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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

20 March 2024

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Wednesday 27 March 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 Kevin Murphy on 07780 468734, Heather Greig on 07824 307616 or Debbie Haddow on 07341 880523.

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT

Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
WEDNESDAY 27 MARCH 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 14 December 2023 (attached)

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

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- 9 CHIEF OFFICER'S REPORT** (*attached*) R Haggart
- The Board is asked to note the Chief Officer's Report.*
- 10 COMMITTEE REPORTS**
The Board is asked to note the following updates:
- 10.1 **Change Committee** F Thorburn
- *Approved Minutes of Meeting: 9 November 2023 (attached)*
 - *Draft Minutes of Meeting: 15 February 2023 (attached)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
- *Draft Minutes of meeting: 18 January 2024 (attached)*
 - *Update of Meeting: 26 March 2024 (verbal)*
- 10.3 **People Committee:** M Wylie
- *Approved Minutes of Meeting: 7 December 2023 (attached)*
 - *Update of Meeting: 7 March 2024 (verbal)*
- 10.4 **Service Delivery Committee:** T Wright
- *Approved minutes of Meeting: 28 November 2023 (attached)*
 - *Update of Meeting: 27 February 2024 (verbal)*
- 10.5 **Reform Collaboration Group Oversight Group** (*verbal*) F Thorburn
- 11 PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE Q3 2023-24** (*attached*) M McAteer
- The Board is asked to scrutinise the report.*
- 12 ANNUAL OPERATING PLAN PROGRESS REPORT QUARTER 3 2023-24** (*attached*) M McAteer
- The Board is asked to scrutinise the report.*
- 13 RESOURCE BUDGET 2024/25** (*attached*) S O'Donnell
- The Board is asked to approve the report.*
- 14 RISK BASED CAPITAL INVESTMENT PLAN** (*attached*) I Bashir
- The Board is asked to approve the report.*
- 15 RESOURCE BUDGET MONITORING REPORT** (*attached*) S O'Donnell
- The Board is asked to scrutinise the report.*
- 16 CAPITAL BUDGET MONITORING REPORT** (*attached*) L McGeough
- The Board is asked to scrutinise the report.*

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17 REPORTS FOR INFORMATION ONLY:

17.1 **Museum of Scottish Fire Heritage** (*verbal*)

M McAteer

These reports are for information only.

18 RISK THEMES (*verbal*)

K Darwent

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

19 FORWARD PLAN (*attached*)

Board Support

The Board is asked to note the update.

20 DATE OF NEXT MEETING

The next formal public meeting will be held on Thursday 25 April 2024.

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETING:

21.1 **Thursday 14 December 2023** (*attached*)

K Darwent

21.2 **Wednesday 7 February 2024 – Special** (*attached*)

K Darwent

21.2 **Thursday 29 February 2024 – Special** (*attached*)

K Darwent

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

22 ACTION LOG (*attached*)

Board Support

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

23 CAPITAL PROGRAMME 2024-2027 (*attached*)

S O'Donnell

The Board is asked to approve the report.

24 SYSTEL UPDATE (*verbal*)

S O'Donnell

The Board is asked to note the verbal update.

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



SCOTTISH
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 14 DECEMBER 2023 @ 1000 HRS

**NEWMAINS COMMUNITY TRUST CONFERENCE CENTRE,
15 MANSE ROAD, NEWMAINS, ML2 9AX**

PRESENT:

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

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

IN ATTENDANCE:

Ross Haggart (RH)	Chief Officer
Stuart Stevens (SS)	Deputy Chief Officer
Liz Barnes (LBa)	Interim Deputy Chief Officer (Corporate Services)
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety & Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Lyndsey Gaja (LG)	Interim Director of People
Iain Morris (IM)	Head of Asset Management
John Thomson (JT)	Head of Finance and Procurement
Chris Fitzpatrick (CF)	Business Intelligence and Data Service Manager (Item 11 only)
Ijaz Bashir (IB)	Asset Governance and Performance Manager (Item 17.6 only)
Stuart Free (SF)	Asset Quality Manager (Item 17.6 only)
Alan Duncan (AD)	Accounting Manager (Item 22 only)
Ann MacDonald (AMacD)	Audit Scotland (Item 22 & 23 only)
Michael Oliphant (MO)	Audit Scotland (Item 22 & 23 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Seona Hart, FBU
Neil Mapes
Local Senior Office Management Team

1 CHAIR'S WELCOME

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

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

2 APOLOGIES

2.1 Tim Wright, Board Member

Sarah O'Donnell, Director of Finance and Contractual Services

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

3.1 The Board agreed that the *SFRS Annual Report and Accounts* and *New Mobilising System Procurement Procedure* items would be taken in private. This is due to the confidential commercial/financial information and matters deemed confidential (Standing Order 9E and 9G), respectively.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 26 October 2023

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

5.1.2 **The minutes of the meeting held on 26 October 2023 were approved as a true record of the meeting.**

5.2 Thursday 23 November 2023 (Special)

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

5.2.2 **The minutes of the special meeting held on 23 November 2023 were approved as a true record of the meeting.**

5.3 Matters Arising

5.3.1 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 26 October 2023 and highlighted the following:

- Engagement with MSPs to inform and provide a broad understanding of the Service's budgetary requirement going forward.
- Meeting held with the Minister for Victims and Community Safety to discuss challenges, in particular budgets and requirement for additional funding, in order to keep communities safe in Scotland.
- Confident that all relevant information has been provided and the Minister and Sponsor Unit were fully aware of the situation/future requirements.
- Letter received from the Minister for Victims and Community Safety following the Annual Performance Review in October 2023 which was positive in nature and made no recommendations.

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 26 October 2023 and highlighted the following:

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- Confident that the Service had provided all relevant information to Scottish Government on budgetary position. Continue to have a positive relationship and support from the Minister for Victims and Community Safety and the Sponsor Unit.
- Official opening of the Museum of Scottish Fire Heritage at McDonald Road Fire Station by the Princess Royal.
- Official opening of the West Asset Resource Centre, Cambuslang by the Minister for Victims and Community Safety.
- Anthony Nolan Recognition event held in November 2023, acknowledging the contributions of all those involved.

9.2 The Board noted the report and verbal update.

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 FT reported that the Committee held a public meeting on 9 November 2023 and provided a verbal update, highlighting the following:

- Safe and Well (S&W) project update which included a full discussion on revised Home Fire Safety Visits (HFSV).
- Portfolio Office update noting the creation of the Community of Practice, review and embedding of lessons learned and consistency of approach to Change across the organisation.
- Positive update on resourcing/recruitment.
- People, Payroll, Finance and Training programme update noting discussions with Scottish Government regarding potential collaboration opportunities.
- New Mobilising System update including discussions on organisational capability from contract award to beyond project delivery, and being an intelligent client.
- New Mobilising System Invitation to Tender was presented which provided the Committee with a greater understanding and assurance on the process.

10.1.2 The Board noted the verbal update.

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the Committee held a public meeting 30 October 2023 and referred the Board to the draft minutes, highlighting the following:

- Internal Audit Final Report relating to Budgetary Control presented and commented on further guidance on preparation of business cases.
- Internal Audit Final Report relating to Workforce Planning - On Call Firefighters presented and focused on recruitment and retention. The report noted the positive steps taken by the Service and the generic issues encountered by all Fire and Rescue services.
- External Audit report relating to the annual accounts and the previous recommendation regarding equating budgets to outcomes. Further discussions on transparency of accounts.
- Oversight of risk management and pilot of new process through PowerBI. Although not entirely successful, good learning was taken from the session and further work would be undertaken.

10.2.2 BB noted that a Special Private meeting was held on 30 November 2023 to consider the draft Annual Report and Accounts which were being presented later in today's agenda (Item 22).

10.2.3 The Board noted the draft minutes.

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting on 7 December 2023 and provided a verbal update, highlighting the following:

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- Restructure of agenda to assist in the alignment of assurance within relative areas.
- People, Workforce Development and Wellbeing updates related to Performance report, Career Ready update, retirement/leaver profiles, policy review and colleague engagement survey.
- Broad discussion on equality, diversity, culture and fair work and new approach to talent acquisition.
- Training Performance Report noted an increase in Acts of Violence.
- Update on Training Continuous Improvement Programme including a review and comparison of historical actions/recommendations.
- Training Function Vision and Strategy 2023-28 which acknowledges progress and future improvements.
- Health and Safety update related to performance report, contaminants, annual report and policy reviews.
- Verbal updates on the recent Employee Partnership Forum and Partnership Advisory Group meetings.
- Future risk spotlight on SPPA Pension work identified.

10.3.2 The Board noted the verbal update.

10.4 Service Delivery Committee (SDC)

10.4.1 PS reported that the Committee held a public meeting on 28 November 2023 and provided a verbal update, highlighting the following:

- Update on Unwanted Fire Alarm Signals (UFAS) and the early operational impact of the new response to automatic fire alarms. Further reports to be provided once the new approach has been embedded.
- HMFSI update noted the completion of the East Service Delivery Area (SDA) inspection and the commencement of the West SDA inspection and future inspection on organisational culture.
- Informative presentation of the Performance report via PowerBI.
- Annual Complaints and Compliments report and opportunities to benchmark against other organisations.
- Risk spotlight relating to communication challenges and the need to invest in early preparation in advance of consultation processes.
- Operations Control resilience standing agenda item to be moved into the public session of the meeting going forward.

10.4.2 The Board noted the verbal update.

10.5 Reform Collaboration Group (RCG) Oversight Group

10.5.1 FT reported that the RCG Oversight Group held private meetings on 22 November and 5 December 2023 and highlighted the following:

- Price Waterhouse Coopers were awarded the contract to assist in developing the business case.
- Discussion on principals around engagement and draft assessment criteria and success factors.

10.5.2 The Board noted the verbal update.

(C Fitzpatrick joined the meeting at 1030 hrs)

11 ORGANISATIONAL PERFORMANCE DASHBOARD Q2 2023-24

11.1 MMcA presented the Board with the second quarter performance information for the fiscal year 2023-24. MMcA noted that development continues as the platform matures and a summary page would be included in future reports.

