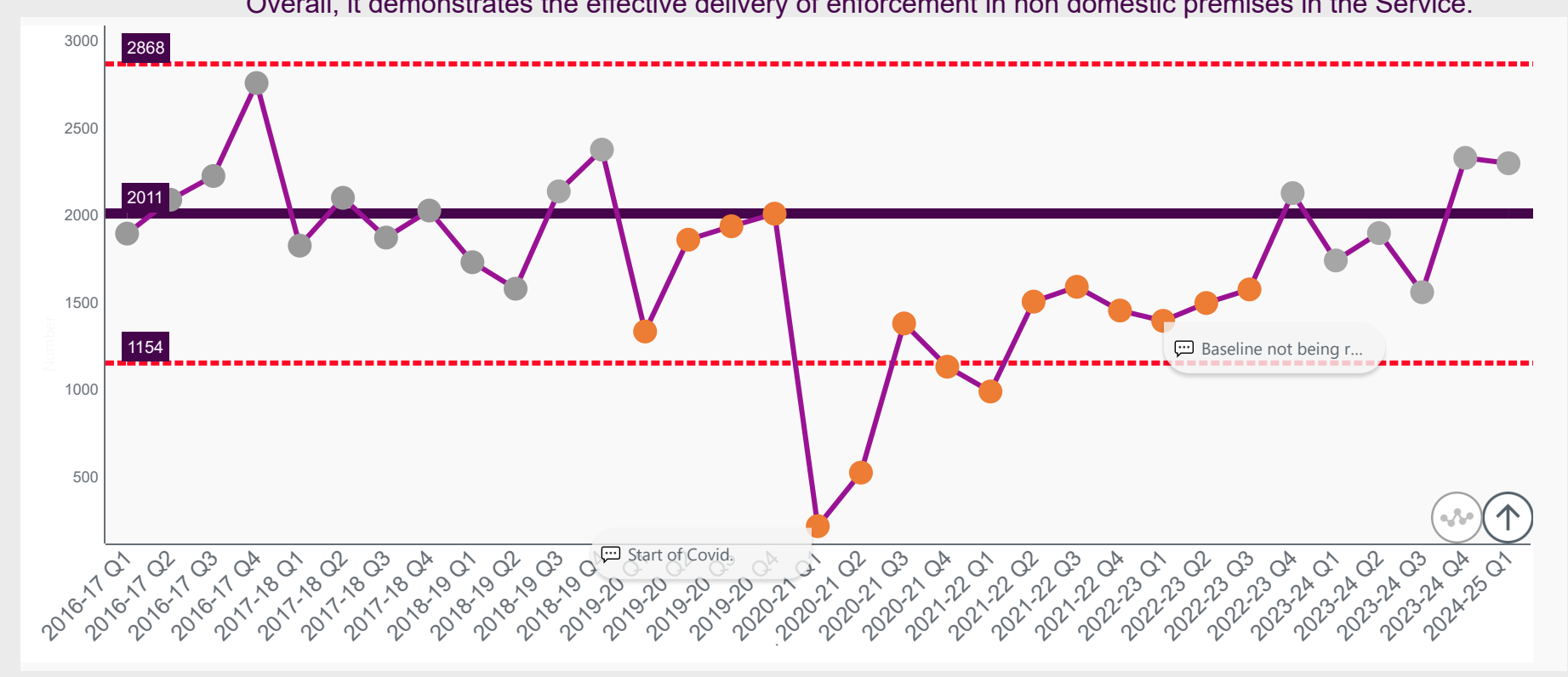
In terms of overall numbers performance is slightly below expectations, however there are no concerns. Areas continue to promote HFSV to partner agencies to generate referrals. Performance in this area is linked with the capacity of partners.

KPI 9 Fire Safety Audits Completed

OWNER: Head of Prevention, Protection and Prepare...

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

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 LEDPPs 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.



SUMMARY

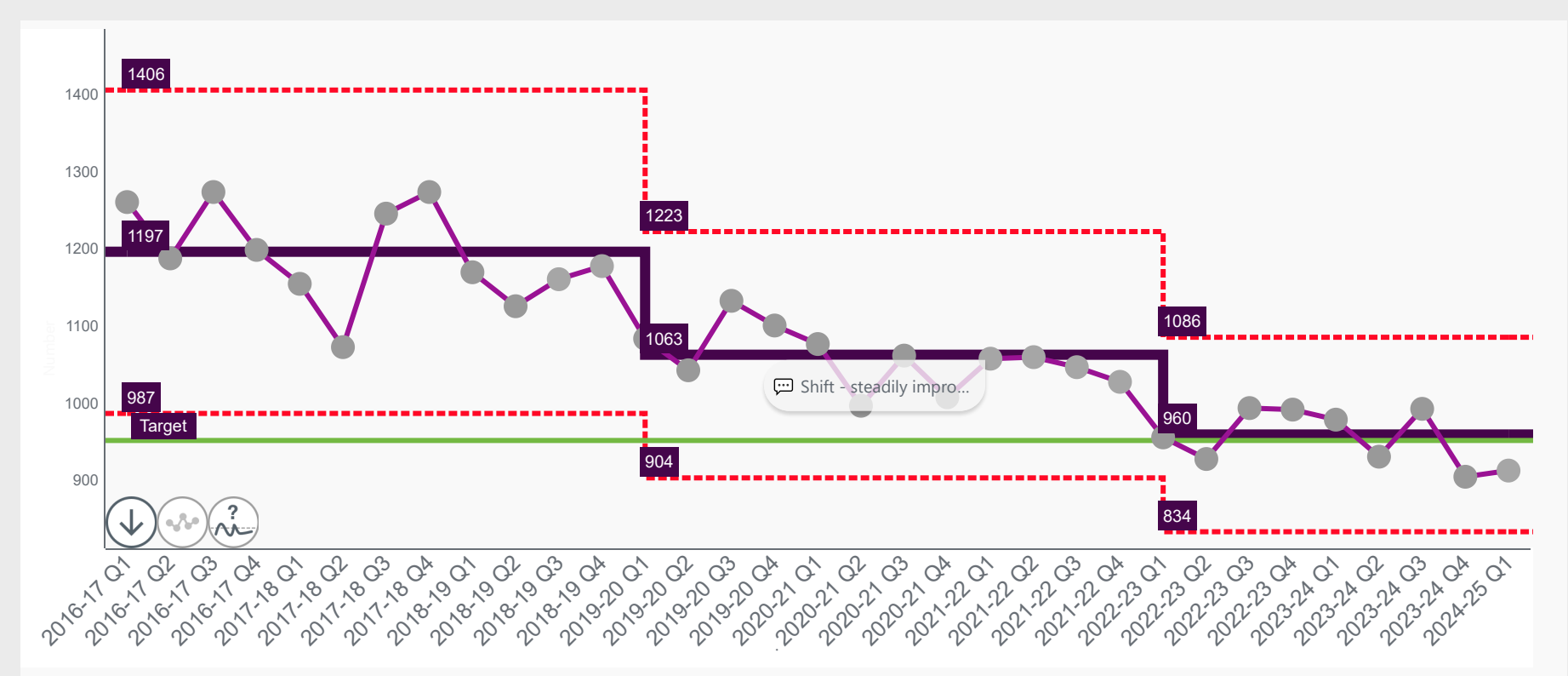
No Performance Statement Available

KPI 10 Accidental Dwelling Fires

OWNER: Head of Service Delivery - East

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



SUMMARY

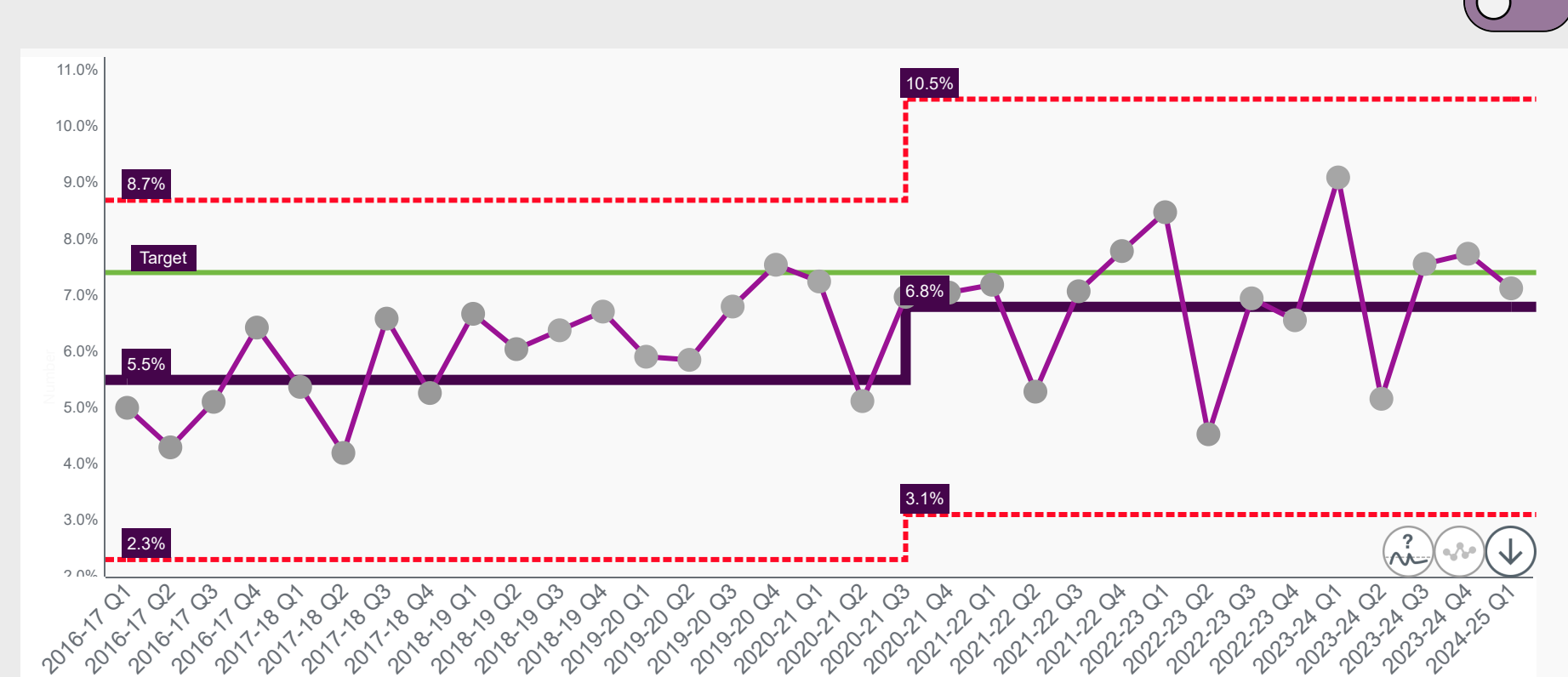
Continue to target those most at risk within the community through home fire safety visits and other prevention activities. This should be data led and enhanced by working with local community partners.

KPI 11 % of accidental dwelling fires classed as High Severity

OWNER: Head of Service Delivery - East

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



SUMMARY

Figures have decreased previous quarter. Prevention activities to be informed by previous data, this will include targeting those most at risk in the community through home fire safety visits. Continue to educate partners regarding referrals of those most at risk in the community.

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

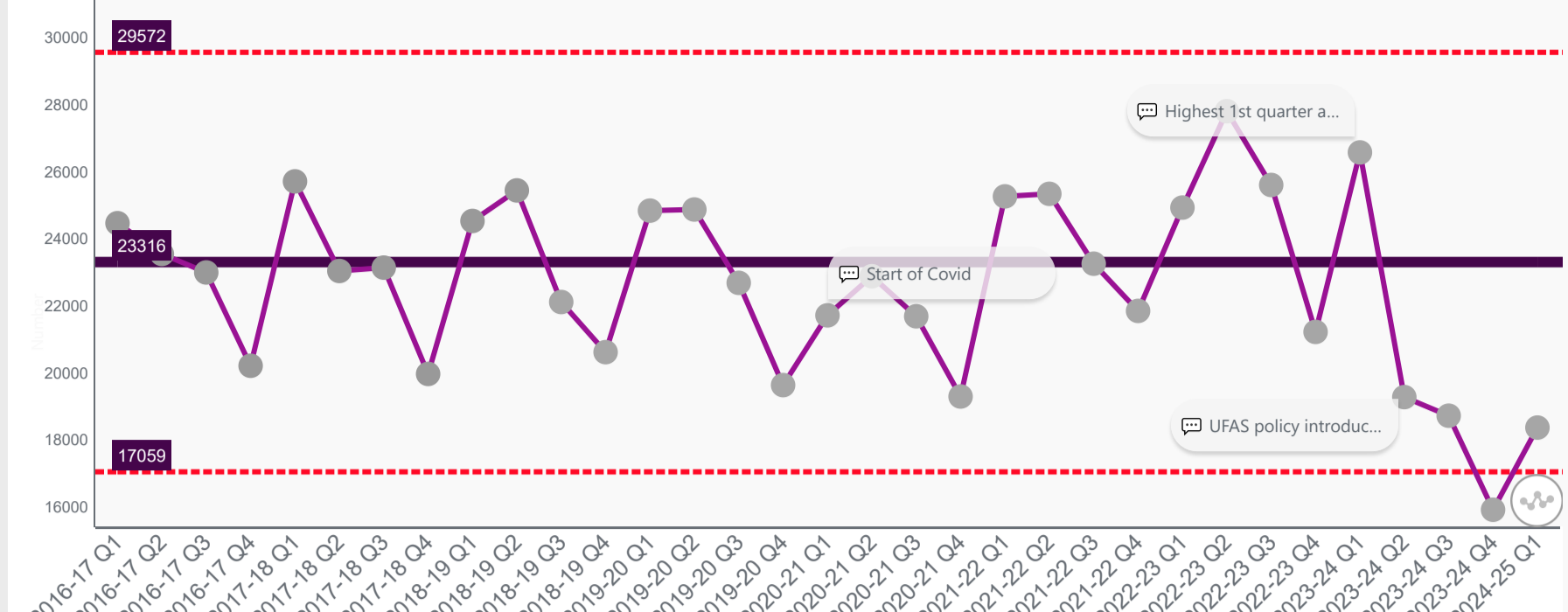
Communities are safer and more resilient as we respond effectively to changing risks.



KPI 12 Total Incidents Track

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



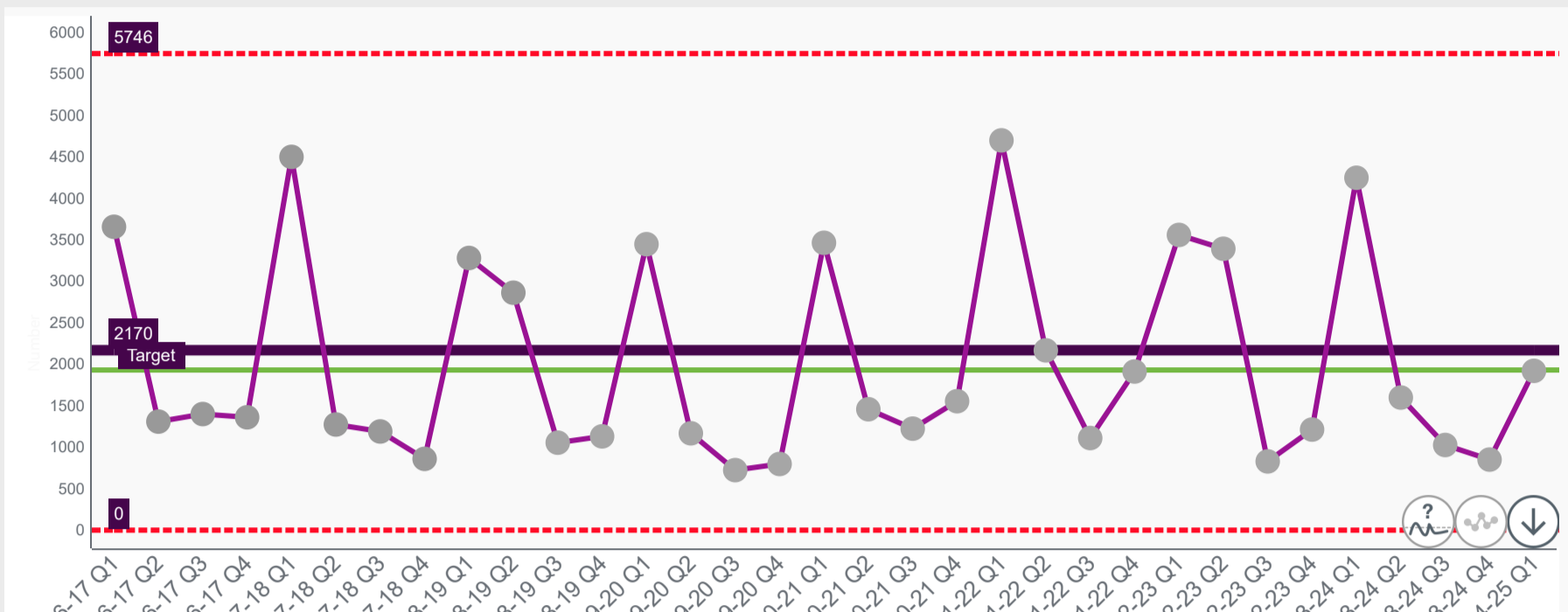
SUMMARY

Increase from previous quarter. UFAS reduction continues to have a positive impact on total number of incidents attended.

KPI 13 Non-refuse Secondary Fires Reduce against previous year

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



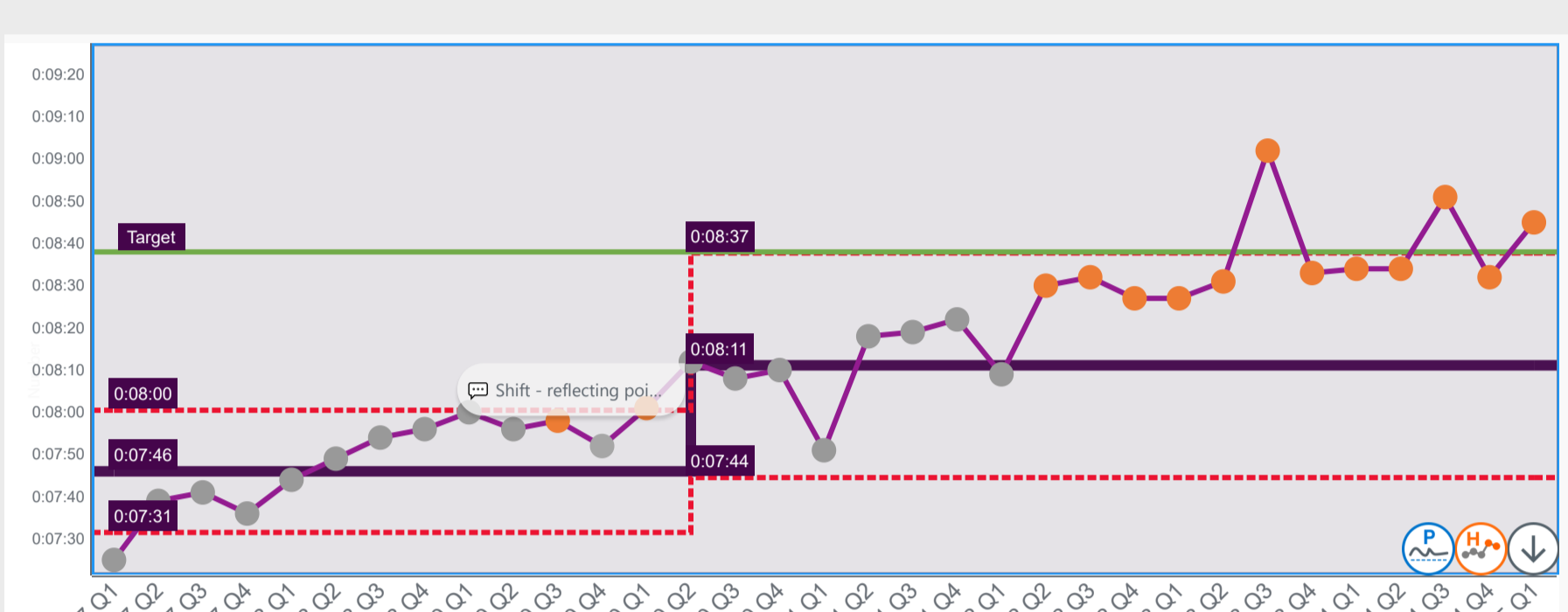
SUMMARY

Significant increase from previous quarter, but figures are less than half of Q1 previous year. Prevention activities should be led by data where available and enhanced through a partnership approach, where appropriate.

KPI 14 Median Response Time to Life Risk Incidents - National Reduce against previous year

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

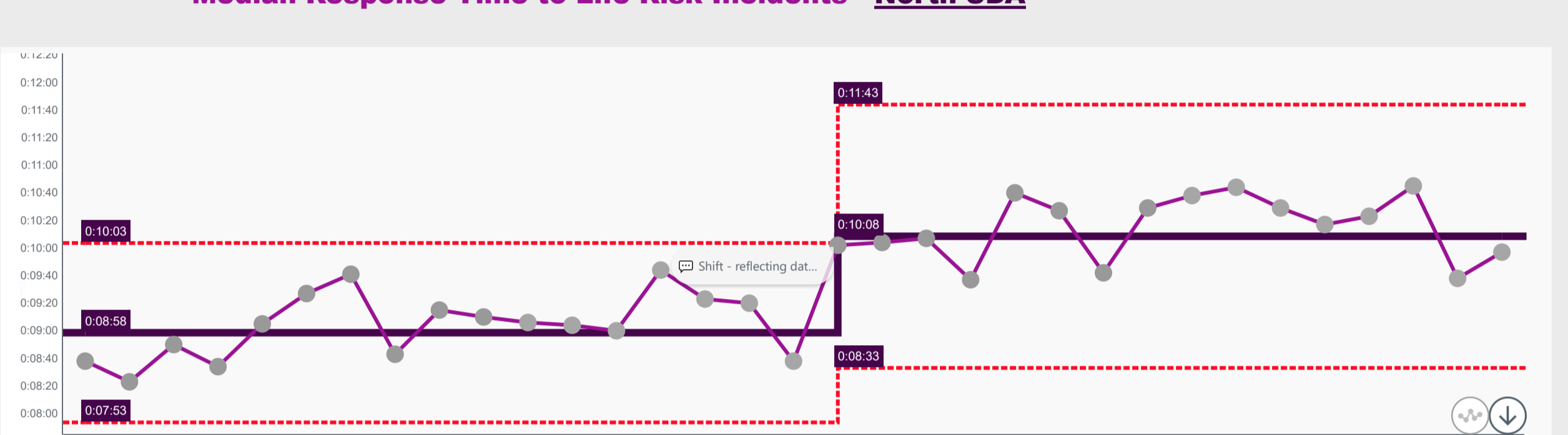
OWNER: Head of Service Delivery - East



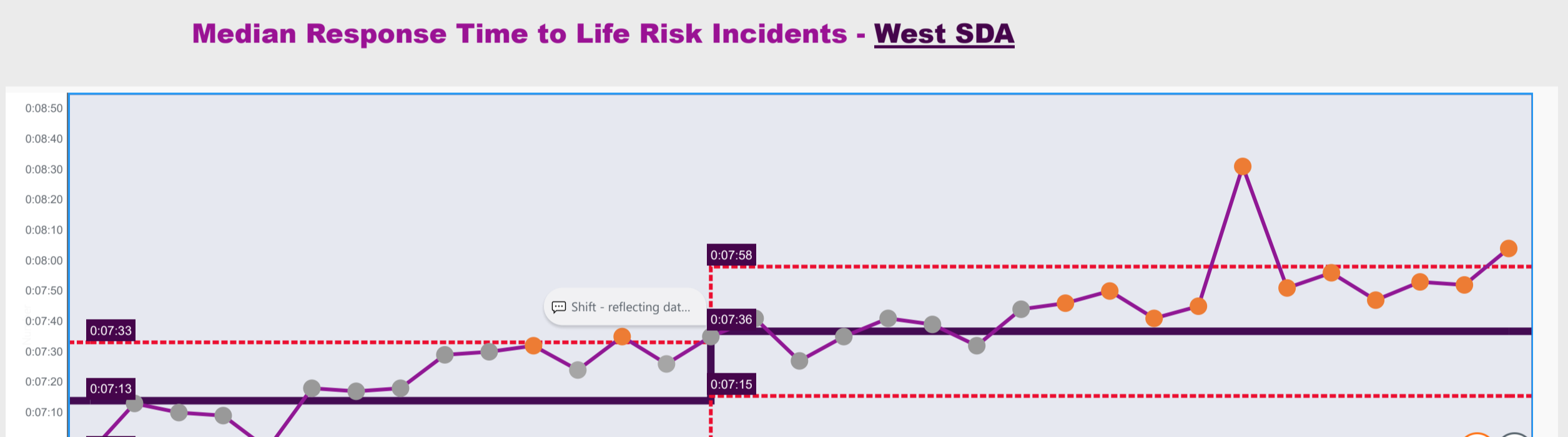
SUMMARY

Variance in performance is could be due to a number of factors. This could include operational demand and appliance availability.

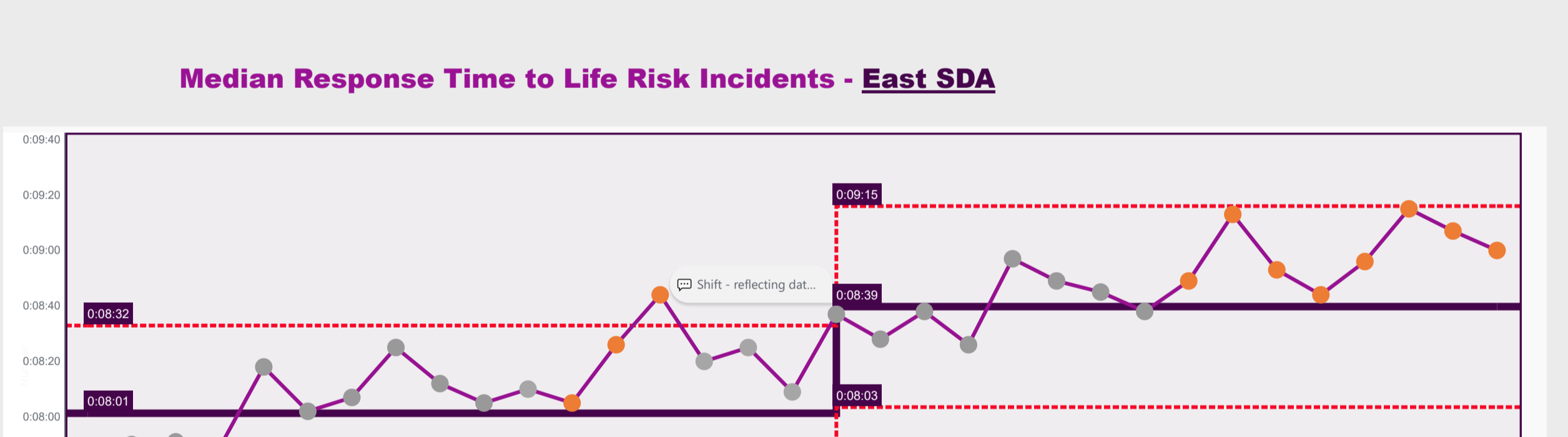
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



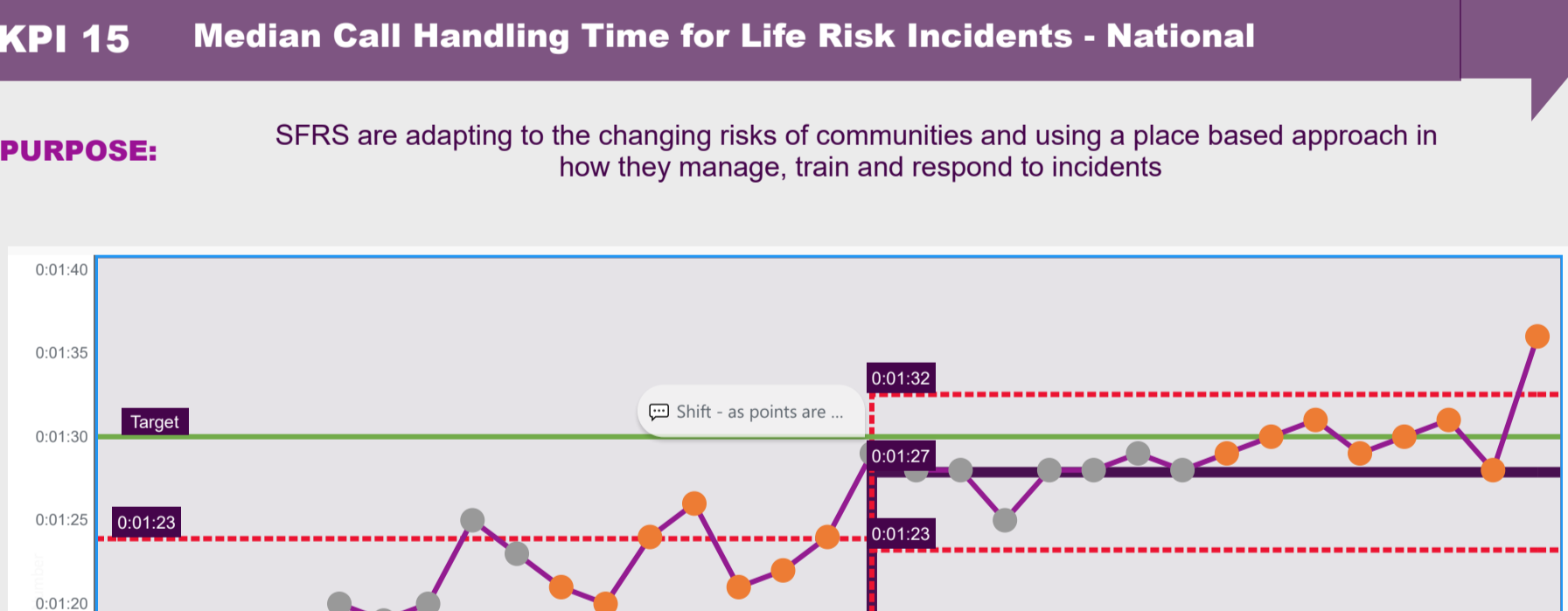
Median Response Time to Life Risk Incidents - East SDA



KPI 15 Median Call Handling Time for Life Risk Incidents - National Reduce against previous year

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

Increase in call handling time will continue to be influenced by technology, systems, information at time of call and staff profiles within Operational Control.

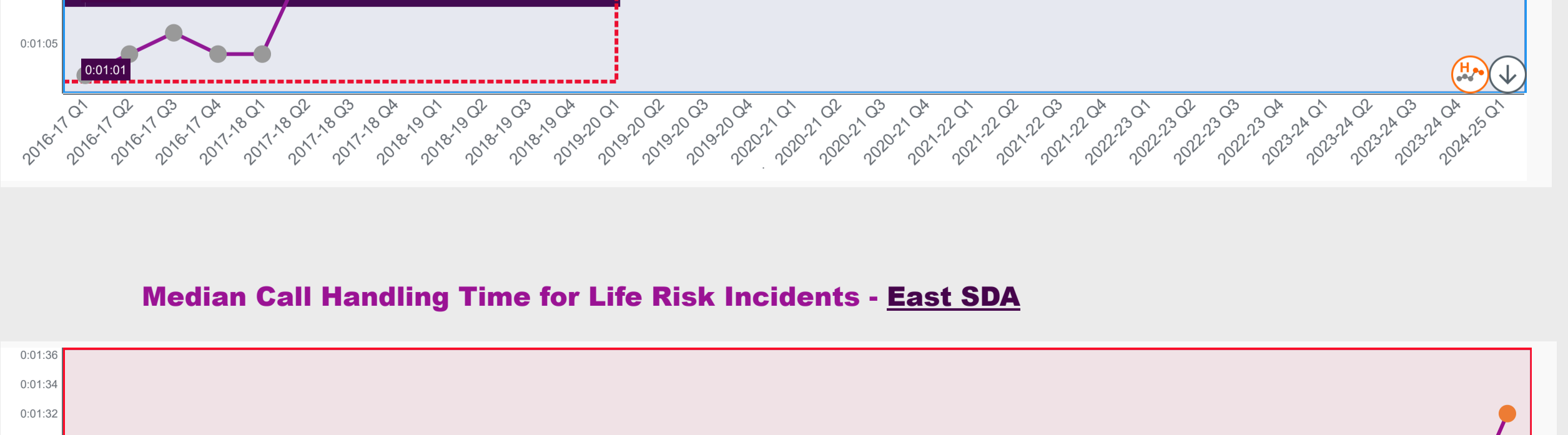
Median Call Handling Time for Life Risk Incidents - North SDA



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

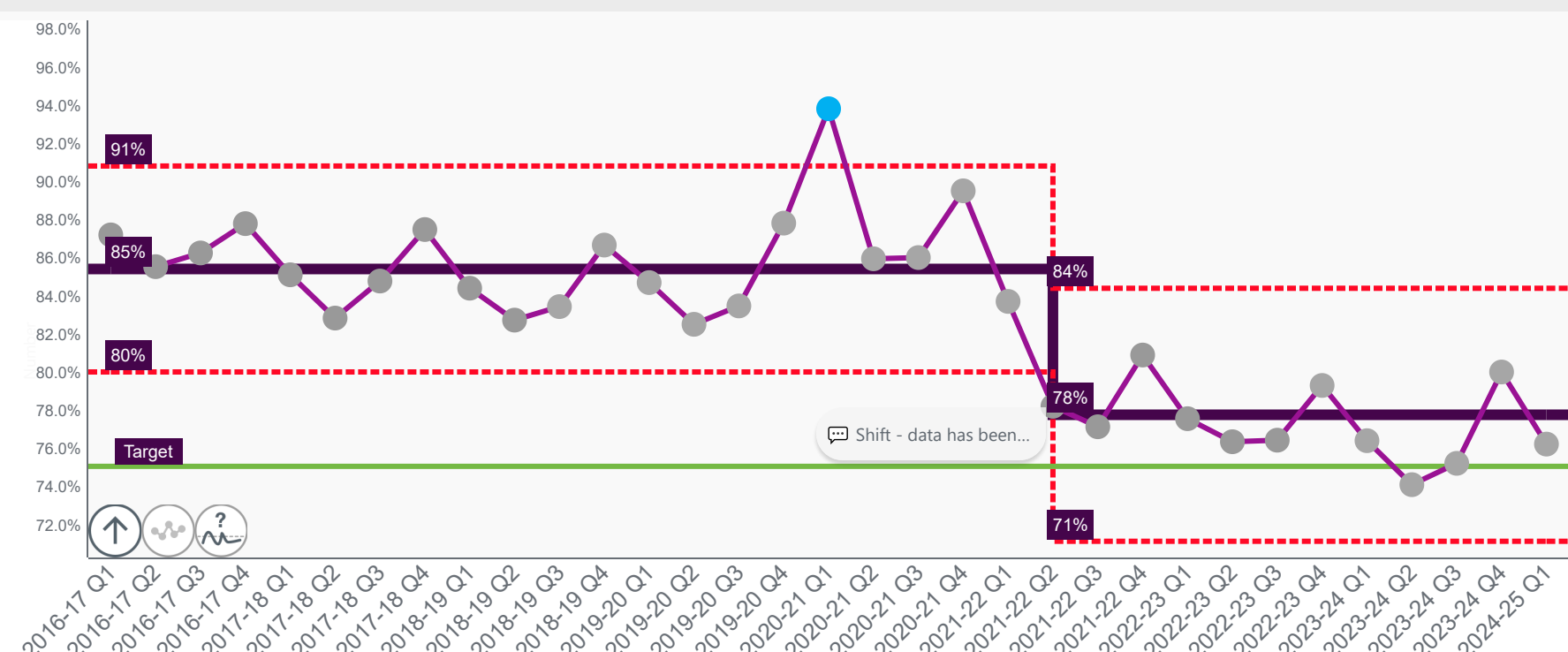
Increase against previous year

OWNER: Head of Operations

SUMMARY

Creation of On Call Rostering systems report with recommendations provided to LSOs. Evaluation Framework and Tracker created to provide a consistency in all On Call Improvement pilots and reporting. Introduction of additional Retainer bandings & evaluation of Bank Working Scheme pilot commenced.

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



KPI 17 Wholtime Availability

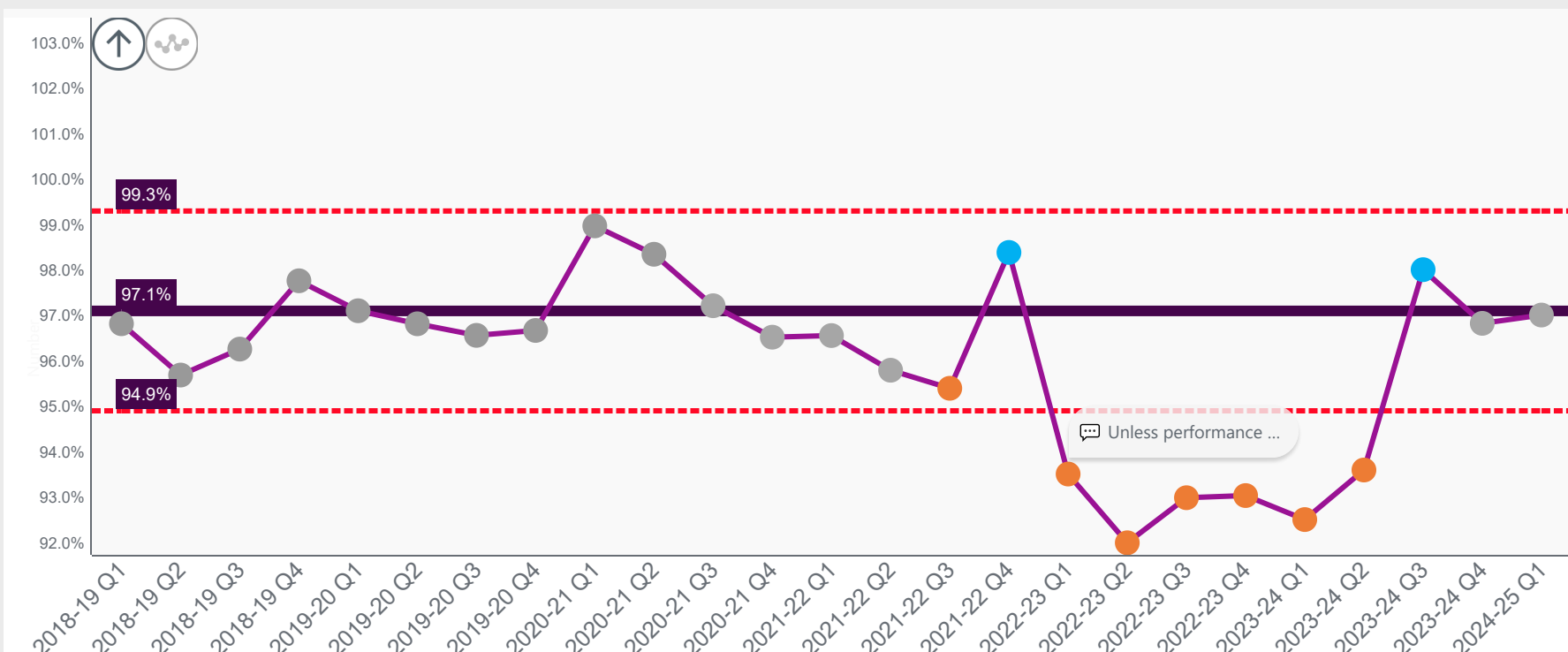
% compliance against confidence levels

OWNER: Head of Operations

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 was commenced September 2023 and is now drawing to a close with all related measures now being implemented.

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



KPI 18 Operational Intelligence Inspections

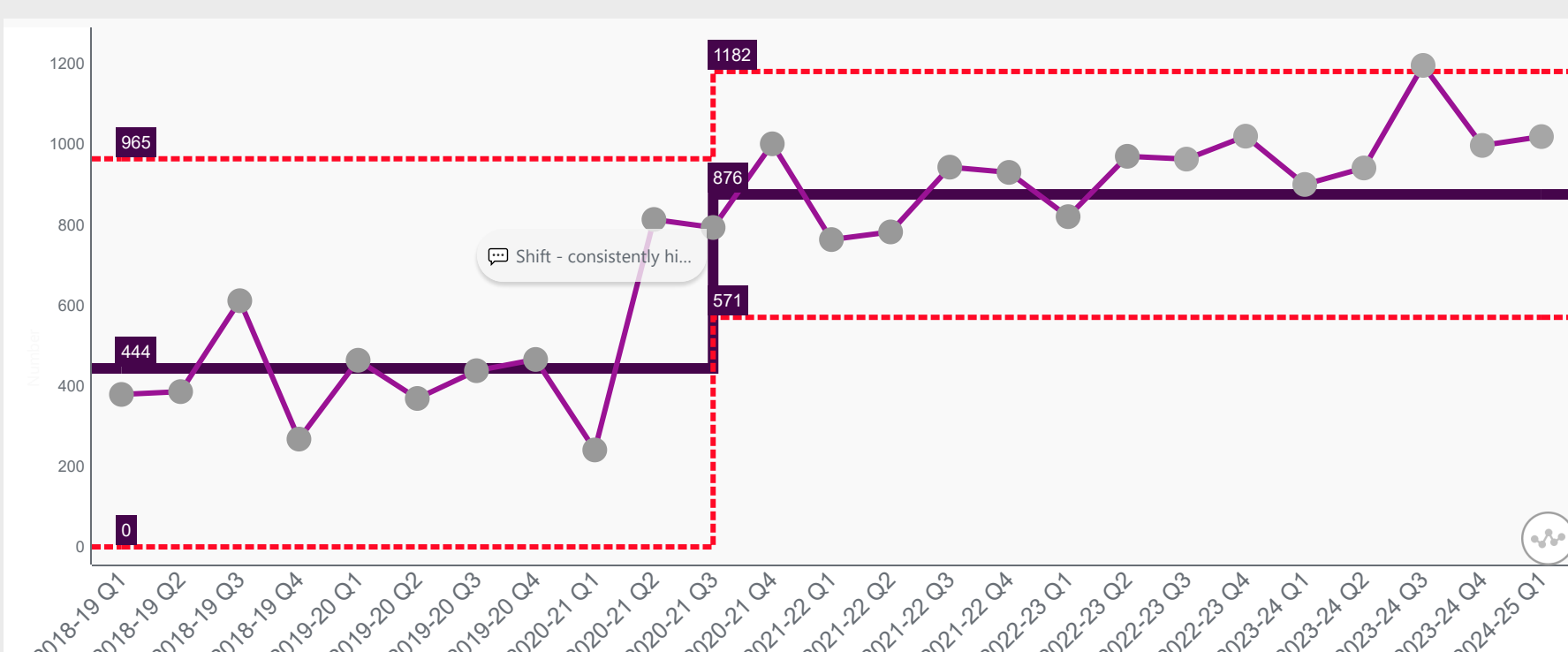
Track

OWNER: Head of Prevention, Protection and Preparedn...

SUMMARY

The Operational Intelligence (OI) Unit consistently support LSO Areas to deliver against the OI Framework.

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

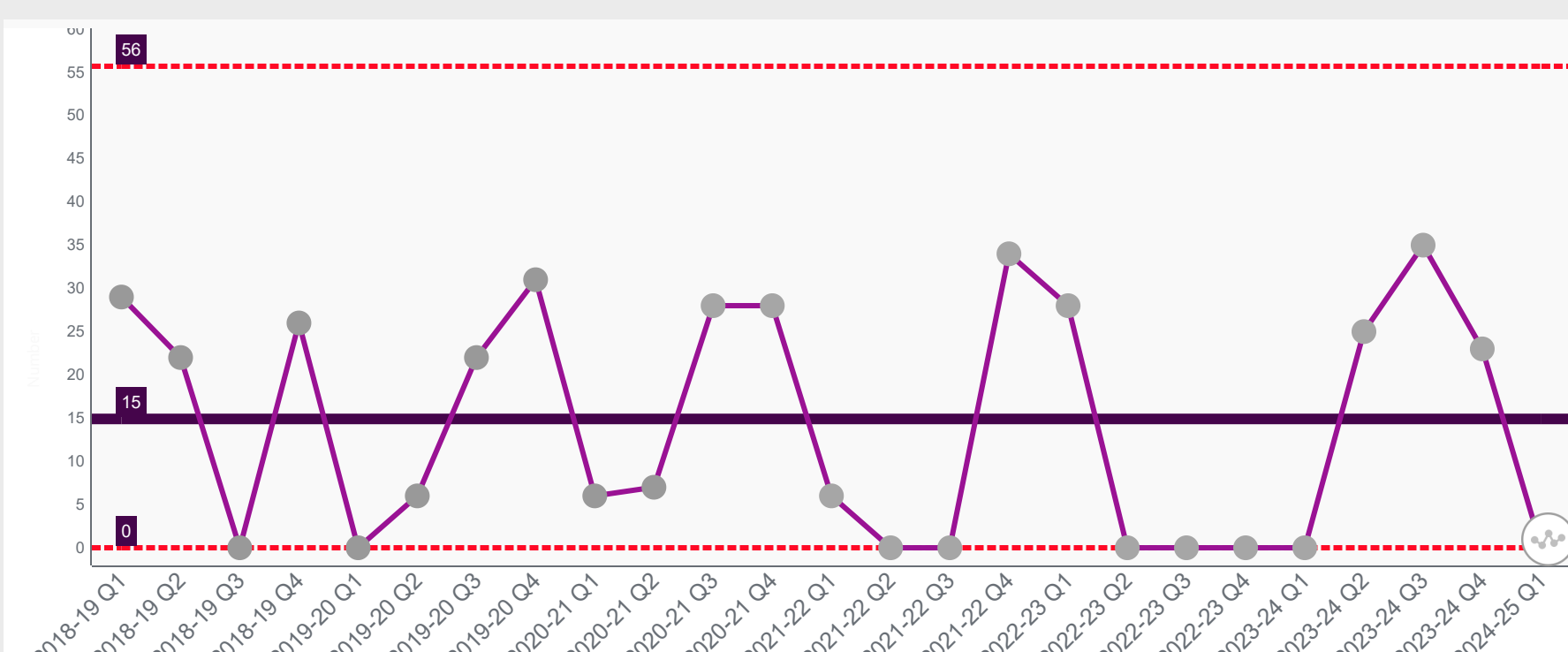
Track

OWNER: Head of Safety and Assurance

SUMMARY

There is one significant event however the outcomes have not been approved by TSAB.

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



KPI 20 Hydrant Inspections

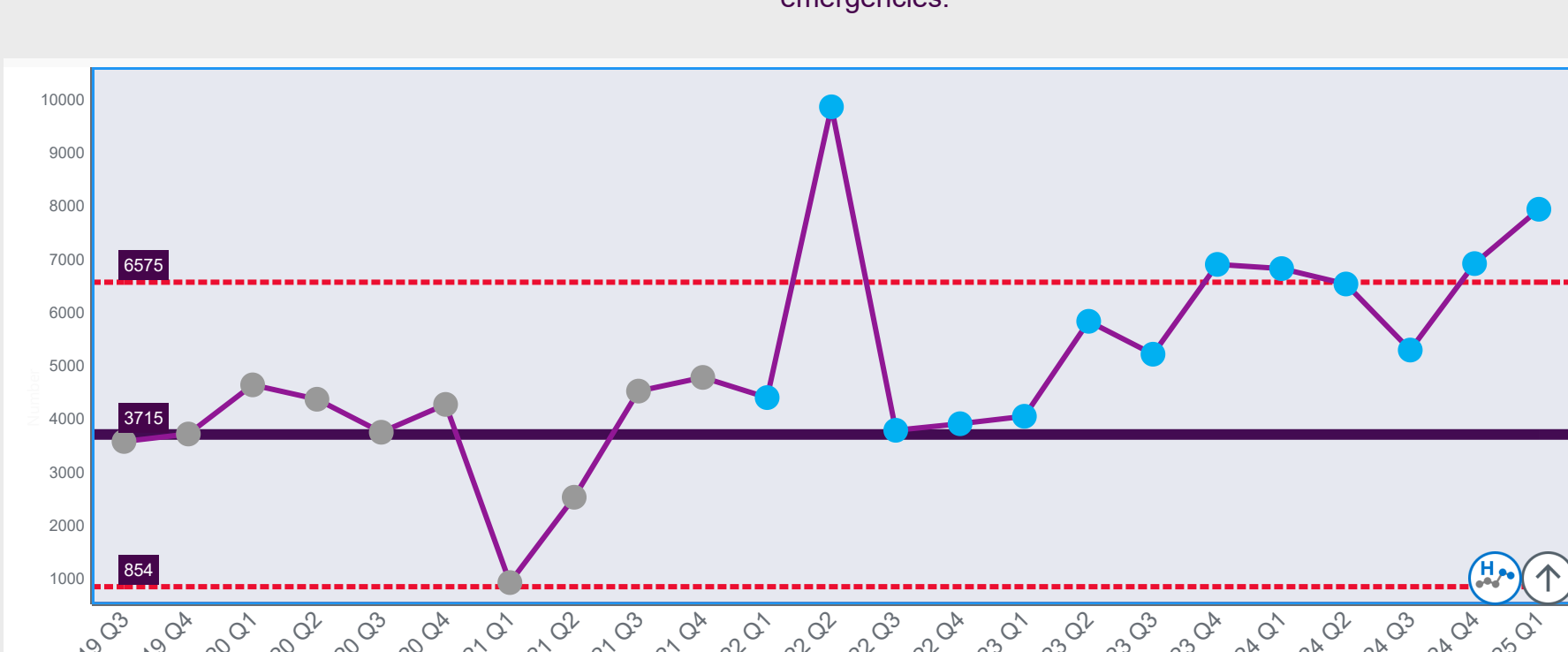
Track

OWNER: Head of Prevention, Protection and Prepare...

SUMMARY

KPIs have been exceed by water planning personnel due to favorable weather conditions combined with geographical proximity.

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 Unwanted Fire Alarm Signal (UFAS) Incidents

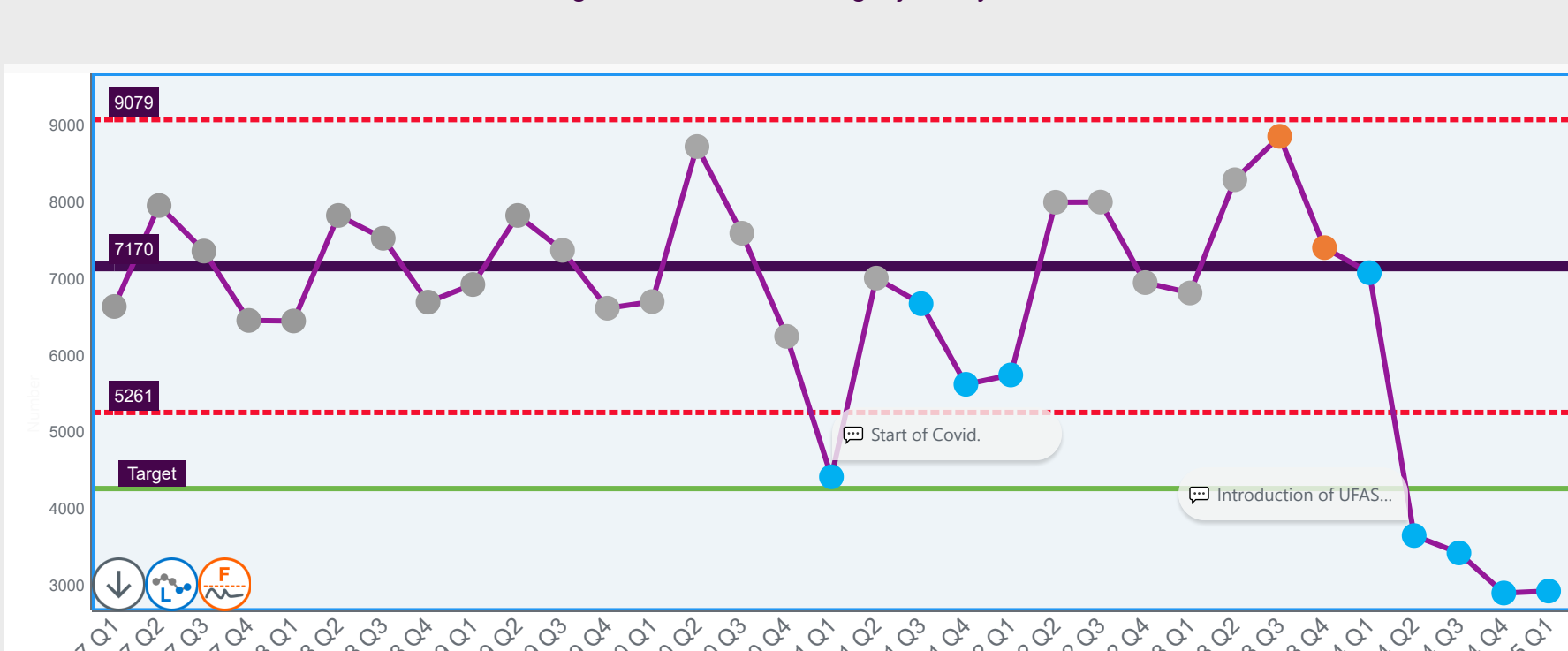
Reduce against previous year

OWNER: Head of Service Delivery - East

SUMMARY

Continue to see a significant and positive decrease in number of UFAS incidents attended from Q1 previous year. Trend flattening as per last quarter. Continue to engage with duty holders to highlight their responsibilities and continue to apply robust call challenging procedures within ops control.

