

12 December 2024

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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 19 December 2024

Time: 1000 hours

Venue: 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 DARWENT

Kirsty L. Danvent

Chair



PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 19 DECEMBER 2024 @ 1000 HOURS 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 31 October 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.

CHIEF OFFICER'S REPORT (attached)

9	CHILI OFFICER 3 REPORT (allacheu)	O Oleverio
	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 B Baverstock M Wylie T Wright K Darwent
11	SOCIAL IMPACT PLEDGE (attached)	M McAteer
	The Board is asked to approve the report.	
12	ANNUAL OPERATING PLAN PROGRESS UPDATE Q2 2024/25 REPORT (attached) The Board is asked to scrutinise the report.	M McAteer
13	RESOURCE BUDGET MONITORING REPORT (attached)	S O'Donnell
	The Board is asked to scrutinise the report.	
14	CAPITAL BUDGET MONITORING REPORT (attached) The Board is asked to scrutinise the report.	S O'Donnell
15	STRATEGIC ASSET MANAGEMENT PLAN – ANNUAL REVIEW (attached) The Board is asked to scrutinise the report.	S O'Donnell/ I Bashir
16	SAFETY AND ASSURANCE ANNUAL PERFORMANCE REPORT 2023/24 (attached) The Board is asked to scrutinise the report.	C McGoldrick/ J Holden
17	RISK THEMES (verbal)	K Darwent
	The Board is asked to reflect on any risk themes identified during this me	eeting.

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

9

S Stevens

18 FORWARD PLAN (attached)

Board Support

The Board is asked to note the update.

19 DATE OF NEXT MEETING

The next formal public meeting will be held on Thursday 27 March 2025.

A Special Private Board meeting will be held on Thursday 30 January 2025.

Report for Information Only

- Health and Safety Policy and Policy Statement (attached)
- PMF Quarterly Performance Report Q2 2024/25 (attached)

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 Thursday 31 October 2024 (attached)

K Darwent

20.2 Thursday 28 November 2024 – Special (attached)

K Darwent

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

21 PRIVATE ACTION LOG

Board Support

The Board is asked to note that there were no outstanding actions.

22 NATIONAL JOINT COUNCIL UPDATE (verbal)

K Darwent/ S Stevens

The Board is asked to note the verbal update.

23 WORKING DRAFT SFRS STRATEGY 2025-2028 (attached)

M McAteer

The Board is asked to scrutnise the report.

24 NEW MOBILISING SYSTEM UPDATE (attached)

J Henderson

The Board is asked to scrutinise the report.



PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 31 OCTOBER 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)
Mhairi Wylie (MW)

Paul Stollard, Deputy Chair (PS) Angiolina Foster (AF) Therese O'Donnell (TO'D) Andrew Smith (AS) Tim Wright (TW)

IN ATTENDANCE:

Ross Haggart (RH) Chief Officer

Stuart Stevens (SS) Deputy Chief Officer

Liz Barnes (LB) Interim Deputy Chief Officer (Corporate Services)

Craig McGoldrick (CMcG) Assistant Chief Officer, Director of Training, Safety and Assurance Andy Watt (AW) Assistant Chief Officer, Director of Prevention, Protection and

Preparedness

Mark McAteer (MMcA) Director of Strategic Planning, Performance and Communications

Sarah O'Donnell (SO'D) Director of Finance and Contractual Services

Lyndsey Gaja (LG)
Lynne McGeough (LMcG)
Alan Duncan (AL)
Tommy Yule (TY)
Chris Casey (CC)
Head of Finance (Item 23 only)
Accounts Manager (Item 23 only)
Audit Scotland (Item 23 only)
Group Commander Board Support
Executive Officer Board Support

Debbie Haddow (DJH) Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI

1 CHAIR'S WELCOME

- 1.1 The Chair opened the meeting welcoming those present and those attending/observing via MS Teams.
- 1.2 On behalf of the Board, the Chair offered her congratulations to ACO Craig McGoldrick on his appointment to Director of Training, Safety and Assurance and to his first formal Board meeting. The Chair also acknowledged Paul Stollard's first official meeting since taking up the role of Deputy Chair.
- 1.3 On behalf of the Board, the Chair extended her thanks, appreciation and best wishes to Chief Officer Ross Haggart, ahead of his imminent retirement from the Service.

- 1.4 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
- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
- 3.1 The Board agreed that the *Draft Annual Report and Accounts, New Mobilising System Update* and *Wellbeing Audit and Recovery Plan* would be taken in private due to the confidential nature of the issues (Standing Order 9G).
- 4 DECLARATION OF INTERESTS
- 4.1 For transparency, the following standing declarations of interests were recorded:
 - Madeline Smith, Board Member of Scottish Ambulance Service
 - Paul Stollard, Chair of Board of Institute of Fire Engineers
- 4.2 There were no other declarations or conflict of interests made.
- 5 MINUTES OF PREVIOUS MEETING:
- 5.1 **Thursday 29 August 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 29 August 2024 were approved as a true record of the meeting.
- 5.2 <u>Matters Arising</u>
- 5.2.1 There were no matters arising.
- 6 ACTION LOG
- 6.1 The Board considered the action log and noted the updates.
- 6.2 Members noted the updated Action Log and approved the removal of completed actions.
- 7 DECISION LOG
- 7.1 The Board considered the Decision Log noting the impact assessments provided for decisions made 12 months ago.
- 7.2 Members noted the updated Decision Log.
- 8 CHAIR'S REPORT
- 8.1 KD presented the Chair's update report which noted events that had occurred since the Board meeting held on 29 August 2024 and highlighted the following:
 - Recent Assistant Chief Officer selection process resulted in the appointment of Craig McGoldrick and Jon Henderson, to the roles of Director of Training, Safety and Assurance and Prevention, Protection and Preparedness, respectively.
 - Completion of Cyber Security training.
 - Ministerial Performance Review held on 10 September 2024. The Minister for Victims and Community Safety has since written to the Service confirming the satisfactory review and that there were no areas of concern.
 - National Joint Council (NJC) meeting on 22 October 2024 which focussed on the self-led review being undertaken by the employers' side of the NJC with recommendations around improving effectiveness and communications. Feedback was given on changes which allowed Scottish only negotiations to be facilitated. The Fire Brigades Union (FBU) chose not to take part in the NJC review at this stage, however the report would be shared with them and an invitation would be extended to them to join the next stage. A meeting was held with other unions and

- associations not affiliated directly with the NJC as part of good industrial relations and continued communications. Nick Chard and Kirsty Darwent remain in the roles of Chair and Deputy Chair of the NJC, respectively
- SFRS Bicentenary celebrations held at St Giles Cathedral, Edinburgh on 23 October 2024 with the Princess Royal in attendance. All personnel involved in the organising of the event were commended for their hard work, efforts and professionalism.
- Attendance at the Long Service Good Conduct event held at Dunfermline.

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 29 August 2024 and highlighted the following:
 - Firefighter Memorial Trust's Annual Service of Remembrance at the National Arboretum on Monday 2 September 2024.
 - Criminal Justice Committee on Wednesday 4 September 2024 along with DCO Stuart Stevens and Sarah O'Donnell, Director of Finance and Contractual Services. Thanks were extended to those involved in the preparatory work. SO'D would continue to work closely with the Sponsor Unit to ensure that the budgetary asks were being captured.
 - Bicentenary commemoration parliamentary event on Tuesday 1 October 2024 hosted by MSP Ben McPherson.
 - SFRS Bicentenary celebrations held at St Giles Cathedral, Edinburgh on 23 October 2024. Thanks were extended to all those involved in the planning and in attendance at the event.
 - Long Service Good Conduct event at Dunfermline, and noted the commendable actions of one recipient of the Chief Officer's commendation award.
 - Attendance at the re-opening of Dingwall Fire Station following refurbishment work.
 The £1.6 million investment would benefit both SFRS personnel and the wider
 community and provides an opportunity to enhance recruitment within the local
 area.
- In regard to the refurbishment of Dingwall Fire Station, RH noted that the works were similar to those undertaken at Inverness Fire Station and the lessons learnt at Inverness had been applied.
- 9.3 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 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 7 November 2024.
- 10.1.2 The Board noted the draft minutes and verbal update.
- 10.2 Audit and Risk Assurance Committee (ARAC)
- 10.2.1 BB reported that the Committee held a public meeting on 29 October 2024 and provided a verbal update, highlighting the following:
 - Internal Auditors, Azets, continue to make good progress with the programme for the current year.
 - Final Report on Environmental Management audit reported positively on procedures and policies and recommended some areas of improvement. The Committee noted the ambition of the Service to secure funding/investment and the level actually achieved. Discussion took place on whether there was sufficient governance oversight of investment in carbon management.

- Verbal update provided on cyber security maturity exercise currently being undertaken by Azets.
- Regular risk reporting noting the specific risk relating to resourcing pressures within Operations Control (OC) had increased in severity.
- Review of draft risk appetite statement noting the good progress that had been made and their submission to the Board for approval (agenda item 12).
- Annual Report and Accounts were reviewed and recommended for the Board's approval (agenda item 24.)
- 10.2.2 The Board noted the verbal update.

10.3 **People Committee (PC)**

- 10.3.1 MW reported that the Committee held a public meeting on 12 September 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.
- 10.3.2 MW advised that a workshop was held on 24 October 2024 and focused on key performance indicators, assurance levels and potential changes following the implementation of new people systems.
- 10.3.3 The Board noted the draft minutes and verbal update.

10.4 Service Delivery Committee (SDC)

- 10.4.1 TW reported that the Committee held a public meeting on 22 August 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. TW noted that two specific issues raised at the recent Ministerial Review were featured on the agenda for the last 2 committee meetings. The date of the next scheduled meeting was Thursday 26 November 2024.
- 10.4.2 TW advised that a workshop was held on 1 October 2024 and noted that the organic discussions during the workshop were already influencing future meetings.
- 10.4.3 The Board noted the draft minutes and verbal update.

10.5 **Reform Collaboration Group (RCG)**

- 10.5.1 KD provided a verbal update to the Board noting that the RCG were currently in a transition phase following the completion of the PwC work. A Programme Board workshop was scheduled on 1 November 2024 and outcomes will be reported back at the next RCG meeting (21 November 2024). A joint meeting of the SFRS, Police Scotland and Scottish Ambulance Service's Boards was scheduled for 12 February 2025.
- 10.5.2 MMcA noted that the outcomes of the workshop, identified key priorities, innovations and governance arrangements would be discussed at the next RCG meeting.
- 10.5.3 The Board commented on the recognised barrier for potential collaboration opportunities and the reluctance to share/transfer budget. It was acknowledged that there were active discussions regarding sharing resources. MMcA noted that this would be discussed at the workshop.
- 10.5.4 SO'D advised the Board that Scottish Government held a Reform budget and potentially the 3 Services could consider jointly submitting a business case to access this funding.
- 10.5.5 The Board noted the verbal update.
- 11 BOARD FORWARD PLAN SCHEDULE 2025/26

- 11.1 MMcA presented the Board with the proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2026 for approval.
- The Board noted the proposed timescale for the Health and Safety Annual report being presented and asked for consideration to be given to shorten the timescale. AW reminded the Board that the draft Health and Safety Annual report was submitted to the People Committee for scrutiny ahead of submitting the finalised version for Board approval. It was noted that performance statistics for the year were reported to and scrutinised by the People Committee on a quarterly basis and the annual report was the formal presentation of this data. It was agreed that further discussions would be held off table in regard to timescales, opportunities for the Board to shape/influence draft reports and the role of the Committees.
- 11.3 SO'D advised that the Debt Write Off item on the draft Board Forward Plan was a placeholder in case there was a requirement for any debts to be written off.
- 11.4 The Board approved the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2025-26.

12 DRAFT RISK APPETITE STATEMENTS

- SO'D presented a report providing the Board with the draft risk appetite statements for approval. The following key points were highlighted:
 - Outline of the process undertaken to develop the revised draft risk appetite statements and levels.
 - Next steps would be to incorporate risk appetite statements into working processes and decision-making processes and reviewing the corporate report template to include risk appetite.
 - Once approved, the risk appetite statements would be implemented for an initial 12 month period and would then be subject to review.
- SO'D confirmed that the recommended revisions suggested at the recent ARAC meeting (29 October 2024) would be made.
- 12.3 With regard to the increased appetite for risk, the Board queried how the Service felt about seizing the opportunity for more openness to an ambition for risk. The Board noted the revisions made to the risk appetite statements and the Board were reminded that the draft statements were scrutinised and welcomed by ARAC.
- Discussion took place on the Board being more open to an ambition for risk. The Board noted the revisions made to the statement which had been scrutinised and welcomed by the ARAC. The Board were reminded that the presentation of the risk levels was a blunt tool and that the risk appetite applied may not be for the entirety of the category of risk.
- The Board commented on the RAG status for the risk, ie red for ambition, green for minimalist. RH explained that the RAG status aligned with the risk register and was applied to avoid any additional confusion/aid understanding across the Service. SO'D noted consideration had been given to the RAG status and requested that this remains for the initial 12-month period, after which it would be reviewed.
- The Board noted the reasons for aligning RAG status but cautioned on the potential behavioural issues or complacency regarding high risks rating not being driven down. SO'D noted that an initial task was to align individual risks with the appropriate statement.

RH reminded the Board that there were resource implications required when reducing risks and that it may be necessary for the Service to tolerate the risk due to resources being prioritised elsewhere.

12.8

The Board queried how the Service would measure success and what outcomes were anticipated to be achieved. SO'D noted that this was about staff awareness across the organisation, how it was being used and put into practice and how it impacted on decision-making. An important measure of success was embedding into corporate narrative across the whole Service.

12.9

It was noted that the Committees regularly reviewed the risk register and the Board review this on an annual basis. Within the corporate template, one of the key strategic implications would be risk and risk appetite. This would be the tool that would help the Board engage and discuss risks more fully and help to inform decision making.

12.10

The Board were content to approve the draft statements and would review in 12 months times. The future review of risk appetite should incorporate how the mechanism and reporting methods was performed and whether there should be any changes required.

12.11

The Board approved the draft risk appetite statements and approach.

13 ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2023 TO 31 MARCH 2024

- 13.1 SO'D presented the Annual Procurement Report for the period 1 April 2023 31 March 2024, which the Scottish Fire and Rescue Service (SFRS) is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014 for approval. The following key points were highlighted:
 - During the reporting year, there were 43 regulated procurements with a combined estimated value of £34.0 million excluding VAT.
 - Collaborative contracts accounted for 64% of total contract spend and resulted in £1.1 million savings.
 - Details of work with small and medium sized enterprises, supported business and 3rd sector bodies.
 - 40% of supplier spend within Scotland was with local based suppliers which positively contributed to local communities and economies.
 - Focus on climate changes, supported businesses on fair work and community benefits.
 - Identified areas for improvement include contract management and cyber security.
- In regard to spend with Scottish based suppliers, the Board queried whether the 40.67% achieved was a good position and contributed to the sustainability of communities. SO'D noted that this information was reported to Scottish Government for analysis. The Service were slightly below Scottish Government's quoted 43%, however, this was due to procurement of specialist items through UK national contracts. Overall this was a positive position for the Service.
- With reference to the recent Contract Management audit report, the Board sought clarity on any key issues highlighted. SO'D noted that improvements in relation to documentation and documenting meetings/discussions with suppliers was highlighted.
- The Board noted that the Scottish Government's focus, as stated in paragraph 1.3, did not accurately reflect the wording within the National Performance Framework. SO'D to review and update as necessary.

ACTION: SO'D

In regard to regulation procurement awarded, the Board sought clarity of the statement negotiated procedures with competition. SO'D suggested that the original competition

may not have been successful and, therefore, the Service had moved towards a negotiated contract. SO'D offered to provide specific details, outwith the meeting, if required.

- The Board noted the higher portion of Non-Regulation Procurement in this reporting year and gueried the potential increased risk associated with this.
- 13.7 SO'D advised the Board that the top 3 contract values related to the pension fund consolidation and 2 frameworks. SO'D further advised that the pension fund consolidation was a positive position for the Service and had resulted in substantial savings.
- 13.8 SO'D confirmed that the Service remained committed to paying suppliers within 30 days for all invoices. This was achieved for 98% of payments within 30 days and for 85% of payments within 10 days.
- The Board commented on the level of supported business spend recorded within this reporting period and questioned whether the Service could make improvements in this area. SO'D noted that this had previously been a focus for the Service and further work was required to identify what improvement could be made in the current year. The Board noted that this was an area that would be further explored.
- 13.10 The Board approved the Annual Procurement Report for the period 1 April 2023 31 March 2024.

(Meeting broke at 1124 hrs and reconvened at 1135 hrs)

14 RESOURCE BUDGET MONITORING REPORT

- 14.1 SO'D presented a report advising the Board of the resource budget position for the period ending 30 September 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 £0.748 million and a forecast year-end underspend of £1.465 million. The following key points were highlighted:
 - Notwithstanding the forecasted year-end underspend, financial risk remains in relation to property repairs/maintenance and operational availability/recruitment.
- The Board queried how the Service could be assured on underspends in employee costs, particularly due to the previous years overspend. SO'D noted that the overspend last year was due to higher than anticipated holiday accruals and work had been undertaken to increase the understanding in this area. SO'D further noted that the salary forecast was based on accumulative experience and knowledge from previous years and that all salary related elements were closely tracked.
- 14.3 SO'D advised that the position with holiday accruals has been highlighted within the submission to Scottish Government for future years. SO'D noted that there may be the opportunity to challenge how this is budgeted for, considering changing the holiday year or closer monitoring of quarterly leave allocations.
- 14.4 The Board scrutinised the resource budget position for the period ending 30 September 2024.

15 CAPITAL BUDGET MONITORING REPORT

- 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 30 September 2024. It was currently anticipated that the approved budget of £43.026 million would be spent out by 31 March 2025. The following key points were highlighted:
 - Work relating to the New Mobilising System contract and early discovery.

- The Board noted the good progress being made and the forecasted position for the end of the financial year.
- 15.3 The Board scrutinised the level of actual and committed capital expenditure for the period ending 30 September 2024.

16 RESOURCE BUDGET OUTTURN REPORT 2023/24

- 16.1 SO'D presented a report advising the Board of final Resource Budget position for the financial year 2023/2024, highlighting the following key points:
 - Reduction in anticipated overspend from over £1 million to £0.9 million.
 - Work underway to review modelling of holiday accruals for future years.
 - During this particularly challenging financial year, the Service achieved savings of £11 million.
- 16.2 The Board scrutinised the report.

17 CAPITAL BUDGET OUTTURN REPORT 2023/24

- 17.1 SO'D presented a report advising the Board of final Capital Budget position for the financial year 2023/2024, highlighting the following key points:
 - Budget incorporated capital programme spend and ring-fenced funds for leases.
 - Detailed summary for capital spend and what had been achieved during this financial year.
- 17.2 The Board welcomed the transparency of the report and the successful work from all involved in sourcing, identifying and achieving maximum spend.
- 17.3 In regard to the installation of 2 new fuel sites, SS advised that these new sites had been strategically identified to ensure national resilience. The removal of older sites had reduced environmental risks.
- 17.4 SS commented on the alignment of the operational strategy and various SAMPS, which have influenced capital spend and made significant improvements particularly on the frontline.
- 17.5 The Board scrutinised the report.

18 GRENFELL TOWER FIRE – PHASE 2 RECOMMENDATIONS

- AW presented a report to the Board providing an update on the recommendation of Phase 2 of the Grenfell Tower Inquiry (GTI) Report and the actions that the Service were taking in response. The following key points were highlighted:
 - Phase 2 of the Grenfell Tower Inquiry (GTI) Report was published on 4 September 2024.
 - High Rise Continuous Improvement Group (HRCIP) stood up to review the Phase 2 report. HRCIP will consider all recommendations and the wider report. Any recommendations would be submitted to the Strategic Leadership Team for approval and subsequently presented to Scottish Government for incorporating into the national action plan.
 - Within the Phase 2 report, there were 59 recommendations with 12 being specifically related to fire services. The other recommendations are aligned to Scottish Government and key partners/stakeholders. Overall, the Service would consider 27 recommendations.
 - SFRS were represented on both the Scottish Government's Ministerial Working Group (ACO Watt) and Officials Working Group (AC Chris Getty).
 - Scottish Government's response to the Phase 2 report within 6 months would align with the UK Governments timeline.

- Progress update would be reported to the Service Delivery Committee, Strategic Leadership Team and Board, as appropriate.
- With regard to recommendations which applied to government, the Board noted that the report did not distinguish between UK wide and devolved decision-making. The Board commented on the potential for the Service to proactively support Scottish Government to progress recommendations in the interest of communities. The Board commented on the potential benefits of a cross party parliamentary group focused on fire safety and how the Service may advocate this.
- The Board requested that the progress report presented to the Service Delivery Committee should categorise all recommendations and outline the Service's position for each.
- 18.4 RH noted the National Fire Chiefs Council (NFCC) proactive view in terms of the UK wide government's responsibility for both England and Wales and efforts to simplify the political landscape. RH further noted that a similar approach should be taken in Scotland and that the Service should maintain accurate records of what actions, progress and discussions have taken place.
- The Board commented on the potential benefits of a cross party parliamentary group focused on fire safety and how the Service may advocate this.
- AW confirmed the decision making and governance in place in relation to the recommendations to be taken forward.
- In regard to Recommendation 10, the Board felt that this recommendation was confusing and suggested rephrasing. It was suggested that the original recommendation wording should be used.

ACTION: AW

18.8 The Board scrutinised the report.

19 RISK THEMES

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

20 FORWARD PLAN

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

21 DATE OF NEXT MEETING

- 21.1 The next public meeting of the Board is scheduled to take place on Thursday 19 December 2024 at 1000 hrs.
- 21.2 On behalf of the Board, KD offer her thanks to RH for his support, leadership and commitment throughout his career and wished him well for his retirement.
- 21.3 There being no further matters to discuss in public, the meeting closed at 1206 hrs.

(The meeting broke at 1206 hrs and reconvened in private session at 1215 hrs)

PRIVATE SESSION

22 MINUTES OF PREVIOUS PRIVATE MEETING:

22.1 Thursday 29 August 2024

22.1.1 Subject to one amendment, the minute of the meeting held on 29 August 2024 was approved as a true record of the meeting.

- 22.2 Matters Arising
- 22.2.1 There were no matters arising.
- 23 PRIVATE ACTION LOG
- 23.1 The Board considered the action log and noted the updates.
- 23.2 Members noted the updated private Action Log and approved the removal of completed actions.

(L McGeough, A Duncan and T Yule joined the meeting at 1215 hrs)

- 24 DRAFT ANNUAL REPORT AND ACCOUNTS 2023/24
- 24.1 SO'D introduced LMcG who presented a report to the Board seeking approval of the draft Annual Report and Accounts and to authorise the Chief Officer, as the Accountable Officer, to sign and submit along with the Management Letter of Representation. SO'D thanked all those involved in the preparation and production of the report for their efforts.
- 24.2 The Board approved the Annual Report and Accounts and authorised the Accountable Officer to sign and submit the Management Letter of Representation on behalf of the Service.

(L McGeough, A Duncan and T Yule left the meeting at 1230 hrs)

- 25 NEW MOBILISING SYSTEM UPDATE
- 25.1 AW provide a verbal update on the New Mobilising System project.
- 25.2 The Board noted the verbal update.
- 26 WELLBEING AUDIT AND RECOVERY PLAN
- LB presented a report to the Board to provide information on the recent wellbeing compliance audit and recovery plan which was created to address the outcomes.
- 26.2 The Board scrutinised the report.

There being no further matters to discuss in private, the meeting closed at 1317 hrs.

SFRS BOARD MEETING - ROLLING ACTION LOG



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 2 actions. A total of 2 of these actions had been completed.

The Board is therefore asked to approve the removal of the 2 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 Me	eeting: 31 October 2024					
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
13.4	Annual Procurement Repot for the Period 1 April 2023 to 31 March 2024: The Board noted that the Scottish Government's focus, as stated in paragraph 1.3, did not accurately reflect the wording within the National Performance Framework. SO'D to review and update as necessary.	SO'D	December 2024		October 2024	Completed (19/12/2024): This was updated before the report was submitted to Scottish Government.
18.7	Grenfell Tower Fire – Phase 2 Recommendations: Recommendation 10, the Board felt that this recommendation was confusing and suggested rephrasing. It was suggested that the original recommendation wording should be used	AW	December 2024		December 2024	Complete (19/12/2024): The wording used for Recommendation 10 within the Grenfell Phase 2 Report for the Board, was a direct extract from the original recommendation wording.



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.

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 23 November 2023 (Spec	cial)		
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): 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.

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.

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.

The costs detailed above equate to a collective saving over the last 12 months of £10,599.96

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.

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 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

		(Review Date - 12/2024): The scheme of delegate provides guidance to the Board and its Comr		
ITEM 14	CAPITAL MONITORING REPORT 2023/24 –	The Director of Finance and Contractual Services advised the Board of actual and	The Board scrutinised the level of actual and committed capital	June 2024

ITEM 14	CAPITAL MONITORING	The Director of Finance and Contractual	The Board scrutinised the level of	June 2024
	REPORT 2023/24 -	Services advised the Board of actual and	actual and committed capital	
	OCTOBER 2023	committed expenditure against the 2023/24	expenditure for the period ending	
		capital budget for the period ending 31 October	31 October 2023 and approved the	
		2023; and sought approval for the budget	budget virement of £2.477million.	
		virements in section 3.3. It is currently		
		anticipated that the revised budget of		
		£32.725million will be spent out by		
		31 March 2024.		

Impact Assessment for Board Decision (Review Date - 12/2024): The final capital outturn, reported in the Annual Report and Accounts for 2023/24, was in line with the budget.

ITEM 5	ANNUAL REPORT AND	The Director of Finance and Contractual	The Board approved the Annual	June 2024
	ACCOUNTS 2022/23	Services presented the Draft Annual Report	Report and Accounts 2022/23 and	
	(PRIVATE)	and Accounts for the year ended 31 March	authorised the Accountable	
		2023. The document reports a Resource	Officer to sign and submit on	
		budget overspend of £1.355 million and a	behalf of the Service.	
		Capital budget underspend of £0.002 million.		

Impact Assessment for Board Decision (Review Date - 12/2024): The Annual Report and Accounts for 2022/23 was submitted to Audit Scotland and the Scottish Government, and was laid before Parliament as required.

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 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 As	sessment for Board Decision	(Review Date - 02/2025):		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 29 February 2024 (Speci	al 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 As	sessment for Board Decision	(Review Date - 02/2025):		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Da	ate: 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 As	sessment for Board Decision	(Review Date - 03/2025):		
ITEM 14	RISK BASED CAPITAL INVESTMENT PLAN 2024	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 As	sessment 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	The Board approved the Capital Programme for 2024-2027.	September 2024

		£129.026 million and estimated capital receipts of £10.000million			
Impact Ass	Impact Assessment for Board Decision (Review Date - 03/2025):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	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 As	ssessment 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 As	ssessment for Board Decision	(Review Date - 04/2025):		
ITEM 13	DRAFT INTERNAL AUDIT STRATEGY UPDATE AND ANNUAL PLAN 2024/25 ssessment for Board Decision	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

Minute Ref	Paper	Issue	Decision	Earliest Review Date		
	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 As	Impact Assessment for Board Decision (Review Date - 05/2025):					

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 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

Minute Ref	Paper	Issue	Decision	Earliest Review Date			
Meeting D	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.	December 2024			
Impact As	Impact Assessment for Board Decision (Review Date - 07/2025):						

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	The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.	December 2024
Impact Ass	sessment for Board Decision	of Scotland's communities. (Review Date - 07/2025):		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 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.	February 2025
Impact As	sessment 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).	February 2025
Impact As	sessment for Board Decision	(Review Date - 08/2025):		
ITÉM 24	NEW MOBILISING SYSTEM: FULL BUSINESS CASE	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	Subject to the concerns outlined above being addressed, including the rapid engagement of an experienced Project Director, the Board approved the full Business Case	February 2025
Impact As	sessment for Board Decision	(Review Date - 08/2025):		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Da	ate: 31 October 2024			
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2025/26	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.	The Board approved the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2025-26.	April 2025
Impact As	sessment for Board Decision	(Review Date - 10/2025):		
ITEM 12	DRAFT RISK APPETITE STATEMENTS	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.	The Board approved the draft risk appetite statements and approach.	April 2025
Impact As	sessment for Board Decision			
ITEM 13	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2023-31 MARCH 2024	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.	The Board approved the Annual Procurement Report for the period 1 April 2023 – 31 March 2024.	April 2025
Impact Ass	sessment for Board Decision	(Review Date - 10/2025):		
ITEM 24	DRAFT ANNUAL REPORT AND ACCOUNTS 2023/24	The Director of Finance and Contractual Services presented the Draft Annual Report and Accounts for the year ended 31 March	The Board approved the Annual Procurement Report for the period 1 April 2023 – 31 March 2024.	April 2025

	2024. The document reports that the Resource budget overspent by £0.930 million, the Capital budget was on budget and the Capital budget for Right of Use assets was underspent by £0.153 million.			
Impact Assessment for Board Decision (Review Date - 11/2025):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting [Date: 28 November 2024 (Spe	cial)		
ITEM 5	UPDATE ON CLAIM AGAINST SYSTEL AND RAISING AN ACTION IN SCOTLAND	The Director of Finance and Contractual Services updated the Board on the latest legal advice regarding the appeal hearing in France in relation to the claim against Systel and recommended further action in Scotland.	recommendation to start court proceedings by drafting the	May 2025
Impact As	ssessment for Board Decision	(Review Date – 11/2025):	1	

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 19 DECEMBER 2024

CHAIR'S UPDATE: NOVEMBER-DECEMBER 2024

Monday 4 November 2024

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Tuesday 5 November 2024

Meeting with DCO Liz Barnes

Wednesday 6 November 2024

Mid-year Appraisal meeting

Friday 8 November 2024

Meeting with CO Stuart Stevens

Monday 11 November 2024

Meeting with Chief Executive Officer South Lanarkshire Council and CO Stuart Stevens Reform Collaboration Group pre-agenda meeting

Tuesday 12 November 2024

Board/Strategic Leadership Team Development Workshop

Wednesday 13 November 2024

Board/Strategic Leadership Team Development Workshop

Thursday 14 November 2024

Regular meeting with Don McGillivray, Director of Safer Communities and CO Stuart Stevens Regular 1:1 meeting with Don McGillivray, Director of Safer Communities

Monday 18 – Wednesday 20 November 2024

Staff Engagement Sessions Meeting with Chief Executive Officer Orkney Council and CO Stuart Stevens Long Service Good Conduct Ceremony, Orkney

Thursday 21 November 2024

Regular Chair/Board Support Team meeting Reform Collaboration Group meeting

Friday 22 November 2024

Wholetime Firefighter Graduation Ceremony

Tuesday 26 November 2024

Service Delivery Committee
Regular meeting with DCO Liz Barnes

Thursday 28 November 2024

Special Private Board meeting Board Strategy Day

Friday 29 November 2024

Meeting with CO Stuart Stevens

Monday 2 December 2024

Regular meeting with CO Stuart Stevens and Paul Stollard, Deputy Chair Meeting with ACO Jon Henderson, Director of Prevention, Protection and Preparedness

Wednesday 4 December 2024

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities

Thursday 5 December 2024

Remuneration, Appointments and Nominations Sub Committee People Committee

Monday 9 December 2024

Regular meeting with CO Stuart Stevens

Tuesday 10 December 2024

SFRS Board Pre-agenda meeting Regular meeting with Robert Scott, HMFSI

Thursday 12 December 2024

Regular meeting with Siobhan Brown, Minister for Victims and Community Safety and CO Stuart Stevens

Operational Training event

Friday 13 December 2024

Meeting with Chief Executive Officer Stirling Council and CO Stuart Stevens

Tuesday 17 December 2024

Regular Chair/Board Support Team meeting

Wednesday 18 December 2024

Meeting with Chief Executive Officer City of Edinburgh Council and CO Stuart Stevens

Thursday 19 December 2024

SFRS Board meeting
Meeting with DCO Liz Barnes
Meeting with Angiolina Foster, Board Member

Friday 20 December 2024

Wholetime Firefighters Graduation Ceremony

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 19 DECEMBER 2024

Agenda Item 9

CHIEF OFFICER'S UPDATE: NOVEMBER - DECEMBER 2024

Monday 4 November

Regular Director 1:1 x 2 Weekly PA Catch up Health & Wellbeing Meeting

Tuesday 5 November

Fortnightly National Fire Chief Council (NFCC) Chief Fire Officer (CFO) Meeting NFCC Steering Group Meeting

Wednesday 6 November

Strategic Leadership Meeting
Weekly Chief and Deputy Chief Officers (DCO) catch up meeting

Thursday 7 November

Filming Chief Officer brief with Comms Mentoring Session Meeting re Strategic Plan

Friday 8 November

Meeting with Northern Ireland Fire and Rescue Service (FRS) Chief Officer Board Strategy Days Pre-Agenda meeting

Monday 11 November

Weekly PA catch up
Introductory meeting with CEO N Lanarkshire Council, Hamilton

<u>Tuesday 12 November – Wednesday 13 November</u>

SLT/Board Strategic Development Away Days, Perth

Thursday 14 November

Chief Officer Support Team meeting Regular Meeting with Director of Safer Communities

Friday 13 September

Regular Director 1:1 x 2

Monday 18 November - Wednesday 20 November

Staff Engagement session and Long Service Good Conduct Ceremony, Orkney

Thursday 21 November

Regular PA weekly catch up
Reform Collaboration Group (RCG) Meeting
Youth Volunteer Scheme Awards Ceremony, Cambuslang

Friday 22 November

Trainee Graduation Event, Newbridge

Monday 25 November

Regular meeting with Chief Inspector HMFSI Weekly PA catch up Regular Director 1:1 x 2 Weekly Chief & DCOs catch up

Tuesday 26 November

Audit and Risk Assurance Committee (ARAC) Workshop Regular catch up with B Baverstock NFCC Council Pre-Meet

Wednesday 27 November

NFCC Full Council Meeting

Thursday 28 November

Board Meeting – Private Board Strategy Day

Friday 29 November

Preparatory Work for week ahead

Monday 2 December

Regular Chair, Chief & Deputy Chair Meeting Weekly PA Catch up Mentoring Session Weekly Chief & Deputy Chief's Catch up

Tuesday 3 December

Regular NFCC CFO Meeting NFCC Steering Group

Wednesday 4 December

SFRS Strategic Managers Development Session

Thursday 5 December

Remuneration, Appointments and Nominations Sub Committee (RANSC) Meeting

Friday 6 December

Work Catch up Day

Monday 9 December

Regular PA catch up Regular Chief & Chair Catch up Regular Director 1:1 Mentoring Session

Tuesday 10 December

SFRS Board Pre-Agenda Meeting
Strategic Leadership Team (SLT) Organisational Priorities Meeting

Wednesday 11 December

Mentoring Session Regular Director 1:1 x 2 Sodexo Christmas Lunch with SLT

Thursday 12 December

Regular Meeting with Minister for Victims & Community Safety Fire Brigade Union (FBU) & SFRS Meeting Meeting with SFRS Chaplains

Friday 13 December

Meeting with Chief Executive Officer (CEO) Stirling Council, Stirling

Monday 16 December

Regular PA Catch up Regular Director 1:1 Mentoring Session

Tuesday 17 December

NFCC CFO Meeting Change Portfolio Investment Group (CPIG) Meeting SLT Meeting

Wednesday 18 December

Meeting with CEO Edinburgh City Council, Edinburgh

Thursday 19 December

SFRS Board Meeting

Friday 20 December

Whole Time Firefighters Graduation Ceremony, Cambuslang

Agenda Item 10.1



PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 7 NOVEMBER 2024 @ 1000 HRS

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

PRESENT:

Stuart Ballingall, Chair (SJB)
Angiolina Foster, Deputy Chair (AF)
Tim Wright (TW)
Paul Stollard (PS)

IN ATTENDANCE:

Andy Watt (AW) Deputy Chief Officer

Liz Barnes (LB) Interim Deputy Chief Officer Corporate Services

Curtis Montgomery (CM) Head of Portfolio Office Gillian Buchanan (GB) Portfolio Manager

Sarah O'Donnell (SO'D) Director of Finance and Contractual Services
Marysia Waters (MW) Head of Corporate Communications (Item 8.2 only)

Nicola McGrath (NMcG) Internal and Corporate Communications Manager (item 8.2 only)

Lyndsey Gaja (LG) Interim Director of People (Item 18 only)
Paul McGovern (PMcG) Programme Manager (Item 18 only)

Derek Wilson (DW) Area Commander, NMS Project Lead (Item 19 only)

Lorna Forrest (LF) SSRP Programme Manager (Item 20 only)
Chris Casey (CC) Group Commander Board Support Manager

Heather Greig (HG)

Board Support Executive Officer

Jen Richardson (JR) Support Officer Service Development/Minutes

OBSERVERS

Colin Brown, Fire Brigades Union Mike Colliar, Group Commander

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those in attendance, particularly DCO Andy Watt to his first meeting, and those participating via MS Teams. The Chair noted and offered his thanks to Liz Barnes, as this would be her last attendance at this Committee ahead of her retirement.
- 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

2.1 Therese O'Donnell, Board Member

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

- 3.1 The Committee agreed that the *People, Payroll, Finance and Training Project Update* (Item 18), *New Mobilising System Update* (Item 19), *Strategic Service Review Programme* (Item 20) and *Portfolio Finance and Performance Report* (Item 21), would be heard in the private session due to the confidential nature of the issues (Standing Order 9G).
- 3.2 SJB raised concerns about the number of items taken in private versus public. Consensus was reached among Committee members in supporting the rationale for reports to be taken in private, for example commercial sensitivities.
- The Committee was asked to reflect on the decision making process regarding Private/Public categorisation of agenda items to the Change committee.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 1 AUGUST 2024

5.1 The minutes of the previous meeting held on 1 August 2024 were agreed as an accurate record of the meeting.

5.2 **Matters Arising**

5.2.1 There were no matters arising.

6 ACTION LOG

- 6.1 The Change Committee Rolling Action Log was considered, and actions were agreed and removed.
- 6.1.1 9.2.2 Committee Aligned Directorate Risks (09/11/2023): The Committee raised concerns about the risk log, specifically 9.2.2 due to the significant time period. It was noted that there was a lack of clarity on the purpose of the directorate risk register. CM circulated a proposal for a clearer risk report for the Committee which would provide a new risk summary based on themes being developed as aggregating risks in a change portfolio was not perceived as helpful. The risk summary aims to capture key risks across projects, providing an executive risk summary with information being relayed back to the Committee. CM sought feedback on the format of the summary. The Committee discussed the technical challenges surrounding the production of these reports.
- 6.1.2 The Committee sought clarification on the effectiveness of the current risk format. AW highlighted that there was room for improvement which was currently being developed using PowerBI dashboard. SO'D highlighted that there was a need for alignment with the current risk systems and to ensure that portfolio related work fits into overarching corporate frameworks.
- 6.1.3 The discussion moved towards risk management at Portfolio level. From a Portfolio perspective there was a need to summarise the risks without excessive detail and a preference to understand major change project risks as opposed to functional/directorate risks.
- 6.1.4 During discussions emphasis was given on the static nature of the current risk reporting and the Committee raised concerns about producing excessive reports instead of addressing issues. Clarification was requested on the target audience for these reports. The Committee highlighted the importance of including preparation dates in reports with suggestions to track previous risk ratings to give the rating more context and a need to build in risk appetite frameworks, for example current status versus desired status, to guide project paths.

<u>8.3.4 ESMCP Project Change Request and Dossier (02/05/2024)</u>: Meeting to be arranged between SO'D and CM to discuss interdependencies between ESMCP, invehicle solutions and the new mobilising system and feed back to the Committee.

ACTION: SO'D/CM

6.2

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

(M Waters and N McGrath joined the meeting at 1020 hrs. Item 8.2 was taken at this juncture to enable MW and NMcG to attend due to prior commitments.)

8 CHANGE PORTFOLIO/MAJOR PROJECTS

- 8.2 Closing Report Web/iHub Design Project
- 8.2.1 MW presented the Web/iHub Design Project closing report to the Committee for scrutiny. The following key points were highlighted:
 - Third party supplier contract concluded on 31 March 2024, prior to project end.
 - Handover of support and maintenance delayed due to ICT resource withdrawal.
 - External agencies support was brought in to complete the handover activity which required additional budget.
 - IHub went live on 31 March 2024, the handover to internal ICT is ongoing.
 - Benefits measurements are to conclude with the evaluation process underway.
 - Target set at 10% for benefits realisation based on previous years (2022/23).
- 8.2.2 The Committee queried the discrepancies noted between original and actual delivery dates. MW clarified that the contract with the supplier was concluded on the original date of 31 March 2024, however, due to ICT resourcing withdrawal the handover was delayed and therefore reflected the actual delivery date.
- 8.2.3 The Committee inquired about non cashable benefits and how these would be measured with a request in relation to whether specific projected targets were met. The Committee agreed to revisit the benefits once the evaluation was complete. MW would bring back a report detailing the benefits following conclusion of the evaluation process.

ACTION: MW

8.2.4 The Committee scrutinised the report.

(M Waters and N McGrath left the meeting at 1030 hrs)

7 PROPOSED DRAFT TERMS OF REFERENCE - STRATEGY AND CHANGE COMMITTEE

- 7.1 SJB presented the proposed draft Terms of Reference (TOR) for the new Strategy and Change Committee for discussion. The following points were noted as being key areas of focus for the new Committee:
 - Strategy and planning within SFRS, with an oversight of change and that it meets the strategic plan.
 - Review and oversight of particular projects as specifically requested by the Board.
 - A Board forum where material strategic issues that require further discussion or scrutiny could be raised.
- 7.2 SO'D highlighted the reference to capital resource allocation associated with the change portfolio and linked to the Strategic Plan, however, suggested this should be broader than just capital and the wider reference to funding allocation would be more appropriate.

7.3 Some discussion took place around the oversight and reporting of SSRP. The Committee requested an opportunity to explore the specific areas of SSRP that were required to be reported to the CC.

ACTION: AW

7.4 Discussion took place regarding the need for clear criteria for project oversight for inclusion at Committee level. SJB and CM would meet to discuss the criteria for major change projects.

ACTION: SJB/CM

- 7.5 The Committee agreed to have the TOR finalised with a view to the new meeting format being implemented for the meeting in February 2025, subject to IGF and Board approval.
- 8 CHANGE PORTFOLIO/MAJOR PROJECTS
- 8.1 **Programme Project Highlight Report**
- 8.1.1 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.
- 8.1.2 The Committee raised some concern with the format of the report and the lengthy period between the point of update and the meeting. The Committee requested that the necessary data be included within the main report and not produced as additional appendices. CM agreed to revise the format of the report going forward.
- 8.1.3 The Committee scrutinised the report.
- 9 GENERAL REPORTS
- 9.1 Audit and Inspection Action Plan Update: Command and Control Mobilising System
- 9.1.1 AW presented the report to the Committee which provided a progress update on the actions relating to the HMFSI report on the Command and Control Mobilising System. The following key points were highlighted:
 - The one outstanding action to procure a new Command and Control Mobilising System had now been completed and the action plan was now closed off.
 - A closing report would be prepared and submitted to the next CC meeting.
- 9.1.2 The Committee scrutinised the report.
- 10 COMMITTEE QUARTERLY PERFORMANCE 2024-25 Q2
- 10.1 CM presented the performance report to Committee for scrutiny of the second quarter performance of KPIs 43-45 for fiscal year 2024-25.
- SJB considered that the information contained within the report could be included within the Portfolio Finance and Performance Report to be discussed later in the agenda (item 21) thereby reducing duplication of information and the resources required to produce two separate reports.
- 10.3 The Committee scrutinised the report and agreed that going forward the Committee Quarterly Performance 2024-25 report would be removed from the agenda and the quarterly performance data would be covered within the Portfolio Finance and Performance Report which would move into the public session.
- 11 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY
- 11.1 CM presented an update report to the Committee providing a high-level view of the Service's strategic portfolio change capacity and capabilities. The following key points were highlighted:

- Starting to capture some of the key data around both the strategic portfolio and resource allocation within the Wrike Project/Programme Management (PPM) system.
- Anticipate a link between the two areas that would improve planning and reporting.
- Opportunities around risk management reporting and interdependency management will be explored.
- Recruitment for Planning and Resourcing Lead and Reporting and Management Information (MI) Lead.
- Work is underway to identify and capture resources and capacity plans and resource types.
- Portfolio governance and assurance arrangements currently being reviewed by CPIG, with a set of recommendations to further enhance portfolio and capacity management.
- TW sought assurance that in moving to the use of the Wrike system, processes were being reviewed to ensure the use of new technology allowed for these to be improved and streamlined. CM confirmed that consideration had been given as to how to make processes more lean and more efficient.
- TW commented on the CC's lack of involvement during the procurement of the Wrike system. SO'D advised that the origins of the system arose from within the organisation as the ICT function had a tool that they used to manage their projects and when that came to the end of its contract they procured this new system.
- The tactical detail contained within the report was noted, however, AW highlighted the wider element of the change maturity, capability and capacity in that the process and delivery of change across the organisation required to be planned. Part of that work would be to identify pinch points in the coming years for delivery of change and where finance resources would require to be allocated at a strategic level while also recognising the importance of integrated plans and resource dependencies. AW considered the detail around this should be brought back to the CC for scrutiny.
- The Committee recognised progress in organisational capability and capacity for change over the past year and emphasised a key driver for embedding this capability was through enforcement of the business case process.
- 11.6 The Committee discussed the impact of culture and behaviour when using new technology. SO'D provided assurance that the Wrike system was being thoroughly utilised by the ICT function who were experienced in assigning resources to their work plan and the thought process and methodology behind that.
- 11.7 The Committee noted that it would take some time to embed the new system and undertake analysis of how it was working.
- The Committee requested that a brief closing report be presented to the next CC meeting detailing the current position, measures and actions being undertaken and the rationale as to why the report could be removed from the agenda, thereby providing the Committee with the appropriate assurance.

ACTION: CM

11.9 The Committee scrutinised the report

12 RISK

12.1 Portfolio Office Risk Report

12.1.1 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. The following key points were highlighted:

- Standard report presented with Risks above 15 highlighted.
- Discussion around the risk report at Portfolio level was held earlier in the meeting under item 6.
- 12.1.2 The Committee scrutinised the report.
- 13 COMMITTEE ROLLING FORWARD PLAN
- 13.1 **Committee Forward Plan**
- 13.1.1 The Committee noted the Forward Plan. The following items would be added to the Forward Plan.
 - Command and Control Mobilising System Closing Report
- 13.1.2 It was agreed that once the TOR had been finalised and approved, the Forward Plan would be reviewed and revised as necessary.
- 13.1.3 AW advised that the New Mobilising System (NMS) was a standing item on the Board Forward Plan and therefore the Special CC meetings to discuss NMS may not be required during the implementation phase. It was agreed to keep the scheduled diary slots for the Special Private NMS meetings in the event that additional time is required for other specific programme discussions to take place, however, the meeting scheduled for 18 December 2024 was not required and would be cancelled.
- 13.2 <u>Items for consideration at Future IGF, Board and Strategy Day Meetings</u>
- 13.2.1 The following items were identified:
 - New Terms of Reference (TOR) to IGF
- 13.2.2 The Committee noted the Forward Plan.
- 14 REVIEW OF ACTIONS
- 14.1 CC confirmed that 5 formal actions were recorded during the meeting.
- 15 DATE OF NEXT MEETING
- 15.1 The next full public meeting is scheduled to take place on Thursday 6 February 2025.
- 15.2. There being no further matters to discuss, the public meeting closed at 1130 hrs.

Agenda Item 10.2



PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

TUESDAY 29 OCTOBER 2024 @ 1345 HRS

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

PRESENT:

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

IN ATTENDANCE:

Ross Haggart (RH) Chief Officer

Stuart Stevens (SS) Deputy Chief Officer

Liz Barnes (LB) Interim Deputy Chief Officer Corporate Services

Mark McAteer (MMcA) Director of Strategic Planning, Performance and Communications

Sarah O'Donnell (SO'D) Director of Finance and Contractual Services

Lynne McGeough (LMcG) Head of Finance and Procurement

David Johnston (DJ)

Risk and Audit Manager
Gary Devlin (GD)

Internal Audit (Azets)

Michael Oliphant (MO) External Audit (Audit Scotland)
Tommy Yule (TY) External Audit (Audit Scotland)

Robert Scott (RS) HMFSI

Ijaz Bashir (IB) Head of Asset Management (Item 7.1 only)
Alan Duncan (AD) Accounts Manager (Items 17 & 18 Only)

Adebayo Ladejobi (AL) External Audit (Audit Scotland) (Item 17 & 18 only)

Kirsty Darwent (KD) Chair of SFRS Board

Christopher Casey (CC) Group Commander Board Support Heather Greig (HG) Board Support Executive Officer

Debbie Haddow (DJH) Board Support/Minutes

OBSERVERS:

None

1 CHAIR'S WELCOME

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

2 APOLOGIES

2.1 None

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

- 3.1 The Committee discussed and agreed that Item 17 (External Auditor's Report on the 2023/24 Audit) and Item 18 (Scottish Fire and Rescue Service Draft Annual Report and Accounts 2023/24) would be heard in private session due to matters relating to confidential matters in line with Standing Orders Item 9G.
- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest made.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

- 5.1 **Tuesday 25 June 2024**
- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 Matters Arising
- 5.2.1 There were no matters arising.
- 5.3 The minutes of the meeting held on 25 June 2024 were approved as a true record of the meeting.

6 ACTION LOG

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

Action 13.5 Risk Spotlight: Retrieval of PPE (30/10/2023): Committee noted the positive update and work being undertaken by Asset Management. However, the Committee sought clarity on whether there were specific activities relating to following up and non-compliance. SO'D to discuss further with L Gaja.

Action 7.1.9 Internal Audit Progress Report 2023/24 (26/03/2024): Further discussions were required. RAG status to be changed to yellow.

Action 15.2.2 Anti-Fraud/Whistleblowing Update (26/03/2024): Due date to be extended to March 2025 and RAG status to be changed to yellow. SO'D to discuss with L Gaja with a view to progressing this as quickly as possible.