11.2 CF highlighted the following key points:

- Format to report continues to develop with the inclusion of axis values and target lines for key performance indicators (KPIs).
- KPI 4 (Fire fatalities) were higher than average.
- KPI 5 (Fire casualties) remains low with increased confidence in the accuracy of the data.
- KPI 6 Home Fire Safety Visits (HFSVs) reduction based on last year's figures.
- KPI 7 HFSV Vulnerable Group remains consistent with previous years.
- KPI 8 (Percentage of HFSV via partner referrals) increased in previous quarter.
- KPI 10 (Accidental Dwelling Fires) continues to reduce.
- KPI 12 (Total Incidents) significantly lower than recent quarters and attributable to changes in operational response to UFAS.
- KPI 16 (On call availability) reduced to 74%.
- KPI 17 (Wholetime appliance availability) increased by 1% but remains outside the lower control limit.
- KPI 22 (Core skills training modules completed) increased to 95% from previous quarter.
- KPI 23 (Advanced, Support & Emerging risks training modules) improving but remain below target.
- KPI 24 (Flexi Duty Officer training modules) remains below target at 79%.
- KPI 40 (Invoices paid in 30 days) significant increase and exceeds target for first time in 2 years.
- KPI 46 (Resource based crewing FTE) reporting over 100% due to the temporary change in the Target Operating Model. Off Station FTE and On Call (Volunteer) FTE increased and On Call (RDS) FTE reduced.
- KPI 47 (Vacancy rates) reduced to 14.8% (second lowest in the 3-year period).
- KPI 48 (Staff Turnover) increased by 1% on previous quarter.
- KPI 50 (Verbal attacks on firefighters) reduced to lowest in the previous 3-year period.
- KPI 51 (Physical attacks on firefighters) increased on last year's figures.
- KPI 54 (Near misses) increased for the 3rd continuous quarter.

11.3 In relation to KPI 5 (Fire casualties), the Board noted that the significant changes in resourcing had been identified as the reason for improvements and requested further information on the changes. DF reminded the Board of the focus on prevention work, realignment and future of HFSVs focusing on vulnerable individuals within communities, partnership referral pathways and initiatives being led by operational crews. DF noted that this area was regularly reported to the Service Delivery Committee.

11.4 In relation to KPI 35 (Cyber Security breaches), DL advised that no breaches had occurred however seven incidents had been reported to the security team. Although this was a significant reduction on the previous year, this remains an area of focus for the Service. DL summarised the control measures in place to safeguard the Service.

11.5 In relation to attacks on firefighters, the Board noted the importance on understanding the different types, trends and costs associated with attacks. The Board requested the visibility of costs of repairing damage to buildings, appliances and equipment due to attack be reported into the People Committee. IM advised that costs, relating to damaged assets, were captured.

ACTION: SO'D

11.6 RH reiterated the Service stance of zero tolerance towards attacks and the support available to staff who are affected by such incidents.

11.7 Within the covering report reference to KPI1-2 was confirmed as a typographical error and should be KPI12.

11.8 In regard to KPI 46 (Operations Control FTE), the Board noted their concerns on the decrease in Operations Control personnel and sought assurances that targeted recruitment was ongoing. SS confirmed that recruitment for Operations Control staff was ongoing and regular training courses were available.

11.9 **The Board scrutinised the Organisational Performance Dashboard Q2 2023-24 report.**

(C Fitzpatrick left at 1100 hrs)

12 ANNUAL OPERATING PLAN AND PORTFOLIO OFFICE Q2 REPORT

12.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan (AOP), Corporate Measures and Portfolio Office Programmes between 1 July and 30 September 2023. The following key points were highlighted:

- Total of 20 actions of which 13 actions were reporting Green, 6 actions were Amber, and 1 action was Red.
- The one action reporting Red related to the Carbon Management Plan. New Energy Manager was now in post. Access to various funding streams was a key element to the successful delivery of the plan.

12.2 The Board requested clarification on the delay in purchasing digital radios considering that approval for virements had been given for this purpose. DL advised the Board that the update was the position as at the end of September 2023 and provided a brief update on subsequent actions taken since. JT reminded the Board that authorisation was sought and received at the start of December 2023, and subsequently the procurement process for radios had been undertaken and would be delivered before the end of the financial year.

12.3 With regard to the final milestone relating to UFAS being discontinued, the Board recorded their disappointment at the lack of engagement from Alarm Receiving Centres (ARCs).

12.4 **The Board scrutinised the Annual Operating Plan and Portfolio Office Report.**

13 REVISED SCHEME OF DELEGATIONS

13.1 MMcA presented the revised Scheme of Delegations for approval, thereby ensuring the continued effectiveness of governance arrangements. MMcA advised that the amendment related to recent structural changes within the Strategic Leadership Team (SLT).

13.2 Brief discussion took place on whether non-material revisions required to be submitted to a formal meeting and whether consideration should be given to seek approval via correspondence.

13.3 **The Board approved the revised Scheme of Delegations.**

14 CAPITAL BUDGET MONITORING REPORT 2023/24 – OCTOBER 2023

14.1 JT presented a report advising the Board of the actual and committed expenditure against the 2023/24 capital budget position for the period ending 31 October 2023 and to seek approval for virements exceeding the £1.0m delegated limit. All efforts would be made to spend out the current revised budget of £32.725m by 31 March 2024. The following key points were highlighted:

- Current capital forecast was an underspend of £2.444m.
- Authorisation sought and given via correspondence in relation to virement (£2.477m). Formal presentation to record decision in a public forum.
- Revised budget due to funding from Scottish Government (ESN Connect Data First) and Transport Scotland (EV Charging Points).
- Capital expenditure committed to date was £18.761m (57%).
- Overall Property works were reporting an Amber RAG status due to delays in several refurbishments and new build projects. Accelerated purchase of digital radios and minor works programme would help address this.
- Vehicles were reporting an Amber RAG status due to delays with 6 medium weight pumping appliances. Work continues to maximise spend and return to green status.
- ICT equipment, accelerated purchase of digital radios would significantly impact on operations and firefighter safety.
- Overall deviation of £1.275m from originally approved budget.

14.2 IM gave a brief update on the 3-year capital plan noting the ability to adjust in order to achieve maximum spend within the current financial year.

14.3 The Board commented on the increased risk associated with Reinforced Autoclaved Aerated Concrete (RAAC) and asked whether they had been reassessed and what mitigating measures were in place.

14.4 IM advised the Board of the new assessments for individual panels, adjusted control measures were in place in premises and new technologies available. IM confirmed that all RAAC premises had been investigated, control measures taken and documented.

14.5 IM reassured the Board that there was no dilution in the level of risk/safety due to the new assessment process.

14.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 October 2023 and approved the budget virement of £2.477million.**

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

15 RESOURCE BUDGET MONITORING REPORT 2023/24 – OCTOBER 2023

15.1 JT presented a report advising the Board of the resource budget position for the period ending 31 October 2023. JT outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an underspend of £0.164m and a forecast year-end overspend of £2.584m. The following key points were highlighted:

- Forecasted overspend in Wholetime and Other Employee costs and respective underspends in Control, On Call and Support.
- Forecasted overspend in non-employee costs for Property, Supplies & Services and Transport.
- Main reason for overspend in Wholetime costs were attributable to the pension remedy situation.
- Various savings proposals were being considered, however, it was not anticipated that a balanced budget was achievable. Discussions with Scottish Government to

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seek additional funding or cover (authorisation) in the event of an overspend. Formal written request to be submitted this week.

- Current budget savings were forecasted as £8.511m.
- Main risk remains the potential overspend. Appropriate mitigation actions were being taken including engaging with Scottish Government and identifying additional savings.

15.2 The Board sought clarification on the consequences should the Service be unable to balance the budget and/or secure Scottish Government's approval to do so. JT advised that if authorisation is given by Scottish Government, the Service would effectively balance against our position. Should no cover be granted, the Service would overspend against the budget and potentially be subject to Section 22 action from Scottish Government. It was noted that there may be consequences within future budgets from any potential overspend.

15.3 The Board acknowledged that the forecasted overspend was disappointing, however, it was less than 1% of the overall budget.

15.4 The Board noted that a forecasted overspend had been indicated for several months and sought to understand what measures could be taken to achieve a balanced budget. The Board also sought clarification whether approval of a deficit budget would be necessary.

15.5 JT advised the Board that the forecasting was measured against the run rate and as the year progresses confidence increases on the end position. JT informed the Board that there was an overall reduction in financial risk with high overall confidence on the overspend position.

15.6 The Board requested details of run rate and overspend, with written assurance that every possible opportunity to prevent the overspend had been exhausted.

ACTION S'OD

15.7 RH reassured the Board that the SLT were highly focussed on the financial situation and were actively trying to minimise the level of overspend. RH noted that it was right and proper for the Service to engage with Scottish Government to keep them aware of the situation and to seek cover, if required.

15.8 RH reminded the Board that the Service held several risks and as such had to be cautious not to focus on the financial risk at the detriment of other important risks ie operational training and safety.

15.9 RH advised that the Service have and would continue to take appropriate actions in regard to minimising any overspend/delivering a balanced budget. RH commented on the challenges in achieving the proposed savings and noted that every effort was being made to do so.

15.10 The Board requested clarity and regular updates on the governance and decision making required should a balanced budget be unachievable.

ACTION: RW

15.11 JT confirmed that the Service would seek authorisation from Scottish Government for the potential overspend, which equated to 0.65% of the overall budget. As the potential overspend was more than £1.00m, due process had to be followed to inform and seek authorisation from Scottish Government.

15.12 The Board acknowledged the current position of the increased risk of not achieving a balanced budget and that due process would be followed with Scottish Government.

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As per earlier discussions, the Board requested assurances that every possible opportunity to prevent the overspend had been explored by the SLT. Also, to receive regular reporting of the situation, in order to provide assurance to Scottish Government that the Board were doing all they could.

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

16 REPORTS FOR INFORMATION ONLY:

The Board were reminded that reports provided for information only would be taken as read and only questions, with prior notification, would be allowed.

16.1 Training Vision and Strategy 2023-28

16.1.1 AW submitted the final approved version of the Training Vision and Strategy 2023-28 for information, following its presentation to the People Committee on 7 December 2023 and prior to its publication.