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.



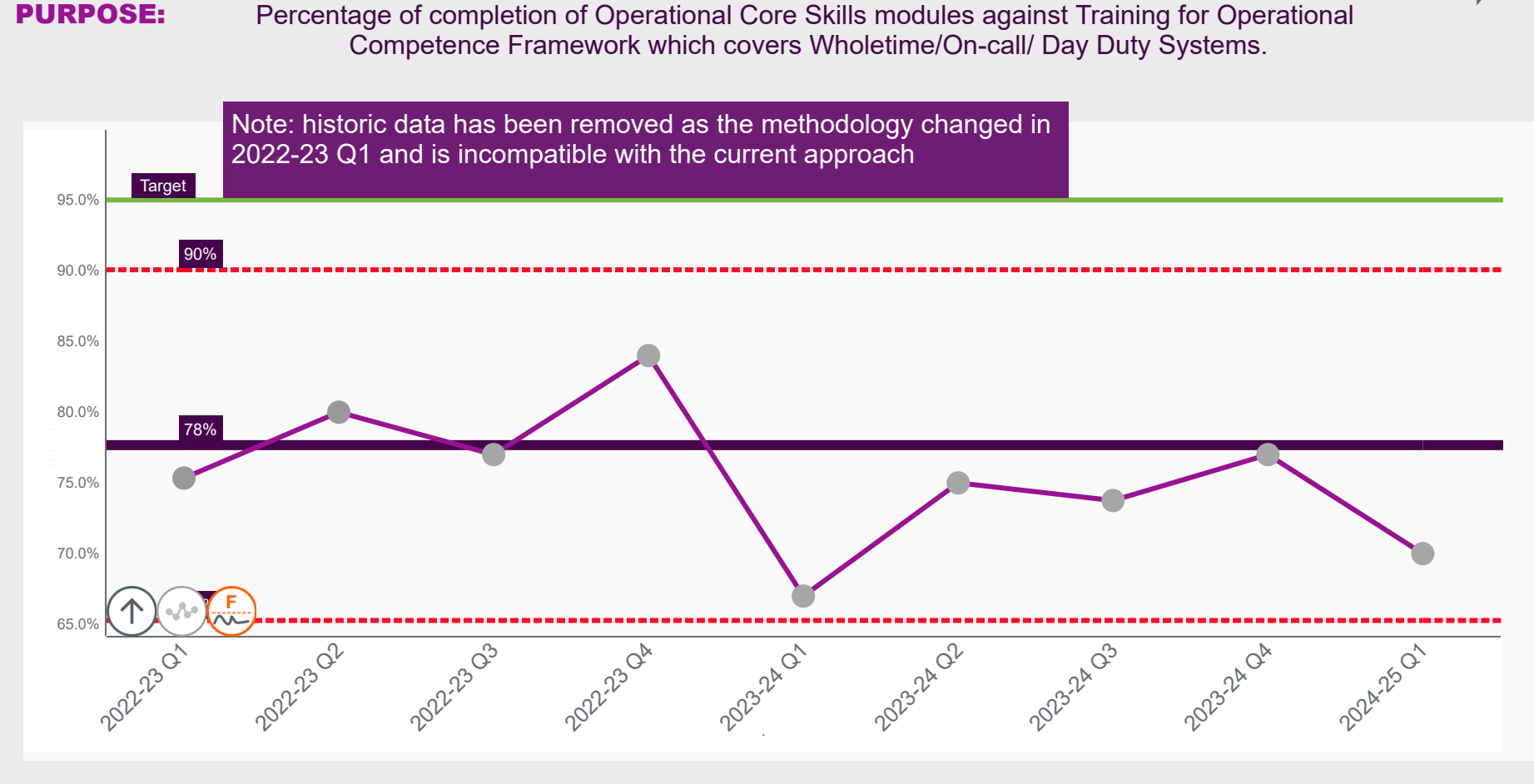
Response

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



KPI 22 % Core Skills Modules Completed

95%
OWNER: Head of Training

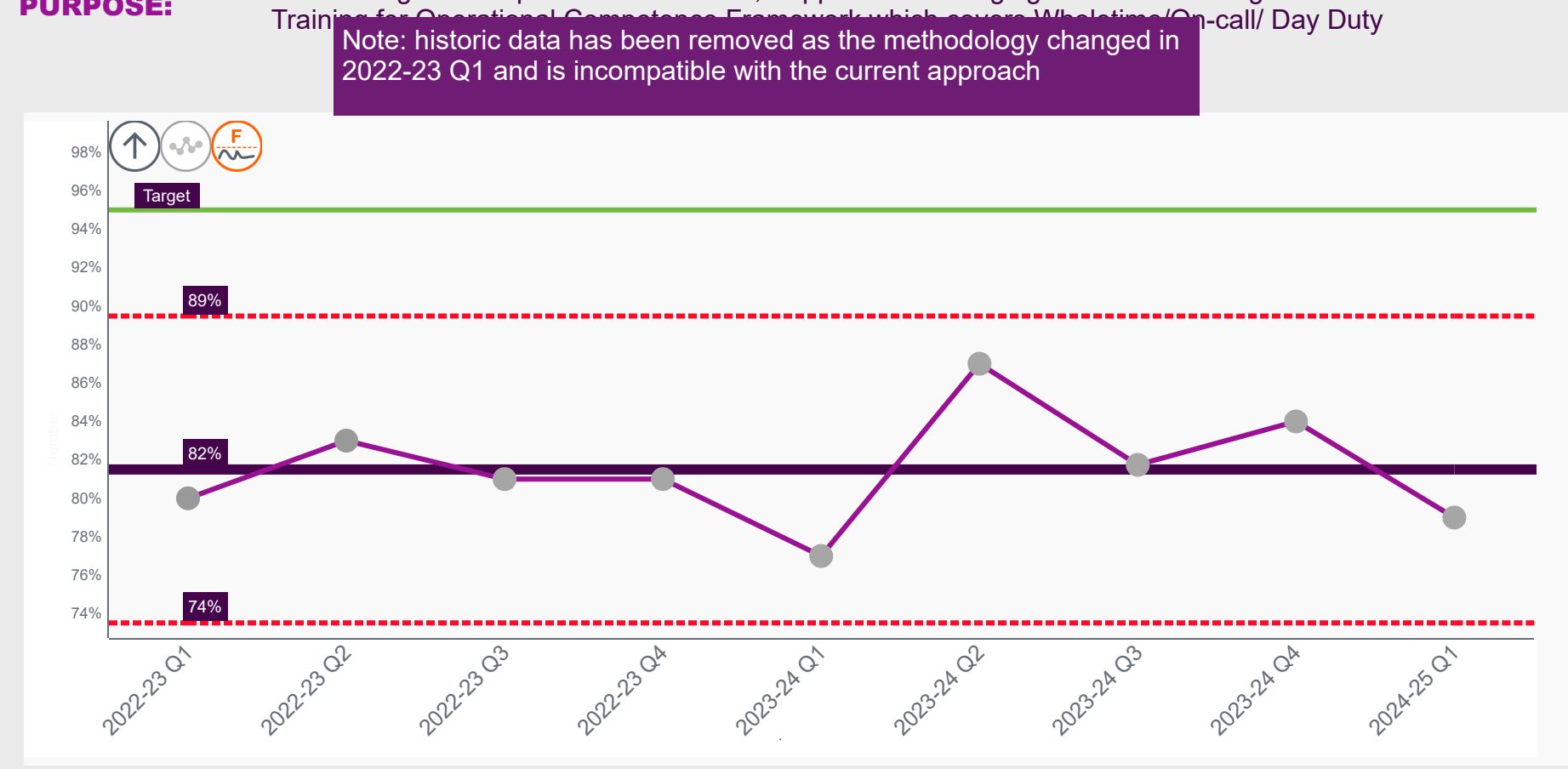


SUMMARY

Capacity issues continue for on-call colleagues due to the learning content within Training for Operational Competence requirements vs time they have available. Limited number of computers and connectivity issues also contribute to completion rates. Learning & E-Development team continue to support

KPI 23 % Advanced, Support & Emerging Risks Modules Completed

95%
OWNER: Head of Training

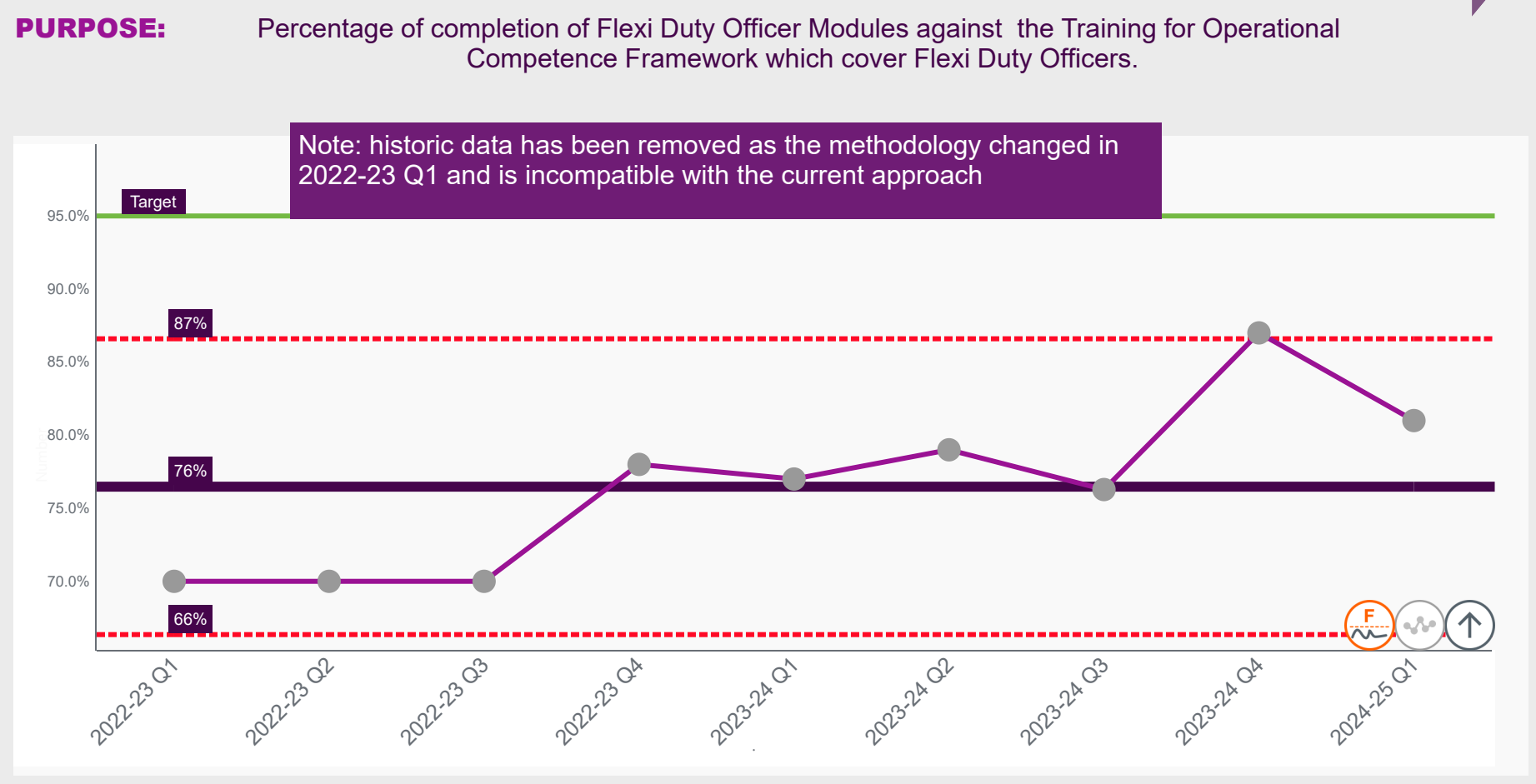


SUMMARY

There has been a slight decrease in completion rates across Wholetime, Volunteer, and Day Duty groups. However, the on-call duty group has reported a promising increase this quarter.

KPI 24 % Flexi Officer Module Completion

95%
OWNER: Head of Training

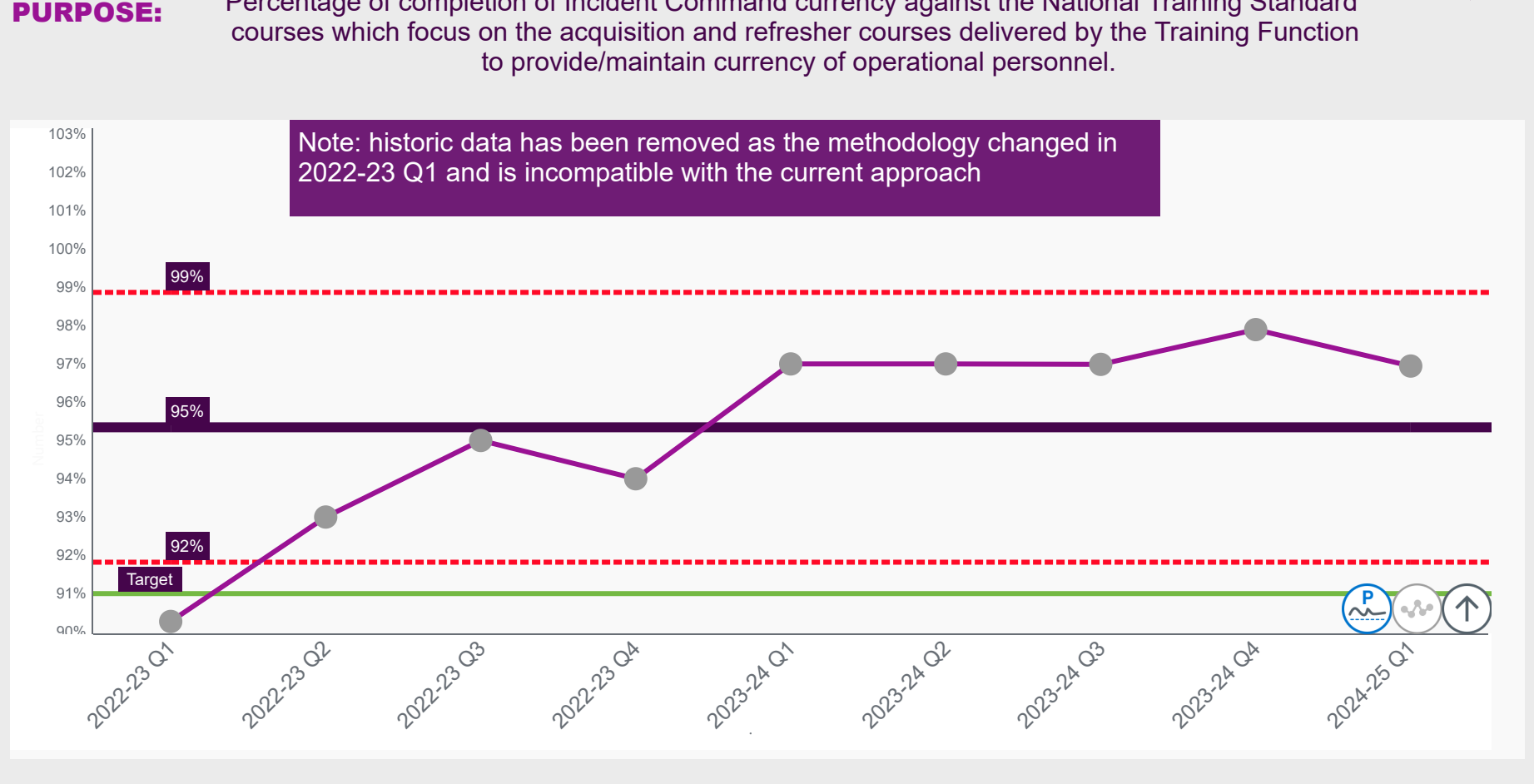


SUMMARY

Ongoing communication within this cadre, along with scrutiny of the data, aims to identify and inform individuals who are failing to maintain currency.

KPI 25 % Incident Command Module Completion

91%
OWNER: Head of Training

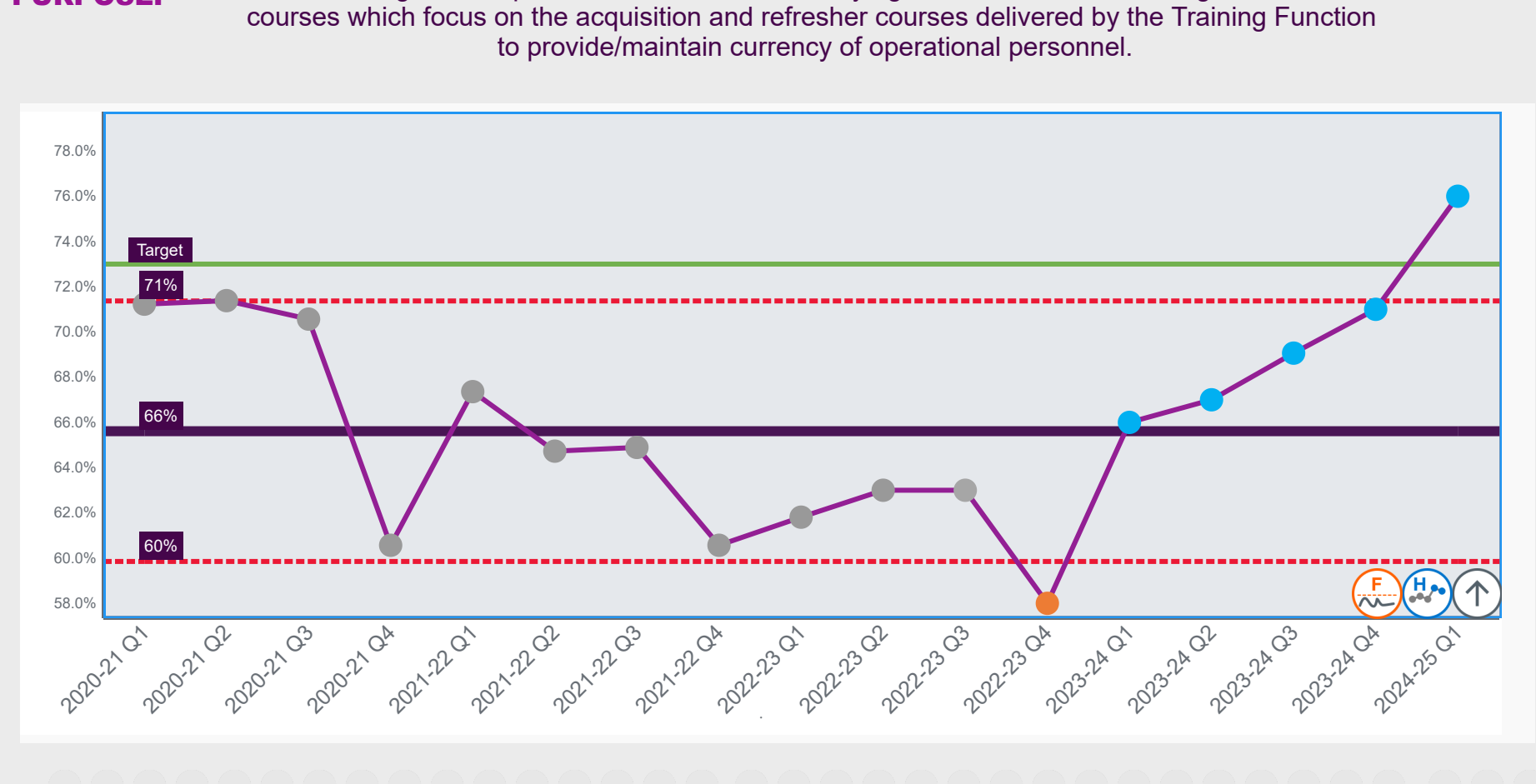


SUMMARY

Q1 of 2024-25 showed Incident Command completion rates remaining high, with only a small decrease across all duty groups compared to the previous quarter.

KPI 26 % Core Skills Currency

73%
OWNER: Head of Training

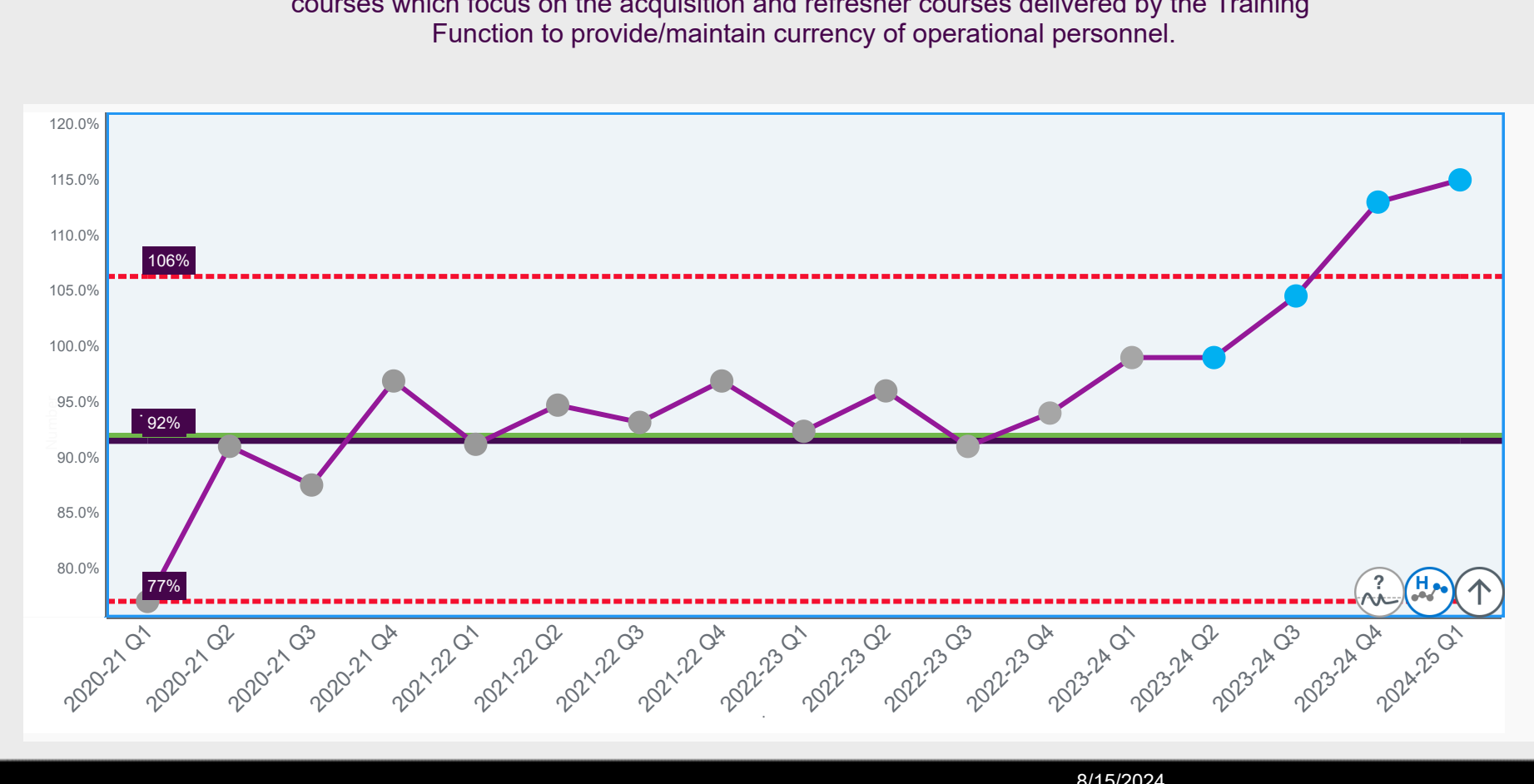


SUMMARY

Q1 of 2024-25 showed a continued increase in completion rates of core skills. The Breathing Apparatus recovery Plan is now underway and making a positive contribution.

KPI 27 % Specialist Rescue Currency

92%
OWNER: Head of Training



SUMMARY

There has been a continued increase in completion rates against 4 out of the 5 specialist rescue capabilities. Mass Decontamination shows a slight decrease against previous quarters but remains above target.

Response



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

KPI 28 % Training Function Currency



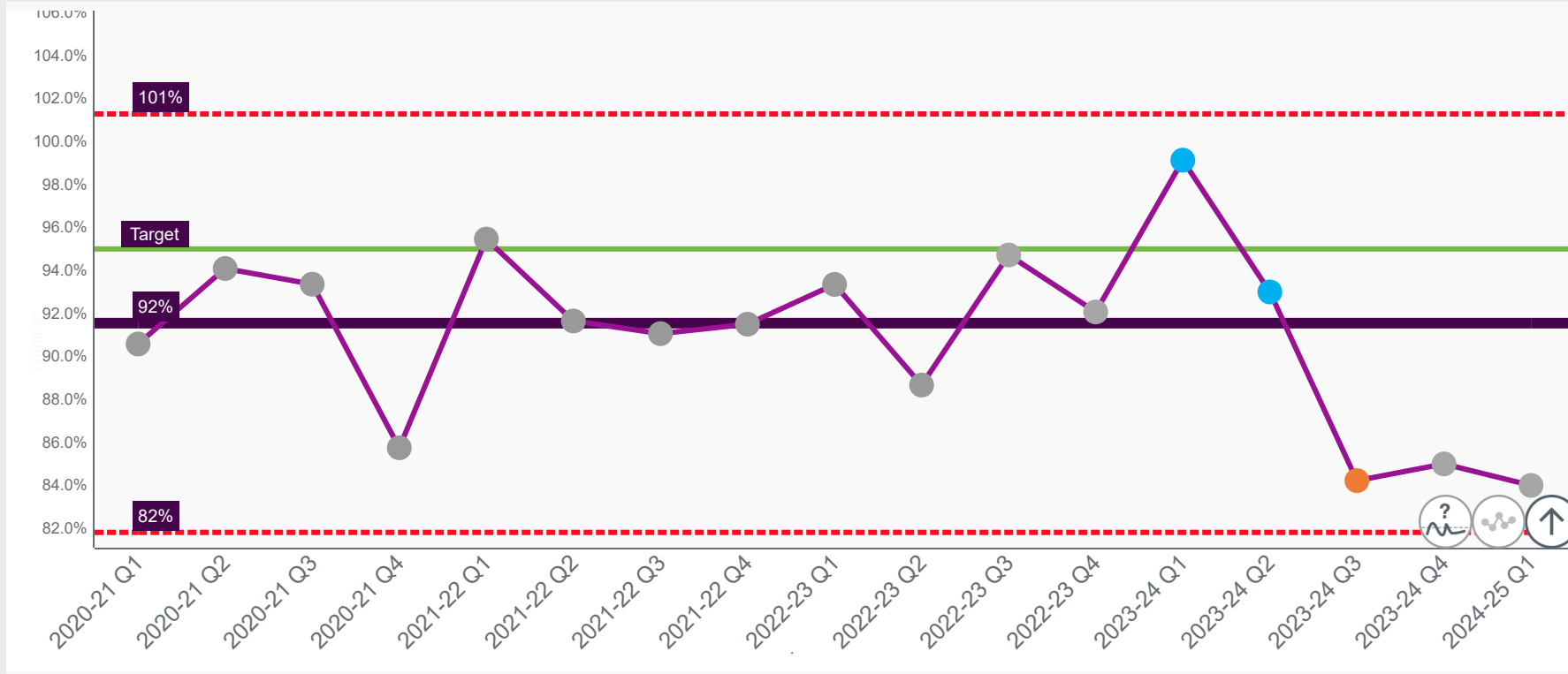
95%

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

OWNER: Head of Training

SUMMARY

A small number of courses were cancelled due to insufficient numbers, instructor availability and priority changes. Work is on-going to improve these factors as part of our commitment to continuous improvement



KPI 29 Training - Customer Satisfaction Rate



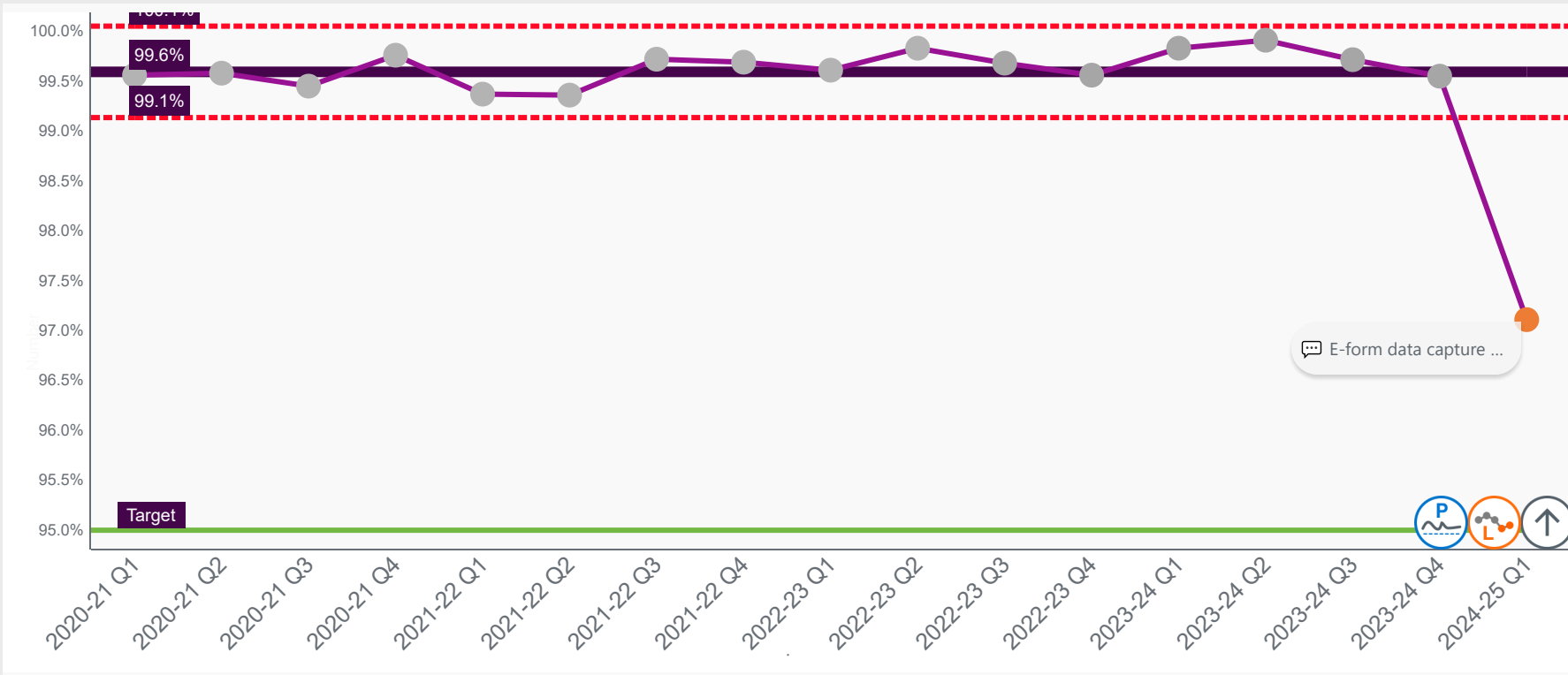
95%

PURPOSE: Percentage of candidate satisfaction against Training Function Course Delivery

OWNER: Head of Training

SUMMARY

No Performance Statement Available



KPI 30 Assist Other Agencies Incidents



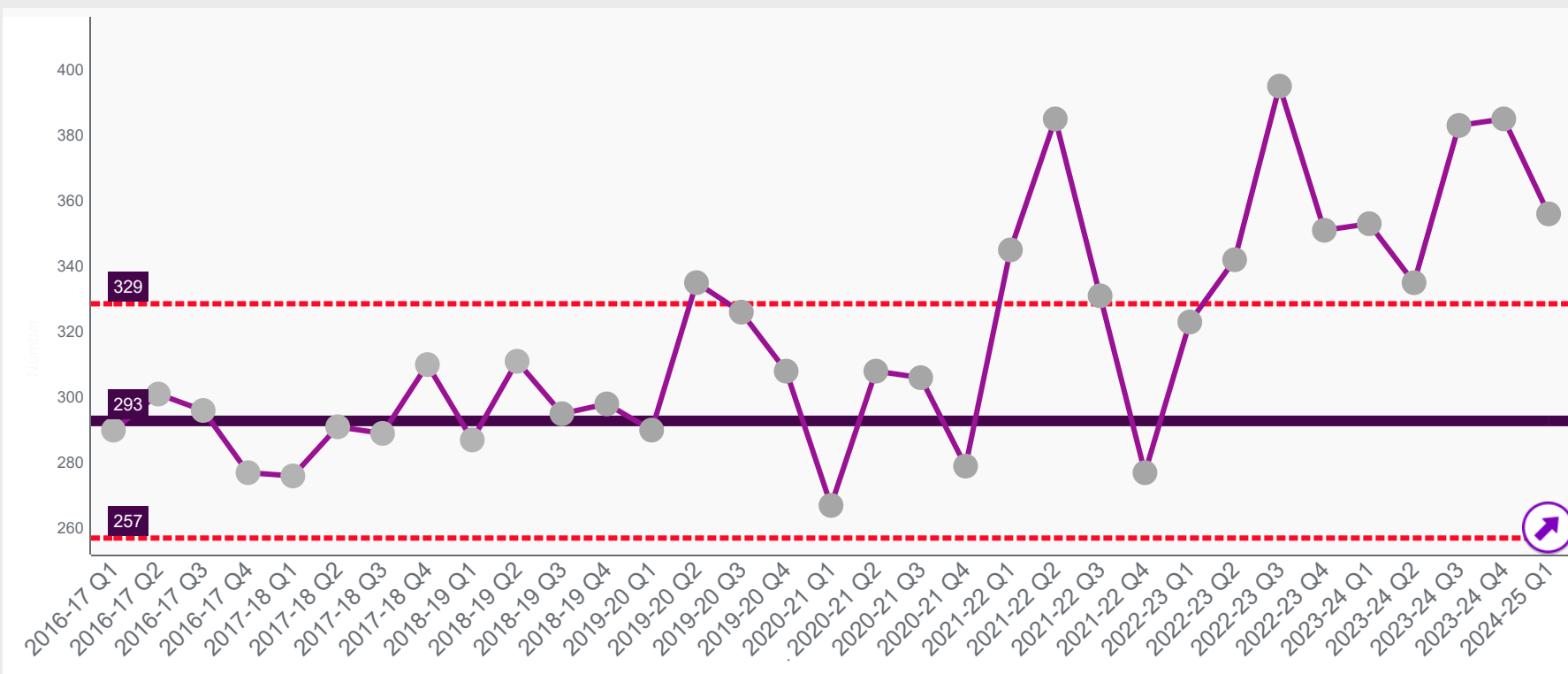
Track

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

OWNER: Head of Service Delivery - East

SUMMARY

Expect demand for this type of incident to continue, which reflects changes in community risk. This also highlights a continual increase in requests from partner agencies to access fire & rescue capabilities.



KPI 31 Effect Entry/Exit Incidents



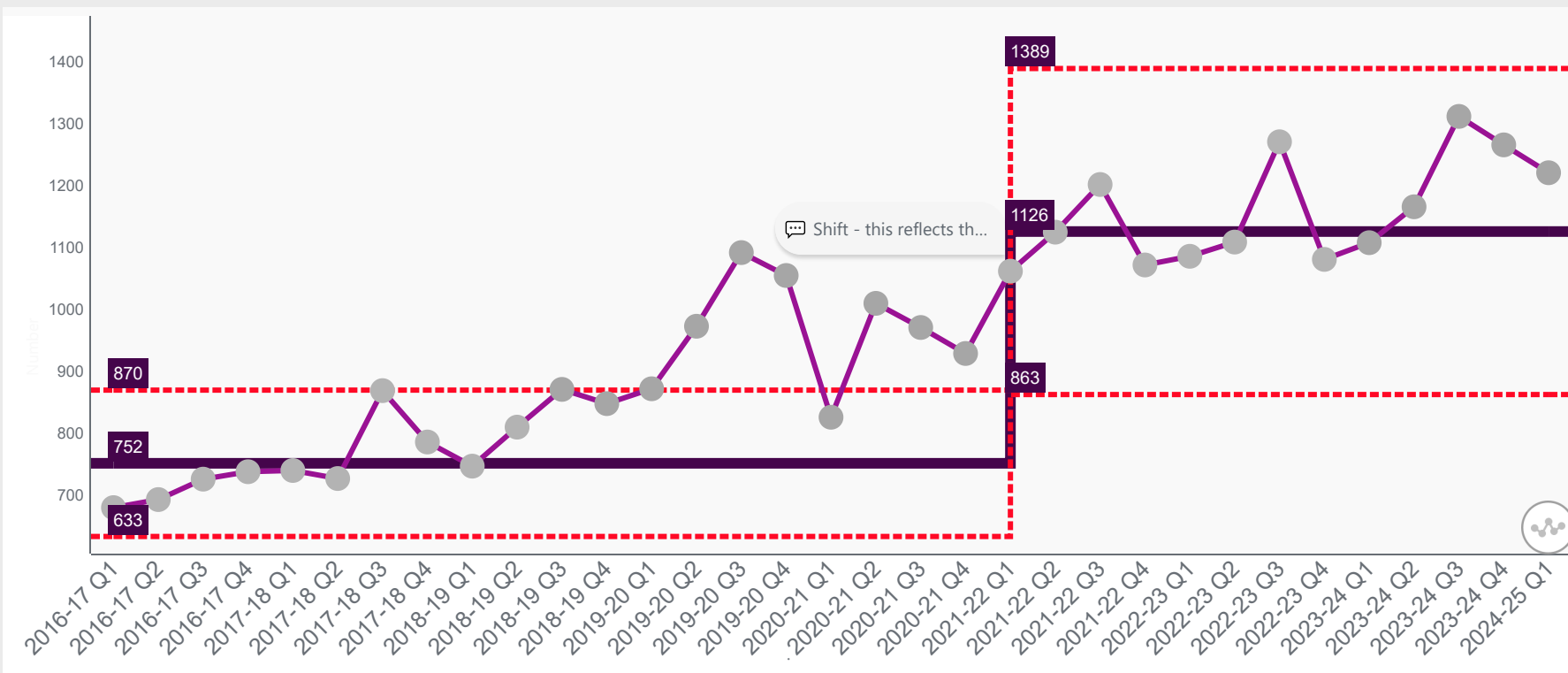
Track

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

Expect consistent trend line to continue, which reflects changes in community risk and operational demand. Those also reflects a continual increase in requests from partner agencies to access fire & rescue capabilities.



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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

Operations

In May 2024 Operations - Organised Crime and Counter Terrorism Unit (OCCTU) team have successfully procured the BlackBerry AtHoc Communication App / Platform. This will change the process for Operations Control (OC) and/or the Duty National Inter-agency Liaison Officers (NILOs) to make instant contact with the on duty NILOs and MT Marauding Terrorist Attack (MTA) Specialist Responders to share critical incident information to improve firefighter, partner and public safety.

The benefits to SFRS are primarily related to the enhancement of our information sharing, situational awareness understanding, and incident resourcing/deployment decision making at terrorist incidents and allowing for a Recall to Duty for specialist responders if deemed necessary. This will introduce a more efficient way of working and greatly enhance the capability and capacity of our OCs to manage information in a prompt and effective manner.

Implementation / testing of the AtHoc Communication App / Platform will take place in June 2024 and is expected to last 15 to 30 days. This will involve work with stakeholders within OC, ICT, Training, Safety and Assurance and Information Governance to ensure all needs are addressed and the system is extensively tested prior to a go live date.

ICT

Emergency Services Mobile Communication Programme (ESMCP) are continuously looking at innovations for our in-house applications to support large scale workstreams and are focused on developing the following key areas:

- Microsoft Bookings – this has been used to allow customers within the service to book in for appointments when having Flexi Duty Officer Car Cradles upgraded, radio upgrades and previously Getac installs. We are planning on using this method in a larger scale capacity going forward in the national rollout of installs across the 3 ARCS when installing the CF33 MDTs, and the Handfree R5s.

- ArcGIS and ArcGIS Workforce – we are utilising the apps available currently in the service to aid logistical planning, work assignments and essentially live data reporting when rolling out the installations on a national level. This will ensure all device information, install status and completions are captured in one area before handing over the final assets register to ICT. Processes will be streamlined and updated as a result of this.

- Asset Registry – we are actively looking at the requirements of the service going forward. Emergency Services Network (ESN) will bring in a whole new batch of secured network devices into business as usual. There is a requirement to have accurate information on the locations of these devices and the audit trails around this. Work is ongoing to future proof any issues we currently face when documenting, locating and reporting on certain devices and their installed vehicles / location. Work is ongoing with the ICT business services team to create an app that will ensure we are covering all data sources. This will futureproof the services data and reporting methods, while modernising and streamlining processes.

Service Delivery

To support off station structure personnel with gaining operational experience Clackmannanshire, Fire and Stirling (CFS) LSO Area are currently looking to support colleagues in Prevention, Protection and Preparedness (PPP) and Training, Safety and Assurance (TSA) by enabling opportunities to work from community fire stations and respond to incidents as the Office in Charge (OIC). This was introduced following discussions with personnel within CFS area and will be expanded to include TSA colleagues with the following benefits;

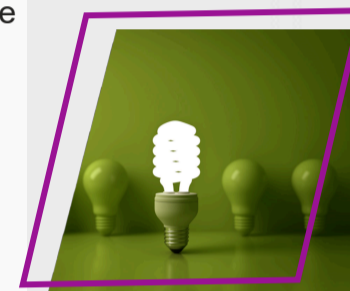
- Enable off station personnel to gain valuable operational experience.
- Enable station-based personnel to revalidate Breathing Apparatus Instructor (BAI) qualifications in a National Training Centre environment with no impact on operational availability of appliances.
- Support on-call availability by off station personnel volunteering for bank hours in CFS and working from on-call stations (no additional payment required).
- Creating capacity for station based Scottish Vocational Qualifications (SVQ) assessors to work on candidate folders using off station personnel to backfill.
- TSA / PPP staff could still complete their own workloads with minimal impact for TSA.

Service Delivery Areas continue to focus on local innovation and improvement to support partnership and community workstreams. Some key examples are detailed below:

- North SDA, Western Isles; In response to the events at a Shiny Match in Strathpeffer in March where two of our firefighters saved the life of their friend and colleague, when he suffered a cardiac arrest, local SFRS personnel have collaborated with charity Lucky2BHere to launch a series of defibrillator awareness evenings for sports teams across the Western Isles. Over 60 participants have now learned the basics of CPR and how to be use a defibrillator they have also been made aware of Home Fire safety Visits, how to keep themselves and family members safe, ongoing recruitment and the current consultation.

- East SDA, Clackmannanshire, Fire and Stirling: Actively looking at collaborating with NHS Fife to support the use of rural stations/on call to support outreach clinics for respiratory patients in the community. This will have joint benefits allowing SFRS to engage with and target high risk individuals living with long-term health issues who may use oxygen therapy, whilst supporting NHS issues with encouraging rehab in areas where main clinics are difficult for patients to reach.

- West SDA, Lanarkshire: Promoting innovative realistic training and partnership working by encouraging and supporting Watch and Crew Commanders to co-ordinate training events within the Area, sourcing training venues, carrying out risk assessments and co ordinating training scenarios, supported by the Area Training Team. The scenarios give the opportunity to be Incident Command at 3, 4 and 5 pump simulated incidents. Trainees are also attending these training scenarios whilst on and off duty, further developing them and their skills whilst in a training environment creating a greater knowledge and understanding of Firefighter Safety. Events have been held in collaboration with Operational Control, Scottish Ambulance Service (SAS) and Lanarkshire Council. The success has led to SAS requesting that their trainee and instructional staff be invited to attend all future events due to the realistic training received by their students on these occasions.



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

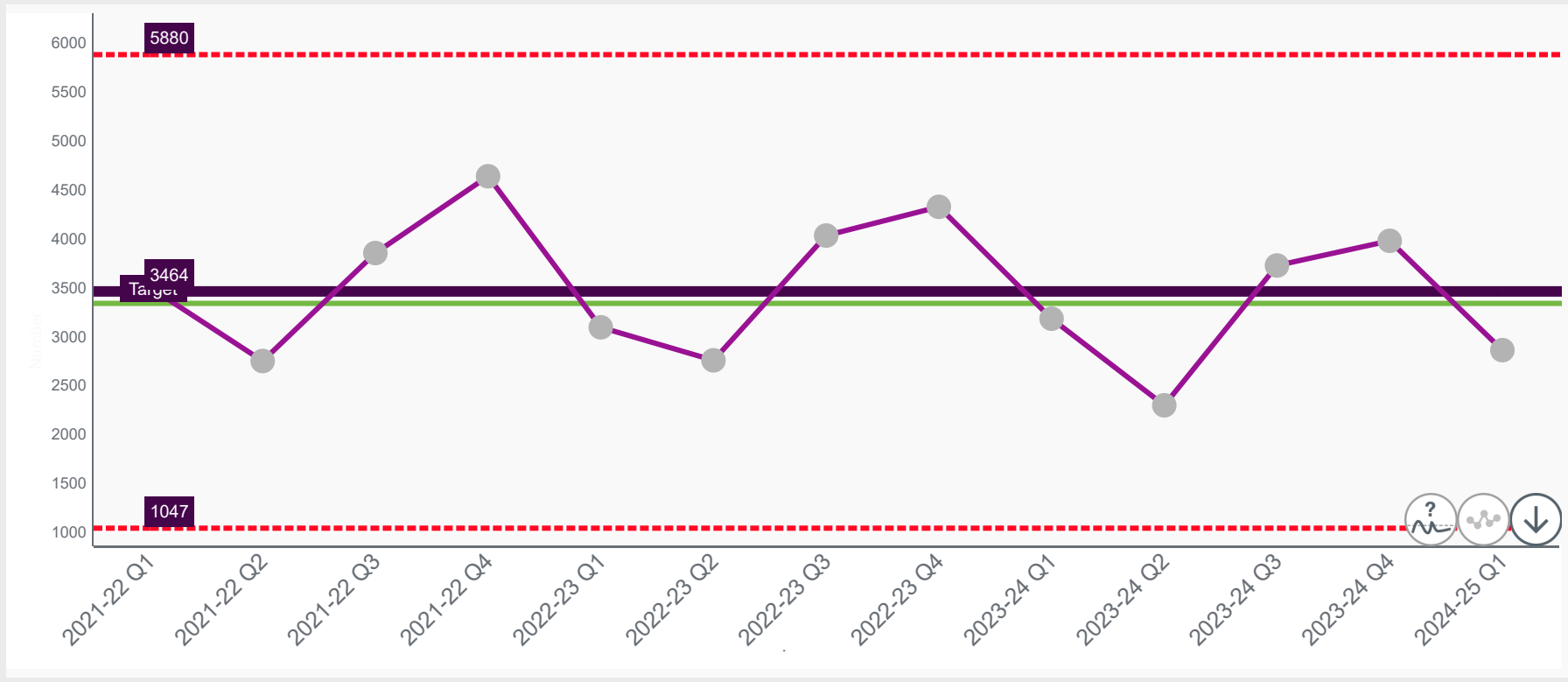
Reduce annually by 6%

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: Head of Asset Management

SUMMARY

Q1 emissions equal 26% of the annual target of 11,024 TCO2e. This exceeds where we would like to be during Spring/Summer months.
Q3 and Q4 are typically 20-25% higher than Q1.
There were no Carbon Management Plan projects delivered during 23/24 do to a lack of funding and resource.



KPI 33 Carbon Funding vs Estimated Requirement

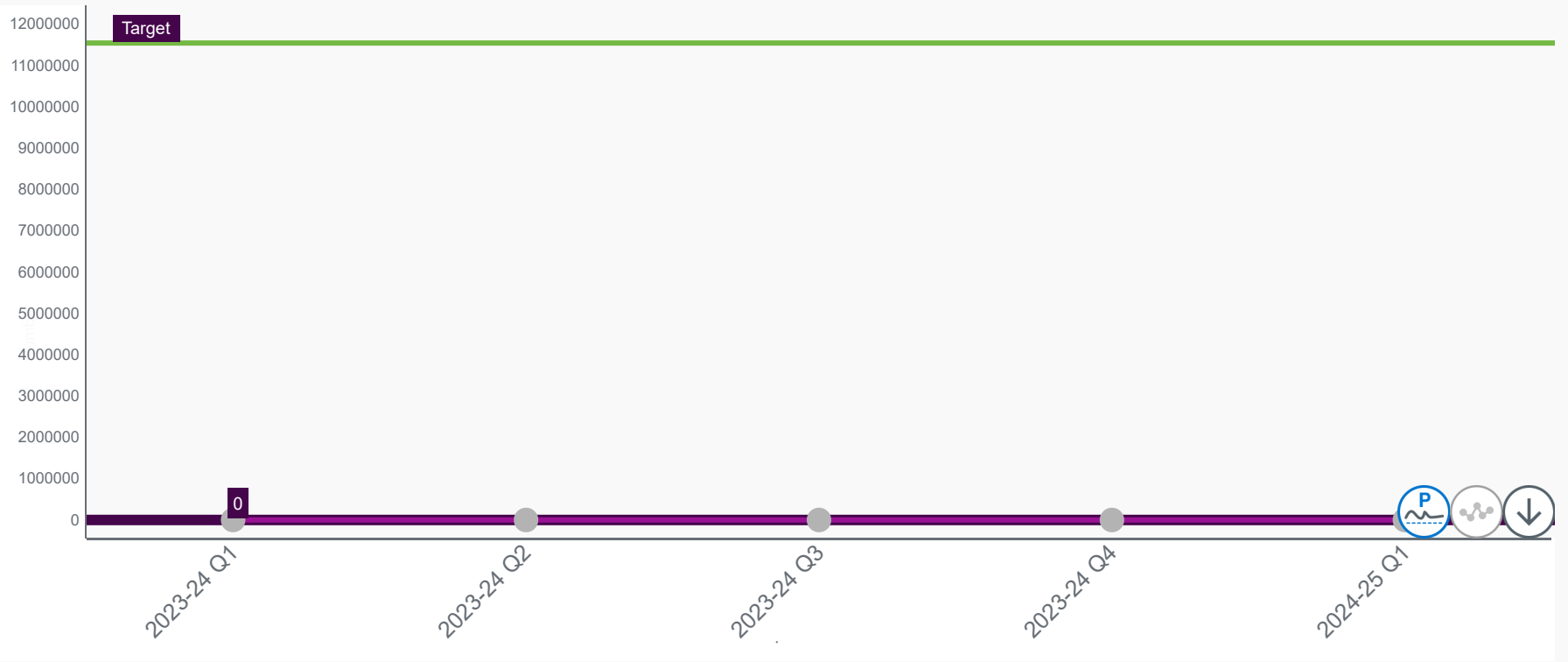
100% of estimated funding

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

OWNER: Head of Asset Management

SUMMARY

The Carbon Management Plan is received no internal funding during 24/25. The Scottish Government GPSEDS funding was closed after 6 weeks of the FY do to high demand.



KPI 34 Recycling Rate

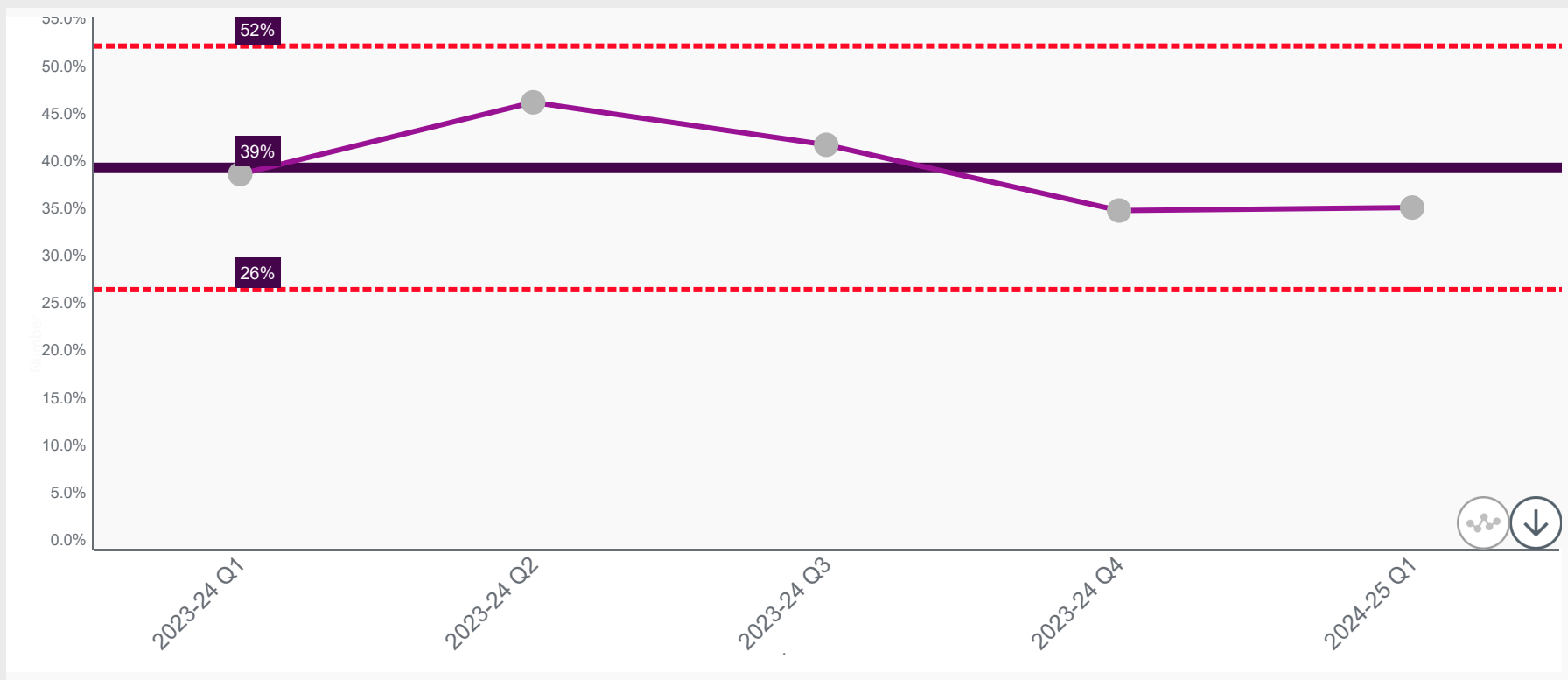
Increase annually by 5%

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

OWNER: Head of Asset Management

SUMMARY

Recycling rates are having an increased focus. Our primary focus is on the use of food waste bins on WT stations.
During Q1 there were 31 WT stations that did not use their food waste bins.
Food is the heaviest element of the waste stream, therefore we want to remove it from the general waste.