Action 9.1.23 Internal Audit Report on Partnerships (25/06/2024): Position statement to be updated with correct dates (31 March 2025) and the RAG status to be changed to yellow. The Committee sought clarification on the existing assurance pathway and whether the Service were fulfilling their responsibilities within the Communities Justice Scotland Act. MMcA to reconsider the wording in the position statement and provide a specific response on the information required.

Action 13.9 Quarterly Update of GHI Register (26/06/2024): Briefing note circulated to the Committee outwith the meeting and revisions have been made to the Policy.

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

7 INTERNAL AUDIT

- 7.1 SFRS Internal Audit Progress Report 2024/25
- 7.1.1 GD presented a report to the Committee which summarised the progress on the delivery of the 2024/25 Internal Audit Plan and the following key points were highlighted:
 - Overall the audit plan remains on track for completion following some adjustments being made.
 - Cyber Security audit had been delayed and would be presented at the next meeting.

- Environmental Management audit has been brought forward with the final report presented at today's meeting.
- Briefing note relating to new research showing human error was driving data breaches was provided for information.
- Terms of reference for the Change Management audit were included for review.
- 7.1.2 In regard to the Cyber Security audit, GD advised that the delay was due to further work being undertaken to ensure the audit was thorough and accurate. No major issues had been identified. SO'D noted that the audit was carried out as a maturity analysis and differed from a traditional audit. This style of audit was more in-depth and cross cutting which would be reflected within the action plan.
- 7.1.3 In regard to the Change Management audit, the Committee requested that the main focus was not the process of change management. The audit should consider the logic, impact of change initiatives and alignment with strategic intent and clearly identify what success looked like.
- 7.1.4 GD advised that the audit would consider all identified change projects/programmes, the resources required to achieve these outcomes and whether the outcomes still aligned with the strategic intent. GD noted that discussions were still ongoing with the management team.
- 7.1.5 RH reminded the Committee of the investment within the change management team and noted that the audit would help to identify any benefits from this investment.

(I Bashir joined the meeting at 1410 hrs)

7.1.6 <u>Internal Audit Report on Environmental Management</u>

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

- Environmental strategic objectives were set to reflect the governance policies and procedures at that time. However, world-wide changes had impacted Scottish and UK governments policies and public sector capacity and capability to deliver environmental change management policies.
- Progress achieved and funding sourced by the Service and whether the ambitions were still relevant.
- Consideration to be given to conditions when applying for funding, as well as the current operating and financial environment.
- Governance and strategic oversight for co-ordinating the various funding mechanisms for environmental policies and the capability to deliver.
- 7.1.7 SO'D reminded the Committee that the Carbon Management Plan was developed precovid and represented the Service's ambitions at that time. SO'D noted that the level of funding available at that time and the need to be more structured in this regard going forward. SO'D further noted that the next iteration of the Carbon Management Plan would be more reflective of the funding opportunities available to progress objectives.
- 7.1.8 IB advised that the new carbon management plan was under development and would tie part of the asset management plan and policy. IB stated that he was working with the Strategy Territory Partnering Board (STPB) to identify external funding sources. The STPB was a cross amalgamation of Police Scotland, Scottish Ambulance Service and local authorities.
- 7.1.9 In regard to the data analytics graph, the Committee noted that there was no clear recommendation being made. GD advised that the graph highlighted the difference between funding and ambition, and management needed to review this position. The Committee commented on the need to either scale back or undertake a different process and resource to source additional funds. The Committee noted that it was not clear

whether the Service were not investing sufficiently through internal funds or were unsuccessful in securing external funding. The Committee sought assurance that the right processes were in place to ensure sufficient funds to deliver against ambitions.

- 7.1.20 SO'D reminded the Committee that the initial intention was to demonstrate what the Service could do should funding have been identified. SO'D noted that the situation has changed, and the Service required to be more realistic in their ambitions and identifying funding opportunities and projects. Going forward the Service would clearly document all potential funding opportunities identified and applied for.
- 7.1.21 GD noted that the Service were currently not on track to be net zero by 2045 and should this remain a strategic goal, appropriate funding would need to be identified. GD stated that he was not aware of other organisations declaring that they were deprioritising their efforts in this area.
- 7.1.22 RH commented on the Service's direction to date. RH noted that there had been a clear plan to achieve the Government priority but the necessary funding had not been secured. RH further noted that the Service's strategy needed to be reevaluated, however clear direction was required from Scottish Government ahead of this.
- 7.1.23 The Committee noted that increased oversight and understanding on potential funding opportunities and the effort expended to secure funding would be helpful. IB advised that one of the main funding streams, Scottish Green Public Sector Decarbonisation Scheme, was not available until October which made it difficult to plan and spend by the end of the financial year. The Sponsor Unit have been made aware of this issue.
- 7.1.24 IB reminded the Committee of the improvements within the light fleet with the increase in electric vehicles.
- 7.1.25 SO'D noted that the next iteration of the Carbon Management Plan could include additional information as discussed as well as regular oversight on progress against the plan.
- 7.1.26 Regarding assessing and recording carbon footprint of purchased goods/services, SO'D noted that this was an area that required to be developed to enable accurate reporting to Scottish Government.
- 7.1.27 Regarding Objective 5, the Committee commented that the reporting to the Board was overstating the actual position. SO'D noted that this may be the position the Board would like to see rather than the actual position. It was agreed that SO'D and NM would discuss and identify good reporting to Committee/Board around sources of environmental issues, including funding.

7.1.28 Update on Internal Audit Report Cyber Security

SO'D provided a verbal update on the progress of the Cyber Security audit, highlighting the following key points:

ACTION: SO'D/NM

- Assignment was based on a maturity assessment and the Scottish Government's Cyber Resilience Framework.
- Identified baseline of current controls relative to areas of improvement.
- Both areas of good practice and improvements were identified.
- Development of a co-ordinated and consistent approach to cyber and information security policies across the organisation.
- Working toward target maturity levels against the framework for each identified area.
 Identifying actions required to close any identified gaps between the current and target positions.
- Offer to circulate audit report once finalised.

- 7.1.29 The Committee queried whether there would be benchmarking information within the report. GD noted that as this was a maturity assessment, the report would state the Services' maturity level. GD further noted that the Service were generally in line with other public body organisations.
- 7.1.30 The Committee scrutinised the progress report and the final report.

(I Bashir left the meeting at 1450 hrs)

7.2 SFRS Progress Update/Management Response

- 7.2.1 This report was presented to the Committee and outlined the status of the recommendations raised by Internal Audit.
- 7.2.2 In regard to Recommendation 4 (Revenue and Funding Maximisation), the Committee queried the level of confidence that this would be achievable by March 2025. LMcG advised the Committee that due to additional resources becoming available this would now be progressed.
- 7.2.3 In regard to Recommendation 1.1 and 4.2 (Sickness Absence Management), the Committee noted that the due date had been revised for a third time and was now one year beyond the original date. The Committee sought clarity on the reason for the delay and whether there were any concerns regarding record keeping in the interim and what assurances could be provided. The Committee sought further assurance on the anticipated improvements following the implementation of the new system. LB to review and circulate information outwith the meeting.

ACTION: LB

7.2.4 The Committee welcomed the update and the progress being made.

8 AUDIT AND RISK ASSURANCE COMMITTEE QUARTERLY PERFORMANCE Q1 2023/24

- 8.1 MMcA presented the Committee with the fourth quarter performance of KPIs 35 42 for fiscal year 2023-24 along with end year performance for KPIS 58-61, 64 and 65 for scrutiny. The following key points were highlighted:
 - Overall reasonable performance across all indicators.
 - KPI38 % FOI within statutory timeframe was reporting 78% against the 95% target.
 This was attributed to long term staff absence as well as complex and high volumes of requests. Temporary provision has been identified to address the long term staffing issue.
 - Benchmarking exercise undertaken against other public bodies.
 - Review to be undertaken on the structure of the team to identify potential improvement.
 This would be taken to the Corporate Board and an update would be provided to the Committee thereafter.
- The Committee noted that the potential increase in FOI requests during an election period and, as such, additional narrative would be helpful to understand the impact and numbers involved. MMcA to provide details on the number of requests and actions following the review including improving performance to the next meeting.

ACTION: MMcA

The Committee queried the timescale for improved performance in this area, particularly with the potential future impact on requests due to SSRP. The Committee sought assurance that any additional capacity within the team would be sufficient to address potential future needs. MMcA acknowledged the potential impact of SSRP on requests and noted that this was also a factor in the review. MMcA noted that an update on any potential improvements in performance would be provided at the next meeting.

- In regard to KPI 41 (Service Desk Incidents within SLA), the Committee noted that this was categorised as limited data. SO'D suggested that this could be due to data not being provided in time for the report.
- 8.5 The Committee commented on the governance risk for internal controls and the quality of KPIs being used to assess the effectiveness of the organisation. The Committee noted that KPIs were being reviewed and this was an area that needed to be strengthened to accurately report organisational performance.
- 8.6 The Committee scrutinised the report.

9 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS POLICY

- 9.1 DJ presented the Gifts, Hospitality and Interests Policy and Quarterly Update (Q2 2024/25) to the Committee for scrutiny. The following key points were highlighted:
 - Total number of entries and declarations in this reporting period.
 - Outline of the revisions made to the policy including the escalation process.
 - Launch of the mandatory LCMS Gifts, Hospitality and Interest module for all staff.
- 9.2 The Committee noted and welcomed the additional details provided with the Q2 report.
- 9.3 The Committee scrutinised the report.

(The meeting broke at 1510 hrs back and reconvened at 1520 hrs)

10 INTERNAL CONTROLS UPDATE

- 10.1 Risk Report Update
- 10.1.1 DJ presented the risk report and dashboard to the Committee for scrutiny. The following key points were highlighted:
 - Alignment of risks with strategic priorities and themes.
 - Progress with draft risk appetite statements (agenda Item 10.2).
 - Ten risks currently rated 15 or above and associated controls which were regularly reviewed and/or updated.
- 10.1.2 In regard to TSA19 (training delivery), the Committee queried the increased rating from 16 to 20 as this was not featured within the covering report. AW stated that this risk rating may be inaccurate as mitigation works were underway to reduce the risk.
- In regard to POD015 (Pension remedy), the Committee sought clarify on the mitigations and implications for the Service. LB advised that this was a complex issue, and the Service were working closely with the SPPA. It was noted that there may be potential implications for individuals in higher earning brackets of oversubscribing to their pension which could have tax implications. SPPA were also currently engaging with the Inland Revenue on this matter. LMcG outlined the complexities involved and the dedicated resources assigned to this area.
- 10.1.4 It was noted that a risk spotlight on POD015 (Pension remedy) would be presented to the People Committee in the first instance prior to a more focused risk spotlight at the next ARAC meeting (January 2025).
- In regard to OD001 (Operations Control Staffing), the Committee commented on emergence of the risk despite awareness of long-term issues. SS briefed the Committee on the increasing risk around staffing within OCs and the mitigating actions/improvements being made, including recruitment processes. SS noted that the Service Delivery Committee regularly scrutinised the issues with OC staffing and systems. Further analysis of attrition rate data for OC staff and other staffing groups to be provided to the People Committee.

ACTION: LB

10.1.6 In regard to the RAG status for risk, the Committee commented that the Amber category was too broad a timescale and consideration should be given to this ahead of the next meeting. GD noted that normally management would identify a revised closing date and as such, the amber category would not be required. Any revised closing dates should be recorded. The Committee requested clarity on the starting point for target dates and colour coding of Action status within the Risk Update Report.

ACTION: DJ

- 10.1.7 The Committee scrutinised the report and noted the continuing progress being made.
- 10.2 **Draft Risk Appetite Statements**
- 10.2.1 SO'D presented a report to the Committee for scrutiny of the draft risk appetite statements and approach, prior to submission to the Board for approval. The following key points were highlighted:
 - Engagement and contributions from the Strategy Leadership Team and Board during the development of the statements.
 - Evolution of the range of risks noting an increase in ambition of risk.
 - Incorporation of feedback whilst still maintaining consistent and realistic statements.
 - Outline of next steps including embedding in working practices and future review in 12 months to assess effectiveness, appropriateness and the methodology.
- 10.2.2 The Committee commented on the helpful discussions during the previous Strategy Day session.
- 10.2.3 In regard to technology for training and innovation, the Committee queried why the Service was more cautious in this area, particularly due to the openness around technology in general. SO'D advised that this should be open but has been inaccurately captured within the report.
- The Committee queried the alignment between organisational security and engaging with communities. SO'D advised that whilst the Service were welcoming to communities, a level of security needed to be maintained on premises. SO'D noted that these statements could be split so that the nuances could be captured.
- 10.2.5 The Committee commented on the low number of assurance measures and control measures which encouraged increased risk levels. The Committee noted that it was important to recognise the need to develop risk statements that helped to support higher risk levels. SO'D agreed that there needed to a balance and that the Service were naturally risk averse.
- 10.2.6 Brief discussion took place on the importance of embedding, raising awareness and understanding and management of risks within the Service.
- 10.2.7 The Committee commented that the purpose of developing risk appetite was to aid decision making and ensure compliance. The Committee noted the positive progress being made, the good level of engagement across the Service and the need to ensure that risk appetite becomes embedded within the corporate narrative. The Committee commented on a potential template being developed to capture this information and the potential to undertake a small pilot before launching Service wide. The Committee encouraged the Service to review the risk ranges, particularly the width of the red category as this may be causing risk to be overstated.
- 10.2.8 The Committee requested feedback on the embedding process within the next risk update report.

ACTION: SO'D/DJ

- 10.2.9 The Committee scrutinised the report.
- 10.3 National Fraud Initiative 2024/25 Proposed Approach
- 10.3.1 SO'D presented a report to the Committee providing assurance that the appropriate measures were in place to manage the National Fraud Initiative (NFI) exercise and scrutiny of the approach taken. The following key points were highlighted:
 - Outline of the 3 recommendations made within the Audit Scotland 2022/23 report.
 - NFI process remained business as usual, and SO'D was the Senior Responsible Officer.
 - Outcomes of the 2022/23 exercise which identified 3 errors and subsequent recovery actions undertaken.
 - Audit Scotland were content with the Service's approach.
 - Overall positive position and identified areas of improvement.
- The Committee queried whether the Service prioritised matches with higher risk levels. DJ advised that the Service sought 100% completion of all matches. TY noted that this was not common practice but was positive for the Service. SO'D noted that there was financial value for the Service to seek 100% matches.
- 10.3.3 DJ provided clarity on the information being presented within Appendix C (checklist).
- 10.3.4 The Committee scrutinised the report.
- 10.4 Anti-fraud/Whistleblowing Update
- 10.4.1 SO'D noted that there were no issues to report.
- 10.4.2 The Committee noted the verbal report.
- 11 Quarterly Report On HMFSI Business
- 11.1 RS presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2023/24 and an update on inspection work undertaken or planned for 2024/25. The following key areas were noted:
 - Service Delivery Area Inspections for the East and West had been published and the North inspection was ongoing.
 - Outline of the anticipated differences and challenges within the North inspection due to primarily being On Call stations. Positive aspects include the open and professional workforce and benefits from improvements within training during the inspection.
 - Future programme would focus on Headquarters and reviewing of recommendations before revisiting Service Delivery Areas.
 - Brief update on the inspection focussing on Organisational Culture, in particular, corporate procedure and policy. Thanks were extended to all those involved.
 - Brief update on the Operational Assurance inspection which would be published by summer 2025.
 - Draft Chief Inspector's Plan for 2025-2028 was being developed and stakeholder consultation would be undertaken ahead of publication.
 - Publication of Grenfell Tower Inquiry Phase 2 report and all recommendations would be considered.
 - Future inspection of Operations Control would be programmed at an appropriate time.
 - Concerns had been noted in relation to the budget announcement for SFRS during discussions with the Minister.
- 11.2 RS advised the Committee that the Chief Inspector's Plan for 2025-2028 would be published by April 2025 and outlined the consultation process that would be undertaken.
- 11.1.3 The Committee noted the report.

12 REVIEW OF ACTIONS

12.1 CC confirmed that 6 formal actions were recorded during the meeting.

13 FORWARD PLANNING

- 13.1 a) Committee Forward Plan Review
- 13.1.1 The Committee considered and noted the Forward Plan. The following items were to be added:
- POD015 (Pension remedy) risk spotlight

13.2.1

b) Items for Consideration at Future IGF, Board and Strategy Days Meetings There were no items identified.

14 DATE OF NEXT MEETING

- 14.1 The next public meeting is scheduled to take place on Thursday 23 January 2025 at 1000 hrs.
- 14.2 On behalf of the Committee, the Chair extended his thanks to Chief Officer Ross Haggart for his commitment and contributions, and for creating an environment which enabled open and frank discussion on all issues. The Committee wished him well for his imminent retiral.
- 14.3 There being no further matters to discuss the public meeting closed at 1630 hrs.

REPORTS FOR INFORMATION ONLY:

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

Audit Action Plans and Closing Reports Update

(Public meeting broke at 1630 hrs and reconvened in Private session at 1635 hrs)

PRIVATE SESSION

15 MINUTES OF PREVIOUS PRIVATE MEETING:

- 15.1 **Tuesday 25 June 2024**
- 15.1.1 The minutes of the private meeting held on 25 June 2024 were approved as a true record of the meeting.

16 ACTION LOG

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

17 EXTERNAL AUDITOR'S REPORT ON THE 2023/24 AUDIT

- 17.1 MO presented the external auditor's report on the 2023/24 audit for consideration alongside the Service's audited annual report and accounts.
- 17.2 The Committee scrutinised the report.

18 SCOTTISH FIRE AND RESCUE SERVICE DRAFT ANNUAL REPORT AND ACCOUNTS

18.1 **2023/24**

SO'D thanked all those involved in the preparation and production of the audited accounts. SO'D introduced LMcG who presented the report to the Committee for scrutiny and recommendation to the Board.

18.2 The Committee scrutinised and recommended the report to the Board for approval.

There being no further matters to discuss the private meeting closed at 1732 hrs.

SCOTTISH FIRE AND RESCUE SERVICE



The Board of Scottish Fire and Rescue Service

Report No: B/SPPC/14-24

Agenda Item: 11

				Α	genda	Item:	11		
Report to	o:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting	Date:	19 DECEMBER 2024							
Report T	Title:	SOCIAL IMPACT PLEDG	E						
Report Classification:		For Decision	SFRS Board/Committee Meetings ONL' For Reports to be held in Private Specify rationale below referring to Board Standing Order 9						
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	E	E	<u>G</u>
1	Purpose								
1.1	Rescue Serv Government's	of this paper is to present ice (SFRS) with three props Social Impact Pledge initia	oosed itive.	pledge	s for s	ubmiss			
1.2	Board Membe	ers are asked to approve the	e pledg	es for s	submis	sion.			
2	Background								
2.1	impact of pub is intended	Scottish Government launch lic sector organisations acro to enable public services and, through their services,	ss Sco to d	tland. T emons	The Soc trate	cial Imp a posit	act Ple	dge Ini	tiative
2.2	improve their pledges can working with	Government asks that all current operations or policible as simple as opening slocal organisations, groups eople, places and community	es and spaces and co	I delive for co mmun	r bene mmuni ities to	fits to d ty use help c	commu or as reate th	nities. [.] ambitio ne cond	These us as
2.3		Fire and Rescue Service (SF 2019/20. You can read more	•	•		•			16/17,
2.4	five proposed	024, members of the Strate I pledges and asked to cho hree chosen pledges for sul	ose thr	ee. SF					
2.5	, ,		t is proposed that the chosen pledges are provided new pledges being submitted in March 2026, for						
2.6	2019/20 SFR	S Social Impact Pledges							
2.7		mission featured three proje can be found below:	pjects that formed our pledges. More information						

2.8 **Human Trafficking Reduction Initiative** 2.9 Pledge 1: "By working with our partners, we will continue to pro-actively develop our skills and awareness to keep those most vulnerable in our communities safe from harm." 2.10 After human trafficking was identified as an issue within the City of Glasgow area, as well as a priority area for the Scottish Government, local SFRS teams contacted partners within Police Scotland's National Human Trafficking Unit (NHTU) to establish how SFRS could help to address this issue within Glasgow. 2.11 Following initial contact, NHTU delivered awareness training to the Area's Community Action Team and the Fire Safety Enforcement Team. A series of training was then undertaken to the watches across the city. This provided our frontline staff with the awareness needed to identify any areas of concern that could point to human trafficking, and a route to refer these incidents to Police Scotland for further investigation. 2.12 Although no further training from NHTU has taken place since 2019, training on this topic continues to take place internally and has been delivered to every watch in Glasgow over the last 3 months, by way of a refresher of adult protection policies. 2.13 **Positive Steps with Partners** 2.14 Pledge 2: "By working within our communities, we will help to remove barriers to job opportunities, enabling full-time employment and assisting to tackle local poverty and inequality. 2.15 Positive Steps was an employability project supporting long-term unemployed residents of North Ayrshire to gain new skills and experiences, supporting progression into employment. 2.16 The project offered opportunities in personal development and the chance to gain new work-based skills through volunteering with various community planning partners, including the SFRS, the Ayrshire Community Trust, and North Ayrshire Council. 2.17 As well as receiving an eight week core skills development programme, volunteers were given the opportunity to work with the local SFRS Community Action Team to provide free fire safety advice to support Ayrshire's residents. 2.18 During its operation, the programme enlisted 143 people onto the full programme. 49 people were given the opportunity to move into a volunteer work placement, and a further 20 progressed to additional learning educations. 17 volunteers also successfully secured full-time employment. 2.19 Unfortunately, the Service no longer take part in the initiative due to several issues. As well as funding problems, there were a lack of candidates who wished to volunteer with our Community Action Teams. There were also a high number of Home Fire Safety Visit requests in Ayrshire that were deemed high-risk and, therefore, unsuitable for volunteers to attend. These issues, coupled with Covid restrictions, made it difficult to re-engage with the programme once Covid restrictions were lifted. 2.20 Together Angus Project Brechin 2.21 Pledge 3: "By offering practical assistance, alongside our partners, we will work to reduce inequality and child poverty." 2.22 'Together Angus Project Brechin' was a six way partnership project between the SFRS, Voluntary Action Angus, Citizens Advice Bureau, Home Start Angus, Tayside Council on

	Alcohol, and Angus Women's Aid.
2.23	The project aimed to reduce inequalities and child poverty in the East Brechin area of Angus – an area that was identified for this initiative due to the unmet needs of the community who experience the most significant multiple deprivation in Angus.
2.24	Partners worked closely to offer practical home support, drug and alcohol recovery mentoring, local financial support and increasing opportunities for volunteering and SQA qualifications.
2.25	The project, located in Brechin Community Fire Station, provided a base for all partner organisations to come together and offer a one-stop-shop to families and children who are struggling every day and who had, until that point, not been afforded the same opportunities as others within their community.
2.26	Unfortunately, this specific initiative was impacted by Covid-19 and is no longer running in the area. The area now takes part in the 'Our Bright Futures Working Group' which has an Angus wide desire to reduce child poverty.
2.27	<u>Lessons Learned</u>
2.28	While some of these initiatives are no longer being sustained, we are able to use the lessons learned from them in the development and running of other initiatives across the country.
3	Main Report/Detail
3.1	To streamline the previous process of identifying and choosing potential initiatives that increase the positive impact we make on our local community and make better use of our assets; the Strategic Planning Team collated suitable initiatives from the SFRS Working in Partnership document 2023/24. This document highlights the wide range of improvement initiatives that are carried out by the Service across Scotland, with content contributions being made by directorates, functions and areas.
3.2	A choice of five pledges, and the initiatives that have inspired them, were presented to the Strategic Leadership Team and they were asked to review each pledge and identify the three they wish to be submitted as this year's Social Impact Pledge.
3.3	The three chosen pledges are detailed below for consideration:
3.4	Proposed Social Impact Pledges:
3.5	Pledge 1: As Corporate Parents, we will continue to develop and deliver our work to 'The Promise' to attract and encourage care experienced individuals to consider
	working in the emergency services sector.
3.6	Location: Nationwide
3.6	

introduced <u>'The Promise'</u> in 2021 as a long-term change programme for the improvement of Scotland's care system spanning 10 years.

- Approximately 0.5% of the population are in care or have left care, this includes children and young people who may be staying at home and have a social worker involved in their lives, living with a foster family or living in a residential care setting. Unfortunately, the challenges faced by people who are care experienced are considerable. These include a greater likelihood of offending; being less likely to gain and sustain employment; digital exclusion; less likely to gain qualifications; and a greater likelihood of mental health issues compared to the general population.
- As corporate parents, we are required to create and implement a Corporate Parenting Plan, in which, we set out our actions that we will take to meet our duties on how we support and have a positive impact and improve the lives of people who are 'care experienced.'
- Our current Corporate Parenting Plans set out intended outcomes with a range of nation-wide commitments we have made or are making to try and achieve those outcomes. Examples of these include the introduction of guaranteed interview schemes; providing mentors for young people in partnership with MCR pathways; and more working collaboratively with a range of partners (and specifically Who Cares Scotland) to host Emergency Services Engagement Events.
- There are also several local initiatives that feed into this commitment. In Argyll & Bute, for example, we have worked with charity, <u>New Reflexions</u>, to develop a Firefighter Experience Day for young people who may be disengaged from education.
- Our aim is to offer an insight into the life of a firefighter including duties, discipline, careers, and the understanding of giving back to the community by keeping it safe. We also use the engagement to give various prevention presentations and deliver a CPR awareness session to allow the young people to learn new skills.
- 3.14 Pledge 2: We will collaborate with partners to share our facilities, providing welcoming, friendly environments for the public and community groups to come together and improve their safety, health and wellbeing.
- 3.15 **Location:** Nationwide

3.11

- 3.16 **Background:** We want our Community Fire Stations to be a central hub within our communities. A place that offers warmth and support to communities.
- Across the country, this commitment takes shape in a number of ways. For example, in Lanarkshire, we have signed up for the Breastfeeding Friendly Scotland Scheme. This innovative nationally recognised scheme aims to help organisations, colleagues, visitors, and people who breastfeed to know their rights and responsibilities. Several of our facilities and Community Fire Stations have been identified as breastfeeding-friendly places and now display the necessary certificate and stickers in prominent, easy-to-see locations.
- In Blairgowrie in Aberdeenshire, we work alongside partners to provide Breakfast Clubs in the Station to help those families who endure financial hardship when they have to provide meals to their children when the school is closed. We also host the Firefighter Charity initiative 'Brew with the Crew.' A programme that aims to tackle the cost-of-living crisis, fuel poverty, and social isolation by providing a comfortable place for the local community to enjoy warm refreshments and open discussions, whilst providing increased access to vital support services.

3.19	Sitting at the heart of communities, you will also find crews within our stations hosting cultural events and support groups; safety events; recruitment events; sharing facilities with emergency service partners; providing CPR training; providing community gardens; and more.
3.20	Pledge 3: We will work with partners to provide life skills and education to those leaving prison, helping with the transition of returning home or taking on a tenancy.
3.21	Location: Nationwide
3.22	Background: Across Scotland, we work with a range of partners to support individuals who are soon to be released from prison.
3.23	The aim of these programmes is to aid and educate individuals on their return to the community, having served a custodial sentence, by providing life skills and education to help with the transition from prison to returning home/taking on a tenancy.
3.24	To support this programme, our Teams provide a range of safety and wellbeing information, as well as practical life skills such as cardiopulmonary resuscitation and defibrillator training.
3.25	As well as helping to provide a smoother transition from prison back into the community, it is hoped that these initiatives will also help to break down barriers and build trusted relationships between the services involved and individuals going through this journey.
4	Recommendation
4.1	 SFRS Board members are asked to: review the three proposed pledges; and agree their release as our submission to the Social Impact Pledge initiative.
	agree their release as our submission to the Goelar Impact r leage initiative.
5	Key Strategic Implications
5 5.1 5.1.1	
5.1	Key Strategic Implications Risk
5.1 5.1.1 5.2	Key Strategic Implications Risk There is a reputational risk should we fail to deliver our pledges. Financial There are no additional financial implications associated with the recommendations of this report. Any financial requirements that arise for these projects are currently being managed by the relevant Directorate/Local Senior Officers (LSO) within existing
5.1 5.1.1 5.2 5.2.1	Key Strategic Implications Risk There is a reputational risk should we fail to deliver our pledges. Financial There are no additional financial implications associated with the recommendations of this report. Any financial requirements that arise for these projects are currently being managed by the relevant Directorate/Local Senior Officers (LSO) within existing resources. Environmental & Sustainability There are no environmental or sustainability implications associated with the
5.1 5.1.1 5.2 5.2.1 5.3 5.3.1	Key Strategic Implications Risk There is a reputational risk should we fail to deliver our pledges. Financial There are no additional financial implications associated with the recommendations of this report. Any financial requirements that arise for these projects are currently being managed by the relevant Directorate/Local Senior Officers (LSO) within existing resources. Environmental & Sustainability There are no environmental or sustainability implications associated with the recommendations of this report. Workforce There are no workforce implications associated with the recommendations of this report. Any staffing requirements for these projects will be managed by the relevant LSOs within

5.7	Training					
5.7.1	There are no training implications arising from the recommendations of this report. Any training requirements for these projects will be managed by the relevant LSOs within existing resources.					
5.8 5.8.1	Timing The selected initiatives will form the SFRS response to the Social Impact Pledge for 2024 and 2025.					
5.9 5.9.1	Performance The performance of these initiatives is monitored by the respective LSO area. The Board will receive a progress update on our pledges when our new pledges are proposed in December 2025.					
5.10 5.10.1	the commitments from e	be published on the Communities Channel Website which hosts each of the organisations involved. We will also promote our RS website, as well as our range of internal communication				
5.11 5.11.1	Legal There are no legal implica	ations associated with the recommendations of this report.				
5.12 5.12.1	Information Governance DPIA not required as no personal data has been used.					
5.13 5.13.1	Equalities EHRIA not required for submission.					
5.14 5.14.1	Service Delivery There are service delivery implications associated with the recommendations of this report. However, it is noted that each of the initiative's details have a positive impact upon communities.					
6	Core Brief					
6.1	members of the SFRS Bo	c Planning, Performance and Communications presented the pard with three proposed initiatives that would form the basis of ottish Government's Social Impact Pledge. Board members were posed pledges.				
7	Assurance (SFRS Board	d/Committee Meetings ONLY)				
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications				
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient					
7.2	This year's pledges were identified through the SFRS Working in Partnership Report 2023/24 – a report which is collated across the entire Service and highlights the many innovative partnership initiatives that take place across Scotland. The shortlist of pledges was shared with Service Delivery Deputy Assistant Chief Officers for input and then presented to the Strategic Leadership Team, who chose the three final pledges. These final three pledges were then presented to the SFRS for consideration.					

8	Appendices/F	Appendices/Further Reading						
8.1	Further Readir	Further Reading: Examples of other organisation's pledges						
Prepared by: Louise Patrick, Strategic Planning and Partnerships Coordinator								
Sponsor	ed 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

Supporting this Scottish Government initiative contributes to the following Outcomes of the Strategic Plan 2022-25: 1, 3, 6 & 7.

Governance Route for Report	Meeting Date	Report Classification/ Comments	
Strategic Leadership Team	24 October 2024	For Recommendation	
SFRS Board	19 December 2024	For Decision	

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/16-24

Agenda Item: 12

	Agenda Item: 12									
Report	to:	: THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE								
Meetin	g Date:	19 DECEMBER 2024								
Report	Title:	ANNUAL OPERATING PLAN F	ROGF	RESS F	REPOR	T - QL	JARTE	R 2		
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings O For Reports to be held in Private Specify rationale below referring Board Standing Order 9					е		
			<u>A</u>	<u>B</u>	CI	<u>D</u>	<u>E</u>	E	G	
1	Purpose									
1.1	(SFRS) with	e of this report is to present the B n a quarterly progress report on lan 2024/25.								
2	Backgroun	d								
2.1		n Government Governance and A are an Annual Operating Plan eac an 2022-25.		•						
2.2		nis report provides an update of progress made against the actions of the Annual Operating an in Quarter 2 of 2024/25.								
3	Main Repor	t/Detail								
3.1		y progress report is attached as A st our Strategic Outcomes betwee							gress	
3.2	 There are 39 Actions contained within the Plan. At the end of Quarter 2 2024/25, the following progress has been reported: 2 actions are complete and are blue. 25 actions have been noted as progressing as planned and are green. 9 actions have been noted as experiencing some slippage and are amber. 3 actions are noted as experiencing challenges or have not progressed as planned and are red. 									
3.3	Detailed commentary on red and amber actions is contained within an Exception Summary Report table directly under each action.									
3.4	Section 3 provides commentary on the residual actions from previous Annual Operating Plans. There are five residual actions – one from the 2022/23 Annual Operating Plan and four from the 2023/24 Annual Operating Plan.									
3.5	 It is prop ISO 450 	d members are asked to note and bosed that the action to <i>'Align SFI</i> 01 and seek approval for external Operating Plan, see page 12. We	RS Hea accred	alth and ditation	<i>Safet</i> is clos	<i>y Mana</i> sed for	the pur	poses	of the	

	stage. Instead, we will align the Health and Safety Management System to the standard through business as usual workstreams.
3.6	Future Reporting
3.7	We remain in a process of change and transition with this report. Our Corporate Measures and Risk information is now displayed using Power BI reporting and we expect that the Annual Operating Plan will also transition to this platform from Quarter 3 of the 2024/25 Annual Operating Plan.
4	Recommendation
4.1	The SFRS Board is invited to: scrutinise the quarterly report as detailed in Appendix A scrutinise the recommended closure on page 12 agree its release for publication.
5	Key Strategic Implications
5.1 5.1.1	Risk There are no strategic risk implications arising from this progress update.
5.2 5.2.1	Financial There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before Strategic Leadership Team (SLT) and the Board as appropriate.
5.3 5.3.1	Environmental & Sustainability There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2024/25 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.4 5.4.1	Workforce There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.5 5.5.1	Health & Safety The Annual Operating Plan 2024/2 contains actions which supports SFRS commitment to health and safety.
5.6 5.6.1	Health & Wellbeing The Annual Operating Plan 2024/25 contains actions which supports SFRS commitment to health and wellbeing.
5.7 5.7.1	Training There are no training implications arising from this report.
5.8 5.8.1	Timing This progress report covers the period up to and including Quarter 2 (1 July 2024 – 30 September 2024).
5.9 5.9.1	Performance Progress against the Annual Operating Plan is reported to the Corporate Board, Strategic Leadership Team and the SFRS Board.

5.10 5.10.1	Communications & Engagement Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders, and communities to produce the Strategic Plan 2022-25, on which the Annual Operating Plan is based.					
5.11 5.11.1	•	he Annual O _l ty Framewor	perating Plan meets with the requirements of the Governance and k.			
5.12 5.12.1	The collatio	Plan Quarterl	e personal data is not required in the preparation of the Annual y Progress Reports. A Data Protection Impact Assessment is			
5.13 5.13.1		and Human I ning docume	Rights Impact Assessment (EIA) does not require to be conducted nt.			
5.14 5.14.1	Service Del The content	•	ess report does not impact upon Service Delivery.			
6	Core Brief					
6.1	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan 2024/25 Q2 Progress Report to members of the SFRS Board and asked that they scrutinise content and approve its release for publication on the iHub and SFRS Website.					
7	Assurance	(SFRS Boar	d/Committee Meetings ONLY)			
7.1	Director:		Mark McAteer, Director of Strategic Planning, Performance and Communications.			
7.2	Level of As (Mark as ap		Substantial/Reasonable/Limited/Insufficient			
7.2	The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Senior Management Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary.					
8	Appendices	s/Further Re	ading			
8.1	Appendix A	- Annual Ope	erating Plan Progress Update Quarter 2 (2024/25)			
Prepare	ed by:	Kirsty Jamie	eson, Planning and Performance Officer			
Sponso	ored by:	Richard Wh	etton, Head of Governance, Strategy and Planning			
Presen	Presented by: Mark McAteer, Director of Strategic Planning, Performance and Communications					
		-				
Govern Operati	Links to Strategy and Corporate Values The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.					

Governance Route for Report	Meeting Date	Report Classification/ Comments
Corporate Boad	09 December 2024	For recommendation
Strategic Leadership Team	17 December 2024	For recommendation
SFRS Board	19 December 2024	For scrutiny



Working together for a safer Scotland



ANNUAL OPERATING PLAN PROGRESS REPORT

Quarter 2 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

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

Section 1 - Executive Summary

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

Section 2 - Performance Dashboard and Exception Report

This section provides more detail on the RAG scoring of each of the annual operating actions.

- Red indicates an activity is not progressing as planned.
- Amber suggests that an activity is slightly off track.
- Green indicates everything is progressing as planned.
- Blue indicates an activity is complete.

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

Further details of the actions are contained in the Annual Operating Plan 2024/25 section of the 'SFRS Three Year Delivery Plan'.

Section 3 – Residual Annual Operating Plan Action

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

Section 1: Executive Summary

Annual Operating Plan 2024/25 RAG Totals









Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness.	Prevention, Protection and Preparedness	01/04/2024	31/03/2025	50%	*
Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills.	Prevention, Protection and Preparedness	01/06/2024	31/03/2025	25%	*
Implementation of Prevention, Protection and Preparedness development pathway.	Prevention, Protection and Preparedness	01/12/2024	31/05/2026	0%	*

Strategic Outcome 2: Response

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop a future model for specialist operational response capabilities that align with the National Fire Resilience programme.	Operational Delivery	01/04/2024	31/03/2025	35%	*
Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment.	Finance & Contractual Services / Operational Delivery	01/04/2024	30/07/2025	30%	*

Delivery of the On Call Improvement Programme outcomes.	Operational Delivery	01/04/2024	31/12/2024	60%	*
Continue implementation of the Digital Fireground Radio Project.	Finance & Contractual Services / Operational Delivery	01/04/2024	31/03/2025	95%	*
Procure New Mobilising System and commence implementation plan following configuration and testing.	Prevention, Protection & Preparedness/ Operations Delivery	01/04/2024	TBC	30%	*
Implementation of the Strategic Service Review Programme: Service Delivery Review*.	Operational Delivery	01/06/2024	30/11/2024 now 31/05/2025	80%	•

Exception reporting for the Implementation of the Strategic Service Review Programme - Service Delivery Review:

A set of Hurdle Criteria has been agreed which aligns with the strategic requirements of the Strategic Service Review Programme (SSRP) Service Delivery Review (SDR). The Long List of Change Options has been reviewed against key criteria during Senior Leaders Option Appraisal Workshops and reduced to a manageable number of Change Configurations which will be taken forward to a formal Hurdle Criteria Workshop in Quarter 4. The Change Configurations selected address four service priorities: remediating RAAC roof stations; identifying permanent equivalents for the 10 temporary wholetime pump withdrawals; closure of dormant on-call stations; and replacing 10-crew cab pumps in Aberdeen City, Aberdeenshire and Moray (ACAM).

The extensive Long List of Change Options has been reduced to a manageable number of Change Configurations for Public Consultation to be assessed further through the application of agreed Hurdle Criteria and thereafter the Balanced Room process. There has been some slippage in the timeline due to the complexity, uncertainty and interdependent nature of the options being progressed, and the resource required to develop and make decisions on the options.

Milestone 2: Produce a suite of options for change which can be proposed for full public consultation - The 4th revised due date for this milestone is proposed from November 2024 to May 2025.

Strategic Outcome 3: Innovation and Modernisation

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop Business Case for funding for community resilience hubs.	Finance & Contractual Services	01/04/2024	30/06/2024	100%	*
Progress Emergency Services Mobile Communications Programme (ESMCP): SFRS In-Vehicle Systems Project.	Finance & Contractual Services	01/04/2024	30/09/2026	50%	*

Strategic Outcome 4: Climate Change
We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Commence work to enhance the capabilities of Building Managements Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity.	Finance & Contractual Services.	01/04/2024	31/03/25	25%	*

Strategic Outcome 5: Effective Governance and Performance

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Deliver the pilot Community Resilience Hub at Portree (Phase 1).	Finance & Contractual Services	01/04/2024	31/03/25	35%	*
Develop the SFRS Training Assets Framework, linked to our Training Vision & Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	31/03/25	65%	*
Development of the SFRS Strategic Plan 2025-28 for consultation.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/25	50%	*
Continue delivery of the Rostering Project.	Operational Delivery	01/04/2024	31/07/2025	80%	*
Delivery of the Strategic Service Review Programme: Corporate Services Review*.	People, Strategic Planning, Performance & Communications, & Corporate Services	01/04/2024	31/03/25	70%	*

^{*}This programme update it based on the milestone activity for this year only.

Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/25	30%	*
Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton).	Finance & Contractual Services	01/04/2024	31/03/25	80%	*
Continue delivery of the People, Payroll, Finance and Training Project.	People	31/05/2024	31/12/2024 now 30/06/2025	35%	•

Exception reporting for People, Payroll, Finance and Training Project:

Approval in principle to move to Discovery Phase with Scottish Government Shared Services Programme has been received. SFRS is awaiting the detailed proposal from Shared Services Programme. The Discovery Phase would take place between Quarter 1 2025 (January and March 2025) and following completion an updated Business Case would then be taken through SFRS internal governance. This action has been marked amber due to the slip in original timescales and initial revised due dates for some milestones, subject to confirmation with the Scottish Government Shared Services Programme, have been proposed.

Milestone 2: Update Outline Business Case - Proposed revised due date from September 2024 to April 2025.

Milestone 3: Procurement/Memorandum of Understanding – Proposed revised due date from October 2024 to June 2025.

Milestone 4: Full Business Case creation and approval – Proposed revised due date from December 2024 to June 2025.

Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery of these corporate services.	Finance & Contractual Services	01/04/2024	31/03/25	60%	•	
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Exception reporting for Restructures within Finance and Procurement, Fleet and ICT:

ICT - The job evaluation process was completed in October 2024. Next steps have been identified and will now progress at pace. An implementation date has still to be agreed. Fleet: Job descriptions have been prepared together with job evaluation questionnaires. A paper has started through governance with first presentation firstly to Corporate Board. Sessions with the Job Evaluation Team have been set and a timeline for completion prepared by the People Directorate.

This action has been marked amber due to the slip in original timescales and initial revised due dates for some milestones have been proposed.

Milestone 2: Liaise with Support Staff Representative Bodies on proposals – Proposed revised due date from June 2024 to December 2024 (on track).

Milestone 3: Seek approval for structure proposals – Proposed revised due date from August 2024 to December 2024 (on track).

Strategic Outcome 6: People

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Progress standardisation of Terms & Conditions (T&Cs) for remaining employee groups.	People	01/07/2024	31/03/2025	85%	*
Conduct a review of the current Employee Benefits provisions and consider options to further enhance them.	People	01/04/2024	30/09/2024	100%	*
Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA).	People	01/04/2024	31/03/2025	55%	*
Enhance approach to delivery and management of SVQs and Modern Apprenticeships.	People	01/04/2024	31/12/2024	25%	<u>.</u>
Exception reporting for Management of SVQs Modern	n Apprenticeships				
While delivery of agreed improvements is progressing to Firefighter Development Programme Policy.	plan, completion of the WTFF M	A review will continue int	o 2025/26, as will the	e associated revie	w of the Trainee
SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.	People	01/04/2024	31/03/2025	65%	*
Develop the Service Asset Management Plan: Training.	Finance & Contractual Services	01/04/2024	31/01/2025	75%	*

Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation.	People	TBC	TBC	5%	*
Further information:					

There are currently no set timescales allocated to this action as, at the time of development of the AOP, it was unknown whether it would be necessary for us to undertake work to meet the requirements of the EU General Safety Regulation.

During Q2, engagement between the People Directorate and Asset Management has continued to inform a paper being developed by Asset Management regarding the requirements of the Regulation and implications for SFRS. This paper will inform next steps and allow for proposed timescales to be allocated.

Develop the SFRS Wellbeing Framework.	People	01/07/2024	31/03/2025	0%	•
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Exception reporting for SFRS Wellbeing Framework:

No progress has been made in this guarter due to other emerging wellbeing priorities. It is likely that work for both the milestones related to the action may need to be deferred until 2025/26.

This action has been marked red due to the slip forecasted in original timescales.

Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice.	People	01/04/2024	31/03/2025 now 30/06/2025	5%	•	
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Exception reporting for Health Surveillance:

The results of the Wellbeing audit will inform a revised three-year plan that will be delivered on a risk based approach and will include the scheduling of asbestos medicals.

The impact of the Wellbeing audit has significantly delayed the development and implementation of the revised three-year plan. The focus will be on recovery for a period and therefore this milestone will now be deferred until 2025/26.

Milestone 1: Develop and implement a plan to align the three-year SFRS routine health surveillance arrangements with the introduction of asbestos medicals - Proposed revised due date from September 2024 to June 2025

Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	30/09/2024 now 31/03/2025	95%	•	
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Exception reporting for SFRS Skills Maintenance Framework:

Our Skills Maintenance Framework is now completed in draft and is being progressed through stakeholder engagement and Governance. Our Learning Content Management System has been developed to host a bespoke programme which also links to our Training Vision & Strategy, a skills maintenance library, national training standards and relevant Training for Operational Competence modules.

This action is progressing however it has been marked amber due to the slip in timescales and a revised due date of March 2025 has been proposed.

[Proposed revised due date from September 2024 to March 2025]

Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28.	Training, Safety & Assurance	01/04/2024	30/09/2024 now 31/03/2025	90%	•	
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Exception reporting for SFRS Training Delivery Framework:

Meetings were held during October 2024 and are scheduled throughout November 2024 to complete the final draft of The Training Framework(s) document and to confirm a service wide communications strategy. This will include internal communications with the wider training team and Local Senior Officer (LSO) area management team engagement.

This action is progressing however it has been marked amber due to the slip in timescales and a revised due date of March 2025 has been proposed.

[Proposed revised due date from September 2024 to March 2025]

Lead on contaminants management including horizon scanning, research reviews (UK and International) and support the development and implementation of procedures.	Training, Safety & Assurance	01/04/2024	31/03/2025	55%	•	
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Exception reporting for Lead on contaminants management:

SFRS continues to keep abreast of the fire contaminants information and engage with Prof. A. Stec. SFRS have now had a challenge accepted through the Scottish Government funded CivTech Innovation Accelerator Programme, to develop a technology that will enable the identification and measurement of contamination firefighters are exposed to during their duties.

This action is progressing however it has been marked amber due to the slip in timescales and revised due dates for milestones have been proposed.

Milestone 1: Support the procurement of Personal Protect Milestone 2: Support Business Partners with the developr Milestone 3: Support Business Partners with the developr January 2025.	ment of Specific Risk Assessmer	nts – Proposed revised d	ue date from June 20	024 to January 20	025.
Develop and publish SFRS Safety and Assurance Vision and Strategy.	Training, Safety & Assurance	01/04/2024	30/09/2024 now 31/03/2025	55%	•

Exception reporting for Safety and Assurance Vision and Strategy:

Development of the draft Safety and Assurance Vision and Strategy has been completed but amendments are currently pending following a workshop. The document started the governance process in August 2024 and the progression has been delayed due to amendments being required.

This action is progressing however it has been marked amber due to the slip in timescales and revised due dates for milestones have been proposed. Slippage has been required to ensure that the vision is consistent with the overall Directorate direction. The Vision and Strategy document is in draft and will commence it's Governance route in the new year, meeting the overall revised due date on March 2025.

Milestone 1: Develop SFRS Safety and Assurance Vision and Strategy - Proposed revised due date from June 2024 to December 2024.

Milestone 2: Publish SFRS Safety and Assurance Vision and Strategy – Proposed revised due date from September 2024 to March 2025.

Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR).	People	01/04/2024	31/03/2025 now 30/06/2025	35%	•	
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Exception reporting for Mainstreaming Equality, Diversity, Inclusion and Human Rights:

The Corporate Board approved the 2023/24 Mainstreaming Report for publication, as well as revisions to the Equality and Human Rights Impact Assessment process. Due to the need to support the Service Delivery Review programme the Equality, Diversity and Inclusion Team's workplan has been reprioritised. The impact of this on the activities relevant to the AOP are:

- a slowing of the introduction of the renewed approach to Equality and Human Rights Impact Assessments,
- a delay in holding the first meeting of the renewed Equality Partnership Group and
- deferral to 2025/26 for development and introduction of a Mainstreaming Equality, Diversity and Inclusion (EDI) Toolkit.

This action is progressing overall however it has been marked amber due to the slip in timescales and a revised due date for milestone 3 (below) has been proposed as a result of work being deferred until Quarter 1 2025/26 due to the need to reprioritise the Equality, Diversity and Inclusion (EDI) Team's workload to accommodate the requirements arising from the Service Delivery Review Programme.

Milestone 3: Develop Mainstreaming Toolkit to support localised delivery of Equality, Diversity, Inclusion and Human Rights (EDIHR) initiatives - Proposed revised due date from March 2025 to June 2025.								
Align SFRS Health and Safety Management System to ISO 45001 and seek approval for external accreditation.	Training, Safety & Assurance	01/04/2024	31/03/2025	0%	•			

Exception reporting for SFRS Health and Safety Management System:

It is proposed that this action is closed for the purposes of the Annual Operating Plan. We are no longer pursuing full accreditation at this stage. Instead, we will align the Health and Safety Management System to the standard through business as usual workstreams.

Strategic Outcome 7: Partnership

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.	Strategic Planning Performance & Communications	01/04/2024	31/03/2025	60%	*
Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.	Strategic Planning Performance & Communications	01/06/2024	31/03/2025	50%	*
Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.	Strategic Planning Performance & Communications	01/04/2024	31/12/2024 Now 30/06/2025	40%	•

Exception reporting Engagement and Consultation Plan:

Workshops have been completed to prepare the log list of options for the hurdle criteria assessment. Impact assessments are being completed in advance of the hurdle criteria events which has affected overall progress. This has been more complex than anticipated and there has been a delay in the process as result. The Hurdle Criteria assessment will now take place at the end of January 2025.

Work is continuing with regards to this action however it has been marked red due to the slip in timescales and revised due dates for two of the milestones have been proposed.

Milestone 2: Complete options development and appraisal. - Proposed revised due date from September 2024 to April 2025.