16.1.2 The Board were reminded that this strategy had previously been scrutinised by the SLT and People Committee.

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

16.2 Health and Safety Annual Report 2022/23

16.2.1 AW submitted the Annual Health and Safety Report for 2022/23 detailing the SFRS Health and Safety (HS) performance for information.

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

16.3 Health and Safety Policy and Policy Statement

16.3.1 AW submitted the Health and Safety Policy and Policy Statement following its annual review for information.

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

16.4 Local Plan Review Report

16.4.1 MMcA submitted the report advising that the Local Plan Review Reports have been undertaken for each local authority area and the next steps for information.

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

16.5 Biodiversity Plan

16.5.1 The Biodiversity Report 2021 - 2023 was submitted for information and the report outlined the actions SFRS have taken to protect biodiversity, and how we have incorporated biodiversity into wider policies and engaged with local communities.

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

16.6 Asset Management Policy

16.6.1 IM submitted the report to provide further detail to the Board on the Asset Management Policy.

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

17 RISK THEMES

17.1 The Board acknowledged earlier discussions relating to finance and financial oversight and noted that these were already contained within the risk register.

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- 17.2 The Board requested re-circulation of the master policy list in relation to governance routes and approval to determine that the right level of papers were being presented to the Board.

ACTION: MMcA

18 FORWARD PLAN

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

19 DATE OF NEXT MEETING

- 19.1 The next public meeting of the Board is scheduled to take place on Thursday 27 March 2024 at 1000 hrs.

- 19.2 There being no further matters to discuss in public, the meeting closed at 1215 hrs.

- 19.3 Thanks were recorded for everyone's contribution and to those in attendance.

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETINGS:

20.1 Thursday 26 October 2023

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

20.2 Thursday 23 November 2023 (Special)

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

- 20.3 **The minutes of the meetings held on 26 October 2023 and 23 November 2023 (Special) were approved as a true record of the meetings.**

20.4 Matters Arising

- 20.4.1 There were no matters arising.

21 PRIVATE ACTION LOG

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

22 ANNUAL REPORT AND ACCOUNTS 2022/23

- 22.1 JT presented a report to the Board seeking approval for the Annual Report and Accounts 2022/23 and requested that the Chief Officer, in his role as Accountable Officer, was authorised to sign and submit this along with the Management Letter of Representation.

- 22.2 **The Board approved the Annual Report and Accounts 2022/23 and authorised the Accountable Officer to sign and submit on behalf of the Service.**

23 NEW MOBILISING SYSTEM PERIODIC UPDATE – DECEMBER 2023

- 23.1 DL presented an update on the New Mobilising System project to the Board.

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

SFRS BOARD MEETING – ROLLING ACTION LOG



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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 8 actions. A total of 5 of these actions had been completed.

The Board is therefore asked to approve the removal of the 5 actions noted as completed (Blue status), note 2 action was categorised as Green status and note one action categorised as Yellow status on the action log.

Board Meeting: 26 October 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.3	Board Forward Plan Schedule 2024/25: Board requested an evaluation of online/hybrid Board and Committee meetings to be included within upcoming Board Effectiveness discussions and prior to the Annual Governance Review of the Board and its Committees.	RW/BST	April 2024		March 2024	<p>Update (14/12/2023): This will be carried out as part of the annual governance reporting.</p> <p>Complete (27/03/2024): The effectiveness of hybrid Board and Committee meetings has been raised and discussed in all the annual governance review sessions. Whilst face-to-face meetings are preferred it is accepted that online/hybrid meetings can and will continue to be used. This will be reflected in the annual governance report.</p>
13.4	Annual Procurement Report for the Period 1 April 2022 -31 March 2023: Board requested an indication of the financial value of fair work contracts awarded.	SO'D JT	December 2024 December 2023			<p>Update (14/12/2023): Procurement team are analysing current contracts to determine the number of contracts that have fair working elements included and the value of these elements. Information to be gathered for February 2024 Board.</p> <p>Update (27/03/2024): Due to priorities around major contracts being progressed whilst experiencing resourcing challenges, there has been a limit to the time afforded to explore this further. The team are able to determine contract where fair working has been included, however at present we do not have a methodology to be able to calculate the value of these elements. On the basis that we are comfortable that we have fair working elements included in our contracts, we would propose delaying the calculation of the value of these elements until we are in a more stable position with workload priorities and resources to enable time to be spent in creating a methodology to calculate these values. Proposal of extension to deadline date to December 2024.</p>

14.8	Resource Budget Monitoring Report: Board request future reports include clearer narrative detail on the varying costs associated with operational requirements and expenditure related to operational priorities.	SO'D JT	December 2023			Update (14/12/2023): The financial reports include narrative to support variances on expenditure lines. The Service is forecasting an overspend in the year and an accountable officer justification template is being submitted to Scottish Government which will explain the operational needs/priorities to seek additional funding from SG to cover the forecasted overspend. The template is required by 15 December 2023. Update (27/03/2024): Accountable Officer template has been submitted and a full response is awaited.
19.1	Risk Themes: Review financial risks relating to Budget Overspends and amend if necessary.	RH/SO'D RH/JT	December 2023		March 2024	Complete (14/12/2023): The risk register has been updated to include the risk of overspend and the current mitigation actions being taken. The revised risk register will be included at Audit and Risk Assurance Committee (ARAC) in January 2024. Update (27/03/2024): Risk FCS 6016 in relation to overspending the DEL budget has now been included in the risk register, this action can be proposed for closure.

Board Meeting: 14 December 2023

Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.5	Organisational Performance Dashboard Q2 2023-24: Board requested visibility of costs of repairing damage to buildings, appliances and equipment due to attack be reported into the People Committee.	SO'D	March 2024		March 2024	Complete (27/03/2024): This work is in hand and will be reported at a future People Committee.
15.6	Resource Budget Monitoring Report 2022/23 – October 2023: Board requested details of run rate	SO'D	March 2024			Update (27/03/2024): On 11 January 2024 the Cabinet Secretary wrote to the Chief Officer, as Accountable Officer, similarly to other public body

	<p>and overspend with written assurance that every possible opportunity to prevent the overspend had been exhausted.</p>					<p>Chief Executives, to highlight the DFM's recent Parliamentary statement emphasising the unprecedented level of financial challenge in the 2023/24 budget. As such, the Cabinet Secretary asked that discretionary expenditure be tightly controlled, with specific emphasis on recruitment, hospitality, events, travel, and marketing; and that options to reprioritise/defer spending be actioned. Ahead of this, and confirming that all reasonable action has been taken by SFRS to prevent/limit an overspend in the resource budget, the following actions have been taken:</p> <ul style="list-style-type: none"> • Ongoing SLT approval required for any recruitment, • series of communications to both budget holders and all staff to restrict discretionary expenditure, with a focus on travel & subsistence and hospitality, • review of capital/resource split and options to defer expenditure, • review of remaining (albeit limited) marketing activity to minimise expenditure. <p>The level of projected overspend has reduced from £2.584m in December 2023 to £1.060m in February 2024.</p>
<p>15.10</p>	<p>Resource Budget Monitoring Report 2022/23 – October 2023: The Board requested clarity and regular updates on the governance and decision making required should a balanced budget be unachievable.</p>	<p>RW</p>	<p>March 2024</p>		<p>March 2024</p>	<p>Complete (27/03/2024): SFRS specific delegated financial authority is set out in the SFRS Governance and Accountability Framework Document. Alongside a range of specific financial provisions, this requires that SFRS complies with the Scottish Public Finance Manual (SPFM). The SFRS Governance and Accountability Framework and SPFM do not provide specific conditions regarding action to be taken in the advent of an unbalanced budget. As such, the SFRS Board will not be required to make a specific decision to accept an unbalanced budget should that scenario occur.</p>

					<p>In relation to any decisions regarding a balanced budget for public bodies, advice has been issued in England and Wales by CIPFA. CIPFA's Balancing Local Authority Budgets report (2016) was then used as the basis of specific advice published by Audit Scotland in 2020 in the Covid-19: Balancing the budget in councils report (2020). Whilst intended specifically for local authority auditors and section 95 officers (as defined by the Local Government (Scotland) Act 1973), the broad guidance is useful for the SFRS and Board to consider. In summary, regarding an unbalanced budget, the SFRS Board should satisfy itself of the following;</p> <ul style="list-style-type: none"> • That the Accountable Officer and (as delegated with the SFRS Scheme of Delegation) Director of Finance and Contractual Services, have provided indication to the board that there may be an unbalanced budget at an early stage, that challenges have been identified and that attempts have and are being made to try immediate remedial action to balance the budget. • That any concerns regarding the ability to achieve a balanced budget have been highlighted to the Chair of the Board and/or Scottish Government. • That consideration has been given to consultation with the external auditors. • That reports have been submitted to the board outlining the approach the service is taking in its attempts to manage the budget. The board should consider these reports and its response to the planned action and timescales. • That SFRS should consider (be prevented is used within the original document) from entering into any agreements incurring
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						<p>expenditure until reports have been considered (scrutinised).</p> <ul style="list-style-type: none"> • A copy of any reports should be sent to the external auditor.
17.2	<p>Risk Themes: Board request re-circulation of master policy list in relation to governance routes and approval to determine that the right level of papers are being presented to the Board.</p>	MMcA	March 2024		February 2024	<p>Complete (27/03/2024): SFRS Governance Routes and Themes presentation and Corporate Documents Governance Procedure was circulated via email (28/02/2024).</p>



SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Special Private Meeting Date: 9 January 2023				
ITEM 5	OVERVIEW OF THE OPTIONS FOR A REPLACEMENT COMMAND AND CONTROL MOBILISING SYSTEM	The Director of Training, Safety and Assurance sought approval of the recommendation from Strategic Leadership Team that the preferred route to market is a competitive process via a Framework.	The Board approved and accepted the recommendation on the approach to market through a competitive process via framework, with the agreement that further decisions required would be made in due course.	July 2023
Impact Assessment for Board Decision (Review Date - 01/2024): Following receipt of external legal advice by SFRS Legal Services, the SFRS Board were presented with a report by the Acting Director of Finance and Procurement on 26 October 2023, with a recommendation to withdraw from the Crown Commercial Services Framework for Blue Light Solutions and move to an open procurement process. This recommendation was agreed by the SFRS Board and therefore overrules the decision of 9 January 2023.				