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

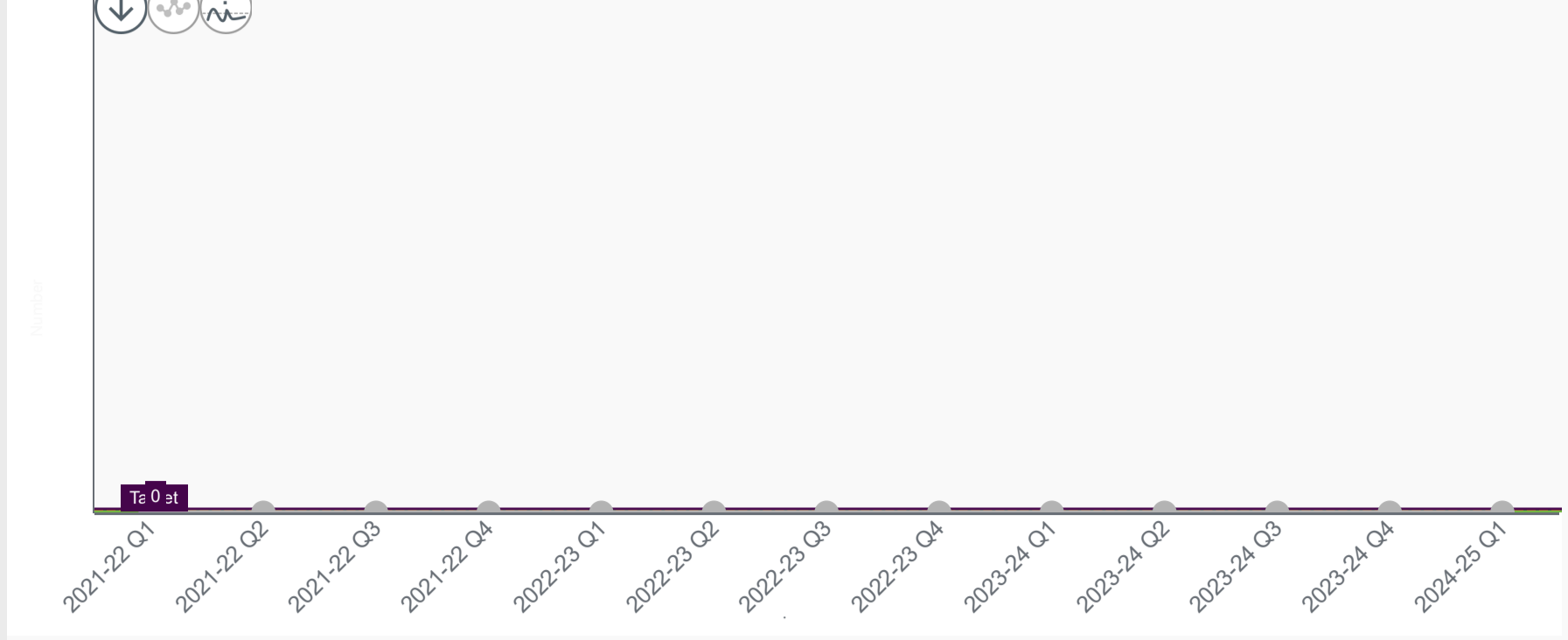


We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

KPI 35 Cyber Security Breaches 0

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

OWNER: Head of ICT

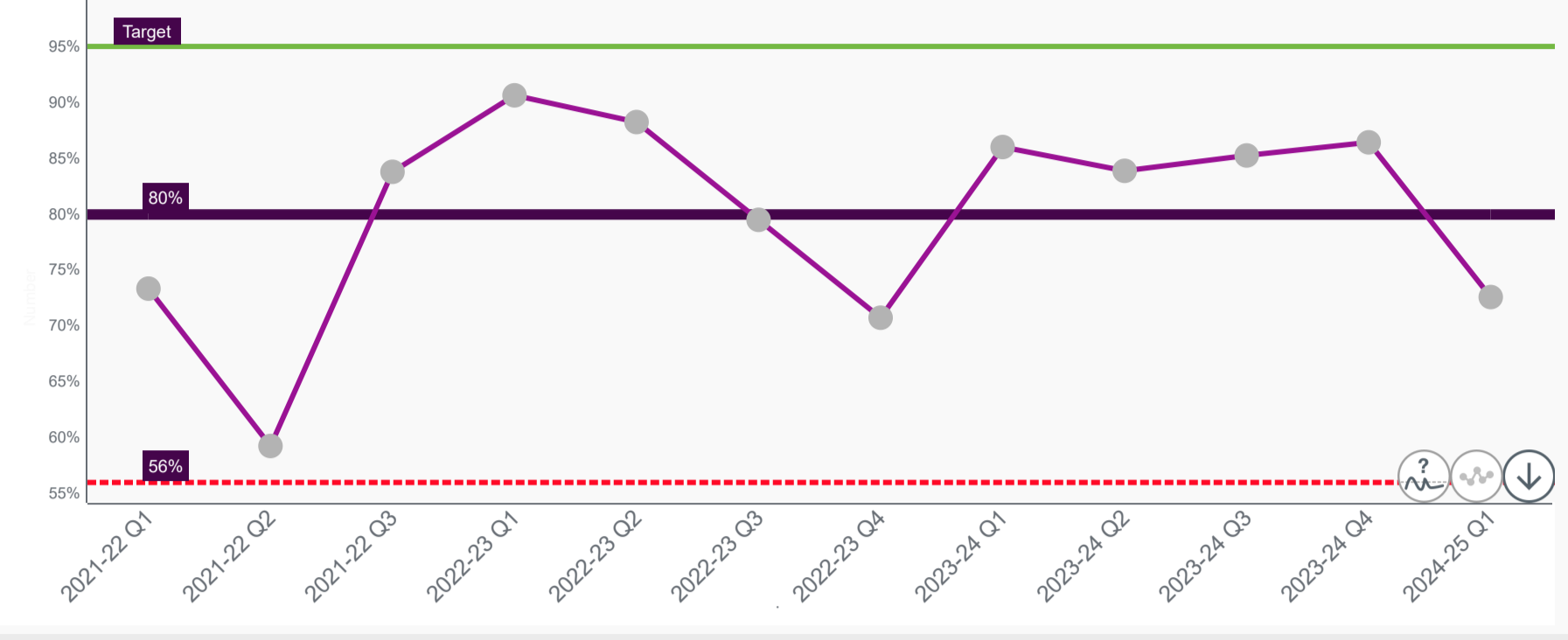


SUMMARY
Reviews of existing risk mitigation elements including technical controls by the Cyber Team are carried out on an ongoing basis. Regular reviews of threat intelligence to identify any new vulnerabilities and zero day threats is also carried out by the Cyber Team.

KPI 36 % Subject Access within Timeframe 95%

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

OWNER: Head of Corporate Communications

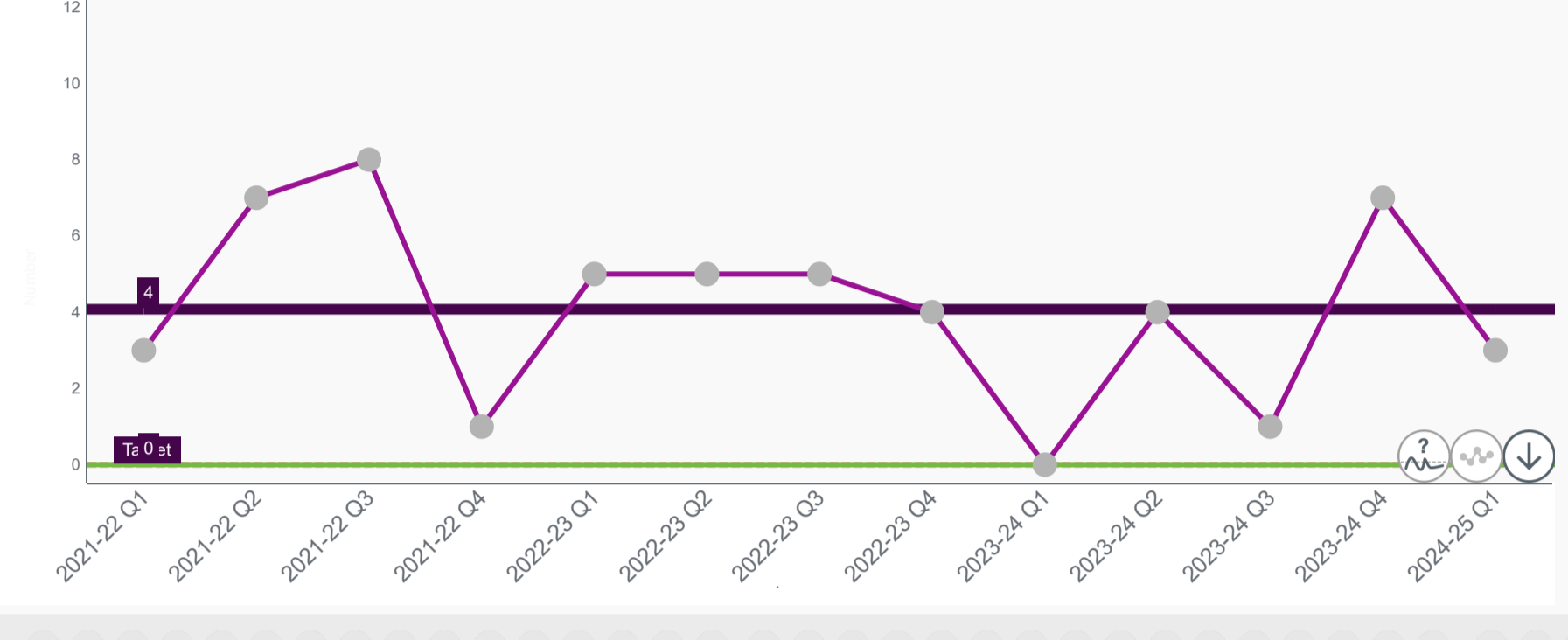


SUMMARY
Unable to meet statutory timescales due to staff being on long term sick and increase in number of requests. Paper being submitted to SLT to request support

KPI 37 Data Breaches 0

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

OWNER: Head of Corporate Communications

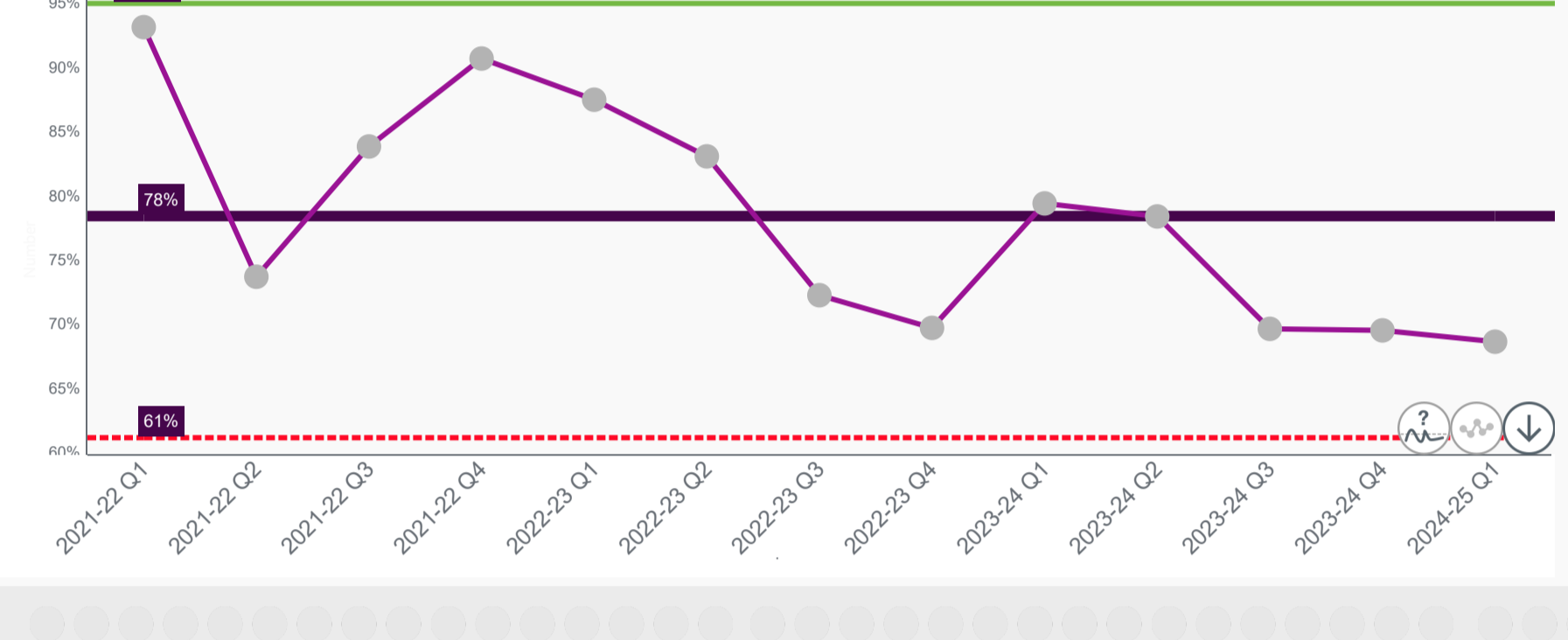


SUMMARY
This is a reduction in numbers based on recent quarters, although the number for an organisation of our size is still relatively low. Continual promotion of the GDPR/Information Security E Learning package which is completed in January/February has probably had some impact on this.

KPI 38 % FOI Responded within Timeframe 95%

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

OWNER: Head of Corporate Communications

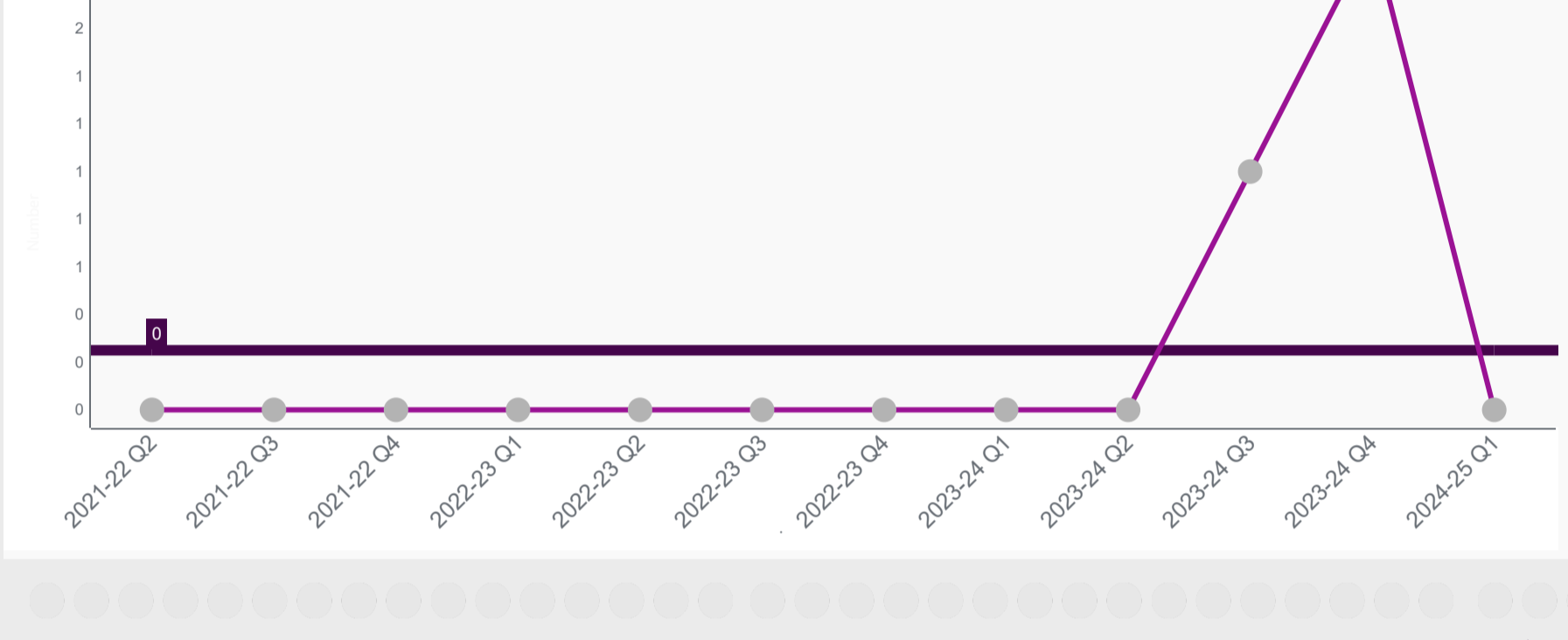


SUMMARY
Unable to meet statutory timescales due to staff being on long term sick and increase in number of requests. Paper being submitted to SLT to request support

KPI 39 Confirmed Frauds 0

PURPOSE: Unavailable

OWNER: Head of Finance & Procurement

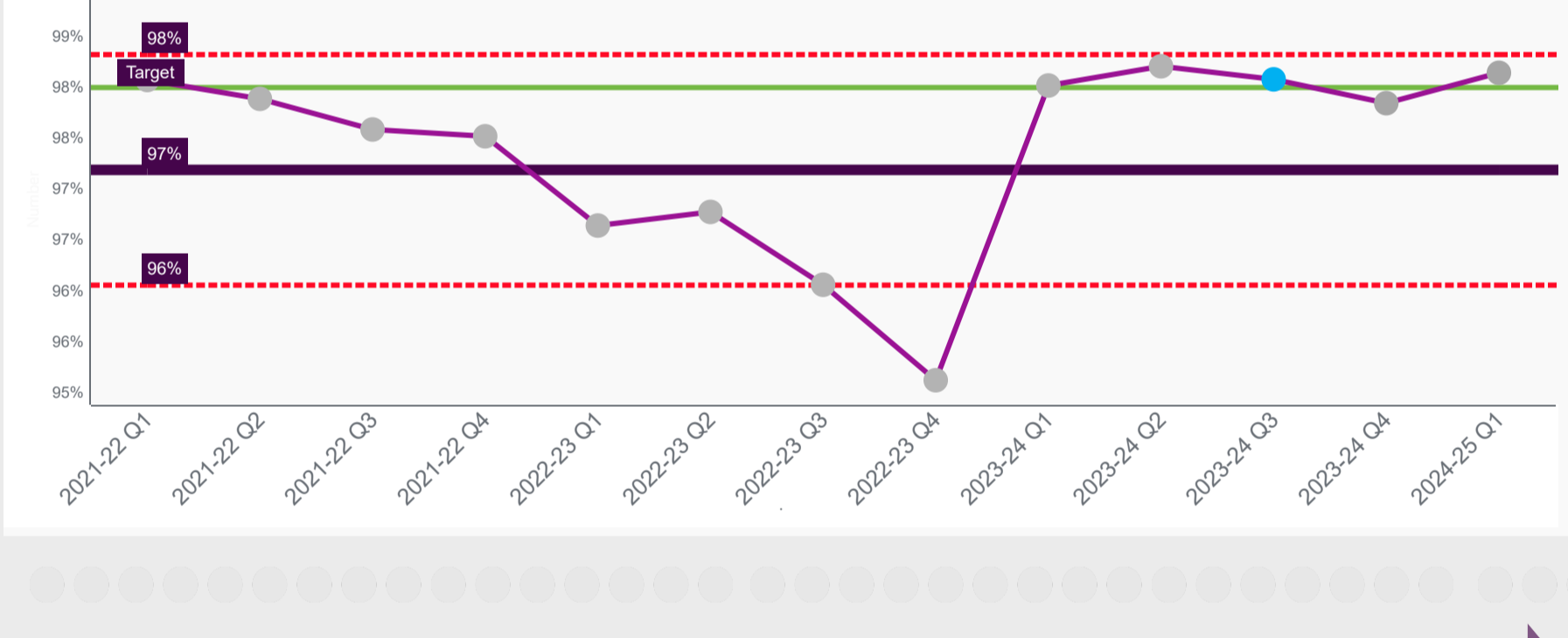


SUMMARY
The Service continues to undertake Fraud Risk Assessments as part of the Annual Governance process in order to minimise the potential for fraud events to occur. If areas of fraud are identified, processes are in place to report and investigate.

KPI 40 % Invoices Paid in 30 Days 98%

PURPOSE: Unavailable

OWNER: Head of Finance & Procurement

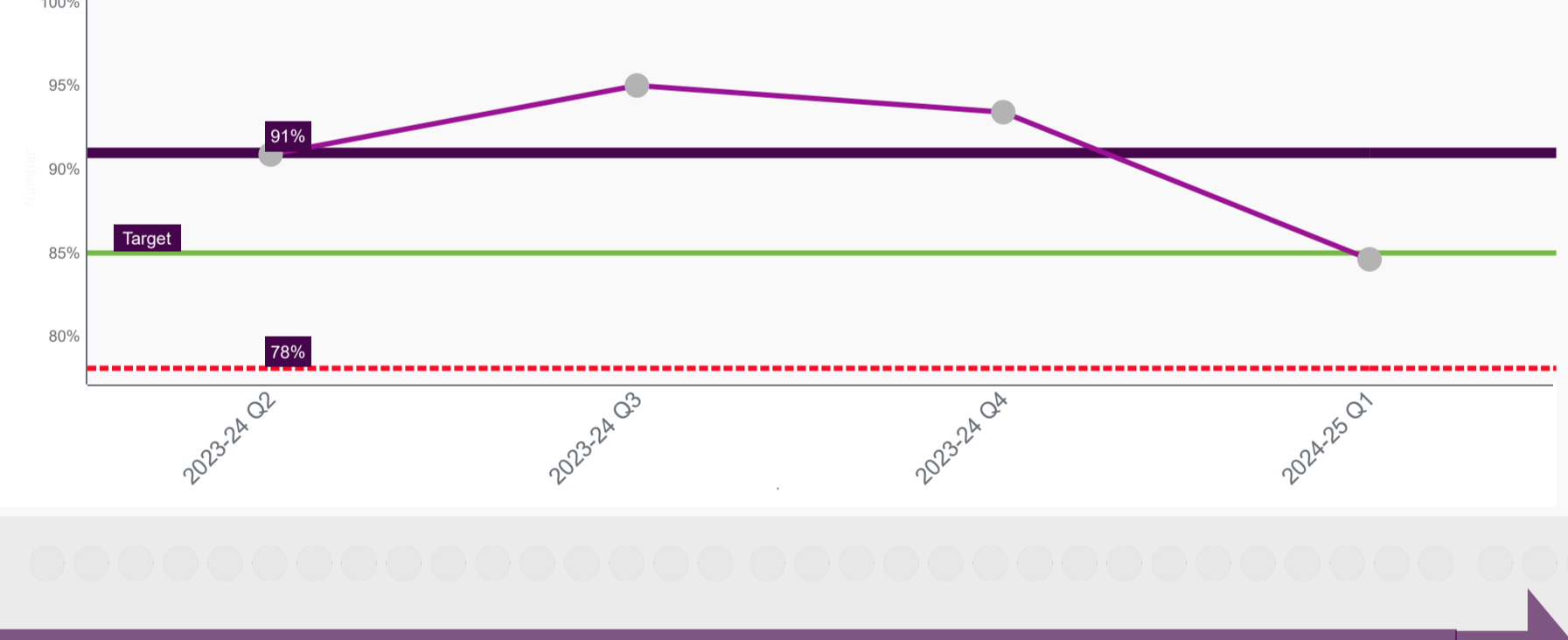


SUMMARY
The aim is to maintain this level by ensuring all invoices are processed in the financial system and budgetholders are reminded to authorise invoices as soon as possible.

KPI 41 % Service Desk Incidents within SLA 85%

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

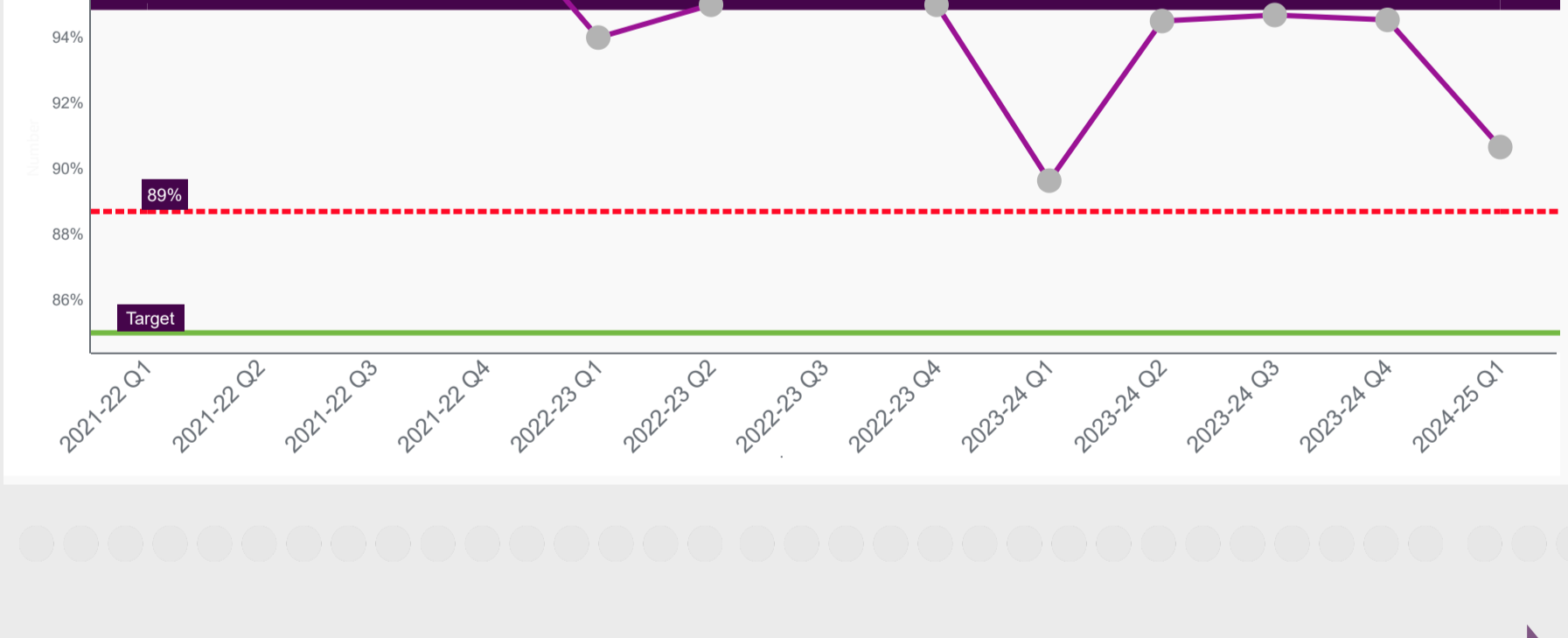


SUMMARY
There is work ongoing to improve self service capabilities when engaging with ICT Service Desk.

KPI 42 % Service Desk Requests within SLA 85%

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

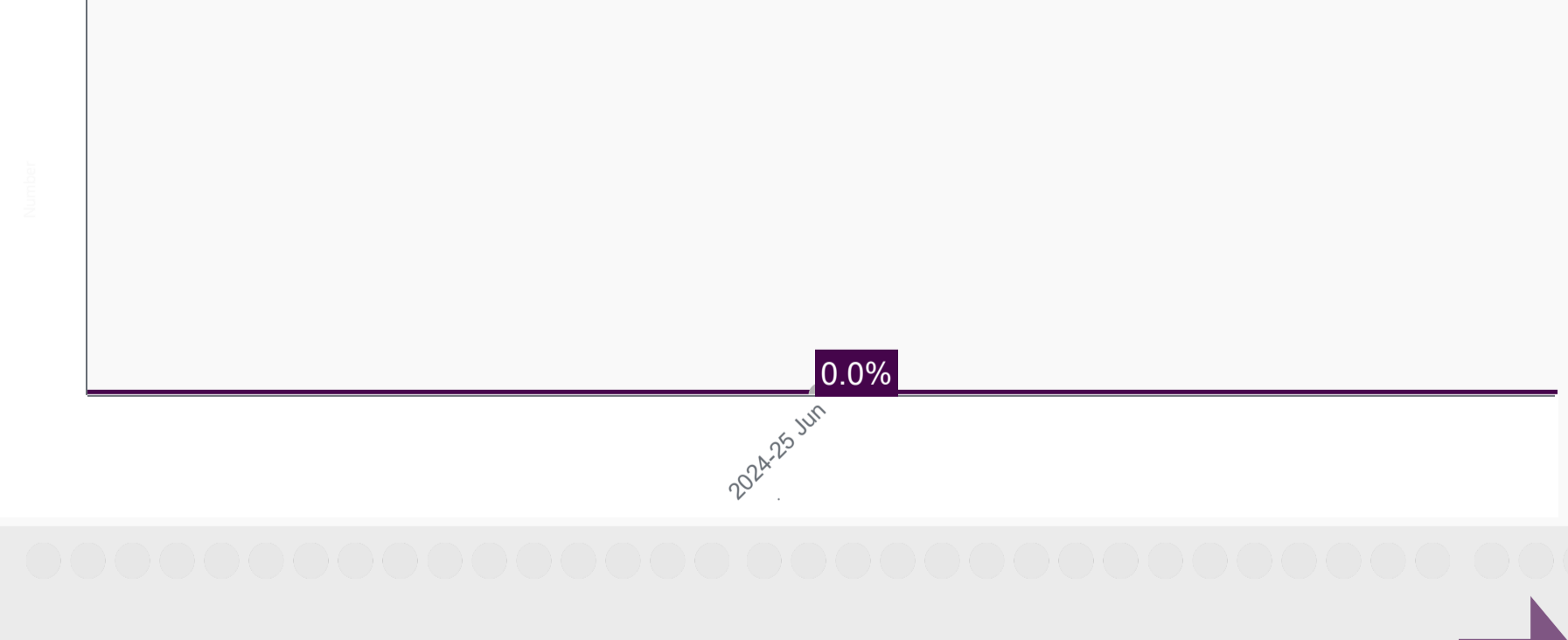


SUMMARY
There is work ongoing to improve self service capabilities when engaging with ICT Service Desk. In addition, ICT have a project on this years reporting period to develop and publish a formal service catalogue to make it easier for users to consume services.

KPI 43 Portfolio Delays Less than 10% slippage from baseline completion date

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

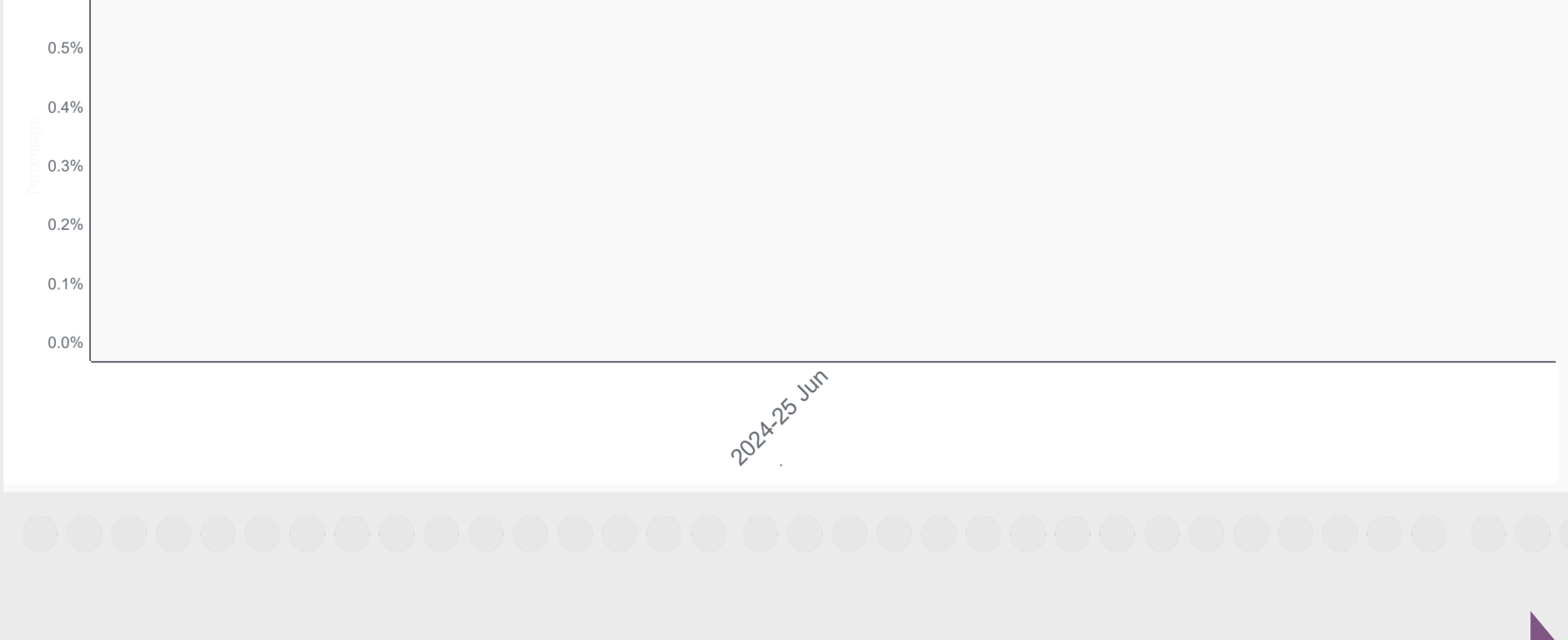


SUMMARY
These KPIs have been reset due to amendments in methodology. This is calculated using current approved business case duration. It should be noted that projects and programmes without a business case are not included in this calculation, as no comparison can be established.

KPI 44 Portfolio Overspend Less than 5% slippage from baseline cost

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

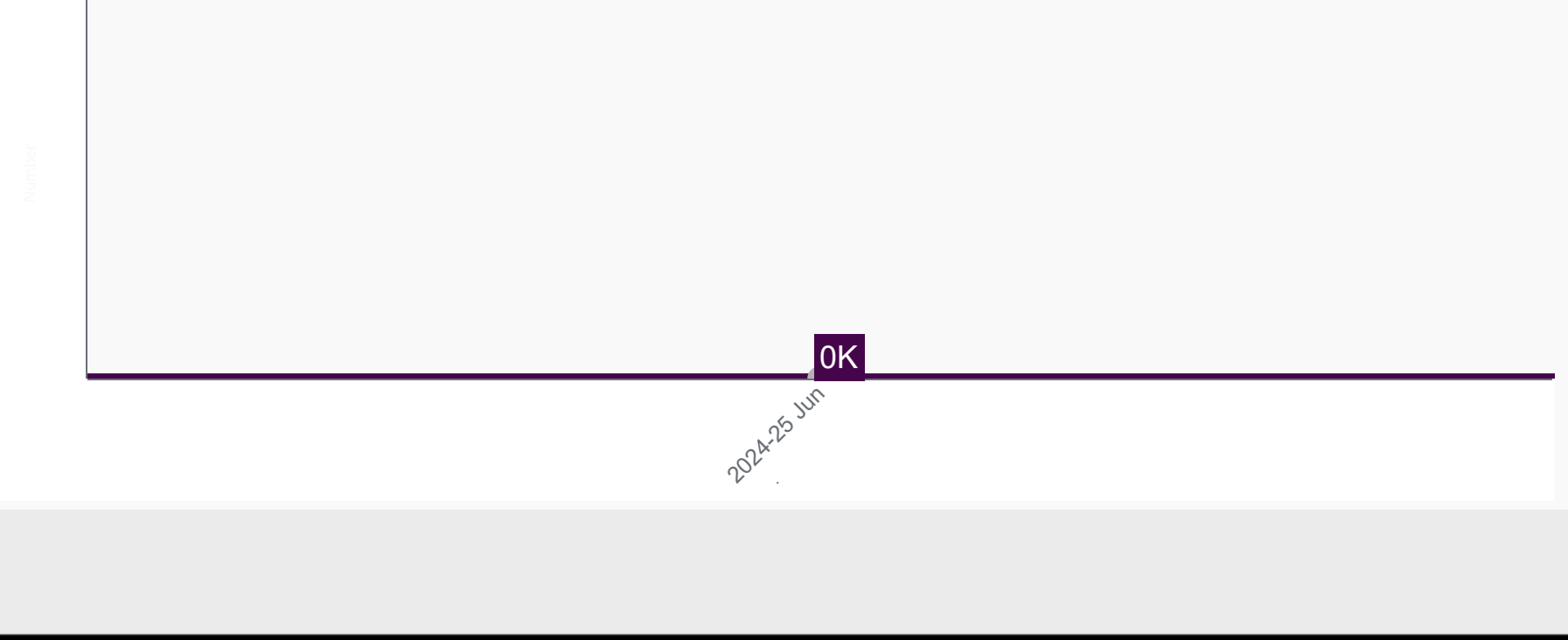


SUMMARY
These KPIs have been reset due to amendments in methodology. This is calculated using current approved business case costs. It should be noted that projects and programmes without a business case are not included in this calculation, as no comparison can be established.

KPI 45 Portfolio Cashable Benefits Increase between reporting period

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

OWNER: Head of Portfolio Office



SUMMARY
These KPIs have been reset due to amendments in methodology. Further work will be undertaken for the next reporting period to formally record/verify cashable benefits realised, including those from Appliance Withdrawal which are estimated at this stage.

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





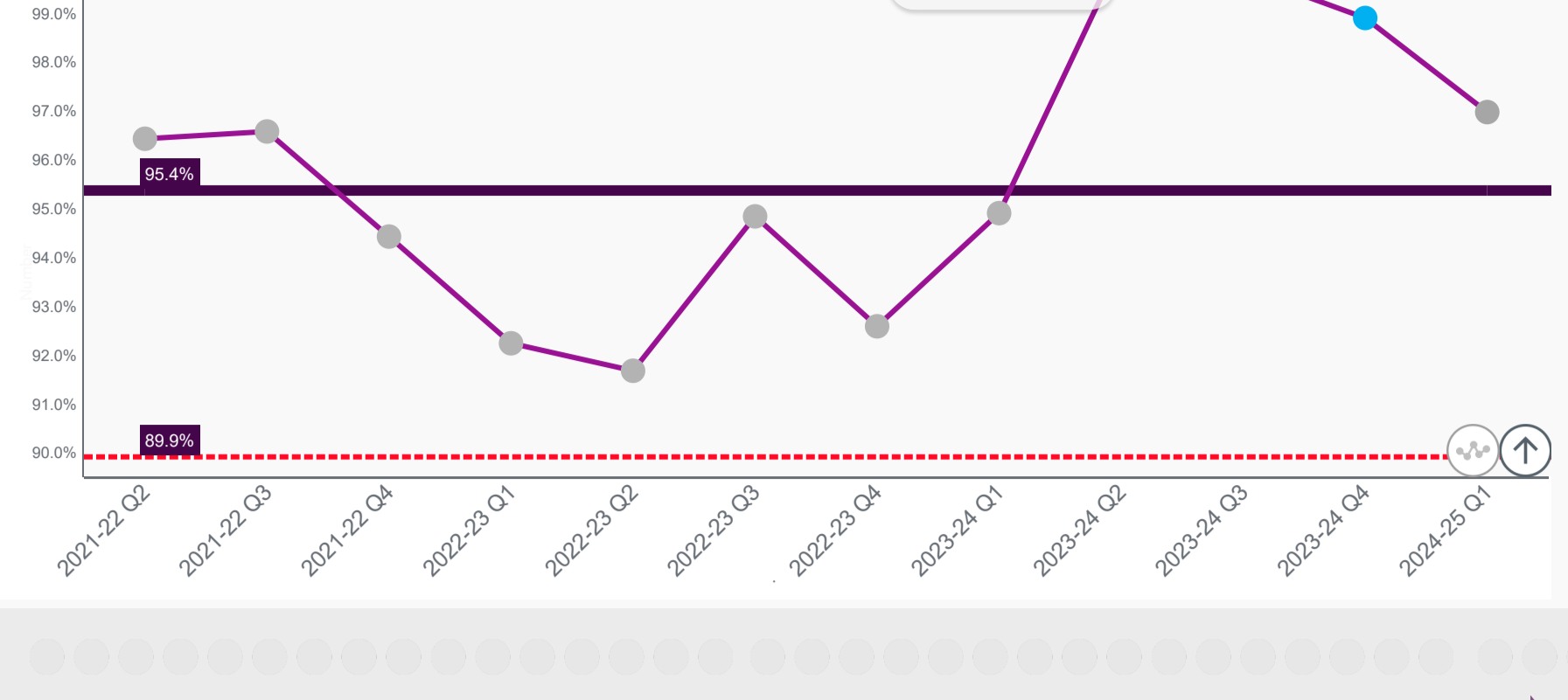
People

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

KPI 46 Resource Based Crewing FTE Track

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.

OWNER: Head of People

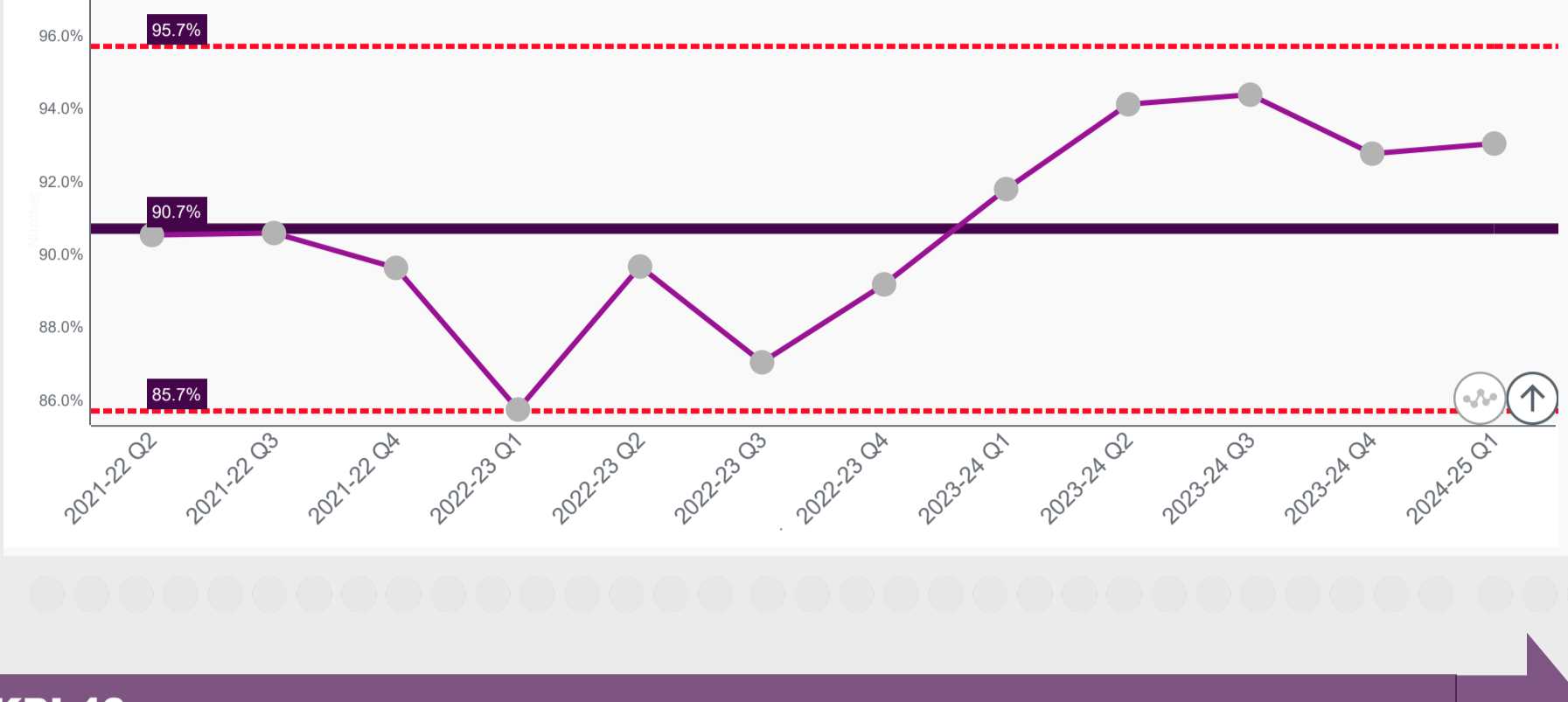


SUMMARY
RBC FTE v TOM has decreased significantly from previous Quarter. An increased intake for Aug from 48 to 72 was approved and an increased intake for Jan 25 has been requested.

KPI 46 Off Station FTE Track

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.

OWNER: Head of People

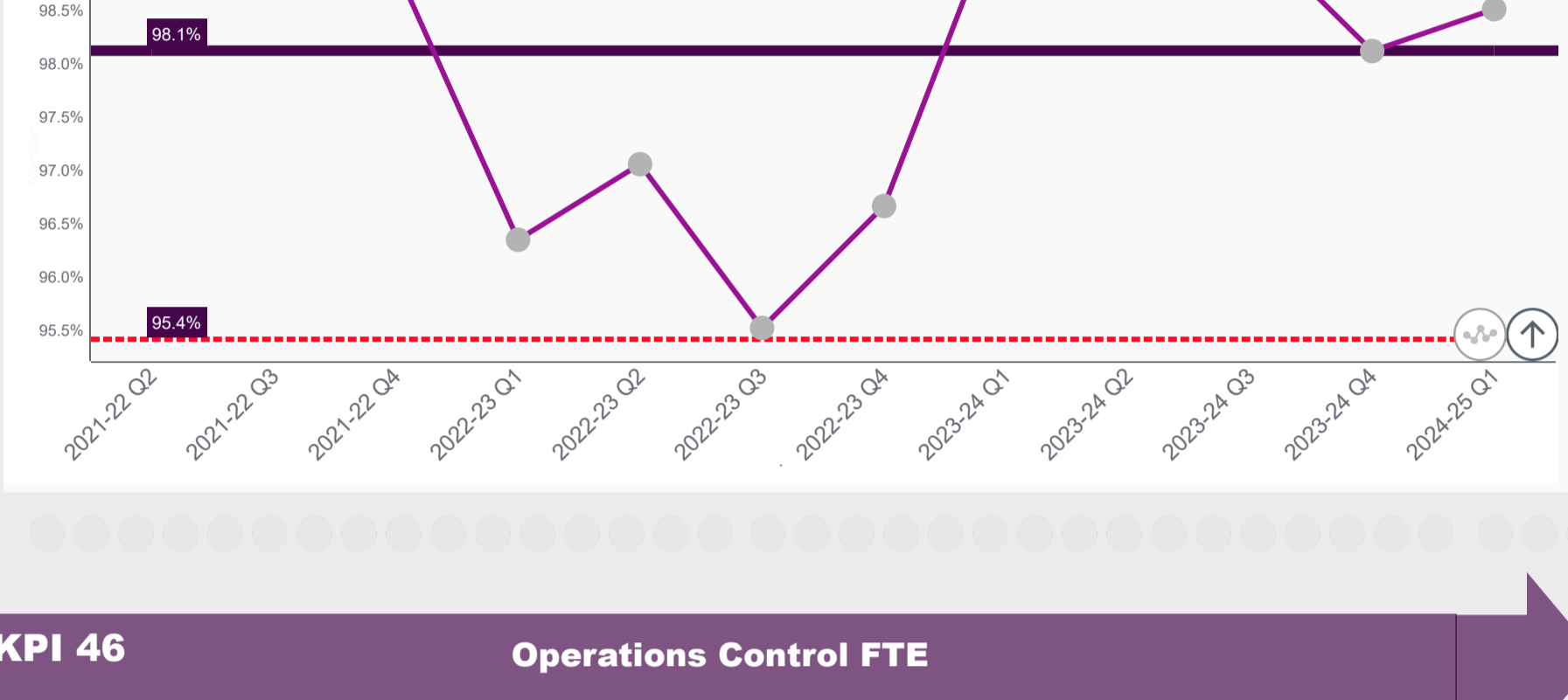


SUMMARY
Off Station FTE continues to show increased deficiency against TOM, mainly due to Leavers at WC level across Directorates and Functions. Work is ongoing to support the position.

KPI 46 Flexi Officer FTE Track

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.

OWNER: Head of People

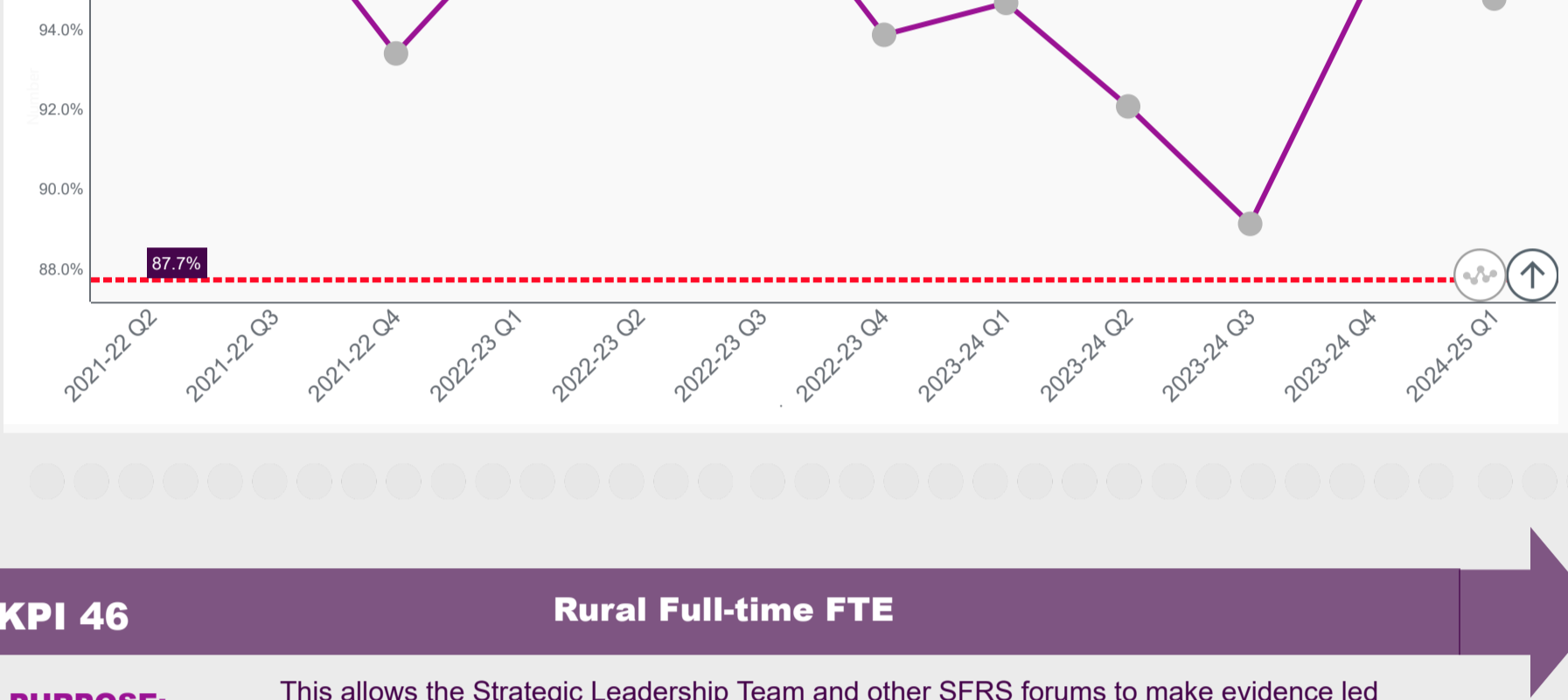


SUMMARY
Flexi Officer FTE continues to show an increasing deficiency against TOM due to numbers of leavers due to Pension Remedy and Retirement. Work is ongoing to improve the position.

KPI 46 Operations Control FTE Track

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.

OWNER: Head of People



SUMMARY
OC FTE v TOM has decreased slightly since previous Quarter - due to a slight increase in TOM, and slight reduction in FTE. Overall Headcount has remained the same though.

KPI 46 Rural Full-time FTE Track

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.