Milestone 3: Commence formal public consultation. – Proposed revised due date from December 2024 to June 2025.

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

AOP Year	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2022/23	Delivery of the Document Conversion Project.	Operational Delivery	31/03/23	31/08/2024 To 31/04/2025 To 30/06/2025		The Document Conversion Project (DCP) is progressing well, with Phase 1 ("All Incidents Package") uploaded and set for familiarisation between 28th October 2024 and 3rd January 2025, when it will go live. To better align with operational priorities, Phases 2 and 3 have been swapped, with the "Fires and Firefighting Package" scheduled for release in Q4 2024/25 and the "Transport Work Packages" now planned for Q1 2025/26. Additionally, the "Hazmat Package" (Phase 4) is currently in development and remains on track for release in Q2 2025/26. To support the delivery of the "Fires and Firefighting Package," the Generic Risk Assessment (GRA) is being developed in parallel to ensure alignment with this timeframe. This restructuring ensures a smooth transition and effective delivery of risk-critical information to frontline personnel. This action is 75% complete however timescales have further slipped and a revised due date of June 2025 for full completion is now proposed.
2023/24	Review the SFRS Safety Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Training, Safety and Assurance	31/03/2024	31/08/2024 To 31/03/2025	A	It is proposed to change the Safety Training Framework to a Safety Training Action Plan. The Safety and Assurance Strategy will allude to the topic of Safety Training, and the implementation will be managed via an action plan. The action plan is not intended to be a published document. This action is 80% complete. It is anticipated that it will be completed by March 2025

2023/24	Modernise our property estate including improvements on dignified facilities and contaminant control.	Finance and Contractual Services	31/03/2024	31/03/2025		The contaminant control and dignified welfare facilities project at Dingwall has been completed including the refurbishment to the roof and cladding. The dignified facilities and Reinforced Autoclaved Aerated Concrete (RAAC) roof remediation work at Galashiels is underway. Improvements to dignified facilities within the Training Estate are underway. The first milestone to undertake and complete dignified facilities and contaminant control upgrade works at Salen Community Fire Station has been delayed. Problems have been discovered with foundation slab and lack of damp proof course (DPC) at Salen Community Fire Station. A damp proof course is one of the most important elements of a property. The DPC protects the property against moisture rising from the ground. Works have been halted and we are awaiting costs to demolish. The second milestone to progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing has seen work continue including progressing with Reinforced Autoclaved Aerated Concrete (RAAC) remediation works at Dingwall. The Crewe Toll feasibility study was carried out for the ability to retain the RAAC roof within the existing station building whilst undertaking remediation, however further works have been halted following information that the station may be impacted by the tram route extension within Edinburgh. The Portree project is at the design and consultation phase with progress being made on securing a site as well as completion of the place based review. This action is 35% complete with work being undertaken to complete in full by March 2025.
2023/24	Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Finance and Contractual Services	31/03/2024	30/06/2024 To 31/12/2024	•	The SFRS Draft Risk Appetite Statements have been discussed by the Strategic Leadership Team (SLT) and at a Board Strategy Day with the draft Statements due to progress through governance arrangements during Quarter 3 2024. The action is 95% complete and a revised due date of December 2024 has been proposed to allow the implementation of the risk appetite statements.

2023/24	Promote a positive	Training,	31/03/2024	31/12/2024	It is proposed to change the Safety and Assurance Culture
	safety culture with the	Safety and			Strategy/Framework to a Safety and Assurance Culture Action Plan. The
	aim of fostering	Assurance			Safety and Assurance Strategy will capture safety culture as a topic, the
	effective safety				implementation of such will be managed via an action plan. The action plan is
	management				not intended to be a public document.
	implementation				
	through the Health and				This action is 100% complete and can be removed from the exceptions
	Safety Management				reporting.
	System.				

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/23-24

Agenda Item: 13

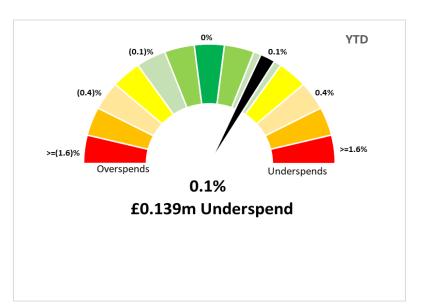
	Agenda Item: 13											
Report	to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE										
Meeting	g Date:	19 DECEMBER 2024										
Report	Title:	RESOURCE BUDGET MON	ITORII	NG NO	VEMB	ER 202	24					
Report Classifi	cation:	SFRS Board/Committee MONLY For Reports to be held in Specify rationale below refused Board Standing Order							n Private eferring to			
			<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 2024.	Board of the Resource Budg	et posi	tion for	the pe	eriod er	nding 3	0 Nove	ember			
2	Background											
2.1	The Scottish Government initially allocated funding to SFRS for 2024/25 of £393.3million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £317.3million and £43million respectively, and £33million in respect of depreciation (Ringfenced or "non-cash" DEL).							EL) of				
2.2	In addition, the Scottish Government has recognised the following budget adjustments that are required and has realigned the budget during the Spring Budget Revision process (SBR):											
	A func	ling error in respect of IFRS16	, increa	asing th	ne bud	get by	£0.547	million	•			
	 The transfer of costs and budget in respect of Firelink back to the Scottish Government. This has resulted in a budget reduction of £3.325million, with associated costs being charged directly to the Scottish Government. 											
	Additional budget in respect of the Emergency Services Mobile Communication Platform (ESMCP) resulting in an increase in the budget of £0.329million.						cation					
2.3	The SBR changes have therefore resulted in a revised Resource budget of £314.846million which has been reflected in this report.						million					
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	•	etails the current underspend sition at this stage shows an u	•	-				he for	ecast			
3.3		highlights that the significant e of £0.258million and Suppor										

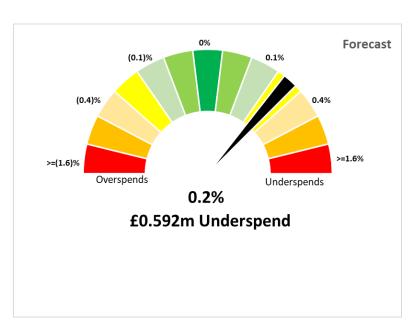
	Control of £0.225million and On-Call £0.186million. Other employee costs are forecast to be £1.369million underspent.					
3.4	On non-employee costs, the significant forecast variances are attributable to an overspend in Property costs £1.855million and underspends relating to Supplies & Services and Transport costs of £0.492million and £0.361million respectively.					
3.5	Income is forecast to over recover by £0.201million.					
3.6	Appendix A highlights several areas of risk to the reported financial position, most significantly in relation to delays in strategic initiatives and pension costs.					
4	Recommendation					
4.1	The Board is asked to scrutinise the report.					
5	Key Strategic Implications					
5.1 5.1.1	Risk 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.					
5.1.2	The forecast Resource spend for the financial year is consistent with our stated risk appetite and out performance will continue to be monitored to ensure it remains aligned.					
5.2 5.2.1	Financial The financial implications are detailed within the report.					
5.3 5.3.1	Environmental & Sustainability There are no environment and sustainability implications directly associated with this report.					
5.4 5.4.1	Workforce The workforce implications are detailed within the report.					
5.5 5.5.1	Health & Safety There are no health and safety implications directly associated with this report.					
5.6 5.6.1	Health & Wellbeing There are no health and wellbeing implications directly associated with this report.					
5.7 5.7.1	Training The training implications are detailed within the report.					
5.8 5.8.1	Timing The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.					
5.9 5.9.1	Performance The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.					
5.10 5.10.1	Communications & Engagement Once presented to the Board, this report will be a public document and will be available via the Service website.					

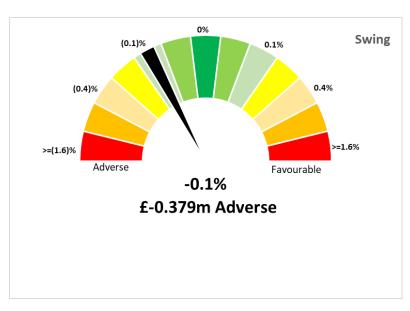
5.11 5.11.1	Legal SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.						
5.12 5.12.1	Information Go DPIA completed		е				
5.12.2	DPIA is not requ no personal ider		dvised l	by Information Governa	nce Function as the report contains		
5.13 5.13.1	Equalities EHRIA complete	ed No.					
5.13.2		rch. This			/2024. This was presented to the against that budget and does not in		
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 November 2024. The November resource monitoring report shows a current underspend against budget of £0.139million, with a forecast year-end underspend of £0.592million.						
7	Assurance (SFI	RS Boar	d/Com	mittee Meetings ONL	()		
7.1	Director:		Sarah	O'Donnell, Director of	Finance and Contractual Services		
7.2	Level of Assura (Mark as appro			Substantial/Reasonable/Limited/Insufficient			
7.2	Rationale:		varian agree	ices and forecasts are	wed on a monthly basis and budget highlighted. During the year, SLT nanage the financial position within		
8	Appendices/Fu	rther Re	ading				
8.1	Appendix A – Co	onsolidat	ed Fina	ncial Position			
Prepared	d by:	Marcus	Jenks,	Decision Support Man	ager		
Sponsor	red by:	Lynne N	McGeo	ugh, Head of Finance a	nd Procurement		
Presente	ed by:	Sarah 0	D'Donn	ell, Director of Finance	and Contractual Services		
Links to	Strategy and Co	rporate	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					Benert Classification/		
Governa	ance Route for Re	eport		Meeting Date	Report Classification/ Comments		
	ance Route for Re Leadership Tean			Meeting Date 17 December 2024	-		

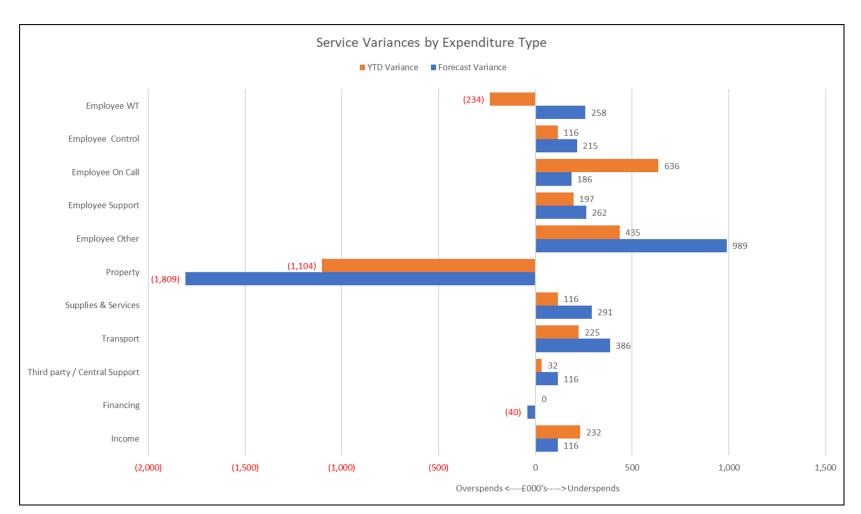
Appendix A Consolidated Financial Position November 2024

SFRS Financial Overview 2024/2025 Period 8











SFRS Resource Monitoring Report November 2024

The report below covers the period 1st April 2024 – 30th November 2024. It highlights a year-to-date underspend of £0.139 million (0.1% of the year-to-date budget) with a forecast underspend of £0.592 million (0.2% 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)			
			buuget		Budget	Actual	Vari	ance	Forecast	Va	riance	
							£	%		£	%	
			(1)+(2)				(4)-(5)	(6)/(4)		(3)-(8)	(9)/(3)	
(1)	•	(2)	(3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)	
251,489	(333)	284	251,440	Employee Costs	166,663	165,682	981	0.6%	250,081	1,359	0.5%	
242,775	(333)	178	242,620	Salary and Related Costs (including overtime)	160,811	160,306	505	0.3%	242,630	(10)	0.0%	
167,617	(33)	(324)	167,260	Wholetime	110,697	111,006	(309)	-0.3%	167,518	(258)	-0.2%	
8,092	-	20	8,112	Control	5,381	5,218	163	3.0%	7,887	225	2.8%	
28,021	-	-	28,021	On-Call	18,580	17,890	690	3.7%	<i>27,835</i>	186	0.7%	
39,045	(300)	482	39,227	Support	26,153	26,192	(39)	-0.1%	39,390	(163)	-0.4%	
8,714	-	106	8,820	Other Employee Costs	5,852	5,376	476	8.1%	7,451	1,369	15.5%	
3,824	-	113	3,937	Early Retirement Charges	2,593	2,294	299	11.5%	3,628	309	7.8%	
1,076	_	-	1,076	Training	720	619	101	14.0%	1,105	(29)	-2.7%	
2,573		(2)	2,571	Subsistence & Travel	1,736	1,682	54	3.1%	2,597	(26)	-1.0%	
1,241	-	(5)	1,236	Other	803	781	22	2.7%	121	1,115	90.2%	
31,507	-	498	32,005	Property Costs	22,831	24,137	(1,306)	-5.7%	33,860	(1,855)	-5.8%	
27,203	(2,431)	(1,138)	23,634	Supplies & Services	16,019	16,100	(81)	-0.5%	23,142	492	2.1%	
6,030		-	6,030	Transport Costs	4,098	3,857	241	5.9%	5,669	361	6.0%	
1,693		356	2,049	Third Party Payments	1,019	991	28	2.7%	1,975	74	3.6%	
1,663	-	-	1,663	Financing	620	620	-	0.0%	1,703	(40)	-2.4%	
319,585	(2,764)	-	316,821	GROSS EXPENDITURE	211,250	211,387	(137)	-0.1%	316,430	391	0.1%	
(1,975)	-	-	(1,975)	Income	(1,063)	(1,339)	276	-26.0%	(2,176)	201	-10.2%	
		-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%	
317,610	(2,764)	-	314,846	NET EXPENDITURE	210,187	210,048	139	0.1%	314,254	592	0.2%	

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.
- Planned WTFF recruitment has been included in the forecast.

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.
- Savings resulting from the Local Government Pension Scheme (LGPS) consolidation exercise for those schemes that are yet to migrate are included in the forecast.

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.
- Savings resulting from the LGPS consolidation exercise for those schemes that are yet to migrate are included in the forecast.

Pay Awards

• The Support staff pay award has been agreed and will be paid in December 2024. The impact of the pay award is included in the forecast.

Funding

• An additional £329,000 in respect of the Emergency Service Mobile Communication Platform (ESMCP), has been included in the budget.

Budget Revisions and Virements

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

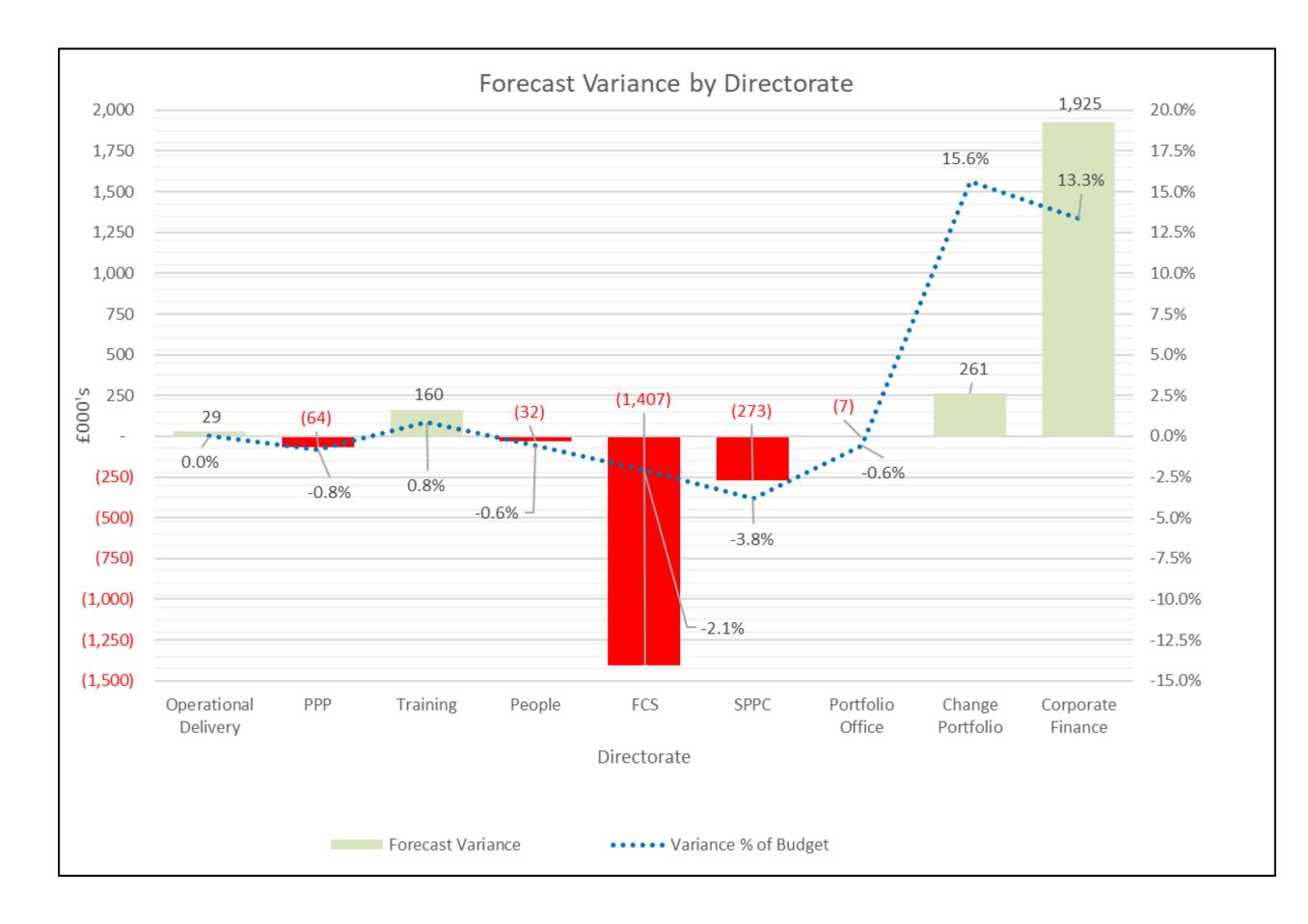
- The realignment of budget allocated by the Scottish Government in respect of ESMCP. This resulted in a budget decrease of £361,000 allocated between Employee WT, Employee Support and Supplies & Services. This results in a net increase in the budget of £329,000.
- Additional budget allocated by the Scottish Government in respect of IFRS16. This resulted in a budget increase of £232,000.
- The allocation of budget to support the Wellbeing recovery project This has increased the budgets for Employee WT, Employee Support and Third Party of £100,000, £113,000 and £71,000 respectively, with a corresponding reduction in the budget for Supplies & Services of £284,000.
- 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 £76,000 and a corresponding reduction in the budget for Supplies & Services.
- The allocation of budget to support the Contaminants project This has resulted in an increase in the budget for Property of £6,000 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.

	Budget Approved by the			Development to	Apprenticeship			Firelink SG		IFRS16 SG	I -	Strategic		Wellbeing		Revised
	l	SSRP	PPFT		Scheme	Consolidation	Rostering	Transfer	Transfer	Transfer	Maintenance	Staffing	Contaminants	-	Other	Budget
Employee WT	167,617	-	-	(502)	-	-	33	-	36	-	-	-	-	100	(25)	167,260
Employee Control	8,092	-	-	-	-	-	-	-	-	-	-	-	-	-	20	8,112
Employee Retained	28,021	-	-	-	-	-	-	-	-	-	-	-	-	-	0	28,021
Employee Support	39,045	(322)	(100)	-	77	(250)	163	-	293	-	-	71	-	113	138	39,227
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	-	-	(5)	1,236
Property	31,507	-	-	-	-	-	-	-	-	-	500	-	6	-	(8)	32,005
Supplies & Services	27,203	322	100	502	(77)	(29)	(196)	(3,325)	0	232	(500)	(71)	(6)	(284)	(236)	23,634
Transport	6,030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,030
Third party / Central Support	1,693	-	-	-	-	279	-	-	-	-	-	-	-	71	5	2,049
Financing	1,663	-	-	-	-	-	-	-	-	-	-	-	-	-	0	1,663
Unallocated Savings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-
Income	(1,975)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,975)
Disposal of Assets	-		-	-	_	-	-		-	-	<u>-</u>			-	-	
Net Expenditure	317,610	(0)	-	0	(0)	0	0	(3,325)	329	232	-	(0)	0	(0)	(0)	314,846

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

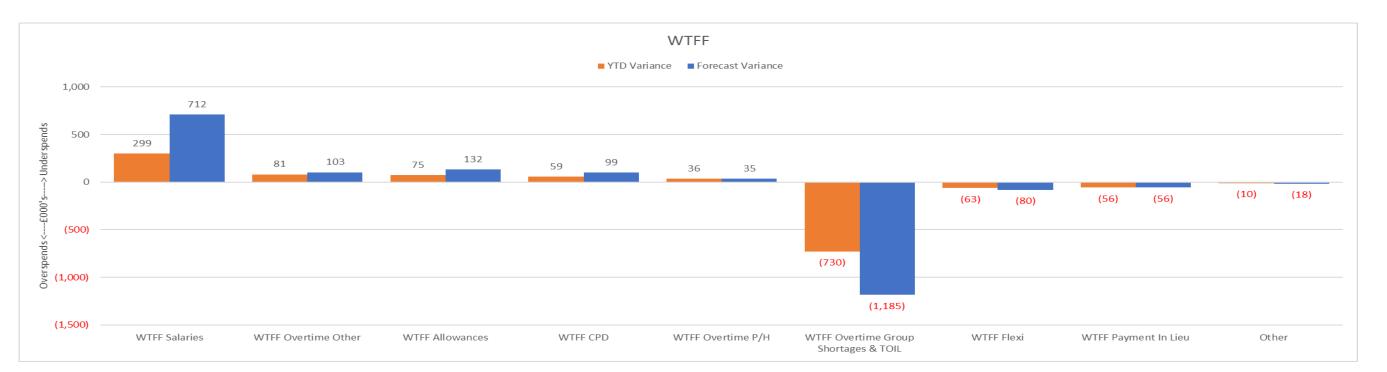
Variance Analysis by Directorate



Wholetime

Forecast Year to Date (YTD) Currently £309,000 overspent, representing 0.3% of budget. Forecast to be £258,000 overspent, representing 0.2% of budget. **YTD Underspends: Changes in Financial Position:** Salaries – the forecast reflects the number of firefighters that are expected to leave during Salaries – due to current under-establishment and an increased percentage of staff on development rates of pay. the financial year. Due to the greater number of retirals there has been a requirement to Overtime Other – reduced incidents spanning shift changeovers and reduced payments in increase new recruits in quarter four and this has been reflected in the forecast. Overtime Other – the increased costs associated with commercial activity and the face fit respect of holiday pay. Allowances – mainly in respect of vacancies for trainers and firefighters at specialist exercise are not forecast to continue at current levels. stations. Allowances - the forecast is based on payments made in the current month extrapolated CPD – the result of an increase in staff who have yet to become eligible to receive CPD across the remainder of the financial year. CPD – The forecast is based on payments made in the current month extrapolated across Overtime P/H – the result of less staff receiving public holiday overtime payments. 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. **YTD Overspends:** Overtime Group Shortages & TOIL – the forecast assumes additional costs to support the • Overtime Other – to support the SVQ process, to provide cover at commercial events, the Wellbeing recovery project. face fitting exercise, and other managerial activity. Flexi - The forecast is based on payments made in the current month extrapolated across Overtime Group Shortages & TOIL - increased levels of overtime due to vacancies and the remainder of the financial year. lack of specialist skills. • Payments in Lieu - no further costs are forecast for the remainder of the year. 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.

· Other – overtime relating to training activity.



Control

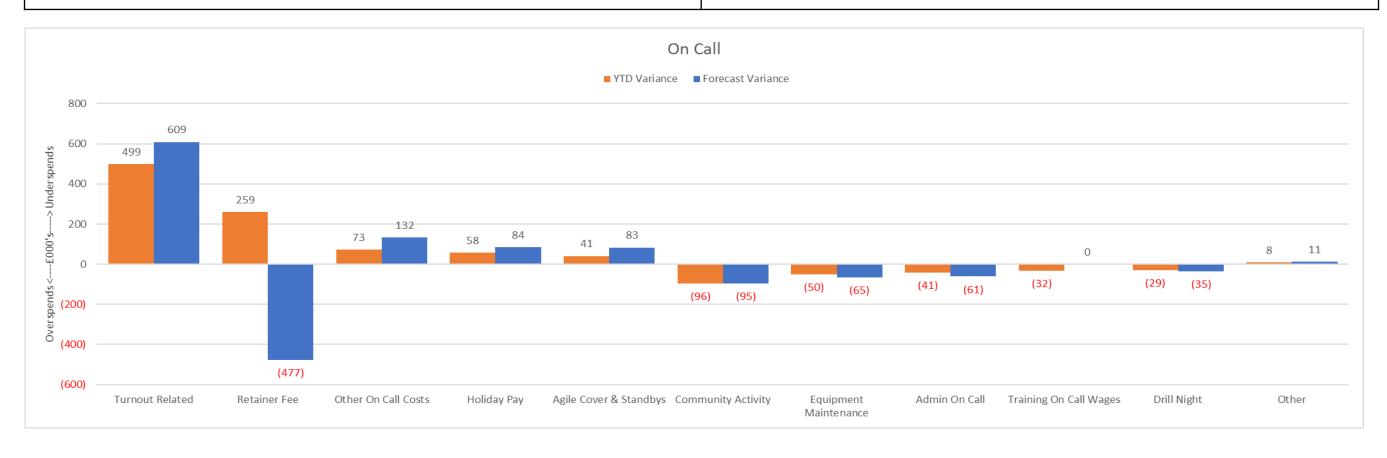
Year to Date (YTD)	Forecast
Currently £163,000 underspent, representing 3.0% of budget.	Forecast to be £225,000 underspent, representing 2.8% of budget.
 YTD Underspends: Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. At the end of November 2024 there were 14 FTE vacancies within the Control rooms. The change in LGPS arrangements has also resulted in additional savings. 	 Changes in Financial Position: Salaries – the ongoing impact of current vacancies, staff in development roles and staff that have indicated they will be retiring. The forecast includes the recruitment of trainees due to start in January 2025. In addition, the forecast includes efficiencies being delivered through the LGPS Pension Consolidation exercise.
 YTD Overspends: Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. 	Overtime – the forecast is based on current activity levels required to support vacancies along with additional overtime required to provide training.



On Call

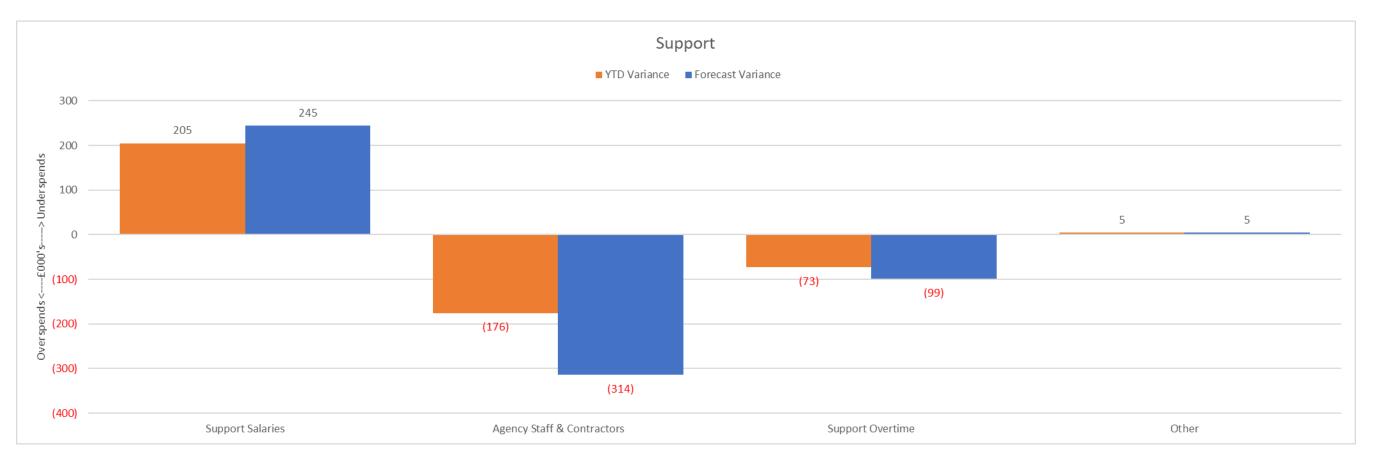
Year to Date (YTD) **Forecast** Currently £690,000 underspent, representing 3.7% of budget. Forecast to be £186,000 underspent, representing 0.7% of budget. **YTD Underspends: Changes in Financial Position:** Turnout Related – due to the volatility of these costs a cautious approach has been Turnout Related – reduced activity levels. Retainer Fees – the result of reduced numbers. adopted. The forecast assumes costs will increase over the remainder of the year. Other On Call Costs – mainly the result of National Insurance savings partly offset by • Retainer Fees – the forecast is based on current staffing levels, with payments made in increased sickness costs. the current month being extrapolated across the remainder of the financial year. In Holiday Pay – the impact of reduced activity over the last 12 months. addition, following acceptance of the NJC pay offer, the forecast includes an uplift in On Agile Cover & Standbys – reduced levels of standbys within the North and East SDAs. Call retainer fees which will be effective from January 2025. 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 in line with recent trends. **YTD Overspends:** Holiday Pay – the forecast reflects additional claims in the final third of the year. · Community Activity - increased focus on community safety activity. Agile Cover & Standbys – the forecast reflects a reduction in agile cover, in line with Equipment Maintenance – increased time required to perform equipment maintenance current trends.

- activity.
- Admin On Call staff attendance at development days.
- Training On call Wages increased training activity.
- Drill Night increased hours now being utilised to facilitate essential training e.g. cyber security.
- 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. The introduction of the revised home fire safety visits from January 2025 is also forecast to result in reduced visits due to changes in the criteria applied.
- · Equipment Maintenance the forecast is based on the latest activity levels extrapolated for the remainder of the financial year.
- Training On Call Wages activity is expected to reduce over the festive period.
- Drill Night the forecast is based on the latest activity levels extrapolated for the remainder of the financial year.



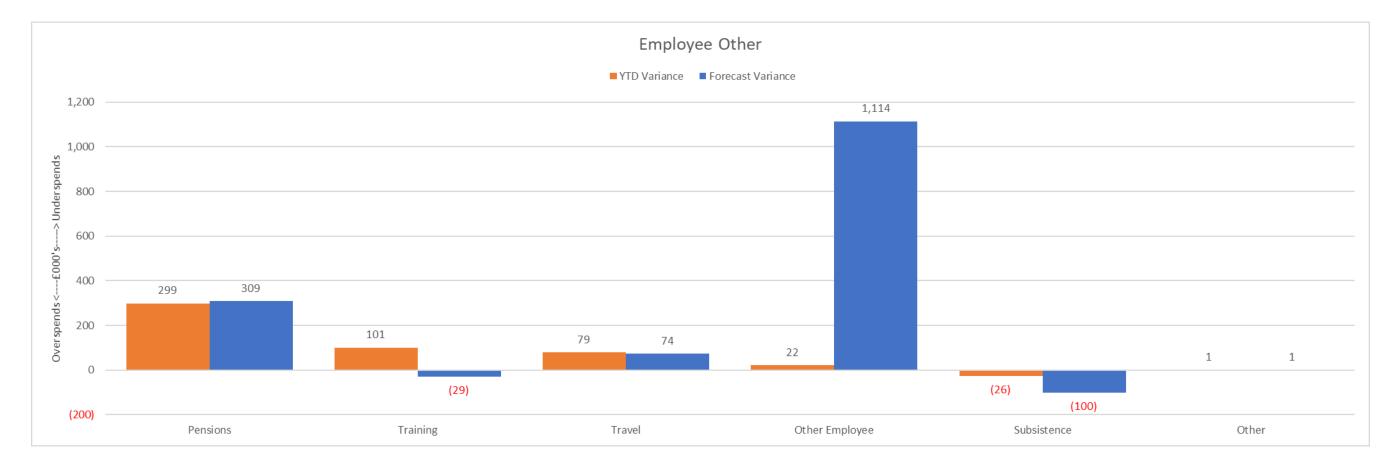
Support

Year to Date (YTD)	Forecast
Currently £39,000 overspent, representing 0.1% of budget.	Forecast to be £163,000 overspent, representing 0.4% of budget.
 YTD Underspends: Salaries – vacancies within the FCS and Training Directorates along with delays in the corporate projects have compensated for overspends across the other areas of the Service. The change in LGPS arrangements has also resulted in additional savings. Agency Staff & Contractors – delays in the public consultation exercise to support SSRP, risk modelling and the Rostering project. 	 Changes in Financial Position: Salaries – the forecast is based on current staffing levels adjusted to reflect known leavers and new starts. In addition, the forecast includes efficiencies being delivered through the LGPS Pension Consolidation exercise. Agency Staff & Contractors – additional costs are forecast including resource required to support risk modelling later in the year.
 YTD Overspends: Agency Staff & Contractors – additional costs for staff providing short-term resource within the FCS Directorate and within the Corporate Communications function. Additional resource required to deliver and implement ICT contracts. Overtime – providing cover for vacancies mainly within Asset Management and the People functions. 	



Other Employee

Forecast Year to Date (YTD) Currently £476,000 underspent, representing 8.1% of budget. Forecast to be £1,369,000 underspent, representing 15.5% of budget. YTD Underspends: **Changes in Financial Position:** Pensions – due to the volatility of ill health commutations the forecast underspend Pensions – reduced ill health commutation charges, with two lower tier and two upper tier retirals confirmed. remains in line with the year-to-date position. LGPS unfunded costs are also forecast to • Training – externally provided operational training courses, learning & development underspend. courses and training equipment account for the underspend. Training – training activity is expected to accelerate with both learning & development Travel – an increase in meetings being hosted on-line has contributed to reduced travel courses and operational training courses forecast to be on budget. Travel – travel to training courses is forecast to continue to overspend along with costs. Other Employee – relocation costs, pre-employment costs and optical vision aids are all additional travel to support the Wellbeing recovery project. Other Employee – the forecast includes the impact of changes to the roster calendar and underspent. Subsistence – development days are being delivered locally. the effect this has on changes to the holiday pay accrual calculation. Subsistence – an increase in accommodation costs for the additional trainees that are scheduled to start later in the year along with costs to support the Wellbeing recovery **YTD Overspends:** project. 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
Currently £1,306,000 overspent, representing 5.7% of budget.	Forecast to be £1,855,000 overspent, representing 5.8% of budget.
 YTD Underspends: Facilities Management Professional Services - reallocation of expenditure, relating to condition surveys, to the capital budget. 	 Changes in Financial Position: Facilities Management Professional Services – all remaining costs are forecast to be on budget. Soft FM Contract Costs – the forecast includes the free provision of female welfare
 YTD Overspends: Property Repairs & Maintenance – 93% of the budget has now been committed with 67% of the year complete. Rates – some local authorities have removed transitional rates relief at sites, along with applying an increase of 6.7% for high value properties. Utilities – backdated electricity charges which are being challenged with the service provider along with increased costs for electric vehicle charging. These are partly offset by savings in gas and water. Property Insurance Excess – impact, water and storm damage. Security – increased security at workshop sites following the introduction of the pilot change to working patterns within Asset Management. 	 products in line with legislative requirements. Property Repairs & Maintenance – it is forecast that the pressure on property repairs & maintenance will continue for the remainder of the year. Rates – the forecast reflects a small number of sites still to be invoiced. Utilities – the forecast assumes current usage levels will continue. Property Insurance Excess – no additional unbudgeted insurance excess costs are forecast. Other – refuse collection to support recycling in the North along with an increase in spend on fixtures & fittings and property adaptations.



Supplies & Services

Year to Date (YTD) Forecast

Currently £81,000 overspent representing 0.5% of budget.

YTD Underspends:

- Smoke Alarms there has been minimal requirement to purchase 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.
- Equipment Costs costs are being managed to offset the additional pressure in respect of Uniforms.
- Insurance Excess reduced accidents incurring insurance excess charges.
- Catering lower costs associated with trainee courses.
- Firelink reduced costs for staff supporting Firelink.
- EL/PL Insurance Premiums & Excess premiums are lower than budget.
- Printing delays in the public consultation.
- Timber & Scrap Cars reduced volume of scrap cars.

YTD Overspends:

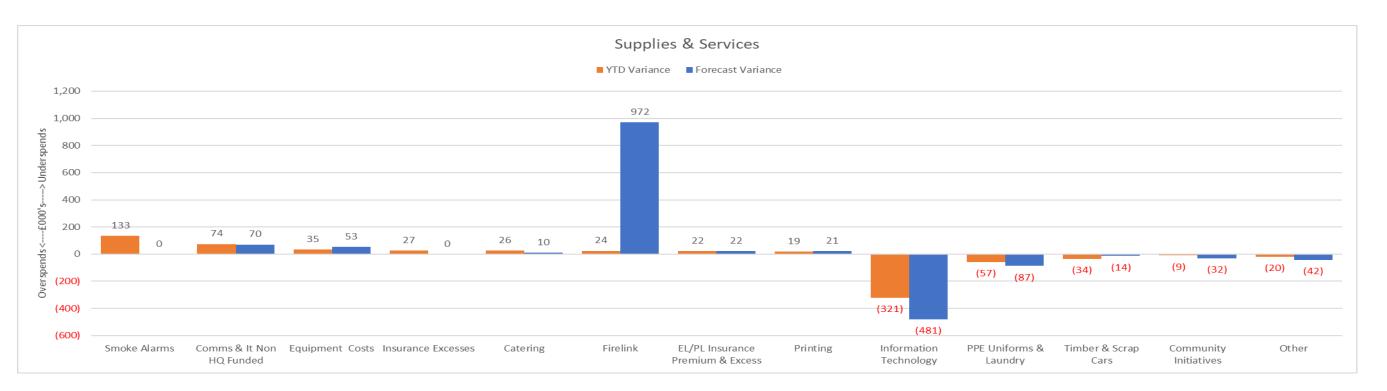
- Information Technology software costs which were expected to be capitalised, unbudgeted enhancements to existing systems, contractual increases and cloud hosting costs being incurred earlier than in previous years.
- PPE Uniforms & Laundry increased uniform costs for new trainees.
- Timber & Scrap Cars accelerated spend on timber.
- Community Initiatives the over recovery of income is being used to support additional local initiatives.
- Other operational equipment Non HQ mainly relating to ISAR and water planning along with an increase in engineering inspections.

Changes in Financial Position:

• Smoke Alarms – the forecast assumes the full year budget will be fully utilised.

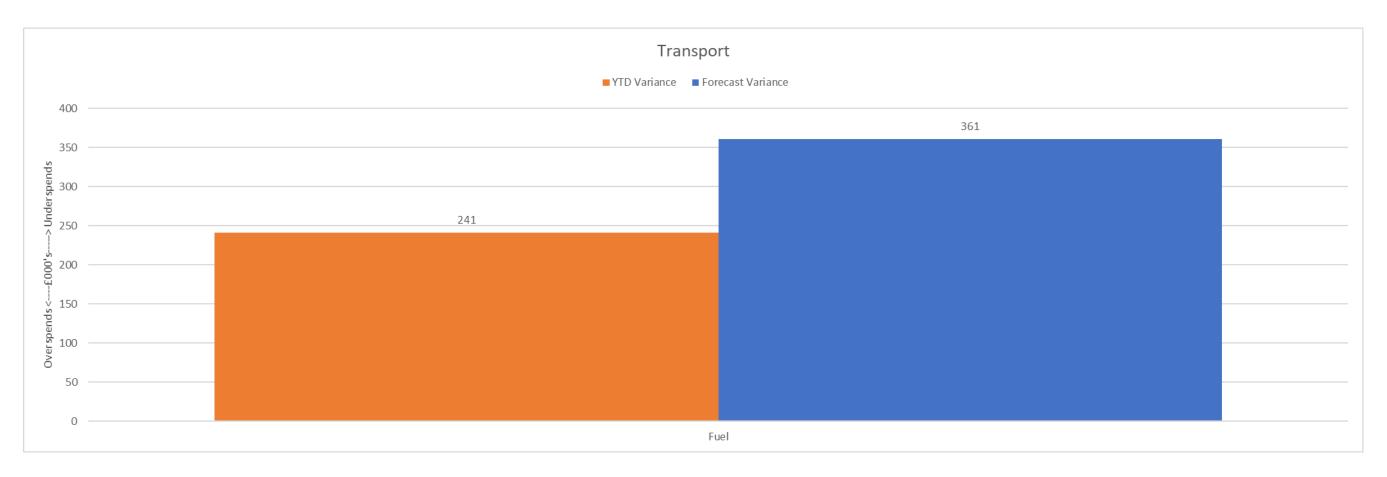
Forecast to be £492,000 underspent, representing 2.1% of budget.

- Comms & IT Non HQ Funded spend in respect of the ESMCP / In-Vehicle System project is forecast to increase.
- Insurance Excess due to the volatile nature of insurance claims the forecast has been kept on budget.
- Catering the forecast includes additional trainees in the final quarter along with addition costs for delivering an On Call seminar.
- 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.
- EL/PL Insurance Premiums & Excess no more premiums are expected.
- Printing the forecast includes promotional literature for the Youth Volunteer Scheme.
- Timber & Scrap Cars timber costs are forecast to be at budgeted levels for the remainder of the year and scrap cars are forecast to continue to underspend.
- Community Initiatives further initiatives are planned later in the year.
- Other stationery and postage costs are forecast to increase.



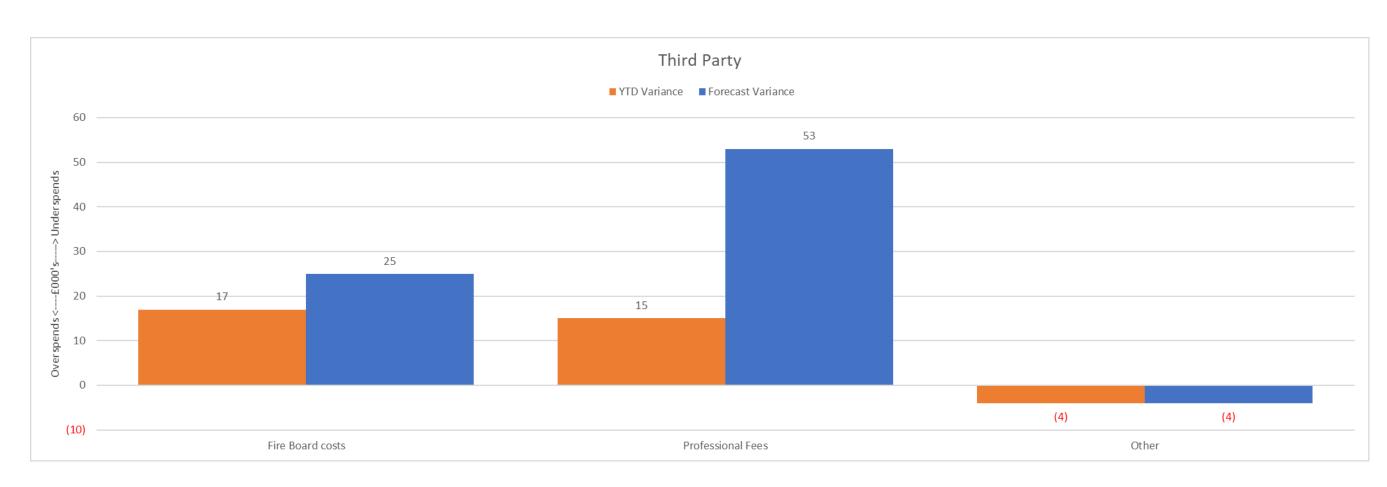
Transport

Year to Date (YTD)	Forecast
Currently £241,000 underspent representing 5.9% of budget.	Forecast to be £361,000 underspent, representing 6.0% of budget.
YTD Underspends: • Fuel - the impact of lower fuel prices and reduced consumption reflecting current activity levels.	Changes in Financial Position: Fuel – the lower prices and reduced consumption are forecast to continue for the remainder of the year.
YTD Overspends:	



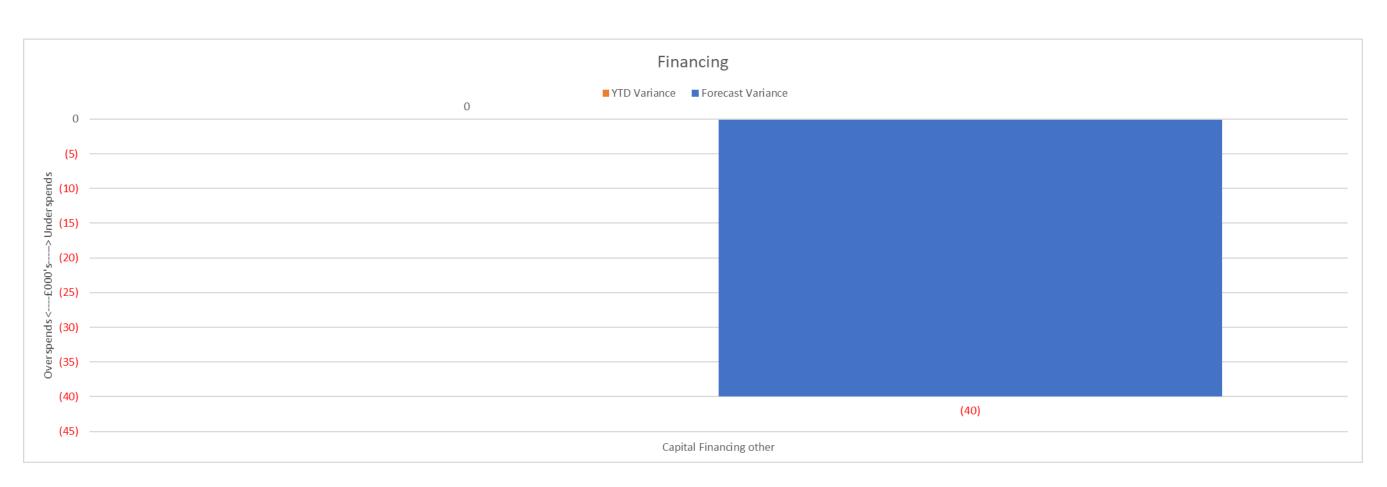
Third Party Payments

Year to Date (YTD)	Forecast
Currently £28,000 underspent representing 2.7% of budget.	Forecast to be £74,000 underspent, representing 3.6% of budget.
 YTD Underspends: Fire Board – reduced activity and fewer members. Professional Fees – delays in the public consultation to support SSRP. 	Changes in Financial Position: Professional Fees – the underspend caused by delays in the public consultation is forecast to increase.
YTD Overspends:	



Financing

Year to Date (YTD)	Forecast
Currently on budget.	Forecast to be £40,000 overspent representing 2.4% of budget.
YTD Underspends:	Changes in Financial Position: Capital Financing Other – costs for financing the Service's legacy loans are forecast to
YTD Overspends:	overspend.



Income

Year to Date (YTD)	Forecast
Currently £276,000 over-recovered representing 26.0% of budget.	Forecast to be £201,000 over-recovered representing 10.2% of budget.
 YTD Over-Recoveries: 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. Rental Income – additional income from shared services. 	 Changes in Financial Position: Firefighter Modern Apprenticeship - income relating to the modern apprenticeship is capped. 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 – reduced income is forecast in respect of electric vehicle charger
YTD Under - Recoveries:	grants.



