

OFFICIAL



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

24 October 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 31 October 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 Christopher Casey on 07970 968479, Heather Greig on 07824 307616 or Debbie Haddow on 07341 880523.

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT
Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 OCTOBER 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 29 August 2024** (attached)

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

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- 9 **CHIEF OFFICER'S REPORT** (*attached*) R Haggart
The Board is asked to note the Chief Officer's Report.
- 10 **COMMITTEE REPORTS**
The Board is asked to note the following updates:
- 10.1 **Change Committee** S Ballingall
 - *Draft Minutes of Meeting: 1 August 2024 (attached)*
 - 10.2 **Audit & Risk Assurance Committee** B Baverstock
 - *Update of Meeting: 29 October 2024 (verbal)*
 - 10.3 **People Committee:** M Wylie
 - *Draft Minutes of Meeting: 12 September 2024 (attached)*
 - 10.4 **Service Delivery Committee:** T Wright
 - *Draft Minutes of Meeting: 22 August 2024 (attached)*
 - 10.5 **Reform Collaboration Group** K Darwent
 - *Reform Collaboration Group Main Board (verbal)*
- 11 **BOARD FORWARD PLAN SCHEDULE 2025/26** (*attached*) M McAteer
The Board is asked to approve the report.
- 12 **DRAFT RISK APPETITE STATEMENTS** (*attached*) S O'Donnell
The Board is asked to approve the report.
- 13 **ANNUAL PROCUREMENT REPORT 2023/24** (*attached*) S O'Donnell
The Board is asked to approve the report.
- 14 **RESOURCE BUDGET MONITORING REPORT** (*attached*) S O'Donnell
The Board is asked to scrutinise the report.
- 15 **CAPITAL BUDGET MONITORING REPORT** (*attached*) S O'Donnell
The Board is asked to scrutinise the report.
- 16 **RESOURCE BUDGET OUTTURN REPORT 2023/24** (*attached*) S O'Donnell
The Board is asked to scrutinise the report.
- 17 **CAPITAL BUDGET OUTTURN REPORT 2023/24** (*attached*) S O'Donnell
The Board is asked to scrutinise the report.
- 18 **GRENFELL TOWER FIRE – PHASE 2 RECOMMENDATIONS** (*attached*) A Watt
The Board is asked to scrutinise the report.

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

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

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

The Board is asked to note the update.

- 21 DATE OF NEXT MEETING**

The next formal meeting will be held on Thursday 19 December 2024.

Report for Information Only

- SFRS/Anthony Nolan Partnership Annual Report Academic Year 2023/24 (*attached*)
- Mainstreaming Equality Report and Update (*attached*)

PRIVATE SESSION

- 22 MINUTES OF PREVIOUS PRIVATE MEETING:**

22.1 **Thursday 29 August 2024** (*attached*)

K Darwent

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

- 23 PRIVATE ACTION LOG** (*attached*)

Board Support

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

- 24 DRAFT ANNUAL REPORT AND ACCOUNTS 2023/24** (*attached*)

L McGeough

The Board is asked to approve the report.

- 25 NEW MOBILISING SYSTEM UPDATE** (*verbal*)

A Watt

The Board is asked to note the verbal report.

- 26 WELLBEING AUDIT AND RECOVERY PLAN** (*attached*)

L Barnes

The Board is asked to scrutinise the report.

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



SCOTTISH
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 29 AUGUST 2024 @ 1000 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)

Fiona Thorburn, Deputy Chair (FT)
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 Lockhart (DL)

Chief Officer
Deputy Chief Officer
Interim Deputy Chief Officer (Corporate Services)
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 (Item 11 only)
People Advisor (Item 15 only)
Area Commander NMS Project Lead (Item 24 only)
Senior Project Manager (Item 24 only)
Project Manager (Item 24 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)
Chris Fitzpatrick (CF)
Kelly-Anne McDougall (KD)
Derek Wilson (DW)
Kate Whitelaw (KW)
Samantha Willock (SW)
Chris Casey (CC)
Heather Greig (HG)
Debbie Haddow (DJH)

OBSERVERS:

Robert Scott, HMFSI
Colin Brown, Fire Brigades Union
Group Commander Kevin Murphy
Group Commander Aldene Woodward

1 CHAIR'S WELCOME

1.1 KD opened the meeting welcoming those present, in particular GC Chris Casey to his first meeting, and those attending/observing via MS Teams.

1.2

DRAFT - OFFICIAL

1.3 On behalf of the Board, KD offered her congratulations to ACO Andy Watt on his successful promotion to Deputy Chief Officer. ACO Watt would commence in his new role at the end of October 2024.

1.4 On behalf of the Board, KD extended her thanks and appreciation to both Fiona Thorburn, Deputy Chair and ACO David Lockhart ahead of their future retirement from the Service.

Attendees were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

2 APOLOGIES

2.1 Stuart Ballingall, Board Member
David Farries, Assistant Chief Officer, Director of Operational Delivery

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

3.1 The Board agreed that the *Liability Claim Against SFRS, Annual Performance Report 2023/24* and *New Mobilising System: Full Business Case* would be taken in private due to matters which are subject to legal proceedings (Standing Order 9D), matters involving confidential commercial/financial information (Standing Order 9E) and 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 MEETING:

5.1 **Thursday 27 June 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 27 June 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 assessment 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 27 June 2024 and highlighted the following:

- Recent commemorative events for FF Ewan Williamson and Kilbirnie Street fire.
- Reform Collaboration Group meeting of respective Chairs from SFRS, Scottish Police Authority and Scottish Ambulance Service to discuss wider collaboration. A

joint Boards seminar had been scheduled for February 2025 to facilitate discussions on a variety of issues.

- Various Scottish Government meetings primarily focused on finance and public sector spending controls.

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 27 June 2024.

9.2 **The Board noted the report.**

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 AF reported that the Committee held a public meeting on 1 August 2024 and provided a verbal update, highlighting the following:

- New Chair and Deputy Chair, Stuart Ballingall and Angiolina Foster, respectively. Remit of the Committee remains the same.
- Good progress within the Rostering project and the updated dossier was presented for scrutiny.
- Following regular scrutiny of the organisational infrastructure to manage change, which was now deemed stable, it was agreed that this standing agenda item would be stood down and further reports would be by exception only.
- Regarding the Corporate Services review (PWC), the Committee had queried the governance route to the Board for any aspects of the Reform Collaboration Group work going forward and for assurance on these routes to be provided, when appropriate.
- New Mobilising System (NMS) Full Business Case (FBC) was presented and approved for recommendation to the Board. Update to be given later in the agenda (Item 24).

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

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the Committee held a public meeting on 25 June 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Tuesday 29 October 2024.

10.2.2 Audit and Risk Assurance Committee Annual Report to Board and Accountable Officer
This report was presented for information only. BB advised that the purpose of the report was to provide the Committee's summation of the assurances received over the course of the year in relation to governance, risk and internal controls. In conclusion the Committee were able to provide a reasonable assurance.

10.2.3 BB highlighted that further improvements were required in relation to risk management and risk appetite.

10.2.4 **The Board noted the draft minutes and report.**

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting on 6 June 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Thursday 12 September 2024.:

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

10.4 **Service Delivery Committee (SDC)**

10.4.1 TW reported that the Committee held a public meeting on 29 May 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

TW reported that a subsequent public meeting was held on 22 August 2024 and provided a verbal update, highlighting the following:

- Regular HMFSI update report noting the intention to reduce the timescale to deliver the North Service Delivery Area Report.
- Update on incidents at recycling centres and assurances were taken on the Service's approach. The Committee noted the complex regulatory requirements in this area and were keen for UK wide attention on this increasing area of risk.
- Risk spotlight on Fire Safety Enforcement.
- Opportunity to engage with personnel at Perth Fire Station.

10.4.2 In regard to the Operational Assurance Reduction Policy, the Board welcomed the assurance provided via the additional reporting on potential attendance at subsequent incidents in close proximity/12-hour timeframe.

10.4.3 The Board sought clarity on the potential for further reductions/variation in mobilising, depending on the time of day, following the implementation of the NMS. Within Phase 2 of the implementation plan, DL advised that it was agreed how the Service would move forward, and the system would automate the response based on time of day.

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

10.5 **Reform Collaboration Group (RCG)**

10.5.1 KD advised that a meeting with the Cabinet Secretary had taken place to present the outcomes of the corporate review undertaken by PricewaterhouseCooper (PwC).

10.5.2 KD reported that the RCG met on 20 August 2024 and highlighted the main issues discussed. These included corporate service review, confirmation of joint Boards seminar, review of risk register, and consideration of ongoing work, ie urgent and unscheduled care pathways and corporate parenting collaboration. During the meeting, the Group also discussed the future direction and future workshop.

10.5.3 KD commented on the transitional nature of the meeting and the thoughts being given to the new governance landscape/direction of travel.

10.5.4 MMcA advised the Board that a report on the governance/reporting into the respective organisations would be presented at the next meeting (November 2024). This would assist with the transitioning into a more formal programme management approach.

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

10.5.6 **Reform Collaboration Group (RCG) Oversight Group**

FT reported that the RCG Oversight Group's work was in the closing phase and the final meeting was held last week. FT provided a brief reminder of the Group's remit. The key outcomes of the Group included building positive relationships across all organisations, understanding that pragmatism was required in respect of meetings being held and succinct reporting. The Group had been asked to provide any further feedback by the end of September 2024.

10.5.7 AF highlighted the positive chairing by FT and its constructive impact this had on the meetings. MMcA commented on the balanced informal/formal nature of these meetings, the candour this afforded all organisations and the potential to use this approach again.

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

(C Fitzpatrick joined the meeting at 1025 hrs)

11 QUARTERLY PERFORMANCE Q1 REPORT

11.1 MMcA introduced CF, who presented the Board with the 1st quarter performance information for the fiscal year 2024-25. The following key points were highlighted:

- Good overall performance with continued reductions in non-domestic fires and accidental dwelling fires incidents.
- Significant reduction in Unwanted Fire Alarm Signal (UFAS) incidents.
- Increase in call handling times (7 seconds) within this reporting period and outline of the reasons for this increase.
- Increase in assisting other agencies and effecting entry/exit incidents which was recently scrutinised by the Service Delivery Committee.

11.2 Regarding previous quality issues and inaccurate data, the Board had previously been advised of the reasons for this. The Board commented on the honesty needed in regard to data quality and queried what measures would be taken to address the issues. MMcA outlined the approach to data quality noting that the existing Data Management and Information Governance Groups would be combined. MMcA commented on the remit and governance route for this combined group and the expected improvements in data quality.

11.3 The Board sought assurance that the next iteration of the performance management framework would be robust and the current quality issues would not be repeated, particularly in relation to foundation level KPIs. MMcA acknowledged the importance of accurate foundation level data and its role in decision making. MMcA noted that there were challenges with existing systems, the ongoing need for manual intervention and how the Service were trying to raise awareness and minimise errors. MMcA noted that the creation of the single group would help provide a more systematic approach across the Service. The Board commented on the difference between data cleansing and data inaccuracy. CF highlighted both the challenges with data quality and the framing of questions to achieve the relevant information required to support the delivery of the strategic plan/long term vision.

11.4 The Board were reminded that the Audit and Risk Assurance Committee had previously sought and were provided with assurances on data accuracy and areas of improvement.

11.5 The Board noted the Service's engagement with Scottish Government and the National Fire Chiefs Council and the potential learning from these organisations.

11.6 The Board queried how the Service engaged with communities to explain the reasons for increased attendance/call handling times for life risk incidents. The Board were reminded that the Service Delivery Committee regularly scrutinised these issues and, having recognised the complexity of call handling, requested a report to be provided at their next meeting (November 2024).

11.7 The Board acknowledged the improvements achieved to date and the continued appetite for further improvements.

11.8 The Board commented on the capturing of areas of innovation, collaborations, etc and how these were progressing into Service wide business as usual activities.

11.9 The Board noted and welcomed the improvements in the Core Skills (currency) and Vehicle Accidents indicators.

11.10 In regard to Home Fire Safety Visits (KPI 6), the Board noted the parameter for this indicator had been reduced to below the previously identified target. RH outlined the reasons for rebaselining this indicator, in particular changes in the Service's policy, changes to legislation which increased levels of detection in households and the refocusing on vulnerable households. CF advised that the green target line could not be modified with the current report, however, this would be revised within the next iteration of the performance management framework.

11.11 **The Board scrutinised the Quarterly Performance - Q1 2024-25 report.**

(C Fitzpatrick left the meeting at 1050 hrs)

12 ANNUAL OPERATING PLAN PROGRESS REPORT Q1

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), between 1 April 2024 and 30 June 2024. The following key points were highlighted:

- Total of 39 actions of which one action was reporting Blue, 29 actions were Green, 9 actions were Amber, and no actions were Red.
- Proposed closure of action relating to reviewing SFRS fire safety enforcement (FSE) arrangements and transferring to business as usual.

12.2 In regard to the closure of the FSE arrangements action, the Board questioned whether it would be more accurate to pause this action as it was still incomplete. DL advised that the original action to review SFRS arrangements had been completed. Any additional future work would depend on NFCC guidance and the timescale for this was unknown and outwith SFRS's control.

12.3 The Board queried whether the amber ratings against Outcome 2 (New Mobilising System), Outcome 3 (Emergency Services Mobile Communications Programme (ESMCP)) and Outcome 5 (corporate office requirements) were too optimistic and whether the risk approach to these was appropriate. It was noted that NMS would be discussed later in the meeting. In relation to ESMCP, SO'D outlined the justification for the amber rating and noted that the deadline was 2026. In relation to Outcome 3, SO'D outlined the approach that would be taken; however, progress had been slower than anticipated. SO'D noted the comments and would give consideration to reviewing the narrative to provide a fuller update.

12.4 The Board queried whether the Service were adjusting expectations due to capacity/staffing levels within Directorates and constraints on recruitment. RH noted the limited information/explanation being provided to justify the RAG rating being applied and the subsequent impact this has on the Board's ability to properly scrutinise. RH further noted that the Service should be tracking against the milestone activity to deliver. RH and MMcA to give further consideration off table on future reporting.

12.5 RH acknowledged that the Board had previously expressed concerns relating to the Service's capacity and ability to deliver the AOP. RH reminded the Board that, at the outset, the Service had recognised the potential for not fully delivering the AOP. This was due to the difficulties in deprioritising/removing areas of work, therefore the Service would be required to make the necessary adjustments and move items to the right. RH offered his assurance that the Strategic Leadership Team (SLT) scrutinised and discussed this report on a regular basis.

12.6 The Board scrutinised the Annual Operating Plan Progress Report Q1.

(Meeting broke at 1100 hrs and reconvened at 1110 hrs)

13 RESOURCE BUDGET MONITORING REPORT

13.1 SO'D presented a report advising the Board of the resource budget position for the period ending 31 July 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 £0.128 million and a forecast year-end underspend of £1.398 million (0.4% of budget). The following key points were highlighted:

- Several outstanding risks including retirements, overtime and pay awards.
- Various meetings and correspondence from Scottish Government in regard to financial controls and the range of measures introduced. These included controlling discretionary spend, seeking approval from Scottish Government on spend over £1.0 million for new or different purposes, non-essential external recruitment, non-essential travel and hospitality.
- Internal communications had been issued to all staff in relation to hospitality, non-essential travel, etc.
- Continued to work closely and engage with the Sponsor Unit.
- Currently no indication that there would be any surplus budget available to offer back to Scottish Government.

13.2 SO'D confirmed that the Service had not received any requests to return monies to Scottish Government. The Board queried whether there was any research available on the benefits of tight spending controls and whether they were cost effective. SO'D noted that she was unaware of any research in this area.

13.3 RH advised the Board that there were no indications that there would be any impact to the Service's budget allocation and was content that the Service would remain within the existing budget. RH noted that wider public sector pay award pressures appeared to be a driver. RH further noted that the 2024/25 Uniformed pay awards were funded within the existing budget, however the Support Staff pay award had still to be settled.

13.4 RH advised that internal spending controls imposed in 2023/24 were not dissimilar to those recently introduced by Scottish Government. RH further advised that all recruitment, except for Grey Book staff, would now require SLT approval.

13.5 The Board sought clarity on how much budget was categorised as discretionary spend and how many transactions were expected to exceed the £1.0 million value. SO'D advised that the discretionary spend related to travel and subsistence, which was not a significant amount and there were no transactions within the resource budget over the restricted level.

13.6 The Board queried whether there were any additional risks to the organisation should budgets be less than anticipated and impact of the recruitment freeze. RH noted that any recruitment decision would be subjective. This was based on the criticality of the post and judgement of the potential risk for any vacancies not filled in the short or longer term future. RH reminded the Board that this risk was captured on the risk register as restrictions had already been in place for 2023/24.

13.7 In relation to changes in forecasting and variances, the Board commented on the value of additional narrative within future reports to help track the changes. SO'D noted this comment and would consider how to present this information in future reports.

13.8 The Board sought clarity on the decreased year to date figures for financing. SO'D noted that this related to legacy loan debts and the interest paid to or potential credits received from local authorities.

13.9 **The Board scrutinised the resource budget position for the period ending 31 July 2024.**

14 CAPITAL BUDGET MONITORING REPORT

14.1 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 July 2024. It was currently anticipated that with the planned action, the approved budget of £43.026 million out be spent out by 31 March 2025. SO'D requested approval from the Board's for the proposed budget virements of £9.570 million. The following key points were highlighted:

- Virements were due to updated funding requirements for the New Mobilising System and reduced level of spend in property major works.
- Recognition of the degree of optimism bias in regard to major property works and the improvements required in planning for future years.
- Breakdown of proposed virements presented for approval. If approved, the Service would be required to submit an Accountable Officer (AO) Justification template to Scottish Government for approval.
- AO template would highlight the 3 year capital project and the Service's request to bring forward expenditure from future years in order to ensure affordability of projects experiencing slippage in the current financial year.

14.2 In regard to the disposal of the Cowcaddens site, SO'D advised the Board that this was progressing and was scheduled for 2025/26.

14.3 In regard to the significant budget virements, the Board sought assurance that these were aligned with the Strategic Service Review Programme (SSRP) and would deliver the greatest impact within the limited timescale. SO'D advised that work had been undertaken to identify what was deemed deliverable, the current understanding from SSRP and in consultation with the Service Delivery Board (SDB) and SLT. SO'D further advised that based on the collective views, understanding of SSRP and strategic priorities, the best options had been identified and presented.

14.4 The Board queried whether a specific figure could be identified as directly supporting SSRP. SO'D advised that specific spend in support of SSRP was not possible. However, the Service would be able to highlight capital spend against the key priorities set by Scottish Government and the Service's primary outcomes. This would help demonstrate the strategic importance of what the Service was doing, and the efforts being made to ensure the Service was in the best possible position to move forward with SSRP once clarity was gained.

14.5 SS reminded the Board that SSRP was multi-faceted with various elements of enabling infrastructure being delivered through the capital plan. The Board recognised this and suggested that consideration be given to include some supportive narrative on these contributions when compiling the AO template for Scottish Government.

ACTION: SO'D

14.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2024. The Board approved the budget virement of £9.570 million.**

(K McDougall joined the meeting at 1140 hrs)

15 COLLEAGUE EXPERIENCE SURVEY 2024 UPDATE

- 15.1 LG introduced KMcD, who presented an update to the Board on the results of the Colleague Experience Survey (CES). The following key points were highlighted:
- Production of analysis of organisational level results highlighting top 5 areas of performance and improvement and where possible comparisons with the 2018 survey.
 - Next steps included identifying volunteers for focus groups, communicating the action plan and further breakdown of the analysis.
 - Continuation of ongoing open dialogue with staff via focus groups, station visits, etc.
 - Planned pulse survey activities on specific topics to be undertaken.
- 15.2 The Board queried the timescale for benchmarking and free text analysis. KMcD advised the free text analysis was currently being quality assured and would be available in the coming weeks. KMcD noted that following the renewal of Skills for Justice's contract, the intention would be to allocate some consultancy days for additional breakdown and benchmarking.
- 15.3 The Board commented on the positive advocacy score and the need for greater understanding of the statistics in relation to discrimination, bullying and harassment.
- 15.4 The Board questioned whether there was an opportunity to share learning with other blue light services and identifying actions that could be taken. LG advised that the Service would be exploring feedback on discrimination, etc within the focus group and through the Organisational Learning Group. Consideration would be given to share example of actions taken in respect of these type of incidents and disciplinaries, whilst maintaining strict confidentiality. LG further advised that the Service were keen to work with partners and collaboration opportunities had been discussed during the recent corporate services review. LB commented on the opportunities for collaboration and learning through the Reform Collaboration Group and the NFCC. RH noted that the Service would scrutinise and take forward any relevant recommendations from the recently published HMICFRS misconduct report.
- 15.5 The Board noted the importance of identifying and progressing quick wins or "you said we did" to maintain confidence in the process. LG offered her commitment to announce 3 quick wins by the end of September 2024.
- 15.6 The Board commented on the use of the word culture regarding quick wins as true cultural change was a longer-term issue. The Service should be clear that there are small changes in conduct and behaviours that could be attributed to quick wins.
- 15.7 The Board queried whether there would be an opportunity to consider both the analysis of the staff survey and safe call information in order to provide wider overview of any issues. LB noted that due to the small numbers involved with safe call this would not be possible at present, however general themes and an indication of outcomes were available.
- 15.8 With regard to quick wins, the Board commented on the downwards trend in staff not feeling able to speak or express opinions in relation to their role or work could potentially be addressed. It was noted that it should be clearly communicated to staff, including management, that all questions or issues should and could be raised in a safe environment and the various options to do this.
- 15.9 The Board acknowledged and welcomed all responses and information gained from the survey and extended thanks to all participants for their input. The Board acknowledged the outcomes and were taking the issues raised seriously.
- 15.10 **The Board scrutinised the Colleague Experience Survey Update report.**

(K McDougall left the meeting at 1200 hrs)

16 SFRS WORKING IN PARTNERSHIP 2023/24

16.1 MMcA presented the SFRS Working in Partnership 2023/24 Review report to the Board for scrutiny. The following key points were highlighted:

- Annual reporting capturing and highlighting the range and benefits of partnership and collaborative work ongoing within the Service and external partners.
- Congratulations to all staff involved in these activities and contributions to the report.
- Following presentation to the Strategic Leadership Team, it was agreed to change the front cover photograph, and an additional section would be added to affirm the Service's position on proactive approach, value and outcomes of partnership activities for staff, stakeholders and communities.

16.2 The Board welcomed the report and the positive work ongoing throughout the Service. The Board commented on the potential benefits and inclusion of partner organisation's voices, their experience of partnership collaboration and the differences/opportunities this has created.

16.3 MMcA acknowledged previous Strategy Day discussions relating to inclusion of both partners and end users' voices/experiences and gave his commitment these would be captured in future iterations of the report. MMcA further noted that a process to track partnership/collaboration activities in Local Senior Officer areas would be set up and this information could be shared both internally and externally.

16.4 MMcA reminded the Board that the report was produced to highlight and celebrate partnership working internally and also to provide a reminder to Scottish Government and the general public of the work undertaken by the Service.

16.5 In regard to the innovation outcome, the Board commented on the potential to highlight how partnership working was helping to drive innovation and deliver benefits. MMcA noted this comment and would reflect this in future iterations of the report.

16.6 In regard to Section 9 Partners, the Board suggested that an explanatory sentence be added to clarify that the partners listed were not the full and complete list of partners/collaborations.

ACTION: MMcA

16.7 The Board commented on the localised partnership working, and whether there was any learning and support provided to transfer good practice in a consistent manner into other local areas. MMcA noted the information gathered from colleagues including reasons why it worked in their area, what value it has added and any lessons that could be learnt to help other areas adopt the same practice. MMcA further noted that a guidance document was being developed to reinforce commitment to partnership working, examples of good collaborative working and strategic expectations. This guidance document would form part of ongoing communications with Local Senior Officers to promote good practice.

16.8 The Board commented on the potential audience levels for this report, whether consideration should be given to capture information in other publications/public forum events, utilising online and localised report. The Board were reminded that this report was a celebration of the positive work being undertaken throughout the Service. MMcA noted that examples of partnership working already features in other publications and would welcome the opportunity to discuss further outwith the meeting. The Board commented on the potential to use research, development innovation resources to help evaluation, sourcing funding opportunities and analysing impact/outcome of partnership working.

16.9 **The Board scrutinised the report.**

17 RISK THEMES

17.1 With reference to earlier discussion, the Board noted the review of existing risk on capital spend.

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

18 FORWARD PLAN

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

18.2 The undernoted items were added to the Forward Plan:

- Learning from Grenfell Report Phase 2 (October 2024).
- Risk Appetite (October/December 2024)

19 DATE OF NEXT MEETING

19.1 The next public meeting of the Board is scheduled to take place on Thursday 31 October 2024 at 1000 hrs.

19.2 There being no further matters to discuss in public, the meeting closed at 1225 hrs.

(The meeting broke at 1225 hrs and reconvened in private session at 1300 hrs)

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 **Thursday 27 June 2024**

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

20.1.2 **The minute of the meeting held on 27 June 2024 was approved as a true record of the meeting.**

20.2 **Matters Arising**

20.2.1 There were no matter arising.

21 PRIVATE ACTION LOG

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

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

22 LIABILITY CLAIM AGAINST SFRS

22.1 SO'D presented a report to the Board in relation to an insurance claim intimated against the Service.

22.2 **The Board approved the recommendation with the report.**

23 ANNUAL PERFORMANCE REPORT 2023/24

23.1 MMcA presented a report to the Board seeking approval of the Annual Performance Report 2023/24.

23.2 **The Board approved the Annual Performance Report 2023/24 and for it to be used at the Annual Performance Review meeting (10 September 2024).**

(D Wilson, K Whitelaw and S Willock joined the meeting at 1330 hrs)

24 NEW MOBILISING SYSTEM: FULL BUSINESS CASE

24.1 DL presented a report to the Board seeking approval of the New Mobilising System (NMS) Full Business Case (FBC) which was supported by the Scottish Government (SG) Portfolio, Programme, Project Assurance (PPPA) Gateway 3 Independent Assurance report.

24.2 **The Board approved the New Mobilising System Project Full Business Case.**

DRAFT

SFRS BOARD MEETING – ROLLING ACTION LOG



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

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

The Board is therefore asked to approve the removal of the 3 actions noted as completed (Blue status), note no actions 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	<p>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.</p>	<p>SO'D JT</p>	<p>December 2024 December 2023</p>		<p>October 2024</p>	<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> <p>Complete (31/10/2024): This information has been incorporated within the Annual Procurement Report for 2023/24 (Appendix A) and will be updated in future reporting.</p>

Board Meeting: 29 August 2024						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
14.5	Capital Budget Monitoring Report: The Board recognised this and suggested that consideration be given to include some supportive narrative on these contributions (SSRP) when compiling the AO template for Scottish Government.	SO'D	October 2024		October 2024	Complete (31/10/2024): AO template has been submitted and includes the reference to SSRP and has been approved.
16.7	SFRS Working in Partnership 2023/24: Section 9 Partners, the Board suggested that an explanatory sentence be added to clarify that the partners listed were not the full and complete list of partners/ collaborations.	MMcA	October 2024		September 2024	Complete (31/10/2024): A sentence has been added within this section to clarify that this list includes an example of some of the organisations that we work in partnership with.



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: 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
<p>Impact Assessment for Board Decision (Review Date - 09/2024): The decision to approve the publication of the Annual Performance Review Report 2022/23 allowed the document to be shared with Scottish Government in advance of the public meeting. This provided Scottish Government the time to review the content and, if necessary, seek clarity on any of the points raised within the report. The document forms the basis of the discussion at the meeting and, alongside an additional Briefing Note, assists our Strategic Leadership Team and Board Members to prepare in advance of the meeting. The meeting was successful, and a letter was received by the Minister thanking the Service.</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 09/2024): In September 2023, following the review of existing Local Fire and Rescue Plans, the SFRS Board considered the requirement to revise and republish a new suit of Local Fire and Rescue Plans. After consideration, the SFRS Board made the decision to postpone the development of new Local Fire and Rescue Plans. This would allow us to fully consider the potential impacts that any forthcoming strategic changes may have on communities and the Service before committing to local three-year priorities. Local Senior Officers were asked to inform Local Authority partners of this decision and the rationale behind it in October 2023. Following the decision to postpone, a proposed timeline for the development of the new suit of Local Fire and Rescue Plans was presented to Corporate Board in August and the Strategic Leadership Team in September. This proposal allows us to take cognisance of the final Strategic Service Review Programme (SSRP) recommendations and the new Strategic Plan 2025-28 when developing the next set of Local Plans.</p>				

OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 October 2023				
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2024-25	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2025. These set out the Board's 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.	The Board approved the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2024-25 along with the arrangements for reviewing these.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024): The meeting schedule for 2024/25 continues to be followed. The 2025/26 schedule will be presented to the Board in October 2024. The balance between in person and virtual meetings has allowed the Board to continue to operate in an open and transparent manner while balancing considerations of travel and environmental impact. There has been no detriment to the quality of Board discussions and decisions.				
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): The Annual Procurement report was submitted to the Scottish Government and was published.				

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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
<p>Impact Assessment for Board Decision (Review Date - 10/2024): Impact Assessment for Board Decision: The closure of Leadhills Community Fire Station took effect in October 2023 although for context the unit had been unable to provide a response since 2015 due to a number of factors including the inability to recruit any staff.</p> <p>Only 2 members of staff have remained employees of SFRS between 2015 and the date of closure with only the Volunteer Team Leader receiving a monthly payment which was an additional responsibility payment. The other member of staff would only be paid when mobilised which due to the factors described above was not being realised.</p> <p>Additionally SFRS had an annual outlay of £4235 for the lease of the property that housed the appliance and £3262 for rates, a total of £7497.00 associated property costs.</p> <p>The costs detailed above equate to a collective saving over the last 12 months of £10,599.96</p> <p>Having analysed local incident data since the unit closed no incidents of any type have been recorded within the Leadhills or Wanlockhead area. During the consultation events residents raised concerns that a station closure would result in a lack of Community Safety activity in the area. The LSO gave a commitment that this would not be the case with Community Safety activity continuing to form part of Lanarkshire LSO's Community Safety Strategy. Subsequently between the period of June 2023 and June 2024 all properties within Leadhills and Wanlockhead (314 houses) were contacted on up to 3 separate occasions with offers of HFSV's and fire safety advice. SFRS thematic and advice posters also continue to be visible within local shops & the community centre.</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 10/2024): An open procurement process was undertaken, followed by a mini-competition using the Yorkshire Purchasing Organisation Dynamic Purchasing System, neither of which resulted in a compliant bid. Following further updates to the Board, work has been progressed to award a contract based on Regulation 33 (1) (c) of the Public Contracts (Scotland) Regulations 2015 due to extreme urgency.</p>				

OFFICIAL

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

OFFICIAL

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):				

OFFICIAL

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):				

OFFICIAL

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):				

OFFICIAL

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):				

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ITEM 16	ARRANGEMENTS AND OUTCOME OF ANNUAL REVIEW – EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 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.	The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.	January 2025
Impact Assessment for Board Decision (Review Date - 07/2025):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 29 August 2024				
ITEM 22	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE	The Director of Finance and Contractual Services provided a report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendations.	March 2025
Impact Assessment for Board Decision (Review Date - 08/2025):				
ITEM 23	ANNUAL PERFORMANCE REPORT 2023/24	The Director of Strategic Planning, Performance and Communications presented the SFRS Board with the draft Annual Performance Review Report 2023/24 and asked that it is approved for use at the Annual Performance Review Meeting	The Board approved the Annual Performance Report 2023/24 and for it to be used at the Annual Performance Review meeting (10 September 2024).	March 2025
Impact Assessment for Board Decision (Review Date - 08/2025):				
ITEM 24	NEW MOBILISING SYSTEM: FULL BUSINESS CASE	The Director of Prevention, Protection and Preparedness presented the SFRS Board with the Full Business Case for the New Mobilising System Project delivery for approval, which was supported by the Scottish Government Portfolio, Programme, Project Assurance Gateway 3 review report	The Board approved the New Mobilising System Project Full Business Case.	March 2025
Impact Assessment for Board Decision (Review Date - 08/2025):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 OCTOBER 2024**

CHAIR'S UPDATE: SEPTEMBER-OCTOBER 2024

Tuesday 3 September 2024

Cyber Resilience workshop for Scottish Public Sector Board Members

Wednesday 4 October 2024

Criminal Justice Committee

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

Thursday 5 October 2024

Change Committee workshop

Monday 9 September 2024

Assistant Chief Officer Interviews

Tuesday 10 September 2024

Ministerial Annual Performance Review 2024/25

Wednesday 11 October 2024

Regular Meeting with Robert Scott, HMFSI

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities

Thursday 12 September 2024

Remuneration, Appointments and Nominations Sub Committee

People Committee

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

Friday 13 September 2024

Assistant Chief Officer Interviews

Tuesday 17 September 2024

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

Regular Chair/Board Support Team meeting

Thursday 19 September 2024

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

Regular meeting with CO Ross Haggart

Tuesday 24 September 2024

Regular meeting with Fiona Thorburn, Deputy Chair

Board Cyber Security exercise/training

Wednesday 25 September 2024

Regular meeting with DCO Liz Barnes

Thursday 26 September 2024

SFRS Board Strategy Day

Tuesday 8 October 2024

Regular meeting with Fiona Thorburn, Deputy Chair
Integrated Governance Forum Pre-Agenda meeting

Wednesday 9 October 2024

National Joint Council
Regular Chair/Board Support Team meeting

Tuesday 15 October 2024

Regular meeting with CO Ross Haggart

Thursday 17 October 2024

Mid-Year Appraisal meeting x2
Integrated Governance Forum

Monday 21 October 2024

Regular meeting with CO Ross Haggart and Fiona Thorburn, Deputy Chair
SFRS Board Pre-agenda meeting
Mid-year Appraisal meeting x2
Meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications
Informal Chair/Committee Chair meeting

Tuesday 22 October 2024

National Joint Council
Reception and Tour of Heritage Museum

Wednesday 23 October 2024

Bicentenary Event and Reception

Thursday 24 October 2024

People Committee workshop

Friday 25 October 2024

Long Service Good Conduct Ceremony

Tuesday 29 October 2024

Audit and Risk Assurance Committee

Wednesday 30 October 2024

Regular meeting with DCO Liz Barnes

Thursday 31 October 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 31 OCTOBER 2024**

CHIEF OFFICER'S UPDATE: SEPTEMBER - OCTOBER 2024

Monday 2 September

Firefighters Memorial Trust Service of Remembrance, Staffordshire

Tuesday 3 September

Criminal Justice Committee Pre Meet
National Fire Chief Council (NFCC) Steering Group Meeting
PA Catch up

Wednesday 4 September

Criminal Justice Committee, Edinburgh
Meeting with Deputy Director of Safer Communities, Edinburgh

Thursday 5 September

Meeting with MSP Ben MacPherson, Edinburgh
PA weekly Catch Up
New Mobilising System (NMS) Meeting

Friday 6 September

NFCC Chair Event

Monday 9 September

Weekly PA catch up

Tuesday 10 September

Annual Performance Review, Stirling

Wednesday 11 September

Regular Director 1:1
Regular Chief Officers Support Team meeting

Thursday 12 September

Remuneration, Appointments and Nominations Sub Committee (RANSC) Meeting
Regular meeting with Director for Safer Communities
Regular Director 1:1

Friday 13 September

Scottish Fire Brigades Heritage Trust Regimental Concert, Greenock

Monday 16 September

Chief & Deputy Chief Officers regular weekly meeting
Firefighters Charity Partnership Planning Session

Tuesday 17 September

Meeting with Minister for Victims and Community Safety, Edinburgh
Regular PA weekly catch up

Wednesday 18 September

Strategic Leadership Team (SLT) Performance, Finance & Planning Meeting

Thursday 19 September

Weekly Chief Officers Support team meeting
Regular Director 1:1 x 2
Regular Chief, Chair & Deputy Chair meeting

Monday 23 September

Leave

Tuesday 24 September

PA Weekly Catch up
Firefighters Charity Event, Keith

Wednesday 25 September

NFCC Council Meeting

Thursday 26 September

SFRS Board Strategy Day

Friday 27 September

HMFSI Meeting

Monday 30 September

Leave

Tuesday 1 October

Regular Director 1:1
Braidwood Bicentenary Event Rehearsal, St Giles
Parliamentary Reception, Edinburgh

Wednesday 2 October

SLT Meeting

Thursday 3 October

Chief Officer Support Team weekly meeting
Regular Director 1:1
Presentation for Bravery Awards, Perth Fire Station

Monday 7 October

Leave

Tuesday 8 October

Regular PA catch up
Regular Director 1:1
Integrated Governance Forum (IGF) Pre-Agenda Meeting

Thursday 10 October

Regular Director 1:1
Fire Fighters Charity (FFC) Meeting
Justice Board
CO Business Support Team Catch up

Friday 11 October

Leave

Monday 14 October

Weekly PA Catch up

Tuesday 15 October

Regular Chief & Chair Catch up

Thursday 17 October

CO Business Support Team Catch up

Regular Director 1:1

Integrated Governance Forum

Friday 18 October

Leave

Monday 21 October

Regular Chief, Chair and Deputy Chair Catch up

SFRS Board Pre Agenda Meeting

Regular PA Catch up

Regular weekly Chief & Deps Catch up

Tuesday 22 October

National Joint Council (NJC) Meeting, Edinburgh

Tour of Fire Museum, Edinburgh

Wednesday 23 October

Braidwood Bicentenary Event, Edinburgh

Thursday 24 October

SLT Meeting

Regular Director 1:1

Friday 25 October

Long Service Good Conduct Ceremony, Dunfermline

Monday 28 October

Fire station Re-Opening Ceremony, Dingwall

Tuesday 29 October

Regular Director 1:1

Regular PA catch up

Audit & Risk Assurance Committee

Wednesday 30 October

Regular Director 1:1

Thursday 31 October

SFRS Board Meeting



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 1 AUGUST 2024 @ 1000 HRS

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

PRESENT:

Stuart Ballingall, Chair (SJB)
Therese O'Donnell (TO'D)
Fiona Thorburn (FT)

Angiolina Foster, Deputy Chair (AF)
Paul Stollard (PS)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Programme Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness (Items 8.2, 17 and 20 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 16 only)
Emma Tinto (ET)	Project Manager (Item 7.2 only)
Paul McGovern (PMcG)	Programme Manager (Item 7.2 & 16 only)
Kate Whitelaw (KW)	Project Manager (Item 17 only)
Lorna Forrest (LF)	SSRP Programme Manager (Item 20 only)
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen, Portfolio Office
Seona Hart, Fire Brigades Union
Raymond King, Group Commander

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those in attendance, particularly Paul Stollard to his first meeting, and those participating via MS Teams. The Chair offered his thanks to Fiona Thorburn, former Chair of the Committee, for her contributions and dedication throughout her tenure.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question and that the meeting would be recorded for minute taking purposes only.

2

APOLOGIES

Tim Wright, Board Member

3

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

3.1

The Committee agreed that the *People, Payroll, Training and Finance* (Item 16), *Financial Reporting – Change Portfolio* (Item 16), *New Mobilising System Periodic Update* (Item 17), *SFRS Change Maturity, Capacity and Capability* (Item 18), *Quarterly Performance Q1 2024/25* (Item 19), *SDMP Closing Report* (Item 20) and *Strategic Service Review Programme* (Item 21), would be heard in the private session due to the confidential nature of the issues (Standing Order 9G).

4

DECLARATION OF INTERESTS

4.1

There were no declarations of interest noted.

5

MINUTES OF PREVIOUS PUBLIC MEETING: 2 MAY 2024

5.1

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

5.1.1

The minutes of the meeting held on 2 May 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 Change Committee Rolling Action Log was considered, and actions were agreed and removed.

Action 8.1.2 Portfolio Office Progress Update (10/08/2023): Agreed to close.

Action 9.2.2 Committee Aligned Directorate Risks (09/11/2023): CM updated the Committee on the proposed changes to risk reporting which would be brought to the next meeting.

Action 8.1.4 Programme Project Highlight Report (02/05/2024): GB advised that this action was to ensure that additional narrative was included within the highlight reports, and this was now in place.

Action 8.3.4 (ESMCP Project Change Request and Dossier (02/05/2024): SO'D advised the Committee that a prototype report was still in development and would share with the Committee members off table. It was agreed that the Due Date would remain as August 2024 and the diagram would be circulated as soon as it became available.

Action 8.3.10 ESMCP Project Change Request and Dossier (02/05/2024): SO'D provided a brief update on the work to review and refresh the current business case process.

Action 9.1.2 Portfolio Office Progress Update (02/05/2024): The Committee sought clarity on whether these meetings would continue without any terms of reference. CM advised that the Manchester led consortium peer review have agreed, in principle, that any upcoming projects could be brought forward, and terms of reference would be developed. The Committee cautioned on the lack of structure or clear articulation on the purpose or outcomes sought from these meetings.

6.2

The Committee noted the Action Log, and the closure of actions were agreed.

7 CHANGE PORTFOLIO/MAJOR PROJECTS

7.1 Programme Project Highlight Report

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

7.1.2 The Committee scrutinised the report.

(E Tinto and P McGovern joined the meeting at 1015 hrs)

7.2 Rostering Project Dossier

7.2.1 ET presented the Rostering project dossier to the Committee for scrutiny. The following key points were highlighted:

- Brief overview of the project that will deliver a modern and efficient roosting and availability system via a digital solution.
- Dossier outlined the justification for the project, benefits, dependencies, and overview of approach to the system and delivery as well as integration and business change methodology.
- High level outline position at present pending the contract being finalised.

7.2.2 Noting the high-level nature of the dossier, the Committee commented on the misalignment between the timelines of key milestones and core assumptions. In particular, the alignment with leave years and the expiry of existing systems (December 2025). ET advised that the project plan was being developed and due diligence would be carried out on any previous assumptions to ensure and evidence that they are being accurately presented. The Committee requested that should any adjustments be required to the existing assumptions, that these were explicitly highlighted in future updates. ET noted and confirmed that this would be reported, as necessary.

7.2.3 The Committee sought clarification on the term “contract in transaction”. ET provided a brief explanation noting that due to periods of annual leave the contract had not yet been signed. However, ET advised that the supplier and the Service were fully aligned, and planning work had commenced to avoid any time being lost whilst awaiting the contract being signed.

7.2.4 ET advised that the contract covered the statement of requirements, expectations of what the supplier would be required to do/work towards and the implementation plan.

7.2.5 In regard to the milestones with TBA delivery dates, ET explained the reasoning behind not making assumptions on any potential dates. ET informed the Committee that the new systems would be in place prior to the decommissioning of the existing system. This would afford the Service a period of dual running which would help manage risks of transferring between systems. The Committee, noting the reasons given, felt that the inclusion of approximate dates would have been helpful.

7.2.6 The Committee queried the contingency and/or option for continued support beyond the end of the existing contract. ET advised that throughout the life cycle, the project would be constantly monitored during each phase and close management of risks would be undertaken. PMcG advised that the maintenance contract for the existing system would end in December 2025, however, support would still be available until 2027.

7.2.7 The Committee noted the assumption of an “off the shelf” Gartan solution and requested to be kept informed of any additional changes being requested and any impact on the timescale. ET noted this request and PMcG advised that Gartan is the current provider for the On Call availability systems so this afforded the Service some comfort should there be any delays.

- 7.2.8 The Committee sought clarification on the resourcing required to deliver the project, which was noted as ongoing. ET advised that the project team was still being brought together to take the project forward and good progress was being made.
- 7.2.9 In relation to project benefits, the Committee were reminded that these were outlined within the business case.
- 7.2.10 ET advised that the Project Executive was DACO Stephen Wood.
- 7.2.11 The Committee requested that once the contract had been finalised, the assumptions for timelines and deadlines were to be confirmed.

ACTION: PMcG/ET

7.2.12 **The Committee scrutinised the report.**

*(E Tinto and P McGovern left the meeting at 1035 hrs)
(D Lockhart joined the meeting at 1035 hrs)*

8 GENERAL REPORTS

8.1 Portfolio Progress Update

8.1.1 CM presented a report to the Committee providing a regular update on progress on key activities undertaken by the Portfolio Office in building and developing new and existing capabilities specific to strategic Portfolio, Project and Programme management maturity (P3M3). The following key points were highlighted:

- Update on recent/ongoing recruitment process for 10 posts.
- Recruitment processes for both the Planning and Resource Lead and Reporting and MI Lead posts were not successful. Revised recruitment strategy would now be undertaken.
- Meeting scheduled with PPM system supplier, to discuss and progress automated workflows/reports.
- Update on the development of career pathways within the Portfolio Office.

8.1.2 The Committee queried whether the remuneration was an obstacle when attracting applicants. CM noted that this may be a factor and reiterated the proposed dual recruitment approach to attract a wider pool of applicants.

8.1.3 The Committee questioned the impact of not being able to successfully recruit. CM noted that there was an impact, the challenges with internal recruitment processes and external marketplace. CM further noted that this recruitment was a priority for the Portfolio Office and anticipated having approximately 50% of the vacancies filled within the coming weeks.

8.1.4 **The Committee scrutinised the report and agreed the removal of this standing agenda item from the Forward Plan.**

8.2 Audit and Inspection Action Plan Update (Command and Control Mobilising System)

8.2.1 DL presented a report to the Committee providing a progress update, as at May 2024, on the actions relating to the HMFSI report on the Command and Control Mobilising System.

8.2.2 **The Committee scrutinised the report.**

- 9 POLICE SCOTLAND AND SFRS CORPORATE SERVICES COLLABORATION REVIEW – END REPORT**
- 9.1 MMcA presented the report updating the Committee on the conclusion of the development of an Outline Business Case (OBC) to identify collaboration opportunities in corporate services for Police Scotland (PS) and SFRS. The following key points were highlighted:
- Update report following recent Board discussions and meetings with the Cabinet Secretary for Justice and Veterans relating to the OBC undertaken jointly with PS.
 - Outline of the scope of the OBC noting that the decision was made that the command and control functions would be considered separately.
 - Agreement on success criteria, evaluation, scoring and delivery of options.
 - Mutual challenge and consensus session of all options with PwC and SFRS resulted in Moderate Option 1 being the preferred way forward as part of the OBC.
 - Broad conclusion of a viable option in terms of further collaboration between PS and SFRS, however, acknowledged the change already underway which meant that there was a shifting baseline on the figures within the OBC. In conclusion, the preferred option, if taken forward, would not deliver any short term benefits and would not resolve all financial challenges facing both organisations.
 - Outline of discussions from both the Scottish Police Authority (SPA) and SFRS Boards.
 - Joint meeting with Cabinet Secretary for Justice and Home Affairs and the Minister for Victims and Community Safety to update on the OBC and present the consensus position from both Boards. Subsequently, written correspondence had been received to acknowledge the work undertaken and reasonable rationale behind the decisions and recommendations from both Boards not to progress with the full business case.
 - Briefing session has also taken place with representative bodies.
 - Outline of next steps include continuing to progress collaboration opportunities and new initiatives. These would be considered by the Reform Collaboration Group programme board for prioritising and then by the Reform Collaboration Group for inclusion within in the programme of work.
 - Outcomes of the Corporate Services Review programme and the OBC findings would provide opportunities to share learning and identify potential future opportunities for collaboration.
- 9.2 The Committee, noting the Board's oversight of this area, sought clarity on why this was being presented for scrutiny. MMcA noted that the potential change elements and corporate services review would form part of the SSRP review which was within the Committee's remit.
- 9.3 The Committee requested clarity on how the Reform Collaboration Group would report into the SFRS governance structure and how the Committee would oversee the PS/SFRS collaboration actions.
- ACTION: MMcA**
- 9.4 In relation to correspondence from the Minister of Public Finance, seeking assurance on efficient delivery of public services from all public bodies, the Committee questioned how this would be tied into governance and benchmarking. MMcA advised that the benchmarking data requested was currently being collated and would be provided to Scottish Government.
- 9.5 MMcA confirmed that an update on benchmarking work with Fire and Emergency New Zealand was scheduled for a future Strategy Day.
- 9.6 SO'D advised the Committee of the response that had been submitted which provided a wider view of how the Service was contributing to the agenda through front line service reform, collaboration, etc. SO'D noted that ahead of the Justice Committee sessions (4 September), there should be some time with the Board on the approach to this. MMcA noted that, in previous years as part of the spending review, Scottish Government have

requested information on past and future savings. SO'D further noted that the Chief Officer had provided an update to the Board at the July Strategy Day on the initial scenarios associated with the financial position provided to Scottish Government.

9.7 **The Committee scrutinised the report.**

10 RISK

10.1 **Portfolio Office Risk Report**

10.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.

10.1.2 The Committee commented on the potential that some risks have escalated into issues and queried the next steps. Meeting to be arranged between SJB and CM to discuss risk/issues, Portfolio Office risks, dynamism and quarterly reporting and the way forward.

ACTION: SJB/CM

10.1.3 In regard to the risk status "treat", SO'D clarified that this was accurate and was the same as mitigate. CM advised the Committee of his discussions with the Audit and Risk Manager relating to the categories, measuring and management of risk.

10.1.4 With reference to the action log, the Committee reiterated the benefits of scheduling a risk workshop to raise understanding. The Committee noted that when a risk becomes an issue, further thought should be given to any new risks that are created. The Committee commented on the need to understand how risks are being dynamically managed to enable adequate scrutiny to be undertaken.

10.1.5 The Committee sought to understand what steps would be taken to reduce the risk to an acceptable level. SO'D noted that discussions relating to risk appetite had taken place at the Audit and Risk Assurance Committee. Once the risk appetite had been established and applied, this would enable focused scrutiny of the actions being sufficient to achieve the target levels.

10.1.6 CM reminded the Committee that the highlight reports provided links to action and mitigation plans for risks within each project/programme. CM noted that there were detailed action plans and that they were managed effectively through the project boards.

10.1.7 The Committee queried the role of the quarterly report and whether this was sufficient to ensure adequate scrutiny or assurance.

10.1.8 **The Committee scrutinised the report.**

11 COMMITTEE ROLLING FORWARD PLAN

11.1 **Committee Forward Plan**

11.1.1 The Committee noted the Forward Plan and the earlier agreement to remove standing agenda item, Portfolio Office Progress Report, from all future meetings.

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

11.2.1 The Chair noted the following items for wider consideration:

- Remit of the new Committee
- Assurance on Capability and Capacity
- Risk (evolution and trying to understand the current position)

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

12 REVIEW OF ACTIONS

12.1 Three (3) formal actions were recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 Special private meetings were scheduled for Monday 19 August 2024 and Thursday 19 September 2024.

13.2 The next full public meeting is scheduled to take place on Thursday 7 November 2024.

13.3 There being no further matters to discuss, the public meeting closed at 1115 hrs.

(The meeting broke at 1115 hrs and reconvened at 1130 hrs)

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING:

14.1 Thursday 2 May 2024

14.1.1 The minutes of the meeting held on 2 May 2024 were approved as a true record of the meeting.

14.2 Thursday 13 June 2024

14.2.1 The minutes of the meeting held on 13 June 2024 were approved as a true record of the meeting.

15 PRIVATE ACTION LOG

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

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

16 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE

16.1 LG presented a report to the Committee providing an update of the People, Payroll, Finance and Training (PPFT) project.

16.2 **The Committee scrutinised the report.**

17 NEW MOBILISING SYSTEM UPDATE

17.1 DL presented the report to the Committee providing an overview of the New Mobilising System (NMS) Project delivery and progress to date, and the next steps for scrutiny.

17.2 **The Committee scrutinised the report.**

18 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY JULY 2024

18.1 CM presented an update report to the Committee providing a high-level view of the Service's change capacity and capabilities.

18.2 **The Committee scrutinised the report.**

19 Change Committee Quarterly Performance Report Q1 2024/25

19.1 CM presented the performance report to Committee for scrutiny of the first quarter performance of **KPIs 43 - 45** for fiscal year 2024-25.

19.2 **The Committee scrutinised the report.**

20 SERVICE DELIVERY MODEL PROGRAMME CLOSING REPORT

20.1 DL presented the Committee with the closing reports for the Service Delivery Model Programme (SDMP) and 3 individual projects.

20.2 **The Committee scrutinised the report.**

21 STRATEGIC SERVICE REVIEW PROGRAMME

21.1 SS presented a report to the Committee providing a high level overview update of the Strategic Service Review Programme (SSRP) including key risks, enabling and interdependent activities and engagement.

21.2 **The Committee scrutinised the report.**

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 12 SEPTEMBER 2024 @ 1300 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)

Andrew Smith (Deputy Chair) (AS)
Malcolm Payton (MP)

IN ATTENDANCE:

Lyndsey Gaja (LG)	Interim Director of People
Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Craig McGoldrick (CMcG)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Jacqui MacDonald (JMac)	Area Commander Control (Item 13.2 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

Fiona Griffith, People Manager
Mike Collier, Group Commander

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present and attending via MS Teams, in particular, DACO Craig McGoldrick to his first meeting.
- 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 Fiona Thorburn for her commitment and efforts throughout her tenure and wished her well for her pending retirement.
- 1.4 The Chair announced that Andrew Smith had agreed to assume the role of Deputy Chair for the Committee.

2 APOLOGIES FOR ABSENCE

- 2.1 Madeline Smith, Board Member
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

Chris Casey, Group Commander, Board Support Manager

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

- 3.1 The Committee discussed and agreed that the *Key Case Updates 2024/25 – Quarter 1* 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 6 JUNE 2024

- 5.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 **The minutes of the meeting held on 6 June 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 HIGH LEVEL KEY PERFORMANCE INDICATOR REPORT Q1 2024/25

- 7.1 The High Level Key Performance Indicator Report Q1 2024/25 was presented to the Committee for scrutiny of the KPIs 22-29 (Training), KPIs 46-49 (People) and KPIs 50-56 (Safety and Assurance) and was taken as read.
- 7.2 **The Committee scrutinised the report.**

8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING

8.1 People Performance Report Quarter 1 2024/25

- 8.1.1 LG provided the People Performance Report Quarter 1 2024/25 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-ordination Group relating to enhancements to recruitment and retention. One area of focus was the delivery of modularised task and task management courses and identifying opportunities to pilot this delivery method.
 - Increased absence rates within Operations Control (OC). To be discussed later on the agenda (Item 13.2).
 - Increases in both Wholetime retirements and recruitment. Factors that influence retirements included age, level of service and recent changes to pension regulations.
 - Milestones of culture action plan reached included the launch of the confidential call line in May 2024. Colleague Experience Survey closed, and analysis had been undertaken in quarter 1 with an update provided at the Board meeting (29 August 2024).
- 8.1.2 In regard to assurances on the pension schemes and funding, the Committee queried how this was provided. LG reminded the Committee that there were 2 pension schemes, Firefighters Pension Scheme and Local Government Pension Scheme (Control and Support

staff). LG outlined the funding arrangements for both schemes, the Service's representation on the Advisory Board, close working with the Scottish Public Pensions Agency and the various specific updates on Pension Remedy workstream activities provided to the Board. LG noted that a risk spotlight had previously been presented to the Committee and agreed to provide further details off table around the different pension remedy workstreams in operation within the Service.