OWNER: Head of People

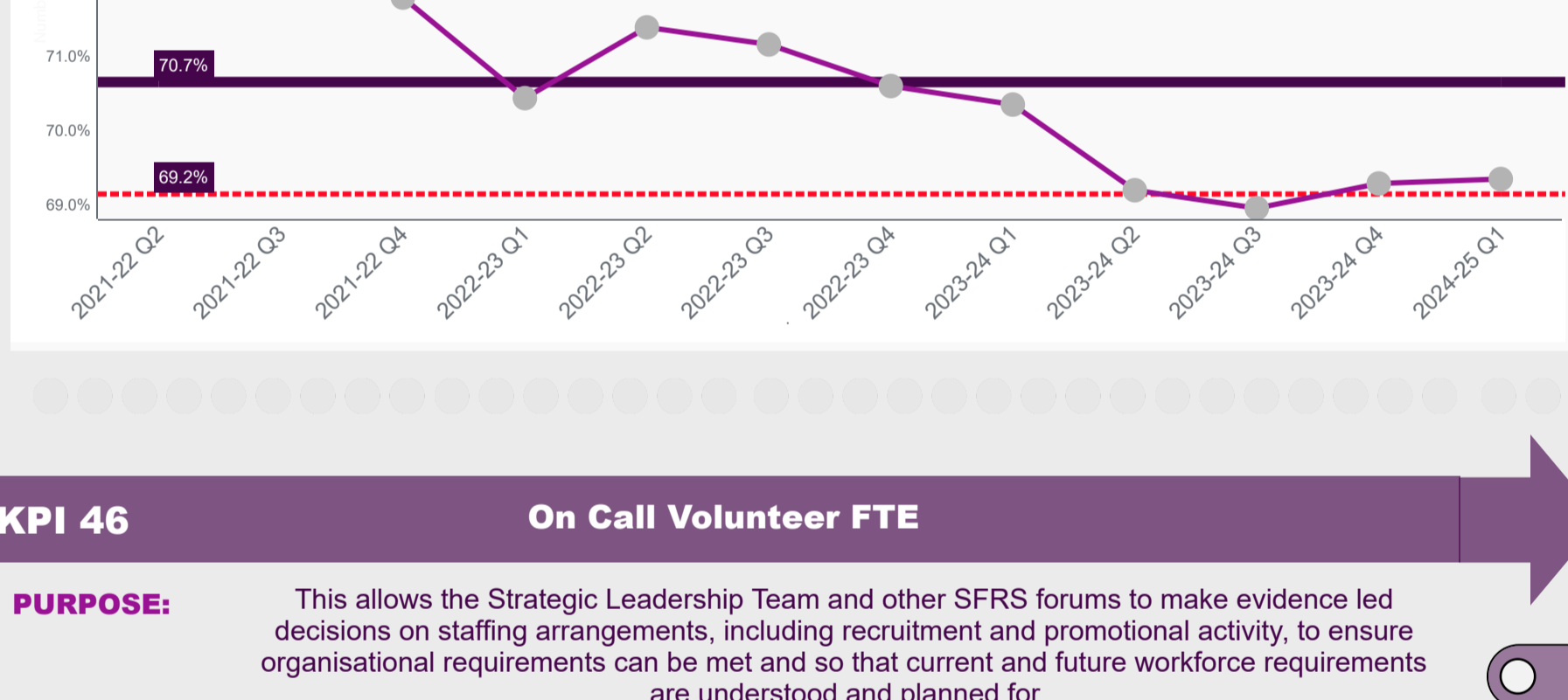


SUMMARY
Rural FT FTE is 100% staffed in terms of Headcount and just under 100% staffed in terms of FTE.

KPI 46 On Call Retained FTE Track

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.

OWNER: Head of People



SUMMARY
On Call Retained FTE continues to show an increased deficiency against TOM, mainly due to changes around recruitment and retention timeframes. Work is ongoing within OCSCG to improve the position.

KPI 46 On Call Volunteer FTE Track

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.

OWNER: Head of People

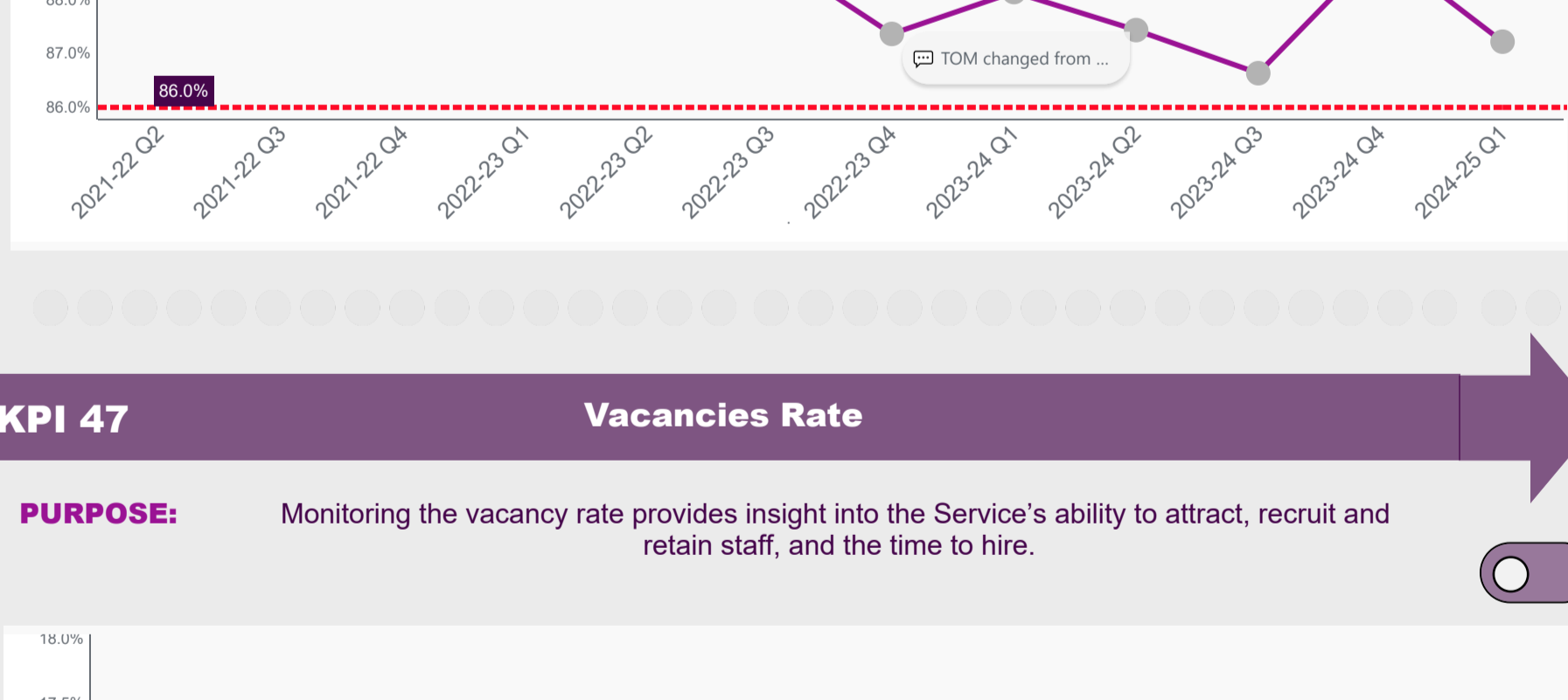


SUMMARY
On Call Volunteer FTE has slightly decreased from previous Quarter but over all gap between TOM and FTE has also decreased due to smaller TOM. Variation between TOM and FTE now slightly less than Q4 from previous year.

KPI 46 Support Staff FTE Track

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.

OWNER: Head of People



SUMMARY
SS Turnover has remained reasonably consistent from previous Quarter. Overall SS Vacancies has seen an increase as a result of increased recruitment requirements within the Portfolio Office. As a result - the overall SS TOM has increased also.

KPI 47 Vacancies Rate Track

PURPOSE: Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.

OWNER: Head of People

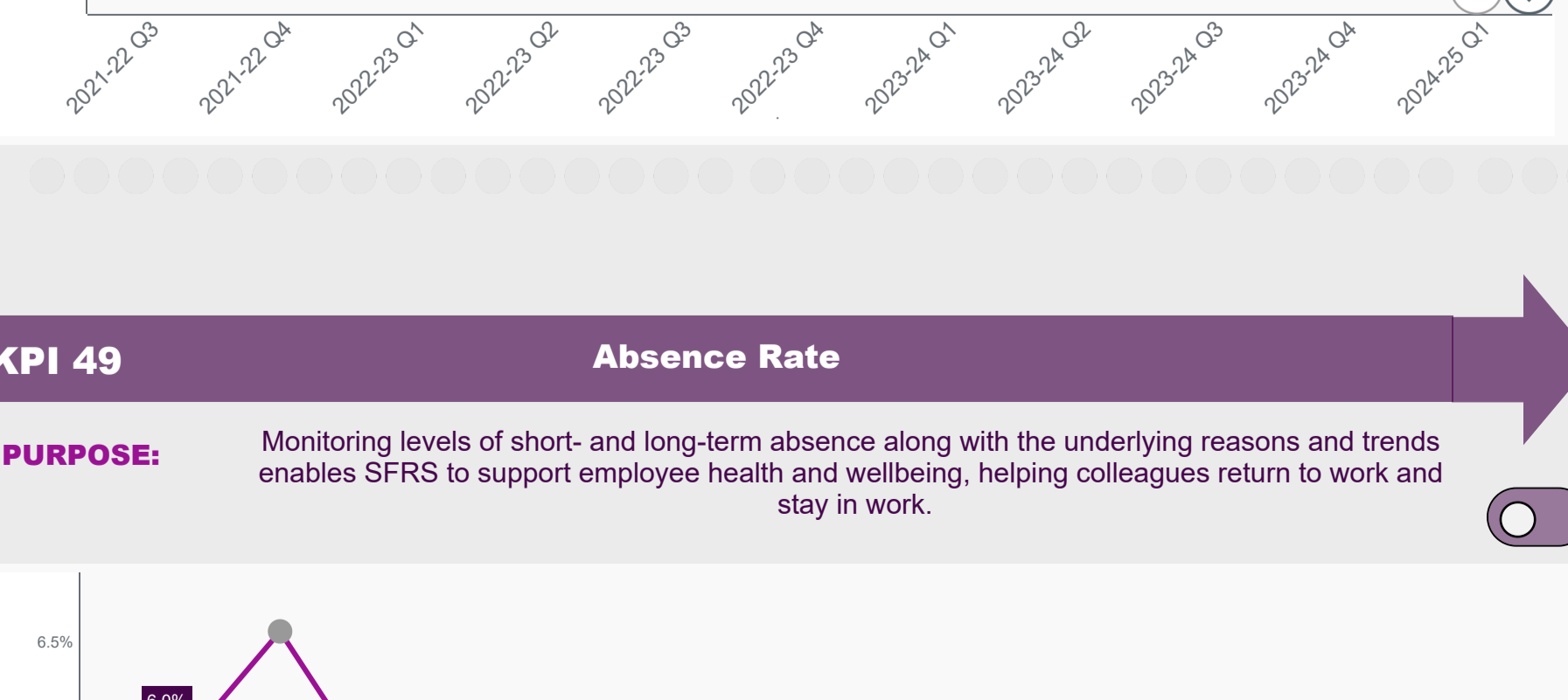


SUMMARY
Vacancies, overall, has seen a slight increase since previous Quarter but overall Percentage remains roughly the same. Biggest challenge remains Recruitment Landscape. Work is ongoing across all strands to improve Vacancy position.

KPI 48 Turnover Rate Track

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.

OWNER: Head of People

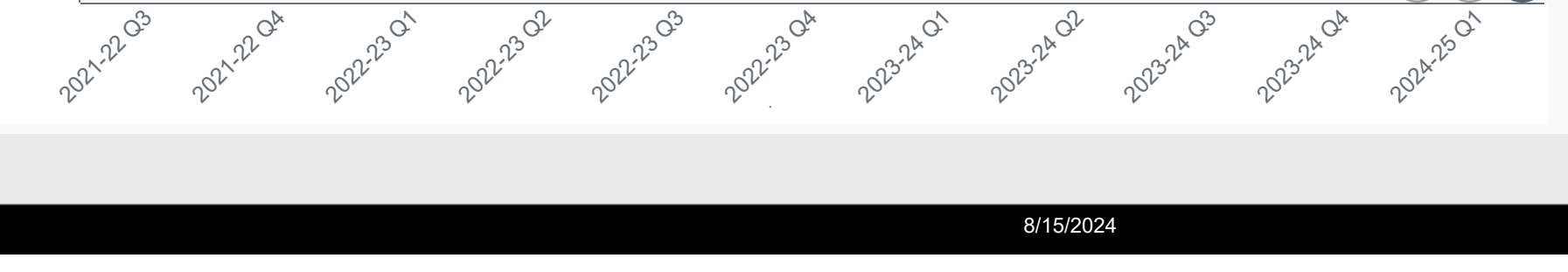


SUMMARY
Turnover Rate, overall, has seen a slight increase from previous Quarter; mainly due to a significant increase in FDS Turnover. All other Groups have remained reasonably consistent.

KPI 49 Absence Rate Reduce against previous year

PURPOSE: Monitoring levels of short- and long-term absence along with the underlying reasons and trends enables SFRS to support employee health and wellbeing, helping colleagues return to work and stay in work.

OWNER: Head of People



SUMMARY
All Duty Groups, less DD and SS, have seen a slight increase in their overall absence figures, with an overall increase of 0.15% in Absence from the last Quarter (Q4) of 2023/2024.

People



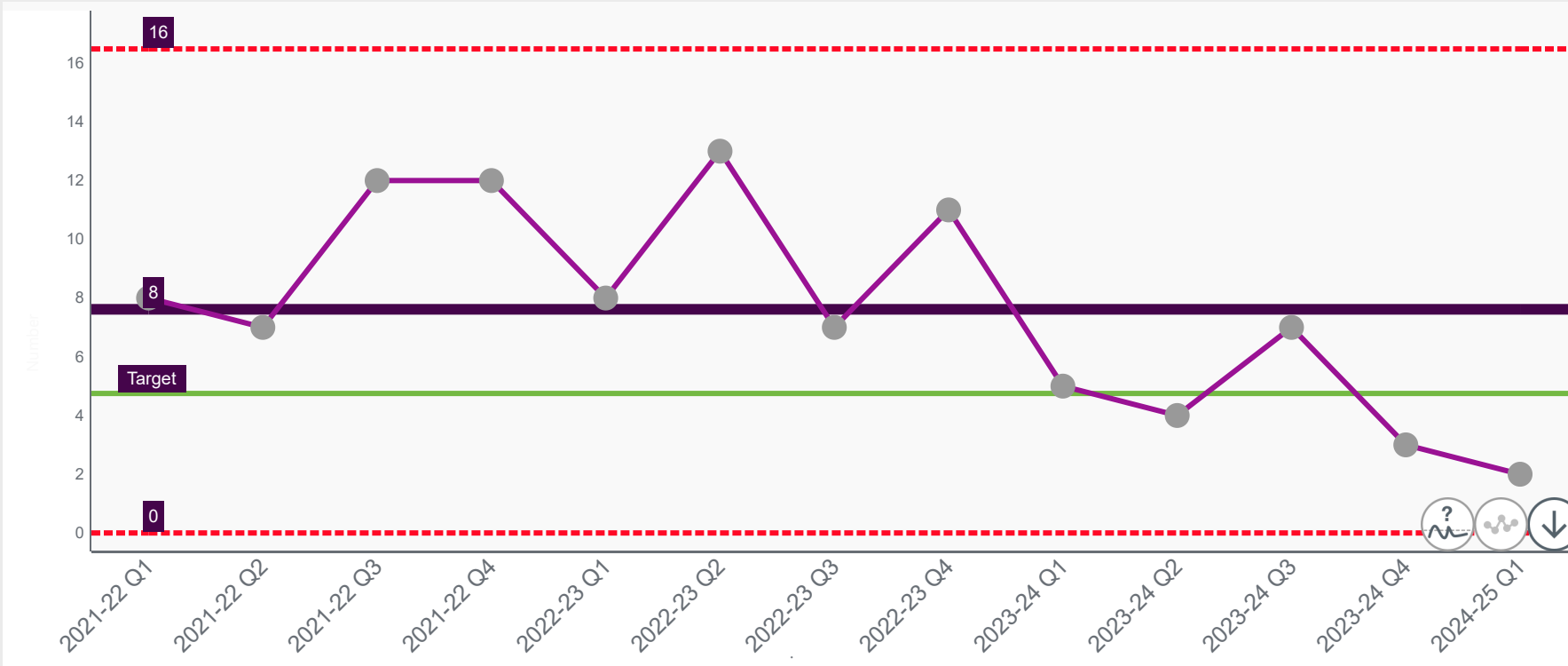
The experience of those who work for SFRS improves as we are the best employer we can be.

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

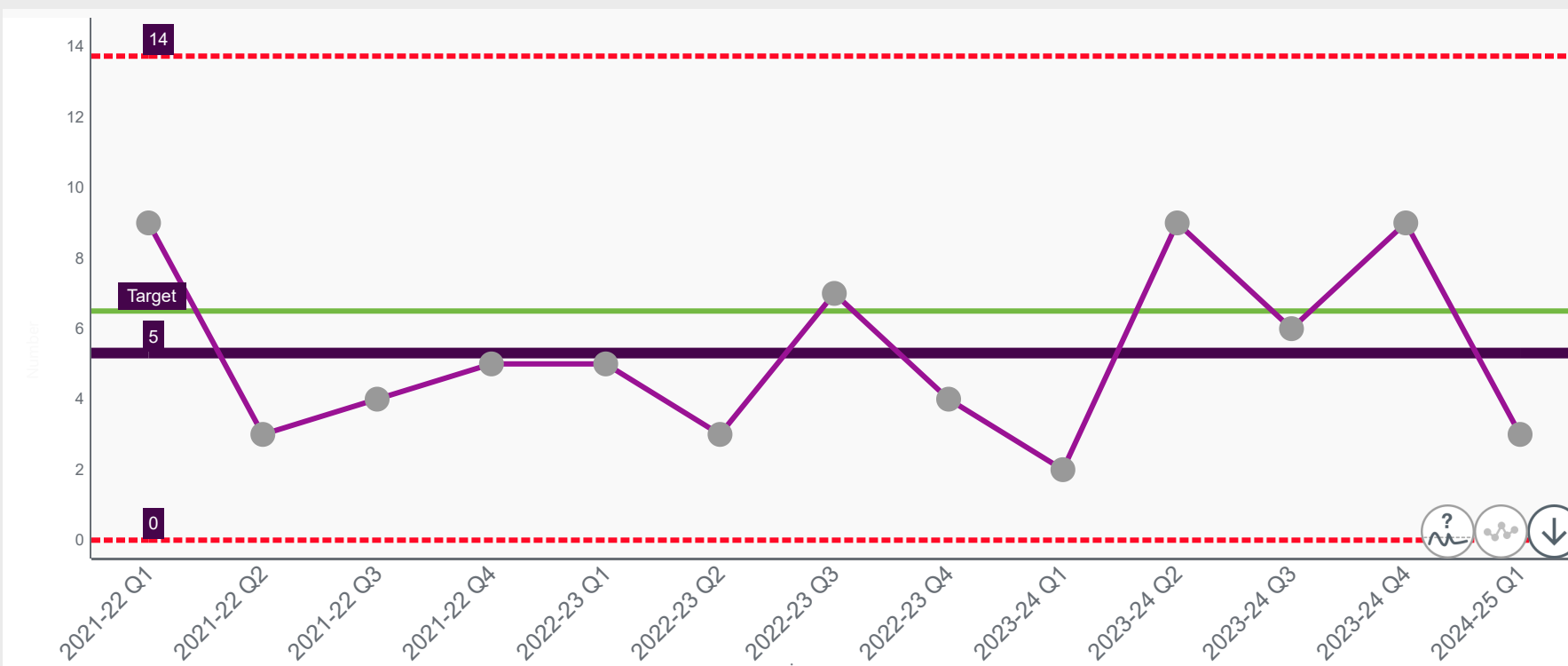
A positive decrease is noted. Directorates continue to work with partner organisations supporting the "Your Safety Matters" campaign, establishing local support. Staff are encouraged to report all AoV incidents.

KPI 51 Physical Attacks on Firefighters

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

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

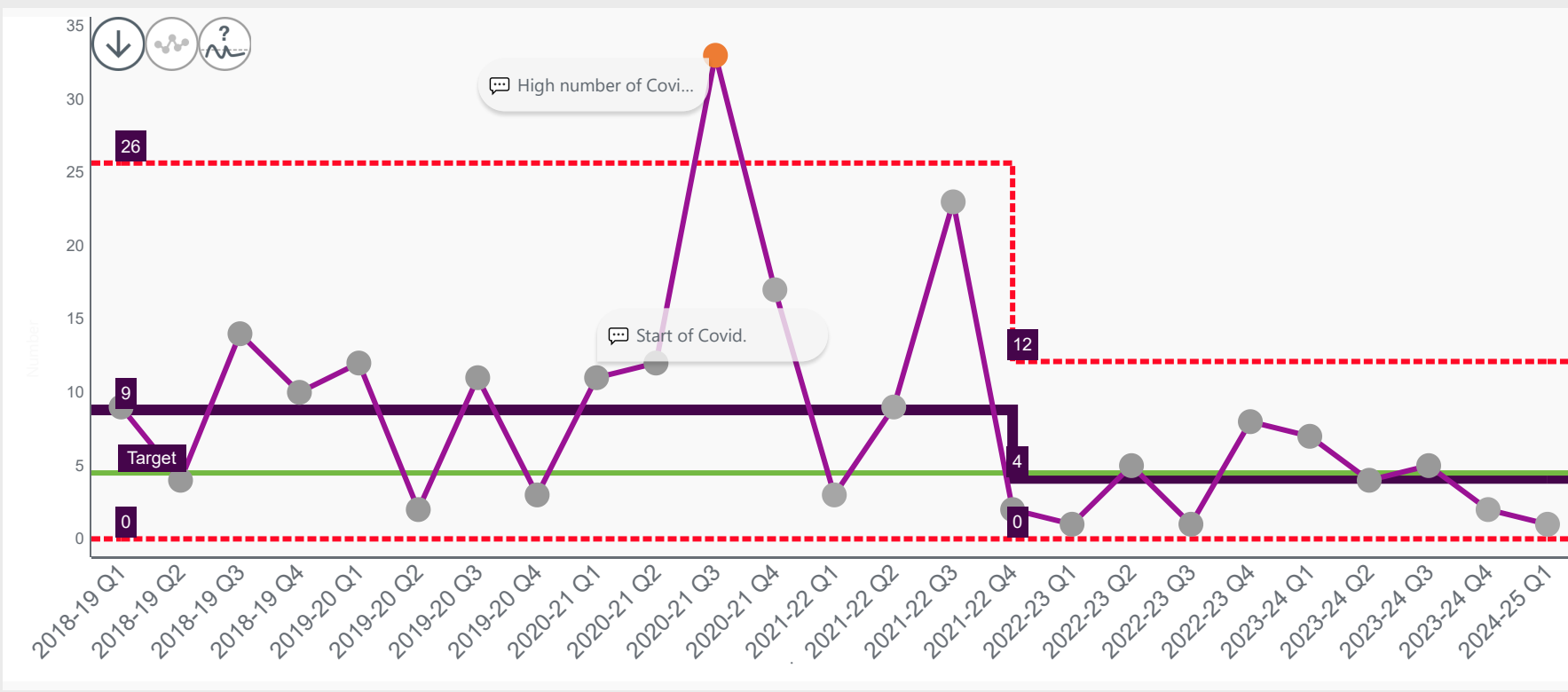
A significant decrease is noted. This can be attributed to the proactive measures Directorates carry out, such as feeding back to the Community Action Team and reactive measures such as event investigation outcomes and staff awareness on information and local risks.

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

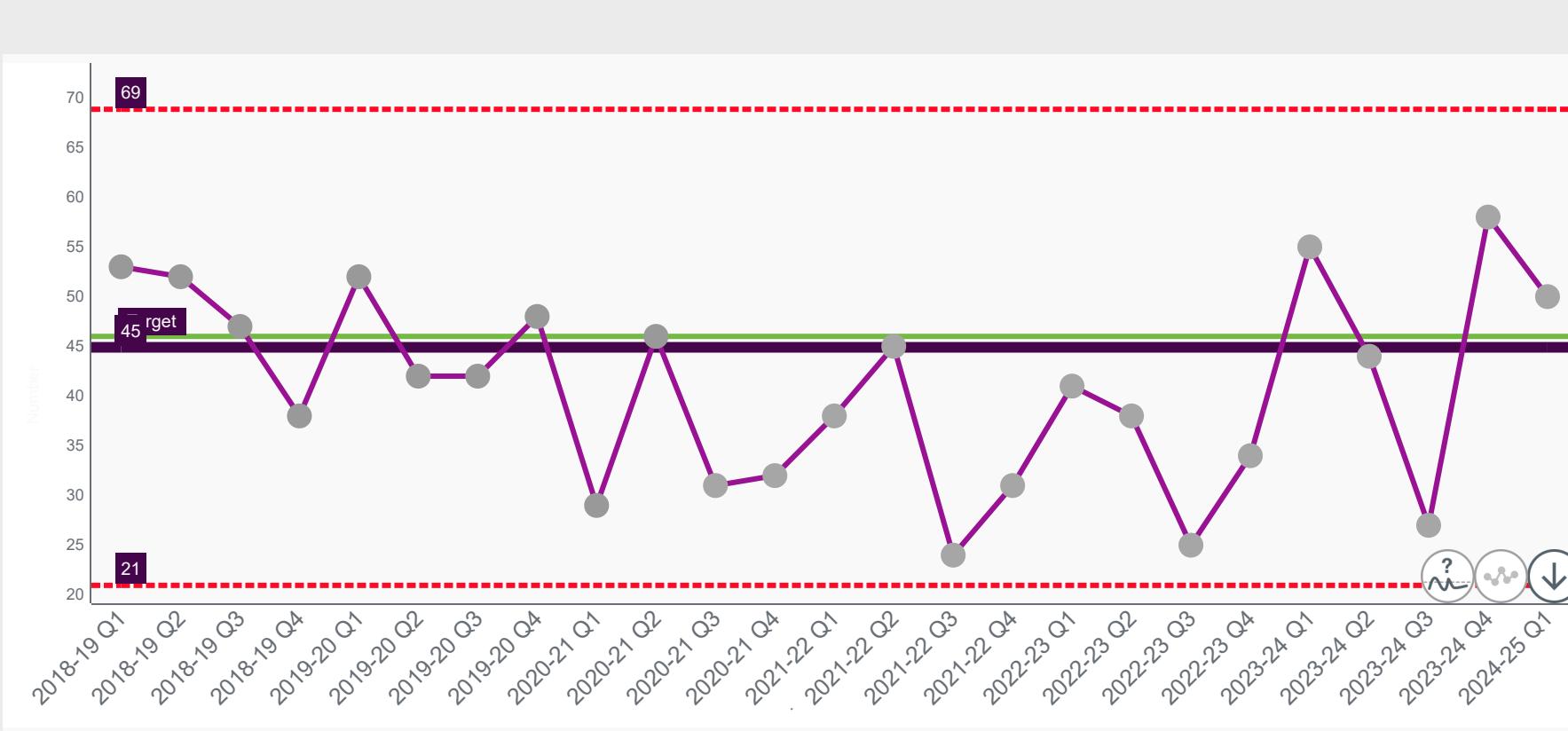
A further decrease is noted and the event relates to suspected exposure to Asbestos. Recommendations from the thematic audit continue to be progressed through the Organisational Learning Group (OLG).

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

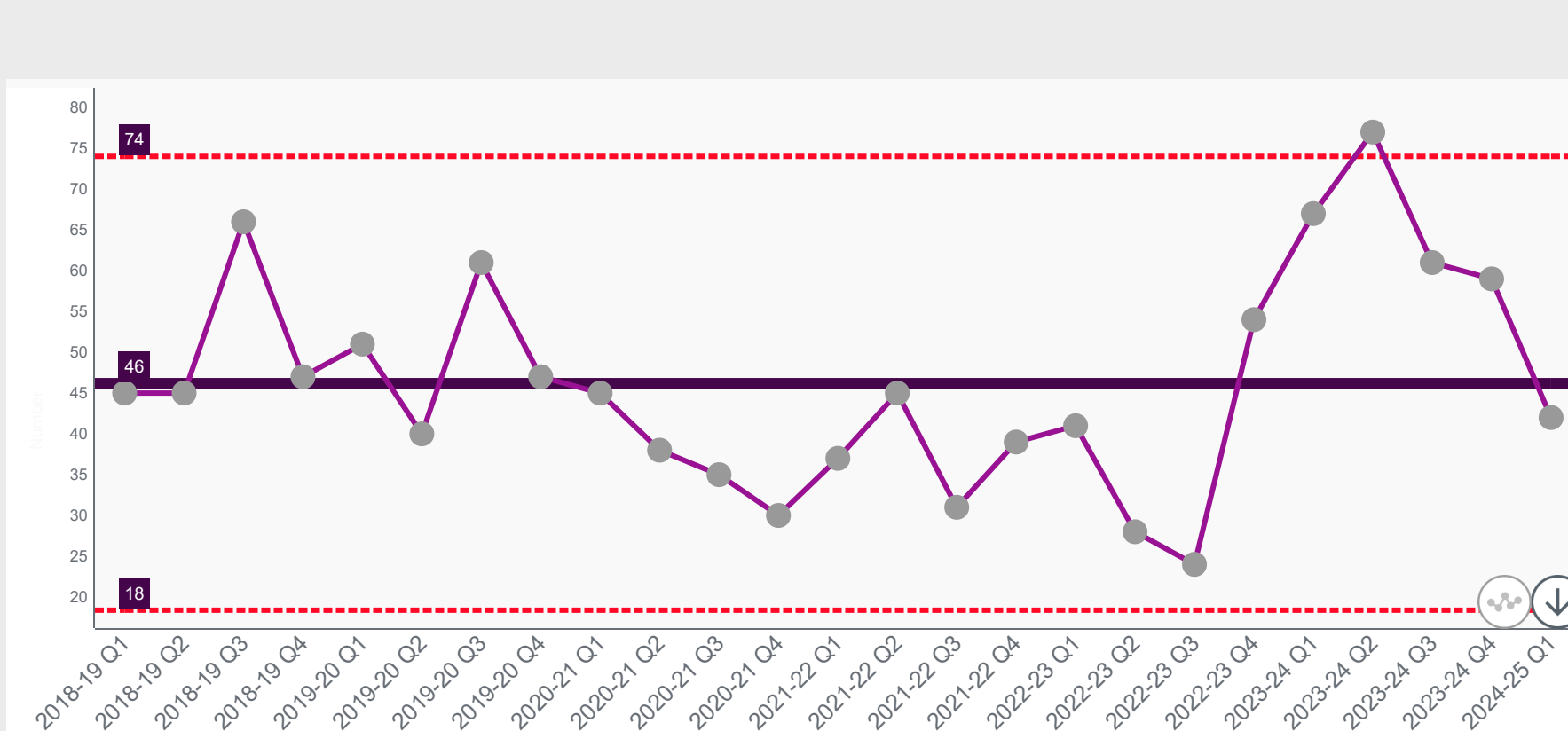
All events are investigated to reduce the likelihood of reoccurrence. Safety and Assurance Improvement Groups continue to monitor local trends and take action where required.

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

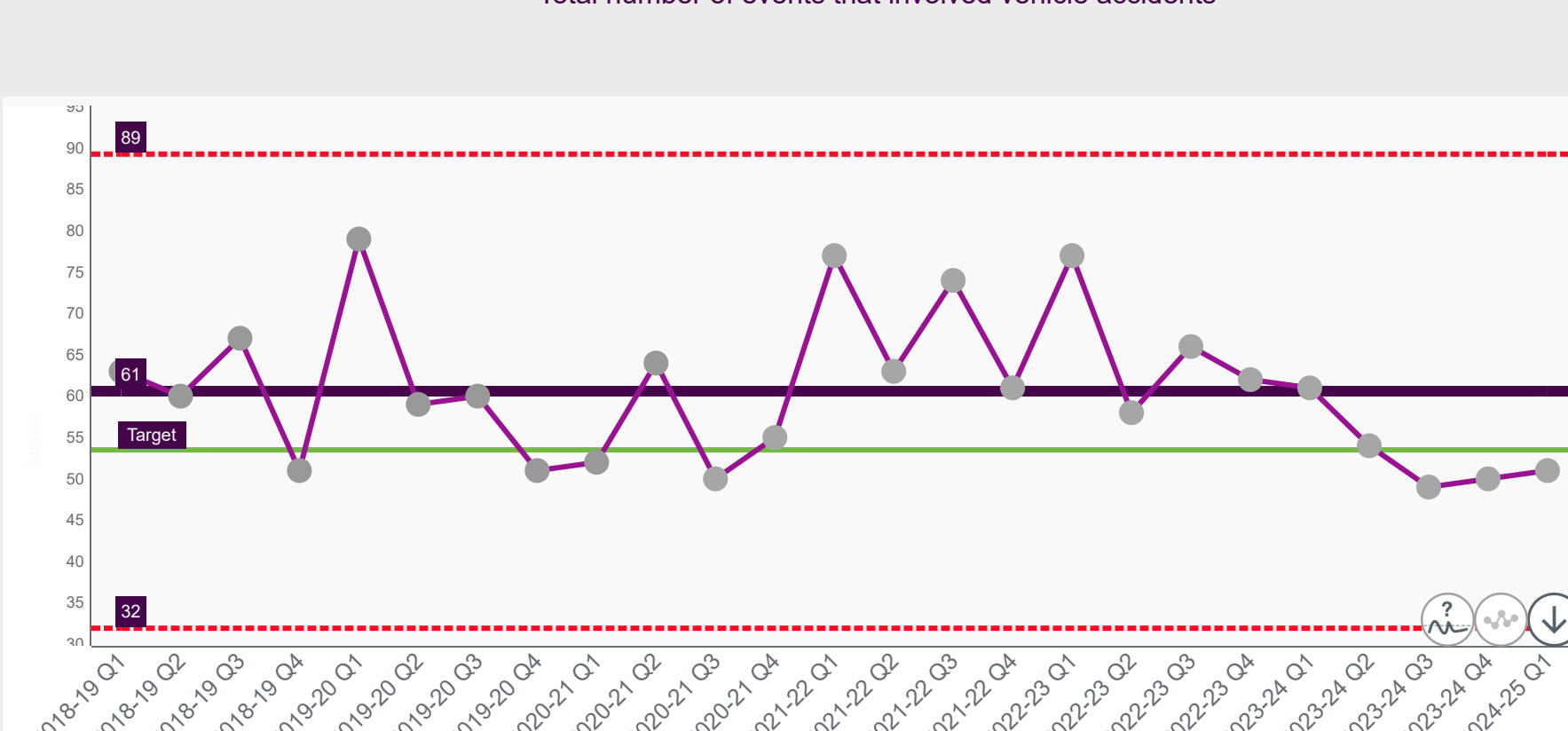
All Directorates should promote Near Miss (NM) reporting to reduce the risk of injury and to ensure safe working environments. The reduction of NMs should be discussed at local SA Improvement Groups for action.

KPI 55 Vehicle Accidents

PURPOSE: Total number of events that involved vehicle accidents

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

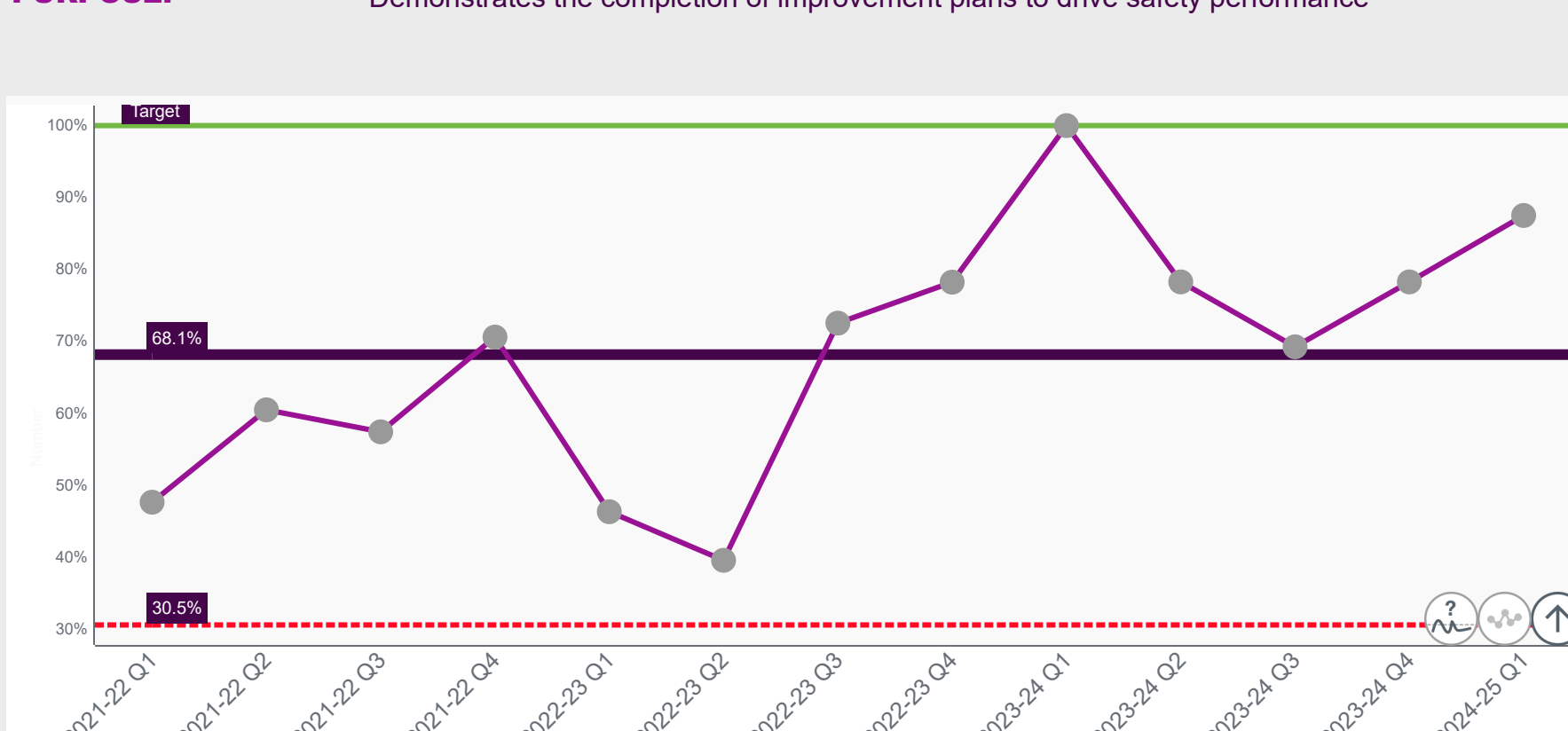
The Driver Safety Group monitors vehicle trends and take action where required, such as supporting the production of Vehicle Information Cards and providing enhanced information on Low-Speed Manoeuvres etc. Local areas continue to promote TfOC driving training modules.

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

2024/25 Improvement Plans were agreed and progress is monitored at SAIG meetings. HS improvement plans are supported by guidance provided by SA to support all functions achieve their actions. This demonstrates continual improvement within the service.

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 1, the third iteration of 'SFRS Working in Partnership' was completed, with the content of the publication being approved at Corporate Board and shared with the Graphics Team to produce the designed version.

Due for publication in September 2024 (following SFRS Board approval), 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. Some examples of recent submissions, which have also featured in the weekly brief, can be found below:

Tackling anti-social behaviour in Weymss Bay and Inverkip

Alongside our partners Police Scotland, Inverclyde Council, British Transport Police and ScotRail we established a partnership approach to tackling anti-social behaviour and deliberate fire setting in Weymss Bay and Inverkip. This was developed because of an identified trend in anti-social behaviour and deliberate fire setting during the Easter period and over the summer months, which was having a detrimental impact on the safety and wellbeing of the local community.

To address this ongoing issue partners met with Wemyss Bay and Inverkip Community Council, representatives of Ardgowan Estate, elected members from Inverclyde Council and the local Member of the Scottish Parliament (MSP) to agree how to tackle the issues. For us this included providing reassurance to the community, offering Home Fire Safety Visits to residents, committing to delivering talks to all high schools within the ward, and engaging weekly with the local MSP around incident activity statistics.

This multi-agency partnership approach to tackling anti-social behaviour and deliberate fire setting has proved to be effective resulting in a significant reduction in incidents of this nature and will be adopted across the East Renfrewshire, Renfrewshire and Inverclyde areas, if similar trends are identified in future.

Specialist Training for Animal Rescues

Staff at Stornoway Community Fire Station worked in collaboration with the British Horse Society Scotland (BHSS) and the University of Glasgow Weipers Centre on training aimed at handling incidents involving animals. Stornoway Community Fire Station is the first station in Scotland to undergo this specialist training.

The training equips firefighters with the necessary skills needed to handle incidents where animals become trapped, which is a frequent challenge across the Western Isles. Crews across the island participated including Scalpay and South Lochs.

The BHSS generously donated animal rescue-specific equipment. This equipment will be stored on the Stornoway appliance, ready for immediate deployment to any incidents involving animals in Lewis and Harris.

The specialist training not only improves our ability to respond to incidents involving large animals but enhances overall safety for everyone involved.

SFRS partnership with Anthony Nolan celebrates 100th donor

The partnership between blood cancer charity Anthony Nolan and us was founded by a former firefighter Ally Boyle in 2009. During the year, we have 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, we recruit 70 donors per event compared to the 37 Anthony Nolan average.

The partnership has reported a record number of sign-ups to the blood cancer charity's stem cell register. As well as an incredible 19,000 donors over the past decade recruited to the register, with 105 of those going on to donate stem cells, the partnership achieved an immense milestone. A volunteer On Call firefighter based at Kilmelford Community Fire Station was the 100th donor in our charity partnership with Anthony Nolan. None of which would be possible without the volunteers who have consistently shown their dedication to our lifesaving traditions.

Anthony Nolan recruits people aged 16-30 to the stem cell register as research has shown younger people are more likely to be chosen to donate. Find out more about the partnership and join at <https://www.anthonynolan.org/sfrs-and-anthony-nolan>

Internal Audit of Partnership Working

In June 2024, Azets published the findings of their internal audit review of partnership working within the Scottish Fire and Rescue Service.

The review identified three areas for improvement which, if addressed, would strengthen SFRS's control framework:

- SFRS should develop guidance to support the effective operational delivery of partnership arrangements. This should be tailored to support the proportionate deployment of resources dependent on the role of SFRS and the scale and complexity of the partnership.
- Appropriate planning of the use of resources in both a financial and non-financial manner should be captured.
- Appropriate monitoring arrangements should be implemented to enable the effective scrutiny of SFRS's role in the delivery of partnership activities. This should focus on the use of SFRS resources and the extent to which obligations are met.

An Action Plan to deliver the above recommendations has been developed and progress against it will be reported to the Audit Risk and Assurance Committee.

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

How to navigate your way around this report:

You can use the navigational buttons on the left-hand/top of each page to return to the home page, go to the next page, return to the previous page, go to the Help page, or go to the About page.

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Power BI reports and dashboards are very interactive; this means you'll be able to interrogate the data yourself to look into certain periods or areas.

- Look out for the hint buttons on pages, which tell you how you can interact with the dashboard:



- You can view the details of data that make up a visualisation by **hovering over a chart/visual** (e.g. a point on a map or bar/line on a chart).
- 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.

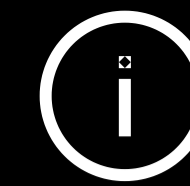
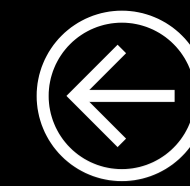
Interpreting statistics and trends:

For help with interpreting the statistics within this report, identifying potential trends, or to gain a deeper understanding of what the data means, please contact the Business Intelligence Team.

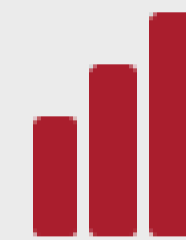
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SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/11-24

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	29 AUGUST 2024							
Report Title:	ANNUAL OPERATING PLAN PROGRESS REPORT - QUARTER 1							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service (SFRS) with a quarterly progress report on how we are performing against the Annual Operating Plan 2024/25.							
2	Background							
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an Annual Operating Plan each year to support the achievement of the SFRS Strategic Plan 2022-25.							
2.2	This report provides an update of progress made against the actions of the Annual Operating Plan in Quarter 1 of 2024/25.							
3	Main Report/Detail							
3.1	The quarterly progress report is attached as Appendix A . This provides details of progress made against our Strategic Outcomes between 1 April 2024 and 30 June 2024.							
3.2	There are 39 Actions contained within the Plan. At the end of Quarter 1 2024/25, the following progress has been reported: <ul style="list-style-type: none"> 1 action is complete and is blue. 29 actions have been noted as progressing as planned and are green. 9 actions have been noted as experiencing some slippage and are amber. 0 actions are noted as experiencing challenges or not progressed as planned and are red. 							
3.3	Detailed commentary on red and amber actions is contained within an Exception Summary Report table directly under each action.							
3.4	Section 3 provides commentary on the residual actions from previous Annual Operating Plans. There are six residual actions – two from the 2022/23 Annual Operating Plan and four from the 2023/24 Annual Operating Plan.							
3.5	Members of the Board are asked to scrutinise the following: <ul style="list-style-type: none"> the proposed closure of the action to 'Review SFRS Fire Safety Enforcement (FSE) arrangements' on page 13. 							

3.6	Future Reporting
3.6.1	We remain in a process of change and transition with this report. Our Corporate Measures and Risk information is now displayed using Power BI reporting and we expect that the Annual Operating Plan will also transition to this platform from Quarter 3 of the 2024/25 Annual Operating Plan.
4	Recommendation
4.1	The SFRS Board is invited to: <ul style="list-style-type: none"> • scrutinise the quarterly report as detailed in Appendix A • scrutinise the recommended closures on page 13 • agree its release for publication
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no strategic risk implications arising from this progress update.
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 Strategic Leadership Team (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 2024/25 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 2024/2 contains actions which supports SFRS commitment to health and safety.
5.6	Health & Wellbeing
5.6.1	The Annual Operating Plan 2024/25 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 1 (1 April 2024 – 30 June 2024).
5.9	Performance
5.9.1	Progress against the Annual Operating Plan is reported to the Corporate 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 5.11.1	Legal Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.	
5.12 5.12.1	Information Governance The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.	
5.13 5.13.1	Equalities An Equality and Human Rights Impact Assessment (EIA) does not require to be carried out for this planning document.	
5.14 5.14.1	Service Delivery The content of this progress report does not impact upon Service Delivery.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan 2024/25 Q1 Progress Report to members of the SFRS Board and asked that they scrutinise content and approve its release for publication on the iHub and 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 1 (2024/25)	
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>Strategic Leadership Team</i>	<i>21 August 2024</i>	<i>For recommendation</i>
<i>Corporate Board</i>	<i>26 August 2024</i>	<i>For recommendation</i>
<i>SFRS Board</i>	<i>29 August 2024</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 PROGRESS REPORT

Quarter 1 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

This report shows how we are performing against our Annual Operating Plan Actions which form part of the [SFRS Three Year Delivery Plan](#).

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.

- **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.
- **Blue** indicates an activity is complete.

This section also provides a commentary against any Annual Operating Plan 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 or blue and complete, no further information has been provided.

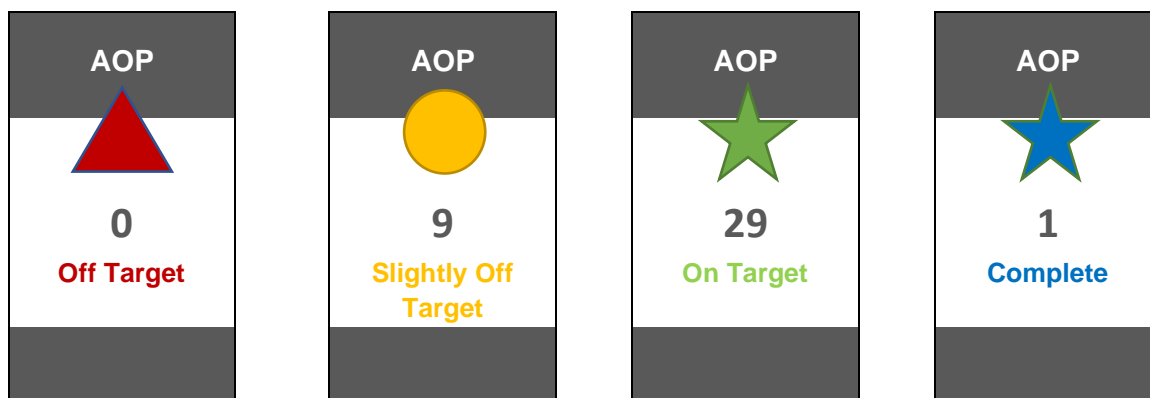
Further details of the actions are contained in the Annual Operating Plan 2024/25 section of the [‘SFRS Three Year Delivery Plan’](#).

Section 3 – Residual Annual Operating Plan Action

This section provides commentary against any actions that have been 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.

Section 1: Executive Summary

Annual Operating Plan 2024/25 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
Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness.	Prevention, Protection and Preparedness	01/04/2024	31/03/2025	30%	★
Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills.	Prevention, Protection and Preparedness	01/06/2024	31/03/2025	5%	★
Implementation of Prevention, Protection and Preparedness development pathway.	Prevention, Protection and Preparedness	01/12/2024	31/05/2026	0%	★

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
Develop a future model for specialist operational response capabilities that align with the National Fire Resilience programme.	Operational Delivery	01/04/2024	31/03/2025	40%	★
Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment.	Finance & Contractual Services / Operational Delivery	01/04/2024	30/07/2025	55%	★

Implementation of the Strategic Service Review Programme: Service Delivery Review.	Operational Delivery	01/06/2024	30/11/2024	75%	★
Delivery of the On Call Improvement Programme outcomes.	Operational Delivery	01/04/2024	31/12/2024	55%	★
Continue implementation of the Digital Fireground Radio Project.	Finance & Contractual Services / Operational Delivery	01/04/2024	31/03/2025	70%	★
Procure New Mobilising System and commence implementation plan following configuration and testing.	Prevention, Protection & Preparedness/ Operations Delivery	01/04/2024	TBC	15%	●

Exception reporting for the New Mobilising System:

Following failure of the initial open procurement to result in any bid submissions, suppliers were engaged with for their views. A gap analysis was carried out based upon the feedback and the New Mobilising System User Intelligence Group agreed amendments to the Invitation to Tender (ITT). An alternative procurement route via the Yorkshire Purchasing Organisation (YPO) Dynamic Purchasing System (DPS) was subsequently approved by Scottish Fire and Rescue Service (SFRS) Board. Extensive market engagement was carried out with suppliers, including individual sessions to ensure the ITT and procurement route were suitable. The revised ITT was published on 12 June 2024 with a closure date of 16 July 2024.

Strategic Outcome 3: Innovation and Modernisation**We value and demonstrate innovation across all areas of our work.**

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop Business Case for funding for community resilience hubs.	Finance & Contractual Services	01/04/2024	30/06/2024	100%	★
Progress Emergency Services Mobile Communications Programme (ESMCP): SFRS In-Vehicle Systems Project.	Finance & Contractual Services	01/04/2024	30/09/2026	45%	●

Exception reporting for the Emergency Services Mobile Communications Programme:

Discussions with 3TC regarding the implementation timeline for the rollout of the MODAS software continue. This is a high priority workstream and the initial timeline proposed by 3TC was not acceptable to SFRS (6/7 month implementation). SFRS are now engaging with 3TC senior executives with the aim of reducing this implementation timescale and having the software implemented by the end of the calendar year.