Progress on Budgeted Savings

-		Year to Date	2		Full Year			_	
	Target included in Budget	Savings Delivered	Status	Included in the 24/25 Budget	Forecast to be Delivered in 24/25	Red, Amber, Green Status	Nature of Savings	Change from Previous Forecast	Commentary
Nath of oak on o	4.505	4.057	6.	6.700	7.544	<u> </u>	Di	(255)	Increased levels of leavers are forecast to result in a further underspend in WTFF salaries, this is partly
Wholetime	4,525	4,857	G+	6,788	7,511	G+	Recurring	(265)	offset by an increase in overtime costs and the need to recruit additional firefighters.
On-Call	553	974	P	829	1,333	G+	Recurring	-	Reduced On-Call turnout activity.
Support	-	-	Р		-	G	Recurring	-	
Early Retirement Charges	-	-	Р	-	-	G	Recurring	-	
Training	-	-	P] -	-	G	One Off	-	
Subsistence	-	-	P] -	-	G	Recurring	-	
Other	-	-	P		-	G	Recurring	-	
Property Costs	533	344	Α	800	509	Α	Recurring	(72)	Increased utility costs.
Supplies & Services	207	237	G+	310	360	G+	Recurring	(8)	Reduced equipment costs.
Transport Costs	-	-	Р	1 -	_	G	Recurring	_	
Third Party Payments	52	64	G+	78	127	G+	Recurring	117	A delay in the public consultation for SSRP.
Financing	118	118	G	177	137	Α	Recurring	_	Increased costs for servicing legacy loans.
Income	50	50	G	75	33	Α	Recurring	-	Reduced EV grant funding.
]				-	
TOTAL	6.038	6.645	G+	9.057	10.009	G+]	(228)	

Kev

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

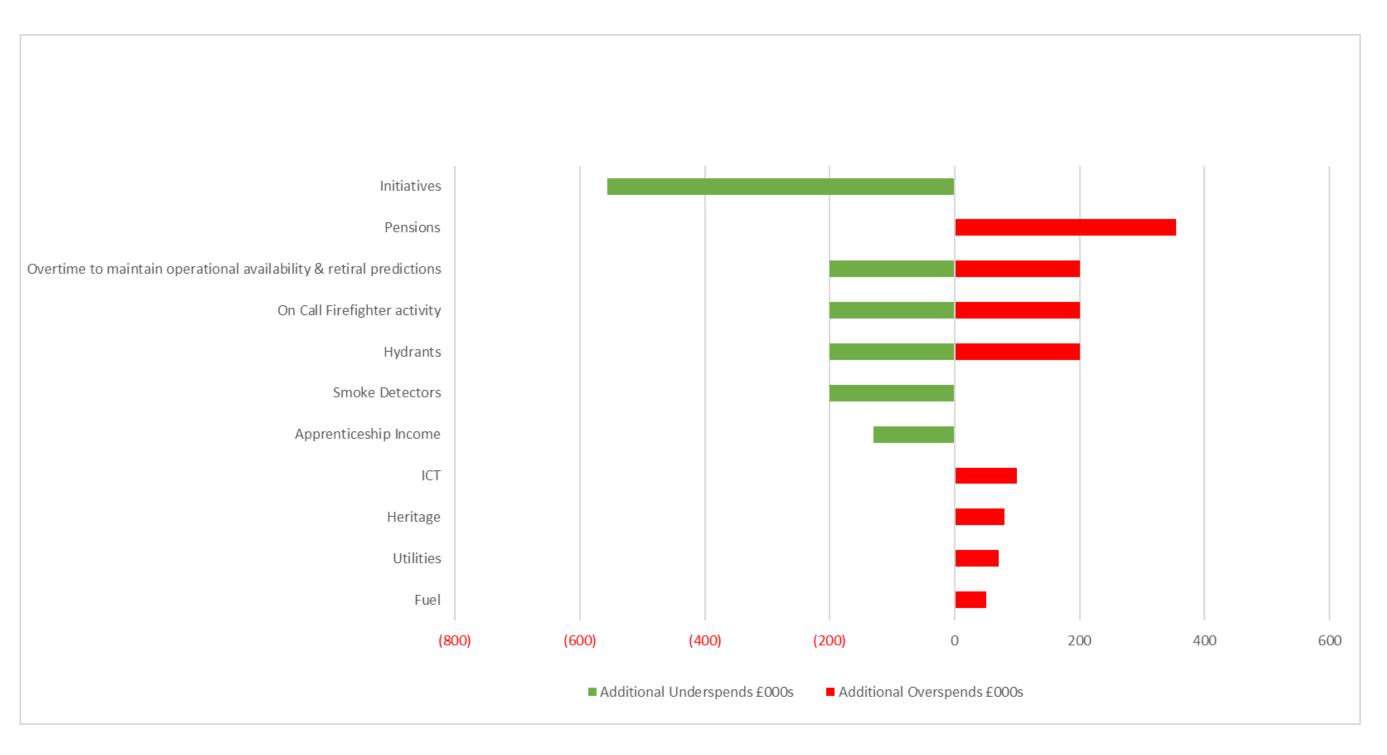
G+ = Savings are being delivered in excess of the budget

P = Year to date savings have delivered full year target

Actions

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.	As at the end of November 2024, 168 firefighters have confirmed leaving dates for 2024/2025, an increase of 5 from October 2024.	People / FCS		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 in February 2025. SLT have introduced control processes to sign-off on all Support staff recruitment.	Head of Finance & Procurement / Head of People	None identified at this stage	Delayed
Support Staff - Overspend	The increase in Support Staff post occupancy should be considered within the Corporate Services Review, as work progresses to develop the service catalogue and define future operating models. This will allow future budget provision to be aligned to the Service's requirements and realistic post occupancy levels.	Work is ongoing to build the service catalogue for Corporate Support functions.	Corporate Service Review SRO	None identified at this stage	Delayed
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 £1.2m is required. This would help reduce pressure on the budgets for future years.	All		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. Rates Financing Costs Electricity	FCS	£0.517m Rates £0.04m Financing £0.509m Electricity	On Target
Utilities	Escalate ongoing issues with the supplier to address historic billing and reporting data.	Monthly account meetings are being held and Scottish Government Procurement are now in attendance. The service provider has been tasked with resolving their internal processes. Regular monitoring of the situation will remain in place.	FCS		Complete

Estimated Range of Risks to Reported Financial Position





Financial Risks

High Impact Risks

Initiatives

• There is a risk that there may be delays in the delivery of strategic initiatives, including recruiting staff to support the Portfolio Office, Asbestos Screening and Contaminants. This would result in forecast spend for this year not being realised.

Medium Impact Risks

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.
- There is a risk that the changes to market allowance payments may result in backdated pension costs.

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

Low Impact Risks

Overtime / Retiral Predictions / New Recruits

• Future retirals may result in changes in the need for overtime that is not currently included in the forecast.

On Call Activity

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

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.

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.

Apprenticeship Income

• There is a risk that the forecast in respect of the apprenticeship income is understated, and that additional funding is received as trainees progress through the scheme.

ICT

There is a risk that contract renewals may lead to increased costs.

Heritage

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

Utilities

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

Fuel

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

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

Contingency Fund

	Period of	
Contingency Fund 2024/25	adjustment	Total
Original Fund Allocation		99
Pension Consolidations BC to be prepared		2
Contaminants - BC to be prepared		32
Rostering - BC to be prepared		25
PPFT - Business Case		26
PPFT - Vacant Posts		10
Island Allowance - BC to be prepared		4:
Asbestos Screening - BC to be prepared		16
Inflation effect on projects		1
SSRP - BC Staff posts		69
Opening Contingency Fund		2,880
Halication of Contingona		
Utilisation of Contingency	April	(10
Jenners budget correction Remove travel & subsistence from seconded officers	April	(10
STC secondee correction	April	
	April	(11
Market allowance budget to Portfolio Office	April	(14
Development to Competent budget correction	April	50
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	3:
Corporate Finance minor budget corrections	June	100
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 Participan	September	(363
Rostering	September	(156
Women in the Fire Service Event	September	(5
Portfolio Staffing	September	(107
Property Repairs & Maintenance	October	(500
Strategic Staffing	October	(71
SSRP	October	(20
SSRP	November	(76
Contaminants	November	(50
IFRS16 SG Transfer	November	23:
Wellbeing Recovery Business Case	November	(278
Amount utilised in year		(1,512)
Current Contingency Fund		1,369
Pension Consolidation		(0
Contaminants		28:
Asbestos Screening		170
Portfolio Office Staffing		30
Ring Fenced For Business Cases		758

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/24-24

Agenda Item: 14

Report	to:	THE BO	ARD OF	SCOTTISH	I FIRE A	ND RE	SCU	IE SERVI	CE					
Meeting	Date:	19 DEC	19 DECEMBER 2024											
Report	Title:	CAPITAL MONITORING REPORT 2024/25 – NOVEMBER 2024												
Report Classification:		For Scru	utiny		F	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9								
			<u>A</u>	<u>B</u>	<u>C</u>	D	<u>E</u> .	E	G					
1	Purpose							· ·	·					
1.1	To advise the budget for the					xpend	iture	against t	he 2024/2	25 cap	oital			
2	Backgroun	d												
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. In addition, the Net Book Value on the disposal of non-operational vehicles during the year of £0.190m has been re-invested back into the Fleet Budget and is expected to fully spend							led) vear						
2.3	out. The total ca	pital fundi		financial y		3.216n dget £			the table	belov	v:			
	C	Capital DEL	apital DEL				3,026	3 100%						
	С	apital Receipts				190			0%					
	<u> </u>	OTAL FU	NDING			43,216			100%					
3	Progress to	owards P	rogramm	e Delivery	as at 30	Nove	mbei	r 2024						
3.1	Capital Exp table below virements t September:	. The app hat were	roved bu	dgets and	forecasts	have	bee	n update	d to refle	ct bud	lget			
	Cons		Approved Budget	Sp	end in Progr				00s					
	Categ	jury	£000s	Committed	Receipted	Pa	id	Forecast to Year End	Full Year Forecast	Varian to	ice			
	Property - Major \		10,730	3,553		2	5,297	1,878	10,730		0			
	Property - Minor \	Works	7,790	3,401		0	3,457	932	7,790		0			
	Vehicles ICT		9,841			0	558	4,226			0			
	Operational Equip	nment	8,788	862	26	7	3,026	4,633	8,788		0			
	operational Equip	PINEIK	6,067	692		3	2,635	2,737	6,067		0			

TOTAL EXPENDITURE

Percentage of Budget

13,565

31.4%

14,973

34.6%

272

0.6%

14,406

33.3%

43,216

100.0%

43,216

100.0%

0

0.0%

3.2 Position summary as at 30 November 2024 The actual and receipted capital expenditure to date is £15.245m (35.3%) with a further £13.565m (31.4%) of committed expenditure. The current capital forecast is £43.216m compared to the approved capital budget of £43.216m. Property Major Works has a Budget RAG status of Amber due to uncertainty about the progress/timing of some projects and a projected overspend of up to £0.700m. A budget virement of £0.840m will be made from NMS in the coming months. This will enable the Budget RAG status to move to Green. NMS has a Budget RAG status of Amber due to a confirmed underspend of £0.840m. A budget virement of £0.840m will be made to Property in the coming months. A further potential underspend resulting from contingency and legal fee underspend has been identified of approximately £0.44m and will be kept under review. Property Minor Works, Vehicles, ICT Equipment 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 analysis of the Capital financial position at 30 November 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 Working with our supply chain to establish the capacity available to expedite further minor works and other projects should additional budget become available. 4 Recommendation 4.1 The Board is asked to: (a) scrutinise the level of actual and committed expenditure for the period ended 30 November 2024 (b) that the actions in progress be noted. 5 **Key Strategic Implications** 5.1 **Risk and Risk Appetite** 5.1.1 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. 5.1.2 In relation to multi-year capital planning SFRS has an **Open** risk 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. 5.1.3 The forecast capital spend for the financial year is consistent with our stated risk appetite. 5.2 Financial 5.2.1 Financial implications are detailed within the report. 5.3 **Environmental & Sustainability** Environmental and sustainability plans are incorporated within each property project. 5.3.1 Investment in Euro 6 fire appliances and electric fleet is making a significant contribution to reducing greenhouse gas emissions. 5.3.2 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	Workforce
5.4.1	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	Training The capital programme includes significant investment in training facilities.
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Service Delivery Board.
5.8 5.8.1	Timing This report covers the period up to 30 November 2024 and known events just after the period end.
5.9 5.9.1	Performance Total forecast expenditure at 30 November is £43.216m compared to the budget of £43.216m, 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	Legal and Regulatory External legal support is in place to facilitate the sale of assets.
5.11.2	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 November.
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 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 actual and committed expenditure against the 2024/25 capital budget for the period ending 30 November 2024. The budget has been increased by capital receipts of £0.190m resulting in the revised budget of £43.216m.

6.2	It is currently anticipated that the approved budget of £43.216m 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 Assu (Mark as appr		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 agree actions to ensure we manage the financial position within agreed financial parameters.				
8	Appendices/F	urther Rea	ading				
8.1	Appendix A – Capital Monitoring Report – November 2024						
Prepared by: Barbara		Barbara 2	Zahra, Deputy Accounting Manager				
Sponsor	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
Strategic Leadership Team	17 December 2024	For Information/Scrutiny
SFRS Board	19 December 2024	For Scrutiny

Capital Monitoring Report

November 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 – November 2024 Full Year Actuals/Forecast v Budget by Category

				Actuals			Forecast	Forecast £000's			
Category	Original	Virements	Revised	Q1	Q2	Q3	Q4				
category	Budget	VIICIIICIIIS	Budget	Apr-Jun	Jul-Sept	Oct-Nov	Dec-Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status
Property Major Works	13,330	(2,600)	10,730	1,089	2,373	1,837	5,431	10,730	0	0%	
Property Minor Works	5,720	2,070	7,790	356	1,284	1,817	4,333	7,790	0	0%	
Vehicles	5,426	4,415	9,841	13	514	31	9,283	9,841	0	0%	
ICT	13,053	(4,265)	8,788	432	1,651	1,210	5,495	8,788	0	0%	
Operational Equipment	5,497	570	6,067	554	1,308	776	3,429	6,067	0	0%	
Total Expenditure	43,026	190	43,216	2,444	7,130	5,671	27,971	43,216	0	0%	
Cumulative Total				2,444	9,574	15,245	43,216				



Capital Monitoring – November 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 8 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 8 is £2.070m.
Vehicles	5,426	4,035	9,461	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 (£0.550M). Virement in Period 8 from capital receipts (£0.190M). Net movement at Period 8 is £4.035M.
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. Various internal virements in Period 8 totalling £0.260M. Net movement at Period 8 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 8 is £0.570m
Total	43,026	-190	42,836	
Project Funding				
Capital DEL	-43,026	0	-43,026	Approved GIA budget of £43.026m.
Capital Receipts		-190	-190	£0.190M vired to Vehicles in Period 8.
Total	-43,026	-190	-43,216	

Property Major Works

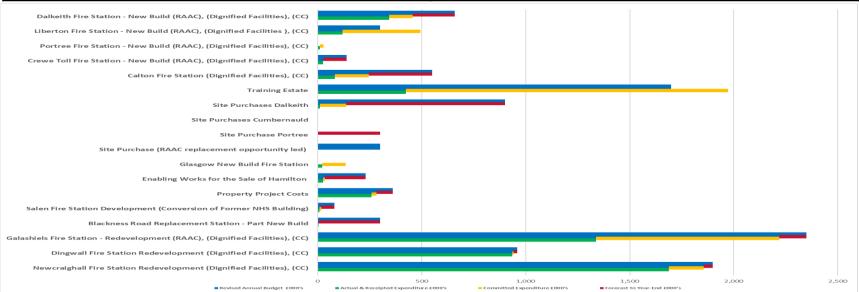
Progress in the month

The contract works for phase 1 at Galashiels has been completed and handed over. RAAC works about to commence.

- Newcraighall Fire Station Re-developments complete and handed over.
- · Delay in appointing second demolition contractor at Salen Fire station as first bidder withdrew.
- Virements will be completed when a clearer position is determined.

Progress anticipated in coming months

- Assessment of scope, design requirements, costs and programme for Training Estate projects ongoing.
- Work is progressing on contracts and fee quotes for Blackness Road.
- · Significant interest in developing the Calton site, progress will depend on Tender returns.
- Cowcaddens new build design team appointed, now awaiting program and cashflow to determine 2024-2025 spend.



Milestone RAG

Twelve 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 is an expected overspend but should be covered by the underspend for the NMS project.

Deviation from Budget RAG

Expected overspend of between £400 to £700k but this could be covered by the underspend from the NMS project and revert to green. Delay virements until Dalkeith planning position is clear and the Calton Fire Station tenders have been returned.

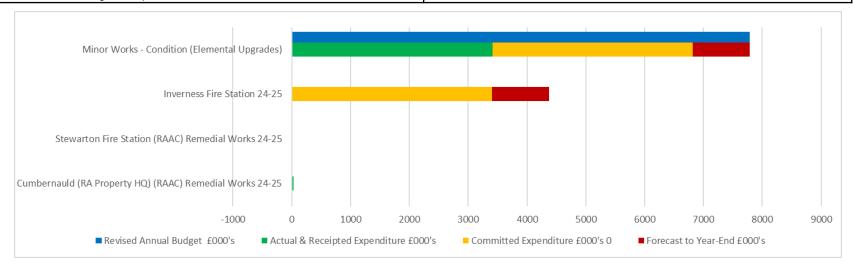
Property Minor Works

Progress in the month

Progress anticipated in coming months

- 131 Complete, 27 In Progress, 7 Programmed, 42 Instructed, 21 being Priced, 7 In Design, 3 Cancelled (19 on hold/proposed awaiting assessment/funding)
- · Not much change from previous months.

Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.



Milestone RAG

Property Minor Works are on track with a Milestone RAG status of Green.

Deviation from Budget RAG

Budget RAG status is Green.



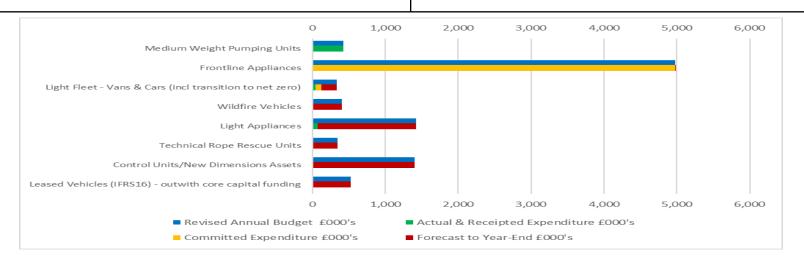
Vehicles

Progress in the month

Progress anticipated in coming months

- 6 Light Weight Pumping Units and the two management team cars delivered and waiting to receive invoices for them.
- Wildfire vehicles completely spent out.

- 12 Light Weight Pumping units scheduled early January and 24 expected this financial year.
- Completion of 4 Technical Rope Rescue units by year end. Operational in early April.
- 30 Pool cars to be ordered by the end of the financial year.
- Anticipated budget spend by year end.



Milestone RAG

Deviation from Budget RAG

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

Budget RAG status is Green.

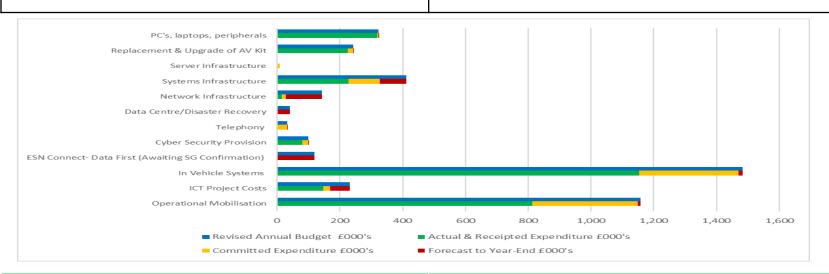


ICT Equipment (excl NMS)

Progress in the month

Progress anticipated in coming months

- All orders for Operational Mobilisation hardware have now been raised and a contractor was brought in to support the G3 replacement rollout programme.
- 77 site installs of Smartboards and monitors have been completed and paid for, and work is progressing on schedule.
- In Vehicle System milestone completed by end Financial year
- Operational Mobilisation completed by end of Financial year,
- Data centre possible underspend with Nexus.



Milestone RAG

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

Deviation from Budget RAG

· Budget RAG status has returned to green

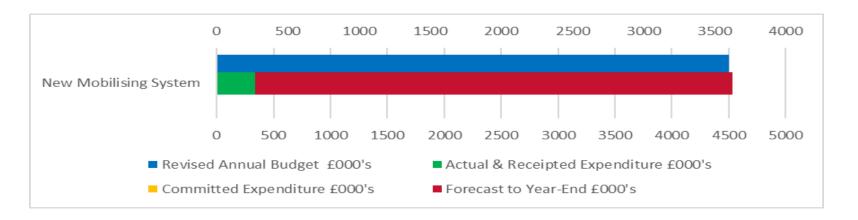


New Mobilising System (NMS)

Progress in the month

Progress anticipated in coming months

- First Milestone for Design & Due Diligence completed this month. Expecting invoice in December.
- 2 X Watch Commanders will be costed from December 24.
 - A Program Director is expected to be appointed.



Milestone RAG

Contract has now been awarded. Definite underspend of £840k which will be vired next month to Property.

Deviation from Budget RAG

There is a contingency of £400k within the budget. There is also a possible underspend for legal expenses of £43k.



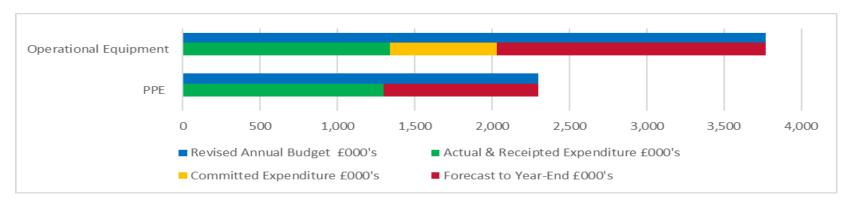
Operational Equipment

Progress in the month

Progress anticipated in coming months

- Work progressed in reviewing requirements for Airing Cages/Rails in relation to decontaminants.
- Life jackets have been received and paid for.

· Budget should be fully committed by end of year.



Milestone RAG	Deviation from Budget RAG
All Operational Equipment projects are on track with a Milestone RAG status of Green.	Budget RAG status is green.



SCOTTISH FIRE AND RESCUE SERVICE





Version 1.1: 03/12/2024

Report No: B/FCS/25-24

Agenda Item: 15

	Agenda Item: 15									
Repor	t to:	THE BOARD O	F SCOTTISH	I FIRE ANI	RES	CUE S	ERVICE			
Meetir	ng Date:	19 DECEMBER	2024							
Repor	t Title:	STRATEGIC A	SSET MANA	GEMENT F	REVIE	W				
Report Classification:		For Scrutiny		SFRS Board/Committee Meetings For Reports to be held in Prive Specify rationale below referring Board Standing Order 9				Private erring t	rivate ring to	
				<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	E	E	<u>G</u>
1	Purpose									
1.1		provides an ann nagement of our							ans (SA	MPs)
2	Backgrou	nd								
2.1	by SAMPs	e first Strategic A for Property and strategy and a se	l Equipment i	n 2023. Ea	ch SA					
2.2	was refres indicative 1 in terms of	sed Capital Invest hed in 2024 alor 0-year Asset Invest service delivery equipment, and	ngside the de estment Plan . The RBCIF	evelopmen (AIP), prior was deve	t of th itised t loped	e capit to minir throug	al budgenise the hour SA	et and risk of AMPs	l outlin asset f for pro	es an failure perty,
2.3	created to fleet, proper investment	t the risk-based a work alongside erty and equipme plans across ea estment has beer	the detailed sent. The SAM ach programn	Strategic A IP's provide	sset Ne o	/lanage detail to	ement Pl	ans d t prior	evelope itisatio	ed for n and
3	Main Repo	ort/Detail								
3.1	Appendix A	A provides a detant of the SAMPs.	•		_		•	ent ac	ctions s	et out
	Category	Complete	On Track	Delayed		Corre Acti			Total	
	Fleet	1	12	13		1			27	
	Equipme	nt 1	11	4					16	
	Property	2	12	3		1			18	
	Total	4	35	20		2			61	

3.2 Fleet

3.2.1 Our fleet consists of 1,682 vehicles, supporting logistics, maintenance, and staff transportation. The Fleet SAMP aims to optimise the life cycle of vehicles, provide appropriate vehicles to support service delivery, reduce aging fleet, and ensure safety and reliability.

3.2.2 Achievements

- Fleet Renewal: Replaced 118 vehicles which were beyond recommended age since 31 March 2023.
- Heavy Fleet currently has 29% beyond recommended age, which has reduced from 39%
- Specialist Fleet currently has 53% beyond recommended age, which has reduced from 56%
- Light Fleet currently has 21% beyond recommended age, which has reduced from 29%
- **ULEV in Light Fleet**: Additions to the light fleet has now raised the percentage of electric vehicles to 38%.
- **Training**: Learning needs analysis has resulted in a three-year training plan and this is now rolling out with EV training for fleet operative, Scania tiered courses together with compliance courses for equipment maintenance.

3.2.3 Challenges

- **Vehicle Backlog**: There is currently a £110 million backlog in Fleet. This equates to 488 vehicles in backlog.
- **Rising Fuel Costs**: Despite fuel-efficient vehicle replacements, rising fuel prices have impacted the operational budget.
- Transition to Electric Vehicles (EVs): Limited charging infrastructure and demands on installations/maintenance.
- **Tranman:** The existing fleet management application runs on a network server. There are issues with the software system and a migration to the cloud-based system (Transend) would result in a smoother process for the completion of e-forms to enable fleet mechanics to move away from paper-based job forms

3.2.4 Next Steps

- Expand the electric vehicle fleet and install necessary charging infrastructure.
- Light Fleet Review which will make better use of telematics to reduce fleet size and ensure vehicles are allocated efficiently.
- Ensure Scottish Fire and Rescue Service (SFRS) is ready to meet the implications of general safety regulations which will affect heavy fleet vehicles due to be delivered within the next financial year.
- Fleet Restructure: A report will be presented later this year proposing a Fleet restructure to eliminate single points of failure, address succession planning and introduce more efficient ways of working

3.3 **Property**

3.3.1 The organisation's property portfolio comprises 356 station assets, together with offices, workshops, stores, and training facilities critical for service delivery. The strategic focus is on maximising the use, value, and longevity of these properties through systematic maintenance, refurbishment, and divestment of underperforming assets.

3.3.2 Achievements

Dignified Facilities/Contaminant Control. This is a priority across the property estate over 75% of our estate in poor or worse suitability. Phase 2 of refurbishment works at Inverness Station has been completed resulting in individual shower facilities, enhanced welfare facilities and the introduction of contaminant control pathways. A further £1.7m was spent at Newcraighall. Refurbishment works are underway at Dingwall and Galashiels.

- Outline business case for Community Resilience Hubs, an outline business case was submitted to Scottish Government with a costed plan to deal with the lack of welfare facilities and poor properties across the rural and remote estate.
- Co-locations- Since 2023 the number of co-locations with blue light partners and associated organisations has risen from 68 to 73 across the property estate. We attend Strategic Partnership groups to promote co-location and seek to maximise opportunities whenever possible to make best use of properties and ultimately show efficiencies across the public sector.
- **Energy Efficiency Improvements**: Implemented energy-saving measures such as LED lighting upgrades and solar panel installations.
- 250 EV charge points spread across 140 sites;
- Our ULEV network now extends to all locations capable of supporting fast charge points.
- Transport Scotland may provide additional funding if further sites with available power provision can be identified.
- We have been working with our partners at Police Scotland and the Scottish Ambulance Service in developing a national Blue Light ULEV charging network.
- Compliance: The Property Team ensure that buildings are kept compliant and safe for building users through a range of scheduled compliance checks and maintenance regimes.
- National Fire Estates Group (NFEG): Head of Asset Management co-chairs this group and has resulted in SFRS introducing the first benchmarking exercise with submissions from a variety of services across the UK. Dialogue has opened up regarding standard station designs and best practice for contaminant control.

3.3.3 Challenges

- Investment Backlog is currently over £496m
- 14 Reinforced Autoclaved Aerated Concrete (RAAC) Stations, with works underway at Galashiels. The solution for Galashiels involves installing a timber support roof underneath the existing RAAC panels. This removes the risk from the panels.
- Aging Infrastructure: The property estate is still underfunded and issues such as a lack of dignified welfare facilities and contaminant control are key issues that need addressed.
- Budget Constraints: Some planned capital projects were delayed due to budget restrictions.

3.3.4 Next Steps

- **Prioritise refurbishments for RAAC affected properties.** These stations are highest in priority across the capital programme.
- Identify opportunities for property divestment of non-core assets as part of Strategic Service Review Programme (SSRP). The results from consultation within SSRP will result in possible changes to the estate through reconfiguration or disposal.
- Office Accommodation Review. This is currently underway with the assistance of Scottish Futures Trust and Space Solutions to consider where there is underutilisation across the corporate office estate and where there is potential for additional co-location opportunities or change of use.
- Training Service Asset Management Plan (TSAMP). This is currently in preparation in conjunction with the Training Team. An initial list of projects to spend out the first £2m tranche of capital allocation to the training estate is underway with planned works set out into year 2. The TSAMP will help inform the Training Assets Framework aligning under the Training Vision and Strategy

3.4 **Equipment**

The organisation's equipment portfolio includes PPE, operational firefighting equipment, machinery, and specialised equipment essential for service delivery. Ensuring that equipment is maintained, replaced on schedule, and kept in optimal condition is a priority.

3.4.1 Achievements

- Preventive Maintenance Program: Fully implemented for high-value and critical equipment, ensuring compliance and safety for users. A contract is in place with British Engineering Services to ensure scheduled compliance checks are carried out. This includes Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) and Safe Working at Height (SWAH).
- **Equipment Upgrades:** Implementation of Powered Rescue Equipment to replace Hydraulic Rescue Equipment derisking the organisation and improving firefighter safety.
- Maintaining Service Delivery: Replacing time expired equipment
- Wildfire: Provision of Wildfire Fire Fighting PPE and equipment
- Standardisation: Equipment and PPE has been standardised across 6,500 firefighters
- Water Rescue: 24 new water rescue boats have been introduced with standardisation of Water Rescue Capability and Stations across Scotland.

3.4.2 **Challenges**

- Self Contained Breathing Apparatus (SCBA) Equipment Refresh: The current BA contract is due for renewal in 2026. This will require significant engagement and consultation as part of the process to ultimately appoint a supplier for future breathing apparatus provision.
- **Supply Chain Delays:** Delays in receiving replacement parts and new equipment have affected project timelines.

3.4.3 Next Steps

- **Inventory Management:** Need to adopt a new asset tracking system that helps to reduce equipment loss; this will be linked to the development of new KPIs.
- Continue replacing outdated equipment with modern, energy-efficient alternatives.
- **Strengthen** vendor relationships to mitigate supply chain disruptions and explore local suppliers.

3.5 **Communication**

- 3.5.1 Finally with the need for improved communication noted across the three SAMP documents, Asset Management updates will be provided by articles through the weekly communications emails. The Communications Team have liaised to provide a method for regular "bite sized" articles to keep staff advised of projects, new vehicles and equipment developments.
- 3.5.2 The Head of Asset Management as well as the National Property Manager, National Fleet Manager, Equipment Manager and the Asset Governance and Performance Manager meet with each of the Deputy Assistant Chief Officers (DACO) for East, North and West on a quarterly basis to discuss the service provided by the Asset Management team and to learn from the feedback provided.

4 Recommendation

4.1 The Board are asked to scrutnise progress on the individual Strategic Asset Management Plans for Property, Fleet and Equipment. The focus for the coming year will be to continue to address aging assets, improving dignified facilities across the property estate and contaminant control, ensuring PPE is available, expanding the use of renewable energy and electric vehicles, and continuing to enhance preventive maintenance by making better use of vehicle tracking systems.

5 Key Strategic Implications

5.1 **Risk**

5.1.1 There is a risk that due to the insufficiency of capital investment funding to upgrade or replace our property, fleet and equipment assets, these assets will fail, resulting in a failure to deliver services to communities or injuries to our staff or members of the public. The Risk Based Capital Investment Plan has been developed to ensure available funding is directed to the most important priorities.

5.1.2	There is a risk that we fail to make the best use of the limited investment we receive due to poor planning, poor communication between Asset Management and operational colleagues, or inadequate resourcing, resulting in assets that do not meet service requirements.
5.2 5.2.1	Financial The investment backlog figures reflect the scale of the issues across the SFRS asset management estate across property, fleet, equipment and ICT.
5.3 5.3.1	Environmental & Sustainability By adequately resourcing SFRS owned fleet the Service will be better placed to meet its responsibilities and aspirations in accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030.
5.4 5.4.1	Workforce Investment in modernising the asset base of the organisation will improve the working conditions and experience of the workforce.
5.5 5.5.1	Health & Safety Effective management of fleet, property and equipment assets have a direct impact on the SFRS core value of safety and legislative compliance.
5.6 5.6.1	Health & Wellbeing The replacement station design will be consistent with the services adopted design standards.
5.7 5.7.1	Training The development of a three-year learning needs analysis demonstrates the commitment to ensure staff are appropriately trained to carry out their roles safely and effectively.
5.8 5.8.1	Timing This report covers the period 2023/24 plus Q1 2024/25. Hereafter this report will be issued on an annual basis, the next report will cover 2024/25 and will be issued by the end of Q1 2024/25.
5.9 5.9.1	Performance The report shows improvements which have been made through prioritised expenditure however also highlights the challenges still existing across the estate. The ongoing alignment of SAMPs with the organisation's strategic goals ensures that our assets continue to support the delivery of high-quality services and maintain value over the long term.
5.10 5.10.1	Communications & Engagement Appropriate consultation and briefings with staff take place regarding UIGs for new equipment or vehicles.
5.11 5.11.1	Legal By adequately resourcing areas such as Fleet, Property and Equipment Services, the Service will be better placed to meet its legal obligations in these areas.
5.12 5.12.1	Information Governance There are no specific Information Governance implications associated with this report.
5.13 5.13.1	Equalities EHRIA completed No. The proposal outlined in this report has no impact on Equalities impact on people, either employees or service recipients directly or indirectly and is thus deemed not relevant to the General Equality Duty.

5.14	Service Delivery				
5.14.1	As per body of main report.				
6	Core Brief	f			
6.1			anagement provided a progress update on the Strategic Asset MPs) for the management of our property, fleet, and equipment		
7	Assurance	e (SFRS Boar	rd/Committee Meetings ONLY)		
7.1	Director:		Sarah O'Donnell, Director of Finance & Contractual Services		
7.2	Level of A	ssurance:	Substantial/Reasonable/Limited/Insufficient		
7.3	The content of the SAMPs and the Asset Management Police were reviewed by Scottish Futures Trust to ensure that it link to the Scottish Government's Infrastructure Investment Plan which provides a common framework to inform planning and decision making in public sector infrastructure investment. Scottish Futures Trust further reviewed the Asset Management Policy and were pleased to see that this links into their Guide Property Asset Strategy in the Scottish Public Sector which underlines the importance of making the most of existing asset and taking a collaborative place-based approach to help		Scottish Futures Trust further reviewed the Asset Management Policy and were pleased to see that this links into their Guide to Property Asset Strategy in the Scottish Public Sector which underlines the importance of making the most of existing assets		
8	Appendic	es/Further Re	eading		
8.1	Appendix A	A - SAMP Rev	riew Improvement Plans		
8.2	Further Reading: Asset Management Policy 2024 SAMP (Fleet) 2022-27 SAMP (Property) 2023-28 SAMP (Equipment) 2023-28 Risk Based Approach 2024 				
Prepar	ed by:		Asset Governance and Performance Manager Head of Asset Management		
Sponse	ored by:	Sarah O'Dor	nnell, Director Finance and Contractual Services		
Presen	nted by:		Asset Governance and Performance Manager Head of Asset Management		
Links t	Links to Strategy and Corporate Values				

Links to Strategy and Corporate Values

- Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.
- Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.
- Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Board	9 October 2024	For Scrutiny
Strategic Leadership Team	24 October 2024	For Scrutiny
SFRS Board	19 December 2024	For Scrutiny

Category	Complete	On Track	Ongoing	Not Started	Total
Fleet	1	12	13	1	27
Equipment	1	11	4		16
Property	2	12	3	1	18
Total	4	35	20	2	61

Fleet

No	Action Title	Action Description	UPDATE	RAG	Timeline
FFP1	Reserve Vehicles	Feedback from the focus groups and comments from the internal survey recognised that there is a need for better quality of reserve vehicles. An increase in investment will improve the overall age of the fleet and thereby the age and quality of reserve vehicles	Decreased average age of fleet by 1.2 yrs Refreshed oldest fleet stock taking into account condition, mileage		Ongoing
FFP1	Greater Stakeholder Engagement	To further enhance our user engagement, we will strive to introduce more opportunities for stakeholder engagement so that we continue to improve. This will include a dedicated fleet web-page and stakeholder consultation survey. Fleet workshop managers will also be expected to undertake more visits to Fire Stations	New Appliance Working Group (NAWG) Safety and Assurance Improvement group (SAIGs) Meet with DACOs on a quarterly basis		In place
FFP1	Fleet Structure	Succession and Workforce Planning is a key issue. There are too many single points of failure and not enough succession planning within the current Fleet structure, Fleet management average age is over 61. We will seek to implement a new structure for fleet that seeks to address single points of failure, create a central admin team, provide deputies for key positions, increase apprenticeships, give staff promotion opportunities	Revised structure, business case and costs being progressed		2025/26
FFP1	Staff Training	Feedback from the focus groups highlighted a general lack of training for fleet staff. Whilst part of this is attributable to Covid, we will now seek to invest in staff training and ensure that all staff receive refresher training and are trained to an appropriate level each year	A 3 year training plan has been developed capturing mandatory training requirements. This plan has been put forward to the Learning Partner Group for approval.		In place

No	Action Title	Action Description	UPDATE	RAG	Timeline
FFP1	ISO 9001	The West Fleet workshop has for a number of years been successfully accredited to the International Organization for Standardisation (ISO) 9001:2015 standard. In order to standardise processes and procedures at the three other workshops it is proposed to implement ISO 9001 within all fleet workshops. This will also help to ensure that the Civica Tranman system is updated in a consistent manner	Cambuslang has successfully retained the ISO9001 quality standard this year. The other workshops have been postponed due to funding reasons		Complete
M1	Enhanced Analysis of Automatic Vehicle Location System (AVLS) Data	A key component of our SAMP is to understand the utilisation and location of the fleet. Such knowledge will help us to make improvements in the short-term, ensuring that vehicles are available to our people	This is being progressed via the Light Fleet Review Paper where recommendations have been made		2024/25
M2	New Fleet Development Pathway Stakeholder engagement	To further enhance our user engagement, we will strive to publicise and make operational staff aware of the personnel involved and the findings of the new Fleet User Intelligence Groups (UIG)	NAWG – revised terms of reference being developed, and relevant stakeholders will be invited to the meetings UIG for new fleet		2024/25
M3	Asset Allocation	We will work with our Operational colleagues to let Fire Stations know well in advance their fire appliance is scheduled for replacement and be more transparent in allocating fleet assets, with the intention being to improve the overall communication on the entire process of acquiring new appliances	New appliance working group will inform on replacement of vehicles		2024/25
M4	Raise the Profile of Fleet Services	In order to raise the profile and stress the importance of the work undertaken by Fleet, we will promote key aspects of our work on a dedicated fleet news page on the iHub	Updates from Asset Management to go into the weekly brief		Ongoing
M5	West Asset Resource Centre	The Glasgow Workshop is no longer fit for purpose and construction has started on a new state of the art fleet workshop facility with completion in 2023. We will work to minimise disruption to workshop activity whilst planning the move from the existing Cowcaddens workshop to the new facility	This is successfully completed		Complete

No	Action Title	Action Description	UPDATE	RAG	Timeline
M6	Vehicle Replacement Cycle	Feedback from the focus groups and comments from the internal survey recognised that there is a need for a faster replacement vehicle cycle. Our strategic approach to vehicle replacement is determined through striking a balance between the optimum replacement criteria and the amount of capital funding available. Assuming additional funding from Scottish Government we would seek to significantly reduce the number of vehicles overdue for replacement	All dependant on capital funding		Ongoing
ULEV1	Transition to ULEV	Transitioning to ULEVs - We will continue to invest in ULEV fleet to improve the overall fleet, the SAMP will be to ensure 50% of our light fleet is ULEV by 2025, and that by 2030 100% of the light fleet is ULEV	From 2023 to the current day 38% of light fleet is now ULEV		2030/31
ULEV2	Investing in Charging Infrastructure	Significant investment in our infrastructure will be required to enable the transition to ULEVs	1 home charger is being piloted at present. The current infrastructure doesn't support Electric Vehicles. This is highlighted in the Light Fleet Review report.		2025/26
ULEV3	Significantly reduced CO2 Emissions	Our CO2 will be reduced through transitioning our fleet to ULEVs. This will significantly reduce our carbon footprint and support the environment in Scotland	Progressing in the right direction Investment in fleet is very much paramount in sustainability and carbon footprint. Funding req for HGVs		2030/31
ULEV4	Training for Vehicle Technicians	The switch to ULEV's will have implications on the training needs of our people. Feedback from the fleet teams across the country highlighted a lack of training in general. Ensuring that a proportion of our fleet technicians undertake ULEV engineering and maintenance certificated training is therefore a priority. Ensuring fleet staff are competent in line with technological advances is crucial to enhance safety of all staff.	Fleet Support Technicians have undertaken Electric Vehicle Training to levels 2 and 3 West Workshop Technicians have also undertaken Electric Vehicle training for HGVs The above is part of the mandatory training plan for Fleet		Ongoing
ULEV5	Electric Fire Appliance	Working with our operational colleagues we will undertake a thorough review and evaluation of this appliance and feedback to Scottish Government and the National Fire Chiefs Council	A review is being undertaken by P Robertson and a report will be produced in due course		2024/25

No	Action Title	Action Description	UPDATE	RAG	Timeline
Tech1	Tranman Application	Feedback from the focus groups was conclusive that we need to move to the cloud-based tablet version of Tranman for the Fleet technicians to reduce paperwork and improve data input times and accuracy	A health check has been undertaken for Tranman (Fleet Asset Management software) – awaiting a report. Transend (the Cloud version of Tranman) is a good option to be progressed		2025/26
Tech2	Tranman Daily Checks App	The Tranman Daily Vehicle Checks app will allow drivers to input a vehicle registration, which in turn will pull through some basic vehicle information. From there our people will be able to input the vehicle mileage and complete the check. This information is fed automatically back to our existing Tranman system. More frequent readings will help us refine the dates of upcoming scheduled maintenance and aid in Fleet Services future planning	As above – Tablets are required ICT issue re policy / security		2025/26
Tech3	Tranman Training and User Group	To further enhance our use of the system we will invest in Tranman training for all staff that express an interest and also create a dedicated Tranman User Group with representatives from all four workshops.	This is to be progressed by Asset Governance and Performance Manager		2024/25
Tech4	ICT within Fleet Workshops	Feedback from the focus groups highlighted the lack of Computers for Fleet Technicians and the poor wi-fi connectivity in the workshops; this will be a priority improvement area	No direct links to In-vehicle diagnostics due to no wifi or secure networks hampering connectivity		2025/26
Tech5	Emergency Services Network (ESN)	The ICT section within SFRS is working closely with Fleet services to ensure the best possible development of the new Emergency Services Network (ESN) with regard to power consumption and loading requirements to ensure future compliance with vehicle battery specification	New category lead – Alan Frame for ESN – To progress		2025/26
Tech6	Tranman Application	Feedback from the focus groups was conclusive that we need to move to the cloud-based tablet version of Tranman for the Fleet technicians to reduce paperwork and improve data input times and accuracy	Same as Tech 1 & 2 items.		2025/26

No	Action Title	Action Description	UPDATE	RAG	Timeline
C1	Transitioning to ULEVs	Continue to participate in the Blue Light Collaboration Programme with the potential to deliver efficient, effective Fleet Services with partners. This will include the sharing of resources and electric charging infrastructure	Work progressing well. Access to backroom EV function control in partnership with Police Scotland and Scottish Ambulance Service.		Ongoing
C2	Investing in Charging Infrastructure	Develop meaningful fleet performance benchmarking information with Blue Light partners	Part of the backroom function in place with Police Scotland and Scottish Ambulance Service.		2025/26
C3	Significantly reduced CO2 Emissions	Our CO2 will be reduced through transitioning our fleet to ULEVs. This will significantly reduce our carbon footprint and support the environment in Scotland	38% of light fleet is EVs		2030/31
C4	Training for Vehicle Technicians -	Continue to collaborate with Police Scotland and the Scotlish Ambulance Service on joint framework vehicle procurement contracts to obtain best value	Collaborated with them on EV training – progressing.		Ongoing
C5	Electric Fire Appliance	The introduction of an ULEV fleet is dependent on collaboration with some private sector organisations, such as energy suppliers. The electric charging infrastructure will be developed to meet the needs and requirements of an operational fleet. Energy suppliers will act as enabler to the development of our future fleet. We will work with them closely to ensure that our fleet meets operational needs	EV project – HGV – Field trial to monitor and assess performance against like for like Internal combustion engine technology.		2024/25

FFP = Fit for Purpose M=Modernising

ULEV Tech= Technology

C=Collaboration

Fauinment

	Equipment								
Ref No	Action Title	Action Description	UPDATE	RAG	Timeline				
C1	Blue Light Collaboration Group	We will continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies.	On going with NFCC & other services		Ongoing				
C2	Benchmarking	In 2024/25 we will engage with other Fire Services from around the UK, including Northern Ireland and Wales to develop meaningful benchmarking information so as to better assess performance. Key metrics will be developed to help us better compare the equipment portfolio, so as to drive efficiency improvements and reduce our environmental impact.	Progressed by looking at direct engagement with various services. Engaging in stores and logistic function Key metrics – New PPFT (people, training, finance – new system) project ongoing looking at new finance and stock management system. On the intro of new system we will look at KPIs		2025/26				
C3	Share and Lead on Best Practice	We work with other fire and rescue services within the UK to share and lead on best practice and seek to realise efficiencies from joint working and procurement opportunities.	NFCC specialist group continue to engage regarding national PPE & equipment procurement exercises (best practice and collaborative working – single spec, Economy of scale – structural fire kit / wildfire kit) Looking at Risk Assessments, Equality Impact Assessments etc		Ongoing				
M1	New Equipment Development Pathway	To further enhance our user engagement in 2023/24 and in the future, we will strive to publicise and make operational staff aware of the personnel involved and the findings of the New Equipment Working Group (NEWG).	NEWG new Terms of reference being devised to ensure engagement of relevant partners		2024/25				
M2	Asset Allocation	We will work with our Operational colleagues through attendance at SDA meetings in 2023/24 and in the future, to let Fire Stations know well in advance when their equipment is scheduled for replacement and be more transparent in allocating equipment assets, with the intention being to improve the overall communication on the	NEWG and attendance at SAIG meetings Staff surveys for Breathing Apparatus (BA) Station engagement sessions to be progressed. 2 posts created for BA project. Consultation with end users regarding new vehicles and inventory		2024/25				

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
M3	Raise the Profile of the Equipment Section	In order to raise the profile and stress the importance of the work undertaken by the Equipment Section, we will promote key aspects of our work on a dedicated equipment news page on the iHub in 2024	Updates being included in the weekly brief communications on a regular basis. Weekly updates requested.		Ongoing
M4	Asset Management System	In 2024/25 we will establish the key requirements of an Equipment Asset Management System and work with ICT and Procurement colleagues to procure and implement a system that helps us to better manage the Equipment Asset estate	Will be pushed to 2025/26 due to work demands. We are investigating potential opportunities for systems		2025/26
M5	Contaminant Control	In 2024/25 we will work with Service Delivery colleagues and the Health & Safety team to help develop proposals for contaminant control measures for operational equipment	Progressing with the contaminants sub group and SDB and contaminants board. Additional reserve PPE procured & holding stations identified. Electronic reserve PPE register for holding stations active. Gassing off Rigs being trialled		Ongoing
M6	Implement ISO55001	In order to ensure effective asset management information systems are established, embedded, and managed throughout the organisation we will implement the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Asset Management in 2024/	We have adopted the principles of ISO 55001 and followed the guidance of RICS as well as Scottish Government (SFT) in the preparation and delivery of all our SAMPs.		Ongoing
M7	Equipment Structure	Succession and Workforce Planning is a key issue. There are too many single points of failure and not enough succession planning within the current structure. We will seek to implement a new structure for Equipment in 2023/24 that seeks to address single points of failure, provide deputies for key positions, give staff promotion opportunities and a clear career path	Continuing to be looked at in 2025/26		2025/26

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
N1	Reduce CO2 Emissions	We will continue to work to reduce CO2 emissions by 6% per annum, as per our strategies and plans. Our CO2 will be reduced through undertaking a greater number of carbon reduction projects. This will significantly reduce our carbon footprint and support the environment in Scotland. Equipment team to meet with Energy team in 2023/24 and in the future on a more regular basis to seek to reduce equipment energy	Progressing Powered Rescue Equipment (PRE) – Requirement for combustion engines removed. Positive Pressure Ventilation (PPV) fans – looking to move to battery		Ongoing
N2	Foam	In 2023/24 we will continue to work as a priority to phase out firefighting foam and environmentally dispose of existing stocks.	Planned disposal of foam progressing. This will be ongoing till 2025/26		20/25/26
S1	Stakeholder consultation	In 2023/24 and in the future, we will increase key stakeholder consultation on the provision of high-quality equipment, uniform and PPE to maximise both quality and value for money. This aims to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged and support the SFRS vision.	NEWG and attendance at SAIG meetings Staff surveys for BA Station engagement sessions to be progressed. 2 posts created for BA project. Consultation with end users regarding new vehicles and inventory		Ongoing
S2	Project Communication	In 2023/24 and in the future, we will work with our Operational colleagues to make them more aware well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval	NEWG as above UIGs Comms and engagement with Ops Governance route followed		Ongoing
S3	Vehicle Inventory Check System	In 2024/25 we will seek to fully implement the Vehicle Inventory Check (VIC) system so as to improve asset information within fire stations and to assist with stock management.	The VIC system has been implemented into the water rescue stations. Further training is required for stations. This will be a phased approach throughout the service.		2025/26

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
S4	Cambuslang Asset Resource Centre	The Fleet store in the Glasgow Workshop will be merged with the Hamilton Stores in Summer 2023 in the Cambuslang ARC. We will work to minimise disruption to ARC activity whilst planning the move from the existing stores to the new facility.	This has been successfully completed		Complete

Version 1.1: 03/12/2024

16 Actions. 1 complete, 15 Progressing

Property

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
C1	Blue Light Collaboration Group	To continue to promote joint working through participation in the Blue Light collaboration group where it will provide benefit for service delivery and in securing efficiencies, with an aim to reach at least 70 co-locations by March	Meeting regionally and nationally on a regular basis and pursuing opportunities as and when they arise. Currently 28 formalised agreements in place with Scottish Ambulance and Police Scotland with a number of adhocs and opportunities currently being discussed		Ongoing
C2	Benchmarking	Engage with other Fire Services from around the UK, including Northern Ireland and Wales to develop meaningful benchmarking information so as to better assess performance. Key metrics will be developed to help us better compare the property portfolio, so as to drive efficiency improvements	- Delivered via NFCC National Fire Estates Group. 13 participants in online data sharing process.		Ongoing
C3	Share and Lead on Best Practice	We work with other fire and rescue services within the UK through our involvement with the National Fire Estates Group (NFEG) to share and lead on best practice and seek to realise efficiencies from joint working and procurement	Regular attendance and participation at Net Zero Leadership collaborative workshops and NFEG meetings. Separately engaging with other services individually with regards development of CBFT training facilities and smoke capture.		Ongoing
S1	Greater Stakeholder Engagement	To further enhance our user engagement, we will strive to introduce more opportunities for stakeholder engagement so that we continue to improve. This will include a dedicated property web- page and stakeholder consultation survey. We will endeavour to consult and engage with key partners as appropriate before making important asset related decisions.	Regular regional meetings with LSOs and quarterly update meetings with departments and functions in place. Regular meetings with Blue light partners through asset sharing group and participation and attendance at the five hubco boards and One Public Sector Estate Group maintains engagement with partners councils and other public bodies.		Ongoing
S2	Project Communication	We will work with our Operational colleagues to let the PRP know well in advance of planned works, we will also be more transparent in the allocation of funding for projects, with the intention being to improve the overall communication on the entire process of project approval.	Project specific client leads for major projects already in place, and engagement noted above informs capital planning proposals which are subject to approval of SLT and Fire Board		Ongoing