ACTION: LG

- 8.1.3 The Committee were reminded that a session relating to reviewing risks would be scheduled for the upcoming workshop (24 October 2024).
- 8.1.4 The Committee sought assurance on the ability to access psychological support services and whether the options for physiotherapy provision were reviewed. LG outlined the different approaches available to access psychological support including crisis, post incident and management/self-referral support and the various organisations involved.
- 8.1.5 LG reminded the Committee that the physiotherapy provision was reviewed last year and this was currently being provided by 2 inhouse physiotherapists. The provision was scheduled to be reviewed in March 2025 and the evaluation/analysis report would be provided to the Committee for information.
- 8.1.6 The Committee noted that the 2nd highest reason for absence was recorded as "other reasons". LG advised that this category was broken down into approximately 15 sub-categories and provided an example of some of the reasons.
- 8.1.7 The Committee queried whether the NHS waiting time impacted and delayed staff returning to work. LG noted that NHS waiting times did impact on timescales and the Service had acknowledged this.
- 8.1.8 In regard to supporting newly recruited OC staff, LG advised the Committee of the different methods of support available. LG noted that feedback was being sought following the latest OC intake to identify whether additional support measures could be provided.
- 8.1.9 **The Committee scrutinised the report.**

9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

9.1 Culture Action Plan – Update Paper

- 9.1.1 LB provided an update to the Committee on the progress of future pathway activities detailed within the Culture Action Plan and delivered via the Culture Development Group (CDG) and associated sub groups. The following key points were highlighted:
- Summary of previous work undertaken and the identification of 3 key priorities.
 - Summary of the current work in progress, including the launch of the confidential reporting line, colleague experience survey and management development framework (MDF).
 - Recent HMFSI inspection provided a helpful external oversight.
 - Outline of the areas of focus for the newly formed sub groups – Operational Learning, Management and Development, Professional Standards and attraction and engagement.
- 9.1.2 In regard to mental ill health, the Committee queried whether there was an opportunity for the Service to enhance the understanding and awareness of how this can manifest itself. LB advised that this was being considered within the discipline work and both parties were already being offered support and monitoring. LB further advised that the sub group members would be appropriately trained and would build experience over time as they would have freedom from their day job to undertake these activities.
- 9.1.3 In regard to the MDF (pilot session), the Committee queried how assurances on the outputs/outcomes could be provided. LB advised that the pilot sessions had allowed feedback to be gathered. Due to resourcing challenges, LB noted that a train the trainer

approach was being used and that there was an initial focus on newly promoted Crew Commanders with wider roll out thereafter. LB further noted that the resourcing challenges related to both delivery of training and individuals being released to attend.

- 9.1.4 In regard to the CES focus group updates, LG advised that 15 individuals had volunteered to date and further engagement with local management teams would be undertaken to try to ensure a wider cross section of staff. LG noted that the focus groups would commence in October 2024 and would review the quantitative data to consider the influencing factors/experiences. The Committee commented on the limited number of participants to the survey and the limited membership of the focus groups. LB noted that potentially the same individuals would be involved, however there were other mechanisms for individuals to share their view ie stations visits, future pulse surveys, etc.
- 9.1.5 LB advised that the cultural roadmap was being developed and recruitment was ongoing for dedicated resource. LB noted that the roadmap could potentially be available for the next meeting (December 2024).
- 9.1.6 In regard to the MDF, LB advised that the initial focus was newly promoted Crew Commanders and Operations Control. LG noted that the aspiration for a roll out across all supervisory managers, however this was dependent on facilitation and consumption capacity. LB further noted that when capacity allowed the intention would be to incorporate this into every promotion process.
- 9.1.7 In regard to the HMFSI inspection, LB reminded the Committee that the HMFSI would immediately inform the Service of any critical issues identified during their inspection.
- 9.1.8 The Committee queried how the Service would address the culture for change. LB advised that once the culture action plan was included in the portfolio programme the Service would start to look at this area. LB noted that there needed to be a realisation that change was not a standalone issue and that it was the new normal of continuous change. AW commented on the differences in training required for the various roles within the organisation to ensure accurate messaging and leadership at each level.
- 9.1.9 The Committee commented on the opportunity to highlight areas of ongoing good work and positive culture in the organisation within the report.
- 9.1.10 **The Committee scrutinised the report.**

10 TRAINING

10.1 Training Function Update and Performance Report Quarter 1 2024/25

- 10.1.1 CMcG presented the high-level overview of the Training function activity and performance over Quarter 1 2024/25 and highlighted the following key points:
- Update on BA recovery plan progress including delivery of bespoke one day training and the revised approach to scheduling and identifying individuals to attend the course.
 - Update on the Wildfire training rollout and mop up sessions as required.
 - Reminder that from Q1 2022-23, KPI22-24 were re-baselined and mandatory timescales were re-introduced.
 - KPI22-24, whilst offering assurance, were not solely within the control of training. Training function remains committed to working with stakeholders to achieve targets.
 - KPI28 (% training function currency) decreased performance rates directly correlated with the intentional reduction in planned courses.
- 10.1.2 The Committee noted that the leading causes of accidents/injuries were attributable to situational awareness and asked how this was being addressed through training. CMcG noted lack of concentration was a main factor and this was a focus for training, such as risk assessments, identifying and communicating risks during incidents/trainings and raising awareness/responsibilities across all roles. JH advised that a safety and assurance training

framework was being developed and would stipulate the levels of training and awareness required for all levels within the Service. JH noted that the IOSH training had been refreshed and rolled out within the Service.

- 10.1.3 The Committee commented on the limited/shared computers at certain locations and queried the potential solution. CMcG noted that individuals were responsible for updating their own training records and this could cause issues with accessing computers/connectivity. The Service were aware of these issues and were identifying improvements that could be made. CMcG advised that training could be delivered remotely to a group and offline packages were also being developed/accessed if necessary.
- 10.1.4 In regard to KPI22 (core skills modules), the Committee sought assurance that the Service would review and monitor the achievability of training for On Call staff. CMcG commented on the number of mandatory modules required, flexibility to react to risk and individual needs and other non-training requirements. CMcG noted that the modules only formed part of the training delivery methodology. CMcG outlined the various tracking methods that could be used to check performance for individuals/stations.
- 10.1.5 AW noted that the Service were aware of the challenges and would continue to work closely with On Call colleagues to focus on addressing these issues.
- 10.1.6 In regard to VR (virtual reality) training, AW commented on recent discussions and the potential opportunities this would afford the Service.
- 10.1.7 AW advised the Committee that a meeting was scheduled with HMFSI to discuss the proposed future thematic audit on training.
- 10.1.8 **The Committee scrutinised the report.**

(Meeting broke at 1424 hrs and reconvened at 1430 hrs)

11 HEALTH AND SAFETY

11.1 Health and Safety Performance Report Quarter 1 2024/25

11.1.1 JH presented the Health and Safety Performance Report Quarter 1 2024/25 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2024/25 and the Health and Safety KPIs. The following key areas were highlighted:

- Increase in verbal and physical attacks from 2 to 5 and 2 to 3 incidents, respectively.
- One RIDDOR reportable event during this quarter however, this was subsequently downgraded following quality assurance process.
- Update on non RIDDOR events noted including causation and continued monitoring/investigation.
- Reduction in Near Miss reporting which could be attributed to the increase in the previous reporting periods. Front line update briefing to be issued.
- Reviewing current electronic management system with a view to identifying a suitable replacement.
- Vehicle accidents continue in a similar trend. Recently trialled training programme to be rolled out across the Service.
- Low speed manoeuvres handbook and management guidance has been developed and approved.
- Good progress continues in relation to the improvement plans with increased engagement with business partners.
- Incorrect Operational Assurance chart has been included within the report; however, no events have occurred during this reporting period.
- Update on face fit testing which was 75% complete across the Service.

11.1.2 The Committee queried whether assurance could be given that there was the right reporting culture for accidents, near misses, etc across the Service. JH noted that following the recent

Safety Culture Survey, actions were created to develop the culture further and the responses received were positive. JH further noted that the front-line update briefing would be the first formal communication to highlight how near misses, etc fit into the reporting structure and how this information is used. JH highlighted that the draft Safety Culture Framework was being developed and would address specific areas that were identified with the safety culture survey as well as streamlining the reporting process.

11.1.3 Discussion took place on the importance of creating a safe environment for reporting events without the fear of repercussions, raising awareness of the benefits and improvements to firefighter safety through reporting events and responsibilities of individual roles.

11.1.4 The Committee requested further details on the breathing apparatus near miss incidents. JH advised that these related to equipment which had been used in a controlled situation (non-operational) and summarised the issues encountered. If deemed appropriate, equipment was impounded and formally inspected internally and/or by Draeger.

11.1.5 **The Committee scrutinised the report.**

12 AUDIT/INSPECTIONS

12.1 HMFSI Inspection Action Plan Updates and Closing Reports

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

- Management of Health and Safety action plan – Explanation provided on the revised timescales for Action 3.1, 5.2, 5.3 and 7.1.
- Health and Wellbeing action plan would be presented at the next meeting (December 2024).

12.1.2 In regard to the revised due dates, the Committee commented on the need to include the authorising process for this within the report.

12.1.3 **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:

- Sickness Absence Management: Two actions remain in progress.
- Scottish Vocational Qualifications: Good progress with final remaining actions awaiting closure. After the circulation of the report, Azets have confirmed that the evidence provided was sufficient for closure of the remaining actions.
- On Call Workforce Planning: Good progress with final remaining action awaiting closure. After the circulation of the report, Azets have confirmed that the evidence provided was sufficient for closure of the remaining action.
- Equality, Diversity and Inclusion: Good progress and remains within planned timescales.

12.2.2 In regard to the Sickness Absence Management review, LG advised that there were significant off systems recording of data and manual processes required to capture and collate data. LG noted that the PPFT project would help to address these issues.

12.2.3 LG advised that Recommendation 4.3 and 5.4 were reporting Amber within the report as the timeline had been exceeded and agreement from Azets had not yet been received. Once received, the recommendation would be amended to Green.

12.2.4 **The Committee scrutinised the report.**

(J MacDonald joined the meeting at 1455 hrs)

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 key points were highlighted:

- Risk POD015 (pension related exercises) noting that the different workstreams were progressing.
- Potential for discussions at the Integrated Governance Forum on where and how cross Directorate risks are allocated to the Committee. Committee commented on risks PPP001 and OD001 having core people implications but were not contained within the report and that OD001 was the featured risk spotlight.
- Risk TSA19 (limited finance/budget) noting that an investment commitment of £6 million had been secure for training assets over the next 3 years and this would help mitigate the risk.

13.1.2 **The Committee scrutinised the report.**

13.2 Risk Spotlight: Operations Control Staffing

13.2.1 JMac presented the risk spotlight to provide an update on the recruitment and retention of Operations Control (OC) function. The following key points were highlighted:

- Review of succession planning and recruitment strategy. Difficult to predict accurate retiral rates, as OC personnel can retire between 55 and 68 years of age with the Local Government Pension Scheme. The current trending age for retirement was 60 years old. The prediction for the next 2 years was 10 retirals (6 to date) in 2024 and 4 retirals in 2025. The next peak predicted was in 2030 with 10 retirals.
- Recruitment campaign was launched in September 2024 with 2 further campaigns planned for January and April/May 2025.
- Business case approved for recruitment of an additional 15 temporary OC personnel for a period of 23 months to provide resilience during testing, training and implementation of the new mobilising system.
- Exit interviews were undertaken and provided insight into factors for leaving the Service. An example of these factors were culture/relationship issues, challenging working environment, salary and flexible working. It was noted that the option to work from home was currently not available and would continue to be considered in the future.
- Currently reviewing structure within OC to ensure sufficient resources and resilience within the function.
- As OC staff were predominately female, periods of maternity leave impact on resilience on a regular basis.
- Consideration being given to introduce incremental salary rates/bands from development through to competent status.
- Limitations on the ability to offer flexible working.

13.2.2 The Committee offered their praise on the recent social media post (live call) used for the recruitment campaign.

13.2.3 The Committee commented on the accumulative effect on OC staff due to the nature of their role. JMac outlined the immediate procedures in place for OC staff handling significant incidents for both the individual and teams involved. OC staff also had access to initiate support through the Post Incident Support Policy (PISP). Due to the large geographical areas covered, a cumulative PISP was recorded and reviewed to help identify if early intervention was required for any individuals/teams.

13.2.4 In regard to potential home working, JMac confirmed that this would be restricted to non-emergency response activities.

- 13.2.5 In regard to the shift pattern, JMac noted that this mirrored the shift patterns on stations with the addition of a 12-hour mid shift. In general, OC staff preferred the 4 longer shifts.
- 13.2.6 JMac advised that it was more likely for OC staff to transfer into Operational roles and there were a few OC staff currently on dual contract (On Call).
- 13.2.7 In regard to accumulative trauma, the Committee queried whether there were regular reflective practices or debriefs. JMac advised the Committee that debriefs were undertaken, staff had access to all health and wellbeing resources and were able to withdraw to quiet rooms if necessary.

13.2.8 The Committee scrutinised the report.

(J MacDonald left the meeting at 1515 hrs)

14 PARTNERSHIP WORKING

14.1 Employee Partnership Forum (EPF)

14.1.1 MW advised the Committee that the last scheduled meeting (27 August 2024) had been 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 (8 August 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:

- Risk spotlight on ICT recruitment and retention (FCS018)
- Safecall Confidential Reporting Line to be moved from March 2025 to June 2025

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 Integrated Governance Forum meetings:

- How are risks determined for each Committee.

16 REVIEW OF ACTIONS

16.1 One formal action was recorded during the meeting.

17 DATE OF NEXT MEETING

17.1 The next meeting is scheduled to take place on Thursday 5 December 2024.

17.2 There being no further matters to discuss, the public meeting closed at 1528 hrs.

REPORTS FOR INFORMATION ONLY:

The following reports provided for information only were taken as read.

- Training Function Policy Review Schedule
- Safety and Assurance Management Arrangement Framework
- Contaminants Quarterly Report
- Update on the Effectiveness of the 21 Day Arrangements Process
- Training Continuous Improvement Programme – Update Report

(Public meeting broke at 1530 hrs and reconvened in Private session at 1540 hrs)

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 6 JUNE 2024

18.1 The minutes of the private meeting held on 6 June 2024 were approved as a true record of the meeting.

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

19.1 The draft minutes of the RANSc meeting on 6 June 2024 had been circulated to the Committee and a verbal update from the meeting on 12 September 2024 was provided.

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

20 KEY CASE UPDATES 2024/25 – QUARTER 1

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

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

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 22 AUGUST 2024 @ 1000 HRS

**LECTURE ROOM (1ST FLOOR), PERTH FIRE STATION,
401 OLD HIGH STREET, PERTH, PH1 1PL/ VIRTUAL (MS TEAMS)**

PRESENT:

Tim Wright, Chair (TW)
Madeline Smith (MS)
Angiolina Foster (AF)

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

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
Robert Scott (RS)	HMFSI
Heather Greig (HG)	Board Support Executive Officer
Iona Milne	Business Support Executive / Minutes

1 WELCOME

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

2 APOLOGIES

- 2.1 None.

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

- 3.1 The Committee agreed 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: 29 MAY 2024

- 5.1 The minutes of the previous meeting held on 29 May 2024 were agreed as an accurate record of the meeting.
- 5.2 **Matters Arising**
- 5.2.1 There were no matters arising.
- 5.3 **The minutes of the meeting held on 29 May 2024 were approved as a true record of the meeting.**
- 6 ACTION LOG**
- 6.1 There were no outstanding actions on the action log.
- 7 SERVICE DELIVERY UPDATE**
- 7.1 SS introduced the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises of Operational Delivery, Prevention, Protection and Preparedness (PPP) and Training, Safety and Assurance (TSA) Directorates. The report covered the period from May 2024 to August 2024, albeit some issues may precede and extend beyond this period.
- 7.2 The Committee enquired what impact the use of drones had and how it integrated with other aerial technologies. DF advised that currently the use of drones was quite sporadic and as SFRS did not have their own drones or drone pilots access to them was presently through partners and the Community Asset Register. DF noted there was ongoing work with the operations function and asset management research and development team to research the topic and a paper had recently been produced. DF suggested the research paper be considered as a horizon scanning topic for a future meeting. The Committee noted the experimental work being carried out in Cornwall and Devon regarding the use of drones. DF advised the research paper produced covers other sectors and agencies. RW noted there was an innovative piece of work involving drones currently looking at improving situational awareness on the fire ground and also in multi-agency operations.
- 7.3 The Committee agreed that drones would be added as an agenda item to a future meeting.
- 7.4 The Committee noted that operational learning from the multi-agency electric vehicle fire exercise had been forwarded to operational assurance and asked what this meant and if SFRS actively engaged with other partners. DF advised the operational learning from the debrief would be passed on to the operational assurance team with lessons learned, good practice, unusual events and any other relevant information that may enhance organisational learning, policies and procedures. Western Isles, Orkney and Shetland management team are in dialogue with ferry providers with regards to dealing with incidents on board the vessel. Most of the operator's plans were to return to port if there was an incident on board. The Committee enquired how operational assurance shares lessons learned internally and externally with relevant partners. AW advised exercise learning is fed back into operational assurance which then informs future decisions, policy, practices and training. Operational assurance is tied in with operational learning across the UK.
- 7.5 The Committee enquired how older people were engaged in regard to the publication of Ageing Safely Living Well and how SFRS intends to evaluate its impact. DL advised that older people were engaged through Age Scotland but in addition SFRS have received feedback from peer review through the Scottish Government Cross Party Group on older people and Health Improvement Scotland. The PPP Directorate will evaluate this engagement and feedback in line with its evaluation policy while LSO's will also evaluate processes at a local level. There will also be a direct review on an annual basis to see how LSO areas are performing.
- 7.6 Regarding On Call wellbeing, the Committee enquired what was bespoke about this. DF noted that the Fire Fighter's Charity presented at the National Fire Chiefs Council (NFCC)

On Call Strategic Group as they were finding there was a smaller uptake from On Call staff, which suggested that they were either unaware of, or not taking up, the services provided. On Call wellbeing now tied in with other elements such as the remote physiotherapy service and has been packaged together alongside the mental health awareness work.

7.7 With regards identifying the data for the partnership working Road Safety, Older Drivers Initiative, DL advised that the statistics were collated by Police Scotland (PS) in collaboration with local authorities. SFRS only record individuals that have become a casualty or fatality where SFRS have had direct involvement. SFRS support initiatives through the Community Safety Partnership Arrangements which are part of the community planning structure within each local authority area.

7.8 In regard to the Orkney NorthLink ferry exercise the Committee noted the innovative fogging system and enquired if this was applicable to other electric vehicle (EV) fires. DF advised that tactics for fighting EV fires are still in development and all technologies are being explored in the fire sector.

7.9 The Committee noted the improvement in relation to water safety and asked if there would be further reporting about the changes and outcomes and SFRS's contribution towards the improved statistics. DL advised this was the first review of SFRS's contribution towards Water Safety Scotland's action plan. SFRS have identified it as a good success story in terms of prevention, however cannot directly correlate that as to whether or not it has made a positive impact but believe it has contributed to it.

7.10 Following a request from the Public Bodies Unit, SFRS is currently considering submitting this work as an example of partnership working with other public sector organisations to reform the way we work and to improve safety across Scotland.

7.11 With regards partnership working and the Older Drivers Event the Committee asked at what age a person was classed as an older driver and if other public agencies worked on the same definition. RW advised that the official age for DVLA was 70 years however there was an increase in incidents from age 55 and typically more likely in males and driving motorcycles.

7.12 The Committee noted potential future meetings with other public service partners to talk about some of the broader preventative work around the cost-of-living crisis. This was an excellent example of preventative non fire safety activity which the Committee suggested was the type of work that required more analysis and KPI work. SS thanked the Committee for the feedback and advised that there was a lot of preventative activity across the organisation which needed to be captured so both crews and organisation received recognition for the work undertaken.

7.13 In regard to the Home Fire Safety Visit (HFSV) pilot, DL advised that the pilot was of the revised HFSV system following the work in relation to safe and well and would conclude at the end of August 2024. Training would be rolled out in the last quarter of the calendar year with the new system being implemented in the New Year. An update report would be provided to the November meeting.

7.14 The Committee noted that Jenners was not included in the list of ongoing fire investigations and asked if this was due to the investigative work being concluded. AW advised that the investigation was still ongoing.

7.15 In regard to British Standards Institute (BSI) the Committee asked what aspect of training was being certified. AW advised that it was the administrative process of delivering training rather than the practical delivery of training that was being looked at. The Committee enquired if other parts of the organisation should be assigned the same certification process. AW advised that, historically, the People directorate were but unsure if this was

still the case. The Committee considered it would be worthwhile to understand which external agencies were used to quality assure/certify different areas of business across the organisation. This would be raised at the next IGF meeting.

7.16 With regards the North Crew Commander recruitment process the Committee queried the level of success achieved by having 43 of the 54 candidates being progressed to the interview stage and if the outcome satisfied the number of resources required. SS would confirm this off table.

7.17 The Committee noted that 800 firefighters had completed the BA course and queried the current situation with regards the recovery process. AW advised this had been rolled out in the East Service Delivery Area (SDA) and would now be rolled out in the West and North SDA's. It was anticipated that by quarter 3 there would be a significant impact in BA recovery.

7.18 **The Committee scrutinised the report.**

8 INSPECTIONS/AUDITS

8.1 Update from HM Fire Service Inspectorate

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

- East and West SDA inspection reports are completed and published.
- The ongoing North inspection was originally planned to span over two financial years however, since discussions at the last meeting HMFSI had identified some funding from other areas of business which would now be allocated to this inspection. It was subsequently anticipated to conclude the inspection by April 2025 with the report laid in parliament in May/June 2025.
- Following discussion and feedback received from the Service, RS advised that an inspection to look at the strategic level of business within the Service would be carried out next year which would look at service delivery from a corporate perspective. Following that process the recommendations and actions from the SDA inspections would be reviewed, thus allowing sufficient time for the recommendations to be addressed and any subsequent measures put in place.
- The Organisational Culture inspection had commenced with 365 documents having been identified as part of the initial review. The next stage would be to conduct limited field work. RS reiterated that two external assistants had been appointed with colleagues from Audit Scotland also involved in undertaking the inspection. The first report would be around policy and procedure and whether the corporate documents are valid and understood by the end user.
- Operational Assurance inspection has commenced with the data request being satisfied. Field work would commence shortly.
- Chief Inspector three-year plan is up for review. RS would share the next version of the plan with the Service before it goes to consultation.

8.1.2 The Committee noted the appointment of a new member to the Inspectorate and asked if the team was now at maximum capacity. RS confirmed the team was now at full capacity and anticipated it remaining that way in order for the Inspectorate to perform its full duties. RS thanked SFRS for releasing staff to HMFSI on secondment.

8.1.3 Now that the West SDA inspection report had been produced the Committee enquired if the recommendations were overlapping with the East SDA inspection. RS advised that some were overlapping however RW confirmed the actions would be captured under a theme within an action plan in order to prevent any duplication.

8.1.4

The Committee queried the governance route for HMFSI reports. RW advised that they are currently submitted to SDC with the action plan. RS confirmed that the action plan was not produced before the report was published. The Committee requested that future reports be provided to them once they become available and before the action plan is produced either through adding them to the agenda or via email circulation once they become available.

8.1.5

Regarding SDA inspections and the geographical challenges in the North with remote and rural areas, the Committee enquired how HMFSI would be assured that the inspection was effective. RS advised that HMFSI would be proportionate and reasonable with the inspection regime. When conducting the East inspection, HMFSI set the target of 51% of properties to be visited and 50% within the West. It was anticipated that a higher percentage of the time would be spent in remote rural areas rather than the mainland during the North inspection.

8.1.6

The Committee enquired if there was a sample size in mind for the field work regarding the Culture Inspection interviews, what format the interviews might take and if the interviews would be structured or partly structured. RS advised at this stage it was looking at corporate policy and procedures. The interviews would be tailored to match the audience and there would be a different set of questions when meeting with different staff groups. The questions would be determined by the inspection team with input from external colleagues and signed off by RS.

8.1.7

RS confirmed that the structure of the report would assess the journey of a staff member from joining the organisation and throughout their career and that staff would have the opportunity to speak about areas of importance to them that they might not have previously been able to say. Processes were in place for withdrawing any staff member or inspectors who showed signs of being stressed by the information being conveyed.

8.1.8

RS advised of the likely approach to be taken in terms of interviews being one to one or in a group setting. The Committee enquired if HMFSI actively encouraged or forbid people to approach them. RS confirmed that they did not encourage nor forbid.

8.1.9

Regarding the potential inspection around the corporate element of service delivery, the Committee asked if HMFSI would be looking at making the SFRS affordable now and in the future as was being undertaken by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). RS advised that it would likely look at the same themes as in the East, West and North SDA inspections. HMFSI focused on the operational element while any financial elements fell to Audit Scotland.

8.1.10

The Committee noted the report.

8.2 Independent Audits/Inspection Action Plan

8.2.1 RW provided the Committee with a brief update on audit and inspection action plans and closing reports. The following were highlighted.

- There were a number of updates in the report which were slightly out of date due to timescales of receiving formal updates. However, RW had meetings with the specific leads and up to date position statements were provided for each of these.
- The High-Rise Inspection report published in September 2022 has 3 out of the four actions completed with one outstanding. This related to a Standard Operating Procedure (SOP) and the SOP was now live. The overall rating is amber, red but it is almost complete with an expected full completion by the end of September.
- Contingency Planning for Industrial Action was published in May 2023. There are 3 actions reported as complete with one action as green. The business area had notified SDC of slippage however action 1.22 and 2.2 have now been completed. The outstanding action is the tabletop exercise supported by the Scottish Multi

Agency Resilience Training and Exercise Unit (SMARTEU) and is on course to be completed by December as planned.

- East Service Delivery report was published in September 2023. There are 8 actions reported complete, one marked green which relates to the permanent solutions for the reinforced autoclave aerated concrete (RAAC). The capital programme is progressing against this in a number of these in the East but the RAAC roofing issue will take longer to resolve.
- Climate Change report was published in September 2023 and the majority of the actions are complete. There are three outstanding actions. Action 2 relates to the undertaking of a review of operational intelligence information gathering processes to develop standardised processes to record water related hazards and is expected to be completed by the end of August. Action 5.2 has a delay due to finalising the delivery of new wildfire vehicles. Operations are providing additional support in terms of updating standard operating procedures and risk assessments for wildfire. The new lead Area Commander (AC) Humphreys expects it to be completed in January 2025. Action 8.1 has a full statement ready in terms of suggested improvements relating to capturing the approach, analysis, and reporting around weather related phenomenon. RW's team will engage with stakeholders as requested by HMFSI. RW suggested this will be completed by October 2024. RW advised there was a partnership working element relating to the action and this would be reflected in future updates.

8.2. The Committee noted the report and the extension dates for the actions.

*(C Fitzpatrick joined the meeting at 1116hrs and RS left the meeting at 1122hrs)
(The meeting broke at 1122hrs and reconvened at 1130hrs)*

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q1 2024-25

9.1.1 SS provided a brief update on the performance report for Quarter 1 2024/25.

9.1.2 The Committee discussed response times and associated KPI's and noted the upcoming workshop where KPI's would be discussed. If necessary, a briefing note would be produced following the outcome of the workshop.

9.1.3 The Committee noted the increase in call handling times. DF advised this was linked to the 15 new trainees who recently started within operations control however this was expected to come down.

9.1.4 Regarding KPI30 assist other agency's, the Committee noted a higher level over the last 8 quarters and asked what the implications were for SFRS resources. DF advised that it has been discussed at SDC before in terms of the change in incident types and forms part of discussions around Service Delivery and SSRP work and matching operational resource to risk and demand appropriately. The Committee suggested discussing this at the upcoming workshop.

9.1.5 The Committee noted the data pipeline for KPI's 7 and 8 had been reviewed and corrected but did not resolve source data and asked what the issue was. CF advised it was the source system and how the information had previously been received and SFRS's understanding of what data was required to measure the KPI's. Work was required with the data owner to better understand what checks there are in place to ensure the accuracy of data being reported on.

9.1.6 CF noted the assurance provided by the Director of Strategic Planning, Performance and Communications (SPPC) to SLT that an executive group being established would bring the Heads of Functions (HoFs) together to give them an opportunity to discuss their systems

that are critical for measuring SFRS success and also the areas highlighted within previous QPR reports in order to start to put a data resolution in place.

9.1.7 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1148hrs)

9.2 **Unwanted Fire Alarm Signals Update**

9.2.1 DL provided a brief update and highlighted the following.

- Q1 of 2024/2025 has seen a similar trend to Q4 2023/2024 against KPI 21 with just under 3,000 Unwanted Fire Alarm Signals (UFAS) calls attended.
- Overall, for the 12-month period there has been 19,000 non attended incidents and just under 13,000 attended which is a 55% reduction.
- The team are currently working on the 12-month review which will be brought forward at the next meeting.

9.2.2 **The Committee noted the update.**

9.3 **Incidents Involving Recycling Management and Battery Storage**

9.3.1 DF presented a report to the Committee to provide information regarding incidents involving recycling management and battery storage sites and SFRS approach to prevention and response to these types of incidents. The following was highlighted.

- There have been 51 lithium-ion related fires since 2022. Five have been in recycling centres with three of them being this year in April, May and June.
- The production of the report has been brought together by the operations team and the preparedness team and provides a lot of information regarding the challenges and operational considerations.

9.3.2 The Committee noted the regulatory environment and related challenges around battery management and storage. DL referenced the Private Member's Bill which was being proposed through the UK Government and a meeting he and DF were having with SEPA regarding a research piece relating to fires in waste facilities which could perhaps be an opportunity to influence future legislation. The Committee enquired about the preventative relationship with SEPA. DF advised it was not yet established however was looking forward to exploring this at the upcoming meeting.

9.3.3 The Committee noted the complexities involved in this area and the issues around how the Service responds, how it keeps firefighters safe and the wider issues for the community. DL noted that guidance had been developed by the National Fire Chiefs Council (NFCC) which provided information to the organisations that manage recycling sites, however SFRS needs to build on that and working with SEPA would be helpful.

9.3.4 The Committee asked how the risk governance element was addressed in such incidents. DL advised that it was an incident type that was responded to effectively and as part of daily business and that there was not a risk register for these incident types, albeit work continued to try and prevent them.

9.3.5 **The Committee scrutinised the report.**

10 SERVICE DELIVERY RISK REGISTER

10.1 **Committee Aligned Directorate Risks**

10.1.1 SS presented a report to the Committee to provide an overview of current risks highlighted by Directorates rated at 15 or above. SS provided a brief update.

10.1.2 The Committee enquired if the critical systems failure risk rating had been changed as it has been extremely high for a long time. SS advised it had not changed.

10.1.3 The Committee asked when risk appetite was being discussed. SS advised it has been through SLT and would be discussed at the Board Strategy Day in September.

10.1.4 With regards to cyber training the Committee asked which Committee would oversee this; SS advised that it was ARAC.

10.1.5 **The Committee scrutinised the report.**

10.2 **Risk Spotlight: Fire Safety Enforcement**

10.2.1 DL presented the risk spotlight to the Committee to provide an update on the management of Fire Safety Enforcement (FSE). DL provided an overview of the issues and challenges faced and the actions being progressed by the organisation to address these in the short, medium and long term.

10.2.2 The Committee enquired as to the level of involvement received from firefighters in relation to this area. SS advised that this varied as some firefighters were keen to be involved while others preferred to be more operational. DF noted that the stage of an individual's career was also a factor.

10.2.3 RW advised that the legal team supported the investigation team in terms of progressing prosecutions and litigators were very interested in safety enforcement. SS advised that the operational learning from it was vast.

10.2.4 The Committee noted the expectancy of a uniformed member of SLT to have experience in the FSE role however the Fire Engineering (FE) and specialist Fire Investigation (FI) Officers roles were different and the number of staff in those roles with the appropriate skill sets was limited. The Committee suggested a short life working group be established to discuss the challenges around this.

10.2.5 The Committee enquired as to what extent the roles require to be uniformed as opposed to non-uniformed. SS advised there was currently a blend of uniformed and non-uniformed staff undertaking the FE roles.

10.2.6 **The Committee noted the report.**

11 **FORWARD PLANNING**

11.1 **Committee Forward Plan**

11.1.1 The Committee noted the forward plan and added the following items for the November meeting:

- Future Use of Drones
- Operational Learning Process
- Revised HFSV Pilot

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

11.2.1 The undernoted item would be submitted to a future IGF meeting:

External Quality Assurance/Certification Across the Organisation

12 **REVIEW OF ACTIONS**

12.1 HG confirmed that there were no formal actions recorded.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Tuesday, 26 November 2024.

13.2 There being no further matters to discuss, the public meeting closed at 1227 hrs.

DRAFT

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/BS/01-24

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 OCTOBER 2024							
Report Title:	BOARD FORWARD PLAN SCHEDULE 2025-26							
Report Classification:	For Decision	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 a proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2026. This has been provided in as timely a manner as possible to allow Board Members to plan their forward schedules and enable the Strategic Leadership Team (SLT) and Corporate Boards/Groups to schedule their meetings in order to service the Board and its Committees.							
2	Background							
2.1	To support the business needs and time commitments of the Board, forward plans have been devised to outline the proposed frequency and pattern of meetings for the Scottish Fire and Rescue Service (SFRS) Board and its Committees. The cycle of meeting dates has been selected to ensure, as far as practicable, that they align with the outputs of the Service's annual planning cycle (eg Annual Operating Plan), including performance monitoring and reporting periods, annual budget setting and the preparation of the annual report and accounts.							
2.2	The forward plans and arrangements for regular reviewing of these are intended to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.							
3	Main Report/Detail							
3.1	The proposed schedule of meetings (Appendix A) and Board Forward Plan 2025-26 (Appendix B) outline proposals until March 2026. This does not preclude the Board from considering any other strategic issues it wishes or to vary the forward plan to fulfil its functions and maintain a focus on strategy, performance and behaviour. The Board and Committee Forward Plans and Strategy/Information/Development Day programmes are also routinely reviewed by the SLT on a monthly basis to ensure the strategic needs of the Board and the assurances they can be offered, continue to meet their expectations.							
3.2	The use of virtual meeting technology has brought positive change, for example supporting attendance and productivity of Board/Committee meetings, limiting the need to travel with its associated time and cost, and helping to make a contribution towards the reduction in carbon emissions. Therefore, the proposal for the 2025-26 schedule (Appendix A) will look to balance the number of 'in person' and virtual meetings and that by adopting this hybrid approach we can also provide our stakeholders with different options to attend our public meetings.							

3.3	The Board Forward Plan (Appendix B) should be reviewed to ensure that the business being brought forward to the Board is strategic in nature and aligning with the Service's governance policies, procedures and priorities.
4	Recommendation
4.1	The Board are invited to approve the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2025-26 along with the arrangements for reviewing these.
5	Key Strategic Implications
5.1	Risk
5.1.1	The proposed schedule requires to be administered and managed effectively to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2	Financial
5.2.1	The Head of Governance, Strategy and Performance and Board Support Manager monitor financial implications arising from Board activities and liaise with Finance Business Partners to ensure appropriate budget considerations.
5.2.2	Consideration has been given within the schedule for the provision of financial reporting to allow for effective scrutiny.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications arising from this report.
5.4	Workforce
5.4.1	The review and publication of these documents will assist personnel when performing their role of directing, controlling and leading the SFRS in an effective and efficient manner.
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	Board Members are given the opportunity to access the SFRS Learning Content and Management System (LCMS) and also to attend training days, workshops and effectiveness/development/information days, together with anything else which supports them to develop in their role, in order to perform as effectively as possible.
5.8	Timing
5.8.1	This report has been produced timeously to allow Board Members and the SLT to forward plan, taking both diary scheduling and SFRS business into account.
5.8.2	The cycle of meeting dates contained within Appendix A has been devised to ensure, as far as practicable, that the timings align with the availability of information and statutory requirements.
5.9	Performance
5.9.1	Consideration has been given within the schedule for the provision of performance reporting to allow for effective scrutiny.

5.10	Communications & Engagement	
5.10.1	Engagement has taken place with functions to ensure the schedule best meets the timeframes of when information will be available. The detail within this report has been developed by the Board Support Team in consultation with the Director of Strategic Planning, Performance and Communications and Head of Governance, Strategy and Performance, and presented within this report to the Board for their consideration and approval, subject to any amendments.	
5.10.2	The dates of Board and Committee meetings will be published on the SFRS website.	
5.11	Legal	
5.11.1	The detail contained within this report is intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.	
5.11.2	The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11, entitled Public Access requires the Scottish Fire and Rescue Service to ensure the following: "SFRS must ensure that its proceedings and those of its committees and sub-committees are held in public".	
5.11.3	SFRS has appropriate measures in place for members of the public to be able to join public meetings of the SFRS either 'in person' or via virtual technology.	
5.11.4	Access to minutes and papers of the scheduled public meetings will continue to be made available within our website, endeavouring to ensure complete transparency.	
5.12	Information Governance	
5.12.1	DPIA completed Yes/No. If not applicable state reasons.	
5.12.2	<i>DPIA not applicable as no personal information is contained within this report.</i>	
5.13	Equalities	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.	
5.13.2	<i>Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.</i>	
5.14	Service Delivery	
5.14.1	There are no Service Delivery implications arising from this report.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2026. These set out the Board's programme of scrutiny and key decisions for 2025-26, 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.	
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
7.3	Rationale:	Arrangements for devising an appropriate schedule of meetings and forward plan for the SFRS Board and its Committees have been embedded in SFRS governance structures for a number

		of years and have proved effective. Feedback is sought and any perceived weaknesses or anomalies requiring updating are identified and strengthened as part of that process.
8	Appendices/Further Reading	
8.1	Appendix A – SFRS Board Meetings Schedule 2025-26	
8.2	Appendix B – SFRS Draft Board Forward Plan 2025-26	
Prepared by:	Christopher Casey, Group Commander, Board Support Manager	
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		
<p>Strategic Plan 2022-25: Outcome 3 - We value and demonstrate innovation across all areas of our work. Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Decision</i>

Meeting Dates 2025/26

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

OFFICIAL

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

SFRS DRAFT BOARD FORWARD PLAN 2025-26

BOARD MEETING	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
24 April 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"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Annual Governance Review Internal Audit Annual Audit 2025/26 <p><u>New Business</u></p> <ul style="list-style-type: none">
26 June 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"> Performance Management Framework Annual Report <p><u>New Business</u></p> <ul style="list-style-type: none"> 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2024/25 Q4 Arrangements and Outcomes of Annual Review – Effectiveness of Board <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"> Debt Write Off 2023-24 <p><u>New Business</u></p> <ul style="list-style-type: none">

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BOARD MEETING	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
28 August 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"> • ARAC Committee Annual Report to Accountable Officer <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2025/26 Q1 <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Annual Performance Review 2024/2025 • Annual Procurement Report 2024/25 <p><u>New Business</u></p> <ul style="list-style-type: none"> •
30 October 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"> • SFRS/Anthony Nolan Partnership Annual Report <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2024/25 • Resource Budget Outturn Report 2024/25 • Strategic Asset Management Plan – Annual Review <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 2026/27 • Draft Annual Report and Accounts 2024/25 (PRIVATE) <p><u>New Business</u></p> <ul style="list-style-type: none"> •

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BOARD MEETING	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
18 December 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"> • HS Policy and Policy Statement <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2025/26 Q2 <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"> • Health and Safety Annual Report 2024/25 <p><u>New Business</u></p> <ul style="list-style-type: none"> •
Provisional Special Board – 19 February 2026	<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>
26 March 2026	<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"> • Corporate Parenting Plan Annual Update <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2025/26 Q3 <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget 2026/27 • Capital Programme 2025-2028 <p><u>New Business</u></p> <ul style="list-style-type: none"> •

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/18-24

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	31 OCTOBER 2024						
Report Title:	DRAFT RISK APPETITE STATEMENTS						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the Scottish Fire and Rescue Service (SFRS) Board with the draft risk appetite statements, as outlined in Appendix A and updated following the Board Strategy Day; for approval.						
2	Background						
2.1	The Internal Audit Plan for 2023/24 recommended that the Service prioritise the development of SFRS risk appetite statements, with input from the Board. This recommendation superseded an outstanding action within the 2019/20 internal audit plan.						
2.2	The purpose of developing risk appetite statements is to add value to the Service's decision-making processes, providing an additional evaluation tool against which decisions are made.						
2.3	The Service's appetite to risk will change over time, as will the categories of risk identified, and there is a need to periodically review our statements, adding or amending categories depending upon current circumstances.						
3	Main Report/Detail						
3.1	Through a series of workshops, the Strategic Leadership Team developed a set of draft risk appetite statements in July 2024, with further engagement and development of these statements undertaken within a Board Strategy Day in September 2024. The work undertaken has developed awareness and understanding of the process and has aligned risk appetite to the Service Assurance Framework. The 8 revised draft risk appetite statements are set out within Appendix A.						
3.2	Each of the draft statements, and associated information, have been aligned to previously agreed risk appetite levels, outlined in the table below:						

Risk Appetite Levels	Category Description
Minimalist	Preference for low level of associated risk and uncertainty and will only look to accept risk where it is essential to do so. The creation of opportunity is not a key driver.
Cautious	Preference for safe options where the level of benefit and risk is limited but some opportunity may be experienced.
Open	Willing to consider all potential delivery options and to choose the one that is most likely to result in success and opportunity whilst also providing an acceptable level of risk.
Ambitious	Eager to be innovative and to take opportunities offering potentially higher reward, whilst accepting greater risk and uncertainty.

3.3

Whilst 8 broad risk categories have been identified these have been further split by key activities within each, to provide a range of appetite levels for each category. The tables below provide a summary of this range, identifying changes made following engagement with the Board in September 2024.

3.3.1

Initial Range Summary

	Minimalist	Cautious	Open	Ambitious
Financial	Green	Yellow	Orange	White
Organisational Security	Green	Yellow	White	White
Environmental	Green	Yellow	Orange	Red
Compliance	Green	Yellow	White	White
Service Delivery	Green	White	Orange	Red
People	Green	Yellow	Orange	White
Technology	White	Yellow	Orange	White
Political & Stakeholder Relationships	Green	Yellow	Orange	Red

3.3.2

Revised Range Summary

	Minimalist	Cautious	Open	Ambitious
Financial	Green	Yellow	Orange	Red
Organisational Security	Green	Yellow	White	White
Environmental	Green	White	Orange	Red
Compliance	Green	Yellow	Orange	White
Service Delivery	Green	White	Orange	Red
People	Green	Yellow	Orange	Red
Technology	Green	Yellow	Orange	Red
Political & Stakeholder Relationships	Green	Yellow	Orange	Red

3.4

In addition to changes in risk appetite levels, other revisions were made following feedback. These related to:

- The combination of previous statements
- The identification of new statements
- Identification of additional controls and assurances

3.5

3.5.1

Next Steps

Once the risk appetite statements have been agreed by the Board, the next phase of work relates to the development of the risk management framework, aligning Directorate risks to the statements identified. This will require:

- Development of the risk register input template to align to risk appetite work.
- Development of the risk dashboard within Power BI.
- Development of revised and automated output reports for Committee’s and Executive Boards; and
- Revision of the risk management policy to provide guidance on the application of risk appetite within the Service.

3.5.2	The development of the templates, dashboard and automated output reports relies upon sufficient development capacity being identified and meetings will now be held with relevant Functions to identify resource requirements.
3.5.3	The Corporate Report Template identifies 14 key implications against which each report is considered. The first of these relates to Risk, which it is proposed is expanded to incorporate risk appetite.
3.5.4	Each Committee and Executive Board uses Risk Spotlights to gain additional assurance in relation to identified risk. These templates will be revised to incorporate information on risk appetite, following development of the risk input template and dashboard.
3.6	To gain insights into the practical application of risk appetite within other organisations, we spoke to both the Scottish Government and our internal auditors. From these discussions, it is intended that the initial statements will operate for a period of 12 months, after which there will be a review, evaluating the specific statements and the process of adopting risk appetite within our decision making. Following the review any required revisions will be made.
4	Recommendation
4.1	The Board is asked to approve the draft risk appetite statements and approach.
5	Key Strategic Implications
5.1	Risk
5.1.1	The development and implementation of risk appetite within the risk management framework will help inform and manage identified risks more effectively.
5.2	Financial
5.2.1	Any financial implications arising from the management of risk will be managed by the relevant Directorate.
5.3	Environmental & Sustainability
5.3.1	Any implications arising from the report will be managed by the relevant Directorate.
5.4	Workforce
5.4.1	Development capacity will be required to update the Power BI risk dashboard. Discussions are ongoing to secure this.
5.5	Health & Safety
5.5.1	Any implications arising from the report will be managed by the relevant Directorate.
5.6	Health & Wellbeing
5.6.1	Any implications arising from the report will be managed by the relevant Directorate.
5.7	Training
5.7.1	Any implications arising from the report will be managed by the relevant Directorate.
5.8	Timing
5.8.1	The report is provided to the Board after previous development and discussions held with Strategic Leadership Team (SLT), Chair of Audit and Risk Assurance Committee (ARAC) and Board Strategy Day.
5.9	Performance
5.9.1	The introduction of risk appetite statements will be used to ensure risks are identified and effectively managed by relevant Directorates.

5.10	Communications & Engagement	
5.10.1	Any implications arising from the report will be managed by the relevant Directorate.	
5.11	Legal	
5.11.1	Any implications arising from the report will be managed by the relevant Directorate.	
5.12	Information Governance	
5.12.1	DPIA completed - No. The report provides information on the development of risk appetite statements that will be used to support and mature the risk management framework. Each Directorate will ensure that any relevant DPIA is completed as required.	
5.13	Equalities	
5.13.1	EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate.	
5.14	Service Delivery	
5.14.1	Any implications arising from the report will be managed by the relevant Directorate.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services provided the SFRS Board with a report outlining the revised draft risk appetite statements seeking SFRS Board for approval.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial / Reasonable / Limited / Insufficient
7.2	Rationale:	The purpose of the draft risk appetite statements is to add value to the Service's decision-making processes, providing an additional evaluation tool against which decisions are made. The draft statements will be tested over the next 12 months and revised following feedback received.
8	Appendices/Further Reading	
8.1	Appendix A – Draft Risk Appetite Statements	
Prepared by:	David Johnston, Risk and Audit 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		
Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:		
Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<ul style="list-style-type: none"> • Objective 5.1: Remaining open and transparent in how we make decisions. • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>24 October 2024</i>	<i>For Recommendation/ Decision</i>
<i>Corporate Board</i>	<i>28 October 2024</i>	<i>For Scrutiny</i>
<i>Audit and Risk Assurance Committee</i>	<i>29 October 2024</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Decision</i>

DRAFT RISK APPETITE STATEMENTS

Risk Appetite Levels

Risk Appetite Levels	Category Description	Associated Risk Target Rating
Minimalist	Preference for low level of associated risk and uncertainty and will only look to accept risk where it is essential to do so. The creation of opportunity is not a key driver.	Target Rating of 1 - 3
Cautious	Preference for safe options where the level of benefit and risk is limited but some opportunity may be experienced.	Target Rating of 4 - 9
Open	Willing to consider all potential delivery options and to choose the one that is most likely to result in success and opportunity whilst also providing an acceptable level of risk.	Target Rating of 10 - 12
Ambitious	Eager to be innovative and to take opportunities offering potentially higher reward, whilst accepting greater risk and uncertainty.	Target Rating of 15 - 25

Alignment to Assurance Framework

LINES OF DEFENCE			
1st Management Control those responsible for delivery	2nd Oversight Function assurance separate from delivery & the management chain	3rd Independent Internal Scrutiny	4th Independent External assessments
<ul style="list-style-type: none"> Strategies, plans, risk registers, policies Financial Management and reporting at Functional/operational level Internal Control Checklist Self-assessment e.g. Certificates of Assurance 	<ul style="list-style-type: none"> Performance Management and reporting at functional/operational level Functional compliance reviews Risk Management Business Assurance (GGB) Organisational Security Internal Quality Control Checks Customer satisfaction 	<ul style="list-style-type: none"> Review of 1st and 2nd line of defence Internal Audit Annual Plans 	<ul style="list-style-type: none"> External Audit External Accreditation HMFSI Audit Scotland Gateway Reviews Information Commissioner's Office HSE Local Scrutiny Authorities Benchmarking

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Risk Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
Financial	In relation to financial propriety, regularity and fraud risks SFRS has a Minimalist appetite with a strong focus on maintaining effective financial controls and accountability.	<p>Maintain robust system of financial and procurement delegation and accountability.</p> <p>Ensure that there is appropriate separation of duties in relation to processing and approval of spend.</p>	<p>1st Line – Management Control Certificate of Assurance returns – particularly financial and fraud sections</p> <p>Adherence to strategy, policy and procedure</p>
	In relation to qualification of our accounts SFRS has a Minimalist appetite.	<p>Ensure that reconciliations of financial data are carried out and reviewed regularly.</p> <p>Maintain sound and proportionate contract management arrangements.</p>	<p>2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.</p>
	In relation to breaching budgetary limits SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.	<p>Develop, maintain, and communicate medium/long term financial scenarios and plans, including asset management plans, linked to service planning.</p> <p>Set realistic budgets in conjunction with budget holders and strategic decision makers to ensure both alignment to strategic direction and credibility.</p>	<p>Monitoring of Key Performance Indicators: KPI39 – No of Confirmed Frauds KPI40 - % of invoices paid within 30 days KPI65 – Budget Outturn/ Annual Report and Accounts</p> <p>Monthly budget monitoring and reporting</p> <p>Verification oversight</p> <p>Monitoring against Assurance Framework</p>
	In relation to ensuring service levels for transaction processing SFRS has a Cautious appetite.	<p>Ensure regular reporting on spend against forecasts to facilitate effective management of the budget in year and early identification of under/overspend to enable corrective action.</p>	<p>3rd Line – Independent Internal Scrutiny Internal Audit reporting</p>
	In relation to transformation and spend to save initiatives, SFRS has an Open appetite, looking to improve longer term financial sustainability, supported by robust business cases.	<p>Maintain ongoing communication and reporting with SG Sponsorship Team on budget progress.</p> <p>Avoid in-year unfunded spending decisions and ensure sound and proportionate governance around new spending priorities and decision making e.g. business case process.</p>	<p>4th Line – Independent External Assessments External Audit reporting</p>
	In relation to multi-year capital planning SFRS has an Open appetite. We are prepared to initiate capital investment beyond confirmed future funding, aligned to careful monitoring and management, to ensure the maximum possible investment in our asset priorities.	<p>Embed finance and procurement business partners to provide professional advice, challenge and scrutiny at all stages of decision making.</p> <p>Ensure alignment and adherence to the Income Generation Policy and associated reporting requirements.</p>	
	In relation to additional income generation, beyond Grant In Aid, SFRS has an Ambitious appetite for being innovative in exploring other sources of potential income.		