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
Commence work to enhance the capabilities of Building Managements Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity.	Finance & Contractual Services.	01/04/2024	31/03/25	25%	★

Strategic Outcome 5: Effective Governance and Performance

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



Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Deliver the pilot Community Resilience Hub at Portree.	Finance & Contractual Services	01/04/2024	31/03/25	30%	★
Develop the SFRS Training Assets Framework, linked to our Training Vision & Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	31/03/25	50%	★
Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery of these corporate services.	Finance & Contractual Services	01/04/2024	31/03/25	45%	★
Development of the SFRS Strategic Plan 2025-28.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/25	50%	★
Continue delivery of the Rostering Project.	Operational Delivery	01/04/2024	31/07/2025	85%	★
Delivery of the Strategic Service Review Programme: Corporate Services Review.	People, Strategic Planning, Performance & Communications, & Corporate Services	01/04/2024	31/03/25	20%	★

Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/25	10%	★
Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton).	Finance & Contractual Services	01/04/2024	31/03/25	15%	●
Exception reporting for review corporate office requirements:					
<p>The scope of the work has been agreed and funding has been secured from Scottish Futures Trust to appoint consultants to assist with this process. The Occupational Health move from the Hamilton offices is scheduled to take place later this year (2024). Thereafter, it will be marketed for sale. The Scottish Ambulance Service no longer have the funds to move into the Inverness Asset Resource Centre (ARC). Alternative solutions for the vacant part of the ARC are now being investigated and milestone 2: <i>'To finalise scope for Scottish Ambulance Service to move into the vacant space with the ARC'</i> of this action will need to be revised when an alternative option is identified.</p>					
Continue delivery of the People, Payroll, Finance and Training Project.	People	31/05/2024	31/12/2024	25%	●
Exception reporting for People, Payroll, Finance and Training Project:					
<p>Workshops with Scottish Government to explore the potential to onboard onto their Shared Service Programme have been completed. The assessment report has been received and reviewed with internal stakeholders. The recommendation in principle is to move to a more detailed Discovery Phase subject to confirmation of costs and approval through SFRS governance routes. The update to the Outline Business Case, due for completion in September 2024, has not yet begun as confirmation of next stage costs is required.</p>					

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
Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	30/09/2024	80%	★
Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28.	Training, Safety & Assurance	01/04/2024	30/09/2024	80%	★
Align SFRS Health and Safety Management System to ISO 45001 and seek approval for external accreditation.	Training, Safety & Assurance	01/04/2024	31/03/2025	15%	★
Lead on contaminants management including horizon scanning, research reviews (UK and International) and support the development and implementation of procedures.	Training, Safety & Assurance	01/04/2024	31/03/2025	30%	★
Develop and publish SFRS Safety and Assurance Vision and Strategy.	Training, Safety & Assurance	01/04/2024	30/09/2024	40%	★
Progress standardisation of T&Cs for remaining employee groups.	People	01/07/2024	31/03/2025	30%	★
Conduct a review of the current Employee Benefits provisions and consider options to further enhance them.	People	01/04/2024	30/09/2024	95%	★

Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA).	People	01/04/2024	31/03/2025	45%	★
Enhance approach to delivery and management of SVQs and Modern Apprenticeships.	People	01/04/2024	31/12/2024	10%	★
SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.	People	01/04/2024	31/03/2025	45%	★
Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR).	People	01/04/2024	31/03/2025	30%	★
Develop the Service Asset Management Plan: Training.	Finance & Contractual Services	01/04/2024	31/01/2025	20%	●
<p>Exception reporting for Service Asset Management Plan:</p> <p>Work on the Service Asset Management Plan for Training has been paused due to the increased work required for the Outline Business Case for the Community Resilience Hubs. New Heads of Service for Asset Management and Training have also been appointed since this work was first initiated, this has caused further delay. The governance route for this project has now been revised to conclude in December 2024 rather than August 2024.</p>					
Develop the SFRS Wellbeing Framework.	People	01/07/2024	31/03/2025	0%	●
<p>Exception reporting for SFRS Wellbeing Framework:</p> <p>No progress in this quarter due to other emerging wellbeing priorities. It is expected that work will commence in Quarter 2.</p>					

Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice.	People	01/04/2024	31/03/2025	0%	
<p>Exception reporting for Health Surveillance:</p> <p>The three-year routine assessment plan has been paused during this quarter as consideration of an alternative method of delivery is underway. It is expected that work on the milestones, the first of which is due for completion in September 24, will commence during Quarter 2.</p>					
Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation.	People	TBC	TBC	0%	
<p>Exception reporting for drug/alcohol screening:</p> <p>Early discussions have been held between the People Directorate and Fleet Services to obtain a wider understanding of potential implications of new legislation and timescales. It is anticipated that more information will be available in Quarter 2.</p>					

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
Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.	Strategic Planning Performance & Communications	01/04/2024	31/03/2025	40%	★
Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.	Strategic Planning Performance & Communications	01/06/2024	31/03/2025	30%	★
Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.	Strategic Planning Performance & Communications	01/04/2024	31/12/2024	35%	●

Exception reporting Engagement and Consultation Plan:

The pre-consultation phase has been implemented, following a successful media launch, with more than 80 community engagement events delivered across the country. More than 5,000 responses have been received to the online survey. This feedback will now be used to inform the options development and appraisal process. Due to a delay in launching the pre-consultation, preparation work for the options development has been limited at this point, however, work is now underway. Venues have been booked, participants are being sourced, and materials are being prepared. Hurdle criteria for the first phase of analysis have been agreed.

Section 3: Residual AOP Actions from 2022/23 & 2023/24

AOP Year	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2022/23	Delivery of the Document Conversion Project.	Operational Delivery	31/03/23	31/08/2024 To 31/04/2025	▲	<p>Operations are now progressing with the delivery of this project following the completion of the new iHub redesign.</p> <p>At the time of writing, training on the platform has been arranged for the end of July 2024, which will enable documents to be hosted. This, along with the progression of a launch strategy and associated interdependencies, will facilitate platform delivery by September 2024.</p> <p>The individual development of package content remains on track for the revised go-live dates or respective operational workplan dates. However, implementation will not be achievable until the provision of training on the delivery platform.</p> <p>This action is 75% complete and is on track for full completion by the April 2025 due date.</p>

2023/24	Review SFRS Fire Safety Enforcement (FSE) arrangements.	Prevention, Protection and Preparedness	31/03/24	30/09/2024	★	<p>There has been no forward movement within the National Fire Chiefs Council (NFCC) around the evidence-based review of risk based inspection programmes. SFRS have undertaken a review of the Local Enforcement Delivery Plan process and continue to engage with Local Senior Officer Areas on their completion and to provide support. To undertake a full review of risk based methodologies in Scotland will require extensive resourcing as a project and it is anticipated that this could not be resourced within the Prevention, Protection and Preparedness Directorate for some time due to ongoing workstreams.</p> <p>It is proposed that the overall action be considered as complete and closed. It will be progressed as Business as Usual upon conclusion of NFCC work and in line with the development pathway creation.</p>
2023/24	Review the SFRS Safety Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Training, Safety and Assurance	31/03/2024	31/08/2024	▲	<p>A Safety Training Framework is currently being drafted and will be complete in August 2024. Thereafter, it will be brought through Governance for approval.</p> <p>This action is 20% complete. It is anticipated that it will be completed in Quarter 2.</p>

2023/24	Modernise our property estate including improvements on dignified facilities and contaminant control.	Finance and Contractual Services	31/03/2024	TBC	▲	<p>There are two outstanding milestones for this action. The first is '<i>Progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing</i>'. Dalkeith site investigations have been instructed to inform design and due diligence with regards purchase negotiations. Liberton design team have recently been appointed and have initiated development of design brief and progress of design whilst a decision on inclusion of Fire Skills accommodation is awaited. Portree has been adopted as an opportunity to develop a hub to support smaller surrounding rural stations in a Hub and Satellite model and a contractor has been engaged to develop the design and engage partners. Negotiations have commenced with the landowner on the possible purchase of a suitable site within the town.</p> <p>The second milestone to '<i>Undertake and complete dignified facilities and contaminant control upgrade works at Salen Community Fire Station</i>' is on hold. Salen options including remediation and new build development has been costed and indicates that the most cost efficient option is new build. This being the case the project has been permanently paused until completion of SSRP and assessment of the station within Hub and Satellite model or Community Resilient Hub Business Case.</p> <p>This action remains 70% complete. A new due date will be confirmed in the next reporting period.</p>
2023/24	Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Finance and Contractual Services	31/03/2024	30/06/2024 To 31/12/2024	▲	<p>Risk appetite statements have been developed and a report recommending an implementation plan will be provided to the Strategic Leadership Team in July 2024 for approval. Once SLT approval is sought, the paper will be submitted to the SFRS Board in September 2024, followed by the Audit and Risk Assurance Committee in October. It is not yet clear whether the paper will then need to go back to the SFRS Board in December 2024.</p> <p>The action is 90% complete and a revised due date of December 2024 has been proposed to allow the implementation of the risk appetite statements.</p>

2023/24	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	31/03/2024	31/12/2024	▲	<p>The Safety and Assurance Culture Strategy has been drafted and has been submitted to Line Management for review.</p> <p>This action is 90% complete and is expected to be completed by the revised due date of December 2024.</p>
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SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/11-24

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	29 AUGUST 2024							
Report Title:	RESOURCE BUDGET MONITORING JULY 2024							
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 July 2024.							
2	Background							
2.1	The Scottish Government initially allocated funding to SFRS for 2024/25 of £393.3million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £317.3million and £43million respectively, and £33million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	In addition, the Scottish Government has recognised the following budget adjustments that are required and has advised that the Justice portfolio intends to realign budget during the Autumn Budget Revision process (ABR): <ul style="list-style-type: none"> a funding error in respect of IFRS16, requiring an additional £0.3million budget allocation. the transfer of costs and budget in respect of Firelink back to the Scottish Government. This will result in a budget reduction of £3.325million, with associated costs being charged directly to the Scottish Government. 							
2.3	The ABR changes will therefore result in a revised Resource budget of £314.285million 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 – Consolidated Financial Position.							
3.2	The report details the current underspend against budget of £0.128million. The forecast year-end position at this stage shows an underspend of £1.398million .							
3.3	The forecast highlights that the significant employee cost variances relate to underspends for Wholetime of £1.078million and Support £0.055million. There is a respective overspend forecast for On Call of £0.209million.							
3.4	On non-employee costs the significant forecast variances are attributable to an overspend in Property costs £0.608million and underspends relating to Supplies & Services and Transport costs of £0.702million and £0.371million respectively.							

3.5	Appendix A highlights several areas of risk to the reported financial position, most significantly in relation to overtime to maintain operational availability especially in light of the increased levels of forecast retirements.
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	The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.
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 5.13.1	Equalities EHRIA completed No. An EIA was completed for the Resource Budget 2023/2024. This was presented to the Board on 31 March. This report monitors performance against that budget and does not in itself warrant an EIA.	
5.14 5.14.1	Service Delivery 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 July 2024. The July resource monitoring report shows a current underspend against budget of £0.128million, with a forecast year-end underspend of £1.398million.	
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:	Lynne McGeough, 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	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>21 August 2024</i>	<i>For Scrutiny/Decision</i>
<i>SFRS Board</i>	<i>29 August 2024</i>	<i>For Scrutiny</i>

Appendix A
Consolidated Financial Position
July 2024

SFRS Resource Monitoring Report – July 2024

The report below covers the period 1st April 2024 – 31st July 2024. It highlights a year-to-date underspend of £0.128 million (0.1% of the year-to-date budget) with a forecast underspend of £1.398 million (0.4% of the full year budget).

Original Budget	SG Budget Revisions	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)
251,489	-	(764)	250,725	Employee Costs	82,498	82,161	337	0.4%	249,807	918	0.4%
242,775	-	(874)	241,901	<i>Salary and Related Costs (including overtime)</i>	79,610	79,546	64	0.1%	240,978	923	0.4%
167,617	-	(527)	167,090	<i>Wholetime</i>	55,047	55,174	(127)	-0.2%	166,012	1,078	0.6%
8,092	-	20	8,112	<i>Control</i>	2,649	2,631	18	0.7%	8,113	(1)	0.0%
28,021	-	-	28,021	<i>On-Call</i>	9,040	8,759	281	3.1%	28,230	(209)	-0.7%
39,045	-	(367)	38,678	<i>Support</i>	12,874	12,982	(108)	-0.8%	38,623	55	0.1%
8,714	-	110	8,824	<i>Other Employee Costs</i>	2,888	2,615	273	9.5%	8,829	(5)	-0.1%
3,824	-	113	3,937	<i>Early Retirement Charges</i>	1,298	1,298	-	0.0%	3,937	-	0.0%
1,076	-	-	1,076	<i>Training</i>	365	183	182	49.9%	1,078	(2)	-0.2%
2,573	-	(3)	2,570	<i>Subsistence & Travel</i>	836	749	87	10.4%	2,575	(5)	-0.2%
1,241	-	-	1,241	<i>Other</i>	389	385	4	1.0%	1,239	2	0.2%
31,507	-	(8)	31,499	Property Costs	15,003	15,531	(528)	-3.5%	32,107	(608)	-1.9%
27,203	(3,325)	771	24,649	Supplies & Services	11,992	11,846	146	1.2%	23,947	702	2.8%
6,030	-	-	6,030	Transport Costs	2,083	1,961	122	5.9%	5,659	371	6.2%
1,693	-	1	1,694	Third Party Payments	420	413	7	1.7%	1,685	9	0.5%
1,663	-	-	1,663	Financing	134	134	-	0.0%	1,703	(40)	-2.4%
319,585	(3,325)	-	316,260	GROSS EXPENDITURE	112,130	112,046	84	0.1%	314,908	1,352	0.4%
(1,975)	-	-	(1,975)	Income	(673)	(717)	44	-6.5%	(2,021)	46	-2.3%
			-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
317,610	(3,325)	-	314,285	NET EXPENDITURE	111,457	111,329	128	0.1%	312,887	1,398	0.4%

Figures are based on assumptions detailed in section 2.

Forecast Assumptions

Wholetime Firefighters (WTFF)

- All staff are forecast to continue in their current role and pay rate for the remainder of the financial year.
- Employees who have indicated they intend to retire or meet the retiral assumptions are forecast to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirals are forecast to result in savings at Firefighter competent level.
- Three employees are forecast to leave the Service each month, over and above those accounted for as retirals.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment until their next trigger date.
- Employees in firefighter development roles will progress to competent pay after 33 months.
- The financial assumptions for retirals have been discussed with Workforce Planning and remain valid.

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 included in the forecast and an acting up chain is assumed to immediately follow. This means that all leavers are forecast to result in savings at Control Firefighter competent level.
- Staff in firefighter development roles will progress to competent pay after 36 months.

On Call personnel

- Retainer fees have been forecast based on current staff levels and included the NJC agreed uplift from January 2025.
- Due to the volatility of turnout activity the forecast reflects future activity closer to budgeted levels for the remainder of the year.

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.
- Known leavers have been factored into the forecast.
- No adjustments have been made for current recruitment that is underway but has yet to be offered, or future staff turnover, as it is assumed these will negate each other.

Pay Awards

- The 4% pay award for uniformed employees, effective from July 2024, is included in the forecast. The Support staff pay award has been forecast in line with budget.

Budget Revisions and Virements

During July 2024, the following budget revisions and virements have resulted in movements between categories of expenditure:

- The removal of budget by the Scottish Government in respect of Firelink costs, which will be paid directly by SG. This resulted in a budget reduction of £3,325,000.
- The allocation of earmarked budget to the Portfolio Office to support the Strategic Service Review Programme. This has resulted in an increase in the budget for Employee Support costs of £53,000 and a corresponding decrease in the budget for Supplies & Services.
- The allocation of earmarked budget to support the Rostering Project. This has resulted in an increase in the budget for Employee Support costs of £46,000 and a corresponding decrease in the budget for Supplies & Services.

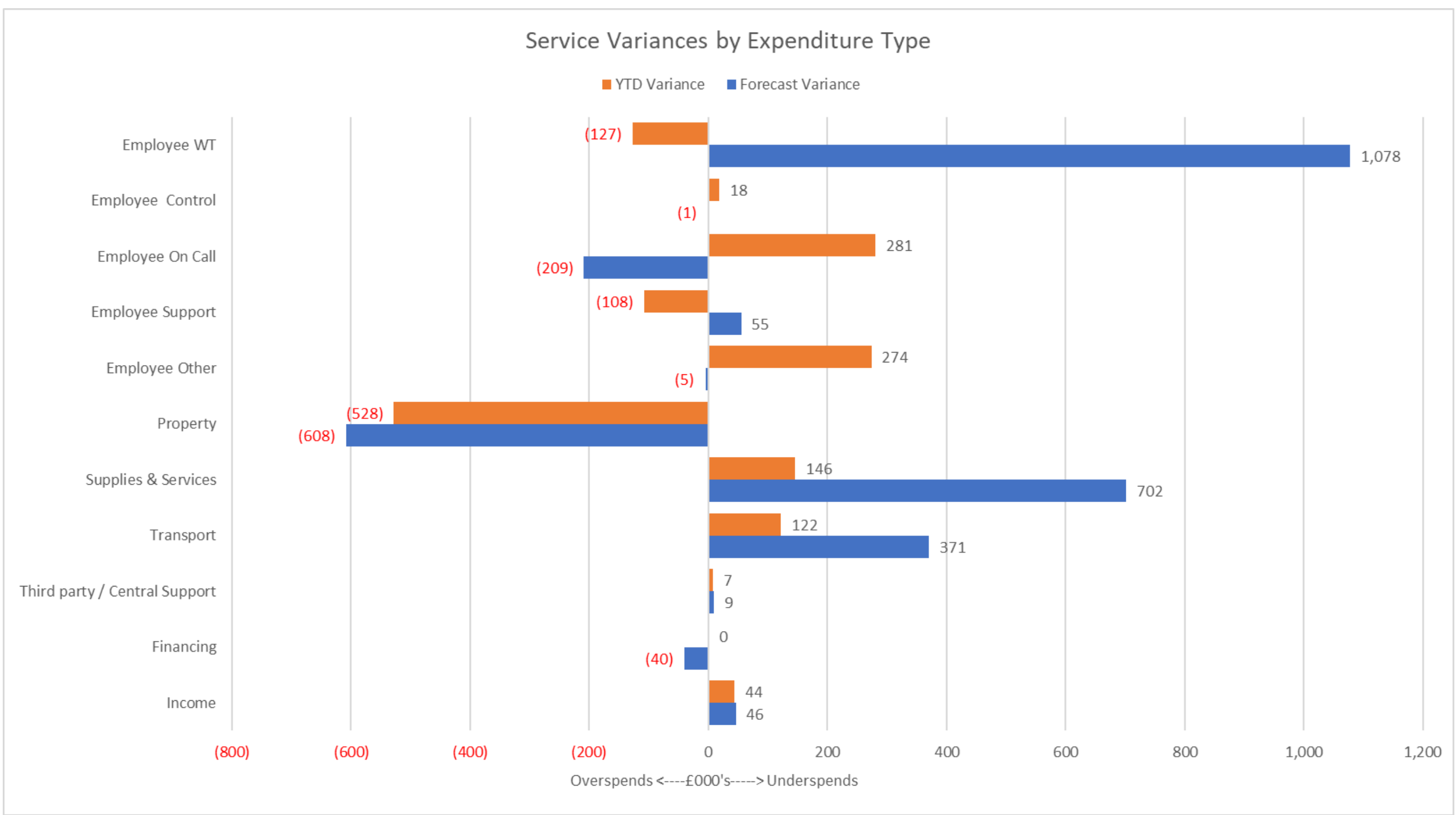
The table below highlights all the budget virements that have taken place within the current financial year.

Analysis of Budget Virements £000's

	Budget Approved by the Board	SSRP	PPFT	Development to Competent	Modern Apprenticeship Scheme	Pension Consolidation	Rostering	Firelink SG Transfer	Other	Revised Budget
Employee WT	167,617	-	-	(502)	-	-	-	-	(25)	167,090
Employee Control	8,092	-	-	-	-	-	-	-	20	8,112
Employee Retained	28,021	-	-	-	-	-	-	-	0	28,021
Employee Support	39,045	(553)	(100)	-	77	25	46	-	138	38,678
Employee Pension	3,824	-	-	-	-	-	-	-	113	3,937
Employee Training	1,076	-	-	-	-	-	-	-	-	1,076
Employee Subsistence & Travel	2,573	-	-	-	-	-	-	-	(3)	2,570
Employee Other	1,241	-	-	-	-	-	-	-	-	1,241
Property	31,507	-	-	-	-	-	-	-	(8)	31,499
Supplies & Services	27,203	553	100	502	(77)	(25)	(46)	(3,325)	(235)	24,649
Transport	6,030	-	-	-	-	-	-	-	-	6,030
Third party / Central Support	1,693	-	-	-	-	-	-	-	0	1,694
Financing	1,663	-	-	-	-	-	-	-	0	1,663
Income	(1,975)	-	-	-	-	-	-	-	-	(1,975)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Net Expenditure	317,610	0	-	0	(0)	0	-	(3,325)	(0)	314,285

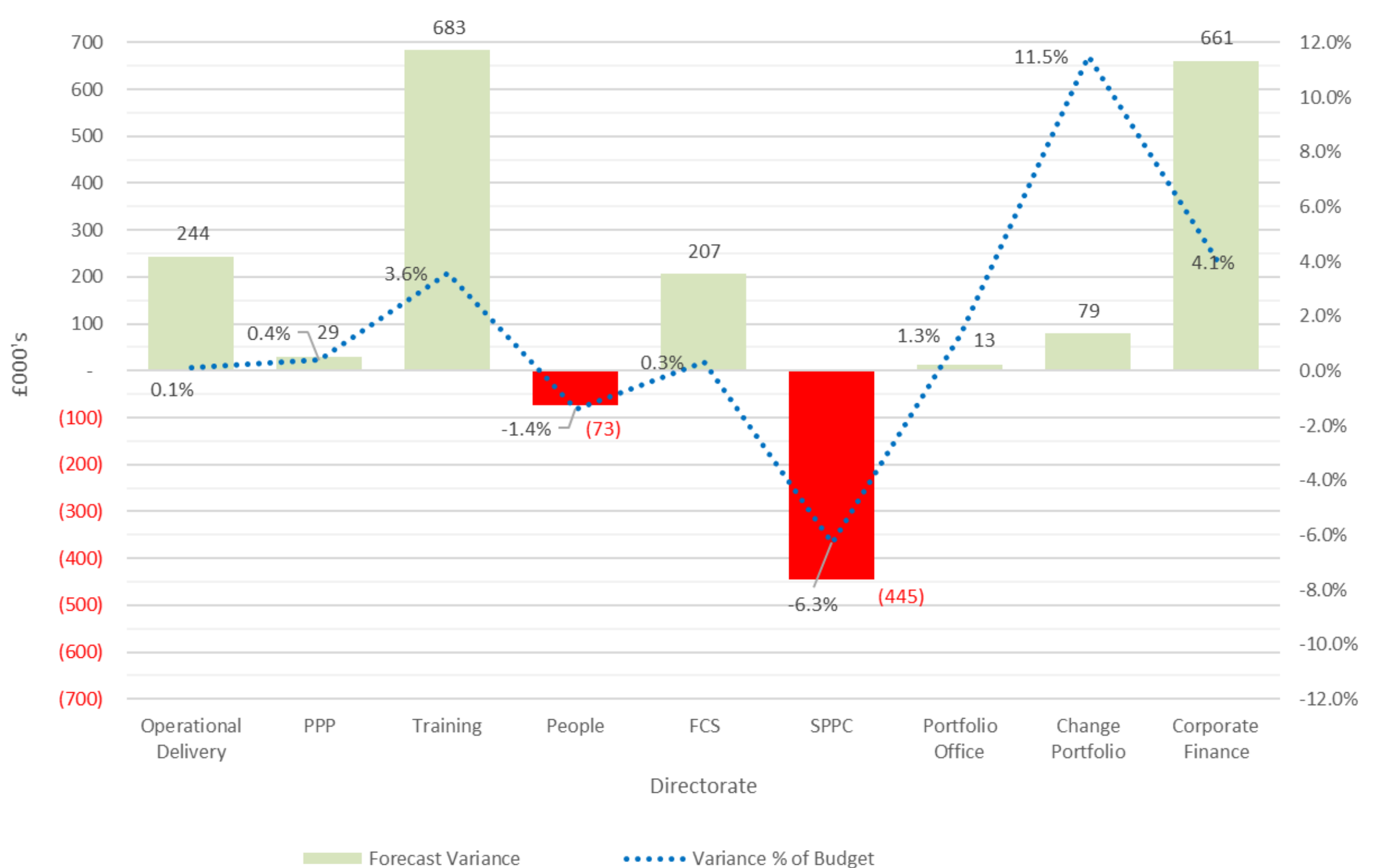
Note – the Service's contingency balance is held within Supplies & Services. The forecast assumes this budget will be fully utilised.

Variance Analysis by Expenditure Categories



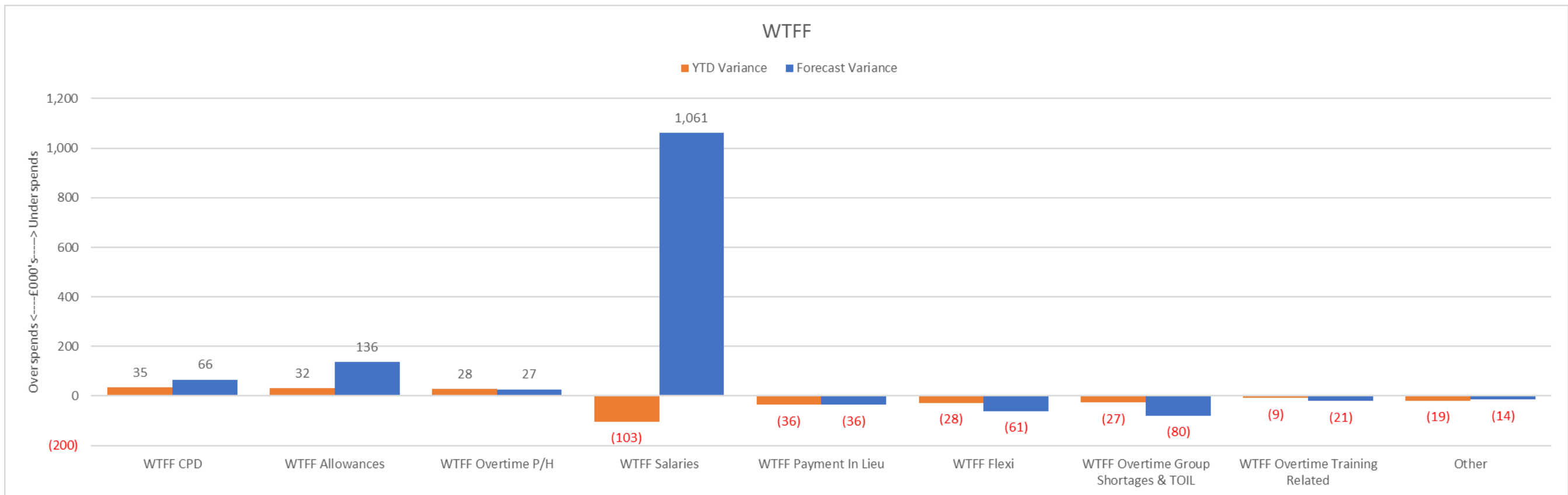
Variance Analysis by Directorate

Forecast Variance by Directorate



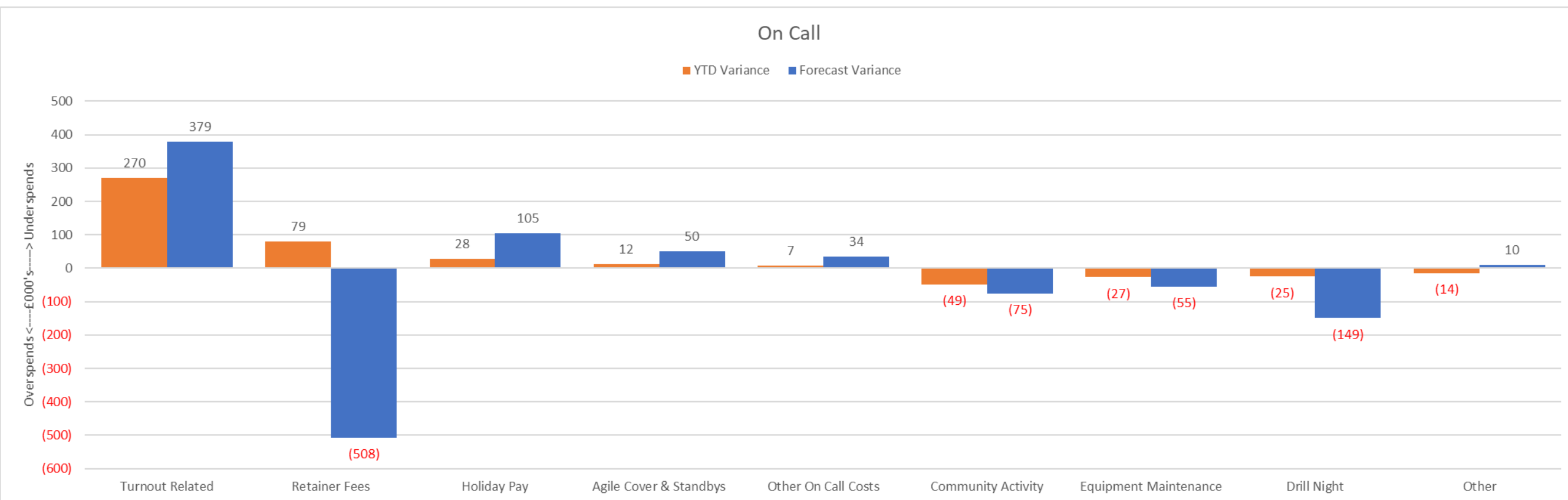
Wholetime

Year to Date (YTD)	Forecast
Currently £127,000 overspent, representing 0.2% of budget.	Forecast to be £1,078,000 underspent, representing 0.6% of budget.
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • CPD – the result of an increase in staff who have yet to become eligible to receive CPD payments. • Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. • Overtime P/H – the result of less staff receiving public holiday overtime payments. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • CPD – the annual review of staff eligible for CPD payments took place in July 2024 with an increase in staff receiving the payments. • Allowances - the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. • Overtime P/H – the forecast assumes that payments for firefighters' public holiday over the remainder of the financial year will be on budget. • Salaries – the forecast reflects an increase in firefighters that are expected to leave during the financial year. As a result of the increased number of retirals, the August 2024 firefighter recruitment intake has been increased and this is also reflected in the forecast. • Payments in Lieu - no further costs are forecast for the remainder of the year. • Flexi - the forecast is based on payments made in the current month extrapolated across the remainder of the financial year.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Salaries – the result of the profiling of trainee intakes along with the impact of acting up chains. • Payments in Lieu - payments in respect of untaken holidays. • Flexi – additional flexi duty officers to cover sickness, acting up chains and to support corporate initiatives. • Overtime Group Shortage & TOIL - increased levels of overtime due to vacancies and lack of critical skills. • Overtime Training Related – increased overtime for training instructors. 	



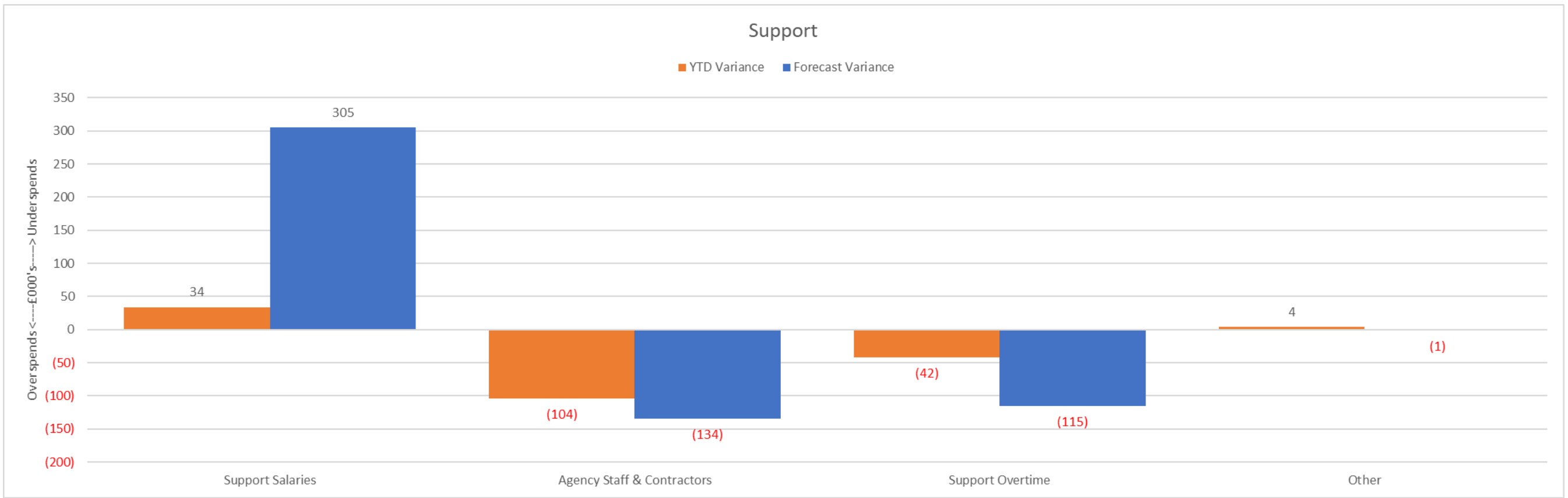
On Call

Year to Date (YTD)	Forecast
<p>Currently £281,000 underspent, representing 3.1% of budget.</p>	<p>Forecast to be £209,000 overspent, representing 0.7% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Turnout Related – reduced activity levels. • Retainer Fees – the result of reduced numbers within the On Call workforce across the North and West Service Delivery Areas (SDAs). • Holiday Pay – the impact of reduced activity over the last 12 months. • Agile Cover & Standbys – reduced levels of standbys within the North and East SDAs. • Other On Call Costs – mainly the result of National Insurance savings. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Turnout Related – due to the volatility of these costs a cautious approach, at this stage of the year, has been adopted. The forecast assumes costs will be nearer budgeted levels for the remainder of the year. • Retainer Fees – the forecast is based on current staffing levels, with payments made in the current month being extrapolated across the remainder of the financial year. In addition, following acceptance of the NJC pay offer the forecast includes an uplift in On Call retainer fees which will be effective from January 2025. • Holiday Pay – the forecast reflects reduced activity levels. • Agile Cover & Standbys – the forecast reflects a reduction in agile cover, in line with current trends. • Other On Call Costs – the current rates of National Insurance have been applied to the forecast for all On Call costs. • Community Activity – the forecast includes a reduction in community activity, compared to the current levels. This is in line with historical trends which reduce over the winter period. • Equipment Maintenance - the forecast is based on the latest activity levels extrapolated for the remainder of the financial year. • Drill Night – the forecast is based on the latest activity levels extrapolated for the remainder of the financial year.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Community Activity – increased focus on community safety activity, mainly with the North SDA. • Equipment Maintenance – increased time required to perform equipment maintenance activity. • Drill Night – increased drill night training activity within the North and East SDAs. 	



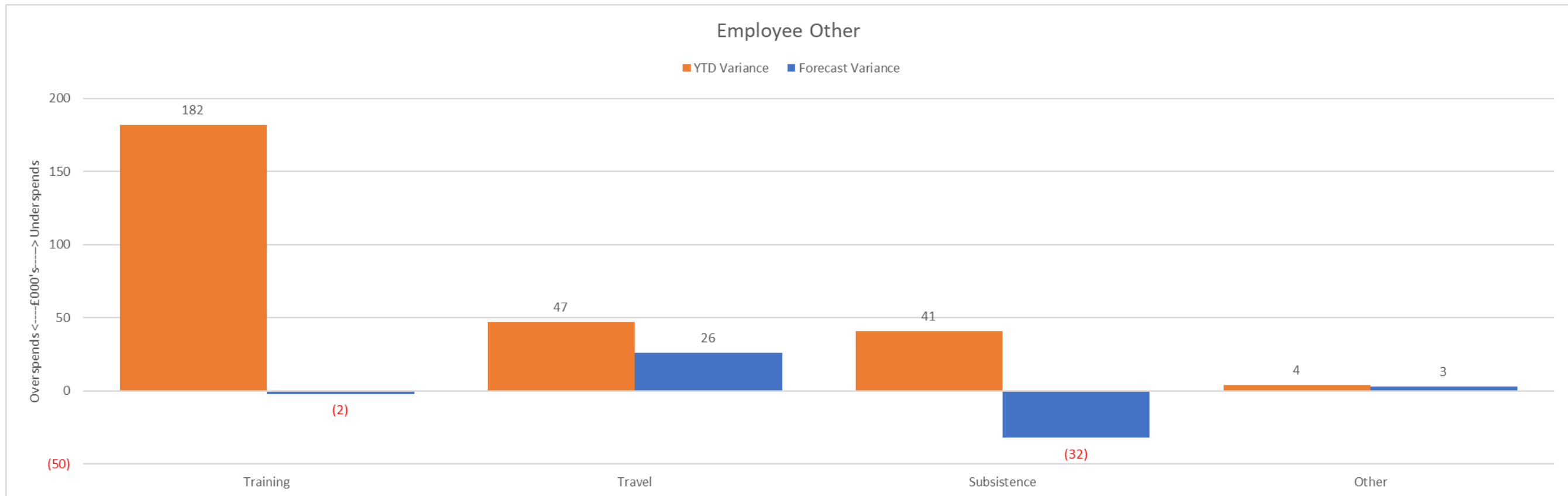
Support

Year to Date (YTD)	Forecast
Currently £108,000 overspent, representing 0.8% of budget.	Forecast to be £55,000 underspent, representing 0.1% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – vacancies within the FCS and Training Directorates have compensated for overspends across the other areas of the Service. 	Changes in Financial Position: <ul style="list-style-type: none"> Salaries – the forecast is based on current staffing levels adjusted to reflect known leavers and new starts. This includes some fixed term contracts coming to an end during the year Agency Staff & Contractors – all agency staff costs are forecast to stop after October 2024. Overtime – the forecast reflects a pilot to change the working patterns which has been introduced within the Asset Management function.
YTD Overspends: <ul style="list-style-type: none"> Agency Staff & Contractors – additional costs for staff providing short-term resource within the Asset Management and Corporate Communications functions along with temporary resource to support the Rostering project. Overtime – overtime required to provide cover for vacancies within the fleet function to ensure appliances remain operational. 	



Other Employee

Year to Date (YTD)	Forecast
<p>Currently £273,000 underspent, representing 9.5% of budget.</p>	<p>Forecast to be £5,000 overspent, representing 0.1% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Training – externally provided learning and development courses account for most of the underspend along with a reduction in externally provided operational training courses and purchases of training equipment. • Travel – an increase in meetings being hosted on-line has contributed to reduced travel costs.. • Subsistence – subsistence whilst on training courses. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Training – training activity is expected to accelerate as the year progresses and the forecast therefore remains on budget. • Travel – travel to training courses is forecast to continue to overspend and other travel costs are forecast to increase as staff support the pre-consultation of the Strategic Service Review Programme (SSRP). • Subsistence – the forecast reflects the increased accommodation costs for the additional new recruits that are scheduled to start in August 2024. • Holiday Pay – whilst not currently included in the forecast, work is underway to ascertain the impact of changes to the 2024 Roster calendar and the impact this will have on changes to the holiday pay accrual calculations.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Travel - increased costs for staff attending training courses. 	



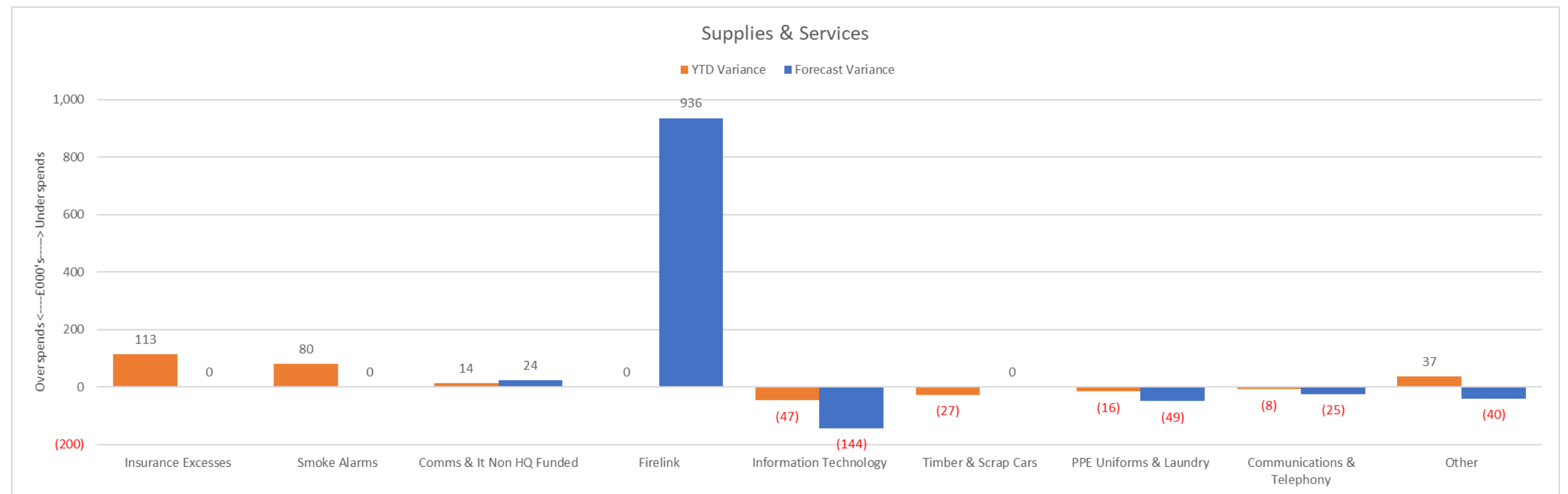
Property

Year to Date (YTD)	Forecast
Currently £528,000 overspent, representing 3.5% of budget.	Forecast to be £608,000 overspent, representing 1.9% of budget.
YTD Underspends: <ul style="list-style-type: none"> Other – property adaptations and fixtures & fittings are both currently underspent. 	Changes in Financial Position: <ul style="list-style-type: none"> Rates – the forecast reflects the final position with invoices from only one local authority yet to be received. Property Insurance Excess – no additional unbudgeted insurance excess costs are forecast. Utilities – the gas forecast assumes costs will return to budgeted levels for the remainder of the year. Other – the spend on fixtures & fittings is forecast to be in line with the budget. It is anticipated that property adaptations will overspend as additional income, generated locally within the East SDA, is reinvested in property improvements. Repairs & Maintenance – whilst not currently forecast to overspend, it should be noted that 33% of the financial year is now complete and property repairs & maintenance has already committed to spend 57% of the full year budget. This is likely to mean that to manage within budget there will be a need to revert to emergency repairs over the coming months. This will place additional pressure on the Service’s budget for future years as well as impacting staff morale.
YTD Overspends: <ul style="list-style-type: none"> Rates – some local authorities have removed transitional rates relief at sites, along with applying an increase of 6.7% for high value properties. Property Insurance Excess – impact and storm damage, which includes a tree falling onto a property. Security – increased security at workshop sites following the introduction of the pilot change to working patterns within Asset Management. Utilities – backdated electricity charges which are being challenged with the service provider. These are partly offset by savings in gas. 	



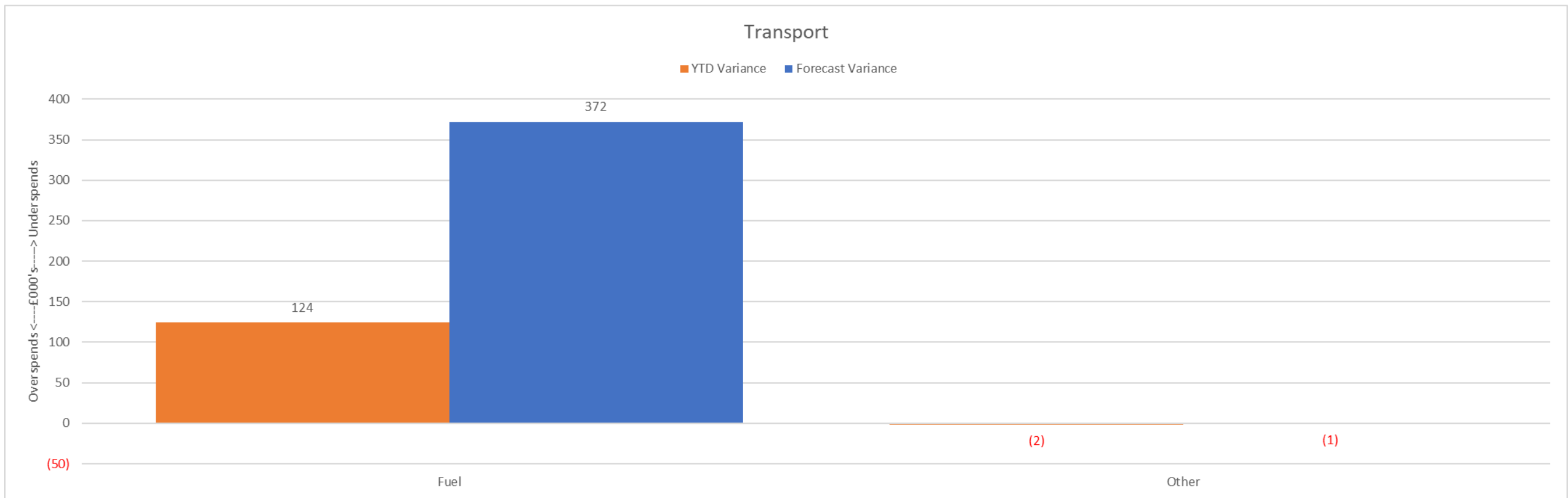
Supplies & Services

Year to Date (YTD)	Forecast
<p>Currently £146,000 underspent representing 1.2% of budget.</p>	<p>Forecast to be £702,000 underspent, representing 2.8% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Insurance Excess - reduced accidents incurring insurance excess charges. Smoke Alarms - there has been no requirement to purchase any smoke alarms so far this year due to the utilisation of existing stock. Comms & IT Non HQ Funded – delays in the Rostering and In-Vehicle Systems projects. Other - gym equipment maintenance, catering at the training campuses, medical supplies and office consumables are all underspent. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Insurance Excess - due to the volatile nature of insurance claims the forecast has been kept on budget. Smoke Alarms – the forecast assumes the full year budget will be fully utilised. Comms & IT Non HQ Funded - the rostering project is forecast to spend in line with the budget. The In-Vehicle System delays are forecast to continue. Firelink – the forecast reflects reduced costs in respect of Firelink. This follows the successful legal challenge by the UK Government over the level of profits being made by the contract provider. Timber & Scrap Cars – timber costs are forecast to be on budget. Other – gym equipment maintenance and medical supplies are forecast to be on budget. The forecast reflects the increased catering costs for the additional new recruits that are scheduled to start in August 2024.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Information Technology - software costs which were expected to be capitalised. Timber & Scrap Cars - accelerated spend at the start of the year. PPE Uniforms & Laundry – increased uniform costs for new recruits. Communications & Telephony – delays in the commencement of a new mobile telephone contract. 	



Transport

Year to Date (YTD)	Forecast
Currently £122,000 underspent representing 5.9% of budget.	Forecast to be £371,000 underspent, representing 6.2% of budget.
YTD Underspends: <ul style="list-style-type: none"> Fuel - the impact of lower fuel prices and reduced consumption reflecting current activity levels. 	Changes in Financial Position:
YTD Overspends:	



Progress on 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 24/25 Budget	Forecast to be Delivered in 24/25	Red, Amber, Green Status			
Wholetime	2,263	2,187	A	6,788	7,644	G+	Recurring	193	Increased levels of leavers are forecast to result in a further underspend in WTFF salaries.
On-Call	276	505	G+	829	1,137	G+	Recurring	145	Reduced On-Call turnout activity.
Support	-	-	P	-	-	G	Recurring	-	
Early Retirement Charges	-	-	P	-	-	G	Recurring	-	
Training	-	-	P	-	-	G	One Off	-	
Subsistence	-	-	P	-	-	G	Recurring	-	
Other	-	-	P	-	-	G	Recurring	-	
Property Costs	267	273	G+	800	760	A	Recurring	(39)	Increased utility costs.
Supplies & Services	103	94	A	310	284	A	Recurring	(29)	Increased costs for mobile services following delays in the implementation of a new contract.
Transport Costs	-	-	P	-	-	G	Recurring	-	
Third Party Payments	26	27	G+	78	78	G	Recurring	()	
Financing	59	59	G	177	137	A	Recurring	-	Increased costs for servicing legacy loans.
Income	25	25	G	75	75	G	Recurring	-	
								-	
TOTAL	3,019	3,171	G+	9,057	10,115	G+		270	

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

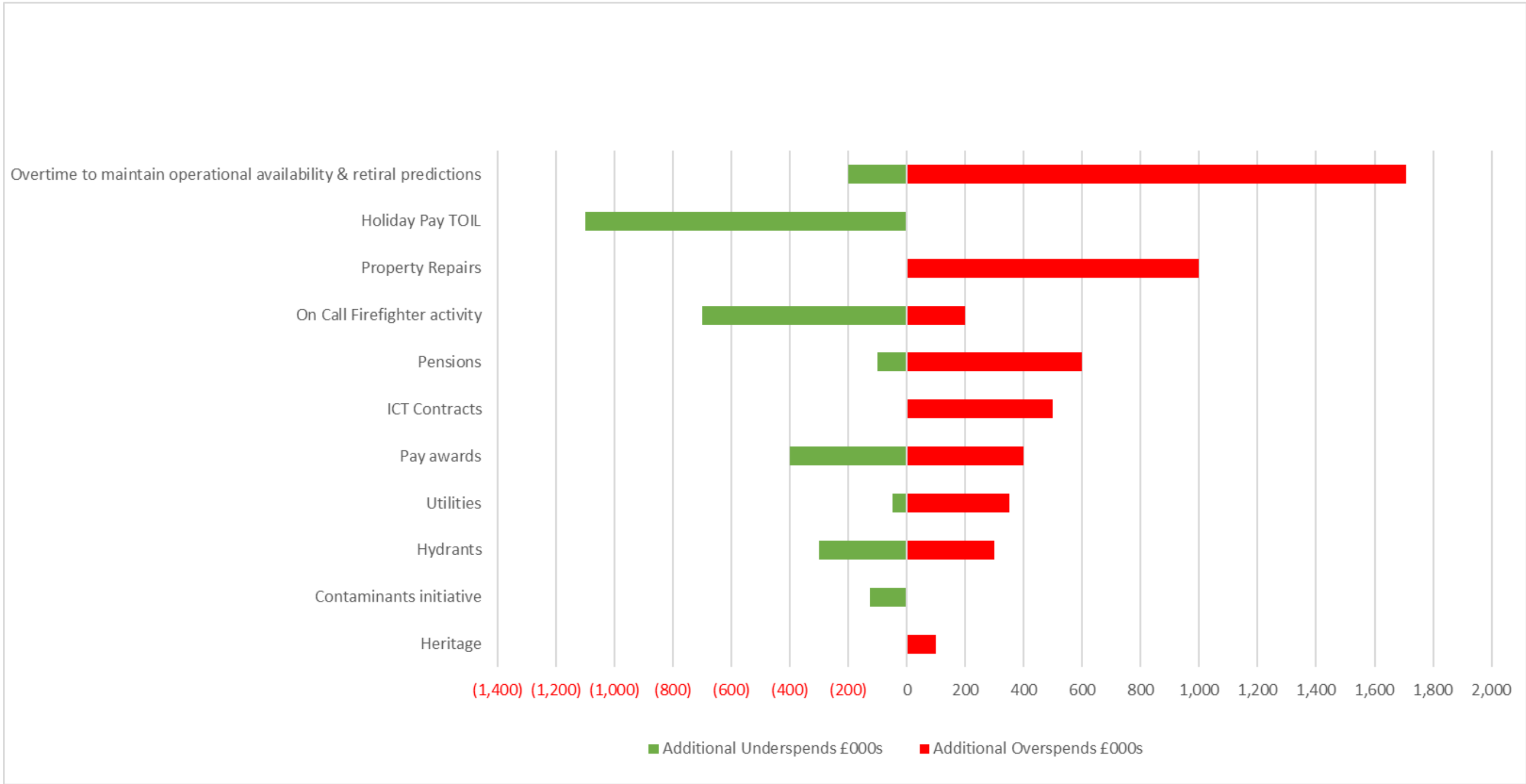
G+ = Savings are being delivered in excess of the budget

P = Year to date savings have delivered full year target

Actions in Progress

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Value	Status
WTFF Staff - Underspend	The increased number of firefighters leaving the Service should be closely monitored.	In July 2024, 131 firefighters have confirmed leaving dates for 2024/2025, an increase of 8 from June 2024.	People / FCS	The increased levels of retirements is impacting overtime costs.	On Going
WTFF Staff - Underspend	Consideration should be given as to whether additional trainees should be recruited, or whether overtime should be deployed to maintain operational availability within the current operating model.	An increase in the August 2024 trainee intake has been agreed and is underway. Plans to increase the January 2025 intake are underway.	All	TBC	On Going
Support Staff - Overspend	The Resource Monitoring reports should be presented at the Corporate Board to ensure a holistic approach to managing Support staff costs.	A report detailing support staff FTE and spend for all budget holders has been developed for consideration by the Corporate Board.	Head of Finance & Procurement / Head of People	None identified at this stage	On Target
Support Staff - Overspend	The increase in Support Staff post occupancy should be considered within the Corporate Services Review, as work progresses to develop the service catalogue and define future operating models. This will allow future budget provision to be aligned to the Service's requirements and realistic post occupancy levels.	Work is ongoing to build the service catalogue for Corporate Support functions.	Corporate Service Review SRO	None identified at this stage	On Target
Supplies & Services - Firelink	<p>The underspend in respect of Firelink has been transferred to Corporate Finance to support wide Service objectives.</p> <p>In order to utilise any underspend, initiatives that support delivery of our long-term objectives, in particular spend to save initiatives, unfunded business cases and areas of specific pressure e.g. property repairs and maintenance should be identified and prioritised for SLT consideration.</p>	<p>Property repairs have been identified as an area where additional resource budget of up to £2m could be utilised effectively in 2024/2025. This would help reduce pressure on the budgets for future years.</p> <p>Work is underway to determine whether additional resource is required to support the SVQ/MA team.</p>	All	Up to £2m	On Target
Contingency balance	Consideration should be given for the future release of any surplus contingency fund so that opportunities to invest in one-off initiatives can be accommodated. This should be done while ensuring sufficient contingency balance remains to accommodate any unforeseen costs.	<p>Release of contingency budget to support additional Control staff will be processed in August 2024.</p> <p>Release of contingency budget to support pressure on the following budgets may be possible in future months subject to no significant changes to the forecast position.</p> <ul style="list-style-type: none"> • Rates • ICT contracts • Financing Costs 	FCS	<p>(£0.178m) Control Staff</p> <p>(£0.496m) Rates</p> <p>ICT – TBC</p> <p>(£0.04m) Financing</p>	On Target
	TOTAL			£1.286m	

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£2,976

Total Overspend Risk to Reported Position £000

£5,159

Financial Risks

High Impact Risks

Overtime / Retiral Predictions / New Recruits

- Future retirals may result in the need to use overtime to maintain availability or the need to recruit additional trainee firefighters.