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
S3	TF Helpdesk Calls	Improve communication with regards to TF helpdesk calls by using email triggers within the Technology Forge system to keep the person who initiated the helpdesk call updated on progress; this will be implemented in 2023/24.	Feedback emails now automatically issued to any personnel who have raised a help call on the CIVICA property management system		Ongoing
S4	Post Project Evaluation	Undertake post project evaluation meetings and publicise the results on a dedicated webpage detailing any lessons learned for future projects; this will be implemented for projects completing in 2023/24.	Post Project Assessment Process has been developed and will be implement one year post completion of defects period for all relevant projects		2025/26
N1	Reduce CO2 Emissions	We will continue to work to reduce CO2 emissions by 6% per annum, as per our strategies and plans. Our CO2 will be reduced through undertaking a greater number of carbon reduction projects. This will significantly reduce our carbon footprint and support the environment in Scotland.	The 6% reduction target was missed during 22/23 and 23/24. A number of factors contributed to this, however the primary reason is the significant underfunding of the Carbon Management Plan 2020-25. At 23/24 year end the plan was over £30 million underspend and there is no internal or external funding available to alleviate this position. A point to note is that the Scottish Government's 2030 75% CO2e reduction target, of which the SFRS 6% annual reduction target was based, has since been scrapped and a 5year year carbon allowance will replace the target. Scottish Government advised that the specific details of the allowance will be released in spring 2025.		Ongoing
N2	Update Carbon Management Plan	The Carbon Management Plan will be updated in 2025 to reflect progress on energy projects and future proposals.	The Carbon Management Plan 2025-30 is being drafted but full details cannot be included until the first round of the SSRP is completed. This will allow for an accurate reflection of the future estate and scope of the plan to be included. Further details on funding also need to be confirmed to avoid repeating the underfunding issues of the current plan. The plan full heavily focus on the replacement of gas fuelled heating systems from our Wholetime Estate as this are our largest source to CO2e emissions after our heavy fleet diesel, to which there is currently no alternative.		2025/26

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
M1	Improve Welfare Facilities	In 2023/24 progress dignified welfare projects at 5 Fire Stations to improve overall suitability and condition ratings	Projects to reconfigure buildings to provide dignified sleeping and ablutions completed at Inverness and Dingwall and currently in progress at Newcraighall and Galashiels. The provision of dignified ablutions only is underway at Ardrossan		Ongoing
M2	Contaminant Control	Work with Service Delivery colleagues and Health & Safety to develop proposals for contaminant control within stations. Include contaminant control measures within designs for 4 replacement fire station projects in 2023/24	Contaminant control solutions have been incorporated into standard station design and delivered in a number of recent projects. Further work through contaminants Group to identify and implement solutions for Gassing Off and contaminated kit storage has been developed to be rolled out within the financial year		Ongoing
M3	RAAC Roofing Station replacement	Prioritise Capital Investment to replace 10 fire stations which have RAAC roofing over the financial years 2023/24 – 2026/27	Crewe Toll - proposed project to remediate RAAC roof and reconfigure station for Dignified Facilities and Contaminant Control is on hold awaiting outcome of public consultation of proposed Edinburgh Tram extension routes, 2 of 3 of the routes require to go through the existing station site. Galashiels - work currently in progress to remediate Reinforced Autoclaved Aerated Concrete roof and reconfigure station for Dignified Facilities and Contaminant Control with completion within current financial year. Dalkeith - a preferred new site has been identified and design of new fire station is in progress with an expected construction period of 2025 - 2027 Liberton - a project has been initiated to demolish the existing station and rebuild on current site using Newcraighall as a temporary location for the duration of the works with an expected construction period of 2025 - 2027 Portree - A preferred site has been identified and Heads of terms drafted for purchase subject to due diligence with intention of commencing construction in 25/26. The remaining eight sites - Stewarton, Milngavie, Cumbernauld, Helensburgh, Livingston, Hawick, Marionville, and Tranent continue to be regularly inspected to monitor condition, and we have options to resolve, through new build or remediation, which are deliverable within the next five years, and		Ongoing

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
			will be progressed subject to the outcomes of Strategic Service Review Programme.		
M4	Asset Management System	Improve the data quality within Technology Forge, specifically AutoCAD drawings and surveys, so as to improve reporting from the system. Access to the system will also be provided to more operational staff to ensure data accuracy.	Property Asset Management, CIVICA, has been procured for the next five years, an interface with our Hard FM provider Robertsons Facilities Management, has been implemented. An automatic feedback email issued to all helpcall reporters. Access to the system is available to every SFRS premises to report defects and monitor progress. Cad drawings for all sites and complete asset registers are incorporated with the system. The system is continually populated and updated with information.		Ongoing
M5	Office Rationalisation Review (Phase 1)	Undertake a Corporate Office Review specifically at Hamilton SDA, West ARC and Cambuslang HQ. The accelerated roll out of technology during the COVID-19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary locations	Former West SDA HQ at Hamilton has been vacated with the exception of the Occupational Health Department, a project has been initiated to relocate OH to the modular building by early 25/26. Police Scotland have withdrawn their interest in the site and current advice is that its unlikely to attract interest as a sale or lease in current form. Displaced personnel have been accommodated within Cambuslang HQ, space has been allocated on a departmental basis and a desk booking system has been procured and implemented. Wider corporate office review has been initiated with the appointment of a Space Planning company who are reviewing office location and use with a view to providing report and recommendations within current financial year.		Ongoing
M6	Implement ISO55001	In order to ensure effective asset management information systems are established, embedded, and managed throughout the organisation we will implement the principles of ISO 55001 and the Royal Institution of Chartered Surveyors (RICS) guidance on Public Sector Property Asset	We have adopted the principles of ISO 55001 and followed the guidance of RICS as well as Scottish Government (SFT) in the preparation and delivery of all our SAMPs.		Ongoing

Ref No	Action Title	Action Description	UPDATE	RAG	Timeline
M7	Property Structure	Succession and Workforce Planning is a key issue. There are too many single points of failure and not enough succession planning within the current structure. We will seek to implement a new structure for property in 2023/24 that seeks to address single points of failure, provide deputies for key positions, give staff promotion opportunities	No progress to date		2025/26
M8	Raise the Profile of Property Services	In order to raise the profile and stress the importance of the work undertaken by Property, we will promote key aspects of our work on a dedicated property news page on the iHub.	Property have a page on the iHub system and also regularly issue Project updates through iHub and weekly information briefings		Ongoing
M9	Modern Methods of Construction	We will work with Scottish Futures Trust and Hub (North) to develop a business case for approximately 50 replacement net zero fire stations using modern methods of construction for the North of Scotland; we will utilise the Treasury Green Book Checklist for submission to Scottish Government in the second half of 2023.	A rural fire station design has been developed incorporating low carbon modular and componentised systems digital twin produced. A business case for funding has been produced and submitted to Scottish Government seeking additional separate funding to support a construction program for c50 replacements		Complete

C = Collaborative

S = Service led

N=net zero

M=Modernising

SCOTTISH FIRE AND RESCUE SERVICE





Report No: B/TSA/03-24

Agenda Item: 16

				ΑÇ	genda	Item:	16		
Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:		19 DECEMBER 2024							
Report Title:		SAFETY AND ASSURANCE	ANNU	AL PE	RFOF	RMANC	E REP	ORT 20	023/24
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings O For Reports to be held in Private Specify rationale below referring Board Standing Order 9					te	
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>E</u>	<u>G</u>
1	Purpose								
1.1	Annual Per	e of this report is to provide the E formance Report 2023/24 deta ety and Assurance (SA) perform	ailing	the S	cottish	Fire a			
2	Backgroun	d							
2.2	of performa measures of and continual This year's improvement report focus "we will" sta	and Assurance Annual Performance during the reporting year and key themes such as accident a all improvement. report has been enhanced at and the activities undertakent as on proactive measures and tements noted within the report in mind, to ensure information	to be throused the throused the throused throused the throused thr	etails to lary red etter of lighout fying a new re	he intelluction demon the yeareas comport la	ended ri , manag strate ear to i of impro	our co mprove ovemen as beer	mmitme safety t through	ent to /. This gh our
3	Main Repor	t/Detail							
3.1		orovides an update on the Annu . This year, the report also includators.			_			0,	_
3.2	Accident/Injury Summary In 2023/24 there was a total of 185 Accidents and Injuries recorded. When compared to the previous reporting year, there has been a 34% (138 to 185) increase. Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) Summary.								
3.3	A total of 16 events were reported to the Health and Safety Executive under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations. When compared to the previous reporting year, there has been a 7% increase (15 to 16).								
3.4	There was	idents Summary. a total of 214 Vehicle Acciden ar, there has been a 7% decrea				compa	ared to	the pr	evious

3.5	Near Miss Reporting. 273 Near Misses were reported in 2023/24. When compared to the previous reporting year, there has been an 86% increase (147 to 273).
3.6	Acts of Violence Summary. In 2023/24 there was a total of 19 verbal attacks to SFRS personnel reported. When compared to the previous reporting year, there has been a decrease of 54% (41 to 19). A further 41 physical attacks to SFRS personnel were reported, remaining consistent when comparing to the previous year.
3.7	Operational Assurance Audit Actions. In 2023/24 there was a total of 5 structed debriefs carried out in 2023/24 by the Operational Assurance team. The debriefs collated and review information of the event to highlight good practice and to make recommendation where required to promote continual learning and improvement.
3.8	Health and Safety Improvement Plans (HSIP) Summary. Overall completion of the 2023/24 HISP is 92% (71 of 77), representing an 18% increase when compared to the previous reporting year.
3.9	The report includes an overview on benchmarking from data collated from other UK Fire and Rescue Services.
3.10	A summary by each directorate covers HSIP progress, accident summary and key achievements. The report also includes areas of continual improvement through Support Reviews and Station Audits.
4	
4	Recommendation
4.1	Recommendation The Board is asked to scrutinise the content of the Safety and Assurance Annual Performance Report 2023/24 ahead of publication.
	The Board is asked to scrutinise the content of the Safety and Assurance Annual
4.1	The Board is asked to scrutinise the content of the Safety and Assurance Annual Performance Report 2023/24 ahead of publication.
5 5.1	The Board is asked to scrutinise the content of the Safety and Assurance Annual Performance Report 2023/24 ahead of publication. Key Strategic Implications Risk Failure to monitor Health and Safety performance and identify areas of continuous
4.1 5 5.1 5.1.1	The Board is asked to scrutinise the content of the Safety and Assurance Annual Performance Report 2023/24 ahead of publication. Key Strategic Implications Risk Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety. Financial No financial implications within the production of this report. Some recommendations within the report may have financial implications and will be managed through appropriate
4.1 5 5.1 5.1.1 5.2 5.2.1	The Board is asked to scrutinise the content of the Safety and Assurance Annual Performance Report 2023/24 ahead of publication. Key Strategic Implications Risk Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety. Financial No financial implications within the production of this report. Some recommendations within the report may have financial implications and will be managed through appropriate governance routes by the risk owner. Environmental & Sustainability

5.6 5.6.1	Health & Wellbeing No implications identified for Health and Wellbeing. Trend analysis of events will assist in implementing strategies to improve the Health and Wellbeing of SFRS employees.		
5.7 5.7.1	Training There are no training implications as a result of the Annual Safety and Assurance Report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.		
5.8 5.8.1	Timing The Annual Safety and Assurance Report was progressed through the Governance routes as indicated within the Governance Route for Report section. Once the Annual Safety and Assurance Report has went through the relevant governance routes, the report will be published on SFRS iHub and SFRS website.		
5.9 5.9.1	Performance Health and Safety Performance is monitored through Key Performance Indicators (KPIs) managed by Think, Act, Stay Safe (TASS) performance reports and the development of quarterly and annual reports. The performance outcomes are communicated through Safety and Assurance Improvement Groups (SAIG).		
5.10 5.10.1	Communications & Engagement No further engagement is required. This report will be communicated to all SFRS staff and will be published on the SFRS website.		
5.11 5.11.1	Legal Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.		
5.12 5.12.1	Information Governance There are no implications	es that require to be noted for GDPR purposes.	
5.13 5.13.1		s that require to be noted for equality and diversity. An EHRIA has lealth and Safety Policy and supporting arrangements.	
5.14 5.14.1	Service Delivery The Annual Safety and A provided for awareness a	assurance Report has no direct impact on Service Delivery and is and information.	
6	Core Brief		
6.1	The Director of Training, Safety and Assurance presented the Safety and Assurance Annual Performance Report 2023/24 which provides a detailed analysis of SFRS Health and Safety performance during the reporting year and makes recommendations to ensure continuous improvement.		
7	Assurance (SFRS Board/Committee Meetings ONLY)		
7.1	Director:	Craig McGoldrick, Director of Training, Safety and Assurance	
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient	
7.3	Rationale:	The Safety and Assurance Annual Performance Report informs the audience of the organisation's safety performance and the progress being made toward achieving the defined KPI's, as well as how they contribute to the organisation's success.	

8	Appendices/Further Reading		
8.1	Appendix A:	Appendix A: Safety and Assurance Annual Performance Report 2023/24	
Prepared by:		Victoria Regan, Business Support Officer	
Sponsored by:		Jim Holden, Head of Safety and Assurance	
Presented by:		Jim Holden, Head of Safety and Assurance	

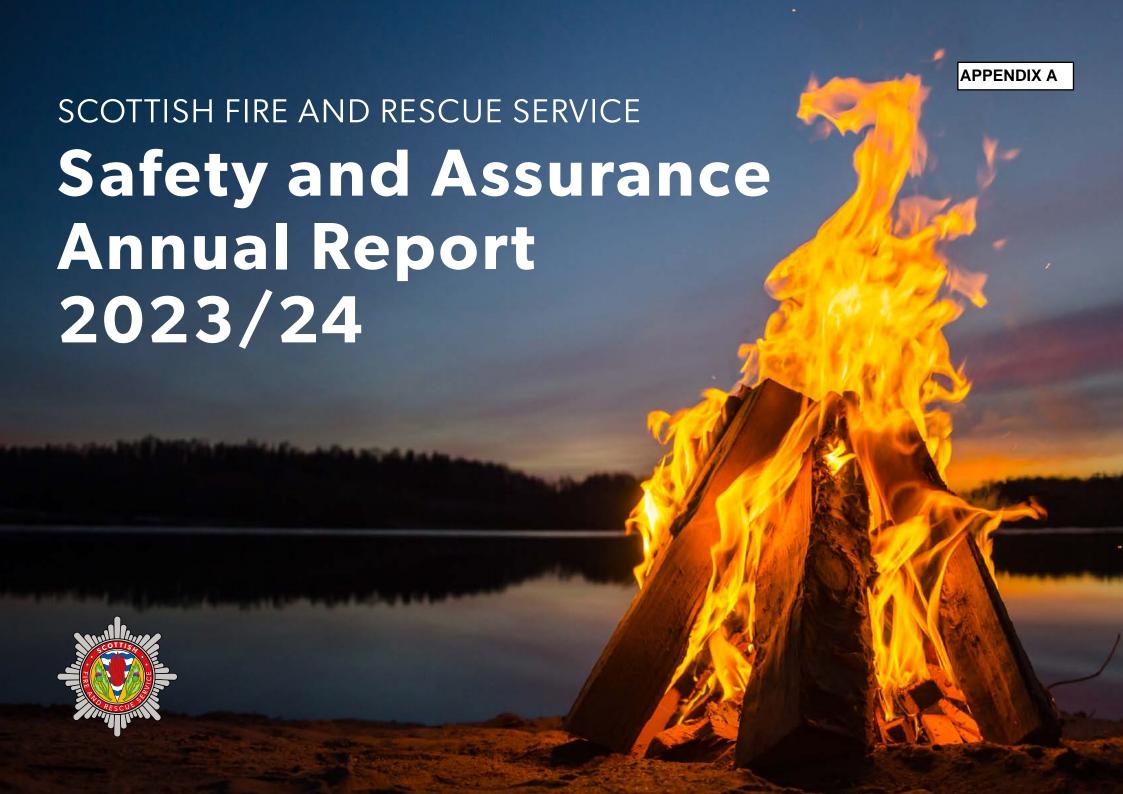
Links to Strategy and Corporate Values

Strategic Plan 2022-2025:

Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk, and the health, safety and wellbeing of the public and our staff.

Governance Route for Report	Meeting Date	Report Classification/ Comments
SA Functional Management Team	06 June 2024	For Scrutiny
Safety and Assurance Sub-Group	11 July 2024	For Recommendation
Training, Safety and Assurance Board	10 October 2024	For Decision
Strategic Leadership Team	20 November 2024	For Information
People Committee	05 December 2024	For Scrutiny
SFRS Board	19 December 2024	For Scrutiny



Contents



1 Introduction

Chief Officer and Board Chair; Head of Safety and Assurance; and Key Achievements

Introduction

e are delighted to introduce the Annual Safety and Assurance Performance Report for 2023/24. This report demonstrates the dedication to our core value of ensuring staff safety.

The Strategic Leadership Team continues to ensure safety is a key focus within all business decisions. This report highlights the proactive approach to maintaining compliance with statutory obligations and evidences the Service's commitment to continual improvement.

This years Safety Culture Survey provided valued staff contribution, engagement and feedback. The survey provided an understanding of our current safety culture, employee perceptions and behaviours. The findings enable the Strategic Leadership Team to provide appropriate resources for the strategic objectives set out to ensure we fulfil impactful change within the Service.

Key Performance Indicators (KPI) demonstrate our efforts towards reducing Health and Safety (HS) events and injuries, and promoting a proactive safety culture. We are delighted to report improvements in the recording of Near Miss (NM) events and a notable decrease in vehicle accidents throughout the year. We continue to monitor trends and undertake projects to ensure the safety of our people and compliance with legislation.

Ongoing monitoring and horizon scanning for local and national risks, e.g. increased response to wildland fires, flooding incidents, and the management of fire contaminants, ensures robust arrangements are implemented to mitigate these risks. We are proud of the way our staff continue to respond to these challenges whilst carrying out their duties.

This year, on the Bicentenary of the world's first municipal fire and rescue service, it is appropriate to recognise the dedication of our staff in support of safety advancements and keeping the people of Scotland safe while ensuring our own safety is a priority.



Stuart StevensSERS Chief Officer



Dr Kirsty DarwentChair of SFRS Board

Overview

am extremely proud of the positive accomplishments that the Service has achieved in the past year, enhancing arrangements to ensure legislative compliance and processes based on identified key risks, which directly impact on the safety of our personnel.

The Safety and Assurance (SA) Function is committed to continuous improvement by identifying opportunities across the SFRS and working with other UK Fire and Rescue Services to benchmark and ensure best practices. We demonstrate this by participating in National Fire Chiefs Committees (NFCC), such as HS, Contaminants, and the National Organisation Learning User Group.

Our commitment to improvement is evidenced through the Health and Safety Improvement Plans (HSIP) and other notable achievements, such as the introduction of a legal register, simplified

arrangements and the efforts of the Organisational Learning Group (OLG), which draws valuable lessons from our incidents and learning from UK Fire and Rescue Services.

In 2023/24, we conducted our first Safety Culture Survey, which provided excellent and useful feedback. We are continuing to incorporate the feedback into a revised strategy and framework that captures learning and details enhancements for the coming year.

The updated Annual Safety and Assurance Performance Report is an important improvement to our communication and engagement processes. It presents key information in an accessible manner, recognising our achievements and identifying areas for improvement as outlined in our "We Will" commitments. These initiatives support the Safety and Assurance Strategy, HS Policy, and Operational Assurance Policy.

The Safety and Assurance Function would like to thank all our business partners and staff for their continued support and dedication to improving safety.



Jim HoldenHead of Safety and
Assurance

Key Highlights for 2023/24















Planning

Introduction of a Management Arrangement (MA) Framework simplifying content to support the end users.

Operations

Introduction of new Service Delivery Area (SDA) HS Handbook, review and production of Operational Generic Risk Assessments (GRAs) and supporting the development of Risk Information Cards.

Directorates

Gantt Charts
were introduced
to support the
management of
Scottish Fire and
Rescue Service
(SFRS) GRAs, Safe
Systems of Work,
and Technical
Assessments. Over
220 assessments
were reviewed and
published.

Event and Investigation

Over 700 hundred events were reported and investigated with recommendations made for organisational learning. With SA leading on 3 significant investigations.

Safety Assurance

Quarterly themed Support Reviews were undertaken, highlighting areas of best practice and opportunities for improvement.

Operational Assurance

5 Structured
Debriefs and 4
Frontline updates
published on
various themes to
provide assurance
of performance
and identify areas
of operational
learning.

Business Support

Introduction of PowerBI KPI for strategic business partners and simplified performance reporting for all staff.



2 Plan

Annual Operating Plan Progress; Safety and Assurance Strategy; and Legislative Compliance

Annual Operating Plan (AOP)

S afety and Assurance AOP details the work which was carried out to contribute to the delivery of the SFRS Strategic Plan, achieving more for the people of Scotland. SA continue to monitor and report progress through the action plan to the relevant governance group.

Risk Assessment (RA)

Identify areas for improvement within RA in SFRS and develop a programme of work to collaborate with Business Partners and confirm consistency in approach and standard to ensure legislative compliance.

Engage with Business Partners to develop, maintain and review SFRS assessments, as required.

Action Progress:

SA have implemented RA Gantt charts for all Directorates and is recorded within the HSIP where progress is updated.

Contaminants

- Finalised Contaminants MA with the aim of safeguarding Firefighters from harmful carcinogenic substances;
- Implement Contaminants MA;
- Finalise Contaminants Policy and Operational Guidance; and
- Progress Implementation of Contaminants Action Plan.

Action Progress:

SA continue to lead on Contaminants and Sub-Group, reviewing guidance and research. Action plan remains ongoing to support the MA. Further information detailed within engagement update.

Strategic Planning

- Deliver the Safety Culture Survey and analyse the safety culture results;
- Publish new Safety and Assurance Culture Strategy and
- Develop a Safety and Assurance Strategy Implementation Plan.

Action Progress:

Survey complete and analysis used to inform Safety Culture Framework.

Safety Culture Framework will be progressed through governance for publication and support the SA Strategy Plan.

SA Strategy 2022/26 – Year 3

Partially Not
Achieved Achieved

ACTION: SFRS has a defined programme of both proactive and reactive audits

UPDATE: Self-compliance, Premise Inspection, and Station Audit Arrangements established. Quarterly Support Review process implemented to enhance assurance on SFRS MAs.

ACTION: SFRS significant event investigations are carried out in a timely manner by proficient investigators

UPDATE: Training for Significant Investigations revisited and updated on LCMS. SA leading on all significant events to support timescales allocated.

ACTION: The SFRS appraisal process is linked to measurable SA performance

UPDATE: Safety and Assurance mandatory behaviours and guidance updated and included in new induction process.

ACTION: SFRS will review arrangements in place to manage enterprise risk within the context of the organisational environment through targeted engagement and support reviews

UPDATE: Captured within Support Review process, incorporated into Health and Safety Improvement Plan (HSIP). Safety and Assurance Improvement Groups (SAIGs) continue to review local risk and engage with relevant governance groups to manage.

ACTION: SFRS will have a revised event investigation and OA process which expedites the identification of lessons

UPDATE: Introduced Safety and Assurance 21 process for several events leading to timeously identification of lessons to be learned. OLG tracker has been updated to provide dashboard on statistics, highlighting work undertaken and any outstanding actions. The OLG report has been amended to include spotlights in trends, risks or overdue actions etc.

ACTION: SFRS has a defined behavioural safety campaign to reduce events attributed to human error and poor situational awareness and to enhance our safety culture

UPDATE: Safety Culture Survey has been undertaken and analysis completed. Findings shared and captured in a new Safety Culture Framework.

ACTION: SFRS will have defined arrangements for topic specific audits which are informed by lessons learnt, audit outcomes and event trends

UPDATE: Captured within Support Review process, incorporated into HSIP.

ACTION: Hazard perception is measured during recruitment processes

UPDATE: Hazard Perception paper and recommendations shared through Governance. Work remains ongoing to embed recommendations into the internal promotion progress with People Directorate.

Legislative Compliance

Legal Register

In 2023, SA introduced a HS Legal Register maintaining a record of legal compliance relevant to SFRS operations.

The legal register generated 13 actions which resulted in updates to our MAs to maintain legal compliance.

All actions were complete in 2023/24. The Register continues to be reviewed on a six-monthly basis.

Guidance Review Register

A total of 110 HS guidance reviews were carried out in 2023/24, ensuring compliance or sharing research or best practice with our business partners.

Example of reviews:

- HSE Asbestos awareness and Lung Cancer information published as a Wellbeing and Inclusion theme in November 2023 with awareness towards exposure to Asbestos, Silica Dust and Welding Fumes.
- SA engaged with People Directorate to promote, Stress, Mental Health, and Menopause HSE guidance and best practice.
- HSE Safety Notice for LPG powered Forklift Truck Fire Risk, SFRS arrangements reviewed and updated.

Percentage Guidance Review by Source

HSE

Safety and Health Practitioner/ Barbour Updates

IOSH Updates

Other

Sector Specific

Barbour Updates

DVLA

Review Outcomes

No Further Action

Business Partner Informed

Minor

Escalation

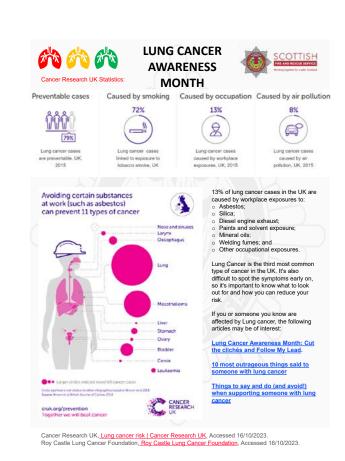
Research and Development

Major

Legislative Compliance

Statutory Enforcement





Example of work carried out from guidance reviews.



3 DoSafety Culture Survey; Contaminants; and Driver Safety Group

Safety Culture Survey 2023

e would like to thank everyone who took the time to participate in our first SFRS Safety Culture Survey.

Our first Safety Culture Survey (SCS) was undertaken in the reporting year, the Survey generated 1,095 consultation returns, equivalent to 14% staff response rate.

The survey focused on five safety culture themes: Leadership, Safety Culture, HS Arrangements, HS Events, and Training and Competency, each theme had five questions and an option for written feedback to be provided.

There was a significantly positive outcome for the SCS, with staff responses in agreement ranging from 84% around Leadership Resources, to 94% in agreement on Training and Competence. An overview of the findings were published to all staff on the iHub and Viva Engage.

The written feedback was analysed and provided positive, negative and constructive feedback of staff experiences. These have now been captured within a new draft Safety Culture Framework current progressing through our Safety and Assurance Governance processes.

Strongly Agree	Agree	Disagree	Strongly Disagree

Theme 1: Leadership Resources

Leading by example, challenging unsafe behaviour, communication and engagement and listening to HS concerns.

151 Consultation comments provided.

Theme 2: Safety Culture

Personal belief that HS matters, staff are informed, immediate action is taken to prevent injury, following HS instruction, not letting others down and understanding of responsibilities.

51 Consultation comments provided.

Safety Culture Survey 2023

Theme 3: HS Arrangements

Hazards identified, risk assessments and SSOW implemented and periodically reviewed. Routinely informed of what is happening with HS, introduction of, or change in equipment.

57 Consultation comments provided.

Theme 4: HS Events

Staff encouraged and know how to report events and hazards to help learn lessons. Made aware of recommendations and outcomes of investigations, including changes to instruction and training.

59 Consultation comments provided.

Strongly Agree	Agree	Disagree	Strongly Disagree

Theme 5: Training and Competency

Suitability of induction training, including transfer and promotion, supervisory checks of safe working practices, understanding of SFRS safety value, completion of mandatory HS training modules including Training for Operational Competence.

66 Consultation comments provided.

Contaminants

and Assurance Function led and participated in the Contaminants and Sub-Group aimed at reducing the risk of injury or ill health among all SFRS staff. Progress within these groups is reported through the Safety and Assurance Sub-Group and subsequently to the Training, Safety and Assurance Board.

Following research conducted by Professor Anna Stec, the SFRS continues to advance the implementation plan for managing contaminants. This is achieved through regular meetings with all relevant stakeholders, including the National Fire Chiefs Council (NFCC), Scottish Ministers, and the Health and Safety Executive (HSE).

The group remains committed to horizon scanning and adopting best practices to control the risk of contaminants as far as reasonably practicable, in collaboration with other UK Fire and Rescue Services.

As part of this ongoing effort, an awareness presentation and a video demonstrating walk-through zoning and post-fire Breathing Apparatus (BA) doffing and decontamination have been disseminated to highlight the risks associated with contaminants. Additionally, a business case has been submitted and approved to increase the reserve stock of PPE available to firefighters.

The Fire Brigades Union (FBU) has led the DECON campaign, supporting the University of Central Lancashire Health Surveillance initiative. The SFRS has also focused on the recording of contaminants and has completed a paper detailing the specifics of asbestos medicals.

The contaminants group continues to make progress on the Contaminants Safety Operating Procedure and all related documentation. SFRS have supported visits from the HSE to establish contaminates best practices and support their enforcement policy and guidance.



Driver Safety Group (DSG)

he DSG continues to receive updates from Service Delivery Areas, Training and Fleet and conducts trend analyses of all reported vehicle incidents.

The group remains focused on both proactive and reactive measures to ensure the safety of our personnel and others. The Fleet department continues to provide updates on new vehicle specifications and introductions through tendering processes and has also provided updates on driver technology equipment to ensure compliance with EU General Safety Regulations.

Documentation, including "In Scope" driver's regulations, towing trailers, and Periodic Inspection and Testing (PIT) for boat trailers, as well as the Safe System of Work for Vehicle Charging Reels, has been published to further enhance knowledge and mitigate risks.

Following an event, an Urgent Instruction was issued regarding the negotiation of red lights, supported by a training module. An Awareness Brief was also issued concerning First in Attendance for Flexi Duty Officers (FDO). Additionally, a light fleet group was established to review issues such as FDO equipment storage, wildfire equipment storage, and radio cradles.

A national framework draft has been proposed to support low-speed manoeuvres (LSM). A trial for increased training equipment has been extended within the West SDA and remains ongoing.

Vehicle Speeds

Slow Speed

Emergency Response Driving

Normal Road Speed

Stationary

Other





4 Check

Key Performance Indicators; Safety and Assurance Indicators; and Benchmarking

KPI: Near Miss (NM)

n 2023/24 there was a total of 273 NM reported. When compared to the previous reporting year, there has been an 86% increase (147 to 273).

Most common cause of NM reported were;

- Appliance and pumps 26% (71 of 273); and
- BA 18% (50 of 273).

When considering the number of NM in relation to the number of Accidents/Injuries including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) Reportable



Events we see a ratio of 1:1.35, an increase (1:0.97) recorded when compared to the previous reporting year. This is an area of continued focus; a review of the NM reporting arrangements is being conducted to ensure the process is simplified for the end user.

Examples of NM reporting include;

- During entanglement training, the Velcro strip on a BA cylinder became loose, resulting in a cable becoming entangled. The affected equipment was impounded for investigation and this event will be considered in future BA tender group evaluations; and
- Flammable substances stored within a boiler room creating a fire hazard, this was removed and correctly stored in accordance with Control of Substances Hazardous to Health (COSHH) assessments.

The Safety and Assurance Improvement Groups (SAIGs) continue to promote the reporting of NM among staff groups. The North SDA ran a campaign that successfully increased the number of NM reports. This positive culture change is evidenced by the increased NM to accident ratio.

By Activity

Operational

Non-Operational

Training

By Location

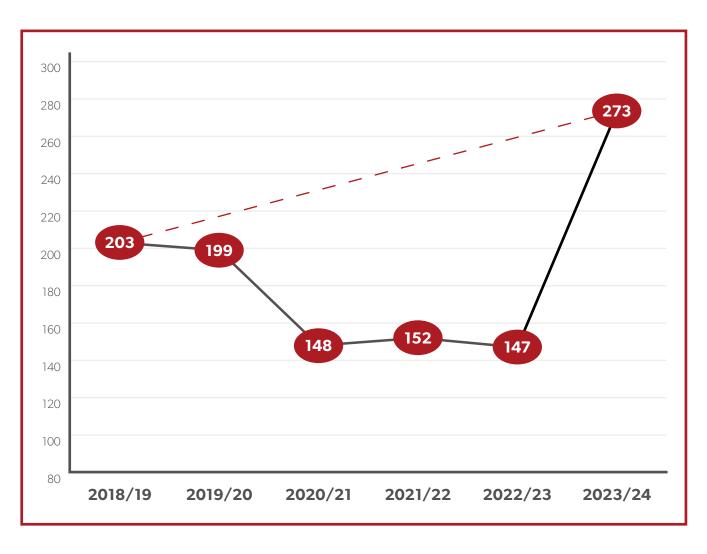
North SDA

West SDA

Fast SDA

Directorates

KPI 54: Near Miss



Purpose:

Total recorded number of NM events that had the potential to lead to an accident or ill health.

We will:

Collectively promote the reporting of NMs by ensuring all staff understand what NMs are and the benefits of identifying and reporting them. Safety and Assurance (SA) will provide feedback from NMs and promote shared learning.

KPI: Accident and Injuries

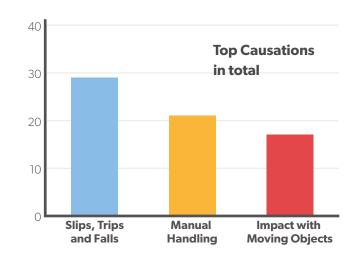
(excl. RIDDOR)

n 2023/24 there was a total of 185 Accidents and Injuries recorded. When compared to the previous reporting year, there has been a 34% (138 to 185) increase. Local SAIGs meet regularly to identify local trends and highlight any required actions. When there are national implications, these are escalated to the Safety and Assurance Sub-Group for review.

Examples of Accident/Injuries include:

- During training, Injured Person (IP) opened a fire compartment door for demonstration purposes which caused redding to the skin due to over application of water; and
- Following a fire involving solar panels, IP was informed the panels were "de-energised" and when removing panels to check for fire spread the IP received minor electrical shocks.
 Operational Assurance compiled a front-line update on solar panels.

The SFRS Musculoskeletal (MSK) group continues to analyse causations and trends, highlighting areas for improvement. Support is provided through Health and Wellbeing to ensure all personnel receive the necessary assistance following an injury.



By Activity

Training

Non-Operational

Operational

By Location

Directorates

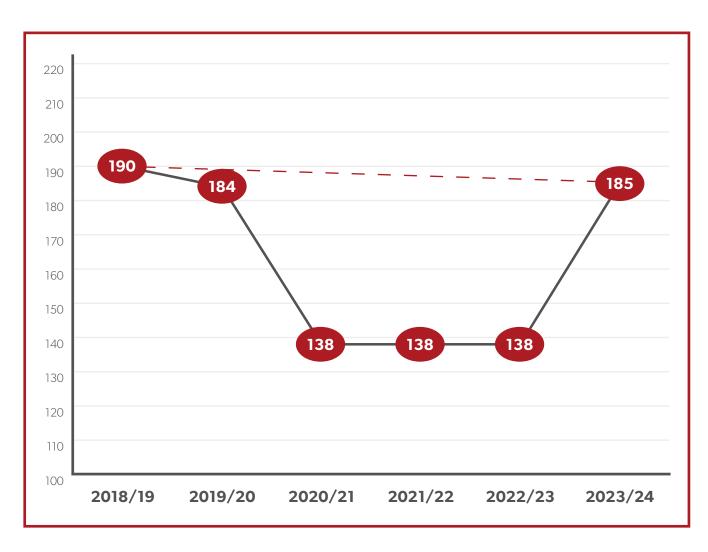
West SDA

East SDA

North SDA

KPI 53: Accident and Injuries

(excl. RIDDOR)



Purpose:

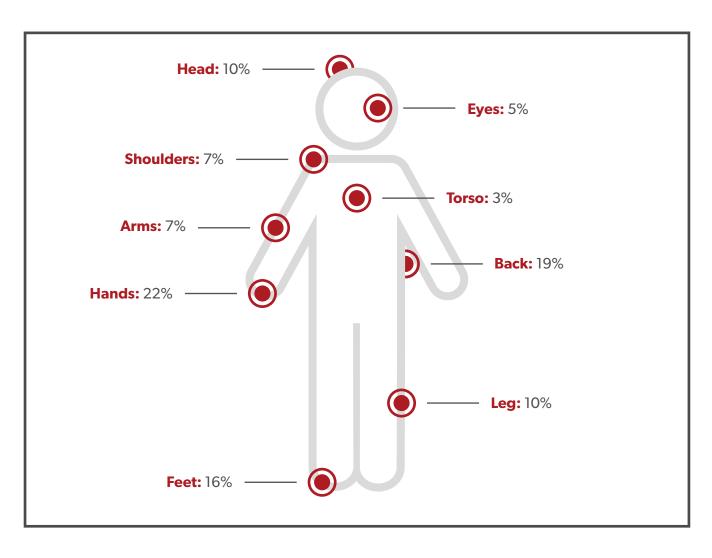
Demonstrates total accidents and injuries to occur through workplace accidents.

We will:

Continue to investigate all accidents promptly and take proportionate actions to prevent the likelihood of recurrence. Additionally, we will review our Manual Handling Training course on the Learning Content Management System (LCMS) to support MSK reduction.

KPI: Accident and Injuries

(excl. RIDDOR)



The analysis shows that hands, back and feet are the most common areas of injury for SFRS staff.

Body Map

Percentages for Accident/Injuries.

• Please note there may be multiple injuries per accident.

KPI: RIDDOR Reportable Events

n 2023/24 a total of 16 events were reported to the HSE under the RIDDOR. When compared to the previous year, there has been an increase of 1 event, which equates to a 7% increase (15 to 16).

This increase can be partly attributed to the rise in fire incidents attended where there was potential exposure to asbestos.

The most common cause of over 7-day injuries was slips, trips, and falls, accounting for 40% (4 of 10). This remains numerically consistent with the previous year (4 of 12).

An example of a RIDDOR reportable event included:

 Vehicle overturning when travelling over rough terrain, this resulted in a significant event investigation and recommendations made.

During the 2023/24 reporting year, numerous recommendations and actions were implemented to reduce the risk of reoccurrence. These include a review of the Standard Operating Procedure: Incidents Involving Asbestos and a revised LCMS Asbestos Module. Operational Assurance conducted a thematic audit on asbestos identifying areas for improvement. The recommendations identified are progressed and monitored through the OLG.

By Activity

Operational

Non-Operational

Training

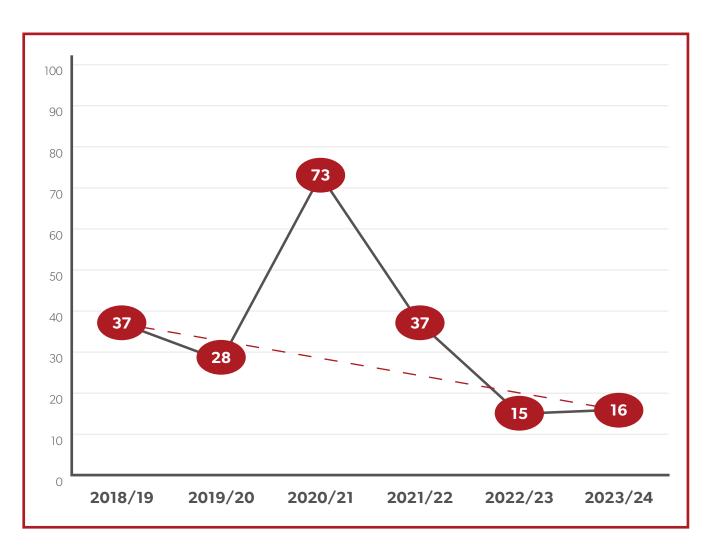
Type of RIDDOR

Over 7 Day Injuries

Dangerous Occurrence

Specified Injuries

KPI 52: RIDDOR Reportable Events



Purpose:

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

We will:

Continue to identify trends and take proactive measures to minimize the risk of RIDDOR Reportable events, ensuring that lessons are learned.

The SFRS will ensure the welfare of all personnel following an accident or injury at work and direct to the appropriate support services where required.

KPI: Verbal Attacks on SFRS Staff

n 2023/24 there was a total of 19 verbal attacks to SFRS personnel reported. When compared to the previous reporting year, there has been a decrease of 54% (41 to 19).

There has been a significant decrease of verbal attacks within the East SDA, decreasing by 60% (15 to 6). This can be attributed to the ongoing work within the area working collaborative with external business partners to manage local risks.

84% (16 of 19) events were reported during operational activities. 16% (3 of 19) during non-operational activities.

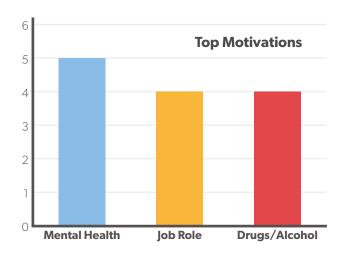
There were 2 injuries reported

- Exposure to potentially harmful substance due to passing of saliva.
- Slip and Trip whilst retreating from a verbal attack.

17 verbal attacks were from individual persons towards staff, the remaining 2 were group acts.

Police were requested for 15 of the 19 verbal assaults and 4 of those considered as reportable under the Emergency Workers (Scotland) Act 2005.





KPI 50: Verbal Attacks on SFRS Staff



Purpose:

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

We will:

Support SDA to engage with Prevention, Protection and Preparedness (PPP) for community engagement initiatives and share any lessons learned between all SDA areas via local and national SAIGs by identifying geographical hotspots where Acts of Violence (AoV) have taken place so that community engagement activities can be tailored and targeted.

KPI: Physical Attacks on SFRS Staff

hysical Attacks on SFRS staff include damage to equipment and property including missiles, fireworks, stones etc.

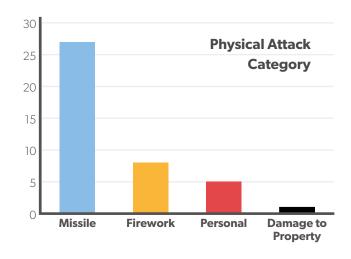
In 2023/24 there was a total of 41 physical attacks to SFRS personnel reported, remaining consistent when compared to the previous year.

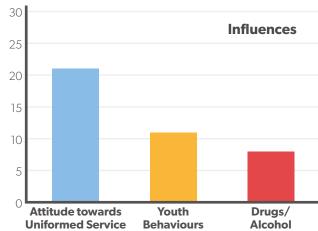
There has been an increase in Directorates from 0 to 2, the past 6 years of data show there were no physical attacks on a member of staff. This increase can be attributed to an extended approach to community engagement work carried out within the PPP Directorate.

85% (35 of 41) events were reported during operational activities. 15% (6 of 41) occurred during non-operational activities. 1 event resulted in a minor upper limb injury.

32 physical attacks were through group acts, the remaining 9 were from individual persons.

Police were requested for 27 of the 41 physical assaults and 3 of those considered as reportable under the Emergency Workers (Scotland) Act 2005.







West SDA

East SDA

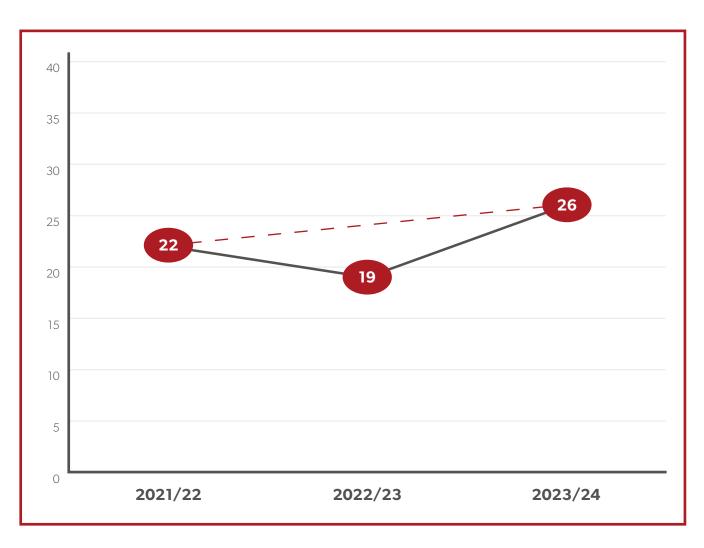
Directorates

North SDA

The figures reported in the SFRS Official Statistics will vary from the SFRS Safety and Assurance Annual Performance Report due to a difference in categorisations, however, numerically the total figures remain consistent.



KPI 51: Physical Attacks on SFRS Staff



Purpose:

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

We will:

Continue to work with Police Scotland to ensure AoV are reported, perpetrators prosecuted under the Emergency Workers (Scotland) Act 2005 and communicate any learning between LSO Areas and Functions to reduce the risk of physical attacks to SFRS staff.

KPI: Vehicle Accidents

n 2023/24 there was a total of 214 Vehicle Accidents (VAs). When compared to the previous reporting year, there has been a 19% decrease (263 to 214).

The most common cause of VA continues to "hit something fixed or stationary", accounting for over 63% (134 of 214).

Of the Low-Speed Manoeuvres, 30% (36 of 119) of VAs involved the use of Driving Assistants.

Example of VA events includes:

- Reversing into appliance bay and collided with pillar within the appliance bay;
- Auto eject on appliance failed and the driver drove out the bay resulting in damage to vehicle; and
- During water rescue training when moving the boat into shallow water the boat hit into rocks resulting in damage.

Vehicle accidents continue to be investigated, and action taken. The DSG continues to monitor trends and implement further controls and support to reduce the risk of vehicle accidents. All Directorates should continue to promote safe driving to continue this positive decreasing trend.

Activity Type

Operational

Non-Operational

Training

Vehicle Speeds

Slow Speed

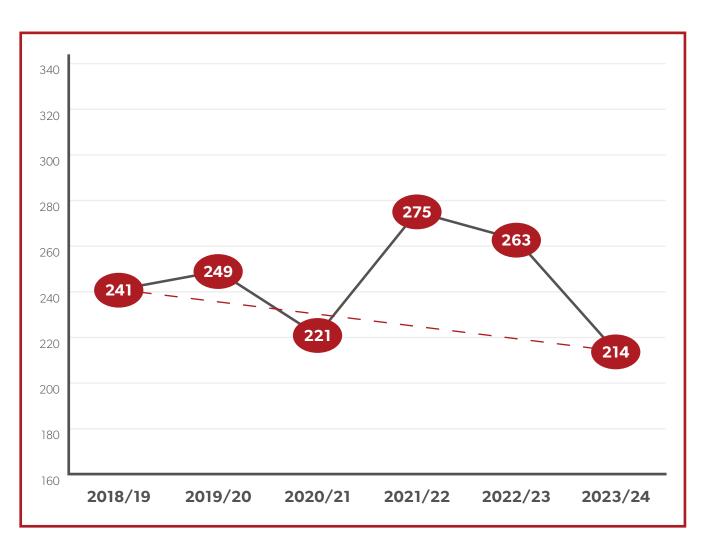
Emergency Response Driving

Normal Road Speed

Stationary

Other

KPI 55: Vehicle Accidents



Purpose:

Total number of events that involved vehicle accidents.

We will:

Develop a Low-Speed Manoeuvre Guidance document to support drivers and to minimise the risk of reoccurrence and continue to raise awareness of NM Reporting whilst carrying out driving activities.

KPI: Operational Assurance Audit Actions

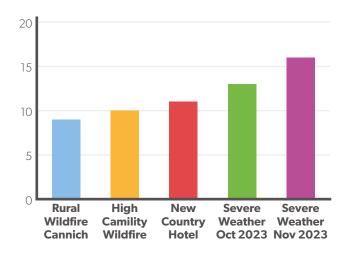
n 2023/24 there was a total of 5 structed debriefs carried out by Operational Assurance (OA). The debriefs collate and review information of the event to highlight good practice and to make recommendation where required to promote continual learning and improvement.

An Asbestos Thematic Audit was carried out in 2023/24 following an increase in potential exposure to asbestos at operational incidents. The thematic audit identified a total of 21 recommendations.

All recommendations stemming from debriefs and thematic audits are progressed through governance and added to the Organisational Learning Tracker for the relevant risk owner to progress to completion with supporting evidence.

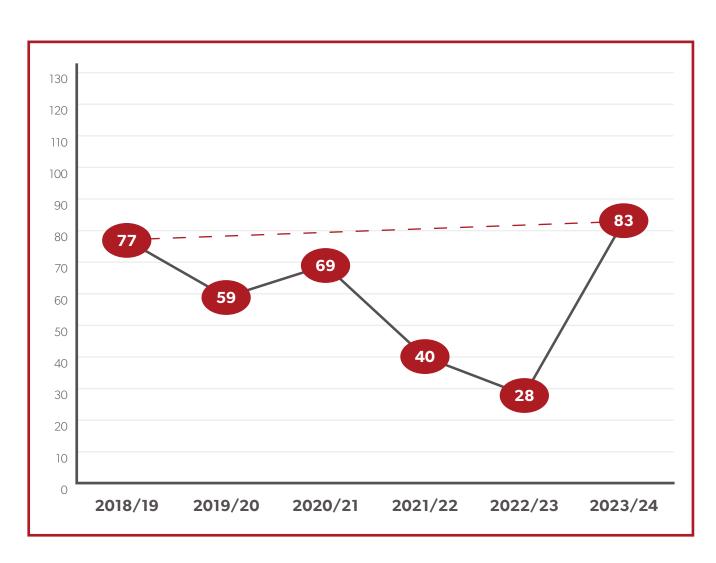
The OA function would like to thank staff who have been involved in the debriefs throughout the year. The contribution this brings to organisational learning and review of procedures is of significant value to enhance safety and reduce the risk of injury or ill health.

Debriefs and Action Totals





KPI 19: Operational Assurance Audit Actions



Purpose:

The KPI demonstrates the number of Significant recommendations identified through OA Debrief Processes.

We will:

Continue to review significant events when required and continue to promote hot debriefs and the recording of what went well and what didn't through the Operational Assurance Recording and Reporting System (OARRS).