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Risk Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
Organisational Security	<p>In relation to the prevention or detection of cyber security incidents, SFRS has a Minimalist appetite.</p>	<p>Develop, maintain, and communicate an SFRS Organisational Security Policy to include Cyber, Information, Physical and People security, in line with best practice standards.</p> <p>Develop, maintain and communicate procedures to be applied by staff, to ensure Cyber, Information, Physical and People security.</p> <p>Senior leaders to model security conscious behaviours to demonstrate its importance.</p>	<p>1st Line – Management Control Adherence to strategy, policy and procedure</p> <p>3 yearly TfOC, e.g. Organisational Security, GDPR Data Protection and Information Security awareness/ training.</p> <p>Phishing exercise, testing awareness</p> <p>2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.</p> <p>Number of reports of Suspicious Activity, Break-In or Theft</p> <p>Monitoring of Key Performance Indicators: KPI - Annual CybSafe Training KPI - Annual Penetration Testing KPI – known cyber security vulnerabilities not yet addressed KPI – number of cyber security attempts KPI – number of GDPR Data Breaches</p> <p>Progress of Cyber Action Plan (in development)</p> <p>Monitoring against Assurance Framework</p> <p>3rd Line – Independent Internal Scrutiny Internal Audit Reporting</p> <p>4th Line – Independent External Assessments External Audit Reporting</p> <p>Accreditation status – SG Cyber Essentials plus (CE+)</p> <p>Compliance with SG Public Sector Cyber Resilience Framework</p> <p>Insurance Special Perils Survey</p>
	<p>In relation to risks associated with inappropriate use of information, SFRS has a Minimalist appetite</p>	<p>Maintain robust control of access to SFRS estate and IT systems.</p> <p>Implement and regularly review, an assessment of Physical security at all SFRS sites.</p> <p>Implement recommendations and develop best practice based on the Protective Security Management System (PSeMS) framework.</p>	
	<p>In relation to the prevention of unauthorised and/or inappropriate access to estate, SFRS has a Cautious appetite.</p>	<p>Ensure all staff complete Organisational Security (including cyber security) training (initial and refresher).</p> <p>Conduct regular testing and exercising of Cyber defences and business continuity plans, to develop the organisation's response strategy in the event of an attack.</p> <p>Ensure Cyber, Information, Physical and People security standards are adhered.</p>	
	<p>In relation to risks associated with the use, adoption or reliance upon technology resulting in a security exposure, SFRS has a Cautious appetite.</p>	<p>Ensure cyber and other security requirements are reflected within relevant procurement tender and contract management documents, project design and project governance, as appropriate.</p> <p>Report all suspicious activity to Police Scotland, Duty Officer and NILO (if appropriate).</p> <p>Ensure a multi-disciplinary approach to cyber threat intelligence received within the organisation across NILOs, cyber team and other relevant contributors to maximise value and action.</p>	

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Risk Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
Environmental	<p>In relation to the risk of breaching environmental legislation, regarding pollution prevention and control, SFRS has a Minimalist appetite.</p>	<p>Ensure robust training and awareness of individual and organisational climate responsibilities.</p> <p>Senior leaders to model climate conscious behaviours.</p>	<p>1st Line – Management Control Value of additional funding secured for carbon reduction</p> <p>Resource cost impact (positive and negative) of carbon reduction measures/failure to act on carbon reduction</p>
	<p>In relation to maintaining Service resilience, associated with energy supplies, SFRS has a Minimalist approach to new and untested technologies, and will ensure operational response levels are maintained.</p>	<p>Develop, maintain, communicate and implement relevant policies to ensure regulatory compliance.</p> <p>Plan future asset investment with Net Zero Carbon in mind to maximise value from all investment.</p>	<p>Adherence to strategy, policy and procedure</p> <p>Environmental Management System</p> <p>2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.</p>
	<p>In relation to the measures needed to create and maintain a climate conscious culture, SFRS has an Open appetite.</p>	<p>Pursue all avenues to secure funding for decarbonisation and ensure best value from investment towards Net Zero targets.</p> <p>Adopt a multi-disciplinary approach to pursuing action, making best use of all skills within SFRS and beyond.</p>	<p>Monitoring of Key Performance Indicators: KPI32 organisational carbon emissions – target reduce by 6% annually</p>
	<p>In relation to the risk of failing to meet carbon reduction targets, SFRS has an Open appetite to maximise the impact of available funding.</p>	<p>Work collaboratively and innovatively with partners and communities to explore new ways of working that support carbon reduction.</p>	<p>KPI33 Carbon Management Plan funding – actual v required – target 100%</p> <p>KPI34 Recycling Rate – target increase by 5% annually</p> <p>KPI57 % of Light Fleet that are ULEV – target 100%</p> <p>Monitoring against Assurance Framework</p>
	<p>In preparing for climate change, SFRS has an Ambitious appetite. We will seek new ways of working, pursue opportunities to scale up proven new and impactful technologies and deliver investment with communities and partners. We will build community resilience, reducing our collective energy consumption and recognising that solutions may be site specific.</p>		<p>3rd Line – Independent Internal Scrutiny Internal Audit</p> <p>4th Line – Independent External Assessments Alignment with Scottish Government and partner agency monitoring requirements</p> <p>External Audit</p>

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Risk Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
Compliance	<p>In relation to the Health & Safety of staff, SFRS has Minimalist approach in relation to meeting legal or regulatory requirements.</p>	<p>To ensure the health, safety and wellbeing of staff we will comply fully with all health and safety legislation and regulatory compliance matters.</p> <p>We will deliver Best Value in all that we do.</p> <p>We will engage with regulators to ensure they understand our organisational perspectives on regulations on the Service.</p> <p>We will work with sectoral partners and others in having an appropriate influence on the regulations and standards we operate to.</p>	<p>1st Line – Management Control Adherence to strategy, policy and procedure</p> <p>Internal Health and Safety Management system, aligned to Health and Safety Executive guidance. (HSG 65 – Successful Health and Safety Management)</p> <p>Maintenance of a legal register that ensures ongoing compliance with legislation and regulations as well as identifying best practice from HSE and other external guidance.</p> <p>H&S event investigation and debrief of operational incidents to ensure lessons are learned and actions take to prevent reoccurrence and ensure continual improvement.</p> <p>2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.</p> <p>Monitoring of Key Performance Indicators – i.e. Safety and Assurance KPI's as part of the SFRS Performance Management Framework.</p> <p>SFRS maintain a programme of support reviews and audit arrangements to provide assurance on legislative compliance.</p> <p>Annual Station Audits and Inspections are scheduled to provide assurance on compliance with organisational procedures and arrangements.</p> <p>Monitoring against Assurance Framework</p> <p>Verification Oversight</p> <p>3rd Line – Independent Internal Scrutiny Internal Audit</p> <p>Assessment against ISO45001 standards.</p> <p>4th Line – Independent External Assessments We will meet the requirements of our Best Value Duty</p> <p>We will engage with Audit Scotland and other regulatory bodies to ensure the regulatory requirements are proportionate and enabling of our ability to delivery services to the community</p> <p>Liaise with HSE on sector specific inspections and audits and where required.</p> <p>HMFSI undertake thematic inspections and audits of Safety and Assurance and Arrangements and include our legal duties.</p>
	<p>In relation to meeting our legal and regulatory obligations SFRS has a Minimalist appetite.</p>	<p>We will fully comply with our statutory duties under all key legislation including the Fire (Scotland) Act 2005, Police and fire Reform (Scotland) Act 2012.</p>	
	<p>In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite.</p>	<p>We will give full regard to the Fire and Rescue Framework Scotland (2022) in developing our Strategic Plan and other key Service Plans.</p> <p>We will give due regard to His Majesty's Fire Inspectorate in Scotland (HMFSI) inspection reports.</p>	
	<p>In relation to influencing regulators to propose proportionate regulations for the Service SFRS has an Open appetite.</p>		

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Risk Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
Service Delivery	In relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite.	Provide a fit for purpose emergency response service as legislatively required. Ensure our operational footprint is aligned to community risk and demand utilising a data led, evidence-based approach.	1st Line – Management Control Adherence to strategy, policy and procedure Adherence to Operational Strategy, supported by MORRD methodology
	In relation to ensuring that operational staff are safe and competent through compliance with training, SFRS has a Minimalist appetite.	Continue to develop methodologies that ensure the deposition of our resources and weight of response is appropriate and maintains FF and Community Safety.	2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.
	In relation to providing safety advice, education and support to enhance community safety and resilience, SFRS has a Minimalist appetite.	Support continual assessment and development of an Operational Strategy that remains flexible to changing influences including community risk, innovation and finances.	Utilise the PMF and relevant KPI's to direct continual improvement and to track the longer-term impact of decisions made utilising risk appetite principles. This will include delegating responsibility and risk to the lowest appropriate level whilst supporting the critical outcome of FF and Community Safety.
	In relation to exploring new ways to deliver our training, prevention, preparedness and operational activities for better outcomes, SFRS has an Open appetite.	Continually explore change opportunities including new technology and innovations that will enhance our Service whilst providing Best Value. This includes stations, appliances, equipment and PPE. Maintain our approach to working openly with stakeholders internally and externally to improve how we deliver services to our staff and communities.	Critically assess our operational footprint whilst <i>Matching Operational Resource to Risk and Demand</i> (MORRD). This includes application of a robust impact assessment processes supported by consideration of compliance factors such as equalities, employment and public consultation.
	In relation to continuous improvement and learning utilising all stages of the OA process, SFRS has an Open appetite.	Ensure our people are skilled and safe through compliance with Training and Health & Safety standards.	Ensure our internal management arrangements are appropriate and robust. These will continue to be assessed to ensure effective leadership, management and delivery of Operational Strategy, Priorities and action plans.
	In relation to exploring new delivery models, specifically related to SSRP, utilising various data and information sources, SFRS has an Ambitious Appetite	Continue to recruit, select and develop staff for Service Delivery. This includes acquisition and maintenance training, and development activities/opportunities across all levels of management.	Ensure organisational learning from our OA process is fundamental to decision making in terms of FF Safety and operational response.
	In relation to new ways of working and technologies, that may lead to enhanced or improved operational activities and tactics with safer and/or more efficient outcomes, SFRS has an Ambitious appetite.	Support, encourage and develop our approach to continual improvement. This should be underpinned by our Operational Assurance (OA) process. Ensure our governance and reporting arrangements are appropriate and robust whilst supporting good performance, visibility and accountability. Promote a culture of innovation and improvement methodologies that encourages change.	We will continue to develop our community risk profiling capability using current relevant sources such as historical incidents and socio and economic data. Monitoring against Assurance Framework 3rd Line – Independent Internal Scrutiny Operational Assurance 4th Line – Independent External Assessments e.g. HMFSI

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Risk Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
People	<p>In relation to risks that could compromise the physical and mental health of colleagues, SFRS has a Minimalist appetite, investing in robust health, safety and wellbeing measures to ensure a healthy workplace.</p>	<p>Leaders at all levels prioritise the health, safety and wellbeing of colleagues.</p> <p>Innovative solutions are sought to talent attraction, development and retention challenges e.g. direct entry, links with relevant education establishments.</p>	<p>1st Line – Management Control Adherence to strategy, policy and procedure</p> <p>Monitoring People and Safety & Assurance management information regular mandatory checks put in place 6 or 12 monthly as appropriate.</p> <p>Maintenance of appropriate functional and Directorate risk registers</p> <p>2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.</p> <p>Monitoring against Assurance Framework</p> <p>Performance Management Framework: KPIs related to People and Safety</p> <p>Employee engagement indicators, including our Colleague Experience and pulse surveys</p> <p>Safety & Assurance performance data</p> <p>Wellbeing performance data</p> <p>Analysis of employee relations cases, outcomes and lessons learned, learning from NJC and NFCC</p> <p>3rd Line – Independent Internal Scrutiny Internal Audit</p> <p>4th Line – Independent External Assessments External Audit HMFSI</p>
	<p>In relation to employment law and regulations SFRS has a Cautious appetite, managing these risks through appropriate legal and compliance reviews and ensuring compliance is a priority of the Service.</p>	<p>Leaders at all levels encourage and enable colleague development.</p> <p>We set clear standards and expectations around workplace behaviours and culture</p>	
	<p>In relation to ensuring it has the appropriate capacity and capabilities to deliver its priorities, SFRS has an Open appetite, ensuring robust workforce plans are in place across all colleague groups, while exploring creative or innovative ways to deliver our services.</p>	<p>Representative body partners are engaged and consulted with proactively</p>	
	<p>In relation to seeking innovative approaches to talent acquisition, development and retention SFRS has an Open appetite, looking to experiment with new methods of attracting, developing and retaining talent.</p>		
	<p>In relation to fostering progressive, positive and respectful employee relationships, valuing open communication and diverse perspectives, in line with our Working Together Framework, SFRS has an Open appetite, ensuring significant cultural and operational benefits.</p>		
	<p>SFRS has an Ambitious approach to ensuring the culture aligns with Service values, fostering positive workplace behaviours that promote wellbeing, engagement, high performance and inclusion.</p>		

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Risk Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
Technology	In relation to handling sensitive data or working with national infrastructure systems or technologies, SFRS has a Minimalist appetite.	We will explore innovative, new or novel digital solutions, we will recognise the finance and skills investment required.	<p>1st Line – Management Control</p> <p>Adherence to strategy, policy and procedure, e.g. Penetration Testing, Development of a Cyber Action Plan, SFRS Application Strategy, SFRS Digital Strategy</p> <p>We will revise the SFRS Innovation Strategy and build an implementation plan</p> <p>We will develop and implement an integrated SFRS Data and Technology Strategy</p> <p>Our target risk is managed through ongoing use of inbuilt technology security controls such as user access; encryption; data loss prevention; firewalls; and ongoing vulnerability scanning and a range of technology security protocols and procedures</p> <p>We will offer specialist information technology and data management advice to all Service areas</p> <p>Executive Directors and Head of Function responsibilities for ongoing compliance with aligned policy, guidance and protocol</p> <p>2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.</p> <p>Monitoring against Assurance Framework</p> <p>We will produce, in addition to business as usual activities, appropriate programme and project reports where technology and data features as part of our work and report these to the appropriate Executive Board and SFRS Board/ Board Committee Monitoring of Key Performance Indicators</p> <p>3rd Line – Independent Internal Scrutiny</p> <p>Internal Audit and recommendations</p> <p>4th Line – Independent External Assessments We will work with the Scottish Government’s Digital Assurance Office when undertaking major technology dependent change programmes and projects</p> <p>Assessment against Government’s cyber resilience framework and the UK Government National Cyber Security Centre guidance</p>
	In relation to the procurement of new and innovative technologies, SFRS has a Cautious appetite, and operating within defined legal requirements.	We will use our technology networks, cloud based applications to support the delivery of services and processes where manual processes are retained	
	In relation to staff training in innovation and use of technology and the adoption of appropriate online behaviours SFRS has a Cautious appetite.	We will monitor our appetite depending upon the nature, significance and criticality of systems and data used, specifically in relation to sensitive data or national infrastructure systems and technologies.	
	In relation to how innovation is governed and appropriately managed SFRS has a Cautious appetite.	We will manage technology risks appropriately to provide opportunities for technical innovations and digital transformation, maximising improvement whilst providing resilience against potential disruption or cyber threats.	
	In relation to safely replacing obsolete technologies and dealing with matters of technical debt SFRS has an Open Appetite.	We will develop a capacity for research, development, working in partnership and collaboration with others to promote innovation across SFRS.	
In relation to the research, development and adoption of new and emerging technologies, SFRS has an Ambitious appetite.			

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Category	Appetite Statement	Control Environment (behaviours we expect to see)	Assurance Measures (Lines of Defence)
Political and Stakeholder Relationships	In relation to legal requirements in managing stakeholder engagement, SFRS has a Minimalist appetite.	We will undertake stakeholder engagement and consultation exercises, abiding by the Gunning Principles and best practice guidance.	<p>1st Line – Management Control</p> <p>Adherence to strategy, policy and procedure</p> <p>We will undertake and publish systematic Public Sentiment tracking exercises / stakeholder engagement activities, using the insights to inform decision making</p> <p>Adherence to and communication of a revised Political Engagement Strategy</p> <p>SLT/ Heads of Functions will undertake a regular programme of workplace visits to engage with staff and feedback any issues of note or interest.</p> <p>We will publish our annual partnership report detailing how we are working with partners to improve outcomes for communities</p> <p>2nd Line – Oversight Function SLT, Executive Board and Committee scrutiny.</p> <p>Development of Key Performance Indicators</p> <p>Monitoring against Assurance Framework</p> <p>Report outputs from the SFRS Public Consultation Group</p> <p>We will use the lhub to undertake regular staff pulse surveys on a range of issues and we will report the results and use the insights gained in our decision making</p> <p>3rd Line – Independent Internal Scrutiny We will engage with staff representative bodies through the Employee Partnership Forum and individually ensuring that their voices are heard in decision making</p> <p>Internal Audit recommendations</p> <p>4th Line – Independent External Assessments We will engage the SG Sponsor Team when developing our Strategic Plan and other plans</p> <p>HMFSI</p>
	In managing reputational risks arising from political, community and stakeholder engagement, particularly with a change focus in mind, SFRS has a Cautious appetite recognising that the Service is likely to suffer occasional negative publicity.	<p>We will regularly undertake a series of national political engagements across all political parties and regularly undertake engagements with local scrutiny bodies and local politicians, aligned to SFRS guidance.</p> <p>Each major change programme/ project will develop and implement a stakeholder engagement plan and risk management plan where there is chance of reputational repercussion for SFRS.</p>	
	In relation to the involvement of all stakeholders to inform Service decision-making processes, including change options, SFRS has an Open appetite.	<p>We will take decisions which are likely to bring additional governmental/ political scrutiny where benefits outweigh risks.</p> <p>We will involve stakeholders in option appraisal, strategic change, operational change, business planning and decision-making processes</p>	
	In relation to building relationships and influencing Scottish Government, MSPs and local political actors in support of SFRS change objectives and in delivering our Outcomes, SFRS has an Open appetite.	<p>We will have a measured approach to managing all political relations to maintain confidence in SFRS</p>	
	In relation to influencing legislation at the Scottish and UK levels in support of safer outcomes for communities and firefighters, SFRS has an Ambitious appetite.	<p>We will share internally political insights we develop in undertaking our duties to ensure we are informed of relevant political matters.</p>	
	In relation to engaging with communities and stakeholders SFRS has an Ambitious appetite.	<p>We will take active roles in supporting government working groups to ensure safer outcomes for communities and firefighters.</p> <p>We will make full use of both traditional and innovative consultation and engagement processes with communities, stakeholders and partners.</p>	
	In relation to managing consultation processes, SFRS is Ambitious in utilising innovative approaches to community and stakeholder engagement.	<p>We will be an active advocate of partnership/ collaborative working to support our strategic objectives and community wellbeing and report on work undertaken.</p>	
	In working in partnership or collaborating with public service and third sector bodies, SFRS has an Ambitious appetite.	<p>We will be open, honest and clear in how we communicate with our stakeholders.</p> <p>We will review each year the SG Programme for Government to identify issues relevant to SFRS</p> <p>We will develop and deploy stories/ images of SFRS to build stakeholder understanding of the service and secure more positive media coverage.</p>	

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



Report No: B/FCS/19-24

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 OCTOBER 2024							
Report Title:	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1ST APRIL 2023 - 31ST MARCH 2024							
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 provide the Board for approval, the Annual Procurement Report for the period 1 April 2023 – 31 March 2024, which Scottish Fire and Rescue Service (SFRS) is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014.							
2	Background							
2.1	The Procurement Reform (Scotland) Act 2014 (“the Act”) provides a national legislative framework and states obligations for Scottish public bodies such as a sustainable procurement duty, community benefits requirements and additional duties that affect lower threshold procurement exercise referred to as “regulated procurements”.							
2.2	The Act requires contracting authorities with regulated procurement activity of £5 million or more per annum to have prepared a Procurement Strategy and subsequently to produce an Annual Procurement Report after the end of each financial year. The Annual Procurement Report reviews the contracting authority’s regulated procurement activities against its stated procurement strategy.							
2.3	For the purposes of the Act, the Scottish Fire and Rescue Service is a public sector contracting authority due to its annual regulated procurement spend and therefore is required to produce and publish an Annual Procurement Report as soon as reasonably practical after the end of its financial year.							
2.4	These individual annual procurement reports published by relevant public bodies in Scotland inform a consolidated annual report on public procurement activity across Scotland prepared each year by Scottish Ministers.							
2.5	The SFRS when preparing its Annual Procurement Report, must include the following: (a) A summary of the regulated procurements that have been completed during the year covered by the report. (b) A review of whether those procurements complied with the contracting authority’s procurement strategy. (c) To the extent that any regulated procurements did not comply, a statement of how the contracting authority intends to ensure that future regulated procurements do comply. (d) A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the financial year covered by the report.							

	<p>(e) A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the reporting period covered by the report.</p> <p>(f) A summary of the regulated procurements the authority expects to commence in the next two financial years.</p>
3	Main Report/Detail
3.1	The Annual Procurement Report for the period 1 April 2023 – 31 March 2024 has been prepared in accordance with legislative reporting requirements and is attached at Appendix A.
3.2	Forty-three regulated procurements were awarded during the year with a total estimated value of £34,246,485 exclusive of VAT.
3.3	SFRS is committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. SFRS achieved 98% of suppliers paid with 30 days and 85% within 10 days.
3.4	The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, approximately 64% of total contract spend was through collaborative contracts such as Scottish Government, Scotland Excel, Crown Commercial Services or NFCC Frameworks. Savings of £1.10million were achieved using Scottish Government frameworks.
3.5	Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended” Meet the Buyer events held both on a national and local basis
3.6	SFRS’s continued commitment to deliver on its sustainability duty, and demonstrate community benefits through the delivery of relevant procurement activity, is described in detail in the report but the following highlights key achievements;
3.7	<u>Supplier Spend</u>
3.7.1	In financial year 2023/24, 40.62% (£34million excl. of VAT) of the SFRS total spend was with suppliers based in Scotland, this spend is making a positive contribution to local communities and economies.
3.8	<u>Climate Change</u>
3.8.1	Climate change and the scope for procurement activity to assist in delivery of the SFRS objectives is an area which continues to evolve, and the Procurement Team, working with colleagues involved in the User Intelligence Group process, continue to monitor and scrutinise the external environment to ensure that the Service is aware of risks and opportunities.
3.9	<u>Supported Business</u>
3.9.1	Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. In the reporting period we spent £37,750 excl. of VAT with this sector through existing arrangements.

3.10	<u>Fair Work</u>
3.10.1	SFRS is an Accredited Living Wage employer and through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law.
3.11	<u>Community Benefits</u>
3.11.1	Delivery of Community Benefits is a key aspect of the Scottish Government’s drive to achieve a range of national and local outcomes. The SFRS Procurement Strategy clearly states the organisation’s commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity. A range of community benefits were delivered within current contracts with details contained within the report for several key contracts.
3.11.2	The SFRS utilises UK national frameworks (Crown Commercial Services / NFCC Procurement / UK National Consortia) which account for the requirements of The Social Value Act 2012, these being broadly similar to the sustainable procurement duty as contained within the Procurement Reform (Scotland) Act 2014 inclusive of the requirement to consider community benefits.
3.12	<u>Contract Management</u>
3.12.1	Contract management continues to be an area for improvement, with resource issues impacting upon the ability to fully address the matter. Procurement procedures will be reviewed and updated to account for outcome of recent contract management internal audit.
3.13	<u>Cyber Security</u>
3.13.1	The UIG process takes account of potential cyber risks in relevant procurement activity through the UIG process. It is recognised that this is an area for improvement and processes will be updated to take account of the outcome of the cyber security internal audit.
4	Recommendation
4.1	The Board is asked to approve the Annual Procurement Report for the period 1 April 2023 – 31 March 2024, as attached at Appendix A.
5	Key Strategic Implications
5.1	Risk
5.1.1	Observance of procurement governance ensures that SFRS complies with legislative requirements, statutory guidance and adheres to procurement best practice. This approach ensures procurement activity in undertaking in a consistent and compliant manner, thereby minimising risk to the SFRS.
5.2	Financial
5.2.1	As detailed within the Annual Procurement Report, the total value of Regulated Procurements undertaken within the reporting period is £33,246,485 excl. of VAT. Non-Regulated procurement amounted to £14,254,458 excl. VAT
5.2.2	Scottish Government have informed the SFRS that the use of national frameworks has resulted in savings of £1.10million.
5.3	Environmental & Sustainability
5.3.1	The Procurement Reform (Scotland) Act 2014 states a requirement for all relevant bodies to observe a Sustainable Procurement Duty. The report details the SFRS performance in respect of Sustainability, Community Benefits, and the use of Supported Business.
5.4	Workforce
5.4.1	The regulated procurement activity undertaken by SFRS accounted for Fair Work Practices as detailed in the statutory guidance issued by Scottish Government.

5.5	Health & Safety
5.5.1	The regulated procurement activity undertaken by the SFRS accounts for the health and safety implications relevant to each individual project
5.6	Health & Wellbeing
5.6.1	Any implications arising from the report will be managed by the relevant Directorate
5.7	Training
5.7.1	Training requirements continue to be delivered where a need is identified to maintain and improve procurement capability to ensure that all regulated procurement activity is undertaken in compliance with legislative requirements.
5.8	Timing
5.8.1	The SFRS is required to publish its Annual Procurement Report in accordance with Scottish Procurement Policy Note (SPPN) 2/2023.
5.9	Performance
5.9.1	The Annual Procurement Report evidences the way the Corporate Procurement Strategy complies with legislative requirements and supports the delivery of the SFRS Corporate Plan and Annual Operating Plan
5.10	Communications & Engagement
5.10.1	Once approved by Strategic Leadership Team and the Board, the 2014 Act requires that the Annual Procurement Report be published and made available online, with the SFRS also required to notify Scottish Ministers where the report can be accessed.
5.11	Legal
5.11.1	Publication of the Annual Procurement Report is a requirement of the Procurement Reform (Scotland) Act 2014.
5.12	Information Governance
5.12.1	DPIA completed No. If not applicable state reasons.
5.12.2	This report does not contain personal information.
5.13	Equalities
5.13.1	EHRIA completed No. If not applicable state reasons.
5.13.2	This report provides details of the Annual Procurement Report for the period 1 April 2023 – 31 March 2024, which the SFRS is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014 and does not in itself warrant an EIA.
5.13.3	The regulated procurement activity detailed in the Annual Procurement Report accounts for the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, in particular the following specific duty: <ul style="list-style-type: none"> • Duty to consider award criteria and conditions in relation to public procurement.
5.14	Service Delivery
5.14.1	The publication of the Annual Procurement Report highlights the way procurement activity assists in the delivery of the Strategic Plan, Annual Operating Plan and supports Scotland's National Outcomes.
6	Core Brief
6.1	The Head of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2023 – 31 March 2024, as required under the Procurement Reform (Scotland) 2014.

OFFICIAL

7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	This report covers all of the procurement activity undertaken by the Service for 23/24. It confirms the Service has undertaken regulated procurements in accordance with governance arrangements and procurement strategy. There have been no successful legal challenges to our procurement activity.
8	Appendices/Further Reading	
8.1	Appendix A - Annual Procurement Report for the Period 1 April 2023 – 31 March 2024	
Prepared by:		Stephen McDonagh, Procurement Manager
Sponsored by:		Sarah O'Donnell Director of Finance and Contractual Services
Presented by:		Lynne McGeough, Head of Finance and Procurement
Links to Strategy and Corporate Values		
<p>Strategic Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.</p> <p>Strategic Outcome 3: We value and demonstrate innovation across all areas of our work.</p> <p>Strategic Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.</p> <p>Strategic Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <p>Strategic Outcome 6: The experience of those who work for SFRs improves as we are the best employer we can be.</p> <p>Strategic Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.</p>		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>24 October 2024</i>
<i>SFRS Board</i>		<i>31 October 2024</i>
		Report Classification/ Comments
		<i>For Recommendation</i>
		<i>For Decision</i>



**ANNUAL PROCUREMENT REPORT
FOR THE PERIOD
1st APRIL 2023 – 31ST MARCH 2024**

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Section 1: Introduction

- 1.1 The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service, committed to ensuring the safety and wellbeing of the people of Scotland. We are a national organisation delivering our front-line services locally across three Service Delivery Areas based in the North, West and East of the country.
- 1.2 The current strategic priorities for the Scottish Fire and Rescue Service (SFRS) are set out within the Fire and Rescue Framework for Scotland 2022 and the SFRS Strategic Plan 2022-25.
- 1.3 In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's Purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.
- 1.4 In accordance with its legislative obligations under the Procurement Reform (Scotland) Act 2014, the SFRS publishes a Corporate Procurement Strategy which is maintained by the SFRS Finance and Contractual Services Directorate, and it aligns procurement activity with the SFRS Strategic Plan and Annual Operating Plan. The Corporate Procurement Strategy was approved in April 2021 and places sustainability at the heart of SFRS' spending power. A new Procurement Strategy is currently being drafted which will reflect the Scottish Public Procurement Strategy 2023-2028.
- 1.5 Our Corporate Procurement Strategy articulates how our procurement activity is aimed at supporting the delivery of SFRS strategic priorities and undertaking these in a manner which supports delivery against the outcomes detailed in our Strategic Plan 2022-2025.
- 1.6 As required under section 15 of the Procurement Reform (Scotland) Act 2014 ("the Act"), the SFRS publishes an Annual Procurement Report, as required by section 18 of the Act.
- 1.7 The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its procurement strategy.

- 1.8 The Procurement Team continue to support the delivery of service provision by the SFRS across the country and have delivered a substantial programme of procurement activity. The Report covers the period 1st April 2023– 31st March 2024, detailing the regulated procurements completed during this period, and shows how these supported the objectives included within our Corporate Procurement Strategy.
- 1.9 The success in delivery of the Corporate Procurement Strategy is achieved only by working in partnership with colleagues across the Service and this positive commitment and collective contribution from all is highlighted within this report.
- 1.10 This report details six main areas, the first five cover mandatory reporting with the sixth discretionary, these being:
- i. Summary of Regulated Procurement Completed
 - ii. Review of Regulated Procurement Compliance
 - iii. Community Benefits Summary
 - iv. Supported Business Summary
 - v. Future Regulated Procurement
 - vi. Spend Analysis

Lynne McGeough

Head of Finance and Procurement

Section 2: Summary of Regulated Procurement

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

- iv. Property and Facilities
- v. ICT
- vi Corporate

2.7 Table 1 below summaries the regulated procurement awarded by the Scottish Fire and Rescue Services in the period 1st April 2023 – 31st March 2024. These include contracts for goods, services and works.

Number of Regulated Procurements Awarded in the reporting period	43
Total Estimated Value of Awarded Regulated Procurements (excluding VAT)	£34,246,485

2.8 Details of these regulated procurements can be found in **Appendix Ai**.

2.9 Contracts which have a value less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. Within the reporting period 55 non-regulated procurements were awarded at a value of approximately £14million. Details of these procurements are detailed in **Appendix Aii**. This information has been provided to provide transparency of this area of expenditure.

Section 3: Review of Regulated Procurement Compliance

3.1 Overview of Regulated Procurement Compliance

3.1.1 Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation’s procurement strategy, as far as reasonably practical.

3.1.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), “a review of whether those procurements complied with the authority’s procurement strategy” and, at 18(2)(c), “to the extent that any regulated procurements did not

comply, a statement of how the authority intends to ensure that future regulated procurements do comply”.

3.1.3 The Corporate Procurement Strategy 2021-24, as approved by the Board of the Scottish Fire and Rescue Service in April 2021, sets out the basis for all procurement activity across the SFRS and it ensures that our procurement activity is undertaken in an efficient and customer focused manner which adds values whilst ensuring compliance with legislative duties. It is aligned to the Scottish Model of Procurement. Work continues to update the Strategy.

3.1.4 The Procurement Strategy sets out the basis for all procurement activity across the SFRS and it continues to ensure that procurement activity enables delivery of the SFRS Strategic Plan. The Strategy also reflects the SFRS legal obligation to ensure compliance with Procurement legislation and associated Statutory Guidance across its procurement activity.

3.1.5 The SFRS has a fully documented procurement governance framework which provides a well-established set of policies and processes to support effective and compliant public procurement.

3.1.6 All procurements progressed by the Procurement Team, and undertaken in the reporting period, observed the following themes as fully detailed within our Procurement Strategy and set out in the following pages.

3.2 Value for Money and Efficiency

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

Financial Year	2022/2023		2023/2024	
Procurement Type	Nos.	Projected Total Value (£) – Excl VAT	Nos.	Projected Total Value (£) – Excl VAT
Regulated Procurement	37	£41,830,556	43	£34,246,485
Non-Regulated Procurement	50	£2,736,482	55	£14,254,458
Total	87	£44,567,038	98	£48,500,943

3.2.2 The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, 64% of total contract spend was through collaborative contracts and the Procurement Team continue to consider the use of collaborative frameworks on a project-by-project basis.

3.2.3 We continue to utilise national frameworks established by Scottish Government and have been informed that SFRS have achieved cash savings of £1.10million through their use. We are associate members of Scotland Excel and make use of relevant frameworks. Work continues to further develop relationships with the wider UK Fire and Rescue Services for the procurement of common goods and services, with SFRS continuing to make use of National Frameworks for key operational personal protective equipment and front-line vehicles.

3.2.4 A reduction continues to be achieved in the use of Non-Competitive Action (NCA) with the procurement team challenging their use. In the reporting period, they were used on two occasions, a reduction from five occasions in the previous reporting period. Their use being to ensure continued service provision in legacy command and control systems. The NCA processes followed the approval route as stated in the Standing Orders for the Regulation of Contracts.

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

3.2.6 We are committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. We act in a responsible and sustainable manner so prompt payment is a priority. Our on-time payment performance for financial year 2023/24 is detailed below together with previous year's performance.

Payment Term	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Target 2023/24
Payment within 30 days	97%	96%	97%	98%	96%	98%	97%
Payment within 10 days	67%	81%	82%	82%	79%	85%	N/A

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

3.2.8 SME spend represented 32% of third party in-scope spend which amounted to approximately £27 million exclusive of VAT.

3.2.9 In financial year 2023/24, 40.62% (£34million exclusive of VAT) of the SFRS total spend was with suppliers based in Scotland. This spend is making a positive contribution to local communities and economies

3.2.10 We continue to work with partner organisations and our contractors to better understand the impact of our procurement spend on communities and continue to engage in community Wealth Building initiatives where relevant through engagement with Procurement Anchor organisations.

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

- 3.2.12 The Procurement Team continue to engage and build on existing relationships with internal customers ensuring their involvement in the planning and undertaking of SFRS procurement activity and aiding greater understanding of the need to observe the sustainable procurement duty.
- 3.2.13 Market engagement is undertaken in all relevant procurement activity and is used to assist understanding of market capability to address the SFRS needs and to inform the development of the specification and ensure that the procurement route chosen and the Invitation to Tender requirements are appropriate and well-developed.
- 3.2.14 Contract management continues to provide a challenge to the Service due to the resource requirements required both from a procurement and directorate perspective and this continues to be an area where improvement will be sought. Azets, the Service's internal audit provider has recently completed an audit on SFRS contract management procedures and improvement actions will be progressed to reflect the audit action plan.

3.3 Governance, Risk and Fraud

- 3.3.1 The SFRS has a well-established procurement government framework with supporting documentation and standard templates which support the delivery of its procurement activity. This reflects the procedural requirements set out in the Scottish Government Procurement Journey (general best practice model). It provides standard templates and supporting documentation reflecting SFRS specific procurement requirement, ensuring compliance with legislation and associated Statutory Guidance together with the Scottish Model of Procurement.
- 3.3.2 Procurement governance was update as required within the reporting period and the reviews undertaken have assisted in the identification of areas of potential improvement.
- 3.3.3 The Procurement Team continues to engage with customers to reinforce the application of the procurement governance model and ensures that regulated procurement is undertaken in accordance with the legal and procedural framework. Training continues to be provided by the Procurement Team to those individuals who are involved in supplier selection and tender evaluation.

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

3.4 Transparency

3.4.1 Transparency in public procurement requires the SFRS to show openness, visibility to its procurement activities and to have ready accessibility to information regarding its procurement plans and spend, all of which provides external parties with confidence that we undertake our procurement activity in a fair and transparent manner.

3.4.2 The SFRS utilise Public Contracts Scotland (PCS) to advertise all regulated procurement activity with a value of £50,000 or more. All relevant procurement activity is also published on UK Find a Tender site.

3.4.3 In accordance with the Public Contracts (Scotland) Act 2014, the SFRS maintains a Contracts Register thereby providing visibility on live contracts.

3.4.4 In all relevant procurements, evaluation methodology is fully detailed in the Invitation to Tender and full debriefs are provided to all participants in all regulated procurement and quotes undertaken by the Service.

3.5 Enhancing Capability

3.5.1 The range of goods, services and works procured by the SFRS requires Procurement and Property Team members to exhibit strong commercial and procurement knowledge and skills. The teams also offer professional support to Directorates in the delivery of procurement services through clear controls and guidance.

- 3.5.2 We continue to make use of technology to assist in the delivery of the Corporate Procurement Strategy. We continue with the use of Achilles Themis, which provides up-to-date case law interpretation together with various guidance documents which assist in the update / maintenance of our procurement governance framework.
- 3.5.3 The SFRS continues to support Procurement team members with their professional studies which will lead to full membership of the Chartered Institute of Procurement and Supply.
- 3.5.4 Recruitment remains an ongoing challenge within the team, with Procurement Officer posts proving difficult to fill, reflecting a common problem in procurement recruitment in general across the Scottish Public Sector. The impact of these vacancies was that over the reporting period two of the Procurement Category Teams were operating at reduced capacity which impacted upon the volume of procurement exercises and improvement actions that the team could undertake.
- 3.5.5 Partnership working involving the sharing of knowledge and best practice continues with the NFCC for fire sector specific goods and services where the SFRS is represented on various committees related to national procurement activity. The SFRS also continues to contribute to the Central Government Procurement Collaboration Group and work continues with Police Scotland and the Scottish Ambulance Services to identify areas of collaboration.
- 3.5.6 There continues to be successful close engagement between Procurement and all Directorates / key stakeholders through the planning of procurement activity and the User Intelligence Group (UIG) process where input is sought on specification development and relevant stakeholders are also engaged in supplier selection, tender evaluation, contract award decisions and in supporting contract and supplier management arrangements. Training of relevant members of the UIG continues for individual tender exercises in key areas such as selection and tender evaluation.

3.6 Sustainability

- 3.6.1 The Scottish Fire and Rescue Service (SFRS) is committed to observing our sustainable procurement duty as stated within the Procurement Reform (Scotland) Act 2014 and continue to review and update our internal policies and procedures to reflect our legal duty and to ensure the proper consideration of how best we can improve the social, environmental and economic wellbeing of our communities through our procurement activity.
- 3.6.2 Sustainability is an area that the SFRS can and does influence by making sure the elements which impact on sustainability are built into the procurement process at an early stage and considered throughout the procurement lifecycle in the specification development, tender evaluation, and contract management.
- 3.6.3 For all procurements for goods and services with a value of £50,000 or more, we develop a Commodity Strategy which requires the use of the Procurement Journey Sustainable Procurement Toolkit which assists in embedding relevant and proportionate requirements in our procurement activity.
- 3.6.4 Reflecting the requirement contained within SPPN1/2021 that Procurement professionals have a responsibility to be climate literate and to have an appreciation of how contracting activity can support net-zero aims for their organisation and Scotland, all members of the Procurement Team have completed their Literacy e-learning and Sustainability Training.
- 3.6.5 In support of our commitment to our sustainable procurement duty, the Head of Finance and Procurement is our Sustainable Procurement Champion who is responsible for ensuring compliance with legislation across the Service and promoting the adoption of sustainable procurement practices.
- 3.6.6 We include the consideration of community benefits in all relevant procurement activity and use these to deliver wider benefits for the communities which we serve. Section 4 of this Report provides an overview of our approach to this.

- 3.6.7 Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended national Meet the Buyer events.
- 3.5.8 The Procurement Team continues to interact with suppliers and undertakes early market engagement in relevant tender activity to ensure the success of relevant projects. This involves the use of the Prior Information Notice to alert the market to forthcoming opportunities and holding supplier briefing days as required.
- 3.6.9 The SFRS continues to successfully use project bank accounts (PBA) in relevant procurement activity. Project Bank Accounts are designed to ensure sub-contractors receive payment at the same time as main contractors in relevant procurement activity, typically construction.
- 3.6.10 Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. Although no new contracts were awarded within the reporting period, there was spend of approximately £38,000 excl. VAT with this sector through existing arrangements. Section 5 of this Report details our spend with Supported Business.
- 3.6.11 The SFRS is an Accredited Living Wage employer and through our procurement activity, we recognise that inviting suppliers to adopt fair working practices will reduce inequalities and develop a more inclusive and sustainable society. We continue to ensure that all relevant procurement activity includes criteria to address Fair Work Practices. We are committed to developing our requirements further to include mandating the payment of the Real Living Wage where it is relevant and proportionate.
- 3.6.12 The SFRS continues to consider Equality and Diversity in all relevant procurement activity and observes the requirement to comply with the Equality Act 2010 and the 'General Duty'. Completion of an Equality and Diversity Impact Assessment is undertaken and where appropriate provision is included in the conditions of contract,

specification, and contract award criteria, with performance measured through management of the contract.

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

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

3.6.15 The SFRS continues with its membership of the Scottish Fair-Trade Forum, and our standard procurement process includes consideration of what Fair Trade provisions or equivalent could apply appropriately in the delivery of the contract provision. Our Soft Facilities management contractor, Sodexo has a similar commitment to Fairtrade.

3.6.16 SFRS Procurement Team continues to support to support Community Wealth Building Projects through attendance at Procurement Anchor Organisations progress meetings as required.

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

3.7 Climate Change

3.7.1 The SFRS support the Scottish Government's goal to become net zero by 2045 and SFRS has pledged to cut carbon emission by 6% per annum until 2030 which equates to an 80% overall reduction. The SFRS Sustainability Team champions climate

emergency and waste management activity and oversee progress against our Climate Change Response Plan 2045 across the service. Our procurement processes reflect this commitment and the sustainability tools which are available within the Procurement Journey, assist in identifying risks and opportunities.

3.7.2 Procurement's ability to assist in delivery of the SFRS climate change objectives is an area which continues to evolve and the Procurement Team, working with colleagues involved in the User Intelligence Group process continue to monitor and scrutinise the external environment to ensure that the Service is aware of risks and opportunities.

3.7.3 Work continues with the decarbonisation of the SFRS light fleet, with 187 electric vehicles being utilised. Investment in our light fleet continues with electric car and vans purchases occurring within the reporting period. This investment continues to assist in supporting a reduction in the SFRS carbon emissions.

3.8 Cyber Security

3.8.1 Where contracts involve, or rely on the digital processing of information, the UIG process is required to ensure the relevant consideration to potential cyber risks and make recommendations to manage these appropriately. This requires consideration of legislative requirements, such as General Data Protection Regulation (GDPR) to ensure protection is in place when contractors process data on behalf of SFRS.

3.8.2 However the SFRS recognise that this is an area for development and improvement. Internal procurement processes will be updated and take account of recommendations from the cyber security internal audit, whose outcome is due soon.

Section 4 Community Benefits Summary

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

4.6 Robertson Facilities Management (RFM) were successful in being awarded the contract for Hard Facilities Management in financial year 2021/22 and have committed to significant community benefits activity, which is summarised *in Appendices Bi and Bii* of this Report.

4.7 Morgan Sindall was appointed to undertake a number of station refurbishments during the reporting period. Details of targets / outcomes across common areas in these projects is detailed in *Appendix Biii*. Detail relating to Dignwall Fire Station is detailed in *Appendix Biv*.

4.8. **Fire Retardant Bedding**

Contract provision for Fire Retardant Bedding, which was awarded in a previous reporting period continues within the current reporting period. The Scottish Fire and Rescue Service (SFRS) continues to work closely with local communities and partners to identify those most at risk of unintentional harm within their home. Many of the most vulnerable members of our communities can have underlying health conditions, mobility issues or a dependency to drugs and/or alcohol, this impacting their judgement and lifestyle choices. The SFRS is focussed on prevention activity to target those most at risk, to reduce fire casualties and fatalities, and support intervention activity designed to improve outcomes for our communities across Scotland. The supply of fire-retardant textiles can be an effective solution to reduce or mitigate the risk of careless or accidental disposal of smoking materials.

4.9. **Fair Work/Social Value**

The SFRS is a Living Wage Accredited Employer and is committed to working with our contractors to ensure the same commitment to fair working practices. In all relevant procurement exercises, there is provision included within the invitation to tender for those organisations who participate in our procurement activity to highlight their commitment. The SFRS utilise UK national frameworks (Crown Commercial Services / NFCC Procurement / UK National Consortia) which account for the requirements of The Social Value Act 2012, these being broadly similar to the sustainable procurement duty as contained within The Procurement Reform (Scotland) Act 2014 inclusive of the requirement to consider community benefits / fair work.

Relevant contracts are highlighted in *Appendices Ai and Aii*.

4.10 Donations

The SFRS continues to donate redundant operational items and vehicles to the Scottish Emergency Rescue Association (SERA) and Fire Aid who continue their work in Ukraine and developing countries. This has included rescue pump appliances and ladders, structural fire fighting PPE, fire fighting branches and hose, hydraulic rescue equipment and medical products.

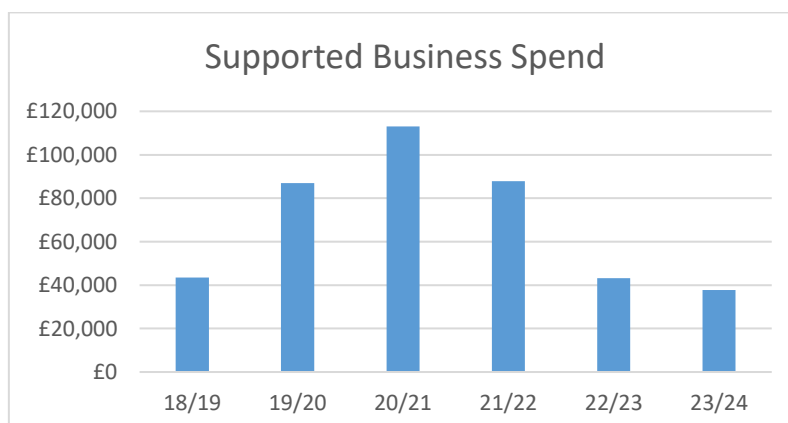
An example of how such vehicles, equipment and PPE which would normally have been discarded, have been utilised in a manner in which to extend their life cycle.

Section 5 Supported Business Summary

- 5.1 Section 18(2) (e) of the Procurement Reform Act requires organisations to include a “summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the year covered by the report”.
- 5.2 A supported business is defined in Regulation 21 of The Public Contracts (Scotland) Regulations 2015 and means “an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.
- 5.3 SFRS recognise that the inclusion of Supported Business in SFRS procurement activity is a key aspect in delivering its Sustainable Procurement Duty and have a clear commitment to this contained within its Procurement Strategy.
- 5.4 Although no new contracts were awarded during the reporting period, spend of £37,750 continued on existing arrangements as detailed in the table below:

Supported Business	Value (£) Excl. VAT	Supplies
Haven Products Limited	£14,452	Clothing
Ulster Supported Business	£9,922	Trauma Bags
Lady Haig Poppy Factory	£5,426	Poppy Wreaths
City Building (contracts)	£7,264	Mattresses
Dovetail Enterprises	£686	Upholstery Repairs
Total	£37,750	

- 5.6 The following table highlights the level of spend with supported business over the past 6 years.



Section 6 Future Regulated Procurement

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

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

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

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

6.3 A full list of procurements which are anticipated to be carried out in the next two financial years is detailed in **Appendix C**.

6.4 Contracts which are worth less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. This has also been included to provide transparency of this area of expenditure.

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

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

Section 7 Spend Analysis

7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1st April 2023 – 31st March 2024) was approximately £97.06 million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-Scope Spend	84.29
Out of Scope Spend	12.23
Below £4,000	0.54
Total	97.06

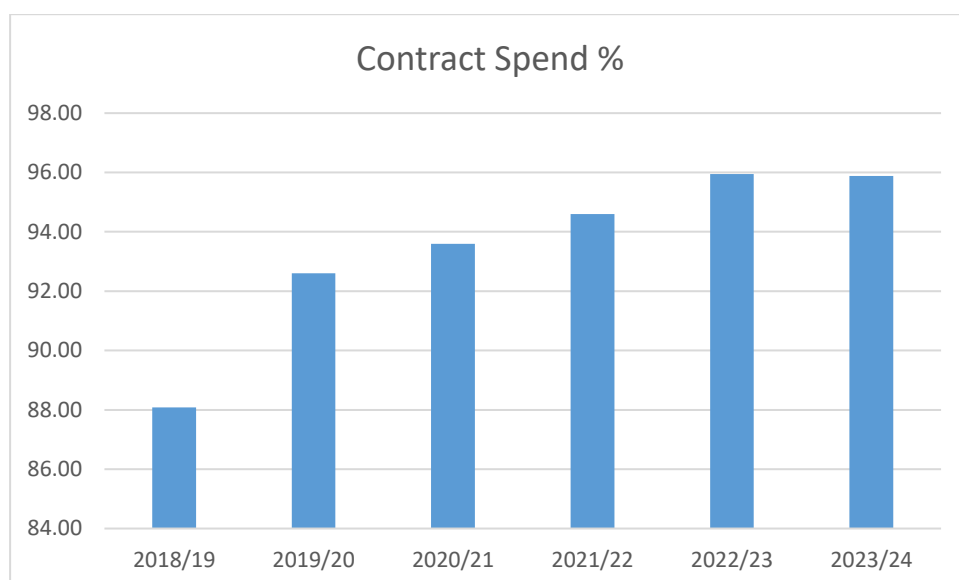
Notes:

- i. “Out of Scope” spend includes payments to local authorities, pension authorities, government bodies etc.
- ii. “In-scope spend” is spend which the organisation can directly influence through the co-ordination and regulation of the SFRS procurement activity.
- iii. Below £4,000 spend amounted to £0.54million. This amount was excluded from the final analysis of spend as shown in the table in paragraph 7.1.2, as it was undertaken in accordance with relevant procurement guidance regarding below £4,000 spend.
- iv. Purchase Card spend of approximately £0.17million is included in the above total. This spend is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

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

Category of Spend	1 st April 23 – 31 st March 2024	
	Value (£) Million	%
Contract Spend	80.82	95.88
Non- Contract	3.47	4.12
Total	84.29	100.00

7.1.3 The table below highlights contract spend over the past six reporting periods.



7.1.4 The following table highlights the change in non-contract spend over the past six reporting periods in monetary and percentage terms.

Financial Year	18/19	19/20	20/21	21/22	22/23	23/24
Non-Contract (£)	8.30m	5.50m	5.00m	4.40m	3.71m	3.47m
Spend in scope (£)	69.66m	74.37m	78.10m	81.64m	91.67m	84.29m
Non-contract (%)	11.92%	7.40%	6.40%	5.40%	4.05%	4.12%

7.1.5 A total of 828 suppliers were used in the reporting period across the in-scope spend, which is broken down as follows.