Holiday Pay / TOIL

- The holiday entitlement and TOIL balances held on the 31st March 2025 may differ from those held on 31st March 2024. 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. Work is ongoing to quantify the impact.

Property Repairs

- There is a risk that the need to maintain the property estate results in additional costs being incurred which are not currently included in the forecast.

On Call Activity

- On Call activity may differ from the forecast assumptions. This may result in spend for On Call employee costs varying from the current forecast.

Pensions

- Changes to the firefighter pension scheme, which allow employees who have retired due to ill health to challenge their award, may result in the reclassification of historical ill health awards from lower tier to upper tier.

ICT Contracts

- There is a risk that costs for ICT contracts may differ from the forecast assumptions. This may result in ICT spend varying from the current 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

Medium Impact Risks

Pay awards

- There is a risk that the Support Staff pay award settlement may differ from the budgeted planning assumptions.

Utilities

- There is a risk that costs for utility costs, in particular electricity, may differ from the latest forecast.

Hydrants

- There is a risk that pressure on the service provider from their internal and external stakeholders may result in the supplier being unable to fulfil orders.
- There is a risk that the service provider has capacity to fulfil orders beyond the budgeted level.

Low Impact Risks

Contaminants Initiative

- There is a risk that there may be delays to the contaminants initiative which result in spend forecast for this year not being realised.

Heritage

- There is a risk that costs in respect of the Heritage trust will not be fully recovered.

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



Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE																	
Meeting Date:		29 AUGUST 2024																	
Report Title:		CAPITAL MONITORING REPORT 2024/25 – JULY 2024 (UPDATED FOR EMERGING NMS POSITION)																	
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 2024/25 capital budget for the period ending 31 July 2024, updated for the emerging NMS position, and to ask that the Board approve the proposed budget virements.																		
2	Background																		
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 27 February 2024, set Capital DEL funding for the Scottish Fire & Rescue Service (SFRS) at £43.0m (rounded) for 2024/25.																		
2.2	At present, there is no budget for the disposal of Non-Operational Vehicles and Properties, but the Net Book Value of any surplus assets sold will be re-invested back into the Capital budget during the year. No other capital receipts are currently anticipated.																		
2.3	The total capital funding for the financial year is £43.026m, as shown in the table below:																		
	<table border="1"> <thead> <tr> <th style="background-color: #c00000; color: white;">Funding Source</th> <th style="background-color: #c00000; color: white;">Budget £000s</th> <th style="background-color: #c00000; color: white;">%</th> </tr> </thead> <tbody> <tr> <td>Capital DEL</td> <td style="text-align: right;">43,026</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>Capital Receipts</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>TOTAL FUNDING</td> <td style="text-align: right;">43,026</td> <td style="text-align: right;">100%</td> </tr> </tbody> </table>							Funding Source	Budget £000s	%	Capital DEL	43,026	100%	Capital Receipts	0	0%	TOTAL FUNDING	43,026	100%
Funding Source	Budget £000s	%																	
Capital DEL	43,026	100%																	
Capital Receipts	0	0%																	
TOTAL FUNDING	43,026	100%																	
3	Progress towards Programme Delivery as at 31st July 2024																		
3.1	Capital Expenditure has been programmed based on available funding as shown in the table below:																		

Category	Approved Budget £000s	Expenditure £000s					
		Spend in Progress			Forecast to Year End	Full Year Forecast	Variance to Budget
		Committed	Received	Paid			
Property – Major Works	13,330	4,084	44	1,681	1,958	7,767	5,563
Property – Minor Works	5,720	3,800	0	571	1,349	5,720	0
Vehicles	5,426	1,681	1	467	3,276	5,425	1
ICT	13,053	1,071	0	598	13,089	14,758	(1,705)
Operational Equipment	5,497	1,110	8	774	3,601	5,463	34
TOTAL EXPENDITURE	43,026	11,746	53	4,061	23,273	39,133	3,893
Percentage of Budget	100.0%	27.3%	0.1%	9.4%	54.1%	91.0%	9.0%

3.2 Position Summary as at 31 July 2024:

- The actual and receipted capital expenditure to date is £4.114m (9.6%) with a further £11.746m (27.3%) of committed expenditure.
- The current capital forecast is £39.133m compared to the approved capital budget of £43.026m. The forecast underspend of £3.893m relates to a forecast underspend in Property Major Works partially offset by a forecast overspend in ICT.
- Property Major Works has a Budget RAG status of Amber due to uncertainty about the progress/timing of some key projects. We are working with Service Delivery colleagues and the Service Delivery Board to progress critical decisions on the relevant sites and budget virements have been identified.
- ICT Equipment has a Budget RAG status of Amber. In light of underspend risks in other area of the capital programme, ICT has identified an opportunity to bring forward expenditure from future years to support ongoing delivery of the In-Vehicle Systems (IVS) project, digital fireground radios and wider business resilience. Budget virements have been proposed. In addition, NMS has a Budget RAG status of Amber pending conclusion of the tender process and confirmation of spend for this financial year.
- Property Minor Works, Vehicles and Operational Equipment are all on track with a Budget RAG status of Green.
- Carried forward expenditure from the prior year is included within the forecasts, necessary virements will be completed in the coming months.
- Budget virements in the Period are detailed in Appendix A.
- Proposed Budget virements are also detailed in Appendix A.

3.3 Appendix A provides a detailed breakdown of the Capital financial position as at 31 July 2024.

3.4 The following Actions are in progress:

- Continuing to work with Service Delivery colleagues, through the Service Delivery Board, on Property Major Works projects to progress critical decisions on the relevant sites,
- Working with our supply chain to establish the capacity available to expedite further minor works projects in the event that additional budget becomes available.

4	Emerging Position from NMS and Proposed Capital Programme Realignment																												
4.1	Following the month end financial position, further details are now available regarding the anticipated capital expenditure requirement for the New Mobilising System Project in 24/25. In addition to this, further clarity has been established on other areas of likely slippage against planned capital expenditure within the financial year 24/25.																												
4.2	As such, further work has been completed to identify other essential and deliverable projects, which can be accelerated from years 2 and 3 of the approved programme, to meet Service priorities and maximise spend against the approved budget, recognising the significant investment backlog within our asset portfolio.																												
4.3	Appendix B provides details of the projects where projected spend is lower than budgeted and those projects proposed to be escalated in their place. The table below summarises the overall impact on each of the capital programme lines: <table border="1" data-bbox="300 674 1439 1043"> <thead> <tr> <th>Programme Area</th> <th>Budget Reduction</th> <th>Budget Increase</th> <th>Net Budget Change</th> </tr> </thead> <tbody> <tr> <td>Property Major Works</td> <td>£3,470,000</td> <td>£710,000</td> <td>-£2,760,000</td> </tr> <tr> <td>Property Minor Works</td> <td>0</td> <td>£2,230,000</td> <td>£2,230,000</td> </tr> <tr> <td>Fleet</td> <td>0</td> <td>£4,225,000</td> <td>£4,225,000</td> </tr> <tr> <td>ICT</td> <td>£6,000,000</td> <td>£1,735,000</td> <td>-£4,265,000</td> </tr> <tr> <td>Operational Equipment</td> <td>0</td> <td>£570,000</td> <td>£570,000</td> </tr> <tr> <td>TOTAL</td> <td>£9,470,000</td> <td>£9,470,000</td> <td>£0</td> </tr> </tbody> </table>	Programme Area	Budget Reduction	Budget Increase	Net Budget Change	Property Major Works	£3,470,000	£710,000	-£2,760,000	Property Minor Works	0	£2,230,000	£2,230,000	Fleet	0	£4,225,000	£4,225,000	ICT	£6,000,000	£1,735,000	-£4,265,000	Operational Equipment	0	£570,000	£570,000	TOTAL	£9,470,000	£9,470,000	£0
Programme Area	Budget Reduction	Budget Increase	Net Budget Change																										
Property Major Works	£3,470,000	£710,000	-£2,760,000																										
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Fleet	0	£4,225,000	£4,225,000																										
ICT	£6,000,000	£1,735,000	-£4,265,000																										
Operational Equipment	0	£570,000	£570,000																										
TOTAL	£9,470,000	£9,470,000	£0																										
4.4	In light of new financial controls being implemented by the Scottish Government across all public bodies, it will be necessary to seek their approval of this proposed realignment of spend.																												
4.5	With these amendments, and on the basis that approval is obtained promptly, enabling orders to be placed within the timescales set out in Appendix B, it is currently anticipated that the Capital Programme can be fully spent by 31 March 2025.																												
5.	Recommendation																												
5.1	The Board is asked to approve the following recommendations: <ul style="list-style-type: none"> (a) that the level of actual and committed expenditure for the period ended 31 July 2024 be noted, (b) that the actions in progress be noted, (c) that the proposed virements of £9.570m as set out in paragraph 4.3 and detailed in Appendix B, be approved, subject to Scottish Government clearance. 																												
6.	Key Strategic Implications																												
6.1	Risk																												
6.1.1	We have created a Risk Based Capital Investment Plan for Equipment, Fleet, ICT and Property assets, this is linked to the development of Strategic Asset Management Plans for our key assets. This document sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management.																												
6.1.2	Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to The SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets 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 asset users.
6.2 6.2.1	Financial Financial implications are detailed within the report.
6.3 6.3.1 6.3.2	Environmental & Sustainability Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric fleet is making a significant contribution to reducing greenhouse gas emissions. Investment in decarbonisation projects via additional grants in prior years have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
6.4 6.4.1	Workforce SFRS employees will benefit from this investment in our asset base.
6.5 6.5.1	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.
6.6 6.6.1	Health & Wellbeing No Health & Wellbeing implications identified.
6.7 6.7.1 6.7.2	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 Service Delivery Board.
6.8 6.8.1	Timing This report covers the period up to 31 July 2024 and known events just after the period end.
6.9 6.9.1	Performance Total forecast expenditure at 31 July is £39.133m compared to the budget of £43.026m, which is detailed at Section 3 and Appendix A. Updated information post 31 st July 24, and proposals of programme realignment, are detailed at Section 4 for approval.
6.10 6.10.1	Communications & Engagement Key stakeholders are engaged during project development and implementation.
6.11 6.11.1 6.11.2	Legal and Regulatory External legal support is in place to facilitate the sale of assets. Following Board approval, it will be necessary to seek Scottish Government approval to progress these changes through the Accountable Officer Template process, in light of new expenditure controls now in place.
6.12 6.12.1	Information Governance There are no specific Information Governance implications associated with this report.
6.13 6.13.1	Equalities There are no specific equalities implications associated with this report.

6.14 6.14.1	Service Delivery Capital investment in property, ICT, fleet and equipment is required to maintain and improve service delivery capabilities. The introduction of new assets is closely coordinated between asset management, ICT, training and local service delivery areas.	
6.14.2	Any delays in capital expenditure have implications on their Milestone RAG status and for service delivery in the timing of new assets becoming available for operational use. Delays within the Property Major Works programme are being mitigated through continued use of existing assets.	
7		
Core Brief		
7.1	The Director of Finance and Contractual Services advised the Board of The Scottish Fire and Rescue Service of actual and committed expenditure against the 2024/25 capital budget for the period ending 31 July 2024 and asked the Board to approve proposed budget virements of £9.570m.	
7.2	It is currently anticipated that with the planned actions outlined at Section 4, the approved budget of £43.026m will be spent out by 31 March 2025.	
8		
Assurance (SFRS Board/Committee Meetings ONLY)		
8.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
8.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
8.3	Rationale:	The financial position is closely reviewed monthly with budget holders, and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.
9		
Appendices/Further Reading		
9.1	Appendix A – Capital Monitoring Report – July 2024	
9.2	Appendix B – Analysis of Capital Programme Realignment	
Prepared by:		Tracey-Anne Morrow, Deputy Accounting Manager
Sponsored by:		Sarah O'Donnell, Director of Finance and Contractual Services
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 outlined in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>20 August 2024</i>
<i>SFRS Board</i>		<i>29 August 2024</i>
		Report Classification/ Comments
		<i>For Recommendation</i>
		<i>For Approval</i>

Capital Monitoring Report

July 2024

Content

- Full Year Actuals/Forecast v Budget by Category
- Year to Date Budget Virements
- Property Major Works
- Property Minor Works
- Vehicles
- ICT Equipment (exc NMS)
- New Mobilising System (NMS)
- Operational Equipment

Capital Monitoring Report – July 2024

Full Year Actuals/Forecast v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actuals	Forecast				£000's			
				Q1	Q2	Q3	Q4					
				Apr-Jul	Aug-Sep	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status	
Property Major Works	13,330	0	13,330	1,725	1,938	1,762	2,342	7,767	5,563	42%	Yellow	
Property Minor Works	5,720	0	5,720	571	394	1,037	3,718	5,720	0	0%	Green	
Vehicles	5,426	0	5,426	468	323	1,828	2,806	5,425	1	0%	Green	
ICT	13,053	0	13,053	597	1,888	6,132	6,141	14,758	(1,705)	(13%)	Yellow	
Operational Equipment	5,497	0	5,497	745	897	2,010	1,811	5,463	34	1%	Green	
Total Expenditure	43,026	0	43,026	4,106	5,440	12,769	16,818	39,133	3,893	9%	Yellow	
Cumulative Total				4,106	9,546	22,315	39,133				Grey	

Capital Monitoring – July 2024

Year to Date Budget virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	13,330	0	13,330	Internal virements in Period 2. £1.100m vired from Site Purchase (RAAC replacement opportunity led) with £0.590m to Salen, £0.300m to Galashiels, £0.110m to Dingwall and £0.100m to Newcraighall. Internal virement in Period 3 with £0.010m vired from Crewe Toll Fire Station to Property Project Costs. Net movement at Period 4 is £0m.
Property Minor Works	5,720	0	5,720	There are no budget virements to date.
Vehicles	5,426	0	5,426	Internal virements in Period 3. £1.177m vired from Light Appliances with £0.423m to Medium Weight Pumping Units, £0.404m to Wildfire Vehicles and £0.350m to Technical Rope Rescue Units. Net movement at Period 4 is £0m.
ICT	13,053	0	13,053	Internal virement in Period 2 with £0.100m vired from Telephony to Operations Mobilisation. Net movement at Period 4 is £0m.
Operational Equipment	5,497	0	5,497	There are no budget virements to date.
Total	43,026	0	43,026	
Project Funding				
Capital DEL	-43,026	0	-43,026	Approved GiA budget of £43.026m.
Capital Receipts	0	0	0	There are no budget virements to date.
Total	-43,026	0	-43,026	

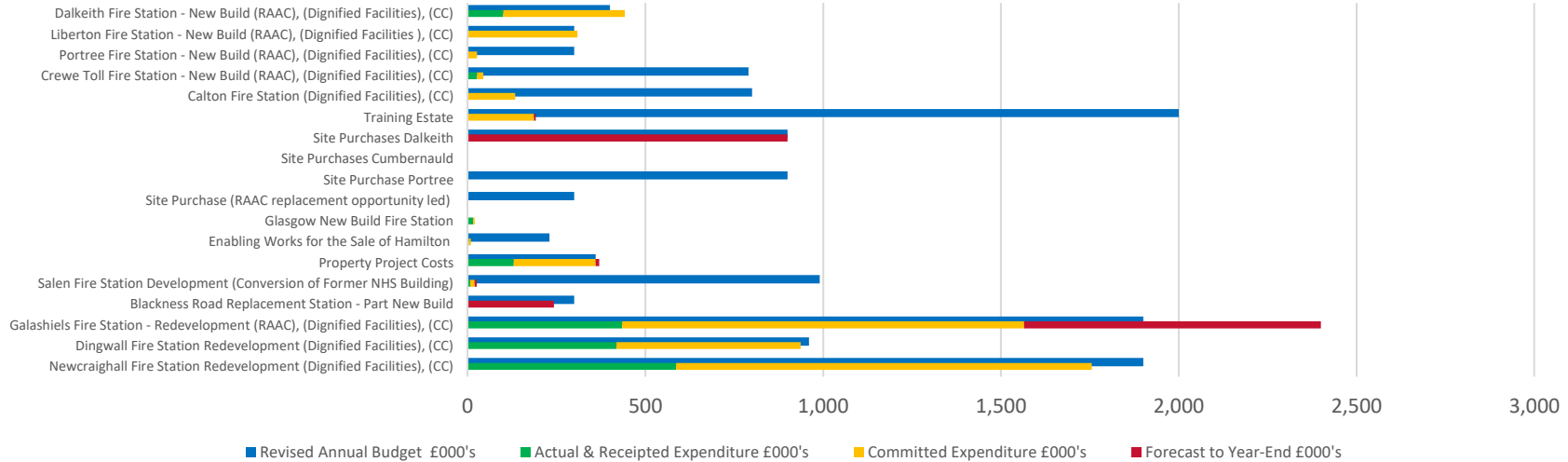
Property Major Works

Progress in the month

- The contract works for Galashiels, Dingwall and Newcraighall Fire Station Re-developments are progressing well. Completion is expected in 2024/25.
- Design development progressing for Dalkeith Fire Station New Build and Calton Fire Station.
- Approval of scope for Liberton Fire Station New Build and Blackness Road Replacement Station.
- Design solutions and estimated costings completed for Salen Fire Station indicating that a new build is more cost effective than significant remedial works, project on hold at present.

Progress anticipated in coming months

- Awaiting the outcome of an operational review of Skye and confirmation of the scope of works including identification of stakeholders and possible partners for the Portree Fire Station project.
- Suitable sites identified for Portree, Cumbernauld and Livingston Site Purchases are to be assessed by Service Delivery with the preferred sites submitted to the Service Delivery Board for consideration.
- Assessment of scope, design requirements, costs and programme for Training Estate projects.



Milestone RAG

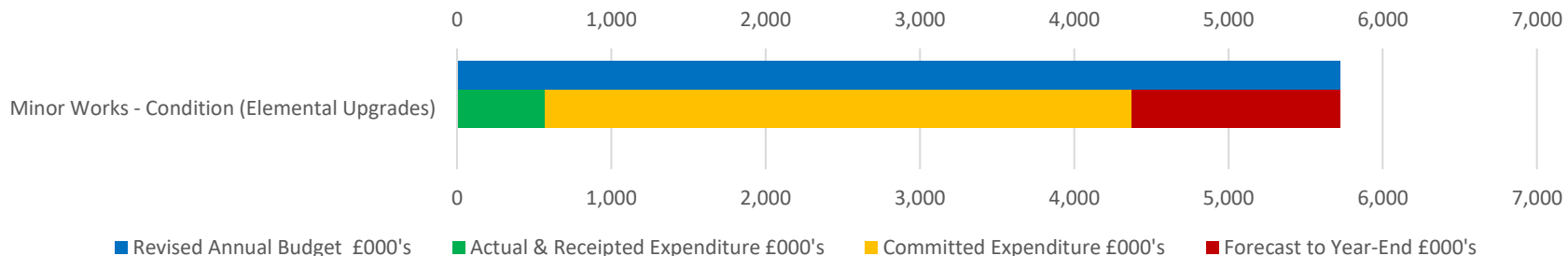
- Six of the major works projects have a Milestone RAG status of Red, one has a RAG status of Amber and the remainder have a RAG status of Green. The overall Milestone RAG status is Amber due to uncertainty about the progress/timing of some key projects. We are working with Service Delivery colleagues and the Service Delivery Board to progress critical decisions on the relevant sites.

Deviation from Budget RAG

- There is currently a forecast underspend due to uncertainty about the progress/timing of some key projects which has resulted in a Budget RAG status of Amber.
- We are working with Service Delivery colleagues and the Service Delivery Board to progress critical decisions on the relevant sites. If necessary, virements may be processed to bring the RAG status back to Green.

Property Minor Works

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> Minor works projects are progressing well with 46 projects now complete, 31 in progress, 14 programmed, 63 instructed, 28 being priced, 10 in design and 35 on hold/proposed awaiting assessment/funding and 24 deferred to future years. 	<ul style="list-style-type: none"> Minor Works projects are expected to continue to progress well throughout the remainder of the financial year. We are working with our supply chain to establish the capacity available to expedite further projects in the event that additional budget becomes available.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> Property Minor Works are on track with a Milestone RAG status of Green. 	<ul style="list-style-type: none"> Budget RAG status is Green.



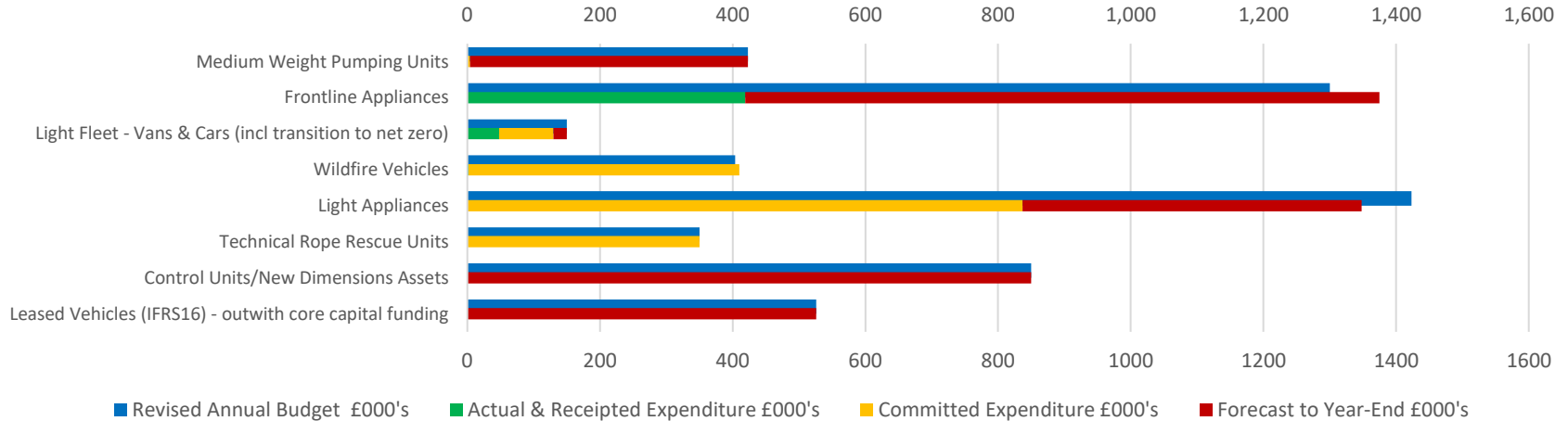
Vehicles

Progress in the month

- Continuation of modification of light fleet cars and vans that were purchased in 2023/24.
- Completion of six Medium Weight Pumps.
- Contract awarded for Frontline Appliances and orders for 25/26 placed with supplier.

Progress anticipated in coming months

- During 2024/25, completion of four 4x4 Wildfire Support Units, 24 Light Weight Pumping Units and four Technical Rope Rescue Units.
- Delivery of two management team cars.
- A decision is required on the priority project for the Control Units/New Dimension Assets budget line and establishment of User Intelligence Group (UIG) to determine specification requirements.



Milestone RAG

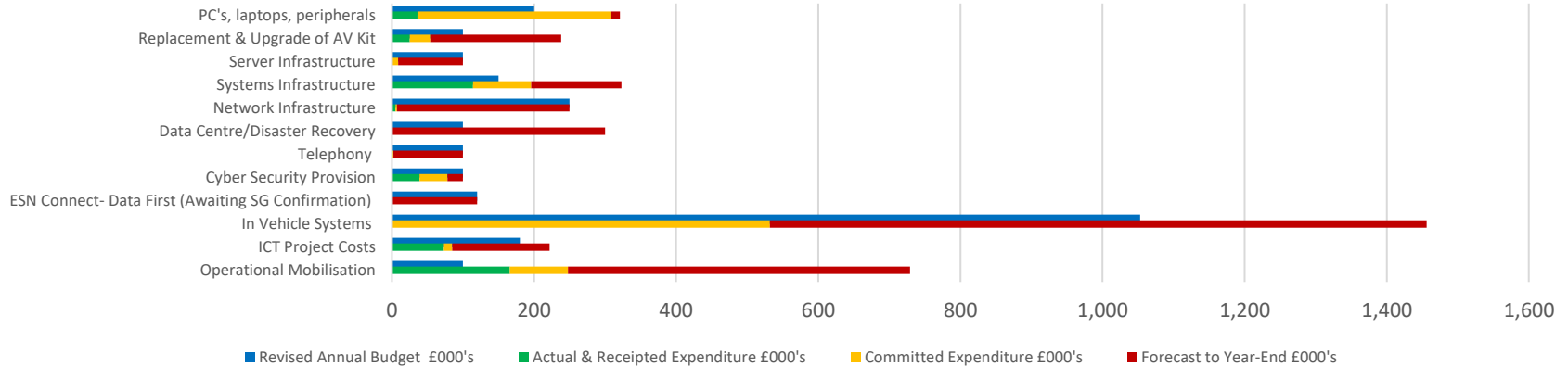
- All Fleet projects are on track with a Milestone RAG status of Green.

Deviation from Budget RAG

- Internal budget virements were processed in Period 3. Budget RAG status is Green.

ICT Equipment (excl NMS)

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> Continuation of installation and replacement of Audio Visual (AV) Kit at Stations with 40 completed to date. Orders raised for laptops and docks and identification of the remaining requirements for the 2024/25 hardware refresh programme. Continuation of work in relation to the DS3000 Integrated Communication Control System (ICCS). Assessment of expenditure requested to be brought forward including CF33 devices (in-vehicle systems) and also additional requirements in relation to DS3000 work and Digital Fireground Radios. 	<ul style="list-style-type: none"> Installation and replacement of AV Kit at stations to continue. IT health checks in relation to DS3000 ICCS install will now complete in September. Procurement to support the development of a strategy and technical design in relation to data centre moves. Work to support the SQL Server Migration, Microsoft WSA replacement prior to upgrades to Windows 11, Qlikview transition, Gazetteer/Geographic Information System (GIS) upgrades and Tranman transition.

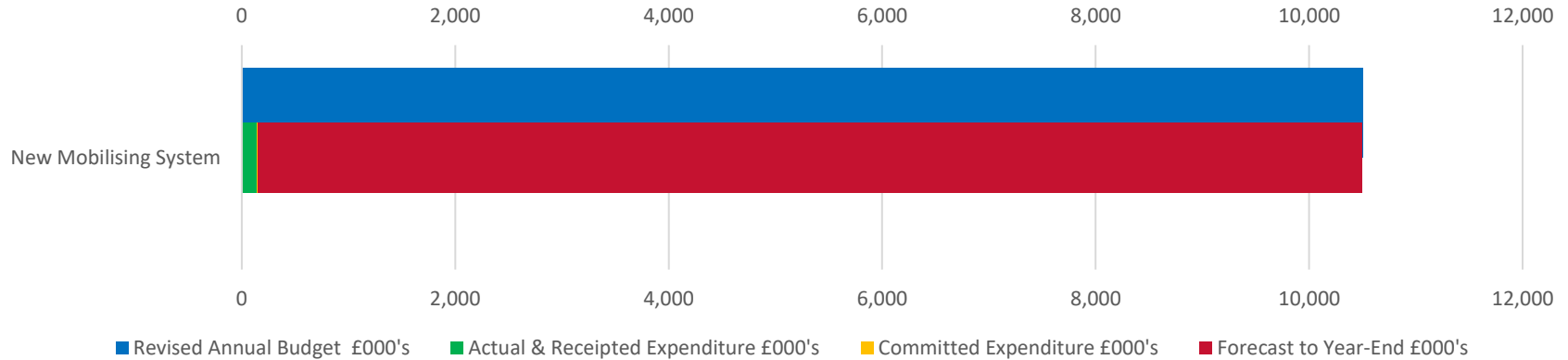


Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> All ICT projects are on track with a Milestone RAG status of Green. 	<ul style="list-style-type: none"> There is a forecast overspend, therefore the Budget RAG status is Amber. In light of underspend risks in other area of the capital programme, ICT has identified an opportunity to bring forward expenditure from future years to support ongoing delivery of the IVS project, digital fireground radios and wider business resilience. Progressing this spend without additional budget would result in a forecast overspend as outlined, however if budget does not become available spend will be pulled back and slipped into 2025/26.



New Mobilising System (NMS)

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> The Yorkshire Purchasing Organisation Dynamic Purchasing System (YPO DPS) Invitation to Tender (ITT) was launched on 12th June with a closing date of 16th July. One bid was received but deemed non-compliant following evaluation. A decision was made to award the contract on the basis of Regulation 33 of the Public Contracts (Scotland) Regulations 2015. 	<ul style="list-style-type: none"> Award of contract is expected mid September.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> Due to the need for another procurement exercise, NMS has a Milestone RAG status of Amber. If the contract award goes to plan in the coming months, then the Milestone RAG is likely to change to Green. 	<ul style="list-style-type: none"> The Budget RAG status is Amber pending the outcome of the current procurement process. NMS Full Business Case figures are indicating a project underspend in the year. Full details will be available when contract is awarded and if budget vired elsewhere in the capital programme, the RAG status will move to Green.

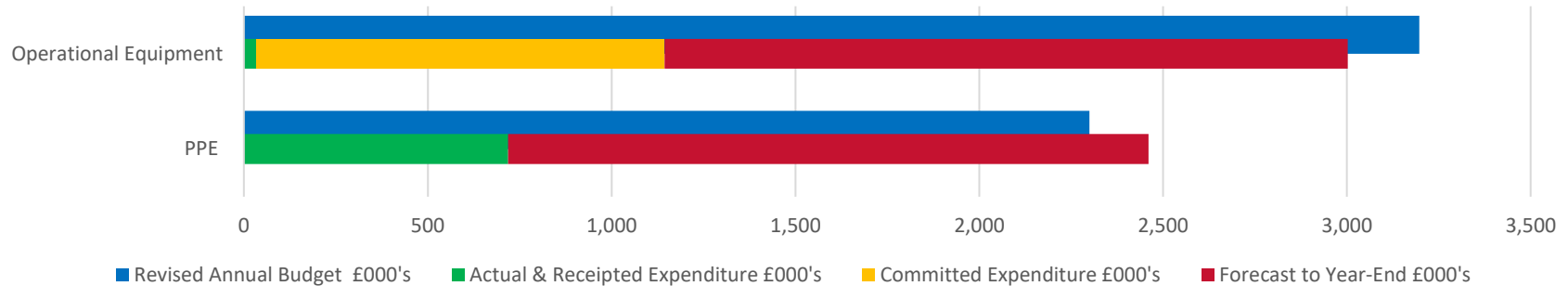
Operational Equipment

Progress in the month

- Completion of collation of data for contaminants PPE reserve stock prior to placing orders.
- Review of contaminant hazardous waste bin requirements.
- Delivery of Flood Response PPE Helmets.
- Order placed for Self-Contained Breathing Apparatus (SCBA) Reducers.

Progress anticipated in coming months

- Orders to be placed for contaminants PPE and contaminant hazardous waste bins.
- Delivery of Flood Response Personal Flotation Devices (PFD) PPE.



Milestone RAG

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

Deviation from Budget RAG

- Budget RAG status has remained as Green in the month. Planning assumptions have changed and a possible 48WT recruits now in January 25 campaign, therefore resulting in a forecast overspend in the PPE line. But the budget in the Operational equipment line is showing an underspend.

Analysis of Capital Programme Realignment

Projects where Projected Spend is Lower then Budgeted

No	Project	Primary SG Priority Alignment	Primary SFRS Outcome	Programme Area	Slippage	Summary
1	NMS (current estimate)	Improving Public Services	2. Response	ICT	£6,000,000	The delayed award of the contract will impact the budget expenditure over the financial year, and milestones will remain unknown until the contract is awarded and implementation plans are approved. This will result in the project being under budget for 24/25 and increased for 25/26. Business readiness and data standardisation work has also been completed to prepare for working with the new supplier. Robust backup systems remain in place until then.
2	Crewe Toll - Reinforced Autoclaved Aerated Concrete (RAAC)	Improving Public Services	6. People	Property Major Works	£650,000	Crewe Toll was identified as having a RAAC roof and was included in the Capital Programme 2024/25. However the Project has been put on hold due to the potential impact of the tram route extension on the existing station footprint. The Edinburgh Council tram project team hopes to confirm the route by early 2025, with construction starting in 2029. Clarity is still required regarding the replacement for the fire station. The project is on hold until the conclusion of the desktop feasibility study.
3	Salen Fire Station Development	Improving Public Services	6. People	Property Major Works	£910,000	The site has encountered issues with the foundation slabs and the absence of a Damp Proof Course (DPC). A DPC is essential for protecting the property against moisture rising from the ground. Consultant Engineers on this project have advised that the best and least expensive course of action would be to demolish the building and then re-build on site. The Strategic Services Review Programme (SSRP) will review this site to determine the next course of action.
4	Portree – Community Resilience Hub	Improving Public Services	3. Innovation and Modernisation	Property Major Works	£460,000	The delay in the project can be attributed to the time taken to confirm the overall scope of the project and it taking longer than anticipated to identify a suitable site. A potential site has now been found and negotiations with the landowner have commenced. The design brief is progressing as is the process of identifying community partners for this project.
5	Calton Fire Station – Dignified facilities and contaminant control	Improving Public Services	6. People	Property Major Works	£250,000	There has been a delay in the issue of Planning and Building Warrant for the project. The delay in obtaining the necessary permits and approvals has had an impact on the project timeline and required adjustments to the schedule.
6	Cumbernauld Fire Station – Site Purchase	Improving Public Services	6. People	Property Major Works	£900,000	Three sites were identified for the project, which on further evaluation, were deemed unsuitable. The team are currently liaising with the Local Authority to conduct new site searches in order to identify a more suitable location for the project. This has had a significant impact on the project timeline.
7	Training Estate Improvement works	Improving Public Services	6. People	Property Major Works	£300,000	The costs for the proposed schemes are currently being awaited, and the Training Department is in the process of reviewing the scope of the projects. Design works on a number of projects within this programme have already commenced however it is not currently expected this budget can be fully spent before 31 March. Slippage will be picked up in 2025/26.
Total:					£9,470,000	

Analysis of Capital Programme Realignment

Proposed Projects for Escalated Spend

No	Proposed Projects	Primary SG Priority Alignment	Primary SFRS Outcome	Programme Area	Proposed Spend	Summary	Latest Date to Commence for 31/3/25 Delivery
1	Dalkeith Fire Station -New Build	Improving Public Services	6. People	Property Major Works	£260,000	Site Investigation and statutory permissions, such as building warrants and planning, to mitigate the risks associated with purchasing a new site, have been brought into this financial year.	20/09/2024
2	Galashiels Fire Station - Redevelopment	Improving Public Services	6. People	Property Major Works	£450,000	A suitable technical solution has now been identified to address the RAAC-impaired roof at Galashiels fire station. The intention of these works is to reduce the current roof risk rating from red to green, with the added benefit of increasing the thermal properties of the roof coverings and reduce SFRS's backlog maintenance. These works will be carried out while ensuring the station remains operational at all times.	20/09/2024
3	Property Condition Surveys	Improving Public Services	5. Effective Governance and Performance	Property Minor Works	£290,000	A targetted refresh of property condition surveys is necessary to inform and prioritise future capital expenditure, ensuring that funds are allocated to the most pressing needs. This will also help to deliver programs for Minor Works, allowing for the efficient and effective use of resources. The last set of condition surevys was undertaken in 2019; Audit Scotland recommend that property condition surveys are undertaken every 5 years in order to set maintenance budgets, and plan and target maintenance work.	20/09/2024
4	Trend Building Management System (BMS)	Tackling the Climate Emergency	4. Climate Change	Property Minor Works	£500,000	Funding the purchase of the front end to the Trend Building Management System (BMS) would provide reliant connectivity to our existing Trend BMS in approximately 40 properties. This will remove the digital security risks, and associated issues, of depending on third party hosting platforms. When fully optimised and managed the BMS systems will reduce our resource costs by minimising travel to sites and expenditure on utilities, for example by turning off heating when not required to be on, whilst improving the management of these properties and the working environment for crews. Hosting the platform in-house will allow for future expansion across our Wholetime estate, ensuring that the system remains up-to-date and capable of handling the growing needs of the Service.	27/09/2024
5	Invergordon Heating Design	Tackling the Climate Emergency	4. Climate Change	Property Minor Works	£40,000	The existing oil-fired heating plant at the site has reached the end of its life and needs to be replaced. This type of heating system is known for being heavy in carbon emissions, and replacing it with a low carbon heating system will result in significant carbon savings and also lower running costs. By transitioning to a low carbon heating system, we can reduce our carbon footprint and contribute to a cleaner and healthier environment.	04/10/2024
6	Macalpine Fire Station/ Dundee Operations Control - Electrical Supply	Tackling the Climate Emergency	4. Climate Change	Property Minor Works	£150,000	At MacAlpine Road Fire Station, EV fast chargers have been installed, but the current electrical supply is insufficient to support them. To ensure that these chargers can function properly, an upgrade to the existing power supply is necessary. There is good demand for use of these chargers with requests coming from Flexiduty officers and Control staff. This upgrade will provide the necessary power to support the EV fast chargers and ensure their efficient operation. In addition to this, recent pre-capital consultancy works that looked to reduce the site's carbon footprint proposed the replacement of the existing gas fuelled boilers with an air sourced heat pump, as per Scottish drive to eliminate direct emission heating systems. These works will also require an increased electrical capacity, therefore both projects will benefit from the upgrade. It should also be noted that within the last 12 months the electrical demand for the site, which includes a fire station and a control centre, has exceeded its allocated capacity.	20/09/2024
7	Photovoltaic (PV) Monitoring System	Tackling the Climate Emergency	4. Climate Change	Property Minor Works	£100,000	Currently, there is no system in place to monitor the electricity generated by our photovoltaic (PV) system. This also means that it is not possible to determine when the system is operational or has failed. By implementing a monitoring system, we can optimise the use of our PV system and make informed decisions regarding battery storage. This will allow us to effectively track the performance of the system, ensure that it is functioning at its full potential and in so doing save us grid electricity costs.	04/10/2024

Analysis of Capital Programme Realignment

8	Reinforced Autoclaved Aerated Concrete (RAAC)	Improving Public Services	6. People	Property Minor Works	£500,000	This investment will facilitate additional remediations to eliminate the high risk status of certain roof planks and perform temporary roof covering repairs to mitigate the risk of further damage to Reinforced Autoclaved Aerated Concrete (RAAC) panels. These remediations are crucial in ensuring the safety and longevity of the building structure. By addressing the issues with the roof planks and RAAC panels, the building can be better protected against potential damage and deterioration. The temporary roof covering repairs will provide an immediate solution while a more permanent solution is being developed. This investment demonstrates a commitment to maintaining the integrity of the building and ensuring its continued functionality.	20/09/2024
9	Property Minor Works	Improving Public Services	6. People	Property Minor Works	£650,000	The allocation of additional minor works expenditure will help to address some of the significant property issues across the estate, including failing roofs, windows, and heating systems. By investing in these necessary repairs and upgrades, the overall condition of the property estate can be improved, enhancing its functionality and longevity.	20/09/2024
10	20 of 18 tonne Appliance chassis	Improving Public Services	2. Response	Fleet	£3,675,000	There is a significant backlog of investment within the category of primary response Fleet vehicles. A recent procurement exercise has been conducted and it has been determined that the estimated spend can be achieved. This investment will help to reduce the fleet backlog, decrease our carbon footprint by introducing less polluting vehicles, and ensure that our fleet vehicles are up-to-date and operating at their maximum potential. By addressing this issue, the efficiency and effectiveness of the primary response Fleet vehicles can be improved, enhancing their ability to serve the needs of the community.	20/09/2024
11	Detection, Identification and Monitoring Vehicle (DIM)	Improving Public Services	2. Response	Fleet	£550,000	The purpose of a DIM capability is to provide enhanced detection support, in the event of serious chemical, biological, nuclear and radiological incidents. It also has a significant part to play in any mass decontamination incident and can support USAR, Hazmat, flooding incidents and supporting multi-agency response to national events. Our current capabilities were brought into service between 2003 and 2008 and have not been upgraded since. The four vehicles and associated equipment are at, or beyond, end of life and manufacturers are no longer able to source or repair many pieces of equipment due to their age. Glasgow Scientific Services, who provide our Scientific support for both training and incidents, highlighted issues with missing or defective equipment from our DIM vehicles during the latest DIM course. This carries both an operational risk in terms of safety and a reputational risk for SFRS. There is funding already allocated within the Capital Programme to replace 1 DIM vehicle (with additional sums allocated within 2025/26), this additional funding will allow us to replace an additional DIM vehicle this year.)	20/09/2024
12	ICT Projects	Improving Public Services	5. Effective Governance and Performance	ICT	£1,735,000	The Information and Communications Technology (ICT) Capital Projects team are successfully achieving their spend targets. Building on this success there is an opportunity to bring forward some of next year's funding in order to purchase technology to support service delivery, such as in-vehicle systems, additional radios to support operational communications and also to enhance back office systems, for example Data Centre / Disaster Recovery. This will ensure that the projects have the necessary resources to continue meeting their targets and delivering on their objectives.	20/09/2024
13	Marauding Terrorist Attack (MTA) / Major Casualty Incident (MCI) Trauma care	Improving Public Services	2. Response	Operational Equipment	£35,000	In order to meet the Scottish Government's commitment to respond to two concurrent Marauding Terrorist Attack (MTA) incidents, the clinical Governance has identified specialist trauma care products that are required to provide casualty care at MTA/Major Casualty Incident (MCI) incidents. Costs have already been sought from the Scottish Fire and Rescue Service's (SFRS) existing medical products provider, and funding of £35k is required. This funding will enable the SFRS to fully complement its MTA/MCI capability, ensuring that the necessary resources are available to respond effectively to such incidents.	11/10/2024
14	Thermal Imaging Cameras (TIC)	Improving Public Services	2. Response	Operational Equipment	£200,000	100 new Thermal Imaging Camera (TIC) will be purchased to provide every second appliance with a dedicated TIC. SFRS has undertaken an implementation programme whereby at least one camera is available at every station, but multi-pump stations only have access to one TIC. This funding will allow the purchase of sufficient TICs to meet second pump requirements, enhancing firefighter safety and addressing the recommendation for additional TICs highlighted by the HMFSI inspection report for the West SDA.	20/09/2024

Analysis of Capital Programme Realignment

15	Safe Working at Height (SWAH) Equipment	Improving Public Services	2. Response	Operational Equipment	£275,000	The Operations Strategy has identified a need to change the current Safe Working at Height (SWAH) strategy with the implementation of Tier 1 and Tier 2 operating levels. There will now be 33 Tier 2 stations, with all other stations reverting to Tier 1. To meet this strategy and enhance firefighter safety, there is a need to purchase 33 Tier 2 kits at a cost of £100k and 120 Tier 1 kits at a cost of £175k. Capital funding has been requested over the next three years, but if funding is made available now, the full strategy can be purchased and delivered more quickly, meeting operational needs and maintaining firefighter safety.	27/09/2024
16	Self Contained Breathing Apparatus (SCBA) Project Team	Improving Public Services	2. Response	Operational Equipment	£60,000	The Self Contained Breathing Apparatus (SCBA) project team needs to be established to initiate the specification development and procurement process. This is a major project for the Scottish Fire and Rescue Service (SFRS) and requires a dedicated team to deliver it successfully. The team will consist of one Group Commander post at a cost of approximately £75k and one Watch Commander post at a cost of approximately £48k. These resources will enable the project team to effectively carry out their responsibilities and ensure the successful implementation of the next SCBA contract.	20/09/2024
Total:					£9,470,000		

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



Report No: B/PD/01-24

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	29 AUGUST 2024							
Report Title:	COLLEAGUE EXPERIENCE SURVEY 2024 UPDATE							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY					For Reports to be held in Private	
		Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	
1	Purpose							
1.1	To provide an update on the results of the Scottish Fire and Rescue Services (SFRS) Colleague Experience Survey (CES) 2024, including a comparative overview of the Staff Survey in 2018 and an outline of next step actions including further analysis, communication and engagement strategy and action planning.							
2	Background							
2.1	The SFRS CES 2024 launched on 31 March 2024 and was supported by a comprehensive communication strategy to increase awareness and encourage participation.							
2.1.1	The SFRS annual membership with Skills for Justice provided a cost-effective platform to deliver our survey objectives at a service wide level.							
2.1.2	The CES 2024 closed on 6 May 2024. Analysis of the service wide results commenced following this to determine results and establish areas of performance and improvement.							
3	Main Report/Detail							
3.1	The response rate for the CES 2024 was 27% with a total of 1887 people sharing their views about working life within the SFRS. The following data provides a snapshot of the response demographic: <ul style="list-style-type: none"> • 80% of Respondents worked in Operational Delivery; 15% in Corporate Services • Of those Respondents disclosing their sex 68% were Male; and 22% Female • 52% of respondents were from Wholetime staff groups • 50% of respondents had 16yrs+ service 							
3.2	The CES also presented an opportunity to measure the effectiveness of our communication channels, with was used to inform our engagement strategy throughout the survey open window. Analysis of this data provided the following insights: -							
3.3	Where did colleagues hear about the survey? <ul style="list-style-type: none"> - Weekly Brief - 45% - iHUB -18% - 15% Other – likely to be word of mouth, Union or Survey Champions - Manager - 13% 							

3.4	<p>Further analysis of the results beyond the corporate wide lens and qualitative analysis on free text is almost complete. The two Free Text Questions elicited circa 1200 responses.</p> <ol style="list-style-type: none"> 1. Do you feel treated equally regardless of your age/ gender/ disability/ ethnic background/ sexual orientation? (201 Responses) 2. What one thing could the SFRS do to make the most difference to your experience at work? (984 Responses) 																																				
3.5	<p>CES 2024 Survey Results</p> <p>The SFRS Advocacy score is 47.95%. This means that 47.95% of employees who completed the survey would recommend the SFRS as a great place to work. Employee advocacy scores are a powerful tool to measure and improve employee satisfaction. They offer a glimpse into how happy and satisfied employees are and the likelihood of them staying and promoting an organisation, as a good place to work, to their friends and family. For comparison, 21.82% of employees would not recommend the service as a great place to work.</p>																																				
3.6	<p>Analysis of the SFRS CES 2024 results highlights the following key areas of performance. Crucially, there is alignment with the Culture Action Plan priorities and work of the Culture Development Group with the areas for improvement that have emerged.</p> <p>Top 5 Areas for Performance</p> <table border="1" data-bbox="277 857 1442 1137"> <thead> <tr> <th>Theme</th> <th>Question</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Teamwork</td> <td>The people in my team work well together</td> <td>86.77</td> </tr> <tr> <td>Teamwork</td> <td>I am supported by my line manager</td> <td>83.25</td> </tr> <tr> <td>Leadership</td> <td>My line manager is committed to a culture of safety and wellbeing</td> <td>81.01</td> </tr> <tr> <td>Communication</td> <td>Communications are relevant to my role</td> <td>72.87</td> </tr> <tr> <td>Teamwork</td> <td>I am motivated to help achieve individual, team, and SFRS objectives</td> <td>71.46</td> </tr> </tbody> </table> <p>Top 5 Areas for Improvement</p> <table border="1" data-bbox="277 1200 1442 1496"> <thead> <tr> <th>Theme</th> <th>Question</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Systems & Tech</td> <td>I believe the age of the technology in the SFRS is appropriate and allows us to work effectively</td> <td>61.94</td> </tr> <tr> <td>Systems & Tech</td> <td>Systems and processes are in place to ensure we work innovatively</td> <td>54.85</td> </tr> <tr> <td>Decision Making</td> <td>The SFRS responds quickly to challenges and opportunities</td> <td>48.17</td> </tr> <tr> <td>Change</td> <td>Change is managed effectively and respectfully within the SFRS</td> <td>47.09</td> </tr> <tr> <td>Behaviours</td> <td>Our policies and practices are applied fairly and consistently</td> <td>44.00</td> </tr> </tbody> </table>	Theme	Question	Score	Teamwork	The people in my team work well together	86.77	Teamwork	I am supported by my line manager	83.25	Leadership	My line manager is committed to a culture of safety and wellbeing	81.01	Communication	Communications are relevant to my role	72.87	Teamwork	I am motivated to help achieve individual, team, and SFRS objectives	71.46	Theme	Question	Score	Systems & Tech	I believe the age of the technology in the SFRS is appropriate and allows us to work effectively	61.94	Systems & Tech	Systems and processes are in place to ensure we work innovatively	54.85	Decision Making	The SFRS responds quickly to challenges and opportunities	48.17	Change	Change is managed effectively and respectfully within the SFRS	47.09	Behaviours	Our policies and practices are applied fairly and consistently	44.00
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3.7	<p>A full outline of performance against each of the survey questions is attached as Appendix A which also includes some additional narrative, specifically around the number of employees who have experienced or observed discrimination, bullying and/or harassment in the workplace over the last 12 months. Including those who have also reported this and whether they were satisfied with the outcome.</p>																																				
3.8	<p>A comparison exercise was undertaken with the results of the Staff Survey 2018.</p>																																				
3.9	<p>There was a broad alignment with the 2018 Staff Survey and CES ‘themes’ of questions. It was important however that the CES 2024 was both reflective of the 6-year gap between both surveys, including the change in economic and political climate and was based on current engagement themes.</p>																																				
3.10	<p>Some new questions/themes were added to CES 2024 to reflect current workplace and operating context:</p>																																				

	<ul style="list-style-type: none"> ➤ Statement on psychological safety and wellbeing - <i>establishing a baseline on psychological and emotional safety</i> ➤ Statements on systems and technology - <i>exploring innovation and efficiency</i> ➤ Statements on decision making - <i>exploring the use of data and pace of decision making</i> ➤ Statements on learning culture - <i>exploring conditions created for innovation and creativity</i> ➤ Establishing perceptions around 'blame' culture ➤ Different wording 'Discrimination, Bullying & Harassment' – <i>to capture not only if directly experienced in the last 12 months but also if it has been witnessed and if it was reported.</i>
3.11	<p>Comparative overview – CES 20204 > Staff Survey 2018 The Staff Survey 2018 response rate was 28% / 2161 responses (versus CES 2024 - 27% / 1887 responses). A comparison exercise between both surveys is attached as Appendix B.</p>
3.12	<p>Trending Up vs 2018</p> <ol style="list-style-type: none"> 1. Communications are relevant to my role 72.87% positive Vs 36% 2018 36.87 2. I have access to the training I need to develop the skills required to do my job safely - 62.62% Vs I have access to the right learning and development opportunities = 42% 20.62 3. I am provided with the appropriate resources (Equipment/PPE/Technology) to be able to do my job safely -58.87% Vs I have the resources I need to do my job well = 36% 22.87 4. I am motivated to help achieve individual, team, and SFRS objectives- 70.46% Vs I am motivated to give my best effort at work= 53% 17.46
3.13	<p>Trending Down vs 2018</p> <ol style="list-style-type: none"> 1. Our policies and practices are applied fairly and consistently - 33.02% positive Vs I am treated fairly = 71% 37.98 2. Leaders/line managers promote discussion around work, and do not simply communicate decision- 47.49% Vs My line manager promotes discussion and does not simply communicate decisions= 66 % 18.51 3. I feel able to speak up and express my honest opinion about my role- 52.32% (Mean) Vs I am able to speak up and express my honest opinion about work-related matters = 68% 15.68 4. I am enabled and supported to live the SFRS values at my work- 55.83% Vs I understand how the SFRS values apply to me and how I carry out my role = 70% 14.17
3.14	<p><u>What's Next?</u> Communication & Engagement Strategy:</p>
3.15	<p>Cascade of the CES 2024 results will commence during the week of 12 August using various methodology including direct communication, weekly brief articles and graphics to support a diverse range of information sharing.</p>
3.16	<p>Following positive feedback from video messaging throughout the survey open window, a follow up piece to camera will also work up a Q&A and engage colleagues to participate in next step actions.</p>
3.17	<p>Regular communication remains a critical success factor and the CES will maintain a standing spot in the comms calendar as we release further updates to maintain awareness and engagement. All information relating to the CES 2024 aims to be 'housed' within a dedicated iHub space for all culture related communications.</p>

3.18	The communication strategy also includes plans for other key stakeholder roles, such as the Strategic People Partners, People Advice Specialists, CDG and Culture/Survey Champions to maintain direct engagement to raise awareness and create accountability within their dedicated areas.
3.19	Next step actions will focus on drawing engagement from across the service to work with representative groups (digitally and in person) to validate the results, understand what is driving the feedback and facilitate solution focussed discussions.
3.20	Ongoing Union stakeholder engagement is planned as these important relationships remain pivotal to the continued success of our objectives.
3.21	Discussions are also ongoing with Skills for Justice to enable the next level of detailed analysis. The communication of results breakdown for Corporate Services and Operational Delivery is imminent (along with Free Text insight) with further detail to follow.
4	Recommendation
4.1	The SFRS Board to note current progress relating to the analysis of the Colleague Experience Survey 2024, publication of results and future action plans, which were approved by the Strategic Leadership Team (SLT) on 7 August 2024.
5	Key Strategic Implications
5.1	Risk
5.1.1	N/A - No change to the key strategic implications identified within the original proposal.
5.2	Financial
5.2.1	N/A - No change to the key strategic implications identified within the original proposal.
5.3	Environmental & Sustainability
5.3.1	N/A - No change to the key strategic implications identified within the original proposal.
5.4	Workforce
5.4.1	N/A - No change to the key strategic implications identified within the original proposal.
5.5	Health & Safety
5.5.1	N/A - No change to the key strategic implications identified within the original proposal.
5.6	Health & Wellbeing
5.6.1	N/A - No change to the key strategic implications identified within the original proposal.
5.7	Training
5.7.1	N/A - No change to the key strategic implications identified within the original proposal.
5.8	Timing
5.8.1	N/A - No change to the key strategic implications identified within the original proposal.
5.9	Performance
5.9.1	N/A - No change to the key strategic implications identified within the original proposal.
5.10	Communications & Engagement
5.10.1	N/A - No change to the key strategic implications identified within the original proposal.
5.11	Legal
5.11.1	N/A - No change to the key strategic implications identified within the original proposal.