KPI: Health and Safety Improvement Plans

verall completion of the 2023/24 HSIP is 92% (71 of 77) representing an 18% increase when compared to the previous reporting year.

The North SDA, PPP, Strategic Planning, Performance and Communication (SPPC), Service Delivery (SD) and the Operations Function completed 100% of their overall actions for 2023/24.

The 6 outstanding actions will be considered and monitored in the 2024/25 improvement plan.

Our 2024/25 Improvement Plans set out our commitment to further enhance legal compliance through our Health and Safety Management System (HSMS). Our focus continues to be on people, processes and systems with the overall objective of continuing to improve staff safety.

HSIPs are supported by guidance provided by SA and SAIG meetings to support all functions achieve their actions. This demonstrates continual improvement within the service.

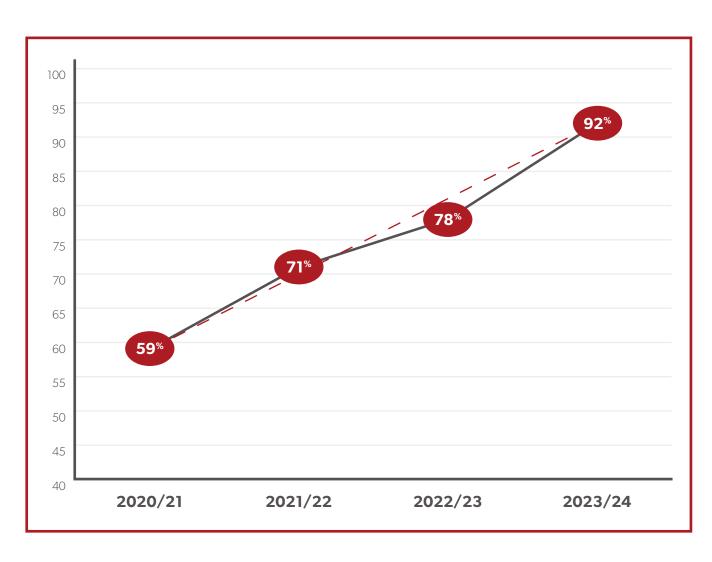
Following feedback from 2023/24, SA have introduced an FAQ Microsoft Teams Channel providing further assistance and guidance for our Business Partners.

Key achievements from the HSIPs include:

- Introduction of a Safety and Assurance
 Coordinator and Safety and Assurance Liaison
 Officer awareness package to enhance
 understanding of key SA requirements of the role;
- Update to SFRS Safety and Assurance appraisal process to support staff throughout the year;
- Review and update of 10 MAs and supporting training packages to enhance knowledge;
- Review all technical assessments and populate GANTT charts to ensure statutory compliance; and
- Progress findings from "compare and contrast" of OA to ensure we continually learn and improve.



KPI 56: Health and Safety Improvement Plans



Purpose:

Demonstrates the completion of improvement plans to drive safety performance.

We will:

Continue to improve HS standards and performance ensuring legal compliance and risk reduction through SMART objectives for the service.

Performance Indicators 2023/24

Assessment Reviewed

COSHH

Safe System of Work

Risk Assessment

Manual Handling

Personal Protective Equipment

Event Investigations BRAG 790 Events in Total

Closed Completed

Open Investigation Ongoing

Operational
Assurance Totals

Structured Debriefs

Frontline Updates

We will:

Continue to review risks to the SFRS and provide staff with relevant information on how to identify and manage risks. Additionally, support our business partners in reviewing all risks and technical assessments to ensure hazards are identified and appropriate control measures are implemented in accordance with the GANTT charts.

Performance Indicators 2023/24

Support Reviews

Gold

Silver

Bronze

No Award

MA Updates 16 in Total

Complete

Overdue

Deferred

Recinded

DSE Assessments

Total Completed
DSE Assessments

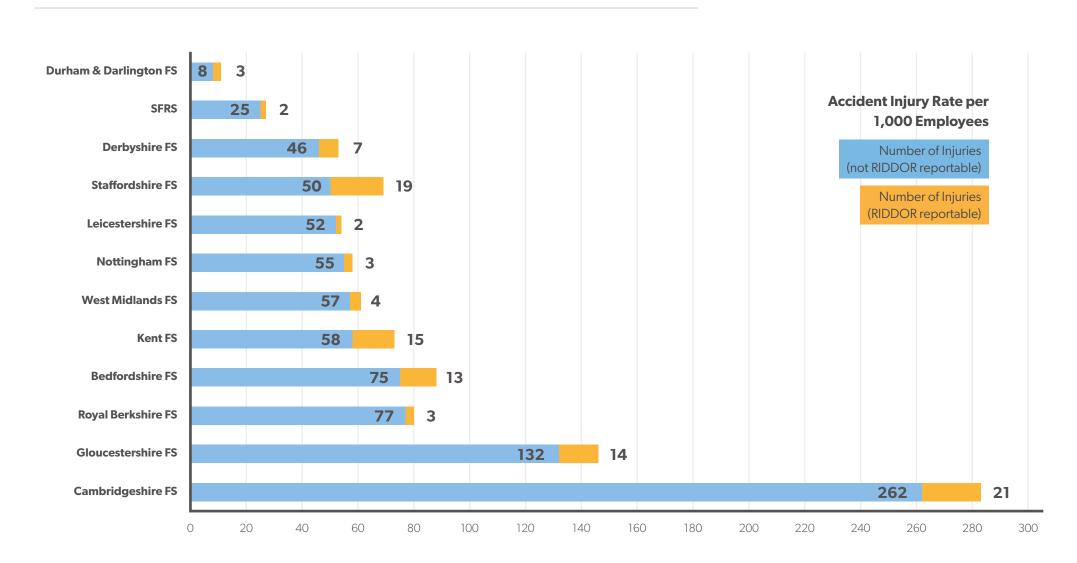
Open Ongoing > 1M

Open Ongoing

Rejected No LCMS

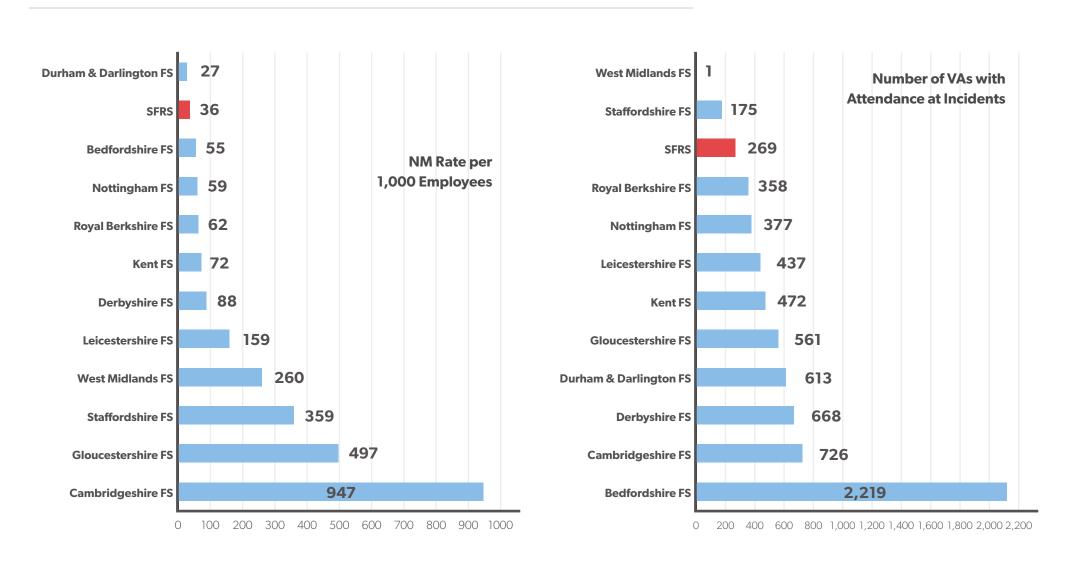
Benchmarking UK FRS

(01/04/2023 - 31/03/2024)



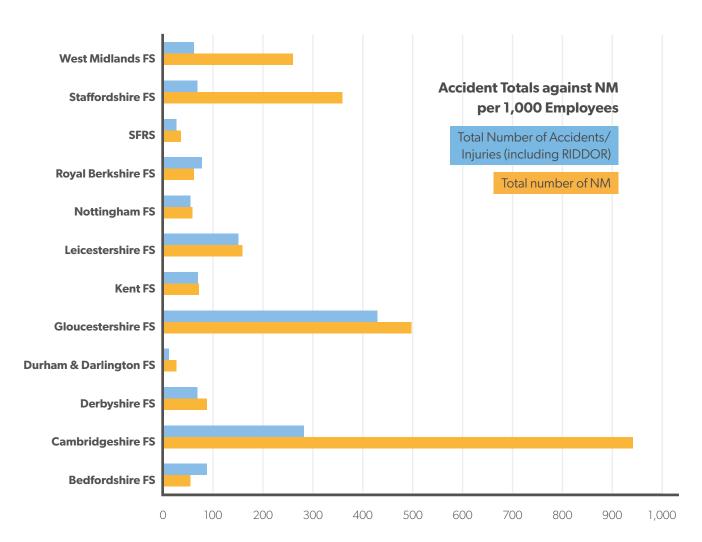
Benchmarking UK FRS

(01/04/2023 - 31/03/2024)



Benchmarking UK FRS

(01/04/2023 - 31/03/2024)



ach UK FRS has different reporting variables and as such we have used the figures per 1,000 employees to make benchmarking indicators applicable. Through data analysis of the figures provided there are areas of good performance and areas of improvement for the SFRS.

The data indicates high vehicle accident rate which the SFRS continues to monitor to take preventative measures and work continues through the DSG.

Although the SFRS NM figures have increased this year, it is relatively low in comparison to the UK FRS per 1,000 employees. SA have included hazard perception to the Operational new recruits training together with local promotions to emphasise the importance of NM event and will continue to support directorates on NM reporting.

We will:

Continue to liaise and engage with other UK FRS through the NFCC HS Committee, sharing areas of best practice enhancing safety UK wide.



5 Act

Directorate Summaries; Continual Improvement; and Looking Ahead

Training, Safety and Assurance (TSA)

(Training)

- Implementation of enhanced wildfire training to personnel at specialist Tier 3 Wildfire Stations ensuring that the appropriate SSoWs are implemented and training provided at specialist Tier 3 Wildfire Stations.
- Review of BA training delivery model, implementing a BA Recovery Plan. Phase one of the three phase plan has been successfully delivered during 2023/24. Phase 3 will introduce a new business-as-usual (BAU) training model.
- Working with Operations colleagues to provide a training package on the use of Thermal Image Cameras.
- Following attendee feedback, the wholetime BA acquisition training has been increased from 2 weeks to 3 weeks to provide exposure to realistic training whilst allowing for effective management of contaminants. The on-call elements are currently under review with the continuation of a 2-week timetable with the additional elements conducted in the station by Training Instructors.

- Implemented Service-wide Training Programme for Face Fit and on track to be fully delivered in 2024. This has involved the training of 146 Face Fit Instructors and over 2,500 face fit tests at the time of writing the report.
- Re-instated IOSH Training Courses aimed at improving safety awareness of Supervisory Managers, with over 150 personnel having achieved the IOSH Managing Safely award.
- Methods of Instruction (MOI) process rolled out. Acquisition and maintenance of skills through Crew Commander CEP process and through LCMS packages for all Supervisory Managers within SFRS.
- Procurement Framework Review RTC Training
 Scrap car / vehicle provision, improving the availability of vehicles.
- SSOWs are being developed by the Training Function, aligned to the Draft Contaminants SOP for the management of contaminants in training.

TSA Accident Summary		
Types of Events:	Top 3 causations:	
Accident (37)NM (26)VA (9)	 Temperature, Manual Handling Other Slips, Trips and Falls 	

HS Improvement Plan Complete

Outstanding

Training, Safety and Assurance (TSA)

(Safety and Assurance)

Policy and Objectives:

- SA collaborated with business partners to develop the 2024/2025 Improvement Plans, including briefs and Gantt charts, with a focus on addressing local risk areas.
- Creation of the Safety Culture Survey and analysis.
- Introduced a MA Framework, simplifying the HS Policy and its supporting arrangements, reducing content through flow charts.
- Review and update of the Operational Incident Risk Assessment (ARA/DRA) MA to enhance user orientation.
- Memorandum of Understanding for Terms of Occupancy enhanced to strengthen and reinforce safety priorities.
- SA continue to review the PUWFR MA to ensure the document is more accessible for the end user

Risk Management:

Supporting the implementation of Risk and Technical Assessments and SSoW including;

- SDA, Training and Museum of Scottish Fire Heritage Handbook.
- PPE Assessments and Supporting Equipment Information Card for Draeger Xplore 8000 RPE Kits
- COSHH Assessment process simplified, and 181 documents reviewed and updated.
- Production of MSK, Methods of Entry and Manual Handling Reports
- Supporting the completion and actions for DSE Assessments

The following papers were progressed through governance;

- Firefighter Heat and
- Health guidance;

Food Safety Review;

- BA Trend analysis; Local Exhaust
- Ventilation:
- - Vehicle Events (Low Speed Manoeuvres) and:
 - Noise and Vibration.

AoV;

Training and Communication:

- Development of a safety culture, communication and training frameworks commenced.
- Four new LCMS e-learning modules developed: Vibration, Noise, Lone Working and Safety Signs and Signals;
- The following training and awareness content was delivered:
 - Safety and Assurance Coordinator and Liaison Officer Awareness and OA SPoC network:
 - Revised Fire Fighter HS Induction Package for new trainees: and
 - TASS Presentation during People Career Ready Week.
- Establish a COSHH working group and re-establish Noise working group to review, update and progress assessments and outstanding action plans.
- Staff awareness campaigns completed for Wellbeing and Inclusion calendar including Working in Hot and Cold Conditions, Asbestos Awareness, Lung Cancer Awareness, Returning to Work after Maternity Leave and Stress Awareness monthly campaigns.

Operations

- Incident Command Policy and Operational Guidance, Organised Crime and Counter Terrorism Unit updated Code Red General Information Note (GIN);
- Severe Weather Plan GIN and Severe Weather Business Continuity Plan. The Incident Response, Flexi Duty Officer and Principal Officer Mobilising COPs published; and Flexi Duty Officer Mentoring and Support GIN and GIN Standards of Dress;
- The following Standard Operating Procedures (SOPs) were updated; Incidents Involving Asbestos, Timber Framed Buildings, The Post Fire Ventilation, Evacuation and Water Rescue and Flooding;
- Equipment Information Cards for the following have been published, BA, Branches and Ladders, Fire Escape Hood (FEH), Trauma Care, and Fire Service Pumps;
- The HAZMAT supporting document Initial Operational Response Protocol was updated;
- Awareness Brief was issued on BA testing and hygiene requirements;

- Marauding Terrorist Attack (MTA) Joint
 Operating Principles Training was provided to
 all Operational Personnel on LCMS;
- Audits on Yellow 70mm Delivery Hose and Fire Extinguishers looking at Per- and Polyfluoroalkyl Substances requirements;
- Roll out of new and redistribution of Thermal Image Cameras and Introduction of Pulse Oximeters across the service and CD Oxygen Cylinder Flow Selector to West SDA to enhance trauma care practices and standardisation of equipment;
- An Operations Safety Subgroup (OSSG) was created to support progression of actions to manage risk in the operational environment;
- The Operations PM Meeting incorporates the progression of SFRS actions allocated to Operations via His Majesty's Fire Service Inspectorate in Scotland, as well as HS Action Plans; and
- Revised the Function Risk Register to enhance reporting and progression of Operations risks.

Operations Accident Summary		
Types of Events:	Top 3 causations:	
NM (30)VA (21)Accident (15)	 Other Sharp Object Temperature 	

HSIP

Complete

Outstanding

Urgent instructions

Awareness Briefings

Standard Operating Procedures

Policy and
Operational Guidance

Equipment Info Cards

General Info

Service Delivery Areas

(North)

- North SDA promoted the importance of NM reporting. North SDA-wide communication reinforced the importance of reporting HS events, the communication included a NM Fact Sheet and TASS guidance poster for station display. This has led to a significant increase in NM reporting compared to 2022-23;
- Following a large number of events involving exhaust smoke contaminating stations and PPE, being reported at stations across Highland that had non-Euro compliant LDV appliances and no LEV on station, Industry-standard filters were purchased for applicable appliances.
 Filters attach temporarily to exhausts for station movements, detaching for road driving. Filters remove all particles and contaminants. Training and operational guidance provided;
- Due to the large increase of Battery Energy Storage Sites (BESS) located within the ACAM area of the North SDA. ACAM created a SharePoint site for BESS sites throughout the area. This is maintained by PPP and information shared with SC's and Operational staff so crews can gather OI information to ensure Operational preparedness. This ensures that staff are fully

- aware of associated risks and hazards and site layout enabling crews to identify and mitigate risks promptly, allowing them to take appropriate precautions during incidents;
- Multi agency complex Control of Major Accident
 Hazards exercise undertaken at St Fergus gas
 terminal in collaboration with staff and partner
 agencies from across the North SDA. This exercise
 rigorously tested our Command & Control, JESIP
 protocols, internal procedures, and external
 plans. Importantly, it addressed a critical issue
 concerning risks and hazards contained within
 the site along with the complex layout, which
 could pose severe hazards to firefighters and
 our partners' safety. The insights gained will be
 pivotal in enhancing our emergency response
 and ensuring the safety of all stakeholders;
- Derelict properties groups have been reinvigorated across the North SDA with a
 program in place for building inspections and
 a multi-agency groups working together to
 ensure buildings are secure. This is with a view
 to generating a reduction in secondary fires
 which has the added benefit of reduced Blue
 light journeys; and

North Accident Summary			
Types of Events:	Top 3 causations:		
NM (74)Accident (44)VA (44)	 Slips, Trips and Falls Other Impact (Stationary Objects) 		

HSIP
Complete
Outstanding

• Reinforced Aerated Autoclaved Concrete (RAAC) register created and held on Local Area SharePoint sites across the North SDA. This is maintained by PPP and information shared with SC's so crews can gather OI information. This is with a view to enhance firefighter safety as an understanding of the structural vulnerabilities of RAAC helps in safeguarding not only the lives of the firefighters but also the public and property, as crews can identify and mitigate risks promptly, enabling them to take appropriate precautions during incidents.

Service Delivery Areas

(East)

- LSO area developed a quarterly HS newsletter for staff including performance against TASS KPIs and MSK awareness information;
- A multi-agency tabletop exercise was carried out to promote safe working practices and response to a full evacuation scenario at a high-rise residential tower block supported by all Blue light partners and Fife Local Resilience Partnership representatives. This exercise tackled an identified issue in relation to building construction that could pose a significant hazard to FF, Public and partner safety;
- Collaborative work with Falkirk council and blue light partners relating to a large derelict property complex in Falkirk town centre. SFRS staff engaged with owners and local authority to have the area properly secured prior to partial demolition and refurbishment;
- Commenced a pilot in relation to Contaminants control in advance of a HSIP and communicated this to LSO staff. They have used this template identified at Dalkeith Fire station to identify working solutions where minimal property adaptation was required;

- Anti-social behaviour initiative in conjunction with Police Scotland / Local Council / CAT Team and West Lothian Youth Action Project. Extensive work to reduce the significant anti-social behaviour issues and awareness sessions highlighting the role of firefighters and the dangers etc. This has resulted in a reduction of violence targeted at SFRS staff and appliances and a reduction of secondary fires (blue light mobilisation);
- Extensive engagement with local Prison. Along
 with supporting a reduction of operational
 incidents on site and the ongoing investigation
 with Police Scotland / Prison and the Crown
 Prosecution Service. Work has been carried out
 to put additional flame-retardant furnishings
 within cells, programme established to help and
 support prisoners being safe when they leave
 prison;
- A review was carried out to standardise the HS
 Notice boards in stations clearly promoting HS
 literature and presentation of PRP documentation.
 This has supported an improved HS culture and support the station audit process; and

 East LSO areas have seen a reduction in vehicle related events following positive engagement with staff relating to low-speed manoeuvres.
 Engaging with SAIG and action log.

East Accident Summary			
Types of Events: Top 3 causations:			
NM (53)Accident (47)VA (44)	 Other Slips, Trips and Falls Manual Handling 		

HSIP Complete Outstanding

Service Delivery Areas

(West)

- Following a high number of staff changes throughout the year, SALOs and Deputy SALO prioritised their attendance at the SAC / SALO presentation delivered by SA;
- Face Fit Testing training provided, and staff will be completed within 2024. West provided best practice information from external organisations regarding face fitting test fail percentiles and measures put in place by the service;
- Event Management Support Review all six LSO areas, achieved a GOLD outcome from the Event Management Support Review;
- A pilot for VAs and in particular, Low Speed Manoeuvres was introduced in Lanarkshire LSO including equipment for on station training and carrying out robust investigations. Resulting in improved performance, actions identified were communicated to staff such as reinvigorate topography sessions to identify high risk streets for double parking and access issues. Crews provided SFRS Think Before You Park leaflets. ERRI enhanced appraisal process to include a key work objective, "Promote a positive HS culture to Reduce health and events and Low

- Speed Manoeuvre instances", This shows a positive decrease within the area;
- Due to high number of incidents within West SDA, staff refamiliarised with the LCMS Asbestos module;
- City of Glasgow (CoG) presented a good practice paper to the West SDA SAIG & SASG on their Thematic Review on the CoG Station Audit Programme. Looking at standardisation and best practice;
- Outcomes from OA processes and HS
 Investigations continue to provide valuable lessons for operational personnel. These processes, along with the establishment of added Command Group communication channels and bespoke learning events will continue be used;
- West proactively increased the reserve kit stock and put measures in place to access this in anticipation of the forthcoming contamination policy/procedure and provided a presentation to be distributed to all personnel regarding the risks and control measures to be adopted whilst awaiting formal SFRS procedures; and

A local trend analysis was conducted following an increase in events associated with BA and events involving spare appliances and equipment. On conclusion reports were submitted to the local Safety and Assurance Improvement Groups for relevant action.

West Accident Summary			
Types of Events: Top 3 causations:			
VA (73)NM (69)Accident (60)	 Other Slips, Trips and Falls Sharp Objects 		

HSIP

Complete

Outstanding

Financial and Contractual Services (FCS)

- In addition to the SFRS Building Surveyor quarterly Inspection program, Intrusive detailed surveys based on new Guidance from the Standing Committee on Structural Safety commenced in September 2023;
- Projects to provide dignified facilities, contamination control and modernisation in fire stations is ongoing with the property estate;
- Training provided for maintenance and repair of Electric Vehicles (EV) including the EV appliance that is based at Clydesmill. This enhances knowledge when called out to an EV event;
- A light fleet review is being undertaken developing processes and procedures for better allocation of light fleet and range of options for the provision of FDO vehicles which best meets the Service's cost of risk profile, in the face of an ageing fleet;
- Personal Safety Device (PSD) includes a person down system is implemented within Fleet to support lone working;
- Respiratory Protective Equipment (RPE) poster and awareness training session implemented within Fleet on "Protection of your lungs.

- Alternative RPE was procured to provide protection for local requirements;
- Personal Protective Equipment (PPE) distributed to firefighters for various activities e.g. wildfire.
 SFRS will facilitate wearer trials and sizing and feedback to NFCC water rescue PPE project.
 Current reserve stock and sizing profiles is being reviewed with a view to increasing existing stock levels and assist in contaminant controls;
- An electronic system was created for "reserve PPE availability list" allowing stations to view reserve stock of PPE and the sizes available within holding stations within their areas;
- The introduction of Personal Protective Equipment (PRE) to replace Hydraulic Rescue Equipment (HRE) is now in phase 5 to reduce the risk of pressurised injection injuries to operational staff;
- Hand and Arm Vibration Syndrome (HAVS)
 awareness training accompanied by the
 implementation of a monthly HAVS monitoring
 system to reduce the likelihood of contracting
 HAVS; and

 Work with SA on vehicle insurance claims incurred, ensuring lessons learned can be considered and population of directorate risk registers to identify significant risk and associated controls.

FCS Accident Summary		
Types of Events:	Top 3 causations:	
Accident (8)VA (3)NM (1)	 Impact (Stationary object) Other Manual Handling 	



People

- MSK Injury Reduction Group re-established with strengthened alignment between physical and mental wellbeing;
- Career Ready Programme ran across 2023/24;
- Launch of the SFRS Colleague Experience Survey;
- Cultural Engagement Sessions were held across all staff groups and SDAs which informed the development and subsequent pilot of the "People Management Essentials", the first element of the wider SFRS Management Development Framework;
- Commenced review of eyesight standards for firefighters;
- Development and launch of Agile Working Manager's Toolkit and supporting LCMS module;
- Preparatory work to establish an SFRS Confidential Reporting Line commenced;
- Train the facilitator programme delivered to enable SFRS colleagues to take forward Lifelines programme across the Service;

- Introduction of a Pre-Recruitment Engagement Programme aimed at providing 1:1 support and guidance to help candidates prepare for the formal fitness assessment and the practical selection tests;
- Work with Collective Learning Partnership and Union Learning continues to provide access to lifelong learning opportunities across a broad range of topics including first aid for mental health. Pre- and post-natal exercise and nutrition and menopause cafes;
- Support of the Service Delivery Model Programme as the Services continues to improve its response to risk and demand across Scotland; and
- Creation, review and implementation of various policies and procedures that support a culture of health, wellbeing and safety across the Service.

People Accident Summary			
Types of Events:	Top 3 causations:		
Minor Injury (2)	 Impact (moving object) Other NA 		

HSIP Complete Outstanding

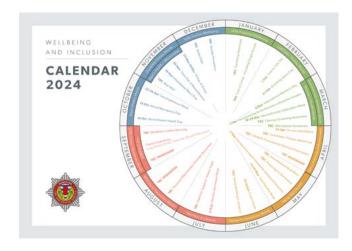
People

(Wellbeing)

Over 170 Wellbeing Champions in SFRS to support colleagues

- Implementation of the 2024 Wellbeing, Inclusion and Learning Calendar of activities with inclusion from SA in all Wellbeing events and initiatives.
- Collaboration with NFCC and The Fire Fighters
 Charity commissioning of Nottingham Trent
 University to carry out research into the health
 and wellbeing of UK fire and rescue service staff,
 which has now been published.
- Participation in His Majesty's Fire Service Inspectorate Inspection on mental wellbeing support for staff within SFRS.
- Creation and training of a network of circa 170
 Wellbeing Champions provision support to colleagues across SFRS.
- Training for wellbeing professionals to provide support on mental wellbeing and neurodiverse conditions.

- Review of Post Incident Support Procedure and arrangements to improve inclusion and encourage wider engagement.
- Improved and created partnerships with a broad range of health and wellbeing Charites to expand support for colleagues including the Fire Fighters Charity and the SFRS Family Support Trust.
- Established a working group to develop a sustainable programme of mental health learning resources to support employees through their career lifecycle including a revised modular approach to Lifelines.
- Completed a wellbeing survey to establish employees' views on wellbeing support provided by SFRS.
- Bespoke development programme delivered to improve the wellbeing of Operational Control colleagues.



Portfolio Office, PPP and SPPC

(Portfolio Office)



Portfolio Office Accident Summary			
Types of Events:	Top 3 causations:		
Accident (2)	 Manual Handling Impact (Moving Object) NA 		

HSIP

Complete

Outstanding

Have undergone structure change and increase in membership this year. Throughout these changes, proactive design of the Portfolio Office SAIG, and local management processes have ensured achievement and maintenance of 100% improvement plan compliance this year and across the last three years.

In addition, high levels of commitment to staff safety continue to be exhibited in achievement of full LCMS mandatory training undertaken by the Portfolio Office to March 2024.

Portfolio Office, PPP and SPPC

(Prevention, Protection and Preparedness)



PPP Accident Summary			
Types of Events:	Top 3 causations:		
NM (1)VA (1)AoV (1)	1. NA 2. NA 3. NA		

HSIP

Complete

Outstanding

PPP have implemented the Established Electrical Infrastructure Working Group, focusing on Lithium-ion batteries and Battery Energy Storage Systems.

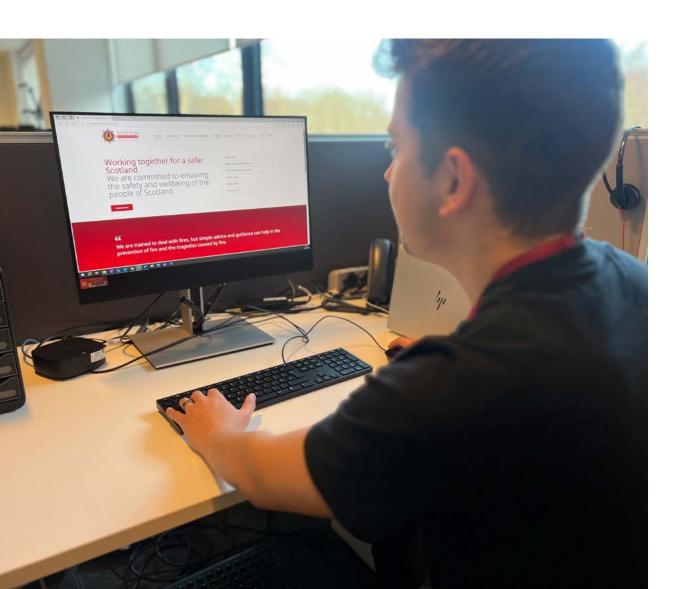
Cross functional work on Fatal Accident Inquiries for the Crown Office and Procurator Fiscal following fire incidents.

Complex multistage formal notices such as Edinburgh Royal Infirmary.

Work with Local Authority Building Standards Scotland on new best practice approach for formal Building Warrant consultations.

Portfolio Office, PPP and SPPC

(Strategic Planning, Performance and Communication)



SPPC Accident Summary		
Types of Events:	Top 3 causations:	
Injury (1)VA (1)	 Manual Handling NA NA 	

HSIP

Complete

Outstanding

Introduced a Power BI dashboard to support the tracking of the HS action plan requirements. We use this to track completion and ensure everything is actioned in line with the plan which proves to be useful.

SA Improvements

- SA contributed to SFRS Performance Appraisal mandatory behaviours and guidance to better support our safety culture;
- Introduction of KPI utilising PowerBI;
- Review of Operational Assurance function recommending 21 updates to OARRS;
- OLG action tracker updated to include live updates and dashboard to provide analysis of information, resulting in a reduction of long-term outstanding actions;
- ISO45001 Gap Analysis and Maturity Model under development identifying areas of improvement; and
- Introduction of KPI and iPowerBI and updating of performance reports.

Support Reviews

Support Reviews continue to be carried out throughout each Quarter.

SRs is a tool to provide assurance with SFRS requirements, and in addition supports legal compliance. The aim of the SR is to promote and share areas of best practice or highlight where improvements can be made to allow standardisation throughout the service.

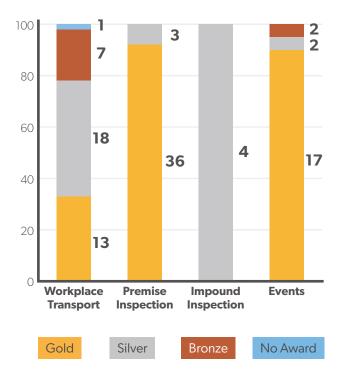
The following topics were completed in 2023/24:

- Workplace Transport;
- Premise Inspection;
- Impound Inspection; and
- Event Management.

As a result of the SRs areas of national learning have been identified and continue to be addressed through various workstreams such as the review and update of the Impound Inspection MA to amalgamate the documentation to simplify for the end user.



Support Reviews



(Operational Assurance)

2023/24 Service Delivery completed the Station Audit process utilising the Operational Assurance Reporting and Recoding System (OARRS).

A total of 99 audits were reported:

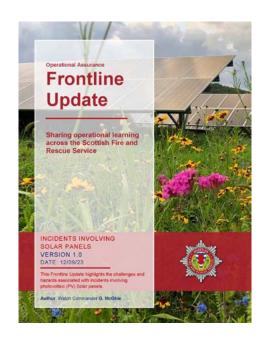
- North SDA 16 audits,
- East SDA 35 audits,
- West SDA 48 audits.

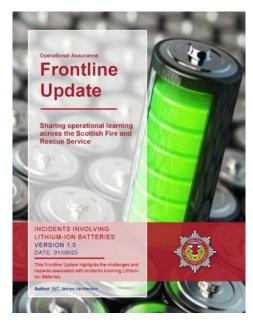
Actions continue to be monitored where significant improvement is required, and where minor areas of improvement was identified these actions were resolved at local level.

OA have published 4 Frontline Updates

- Incidents Involving Solar Panels
- Incidents Involving Lithium-Ion Batteries
- Incidents Involving Disused Mining Operations
- Katherine Street, Livingston Incident

The purpose of these updates is to provide staff with an overview of the challenges and hazards associated to increase knowledge and share learning across the Service.



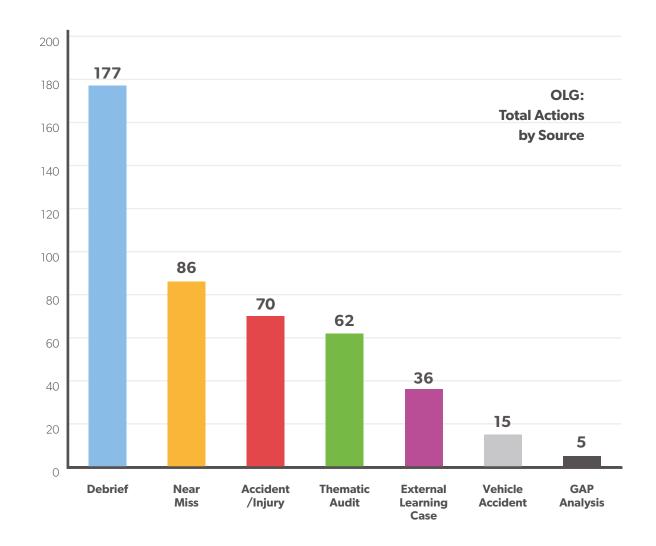


(Organisational Learning Group)

S ince the introduction of the reformed OLG meeting risk owners continue to manage recommendations from various sources.

In the year 2023/24 the OLG tracker was redesigned to a "live dashboard" allowing risk owners to populate as required, prior to final decision at the OLG meeting. This allows key stakeholders to review live statistics, identify trends and monitor progression to enhance the HS to staff and others.

Since the dashboard was created a total of 325 recommendations have been completed and numerous actions remain ongoing. Of these 325 actions a total of 86 actions were completed in 2023/24 highlighting the risk owner's dedication. Due to the nature, a large amount of these sit with the Operations directorate and it is acknowledged the work undertaken to prioritise actions.



(Organisational Learning Group)

Significant Event Summary

The SFRS carried out a total of 3 Significant/ Safety and Assurance 21 (SA21) events;

Beauly ATV Incident

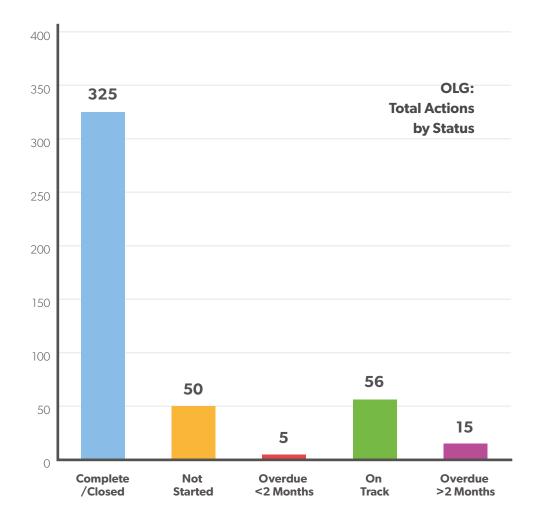
Description: An All-Terrain Vehicle (ATV) was in use at a wildfire incident. While traveling up a gradient across moorland, the ATV overturned and landed on its roof, resulting in injuries to SFRS staff. Outcome: Following the investigation, 8 recommendations were made.

Pollok Fire Involving Asbestos

Description: SFRS staff attended a large building fire where the gable end and roof collapsed. It was later suspected that the building contained asbestos-containing material. Outcome: An SA21 investigation was conducted, leading to a thematic audit due to further incidents involving asbestos. As a result, 19 recommendations were made.

Polmadie Road Traffic Collision (RTC)

Description: An appliance was mobilised to an incident and, while en-route, approached a junction with red lights and collided with a public vehicle. Outcome: The significant investigation concluded with 8 recommendations.



Looking Ahead

SA will focus on developing the strategy and vision and implementing supporting SA Frameworks.

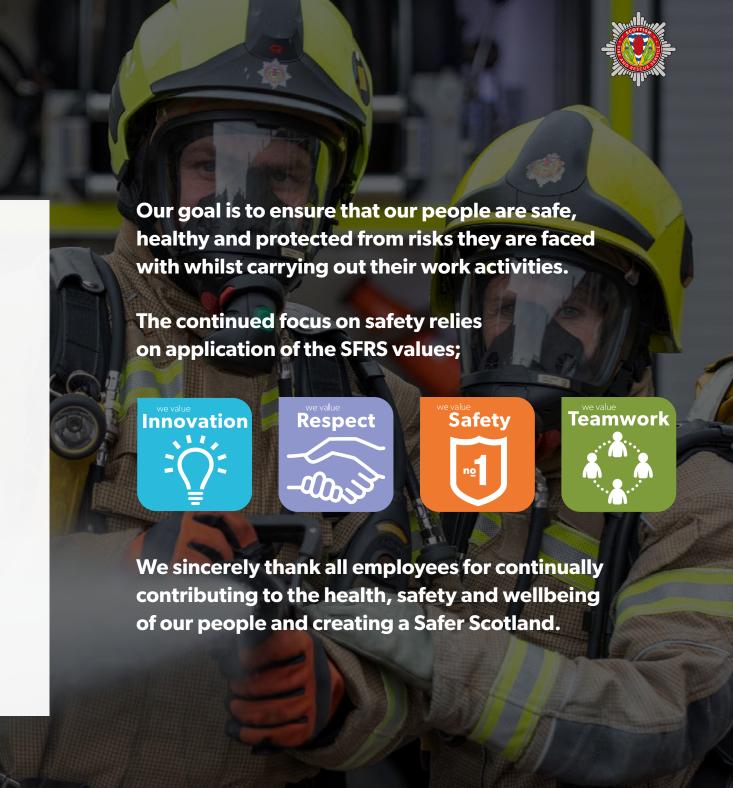
We will continue to lead on arrangements for the management of fire contaminants through engagement with national groups and review of research from academic and industry experts.

Our focus will remain on continual improvement and Organisational learning through robust investigation and assurance arrangements.

We will prioritise the safety of our people through strengthened risk and technical assessments and supporting documentation to ensure risks to our people are managed and mitigated, so far as is reasonably practicable.

Lastly, we will continue to enhance our communication and engagement activities to ensure our staff are informed of all relevant safety matters.

For further information of enquiries please contact HealthandSafety@firescotland.gov.uk



Glossary of Terms

The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Accident/Injury Rate: The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee

AoV: Acts of Violence

ATV: All-terrain Vehicle

BA: Breathing Apparatus

BAU: Business as Usual

CoG: City of Glasgow

COSHH: Control of Substances Hazardous to

Health

DSG: Drivers Safety Group

EV: Electric Vehicle

FBU: Fire Brigades Union

FCS: Fleet and Contractual Services

FDO: Flexi Duty Officer

FEH: Fire Escape Hood

GIN: General Information Note

GRA: Generic Risk Assessment

HRE: Hydraulic Rescue Equipment

HS: Health and Safety

HSE: Health and Safety Executive

HSIP: Health and Safety Improvement Plan

HSMS: Health and Safety Management System

IP: Injured Person

KPI: Key Performance Indicators

LCMS: Learning Content Management System

LEV: Local Exhaust Ventilation

LSM: low-speed manoeuvres

LSO: Local Senior Officer

MA: Management Arrangement

MOI: Methods Of Instruction

MSK: Musculoskeletal – Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and other connective tissues

MTA: Marauding Terrorist Attacks

NFCC: National Fire Chiefs Committee



NM: Near Miss

OARRS: Operational Assurance Recording and

Reporting System

OCSG: Operational Competency

Strategy Group

Operational Accident/Injury Rate:

Total number of reported Accidents/Injuries divided by total number of incidents multiplied by 100 to give the accident injury rate per incident attended

OLG: Organisational Learning Group

OSSG: Operations Safety Subgroup

People: People Directorate

PIT: Periodic Inspection and Testing

PPE: Personal Protective Equipment

PPP: Prevention, Protection and Preparedness

Directorate

PRP: Premise Responsible Person

RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

RPE: Respiratory Protective Equipment

RTC: Road Traffic Collision

SAIG: Safety and Assurance Improvement

Group

SA: Safety and Assurance

SCS: Safety Culture Survey

SD: Service Development

SDA: Service Delivery Area

SFRS: Scottish Fire and Rescue Service

SOP: Safe Operating Procedure

SPPC: Strategic Planning, Performance and

Communication

SSOW: Safe System of Work

TASS: Think, Act, Stay, Safe

VA: Vehicle Accident



firescotland.gov.uk

SFRS Safety and Assurance Annual Report 2023/24

Version 1.0 December 2024

	SFRS DRAFT BOARD FORWARD PLAN Agenda Item 18				Agenda Item 18
BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
Special Board - 30 January 2025 - Private	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting 	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports	• SFRS Strategy 2025- 2028 (Consultation - Private)
Provisional Special Board – 20 February 2025	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting 	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports	• Budget Approach 2025- 26
27 March 2025	 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 	New Business Corporate Parenting Plan Annual Update Training SAMP	Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2024/25 Q3 AOP Progress Update Q3 Report New Mobilising System New Business •	New Business Mainstreaming Report 2024/2025	Standing/Regular Reports Resource Budget 2025/26 Capital Programme 2024-2027 New Business •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
24 April 2025	 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 	Standing/Regular Reports New Business	• New Business • SFRS Board Strategy 2025-28 (verbal - Private)	Standing/Regular Reports • New Business •	Standing/Regular Reports Annual Governance Review Internal Audit Annual Audit 2025/26 New Business •
Special Board – 29 May 2025 - Private	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting 	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports SFRS Draft Strategy 2025-28 and 3-year Delivery Plan (Private)
26 June 2025	 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 	Standing/Regular Reports Performance Management Framework Annual Report New Business •	Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2024/25 Q4 Arrangements and Outcomes of Annual Review – Effectiveness of Board New Business	Standing/Regular Reports New Business •	Standing/Regular Reports Debt Write Off 2023-24 New Business •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
28 August 2025	 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 	Standing/Regular Reports ARAC Committee Annual Report to Accountable Officer New Business •	Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2025/26 Q1 New Business	Standing/Regular Reports New Business	Standing/Regular Reports Annual Performance Review 2024/2025 Annual Procurement Report 2024/25 New Business •
30 October 2025	 Risk Themes Forward Plan Date of Next Meeting Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log 	Standing/Regular Reports SFRS/Anthony Nolan Partnership Annual Report	 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Capital Budget Outturn Report 2024/25 Resource Budget Outturn Report 2024/25 Strategic Asset 	Standing/Regular Reports •	 Standing/Regular Reports Board Forward Plan Schedule 2026/27 Draft Annual Report and Accounts 2024/25 (PRIVATE)
18 December 2025	 Chair's Report Chief Officer's Report Committee Reports Risk Themes Forward Plan Date of Next Meeting Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log 		Management Plan – Annual Review New Business Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2025/26 Q2 Health and Safety Annual Report 2024/25	New Business • Standing/Regular Reports •	New Business • Standing/Regular Reports •

SFRS DRAFT BOARD FORWARD PLAN

		SFRS DRAF	I BOARD FORWARD PLAI	IN	
BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	 Decision Log Chair's Report Chief Officer's Report Committee Reports Risk Themes Forward Plan Date of Next Meeting 	New Business •	New Business •	New Business •	New Business •
Provisional Special Board – 19 February 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting 	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports
26 March 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log 	Standing/Regular Reports Corporate Parenting Plan Annual Update	 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2025/26 Q3 	Standing/Regular Reports •	Standing/Regular Reports Resource Budget 2026/27 Capital Programme 2025-2028
	 Chair's Report Chief Officer's Report Committee Reports Risk Themes Forward Plan Date of Next Meeting 	New Business •	New Business •	New Business •	New Business •



PUBLIC MEETING – THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 19 DECEMBER 2024

The following reports were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE





Report No: B/TSA/04-24

Agenda Item: N/A FIO Report to: THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE **Meeting Date: 19 DECEMBER 2024 HEALTH AND SAFETY POLICY AND POLICY STATEMENT** Report Title: SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Report For Information Only **Board Standing Order 9** Classification: В C D Ε F G <u>A</u> 1 **Purpose** 1.1 To inform the Board of this year's Health and Safety Policy and Policy Statement following its annual review. 2 **Background** 2.1 Scottish Fire and Rescue Service (SFRS) has implemented a health and safety management system supported by Health and Safety Policy and a new management arrangement framework supporting its topic-specific management arrangements, improvement plans and assurance processes to ensure legal compliance and monitor performance, reviewed through established governance processes by senior management demonstrating continual improvement of our safety culture. 2.2 The Health and Safety Policy is designed to provide a statement of intent, responsibilities, and arrangements to demonstrate how SFRS manages health and safety within SFRS and promote a positive safety culture by ensuring our Safety Value is embedded in everyone's thinking and actions. 2.3 The implementation of the Health and Safety Policy is facilitated through the annual health and safety improvement plans. 3 Main Report/Detail 3.1 The Health and Safety Policy has been developed to ensure compliance with the content of the Health and Safety at Work etc. Act 1974 and all associated applicable legislation, regulations and guidance. The Policy has been updated to reflect best practice and Health and Safety Executive guidance. 3.2 The Health and Safety Policy outlines: A revised Policy Statement of intent covering the 5 key themes as outlined within the Safety and Assurance Strategy 2022-2026; A new strategic Responsibilities section linking to our new Management Arrangement Framework and definitions in its supporting appendices, reducing duplication and content; A new Arrangements Section covering the plan, do check and act approach, based upon Managing for Health and Safety HS(G)65 guidance; and Acknowledgement of the development of assurance and audit processes as we transition towards ISO 45001 in accordance with the Safety and Assurance Strategy.

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3.3	This Health and Safety Policy applies to all SFRS premises and work activities, and the Policy Statement shall be displayed on all SFRS premises.
4	Recommendation
4.1	The Board is asked to note the content of the Health and Safety Policy and Policy Statement.
5	Key Strategic Implications
5.1 5.1.1	Risk If the Health and Safety Policy and its arrangements are not fully implemented, the SFRS may not comply with its legislative responsibilities and duties.
5.2 5.2.1	Financial There are no financial implications in respect to the annual review of the SFRS Health and Safety Policy.
5.3 5.3.1	Environmental & Sustainability The annual review of the SFRS Health and Safety Policy has no environmental or sustainability implications.
5.4 5.4.1	Workforce The Health and Safety Policy and its arrangements promote a positive safety culture by ensuring that our Safety Values are embedded in everyone's thinking and actions.
5.5 5.5.1	Health & Safety The Health and Safety Policy and its arrangements ensure a robust health and safety management system that supports legal compliance and our transition to ISO 45001 compliance.
5.6 5.6.1	Health & Wellbeing The Health and Safety Policy and Statement help support the health and well-being of SFRS staff through risk assessment and safe systems of work and health surveillance, where identified risks ensure safer workplaces and activities.
5.7 5.7.1	Training There are no training implications in respect to the annual review of the Health and Safety Policy and Policy Statement.
5.8 5.8.1	Timing The Health and Safety Policy and Policy Statement is reviewed annually in accordance with Health and Safety Improvement Plans.
5.9 5.9.1	Performance The Health and Safety Policy arrangements are monitored, measured, analysed, and evaluated through event reporting and annual health and safety improvement plans.
5.10 5.10.1	Communications & Engagement The Health and Safety Policy and its arrangements follow Safety and Assurance engagement and Governance Management Arrangements.
5.11 5.11.1	Legal If the Health and Safety Policy and its arrangements are not fully implemented, the SFRS may not be compliant with its legislative responsibilities.

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5.12	Information Governance				
5.12.1	DPIA completed – Yes – The Health and Safety Policy has a supporting DPIA.				
5.13	Equalities				
5.13.1					
	implications on equalities should be noted.				
5.44					
5.14 5.14.1	Service Delivery				
5.14.1	, , , , , , , , , , , , , , , , , , , ,				
	Improvement Groups (SAIG) prior to agreement and action.				
6	Core Brief				
6.1		S continues to review and simplify its Health and Safety Policy and			
			r health and safety management system to ensure our staff		
			responsibilities in an easy-to-follow format, promoting legal		
	compliance within their area of responsibility.				
_	A	(OEDO D	allO amenditi a a Maratinara ONU VI		
7		(SFRS Boar	d/Committee Meetings ONLY)		
7.1	Director:	`	d/Committee Meetings ONLY) Craig McGoldrick, Director of Training, Safety and Assurance		
_	Director: Level of As	surance:	<u>, </u>		
7.1	Director: Level of As (Mark as ap	surance:	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient		
7.1	Director: Level of As	surance:	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient The Safety and Assurance Function continues to review		
7.1	Director: Level of As (Mark as ap	surance:	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient		
7.1	Director: Level of As (Mark as ap	surance:	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient The Safety and Assurance Function continues to review arrangements and simplify content to increase knowledge		
7.1	Director: Level of As (Mark as ap	surance:	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient The Safety and Assurance Function continues to review arrangements and simplify content to increase knowledge and understanding. This approach is reflected in this year's		
7.1	Director: Level of As (Mark as an Rationale:	surance:	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient The Safety and Assurance Function continues to review arrangements and simplify content to increase knowledge and understanding. This approach is reflected in this year's annual review of our Health and Safety Policy.		
7.1 7.2 7.3	Director: Level of As (Mark as ap Rationale: Appendices	surance: opropriate) s/Further Re	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient The Safety and Assurance Function continues to review arrangements and simplify content to increase knowledge and understanding. This approach is reflected in this year's annual review of our Health and Safety Policy.		
7.1 7.2 7.3	Director: Level of As (Mark as ap Rationale: Appendices Appendix As	surance: propriate) s/Further Re	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient The Safety and Assurance Function continues to review arrangements and simplify content to increase knowledge and understanding. This approach is reflected in this year's annual review of our Health and Safety Policy.		
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7.1 7.2 7.3 8 8.1 Prepare	Director: Level of As (Mark as ap Rationale: Appendices Appendix As Appendix A	surance: propriate) s/Further Re SFRS Heal Derrick Wat	Craig McGoldrick, Director of Training, Safety and Assurance Substantial/Reasonable/Limited/Insufficient The Safety and Assurance Function continues to review arrangements and simplify content to increase knowledge and understanding. This approach is reflected in this year's annual review of our Health and Safety Policy. ading th and Safety Policy. tson, Senior Health and Safety Adviser		

Links to Strategy and Corporate Values

Strategic Plan 2022-25

Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

What we will do. - As an emergency service that is always looking to improve, we will continue to focus on the effective management of risk and the health, safety and wellbeing of the public and our staff.

Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.

Objective 6.1 Continuing to work in partnership with our representative bodies to ensure the safety and wellbeing of the public and our people.

Governance Route for Report	Meeting Date	Report Classification/ Comments
SA Functional Management Team	08 August 2024	For Recommendation
TSA Directorate Management Team	18 October 2024	For Information
Training, Safety and Assurance Board	10 October 2024	For Decision
Strategic Leadership Team	06 November 2024	For Decision
People Committee	05 December 2024	For Information
SFRS Board	19 December 2024	For Information

Training, Safety and Assurance



SAFETY AND ASSURANCE

HEALTH AND SAFETY POLICY

Original Author/Role	Karen Lockhart – Head of Health and	
	Safety	
Date of Risk Assessment (if applicable)	N/A	
Date of Data Protection Impact	N/A	
Assessment (if applicable)		
Date of Equality Impact Assessment	Refer to EIA HS Policy	
Quality Control (name)	Teresa Kelly – Deputy Head of Safety	
	and Assurance	
Authorised (name and date)	TBC	
Date for Next Review	4 October 2024	

Safety. Teamwork. Respect. Innovation.

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VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as	Karen Lockhart, Head of	05/06/2013
	Health and Safety Policy	Health, and Safety	
1.0	First version issued as	Health, Safety and Wellbeing	08/10/2014
	Health, Safety and		
	Wellbeing Policy		
2.0	Reviewed and updated	Health, Safety and Wellbeing	11/12/2015
3.0	Reviewed and updated	Health, Safety and Wellbeing	08/06/2018
4.0	Reviewed and updated	Health, Safety and Wellbeing	03/04/2019
5.0	Reviewed and updated,	Jim Holden, Senior HS	09/07/2021
	issued as Health and Safety	Adviser	
	Policy		
6.0	Reviewed and updated, to	Mark Penman, Senior HS	09/02/2023
	include consultation	Adviser	
	feedback		
7.0	Reviewed and updated	Annie Wakeham, HS Adviser;	07/02/2024
		Derrick Watson, Senior HS	
		Adviser	
8.0	Annual review	Jonathan Boal, HS Adviser	01/08/2024

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- 2. INTRODUCTION
- 3. SCOPE
- 4. STAFF AND FIREFIGHTER SAFETY
- 5. RESPONSIBILITIES FOR HEALTH AND SAFETY
- 6. <u>HEALTH AND SAFETY ARRANGEMENTS</u>
- 7. REVIEW
- 8. FURTHER INFORMATION
- 9. ASSOCIATED DOCUMENTS / REFERENCES

1. POLICY STATEMENT

The SFRS recognises that our staff are central to the delivery of our service. We are committed to sensible and proportionate health and safety management that recognises the need to balance operational risk against firefighter and public safety.

This policy is inclusive of and supports the content outlined within the <u>Safety and Assurance Strategy 2022-2026</u>, through the following five themes:

1. Safety Culture

We Will: Implement a safety culture framework, providing visible leadership with defined role specific requirements to support the <u>safety value</u> of the SFRS.

We Aim to: Enhance a positive safety culture, challenge unsafe behaviours, be open to safety discussions and confident in reporting of health and safety events.

2. Safety Training

We Will: Implement a safety training framework, providing staff with training modules to be completed.

We Aim to: To increase safety awareness and understanding, ensuring our staff are competent within their roles.

3. Safety Communication and Engagement

We Will: Communicate with staff, at all levels, and their representatives, ensuring that open engagement co-operation and feedback.

We Aim to: Enhance our communication arrangements to include consultation and engagement with feedback to stakeholders.

4. Risk Management

We Will: Continue to identify risks and ensure sensible and proportionate arrangements to manage health and safety. Ensure staff at specific risk are not disadvantaged.

We Aim to: Develop and train staff to be competent in their role, identify risks and implement control measures, creating a safe working environment.

5. Continual Improvement

Date:

We Will: Develop support reviews and monitor the effectiveness of health and safety arrangements to maintain continual improvement and performance.

We Aim to: Enhance our arrangements through organisation learning and assurance processes, recognising safe behaviour and maintaining improvement through our HSIP.

Signature (Chief Officer):	Signature (Chair of Board):

Date:

2. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is committed to the continual improvement and compliance with its legal duties under the Health and Safety at Work Etc. Act 1974, and other supporting regulations, to ensure the safety of our staff and others who may be affected by our activities in the communities we serve.

3. SCOPE

To achieve this, SFRS has implemented a health and safety management system supported with frameworks and topic specific management arrangements, improvement plans and assurance processes to ensure legal compliance. Performance is monitored and reviewed by senior management through established governance processes ensuring continual improvement of our safety culture.

This Health and Safety Policy and all associated arrangements are applicable to all SFRS employees, young people and volunteers, regardless of gender.

4. STAFF AND FIREFIGHTER SAFETY

The SFRS recognises that all our staff are central to the delivery of our service and that operational incidents present the highest risk environment. Whilst there is a degree of foreseeable risk, it is acknowledged that each incident will have its own specific hazards and associated risks due to unique and unforeseeable environmental factors. To manage this risk to firefighters, the SFRS endorses and promotes the Health, Safety and Welfare Framework for the Operational Environment and the safe person principles contained within. This is supported through robust arrangements for operational risk assessment.

5. RESPONSIBILITIES FOR HEALTH AND SAFETY

To ensure our commitment to health and safety is achieved, maintained and continually improved Health and Safety responsibilities are defined within this Policy and are expanded upon with the Safety and Assurance Management Arrangement

<u>Framework</u> and the <u>Safety and Assurance Engagement and Governance</u>

<u>Management Arrangement</u> or within other topic specific health and safety management arrangements, where required.

5.1 The Board

The Board are responsible for overseeing the strategic direction and effective management of health and safety within the SFRS. This will result in the promotion of a positive safety culture that ensures effective management and continual improvement of health and safety whilst fulfilling our Safety Value.

The Board shall ensure that health and safety is given the necessary due attention when making board decisions, scrutinise health and safety performance, provide support, guidance and hold the Chief Officer to account on health and safety matters.

5.2 Chief Officer

The Chief Officer is legally responsible for the discharging of SFRS duties under the Health and Safety at Work, etc. Act 1974 and ensuring competent health and safety advice is provided to the Service by suitably trained professionals. The Chief Officer can delegate responsibilities, as required, whilst remaining accountable for the actions and decisions taken.

The Chief Officer will determine and resource the strategic direction of health and safety throughout the Service, detail the SFRS organisational structure through which this Health and Safety Policy and all associated arrangements are implemented. Promote a positive safety culture by ensuring our Safety Value is embedded into everyone's thinking and actions.

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5.3 Deputy Chief Officer(s)

In the absence of the Chief Officer, the Deputy Chief Officers become responsible for discharging SFRS legal health and safety duties.

5.4 Strategic Leadership Team (SLT)

All SLT Directors and Assistant Chief Officers (ACOs) are responsible for the development of a positive safety culture within the SFRS and ensuring that our Safety Value is integrated into all SFRS business processes and key decision making.

SLT members shall ensure the availability of resources to meet the requirements of this Health and Safety Policy, all associated arrangements; and visibly demonstrate commitment to effective health and safety through the promotion, implementation and monitoring of management arrangements, improvement plans, and the effectiveness of any controls implemented.

SLT members will scrutinise management information and recognise any areas of good practice, improvement and oversee continual improvement by leading by example, undertake staff engagement, inspections, and assurance reviews. This determines the effective application of the health and safety management system and legislative compliance.

5.5 Training Safety and Assurance Board (TSAB)

The TSAB serves as the primary forum through which the SFRS Safety Value is promoted and measured, assisting the Chief Officer in the discharge of their health and safety responsibilities, determining the strategic direction of health and safety matters, operational readiness, effectiveness, monitoring health and safety performance and seeking endorsement from and advising the SLT on current or emerging risk, best practice and identifying areas for improvement.

5.6 Director of Training, Safety and Assurance

The Director of Training, Safety and Assurance is the Service's Safety Champion, has a delegated duty to act on behalf of the Chief Officer in relation to health and safety matters and is the nominated chair of TSAB.

The Safety Champion is responsible for promoting and monitoring the continual improvement of the Health and Safety Policy and all associated arrangements to ensure the effective management of health and safety, ensuring that the Board and SLT are advised of aspects of health and safety performance, and promoting a positive safety culture in accordance with our Safety Value.

5.7 Director of People

The Director of People has a delegated duty to the provide effective health surveillance as identified through risk assessment for all relevant staff.

5.8 Head of Safety and Assurance

The Head of Safety and Assurance Function is deemed to be the SFRS 'competent person' and is the service lead for Health and Safety and Operational Assurance.

5.9 Strategic Managers (Heads of Function, Area Commanders and Department Managers, etc.) and Supervisory Managers (Group Commanders, Station Commanders, etc.)

Strategic Managers and Supervisory Managers are responsible for promoting, resourcing, implementing and monitoring the Health and Safety Policy and all associated arrangements to ensure the effective management of health and safety within their area of responsibility.

To achieve this, they will appoint Safety and Assurance Co-ordinators (SAC), Safety and Assurance Liaison Officers (SALO) and Deputy SALOs who will ensure health and safety is integrated into all management processes, decisions and monitor

performance and compliance ensuring continual improvement, and promote a positive safety culture, through inspection, discussion, consultation, and engagement with staff in accordance with our Safety Value.

5.10 Premises Responsible Persons

Premises Responsible Persons (PRP) have responsibility for the implementation of Health and Safety Policy and all associated arrangements within SFRS premises. PRPs are also responsible for the sharing of the outcomes of these arrangements with separate groups, co-occupants, contractors, and visitors occupying the same premises.

5.11 Safety and Assurance Function

The Safety and Assurance Function's principal aim is to develop, implement and maintain a health and safety management system, based on the plan, do, check and act model set out in the Health and Safety Executive's guidance: Managing for Health and Safety (HSG65). This management system will develop and implement Safety and Assurance Frameworks, Management Arrangements and supporting documentation to ensure legal compliance, best practice and promote a positive health and safety culture for all SFRS staff.

The Function will continue to develop our assurance processes from implementation, review, and organisational learning to assure effectiveness and help develop an annual Health and Safety Improvement Plan, as we transition towards ISO 45001 in accordance with the <u>Safety and Assurance Strategy</u>.

5.12 Safety and Assurance Co-ordinators (SAC)

SACs have delegated authority from the Strategic Manager for overseeing the implementation of the Health and Safety Policy and associated arrangements and completion of Health and Safety Improvement Plans (HSIP) and health and safety actions from the National Safety and Assurance Board.

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5.13 Safety and Assurance Liaison Officers

SALOs are nominated Department Manager / Group Commander level with specific health and safety duties and are responsible for facilitating the implementation of this Health and Safety Policy and all associated arrangements, event investigations and HSIPs, and promoting a positive safety culture within their area of responsibility.

5.14 Employees

All SFRS staff are responsible for taking reasonable care of their own health and safety and of other persons who may be affected by their acts or omissions. By complying with management arrangements, reporting safety events, raising concerns to and engaging with management which will contribute towards our positive safety culture in accordance with our Safety Value.

5.15 Trade Unions

The SFRS is committed to working in partnership with employees and will engage, collaborate, and consult with Trade Union Representatives. Communication of health and safety matters will be through established governance and engagement arrangements.

The SFRS will provide facilities and assistance to Safety Representatives to enable them to perform their functions in accordance with the <u>Health and Safety</u>

<u>Representatives Management Arrangement</u>.

6. HEALTH AND SAFETY ARRANGEMENTS

To ensure the health and safety of our staff, visitors and contractors, the SFRS has established this Health and Safety Policy and associated arrangements to mitigate risk within the activities we undertake within our workplaces and the committees we serve.

To ensure the effectiveness of these arrangements, the SFRS have implemented a plan, do, act and check approach, based upon Managing for Health and Safety HSG65 guidance.

This SFRS Health and Safety Policy is supported by frameworks, management arrangements, generic and technical risk assessments, emergency arrangements and associated documents created to establish a robust health and safety management system designed to ensure minimum legal compliance.

With the aim of achieving a positive safety culture, legal compliance and best practice, the Safety and Assurance Function will consult with Directorates and Service Delivery Areas to produce bespoke annual HSIPs. These will be developed from identified risk-based priorities, changes in legislation, best practice, assurance reviews and lessons learned, setting realistic, measurable, and achievable key objectives in consultation with Trade Unions. Implementation of HSIPS will be monitored and progress recorded through a formalised meeting structures defined in the Safety and Assurance Engagement and Governance Management Arrangement.

To maintain continual improvement, identify good practice, assess our safety culture, and evaluate SFRS compliance with statutory duties, a series of self-compliance standards, surveys, support reviews, assurance and performance reports have been implemented. Assurance and audit processes are in development as we transition towards ISO 45001 in accordance with the <u>Safety and Assurance Strategy</u>.

The Health and Safety Department will continually communicate, consult and encourage participation with our staff, risk owners and interested parties. We will monitor and analyse changes in legislation, legal precedence and best practice in both health and safety and sector specific guidance to maintain currency of our arrangements. We will participate in audits conducted by external bodies, such as the His Majesty's Fire Safety Inspectorate (HMFSI) and/or regulators such as the Health and Safety Executive.

The Operational Assurance Department will continue to conduct debriefs, undertake audits of identified incidents and emerging trends that have potential impact on operational activity and capture any internal and external operational learning.

7. REVIEW

The SFRS is fully committed to continual improvement of health and safety performance. This Policy will be subject to review annually or as a result of:

- Changes to existing or introduction of new legislation or technology;
- Changes to organisation of the SFRS;
- Significant learning following implementation of SFRS health and safety arrangements or outcomes of major accident investigations;
- At the request of the HSE; and
- As a result of emerging research or guidance relating to SFRS health and safety matters.

All records of revisions to the Policy and Arrangements will be retained for future reference and subject to audit as required.

8. FURTHER INFORMATION

Please contact the <u>Health and Safety Department</u> for further information.

9. ASSOCIATED DOCUMENTS / REFERENCES

<u>Equality Human Rights Impact Assessment – Health and Safety Policy</u> <u>Health and Safety Policy Statement</u>

Health and Safety Representatives Management Arrangement

Our Values

Safety and Assurance Engagement and Governance Management Arrangement
Safety and Assurance Strategy 2022-2026

DCLG, Fire and Rescue Authorities: Health, Safety and Welfare Framework for the Operational Environment, 2013

HSE, Managing for Health and Safety (HSG65), 2013

Health and Safety at Work etc. Act 1974

Management of Health and Safety at Work Regulations 1999

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/16-24

Agenda Item: N/A FIO

Report to	Report to: THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						N/A F =			
Meeting Date:		19 DECEMBER 2024								
Report Title:		PMF QUARTERLY PERFORMANCE – 2024-25 Q2								
Report Classification:		For Information Only	SFRS Board/Committee Meetings ON For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					е		
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>E</u>	G	
1	Purpose									
1.1	To provid	de members with the second quarte	r perfo	rmance	e for fis	scal ye	ar 2024	4-25.		
2	Backgro	und								
2.1	Rescue information	ormance Management Framework Service (SFRS), manage our peon to inspire change and improven scal year until the roll out of a new s	erforma nent. T	ance a his frai	ind ho mewor	w we k rema	use	perforn	nance	
2.2	56 quarterly indicators and 9 national indicators were identified across dir provide senior leaders, committees and the SFRS Board with relevant inform performance. This supports those responsible for scrutiny of how SFRS delivering its Strategic Outcomes.			ation o	on our					
2.3	and thro	terly performance dashboard (& report) provide an overview for those indicators ugh the use of statistical process control charts (SPC) alerts stakeholders to deteriorating or improving or where performance is stable and in control.								
3	Main Re	port/Detail								
3.1	This pape the Board	er covers all performance indicators d.	stated	I in the	PMF i	ntende	d for ir	nformat	tion to	
3.2		note targets for KPI 32 (Carbor nent) have been amended to reflect								
3.3	 Exceptional variation: 01 - Non-domestic Building Fires 12 - Total Incidents 21 - UFAS Incidents 36 - % Subject Access within Timeframe 40 - % Invoices in 30 Days 42 - % Service Desk Requests within SLA 									
3.4	• 14	nting (long-term): 4 - Median Response Time to Life F 4 - Median Response Time to Life F								

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- 15 Median Call Handling Time for Life Risk Incidents National
- 15 Median Call Handling Time for Life Risk Incidents SDA
- 46 On Call Retained FTE

3.5 Improving (long-term):

- 09 Audits Completed
- 10 ADFs
- 18 OI Inspections
- 20 Hydrant Inspections
- 26 % Core Skills Currency
- 27 % Specialist Rescue Currency
- 46 Off Station FTE
- 50 Verbal attacks on Firefighters
- 55 Vehicle Accidents

3.6 Not changing:

- 02 Deliberate Primary Fires
- 03 Refuse and Vehicle Fires
- 04 Fire Fatalities
- 05 Fire Casualties
- 06 HFSV Conducted
- 07 % High Risk HFSV
- 08 % Partner Referral HFSV
- 11 % High Severity ADFs
- 13 Non-refuse Secondary Fires
- 16 On-Call 1st Appliance Availability
- 17 Wholetime Availability
- 19 Ops Assurance Audit Actions
- 22 % Core Skills Modules Completed
- 23 % Advanced, Support & Emerging Risks Modules Completed
- 24 % Flexi Officer Module Completion
- 25 % Incident Command Module Completion
- 28 % Training Function Currency
- 32 Carbon Emissions
- 33 Carbon Funding vs Estimated Requirement
- 35 Cyber Security Breaches
- 37 Data Breaches
- 38 % FOI within Timeframe
- 39 Confirmed Frauds
- 46 On Call Volunteer FTE
- 46 Flexi Officer FTE
- 46 Operations Control FTE
- 46 Resource Based Crewing FTE
- 46 Support Staff FTE
- 46 Rural Full-time FTE
- 47 Vacancies Rate
- 48 Turnover Rate
- 49 Absence Rate
- 51 Physical attacks on Firefighters
- 52 RIDDOR
- 53 Accidents and Injuries (excl. RIDDOR)
- 56 % YTD H&S Actions Completed

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3.7	Not known – limited data or unspecified direction;
	29 - Customer Satisfaction Rate
	30 - Assist Other Agencies Incidents
	31 - Effect Entry/Exit Incidents
	34 - Recycling Rate
	41 - % Service Desk Incidents within SLA
	43 - Portfolio Delays
	44 - Portfolio Overspend
	45 - Portfolio Cashable Benefits
	54 - Near Miss
4	Recommendation
4.1	Members are invited to review the contents of this KPI performance report. The live version
	of the report can be accessed through the Governance area of the Power Bl Landing Page.
5	Key Strategic Implications
5.1	Risk
	SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing
5.1.1	accurate performance management information from some sources due to inaccurate data
	or inadequate systems resulting in loss of confidence in reporting service performance.
5.2	Financial
5.2.1	There are no specific financial issues raised within this paper.
0.2.1	There are the opening infarital locates raised within the paper.
5.3	Environmental & Sustainability
5.3.1	There are no specific Environmental & Sustainability implications addressed in this paper.
5.4	Workforce
5.4.1	There are no workforce implications in this paper.
3.4.1	There are no workforce implications in this paper.
5.5	Health & Safety
5.5.1	There are no specific Health and Safety implications addressed in this paper.
5.6	Health & Wellbeing
5.6.1	There are no specific Health and Wellbeing implications addressed in this paper.
<i>-</i>	Tuetutuu
5.7	Training There are no energific Training implications addressed in this paper
5.7.1	There are no specific Training implications addressed in this paper.
5.8	Timing
5.8.1	Some performance indicators rely on manual collation of data and are a 'snapshot' in time
	(2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant
	business areas business practices.
5.9	Performance
5.9.1	All performance measures reported are linked to Strategic Outcomes 1, 2, 4, 5 & 6.
5.10	Communications & Engagement
5.10.1	There are no specific Communications & Engagement implications addressed in this
	paper.
5.11	Legal
5.11.1	There are no specific Legal implications addressed in this paper.
5.12	Information Governance
5.12.1	DPIA completed - No

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5.13	Equalitie						
5.13.1	EHRIA c	ompleted - No					
5.14	Service						
5.14.1	Performance measures reported for Strategic Outcomes 1 & 2 are linked to Service						
	Delivery.						
6	Core Bri	ef					
6.1			gic Planning, Performance and Communications presented the				
	quarterly	SLT & Board Pe	erformance Report for 2024-25 Q2 to SFRS Board. The live report				
	can be a	ccessed in the G	Sovernance area of the Power BI Landing Page.				
7		•	d/Committee Meetings ONLY)				
7.1	Director: Mark McAteer						
7.2	Level of	Assurance:	Substantial/Reasonable/Limited/Insufficient				
	(Mark as appropriate)						
7.3	Rational	Rationale: The service has continued to develop its approach					
			performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management				
			Framework, is now live and available across the service with a				
			pdf version made available to the public. Scrutiny of service				
			performance is evident across the service, at executive level				
			and by the SFRS Board at committee and board level.				
8	Appendi	ces/Further Re	ading				
8.1	Appendix	A: PDF copy of	of the SLT & Board Performance Report				
8.2	Further Reading:						
	 Link t 	o Power Bl Land	ding Page.				
Prepared	d by:	Chris Fitzpatrio	Chris Fitzpatrick, Business Intelligence and Data Services Manager				
•		Richard Whette	on, Head of Corporate Governance, Strategic Planning,				
Sponsor	ed by:		and Communications Directorate				
		Mark Mantagr	Director of Strategic Planning Performance and				
Presente	ed by:	Mark McAteer, Director of Strategic Planning, Performance and Communications					
	Communications						
Links to	Ctrotom	and Cornorato	Values				

Links to Strategy and Corporate Values

Strategy
Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm

Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks

Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions

Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public

Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	20 November 2024	For scrutiny
SFRS Board	19 December 2024	For information

Version 1.0: 04/12/2024



SCOTTISH

SFRS Board/SLT Performance Report



Latest quarter shown: 2024-25 Q2

Previous report



FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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









Welcome

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

Our <u>Performance Management Framework 2023-24</u> defines these corporate performance measures, whilst the <u>Strategic Plan 2022-25</u> outlines the high-level outcomes through which the Service will continually work towards its overall purpose.

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

Key contact: Bl@firescotland.gov.uk

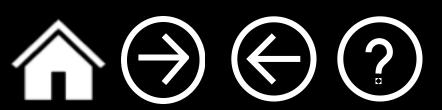




LIVE MANAGEMENT INFORMATION

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

SCOTTISH FIRE AND RESCUE SERVICE





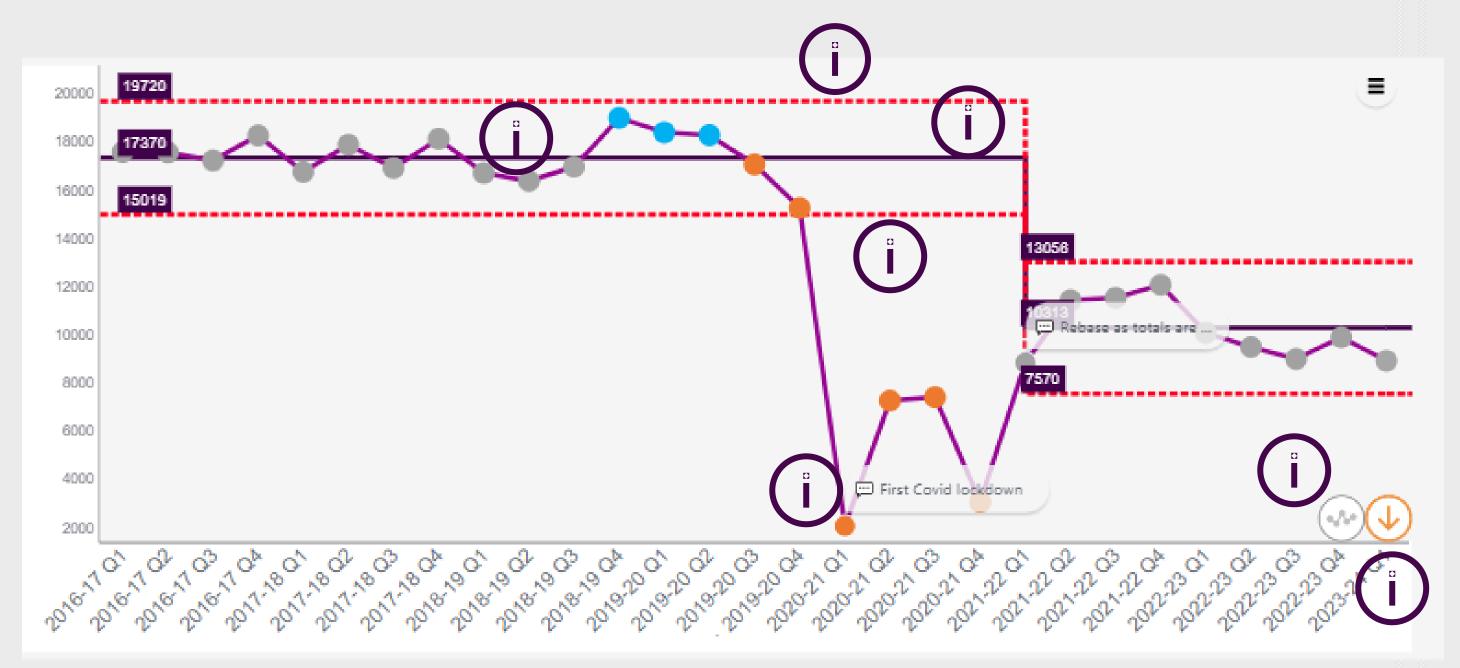
This report presents data over time for each of the quantitative performance measures as detailed in the <u>Performance Management Framework 2023-24</u>, broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

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

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

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



Above: anatomy of a SPC chart

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

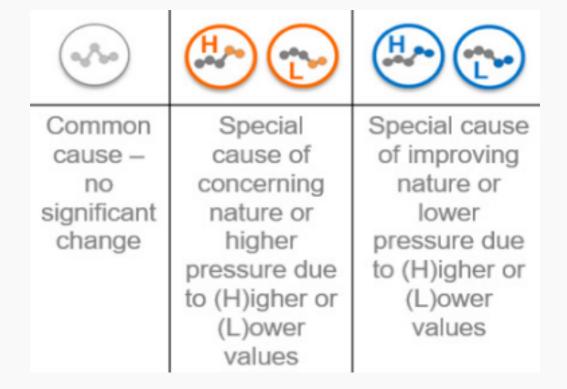
Normally data points will fall between the upper and lower control limits. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.

A BLUE data point indicates where improvement appears to lie.

A **GREY** data point indicates no significant change (common cause variation) as well as the baseline.

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



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

Data source for this report:

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



Frequency of update:

This report will be updated quarterly.



OUTCOME 01 (Prevention & Protection)

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



OUTCOME 02 (Response)

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



OUTCOME 03 (Innovation & Modernisation)

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



OUTCOME 04 (Climate Change)

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



OUTCOME 05 (Effective Governance &

Performance)

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



OUTCOME 06 (People)

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



OUTCOME 07 (Partnership)

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















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

KPI ▲	Indicator	Purpose	Geography	Frequency	Target	Business Area
01	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
02	Number of deliberate primary fires	SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
03	Number of refuse and vehicle fires	SFRS aims to support business owners and individuals to increase the safety of their premises and property	National	Quarterly	Reduce against previous year	Service Delivery Areas
04	Number of fire fatalities	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occuring is a key goal.	National	Quarterly	Reduce against previous year	Service Delivery Areas
05	Number of fire casualties	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.	National	Quarterly	Reduce against previous year	Service Delivery Areas
06	Number of Home Fire Safety Visits conducted	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occuring is a key goal.	National	Quarterly	50,000 (annually)	Prevention, Protection and Preparedness
07	% of Home Fire Safety Visits conducted for vulnerable groups	The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method used to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.	National	Quarterly	Increase against previous year	Prevention, Protection and Preparedness
08	% Home Fire Safety Visits from partner referrals	The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method use to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.	National	Quarterly	Track (2023/24 tracking is required to set a baseline)	Prevention, Protection and Preparedness
09	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	The KPI measures the number of audits undertaken within the service during the period against the number identified by LSO area at the commencement of a year. The LEDPs are the responsibility of the LSO and area to complete which will identify the premises that require auditing for that year in accordance with the perceived risk. Overall, it demonstrates the effective delivery of enforcement in non domestic premises in the Service.	National	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)	Prevention, Protection and Preparedness
10	Total number of accidental dwelling fires	SFRS has committed to preventing problems from arising by engaging with partners and communites to reduce risk and encourage positive behavioural change within homes	National	Quarterly	Reduce against previous year	Service Delivery Areas
11	% of accidental dwelling fires classed as High Severity	SFRS has committed to preventing problems from arising by engaging with partners and communites to reduce risk and encourage positive behavioural change within homes	National	Quarterly	Reduce against previous year	Service Delivery Areas



PURPOSE:











LIVE MANAGEM INFORMAT

Prevention and Protection

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





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



Ø

Reduce against previous year

OWNER:

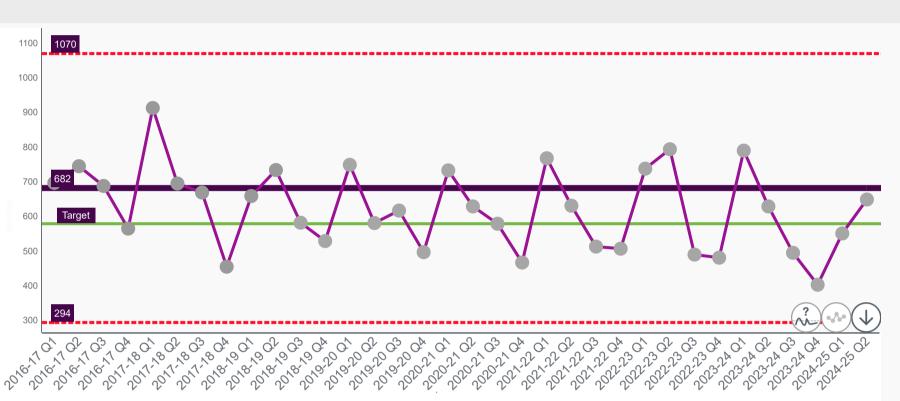
Head of Service Delivery - East

SUMMARY

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

KPI 2Deliberate Primary Fires

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



S

Reduce against previous year

OWNER:

Delivery - East

Head of Service

SUMMARY

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

KPI 3

PURPOSE:

Refuse and Vehicle Fires

and property

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



0

Reduce against previous year

OWNER:

Delivery - East

Head of Service

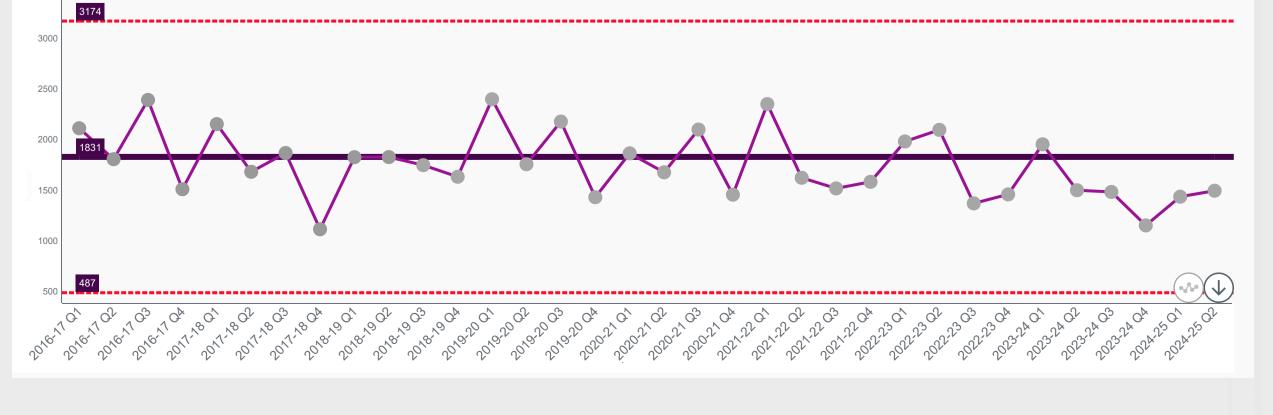
SUMMARY

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

<u>Accidental</u> Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



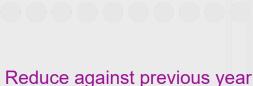
KPI 4

PURPOSE:

Prevention and Protection

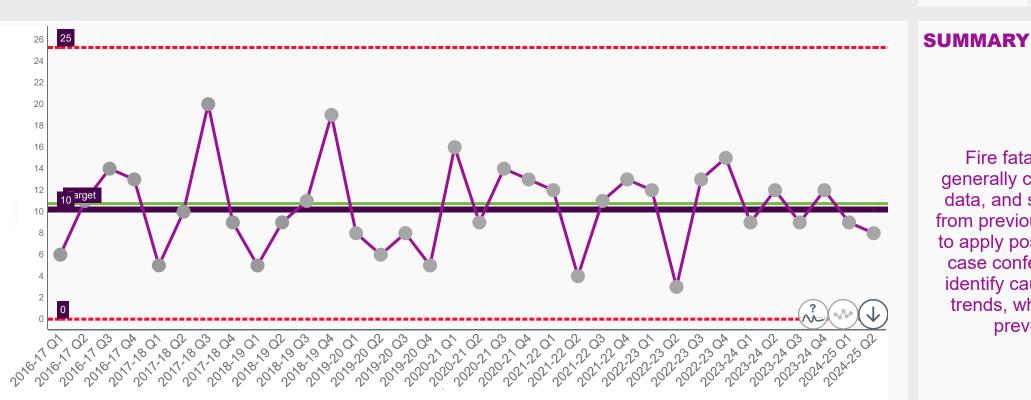
Community safety and wellbeing improves as we deploy





OWNER:

Head of Service Delivery - East



Building Fire Fatalities

SFRS aims to refocusing our preventative activities to address issues of social, economic and

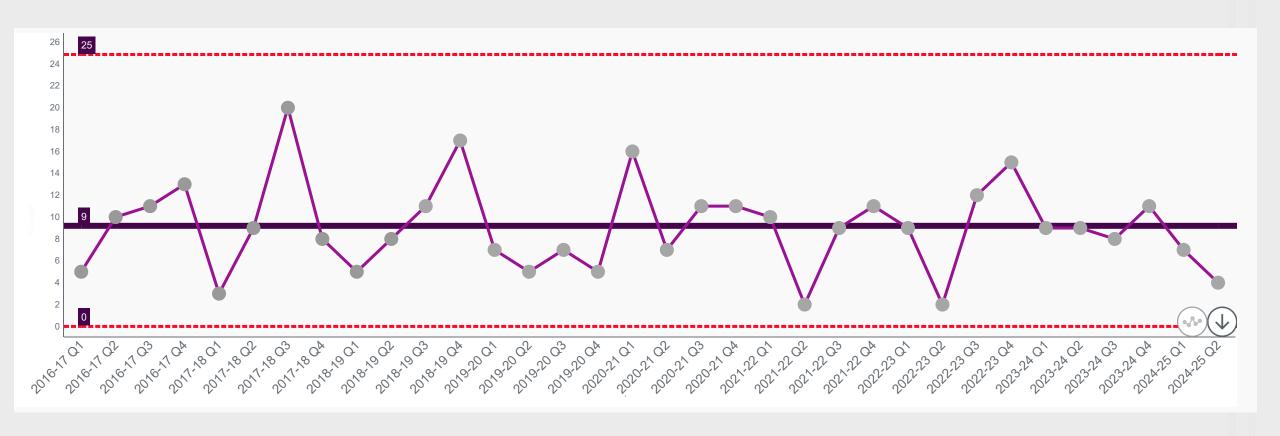
health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this

occuring is a key goal.

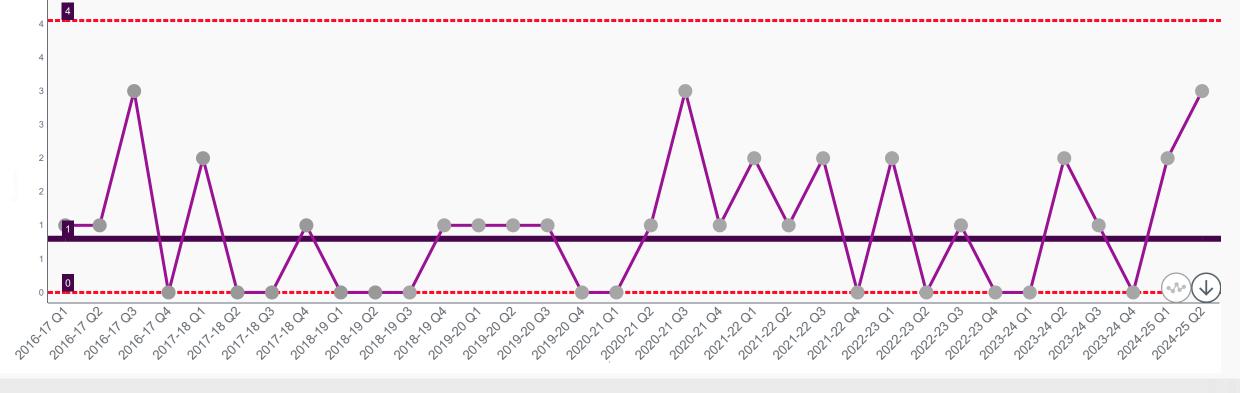
Fire Fatalities

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

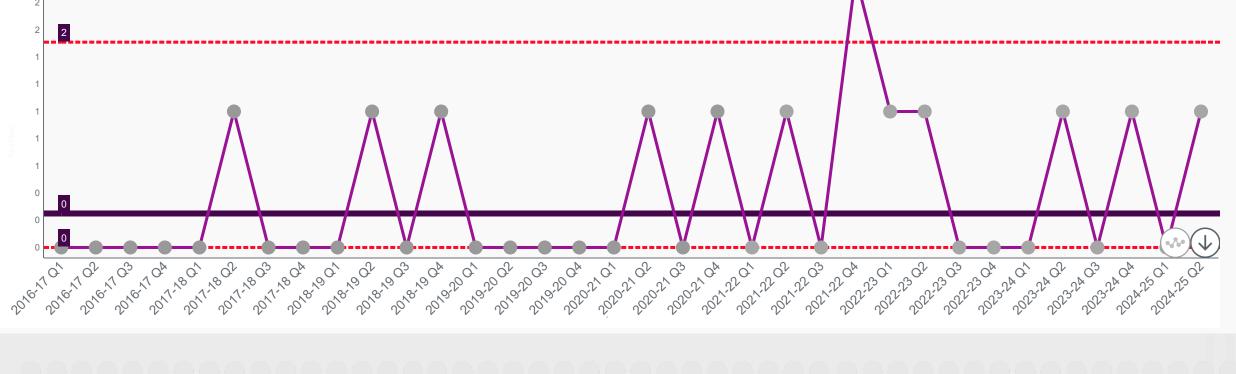
Fire fatality numbers remain generally consistent with previous



Vehicle Fire Fatalities



Outdoor Fire Fatalities



Fire Casualties

Shift to reflect a long.

20,870,87003

2018/201

KPI 5

PURPOSE:

300

250

200

150

100

50

250

SFRS aims to refocusing our preventative activities to address issues of social, economic and

health inequalities and sustained behaviour change in the home. This should reflect reduced

victims of fire.



OWNER:

Head of Service

Delivery - East

Reduce against previous year

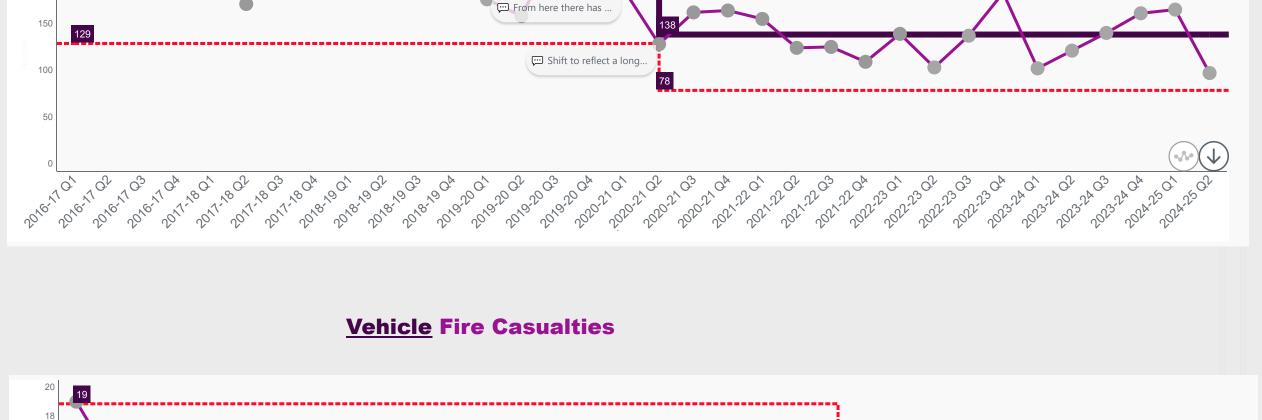
multi agency case study approach.

Our main prevention activity will

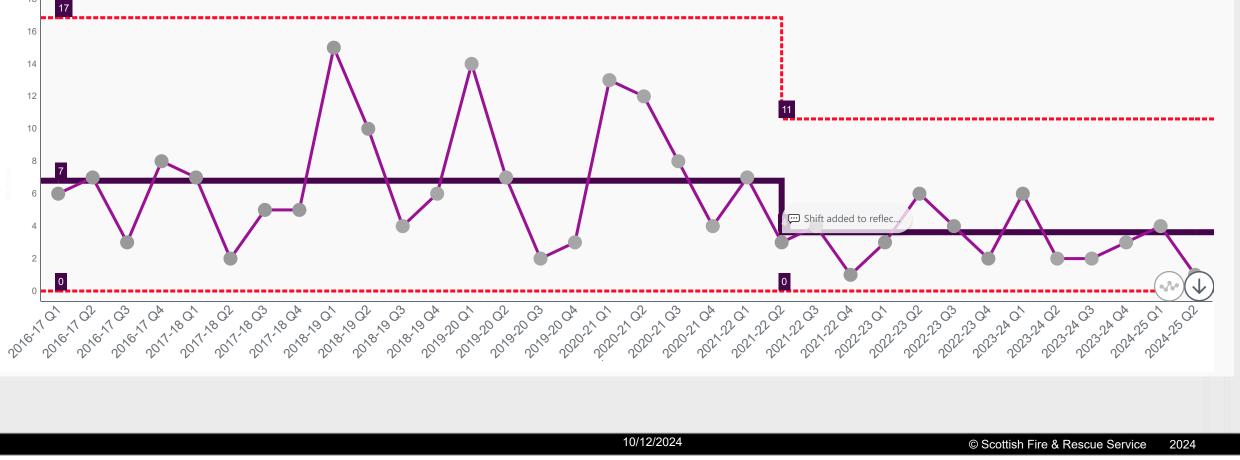
continue to be Home fire safety

visits and community education. Serious fire casualties will include

Building Fire Casualties







PURPOSE:

20000

18000

14000

12000

10000

8000

6000

4000

KPI8

KPI 9

3000

2500

PURPOSE:

19717

15022

Target

FIRE AND RESCUE SERVICE











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

Set shift here as new process is now

First Covid lockdown

SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities.

Fire Fatalities is the most severe outcome of any fire and reducing this occuring is a key goal.

Prevention and Protection



50,000 (annually)

OWNER:

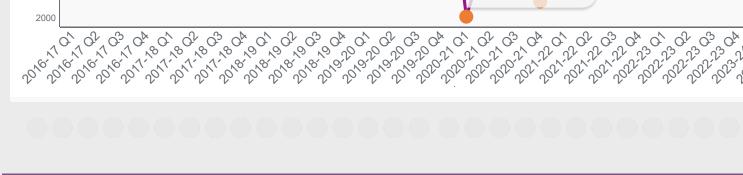
Head of Prevention,

SUMMARY

Protection and Prepare...

reporting periods post covid. Work is ongoing by the PPP Directorate to deliver a revised visit (early 2025). This provides an opportunity to review HFSV performance and how it is scruitinsed, taking into consideration operational and wider prevention activities.

Performance is similar to other





Increase against previous year

Head of Prevention,

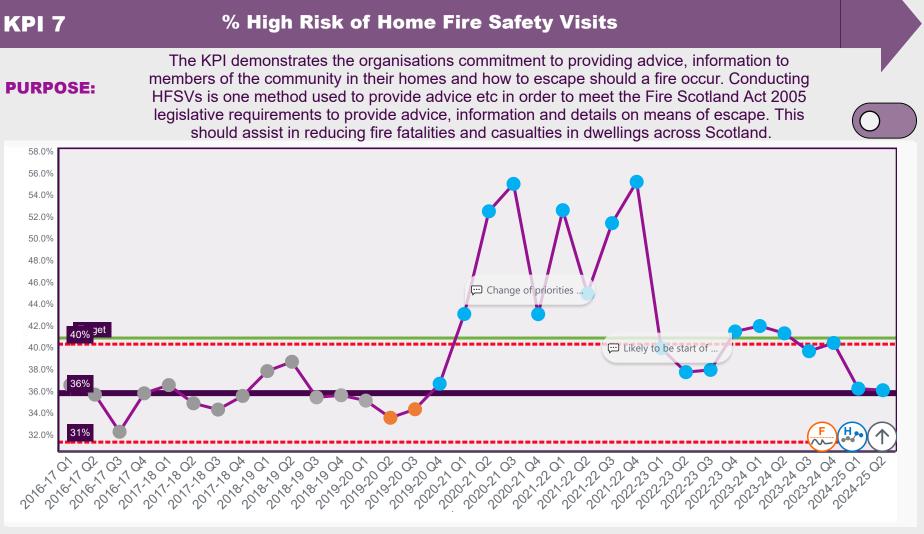
SUMMARY

OWNER:

Protection and Prepare...

the new HFSV Data Sharing Framework will assist SFRS in receiving high risk HFSV referrals. Moving forward there will no longer be Low, Medium and High categories, with all HFSVs targeted at individuals consider a higher risk of fire.

The work to sign up partners to





required to set a baseline) Head of Prevention,

Track (2023/24 tracking is

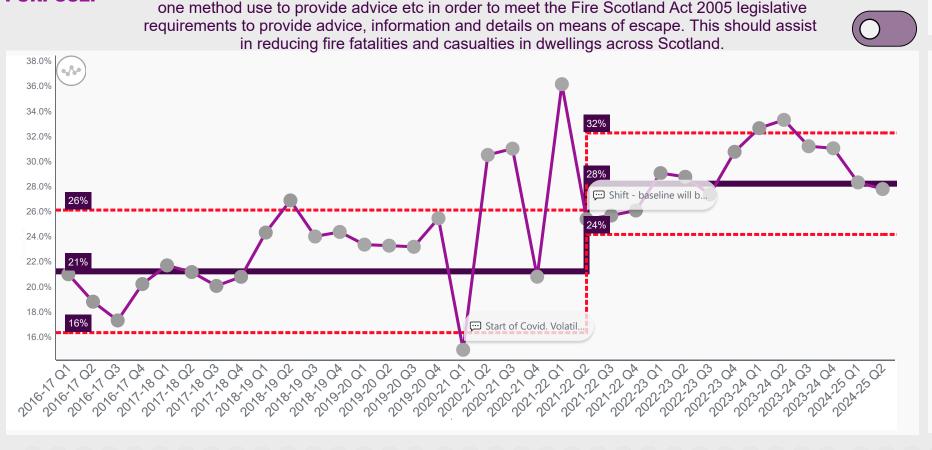
SUMMARY

Protection and Prepare...

underway to identify all current and potential partners to sign up to a new Data Sharing Framework. This includes detailing the new criteria, referral methods, and providing risk recognition training to partner agency staff.

In support of the revised HFSV

launch in early 2025, work is



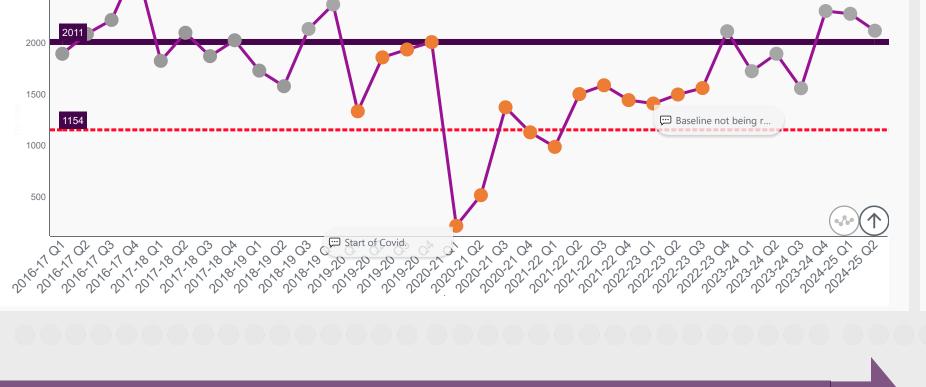
Fire Safety Audits Completed

The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is

% Partner Referral of Home Fire Safety Visits

PURPOSE: the LSO and area to complete which will identify the premises that require auditing for that year in accordance with the perceived risk. Overall, it demonstrates the effective delivery of enforcement in non domestic premises in the Service.