Category	Numbers of Suppliers
Contract	196
Non-contract	194
Below £4,000	438
Total	828

7.1.6 Contract spend against the top fifty supplier's amounts to 91% of total contract spend.

7.1.6 Non-contract spend against the top fifty suppliers amount to 67% of total non-contract spend and the category breakdown of this is shown in the table below:

Category Breakdown of Top 50 Non-Contract Supplier Spend			
Category	£	%	No. of Suppliers
ICT	£918,478	26.45	5
Fleet	£440,450	12.68	17
Corporate	£427,832	12.32	9
PPE / Equipment	£389,384	11.21	15
Property	£156,632	4.51	4
	£2,332,776	67.17%	50

- 7.1.7 Measures are currently progressing to address £900,000 (25%) of the non-contract amount. Remaining areas of non-contract spend continues to be analysed to understand how best this can be addressed, either through existing contract provision or new contracts.
- 7.1.8 Below £4,000 spend decreased slightly from £0.61million in the previous reporting period to £0.53million in financial year 2023/24.
- 7.1.9 Below £4,000 continues to be analysed to see how best it can be undertaken in a manner which supports adherence to current procurement governance and support spend with local SME's and other procurement initiatives linked to Local Community Wealth Building initiatives

Section 8: Further Information

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

Lynne McGeough

Head of Finance and Procurement

Lynne.McGeough@firescotland.gov.uk

APPENDIX Ai: REGULATED PROCUREMENT AWARDED 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
3C-028-2324	Plant and High Reach Appliance Instructor and Operator Training Services (Second Tender)	Argyll Plant Training and John MacDonald	Negotiated Procedure without Competition	£5,000,000	01/07/2023	30/06/2024	30/06/2024
T4C-037-2324	Vehicle Spare Parts and Workshop Consumables	Dingbro, Diamond Industrial Supplies, Prime Industrial Supplies, Scania, Angloco, Volvo, Arnold Clark Kia, Western Commercial Mercedes, AM Phillip, Emergency One, Mitchell Diesel, Norscot Truck and Van, Rosenbauer, Terberg MAN Diesel	Framework	£4,500,000	05/04/2024	04/04/2028	04/04/2028
F4A-021-2223	Light Pumping Appliance*	Emergency One (UK) Ltd	Framework	£2,655,053	20/12/2023	31/03/2026	20/12/2029
T3C-100-2223	Rostering System Services/Software as a Service	Gartan Technologies	Open	£2,421,300	01/04/2024	31/03/2031	31/03/2033
V5C-004-2324(b)	Extended Support for CAD	Motorola Solutions	Negotiated Procedure without Competition	£2,268,352	25/07/2023	31/12/2024	31/12/2024
N/A	Newcraighall Fire Station - refurbishment construction works*	Morgan Sindall	Framework	£2,158,879	12/02/2024	13/12/2024	13/12/2024

APPENDIX Ai: REGULATED PROCUREMENT AWARDED 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
V5C-004-2324(a)	CCMS Extended Support (Vision & ICCS)	SSS Public Safety Limited	Negotiated Procedure without Competition	£1,520,151	01/04/2023	31/03/2024	31/03/2024
F2A-015-2223	Provision of Engineering Inspection Services*	British Engineering Services Limited	Call Off from Framework	£1,226,230	01/04/2023	31/03/2026	31/03/2027
4C-055-2324	Ultra-Light Pumps and White Fleet 4x4 Vehicles*	Ford Motor Co Ltd	Framework	£1,022,064	14/12/2023	On Completion	On Completion
F5A-071-2324	Provision of IT Peripherals*	Computacenter (UK) Ltd	Framework	£1,000,000	19/12/2023	18/12/2027	18/12/2027
F2C - 033 - 2425	Lot 1 Repairable Ladders Riveted Type	Supply Plus Ltd	Framework	£1,000,000	07/01/2024	30/06/2027	30/06/2028
F2A-044-2223	Provision of Uniform and Workwear*	Clad Safety Ltd t/a HeroQuip	Framework	£897,510	13/06/2023	12/06/2026	12/06/2027
V3C-056-2324	Human Resource and Payroll System	Midland HR	Negotiated Procedure without Competition	£750,558	01/11/2023	31/10/2026	31/10/2026
T3C-071-2122	Plant and High Reach Appliance Instructor and Operator Training Services (First Tender)	Angloco Limited	OJEU Open Procedure	£700,000	01/06/2023	31/05/2027	31/05/2027
F4C-091-2324	Light Fleet Capital 2324*	Arnold Clark	Framework	£657,646	23/02/2024	22/02/2027	22/02/2027
F4C-119-2324	Mercedes Benz CV eVito Vehicles*	Western Commercial (Mercedes Benz)	Framework	£651,222	10/12/2023	10/11/2026	10/11/2026

APPENDIX Ai: REGULATED PROCUREMENT AWARDED 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-041-2324	Provision of General Office Supplies*	Lyreco UK Limited	Framework	£600,000	24/07/2023	23/07/2026	23/07/2027
V4C-042-2324	Heavy Appliance Annual Inspections and Related Services	Logistics UK	Negotiated Procedure without Competition	£550,000	11/09/2023	11/09/2027	11/09/2027
F2A - 040 - 2324	Provision of Water Rescue PPE	Safequip Ltd	Framework	£500,000	01/12/2023	30/11/2026	30/11/2027
F4C-091-2324	Light Fleet Capital 2324*	Western Commercial (Mercedes Benz)	Framework	£409,163	23/02/2024	22/02/2027	22/02/2027
F5A-090-2324	Provision of Boomi Software and Professional Services*	Phoenix Software	Framework	£404,811	14/03/2024	13/03/2027	13/03/2027
F4C-045-2223	Tactical Rope Rescue Vehicles*	Angloco	Framework	£304,080	20/12/2023	31/03/2025	31/03/2027
F4C-045-2223	Line Rescue Vehicle*	Angloco Limited	Framework	£304,080	20/12/2023	On Completion	On Completion
3C-102-2324	Finance System Interim Solution	Technology One	Negotiated Procedure without Competition	£300,000	01/04/2023	Recurring until new contract in place	Recurring until new contract in place
NP5A-067-2324	Provision, Installation and Support of Firelink Devices and Accessories	Airwave Solutions Ltd	Home Office Contract	£290,781	17/11/2023	16/11/2026	16/11/2026

APPENDIX Ai: REGULATED PROCUREMENT AWARDED 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-020-2324	Provision of Cisco ELA*	Insight Direct UK Limited	Framework	£254,028	08/12/2023	07/12/2025	07/12/2026
F2C - 033 - 2425	Lot 3 Unrepairable Ladders (Swagged Type)	Supply Plus Ltd	Framework	£250,000	07/01/2024	30/06/2027	30/06/2028
F6A-010-2324	Provision of Asbestos Related Services*	Various	Framework	£240,000	05/02/2024	13/12/2027	13/12/2027
F2A-088-2324	Provision of Medical Supplies	Aero Healthcare Ltd	Framework	£200,000	08/03/2024	07/03/2027	07/03/2028
T3C-120-2122	Health and Wellbeing Management System	Softcat/Cority	Framework	£172,317	05/05/2023	04/05/2028	04/05/2028
V2B-017-2324	Provision of Hapsite Smart Plus Maintenance Services	Inficon Ltd	Negotiated Procedure without Competition	£154,542	04/06/2023	04/05/2026	04/05/2027
V3A-033-2324	Membership of LGA National Joint Council: Pay Negotiation Services	LGA National Joint Council	Negotiated Procedure without Competition	£150,000	17/07/2023	17/07/2028	17/07/2028
F2A-082-2324	Provision of Defibrillators	Imperative Training Limited Defibshop	Framework	£130,080	19/02/2024	18/02/2027	18/02/2028
NP5A-098-2324	Provision of Multi-Functional Devices	Apogee Corporation	Negotiated Procedure	£120,000	01/04/2024	30/06/2025	30/06/2025
V2B-036-2324	Provision of Re-certification of Powered Respirator Protective Suits	Respirex International Ltd	Negotiated Procedure without Competition	£95,400	08/08/2023	When recertification complete	When recertification complete

APPENDIX Ai: REGULATED PROCUREMENT AWARDED 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F2A-003-2324	Supply of Self Heating Meals and Beverages*	Hot Pack International	Call Off from Framework	£72,000	01/05/2023	30/04/2026	30/04/2027
F3A-043-2324	Provision of Interim IT Staff Services*	Venesky-Brown Recruitment Ltd	Call Off from Framework	£57,150	09/08/2023	09/02/2024	Variable
N3C-092-2324	Consultation Services	Consultation Institute	Framework	£56,375	11/03/2024	21/10/2024	31/10/2024
Q5A-045-2324	Provision of Test Equipment Kits & Software	MCS Test Equipment t/a Test Equity	Quotation	£51,927	15/12/2023	One Off Purchase	One Off Purchase
F3A-097-2324	Provision of Geodemographic Dataset	CACI Limited	Framework	£50,784	30/11/2023	29/11/2023	28/11/2027
Q3C-110-2223	External Physiotherapy Services	Physicare Ltd; Keys Physiotherapy; Glasgow Premier Physiotherapy Ltd; Paisley Physiotherapy Centre; Orkney Physiotherapy; Heal Physiotherapy Limited; FASIC; Physiofocus Limited; Inverclyde Physiotherapy; Phillip Yeates Physiotherapy; Ascent Physio.	Open	£50,000	01/11/2023	31/10/2025	31/10/2027
F2A-001-2324	Provision of Firefighting Foam*	Angus Fire Ltd	Framework	£50,000	1/11/2023	31/12/2024	31/12/2024
F3C-027-2324	Temporary Staff*	Venesky Brown, ASA Recruitment, Harvey Nash, Lorien Resourcing, Blue Arrow, Brightwork, Pertemps	Framework	Value established when individual call-offs are placed	12/04/2023	12/04/2027	12/04/2027

APPENDIX Aii: NON-REGULATED PROCUREMENT - 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
3C-103-2324	Pension Fund Consolidation	Strathclyde Pension Fund	Direct Award	£7,000,000 p/a	01/04/2024	Recurring	Recurring
N/A	Galashiels Fire Station - Refurbishment construction works*	Morgan Sindall	Framework	£1,876,978	12/02/2024	20/12/2024	20/12/2024
N/A	Dingwall FS - Reconfiguration, Refurbishment and Roof Replacement*	Morgan Sindall	Framework	£1,441,936	22/01/2023	08/10/2024	08/10/2024
N/A	Salen Community Fire Station - Refurbishment Construction Works	Robertson FM	Open procedure	£991,918	11/01/2024	07/06/2024	07/06/2024
N/A	Liberton Fire Station - Design Services	Mott MacDonald	Framework	£620,298	07/01/2024	25/11/2027	N/A
N/A	Dalkeith Fire Station - Design Services including Site Appraisal	Mott MacDonald	Framework	£518,712	27/03/2024	19/08/2027	N/A
N/A	Galashiels Fire Station - Refurbishment pre-construction design services*	Morgan Sindall	Framework	£206,538	28/07/2023	13/10/2023	22/12/2023
N/A	Newcraighall Fire Station - Refurbishment pre-construction design services*	Morgan Sindall	Framework	£155,216	22/05/2023	27/10/2023	22/12/2023
N/A	Galashiels Fire Station - Refurbishment professional Services*	Atkins Realis	Framework	£135,603	01/09/2023	23/05/2024	20/12/2025
N/A	Dingwall FS - Professional Services*	Faithful & Gould	Framework	£128,144	01/06/2023	25/05/2025	25/05/2025

APPENDIX Aii: NON-REGULATED PROCUREMENT - 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N/A	Dingwall FS - Design Services*	Morgan Sindall	Framework	£105,446	19/05/2023	09/08/2023	20/11/2023
N/A	Newcraighall Fire Station - Refurbishment professional Services*	Atkins Realis	Framework	£98,180	04/09/2023	31/05/2025	13/12/2025
N/A	Salen Community Fire Station - Refurbishment Professional Services*	Atkins Realis	Framework	£58,064	04/01/2023	On Completion	On Completion
V5A-052-2324	Provision of Call Touch	Zetron Limited	Direct Award	£48,553	01/10/2023	30/09/2024	30/07/2024 Extended to 31/03/2025
Q3C-114-2223	Provision of Medical Equipment Calibration Services	P&A Medical Ltd	Quotation	£47,790	01/12/2023	30/11/2026	30/11/2026
Q5A-029-2324	Provision of CybSafe Licences	Softcat plc	Quotation	£42,240	31/07/2023	30/07/2024	30/07/2024
Excl-047-2324	Provision of External Legal Services	Gilson Gray	Direct Award	£42,000	04/01/2023	31/03/2024	As required for continued support
Q3C-060-2223	PPFT Resourcing Interim Staff*	Lorien Resourcing	Framework	£41,355	03/03/2023	30/06/2023	

APPENDIX Aii: NON-REGULATED PROCUREMENT - 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3C-030-2324	Independent Confidential Reporting Line	Safecall Ltd	Quotation	£40,241	18/12/23	17/12/26	17/12/2026
F3A-027-2122	PTFAS Interim Staff Project Manager*	Lorien Resourcing Limited	Call Off from Framework	£40,000	01/09/2023	30/11/2023	31/03/2023
Q3C-077-2324	Provision of Manikins for Naloxone Training	Laerdal Medical Ltd	Quotation	£39,400	12/01/2024	10/01/2025	10/01/2025
F5A-008-2324	Provision of Qlikview Maintenance	Softcat PLC	Framework	£37,057	01/04/2023	31/03/2024	30/03/2024
F3A-041-2324	Provision of Photography Services*	APS Group	Framework	£36,000	04/08/2023	03/02/2024	03/08/2024
N/A	West SDA Hamilton: Occupational Health Accommodation: redevelopment of GF Modular Building	Atkins Realis	Framework	£35,000	06/11/2023	On Completion	N/A
F3A-002-2324	Provision of Interim Staff IT Staff Services*	ASA Recruitment Ltd	Framework	£32,515	17/04/2023	28/06/2023	28/06/2023
Q5A-015-2324	Provision of AutoDesk Licences	Insight Direct UK Ltd	Quotation	£29,633	25/08/2023	24/08/2027	24/08/2027
F3A-075-2324	Provision of Interim IT Staff Services*	Venesky Brown Recruitment	Framework	£29,250	19/02/2024	18/08/2024	Variable

APPENDIX Aii: NON-REGULATED PROCUREMENT - 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-062-2324	ICT Training Requirements	QA Limited	Quick Quote	£28,515	14/11/2023	31/03/2024	31/03/2024
Q5A-073-2223	Technical Advisors	Actica Consulting	Quotation	£27,190	03/01/2023	on award of NMS	
N/A	Ardrossan Fire Station - Internal Alterations to Welfare Facilities - Design Team	Atkins Realis	Framework	£26,109	07/02/2024	On Completion	N/A
F5A-053-2324	Provision of Interim I.T Staff Services*	Venesky Brown Recruitment Ltd	Framework	£25,200	01/10/2023	31/03/2024	Variable
Q3C-074-2324	Provision of Pre-Hospital Trauma Life Support Training	NorWest Medical Ltd. T/A Event Safety Group	Quotation	£24,960	01/01/2024	31/12/2025	31/12/2027
N/A	Salen Community Fire Station - Station Refurbishment - Feasibility Stage	Faithful & Gould	Framework	£22,055	25/05/2023	31/03/2023	31/03/2023
NC5A-100-2324	Provision of Maintenance Cover for the Main Telephony Switch at Edinburgh OC	Getronics Services UK Ltd	NCA	£21,205	01/04/2024	31/03/2025	31/03/2025
30-061-2324	Skills for Justice Membership	Skills For Justice	NCA	£20,000	16/10/2023	15/10/2025	15/10/2025
F3C-089-2223	Provision of Interim Health and Wellbeing Practitioner (additional call-off)	Search Recruitment Group	Framework	£18,900	22/08/2023	22/11/2023	22/11/2023

APPENDIX Aii: NON-REGULATED PROCUREMENT - 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-069-2324	Provision of Options Appraisal Report & Recommendation on Single UC Solution	Farrpoint Ltd	Quotation	£18,750	08/01/2024	04/03/2024	04/03/2024
F3A-032-2324	Provision of Interim I.T Staff Services*	Venesky-Brown Recruitment Ltd	Framework	£18,600	29/06/2023	10/08/2023	Variable
F5A-050-2324	Provision of Lucid Suite Renewal	Computacenter	Framework	£16,344	29/09/2023	28/09/2024	28/09/2024
Q5A-057-2324	Provision of Protective Cases and Screen Protectors	Insight Direct UK LTD	Quick Quote	£11,377	03/11/2023	02/11/2024	02/11/2024
Q5A-084-2324	Provision of ManageEngine Licences	Insight Direct UK	Quotation	£10,390	12/03/2024	12/03/2025	12/03/2025
Q4C-012-2324	Pod Refurbishment	A Gray & Sons	Quotation	£9,450	28/04/2023	01/07/2023	
F3A-083-2324	Provision of Interim Professional Staff Services*	Venesky Brown Recruitment	Framework	£7,745	19/02/2024	10/05/2024	28/06/2024
Q3A-118-2223	Provision of Permanent Portfolio Office Programme Manager	Hays Specialist Recruitment	Quotation	£7,492	16/11/2023	When Complete	When Complete
Q2A-058-2324	Provision of BA Sector Command and Control Boards	Kenwil Ltd	Quotation	£7,360	20/11/2023	Upon Delivery and acceptance by SFRS	20/01/2024

APPENDIX Aii: NON-REGULATED PROCUREMENT - 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-014-2324	Renewal of Sharegate Licences	Softcat PLC	Quotation	£7,125	01/07/2023	30/06/2023	30/06/2023
Q4C-013-2324	Appliance Bodywork Repair	A Gray & Sons	Quotation	£7,061	09/05/2023	01/06/2023	
Q3A-079-2324	Provision of Business Cards	Visage Print Limited	Quotation	£7,000	25/04/2024	24/04/2028	24/04/2028
Q3C-054-2324	Audiometry and Spirometry Training for Five Staff	Albacare	Framework	£5,784	20/11/2023	25/11/2023	25/11/2023
F5A-025-2324	Provision of Easy SPC Charts Licence	Computacenter (UK) Ltd	Framework	£5,373	27/06/2023	26/06/2024	26/06/2024
Q3A-051-2324	Provision of Credit Checking Facility	Creditsafe Business Solutions Limited	Quotation	£4,999	01/02/2024	31/01/2027	31/01/2028
Q3A-066-2324	Provision of Permanent Senior Project Manager and Senior Business Analyst	Eden Scott Ltd	Quick Quote	£4,900	29/11/2023	When Complete	When Complete
Q3C-056-2223	Provision of Fitness Qualification Training	Study Active Limited (Lot 1) Pegasus Training Ltd (Lot2)	Quotation	£4,263	08/03/2023 29/01/2024	07/03/2024	07/03/2024

APPENDIX Aii: NON-REGULATED PROCUREMENT - 1ST APRIL 2023 – 31ST MARCH 2024

Reference	Contract: * indicates contract / framework with Fair Work/Social Value provision	Suppliers	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N/A	Galashiels Fire Station - Refurbishment construction works	Sportsafe	Quote	£2,806	19/02/2024	20/12/2024	20/12/2024
N/A	Dundee ARC: CSCA for new fuel tank	Atkins Realis	Framework	£2,719	07/11/2023	31/12/2023	31/03/2024
N/A	Pothlethen Training Centre: CSCA for new fuel tank	Atkins Realis	Framework	£2,719	07/11/2023	31/12/2023	31/03/2024

Appendix Bi: Summary of Robertson Facilities Management Community Benefits Action Plan

Contract Term: 1st April 2022 - 31st March 2030 (inclusive of extensions)

Anticipated Contract Value: £132 million

Ref	Robertson Facilities Management Community Benefits Action Plan	Community Benefits Commitment			
	Activity		Year 1	Year 2	Notes
1	Scottish Fire and Rescue Community Benefit Plan Develop in collaboration with SFRS a mechanism for reporting CB		Ongoing	Ongoing	Reported monthly with annual report submitted
Supply Chain Management					
2	Total percentage of sub-contracted work to be allocated to TSOs (Third Sector Organisations) within your supply chain	2.00%	Ongoing	Ongoing	RFM exploring how we can use TSOs in our supply chain and met with some TSOs that may be suitable at the National Meet the Buyer Event. There is however low opportunity within the contract. Potential TSOs- Access Technology Co, Scotland's Bravest, potential for training social enterprises to deliver training to staff/ sub-contractors. Established contact with BASE (British Association for Social Enterprise).
	Integration of third sector personnel utilising "As One" approach				
	Assess suitability of VCSEs to become partners				
	Adoption of circular economy initiatives by VCSE partners				
	Ensure inclusion of VSCE partners in project bid opportunities				
3	Provision of expert business advice to TSOs and SMEs in the supply chain (e.g. financial advice / legal advice / HR advice/HSE - Building for Growth Programme, workshops, Construction Specific Learning events etc.) Engage with supply chain partners to understand the key requirements Work with internal subject matter experts to develop range of packages covering the required topics Develop a calendar of events Market this offer to SME and TSO's Commence with workshops	2600 Hours	1050hrs	1050hrs	Pre-start meetings, H&S meetings, and O&M manual meetings. Subcontractor forum held in April, providing advice to existing subcontractors. As a lead partner and 'Gold level' member of the Supply Chain Sustainability School (SCSS) we provide our supply chain with free CPD-accredited e-learning modules and training workshops. SHE development programme rolled out to suppliers.

4	Meet the buyer' events held to highlight local supply chain opportunities	640 Hours	158hrs	158hrs	Meet the Buyer event held in Stirling April 2024. National Meet the Buyer event attended June 2024. (20 and 4 prep for Hampden, 16 staff for Stirling event x3 hours. 16 staff 2 hours travel. 16 staff 1 hour prep). Meet the Buyer North event to be attended in September 2024.
	Continue to engage with SDP				
	Identify the key regional growth areas (highest level of RFM growth)				
	Confirm location for Meet the Buyer				
	Confirm Date for Meet the Buyer				
	Develop calendar of Meet the Buyer events				
	Year 1 –Regional SFRS Meet the Buyers (x3 North, East and West)				
	Year 2–National SFRS Meet the Buyer				
Year 3 - Regional SFRS Meet the Buyers (x3 North, East and West)					
5	Total percentage of subcontracted work to be allocated to SMEs through the contract	75.00%	81.00%	81.00%	achieving over the target
	Develop on the CAFM a tracking mechanism				
	Report on a monthly basis the number of SME s both number and spend				
	Develop further the following meet the buyer events and workshops				
Carbon					
6	Carbon and other pollutant savings from energy efficiency measures against baseline (e.g. REEB)	5000 Tonnes	Currently under review with RFM Operations and Energy teams	Currently under review with RFM Operations and Energy teams	EV charging installs, boiler replacements, rewires, new windows, roof replacements, pump upgrades to variable speed, new automated LED lighting, solar panels. 89 panels installed so far on 4 sites = 6.72 tonnes of carbon. All new cars are electric 2no new saving 38tonnes.
	Establish the benchmark level				
	Identify programme of carbon reduction measures				
	Submit decarbonisation proposals to SRFS				
	Monitoring the saving proposed				
	Delivery of decarbonisation projects				
Report on RFM carbon emissions and track progress					
7	Road miles saved in delivery of the Contract through use of remote diagnostics or other technology-based solutions (against baseline)	50000 Miles	8420 miles	8420 miles	Travel time reduced in year 2 by 824hours through new planning method and use of local subcontractors. With trackers going into vans in 2024.
	Track the mileage through the CAFM				
	Measure the reduction through use of innovative technology				
	Report finding on annual basis				
8	Percentage of road miles driven using low or no emission staff vehicles involved in delivery of the Contract	100%	ongoing	ongoing	All company cars provided to staff are hybrid or electric. Evs after careful consideration weren't deemed viable. Now looking into hybrid models.
	Purchase the ULEV				
	Track the mileage through the Lex Analytics				
	Report monthly				

	Review Carbon Mobilisation Targets				
Waste Minimisation					
9	Hard to recycle waste diverted from landfill through specific recycling partnerships	98%	100%	100%	Waste Report provided from William Campbell Recycling
	Identify the key partners				
	Set up Waste system				
	Record and report quarterly				
Fair Work Practices					
10	Number and type of initiatives to be put in place to reduce the gender pay gap for staff employed in relation to the contract (describe and document initiatives) and measures taken to adopt the Scottish Government "Fair Work First" initiative	80 Expert Hours Per year	40 hours	90 hours	Gender Pay Gap Report 20hrs annually. Hours dedicated to GPG analysis, action plan, review/report; annual pay reviews, GPG review; NMW & RLW work. Devised and launched DE&I Strategy and associated policies. DE&I Campaign ran with pledges by staff 50 hours. Several diversity forums held and employer of choice forum. 6 monthly pay reviews held.
	Develop further initiatives to reduce the gender pay gap				
	Continue to improve the bonus gap				
	Where relevant engage with gender pay gap experts				
	Report back quarterly				
11	No. of employees on the contract that will be provided access for at least 12 months to multidimensional wellbeing programmes that include flexible working time arrangements; healthy nutrition options; physical health programmes; a health risk appraisal questionnaire	1306	1564	1564	Every employee is given access to programmes including Walk the Robertson Way, Flexible Working, the Wellbeing Forum, MHFA courses. We have an end-to-end approach driving different initiatives to improve overall wellbeing. Access to AXA Be Supported.
	Continue to offer the multidimensional wellbeing support to all staff for the duration of their employment				
13	Number of weeks of apprenticeships on the contract that will either be completed during the year or that will be supported by the Service Provider until completion in the following years, levels 2,3, or 4+	1560 weeks over 5 years	250 weeks	264 weeks	New apprentices commencing August 2024.
	Identify the apprenticeship requirements				
	Make connection with learning establishments ask				
	Identify the location to target - most youth unemployment				
	Commence with recruitment programme in line with training establishments				

	Monitor ongoing progress and report				
Social Impact and Elimination of Inequalities					
14	Donations or in-kind contributions to local community projects as a percentage of total planned services to be delivered	0.30% Donations per annum	TBC	£10,887.41	Donations are given through expert time given to complete tasks for good causes, parts and materials and cash donations.
	Agree chosen charity benefactor				The Fire Fighter Charity, Samaritans, SFRS Family Support Trust, Rett UK, Start Up Stirling, Fresh Start
	Identify community projects with SFRS				Defibrillator fitting, YVS portacabin donations and repairs, securing vandalised home, arson locks, plans for wellbeing garden, McDonald Rd subsidised labour, Eastern Promise
	Develop programmes to assist community development				Connections made with Regional Property Managers, YVS Leaders, Group Commanders,
	Develop and maintain register of charitable activity				Complete and updated monthly
15	No hours volunteering time to be provided to support local community projects (e.g. community benefit days)	545 Hours per year	TBC	561 hours	Volunteering is provided through curriculum support time to school and college pupils, support to unemployed individuals attending employability groups and staff volunteering for good causes
	SIM to develop Volunteering register				Complete + google form created
	SIM to work with SFRS to develop immediate community requirements				Connections made with Community Safety Advocates and Community Action Teams
	Support employee volunteering				2 days allowed per year plus mentoring time
	Develop and maintain a register of all volunteer activity				Complete and updated monthly
15	Support provided to help local community draw up a community engagement and development plan	345 Hours per year	346 hours	346 hours	Continuously meeting partners across Scotland to plan and discuss community engagement
	Identify regional community leads				DYW, Local Authorities, Colleges, SFRS contacts,
	Develop and initiate a community benefit plans with region support				Ongoing
	Identify, agree, and commence with a range of programmes to assist community development				Ongoing
	Measure and report on initiatives				Complete and updated monthly

17	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.	100 Hours per year	40hrs	104hrs	RFM SIM has organised activities such as mental health coffee mornings and Move More for Mental Health walks
	Identify and agree a range of initiatives to improve physical and mental wellbeing				Complete
	Target communities with the greatest need and roll out				Ongoing
	Develop comprehensive programmes that are evaluated regularly				Complete and updated monthly
18	Equality, diversity, and inclusion training to be provided both for staff and supply chain staff	100 Hours per year	Course was being developed with Robertson ED&I process being rolled out into year 2 of the contract	245.5hrs	ED&I training is provided to all staff
	Provision of training for all staff at Induction				eLearning & induction training completed by all staff
	Open invitation for supply chain partners to access RFM eLearning Portal				New Suppliers given access to online training via eLearning
	Develop and maintain attendance records				Records provided by training team
19	Initiatives to be taken to support older (50 years old +) disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	60 Hours per year	62hrs	72hrs	RFM have been supporting older, disabled, and vulnerable people in Fife, Stirling, Edinburgh, and Glasgow and hope to extend this to other areas of the country
	Identify partners to provide expertise in developing new initiatives				Partners - ASN schools, Forthbank Care Home, YVS, applied for digital inclusion volunteering
	Develop new programmes				Complete
	Continue to support initiatives for older, disabled, and vulnerable individuals				Ongoing partnerships
	Maintain register of initiatives developed and uptake				Complete and updated monthly

Robertson Facilities Management Community Benefits - Hard Facilities Management Highlights – 1st April 2022 - 31st March 2024

Donations

- Fundraising for Start Up Stirling Foodbank
- Easter eggs donated to local care home
- McDonald Road subsidised labour
- Sponsorship of Eastern Promise
- Donation of selection boxes to SFRS Santa Dash event
- Donation of kitchenware to Fresh Start Homelessness Charity
- Table purchased at SFRS FST St Andrews Ball
- Parts donated and repairs carried out to heaters in two YVS training rooms
- Parts donated and electricians installed five life-saving defibrillators installed at Fire Stations across Ayrshire and one in the community for YVS Methil
- Responded to request from Community Action Team in Methil to help secure an elderly resident's property after vandalism



Volunteering

- The Firefighters Charity Christmas fundraising
- Sorting donations at the Ayrshire Gift Giving Project
- Garden improvements for local care home
- Achievement Bute STEM event delivered
- Room painting for Barnardo's children's charity
- Litter picking in Stirling and Glasgow
- Staff mentoring for disadvantaged young people through MCR Pathways



Curriculum Support

- Careers talks and activities delivered at 16 schools
- Two STEM activities delivered to ASN schools
- Partnership with five colleges with 13 sessions delivered
- Three apprenticeship events supported
- Seven sessions delivered to employability groups



Supply Chain

- Meet the Buyer event held in Stirling to allow local businesses access to opportunities and onboarding information
- Subcontractor forum held in Stirling to bring together existing sub-contractors to communicate updates and provide advice about future work winning
- As members of the Supplier Development Programme, Robertson attended the National Meet the Buyer event meeting over 300 potential SMEs and Third Sector Organisations



Appendix Biii: Selected Summary of Morgan Sindall Fire Station Refurbishment

KPI Title	Target	Newcraighall Fire Station Outcomes	Galashiels Fire Station Outcomes
% of local labour within 20 miles	30%	55%	21%
% of local subcontractor only SME engagement	75% - 100%	70%	77%
% of local subcontractor only SME spend	50% - 75%	68%	66%
Waste reduction	0.032 tonnes per m2	0.1559	0.1207
Faster Payments within 15 days	100%	100%	100%
Fair Payments within 19 days	100%	100%	100%
Local Labour within 20 miles	30%	55%	21%

Appendix Biv: Dingwall Fire Station

Scape Social Value Charter

Project Name: Dingwall Fire Station



Jobs	Target	TOM Ref.	Achieved
C1: % Local Labour	30% within 20 Miles	NT2	73%
No. of local direct employees (FTE)		NT1	
Workless Job Starts	1	NT3, NT4, NT5, NT6	TBC
Number of Work Placements		NT13	
Number of Work Experience Placements	1	NT12	2
No. of hours of support into work	8	NT7 NOW NT11	9
School engagement/STEM Hrs Donated	12	NT8	24
No. Apprentice weeks	1	NT10	6
Growth	Target	TOM Ref.	Achieved
P1: Supply Chain spend to Social Enterprise	1% Supply Chain Spend	NT14	N/A
P5: Payments within 15 days	100%		TBC at end of project
C2: % Local Spend	30% within 20 Miles	NT18	73%
C3: % SME Engagement	75% -100%		94%
C4: % Spend with Local SME	50%-75%	NT19	95%
Opportunities registered on Work Radar	all		Yes on LSC
Social	Target	TOM Ref.	Achieved
P3: Considerate Constructor Scheme	42		43
P4: CLOCS Standard	2 per criteria		N/A
Donations or in-kind contributions to local community projects	£700	NT28	£800
Environment	Target	TOM Ref.	Achieved
P2: Waste reduction	0.032 tonnes per m2		0.1762
P6: Pre-Manufactured Value	65%		TBC at end of project
Savings in CO2 emissions on contract achieved through de-carbonisation		NT31	

C5: Setting Social Value Targets

Please identify up to five Social Value Targets, utilising the Scape National TOMs. These should reflect:

- The nature, scale and duration of the services we will be delivering to you.
- The accessibility of opportunities.
- Your value priorities as identified above.

Item	Chosen TOM	Target
1	NT12: No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid) (no. weeks)	Target 1 - Achieved - 2
2	NT26: Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children (£ invested including staff time)	Target - £250 - Achieved £1000
3	NT28: Donations or in-kind contributions to local community projects (£ & materials) (£ value)	Target £700 - Achieved £800
4	NT29: No. of hours volunteering time provided to support local community projects (no. staff volunteering hours)	Target 5 - Achieved 10
5	NT52: Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc. (£ invested inc. time, materials, equipment etc)	Target £250 - Achieved £1000

Project Cost	£1,426,961
Target Social Value (SCAPE)	£285,392
Target Social Value (MS)	£428,088
Achieved Social Value	TBC at end of project

**APPENDIX C: FUTURE REGULATED PROCUREMENT
FINANCIAL YEAR 2024/25**

CORPORATE	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Inventory Management System	New	TBC	TBC
Training Management System	New	TBC	TBC
Interim Plant Training Course	New	Quotation	TBC
Skills for Justice Level 2	Renewal	TBC	tbc
Enterprise Resource Planning Services	New	Collaboration	£13,000,000
Insurance contract re-tender	Renewal	Framework	£11,000,000
Employee Benefits	Renewal	Framework	£6,252,078
Training for Operational Competence	New	Open	£5,765,000
Provision of Travel Services	Renewal	Framework	£5,400,000
Asbestos Medicals	New	Open	£1,500,000
Multi-Function Device/Printer	Renewal	Framework	£800,000
Internal Audit Services	Renewal	Framework	£700,000
Occupational Health Services	Renewal	Framework	£506,525
Plant Training Re-Tender	Renewal	Open	£440,000
Legal Services	New	Framework	£400,000
Gymnasium Equipment Maintenance	Renewal	Framework	£250,000
Specialist Medical Supplies	Renewal	Open	£244,000
NFSC Training for Operational Competence	Renewal	TBC	£166,093
Skills For Justice Level 5	Renewal	Open	£155,000
Franking Machines	Renewal	Framework	£150,000
Fire Safety (RPL) Training	New	Open	£150,000
Employee Assistance Counselling Services	Renewal	Framework	£106,000
Media, Planning and Buying	Renewal	Framework	£100,000

CORPORATE	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Legal Services (Property)	New	Framework	£86,000
Specialist Floor and Water Rescue Training Services	Renewal	TBC	£75,650
Critical event management platform	New Project	Framework	£45,000
Manikins for Naloxone Training	Renewal	Renewal	£39,400
NRAT Training for Operational Competence	Renewal	TBC	£28,322
Medical Equipment Calibration Services (Audio Equipment)	Renewal	Quote	£20,000
Royal Yachting Association VHF Radio Training Materials and Certification	Renewal	NCA	£15,000
FLEET	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Light Pumps Conversion	New Project	Quotation	TBC
Medium Weight Adaptable Rescue Pumps	Renewal	Framework	£26,500,000
Control Units	New Project	Framework	£3,000,000
Wildfire Appliances	Renewal	Framework	£2,784,892
High Reach Appliances	Renewal	Framework	£1,000,000
DIM Vehicles	New Project	Framework	£500,000
Heavy Appliances	New Project	Framework	£120,000
End of Life Vehicles	Renewal	Framework	£110,000
Vehicle Conversion and Commissioning	New Project	Open	£100,000
Fuel Management System	Renewal	Quotation	£32,000
PROPERTY	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Property Management System	Renewal	Framework	£250,000
Electric Vehicle Back Office System	New	Framework	TBC

ICT	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
New Mobilising System	Renewal	TBC	£32,000,000
Provision of Network Support	Renewal	TBC	£5,000,000
999 Telephone Trunking	New	TBC	£5,000,000
Provision of Wide Area Network	Renewal	Framework	£2,904,069
ESMCP In Vehicle Systems Software for MDT's	New	Framework	£2,000,000
ESMCP Vehicle Conversions Installation of R5 Devices in Fire Appliances	New	Open	£1,100,000
ISDN/PSTN Replacement	New Project	Framework	£1,000,000
Mendix / Low Code Implementation	New	Framework	£750,000
Provision of Data Centre Moves	New	Framework	£500,000
Provision of Mobile and Data Services	New	Framework	£298,116
Provision of Backup Replacement	Renewal	Framework	£268,107
Professional Services Renewal	Renewal	Framework	£200,000
Ivanti ITSM & Related Professional Services	Renewal	framework	£144,039
Egress Renewal	Renewal	Framework	£130,000
Cyber Security Training	New Project	Framework	£113,000
ESMCP Installation of RAM Mounts for Samsung Tablets in Appliances	New	Open	£90,000
Provision of Interim IT Staff Services	New	Framework	£60,875
Provision of Call Touch	Renewal	TBC	£48,553
Provision of Interim I.T Staff Services	New Project	Framework	£24,211
Provision of Lucid Suite Renewal	Renewal	Framework	£18,989
Interim IT Staff Services	New	Framework	£13,601
Interim IT Staff Services	New Project	Framework	£12,000
Interim IT Staff Services	New Project	Framework	£10,000
Provision of Mobile Sim Cards for ESMCP	New	Framework	£5,400

PPE / EQUIPMENT	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Self-Contained Breathing Apparatus	Renewal	Open	£12,000,000
Powered Rescue Equipment	Renewal	Open	£6,170,000
Portable Pumps	Renewal	Framework	£2,480,589
Ladders	Renewal	Framework	£1,500,000
Airbags	Renewal	Framework	£1,250,000
Wildland F/F PPE	New Project	Framework	£420,000
Right Angled Torches	Renewal	Open	£403,000
Cleaning Products	Renewal	Framework	£288,124
Safe Working at Heights Equipment	Renewal	Framework	£241,000
Water Rescue Capability	Renewal	Open	£200,000
Gas Tight Suits (GTS)	Renewal	Framework	£93,000
Branches and Ground Monitors	New Project	Framework	£60,000
Fire Fighting Foam	Renewal	Framework	£50,000
Sharp End Protection Kits	Renewal	Quotation	£44,000
Bottled Water	Renewal	Framework	£26,500
Single Length Belts & Buckle	Renewal	Quotation	£23,300
Fire Extinguishers Servicing and Replacement	New Project	Framework	TBC

FINANCIAL YEAR 2025/36

CORPORATE	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Leadership Skills Development Services Framework	Renewal	Open	TBC
Scientific Advisory Services	Renewal	Open	£1,600,000
Post Incident Services	Renewal	Open	£700,000
Timber for Operational and Training Requirements	Renewal	Open	£610,000
Fire Retardant Textiles	Renewal	Framework	£600,000
Psychometric Testing Services	Renewal	Open	£260,000
Ill Health Retiral/IQMP Services	Renewal	Framework	£250,000
Eyewear	New	TBC	£120,000
Vehicles FOR Training Purposes	Renewal	Framework	£110,000
Industrial Smoke Fluid	New	TBC	£100,000
Misc Catering Supplies	New	TBC	£100,000
Catering for Dumfries Training Courses	Renewal	Open	£51,000
Employee Assistance Counselling Services	Renewal	Open	£51,000
White Goods	New	TBC	£50,000
Foundation Improvement Skills Course	Renewal	Open	£50,000
Public Consultation System	Renewal	Quotation	£40,000
Manikins for Naloxone Training	Renewal	Quotation	£40,000
High Volume Pump Instructor Training	Renewal	Quotation	£35,000
Analysing Resilience Training (SCQF level 7	Renewal	Quotation	£7,000
Provision of Bulk Calcium Hydroxide	Renewal	Quotation	£6,000
Provision of Courier Services	Renewal	Quotation	£4,000
FLEET	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Medium Weight Adaptable Rescue Pumps	Renewal	Framework	£26,500,000
Aerial Ladder Platforms	Renewal	Framework	£1,600,000
Tyres, Glass, and Fast Fit Solutions	Renewal	Framework	£1,500,000
Vehicle Telematics	Renewal	Framework	£1,400,000
Testing Services	Renewal	TBC	£250,000

FLEET	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Liquid Fuels	Renewal	Framework	£900,000
Workshop PPE	New	Framework	£400,000
PROPERTY	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Soft Facilities Management Services	Renewal	TBC	£30,000,000
Office Furniture	Renewal	Framework	£500,000
Legionella Risk Assessments & Associated Services	Renewal	Framework	£269,300
De-icing Salts for Winter Maintenance	Renewal	Framework	£200,000
Hard FM Contract Management Solution	Renewal	Framework	£100,000
Energy Management Services	Renewal	TBC	£70,000
Property Compliance Training Services	Renewal	TBC	£9,000
ICT	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Microsoft Enterprise Agreement	Renewal	Framework	£6,500,000
PDR-Pro LCMS Service	Renewal	Framework	£1,500,000
Mobile and Data Services	Renewal	Framework	£650,000
Nintex Licences and Associated Professional Services	Renewal	Framework	£600,000
Hyper V Renewal - Server Virtualisation	Renewal	Framework	£500,000
Pagers	New	TBC	£400,000
Gazetteer Support	Renewal	Framework	£350,000
Backup Replacement	Renewal	Framework	£300,000
Cisco ELA	Renewal	Framework	£260,000
ArcGIS Enterprise Agreement	Renewal	Framework	£210,000
Project Management Software	Renewal	Framework	£210,000
Analogue Fireground Radio Support & Maintenance	Renewal	Framework	£160,000
Penetration Testing Services	Renewal	Framework	£50,000
Neurodiversity Enterprise Licences (Texthelp)	Renewal	Framework	£50,000
Lucid Suite Renewal	Renewal	Framework	£50,000
Nessus Licences	Renewal	Framework	£25,000
IT Health Check Services	Renewal	Quotation	£6,000

PERSONEL PROTECTIVE EQUIPMENT / EQUIPMENT	NEW PROJECT OR RENEWAL	ROUTE	EST. VALUE
Structural Fire Kit	Renewal	Framework	TBC
Servicing, Maintenance and Repair of Breathing Air Compressors	Renewal	Open	£1,500,000
Air Bags	Renewal	Framework	£1,200,000
Uniform and Workwear	Renewal	Framework	£900,000
Hose and Associated Equipment	Renewal	Framework	£850,000
Disposable PPE	Renewal	Framework	£840,000
Thermal Imaging Cameras	Renewal	Framework	£450,000
Wildland Fire PPE	Renewal	Framework	£440,000
Right Angle Torches	Renewal	TBC	£403,000
Small Tools	New	TBC	£400,000
Provision of Cleaning Products	Renewal	Framework	£300,000
Smoke Curtains	Renewal	Framework	£250,000
Batteries	Renewal	Framework	£100,000
Short Sleeve Black Shirts	Renewal	Framework	£60,000
Trauma Care Back Packs	Renewal	Framework	£48,000
Sharp End Protection Sets	Renewal	Framework	£45,000
Provision of Bottled Water	Renewal	Framework	£40,000
Belts	Renewal	TBC	£25,000
Chemline Services	Renewal	TBC	£16,000
Supply of Evacuation Boards	Renewal	TBC	£5,000

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



Report No: B/FCS/14-24

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 OCTOBER 2024							
Report Title:	RESOURCE BUDGET MONITORING SEPTEMBER 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 30 September 2024.							
2	Background							
2.1	The Scottish Government initially allocated funding to Scottish Fire and Rescue Service (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	<p>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):</p> <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. • Additional budget in respect of the Emergency Service Mobile Communication Platform (ESMCP) resulting in an increase in the budget of £0.690million 							
2.3	The ABR changes will therefore result in a revised Resource budget of £314.975million 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 £0.748million. The forecast year-end position at this stage shows an underspend of £1.465million .							
3.3	The forecast highlights that the significant employee cost variances relate to underspends for Wholetime of £0.330million On-Call £0.266million and Support £0.615million.							
3.4	On non-employee costs, the significant forecast variances are attributable to an overspend in Property costs £0.771million and underspends relating to Supplies & Services and Transport costs of £0.676million and £0.386million respectively.							

3.5	Appendix A highlights several areas of risk to the reported financial position, most significantly in relation to property repairs and maintenance and 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 30 September 2024. The September resource monitoring report shows a current underspend against budget of £0.748million, with a forecast year-end underspend of £1.465million.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, Strategic Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A – Consolidated Financial Position	
Prepared by:	William Lindsay, Finance Business Partner	
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>24 October 2024</i>	<i>For Scrutiny/Decision</i>
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Scrutiny</i>

Appendix A
Consolidated Financial Position
September 2024

Content

Section	Description
1	Monitoring Report Overview
2	Forecast Assumptions
3	Budget Revision & Virements
4.1	Variance Analysis Graph by Expenditure Category
4.2	Variance Analysis Graph by Directorate
5.1	Wholetime
5.2	Control
5.3	On Call
5.4	Support
5.5	Other Employee
5.6	Property
5.7	Supplies & Services
5.8	Transport
5.9	Third Party Payments
5.10	Financing
5.11	Income
6	Progress on Budgeted Savings
7	Planned Actions
8.1	Estimated Range of Risks
8.2	Forecast Risks – Detail
8.3	Forecast Risks – Detail
8.4	Forecast Risks – Contingency

SFRS Resource Monitoring Report – September 2024

The report below covers the period 1st April 2024 – 30th September 2024. It highlights a year-to-date underspend of £0.748 million (0.5% of the year-to-date budget) with a forecast underspend of £1.465 million (0.5% 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	-	(91)	251,398	Employee Costs	124,819	124,029	790	0.6%	250,280	1,118	0.4%
242,775	-	(202)	242,573	Salary and Related Costs (including overtime)	120,430	119,980	450	0.4%	241,352	1,221	0.5%
167,617	-	(424)	167,193	Wholetime	82,861	83,156	(295)	-0.4%	166,863	330	0.2%
8,092	-	20	8,112	Control	4,015	3,947	68	1.7%	8,102	10	0.1%
28,021	-	-	28,021	On-Call	13,832	13,310	522	3.8%	27,755	266	0.9%
39,045	-	202	39,247	Support	19,722	19,567	155	0.8%	38,632	615	1.6%
8,714	-	111	8,825	Other Employee Costs	4,389	4,049	340	7.7%	8,928	(103)	-1.2%
3,824	-	113	3,937	Early Retirement Charges	1,945	1,833	112	5.8%	3,927	10	0.3%
1,076	-	-	1,076	Training	542	430	112	20.7%	1,104	(28)	-2.6%
2,573	-	(2)	2,571	Subsistence & Travel	1,307	1,202	105	8.0%	2,658	(87)	-3.4%
1,241	-	-	1,241	Other	595	584	11	1.8%	1,239	2	0.2%
31,507	-	(8)	31,499	Property Costs	19,572	20,141	(569)	-2.9%	32,270	(771)	-2.4%
27,203	(2,635)	(181)	24,387	Supplies & Services	12,768	12,620	148	1.2%	23,711	676	2.8%
6,030	-	-	6,030	Transport Costs	3,135	2,942	193	6.2%	5,644	386	6.4%
1,693	-	280	1,973	Third Party Payments	692	640	52	7.5%	1,889	84	4.3%
1,663	-	-	1,663	Financing	419	439	(20)	-4.8%	1,703	(40)	-2.4%
319,585	(2,635)	-	316,950	GROSS EXPENDITURE	161,405	160,811	594	0.4%	315,497	1,453	0.5%
(1,975)	-	-	(1,975)	Income	(848)	(1,002)	154	-18.2%	(1,987)	12	-0.6%
				Disposal of Assets	-	-	-	0.0%	-	-	0.0%
317,610	(2,635)	-	314,975	NET EXPENDITURE	160,557	159,809	748	0.5%	313,510	1,465	0.5%

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 unless other factors impact their pathway.
- The financial assumptions for retirals have been discussed with Workforce Planning and remain valid.
- WTFF recruitment has been included in the forecast based on current plans agreed by SLT.

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 include the NJC agreed uplift from January 2025.
- On Call activity levels are forecast based on current trends.

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 Support staff pay award, which has still to be agreed, has been forecast in line with budget.

Funding

- An additional £690,000, in respect of the Emergency Service Mobile Communication Platform (ESMCP), has been included in the budget. This figure will be revised later in the year following discussions with the Scottish Government.

Budget Revisions and Virements

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

- The allocation of earmarked budget to the Portfolio Office to support the Strategic Service Review Programme (SSRP). This has resulted in an increase in the budget for Employee Support costs of £107,000 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 budgets for Employee WT and Employee Support of £33,000 and £117,000 respectively and a reduction in the budget for Supplies & Services of £150,000.
- The allocation of budget to support the Women in the Fire Service event. This resulted in an increase in the budget for Subsistence & Travel of £2,000 and a corresponding reduction in the budget for Supplies & Services.

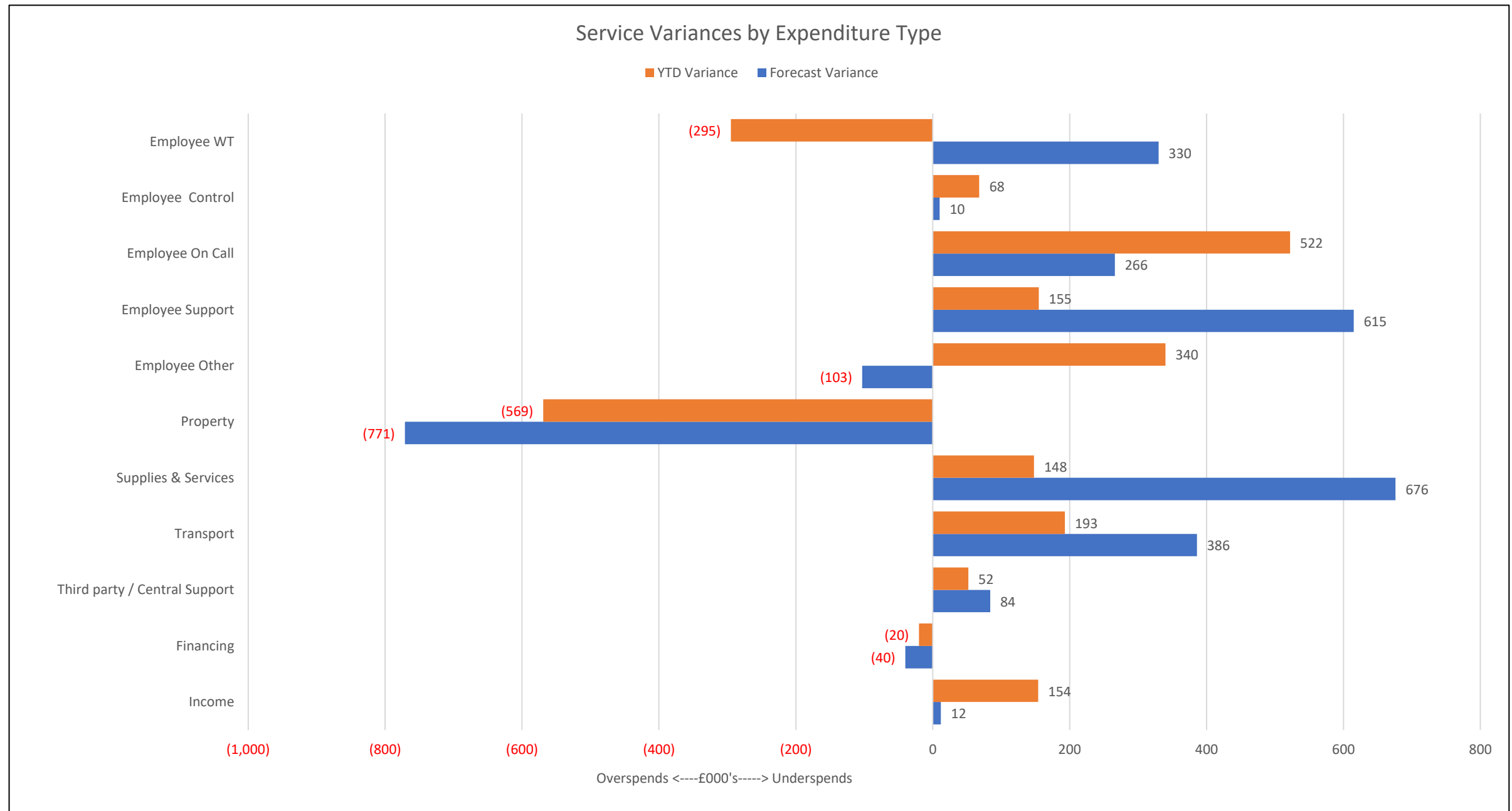
The table below highlights all the budget virements that have taken place within the current financial year.

Analysis of Budget Virements £000's

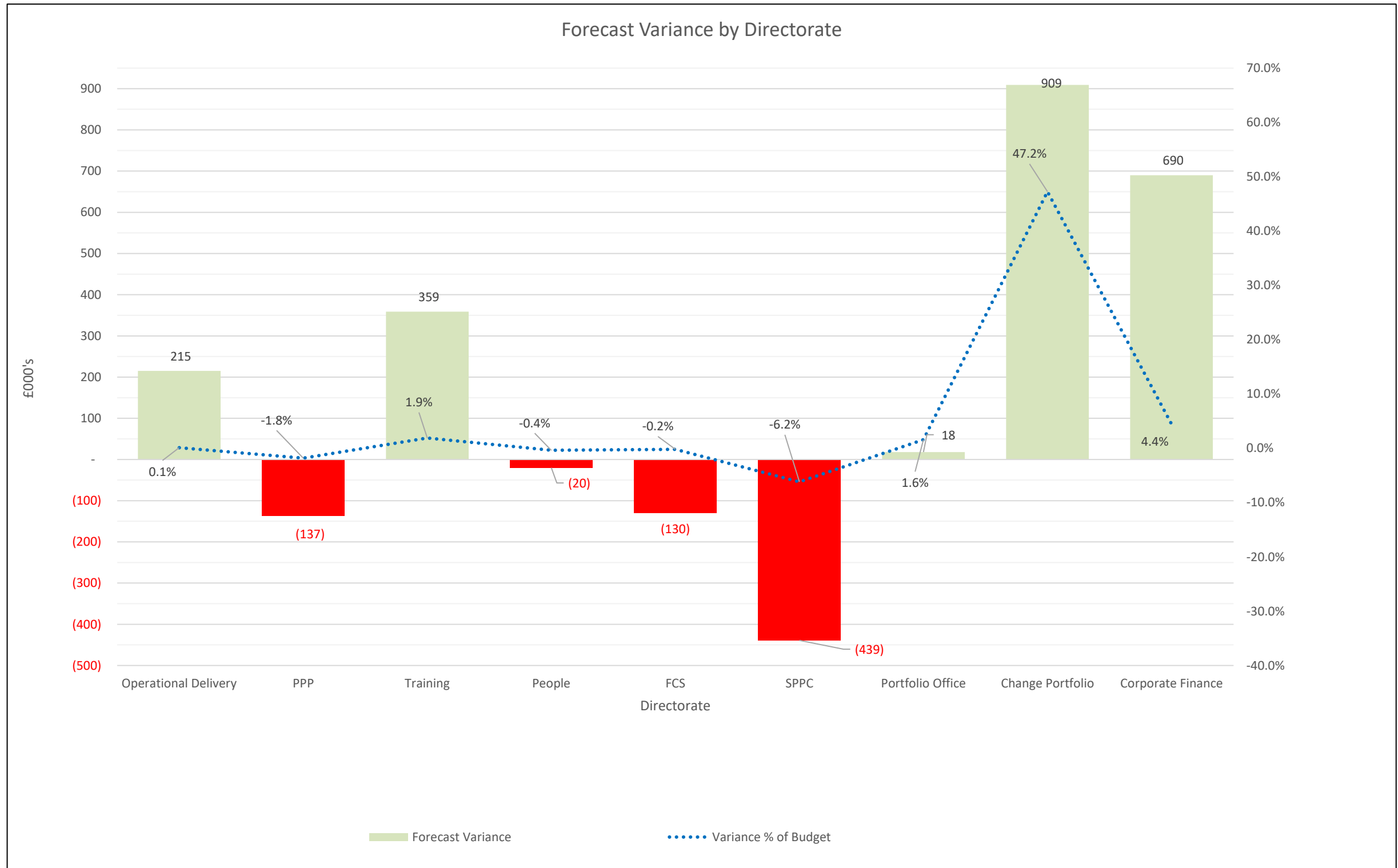
	Budget Approved by the Board	SSRP	PPFT	Development to Competent	Modern Apprenticeship Scheme	Pension Consolidation	Rostering	Firelink SG Transfer	ESMCP SG Transfer	Other	Revised Budget
Employee WT	167,617	-	-	(502)	-	-	33	-	69	(25)	167,193
Employee Control	8,092	-	-	-	-	-	-	-	-	20	8,112
Employee Retained	28,021	-	-	-	-	-	-	-	-	0	28,021
Employee Support	39,045	(418)	(100)	-	77	(250)	163	-	593	138	39,247
Employee Pension	3,824	-	-	-	-	-	-	-	-	113	3,937
Employee Training	1,076	-	-	-	-	-	-	-	-	-	1,076
Employee Subsistence & Travel	2,573	-	-	-	-	-	-	-	-	(2)	2,571
Employee Other	1,241	-	-	-	-	-	-	-	-	-	1,241
Property	31,507	-	-	-	-	-	-	-	-	(8)	31,499
Supplies & Services	27,203	418	100	502	(77)	(29)	(196)	(3,325)	28	(236)	24,387
Transport	6,030	-	-	-	-	-	-	-	-	-	6,030
Third party / Central Support	1,693	-	-	-	-	279	-	-	-	0	1,973
Financing	1,663	-	-	-	-	-	-	-	-	0	1,663
Unallocated Savings	-	-	-	-	-	-	-	-	-	0	-
Income	(1,975)	-	-	-	-	-	-	-	-	-	(1,975)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	317,610	0	-	0	(0)	0	0	(3,325)	690	(0)	314,975

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

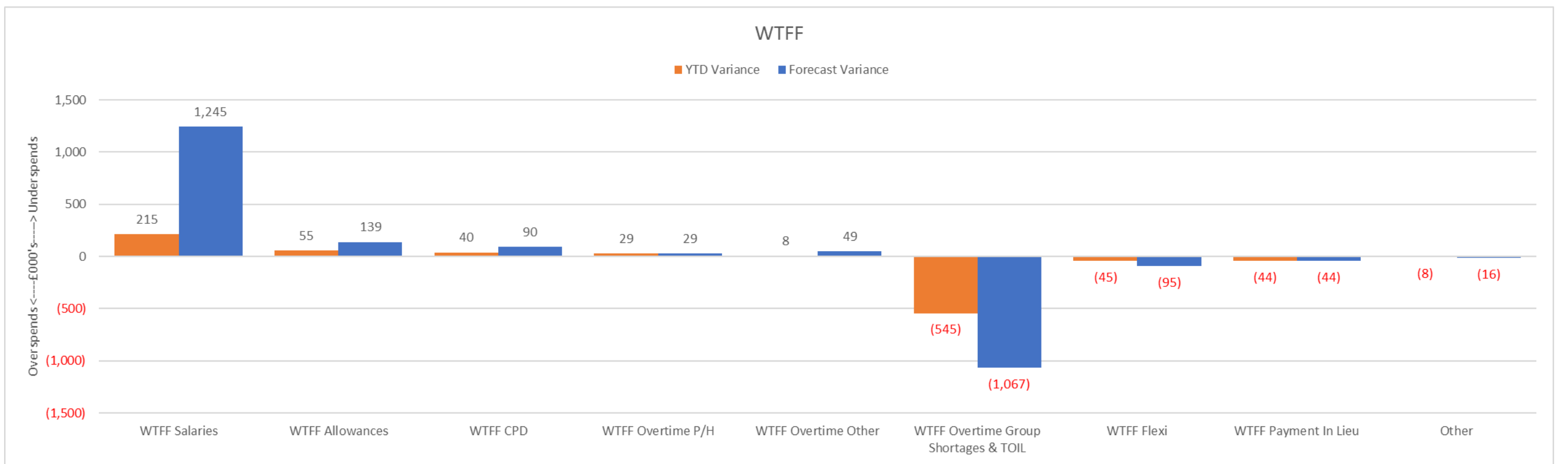


Variance Analysis by Directorate



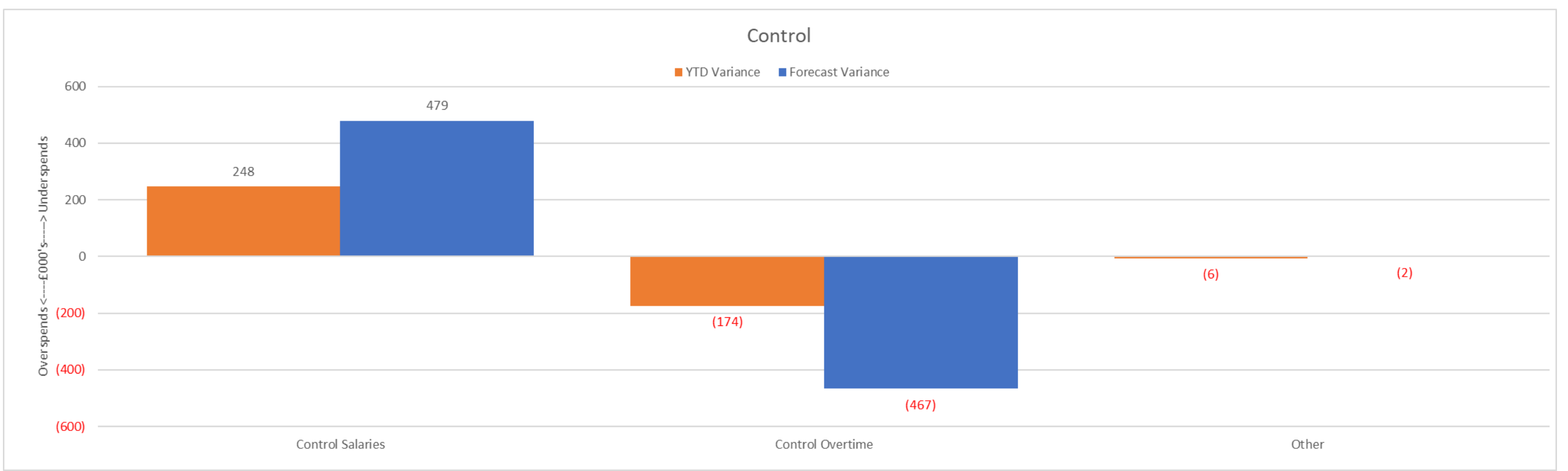
Wholetime

Year to Date (YTD)	Forecast
<p>Currently £295,000 overspent, representing 0.4% of budget.</p>	<p>Forecast to be £330,000 underspent, representing 0.2% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • WTFF Salaries – salaries due to current under-establishment and increased % of staff on development rate of pay. • Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. • CPD – the result of an increase in staff who have yet to become eligible to receive CPD payments. • Overtime P/H – the result of less staff receiving public holiday overtime payments. • WTFF Overtime Other – reduced incidents spanning shift changeovers and reduced payments in respect of holiday pay. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • WTFF Salaries – the forecast reflects the number of firefighters that are expected to leave during the financial year. Due to the greater number of retirements there has been a requirement to increase new recruits in January, February and March 2025 and this has been reflected in the forecast. • Allowances - the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. • CPD – the annual review of staff eligible for CPD payments took place in July 2024. 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. • Payments in Lieu - no further costs are forecast for the remainder of the year. • WTFF Overtime Other – this activity is not forecast to continue at current levels.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Overtime Group Shortages & TOIL - increased levels of overtime due to vacancies and lack of critical skills. • Flexi – additional flexi duty officers to cover sickness, acting up chains and to support corporate initiatives. • Payment in Lieu - payments in respect of untaken holidays. • WTFF Overtime Other – overtime to support the SVQ process, commercial event cover and the face fitting exercise. 	