5.12	Information Governance	
5.12.1	N/A - No change to the key strategic implications identified within the original proposal.	
5.13	Equalities	
5.13.1	N/A - No change to the key strategic implications identified within the original proposal.	
5.14	Service Delivery	
5.14.1	N/A - No change to the key strategic implications identified within the original proposal.	
6	Core Brief	
6.1	To update the SFRS Board on progress relating to the analysis of the Colleague Experience Survey 2024, publication of results and future action plans.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Liz Barnes, Interim Deputy Chief Officer Corporate Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable / Limited / Insufficient
7.3	Rationale:	The confidential CES was delivered and analysed by an independent, third-party provider. The question set reflects standard employee engagement and cultural themes. Robust communication and follow up plans are in place. Results should be considered in the context of a 27% response rate.
8	Appendices/Further Reading	
8.1	Appendix A - SFRS Colleague Experience Survey Results (Service Wide) 2024	
8.2	Appendix B – CES 2024 Vs Staff Survey 2018 - Comparison	
Prepared by:	KellyAnne McDougall, People Advisor	
Sponsored by:	Lyndsey Gaja, Interim Director of People	
Presented by:	KellyAnne McDougall, People Advisor	
Links to Strategy and Corporate Values		
Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Corporate Board</i>	<i>26 August 2024</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>29 August 2024</i>	<i>For Scrutiny</i>

SFRS Colleague Experience Survey 2024 Service Wide Results

Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree
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Statements on Physical Safety...

I have access to the training I need to develop the skills required to do my job safely	5.40	16.76	15.22	47.64	14.98
I am provided with the appropriate resources (Equipment/PPE/Technology) to be able to do my job safely	5.89	20.69	14.55	45.12	13.75
I feel that the SFRS support the physical safety of myself and my colleagues	4.25	12.08	16.20	50.46	17.01
The SFRS takes effective action to address issues relating to safety in the working environment	5.73	14.66	19.35	45.72	14.54

Statements on feeling safe to speak up...

I feel able to learn from my mistakes rather than hide them	5.00	8.64	16.41	55.03	14.93
I feel able to speak up and express my honest opinion about my role	10.67	21.02	16.34	40.69	11.28
I feel able to speak up and express my honest opinion about my work environment	11.28	20.35	14.73	42.11	11.53

Statements on psychological safety and wellbeing...

I feel that the SFRS support the psychological and emotional safety of myself and my colleagues	9.49	16.28	22.26	40.88	11.10
I feel supported in maintaining a good work-life balance	9.30	19.04	20.95	38.02	12.69
I feel safe coming to work	2.47	5.38	15.02	52.29	24.85

Statements on Leadership...

My line manager is committed to a culture of safety and wellbeing	3.02	4.87	11.10	48.21	32.80
Our strategic leaders champion a culture of safety and wellbeing through their actions, behaviours, and decision making	10.26	18.67	29.73	31.46	9.89

Statements on teamwork...

I am supported by my line manager	2.45	5.65	8.66	41.66	41.59
The people in my team work well together	2.19	4.14	6.90	41.50	45.27
My efforts and contribution to the team are recognised through regular 1-1's and appraisals	6.97	12.88	14.82	42.02	23.30
I am motivated to help achieve individual, team, and SFRS objectives	3.76	8.91	15.87	44.23	27.23

Statements on communication...

The SFRS works collaboratively across departmental functions and areas to achieve shared objectives	12.55	27.68	28.50	27.12	4.14
Communications are relevant to my role	3.39	8.61	15.14	44.85	28.02
I feel well informed of the activity of the wider SFRS	7.73	22.75	25.96	36.83	6.72
Leaders/line managers promote discussion around work, and do not simply communicate decisions	9.80	20.04	22.68	35.87	11.62
I am well informed of changes that might affect me	10.22	25.82	22.34	34.84	6.79
I have the opportunity to offer my views on decisions that affect me	12.82	26.97	25.19	28.93	6.09

Statements on SFRS behaviours...

Our policies and practices are applied fairly and consistently	15.37	28.63	22.98	27.94	5.08
I feel my concerns about inappropriate behaviours would be listened to and acted upon	9.28	12.02	19.96	44.82	13.92

Statements on inclusivity and recognition..

Policies and practices in the SFRS support an inclusive workplace	4.57	9.59	23.30	52.51	10.03
There is fairness and transparency in the application of policies and practises for recruitment and development opportunities	16.44	23.68	27.37	26.54	5.97
I feel that the benefits I receive in my job recognise the value of my input	16.16	25.38	29.64	24.55	4.26

Statements on change..

Change is managed effectively and respectfully within the SFRS	16.55	30.54	29.14	21.41	2.36
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Statements on learning culture..

The culture within the SFRS helps it to be innovative	12.39	30.49	31.77	22.53	2.82
Creativity and innovation are encouraged by the SFRS	11.87	26.64	33.12	24.65	3.72
I am encouraged and supported to try out new ideas	11.43	23.51	31.54	28.45	5.07
The SFRS sees the opportunity in learning from mistakes rather than the challenges	12.36	21.24	35.91	26.45	4.05

Statements on systems and technology...

I believe the age of the technology in the SFRS is appropriate and allows us to work effectively	28.88	33.06	17.20	19.06	1.80
Systems and processes are in place to ensure we work innovatively	20.49	34.36	25.95	17.21	1.99

Statements on decision making...

The SFRS systems for collecting management information and performance indicators support effective decision making	11.31	21.79	45.63	19.60	1.67
The SFRS responds quickly to challenges and opportunities	18.18	29.93	33.98	15.74	2.12

To what extent do you agree with the following statements...

I enjoy my work	3.12	7.22	15.67	49.87	24.12
I am enabled and supported to live the SFRS values at my work	4.63	11.66	27.88	43.39	12.44
Leadership approach is consistent with SFRS values	11.88	21.75	27.21	29.81	9.35
I would recommend SFRS as a great place to work	6.97	14.85	30.23	33.94	14.01

Not at all	Needs Improvement	Yes
13.53	58.28	28.19

Do you think Team priorities and objectives are clearly communicated and reflect all the SMART objectives?

Not at all	Somewhat	Yes	Don't know
8.09	35.36	39.00	17.55

Do you believe there is a blame culture within the SFRS

Yes	No	N/A	Don't know	Prefer not to say
64.34	19.39	4.01	8.01	4.26

Do you feel treated equally regardless of your age / gender / disability / ethnic background / sexual orientation

SFRS Colleague Experience Survey 2024

Service Wide Results

Have you personally experienced or observed discrimination, bullying and/or harassment in the workplace over the last 12 months

Yes	No	N/A	Don't know	Prefer not to say	Linked Questions					
21.33	69.65	1.52	1.90	5.59						
<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> <td style="text-align: center;">N/A / Prefer not to say</td> </tr> <tr> <td style="text-align: center;">44.94</td> <td style="text-align: center;">37.20</td> <td style="text-align: center;">17.86</td> </tr> </table>						Yes	No	N/A / Prefer not to say	44.94	37.20
Yes	No	N/A / Prefer not to say								
44.94	37.20	17.86								

If Yes to the above question, did you report it?

If yes to the above question, were you satisfied with the outcome?

Evaluation & Analysis

Top 5 Areas of Performance

- The people in my team work well together
- I am supported by my line manager
- My line manager is committed to a culture of safety and wellbeing
- Communications are relevant to my role
- I am motivated to help achieve individual, team, and SFRS objectives

Agreed	Strongly Agreed	Combined	Theme
41.50	45.27	86.77	Teamwork
41.66	41.59	83.25	Teamwork
48.21	32.80	81.01	Leadership
44.85	28.02	72.87	Communication
44.23	27.23	71.46	Teamwork

Top 5 Areas for Improvement

- I believe the age of the technology in the SFRS is appropriate and allows us to work effectively
- Systems and processes are in place to ensure we work innovatively
- The SFRS responds quickly to challenges and opportunities
- Change is managed effectively and respectfully within the SFRS
- Our policies and practices are applied fairly and consistently

Disagree	Strongly Disagree	Combined	Theme
28.88	33.06	61.94	Systems & Tech
20.49	34.36	54.85	Systems & Tech
18.18	29.99	48.17	Decision Making
16.55	30.54	47.09	Change
15.37	28.63	44.00	Behaviours

Additional Narrative:

21.33% of employees **HAVE PERSONALLY EXPERIENCED OR OBSERVED DISCRIMINATION, BULLYING AND/OR HARASSMENT** in the workplace over the last 12 months
44.94% of those employees **REPORTED DISCRIMINATION, BULLYING AND/OR HARASSMENT**. And, **82.79%** of them **WERE NOT HAPPY WITH THE OUTCOME**

47.95% of SFRS employees **WOULD RECOMMEND THE SERVICE AS A GREAT PLACE TO WORK**. And, **21.82%** of Employees **WOULD NOT**.

ADVOCACY

74.36% of employees believe there is a **BLAME CULTURE** within the SFRS

71.81% of employees **DO NOT** think Team priorities and objectives are clearly communicated and reflect all the SMART objectives?

Other Notable Results:

I enjoy my work

Agreed	Strongly Agreed	Combined
49.87	24.12	73.99

Do you feel treated equally regardless of your age / gender / disability / ethnic background / sexual orientation

Yes	No
64.34	19.39

SFRS Colleague Experience Survey 2024 Service Wide Results

2018 Staff Survey Comparison

Statements on Physical Safety...	SFRS Colleague Experience Survey 2024					2018 Staff Survey Comparison					Comparable 2018 Question	2018 Staff Survey Comparison Narrative		
	Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree	Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree			↑ ↓ vs 2018	% Variance against 2018
Statements on Physical Safety...														
I have access to the training I need to develop the skills required to do my job safely	5.40	16.76	15.22	47.64	14.98	10.00	23.00	26.00	35.00	7.00	↑	20.62	I have access to the right learning and development opportunities = 42% Versus 62.62%	This question relates primarily to the accessibility of appropriate training / learning opportunities to be able to do a job well and the identified match provides relevant comparison. The following 2018 question, although not directly comparable, may also provide helpful insight: "I have the knowledge and skills I need to do my job well" = 68% Positive score
I am provided with the appropriate resources (Equipment/PPE/Technology) to be able to do my job safely	5.89	20.69	14.55	45.12	13.75	13.00	27.00	24.00	31.00	5.00	↑	22.87	I have the resources I need to do my job well = 36% Versus 58.87%	Considered a good comparative match
I feel that the SFRS support the physical safety of myself and my colleagues	4.25	12.08	16.20	50.46	17.01	5.00	10.00	15.00	52.00	19.00	↓	7.13	The SFRS is fully committed to the safety of all employees = 71% Versus 63.87% (Mean)	Considered a good comparative match across both CES 2024 Safety questions. Mean results from both CES 2024 responses = 63.87% to provide comparative figures.
The SFRS takes effective action to address issues relating to safety in the working environment	5.73	14.66	19.35	45.72	14.54									
Statements on feeling safe to speak up...														
I feel able to learn from my mistakes rather than hide them	5.00	8.64	16.41	55.03	14.93	2.00	6.00	20.00	59.00	13.00	↓	2.04%	I am able to learn from my mistakes rather than hide them = 72% Versus 69.96%	Direct comparison question with marginal variance
I feel able to speak up and express my honest opinion about my role	10.67	21.02	16.34	40.69	11.28	8.00	12.00	12.00	44.00	24.00	↓	15.68	I am able to speak up and express my honest opinion about work related matters = 68% Versus 52.32% (Mean)	Considered a good comparative match across both CES 2024 Speak Up questions. Mean results from CES 2024 responses = 52.32% to provide comparative figures.
I feel able to speak up and express my honest opinion about my work environment	11.28	20.35	14.73	42.11	11.53									
Statements on psychological safety and wellbeing...														
I feel that the SFRS support the psychological and emotional safety of myself and my colleagues	9.49	16.28	22.26	40.88	11.10									New question set / theme
I feel supported in maintaining a good work-life balance	9.30	19.04	20.95	38.02	12.69	9.00	15.00	21.00	42.00	13.00	↓	4.29	I am able to achieve a good work/life balance = 55% Versus 50.71%	Direct comparison question with marginal variance
I feel safe coming to work	2.47	5.38	15.02	52.29	24.85	1.00	5.00	16.00	57.00	21.00	↓	0.86	I feel safe at work = 78% Versus 77.14%	Direct comparison question with marginal variance
Statements on Leadership...														
My line manager is committed to a culture of safety and wellbeing	3.02	4.87	11.10	48.21	32.80	9.00	15.00	24.00	41.00	12.00	↓	0.82	The SFRS is fully committed to the health & wellbeing of all employees = 53% The SFRS is fully committed to the safety of all it's employees = 71% 2018 Mean - 62%	Two questions were identified as a comparative match across both CES 2024 Safety & Wellbeing questions. Mean results both provided comparative figures. Note: The SLT response (2024) pulls this statistic down considerably. Direct comparison with the line manager question only would have reported a 19% improvement in this response.
Our strategic leaders champion a culture of safety and wellbeing through their actions, behaviours, and decision making	10.26	18.67	29.73	31.46	9.89	5.00	10.00	14.00	52.00	19.00				
Statements on teamwork...														
I am supported by my line manager	2.45	5.65	8.66	41.66	41.59	4.00	5.00	14.00	51.00	26.00	↑	6.25	I am supported by my line manager = 77% Versus 83.25%	Direct comparison question
The people in my team work well together	2.19	4.14	6.90	41.50	45.27	1.00	3.00	8.00	51.00	37.00	↓	0.23	The people in my team work well together = 87% Versus 86.77%	Direct comparison question with marginal variance
My efforts and contribution to the team are recognised through regular 1-1's and appraisals	6.97	12.88	14.82	42.02	23.30	5.00	7.00	15.00	50.00	23.00	↓	9.68	My line manager carried out my appraisal effectively = 73% My line manager recognises my effort and contribution = 77% 2018 Mean - 75% Versus 65.32%	<i>Two questions were considered a good comparative match across this question.</i> <i>Mean result is 75% for 2018</i> <i>The following 2018 question, although not directly comparable, may also provide helpful insight:</i> My line manager formally reviews my performance using the SFRS appraisal process (84% yes 16% no)
I am motivated to help achieve individual, team, and SFRS objectives	3.76	8.91	15.87	44.23	27.23	7.00	17.00	22.00	39.00	15.00	↑	17.46	I am motivated to give my best effort at work = 53% Versus 70.46%	Considered a good comparative match

SFRS Colleague Experience Survey 2024 Service Wide Results

2018 Staff Survey Comparison

Statements on communication...	Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree	↑ vs 2018	% Variance against 2018	Comparable 2018 Question	2018 Staff Survey Comparison Narrative
	12.55	27.68	28.50	27.12	4.14				
The SFRS works collaboratively across departmental functions and areas to achieve shared objectives	12.55	27.68	28.50	27.12	4.14	↑	12.36	Different parts of SFRS work well together = 19%	Considered a good comparative match
Communications are relevant to my role	3.39	8.61	15.14	44.85	28.02	↑	36.87	Communication in my Area/ Function/ Directorate is good = 36%	Considered a good comparative match
I feel well informed of the activity of the wider SFRS	7.73	22.75	25.96	36.83	6.72	↓	9.45	I am well informed about what the SFRS wants to achieve = 47%	Two questions were considered a good comparative match across this question. Mean result is 53% for 2018
Leaders/line managers promote discussion around work, and do not simply communicate decisions	9.80	20.04	22.68	35.87	11.62	↓	18.51	My line manager promotes discussion and does not simply communicate decisions = 66%	Considered a good comparative match
I am well informed of changes that might affect me	10.22	25.82	22.34	34.84	6.79	↑	5.63	I am well informed about changes which affect me = 36%	Good direct comparison question
I have the opportunity to offer my views on decisions that affect me	12.82	26.97	25.19	28.93	6.09	↑	1.02	I have opportunity to offer my views on decisions that affect me = 34%	Good direct comparison question
Statements on SFRS behaviours...									
Our policies and practices are applied fairly and consistently	15.37	28.63	22.98	27.94	5.08	↓	37.98	I am treated fairly = 71%	Considered a good comparative match
I feel my concerns about inappropriate behaviours would be listened to and acted upon	9.28	12.02	19.96	44.82	13.92				This question relates primarily to concerns about inappropriate behaviour being listened to. The following 2018 question, although not directly comparable, may also provide some helpful insight: "I feel able to raise concerns about my mental health and wellbeing with my manager" = 59% positive score There is negligible difference between both results with a performance of 58.74% in 2024.
Statements on inclusivity and recognition..									
Policies and practices in the SFRS support an inclusive workplace	4.57	9.59	23.30	52.51	10.03	↑	11.54	The policies and practices in the SFRS support an inclusive workplace = 51%	Good direct comparison question
There is fairness and transparency in the application of policies and practises for recruitment and development opportunities	16.44	23.68	27.37	26.54	5.97	↑	5.51	The processes for selection and promotion within the SFRS are fair and objective - 27%	Considered a good comparative match
I feel that the benefits I receive in my job recognise the value of my input	16.16	25.38	29.64	24.55	4.26	↑	10.81	My pay and associated benefits reflect the job I do for the SFRS = 18%	Considered a good comparative match
Statements on change..									
Change is managed effectively and respectfully within the SFRS	16.55	30.54	29.14	21.41	2.36				There is no direct comparison for this question, However, the following 2018 question, which has already been directly matched, may also provide helpful insight: "I am well informed about changes which affect me" - 36%

SFRS Colleague Experience Survey 2024 Service Wide Results

	Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree
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Statements on learning culture..

The culture within the SFRS helps it to be innovative	12.39	30.49	31.77	22.53	2.82
Creativity and innovation are encouraged by the SFRS	11.87	26.64	33.12	24.65	3.72
I am encouraged and supported to try out new ideas	11.43	23.51	31.54	28.45	5.07

The SFRS sees the opportunity in learning from mistakes rather than the challenges	12.36	21.24	35.91	26.45	4.05
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Statements on systems and technology...

I believe the age of the technology in the SFRS is appropriate and allows us to work effectively	28.88	33.06	17.20	19.06	1.80
Systems and processes are in place to ensure we work innovatively	20.49	34.36	25.95	17.21	1.99

Statements on decision making...

The SFRS systems for collecting management information and performance indicators support effective decision making	11.31	21.79	45.63	19.60	1.67
The SFRS responds quickly to challenges and opportunities	18.18	29.99	33.98	15.74	2.12

To what extent do you agree with the following statements...

I enjoy my work	3.12	7.22	15.67	49.87	24.12
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I am enabled and supported to live the SFRS values at my work	4.63	11.66	27.88	43.39	12.44
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Leadership approach is consistent with SFRS values	11.88	21.75	27.21	29.81	9.35
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I would recommend SFRS as a great place to work	6.97	14.85	30.23	33.94	14.01
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	Not at all	Needs improvement	Yes
Do you think Team priorities and objectives are clearly communicated and reflect all the SMART objectives?	13.53	58.28	28.19

	Not at all	Somewhat	Yes	Don't know
Do you believe there is a blame culture within the SFRS	8.09	35.36	39.00	17.55

	Yes	No	N/A	Don't know	Prefer not to say
Do you feel treated equally regardless of your age / gender / disability / ethnic background / sexual orientation	64.34	19.39	4.01	8.01	4.26

2018 Staff Survey Comparison

Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree	↑ vs 2018	% Variance against 2018	Comparable 2018 Question	2018 Staff Survey Comparison Narrative
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7.00	23.00	30.00	33.00	6.00	↓	5.48	I am encouraged to try out new ideas = Good direct comparison question 39%	
							Versus 33.52%	
10.00	19.00	31.00	36.00	4.00	↓	9.5	The SFRS share lessons learned to make improvements = 40%	Considered a good comparative match
							Versus 30.5%	

								New question set / theme
								New question set / theme
								New question set / theme
								New question set / theme

4.00	8.00	20.00	44.00	24.00	↑	5.99	I enjoy my work = 68%	Good direct comparison question
							Versus 73.99%	
3.00	7.00	20.00	55.00	15.00	↓	14.17	I understand how the SFRS values apply to me and how I carry out my role = 70%	Considered a good comparative match
							Versus 55.00%	
12.00	16.00	40.00	26.00	5.00	↑	8.16	The actions of Leaders & Senior Management (e.g. SLT/DACOs/ Heads of Function) are consistent with SFRS Values = 31%	Good direct comparison question
							Versus 39.16%	
9.00	16.00	29.00	33.00	12.00	↑	2.95	I would recommend the SFRS as a great place to work = 45%	Good direct comparison question
							Versus 47.95%	

ADVOCACY

								New question set / theme
								New question set / theme
								Not directly comparable
								The following 2018 question, although not directly comparable, may also provide helpful insight: "I am treated fairly" = 71% positive score

SFRS Colleague Experience Survey 2024 Service Wide Results

Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree
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Have you personally experienced or observed discrimination, bullying and/or harassment in the workplace over the last 12 months

Yes	No	N/A	Don't know / prefer not to say
21.33	69.65	1.52	1.90

If Yes to the above question, did you report it?

Yes	No	N/A / Prefer not to say
44.94	37.20	17.86

If yes to the above question, were you satisfied with the outcome?

Yes	No	N/A / Prefer not to say
17.21	82.79	

Linked Questions

Evaluation & Analysis

Top 5 Areas of Performance

The people in my team work well together
I am supported by my line manager
My line manager is committed to a culture of safety and wellbeing
Communications are relevant to my role
I am motivated to help achieve individual, team, and SFRS objectives

Agreed	Strongly Agreed	Combined	Theme
41.50	45.27	86.77	Teamwork
41.66	41.59	83.25	Teamwork
48.21	32.80	81.01	Leadership
44.85	28.02	72.87	Communication
44.23	27.23	71.46	Teamwork

Top 5 Areas for Improvement

I believe the age of the technology in the SFRS is appropriate and allows us to work effectively
Systems and processes are in place to ensure we work innovatively

Agreed	Strongly Agreed	Combined	Theme
28.88	33.06	61.94	Systems & Tech
20.49	34.36	54.85	Systems & Tech
18.18	29.99	48.17	Decision Making
16.55	30.54	47.09	Change
15.37	28.63	44.00	Behaviours

The SFRS responds quickly to challenges and opportunities
Change is managed effectively and respectfully within the SFRS

Our policies and practices are applied fairly and consistently

Additional Narrative:

21.33% of employees **HAVE PERSONALLY EXPERIENCED OR OBSERVED DISCRIMINATION, BULLYING AND/OR HARASSMENT** in the workplace over the last 12 months

44.94% of those employees **REPORTED DISCRIMINATION, BULLYING AND/OR HARASSMENT**. And, 82.79% of them **WERE NOT HAPPY WITH THE OUTCOME**

47.95% of SFRS employees **WOULD RECOMMEND THE SERVICE AS A GREAT PLACE TO WORK**. And, 21.82% of Employees **WOULD RECOMMEND THE SERVICE AS A GREAT PLACE TO WORK** **ADVOCACY**

74.36% of employees believe there is a **BLAME CULTURE** within the SFRS

71.81% of employees **DO NOT** think Team priorities and objectives are clearly communicated and reflect all the SMART objectives?

Other Notable Results:

I enjoy my work

Agreed	Strongly Agreed	Combined
49.87	24.12	73.99

Do you feel treated equally regardless of your age / gender / disability / ethnic background / sexual orientation

Yes	No
64.34	19.39

2018 Staff Survey Comparison

Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree	↕ vs 2018	% Variance against 2018	Comparable 2018 Question	2018 Staff Survey Comparison Narrative
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Yes	No	N/A	Don't know / prefer not to say
11.00	79.00	0	10.00

Yes	No	N/A / Prefer not to say
10.00	82.00	8.00

Yes	No	N/A / Prefer not to say
14.00	86.00	0

Yes	No	N/A / Prefer not to say
17.00	83.00	0

During the past 12 months, have you personally experienced discrimination at work? = 11%
During the past 12 months, have you personally experienced bullying or harassment at work? = 10%
Versus 21.35%

Note: The 2018 question set focussed purely on the **personal experience** of discrimination, bullying and harassment. Whereas, the CES 2024 widened the scope of this question to also include **witnessing** such behaviours, which may account for the increased differential.

Reported **discrimination** = 14%
Reported **bullying or harassment** = 17%
Versus 44.94%

Note: Increased number of reporting statistics in 2024 may also be linked to widened scope of the question to include witnesses to this behaviour. Encouragingly, it may also be linked to more effective reporting channels, increased awareness and work done since 2018 to create a safe space for people to speak up.

No comparable data obtained

CES 2024 Vs Staff Survey 2018 High Level Movements - Trending Up

Communications are relevant to my role **72.87%** positive Vs **36%** 2018 = **36.87 +**

I have access to the training I need to develop the skills required to do my job safely **62.62%** Vs I have access to the right learning and development opportunities **42%** = **20.62 +**

I am provided with the appropriate resources (Equipment/PPE/Technology) to be able to do my job safely **58.87%** Vs I have the resources I need to do my job well **36%** = **22.87 +**

I am motivated to help achieve individual, team, and SFRS objectives **70.46%** Vs I am motivated to give my best effort at work **53%** = **17.46 +**

CES 2024 Vs Staff Survey 2018 High Level Movements - Trending Down

Our policies and practices are applied fairly and consistently **33.02%** positive Vs I am treated fairly = **37.98 -**

Leaders/line managers promote discussion around work, and do not simply communicate decision **47.49%** Vs My line manager promotes discussion and does not simply communicate decisions **66%** = **18.51 -**

I feel able to speak up and express my honest opinion about my role **52.32%** (Mean) Vs I am able to speak up and express my honest opinion about work-related matters **68%** = **15.68 -**

I am enabled and supported to live the SFRS values at my work **55.83%** Vs I understand how the SFRS values apply to me and how I carry out my role **70%** = **14.17 -**

2018 comparison Additional Narrative:

11% of employees reported **PERSONALLY EXPERIENCING DISCRIMINATION** and 10% of employees reported **PERSONALLY EXPERIENCING BULLYING AND/OR HARASSMENT** in the workplace over the last 12 months

14% of those employees **REPORTED DISCRIMINATION** and 17% of those employees **REPORTED BULLYING AND/OR HARASSMENT**

45% of SFRS employees **WOULD RECOMMEND THE SERVICE AS A GREAT PLACE TO WORK**

No comparable data obtained

No comparable data obtained

I enjoy my work

Agreed	Strongly Agreed	Combined
24.00	44.00	68.00

No comparable data obtained

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/12-24

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	29 AUGUST 2024							
Report Title:	SCOTTISH FIRE AND RESCUE SERVICE WORKING IN PARTNERSHIP 2023/24							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY					For Reports to be held in Private	
		Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to present the members of the Scottish Fire and Rescue Service (SFRS) Board with the 'Scottish Fire and Rescue Service Working in Partnership 2023/24' review for scrutiny.							
2	Background							
2.1	Renewed emphasis has been placed on partnership working and the Scottish Fire and Rescue Service (SFRS) continues to be fully committed to working with a wide and diverse range of partners, both locally, nationally and internationally across public, private and third sectors.							
2.2	SFRS Working in Partnership is an annual review that captures and highlights the tremendous partnership and collaborative work that takes place across the Service throughout the year.							
2.3	The document itself is now in its third year and was initially published in July 2022.							
3	Main Report/Detail							
3.1	The 'SFRS Working in Partnership' document covers the period 1 April 2023 to 31 March 2024.							
3.2	The document has been developed by collating information from the following: <ul style="list-style-type: none"> • SFRS Website - Partnership Activity • SFRS Communications Weekly Brief – Partnership Activity • SFRS iHub, Prevention, Protection and Preparedness • SFRS Functions Submissions • SFRS Service Delivery Areas (SDA) Submissions. 							
3.3	This review contains information about some of the critical, partnership and collaborative work that has taken place throughout 2023/24. It highlights opportunities to share innovation and best practice throughout SFRS.							
3.4	It also highlights that clear strong partnership and collaborative working exists within the SFRS and with external partners/stakeholders. The examples provided show that we proactively seek opportunities to secure a joined-up approach to Scotland's challenges,							

3.5	both at local, national and international levels, through robust and transparent partnership working to ensure the best services are provided for our communities.
3.6	The review is aligned to the Strategic Plan 2022-25. The review will continue to evolve and develop with new processes and procedures introduced for capturing this work with internal and external stakeholders.
3.7	The review was tabled for decision and approval to the Corporate Board on 24 June 2024 and shared for information with the SLT on 20 August 2024.
	It is with thanks to the staff in the Service Delivery Areas and Functions for their continued support and articles for the review.
4	Recommendation
4.1	Members of the SFRS Board are asked to: <ul style="list-style-type: none"> note and scrutinise the contents of the 'SFRS Working in Partnership' review.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no key strategic risk implications associated with this report.
5.2	Financial
5.2.1	There are no financial implications arising from this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications arising from this report.
5.4	Workforce
5.4.1	There are no workforce implications arising from this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications arising from this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications arising from this report.
5.7	Training
5.7.1	There are no training implications arising from this report.
5.8	Timing
5.8.1	The review covers partnership and collaborative activities for the period 1 April 2023 to 31 March 2024.
5.9	Performance
5.9.1	There are no performance implications arising from this report.
5.10	Communications & Engagement
5.10.1	Once approved, a designed version of the publication will be shared with partners and published on the iHub and SFRS Website.
5.11	Legal
5.11.1	There are no legal implications arising from this report.

5.12 5.12.1	Information Governance A Data Protection Impact Assessment is not required as there is no personal data associated with this report.	
5.13 5.13.1	Equalities An Equality and Human Rights Impact Assessment is not required as there is no impact on people arising from this report.	
5.14 5.14.1	Service Delivery Although the 'SFRS Working in Partnership' review does not directly impact upon the delivery of our services, it does provide many examples of how we have worked throughout the year to continue to deliver our services across Scotland.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented members of the SFRS Board with the 'SFRS Working in Partnership 2023/24' review to scrutinise and informed them that the report would now be shared widely with staff, stakeholders and partners.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	The SFRS Working in Partnership 2023/24 review was developed in conjunction with all Directorates and Service Delivery Areas to ensure that the varied examples of partnership working undertaken by the Service is highlighted.
8	Appendices/Further Reading	
8.1	Appendix A: SFRS Working in Partnership 2023/24.	
Prepared by:		Bridget Spence, Collaboration Officer
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Performance
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.		
Governance Route for Report		Meeting Date
<i>Corporate Board</i>		<i>24 June 2024</i>
<i>Strategic Leadership Team PFP</i>		<i>20 August 2024</i>
<i>SFRS Board</i>		<i>29 August 2024</i>
		Report Classification/ Comments
		<i>For Decision</i>
		<i>For Information Only</i>
		<i>For Scrutiny</i>

APPENDIX A



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



Scottish Fire and Rescue Service
Working in Partnership
2023-24

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1. FOREWORD



MARK McATEER

Director of Strategic Planning, Performance and Communications

Welcome to the third edition of 'SFRS Working in Partnership'. This document highlights just some of the varied and wide-ranging partnership initiatives we have collaborated on with our numerous partners over the last year to keep our communities safe and well.

Partnership working is at the core of the Scottish Fire and Rescue Service and its importance is recognised in our [Strategic Plan 2022-25](#) which contains a dedicated Strategic Outcome that focuses on the work we carry out with our partners. To continue to deliver efficient and effectual services to the communities of Scotland and ensure the safety of our firefighters, we must continue to deliver against this Outcome at a local, national, and international level.

Although Outcome Seven of the Strategic Plan is dedicated to partnerships, this joint approach can be seen in practically every area of work. To demonstrate, the examples of successful partnership working we have chosen to include in this document have all been aligned to one of our seven Strategic Outcomes.

This document illustrates that we continue to proactively seek opportunities to secure a joined-up approach to Scotland's challenges, with a diverse range of partners, through robust and transparent partnership working to ensure the best services are provided for our communities whilst keeping our firefighters safe.

It highlights a comprehensive array of partnership and collaborative initiatives including the provision of essential water safety advice; working together to provide an emergency response at incidents; undertaking a wide range of training exercises; opening a community garden, providing bespoke educational programmes; sharing

e-learning modules with our partners; hosting a youth engagement schools competition; and delivering crucial fire safety advice. We work with our blue light colleagues and other public, private and third sector partners, all of which help us deliver our fire and rescue agenda. In addition, it provides an insight of our diverse commitments towards preventative and resilience partnership arrangements.

Thank you to all our staff who are at the heart of this tremendous partnership work. These individuals and teams are talented, committed and their professionalism, dedication, engagement, knowledge and proficiency are fundamental to the success of these initiatives. We must also highlight our partners' help and support, without which the delivery of our collaborative initiatives would not be possible. It is also important we share our successes and learn from our experiences so that our partnership work achieves the best outcome for our partners, communities and stakeholders.

Partnership working is crucial in providing a foundation to enable us to help us maintain an excellent service which is effective, efficient and value for money moving forward across Scotland; collaborating with our partners is vital in achieving this. We will continue to place partnership working at the core of what we do and continue to collaborate with our partners to build and develop on these important partnerships to deliver excellent services to make the people and communities of Scotland safer.

2. OUTCOME 1: COMMUNITY SAFETY AND WELLBEING IMPROVES AS WE DEPLOY TARGETED INITIATIVES TO PREVENT EMERGENCIES AND HARM.

During 2023/24, we continued to improve public safety through prevention and protection initiatives by jointly running a range of local and national safety awareness initiatives with partners and appropriately sharing data. We provided crucial fire safety advice, essential water safety advice, equipment, training and introduced a new scheme to provide life-saving water rescue training to businesses close to water and worked with our partners to reach as many vulnerable people as we could. These targeted initiatives helped us to maintain an efficient service whilst providing value for money and ensured our services are accessible to, and effective, for all members of our community.

OUR INITIATIVES

Reducing deliberate fire setting through Community Safety Advocates

Lanarkshire has been identified as having one of the highest areas of deliberate fire-setting within Scotland. To help reduce this anti-social behaviour, local staff have worked alongside Calderhead High School, in Shotts, to base a Community Safety Advocate (CSA) at the school.

Embedding a CSA within the High School was a proactive step towards building positive relationships and reducing anti-social behaviour and deliberate fire setting.

The CSA is present in the school for one half day a week, allowing them to establish strong relationships with students, staff, and parents, fostering a sense of trust and familiarity within the school community. Working in partnership with Police Scotland, the CSA collaborated on various initiatives and programmes aimed at promoting community safety.

The CSA, alongside partners, has delivered workshops, presentations, and curriculum-based lessons that addressed the consequences of anti-social behaviour and educated students on responsible choices. By actively engaging in this partnership working with the school and external agencies, the CSA ensured that Calderhead High School received comprehensive support and resources to tackle these issues effectively.

The CSA plays a crucial role in creating a safer and more harmonious environment for everyone involved and has helped to significantly reduce deliberate fire setting in the area.

Assisting drug and alcohol support services in West Lothian

Working with West Lothian Drug and Alcohol Service (WLDAS) we have been supporting people attending addiction services in the area. Many of the people that WLDAS work with are at increased risk.

As part of the partnership WLDAS have delivered drug awareness sessions to our staff detailing the types of substances in use in the local area, how to identify them and how to refer to WLDAS. Voluntary training on the benefits of Naloxone in opioid overdoses has been delivered to our staff.

Our staff attend the needle exchange programmes alongside WLDAS to directly engage with drug users. This has helped us to identify difficult to reach people within the community who may benefit from a Home Fire Safety Visit (HFSV) and the issue of fire-retardant bedding where necessary.

This partnership initiative has allowed us access to offer support to a vulnerable section of the community who would otherwise be difficult to engage with. WLDAS are a Community Safety Engagement Toolkit referrer and encourage the uptake of HFSVs to clients.

Plans are in place to offer awareness sessions to our crews in West Lothian and a similar partnership with drug and alcohol support services in the Falkirk area is being explored.



Fauldhouse Initiative

We worked in partnership with Police Scotland, West Lothian Council (WLC) Fauldhouse Regeneration team, WLC Education department, WLC Community Learning and Development Youth Services, West Lothian Youth Action Project, Fauldhouse and Breich Valley Community Development Trust, and The Larder - West Lothian to form the Fauldhouse Initiative.

The Fauldhouse Initiative was formed to tackle youth disorder and improve the outcomes for the local community when it became clear that Fauldhouse was experiencing a large volume of deliberate fire-setting and anti-social behaviour, including violence to operational crews. Other issues identified included damage to property, stones thrown at buses resulting in withdrawal of services, and intimidation of members of the community due to large groups of youths gathering.

The partnership allowed for a multi-partnership approach to tackle these issues and focused on identifying those involved and engaging with them to reduce offending behaviour. Young people from the area took part in our Fireskills courses to give them an understanding of the role of the fire service and the consequences of the deliberate fire setting. An information day was held to explain to the local community the work that was being undertaken to tackle the local issues. A Fauldhouse Youth Group was established with the support of a local business to engage with young people and provide them with activities and somewhere to meet on a Friday evening.

The initiative has resulted in a significant reduction in the number of fire calls and other anti-social behaviour within the area. The success of the initiative has been recognised by community partners and similar methods will be used in other areas to tackle anti-social behaviour.

Fire Safety Educational Training

We worked in partnership with Renfrewshire Council Health and Social Care Partnership (HSCP) to provide Fire Safety Educational Training (FSET) to all staff within both the HSCP and the local authority. This programme is now embedded within Renfrewshire Council's annual staff education and Continuous Professional Development (CPD) syllabus for both acquisition and maintenance. The partnership arrangement is reciprocal with our local staff being able to access CPD courses via Renfrewshire Council.

Our staff train our partners in FSET to be able to identify service users who are most at risk of fire allowing them to make referrals direct to us through the established referral pathway, providing the opportunity for us to carry out appropriate interventions i.e. a Home Fire Safety Visit (HFSV). Key outcomes of the FSET training are to identify indicators of people who are at high risk from fire, identification of fire risks within the home, develop greater partnership engagement and know how to refer individuals to us for HFSVs.

The course is a one-hour interactive presentation which covers a statistical overview of fatal and non-fatal fire incidents attended by us, intervention options, identifying those most at risk from fire in the home, most common causes of fire in the home, HFSV referral process and a case study.

Plans are in place to expand this approach across the remaining local authority areas within the East Renfrewshire, Renfrewshire and Inverclyde area.

Tackling anti-social behaviour in Weymss Bay and Inverkip

Alongside our partners Police Scotland, Inverclyde Council, British Transport Police and ScotRail we established a partnership approach to tackling anti-social behaviour and deliberate fire setting in Weymss Bay and Inverkip. This was developed because of an identified trend in anti-social behaviour and deliberate fire setting during the Easter period and over the summer months, which was having a detrimental impact on the safety and wellbeing of the local community.

To address this ongoing issue partners met with Wemyss Bay and Inverkip Community Council, representatives of Ardgowan Estate, elected members from Inverclyde Council and the local Member of the Scottish Parliament (MSP) to agree how to tackle the issues. For us this included providing reassurance to the community, offering Home Fire Safety Visits to residents, committing to delivering talks to all high schools within the ward, and engaging weekly with the local MSP around incident activity statistics.

This multi-agency partnership approach to tackling anti-social behaviour and deliberate fire setting has proved to be effective resulting in a significant reduction in incidents of this nature and will be adopted across the East Renfrewshire, Renfrewshire and Inverclyde areas, if similar trends are identified in future.

Working with Registered Social Landlords to keep tenants safe

We established a crucial partnership with 30 registered social landlords within Lanarkshire to help identify and target high-risk Home Fire Safety Visits (HFSV). The aim of this partnership was to reduce the number of accidental dwelling fires and casualties and increase the safety and well-being of individuals and communities.

The partnership developed a risk recognition training package which could be delivered to all local Housing teams. The training package focused on identifying high-risk areas and individuals who are most vulnerable to fire hazards and included information on how to refer individuals to us for a HFSV.

Registered social landlords promoted the referral pathways to their tenants through newsletters, posters, and other communication channels. The crucial data including the number of referrals and HFSV made through the referral pathway is used to identify areas where additional outreach efforts are needed.

Another key component of this partnership is the analysis of fatal fires which allows the partnership to identify the root causes of these incidents and develop strategies to prevent future occurrences. This analysis is ongoing and involves input from all stakeholders, including us, registered social landlords and other community partners. The partnership focusses on providing education and resources to individuals and communities.

By working together with our partners, we continue to make a vital and significant impact on fire safety in Scotland to keep our communities safe.

Supporting Scotland's National Drowning Prevention Strategy

Each year in Scotland there are approximately 50 accidental drowning fatalities. During 2023/24, we worked with our partners to continue to support Scotland's National Drowning Prevention Strategy by promoting crucial lifesaving water safety advice to enhance the safety of communities. Here are some examples of this critical work to prevent/reduce drownings that we carried out:

Sharing live-saving skills

As part of an innovative approach to water rescue education, we previously worked alongside the Royal National Lifeboat Institution to introduce the Waterside Responder Scheme. Targeting businesses close to rivers or canals, the scheme provides guidance on how to operate a water rescue throwline and shares steps to take in an emergency.

To widen the reach of this scheme, we have since delivered life-saving water rescue training at Edinburgh's McDonald Road Community Fire Station to several partners including Police Scotland, the Scottish Ambulance Service and Edinburgh City Council.

Our partners then rolled out the training to local businesses based along Edinburgh's Leith Shore, who had voluntarily signed up for guidance, aiming to provide confidence to safely intervene in an emergency. Providing members of the public with the skills required to intervene in an emergency can save lives and support the work of emergency responders.

This event was well received by the local community and provided reassurance that we continue to work towards enhancing the safety of everyone within the local area. The training attracted significant media attention, further helping to raise awareness.

For guidance on how to remain safe in and around water, visit Scottish Fire and Rescue Service: www.firescotland.gov.uk/outdoors/water-safety



Providing life-saving equipment in the community

In April 2023, Blairgowrie firefighters held a community water safety event with partners from Police Scotland, Tayside Mountain Rescue, Perth and Kinross Council, Community Wardens, and Blairgowrie and Rattray Community Council.

During the event, which was held to improve water safety at the River Ericht, we worked with local partners to install potentially life-saving equipment, including water safety boards and throwlines. The water safety boards, which were placed along the riverbanks at Sir William Macpherson Park, included location information, safety advice, and mental health support information.

As well as providing the new equipment, the event allowed visitors to learn how to use lifesaving throwlines safely and learn Cardiopulmonary Resuscitation.

Due to the success of the event, multi-agency water safety training at Blairgowrie High School for all students and teachers took place in June 2023. The event saw 600 young people take part in practical exercises to teach them how to use throwlines and what to do should they encounter someone who requires lifesaving Cardiopulmonary Resuscitation. It is anticipated that this training will now become a regular feature for all new First Year pupils going forward.

Water Safety Scotland National Workshop

A Water Safety Scotland (WSS) National Workshop was held for over 300 First Year and Second Year pupils from Hermitage Academy, Helensburgh who received critical safety advice and guidance on how to remain safe when in or around water. Pupils were encouraged to be aware of WSS's Water Safety Code before entering or being around water.

The delivery of the WSS National Workshop was only possible through the strong partnership working of the Partnership Approach to Water Safety (PAWS) Group.

Due to the remarkable success of the event, Argyll & Bute PAWS partners undertook a wider roll out of the workshop throughout schools in the region to raise awareness of water safety before the end of the school year and beginning of the summer holidays.





Hundreds of Young People receive Water Safety Training

New national water safety training was delivered by a Swift Water Rescue Team from Polmadie Community Fire Station to 300 Fifth Year high school pupils at Holyrood Secondary School, Glasgow.

This event was the first of its kind in Glasgow where operational Swift Water Rescue Technician's delivered the Water Safety Scotland National Workshop. The crew passed on life-saving skills designed to develop young people's understanding of the dangers of water, the effects of cold-water shock and how to keep themselves and others safe around water and response in an emergency.

The workshop included interactive elements for young people to help to get them to talk about the dangers of water. The operational crew who delivered the training could relate real-world incidents they had attended to the information in the workshop.

The event received incredibly positive feedback, and Holyrood Secondary School requested we schedule this as an annual event for Fifth Year and Sixth Year pupils at Easter to prepare for the warmer weather.

The training was delivered as part of Scotland's Drowning Prevention Strategy and by us delivering this programme we can help to reduce the numbers of accidental drownings and assist in the delivery of Scotland's Drowning Prevention Strategy which aims to reduce accidental drowning fatalities by 50%.



3. OUTCOME 2:

COMMUNITIES ARE SAFER AND MORE RESILIENT AS WE RESPOND EFFECTIVELY TO CHANGING RISKS.

We have continued to ensure our teams worked effectively and safely together with partner agencies to improve our service to the public. We have supported firefighter safety by providing a wide range of training including flooding; hazard awareness; animal rescue; multi-agency and cross-border exercises; and resulting in development and learning for operational and non-operational staff to increase and expand skills and effective cross-agency work. We worked in smarter and more cost-effective ways, sharing intelligence across partner agencies and identified vulnerable people, ensuring a focus on prevention through initiative-taking interventions including home fire safety checks and social care, supported by bespoke educational programmes.

OUR INITIATIVES

Building Resilience within our Communities

Blairgowrie in Perth and Kinross was affected by significant localised flooding in 1994, 2001, 2004, 2015, 2020 and 2023, and therefore has been identified as a Potentially Vulnerable Area. Firefighters from Blairgowrie, in partnership with colleagues from Police Scotland, Blairgowrie and Rattray Community Council and Perth and Kinross Council have secured flood prevention equipment and trained residents on how to use it in times of emergency.

Working together with the Local Resilience Partnership, firefighters secured funding for a range of resilience equipment including flood sax, flood gates, pumps, wheelbarrows, and sandbags, all of which have been added to a secure container on site.

These resources are being given to the people who need them most to allow them to protect their homes from flooding.

Hazard Awareness Training

Lanarkshire Community Safety Engagement team delivered hazardous awareness training to numerous partners utilising the Safe House at our National Training Centre, Cambuslang.

The training has been delivered throughout the year to our partner organisation's front-line staff from South Lanarkshire New Carers, Police Scotland, both North Lanarkshire and South Lanarkshire local authorities Social Work (Adult Protection) and Housing departments, and National Health Service.

This training involves practical input sessions in the reduction of fire-related hazards and the support we can offer as a Service. Furthermore, it assists in the identification of High-Risk Home Fire Safety (HFSV) visits for the most at risk within the Lanarkshire community and has assisted in achieving an increase of completed HFSV in the high-risk category.

By working together, we can continue to make a positive impact in reducing accidental dwelling fires and ensuring the safety of our communities.

NFCC Contaminants Project Group

Our volunteers from Safety and Assurance, Health and Wellbeing, and Training functions participated in National Fire Chiefs Council (NFCC) Contaminants key work packages. The NFCC Contaminants Project Group is responsible for monitoring, reviewing, and supporting evidence-based research to understand potential risks and inform future guidance and recommendations in relation to Contaminants.

Through this vital partnership working we benefit from increased knowledge and learnings of practices implemented throughout the United Kingdom. It provides us an opportunity to consider recommendations to demonstrate continual improvement and best practice.

The NFCC Contaminants Project Group deliver regular reports, updates, and information to the NFCC Health and Safety Committee. This work is supported through our dedicated Contaminants Group who is kept abreast of all relevant information to ensure firefighter safety.



Realistic Training Exercises

Training with our partners is crucial and there are many benefits to carrying out mock exercises at varying locations to ensure we can test our approaches and communication channels between each organisation. During 2023/24, we took part in a wide range of training activities alongside our partners:

Specialist Training for Animal Rescues

Staff at Stornoway Community Fire Station worked in collaboration with the British Horse Society Scotland (BHSS) and the University of Glasgow Weipers Centre on training aimed at handling incidents involving animals. Stornoway Community Fire Station is the first station in Scotland to undergo this specialist training.

The training equips firefighters with the necessary skills needed to handle incidents where animals become trapped, which is a frequent challenge across the Western Isles. Crews across the island participated including Scalpay and South Lochs.

The BHSS generously donated animal rescue-specific equipment. This equipment will be stored on the Stornoway appliance, ready for immediate deployment to any incidents involving animals in Lewis and Harris.

The specialist training not only improves our ability to respond to incidents involving large animals but enhances overall safety for everyone involved.

Radioactive response at Dounreay

A multi-agency training exercise took place at Dounreay Nuclear licensed site, Caithness. This joint RADS SAFE emergency exercise involved crews from Thurso and Bettyhill and our partners from Police Scotland and Scottish

Ambulance Service. The RADS SAFE scheme is a mutual aid scheme operated by the nuclear industry which is activated in the event of a radioactive transport incident.

The exercise, coordinated by Dounreay Emergency Arrangements, practiced the response by local emergency services and Dounreay teams to a road traffic accident which involved a van carrying radioactive materials and a driver in need of assistance. Expert radiation protection advice was provided by Dounreay Health Physics teams who confirmed there had not been a radioactive spill. With this communication, we were able to extricate the casualty safely from the incident with support from Police Scotland and Scottish Ambulance Service.



The exercise was an excellent opportunity to practice our response to a radioactive transport incident and to enhance our working relationships with Dounreay to better understand the radiological implications and emergency response implications of such an incident. This significantly helped us and Dounreay mutually understand each other's capabilities and constraints when dealing with such an incident.

Exercises such as this are important and extremely worthwhile for our firefighters to train to protect our communities alongside emergency service colleagues in a unique and dynamic environment. As a result, more desktop exercises will be planned to further develop our partnership working.

Exercise Minifall

We worked in partnership with the Clyde Water Rescue Response Group to organise a multi-agency training exercise in Glasgow city centre. The exercise involved several of our key partners Police Scotland, HM Coastguard and Helicopter Unit, Royal National Lifeboat Institution (RNLI), Glasgow Humane Society, Glasgow City Council, University of Glasgow, and City of Glasgow College.

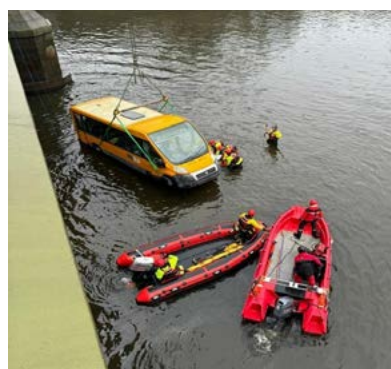
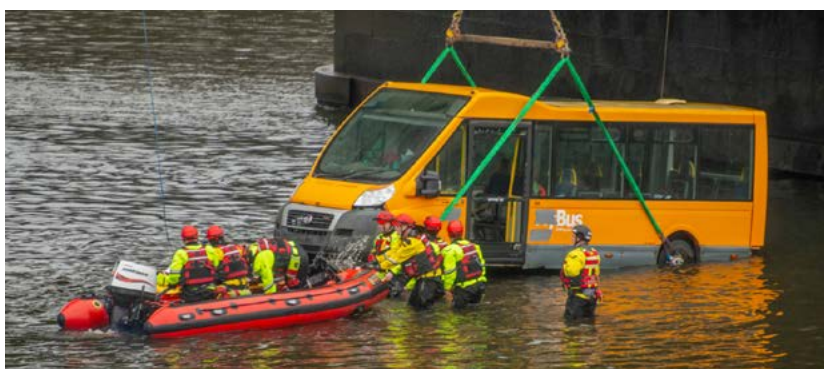
Nursing students from the University of Glasgow School of Medicine, Dentistry, and Nursing volunteered to take part to gain valuable real-world experience dealing with a major incident and to assist as live casualties in a role play.

Exercise Minifall tested the collective response to an incident where a minibus carrying children veers off a bridge and lands on a bed of rocks in the River Clyde, necessitating a swift and coordinated rescue operation.

Emergency personnel were presented with various challenges, including vehicle extrication, rescuing simulated victims from the minibus, performing water rescue operations, co-ordinating medical treatment, managing traffic and crowd control. As well as testing water rescue response within the city, multi-agency communications played an important role in the exercise with Tri-service call and multi-agency incident ground airwave channels being incorporated.

We were the lead agency for the exercise and had a central role in coordinating the response efforts, leveraging expertise in water rescue, extractions of casualties from a road traffic collision and emergency management. We remain the lead agency in the Clyde Water Rescue Response Group who continue to meet regularly to share information and organise training events.

By simulating scenarios, like a minibus accident, we can identify areas that worked well or establish where we need to refine our protocols so that we continue to work together to protect communities.



In addition to assessing operational preparedness, the exercise presented a platform for us to distribute community safety messages, including key messaging on water, road, pedestrian, and cycling safety. Whilst allowing us to contribute to promoting public safety and wellbeing.