The KPI measures the number of audits undertaken within the service during the period against the number identified by LSO area at the commencement of a year. The LEDPs are the responsibility of





Head of Prevention,

Protection and Prepare...

100% of premises identified

within the Local Enforcement Delivery Plans (LEDP)

SUMMARY

increased consultation work relating to BESS developments across Scotland though still maintain a reasonable performance in managing audit activity. With vacancies reducing and competence increasing through training, targets are expected to improve.

LSO Areas have experienced



KPI 10

KPI 11

11.0%

10.0%

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

Accidental Dwelling Fires





SUMMARY

Head of Service Delivery - East

Reduce against previous year

Continue to target those most at risk within the community through home fire safety visits and other

prevention activities. This should be data led and enhanced by working with local community partners.

SFRS has committed to preventing problems from arising by engaging with partners and **PURPOSE:**

% of accidental dwelling fires classed as High Severity





Head of Service Delivery - East

Reduce against previous year

SUMMARY

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

9.0% 8.0% 6.09 5.09 4.0% 3.0% 218,018,03 2017.78 03 201819 CA 2022, 02 2022, CA 2017.18 01 2017/18/02 2017.1804 2018/201 2010/2001 2019:20 02 20,000 2019:20 04 2020-27 01 20222 202,2201 202,22 02 2021.22 03 2022-22 OA 20222302 20222303 2022-23-01

10/12/2024

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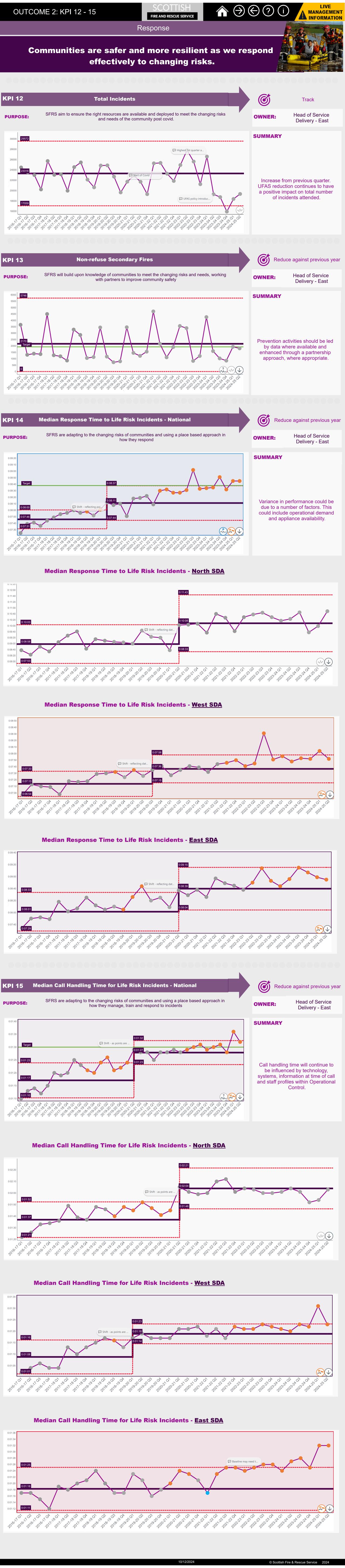
Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

KPI ▲	Indicator	Purpose	Geography	Frequency	Target	Business Area
12	Number of incidents attended	SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.	National	Quarterly	Track	Service Delivery Areas
13	Number of non-refuse secondary fires	SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - SDA	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	SDA	Quarterly	Reduce against previous year	Service Delivery Areas
15	Call Handling Times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents	National	Quarterly	Reduce against previous year	Service Delivery Areas
15	Call Handling Times to life-risk incidents - SDA	SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents	SDA	Quarterly	Reduce against previous year	Service Delivery Areas
16	On Call first appliance availability	Percentage of time On Call fire appliances (stations) are available to respond to operational incidents.	National	Quarterly	Increase against previous year	Operations
17	Wholetime appliance availability	Percentage of time wholetime fire appliances are available (on the run) this data comprises both dayshift availability and nightshift availability.	National	Quarterly	% compliance against confidence levels	Operations
18	Number of inspections carried out in line with Operational Intelligence Framework	The number of fully completed OI inspections carried out. Premises that require OI inspections are categorised as Very High, High, Medium, Low or Very Low risk level.	National	Quarterly	Track	Prevention, Protection and Preparedness
19	Number of audit actions arising from Operational Assurance processes	This KPI demonstrates the number of significant recommendations identified through Operational Assurance Debrief Processes. To be included in a reporting period, these recommendations have to be approved by the Safety and Assurance Sub Group (SASG).	National	Quarterly	Track	Safety and Assurance
20	Number of hydrant inspections carried out	Hydrant inspections have a role in ensuring public safety and effective emergency response. Hydrants serve as critical water sources for operations, and their functionality is paramount during emergencies.	National	Quarterly	Track	Prevention, Protection and Preparedness
21	Number of Unwanted Fire Alarm Signal incidents attended in non- domestic premises	SFRS aim to more efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.	National	Quarterly	Reduce against previous year	Service Delivery Areas
22	% of completion of Operational Core Skills modules against training requirement	Percentage of completion of Operational Core Skills modules against Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.	National	Quarterly	95%	Training
23	% of completion of Advanced, Support and Emerging Risks Modules against training requirement	Percentage of completion of Advanced, Support and Emerging Risks Modules against the Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.	National	Quarterly	95%	Training
24	% completion of Flexi Duty Officers against training programme	Percentage of completion of Flexi Duty Officer Modules against the Training for Operational Competence Framework which cover Flexi Duty Officers.	National	Quarterly	95%	Training
25	% of completion of Incident Command currency following National Training Standards	Percentage of completion of Incident Command currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.	National	Quarterly	91%	Training
26	% of completion of Core Skills currency following National Training Standards	Percentage of completion of Core Skills currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.	National	Quarterly	73%	Training
27	% of completion of Specialist Rescue currency following National Training Standards	Percentage of completion of Specialist Rescue currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.	National	Quarterly	92%	Training
28	% of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan	Percentage of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan	National	Quarterly	95%	Training
29	Training Function Course Delivery (Candidate Satisfaction %)	Percentage of candidate satisfaction against Training Function Course Delivery	National	Quarterly	95%	Training
30	Number of incidents attended at the request of other agencies	SFRS are committed to training with partners to improve community safety and effectively manage incidents.	National	Quarterly	Track	Service Delivery Areas
31	Number of effect entry/exit incidents attended	SFRS aims to ensure we are focused on effective and appropriate response to the changing risks within our communities	National	Quarterly	Track	Service Delivery Areas

10/12/2024



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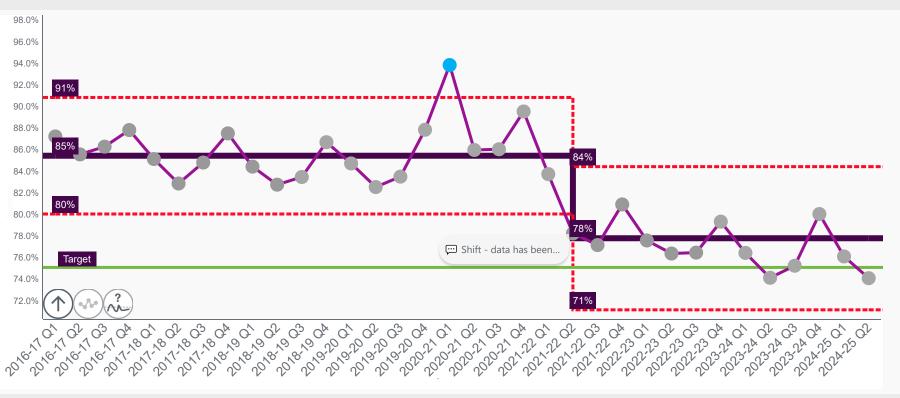
Response

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





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





Increase against previous year

OWNER:

Head of Operations

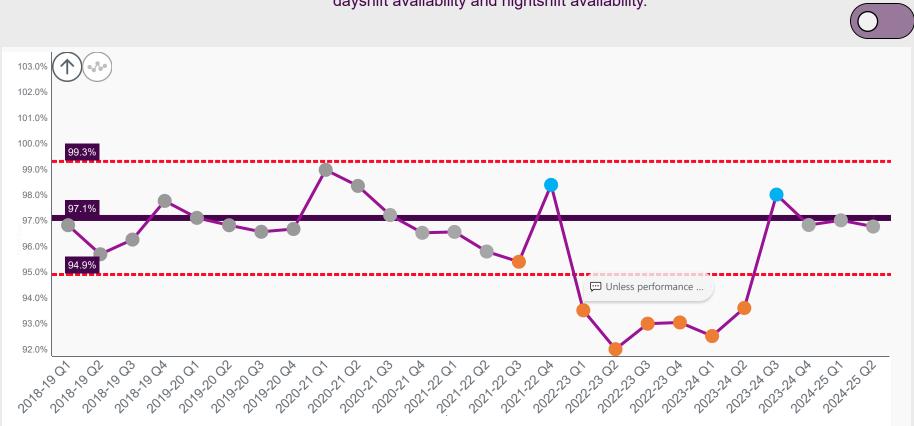
SUMMARY

On Call team working with People to formalise arrangements for Bank Working to support availability. Evaluation of pilot within PKAD where wholetime personnel are being used to support On Call availability on A9 corridor. Introduction of additional Retainer Bandings to improve On Call recruitment,



dayshift availability and nightshift availability.

Percentage of time wholetime fire appliances are available (on the run) this data comprises both



OWNER:

Head of Operations

% compliance against

confidence levels

SUMMARY

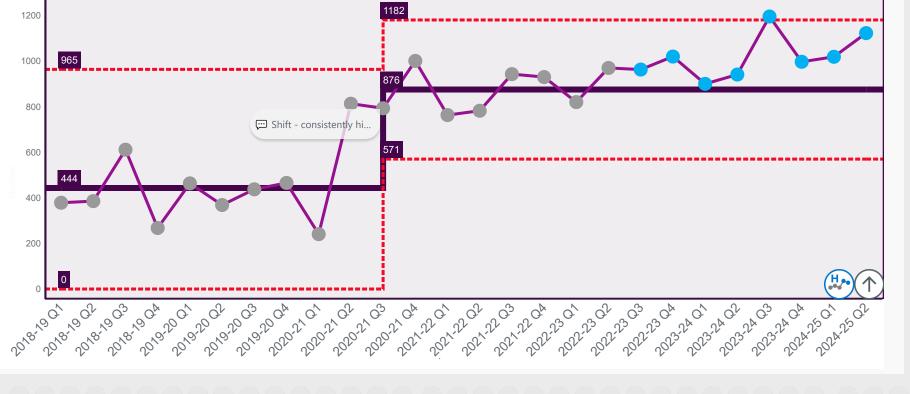
support from the Operational Availability Group (OAG). A hierarchy of management controls—such as Detached Duties, Out of Pattern Roster Reserve, Flexi Payback and Volunteering for Duty—are fully utilised.

Appliance availability is managed by

Operations Central Staffing, with

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

Operational Intelligence Inspections



OWNER:

Head of Prevention,

otection and Preparedn...

Track

SUMMARY

of LSO Areas. The OI Department monitor OI performance output.

OI inspections are the responsibility

KPI 19

PURPOSE:

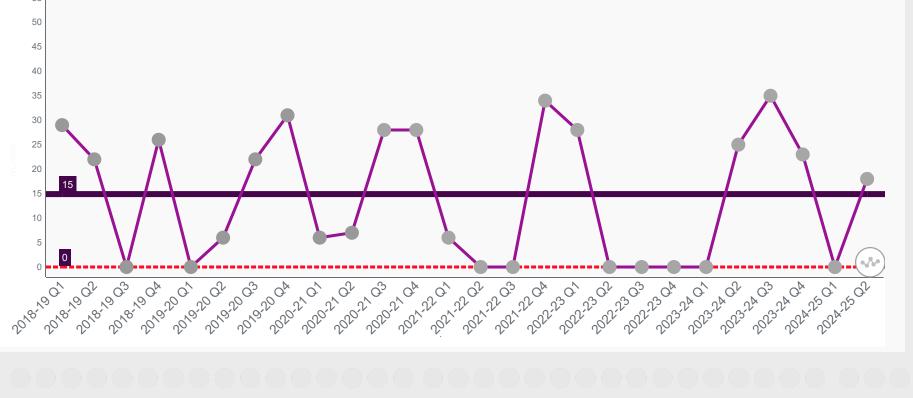
KPI 17

PURPOSE:

KPI 18

This KPI demonstrates the number of significant recommendations identified through Operational Assurance Debrief Processes. To be included in a reporting period, these recommendations have to be approved by the Safety and Assurance Sub Group (SASG).

Ops Assurance Audit Actions



OWNER:

Head of Safety and Assurance

Track

SUMMARY

18 actions were added to the Organisational Learning Group tracker from 2 debriefs in Q2. These actions continue to be progressed by the risk owner and managed through the OLG.

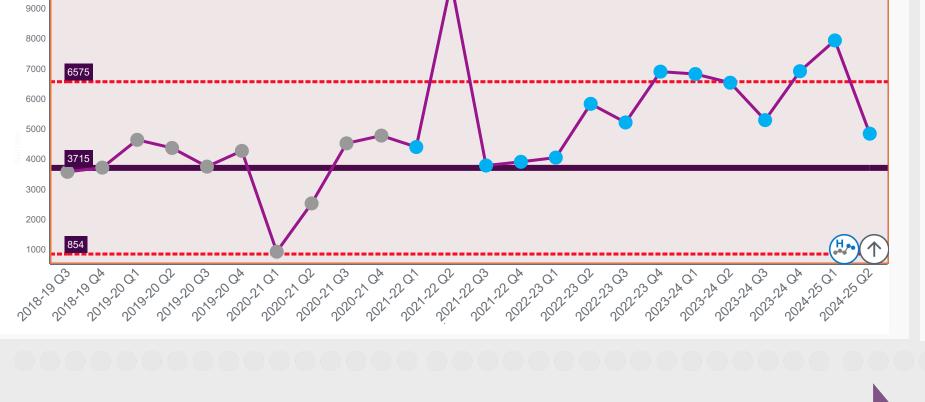
KPI 20

PURPOSE:

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

Hydrant Inspections

10000



emergencies.



Head of Prevention. Protection and Prepare...

Track

SUMMARY

average KPI due to seasonal weather and daylight hours.

During Q2 the number of hydrant

inspections has remained above the

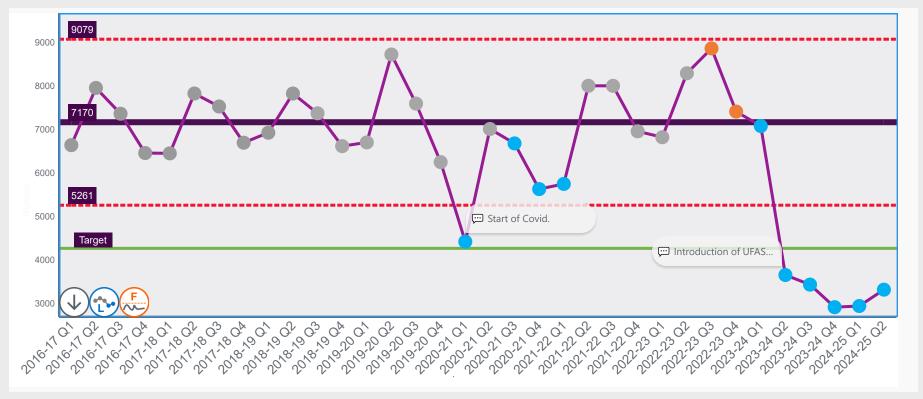
KPI 21

PURPOSE:

SFRS aim to more efficiently responding to false fire alarm calls and improving road safety by

Unwanted Fire Alarm Signal (UFAS) Incidents

reducing the number of blue light journeys we make to them.





Reduce against previous year

SUMMARY

Head of Service

Delivery - East

Slight increase in UFAS and we will continue to engage with duty holders to highlight their responsibilities and continue to apply robust call challenging procedures within ops control.

KPI 22

PURPOSE:

95.0%

90.0%

85.0%

80.0%

75.0%

70.0%

PURPOSE:

92%

86%

84%

82%

80%

78%

76%

KPI 24

90.0%

85.0%

80.0%

75.0%

70.0%

KPI 25

KPI 26

KPI 27

Target

74%

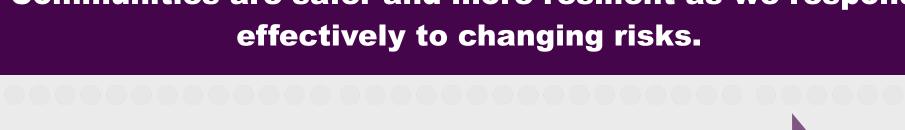
Train

Target

n-call/ Day Duty

Response

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



% Core Skills Modules Completed

Note: historic data has been removed as the methodology changed in

2022-23 Q1 and is incompatible with the current approach

Percentage of completion of Operational Core Skills modules against Training for Operational

Competence Framework which covers Wholetime/On-call/ Day Duty Systems.



95%

OWNER:

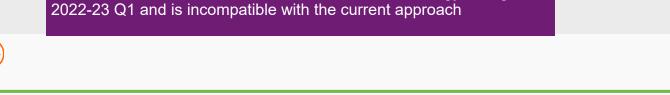
SUMMARY

Head of Training

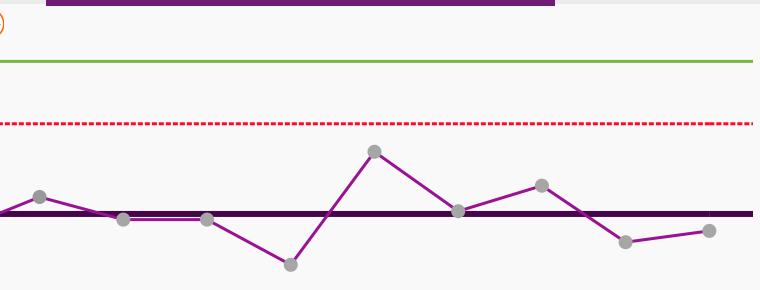


On-call colleagues face ongoing challenges due to the time required for Training, which is impacted by the available time they have. The limited number of computers and connectivity issues further hinder completion rates. The Learning & E-Development team continues to provide support as needed.





Note: historic data has been removed as the methodology changed in



OWNER: Head of Training

95%

SUMMARY

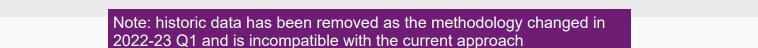
completion rates across Wholetime, On-Call (Retained), and Day Duty groups. However, there has been a slight decrease in completion rates for On-Call Volunteers.

95%

Head of Training

There has been a slight increase in

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



% Flexi Officer Module Completion



OWNER:

SUMMARY

Training for Operational Competence (TfOC) shows an increase compared to the previous quarter. Ongoing communication within this cadre will continue, to encourage completion rates.

91%

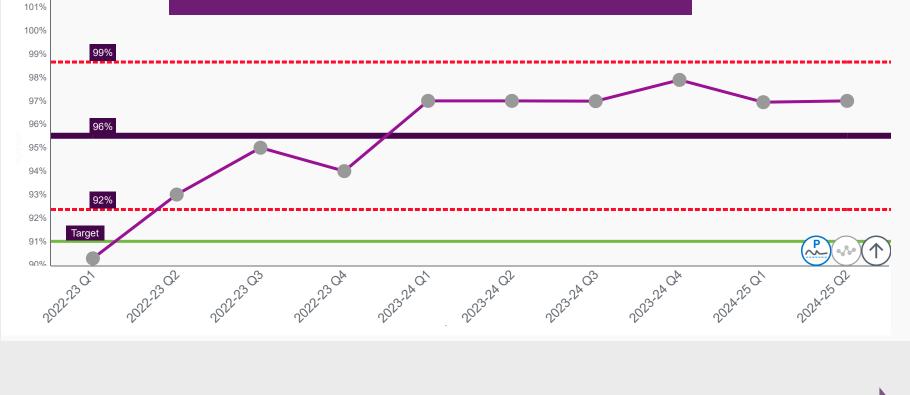
Head of Training

The Flexi Duty Officer (FDO)

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

Note: historic data has been removed as the methodology changed in 2022-23 Q1 and is incompatible with the current approach

% Incident Command Course Currency



OWNER:

SUMMARY

Q2 of 2024-25 showed Incident Command completion rates remaining high, with only a small decrease across the Incident Command Level 2 courses. However, all courses continue to remain above target levels.

SUMMARY

OWNER:

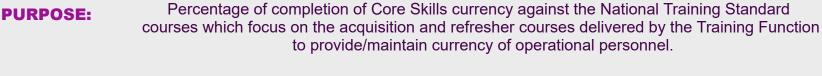
Head of Training

73%



increase in completion rates across all core skills. The Breathing Apparatus Recovery Plan continues to make a positive contribution.

Q2 of 2024-25 showed a continued



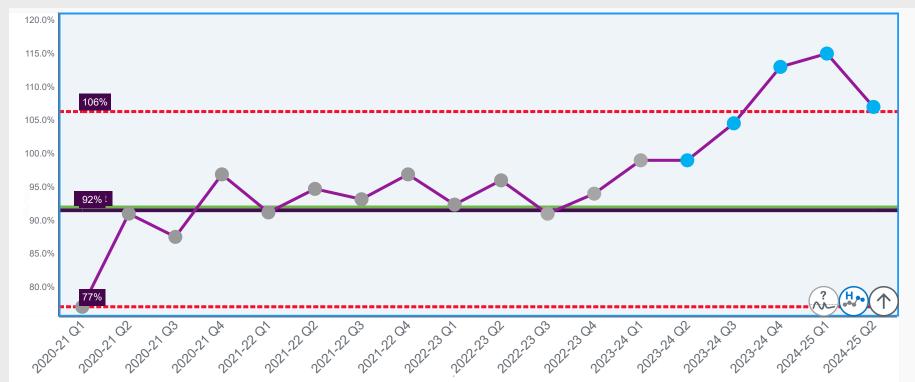
% Core Skills Currency



Percentage of completion of Specialist Rescue currency against the National Training Standard **PURPOSE:**

courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

% Specialist Rescue Currency





Head of Training

92%

SUMMARY

Q2 of 2024-25 showed a slight decrease in completion rates across 3 out of the 5 specialist skills. However, rates continue to remain above set targets.

KPI 28

96.5%

96.0%

95.5%

2020:21 01

PURPOSE:

PURPOSE:

Target

2020-20-20

2020-21 04

202,22 02

2020-21 03







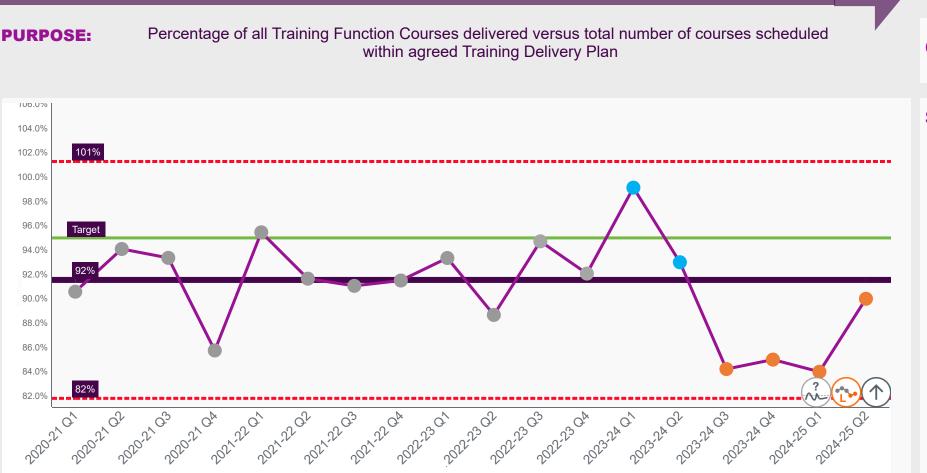




Response

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





% Training Function Currency

95%

OWNER:

Head of Training

SUMMARY

During Q2 2024-25, the Training
Function achieved a 90%
completion rate, meeting established
Key Performance Indicator (KPI)
compliance levels. This success
aligns with our commitment to
delivering high-quality training
despite operational challenges.



©

95%

OWNER:

Head of Training

SUMMARY

Following the drop recorded in Q1 due to the new electronic feedback process, Q2 shows an increase in candidate satisfaction which remains above target. The change in the feedback process is providing the Training Function with more qualitative feedback.

KPI 30 Assist Other Agencies Incidents

202,22 02

202,2203

2021.22 04

2022301

2022302

2022303

2022304

2023-24-02

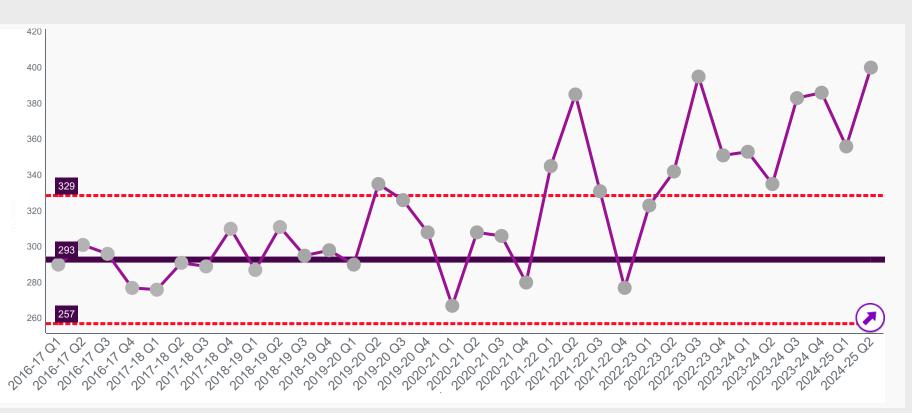
2023-24-03

2023-2A-QA

2021-2502

2021-2501

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



6

Track

OWNER:

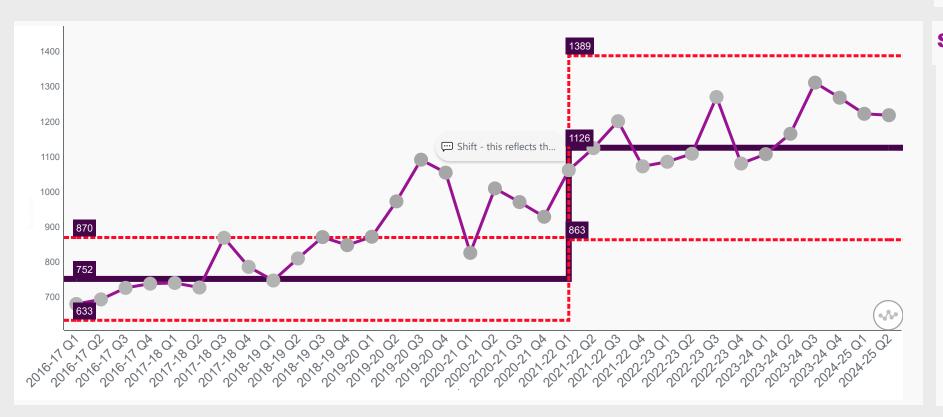
Head of Service Delivery - East

SUMMARY

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

KPI 31 Effect Entry/Exit Incidents

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





Track

Head of Service Delivery

OWNER.

- East

SUMMARY

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









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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

Operations

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

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

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

<u>ICT</u>

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

- Microsoft Bookings this has been used to allow customers within the service to book in for appointments when having Flexi Duty Officer Car Cradles upgraded, radio upgrades and previously Getac installs. We are planning on using this method in a larger scale capacity going forward in the national rollout of installs across the 3 ARCS when installing the CF33 MDTS, and the Handfree R5s.
- ArcGIS and ArcGIS Workforce we are utilising the apps available currently in the service to aid logistical planning, work assignments and essentially live data reporting when rolling out the installations on a national level. This will ensure all device information, install status and completions are captured in one area before handing over the final assets register to ICT. Processes will be streamlined and updated as a result of this.
- Asset Registry we are actively looking at the requirements of the service going forward. Emergency Services Network (ESN) will bring in a whole new batch of secured network devices into business as usual. There is a requirement to have accurate information on the locations of these devices and the audit trails around this. work is ongoing to future proof any issues we currently face when documenting, locating and reporting on certain devices and their installed vehicles / location. Work is ongoing with the ICT business services team to create an app that will ensure we are covering all data sources. This will future proof the services data and reporting methods, while modernising and streamlining processes.

Service Delivery

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

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

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

- North SDA, Western Isles; In response to the events at a Shiny Match in Strathpeffer in March where two of our firefighters saved the life of their friend and colleague, when he suffered a cardiac arrest, local SFRS personnel have collaborated with charity Lucky2BHere to launch a series of defibrillator awareness evenings for sports teams across the Western Isles. Over 60 participants have now learned the basics of CPR and how to be use a defibrillator they have also been made aware of Home Fire safety Visits, how to keep themselves and family members safe, ongoing recruitment and the current consultation.
- East SDA, Clackmannanshire, Fire and Stirling: Actively looking at collaborating with NHS Fife to support the use of rural stations/on call to support outreach clinics for respiratory patients in the community. This will have joint benefits allowing SFRS to engage with and target high risk individuals living with long-term health issues who may use oxygen therapy, whilst supporting NHS issues with encouraging rehab in areas where main clinics are difficult for patients to reach.
- West SDA, Lanarkshire: Promoting innovative realistic training and partnership working by encouraging and supporting Watch and Crew Commanders to co-ordinate training events within the Area, sourcing training venues, carrying out risk assessments and co ordinating training scenarios, supported by the Area Training Team. The scenarios give the opportunity to be Incident Command at 3, 4 and 5 pump simulated incidents. Trainees are also attending these training scenarios whilst on and off duty, further developing them and their skills whilst in a training environment creating a greater knowledge and understanding of Firefighter Safety. Events have been held in collaboration with Operational Control, Scottish Ambulance Service (SAS) and Lanarkshire Council. The success has led to SAS requesting that their trainee and instructional staff be invited to attend all future events due to the realistic training received by their students on these occasions.









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

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



PURPOSE:

PURPOSE:











Climate Change

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



KPI 32 Carbon Emissions

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



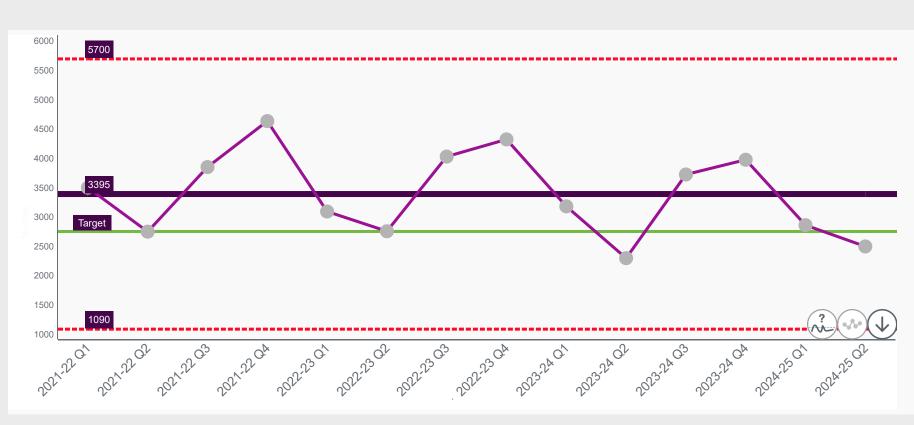
Reduce annually by 6%

OWNER:

Head of Asset Management

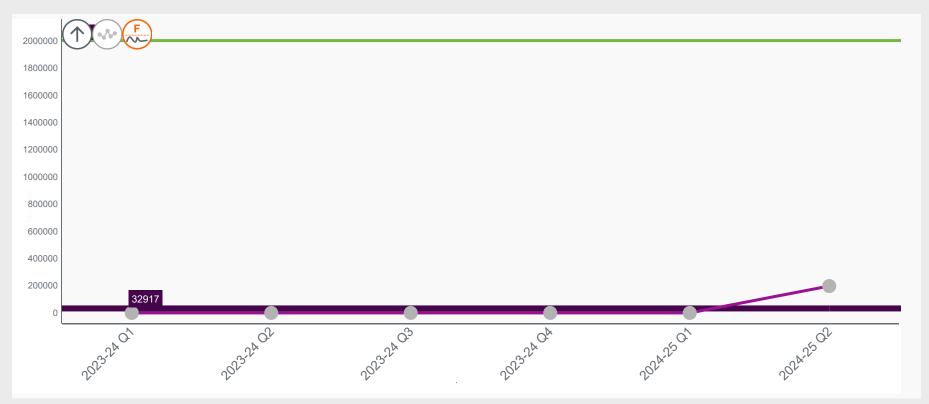
SUMMARY

Total emissions from quarters 1 and 2 equal 48.6% of the annual target. This exceeds where we would hope to be following the warmest and lightest months of the year. Quarters 3 and 4 are typically 20-25% higher than Q1's & 2 and therefore we would expect to exceed our annual target.



KPI 33 Carbon Funding vs Estimated Requirement

Major factor in organisationsal carbon emmissions - prerequisite to success in meeting carbon targets.



@

100% of estimated funding

OWNER:

Head of Asset Management

SUMMARY

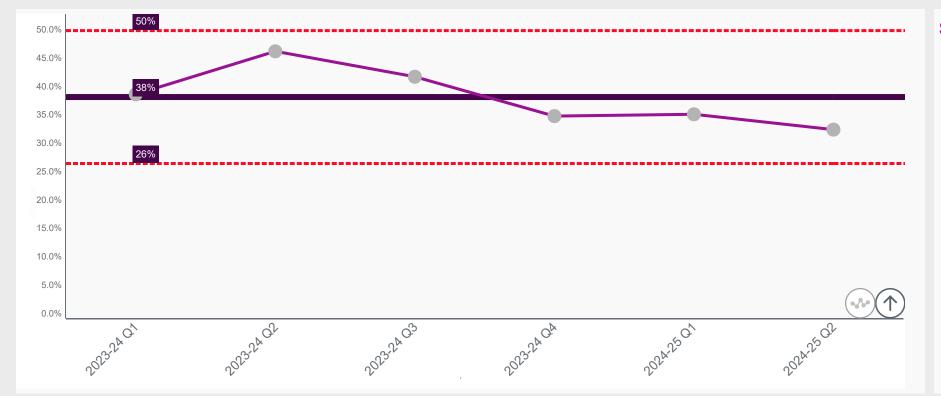
Unfortunately, due to high demand the Scottish Government's GPSEDS grant fund was closed 6 weeks into 2024/25, therefore we have been unable to supplement the internal funding allowance. There is no further information available on when the next funding pot will open.

KPI 34

PURPOSE:

Recycling Rate

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





Increase annually by 5%

OWNER:

Head of Asset Management

SUMMARY

A recycling improvement project was delivered across 5 stations during February - August with positive results. Further work and support is required at a local level as it is behavioral change that will drive improvements.









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

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
35	Number of Cyber Security Breaches	To record the number of successful cyber breaches experienced by the Service	National	Quarterly	0	Information and Communication Technology
36	% of subject access requests responded to within the statutory timescales	Demonstrates if we are meeting the statutory timescales of GDPR/Data Protection legislation	National	Quarterly	95%	Corporate Communications
37	Number of Data Breaches	Demonstrates if staff are comlying with GDPR/Data Protection legisation to avoid data breaches	National	Quarterly	0	Corporate Communications
38	% of FOIs responded to within statutory timescales	Demonstrates if we are meeting the statutory timescales of Freedom of Information legislation	National	Quarterly	95%	Corporate Communications
39	Number of confirmed frauds	Unavailable	National	Quarterly	0	Finance and Procurement
40	% of invoices paid in 30 days	Unavailable	National	Quarterly	98%	Finance and Procurement
41	% Service Desk incidents resolved within Service Level Agreement	To demonstrate the level of compliance with Service Level Agreement for dealing with incidents (eg broken equipment or no access to an ICT system or service)	National	Quarterly	85%	Information and Communication Technology
42	% Service Desk requests resolved within Service Level Agreement	To demonstrate the level of compliance with Service Level Agreement for dealing with service requests (eg new or additional equipment or improvement to an ICT system or service)	National	Quarterly	85%	Information and Communication Technology
43	Portfolio Office baseline completion dates vs latest forecast dates	The percentage variance of the forecast completion dates against the baseline completion dates for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 10% slippage from baseline completion date	Portfolio Office
44	Portfolio Office baseline cost vs forecast completion costs	The percentage variance of the forecast completion costs against the baseline completion costs for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 5% slippage from baseline cost	Portfolio Office
45	Portfolio Office cashable benefits realised	The aggregate cashable benefits realised across the change portfolio (in GBP)	National	Quarterly	Increase between reporting period	Portfolio Office
58	Average age of Heavy Fleet	The move towards reducing average age of heavy fleet.	National	Annually	12 years and below	Asset Management
59	Average age of Light Fleet	The move towards reducing the average of light fleet	National	Annually	6 years and below	Asset Management
60a	% of Community Fire Stations in good or satisfactory condition	The overall condition of the property estate	National	Annually	1% increase against previous year	Asset Management
60b	% of Station Gross Internal Area in Good or Satisfactory Condition	The overall condition of the property estate	National	Annually	1% increase against previous year	Asset Management
61	% of Community Fire Stations in good or satisfactory suitability	The overall suitability of the property estate	National	Annually	1% increase against previous year	Asset Management
64	Savings achieved as a % of Resource budget for year	Unavailable	National	Annually	3.5% for 2023/24	Finance and Procurement
65	Total Budget Outturn vs agreed funding (RDEL & CDEL)	Unavailable	National	Annually	Track	Finance and Procurement



10/12/2024

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2024







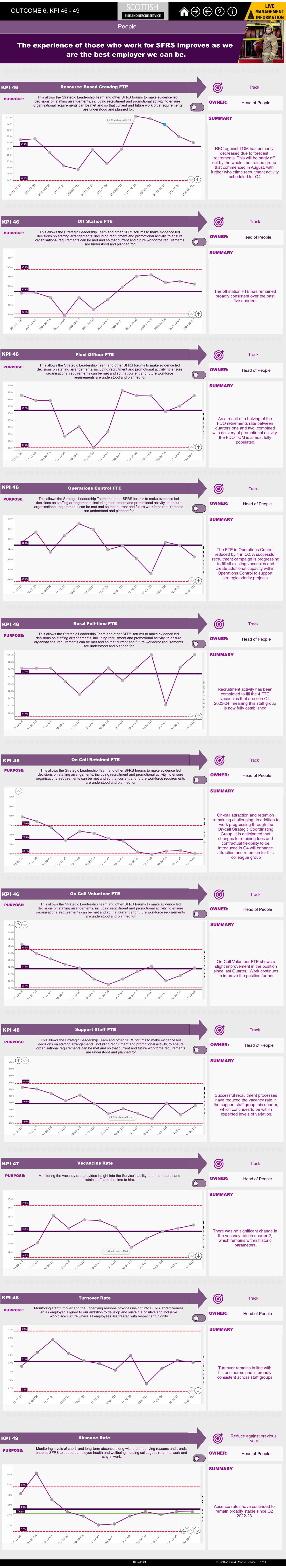




The experience of those who work for SFRS improves as we are the best employer we can be.

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - Flexi	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OC	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RBC	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RDS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RFT	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - SS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - VDS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
47	% staff vacancies	Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.	National	Quarterly	Track	People
48	% staff turnover	Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness an as employer, aligned to our ambition to develop and sustain a positive and inclusive workplace culture where all employees are treated with respect and dignity.	National	Quarterly	Track	People
49	% staff absence	Monitoring levels of short- and long-term absence along with the underlying reasons and trends enables SFRS to support employee health and wellbeing, helping colleagues return to work and stay in work.	National	Quarterly	Reduce against previous year	People
50	Number of incidents in which there was a verbal attack on a firefighter	Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public	National	Quarterly	Reduce against previous year	Safety and Assurance
51	Number of incidents in which there was a physical attack on a firefighter	Demonstrates how many physical attacks have occurred to SFRS personnel by members of the public	National	Quarterly	Reduce against previous year	Safety and Assurance
52	Number of RIDDOR reportable injuries	Demonstrates how many notifations the has been to the HSE which may include death, specified injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurance or an occupational disease.	National	Quarterly	Reduce against previous year	Safety and Assurance
53	Number of accidents and injuries	Demonstates total accidents and injuries to occur through workplace accidents	National	Quarterly	Reduce against previous year	Safety and Assurance
54	Number of near miss events	Total recorded number of near miss events that had the potenial to lead to an accident or ill health	National	Quarterly	Track	Safety and Assurance
55	Number of vehicle accidents	Total number of events that involved vehicle accidents	National	Quarterly	Reduce against previous year	Safety and Assurance
56	Completion of Health and Safety Improvement Plans	Demonstrates the completion of improvement plans to drive safety performance	National	Quarterly	100%	Safety and Assurance
62	Gender balance	Allows the Service to report on and understand gender balance of various staff groups and how representative our workforce is of communities we serve	National	Annually	Increase proportion of female staff	People
63a 63b	% of staff choosing to enter data into the sensitive information fields of iTrent	This indicator shows the % of SFRS Staff who entered data into the sensitive information fields in iTrent against key protected characteristics. This indicator shows the % of Staff who entered data	National National	Annually	Increase against previous year	People People
บอม	% of staff choosing to withhold their demographic equalities data in iTrent.	into the Sensitive Information fields who then selected the Prefer not the Say response for that characteristic.	ivau∪IIdI	Annually	Reduce against previous year	i copie





KPI 50

KPI 51

KPI 52

PURPOSE:

PURPOSE:

KPI 54

PURPOSE:

80

PURPOSE:

PURPOSE:

PURPOSE:

PURPOSE:

People

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



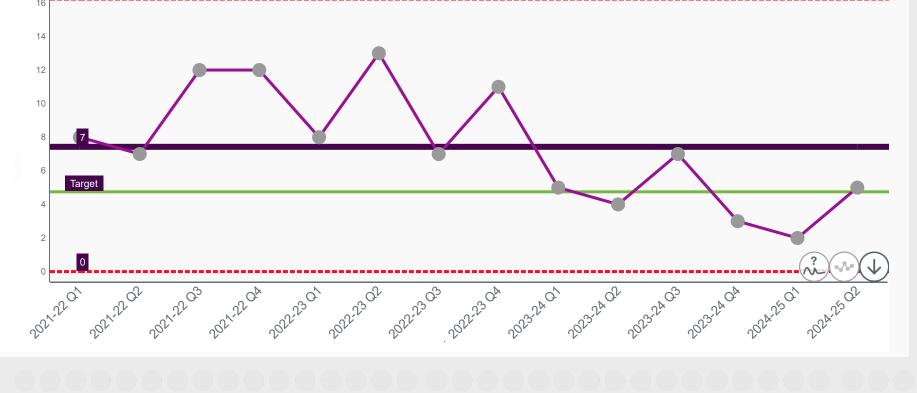
Reduce against previous year

OWNER:

Head of Safety and **Assurance**

SUMMARY

The Scottish Fire and Rescue Service has run a media campaign against Acts of Violence. Staff are encouraged to report all AoV incidents. A change in season historically sees an increase in AoV towards personnel.



Physical Attacks on Firefighters

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

public

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

public

Verbal Attacks on Firefighters

SUMMARY

OWNER:

Reduce against previous year

Head of Safety and

Assurance

A spike is noted which may be

incidents involve missiles, i.e. stones etc.

attributed to seasonal increase. The Scottish Fire and Rescue Service has run a media campaign against Acts of Violence. There has been no injuries reported, the majority of



injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurance or an occupational disease.

Number of RIDDOR reportable injuries

High number of Covi.

Demonstrates how many notifations the has been to the HSE which may include death, specified



SUMMARY

Head of Safety and

Assurance

Reduce against previous year

7 day with no Dangerous Occurrence reported in Q2. Each event was managed locally within the LSO area.

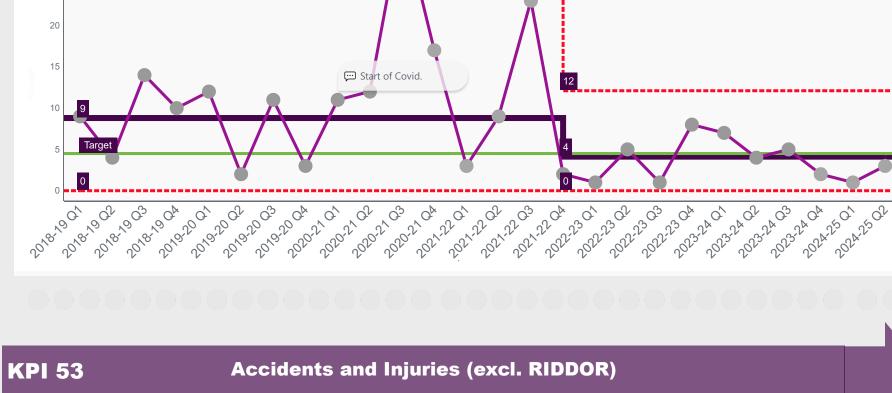
Reduce against previous year

Head of Safety and

Assurance

All RIDDOR reported related to

Accident Injuries, all three are Over



Demonstates total accidents and injuries to occur through workplace accidents

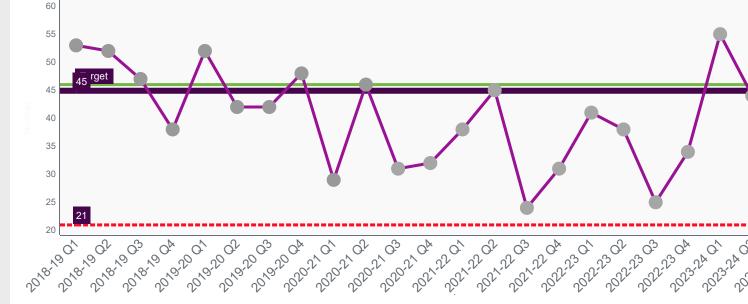


SUMMARY

OWNER:

and Assurance Improvement Groups continue to monitor local trends and take action where required. A Trend Analysis has been identified for ladders and PRE.

An increase is noted in Q2. All events are investigated to reduce the likelihood of reoccurrence. Safety



Near Miss

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

SUMMARY

OWNER:

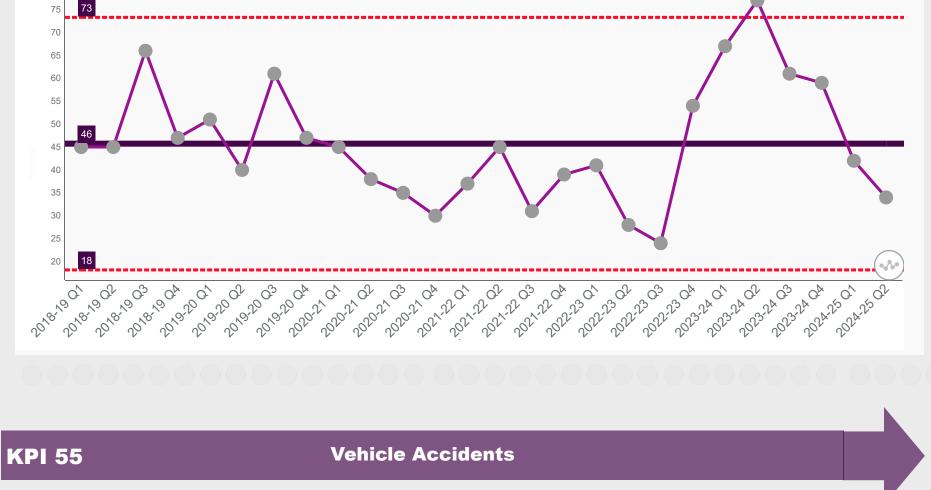
All Directorates should promote Near Miss (NM) reporting to reduce the

Track

Head of Safety and

Assurance

risk of injury and to ensure safe working environments. The reduction of NMs should be discussed at local SA Improvement Groups for action. A Near Miss Frontline Update was circulated in October encouraging NM reporting.



OWNER: SUMMARY

Reduce against previous

year

Head of Safety and

Assurance

The Driver Safety Group monitors

information on Low-Speed Manoeuvres etc. Local areas continue to promote TfOC driving training modules. 100%

vehicle trends and take action where required, such as supporting the production of Vehicle Information

Cards and providing enhanced



Demonstrates the completion of improvement plans to drive safety performance

Total number of events that involved vehicle accidents

SUMMARY

OWNER:

Head of Safety and

Assurance

A decrease is noted in Q2. This can be attributed to outstanding actions relating to Support Reviews for Self-Compliance and the development of IOSH Managing Safely Course. HS improvement plans are supported by guidance provided by SA to support all functions achieve their actions.

100% 90% 80% 60% 40% 30% 2021.22 03 2021.22 04

10/12/2024

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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

Partnership working is crucial to the SFRS and helps us to deliver more to the people of Scotland. During Quarter 1, the third iteration of 'SFRS Working in Partnership' was completed, with the content of the publication being approved at Corporate Board and shared with the Graphics Team to produce the designed version.

Due for publication in September 2024 (following SFRS Board approval), this document features some of the wide-ranging partnership and collaborative activities that have taken place across Scotland and highlights opportunities to share innovation and best practice throughout the organisation. Some examples of recent submissions, which have also featured in the weekly brief, can be found below:

Tackling anti-social behaviour in Weymss Bay and Inverkip

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

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

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

Specialist Training for Animal Rescues

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

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

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

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

SFRS partnership with Anthony Nolan celebrates 100th donor

The partnership between blood cancer charity Anthony Nolan and us was founded by a former firefighter Ally Boyle in 2009. During the year, we have facilitated 12 school donor recruitment events, engaged with over 1,500 pupils, recruiting 849 people to the register, and saw a further nine people donate their stem cells and potentially save the life of someone with blood cancer. On average, we recruit 70 donors per event compared to the 37 Anthony Nolan average.

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

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

Internal Audit of Partnership Working

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

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

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

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







Full guidance can be found on the <u>Power BI Users Yammer Community</u>, along with details of available support.

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