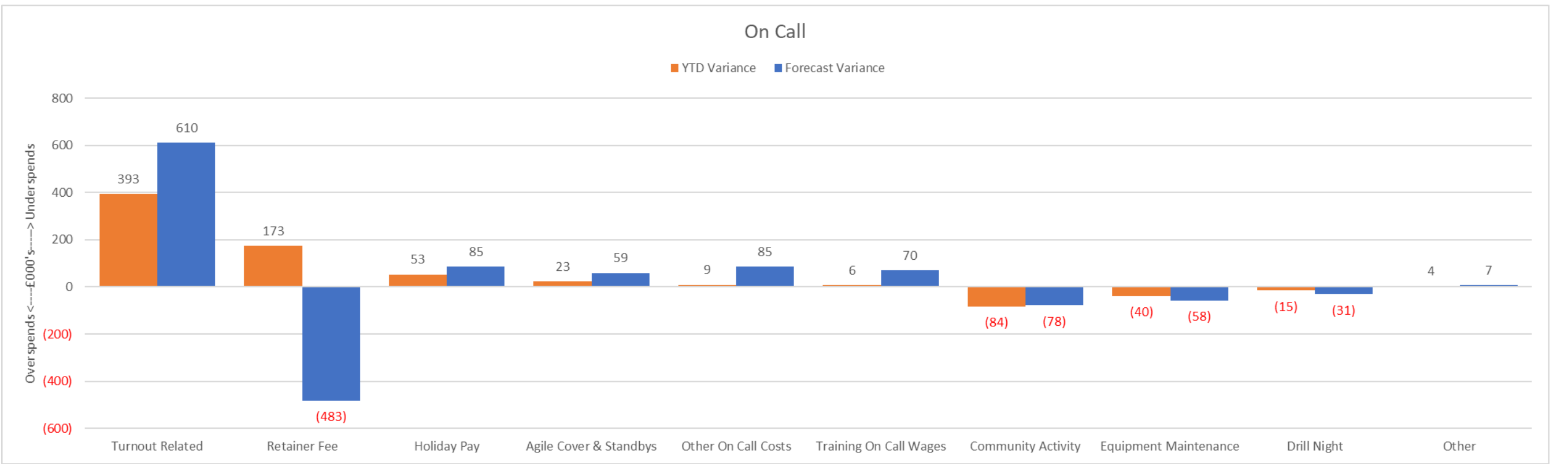
Control

Year to Date (YTD)	Forecast
Currently £68,000 underspent, representing 1.7% of budget.	Forecast to be £10,000 underspent, representing 0.1% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. At the end of September 2024 there were 11 FTE vacancies within the Control rooms. 	Changes in Financial Position: <ul style="list-style-type: none"> Salaries – the ongoing impact of current vacancies, staff in development roles and staff that have indicated they will be retiring. The forecast also includes the recruitment of 17 trainees due to start in January 2025. Overtime – the forecast is based on current activity levels required to support vacancies along with additional overtime required to provide training.
YTD Overspends: <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. 	



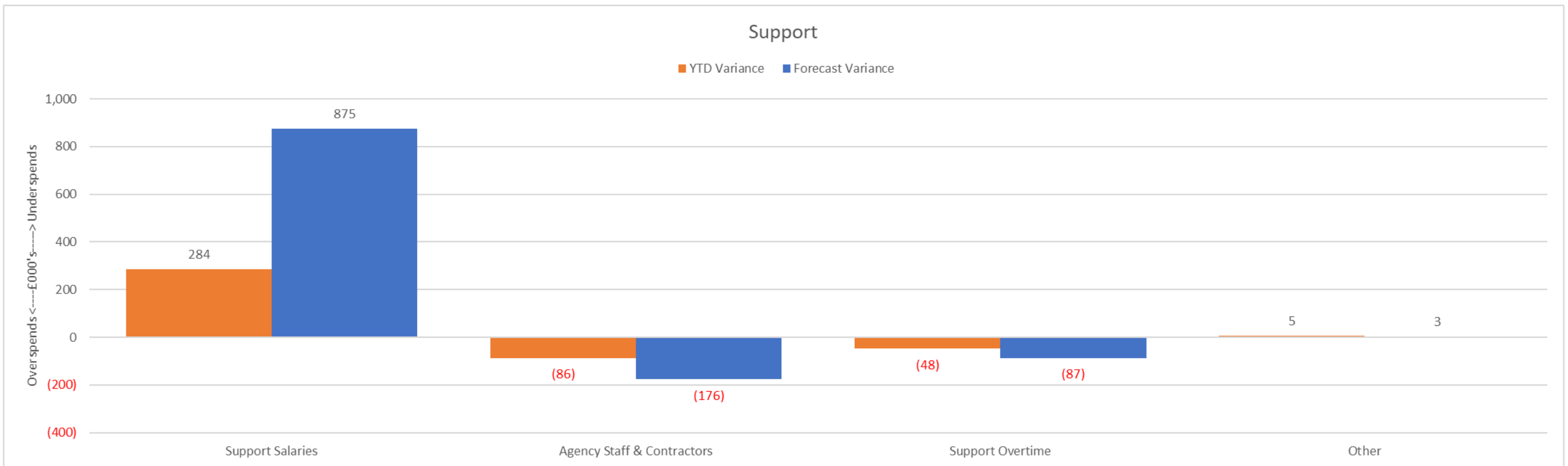
On Call

Year to Date (YTD)	Forecast
Currently £522,000 underspent, representing 3.8% of budget.	Forecast to be £266,000 underspent, representing 0.9% of budget.
<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 partly offset by increased sickness costs. • Training Wages – reduced payments for attendance at training courses. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Turnout Related – due to the volatility of these costs a cautious approach has been adopted. The forecast assumes costs will increase over 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. • 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. Sickness costs are forecast to return to budgeted levels. • Training Wages – the forecast assumes that training resources will be realigned to wholetime related activity. • 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 and introduction of the revised home fire safety visits from January 2025. • 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 £155,000 underspent, representing 0.8% of budget.	Forecast to be £615,000 underspent, representing 1.6% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – vacancies within the FCS and Training Directorates along with delays in the ESMCP project 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. In addition, the forecast includes efficiencies being delivered through the LGPS Pension Consolidation project scheduled from January 2025. Overtime - overtime is forecast to reduce as the year progresses.
YTD Overspends: <ul style="list-style-type: none"> Agency Staff & Contractors – additional costs for staff providing short-term resource within the FCS Directorate and within the Corporate Communications function along with temporary resource to support the Rostering project. Overtime – overtime required to provide cover for vacancies within Asset Management to ensure appliances remain operational. 	



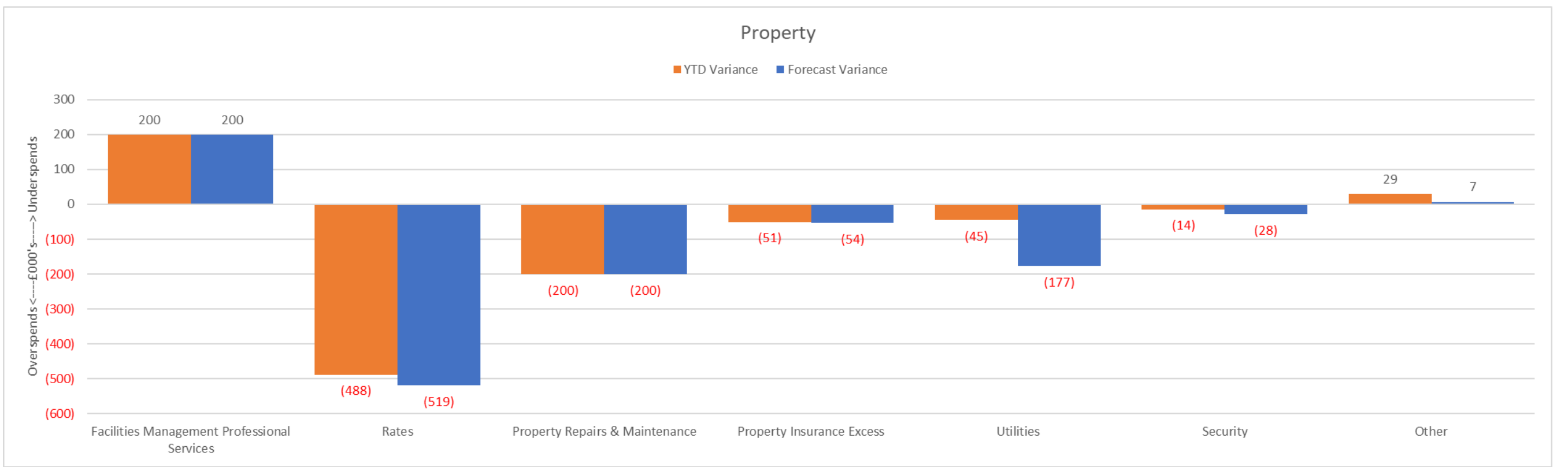
Other Employee

Year to Date (YTD)	Forecast
Currently £340,000 underspent, representing 7.7% of budget.	Forecast to be £103,000 overspent, representing 1.2% of budget.
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Pensions – reduced ill health commutation charges, with three lower tier and two upper tier retrials confirmed in the first six months. Training – externally provided operational training courses and learning & development courses account for most of the underspend. Training equipment purchases are also underspent. Travel – an increase in meetings being hosted on-line has contributed to reduced travel costs. Subsistence – delay to budgeted staff development days for supervisory managers across Operational Delivery. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Pensions – due to the volatility of ill health commutations the forecast remains on budget, with anticipated slight underspend in actual monthly pension costs. Training – training activity is expected to accelerate as the year progresses, with both learning & development courses and operational training courses forecast to be 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) and attend local development days. Subsistence – Forecast includes the planned development days for supervisory managers and the increase in accommodation costs for the additional trainees that are scheduled to start later in the year. <p>❖ Holiday Pay – whilst not currently included in the forecast, work continues to ascertain the impact of changes to the Roster calendar and the impact this will have on changes to the holiday pay accrual calculation.</p>
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Training – specialist training courses, mainly in respect of Fleet and Property. Travel - increased costs for staff attending training courses. Subsistence – increased number of FF Trainees requiring accommodation. 	



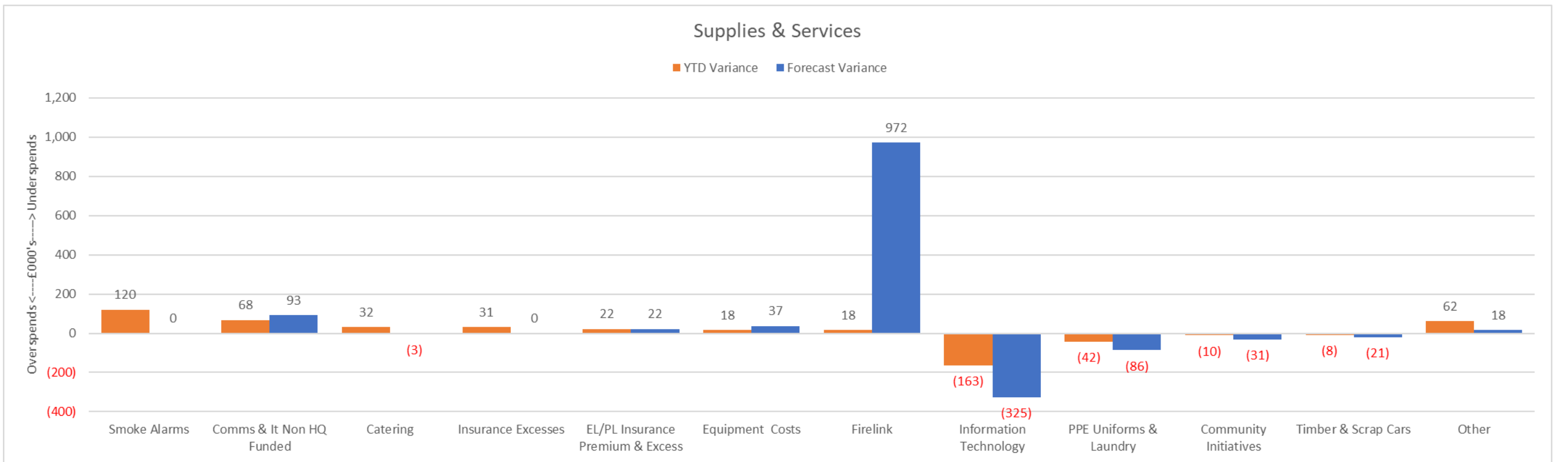
Property

Year to Date (YTD)	Forecast
<p>Currently £569,000 overspent, representing 2.9% of budget.</p>	<p>Forecast to be £771,000 overspent, representing 2.4% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Facilities Management Professional Services - reallocation of expenditure, relating to condition surveys, to the capital budget. Other – property adaptations and fixtures & fittings are both currently underspent along with costs for emptying the contaminated water tanks at Portlethen. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Facilities Management Professional Services – all remaining costs are forecast to be on budget. Rates – the forecast reflects a small number of sites still to be invoiced. Property Repairs & Maintenance – it is currently forecast that costs over the remainder of the year will be in line with the budget, but this will necessitate the need to carry out emergency only repairs in future months. 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, property adaptations and costs for emptying the contaminated tanks are all forecast to be in line with the budget. Other property costs are forecast to overspend in respect of CCTV charges.
<p>YTD Overspends:</p> <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 Repairs & Maintenance – 82% of the budget has now been committed with only 50% of the year complete. Property Insurance Excess – impact, water and storm damage, which includes a tree falling onto a property. Utilities – backdated electricity charges which are being challenged with the service provider. These are partly offset by savings in gas. Security – increased security at workshop sites following the introduction of the pilot change to working patterns within Asset Management. 	



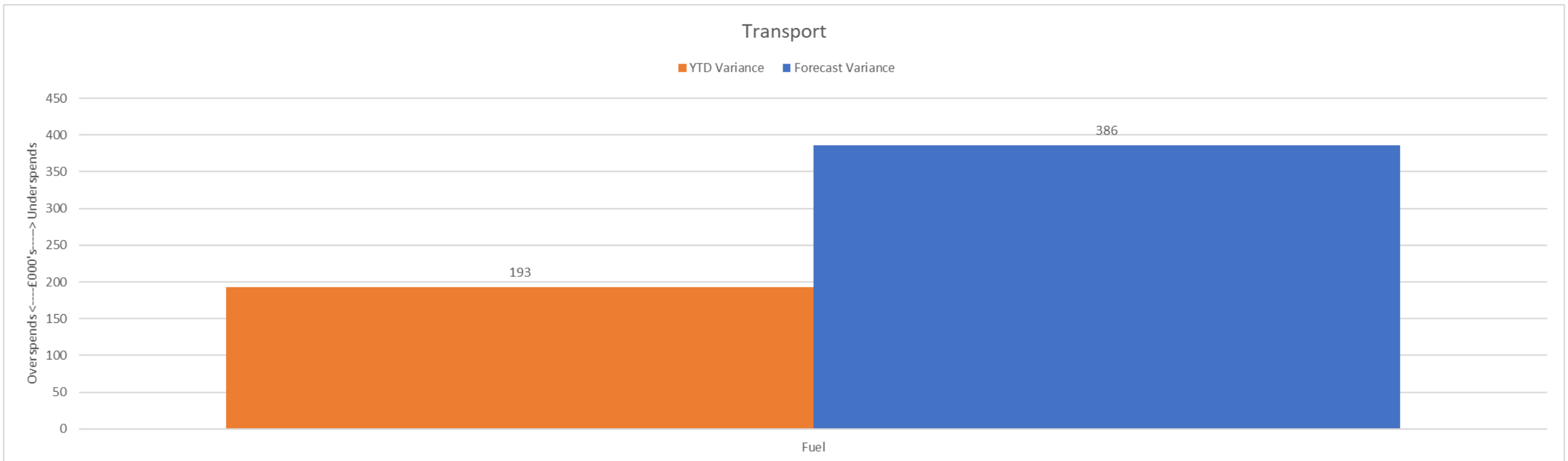
Supplies & Services

Year to Date (YTD)	Forecast
<p>Currently £148,000 underspent representing 1.2% of budget.</p>	<p>Forecast to be £676,000 underspent, representing 2.8% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Smoke Alarms - there has been no requirement to purchase any smoke alarms so far this year due to the utilisation of existing stock. Comms & IT Non HQ Funded – delays in the ESMCP / In-Vehicle Systems project. Catering - lower costs associated with trainee courses. Insurance Excess - reduced accidents incurring insurance excess charges. EL/PL Insurance Premiums & Excess - all current premiums are lower than budget. Equipment Costs – costs are being managed to offset the additional pressure in respect of PPE and Uniforms. Firelink - reduced costs for staff supporting Firelink. Other - gym equipment maintenance, medical supplies, printing and office consumables are all underspent. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Smoke Alarms – the forecast assumes the full year budget will be fully utilised. Comms & IT Non HQ Funded – spend in respect of the ESMCP / In-Vehicle System project is forecast to increase as the year progresses. Catering – forecast includes additional trainees in Quarter 4. Insurance Excess - due to the volatile nature of insurance claims the forecast has been kept on budget. EL/PL Insurance Premiums & Excess - no more premiums are expected. 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. Community Initiatives – further initiatives are planned later in the year. Timber & Scrap Cars - costs are forecast to increase for the remaining months of the year. Other – gym equipment maintenance and medical supplies are forecast to be on budget. Printing and office consumables spend are forecast to increase over the remainder of the year.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Information Technology - software costs which were expected to be capitalised, unbudgeted enhancements to existing systems and contractual increases. PPE Uniforms & Laundry – increased uniform costs for new trainees. Community Initiatives – over recovery of income being used to support additional local initiatives. Timber & Scrap Cars - accelerated spend on timber at the start of the year. 	



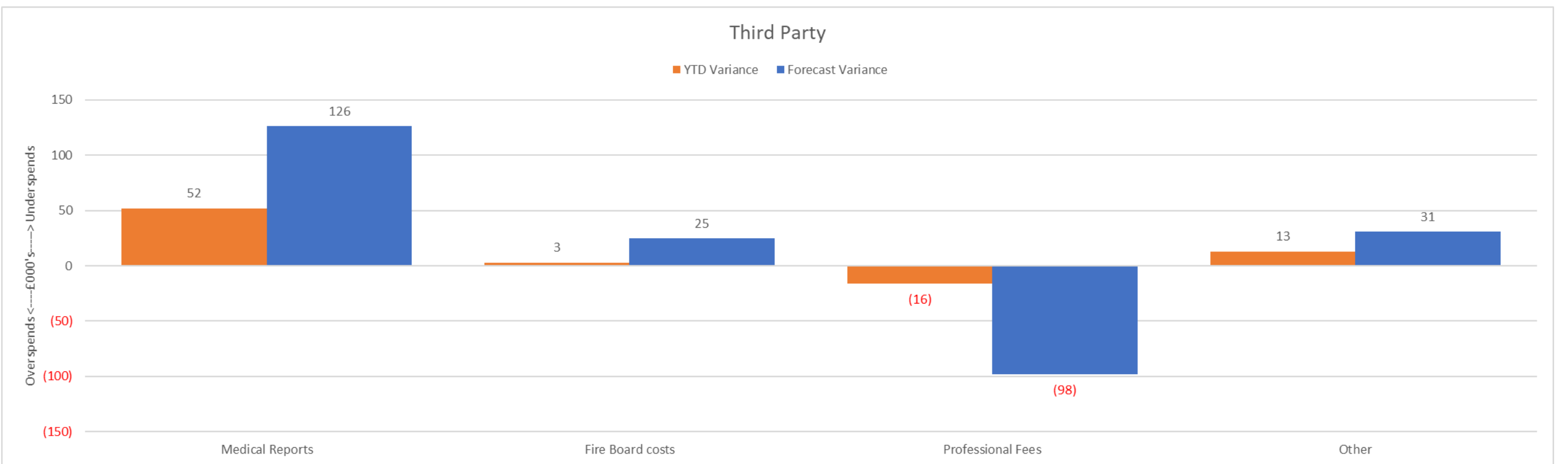
Transport

Year to Date (YTD)	Forecast
Currently £193,000 underspent representing 6.2% of budget.	Forecast to be £386,000 underspent, representing 6.4% 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: Fuel - the impact of lower fuel prices and reduced consumption is forecast to continue for the remainder of the financial year
YTD Overspends:	



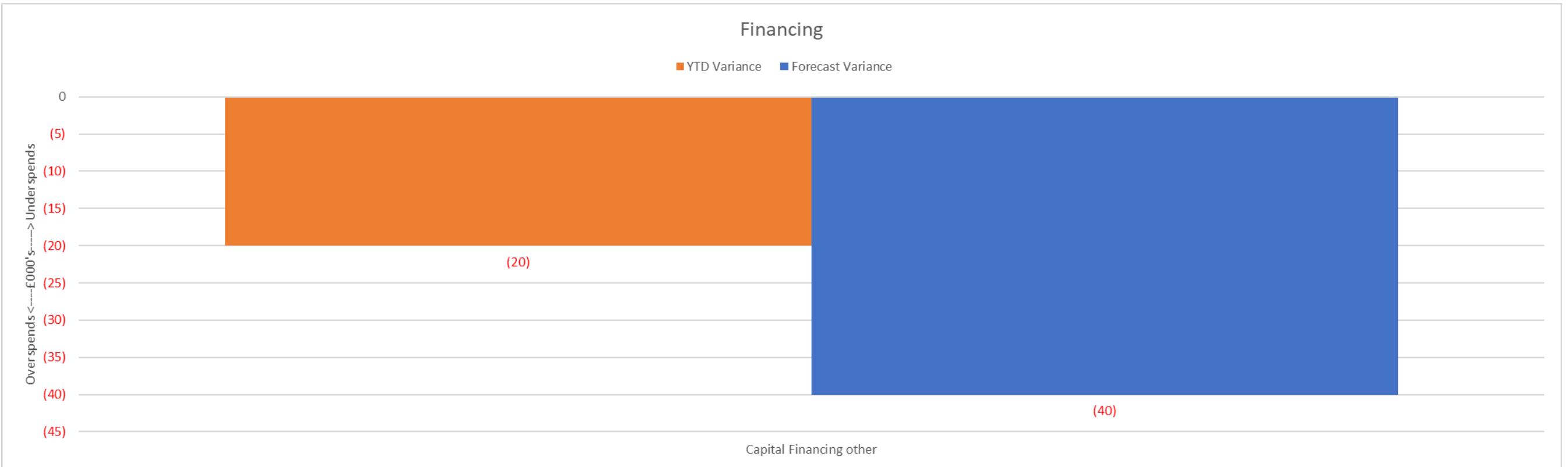
Third Party Payments

Year to Date (YTD)	Forecast
Currently £52,000 underspent representing 7.5% of budget.	Forecast to be £84,000 underspent, representing 4.3% of budget.
YTD Underspends: <ul style="list-style-type: none"> Medical Reports - reduced uptake in the number of staff being reassessed as part of the ongoing pension remedy exercise along with reduced costs for the assessments. Other – reduced spend on counselling services and payments to other bodies. 	Changes in Financial Position: <ul style="list-style-type: none"> Medical Reports – all assessments have now been completed and a reduction in the number of appeal panels required is forecast. Fire Board costs - forecast to underspend following resignations. Professional Fees – costs for implementation of software, which were previously expected to be capitalised will occur later in the year. Other - counselling services costs are forecast to increase. SMARTEU costs are also forecast to be below budget.
YTD Overspends: <ul style="list-style-type: none"> Professional Fees – required to deliver and implement an ICT contract. 	



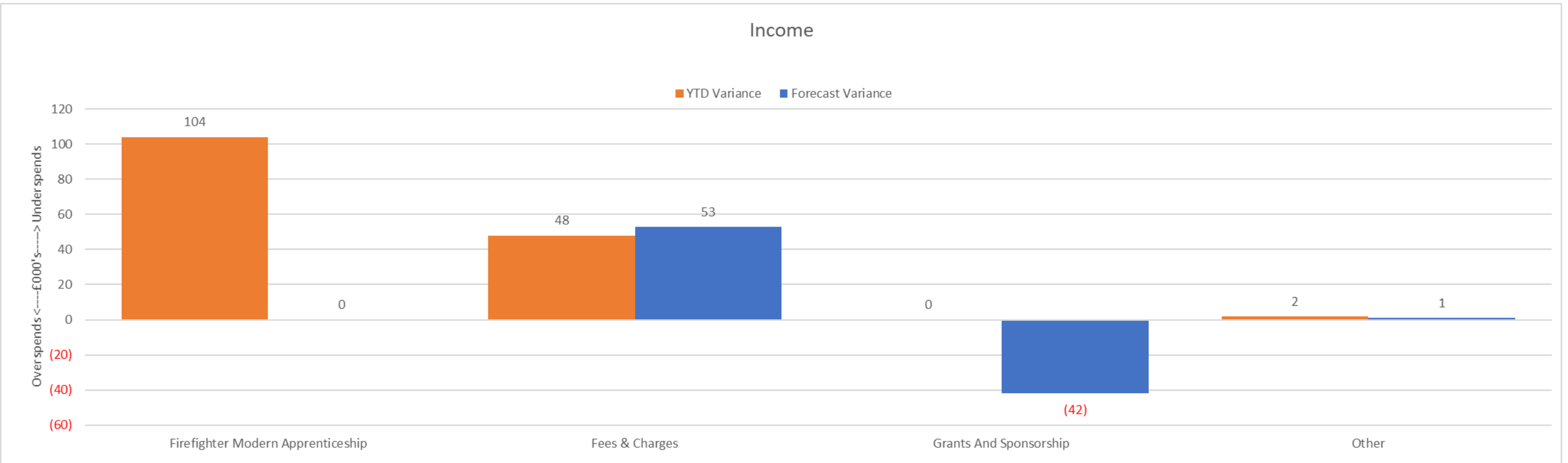
Financing

Year to Date (YTD)	Forecast
Currently £20,000 overspent representing 4.8% of budget.	Forecast to be £40,000 overspent representing 2.4% of budget.
YTD Underspends:	Changes in Financial Position: Capital Financing Other – the increased costs for financing the Service’s legacy loans is forecast to continue for the remainder of the financial year.
YTD Overspends: Capital Financing Other – increased costs for financing the Service’s legacy loans.	



Income

Year to Date (YTD)	Forecast
Currently £154,000 over-recovered representing 18.2% of budget.	Forecast to be £12,000 over-recovered representing 0.6% of budget.
YTD Over-Recoveries: <ul style="list-style-type: none"> Firefighter Modern Apprenticeship – accelerated recovery of modern apprenticeship income as staff successfully complete their Scottish Vocational Qualification. Fees and Charges – additional income following support provided at commercial events. 	Changes in Financial Position: <ul style="list-style-type: none"> Firefighter Modern Apprenticeship - income relating to the modern apprenticeship is capped and the forecast is therefore on budget. Opportunities to recover income in excess of the cap are currently being explored. Fees and Charges – the forecast does not include any further unbudgeted income. The over recovery is being used to support community initiatives. Grants and Sponsorship – revised EV charging forecast.
YTD Under - Recoveries:	



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	3,394	3,602	G+	6,788	7,873	G+	Recurring	394	Increased levels of leavers are forecast to result in a further underspend in WTFF salaries, this is partly offset by an increase in overtime costs and the need to recruit additional firefighters.
On-Call	415	748	G+	829	1,336	G+	Recurring	(22)	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	400	359	A	800	609	A	Recurring	(68)	Increased utility costs.
Supplies & Services	155	180	G+	310	360	G+	Recurring	20	Reduced equipment costs.
Transport Costs	-	-	P	-	-	G	Recurring	-	
Third Party Payments	39	23	A	78	(17)	R	Recurring	(5)	Software implementation costs which were originally planned to be allocated to the capital budget.
Financing	89	68	A	177	137	A	Recurring	-	Increased costs for servicing legacy loans.
Income	38	38	G	75	33	A	Recurring	(42)	Reduced EV grant funding.
TOTAL	4,529	5,018	G+	9,057	10,331	G+		277	

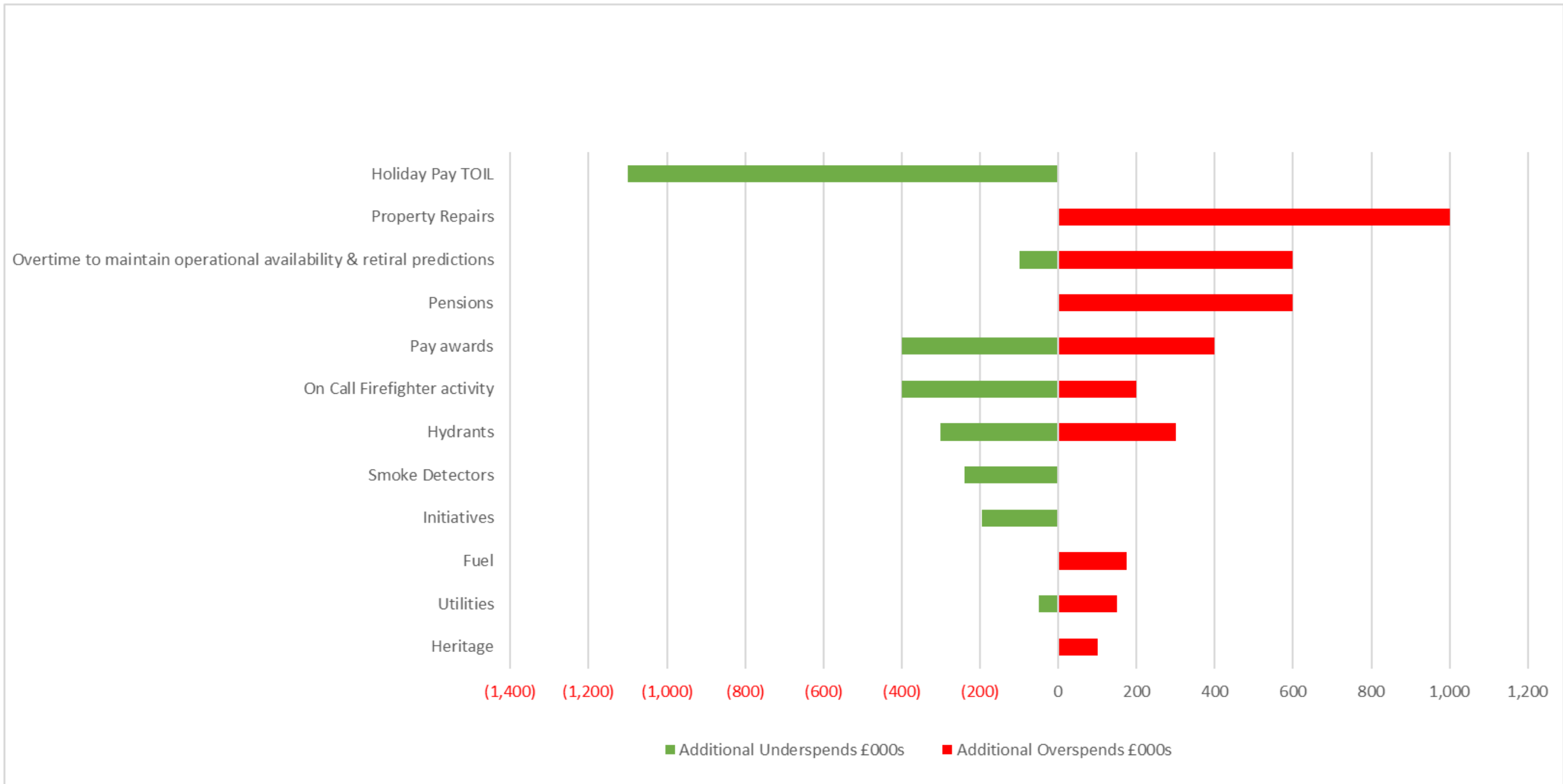
Key

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 September 2024, 157 firefighters have confirmed leaving dates for 2024/2025, an increase of 9 from August 2024.	People / FCS		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.	The August 2024 trainee intake was increased. Plans are in place to; migrate On Call firefighters, increase the February 2025 intake and recruit transfers from other Fire Services.	All	Costs included in the current forecast	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 and will be presented to 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. SLT have introduced control processes to sign-off on all Support Staff recruitment.	Corporate Service Review SRO	None identified at this stage	On Target
Property Repairs and Maintenance	SLT to consider the approval of a draw from contingency to support the ongoing maintenance of the estate and prevent the service introducing emergency only works.	Based on current forecast this is an appropriate action to effectively utilise the current resource budget.	SLT	£0.5m	On Going
Supplies & Services - Firelink	The underspend in respect of Firelink has been transferred to Corporate Finance to support wide Service objectives. 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.	Property repairs have been identified as one area where additional resource budget of up to £1.3m could be utilised effectively in 2024/2025. This would help reduce pressure on the budgets for future years.	All	Up to £1.3m	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 whilst ensuring sufficient contingency balance remains to accommodate any unforeseen costs.	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. <ul style="list-style-type: none"> • Rates • Financing Costs 	FCS	£0.517m Rates £0.04m Financing	On Target
	TOTAL			£2.357m	

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£2,785

Total Overspend Risk to Reported Position £000

£3,524

Financial Risks

High Impact Risks

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.

Overtime / Retiral Predictions / New Recruits

- Future retirals may result in the need to use overtime to maintain availability.

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.

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.

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.

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

Smoke Detectors

- There is a risk that current stock levels are sufficient to meet the Service's requirement and that the forecast for purchases in the current financial year is not required.
- There is a risk that changes to the home fire visit policy result in changes to demand which vary from the current forecast.

Initiatives

- There is a risk that there may be delays in the delivery of initiatives which result in forecast spend for this year not being realised.

Fuel

- There is a risk that prices will increase due to the current conflict in the Middle East.

Utilities

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

Heritage

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

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

Contingency Fund

Contingency Fund 2024/25	Period of adjustment	Total
Original Fund Allocation		999
Pension Consolidations BC to be prepared		29
Contaminants - BC to be prepared		328
Rostering - BC to be prepared		252
PPFT - Business Case		260
PPFT - Vacant Posts		100
Island Allowance - BC to be prepared		41
Asbestos Screening - BC to be prepared		168
Inflation effect on projects		13
SSRP - BC Staff posts		691
Opening Contingency Fund		2,880
Utilisation of Contingency		
Jenners budget correction	April	(10)
Remove travel & subsistence from seconded officers	April	3
STC secondee correction	April	5
Market allowance budget to Portfolio Office	April	(14)
Development to Competent budget correction	April	508
FBU missing LGPS	April	(3)
Staffing budget correction PPFT / Rostering	April	(57)
Modern Apprentice Business Case	May	(77)
Pensions Consolidation Post	May	(25)
Health & Safety budget correction	May	(6)
ICT Budget Correction	May	(78)
In-Vehicle Systems	May	33
Corporate Finance minor budget corrections	June	4
Portfolio Staffing	June	(86)
Inflationary impact on injury benefits & unfunded pensions	June	(113)
Portfolio Staffing	July	(68)
Rostering	July	(98)
Coronation Coins	August	(5)
Pension Consolidation	August	(4)
Portfolio Staffing	August	(28)
PPFT	September	(363)
Rostering	September	(156)
Women in the Fire Service Event	September	(5)
Portfolio Staffing	September	(107)
Amount utilised in year		(749)
Current Contingency Fund		2,132
Contaminants		332
Island Allowance		41
Asbestos Screening		170
Portfolio Office Staffing		402
Ring Fenced For Business Cases		946
Unallocated Contingency Fund		1,186

To help provide cover for unknown financial risks the Service holds a contingency fund. This fund is used throughout the year to provide budgets for unexpected events and to allow for corrections to be made to the existing budget in light of new information.

The contingency fund includes ring fenced budget for initiatives which will be released once business cases are approved and costs start being incurred.

The table provides an analysis of the contingency fund and the adjustments that have been made so far this year.

The forecast assumes that the contingency fund will be fully utilised during the year.

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



Report No: B/FCS/15-24

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 OCTOBER 2024							
Report Title:	CAPITAL MONITORING REPORT 2024/25 – SEPTEMBER 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>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To advise the Board of the actual and committed expenditure against the 2024/25 capital budget for the period ending 30 September 2024.							
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 and 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:							
	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 30 September 2024							
3.1	Capital Expenditure has been programmed based on available funding as shown in the table below. The approved budgets and forecasts have been updated to reflect budget virements that were approved by the Board and Scottish Government in August/September:							

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	10,730	3,068	24	3,462	4,152	10,730	0
Property – Minor Works	7,790	570	0	1,640	5,580	7,790	0
Vehicles	9,651	6,650	0	527	2,474	9,651	0
ICT	8,788	1,277	25	2,083	5,403	8,788	0
Operational Equipment	6,067	398	30	1,862	3,778	6,067	0
TOTAL EXPENDITURE	43,026	11,963	79	9,574	21,387	43,026	0
Percentage of Budget	100.0%	27.8%	0.2%	22.3%	49.7%	100.0%	0.0%

3.2 Position Summary **as at 30 September 2024:**

- The actual and receipted capital expenditure to date is £9.653m (22.4%) with a further £11.963m (27.8%) of committed expenditure.
- The current capital forecast is £43.026m compared to the approved capital budget of £43.026m.
- Property Major Works has a Budget RAG status of Amber due to uncertainty about the progress/timing of some projects. Minor internal virements will take place in the coming months, which will enable the Budget RAG status to move to Green.
- ICT Equipment has a Budget RAG status of Amber as minor internal virements are required in the coming months, which will enable the Budget RAG status to move to Green.
- 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.
- Budget virements in the Period are detailed in Appendix A.

3.3 Appendix A provides a detailed breakdown of the Capital financial position at 30 September 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 should additional budget become available.

4 Recommendation

4.1 The Board is asked to:

- scrutinise the level of actual and committed expenditure for the period ended 30 September 2024
- that the actions in progress be noted

5 Key Strategic Implications

5.1 **Risk**

5.1.1 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.

5.1.2 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.
5.2 5.2.1	Financial Financial implications are detailed within the report.
5.3 5.3.1 5.3.2	Environmental & Sustainability Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric 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.
5.4 5.4.1	Workforce SFRS employees will benefit from this investment in our asset base.
5.5 5.5.1	Health & Safety The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6 5.6.1	Health & Wellbeing No Health & Wellbeing implications identified.
5.7 5.7.1 5.7.2	Training The capital programme includes significant investment in training facilities. Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Service Delivery Board.
5.8 5.8.1	Timing This report covers the period up to 30 September 2024 and known events just after the period end.
5.9 5.9.1	Performance Total forecast expenditure at 30 September 2024 is £43.026m compared to the budget of £43.026m, which is detailed at Section 3 and Appendix A.
5.10 5.10.1	Communications & Engagement Key stakeholders are engaged during project development and implementation.
5.11 5.11.1 5.11.2	Legal and Regulatory External legal support is in place to facilitate the sale of assets. Following Board approval, it was necessary to seek Scottish Government approval to progress the budget changes through the Accountable Officer (AO) Template process, in light of new expenditure controls now in place. Scottish Government confirmed approval of the budget changes in September 2024.
5.12 5.12.1	Information Governance There are no specific Information Governance implications associated with this report.

5.13	Equalities	
5.13.1	There are no specific equalities implications associated with this report.	
5.14	Service Delivery	
5.14.1	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.	
5.14.2	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.	
6	Core Brief	
6.1	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 30 September 2024.	
6.2	It is currently anticipated that the approved budget of £43.026m will be spent out by 31 March 2025.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	The financial position is closely reviewed monthly with budget holders, and budget variances and forecasts are highlighted. During the year Strategic Leadership Team (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 – September 2024	
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	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>24 October 2024</i>	<i>For Information / Scrutiny</i>
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Scrutiny</i>

Capital Monitoring Report

September 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 – September 2024

Full Year Actuals/Forecast v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actuals		Forecast		£000's			
				Q1	Q2	Q3	Q4				
				Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status
Property Major Works	13,330	(2,600)	10,730	1,089	2,396	1,945	5,300	10,730	0	0%	Yellow
Property Minor Works	5,720	2,070	7,790	356	1,284	1,237	4,912	7,790	0	0%	Green
Vehicles	5,426	4,225	9,651	13	514	2,462	6,662	9,651	0	0%	Green
ICT	13,053	(4,265)	8,788	432	1,676	2,662	4,017	8,788	0	0%	Yellow
Operational Equipment	5,497	570	6,067	554	1,337	2,091	2,086	6,067	0	0%	Green
Total Expenditure	43,026	0	43,026	2,444	7,207	10,397	22,977	43,026	0	0%	Yellow
Cumulative Total				2,444	9,651	20,048	43,026				Grey

Capital Monitoring – September 2024

Year to Date Budget virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	13,330	-2,600	10,730	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. Internal virements for Property Major Works in period 5 totalled £0.530m, vired to Minor Works. Net movement at Period 6 is (£2.600m).
Property Minor Works	5,720	2,070	7,790	Internal virement in period 5 for £0.530m from Property Major Works to Minor Works. Virement in period 5 from NMS of £1.54m to Minor Works. Net movement at Period 6 is £2.070m.
Vehicles	5,426	4,225	9,651	Internal virements in Period 3 for £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. Virement in period 5 from NMS for £4.225m to Frontline Appliances (£3.675m) and DIM (£0.550). Net movement at Period 6 is £4.225m.
ICT	13,053	-4,265	8,788	Internal virement in Period 2 with £0.100m vired from Telephony to Operational Mobilisation. Virement in period 5 with £6.000m vired from NMS to Fleet, Property and Ops Equipment. Net movement at Period 6 is (£4.265m).
Operational Equipment	5,497	570	6,067	Virement of £0.570m from NMS to Operational Equipment in period 5. Net movement at Period 6 is £0.570m
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 and Newcraighall Fire Station Re-developments are progressing well, with Newcraighall due to complete by the end of the calendar year.
- Dingwall Fire Station Re-development was complete in the month and handed over to SFRS.
- 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

- Assessment of scope, design requirements, costs and programme for Training Estate projects ongoing.
- Enabling works for Calton Fire Station are due to start before the end of the calendar year with main works due to start in the new year.



Milestone RAG

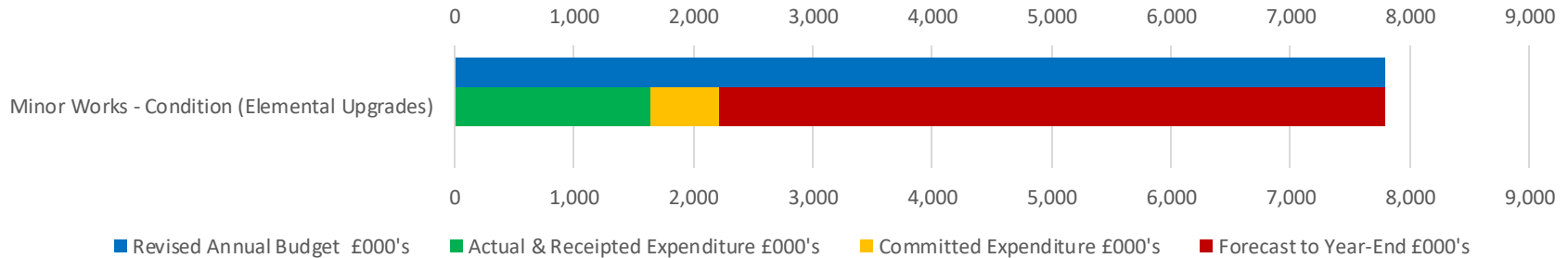
- Four projects have a RAG status of Amber and the remainder have a RAG status of Green. The overall Milestone RAG status is Amber as there are some future minor virements required to balance the forecasts.

Deviation from Budget RAG

- Virements were approved in August at SLT/Board for Property Major works underspends. Scottish Government approved all necessary budget virements in September and projects are now re-aligned. RAG status remains at Amber as there are some future minor virements required to balance the forecasts.

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 91 projects now complete, 27 in progress, 26 programmed, 52 instructed, 19 being priced, 11 in design and 18 on hold/proposed awaiting assessment. 	<ul style="list-style-type: none"> Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.



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.

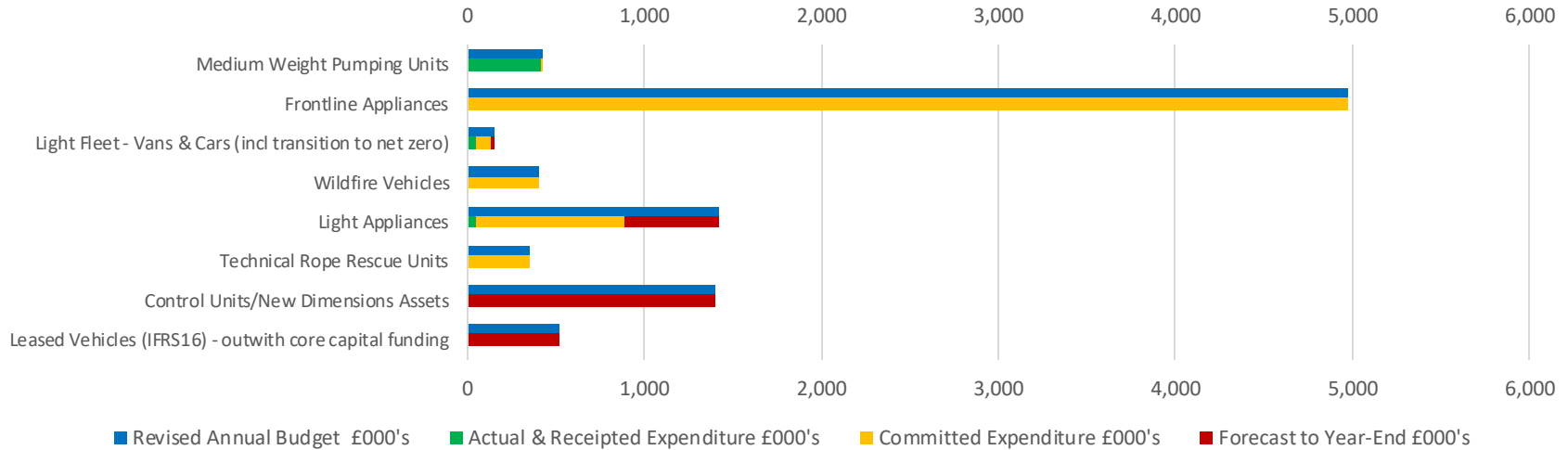
Vehicles

Progress in the month

- Two of the 4x4 Wildfire Support Units from a batch of four were complete in September.
- Orders were placed for an additional 20 Frontline Appliances in the month, due to the additional budget virement in the month of £3.675m.

Progress anticipated in coming months

- During 2024/25, completion of two 4x4 Wildfire Support Units, 24 Light Weight Pumping Units and four Technical Rope Rescue Units.
- Delivery of two management team cars.
- Orders to be placed for additional DIM Vehicle.



Milestone RAG

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

Deviation from Budget RAG

- Budget RAG status is Green.

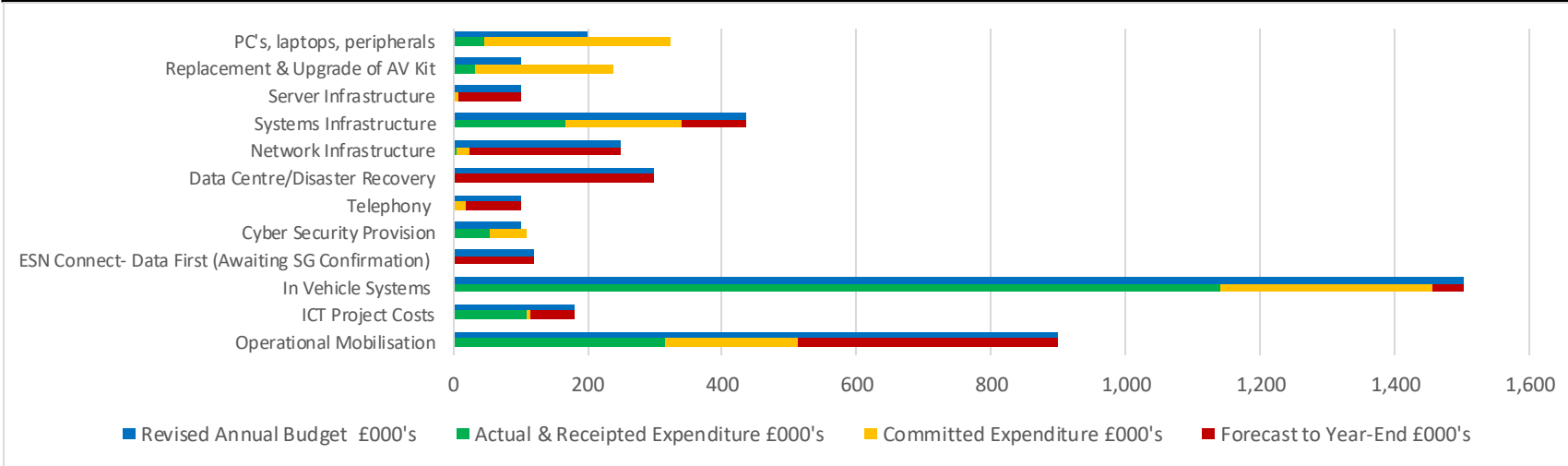
ICT Equipment (excl NMS)

Progress in the month

- Continuation of work in relation to the DS3000 Integrated Communication Control System (ICCS).
- The final batch of Fireground Radios for the Operational Mobilisation project were received in the month and orders placed for Intrinsically Safe Fireground Radios.

Progress anticipated in coming months

- 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

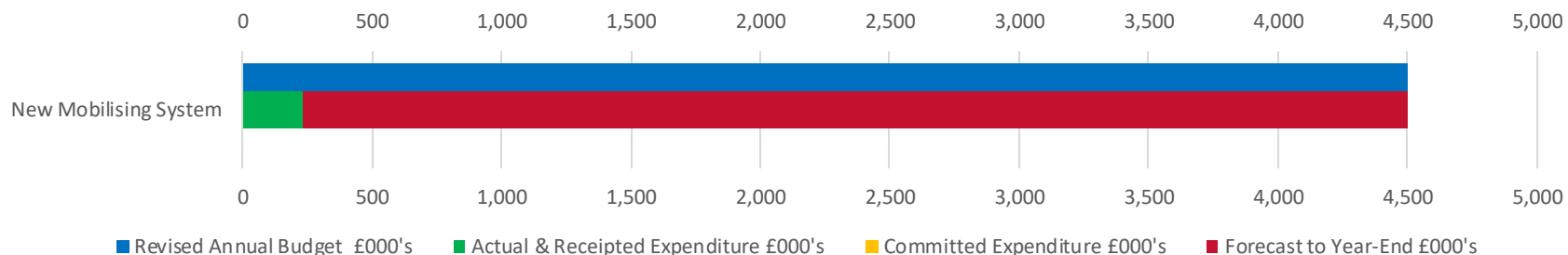
- All ICT projects are on track with a Milestone RAG status of Green.

Deviation from Budget RAG

- Budget RAG status is Amber due to some internal budget virements still to take place across some ICT projects. When these virements are complete, the RAG status will return to Green.

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 now expected in October.



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. The contract award has been going to plan over the past few weeks and the Milestone RAG is likely to change to Green when contract awarded. 	<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 in October. Budget was therefore vired in the month to Fleet, ICT and Ops Equipment, to cover the anticipated underspend. RAG status will move to Green when contract awarded.