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

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

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

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		The Acting Director of Finance and Procurement advised the Board of the proposed Capital Programme for 2023/24 – 2025/26. Total proposed expenditure over the 3-year period is £109.000 million, funded by anticipated Capital DEL budget of £97.500million; estimated capital receipts from sale of property of £10.000million and Net Zero Transition Grants of £1.500millionBudget Approach for 2023/24, the report outlines the approach to developing both the Resource and Capital budgets, within the context of Scottish Government's budget proposals.		
Impact Assessment for Board Decision (Review Date - 03/2024): The approved Capital Programme 2023-2026 enabled the allocation of capital funding to key projects during 2023/24 addressing capital investment requirements within the funding envelope.				
ITEM 14	STRATEGIC ASSET MANAGEMENT PLAN: PROPERTY	The Acting Director of Asset Management sponsored a report detailing the Strategic Asset Management Plan for Property which utilises an Asset Management Framework approach developed by the Royal Institute of Chartered Surveyors.	The Board approved the Strategic Asset Management Plan for Property.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024): The Strategic Asset Management Plan (Property) has been used to develop the Risk Based Capital Investment Plan and support capital investment priorities.				
ITEM 15	SFRS GAELIC LANGUAGE PLAN 2023-26	The Interim Deputy Chief Officer (Corporate Services) presented a list of the amendments to the previously agreed Gaelic Language Plan for the period 2023-2026 following discussion and agreement with Bòrd na Gàidhlig.	The Board approved the second edition of the SFRS Gaelic Language Plan 2023-2026.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024): The Gaelic Language Plan 2023-2026 was revised following further discussions with Bòrd na Gàidhlig and approved by the board in March 2023. The plan was subsequently published on our website as per our legislative requirements and we published a series of messages on our social media accounts to raise public awareness.				

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<p>ITEM 16</p>	<p>EQUAL PAY AND GENDER PAY GAP REPORT</p>	<p>Head of People and Organisational Development presented the SFRS's Equal Pay and Gender Pay Gap Report 2023, demonstrates that the pay gap between male and female employees is -2.98% (mean) and 0% (median) against the current U.K. average of 8.3%. The report also demonstrates that the representation of females within the two upper quartiles of the Support staff structure is broadly comparable with that of their male colleagues, and that female representation within the Wholetime Uniformed employee group has increased by 2.75% since 2021.</p>	<p>The Board approved the Equal Pay and Gender Pay Gap Report 2023</p>	<p>September 2023</p>
<p>Impact Assessment for Board Decision (Review Date - 03/2024): The Equal Pay and Gender and Gender Pay gap report is published in compliance with statutory requirements and provides both SFRS and external stakeholders with information of the representation of various protected groups within SFRS, and their position, and associated salaries, within SFRS's Organisational structure. SFRS also provide details of the initiatives and plans developed to address any areas of underrepresentation. The Board approved the publishing of the 2023 report, which demonstrated that the Pay Gaps experienced by women, disabled employees and employees from minority ethnic groups were very favorable when compared with UK averages. The report also noted gradual improvements in the representation of minority groups, albeit from a low base. The measures identified within the report and the attached action plan continue to be actioned and are overseen through the Corporate Board.</p>				
<p>ITEM 26</p>	<p>WEST SERVICE DELIVERY AREA OFFICES (PRIVATE)</p>	<p>The Acting Director of Asset Management presented a report detailing the reasons why the West SDA office block in Hamilton should be declared surplus and made available to other public sector bodies as per the guidelines contained within the Scottish Public Finance Manual.</p>	<p>The Board approved the approve the recommendation to declare the West SDA office block in Hamilton as surplus and offer this site to other public sector bodies as per the guidelines contained within the Scottish Public Finance Manual.</p>	<p>September 2023</p>
<p>Impact Assessment for Board Decision (Review Date - 03/2024): Board approval enabled the Service to begin exiting the site and offering it to other public sector bodies as per the SPFM. There has been no confirmed interest therefore the next stage will be to offer the site for sale on the open market.</p>				

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ITEM 27	MCDONALD ROAD REFURBISHMENT AND MUSEUM FINAL ACCOUNT UPDATE (PRIVATE)	The Acting Director of Asset Management requested the Board to approve the sufficient budget provision to meet agreed final accounts for the contracts in place to deliver the refurbishment of McDonald Road site and creation of Museum of Fire.	The Board approved the variance to the original agreed projects costs.	September 2023
Impact Assessment for Board Decision (Review Date - 03/2024): Board approval enabled the final account to be paid and the construction element of the project to be concluded.				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 April 2023				
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following a 'light touch' review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	The Board approved the suite of papers, subject to the further amendments to Scheme of Delegation.	October 2023
Impact Assessment for Board Decision (Review Date - 04/2024):				
ITEM 12	PERFORMANCE MANAGEMENT FRAMEWORK 2023/24	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for approval.	The Board DID NOT approve the Performance Management Framework for 2023/24. Revised Performance Management Framework to be brought back for approval.	N/A
Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable				
ITEM 13	ANNUAL OPERATING PLAN 2023/24	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2023/24 to the SFRS Board for approval.	The Board DID NOT approve the Annual Operating Plan 2023/24. Revised Annual Operating Plan 2023/24 to be brought back for approval.	N/A
Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable				

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ITEM 10	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	October 2023
Impact Assessment for Board Decision (Review Date - 04/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 25 May 2023 (Special)				
ITEM 5	PERFORMANCE MANAGEMENT FRAMEWORK 2023/24	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for decision.	The Board approved the Performance Management Framework for 2023/24	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				
ITEM 6	ANNUAL OPERATING PLAN 2023/24	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision.	The Board approved the Annual Operating Plan 2023/24.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				
ITEM 7	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2022/23. This is intended to ensure that the SFRS Board continues to develop and improve to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	The Board approved approve the arrangements for reviewing the effectiveness of the SFRS Board.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				

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ITEM 9	OPERATIONAL CHANGE CONSIDERATION 2023-24 (PRIVATE)	The Director of Service Delivery presented the report seeking Board scrutiny on 2023-2024 change options within the operational footprint, that could contribute to the savings required to balance the SFRS budget. This includes high level consideration of people impacts, financial scenario planning and operational community risk and demand.	The Board approved the SLT's recommendations. The Board scrutinised were assured on the principles and process.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				
ITEM 11	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	November 2023
Impact Assessment for Board Decision (Review Date – 05/2024):				
ITEM 12	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 29 June 2023				
ITEM 12	SFRS INCOME GENERATION POLICY - 2023	The Acting Head of Finance and Procurement presented to the Board the draft SFRS Income Generation Policy for approval, which takes account of recent audit recommendations as agreed through SFRS governance routes and ensures appropriate scrutiny and governance of income received throughout SFRS.	The Board approved the SFRS Income Generation Policy 2023.	December 2023
Impact Assessment for Board Decision (Review Date - 06/2024):				

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ITEM 13	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision.	The Board approved the Annual Operating Plan 2023/24.	December 2023
Impact Assessment for Board Decision (Review Date - 06/2024):				
ITEM 7	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	December 2023
Impact Assessment for Board Decision (Review Date - 06/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 July 2023 (Special Private)				
ITEM 5	SUPPORTING OPERATIONAL CHANGE CONSIDERATION 2023-24 – ADDITIONAL INFORMATION (PRIVATE)	The Director of Service Delivery presented the report, seeking Board scrutiny and further approval, providing additional information regarding; the outputs of additional response modelling analysis, aligned to the combined temporary removal of appliances; and Swift Water Rescue arrangements for the River Clyde.	Following scrutiny of the additional information presented, the Board reaffirmed their support and approval of the Operational Change Consideration 2023-24	January 2024
Impact Assessment for Board Decision (Review Date - 07/2024):				
ITEM 6	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a report to the Board in relation to an insurance claim settled without prior authority being granted by the Board.	The Board retrospectively approved the recommendation.	January 2024
Impact Assessment for Board Decision (Review Date - 07/2024):				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 31 August 2023				
ITEM 15	CAPITAL BUDGET MONITORING REPORT 2023/24 – JULY 2023	The Acting Director of Finance and Procurement advised the Board of actual and committed expenditure against the 2023/24 capital budget for the period ending 31 July 2023 and to seek approval on the proposed virements with a net £1.5million change.	The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2023 and approved the proposed virements.	February 2024
Impact Assessment for Board Decision (Review Date - 08/2024):				
ITEM 22	DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS: UPDATE (PRIVATE)	The Head of Governance, Strategy and Performance asked the Board to consider the content of this report and decide if it wishes to delay the revision of local plans due in 2023/24 following the legal requirement to review the existing local plans. If the revision of local plans are delayed the Board should also consider the time period it would wish to set for the revision of plans to be completed by in order that this can be communicated to local councils and other stakeholders	The Board agreed that the Local Plan reviews should continue and that further discussion, including timelines, would be scheduled at the November Strategic Planning Workshop Days.	February 2024
Impact Assessment for Board Decision (Review Date - 08/2024):				
ITEM 23	OUTLINE BUSINESS CASE: ROSTERING PROJECT (PRIVATE)	The Interim Deputy Chief Officer (Corporate Services) presented with the Rostering OBC for approval to allow the project to proceed to procurement.	The Board approved the recommendation.	February 2024
Impact Assessment for Board Decision (Review Date - 08/2024):				
ITEM 27	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a report to the Board in relation to an insurance claim intimated against the Service.	The Board formally approved the recommendation.	February 2024
Impact Assessment for Board Decision (Review Date - 08/2024):				

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 October 2023				
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2024-25	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2025. These set out the Board's programme of scrutiny and key decisions for 2024-25, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that	The Board approved the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2024-25 along with the arrangements for reviewing these.	April 2024