This multi-agency training exercise allowed us the opportunity to work with our partners to test our communications, coordination, and shared situational awareness so that, in the event of an emergency we can respond together swiftly, efficiently and effectively.

Exercise Spring Puma 2

A live play multi-agency mass fatality exercise took place in August 2023 at our National Training Centre, Cambuslang. The exercise involved us, Scottish Ambulance Service and Police Scotland whose Major Incident Support and Coordination Unit delivered the exercise.

Over 400 people participated in the multi-agency response exercise to a reported explosion within a Gas Works caused by protestors who were either fixed to the Gas Work's structure requiring rescue from our and Police Scotland rope teams or trapped within the collapsed tunnelling system resulting in our Urban Search and Rescue (USAR) response. Both rescue and recovery phases were assisted by the Scottish Ambulance Service to triage and prioritise casualties.

The purpose of this collaborative exercise was to test the tri-party operational response, alongside partner interoperability and the control and management of information received, with a view to identifying best practice for sharing of information. Additionally, refreshing staff and partners in disaster victim identification, Casualty Bureau, and family liaison processes.

These multi-agency exercises with our partners allow us to develop an understanding of the needs and resources of our partners to enable us to jointly resolve mass fatality incidents and minimise the impact on our communities.





Cross Border Exercise

In January 2024, Coldstream Community Fire Station took part in a joint training exercise with Northumberland Fire and Rescue Service (FRS) at Ford Castle.

This cross-border exercise created an opportunity for us and Northumberland FRS to look collaboratively at differences with radio interoperability, Breathing Apparatus Boards, equipment, and use of drones - all of which can be key and critical at incidents. This allows us to align equipment and procedures to enhance our response capabilities between the two services, maintain firefighter safety, and ensure a more effective and efficient response for our communities.

Living, working, and responding to emergencies as close to the Scotland/England border as many of our stations are, it is imperative we maintain a good working relationship with

our colleagues across the border, sharing best practice and being aware of differences in equipment and processes is of benefit to us all.

It is planned to continue these cross-border exercises in the future with us inviting Northumberland FRS to our exercises to continue to build on and strengthen our ties with our cross-border partners in England.

Similarly, as part of our partnership approach, we participated in a breathing apparatus search and rescue cross-border exercise with Cumbria Fire and Rescue Service at Langholm Old Mills. This cross-border exercise provided an opportunity for both Services to get familiar with different equipment, operational procedures and train together.

The insights gained at training exercises like this will help to guide us in resolving potential issues for smoother coordination during emergencies.





Urban Search and Rescue Multi-Agency Exercise

In January 2024 our National USAR Instructional team facilitated a multi-agency training event hosted at the National Training Centre (NTC), Cambuslang. A series of challenging scenarios took place to provide an opportunity for our crews to work collaboratively with attending partners including, 144 Parachute Medical Squadron, and NHS Doctors from Dumfries Infirmary who were undergoing international rescue medical training.

Alongside our partners, our Rope Rescue from East Kilbride Community Fire Station and USAR response from Clydebank Community Fire Station highlighted the specialist attributes provided by us for these types of incidents. Additionally, we provided a K9 Search and Rescue response.



The exercises, aimed to evaluate a multi-agency response to extremely challenging and significant incidents including a train derailment, rescues from collapsed structure, trench rescues and rescues from height. In addition to many casualty simulators, volunteer live casualties from St. Andrews First Aid attended to add a further element of realism to the scenarios.

With an emphasis on medical care and casualty handling, the exercises provided a safe learning environment for our partners to test their own procedures within environments they cannot replicate elsewhere further showcasing the excellent facilities within our NTC.

Due to the successful outcomes of this event, we are planning similar events throughout the year with various partners.





Missing Persons Joint Training on Benbecula and North Uist

We worked in partnership with HM Coastguard by undertaking a Lost and Missing Persons Search Technician training course in remote locations on Benbecula and North Uist in the Western Isles.

This training exercise involved crews learning and understanding search techniques adopted by our HM Coastguard partners when dealing with and searching for lost and missing persons on the land. This enables us to work closely together during search operations and maximise our efforts to find the missing person as quickly as possible while survival is at its most likely and life can be saved.

Our partnership work with HM Coastguard is ongoing and follows several incidents where colleagues have provided invaluable assistance to a search effort, where the HM Coastguard had primacy as the lead search agency. Our crews have benefited from skills and equipment from HM Coastguard in a variety of incidents, including wildfires.

In remote rural locations, working in partnership to understand the risks and sharing of techniques and equipment is invaluable. We will continue to work with and support our partners from HM Coastguard.

Exercise Thomas

A multi-agency response exercise took place at Bridge of Dun Railway Station, Montrose to simulate a major incident involving a train to enhance multi-agency working.

Exercise Thomas initially started off as a small explosion on board a train with several carriages being derailed with multiple casualties, including casualties trapped under the carriage's wheels and walking wounded. The exercise developed into a Marauding Terrorist Attack further up the railway line, with terrorists on board the carriages holding hostages. It included injured casualties thrown from the carriages and within the 'warm zone' to be rescued.

The exercise provided us an opportunity to identify how partner agencies work together to tackle major incidents by following the Joint Emergency Services Interoperability Principles (JESIP) for joint working. On the day, we worked with appliances, specialist appliances, Flexi Duty Officers, and Marauding Terrorist Attack response from two of our areas Perth and Kinross, Angus and Dundee and Aberdeen City, Aberdeenshire and Moray. Our partners from Police Scotland, Scottish Ambulance Service and Network Rail also participated.

These multi-agency exercises with our partners allow us to develop an understanding of the needs and resources of our partners that enable us to jointly resolve major complex incidents and minimise the impact on our communities and organisations.





Emergency Service Students Multi-Agency Training Exercises

Two multi-agency training exercises aimed at teaching students from all emergency services how to respond to a road traffic collision took place at Community Fire Stations in Galashiels and Hawick.

Students from us, the Scottish Ambulance Service and Police Scotland attended a mock exercise which involved a two vehicle high-speed head on collision which resulted in

casualties with potentially serious injuries. Twenty student paramedics attended both exercises where crews learned how to deal with a traumatic cardiac arrest and roof off extrication.

The exercises provided a fantastic opportunity to continue to improve communication and joint agency working. Exercises such as this are vitally important and hugely worthwhile for our firefighters to train to protect our communities alongside emergency service colleagues in a unique and dynamic environment.



Blue Light Driver Training

Our Driving Instructors came together with Police Scotland to hold a joint Continuous Professional Development (CPD) training event. This event was created through involvement in the Blue Light Driver Training Collaborative Group, aligned to our partnership with Police Scotland and Scottish Ambulance Service in the Reform Collaboration Group. The event, held at our National Training Centre, Cambuslang provided both organisations the opportunity to discuss:

- Best practice and value
- Quality assurance processes
- Policies, procedures, and processes
- Shared assets and collaborative initiatives
- Facilities tour and ICT infrastructure
- Practical application of ERD in Class 4 (Category C vehicles) Fire appliances
- Relationship building and support.

The day provided essential CPD and built on already strong relations for the teams to see how other organisations carry out their day job, and how similar several techniques are across both organisations.

Further joint events will be scheduled and progressed throughout the year.

St. Fergus Gas Terminal Exercise

We worked in partnership with Police Scotland, Shell, Petrofac and Aberdeenshire Council in a large multi-agency exercise at the St. Fergus Gas Terminal, Aberdeenshire, to test all on-site and off-site response plans. The exercise was a controlled simulated explosion with persons missing.

The purpose of the exercise was to test the shutting down of the Gas Terminal which would impact on oil rigs offshore and reduce national capacity by 20%. If this incident occurred, both Scottish and United Kingdom governments would require to be informed due to the impact on gas production. Our officers were stationed in the Emergency Control Room alongside our partners, whilst crews from Peterhead Community Fire Station were involved in the search for missing persons.

Following the exercise, a debrief was held to highlight learning points, areas for improvement and joint discussions for all partners involved.

The exercise was facilitated as part of a rolling programme of exercises to be held once a year across the four sites at St. Fergus to test operational response. These exercises are of huge benefit to our firefighters as it allows them to enhance their skills and gain site familiarity.



Exercise Logjam

Our wholetime, and On Call crews worked alongside a range of partners from the Scottish Ambulance Service, Police Scotland, 33 Air Solutions drone operator from the Community Asset Register and Dumfries and Galloway Road Safety Group partners Nexgen Driver Training and participated in Exercise Logjam.

The scope of the exercise was to embrace initial to short-term emergency response for the first three hours of a Road Traffic Collision (RTC) and incorporated elements of Incident Command, multi-agency interoperability, extrication techniques, live casualty care, emergency treatment. All of which was simulated within the Operational Development Centre grounds.

This was an invaluable exercise for all partners who participated and allowed us to further enhance our working relationships with our emergency service colleagues and volunteers. We will continue to build upon these relationships to enhance our response to RTCs and other joint emergency incident responses.

Stena Line Multi-Agency Exercise

We worked alongside a range of partners and attended a multi-agency Breathing Apparatus (BA) training exercise

at Stena Line Terminal, Cairnryan. Our crews participated with two appliances from Stranraer Community Fire Station, Drummore Rapid Response Unit (Volunteer Unit) and a fire appliance from Newton Stewart Community Fire Station along with partners from Police Scotland, Scottish Ambulance Service and employees of Stena Line.

This partnership approach allowed our staff to practice their BA skills in a realistic environment whilst, supporting the development of personnel with incident command skills in the context of multi-agency partnership working principles of Joint Emergency Services Interoperability Principles (JESIP).



4. OUTCOME 3:

WE VALUE AND DEMONSTRATE INNOVATION ACROSS ALL AREAS OF OUR WORK.

We have continued to seek new and innovative ways through partnerships to identify opportunities to engage with all communities. By holding recruitment events for our charity partnership, opened our facilities for innovative schemes, introduced local initiatives to assist with the cost-of-living crisis and opened a community garden whilst continuing to respond effectively to the changing safety needs of Scotland's communities. We are evolving and improving what we do, to deliver the best possible fire and rescue service through an innovative approach.

OUR INITIATIVES



SFRS partnership with Anthony Nolan celebrates 100th donor

The partnership between blood cancer charity Anthony Nolan and us was founded by a former firefighter Ally Boyle in 2009. During the year, we have 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, we recruit 70 donors per event compared to the 37 Anthony Nolan average.

The partnership has reported a record number of sign-ups to the blood cancer charity's stem cell register. As well as an

incredible 19,000 donors over the past decade recruited to the register, with 105 of those going on to donate stem cells, the partnership achieved an immense milestone. A volunteer On Call firefighter based at Kilmelford Community Fire Station was the 100th donor in our charity partnership with Anthony Nolan. None of which would be possible without the volunteers who have consistently shown their dedication to our lifesaving traditions.

Anthony Nolan recruits people aged 16-30 to the stem cell register as research has shown younger people are more likely to be chosen to donate. Find out more about the partnership and join at www.anthonynolan.org/sfrs-and-anthony-nolan



Breastfeeding Friendly Scheme

Our Woman's Champion, Head of Communications and Engagement, signed up for the Breastfeeding Friendly Scotland Scheme on our behalf. Our partners from NHS Lanarkshire, a Public Health Specialist and an Infant Feeding Development Midwife have signed up to the scheme.

This innovative nationally recognised scheme aims to help organisations, colleagues, visitors, and people who breastfeed to know their rights and responsibilities.

Several of our facilities and Community Fire Stations were identified as breastfeeding-friendly places and display the necessary certificate and stickers in prominent, easy-to-see locations.

We aim to continue supporting this scheme by playing an important proactive role in creating a welcoming environment for breastfeeding families and be fully supportive of parents and families.



Food voucher scheme to help with cost of living

With the cost of living rising, we brought local partner agencies together in Angus to produce an alternative option to food banks which often have limited opening hours.

The Community Together Partnership, supported by Angus Council, Tesco and local charities introduced the food voucher scheme. The voucher is given to a local charity to redistribute to someone who needs it. This approach empowers the people who are given the vouchers to purchase the goods they really need, including fresh produce.

To promote healthy eating, recipe cards for simple and nutritious meals are given out with the voucher, along with the estimated cost of ingredients. In times of hardship this targeted support helps those families most in need.

The local initiative, initially trialled in a supermarket in Montrose, has now been expanded to Arbroath to help even more people across Angus and has raised £1,000 a month for the local community since it started.

Collaborative working with our partners is vital, and this innovative and inspiring initiative is a positive example of how we strive to help improve people's lives and is a notable example of partners and the community working together for such a worthwhile cause.



Brew with the Crew

Blairgowrie Community Fire Station collaborated with partner organisations, including Police Scotland, The HEAT Project, Trading Standards, the Blairgowrie, Rattray and District Local History Trust, and the local health and wellbeing partnership, to ensure a comprehensive approach to community wellbeing.

Our crew at Blairgowrie Community Fire Station delivered The Fire Fighters Charity initiative, 'Brew with the Crew', to tackle the cost-of-living crisis, fuel poverty, social isolation, provide support to young families, deliver safety advice and reduce anti-social behaviour. By providing a comfortable place for the local community to enjoy warm refreshments and open discussions, the initiative helps foster a sense of belonging and community cohesion and provides increased access to vital support services. With numbers of attendees increasing weekly, crews secured free travel to and from the station for anyone who would normally struggle to get there.

The success of 'Brew with the Crew' has resonated throughout Scotland, inspiring Community Fire Stations in Dunblane, Kirriemuir, Aberdeenshire, the Western Isles and beyond to replicate the concept, adapting it to their unique community needs.

In addition to 'Brew with the Crew,' firefighters from Blairgowrie extended their warm welcome to the local 'international café' with the same objectives. This initiative aimed to further integrate the group into the community, which consists of individuals from 14 different nationalities. The 'international café' welcomes people from diverse backgrounds and cultures to forge new friendships. The crew treated the group to hot beverages and homemade treats, followed by discussions on fire safety and an insightful tour of the Community Fire Station.

Feedback from these events has been extremely positive with the local community appreciating the community involvement which means so much to so many and are immensely grateful for the hard work, dedication, and commitment of the crew at Blairgowrie Community Fire Station.

This collaborative initiative serves as a valuable platform for fostering community engagement, improving access to support services, enhancing community resilience, and aligning with local priorities, thus benefiting the community and us.



Aberdeenshire community fire station supports breakfast club

Working alongside Police Scotland, Rapid Relief Team, Arch (Community Alarms) and NHS Grampian, Peterhead Community Fire Station (CFS) opened its doors and hosted a series of Breakfast Clubs during the Autumn break.

During school holidays families can often endure financial hardship having to spend money on meals with the schools being closed. The Breakfast Club bridged this gap by creating a supportive environment for over 145 local children to have access to a nutritious breakfast, free of charge. Additionally, children received free dental kits.

Expanding its reach, the Breakfast Club has extended its services to Men United, Peterhead, with a dedicated crew providing breakfast provisions and fire safety guidance to

beneficiaries. Collaborating with Arch (Community Alarms), we facilitate the preparation and distribution of breakfast packs to Peterhead's elderly population aged over 65.

The Breakfast Clubs at Peterhead CFS were such a success and well-received that we are in discussion with our partners Police Scotland and Rapid Relief Team to broaden the next Breakfast Club, during the Christmas holidays, to include the over 65s age group and children.

Our staff within Aberdeen, Aberdeenshire and Moray (ACAM) take immense pride in championing this invaluable service for our local communities and look forward to hosting Breakfast Clubs during every school holiday period.



Nexgen Driving Initiative

We worked together with Police Scotland and three local driving instructors in Dumfries and Galloway who had established Nexgen Driver Training, to highlight the dangers and risks involved with driving. The main aim of the joint training is to get young people aged 14 – 16 years old to think differently from an early age to achieve good safe driving skills and attitudes towards road safety and increase the chances of safer driving for life.

Our Community Action Team presented a session with Virtual Reality headsets, allowing pupils to be a passenger within a vehicle and witnessing first-hand the effects of

dangerous driving. This was followed up with a discussion from our on duty watch along with a show of equipment carried on fire appliances. Our partners from Police Scotland discussed the dangers involved with drink driving before pupils are tested on their driving skills through cones wearing goggles that effect your vision which stimulates the effect of drink driving, assisted by their instructors.

The partnership approach to this training programme is beneficial in allowing various partners to work together to provide a joint message to the young people whilst providing them with an understanding of the emergency services.

Keeping Falkirk and West Lothian warm safely

Staff in Falkirk and West Lothian established a Cost-of-Living initiative for their local communities to target concerns that people were resorting to unsafe portable heating methods during the winter months, promote fire safety and reduce costs to affected individuals.

As part of the initiative, funding was received from our Chief Officer's Fund to assist with: exchanging older potentially unsafe portable heaters for oil-filled radiators; issuing remote control plugs to the elderly or those with mobility issues to allow electrical equipment to be safely isolated; and distributing hot water bottles as a safer and economical alternative to using older un-served electric blankets or other forms of potentially unsafe heating.

To deliver the initiative we worked together with West Lothian Advice Shop, West Lothian Health and Social Care, Forth Valley Health and Social Care, West Lothian Council and Falkirk Council to promote the initiative.

Additionally, our Midlothian, East Lothian and Scottish Borders (MELSB) area teamed up with Scottish Power Energy Networks (SPEN) to create a joint referral partnership to support MELSB Home Fire Safety Visit (HFSV) referral process to access high risk properties, particularly in rural areas.

Where there are concerns SPEN can refer to us or vice versa should the occasion arise. Our HFSV are advertised in the SPEN Social Obligations Leaflet given to customers. SPEN have a Priority Register where they can identify vulnerabilities of specific customers and if appropriate work together with us to support those customers. SPEN have supplied us with 50 'Winter Packs' to support vulnerable people. This will be an ongoing partnership with a clear referral pathway going both ways from and to SPEN.

The initiative will be shared amongst other areas within our East Service Delivery Area to expand good practice and innovative ideas to generate referrals.



Stonehaven Christmas Community Initiative

Stonehaven Community Fire Station (CFS) worked together with Stonehaven Community Collective, Pillar Kincardine and Aberdeenshire Health and Social Care Partnership to address food insecurity and extend a supportive hand to community members over the festive period.

A meticulously planned voucher distribution scheme was executed by the dedicated team at Stonehaven CFS when gift vouchers were distributed, along with our Christmas cards throughout December. The initiative successfully provided over 30 individuals with Farmfoods vouchers valued at £20 each. These cards served as a platform for our partners to disseminate valuable information, while we promoted fire safety information.

This initiative, which helped those suffering financial hardship through the Christmas period, has resulted in invitations to various events hosted by the community, granting us invaluable access to vulnerable members of the community.

Nationwide E-learning Sharing

Our Learning & E-Development team, which is part of our Training function, creates our e-learning modules. Most of this content is aligned to the requirements of our Operational personnel and is part of the Training for Operational Competence (TfOC) Framework. The modules created are deployed on our Learning Content Management System (LCMS). Once these modules have been deployed, they are then uploaded onto the National Fire Chiefs Council Fire Learn Learning Management system for the potential use by other United Kingdom fire and rescue services. The

Fire Learn site is a repository we can access, to seek existing materials which we can re-use, instead of starting from scratch. This is an excellent resource which underpins the theme of sharing and the re-using of content.

In addition, to the Fire Learn site, we share all our content via our LearnPro LCMS which is available to other fire and rescue services who have this as their LCMS too. This gives other fire and rescue services the opportunity to re-use materials which we have deployed. We review content on this site which other fire and rescue services have created to identify materials which we could use to meet our e-learning demands.



Africans in Ayrshire

In partnership with the Africans in Ayrshire group we held an event in Kilmarnock Community Fire Station. Numerous partners were involved including Police Scotland, Scottish Ambulance Service, and the Scottish Refugee Council.

This event was held to highlight the rich cultural diversity in Ayrshire and was designed to celebrate African culture for both

African and non-Africans to foster a more cohesive community. There was an array of delicious African dishes to be sampled, lots of fun activities and dancing games for the children.

The event was a wonderful opportunity for the local community to come together to chat, learn about African culture and allowed us to share a range of safety information with those in attendance.



Dalbeattie Open Day and Community Garden

In May 2023, Dalbeattie Community Fire Station Open Day marked the opening of the Community Garden built from an area of wasteland attached to the station. The transformation was down to the arduous work of our Dalbeattie crew, our staff and our partners' generous donations of materials from local businesses including Scotlee Plant, Armstrong Renewables, BSW Timber, MKM Building Supplies, Grange Quarries, John Jardine Plant, Hoddam, Robertsons and Woodland Trust.

On the day, we promoted the installation of a defibrillator at Dalbeattie Community Fire Station which had been kindly donated by a local family on behalf of a former firefighter. Dalbeattie First Responders attended the event and promoted Cardiopulmonary Resuscitation and Defibrillator training with adults and children. They carried out fund raising which resulted with eight defibrillators and associated heat boxes.

Other partners who participated in the event were Police Scotland and 33 Air Solutions along with members of Dumfries & Galloway Community Action Team who chatted to members of the public and highlighted how we can all work together to protect our communities.

The Open Day was an immense success, and the local community were delighted with the community garden

which can be used by all. The garden can be used by community groups visiting the Community Fire Station for fire safety related activities and for reflection for crew members.

Welcoming members of the public and partner agencies to the station was used as an opportunity to promote On Call recruitment for us with experienced crew members on hand to answer any questions and share their experiences of the role.

West Lothian Letterbox Blocker Initiative

Our continued partnership working with West Lothian Council allows us to provide letterbox blockers to at risk individuals, with the blockers being funded by the Council.

The partnership initiative was introduced as we regularly receive requests from Police Scotland Concern Hub or from the Domestic Abuse and Sexual Assault Team (DASAT) to carry out Home Fire Safety Visits (HFSV) to provide reassurance to individuals who have been threatened or where there is intelligence to suggest they are under threat from deliberate fire attack.

Whilst carrying out HFSV our staff fit letterbox blockers if required. This provides much needed reassurance to potentially vulnerable victims of domestic abuse where threats have been made. The number of blockers fitted and where is regularly reviewed with the potential to recover letterbox blockers to be reused where the threat has reduced.

5. OUTCOME 4:

WE RESPOND TO THE IMPACTS OF CLIMATE CHANGE IN SCOTLAND AND REDUCE OUR CARBON EMISSIONS.

We continued to work together with partners including Local Resilience Partnerships to respond more effectively to the global climate and ecological emergency by attending multi-agency response to severe weather events, opening our Community Fire Stations as communication hubs, implementing initiatives, developing the resources needed to tackle the impacts of climate change and ensuring that these are strategically located across the country. Our firefighters remain fully trained and equipped to support communities in meeting extreme weather events. We continued to work with our partners, ensuring that we are contributing to the climate change policy in Scotland.

OUR INITIATIVES



Responsible Wild Camping Initiative

Our partnership working with Police Scotland, Cairngorm National Park Rangers, Local Estate Rangers, Forestry Scotland, and Aberdeenshire Council, implemented the 'Responsible Wild Camping' initiative, in response to the alarming surge in wildfires.

Throughout the spring and summer 2023, we worked alongside our partners and organised multiple informative displays at strategic locations such as Loch Muick on the Balmoral Estate and in the village of Ballater. These events were designed to engage with the public and shed light on the adverse effects of 'Irresponsible Wild Camping' on the local environment and economy. Additionally, they highlighted the strain placed on our resources and our collaborative partners.

During periods of heightened fire risk, we joined forces with Local Estate Rangers to conduct regular patrols in popular wild

camping areas. Their goal was to interact with visitors and offer guidance on the perils associated with discarded cigarettes, unattended campfires, improperly extinguished disposable barbecues, and the general litter left behind by campers.

This proactive approach has curtailed fire-related incidents and promoted responsible camping practices that benefit both the environment and the community and has had a profound impact on wildlife preservation.

Multi-Agency Winter Resilience Workshop

As a member of the Dumfries and Galloway Local Resilience Partnership, we participated in a tabletop exercise which allowed participants to gain an understanding of arrangements in place for a multi-agency response to severe weather events within Dumfries and Galloway.

Partners involved in the exercise included Dumfries and Galloway Council, NHS Dumfries and Galloway, Police Scotland, Scottish Ambulance Service, Scottish Environment Protection Agency (SEPA), Scottish Power Energy Networks, Scottish Prison Service, the Met Office, Scottish Water, Nith Inshore Rescue, Wheatley Group, Loreburn Housing, Amey, Autolink and the West of Scotland Regional Resilience Partnership.

Through feedback gained on the day and the event debrief process participants could contribute to the further development of multi-agency response arrangements in Dumfries and Galloway.

This partnership is beneficial as it allows a wider understanding of partner agencies response capabilities, together with on-going

work in relation to risk assessing the likelihood and impacts from severe weather utilising the wider information sources which are available across the Dumfries and Galloway region.

Building severe weather resilience in the Highland and Islands Local Resilience Partnership

Staff within Western Isles, Orkney and Shetland areas regularly contribute to the successful outcomes achieved through the Highland and Islands Local Resilience Partnership (HILRP) arrangement and that of their individual Emergency Coordination Groups (ECG). There are 12 Local Resilience Partnerships across Scotland supported by 32 local authority areas.

The challenges faced by our Island-based communities are similar in origin to those experienced on mainland Scotland, however, the impacts are often more significant due to their geographical nature.

The benefits arising from the coordinated efforts of these local groups are many, contributing to the wellbeing of our remote communities, safeguarding the vulnerable and supporting recovery. Alongside our partners in the ECG, we have throughout 2023/24 activated to respond to the numerous severe weather events, power outages and interruption to water supplies. Each ECG regularly test and exercise their readiness to respond to local, regional, and national emergency situations.

An example of a successful coordinated partnership approach to resolving major incident events was demonstrated on Shetland when a widespread communications disruption resulted in a complete internet outage and impacts to the vital systems reliant on internet

connectivity. A coordinated plan was implemented by key partner agencies to establish a temporary communications framework until repairs could be undertaken. The Airwave communications network was unaffected and served as a critical interagency communications framework until full communications had been re-established. Our local Community Fire Stations served as communication hubs and areas for agencies to collocate if required.

Through the HILRP, joint organisational learning from us and our partners from unplanned events like this are shared across the other Island Groups.

HILRP has core representation from local authorities, Police Scotland, Scottish Ambulance Service, NHS, Utilities companies, HM Coastguard, Royal National Lifeboat Institution, 3rd Sector partners and ferry companies.

Duns Community Fire Station strengthens ties with Onshore Wind Farm

Our On Call crews at Duns Community Fire Station visited the Crystal Rig Wind Farm, Lammermuir Hills, between East Lothian and the Scottish Borders to familiarise themselves with the site should an emergency situation ever occur.

During their visit, they interacted with on-site staff and shared knowledge and expertise with them. Representatives from Natural Power, who manage the site, conducted interactive sessions, sharing insights into the technology, operational procedures, and potential hazards associated with wind turbines.

This information exchange helps to facilitate smoother coordination in an emergency and strengthens preparedness.



6. OUTCOME 5:

WE ARE A THRIVING ORGANISATION, USE OUR RESOURCES RESPONSIBLY AND PROVIDE VALUE FOR MONEY TO THE PUBLIC.

During 2023/24, we continued to look for opportunities to share estates and assets with other blue light services, partners and international partners to support our services, the effective delivery of key service objectives and implement best practice across the organisation. Taking every opportunity to co-locate with our partners to ensure value to the public purse and facilitate a more integrated and effective public service with better outcomes, particularly for the vulnerable in our society. All of which are critical to the effective delivery of services to our communities across Scotland.

OUR INITIATIVES

Our National Co-location Programme has continued over the year. A key aspect of this on-going programme involves sharing workspaces with our blue light partners in promoting and supporting the sharing of space. To enable community resilience in emergencies we also share facilities with other partner agencies on a day-to-day basis. Here are some of the examples of recent co-locations:

Co-location for improved services in Ayrshire

In Ayrshire, we welcomed our Scottish Ambulance Service colleagues into Dreghorn Community Fire Station by locating a 24-hour emergency ambulance, while at Ardrossan Community Fire Station, there are two emergency ambulances, one available 24-hours with the second ambulance operating during peak times.

This partnership in Ayrshire is the result of a local collaborative group which comprises us, the Scottish Ambulance Services and Police Scotland. It was an excellent opportunity for us to further consolidate an already strong working relationship between us and the Scottish Ambulance Service.

Co-location of services brings several benefits for our organisations, but particularly in terms of the opportunities for regular joint working and interaction, all of which benefits the local community. There is now an aspect of multi-agency working and training that takes place between both services.

This partnership working brings resources closer to local communities as well as benefitting the staff of both emergency services and by sharing our facilities with the Scottish Ambulance Service it helps to build on existing relationships and protect communities.





Launch of shared facilities at Turriff Community Fire Station

Turriff Community Fire Station became a recognised shared facility with the Scottish Ambulance Service in November 2023. An additional ambulance which will provide 24/7 service has been brought into service with the Community Fire Station acting as its standby location.

This strategic co-location will be a real asset and benefit to local communities, enhancing our close working relationship with our blue light partners and allowing our staff to work and train more closely together. This means when they attend incidents together, they already know each other.

Our commitment to collaborative working and co-location has never been stronger and this co-location allows us to work towards our goal of delivering improved outcomes for our communities.

International Joint Training Facility

As well as sharing station premises with our partners, we also share training facilities. The Joint Scottish Fire Investigation Training and Research Facility, Porthlethen opened in July 2023 to support forensic scene investigation techniques used by firefighters, police and Forensic Services personnel.

We worked together with the Scottish Police Authority Forensic Services, Leverhulme Research Centre for Forensic Science at the University of Dundee and Danish Police Special Crimes Unit to create the project.

Two purpose-built containers are made to look like domestic rooms before being set alight and extinguished by firefighters. The resulting burn scene can then be examined by us and Forensic Services as part of a training and development programme. The project provides materials for research into new and emerging technology, including the implementation of Virtual Reality as a way of viewing fire scenes, and forms part of the National Crime Scene Management training course.

Simulating a fire scene allows us to better understand how fires start, take hold, and develop. By understanding more about how things burn, and getting experience in a simulated fire scene, our teams will be able to identify important tell-tale signs following a fire to help us determine the most likely origin and cause.

The fire will be photographed in such a way as to enable it to be rendered into Virtual Reality by experts at the Leverhulme Research Centre for Forensic Science allowing us and Forensic Services to retain a bank of scenes which can be used in a virtual environment for training purposes.

This new joint co-located training facility is a terrific addition to training for our staff and will enhance our fire investigation processes and allows for research into new technologies and emerging risks. Data from scenes collected at Porthlethen are shared with Danish Police colleagues while they, in turn, will share their own.

This joint facility represents a significant step forward which enables realistic training to enable Fire Investigators to keep up their high-level skills in one of the most complicated areas of Forensic work. Additionally, it can be utilised to support the development of our operational crews and in particular incident commanders.

This significant international collaboration between us, Forensic Services, Leverhulme Research Centre for Forensic Science and the Danish Police Special Crimes Unit is truly innovative and will assist training which will be used to advance new technologies and provide training tools for the next generation of Fire Investigators, ensuring Scotland remains a world leader in the provision of Fire Investigation.

The Scottish Fire Investigation Training and Research facility has been awarded the Greatest Contribution to Forensic Science Services Excellence Awards. This award recognises the excellent work of the facility and the impact it will have on fire investigation, both within Scotland and internationally in the future.



7. OUTCOME 6:

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

During 2023/24 we continued to make our roles more attractive to all members of our communities by improving our recruitment process, including holding On Call firefighter positive recruitment events. We have developed our approach to youth engagement and employment by creating the first Blue Light Youth Volunteer scheme, holding the first female Fireskills course, introducing a youth engagement schools competition, and introducing an 'Early Intervention Programme' all to create a safer and more positive environment for young people.

OUR INITIATIVES

Blue Light Youth Volunteer Scheme

We've partnered with Police Scotland to deliver an exciting new initiative for young people aged 13 – 18 years who wish to volunteer in their communities across Shetland to create the first joint Blue Light Youth Volunteer Scheme.

This combined initiative builds on the strengths of each individual service to provide Shetland's young people the opportunity to develop skills across a range of subjects whilst gaining a practical understanding of Blue Light services.

The young cadets participated in a wide range of practical and theoretical activities, including community fire safety, Cardiopulmonary Resuscitation, finger printing, arrest and community policing.

The scheme provides volunteering opportunities to local adults. Volunteer leaders help to plan and facilitate the sessions supported by our fulltime staff and Police Scotland colleagues.

Youth volunteers have developed positive relationships with one another, their volunteer leaders, partners and the wider Shetland communities.

Working in partnership with key partners such as the Scottish Ambulance Service and HM Coastguard has created other opportunities to learn new skills and empower young people to work together for a safer Scotland.

Bringing together a diverse group of young people from across the island has created a strong team of young people and volunteer leaders who have demonstrated dedication, energy and enthusiasm which has been critical to the success of the scheme.

This partnership provides valuable opportunities to young people making Shetland a safer community for all. Due to the success of this scheme, we are exploring further opportunities with our partners to extend this successful joint innovative partnership beyond Shetland.





Female Fireskills Course

To mark International Women’s Day 2024, we worked with Skye Youth Development, Police Scotland and the Scottish Ambulance Service to hold a Fireskills course for young women from Portree High School, Skye.

Fireskills is a flexible programme for young people aged between 12 and 18 who want to develop key skills in a practical setting. There are no pre requisites for joining this programme, however, it can be designed and developed to meet individual and collective needs of the group to focus on key topics, such as team-working and team-leading, self-discipline skills, problem-solving techniques, confidence and communication, improved physical capability, citizenship skills, health and safety awareness, basic first aid skills, and an understanding of the contribution that we and other agencies make to our communities.

The course, attended by eight young women, included simulated emergency scenarios, including the rescue of a casualty from a road traffic collision. The young people involved deserve enormous credit for their teamwork and determination in learning new skills and achieving an employability award.

This is the second Fireskills course to take place in Skye with another one planned for later in 2024 which will be open to all genders.

Dundee Schools SFRS Competition

As part of our partnership approach to youth engagement, we worked together with Dundee City Council to introduce the Dundee Schools and Fire Service Competition – an initiative that allows us to build rapport and share transferable skills with young people.

As part of the initiative, working alongside our crews over the course of several weeks, pupils at four Dundee high schools received operational training including hose-running and erecting a ladder to emphasise the importance of teamwork and discipline, as well as increasing the participants resilience and confidence.

In May 2023, we provided the pupils with a platform to showcase their firefighting skills at the final of the Dundee Schools and Fire Service Competition at Blackness Road Community Fire Station, Dundee, in front of family members, our partners and local officials. With pupils from Harris Academy crowned eventual winners.

Due to the success of the event, it will be rolled out across Dundee in 2024 and an evaluation will be undertaken.



SFRS Changing Young Lives in Partnership

City of Glasgow Community Action Team (CAT) have worked in collaboration with the Scottish Prison Service (SPS) HMP Barlinnie and Police Scotland's Campus Police Officers to tackle anti-social behaviour, reduce re-offending rates, and strive to create a safer and more positive environment for young people.

The 'Early Intervention Programme' was implemented as a pilot project in collaboration with Govan High School, with the support of the Campus Police Officer and our CAT, to provide timely intervention and support to students in need. The aim is to divert young people from criminality and anti-social behaviour using the Life Skills Group from SPS Barlinnie and their Peer Mentors.

These activities were delivered to Second Year and Third Year pupils to help educate them and to understand the consequences of their actions within the community and how this affects others. This successful model has allowed us to work in partnership with Community Justice Glasgow and in contributing to achieving their key objectives in targeting and reducing anti-social behaviour and re-offending.

As a result of this pilot, our CAT has forged a strong relationship with important partners which will build and become stronger year on year. This will help to promote inter-agency working, with the creation of learning resources which can be utilised by future individuals and developed research based on the findings of the initiatives and activities carried out.

This joint early intervention pilot has received positive feedback that as a direct result of our collective actions with our partners has improved the confidence of the individuals and provided them with important life experience.



Positive Recruitment Days

As part of the Scottish Government backed recruitment scheme, staff from East Dunbartonshire, West Dunbartonshire and Argyll and Bute worked alongside Argyll and Bute Council to help identify employment opportunities in our On Call stations for Ukrainian nationals living in Scotland.

A positive recruitment day was held at Dunoon Community Fire Station which was attended by five Ukrainians. Working in partnership with Argyll & Bute Council, who provided interpreter support, we explained to the candidates what it meant to be an On Call firefighter. Three attendees are currently in our recruitment process. A further event was held at Lochgilphead Community Fire Station which provided three more possible candidates.

These open-door events have been successful in providing employment opportunities for Ukrainian nationals living in rural settings, with the added benefit of assisting integration into local communities. Further positive recruitment days are planned for Campbeltown and Oban Community Fire Stations.

Cross Justice Group on Race and Workforce

We aspire to be a world leading Fire and Rescue Service and to do this, we know that equality and diversity must be embedded in everything we do.

Our Equality, Diversity and Inclusion Team represent us 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 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.

[Supporting documents - Cross Justice Working Group on Race and Workforce: progress report - gov.scot \(www.gov.scot\)](#)

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

Working with our partners is at the heart of how we work, it is a fundamental part of making a positive difference to people's lives and keeping communities safe. We have developed several initiatives, introduced local and multi-agency partnerships, bringing the public, third and private sector partners together with communities to deliver shared outcomes that really matter to people. These partnerships are vital to ensure all partners can deliver their services more effectively and efficiently, while providing better value for money for the public.

OUR INITIATIVES

Cardiopulmonary Resuscitation/ Defibrillator Initiatives

We worked with East Ayrshire Council to promote the importance of defibrillators and Cardiopulmonary Resuscitation (CPR) by jointly funding an initiative to purchase and install defibrillators throughout the local authority area.

As well as the provision of this life-saving equipment, we provided the relevant training to ensure the local communities knew how to perform CPR and use a defibrillator, giving them the relevant skills to help save people's lives. Initially, we targeted local Junior football clubs to ensure their stadiums were provided with a community defibrillator.

This initiative to reduce unintentional injury and harm and make the communities a safer place to live was such a success that it has been rolled out across the whole authority area with over 130 defibrillators installed, including those in several Community Fire Stations.

Additionally, we worked together with various partners to give all 378 pupils of Eyemouth Primary School CPR Training. It has been proposed to hold this training annually, expanding the skills in later years to build on pupils learning and associated First-Aid Skills for life to ensure pupils become proficient in life-saving skills. Similarly, our crew at Lochgoilhead Community Fire Station provided CPR awareness sessions to The Ladies of Lochgoilhead Community Group and the Residents of Carrick Castle Community Group. With a further event scheduled for Lochgoilhead Primary School.





Rangers Charity Foundation

We teamed up with Rangers Charity Foundation to provide information on careers within our Service, combat anti-social behaviour, and reduce deliberate fire setting.

This partnership has been running for a few years with new groups starting continuously, allowing us to target our prevention messaging as new trends emerge. For example, the partnership has recently proven successful with the youths engaging and learning new information regarding emerging fire risks associated with lithium-ion batteries. This type of battery is found in several devices such as vapes, e-bikes, e-scooters, mobile phones, and tablets. The partnership has proved successful in helping to empower a sense of confidence in youths who predominantly do not attend school.

Govan and Pollock Community Fire Stations support this initiative through attending Ibrox stadium or chaperoning the youths at the station showing them around.

Engaging with hard-to-reach communities

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 postcards (HFSV) alongside medical prescriptions.

Our staff have 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 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.

Additionally, in partnership with NHS Grampian, our personnel participated in a vaccination clinic at the Bon Accord Centre, Aberdeen. This unique opportunity enabled our CAT staff and crews to interact with older adults and other vulnerable community members while they await their vaccinations. During this time, we were able to impart valuable fire safety insights for their homes. On the inaugural day, our staff engaged with approximately 450 individuals. We offered comprehensive fire safety advice, addressed public enquiries, and encouraged attendees to schedule a HFSV. These clinics continued throughout 2023 and it is hoped to carry this initiative into 2024.

We continue to be committed to providing fire safety information, amplifying our reach and constantly seek out new opportunities to do so, to keep the most vulnerable in our communities safe.





Peterhead Community Fire Station Out of Hours Food Bank

In partnership with the Rapid Relief Team (RRT) and local partners, we introduced a groundbreaking project called RRT food boxes. This initiative plays a crucial role in addressing the pressing issues of child and food poverty within the community. It aims to offer essential support to individuals and families in our community during their times of greatest need.

Working closely with partner organisations such as Police Scotland, Aberdeenshire Council Social Work, and local charities, these food boxes are available outside of regular working hours, including weekends. Community members

can access these food boxes either through referrals or by visiting the Community Fire Station directly, without needing a referral. Each food box contains provisions sufficient to sustain a family of four for two days.

Our objective with this initiative is to enhance the existing process and bridge this accessibility gap by extending support beyond regular working hours, ensuring that we actively contribute to this invaluable service for our local communities.

In addition, food boxes have been distributed to all stations within East, North and South Ayrshire with double the quantity being stored on our island stations for resilience. We agreed in conjunction with the RRT that any food boxes distributed would be replenished by the RRT.



HMP Glenochil and HMP YOI, Stirling Pre-release Programme

Our Community Action Team (CAT) for Clackmannanshire, Fife and Stirling worked together with a range of partners to pilot a Prisoner Pre-release Programme for individuals soon to be released from HMP Glenochil. Once the programme was up and running it was introduced within HMP YOI, Stirling.

The aim of the programme is to aid and educate individuals on their return to the community having served a custodial sentence by providing life skills and education to help with the transition from prison to returning home/taking on a tenancy.

To support this programme, the CAT delivered road, water and home fire safety information and provided Cardiopulmonary Resuscitation and Defibrillator training. To enhance the learning experience virtual reality headsets were utilised.

Partners involved in the delivery of the initiative include Police Scotland, Scottish Prison Service (HMP Glenochil and HMP YOI, Stirling), Fife Safer Communities, all three local authorities Council Housing Services, Clackmannanshire and Stirling Alcohol and Drug Partnership, Fife Alcohol and Drug Partnership and Fife College.

The CAT will continue to support this partnership as it matures and develops to create a smoother transition from prison back into the community by breaking down barriers and building trusted relationships between services and individuals going through this journey.

Hard of Hearing Partnerships

See Hear is the national, strategic framework for sensory impairment in Scotland. It promotes a seamless multi-agency approach to the assessment, care and support to people with sensory impairment.

To support the framework, our partnership approach to the provision and fitting of smoke and heat detectors specifically to

vulnerable individuals/families with hearing impairments within Fife has been in place for several years. Fife Health and Social Care Partnership (HSCP) purchase the necessary equipment and the local Community Action Team (CAT) fit it as necessary.

The partnership has been such a success that it has now been replicated within the Stirling and Clackmannanshire HSCP with the purchase of £10,000 worth of sensory fire detection equipment. This has resulted in several HSC partners from all three local authorities now referring into Clackmannanshire, Fife and Stirling CAT specifically for Hard of Hearing fire detection equipment to be fitted by our local CAT, a full Home Fire Safety Visit is completed at the time of the fitting.

This partnership approach will safeguard vulnerable people with hearing impairment from the potential effects of fire within their properties and will help make additional progress locally on the recommendations from the framework.



Scottish Borders Partnership against Rural Crime

Our Scottish Borders Community Action Team (CAT) attended the Countryside Schools Day and the Border Union Show as a partner in the Scottish Borders Partnership against Rural Crime initiative which is a collaborative strategy to combat rural crime and promote safety.

We worked together with our partners Police Scotland, National Farmers Union Scotland, Scottish Land and Estates, Scottish Environment Protection Agency, River Tweed Commission



and Scottish Society for the Prevention of Cruelty to Animals. Some of these partners hold various events throughout the year. Our CAT attend these events to get the messages out to the farming and rural communities by promoting farm, home, water and road safety. Scottish Borders is primarily rural, and this partnership is integral to our communities and their safety.

Some of the farm and rural issues and hazards are unique to the area and are highlighted by our local CAT, targeting the people and children in the area, making them aware and able to recognise risks and giving valuable and useful safety advice for those in remote locations.

By working in partnership with our partners we can deliver quality input to a specific audience who are in attendance, who live and work in the area and are exposed to the hazards. Another benefit of this initiative is that we can access a demographic that can be difficult to reach, as they are typically spread throughout the rural area, this gives us opportunities that we would not otherwise have to share our safety messages. Additionally, once we have made contact with farmers, it allows us to carry out Home Fire Safety Visits (HFSV) and ensure they have the detection required and the most up-to-date safety information and advice.

This partnership and these events are an on-going initiative which will continue to grow as we create more opportunities within our area helping us to keep our communities safe.

Violence Against Women Partnership

We worked in partnership 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 ‘Equally Safe: Scotland’s strategy for preventing and eradicating violence against women and girls’ 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 our 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.

- [Violence Against Women Partnership](#)
- [South Ayrshire Violence Against Women Partnership – South Ayrshire Council](#)

Dumfries and Galloway Road Safety Partnership

Our continued partnership working with Dumfries and Galloway Road Safety partnership, involving Police Scotland, Scottish Ambulance Service, Dumfries and Galloway Council, Transport Scotland, NHS Dumfries and Galloway, Dumfries and Galloway Institute of Advanced Motorcyclists, Nithcree Training, Amey, Sustrans, British Horse Society Scotland (BHS) and Scottish Cycling.

This is a multi-agency partnership which brings together partner organisations together across the region with one aim: ‘To reduce the number of people who are killed or injured on the roads in Dumfries and Galloway’. The partnership has won The British Horse Society Sefton Award for 2023 in recognition of outstanding service in the field of equestrian safety.



The partnership run a variety of initiatives including where members of the local Community Action Team delivered road safety awareness to bikers prior to setting off, a multi-agency event was organised by us with the focus on a Road Traffic Collision involving a horse and rider. Our staff took the opportunity and engaged with bikers attending the NW Stena 200 biking event during the ferry crossing from Stranraer giving information on road safety, Cardiopulmonary Resuscitation and helmet removal. The partnership launched the 'Travel Safe Dumfries and Galloway' road safety mobile app, specifically designed to provide local road users with information that will allow them to make better informed decisions before starting their journey. The app links to the BHS Horse-i app and the partnership has worked closely with the BHS organising a range of safety and awareness events in Scotland.

This partnership working at various events allows our personnel the opportunity to engage with and inform local communities, whilst increasing partner agency working and further developing their skills.

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Boys to Men

Our personnel have been involved in a groundbreaking pilot mentoring partnership programme run by Lockerbie Academy and the University of the West of Scotland to develop a programme for young boys which combines mentorship with the principles of nurture and violence prevention.

The rationale for the Boys to Men initiative was to create a safe haven where young men get space to discuss their emotions, learn from each other and male role models. The project has had great support locally and nationally from men willing to share their life stories and skills with the boys.

Many of the boys have life experiences that have resulted in developing a unique skill set. Skills that are not often recognised in academic pathways. The Boys to Men Mentoring programme

recognises these skills and uses them to promote leadership, responsibility and encourages young men to become role models and mentors for others in the community and challenge the stereotype of what it means to be a man in society today. The boys in Senior Four (S4) use these skills to work with younger pupils in Senior One (S1) and Senior Two (S2) and with Primary Seven (P7) Boys to Men, Primary transition programme. On completion of the project, they can achieve an SQA award in Mentoring. Education Scotland have recorded a video of the "Boys to Men" project which appears on their website as an exemplar of good practice. Our personnel supported a presentation at an education inclusion festival in August 2023 to promote the project.

Pupils who participated in this mentoring partnership programme provided positive feedback stating they enjoyed the programme, learned numerous skills and were looking forward to helping others in their school community.

Due to the success of this initiative, an evaluation will be carried out to determine if this initiative could be rolled out to other schools in the area to benefit both the community and our staff.

SFRS Braemar Co-Responders

Braemar Community Fire Station's firefighters work in partnership with the Scottish Ambulance Service to support a Co-Responding delivery model to ensure swift and efficient responses to specified critical medical incidents. This model is designed to optimise resource utilisation and enhance emergency response effectiveness.

Upon receiving a call from Scottish Ambulance Service Control, with an advised Estimated Time of Arrival, our crew is promptly mobilised by our Dundee Operations Control. The crew mobilise using a patient transfer vehicle which allows the Co-Responders to transport patients to the helipad within the village, allowing for the air ambulance to attend and transfer patients to hospital for definitive care, if required.

The Braemar Co-Responders initiated a comprehensive training programme to expand their skill set which has resulted in seven Co-Responders being fully trained to date.

In addition, the village benefits from the presence of eight Wildcat responders, who collaborate with the Co-Responders to attend cardiac arrest incidents.

This partnership dual-response system, comprising both Co-Responders and Wildcat responders, significantly bolsters resilience within the community, fostering increased confidence and reassurance among local residents.

9. PARTNERS

- Aberdeenshire Council
- Aberdeenshire Health and Social Care Partnership
- Africans in Ayrshire Group
- Amey
- Anthony Nolan
- Arch (Community Alarms)
- Argyll & Bute Council
- Argyll & Bute Partnership Approach to Water Safety (PAWS) Group
- Armstrong Renewables
- Autolink
- Blairgowrie and Rattray Community Council
- Blairgowrie, Rattray and District Local History Trust
- Blairgowrie High School
- British Horse Society Scotland
- British Transport Police
- BSW Timber
- Cairngorm National Park Rangers
- Calderhead High School, Shotts
- City of Edinburgh Council
- City of Glasgow College
- Clackmannanshire and Stirling Alcohol and Drug Partnership
- Clackmannanshire Council Housing Services
- Clyde Water Rescue Response Group
- Community Justice Glasgow
- Crystal Rig Wind Farm
- Cumbria Fire and Rescue Service
- Danish Police Special Crimes Unit
- Dounreay Nuclear Site
- Dumfries and Galloway Council
- Dumfries and Galloway Institute of Advanced Motorcyclists
- Dumfries and Galloway Local Resilience Partnership
- Dumfries and Galloway Road Safety Partnership
- Dundee City Council
- East Ayrshire Council
- Eyemouth Primary School
- Falkirk Council
- Fauldhouse and Breich Valley Community Development Trust
- Fife Alcohol and Drug Partnership
- Fife College
- Fife Council Housing Services
- Fife Safer Communities
- Forestry Scotland
- Forth Valley Health and Social Care
- Glasgow City Council
- Glasgow Humane Society
- Govan High School
- Grange Quarries
- HM Coastguard
- Hermitage Academy, Helensburgh
- Highland and Islands Local Resilience Partnership
- Hoddam
- Holyrood Secondary School, Glasgow
- Inverclyde Council
- John Jardine Plant
- Justice Partners
- Leverhulme Research Centre for Forensic Science, University of Dundee
- Lockerbie Academy
- Loreburn Housing
- Men United, Peterhead
- Met Office
- MKM Building Supplies
- National Farmers Union Scotland
- National Health Service
- National Health Service Dumfries and Galloway
- National Health Service Grampian
- National Health Service Lanarkshire
- Nith Inshore Rescue
- Nithcree Training
- North Lanarkshire Council
- Northumberland Fire and Rescue Service

- 144 Parachute Medical Squadron
- Perth and Kinross Council
- Petrofac
- Pharmacies (Aberdeen City, Aberdeenshire and Moray)
- Pillar Kincardine
- Police Scotland
- Rangers Charity Foundation
- Rapid Relief Team
- Registered Social Landlords, Lanarkshire
- Renfrewshire Council
- Renfrewshire Council Health and Social Care Partnership
- River Tweed Commission
- Robertsons
- Royal National Lifeboat Institution
- Scotlee Plant
- ScotRail
- Scottish Ambulance Service
- Scottish Charity Air Ambulance
- Scottish Cycling
- Scottish Environment Protection Agency
- Scottish Government
- Scottish Land and Estates
- Scottish Police Authority Forensic Services
- Scottish Power Energy Networks
- Scottish Prison Service
- Scottish Society for the Prevention of Cruelty to Animals
- Scottish Water
- Shell
- Skye Youth Development
- South Lanarkshire Council
- South Lanarkshire New Carers
- St. Andrew's First Aid
- Stena Line
- Stirling and Clackmannanshire Health and Social Care Partnership
- Stirling Council Housing Services
- Stonehaven Community Collective
- Sustrans
- Tayside Mountain Rescue
- Tesco
- The HEAT Project
- The Larder, West Lothian
- Third Sector Race Advocacy Groups
- 33 Air Solutions
- Trading Standards
- Transport Scotland
- University of Glasgow
- University of Glasgow Weipers Centre
- University of the West of Scotland
- Violence Against Women Partnership
- West Lothian Advice Shop
- West Lothian Council
- West Lothian Drug and Alcohol Service
- West Lothian Health and Social Care
- West Lothian Youth Action Project
- West of Scotland Regional Resilience Partnership
- Wheatley Group
- Woodland Trust

If you require further information on any of the contents of this document please email **bridget.spence@firescotland.gov.uk** who will pass on your details to the relevant individual(s).



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SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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<p>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 Mainstreaming Report 2024 	<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 New Mobilising System <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) Annual Procurement Report 2023/24 <p><u>New Business</u></p> <ul style="list-style-type: none"> Health and Safety Annual Report 2023/24
<p>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 <p><u>New Business</u></p> <ul style="list-style-type: none"> Training SAMP 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2024/25 Q2 AOP Progress Update Q2 Report New Mobilising System <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">

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
Provisional Special Board – 20 February 2025	<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
27 March 2025	<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"> Corporate Parenting Plan Annual Update 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2024/25 Q3 AOP Progress Update Q3 Report New Mobilising System <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"> Mainstreaming Report 2024/2025 	<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">