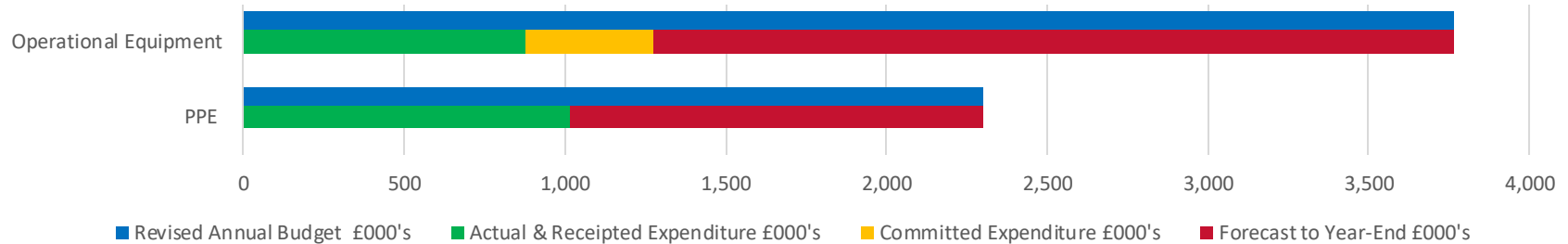
Operational Equipment

Progress in the month

- Completion of collation of data for contaminants PPE reserve stock and order now placed with supplier.
- Review of contaminant hazardous waste bin requirements ongoing.
- Delivery of Flood Response PPE Helmets and Flood Response Personal Flotation Devices (PFD) PPE.

Progress anticipated in coming months

- Orders to be placed for contaminants PPE and contaminant hazardous waste bins.



Milestone RAG

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

Deviation from Budget RAG

- Planning assumptions have changed, with an increase in recruits expected over the financial year, resulting in a possible forecast overspend in the PPE line. Minor budget virements will be done in the coming months to balance this line.

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



Report No: B/FCS/16-24

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 OCTOBER 2024							
Report Title:	RESOURCE BUDGET OUTTURN REPORT – 2023/2024							
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 financial year 2023/2024, including progress against previously agreed savings.							
2	Background							
2.1	The Scottish Government initially allocated funding to Scottish Fire and Rescue Services (SFRS) for 2023/24 of £363.7million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £304.2million and £32.5million respectively, and £27million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	The Scottish Government Spring and Autumn Budget Reviews have now concluded, and these include the following adjustments to the Resource budget: <ul style="list-style-type: none"> - An additional £4.4million in respect of the budget pressure that SFRS faces following the two-year pay deal. - An additional £0.460million for Emergency Services Mobile Communications Programme (ESMCP). - An additional £0.056million to support Safer Communities. - A reduction of £4.261million relating to Firelink. - A reduction of £0.478million in respect of IFRS16. 							
2.3	The budget revisions have therefore resulted in a revised Resource budget of £304.377million which has been reflected in this report.							
3	Main Report/Detail							
3.1	A summary of the consolidated financial position for the financial year 2023/2024 is attached in Appendix A.							
3.2	This report details the final overspend against budget of £0.930million and explains the areas where there have been significant changes in comparison to the February forecast of £1.060million.							
3.3	The outturn highlights that employee costs overspent by £0.639million. There were underspends on Wholetime of £0.068million, Control £0.034million, On-Call £0.605million and Support £0.223million.							
3.4	Other Employee related costs overspent by £1.569million, mainly the result of an increase in the holiday pay accrual relative to 2022/2023.							

3.5	On non-employee costs there were overspends in Property £0.735million, Third Party Payments of £0.064million and Financing Charges of £0.024million. Supplies & Services and Transport costs underspent by £0.084million and £0.077million respectively.
3.6	Income over recovered by £0.390million and there was a loss on disposal of fixed of assets of £0.019million.
3.7	Work is underway to ensure changes to the rostering calendar for wholetime firefighters, which determine how their holiday entitlement is allocated, can be identified early and reflected in forecast for future years.
4	Recommendation
4.1	The Board is asked to: <ul style="list-style-type: none"> • scrutinise the final outturn position for the financial year 2023/2024, • note the outturn against planned savings
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 5.11.1	Legal 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 5.12.1	Information Governance 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 outrun budget position for the financial year 2023/2024. The final resource monitoring report shows a final overspend against budget of £0.930million representing a favourable swing of £0.130 million, compared to the February forecast, to bring the outturn closer to the budgeted position.	
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: Resource Budget Outturn Report 2023-24	
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
<i>Strategic Leadership Team</i>		<i>24 October 2024</i>
<i>SFRS Board</i>		<i>31 October 2024</i>
		Report Classification/ Comments
		<i>For Information / Scrutiny</i>
		<i>For Scrutiny</i>

Appendix A

March 2024

March 2024 - Contents

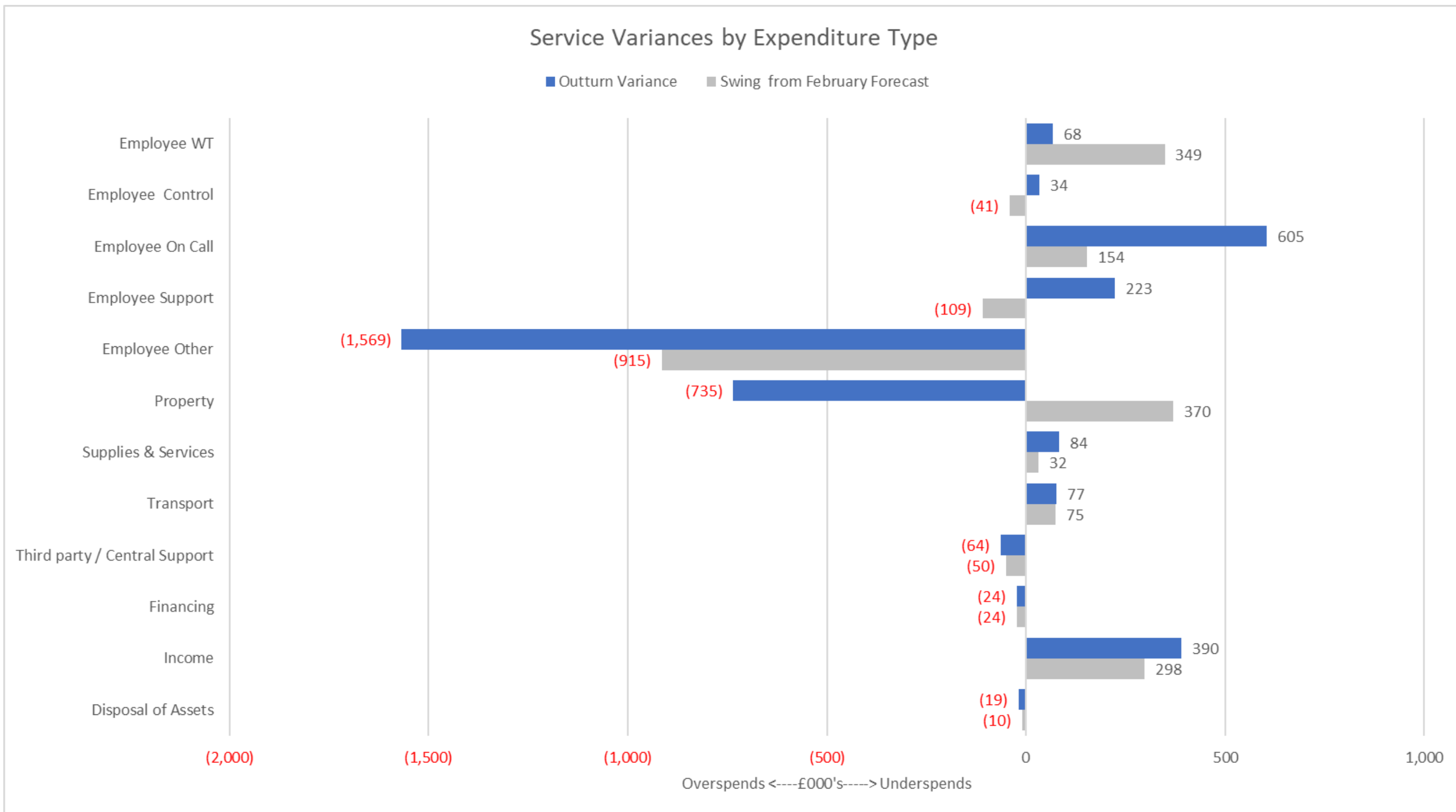
Section	Description
1	Monitoring Report Overview
2	Variance Analysis Graph by Expenditure Category
3	Budget Virements
4.1	Variance Analysis Graph by Expenditure Category
4.2	Variance Analysis Graph by Directorate
3.1	Wholetime
3.2	Control
3.3	On Call
3.4	Support
3.5	Employee Other
3.6	Property
3.7	Supplies & Services
3.8	Transport
3.9	Third Party Payments
3.10	Financing
3.11	Income
3.12	Disposal of Assets
4.0	Progress of Initial Budgeted Savings

SFRS Resource Monitoring Reports April 2023 – March 2024

This report covers the period 1st April 2023 – 31st March 2024 the complete financial year. It highlights a full year overspend of £0.930 million (0.3% of budget) compared against the February 2024 forecast overspend of £1.060 million. Resulting in a swing of £0.130 million, to bring the outturn closer to the budgeted position.

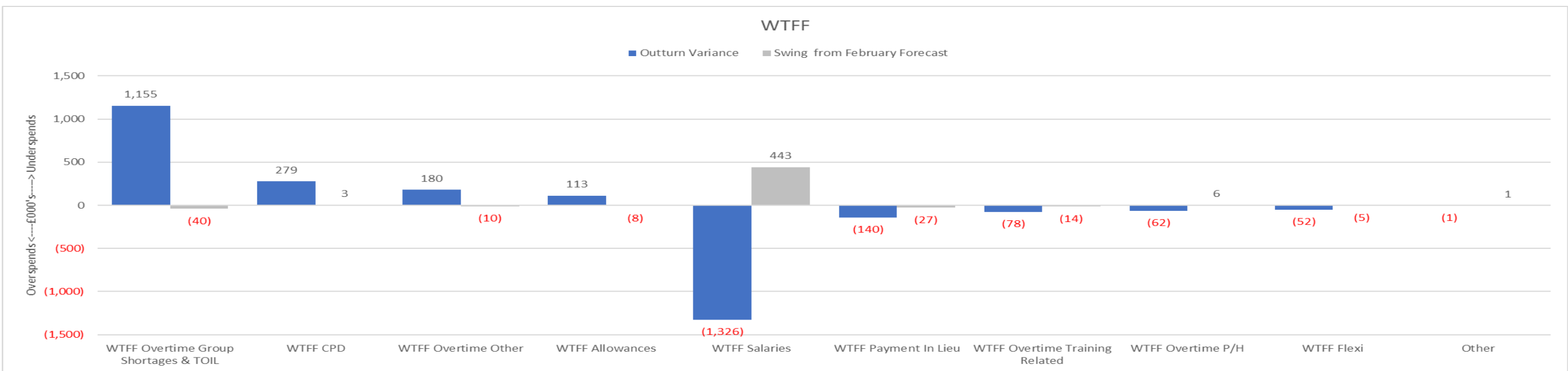
Original Budget	Virements	Revised Annual Budget	Narrative	Full Year (£000's)		
				Outturn	Variance	
					£	%
(1)	(2)	(1)+(2) (3)		(3)-(8) (9)	(9)/(3) (10)	
245,837	1,529	247,366	Employee Costs	248,005	(639)	-0.3%
238,793	841	239,634	<i>Salary and Related Costs (including overtime)</i>	238,704	930	0.4%
162,414	928	163,342	<i>Wholetime</i>	163,274	68	0.0%
8,097	28	8,125	<i>Control</i>	8,091	34	0.4%
27,640	5	27,645	<i>On-Call</i>	27,040	605	2.2%
40,642	(120)	40,522	<i>Support</i>	40,299	223	0.6%
7,044	688	7,732	<i>Other Employee Costs</i>	9,301	(1,569)	-20.3%
3,706	-	3,706	<i>Early Retirement Charges</i>	3,824	(118)	-3.2%
740	(61)	679	<i>Training</i>	802	(123)	-18.1%
1,363	729	2,092	<i>Subsistence</i>	2,515	(423)	-20.2%
1,235	20	1,255	<i>Other</i>	2,160	(905)	-72.1%
30,419	31	30,450	Property Costs	31,185	(735)	-2.4%
20,082	(600)	19,482	Supplies & Services	19,398	84	0.4%
6,798	(961)	5,837	Transport Costs	5,760	77	1.3%
1,321	(18)	1,303	Third Party Payments	1,367	(64)	-4.9%
1,840	19	1,859	Financing	1,883	(24)	-1.3%
306,297	-	306,297	GROSS EXPENDITURE	307,598	(1,301)	-0.4%
(1,920)	-	(1,920)	Income	(2,310)	390	-20.3%
	-	-	Disposal of Assets	19	(19)	0.0%
304,377	-	304,377	NET	305,307	(930)	-0.3%

Variance Analysis by Expenditure Categories



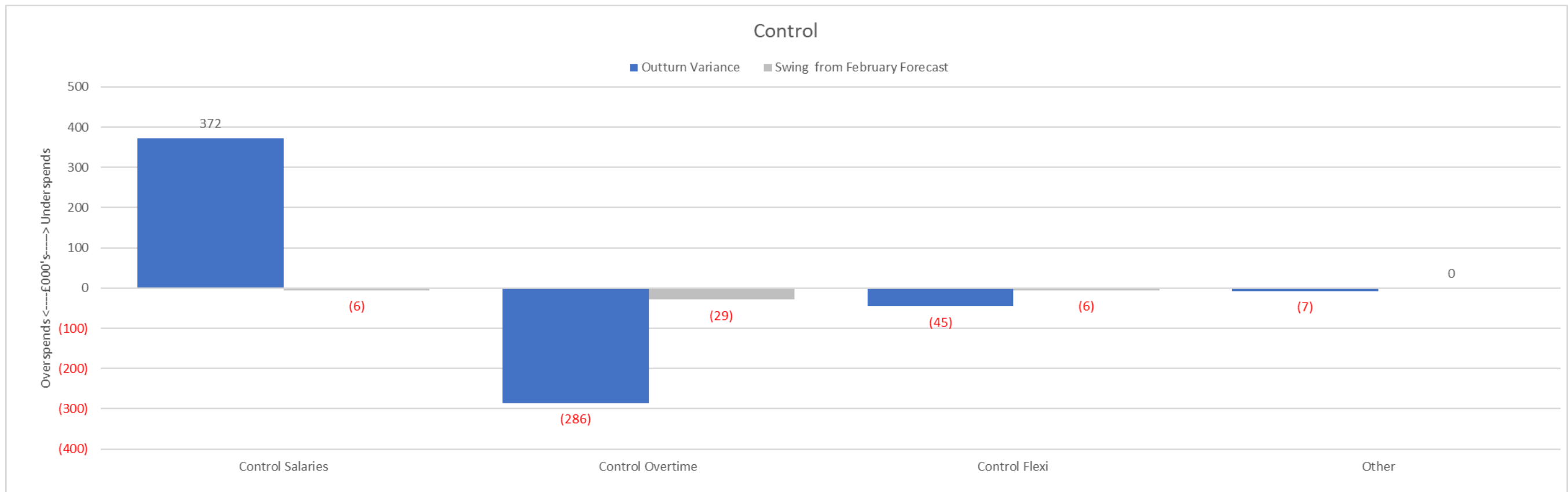
Wholetime

Outturn	Swing
<p>Underspent by £68,000, representing 0.04% of budget.</p>	<p>In February an overspend of £281,000 was forecast. The year-end position has therefore resulted in a favourable swing of £349,000 representing 0.2% of budget.</p>
<p>Underspends:</p> <ul style="list-style-type: none"> Overtime Group Shortages & TOIL – reduced overtime. This was mainly the result of additional staff at stations compared to 2022/2023, along with adjustments being made to operational availability levels. Fewer retirals than anticipated also contributed to this position along with changes to the attributes required to maintain availability at specialist stations. CPD – the result of more staff in development roles who are not eligible for payments. Overtime Other – reduced costs for incidents spanning shift change-overs following the impact of changes to the policy for attendance at Unwanted Fire Alarm Signals (UFAS). Reduced overtime in respect of fire investigation activity and holiday payments. Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations along with firefighters proving cover in the event of a Marauding Terrorist Firearms Attack (MTFA). 	<p>Changes in Financial Position Compared to February Forecast:</p> <ul style="list-style-type: none"> Overtime Group Shortages & TOIL – increased demand in the final period of the year. Salaries – the swing reflects fewer staff progressing from development to competent than had been included in the February forecast. Payment in Lieu – further leavers in final month with untaken holidays.
<p>Overspends:</p> <ul style="list-style-type: none"> Overtime Other - managerial activity mainly due to the World Cycling Championship and staff recalled to duty during the bonfire night period. Salaries – the result of fewer firefighters retiring compared to the budget partly offset by staff in development roles. Payment in Lieu – payments in respect of untaken holidays for leavers from the Service. Overtime Training Related – overtime for firefighters attending training courses along with overtime for trainers delivering training. Overtime P/H – increased costs for providing holiday cover over the Christmas and New Year period. Flexi - additional flexi officers to cover sickness and acting up chains. 	



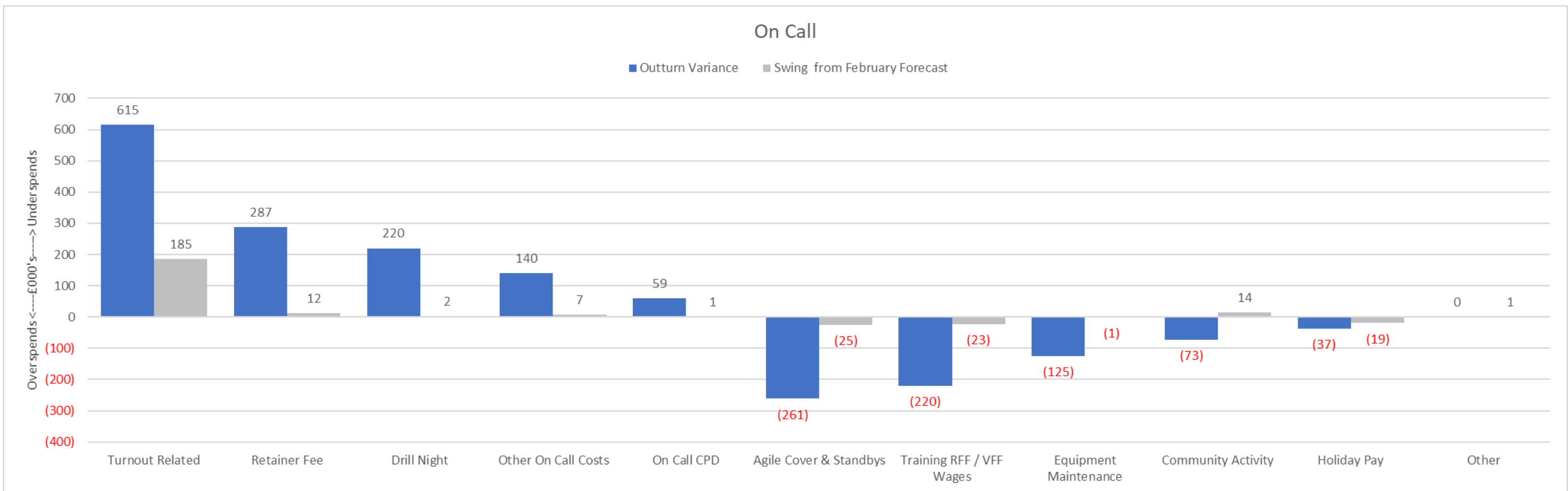
Control

Outturn	Swing
<p>Underspent by £34,000, representing 0.4% of budget.</p>	<p>In February an underspend of £75,000 was forecast. The year-end position has therefore resulted in an adverse swing of £41,000 representing 0.5% of budget.</p>
<p>Underspends:</p> <ul style="list-style-type: none"> Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. In addition, from August 2023, three staff were seconded to the New Mobilising System (NMS) project which resulted in their costs being charged to the Capital budget. 	<p>Changes in Financial Position Compared to February Forecast:</p> <ul style="list-style-type: none"> Overtime – the swing represents additional overtime required in the final month to ensure operational capabilities could be maintained. Flexi – the swing reflects additional cost for staff working on the NMS project that could not be capitalised.
<p>Overspends:</p> <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. Flexi – over establishment of flexi officers following staff returning from the NMS project along with sickness cover. In addition, costs of flexi payments that cannot be capitalised as part of the NMS project have also contributed to the overspend. 	



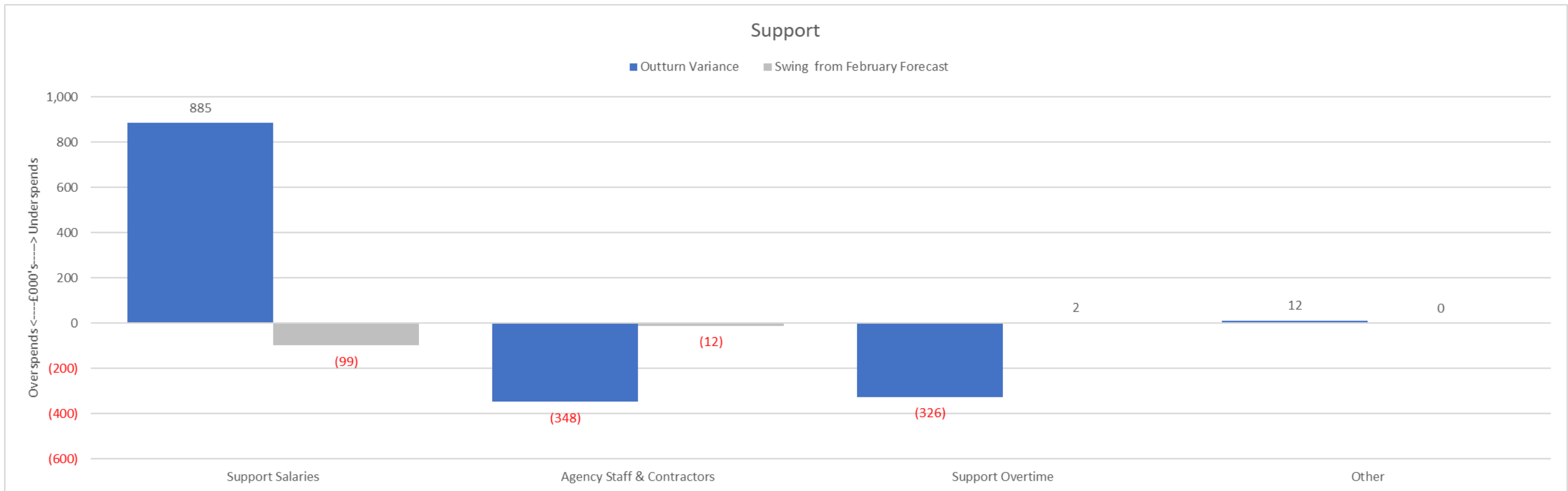
On Call

Outturn	Swing
<p>Underspent by £605,000, representing 2.2% of budget.</p>	<p>In February an underspend of £451,000 was forecast. The year-end position has therefore resulted in a favourable swing of £154,000 representing 0.6% of budget.</p>
<p>Underspends:</p> <ul style="list-style-type: none"> • Turnout Related – reduced activity, the result of the new UFAS policy. • Retainer Fees – the result of lower numbers within the On Call workforce across all Service Delivery Areas (SDAs). • Drill Night - the result of lower staffing levels. • Other On Call Costs – reduced cleaning activities and reduced holiday payments, the result of vacancies along with the impact of changes to the UFAS policy. • CPD - the result of vacancies and staff in development roles who are not eligible for payments. 	<p>Changes in Financial Position Compared to February Forecast:</p> <ul style="list-style-type: none"> • Turnout Related – activity levels in March 2024 were lower than forecast, including the ongoing impact of the UFAS policy. • Agile Cover & Standbys –increased levels of standby cover in the East and West SDAs. • Training On Call Wages – increase in activity, including BA skills maintenance in the final month of the year.
<p>Overspends:</p> <ul style="list-style-type: none"> • Other On Call Costs – administration costs and national insurance. • Agile Cover & Standbys – increased Agile Cover & Standbys in the North and East SDAs to help maintain availability levels. • Training On Call Wages – an increase in all On Call training activity including, Task & Task Management, Breathing Apparatus, Safe Working at Heights etc. • Equipment Maintenance – increased costs for staff maintaining equipment. • Community Activity – increased home fire safety activity. • Holiday Pay – payments during periods of holiday. 	



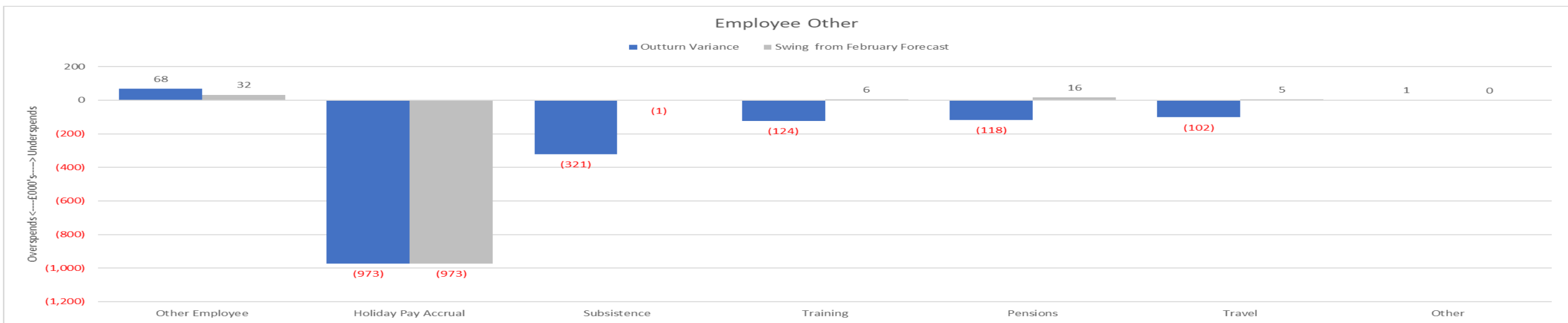
Support

Outturn	Swing
Underspent by £223,000, representing 0.6% of budget.	In February an underspend of £332,000 was forecast. The year-end position has therefore resulted in an adverse swing of £109,000 representing 0.3% of budget.
Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies. 	Changes in Financial Position Compared to February Forecast: <ul style="list-style-type: none"> Salaries – The result of a strategic decision not to charge the Heritage Trust for Support staff salary costs associated with the Fire Museum. In addition, increased market allowances which were agreed in the final period.
Overspends: <ul style="list-style-type: none"> Agency Staff & Contractors – unbudgeted costs for staff providing temporary resource to cover vacancies along with costs for staff supporting the Rostering, People Payroll Finance & Training (PPFT) and Service Delivery Model Programme (SDMP) projects. Overtime – the impact of providing cover for vacancies mainly within Asset Management and Central Staffing. 	



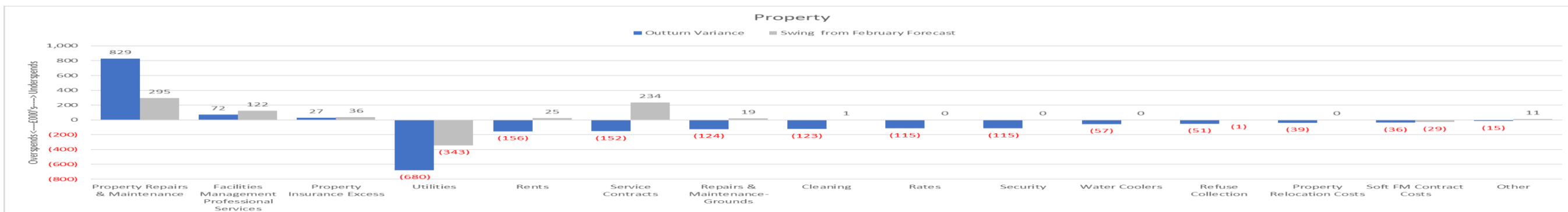
Employee Other

Outturn	Swing
<p>Overspent by £1,569,000, representing 20.3% of budget.</p>	<p>In February an overspend of £654,000 was forecast. The year-end position has therefore resulted in an adverse swing of £915,000 representing 11.8% of budget.</p>
<p>Underspends:</p> <ul style="list-style-type: none"> Other Employee – reduced activity in respect of pre-employment costs, including psychometric and scenario testing. Reduced P11d national insurance charges. Reduced employee recognition payments. Subsistence - spoilt meals following the impact of the UFAS policy. Training - planned learning and development courses were not fully adopted by Directorates. Pensions - reduced payments in respect of legacy support staff pensioners along with a reduction in ill health commutation charges. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Employee Other – reduced P11d national insurance charges Holiday Accrual -increase in the holiday pay accrual relative to 2022/2023. This is the result of a reduction in holiday allocated to the watches between January and March 2024. Pension – reduced costs associated with Ill health commutations following assessments carried out by the Independent Qualified Medical Practitioner (IQMP)
<p>Overspends:</p> <ul style="list-style-type: none"> Employee Other - increased apprenticeship levy costs reflecting pay awards and reduced retireals. Holiday Pay Accrual – an increase in the holiday pay accrual relative to 2022/2023. This was the result of a reduction in holiday allocated to the watches between January and March 2024. Subsistence – an increase in the number of staff attending training courses resulted in additional accommodation and subsistence costs along with increased accommodation, mainly being incurred by the Service Delivery and Training Safety & Assurance Directorates. Additional incident catering, including costs associated with the wildfires in the first part of the year. Training - specialist training courses mainly in respect of the Argyll & Bute area, Prevention & Protection, Operations, Fleet, Property and ICT functions. Operational training in respect of Face Fit, Hazardous Material and NEBOSH/IOSH courses. Pensions - there was an increase in the number of injury benefits awarded. 	



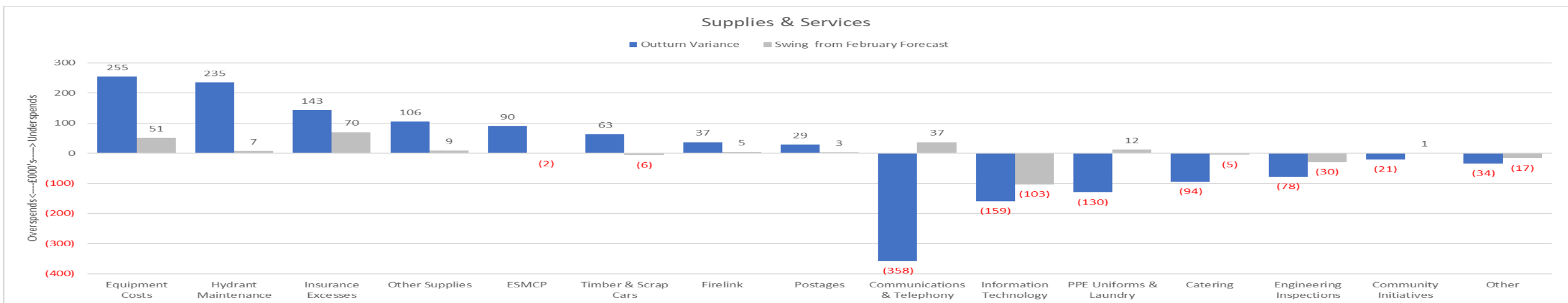
Property

Outturn	Swing
<p>Overspent by £735,000, representing 2.4% of budget.</p> <p>Underspends:</p> <ul style="list-style-type: none"> Property Repairs & Maintenance – reflects the finalisation of bills that were accounted for in prior years that have now been settled for less than expected. Also includes reallocation of expenditure from the resource budget to the capital programme. Facilities Management Professional Services – works not completed by year-end and reallocation of expenditure from the resource budget to the capital programme. Property Insurance Excess – reduced insurance claims requiring excess charges. Utilities – reduced consumption of gas and heating oil. Some properties have now been converted from gas heating to more environmentally friendly and efficient electric systems. <p>Overspends:</p> <ul style="list-style-type: none"> Facilities Management Professional Services – additional work in respect of Reinforced Autoclaved Aerated Concrete (RAAC) and asbestos related works. Utilities – electricity consumption was higher than predicted which included the provision for outstanding bills and costs being incurred for electric vehicle chargers. Water meter charges also increased. Rents - budgeted savings were not realised. In addition, there were dilapidation costs for properties being vacated following the end of their lease. Service Contracts - budgeted savings in respect of the hard facilities management contract were not delivered. Additional costs in respect of the Cambuslang Asset Resource Centre (ARC), alarm monitoring services and building management system hosting costs. Repairs & Maintenance Grounds – non-contracted works, mainly in respect of tree surgery. Cleaning - budgeted savings in respect of ceasing weekend cleaning at stations was not authorised. Price and volume increases for cleaning materials issued to support decontamination processes. Additional costs in respect of Cambuslang ARC. Savings in respect of planned building closures were not realised. Rates – increased rateable values for properties mainly within the Highlands & Islands. Security – security patrols at Hamilton and Cambuslang ARC. Water Coolers – work to remove water coolers was not undertaken in 2023/2024. Refuse Collection – price and demand increases for skips and refuse uplifts. Property Relocation Costs – heritage site removal costs, movement of offices from Hamilton to Cambuslang and decommissioning charges for properties being vacated. Soft FM Contract Costs – additional TUPE liability charges. Other –additional Local Exhaust Ventilation (LEV) costs, fixtures and fittings and local property adaptations. 	<p>In February an overspend of £1,105,000 was forecast. The year-end position has therefore resulted in a favourable swing of £370,000 representing 1.2% of budget.</p> <p>Changes in Financial Position Compared to February Forecast:</p> <ul style="list-style-type: none"> Property Repairs & Maintenance - reallocation of expenditure from the resource budget to the capital programme. Facilities Management Professional Services – works not completed by year-end and reallocation of expenditure from the resource budget to the capital programme. Property Insurance Excess – the reduced levels of insurance excess charges continued in March. Utilities – identification of issues relating to historic charging for several locations resulted in an increase in the year end accruals. Rents – additional leases identified as being capital expenditure under IFRS16. Service Contracts – works not completed by year-end. Soft FM Contract Costs – additional TUPE liability charges.



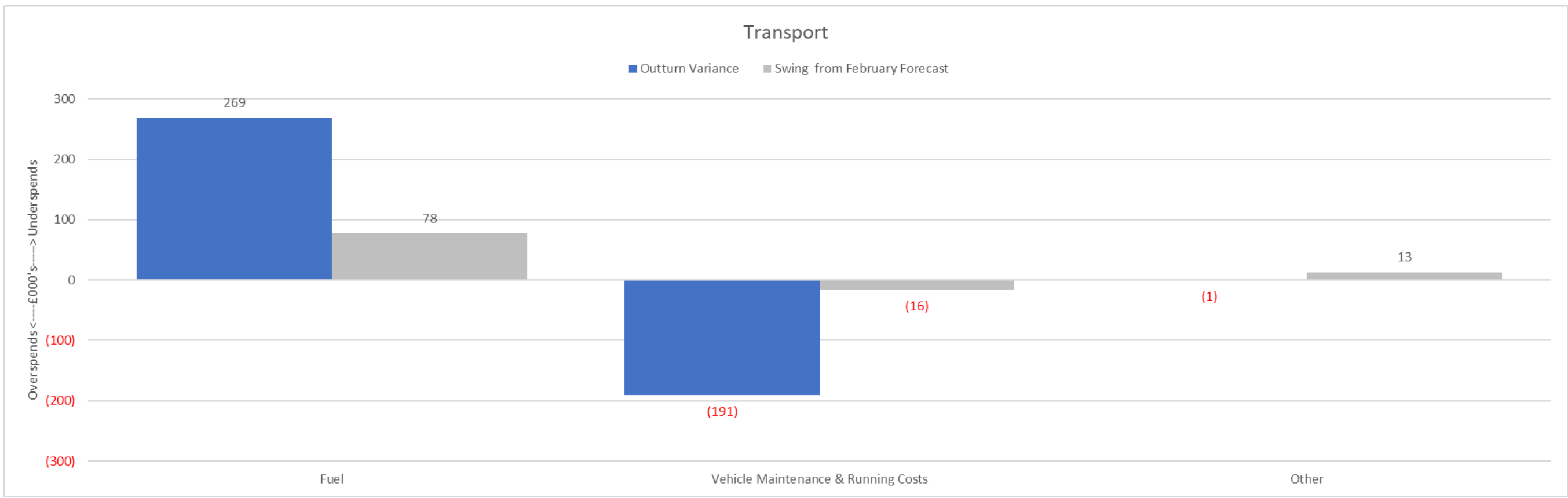
Supplies & Services

Outturn	Swing
<p>Underspent by £84,000, representing 0.4% of budget.</p>	<p>In February an underspend of £52,000 was forecast. The year-end position has therefore resulted in a favourable swing of £32,000 representing 0.2% of budget.</p>
<p>Underspends:</p> <ul style="list-style-type: none"> Equipment Costs – current activity was managed to help finance the increased costs of Engineering inspections, PPE, Uniforms & Laundry. Hydrant Maintenance - the result of the supplier being unable to fulfil orders and cost increases, dating back to 2022/2023, being less than anticipated. Insurance Excess – reduced accidents incurring insurance excess charges. Other Supplies – savings in respect of Heritage related spend and reduced costs to fund Operational Equipment Non HQ spend. ESMCP (Emergency Services Mobile Communication Programme) – delays in Data First pilot project. Timber & Scrap Cars – reduced timber prices for carbonaceous fire training. Firelink – reduced staff supporting Firelink. Postages – reduced requirement for postages within the Service Delivery Directorate. Information Technology – reduced maintenance costs following the implementation of more stable software to support the NMS project. Other – gym equipment maintenance and medical supplies. 	<p>Changes in Financial Position Compared to February Forecast:</p> <ul style="list-style-type: none"> Equipment Costs – activity was managed to help finance the increased costs of Engineering inspections. Insurance Excess – based on final liabilities provided by the insurer. Communications & Telephony – reduced spend due to merging of contracts, which meant that the February forecast was inflated. Information Technology - charges for services that exceed those agreed in the enterprise agreements and increased contract renewals . PPE, Uniforms & Laundry – washes and repairs in March 2024 were less than anticipated. Engineering Inspections – costs in March 2024 were higher than anticipated. Other – medical supply costs in March 2024 were higher than previously forecast.
<p>Overspends:</p> <ul style="list-style-type: none"> Communications & Telephony – budgeted savings in respect of communications & telephony were not delivered. Contract renewal prices were higher than anticipated. PPE, Uniforms & Laundry – increase in price and demand for laundry. Budgeted savings in respect of the West SDA laundry contract were not delivered. Savings from within Equipment Costs were used to offset this overspend. Catering – increased prices for trainees at the National Training Centre. Information Technology – legacy invoices in respect of data racks, increased contract values upon renewal and charges for services that exceed those agreed in the enterprise agreement. Engineering Inspections - reflects an increase in volumes and costs for the supplier revisiting sites where access was not possible. Community Initiatives – increased activity within the Service Delivery Directorate to support local prevention initiatives. Other – higher insurance premiums. 	



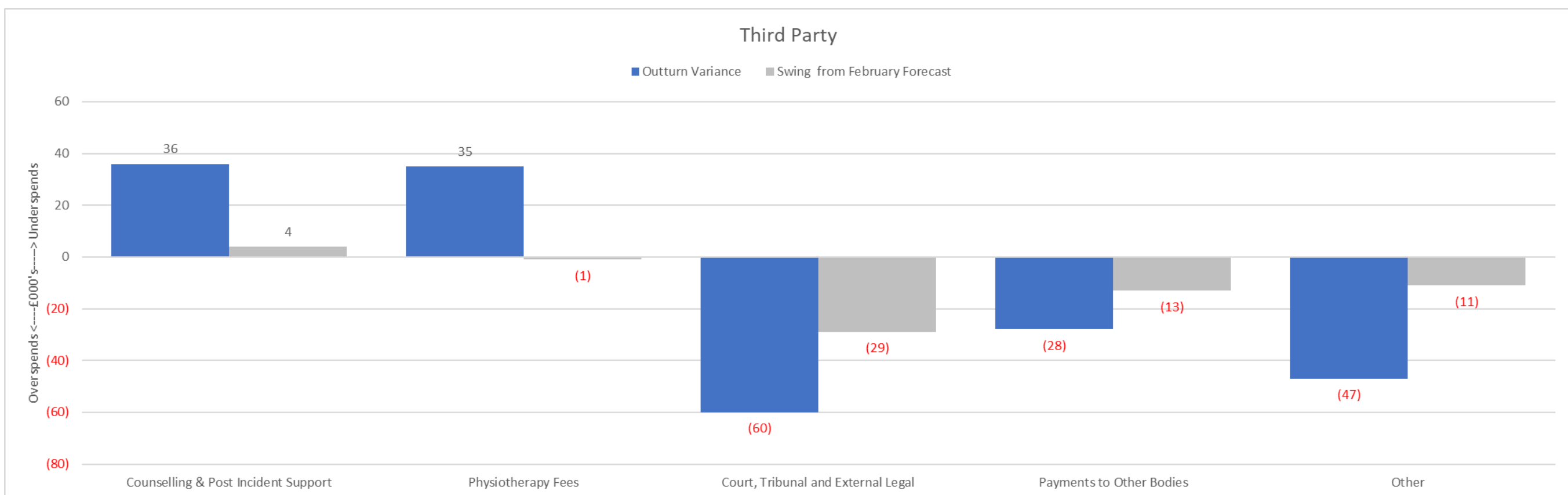
Transport

Outturn	Swing
Underspent by £77,000, representing 1.3% of budget.	In February an underspend of £2,000 was forecast. The year-end position has therefore resulted in a favourable swing of £75,000 representing 1.3% of budget.
Underspends: <ul style="list-style-type: none"> Fuel – reduction in fuel consumption, including the impact of the UFAS policy and prices being less than anticipated. 	Changes in Financial Position Compared to February Forecast: <ul style="list-style-type: none"> Fuel – less than anticipated activity during March 2024, partly due to reduced training during the Easter public holidays. Vehicle Maintenance & Running Costs - reallocation of expenditure from the resource budget to the capital programme. Other– lease cars.
Overspends: <ul style="list-style-type: none"> Vehicle Maintenance & Running Costs – delays in the implementation of the new high reach appliance strategy along with changes on how it was delivered meant that budgeted savings were not realised. In addition, fleet vacancies resulted in the need to increase the use of external contractors. Other – vehicle hire charges and changes offset by saving in lease cars. 	



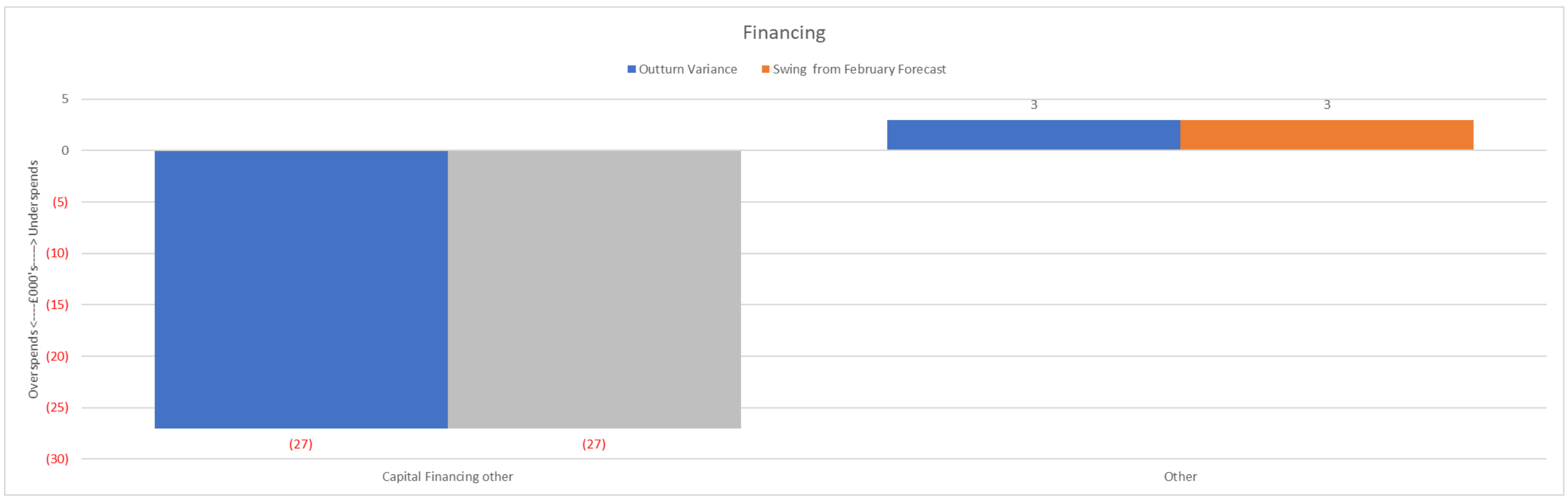
Third Party Payments

Outturn	Swing
<p>Overspent by £64,000, representing 4.9% of budget.</p>	<p>In February an overspend of £14,000 was forecast. The year-end position has therefore resulted in an adverse swing of £50,000 representing 3.8% of budget.</p>
<p>Underspends:</p> <ul style="list-style-type: none"> Counselling & Post Incident Support - reduced demand for counselling services. Physiotherapy fees - reduced demand for external physiotherapy services following the introduction of SFRS staff to provide the service. Other – professional fees for a Portfolio Office project gateway review were not required. Reduced volume of medical reports being required and boat berthing fees not being incurred. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Court, Tribunal and External Legal – additional external legal advice in respect of employment tribunals undertaken in the final month. Payments to Other Bodies – historic invoices relating to security vetting services.
<p>Overspends:</p> <ul style="list-style-type: none"> Court, Tribunal and External Legal - external legal advice sought in relation to employee issues. Payments to Other Bodies – historic invoices relating to security vetting services. Other – professional fees to support services required during the Royal Week in Edinburgh and the World Cycling Championships along with costs for the career ready initiative. Increased costs for external doctor services and internal and external audit costs. Increase Fire board costs following additional members starting in January. 	



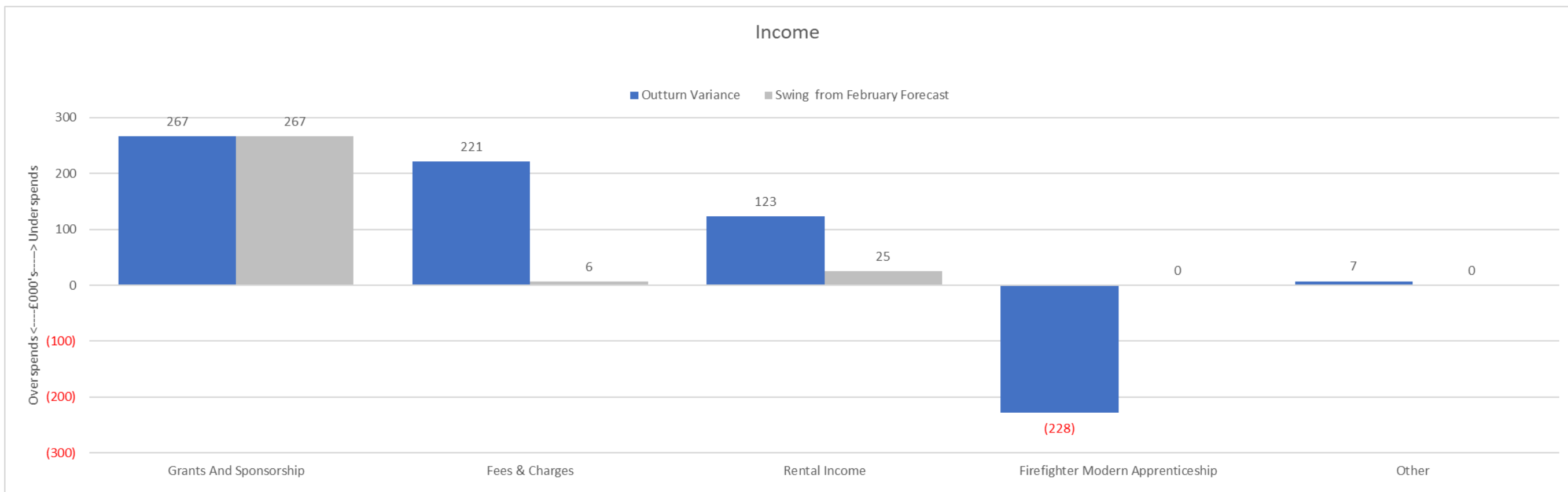
Financing

Outturn	Swing
Overspent by £24,000, representing 1.3% of budget.	In February no variance was forecast. The year-end position has therefore resulted in an adverse swing of £24,000 representing 1.3% of budget.
Underspends:	Changes in Financial Position: <ul style="list-style-type: none"> Financing – increased cost for financing the Service’s legacy loans.
Overspends: <ul style="list-style-type: none"> Financing – increased cost for financing the Service’s legacy loans. 	



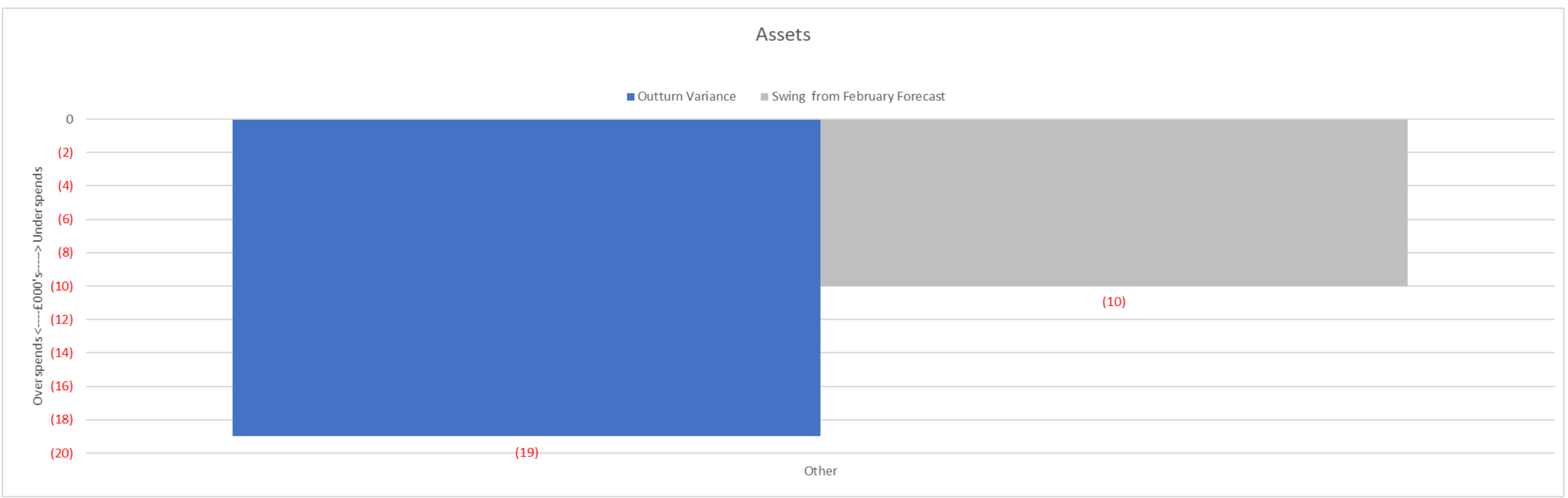
Income

Outturn	Swing
Over recovered by £390,000, representing 20.3% of budget.	In February an over recovery of £92,000 was forecast. The year-end position has therefore resulted in a favourable swing of £298,000 representing 15.5% of budget.
Over Recoveries: <ul style="list-style-type: none"> Grants & Sponsorships – EV charging points and decarbonisation grants. Fees & Charges – recovery of costs associated with International Search and Rescue (ISAR) operations, the World Cycling Championships in Scotland, increased income in respect of the Edinburgh Tattoo and the sale of obsolete equipment. Rental Income – additional rental income from shared services. Other – training course cost recovery. 	Changes in Financial Position Compared to February Forecast: <ul style="list-style-type: none"> Grants & Sponsorships – release of accrued income in respect for 2021/2022 relating to EV charging points. Rental Income – increased recharge of costs for shared services.
Under Recoveries: <ul style="list-style-type: none"> Firefighter Modern Apprenticeship – delays in the process for reclaiming income. 	



Disposal of Assets

Outturn	Swing
Overspent by £19,000, with no budget allocated.	In February an overspend of £9,000 was forecast. The year-end position has therefore resulted in an adverse swing of £10,000.
Underspends:	Changes in Financial Position Compared to February Forecast: Other – additional disposals of assets for less than their net book value in the final period of the year.
Overspends: <ul style="list-style-type: none"> Other - loss in respect of a vehicle write off and disposals of miscellaneous assets. 	