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		the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.		
Impact Assessment for Board Decision (Review Date - 10/2024):				
ITEM 12	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2022 - 31 MARCH 2023	The Acting Director of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2020 – 31 March 2021, as required under the Procurement Reform (Scotland) 2014.	The Board approved the Annual Procurement Report for the period 1 April 2022 – 31 March 2023.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				
ITEM 24	LEADHILLS COMMUNITY FIRE STATION CONSULTATION REPORT (PRIVATE)	The Director of Service Delivery presented a report providing background to the current availability and response challenges of Leadhills Community Fire Station, outcomes of the public involvement and engagement process and approval of the recommendations relating the future of the station.	The Board approved the recommendations detailed within the report.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				
ITEM 25	NEW MOBILISING SYSTEM PROCUREMENT PROCEDURE (PRIVATE)	The Acting Director of Finance and Procurement presented a report seeking approval to withdraw from the Crown Commercial Services Framework for Blue Light Solutions and move to an open procurement process.	The Board approved the recommendations detailed within the report.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 14 December 2023				
ITEM 13	REVISED SCHEME OF DELEGATIONS	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the Revised Scheme of Delegations, to ensure our continued commitment to upholding high standards of corporate governance and compliance with any of SFRS's duties or obligations through legislative changes or the development of guidance in relation to delegated authority.	The Board approved the revised Scheme of Delegations.	June 2024
Impact Assessment for Board Decision (Review Date - 12/2024):				
ITEM 14	CAPITAL MONITORING REPORT 2023/24 – OCTOBER 2023	The Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2023/24 capital budget for the period ending 31 October 2023; and sought approval for the budget virements in section 3.3. It is currently anticipated that the revised budget of £32.725million will be spent out by 31 March 2024.	The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 October 2023 and approved the budget virement of £2.477million.	June 2024
Impact Assessment for Board Decision (Review Date - 12/2024):				

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ITEM 5	ANNUAL REPORT AND ACCOUNTS 2022/23 (PRIVATE)	The Director of Finance and Procurement presented the Draft Annual Report and Accounts for the year ended 31 March 2023. The document reports a Resource budget overspend of £1.355 million and a Capital budget underspend of £0.002 million.	The Board approved the Annual Report and Accounts 2022/23 and authorised the Accountable Officer to sign and submit on behalf of the Service.	June 2024
Impact Assessment for Board Decision (Review Date - 12/2024):				

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

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
WEDNESDAY 27 MARCH 2024****CHAIR'S UPDATE: JANUARY-MARCH 2024****Tuesday 9 January 2024**

Board Induction Day
Integrated Governance Forum Pre-Agenda

Wednesday 10 January 2024

Board Induction Day

Tuesday 16 January 2024

Power BI Drop In Session
Regular meeting with CO Ross Haggart
Regular Chair/Board Support Team meeting
Regular meeting with Maureen Rooney, Deputy Director for Safer Communities with CO Ross Haggart

Thursday 18 January 2024

Integrated Governance Forum

Wednesday 24 January 2024

Regular meeting with DCO Liz Barnes
National Joint Council

Thursday 25 January 2024

Board Strategy Day

Tuesday 30 January 2024

SFRS Mid Year review
Informal Board/Committee Chair

Thursday 1 February 2024

Change Committee Annual Governance Review
Regular Meeting with Tom Steele, Scottish Ambulance Service and Martyn Evens, Scottish Police Authority

Tuesday 6 February 2024

CO Ross Haggart & Steve Barron, Board member
Reform Collaboration Group Pre-agenda

Wednesday 7 February 2024

SFRS Special Private Board Meeting
Special Board Strategy Day Session
Public Appointments (Early Engagement)

Thursday 8 February 2024

Regular meeting with CO Ross Haggart and Fiona Thorburn, Deputy Chair
Regular meeting with Maureen Rooney, Deputy Director for Safer Communities with CO Ross Haggart

Monday 12 February 2024

Regular Chair/Board Support Team meeting
Annual Appraisals (x2)

Tuesday 13 February 2024

People Committee and Remuneration, Appointments and Nominations Sub-Committee Annual Governance Review

Wednesday 14 February 2024

Reform Collaboration Group

Thursday 15 February 2024

Annual Appraisals (x4)

Tuesday 20 February 2024

Public Appointments (Planning)

Wednesday 21 February 2024

Regular meeting with CO Ross Haggart
Audit and Risk Assurance Committee Annual Governance Review
Annual Appraisals (x2)

Monday 26 February 2024

National Commemoration Project Board
National Joint Council (Pre-meet)

Tuesday 27 February 2024

National Joint Council

Wednesday 28 February 2024

Annual Appraisals (x3)
Integrated Governance Forum Annual Governance Review
Meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications

Thursday 29 February 2024

SFRS Special Private Board meeting
SFRS Board Strategy Day
Meeting with DCO Liz Barnes

Tuesday 5 March 2024

Regular meeting with DCO Liz Barnes
Annual Appraisal

Wednesday 6 March 2024

Regular Meeting with Robert Scott, HMFSI
Annual Appraisal

Thursday 7 March 2024

Meeting with CO Ross Haggart and Fiona Thorburn, Deputy Chair
Remuneration, Appointments and Nomination Sub Committee
People Committee
Regular meeting with Siobhan Brown, Minister for Victims and Community Safety and CO Ross Haggart

Monday 11 March 2024

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

Wednesday 13 March 2024

Meeting with Shona Robison, Deputy First Minister

Thursday 14 February 2024

Retiral Presentation

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

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

Integrated Governance Forum Pre-agenda

Friday 15 March 2024

SFRS Board meeting Pre-agenda

Scottish Government Strategic Partnership Assurance Toolkit

Monday 18 February 2024

Special Private Change Committee

Tuesday 19 February 2024

National Joint Council

Wednesday 20 March 2024

Regular Chair/Board Support Team meeting

National Joint Council

Regular meeting with CO Ross Haggart

Friday 22 March 2024

National Joint Council

Tuesday 26 March 2024

Regular meeting with DCO Liz Barnes

Audit and Risk Assurance Committee

Integrated Governance Forum

Wednesday 27 March 2024

SFRS Board meeting

Thursday 28 March 2024

Cheapside Street Memorial Event

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
WEDNESDAY 27 MARCH 2024**

CHIEF OFFICER'S UPDATE: JANUARY – MARCH 2024

Monday 1 – Tuesday 2 January

Public Holiday

Wednesday 3 January

Leave

Thursday 4 - Friday 5 January

National Joint Council (NJC) Pay Progression Group Meeting, London

Monday 8 January

Regular meeting with HMFSI Chief Inspector

Regular Director 1:1

Regular PA meeting

Tuesday 9 January

Board Member Induction Meeting

Integrated Governance Forum (IGF) Pre Agenda Meeting

Regular Trade Union (TU) Meeting

Wednesday 10 January

Strategic Leadership Team (SLT) Meeting

HMFSI Workshop – Organisational Culture within SFRS

Board Member Induction Meeting

Regular Director 1:1

Thursday 11 January

Regular PA meeting

Regular Director 1:1

Long Service Good Conduct Ceremony - Aberdeen

Friday 12 January

Regular Director 1:1

Chief Officer Support team regular meeting

Monday 15 January

Regular PA meeting

Introductory Meeting with Chief Constable Farrell, Tulliallan

Tuesday 16 January

National Fire Chief Council (NFCC) CFO Call

Regular Director 1:1

Oversight of Risk Meeting

Chief & Chair Regular Meeting

Regular Meeting with Deputy Director of Safer Communities

Wednesday 17 January

Regular Director 1:1

Meeting with Azets

Technical Reading

OFFICIAL

Thursday 18 January

Audit & Risk Assurance Committee (ARAC)
Integrated Governance Forum

Friday 19 January

Firefighters Charity Meeting

Monday 22 January

Meeting with UK International Search and Rescue (ISAR)
Regular PA Meeting
Regular Director 1:1 x 2
Health and Safety Meeting

Tuesday 23 January

Change Portfolio Investment Group Meeting
SLT Meeting
Risk Workshop

Wednesday 24 January

FF Martin anniversary event briefing
Corporate Parenting Refresher Training

Thursday 25 January

Board Strategy Day

Friday 26 January

FF Martin anniversary event briefing

Saturday 27 January

Celebrating FF Martin Event, McDonald Road Fire Station'

Monday 29 January

Weekly Chief and Deps Meeting
SFRS Budget 24-25 Meeting

Tuesday 30 January

Fortnightly NFCC CFO Call
SFRS Mid Year Review
Regular Director 1:1

Wednesday 31 January

CO Business Support team meeting
Firefighters Charity Engagement & Fundraising Committee meeting

Thursday 1 February

Introductory meeting with Convenor of Criminal Justice Committee, Edinburgh

Friday 2 February

Home Fire Safety Visits Meeting

Monday 5 February

Regular meeting with HMFSI Chief Inspector
Firefighters Charity Trustee Meeting
Regular weekly PA meeting

OFFICIAL

Tuesday 6 February

Meeting with Deputy Chief Officer (DCO) and Assistant Chief Officers (ACO)
SLT Meeting
SFRS Budget Workshop
Chief, Chair and Board Member meeting
Reform Collaboration Group (RCG) Pre-Agenda Meeting
Regular Director 1:1

Wednesday 7 February

SFRS Special Private Board Meeting
Meeting with AC Quinn
Retained Duty System (RDS) Joint Working Group Meeting

Thursday 8 February

Regular Joint Chief, Chair & Deputy Chair Meeting
Regular Chief and Chair catch up
Regular PA Meeting
Pay Progression Working Group

Friday 9 February

Technical Reading Day

Monday 12 February

Budget Workshop

Tuesday 13 February

Fortnightly NFCC CFO Call
People Committee/RANSc - Annual Governance Workshop (2024)
Regular Director 1:1

Wednesday 14 February

Weekly CO Business Support Team catch up
Reform Collaboration Group Meeting

Thursday 15 February

Change Committee Meeting, Newbridge

Friday 16 February

NFCC Trustees Call
Advisory Forum Meeting
Regular Director Catch up

Monday 19 February

NFCC Steering Group Meeting
SFRS Budget Meeting with TUs

Tuesday 20 February

Change Portfolio Investment Group (CPIG)
SLT

Wednesday 21 February

Regular Chief and Chair catch up
Audit & Risk Assurance Committee - Annual Governance Workshop (2024)