Outturn on Initial Budgeted Savings

	Full Year			Nature of Savings	Change from February Forecast	Commentary
	Included in the 23/24 Budget	Outturn Delivered in 23/24	Red, Amber, Green Status			
Wholetime	1,190	1,083	A	Recurring	368	Increased levels of overtime. Revised retirement profile.
On-Call	1,624	2,061	G+	Recurring	169	Reduced drill night costs due to vacancies. Increased weather related activity, the impact of the new UFAS policy and increased levels of home fire safety visits.
Support	1,875	2,213	G+	Recurring	(40)	Vacancies.
Early Retirement Charges	600	633	G+	Recurring	20	Reduced levels of ill health retirals.
Training	194	140	A	One Off	(3)	Reduced learning & development activity with the budget being transferred to wholetime. Increased costs for training equipment. Increased operational training courses.
Subsistence	327	64	A	Recurring	(2)	Increased accommodation specifically in more rural areas, mainly within the Service Delivery and Training Safety & Assurance Directorates. Increased accommodation costs for firefighters attending training.
Other	137	165	G+	Recurring	9	Increased savings forecast in respect of optical vision aids and pre employment checks. Increased costs of apprenticeship levy.
Property Costs	1,308	518	A	Recurring	178	Challenges in delivery of Hard FM and water cooler budgeted savings. Increased ground maintenance costs. Planned savings in respect of weekend cleaning have been deferred until the contract is renewed. Rates – increased rateable values along with a forecast increase in rates for Cambuslang ARC. The projected savings for rates, in respect of Cowcaddens and Hamilton properties, are also behind plan. Additional savings realised in gas. Increased electricity and water costs. Increased prices for property repairs are higher than the budgeted inflationary rate. Increased security costs at Asset Resource Centres. Reduced costs relating to prior years and reallocation of costs to capital. Increased dilapidation costs in respect of rented properties.
Supplies & Services	2,312	2,176	A	Recurring	1	Anticipated increased prices for hydrant maintenance costs relating to 2022/2023 were lower than expected and the supplier was not able to deliver on all the outstanding orders. Savings in respect of smoke alarms have been delivered with existing stock being used to meet demand and the budget has been transferred to wholetime. Savings in respect of the West SDA laundry contract were not delivered, ICT contract price increases and Firelink savings not being realised. Legacy invoices. Reduced Heritage related spend.
Transport Costs	670	704	G+	Recurring	133	Delays and changes to how the high reach appliance strategy was delivered. Increased prices for travel. Reduced fuel prices and consumption.
Third Party Payments	207	151	A	Recurring	(24)	Additional Independent Qualified Medical Practioners (IQMP) charges. New Fire Board members with increased activity.
Financing	303	279	A	Recurring	(24)	Increased loan charges.
Income	308	918	G+	Recurring	297	Additional income from the World Cycling Championships and sale of obsolete equipment. Additional income in respect of property shared with third parties. Reallocation of EV charging funding.
TOTAL	11,056	11,107	G+		1,083	

Key

R = Savings are not being delivered

A = Savings are being delivered but below the budgeted level

G = Savings are being delivered in line with the budget

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

P = Year to date savings have delivered full year target

The savings against the budgeted targets have increased to £11,107,000 for the year a favourable swing of £1,083,000 compared to the February forecast.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/17-24

Agenda Item: 17

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	31 OCTOBER 2024							
Report Title:	CAPITAL BUDGET OUTTURN REPORT 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 advise the Board of the final Capital Budget position for the financial year ending 31 March 2024 and to outline the areas which have benefitted from the investment.							
2	Funding							
2.1	The Scottish Government allocated funding to Scottish Fire and Rescue Service (SFRS) within its 2023/24 Budget of £370.311 million. This funding comprised a Cash Departmental Expenditure Limit (DEL) of £337.296 million and £33.015million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	Within the Cash DEL funding for 2023/24, the Capital Programme was set at £32.500 million, £0.194 million was allocated (Ring-fenced) for the implementation of accounting standard IFSR16 Leases (Right of Use (RoU) Assets) and the balance of £304.377 million was assigned to the Resource Budget.							
2.3	A budget figure of £1.500m was allocated to SFRS from Transport Scotland for EV Charging Points Phase 5, prior to the start of the financial year. But, due to lack of funding available to Transport Scotland during the year and supply chain issues, the allocation was removed during the financial year.							
2.4	As part of the Autumn Budget Review (ABR), Scottish Government agreed CDEL Budget Transfers of £0.118m for ESN Connect Data First and £0.107m for finalising EV Charging Points work, revising the CDEL funding for the Capital Programme to £32.725m.							
2.5	In addition to CDEL funding, the Capital Programme received income from capital receipts of £0.197 million. This was for the sale of non-operational vehicles.							
2.6	Total revised funding for both the Capital Programme and RoU Assets was £33.116m.							
3	Expenditure							
3.1	Summary for 2023/24:- <ul style="list-style-type: none"> The February capital forecast was £33.116million (incl RoU Assets) Actual capital outturn was £32.963million with the underspend of £153k occurring within RoU Assets, for which funding was ring-fenced. The Capital Programme was fully spent. Budget virements over the year are detailed Appendix A. 							

3.2	Appendix A provides a detailed breakdown of the Capital Outturn position for financial year 2023/24, and Appendix B sets out the Asset Investment that was achieved.
4	Recommendation
4.1	The Board is asked to: (a) scrutinise the Capital Outturn for financial year 2023/24 and note the Asset Investment that was achieved.
5	Key Strategic Implications
5.1	Risk
5.1.1	The condition and suitability of the majority of SFRS stations, is assessed as poor or worse. Due to experienced and expected funding constraints, the overall estate condition continues to deteriorate further, resulting in an increased risk of failure of built elements and increasing reactive maintenance costs. Capital investment plans continue to be prioritised to those elements within our buildings with the highest risk of failure, or which have the highest operational impact from failure and to address those issues of concern for the health and safety of building users. Prioritisation of funding on improving condition severely limits the Service's capacity to address the recognised suitability issues such as poor or lack of dignified facilities and contaminant control and in addition, as highlighted previously, in particular, instances of life expired building elements, such as RAAC roof structures, there is no cost-efficient maintenance solution and only a major project such as new build or significant refurbishment can resolve. The impact of the risks is managed through the Capital Monitoring Group throughout the year.
5.2	Financial
5.2.1	Financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	Workforce
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	Health & Safety
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	Health & Wellbeing
5.6.1	No Health & Wellbeing implications identified.
5.7	Training
5.7.1	The capital programme includes significant investment in training facilities. Where training is required in relation to new assets, this is co-ordinated through project boards.
5.8	Timing
5.8.1	This report covers the period from 1 April 2023 until 31 March 2024.
5.9	Performance
5.9.1	Total actual expenditure at £32.963m was £0.153m under the budgeted figure of £33.116m, due to lower expenditure than expected on Leases, for which funding was ring-fenced.

5.10 5.10.1	Communications & Engagement Key stakeholders are engaged during project development and implementation.	
5.11 5.11.1	Legal and Regulatory External legal support is in place to support procurement where needed and to facilitate the sale of assets.	
5.12 5.12.1	Information Governance There are no specific Information Governance implications associated with this report.	
5.13 5.13.1	Equalities There are no specific Equalities implications associated with this report.	
5.14 5.14.1	Service Delivery Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely coordinated between asset management, training and local service delivery areas.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of the final Capital Budget Outturn position for the financial year ending 31 March 2024 and outlined the areas which have benefitted from capital investment over the year.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial / Reasonable / Limited / Insufficient
7.2	Rationale:	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year Strategic Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A – Capital Outturn 2023-24 – Financial Analysis	
8.2	Appendix B – Capital Outturn 2023-24 – Asset Investment	
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 outline in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>24 October 2024</i>
<i>SFRS Board</i>		<i>31 October 2024</i>
		Report Classification/ Comments
		<i>For Information/Scrutiny</i>
		<i>For Scrutiny</i>

Capital Outturn 23-24 – Financial Analysis

October 2024

Capital Monitoring Report – April 2023 – March 2024

Full Year Actuals v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actuals				£000's			
				Q1	Q2	Q3	Q4				
				Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status
Property Major Works	9,330	(4,735)	4,595	505	1,134	492	2,267	4,398	197	4%	
Property Minor Works	5,000	2,615	7,615	18	1,383	1,497	5,077	7,975	(360)	(5%)	
Vehicles	8,275	439	8,714	259	848	1,460	6,147	8,714	0	0%	
ICT	6,155	2,410	8,565	1,829	393	759	5,378	8,359	206	2%	
Operational Equipment	3,740	(348)	3,392	475	611	1,162	1,184	3,432	(40)	(1%)	
Transition to Net Zero	1,500	(1,459)	41	0	0	0	43	43	(2)	(5%)	
IFRS16 Leases	194	0	194	0	0	0	42	42	152	78%	
Total Expenditure	34,194	(1,078)	33,116	3,086	4,369	5,370	20,138	32,963	153	0%	
Cumulative Total				3,086	7,455	12,825	32,963				

Capital Monitoring – April 2023 - March 2024

Budget virements

Category	Original Budget £M's	Total Virements £M's	Revised Budget £M's	Commentary
Property Major Works	9.330	(4.735)	4.595	£2.507m vired to Property Minor Works, £2.185m to ICT and £0.043m to Transition to Net Zero. Net movement -£4.735m
Property Minor Works	5.000	2.615	7.615	£2.507m vired from Property Major Works, £0.001m from Transition to Net Zero and additional GiA funding of £0.107m. Net movement £2.615m
Vehicles	8.275	0.439	8.714	£0.348m vired from Operational Equipment and additional funding of £0.198m through the sale of non-operational assets less £0.107m vired to ICT. Net movement £0.439m
ICT	6.155	2.410	8.565	£0.107m vired from Fleet, £2.185m from Property Major Works and additional GiA funding of £0.118m. Net movement £2.410m
Operational Equipment	3.740	(0.348)	3.392	£0.348m vired to Fleet. Net movement -£0.348m
Transition to Net Zero Grants	1.500	(1.459)	0.041	Bid not submitted to Transport Scotland for £1.5m, so £1.5m budget removed, £0.001m vired to Property Minor Works less £0.043m vired from Property Major Works for EV Charging Points. Net movement -£1.458m
IFRS16 Leases	0.194	0.000	0.194	No virements in the year.
Total	34.194	-1.078	33.116	
Project Funding				
Capital DEL	(32.694)	(0.225)	(32.919)	Additional GiA budget approved - £0.118m for ESN Connect Data First and £0.107m for EV Charging Points Phase 5. Net movement -£0.225m
Transition to Net Zero Grants	(1.500)	1.500	0.000	Bid not submitted so £1.5m budget removed. Net movement £1.5m
Capital Receipts	0.000	(0.197)	(0.197)	The Net Book Value on disposal of non-operational vehicles of £0.171m and a mast with associated land of £0.027m were re-invested into the Capital Programme. Net movement -£0.197m
Total	(34.194)	1.078	(33.116)	

Property Major Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Dalkeith FS - New Build (RAAC)	0	50	49	49	1	6,140
Blackness Road Replacement FS	0	2	2	2	0	7,050
Portree FS - New Build (RAAC)	0	0	0	0	0	3,140
Uig FS	0	28	28	28	0	1,200
Inverness FS Redev (Dign Facs)	0	1,040	1,038	1,038	2	0
Salen FS Development	151	500	270	270	230	0
Galashiels FS - Redev (RAAC) (Dign Facs)	0	804	759	759	45	0
Dingwall FS Redev (Dig Facs)	0	696	745	745	(49)	0
Newcraighall FS Redev (Dign Facs)	0	698	697	697	1	0
Site Purchases	0	0	0	0	0	1,500
Disposal Costs	0	253	274	274	(21)	0
Property Project Costs	1,433	346	361	361	(15)	600
West Asset Resource Centre	14,587	176	175	175	1	0
Liberton Fire Station - New Build (RAAC)	0	2	0	0	2	0
Total	16,171	4,595	4,398	4,398	197	19,630

Property Minor Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Minor Works - Condition	0	6,519	6,885	6,885	(366)	10,000
Energy & Environ Projects	4,675	745	778	778	(33)	2,000
Altens FS - Roof	0	200	162	162	38	0
Solar PV	750	44	44	44	0	0
EV Charging Points - Phase 5 - 23 -24	0	107	106	106	1	0
Total	5,425	7,615	7,975	7,975	(360)	12,000



Vehicles

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Aerial Platforms & Bodyworks	0	389	389	389	0	0
Frontline Appliances	0	0	0	0	0	10,500
Light Appliances	0	2,828	2,828	2,828	0	1,500
Line Rescue Appliances	0	0	0	0	0	0
Light Fleet - Vans & Cars	0	2,747	2,747	2,747	0	0
Wild Fire Fighting Vehicles	0	467	467	467	0	2,000
Medium Weight Pumping Units	0	2,283	2,283	2,283	0	0
Total	0	8,714	8,714	8,714	0	14,000

ICT Equipment excluding NMS

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
PC's, laptops, peripherals	0	518	518	518	0	1,000
Replacement & Upgrade of AV Kit	0	267	267	267	0	200
Server Infrastructure	0	172	178	178	(6)	200
Systems Infrastructure	0	197	236	236	(39)	600
Network Infrastructure	0	630	614	614	16	1,500
Operational Mobilisation Comms	0	4,242	4,019	4,019	223	2,000
Data Centre/Disaster Recovery	0	37	37	37	0	200
Telephony	0	19	19	19	0	400
Cyber Security Provision	0	74	74	74	0	200
Safe & Wellbeing	0	60	59	59	1	0
Website Development	0	239	244	244	(5)	0
ICT Project Costs	0	229	230	230	(1)	360
ESMCP	0	0	0	0	0	0
ESN Connect - Data First	0	0	0	0	0	0
In-Vehicle Systems	0	1,253	1,252	1,252	1	0
SDMP Modelling	0	59	59	59	0	0
Total	0	7,996	7,806	7,806	190	6,660

New Mobilising System (NMS)

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
New Mobilising System	390	569	553	553	16	2,500
Total	390	569	553	553	16	2,500



Operational Equipment

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Operational Equipment	0	1,740	1,743	1,743	(3)	1,900
PPE	0	1,652	1,689	1,689	(37)	4,000
Total	0	3,392	3,432	3,432	(40)	5,900



Transition to Net Zero Grants

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
EV Points - Phase 2 (20/21) - EST	665	0	6	6	(6)	0
EV Points - Phase 3 (20/21) - TS	1,486	0	0	0	0	0
EV Points - Phase 4 (21/22) - TS	1,423	42	38	38	4	0
EV Points - Phase 5	0	0	0	0	0	0
Total	3,574	42	44	44	(2)	0



IFRS16 Leases

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
IFRS16 Leases	0	194	42	42	152	0
Total	0	194	42	42	152	0

Capital Outturn 23-24 - Asset Investment

October 2024

Property Major Works

In 2023/24 investment of **£4.398 million** in the property portfolio has enabled the Service to:

- Complete the construction of the **West Asset Resource Centre** (West ARC) facility to provide modern state of the art vehicle and communications workshops and stores facility, replacing the aged facilities in Cowcaddens and Hamilton. This project has removed the backlog maintenance associated with the premises at Cowcaddens and allowed repurposing of the Hamilton Stores building as a heritage support facility.
- Complete Phase 2 of the **Inverness Fire Station** reconfiguration project to provide dignified gender-neutral toilets and changing facilities, and contaminant control, to bring the fire station into line with the Service's standard station design and provide a modern fit for purpose facility for operational staff. This project had minimal impact on backlog or future maintenance requirements but reduced the development costs identified to modernise and improve the estate.
- Progress the de-risking exercise to ensure maximum capital receipt from the eventual disposal of the **Cowcaddens site** including submission of Planning Permission in Principle application.
- Complete the installation of a 150kw super charger at **Clydesmill Fire Station** to support the Service's pilot Low Carbon Fire Appliance, funded through a grant from Scottish Enterprise and Transport Scotland.
- Install two new 40,000 litre fuel sites at **Dundee Asset Resource Centre** and **Portlethen Training Centre**, to provide fuel resilience for our operational fleet.
- Commence design and negotiations for site purchase for the new build **Dalkeith Fire Station** to replace the existing RAAC affected building.
- Progress the remediation of the RAAC roof and reconfiguration of **Galashiels Fire Station** to provide dignified gender-neutral toilets and changing facilities, and contaminant control, to bring the existing fire station into line with the Service's standard station design and provide a modern fit for purpose facility for operational staff. This project had minimal impact on backlog or future maintenance requirements but reduced the development/replacement costs identified to modernise and improve the estate.
- Progress the extension and reconfiguration of **Dingwall Fire Station** to provide dignified gender-neutral toilets and changing facilities, and contaminant control, to bring the existing fire station into line with the Service's standard station design and provide a modern fit for purpose facility for operational staff and replace a structurally unsound roof.
- Progress the reconfiguration of **Newcraighall Fire Station** to provide dignified gender-neutral toilets and changing facilities, and contaminant control, to bring the existing fire station into line with the Service's standard station design and provide a modern fit for purpose facility for operational staff.



Property Minor Works

In 2023/24 investment of **£7.975 million** in the property portfolio has enabled the Service to:

- Progress the service's Carbon Management Plan through **Smart Heating Systems** at 4 electrically heated sites, completion of Phase 4 of the **Electric Vehicle charging network** with installations at 6 sites and completion of roof mounted **solar panel installations** at 7 sites.
- Undertake **208 minor works projects** in 133 Properties across Scotland, including; replacement appliance bay doors/fire doors (23), replacement floors (7), Electrical rewires (11), replacement fire alarms (9), heating upgrades and boiler replacements (22), replacement roofs (21), internal lighting upgrades & emergency lighting (4), training tower upgrades (5), yard resurfacing (6), window replacements (15), boundary fencing (5), emergency generators (4).
- Address some of the **backlog maintenance** requirements identified in previous years and prioritise the worst affected building elements.



SCOTTISH
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Vehicles

In 2023/24 investment of **£8.714 million** provided the following investment:

- **14 x 15-tonne Medium Rescue Pump Appliances** were delivered with 6 still in production, which will go to replace end of life fleet, allowing implementation of Euro 6 compliant appliances in Ultra Low Emission Zones (ULEZ) areas of Scotland. Despite this, the average fleet age in this category has increased from 9.53 years to 12.4 years, and there was no impact on the backlog of appliances in this category, as SFRS needs to introduce 30 appliances in this category year on year to standstill.
- **2 x Aerial Ladder platforms** completed as a part of the revised high reach vehicle strategy.
- **2 x 7-tonne Light Weight Rescue Pumps** are in production, which will go to replace end of life volunteer units across the service. This will reduce the emission output of euro 2 compliance to euro 6 compliance in these more rural areas and reduces the average vehicle age from 20.37 to 6.4 years.
- **4 x 7-tonne Rope Rescue units** are in production which will standardise and replace end of life units across the service improving the average age and removing existing backlog for this class of vehicle.
- **10 x Wildfire All-Terrain Vehicles, Trailers and Equipment** were purchased in the year for distribution across the service in 24-25. This requirement and the requirement for additional capabilities was identified as part of the new and emerging risks faced due to climate change and variations to traditional weather patterns and will allow the service to effectively tackle these challenges for the next decade. And remove current backlogs for this class of vehicle.
- **20 x Flexi duty manager response cars** were bought as part of the ongoing replacement program for this class of vehicle and will help reduce the overall carbon output due to the improved emissions and increased range available through EV technology.
- **18 x Medium size panel vans** were brought in as a direct replacement for end-of-life fleet in this class, further reducing carbon output by introduction of the Service's first EV panel vans.
- **12 x Small size panel vans** were brought in as a direct replacement for end-of-life fleet in this class, further reducing carbon output by introduction of the Service's first EV panel vans.
- **10 x Multi-role 4x4 vehicles** were brought in as a direct replacement for end-of-life fleet in this class, standardising and modernising this fleet to euro 6 emissions.
- **8 x Ultralight Volunteer Support Units** to improve safety, operational capability and standardisation while reducing carbon output for this fleet class.



ICT Equipment excluding NMS

In 2023/24 investment of **£7.806 million** in our ICT infrastructure has enabled:

- Replacement of **core ICT assets**, mainly laptops (250), desktop PC's (400) and peripherals, such as docking stations (300), monitors (800) and cameras, headsets, wireless cards etc, to ensure the five-year replacement strategy for desktop/mobile equipment is adhered to, preventing any resurgence of backlog seen in previous years.
- Purchase of network and PC equipment for implementation and **set up of West ARC**.
- Replacement of ageing **audio-visual equipment**, such as screens and projectors with smartboards in 71 stations, as well as the new West ARC. Hardware was purchased for a further 103 stations, for installation in 2024/25.
- Upgrades on **key servers** (ProCAD, MIS and GIS Mapping) and completion of server virtualisation work.
- Services to carry out annual **penetration testing** by independent supplier to maintain and improve cyber security.
- Replacement of end-of-life network hardware and Back-Up system to maintain and improve **cyber security**.
- Purchase of initial batch of **digital fireground radios** and peripherals for rollout and implementation into 2024/25.
- Replacement of encoders (30) for **Station End Kit** and associated technical training.
- Annual purchase of **papers for stock to replace those lost and damaged**.
- Professional services to provide an options appraisal on **Unified Communications** solutions to streamline enterprise communications (voice, video, messaging) into a single interface.
- Services to enable development of Nintex services and SharePoint in support of a range of business systems, eg OARRS, RDS Payments. Implementation of Project and Resource Management Software for ICT and wider organisation. Services to support further cloud migration.
- Professional services to develop and implement new **SFRS website and iHub**.
- CF33 devices (295) purchased and delivered to secure storage as part of **In-Vehicle Systems** project.



New Mobilising System(NMS)

Investment of **£0.553 million** in the New Mobilising System has enabled the Service to :

- Continue to work with Actica Consulting in their capacity of **Technical Advisors**.
- Ensure **business readiness** and standardisation to stay on track for completion by contract award 2024.
- Review, accept and **implement recommendations** from Scottish Government Digital Assurance Office (DAO) Audits, enabling the procurement process to be undertaken.
- Maintain the **NMS project team** in preparation for award of contract in 2024.



Operational Equipment

Investment of **£3.432 million** in Operational Equipment has helped to reduce the investment backlog by enabling the purchase and commissioning of:

- **31 advanced Weber Battery Powered Rescue Equipment sets** and additional batteries for allocation to the new rescue pumps, replacing aging assets and increasing firefighter safety through a reduced risk of high-pressure injection injuries.
- **20 sets of ladders** (13.5 metre, 9 metre, roof and short extension) for the new rescue pumps, replacing aging assets that are at the end of their useful lives across all 3 SDA areas.
- **274 Powered Respirator Protection Suit (PRPS) recertification** to support operational frontline delivery for Hazmat incidents.
- **25 light portable pumps** to replace assets at end of life.
- **60 full air bag stabilisation systems**, 20 tonne, 40 tonne air bags, controllers, regulators and hoses, replacing assets at end of life.
- **4 air bag stabilisation system test kits** to allow annual testing of air bag systems
- **90 additional thermal image cameras (TICs)**, to meet Operational TIC strategy and increase Firefighter safety.
- **350 flood response helmets** to replace assets at end of life.
- **433 additional personal flotation devices (PFD's)** to meet new flood response requirements and increase Firefighter safety.
- **400 lay flat firefighting hoses** replacing assets at end of life across all 3 SDA areas.
- **294 new smoke curtains**, addressing recommendations from the Grenfell Inquiry, to increase fire fighter and community safety in responding to fires in high rise buildings.
- **140 sets of Wildfire PPE**, Tunic, leggings, boots, gloves, helmets to meet SFRS strategy for Wildfire operations.
- 1,000 Self Contained Breathing Apparatus (SCBA) reducers (component of BA equipment) to meet manufactures recommendations of replacement.
- £1.689 million worth of replacement **Structural PPE**, items that have been damaged through wear and tear (500 helmets, 1,500 Tunics, and 850 Leggings) and two new sets of PPE for 322 new recruits entering service.



Transition to Net Zero Grants

Investment of **£0.044 million** in Transitions to Net Zero has helped the service to :

- Progress the completion of Phase 2 & 4 of the **Electric Vehicle charging network** with installations at 6 sites and completion of roof mounted solar panel installations at 7 sites.
- Progress work on Phase 5 of the Electric Vehicle charging network.

Right of Use Assets (IFRS16 Leases)

Investment of **£0.042 million** in new Leases enabled the Service to :

- Enter a new lease for 1 support staff employee **Lease Car Scheme** and extend the **ICT Printer** contract.

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



Report No: B/PPP/04-24

Agenda Item: 18

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	31 OCTOBER 2024						
Report Title:	GRENFELL TOWER FIRE – PHASE 2 RECOMMENDATIONS						
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	The purpose of this report is to provide the Scottish Fire and Rescue Service (SFRS) Board with an update on the recommendations of Phase 2 of the Grenfell Tower Inquiry (GTI) Report and the actions that SFRS are taking in response.						
2	Background						
2.1	The fire at Grenfell Tower on 14 June 2017, in which 72 people tragically died, was the worst residential fire in the UK since the Second World War. The SFRS, along with partners, has and remains committed to learning all lessons arising from the incident, including those identified in the resultant inquiries and reports.						
2.2	The GTI was held in 2 phases and the second of those reported on 4 September 2024. This report consists of 7 volumes, comprising of around 1700 pages with 58 substantive recommendations. Further assessment of the contents of the report is currently being undertaken. The Chair of the GTI, Sir Martin Moore-Bick, made clear in his statement that the 72 deaths as a result of the fire were avoidable. The Phase 2 report sets out the responsibilities and failure of all of the main parties, including the UK Government, the local authority, the managers of the building, the architect, contractors, manufacturers, certification and test bodies and London Fire Brigade.						
2.3	The Phase 1 SFRS GTI Closing Report was presented to the Service Delivery Committee on 31 May 2022 and SFRS Board on 30 June 2022 and can be found within the papers here .						
2.4	The SFRS Grenfell Action Plan considering Phase 1 at the time, combined 13 recommendations from the London Fire Brigade Grenfell Tower Investigation and Review Team (GTIRT) report and 31 recommendations from the Grenfell Phase 1 report that were applicable to Fire and Rescue Services: creating a total of 44 recommendations. SFRS created a dedicated group within SFRS (High Rise Continual Improvement Group (HRCIG) to consider and act upon these recommendations moving forward.						
2.5	In preparation for the release of Phase 2 of the GTI on 4 September 2024, the HRCIG met in July 2024 to further update on a number of outstanding actions from Phase 1, consider any outstanding recommendations made by HMFSI as part of their Firefighting in High Rise Buildings Inspection Report , and consider what could potentially arise from the Phase 2 report. The group also considered recent changes in Legislation such as the Cladding Remediation (Scotland) Act that came into force in July 2024.						

2.6	The current actions within the HRCIG have addressed all the Phase 1 recommendations other than one, which relates to the SFRS New Mobilising System and forms part of an ongoing project. The HRCIG have also incorporated a number of additional actions specific to high rise buildings. These have arisen from either HMFSI reports or subsequent discussions by the group. At present, there remain 8 outstanding actions that are being considered or worked upon.
2.7	The HRCIG group last met on 25 September 2024 to allow for some digestion of the findings and are currently reviewing the recommendations laid out in Phase 2 to prepare draft actions for agreement by Strategic Leadership Team (SLT).
2.8	<p><u>External Groups & Partners</u></p> <p>There are 2 Scottish Government working groups set up to manage the ongoing actions resulting from Grenfell. These are:</p> <ol style="list-style-type: none"> 1. The Grenfell Inquiry Phase 2 Ministerial Working Group (MWG), chaired by the Minister for Housing and sits under the Building and Fire Safety Ministerial Working Group; supported by 2. The Grenfell Phase 2 Officials Working Group (OWG), which meet on a monthly basis prior to the group attended by Ministers.
2.9	Both working groups have representation from SFRS with Assistant Chief Officer (ACO) Watt currently the lead representative on the MWG.
2.10	In addition, SFRS are linked into National Fire Chief Council (NFCC) networks, such as the Protection Practitioners Forum, the Protection Leads quarterly meetings and the Protection and Business Safety Committee. In addition, there are many operational fora that SFRS are represented on, but at this time none have been set up specifically to deal with the Grenfell Phase 2 outcomes.
3	Main Report/Detail
3.1	MWG Overview
3.1.1	<p><u>Aim and objectives</u></p> <p>The overall aim of the MWG is to prepare a response to the Grenfell Phase 2 report that acknowledges the seriousness of the issues covered by the Inquiry and addresses each recommendation and the matters raised. The specific objectives are as follows:</p> <ul style="list-style-type: none"> • To work across Ministerial portfolios and with key stakeholders, including SFRS, to ensure that each recommendation raised is adequately addressed. • To identify what more needs to be done to ensure that buildings are safe and how this might be done. • To work with counterparts in the UK Government, Welsh Government and Northern Ireland Executive to address reserved matters and to learn from respective approaches. • To publish the Scottish Government response report by Spring 2025.
3.1.2	<p><u>Approach and methodology</u></p> <p>A recommendation Summary and Response Planning Template has been developed and is being populated by Scottish Government officials and partner organisations. It sets out the recommendations and, identifies a Scottish Government policy lead and other areas that have an interest. It also includes involvement of partner organisations and stakeholders including SFRS. It includes any existing response and actions to date, potential issues and next steps.</p>
3.1.3	Each recommendation is being considered within the context of the relevant evidence within the Report, including how it has arisen, applicability and the Scottish perspective. A

	rounded analysis of the recommendations and issues is needed to prepare an appropriate Scottish Government response.
3.1.4	Other important areas raised within the Report that are not subject to specific recommendations are being identified and considered as part of this process and included in the reporting template. The template sets out the recommendations and observations made by the Inquiry.
3.1.5	The recommendations can be grouped by themes and policy to an extent. Working through the recommendations via themes will assist in making the process efficient and ensure that where there are links between them that this is not missed.
3.1.6	<u>Timeline</u> The UK Government has indicated that it intends to respond to the Report within 6 months, although this is considered challenging. The Scottish Government will seek to produce a response in this same timeframe. Officials have completed a first version of the response planning table on 20 September 2024 and also are producing a detailed plan and timeline, with Ministerial Working Group meetings and milestones across this timeframe.
3.1.7	<u>Governance</u> The governance of the Scottish Government's response to the Inquiry's report will rest with the MWG in accordance with the terms of reference. The MWG will consider progress and where necessary raise issues that arise at Cabinet and/or with the Executive Team. In parallel to the Ministerial Working Group officials will meet key partner organisations on a regular basis.
3.2	SFRS Approach and Methodology for Phase Two
3.2.1	SFRS as part of Phase 1, created the dedicated, multi-Directorate HRCIG which has maintained a presence throughout. Its representation sits at Area Commander and equivalent level to ensure actions are progressed and incorporated in team workloads.
3.2.2	Following a period of dormancy between Reports and changes in roles within the Service, it re-established prior to Phase 2 being released and is currently considering the findings of the latest report to draft actions relevant for SFRS. The HRCIG meets on a monthly basis to consider the progress of actions in terms of the review of the report, and discuss responses required for the Scottish Government MWG.
3.2.3	The HRCIG is chaired by an Area Commander within the Prevention, Protection and Preparedness (PPP) Directorate who liaises with the Scottish Government to update SFRS position statements and attends both the MWG alongside ACO Watt and OWG.
3.2.4	The group has formally discussed all 59 recommendations, highlighted 12 specific points noted for London Fire Brigade and identified approximately 27 overall recommendations that need to be considered by SFRS as part of wider actions for Scottish Government and partner organisations, some of which may be long term and require monitoring for impact upon SFRS business. The remainder have been discounted as requiring further action or monitoring due to relevance.
3.2.5	The next meeting of the HRCIG intends to have formalised draft recommendations applicable to SFRS for consideration by SLT and agreement of the plan moving forward. This will then be formally recorded and governed through SPPC processes in line with HMFSI actions and AOP updates.
3.2.6	Responses to the Scottish Government and MWG will be drafted and agreed by the HRCIG and SLT prior to submission in the knowledge that the responses will be made public. In addition, progress will be reported through the PPP Directorate Management Team meetings, the Service Delivery Board and the Service Delivery Committee.

3.2.7	Some actions and timescales may be dependent upon partner organisations developing their actions further, and specific SFRS actions can be dependent upon wider ongoing work, such as the New Mobilising System which is governed out with this working group.
3.3 3.3.1	<p>Phase Two - FRS Specific Recommendations</p> <p>As noted above, SFRS have identified 12 specific recommendations made for or that directly affect London Fire Brigade and have provided a holding response to the MWG around those. These relate to:</p> <ol style="list-style-type: none"> 1. Recommend that the government seeks urgent advice from the Building Safety Regulator and the National Fire Chiefs Council on the nature and scale of the problem and the appropriate response to it. 2. We welcome the government's ambition to create an independent College of Fire and Rescue expressed in the white paper Reforming our Fire and Rescue Service and we therefore recommend that the government establish such a college immediately with sufficient resources to provide the following services nationally. 3. Although it is for the government to decide how the college should be constituted, we recommend that it should have a permanent staff of sufficient size to manage its operations and develop its functions in response to the demands of fire and rescue services nationally and the requirements of the board 4. Recommend that the LFB establish effective standing arrangements for collecting, considering and effectively implementing lessons learned from previous incidents, inquests and investigations. Those arrangements should be as simple as possible, flexible and of a kind that will ensure that any appropriate changes in practice or procedure are implemented speedily. 5. Recommend that fire and rescue services that continue to use low power intrinsically safe radios as part of breathing apparatus consider reserving them only for situations in which there is a real risk of igniting flammable gases and generally using radios of higher power, particularly in high-rise buildings. 6. There is strong evidence that in general digital radios are more effective than analogue radios. We therefore recommend that all fire and rescue services give consideration to providing all firefighters with digital radios. 7. Since radio communications are inherently unreliable in certain environments, we recommend that firefighters be trained to respond appropriately to the loss of communications and to understand how to restore them. 8. That is a clear indication of a need for better training, and we therefore recommend that basic training on the structure and operation of the water supply system, including the different types of hydrants in use and their functions, be given to all firefighters. 9. Recommend that all fire and rescue services establish and periodically review an agreed protocol with the statutory water undertakers in their areas to enable effective communication between them in relation to the supply of water for firefighting purposes. 10. We cannot tell whether in any of those cases they would have been able to rescue people higher up the building if they had not done so, but we recommend that National Fire Chiefs Council consider whether, and if so in what circumstances, firefighters should be discouraged from departing from their instructions on their own initiative and provide appropriate training in how to respond to a situation of that kind. 11. Recommend that further consideration be given to the recommendations made in the Phase 1 report in the light of our findings in this report. 12. Recommend that the advice contained in paragraph 79.11 of the LGA Guide be reconsidered.
3.3.2	Other considerations are being made around the potential effect a single regulator may have in Scotland, the status and effect of a formal recognition of the profession of a Fire Engineer and how this may affect SFRS personnel, and others around Building Standards regulation and Civil Contingencies. Whilst not direct actions for SFRS, the resultant effect on any changes may have an impact upon how SFRS operates both operationally and regulatory, and what policy changes may be required to meet changes in legislation.

3.3.3	As the recommendations and associated actions will undoubtedly impact upon SFRS and the wider Building and Fire Sector, the HRCIG alongside Directorates engaging with national forums will continue to monitor such impacts and provide learning opportunities for personnel whether directly from the findings of the report, as a result of wider changes within the industry or indeed from continued case studies of incidents with a similar theme.
4	Recommendation
4.1	The SFRS Board are invited to scrutinise the information provided in this update.
5	Key Strategic Implications
5.1	Risk
5.1.1	Organisational risk has been reduced through recognition of the learning opportunities presented through the GTI Phase 1 recommendations and the subsequent actions and outcomes delivered throughout the Service and will continue to reduce through any actions relating to Phase 2.
5.2	Financial
5.2.1	Financial impact of the GTI Phase 2 report has yet to be determined
5.3	Environmental & Sustainability
5.3.1	There has been no tangible impact on the environment during this process
5.4	Workforce
5.4.1	Our workforce has benefited from positive outcomes during the process of Phase 1 in the form of reviewed policy, procedures, knowledge, resources and equipment, and it is anticipated will continue to do so.
5.5	Health & Safety
5.5.1	Health and Safety is anticipated to be improved through any policy and procedural changes and assets procured as a result of proposed actions.
5.6	Health & Wellbeing
5.6.1	It is anticipated that the Health and Wellbeing of personnel will be improved in the knowledge that SFRS are acting to reduce the risk to personnel and communities of similar incidents in Scotland, hereby reducing anxiety.
5.7	Training
5.7.1	Training provision is anticipated to be improved through several of the proposed recommendations.
5.8	Timing
5.8.1	There is an expectation that a response will be provided by SFRS in line with the Scottish Government target of Spring 2025.
5.9	Performance
5.9.1	Continuous performance improvement will be demonstrated through several of the actions and outcomes relating to these.
5.10	Communications & Engagement
5.10.1	Communication and engagement will be key to the successful delivery of outcomes throughout the SFRS during this process

5.11 5.11.1	Legal SFRS will take steps to recognise where improvements can be made to meet our legal obligations and responsibilities under the HSWA, the FSA and other appropriate legislation for Phase 2 of the GTI Report.	
5.12 5.12.1	Information Governance DPIA completed - No. If not applicable state reasons. No sensitive Data Protection Issues within this report	
5.13 5.13.1	Equalities EHRIA completed - No. If not applicable state reasons. There are no EIA issues contained within this report	
5.14 5.14.1	Service Delivery Service Delivery impact will be managed through the HRCIG workstreams and will continue to be managed through existing governance channels.	
6	Core Brief	
6.1	The Director for Prevention, Protection and Preparedness provided the SFRS Board with an update on the recommendations of Phase 2 of the Grenfell Tower Inquiry Report and the actions that SFRS are taking in response.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andrew Watt. Director of Prevention, Protection and Preparedness.
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	The associated actions as a result of Phase 2 of the Grenfell Tower Inquiry are reviewed by Directorates/Functions on a monthly basis to ensure critical business and those actions required to deliver the agreed outcomes are prioritised appropriately. It will thereafter be governed through SPPC in line with similar SFRS actions and reported upon to SLT through due governance.
8	Appendices/Further Reading	
8.1	<u>Further Reading</u> <ul style="list-style-type: none"> • Grenfell Tower Inquiry: Phase 2 Report (Phase 2 report Grenfell Tower Inquiry). • Scottish Government Grenfell Ministerial Working Group for Building and Fire Safety - Building and Fire Safety - Ministerial Working Group: Grenfell Inquiry phase 2 - gov.scot (www.gov.scot) 	
Prepared by:	Chris Getty, Area Commander, Prevention, Protection and Preparedness	
Sponsored by:	Andrew Watt, ACO, Director of Prevention, Protection and Preparedness	
Presented by:	Andrew Watt, ACO, Director of Prevention, Protection and Preparedness	
Links to Strategy and Corporate Values		
This report supports the SFRS Strategic Plan Outcomes of <i>Prevention</i> and <i>Response</i> . It also supports all the Service's Values of <i>Safety</i> , <i>Teamwork</i> , <i>Respect</i> and <i>Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Scrutiny</i>

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<p align="center">19 December 2024</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • 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"> • Strategic Asset Management Plan – Annual Review (IB/SF) 	<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"> • Health and Safety Annual Report 2023/24 • Social Impact Pledge
<p align="center">Provisional Special Board – 20 February 2025</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Budget Approach 2025-26
<p align="center">27 March 2025</p>	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • Corporate Parenting Plan Annual Update • 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 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"> •



SCOTTISH
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PUBLIC MEETING – THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 31 OCTOBER 2024 @ 1000 HRS

REPORTS FOR INFORMATION ONLY



Report No: B/PPP/05-24

Agenda Item: N/A FIO

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	24 OCTOBER 2024						
Report Title:	SCOTTISH FIRE AND RESCUE SERVICES/ANTHONY NOLAN PARTNERSHIP – ANNUAL REPORT – ACADEMIC YEAR 2023/24						
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 paper is to provide Board members with an overview of the achievements of the Scottish Fire and Rescue Service (SFRS)/Anthony Nolan Partnership during the 2023/24 Academic Year, details of which are contained within Appendix A (Annual Report).						
2	Background						
2.1	The change of age criteria in 2012 signalled a change in focus for the Partnership and the beginning of the donor recruitment schools programme. This change in strategy provided the Partnership with an opportunity to engage a captive audience in a very structured environment and add greater quality to the register due to the age of school pupils being recruited.						
2.2	It was the vision of the Partnership that it should be about more than just recruiting pupils onto the register. The schools programme events have been designed in a way that encourages greater involvement from pupils and allows them to take ownership, demonstrate leadership and put their own `stamp` on events. It shows pupils the significant impact they can have on the lives of others through active citizenship, personal commitment and a simple selfless act.						
2.3	Partnership volunteers go into secondary schools across Scotland to deliver inspiring educational presentations to 16 to 18-year olds' about stem cell, blood and organ donation. The focus is on the potentially lifesaving impact that young people can have through positive citizenship, which is in line with the aims of the Curriculum for Excellence. The events provide a positive environment for the SFRS to engage with young people and to demonstrate their commitment to supporting their local communities.						
2.4	The Partnership were keen to use this process to deliver 'additional value' to both the schools and pupils and therefore have designed an innovative process that encourages peer involvement using some of the young people as 'SFRS Champions'. These 'Champions' support the programme through helping deliver the message to their fellow pupils, booking people in for the recruitment event and even staffing the welcome desk.						
2.5	This increases the feeling of ownership and gives a real opportunity for those involved to develop confidence and to see first-hand the impact they can have regardless of academic abilities or socio-economic background.						

3	Main Report
3.1	The 2023/24 academic year saw SFRS/Anthony Nolan Partnership school donor recruitment activity continue to build on our 22/23 school activity post Covid19.
3.2	With regards to Partnership activity in 2023/24, we facilitated 20 school donor recruitment events, recruiting 1,012 people to the register, over 20,000 in total now. Within the reporting period the Partnership saw a further eight people donate their stem cells and potentially save the life of someone with blood cancer, in total the Partnership has had 116 people donate their stems cells.
3.3	96% of people recruited by SFRS have been aged between 16 and 23 years of age, this is incredibly important as Anthony Nolan, through their research, have identified that younger donors within this age bracket have a far greater chance of being a match and provide better patient outcomes post-transplant. The percentage of people recruited by Anthony Nolan in this age bracket is currently 65%.
3.4	Appendix A (Annual Report) highlights the achievements of the SFRS/Anthony Nolan Partnership during the academic year, 1 August 2023 to 31 July 2024.
3.5	The main highlights from the report are, <ul style="list-style-type: none"> • 1,012 new donors recruited onto the register. • 8 lifesaving stem cell donations made, all of whom were school pupils. • Over 3,500 pupils engaged with. • Average of 50 donors recruited per event (compared to 37 Anthony Nolan average). • We recruited our 20,000th person onto the Anthony Nolan stem cell register. • Over 200 people called for second stage testing. • The Partnership was shortlisted for to Third Sector Awards 'Frontline Team of the Year' and 'Corporate Partnership of the Year'.
4	Recommendation
4.1	The Board are asked to note the content of the SFRS/Anthony Partnership Annual Report and recognise the work of the partnership volunteers during the 2023/24 academic year.
5	Key Strategic Implications
5.1	Financial
5.1.1	Not applicable.
5.2	Environmental & Sustainability
5.2.1	All event supplies are delivered and picked up by Anthony Nolan pre- and post-event, and those resources not required are re-used at further events.
5.3	Workforce
5.3.1	A key point that should be emphasised is that SFRS volunteers involved do so in their own time or as additional voluntary work to their existing duties.
5.3.2	The Partnership has three Vice Chairs, one per SDA area and 26 Tactical Leads who oversee the volunteer groups within their respective areas.
5.4	Health & Safety
5.4.1	Anthony Nolan risk assessments are completed for every donor recruitment event by SFRS Tactical Leads in conjunction with schools. These risk assessments are submitted to Anthony Nolan prior to any event.

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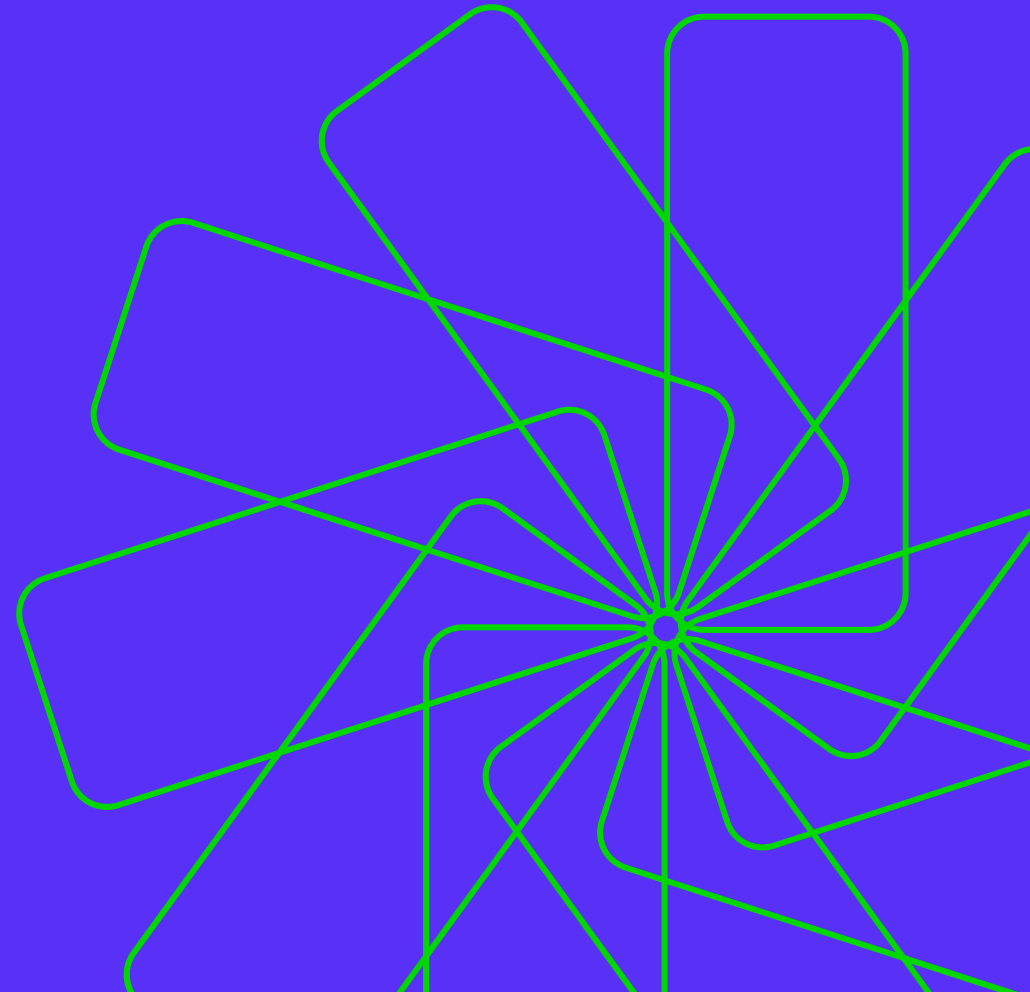
5.5	Training	
5.5.1	Anthony Nolan has already provided SFRS Partnership Tactical Leads with full training in running a recruitment event in accordance with Anthony Nolan’s rules and guidelines. Anthony Nolan will provide further training and materials as required should there be any change to process.	
5.6	Timing	
5.6.1	SFRS/Anthony Nolan Annual Report will be produced on a yearly basis covering academic years.	
5.7	Performance	
5.7.1	Annual Report will be submitted to SLT and the Board on a yearly basis and shared with all Partnership volunteers.	
5.8	Communications & Engagement	
5.8.1	The Annual Report will be hosted on the SFRS/Anthony Nolan Partnership SFRS IHub page.	
5.9	Legal	
5.9.1	Formal Partnership Agreement between SFRS and Anthony Nolan reviewed and resigned in November 2023.	
5.10	Information Governance	
5.10.1	Not applicable.	
5.11	Risk	
5.11.1	Not applicable.	
5.12	Equalities	
5.12.1	Not applicable.	
6	Core Brief	
6.1	The Director of Training, Safety and Assurance presents this report outlining the achievements of the SFRS/Anthony Nolan Partnership during the 2023/24 academic year.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andrew Watt, Director of Prevention, Protection and Preparedness
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	All SFRS/Anthony Nolan donor recruitment events are delivered in accordance with Anthony Nolan clinic governance and information governance guidelines. All SFRS volunteers are fully training to deliver events by Anthony Nolan. All data contained within the Annual Report is centrally co-ordinated by Anthony Nolan and cross referenced by the SFRS Partnership.
8	Appendices/Further Reading	
8.1	Appendix A - SFRS/Anthony Nolan Partnership – Annual Report 2023-24	
Prepared by:	Andy Watt, Director of Prevention, Protection and Preparedness, SFRS/Anthony Nolan Partnership Chair	
Sponsored by:	Andy Watt, Director of Prevention, Protection and Preparedness, SFRS/Anthony Nolan Partnership Chair	
Presented by:	Andy Watt, Director of Prevention, Protection and Preparedness, SFRS/Anthony Nolan Partnership Chair	

Links to Strategy and Corporate Values		
<p>Our Purpose To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland.</p> <p>Strategic Plan - Outcome Seven Community safety and wellbeing improves as we work effectively with our partners.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>24 October 2024</i>	<i>For Information only</i>
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Information only</i>

THE SCOTTISH FIRE AND RESCUE SERVICE / ANTHONY NOLAN PARTNERSHIP

Annual Report

1st August 2023 – 31st July 2024



We are delighted to be celebrating our 15th year of this incredible Partnership.

As we come to the end of this academic year, I can't help but reflect on how far the Partnership has come. In 2009, the target was to recruit 1,200 people over three years, a target that you quickly surpassed. The hundreds of people who power the partnership's work today, from board members to frontline volunteers, are testament to the hard work and dedication of the core group of 11 people who first delivered the programme all those years ago.

Today, the team have educated tens of thousands of young people about blood, stem cell and organ donation; recruited more than 20,000 people to the register; and 115 have gone on to make potentially life-saving donations. The Partnership centres on the generosity of the SFRS workforce and willingness of volunteers to give up their time - even during their days off or immediately after a night shift. At Anthony Nolan, we are awestruck by how people across the Service have made it the norm to go above and beyond in raising awareness of blood cancer and recruiting more people to the stem cell register. Partnerships that grow their impact and endure for so long are incredibly rare.

Prior to engaging with SFRS, Anthony Nolan had very little presence within Scotland. The generosity of SFRS to share their brand and reputation in partnership has enabled Anthony Nolan to not only improve the lives of patients through the provision of potential donors, but also to significantly expand our strategic engagement in Scotland with events such as Communities vs Blood Cancer, held in Holyrood. SFRS's involvement gets MSPs excited about our work and encourages them to support us and, in turn, the benefactors of our work.

The greatest achievement of our Partnership is the patients who received another chance of life thanks to the amazing donors recruited over the last 15 years. This academic year alone, you have recruited 1012 people to the stem cell register, delivered 20 events and enabled 8 young people to donate their stem cells to a stranger in need. But you've done so much more besides. SFRS have supported our Parliamentary campaigns, contributed to our organisational strategy, recruited your 20,000th potential donor and celebrated your 115th person donating their stem cells to a patient in need over 15 years. The numbers speak for themselves, but behind the numbers are people living through the most difficult of times, who have been given hope thanks to the work of The Scottish Fire and Rescue Service.

Thank you, SFRS!



Chris Phillips, Chief Engagement Officer

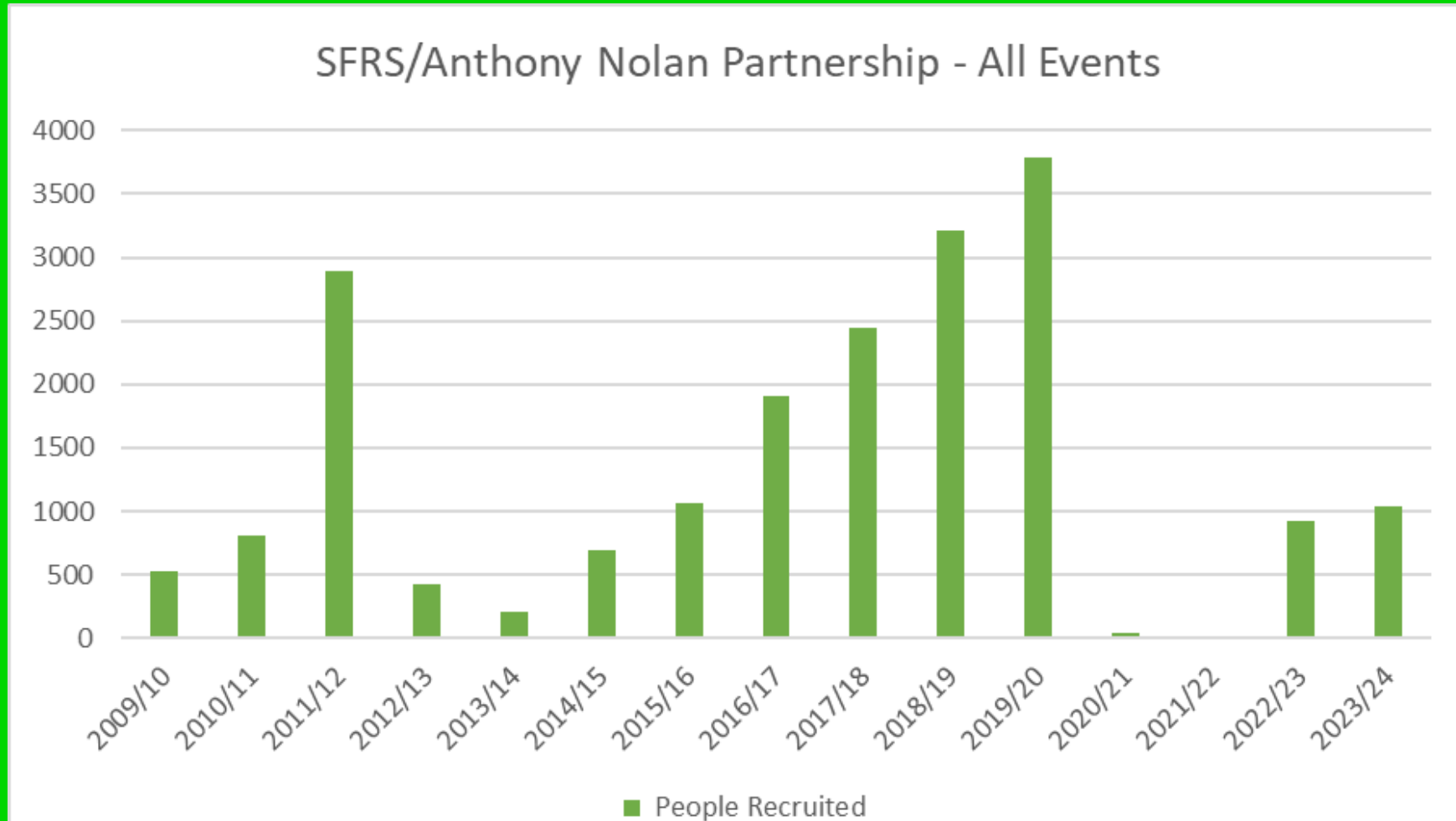


Year on Year Comparison

- 2023/24 saw an increase of over 160 donors added to the register compared to the previous year.
- We saw an increase in recruitment of both young donors (16-23) and male donors, both of which are priority groups for development of the register and to improve chances for patients
- We reached – and surpassed – the incredible milestone of 20,000 potential donors recruited by SFRS
- SFRS was shortlisted for two Third Sector Awards ‘Frontline Team of the Year’ and ‘Corporate Partnership of the Year’.



15 Year Comparison



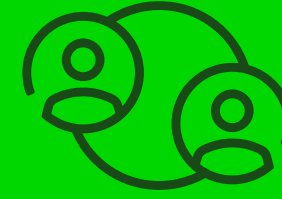
Summary



1012 new potential donors added to the register (163 more than 22/23)



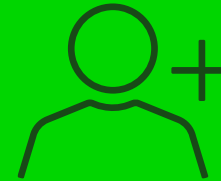
20 recruitment events run across Scotland



8 donations giving patients their lifesaving chance



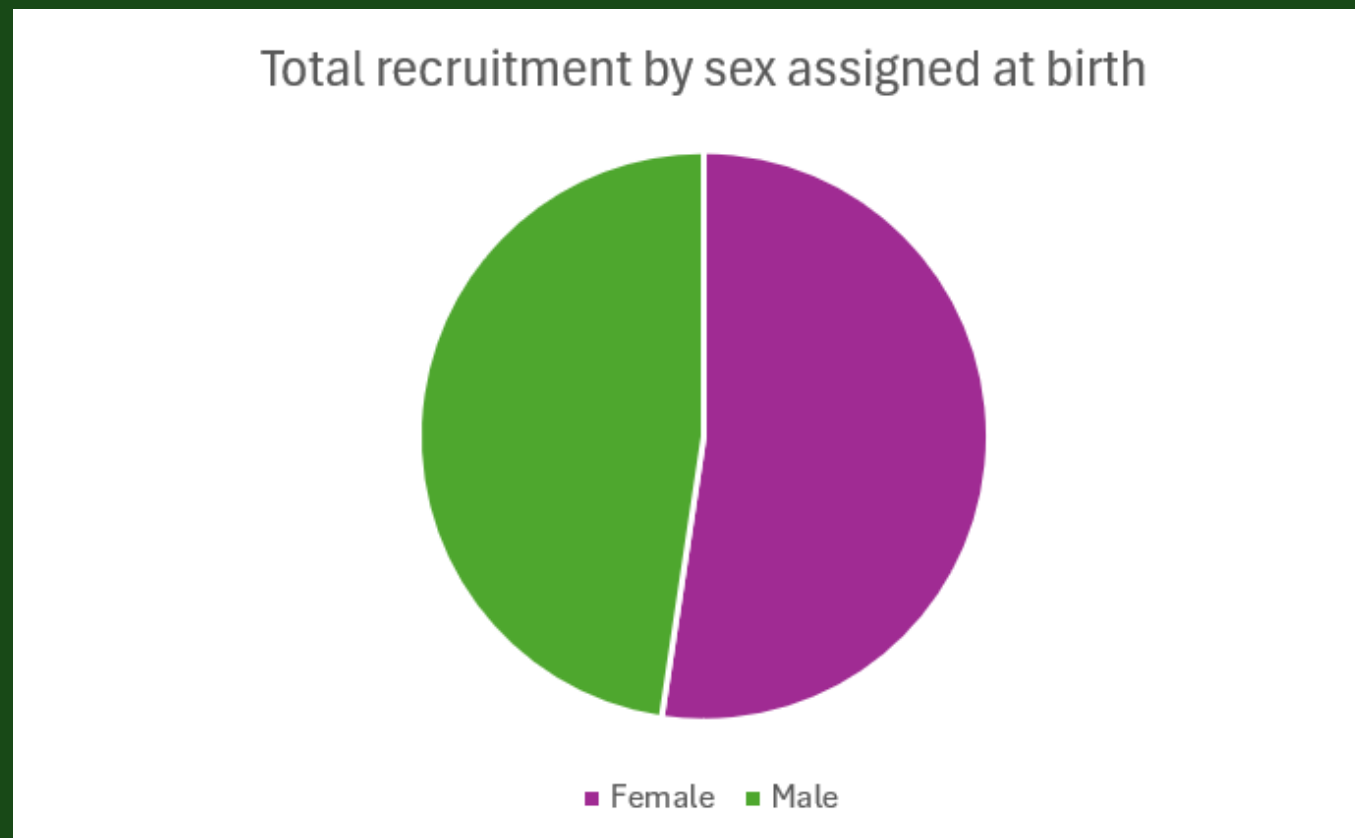
96% 16-23 year olds (compared with 65% Anthony Nolan average)



48% of those recruited were male (compared with 35% Anthony Nolan average)



Total recruitment by sex assigned at birth

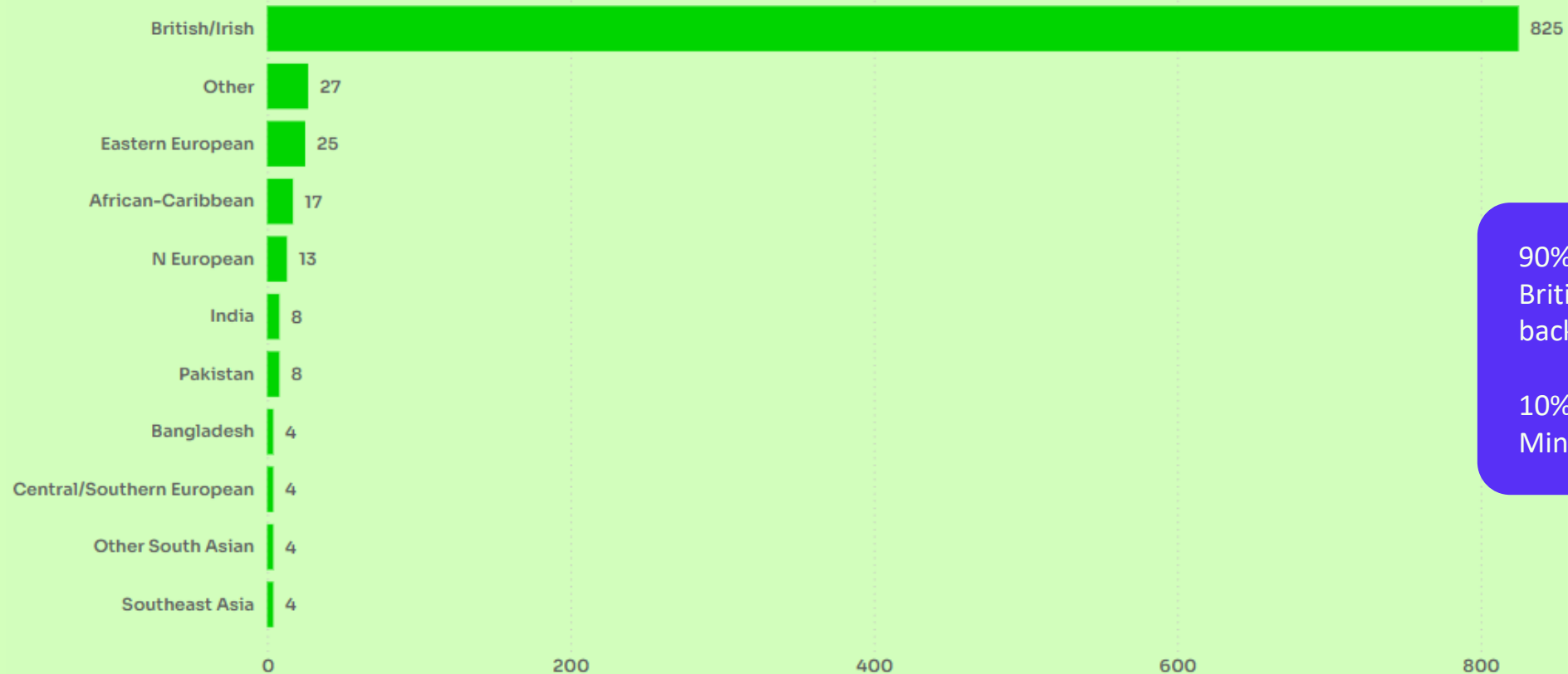


52% of people recruited were female (530)
48% of people recruited were male (482)



Total recruitment by ethnicity*

Total Active Potential Donors by Ethnicity



90% of people recruited were from British, Irish, Northern European backgrounds

10% of people recruited were from Minority Ethnic backgrounds

*applications that left ethnicity blank are excluded



School presentations and donor recruitment events



20 School presentations, educating over 3,500 students about the stem cell register

20,000th donor recruited



When Erin found out she was the 20,000th person to join the register through SFRS, she said 'it mind boggled me!'. 'Signing up was an incredible experience, the SFRS volunteers made time to talk to everyone in detail and talk to us what joining the register means'.

Fundraising

Over £3,000 has been raised over the past academic year to support Anthony Nolan's lifesaving work – all thanks to SFRS and the schools that we run donor recruitment events in

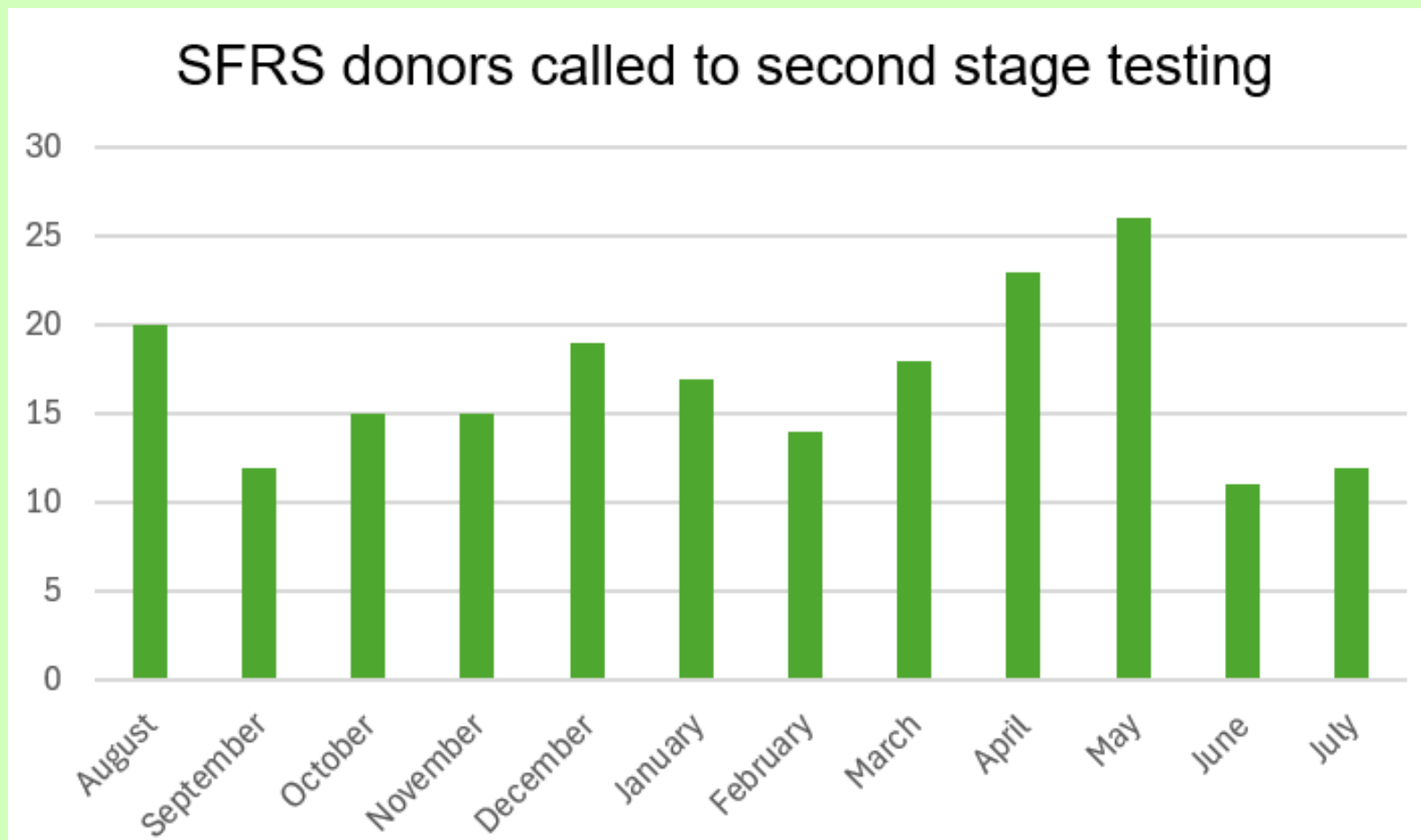


On the 19th June 2024, 27 pupils from St Mungos High School climbed Ben Nevis to raise money for Anthony Nolan – and raised an incredible £2,800



Erin Tocher, the 20,000th person to join the register through SFRS, did a bake sale at her school to raise vital funds.

SFRS Donors called to second stage testing



202 people called to second stage testing

Verification typing, or second stage testing, is the stage at which several potential matches are called for further medical tests to base which of them is the best possible match. From there, the best possible match for a patient will be asked to donate.



SFRS Donations

Sex assigned at Birth	Age Group	Ethnicity	Recruited At
Male	21-25	British/Irish	Culloden Academy 2017-03-09
Female	21-25	British/Irish	Craigmount High School 2019-10-31
Male	21-25	British/Irish	Morgan Academy 2019-06-17
Male	16-20	British/Irish	Anderson High School 2020-01-20
Male	21-25	British/Irish	Anderson High School 2020-01-20
Male	21-25	British/Irish	Lochaber High School 2018-06-15
Female	21-25	British/Irish	Wallace High School 2018-06-11
Male	21-25	British/Irish	Inveralmond Community High School 2019-12-11



SFRS Donor Story



“I joined the Anthony Nolan register as part of a Scottish Fire and Rescue Service drive. There was a local firefighter who required a match. I decided that if I could help I would. Thinking that if I was in need of a donor, someone would come forward for me.”

“I found the process really quite straight forward. My coordinator answered questions I had and explained what would happen...The nurses were fantastic and so friendly.”

“Do it. You don't get many opportunities in life to potentially save someone's life. The support from Anthony Nolan is incredible. I had probably every difficulty under the sun during the donation process, but I was well looked after and felt amazing afterwards. If you are unsure, I can only say do it. It is relatively painless, and you are potentially giving someone the gift of a second chance.”



Donor Recognition Event

Celebrating 15 years of Partnership

The Partnership held an award ceremony in November to recognise the efforts of others in helping to save lives. Stem cell donors from across Scotland attended the ceremony, where they received a Certificate of Commendation from SFRS Chief Officer Ross Haggart. At the ceremony **14 people** were recognised for their selfless efforts.



“I’m delighted to receive this Certificate. It was good to hear the donors' stories. I brought two friends with me, they were so inspired, they are going to sign up to the Anthony Nolan Register.”

Erin MacKinnon, donor recruited at Sgoil Lionacleit



“It was really interesting to see all the presentations and to learn more from Anthony Nolan about how donors are matched.”

Maaria Aziz, donor recruited at Dalziel High School



Press and PR

Number of articles: 43

Total reach: 681.9k (offline views)

Mobile Unique views per month (UVPM): 133.4M (online coverage)

Desktop UVPM: 24.8M (online coverage)

Throughout the academic year the SFRS/ Anthony Nolan partnership was featured in a wide range of news outlets, including The Daily Record, Edinburgh Live, The Daily Mirror, The Tab, and Glasgow Live amongst others.

In June, the AN PR team drafted a press release to celebrate 20,000 sign ups through SFRS. This generated coverage in Charity News Today, Milngavie and Bearsden Herald, Kirkintilloch Herald and Cumbernauld News & Kilsyth Chronicle with a total reach of 20.7k.



Jude recently met her donor, Jake Fairhurst, for the first time

Jake, 25, had joined the Anthony Nolan stem cell register after seeing a Scottish Fire and Rescue Service appeal to save a young girl in his town before matching with Jude.



News > Edinburgh News > Anthony Nolan

Scottish stem cell donor saves life of gran just months away from dying of cancer

Jake Fairhurst from Fife was a stem cell donor for Jude Rowley - a woman he'd never met because she lives hundreds of miles away in Shropshire. She described the act as "selfless."

Social Media

No. of posts shared: 20 (plus ad hoc engagement)

Total Impressions*: 106,678

Total Engagements*: 2793

Key posts throughout the year:



20,000th sign up
28.3k impressions
472 engagements



100th Donor
14.6k impressions
389 engagements



Donor story
16,5k impressions
691 engagements



**Live-tweeting at
Communities vs Blood Cancer
event**

Impressions – people who saw the post

Engagements – people who shared, liked, commented on, or saved the post



Policy and Public Affairs

21 MSPs engaged

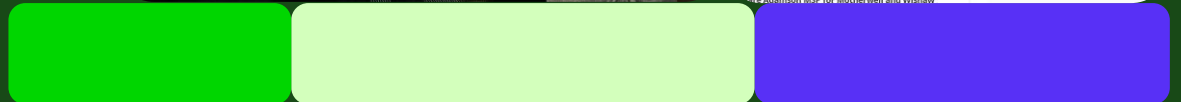
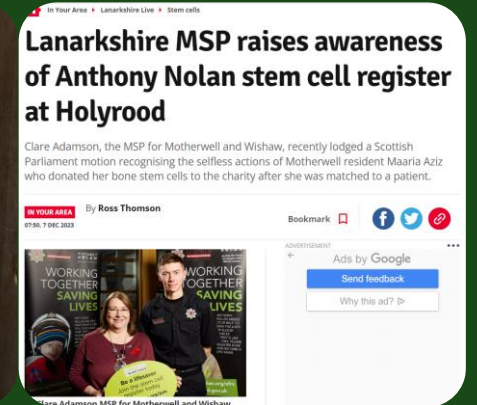
Including the Health Secretary and other Government Ministers

20 media shares

Social media posts, press releases and TV interviews by MSPs and Anthony Nolan

Increased partnership awareness

Among MSPs and the general public via a Twitter / X takeover by SFRS' 100th donor Cameron



Anthony Nolan Summer Celebration

Staff Feedback

It was obvious and inspiring to see how passionate they were about the work and the need.

We LOVE the SFRS!

The guys from SFRS were great, very engaging and interesting.

I liked the initiative they had taken in being young person led in Schools and the fact it wasn't like a chosen charity they are supporting us for a long time. They do some much in their spare time to dedicate to us.

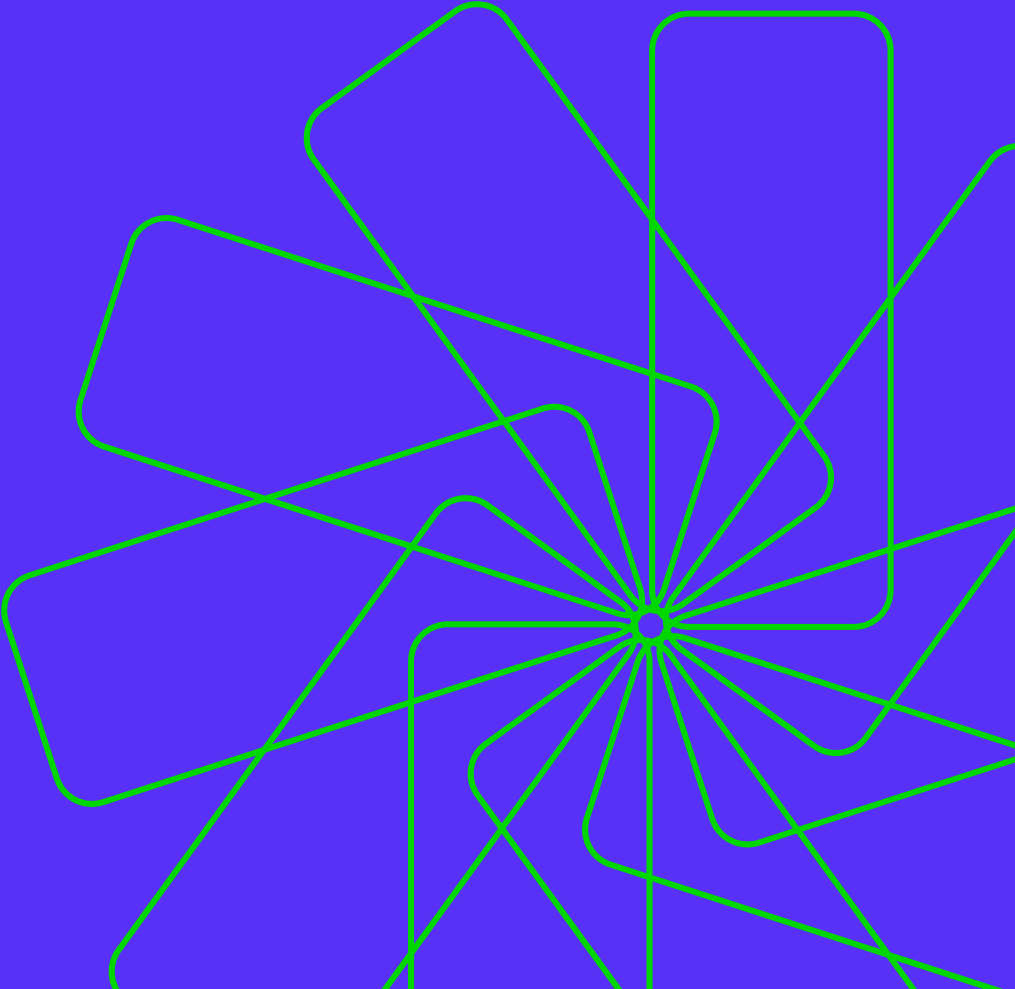
The guys from SFRS were fantastic and it's amazing to see the work they have done for AN!



**ANTHONY
NOLAN**



Thank You, SFRS!



**ANTHONY
NOLAN**



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



Report No: B/POD/02-24

Agenda Item: FIO N/A

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:		31 OCTOBER 2024						
Report Title:		MAINSTREAMING EQUALITY REPORT AND UPDATE						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to share with the Board the annual Mainstreaming Report.							
2	Background							
2.1	The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (known as the Public Sector Equality Duty - PSED) require that listed bodies produce a bi-annual report outlining the steps that the authority has taken to mainstream equality into its operations and decision making.							
2.2	The next publication is required in 2025. However, Scottish Fire and Rescue Service (SFRS) gave an undertaking in 2020 to prepare an annual report covering key features of the Mainstreaming Report and it is this interim report that is attached for the period 1 April 2023 to 31 March 2024 as Appendix A.							
2.3	The draft Mainstreaming Report was approved by the Corporate Board at their meeting in August 2024.							
3	Main Report							
3.1	<u>Mainstreaming Equality</u> The PSED stipulates that public bodies must take steps to mainstream equality and then monitor and produce updates on these activities.							
3.2	Mainstreaming means the embedding of equality activities into the core function to which they are related. Examples of this are: <ul style="list-style-type: none"> • Positive action activities to be embedded into the core recruitment activities. • Consideration and reporting of sex, disability and race as it relates to pay and reward to be accommodated within the activities carried out on monitoring and reporting on pay more generally. • Co-ordination of local BSL interpreters for home fire safety visits. • Targeted community engagement activities such as attendance at mosques, gurdwaras and Pride events delivered by local crew. • Inclusive and accessible messaging being included as part of corporate approach to communications. 							

3.3	<p>The PSED sets out that the purpose of the bi-annual Mainstreaming Report is to:</p> <ul style="list-style-type: none"> • show what steps have been taken to provide a mainstreamed approach to the equality duty • provide an update on the progression of the Equality Outcomes • be accessible to a broad audience
3.4	<p>The Mainstreaming Report is not intended to provide an overview of all activities undertaken by a public body as it relates to equality, however the inclusion of some illustrative examples provides evidence to support the assertions made about steps taken to mainstream equality.</p>
3.5	<p>The Mainstreaming Report published in statutory reporting years must have the endorsement of the Strategic Leadership Team and the SFRS Board, as the listed authorities in the Regulations, prior to its publication. This does not apply to the Mainstreaming Report that SFRS has opted to publish in non-statutory reporting years and the option for the Corporate Board to approve the document was included as a recommendation and accepted.</p> <p>Appendix 1 - The Mainstreaming Report 2023-24.</p>
3.6	
4	Recommendation
4.1	<p>The Board is asked to note the Mainstreaming Report.</p>
5	Key Strategic Implications
5.1	Risk
5.1.1	<p>The risks associated with the activities in this report relate to continued legislative compliance and impact on the profile and perception of SFRS.</p>
5.2	Financial
5.2.1	<p>There is no designated budget for the activities identified in this report and existing budgets are utilised for delivery of emerging activities.</p>
5.3	Environmental & Sustainability
5.3.1	<p>There is no identified link between the activities outlined in this paper and SFRS environmental and sustainability obligations.</p>
5.4	Workforce
5.4.1	<p>There are no specific workforce issues arising from the content of this report.</p>
5.5	Health & Safety
5.5.1	<p>There is no identified link between the activities outlined in this paper and SFRS health and safety obligations.</p>
5.6	Health & Wellbeing
5.6.1	<p>There are no specific health and wellbeing issues arising from the content of this report.</p>
5.7	Training
5.7.1	<p>There are no specific training requirements associated with the activities outlined in this paper.</p>
5.8	Timing
5.8.1	<p>The Mainstreaming Report would normally be published in April, immediately following the end of the reporting year. The delay to the release of the 2023/24 has no legal impact as there is no legislative requirement to publish an annual Mainstreaming Report.</p>

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5.9 5.9.1	Performance The Mainstreaming Report is a recognised performance tool.	
5.10 5.10.1	Communications & Engagement There are no specific communications and engagement issues arising from the contents of this paper.	
5.11 5.11.1	Legal The legal implications are contained within the body of this report. There is no legal requirement to provide a Mainstreaming Report or equal pay action plan update during the current financial or calendar year.	
5.12 5.12.1	Information Governance DPIA completed Yes /No. If not applicable state reasons. There is no information in this report that is relevant on the grounds of DPIA. The information does not relate to individuals and contains no sensitive information.	
5.13 5.13.1	Equalities EHRIA completed Yes /No. If not applicable state reasons. A specific EHRIA for this report was not produced. The Mainstreaming Report is a record of activities undertaken and as such do not require an impact assessment.	
5.14 5.14.1	Service Delivery Not relevant.	
6	Core Brief	
6.1	For inclusion at decision stage – The Corporate Board were asked to approve the annual Mainstreaming Report for publication.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Lyndsey Gaja, Interim Director of People
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	The Mainstreaming Report follows guidance published by the Equality and Human Rights Commission on content and scope. There is no requirement to publish an annual Mainstreaming Report and no requirement to publish a report covering the specific period 2023/24. The next required Mainstreaming Report is due in 2025.
8	Appendices/Further Reading	
8.1	Appendix A – Mainstreaming Report 2023- 2024	
Prepared by:		Elaine Gerrard, EDI Manager
Sponsored by:		Lyndsey Gaja, Interim Director of People
Presented by:		Lyndsey Gaja, Interim Director of People
Links to Strategy and Corporate Values		
The topics of this report link to the Corporate Value of Respect and to Strategic Outcome 1 <i>Community Safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm</i> and Outcome and 6 <i>The experience of those who work for SFRS improves as we are the best employer we can be.</i>		

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Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>People Function Management Team</i>	<i>28 May 2024</i>	<i>For Scrutiny</i>
<i>People Directorate Management Team</i>	<i>13 August 2024</i>	<i>For Recommendation</i>
<i>Corporate Board</i>	<i>26 August 2024</i>	<i>For Decision</i>
<i>Strategic Leadership Team</i>	<i>18 September 2024</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>31 October 2024</i>	<i>For Information</i>
<i>Employee Partnership Forum</i>	<i>14 November 2024</i>	<i>For Information</i>



Mainstreaming and Equality Outcomes Report 2023-2024

Accessibility Statement

If you require this Mainstreaming and Equality Outcomes Report 2023-2024 in an alternative format, please contact SFRS.equality@firescotland.gov.uk to discuss how we can take steps to accommodate your needs.

Our website functions well with Google Translate to provide individuals access to our web content in languages other than English.

Accessibility of the content of materials is just as important as accessibility of the format. In this regard the Service has written the Mainstreaming and Equality Outcomes Report 2023-2024 with a broad audience in mind.

We have tried to restrict unnecessary detail or multiple examples illustrating the same point. Should you require more detail about a particular example described in this report or wish a full list of relevant examples against each Equality Outcome please get in touch with SFRS.equality@firescotland.gov.uk



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1. Foreword and Introduction	01
2. Mainstreaming Equality in the SFRS	02
3. Equality Outcomes	05
4. Pay Gap Information and Employee Data	14
5. Planning for 2024-2025	16

1. Foreword and Introduction

We are pleased to present our Mainstreaming and Equality Outcomes Report 2023-2024. The Scottish Fire & Rescue Service (SFRS) see our duties to mainstream equality not only as a responsibility but an opportunity to achieve better outcomes for the people of Scotland.

This Mainstreaming and Equality Outcomes Report 2023-2024 highlights our commitment to addressing inequalities and demonstrates some of the excellent work that is taking place across the Service. We will harness this commitment within SFRS to continue to mainstream equality through our service delivery, employment practice and workplace culture, decision making and governance practices.

This is our seventh Mainstreaming Report and covers the period 1 April 2023 to 31 March 2024.

Within this report you will find details on the following:

- The steps that the SFRS has taken to mainstream the general equality duty across the Organisation.
- Progress made towards achieving the SFRS's six corporate Equality Outcomes.
- Employee information.
- Current pay gap information relating to gender, ethnicity and disability.



2. Mainstreaming Equality in the SFRS

Why We Mainstream Equality

Mainstreaming equality:

- Has the benefit of ensuring that people's needs are identified and met at the point of service delivery.
- Means that we can rely on the capacity of the entire workforce to deliver our goals.
- Allows greater opportunities for cross team working and partnership working with external agencies and communities.
- Facilitates learning and understanding of people and cultures different to our own.
- Supports an inclusive working environment.
- Enhances our performance on measures of best value in the delivery of a public function.

The legal duty to mainstream equality is set out in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

How We Mainstream Equality

We mainstream equality by:

- Setting out clear Equality Outcomes and measuring our performance against them.
- Using our Equality and Human Rights Impact Assessment Process to inform our decision-making processes.
- Embedding equality considerations into our business-as-usual activities and project implementation.
- Engaging with and listening to our colleagues, our partners and our communities.
- Improving our knowledge and understanding through training and development activities.
- Having trust in our confident and competent workforce.

Our dedicated **Equality, Diversity and Inclusion Team** provide advice, guidance and support to colleagues from across SFRS in the design and delivery of service provision, employment practice and corporate governance and culture.

Our strategic and senior leadership team and board members provide direction, oversight and scrutiny of our equality related activities, ensuring that the findings of the Equality and Human Rights Impact Assessment process inform their decision making.

Our Senior Equality Champions provide visible leadership and allyship in promoting and progressing initiatives that support an inclusive working environment by raising the profile of their chosen characteristic.

Senior Equality Champions

- Age
- Corporate Parenting/ Carers
- Disability
- Mental Health
- Neurodiversity
- Race
- Sexual Orientation
- Tackling Violence Against Women and Girls/Domestic Abuse
- Women

The Equality Partnership Group is a mechanism that supports the sharing of knowledge and notable practice on a wide range of equality and human rights related topics. The Group meets quarterly and colleagues from each Directorate and Service Delivery Area are invited to participate.

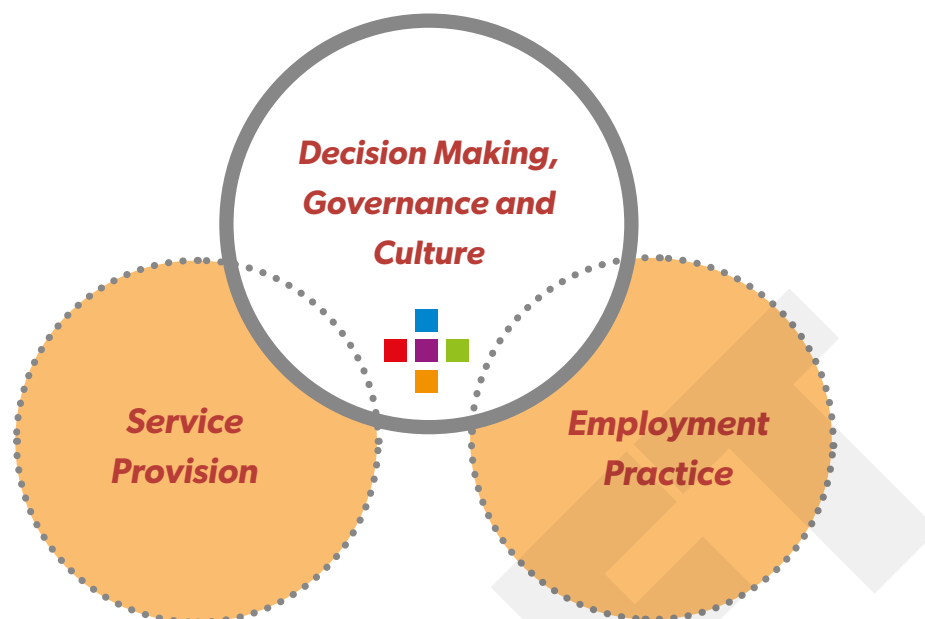
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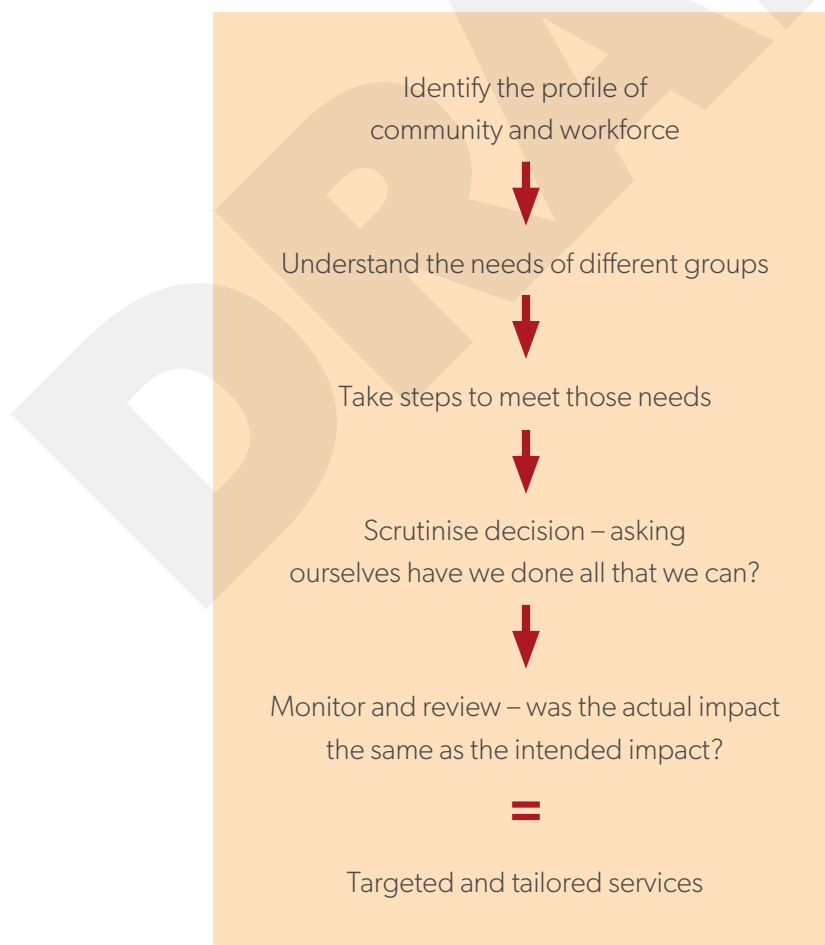
We continue to support the role of equality themed Employee Networks as a way for colleagues to engage with one another and share their experiences with like-minded people.

Employee Networks

- Carers
- Disability
- LGBT+
- Neurodiversity
- Race
- Women's



The decision making pathway for mainstreaming equality



3. Equality Outcomes

In 2021, we introduced the following 6 Equality Outcomes:

- 1** SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.
- 2** Scotland will be a safer and fairer place as a result of our collaborative work with other organisations.
- 3** SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.
- 4** SFRS staff feel valued and have the opportunity to achieve their full potential.
- 5** SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.
- 6** SFRS will support Scotland's young people reach their full potential.

We developed these based around our strategic corporate objectives and priorities, evidence about equality issues amongst our workforce and across Scotland's diverse communities and where we thought we could make a difference.

Our aim was to progress activities that would have an impact on people holding any of the protected characteristics listed in the Equality Act 2010 (age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion & belief and sex).

We have recorded over 300 actions taken to progress these Equality Outcomes. The following section provides some case studies of some of the activities and initiatives that we are particularly proud of. If you would like more detail about any of the case studies or the full list please contact us via

SFRS.equality@firescotland.gov.uk

1 SFRS services are accessible and appropriate to the needs of Scotland's diverse communities.

We have recorded over 60 activities and initiatives carried out in support of this Equality Outcome.

SNAPSHOT

A guidance document and resources have been produced by our Prevention, Protection and Preparedness colleagues for engaging Refugees and Asylum Seekers on fire safety whilst living in temporary accommodation.

Enhanced Safeguarding training was developed and delivered to all staff and volunteer roles working more closely with vulnerable people.

The Community Action Team supported the delivery of road safety messaging to the Gaelic community in Argyll and Bute and circulated Road Safety Scotland books for children in Gaelic.

SPOTLIGHT: Brew with the Crew/Warm Spaces

'Brew with the Crew/Warm Spaces' events at Invergordon Station were open to all of the community but particularly elderly people and preschool families who are more likely to be in their homes during the day and may be struggling to heat their home all day and/or feel lonely/isolated/overwhelmed. These sessions were advertised on social media but also with flyers in local shops/business to include members of the community that don't see social media. These events have been held in stations across the Highland region.

2 Scotland will be a safer and fairer place as a result of our collaborative work with other organisations.

We have recorded over 50 activities and initiatives carried out in support of this Equality Outcome.

SNAPSHOT

Colleagues in Prevention, Protection and Preparedness worked in partnership with Safelives to develop and implement guidance and training on Domestic Abuse in the community.

Each of our Local Areas work closely with their local authority and health board planning partnerships to progress initiatives that improve the safety, health and life opportunities for people in their community.

Colleagues worked with partner agencies, including Police Scotland and Royal National Lifeboat Institution, in West Dunbartonshire to deliver a fire safety, road and water safety for P6/7 school pupils.

SFRS signed up to the Breastfeeding Friendly scheme (BFF) in 2021 and now has 33 venues designated as BFF.

Visiting members of the public will see signage that facilities for breastfeeding mothers are available to them. Colleagues in these venues have undergone training in how to provide and maintain the facilities and how to provide a welcoming and safe environment.

SPOTLIGHT: East Renfrewshire Falls Referral Project

SFRS provide a Home Fire Safety Advice service offering advice and support for people to remain safe in their own homes. As well as focusing on fire safety, being in homes provides us an opportunity to notice other safety issues that could be raised with relevant partners to provide additional support.

We have set up an Information Sharing Protocol with East Renfrewshire Health and Social Care Partnership which allows us to refer individuals who are identified during a Home Fire Safety Visit as having had more than one fall in a 12-month period and refer them directly to the local Falls Screening Clinic.

This type of collaborative working helps raise community awareness of fire prevention, falls prevention to reduce the risks of falls, social isolation, cold homes, and flu which over time will lead to a reduction in the pressures on public services in local areas.

3 SFRS is an inclusive employer with a workplace which reflects the diversity of Scottish society.

We have recorded over 30 activities and initiatives carried out in support of this Equality Outcome.

SNAPSHOT

The Aberdeen City, Aberdeenshire and Moray area has seen an increase in the ethnic diversity and an increase in women applying and being successful in recruitment campaigns for our 'on call' posts as a result of their positive action campaigning. They have used role models from under-represented groups in the workforce to help promote vacancies and have used inclusive advertising through social media, television and other more traditional marketing methods.

SFRS achieved Silver status following participation in the Stonewall Workplace Equality Index and in recognition of the work being progressed to make SFRS LGBT+ inclusive for employees and the communities we serve. This is an improvement on our Bronze award in the previous year.

The Dignity and Respect Contact Advisers provide guidance and signposting to colleagues who feel that they have experienced discrimination, bullying or harassment in the workplace. Contact Advisers are drawn from all parts of the organisation and have received specialist training

SFRS has applied Agile Working since 2020. For some colleagues agile working has offered flexibility in the timing and location of work. For other colleagues, including operational colleagues the introduction of agile working may mean that some training is delivered virtually or in a location closer to home than previous requirements to travel to a central venue. In both these examples, there are advantages in gaining a better work/life balance and where there are caring responsibilities. In addition to being a benefit to our existing workforce, the use of a range of agile working features may appeal to prospective applicants from groups currently under-represented in the workforce

The Women's Experience Liaison Forum (WELF) is a joint management and trade union group set up to advance the inclusion and equality of women in the workplace.

SPOTLIGHT: Pre-Recruitment Engagement Programme (PREP)

Pre-Recruitment Engagement Programme (PREP)

Recruiting people with the right skills for the job is a challenge for any employer. The very specific skill set required of a firefighter means that the recruitment and selection testing is robust.

Applicants for our wholetime (full-time) firefighter vacancies outstrip the number of posts available. It is more difficult to recruit into the 'on call' posts in more rural areas for a variety of reasons.

Even when applicants come forward, they are not always successful in the selection process. To provide candidates with a better chance of being successful and to increase the likelihood that we will be able to fill vacancies and ensure service provision across Scotland, the PREP was introduced.

PREP involves prospective candidates working with experienced SFRS colleagues to ready themselves for the formal recruitment process. Emphasis is given to trialling and practicing different physical tests that are used in the selection process.

PREP has been seen to be an effective addition to positive action measures, especially in the recruitment of women who have higher rates of failure in the selection process at the physical testing stage.

Colleagues across SFRS have reported improvements in the testing results for women who have participated in PREP.

4 SFRS staff feel valued and have the opportunity to achieve their full potential.

We have recorded over 50 activities and initiatives carried out in support of this Equality Outcome.

SNAPSHOT

The Staff Recognition Awards provide a way for managers and other colleagues to nominate SFRS colleagues for exemplary work. There are 6 award categories, all of which lend themselves to equality considerations: Going Above and Beyond; Service Values; Partnership Working; Culture and Inclusion; Exceptional Leadership and, Being an Environmental Champion.

A Colleague Experience Survey was launched in March 2024 and will run until May 2024. The survey seeks views across a range of topics including experiences of discrimination and bullying.

Throughout the year SFRS marked important community and cultural events. Local teams are encouraged to organise their own activities. A sample of the events marked during 2023-24:

- Black History Month – led by the Coalition for Racial Equality and Rights (CRER), a tour was organised for colleagues to learn about Glasgow’s slave trading history and explore the topic of racism and race inclusion.
- Pride events were attended across Scotland.

SPOTLIGHT: Neurodiversity Employee Network

The Neurodiversity network is the newest of the employee networks in SFRS and already it has become one of the largest and most active.

The network is open to colleagues who may have a neurodiverse condition themselves, are the partner, parent or carer of someone with a condition or simply have an interest in the subject.

The network has been proactive in seeking to raise awareness and understanding of neurodivergence and have organised external speakers to deliver training and awareness sessions.

5 SFRS employees are supported on mental health and wellbeing in line with policies and initiatives.

We have recorded over 40 activities and initiatives carried out in support of this Equality Outcome.

SNAPSHOT

Mental Health and Wellbeing Strategy and Board to direct and oversee our performance in improving mental wellbeing within the workforce.

Employee Assistance Programme – available all day, every day to help colleagues, their partners and dependents providing talking therapies.

Mental Wellbeing Noticeboards throughout our premises and online.

Partnering with Lifelines Scotland a programme of training including:

- Staying Well: Understanding Resilience and Self Care
- Supporting Your Colleagues/Team
- Post Trauma Support – Providing Psychological First Aid

SPOTLIGHT: Wellbeing Champions

176 volunteers from across SFRS who support and embed the goals of our Mental Health Strategy. They are proactive and intervene early to help colleagues after a traumatic incident. They also help fight mental health stigma and work to improve workplace wellbeing.

6 SFRS will support Scotland's young people reach their full potential.

We have recorded over 60 activities and initiatives carried out in support of this Equality Outcome.

SNAPSHOT

SFRS has 15 Youth Volunteer Schemes across Scotland. The scheme creates opportunities for people aged 12-18 to work together for a safer Scotland.

Our volunteers promote safer communities, while developing skills for life, learning and work. We promote fairness and equality through active participation and engagement opportunities. All the while, gaining a unique insight into life at a working fire station.

The scheme enhances confidence and inter-personal skills and provides a sense of belonging. As they volunteer, we equip them to become young ambassadors for the SFRS, and role models in their community.

Fire Safety Support and Education (FSSE) is for those under the age of 18. The programme offers a flexible approach to assist in the education. This is aimed at those who demonstrate an unsafe interest in fire or fire related anti-social behaviour.

The Fire Skills and Employability programme operates across Scotland.

In Ayrshire a partnership agreement with Ayrshire college as the Credit rating body allows young people completing Fire Skills Employability Award an SCQF level 4 award.

MCR Pathways is a volunteer mentoring programme and currently SFRS has more than 40 colleagues who have volunteered to mentor a care experienced young person.

SFRS partners with Career Ready to offer S5/ S6 pupils the opportunity to be mentored by a SFRS colleague. Participants also complete a four week internship as part of the programme which is intended to prepare them for the world of work.

SFRS continues to work with Gordonstoun School to enhance the volunteers' skills and life experiences. Volunteers are aged 15-18 from varying social backgrounds. There are 45 participants from diverse backgrounds.

SPOTLIGHT: Corporate Parenting

The Corporate Parenting Working Group co-ordinates the implementation of the Corporate Parenting Plan and our obligations under The Promise and includes representatives from the Service's Directorates and Service Delivery Areas.

Local areas work in partnership with Corporate Parenting Champions Boards to support delivery of local initiatives aimed at improving the lives of care experienced young people.

Nationally we work closely with Who Cares? Scotland and are active participants in their Collaborative Corporate Parenting Network.

Each year we mark Care Experience Week and Care Leavers Week.

In 2023 a representative from the People Directorate worked with Police Scotland and Scottish Ambulance Service to host a series of engagement sessions with care experienced young people to understand their experiences of the emergency services and the barriers to employment that they may experience or be concerned about.

OTHER SUCCESS STORIES

Asian Fire Service Awards 2023

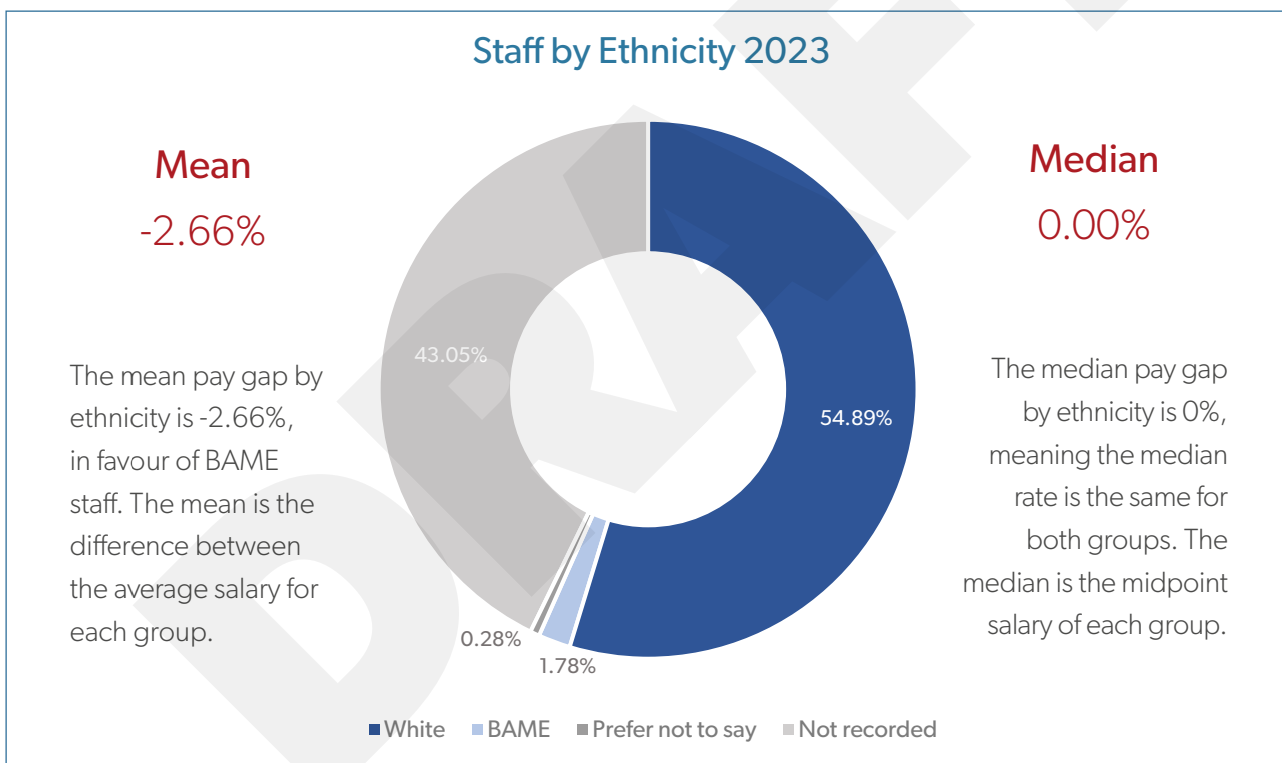
- Recognition for Charitable Activity – Walk with Speighty
- Champion of Equality, Diversity and Inclusion – Local Senior Officer Ian McMeekin

4. Pay Gap Information and Employee Data

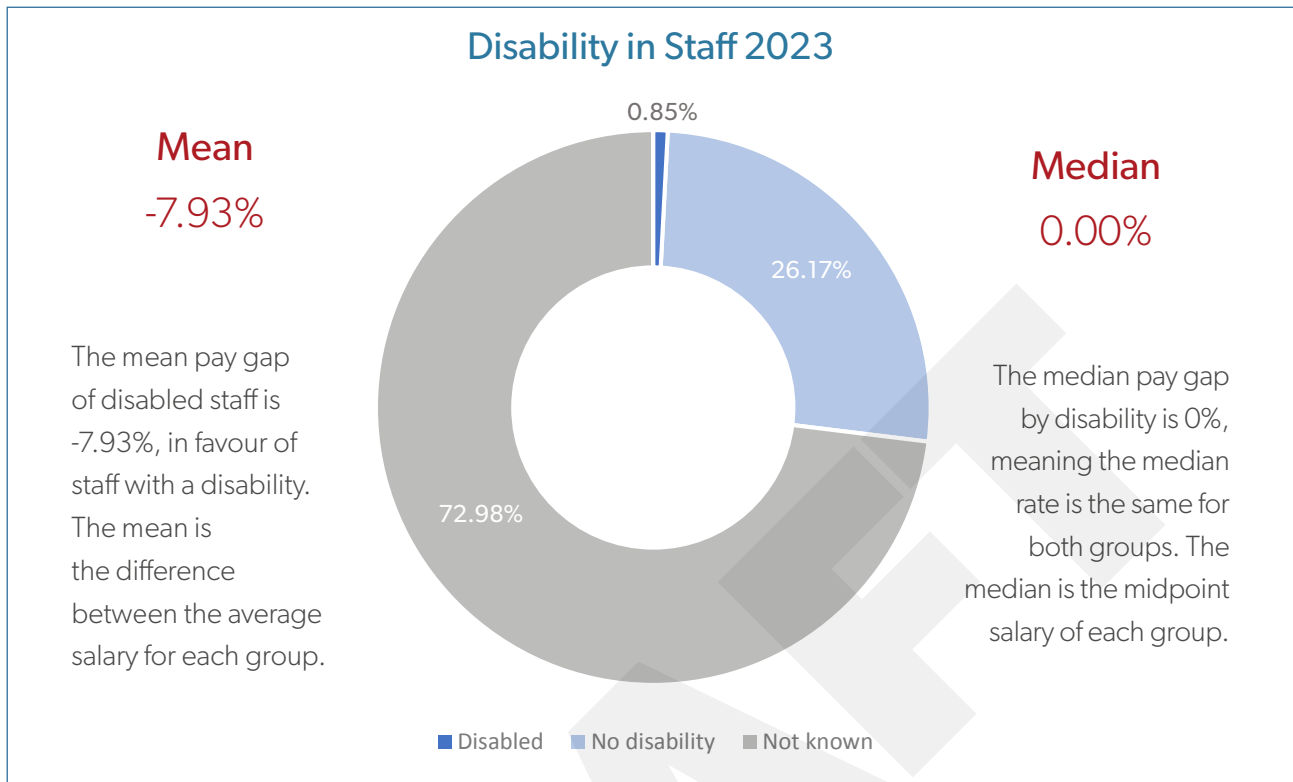
Our Equal Pay and Gender Report 2023 has been published and should be read alongside this Mainstreaming Report 2023 - 2024 to provide a complete picture of employment equality performance. As of December 2022, the SFRS Mean and Median Pay Gap was as follows:

	2017	2019	2021	2023*
Mean	5%	4.42%	1.01%	-5.76%
Median	Not available	5.92%	2.5%	0%

Table 1 – SFRS Mean and Median Pay Gap



* The data used in this report reflects SFRS staff as of December 2022 whereas the 2021 report was January 2021. The snapshot date for data was brought forward in this recent report to allow sufficient time for the compiling of the report prior to publication.



SFRS is not currently representative of the communities it serves within its workforce. Moreover, the data held by SFRS about its employees is incomplete. A significant proportion of employees choose not to disclose their protected characteristics in our self-service employee monitoring system.

The information held at 31 March 2024 was as follows when the headcount was 7,551 across all employee groups:

Ethnicity	Percentage of Total
White	53.70%
BAME	0.70%
Prefer Not to Say	0.29%
Not Recorded	45.31%

Disability	Percentage of Total
Disabled	0.90%
Not Disabled	26.92%
Not Recorded	72.18%

Sex*	Percentage of Total
Male	85.50%
Female	14.50%

Sexual Orientation	Percentage of Total
Bisexual	0.32%
Gay	0.25%
Heterosexual / Straight	39.58%
Lesbian	0.37%
Other	0.12%
Prefer Not to Answer	0.86%
Not Recorded	58.50%

* employees were asked to indicate their gender identity: female, male, having a trans background or if they would prefer not to answer. A free text option for those identifying as trans was provided. We are not reporting the free text results due to the small numbers involved.

5. Planning for 2024-2025

The following activities will be prioritised during 2024-2025:

- 1** A review of the Equality Outcomes in preparation for setting new Equality Outcomes.
- 2** Develop and implement improvements to the Equality and Human Rights Impact Assessment process.
- 3** Introduce revised terms of reference for the Equality Partnership Group.
- 4** Support the work of the Culture Development Group to ensure that equality and inclusion are at the heart of the programme of work.
- 5** Develop new equality, diversity and inclusion training materials.
- 6** Take steps to improve disclosure rates of sensitive information by employees by communicating the purpose and use of data collection and through line management encouragement.



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Working together for a safer Scotland

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SFRS Mainstreaming and Equality
Outcomes Report 2023-2024

September 2024 – Version 1.0