Thursday 22 February

Meeting with HMFSI

OFFICIAL

Friday 23 February

Chief Officer Commendation Certificates event, Galashiels FS

Monday 26 – Tuesday 27 February

NJC Meeting, London

Wednesday 28 February

Chief Officers Business Support Team meeting

Budget 24-25 Follow up SLT meeting

Integrated Governance Forum - Annual Governance Workshop (2024)

Thursday 29 February

SFRS Special Private Board Meeting

Board Strategy Day

Friday 1 March

Weekly PA Meeting

Internal Audit Plan 24-25 Meeting

Monday 4 March

Regular meeting with HMFSI Chief Inspector

Roundtable Event with Scottish Government and Audit Scotland

Regular PA Weekly Meeting

Tuesday 5 March

SLT Meeting

Chief & Deps weekly meeting

Regular Director 1:1

Wednesday 6 March

Regular Director 1:1

CO Business Support team meeting

Thursday 7 March

RANSC meeting

Meeting with Minister for Victims & Community Safety

Friday 8 March

Technical Reading

Monday 11 March

Facefit Testing, Cambuslang

Retiral Presentation, West ARC

Tuesday 12 March

Fortnightly NFCC CFO Call

Chief & Deps weekly meeting

Regular Director 1:1 x 2

Regular weekly PA meeting

Wednesday 13 March

Deputy First Minister visit to McDonald Road

Regular Director 1:1

Thursday 14 March

Retiral Presentation
Regular meeting with Director of Safer Communities
Regular Director 1:1
Integrated Governance Forum (IGF) - Pre Agenda Meeting

Friday 15 March

SFRS Board Pre Agenda Meeting

Monday 18 March

Regular Director 1:1
CPIG meeting
Regular weekly PA meeting

Tuesday 19 March

SLT Meeting
RCG and Cabinet Secretary meeting

Wednesday 20 March

Incident Command Level 4 CPD event, Cambuslang
NJC Chief and Chairs Consultation Meeting
Chief & Chair Regular Meeting

Thursday 21 March

Chief & Deps weekly meeting
Regular Director 1:1
Regular meeting with UNISON

Friday 22 March

CO Commendation Event, Edinburgh

Monday 25 March

Chief & Deps weekly meeting
Regular Director 1:1
Regular weekly PA Meeting

Tuesday 26 March

Audit & Risk Assurance Meeting
Integrated Governance Forum

Wednesday 27 March

SFRS Board Meeting

Thursday 28 March

Regular Director 1:1
Cheapside Memorial Event, Glasgow
NFCC Trustees Meeting

Friday 29 March

Public Holiday



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 9 NOVEMBER 2023 @ 1000 HRS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)**

PRESENT:

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

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

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Ross Robison (RR)	Portfolio Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
John Thomson (JT)	Head of Finance and Procurement
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Cathy Barlow (CB)	Deputy Head of Prevention and Protection (Item 7.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 16 only)
Derek Wilson (DW)	Area Commander, Service Development (Item 17 & 18 only)
Clare Adams (CA)	Senior Project Manager (Item 17 & 18 only)
Iain Ivory (II)	Actica Consultants (Item 17 & 18 only)
Tim Wright (TW)	Board Member
Heather Martin (HM)	Change Centre of Excellence Manager
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

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

1 WELCOME

- 1.1 The Chair opened the meeting, welcoming Heather Martin to her first meeting and those participating via MS Teams.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question and that the meeting would be recorded for minute taking purposes only.

2 APOLOGIES

2.1 None.

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

3.1 The Committee agreed that the *Programme Project Highlight Report* (Item 15), *Financial Reports – Change Portfolio* (Item 16), *New Mobilising System Periodic Update* (Item 17), *New Mobilising System: Invitation to Tender* (Item 18) and *Risk Spotlight: Organisational Capacity and Capability* (Item 19), would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 10 AUGUST 2023

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

5.1.1 The Committee were advised that an update on the development of the capacity management tool would be discussed under the Risk Spotlight (Item 19) in the private session.

5.1.2 **The minutes of the meeting held on 10 August 2023 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 There were no matters arising.

6 ACTION LOG

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

6.2 Action: 7.3.3 Safe and Well Project Update (10/08/2023): Further clarification to be provided by CB on the revised wording within the revisit section and what onus was being placed on the householders. It was noted that the update position statement stated that householders would be contacted in the first instance. Action to be reopened.

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

7 CHANGE PORTFOLIO/MAJOR PROJECTS

7.1 Programme Project Highlights Report

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

- New Mobilising System (NMS): Amber for Time, Costs and Skills/Resources.
- Service Delivery Model Programme (SDMP) - Both Demand Based Duty System (DBDS) and Station and Appliance Review (SAR): Amber for Skills/Resources.
- Emergency Services Mobile Communications Programme (ESMCP): Amber for Skills/Resources.
- People, Payroll, Finance and Training (PPFT) and Rostering updates to be provided in private session due to financial elements.

7.1.2 The Committee requested what mitigating actions were in place for the areas reporting Amber. RR informed the Committee that external funding had been secured for ESMCP. JT advised that the full external funding would be split between Scottish Government and the Home Office. The Committee noted and welcomed this update.

7.1.3

OFFICIAL

In regard to the SDMP Senior GIS Delivery Partner (SWECO), DL confirmed that this work had been completed and the RAG status would be updated to Green.

7.1.4

The Committee scrutinised the report.

(D Farries joined the meeting at 1010 hrs)

7.2 **On Call Programme Closing Report**

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

- Programme concluded in June 2023.
- No real costs were associated with the project, primarily due to existing staff undertaking additional duties and the dedicated resource of the On Call Support Team.
- Project resulted in 43 recommendations being made to the Strategic Leadership Team (SLT), Change Portfolio Progress Group (CPPG) and Change Portfolio Investment Group (CPIG).

7.2.2 The Committee noted that the lessons learned were both helpful and consistent with those previously identified.

7.2.3 SS reminded the Committee that work would continue and the recommendations would be incorporated into the SSRP work to support future ambitions. DF noted that there were 3 categories of recommendations, those that were delivered, being piloted, and moving forward. Of those moving forward, these have been split into Business as Usual (BaU) activities with some elements being progressed by the On Call Support Team. It was noted that some internal directorate restructuring would be necessary to ensure the retention of the On Call Support Team and that this would be undertaken within the existing financial budgets. Other larger elements, those impacting on terms and conditions, systems etc would be progressed through the SSRP work.

7.2.4 In regard to tracking and maintaining visibility on recommendations, the Committee queried whether this would be captured through the current process already in place for HMFSI reports/recommendations. JT offered his view that it was appropriate to be progressed through BaU and would not propose a similar approach such as a tracker. The Committee commented on the importance of these recommendations and the potential future strategic changes which will impact on same. SS reiterated that the BaU element would lie with the Service Delivery Directorate with the remainder being progressed through SSRP work, however thought could be given to how any progress was captured. The Committee requested clarity on how the programme recommendations would be tracked going forward now that they were moving into BaU.

ACTION: SS/DF

7.2.5 CM noted that regular reporting would continue to be provided through the SSRP highlight report.

7.2.6 **The Committee scrutinised the report.**

(C Barlow joined the meeting at 1025 hrs)

7.3 **Safe & Well Project Update**

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

- Decision by CPIG to progress to a revised HFSV and the project would be formally closed.
- Closing report to be brought to the next Change Committee meeting.

OFFICIAL

- Implementation Phase would be delivered through BaU by the Prevention and Protection Function. Implementation Board established and all associated governance arrangements were in place.
- Future updates would be submitted to the Service Delivery Committee.

7.3.2 The Committee noted the governance arrangements and future reporting to the Service Delivery Committee.

7.3.3 As per earlier discussions, the Committee sought clarification on the referral process and the onus being placed on the householders. The Committee noted their concerns for vulnerable individuals potentially not responding. CB reminded the Committee of the current process. CB explained the new method which would establish a preferred contact method with the individual ie text, letter etc and when the revisit is due the identified preferred method would be used. CB noted that should individuals' circumstances change, then they do not have to wait for a year but can request a further visit at any time. This was particularly stressed to partner referrals organisations.

7.3.4 Revisits are currently offered to high risk individuals however moving forward, everybody would be offered a revisit as the Service tries to change the risk profile and be more targeted in the visits carried out.

7.3.5 In order to gain a fuller understanding, the Committee noted that the provision of percentages relating to the uptake on the offer of revisits would be helpful. CB advised that it was difficult to capture this information within the current systems and that the new system would be able to provide this information. Evaluation to be undertaken on the percentage of revisits not able to be completed and the rationale for this.

ACTION: CB/DF

7.3.6 The Committee asked whether social housing landlords were advised if tenants do not respond to the offer of a revisit. CB to provide further information on the process of partner referrals ie are partners notified if no response from individuals and where does the responsibility/risk lie.

ACTION: CB/DF

7.3.7 The Committee commented on an evaluation of HFSV and incidents occurring at the same premises. CB indicated that this data may be available and would work with data services to identify its value.

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

(C Barlow and D Farries left the meeting at 1040 hrs)

8 GENERAL REPORTS

8.1 Portfolio Progress Update

8.1.1 CM provided a verbal update on the Portfolio Progress to the Committee noting the following key points:

- New format of report was currently progressing through internal governance and would be presented at the next Committee meeting.
- Future reports would concentrate on 3 KPIs developed and reported through the dashboard. These related to project time, cost and accumulative benefits.
- Future report would also report on Portfolio Office (PO) target operating model and 3 PO objectives.
- Development of health check process which had been piloted with the PPFT project.
- Looking at stage gate assurance as part of change life cycle and would be piloted on the Rostering project. This would provide a link into assurance activities carried out by the new design authority.

OFFICIAL

- Next meeting of the Change Community of Practice was scheduled for November 2023. Email previously circulated to the Committee on the themes discussed at previous meetings and future development of capabilities across the organisation.
- Developing annual planning process to look at all change holistically across the organisation.
- Consideration being given to merge the CPIG and CPPG.
- Update on ongoing recruitment for SSRP Programme Manager, Business Architecture Analyst and Continuous Service Improvement Manager, NMS Senior Project Manager and Senior Business Analyst roles. Overall positive position and good engagement with agencies and direct applications.
- In relation to SSRP, developing approach to workshops, some roles to develop the strategic blueprint for the future of the Service. Outline Business Case being developed for securing dedicated resources for this programme.

8.1.2 In regard to career development/professional qualifications, CM advised that this had been discussed including the intention for the future. CM noted the use of Prince2 previously and that different methods of managing projects that have more agile delivery methods were being considered. CM outlined his ambitions for career development within the organisation.

8.1.3 The Committee recognised the progress made in the last 18 months and suggested it may no longer be appropriate to discuss PO progress as the Service has moved onto the next stage. CM advised that the new format of report would be more data focussed, focussing on embedding capabilities and effectiveness of outcomes from projects. CM noted that issues remained around resourcing issues on key capabilities within the team. CM noted and would consider the comments made.

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

9 RISK

9.1.1 Portfolio Office Risk Report

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

- Total of 8 risks were recorded with risk rating of 15 or above and related to NMS and PPFT.
- Risks relating to the Safe and Well implementation project have been transferred to BaU implementation project.
- Two risks were removed due to reduction in risk rating (under 15). These related to NMS and SDMP.

9.1.2 In regard to Risk NMS023 (design authority) and NMS003 (procurement resources), the Committee sought clarity on whether these issues had been addressed. DL advised that procurement issues had been addressed, however this was not reflected in the paper due to a timing issue in the production of the documents. DL further advised that work in relation to the design authority was ongoing, risks identified, and a mitigation plan was in place. This included the onboarding of the preferred supplier and the work that will be set out with the technical design authority that we will ask them to provide, and how we engage with our own design authority.

9.1.3 Brief discussion took place regarding the design authority, technical design authority and interfacing/integration into the NMS and existing systems.

9.1.4 **The Committee scrutinised the report.**

9.2 Committee Aligned Directorate Risks

9.2.1

OFFICIAL

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

- Risk SDD001 (inability to deliver against stated commitments and ambitions, due to limited resources and capacity) – risk rating has reduced from 15 to 9.
- Risk SDD004 (continual development and improvement, due to resources etc) – risk rating reduced from 16 to 6.
- Risk SDD005 (ESMCP funding) – risk rating reduced from 15 to 10.

9.2.2

In regard to differing risk criteria between project and service risks, further information/discussions on the nuance to be taken at the Audit and Risk Assurance Committee.

ACTION: CM

9.2.3

The Committee scrutinised the report.

10 COMMITTEE ROLLING FORWARD PLAN

10.1 Committee Forward Plan

10.1.1 The Committee noted the Forward Plan and the following additions/revisions:

- Demonstration of new HFSV system (including worked example and an analysis of data linked to incident location and HFSVs)

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

10.2.1 The following item(s) were identified for the Integrated Governance Forum:

- Home Fire Safety Visits including effectiveness (cross over with Service Delivery Committee)

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

11 REVIEW OF ACTIONS

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

12 DATE OF NEXT MEETING

12.1 A special private meeting was scheduled for Wednesday 20 December 2023.

12.2 The next full meeting is scheduled to take place on Thursday 15 February 2024.

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

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETINGS:

13.1 Thursday 10 August 2023

13.1.1 The minutes of the meeting held on 10 August 2023 were approved as a true record of the meeting.

13.2 Wednesday 20 September 2023

13.2.1 The minutes of the meeting held on 20 September 2023 were approved as a true record of the meeting.

13.3 **The minutes of the private meetings held on 10 August 2023 and 20 September 2023 (Special) were approved as a true record of the meetings.**

14 PRIVATE ACTION LOG

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

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

(P McGovern joined the meeting at 1150 hrs)

15 PROGRAMME PROJECT HIGHLIGHTS REPORTS

15.1 RR presented the Programme Project Highlights Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. PMcG provided an update on the PPFT and Rostering projects.

15.2 **The Committee scrutinised the report.**

(P McGovern left the meeting at 1215 hrs)

16 FINANCIAL REPORTING – CHANGE PORTFOLIO

16.1 JT presented a report to the Committee providing an overview of the financial spend and forecast of Programme and Projects within the Change Portfolio, as of September 2023.

16.2 **The Committee scrutinised the report.**

19 RISK SPOTLIGHT: ORGANISATIONAL CAPACITY AND CAPABILITY

19.1 CM gave a presentation to the Committee on organisational capacity and capability.

19.2 **The Committee noted the presentation.**

(The meeting broke at 1245 hrs and reconvened at 1315 hrs)

(D Wilson and Iain Ivory joined the meeting at 1315 hrs)

17 NEW MOBILISING SYSTEM PROJECT UPDATE

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

17.2 **The Committee scrutinised the report.**

18 NEW MOBILISING SYSTEM: INVITATION TO TENDER DOCUMENTATION

18.1 DL introduced Iain Ivory, Technical Advisor (Actica) to the Committee and presented the report to the Committee providing the New Mobilising System (NMS) Invitation to Tender (ITT) documentation for scrutiny.

18.2 The Committee confirmed that they had sought and received assurances on the process of developing the ITT and the associated route to market. As Chair of the Committee, FT would provide an update at the Special Board meeting (23 November 2023) to this effect.

18.3 **The Committee scrutinised the report.**



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 15 FEBRUARY 2024 @ 0930 HRS

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

PRESENT:

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

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

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Programme Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness (Items 8, 20 and 21 only)
Marysia Waters (MW)	Head of Communications and Engagement (Item 7.2 only)
Nicola McGrath (NMCG)	Internal and Corporate Communications Manager (Item 7.2 only)
Jason Lucchesi (JL)	Web Editor - Communications & Engagement (Item 7.2 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 16 only)
Paul McGovern (PMCG)	Programme Manager (Items 16 & 17 only)
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 17 only)
Derek Wilson (DW)	Area Commander, Service Development (Items 17 & 18 only)
Kate Whitelaw (KW)	Senior Project Manager (Items 17 & 18 only)
Lorna Forrest (LF)	SSRP Programme Manager
Ross Haggart (RH)	Chief Officer
Tim Wright (TW)	Board Member
Heather Martin (HM)	Change Centre of Excellence Manager
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen, Portfolio Office
Siobhan Hynes, Portfolio Office
Colin Brown, FBU

1 WELCOME

1.1 The Chair opened the meeting and welcomed those in attendance, particularly Therese O'Donnell and Lorna Forrest, and those participating via MS Teams. The Chair thanked the Committee for accommodating the extended timings of the meeting.

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

1.3 The Chair emphasised the importance of adhering to the timescales for the notification, submission, and circulation of meeting papers. This would help with preparations and enable Committee members to fully prepare ahead of the meeting.

2 APOLOGIES

2.1 No formal apologies.

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

3.1 The Committee agreed that the *Financial Reporting – Change Portfolio* (Item 15), *Portfolio Office Progress Update* (Item 16), *SFRS Change Maturity, Capacity and Capability* (Item 17), *People, Payroll, Finance and Training* (Item 18), *Rostering Project Update* (Item 19), *New Mobilising System Periodic Update* (Item 20), *Digital Assurance Office Gateway 3 Review Options* (Item 21) and *Strategic Service Review Programme* (Item 22), would be heard in the private session due to confidential commercial/financial information (Standing Order 9E) and the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 9 NOVEMBER 2023

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

5.1.1 **The minutes of the meeting held on 9 November 2023 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 There were no matters arising.

6 ACTION LOG

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

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

7 CHANGE PORTFOLIO/MAJOR PROJECTS

7.1 Programme Project Highlight Report

7.1.1 GB presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. The following key points were highlighted:

- New Mobilising System (NMS) reporting Amber for time, cost and skills and resources.
- Emergency Services Network (ESN) reporting Amber for time, skills and resources due to recruitment of vehicle fitters.
- iHub/Web reporting Amber for time, skills and resources due to availability of ICT support for the Nintex workflows.
- People, Payroll, Finance and Training (PPFT) is reporting Amber for time, skills and resources due to the original business case not being signed off and potential collaboration opportunities.

7.1.2 In regard to ESN, GB noted that potential collaboration with Police Scotland would be discussed at the CPPG next week and agreed to provide an update.

ACTION: GB

7.1.3 In regard to the Station Appliance Review (SAR) and Demand Based Duty System (DBDS), the Committee sought clarity on the types of output expected from these based on the Operational Research in Health (ORH) work. SS noted that this would be addressed under item 22 (SSRP).

7.1.4 In regard to the Community Risk Index Model (CRIM), the Committee sought clarity on any data adjustments being made due to the changes to the Unwanted Fire Alarm Signal (UFAS) policy.

(D Lockhart joined the meeting at 0935 hrs)

7.1.5 DL informed the Committee that the University of Nottingham (DAMSL) had advised the removal of UFAS from CRIM due to being low risk on life risk. DL reminded the Committee that CRIM was based on the probability of an event occurring and an individual being involved in that event. DL noted that the recent UFAS changes had no impact upon the CRIM. The Service would continue to develop CRIM as new data becomes available and this would be used to support any future options.

7.1.6 The Committee noted that the CRIM used the proximity of activity as an assessment of risk and as such, the removal of UFAS would understate the activity level. DL reminded the Committee that the demand element (activity) is assessed through the ORH model, of which CRIM was only one element. DL noted that operational activity was covered through modelling via ORH and in house assessment, therefore UFAS activity was not being lost.

7.1.7 In regard to the SDMP Stakeholder Engagement Group session scrutinising the CRIM, the Committee sought to understand any outcomes from this session. DL advised that the purpose of this session was to engage and build understanding and knowledge of the process/methodology that had been developed as part of SDMP and would be applied as part of SSRP. The session was also to scrutinise the understanding of risk at a local level across the Service. DL noted that in general the risk levels across all data zones remained the same and there was general agreement that CRIM was reflective of the risk levels across the organisation.

7.1.8 Consideration to be given to develop an information sheet/guidance on SDMP/CRIM/ORH analysis. Discussions to be held outwith the meeting.

ACTION: FT/SS

7.1.9 **The Committee scrutinised the report.**

(M Waters, N McGrath, J Lucchesi joined the meeting at 0945 hrs)

7.2 **New Website KPI Benefits – Initial Findings**

7.2.1 MW introduced NMcG, who presented the Committee with an interim update on the key performance indicator (KPI) benefits of the new website. The following key points were highlighted:

- New website launched in September 2023 and the first evaluation carried out after the bonfire campaign.
- Due to the migration to Google Analytics 4 in January 2023, the data gathered between the old and new websites was not fully comparable.
- Increased activity, users, and page views across all 3 Service Delivery Areas during the recent bonfire campaign.

- Improving data capture relating to conversion rates of site visits which go on to book home fire safety visits, visits to MyJobScotland, etc.
- User satisfaction monitored via engagement rates and average session duration.
- Published information shows an increased number of downloads and direct access to required information.
- Overall improved access, increased users and user friendly.

7.2.2 The Committee commented on the valued focus on outcomes, accessibility and user led process.

7.2.3 The Committee sought clarity on the 'Hemingway App' and whether this could be used for internal focussed writing. NMcG explained that this online application was used to determine the reading level for documents noting that the desirable level was for an average 11 year old. It was recommended that this should be used for all content.

7.2.4 In regard to conversion rates for unique users, NMcG noted that the next phase would be reviewing the quantifiable data.

7.2.5 Brief discussion took place on how the Service was capturing data on individual users, sessions, page views and section views. It was noted that a direct comparison was unable to be made between the previous and current Google Analytics but that they were as similar as possible.

7.2.6 In regard to tracking benefits, MW advised the Committee that the majority of the benefits were non cashable. These were efficiency savings and time which were mostly attributable to the iHub, rather than the website, as data on the time taken to find documents can be extrapolated across the staff base. It was confirmed that benefits would be tracked once the new iHub was launched.

7.2.7 **The Committee scrutinised the report.**

(M Waters, N McGrath, J Lucchesi left the meeting at 1000 hrs)

8 GENERAL REPORTS

8.1 Audit Action Plans and Closing Reports Update: Command and Control Mobilising System

8.1.1 DL presented a report to the Committee providing a progress update (as at November 2023) on the actions relating to the HMFSI report on Command and Control Mobilising System (CCMS). The following key points were noted:

- No definitive recommendations were made within the original report.
- Recommendations were extrapolated and aligned with the ongoing activities in regard to the NMS.
- Due to the timings of the report, several updates have now been superseded and the report would be updated going forward.

8.1.2 In relation to the testing of evacuation business continuity plans, the Committee noted that the prolonged downtime scenario had not been tested and queried the risk and contingency around this. DL noted that the NMS project had not considered this recommendation. However, subsequent activity had been undertaken, and the Committee were reminded of the existing business continuity arrangements.

8.1.3 **The Committee scrutinised the report.**

(D Lockhart left the meeting at 1015 hrs)

9 RISK

9.1 Portfolio Office Risk Report

9.1.1 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:

- Total of 9 risks were recorded with risk rating of 15 or above and related to NMS, PPFT, Rostering and ESN.
- Risk related to NMS and Rostering would be discussed further in the private session.

9.1.2 The Committee scrutinised the report.

(D Johnston joined the meeting at 1017 hrs)

9.2 Committee Aligned Directorate Risks

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

- Realignment of directorate and Portfolio Office risks due to internal restructuring.
- Portfolio management risk register to be created and would include interdependent risks.
- Total of 2 risks were recorded with risk rating of 15 or above and related to resource, and capacity and capability. Updates to be provided in the private session.

9.2.2 In relation to the increased probability for risk SDD001, CM advised that this had been resolved and an update on budgets relating to SSRP and resourcing would be provided in the private session.

9.2.3 In relation to the delayed control actions, the Committee sought further information to help understand the reasoning and consequence of any delays. DL noted that further scrutiny of individual risks was accessible via the risk dashboard and if necessary, further information could be sought from the relevant directorate. DL reminded the Committee that drop-in sessions had been hosted by Data Services to assist the Committee to fully utilise the system.

9.2.4 Discussion took place on the purpose of the report and the need for consistency across all Committees/Board. It was agreed that the focus should remain on risks rated 15 and above and their associated control actions.

9.2.5 The Committee scrutinised the report.

(D Johnston left the meeting at 1023 hrs)

10 COMMITTEE ROLLING FORWARD PLAN

10.1 Committee Forward Plan

10.1.1 The Committee noted the Forward Plan and the following additions/revision:

- Organisational Capacity and Capability to be added as a standing agenda item.

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

10.2.1 The following item(s) were identified for the Service Delivery Committee:

- New Website KPI Benefits – Initial Findings – For Information only

10.2.2 The Committee noted the Forward Plan.

11 REVIEW OF ACTIONS

11.1 KM confirmed that 2 formal actions were recorded during the meeting.

12 DATE OF NEXT MEETING

12.1 A special private meeting was scheduled for Monday 18 March 2024.

- 12.2. The next full meeting is scheduled to take place on Thursday 2 May 2024.
- 12.3 There being no further matters to discuss, the public meeting closed at 1027 hrs.

(The meeting broke at 1027 hrs and reconvened at 1040 hrs)

PRIVATE SESSION

13 MINUTES OF PREVIOUS PRIVATE MEETING:

13.1 Thursday 9 November 2023

- 13.1.1 The minutes of the meeting held on 9 November 2023 were approved as a true record of the meeting.

13.2 Monday 22 January 2024

- 13.2.1 The minutes of the meeting held on 22 January 2024 were approved as a true record of the meeting.

14 PRIVATE ACTION LOG

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

15 FINANCIAL REPORTING – CHANGE PORTFOLIO

- 15.1 SO'D advised the Committee that this report was being revised and agreed to provide a new iteration of Finance Report in Q1 2024/25.

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

16 PORTFOLIO OFFICE PROGRESS UPDATE

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

- 16.2 **The Committee scrutinised the report.**

17 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY

- 17.1 CC presented the report to the Committee which provided a high-level view of SFRS change capacity and capabilities.

- 17.2 **The Committee scrutinised the report.**

18 PEOPLE, PAYROLL, FINANCE AND TRAINING

- 18.1 PMcG presented a report to the Committee providing an overview of the People, Payroll, Finance and Training (PPFT) project progress and relevant next steps.

- 18.2 **The Committee scrutinised the report.**

19 ROSTERING PROJECT UPDATE

- 19.1 SW presented a report to the Committee providing an overview of the Rostering project progress and relevant next steps.

- 19.2 **The Committee scrutinised the report.**

20 NEW MOBILISING SYSTEM PERIODIC UPDATE

- 20.1 DL presented the report to the Committee providing an overview of NMS Project delivery, progress to date and the next steps, for scrutiny.

20.2 **The Committee scrutinised the report.**

21 DIGITAL ASSURANCE OFFICE GATEWAY 3 REVIEW OPTIONS

21.1 DL presented the report to the Committee providing an overview of the operational Scottish Government Portfolio, Programme and Project Assurance (PPPA) Gateway 3: Investment decision review progress, implications and activity undertaken by the NMS Project.

21.2 **The Committee scrutinised the report.**

22 STRATEGIC SERVICE REVIEW PROGRAMME

22.1 SS gave a presentation to the Committee to provide a detailed update on SSRP and noted the recent discussions at the recent Strategy Day (25 January 2024).

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

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PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 18 JANUARY 2024 @ 1000 HRS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)**

PRESENT:

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

IN ATTENDANCE:

Ross Haggart (RH)	Chief Officer
Stuart Stevens (SS)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
David Johnston (DJ)	Risk and Audit Manager
Matt Swann (MS)	Internal Audit (Azets)
Michael Oliphant (MO)	External Audit (Audit Scotland)
Ann MacDonald (AMac)	External Audit (Audit Scotland)
Robert Scott (RS)	HMFSI
Karen Horrocks (KH)	Assistant Verification Team Officer
Lyndsey Gaja (LG)	Interim Director of People (Item 7.1 only)
Stephen Harkins (SH)	Group Commander, Operations (Item 7.2 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Colin Brown, FBU

1 CHAIR'S WELCOME

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

2 APOLOGIES

- 2.1 John Thomson, Head of Finance and Procurement

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

3.1 The Committee discussed and agreed that Item 18 (*Internal Control Review Report*) would be heard in private session due to matters relating to individuals in line with Standing Orders Item 9A.

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest made.

5 MINUTES OF PREVIOUS PUBLIC MEETING

5.1 Monday 30 October 2023

5.1.1 The minutes of the meeting held on 30 October 2023 were approved as a true record of the meeting.

5.2 Matters Arising

5.2.1 There were no matters arising.

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

6 ACTION LOG

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

Action 9.1.11 SFRS Internal Audit Progress Report 2023/24: Final Report Sickness Absence Management (27/06/2023): The Committee requested further clarification on whether the action had been fully addressed and agreed that the action should be reopened until provided.

Action 9.1.17 SFRS Internal Audit Progress Report 2023/24: Final Report Arrangement for Internal Assessment and Verification of SVQ (27/06/2023): As the final position would not be known until Q4, it was agreed that this action would be reopened.

Action 13.5 Risk Spotlight: Retrieval of PPE (30/10/2023): Due to the late revision of the action log, the position statement was verbalised in the meeting.

Action 7.1.14 Internal Audit Progress Report 2023/24 (30/10/2023): The Committee accepted the explanation of the (limited) scope of the audit and noted that there was still a need to recognise the wider scope of partnership working, albeit not within this particular audit.

Action 14.1.1 Risk Update Report (30/10/2023): It was agreed that this action should be closed.

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

7 INTERNAL AUDIT

7.1 SFRS Internal Audit Progress Report 2023/24

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

- Good overall progress on the delivery of the audit plan and noted the various stages of ongoing audits.
- Risk Management (Assurance Stocktake): Discussions have taken place on the focus of the audit and agreed that an advisory focused approach would be the best option

at this time. Potential for a review to be undertaken in 2024/25 to assess what progress had been made.

- Final Report presented for the Equality, Diversity, and Inclusion audit.

7.1.2 In regard to the Risk Management audit, MS to consider and confirm (via correspondence) whether the Terms of Reference would require to be revised and confirm any revisions, if necessary.

ACTION: Azets

7.1.3 In regard to the Contract Management audit, the Committee commented on the potential to reflect on both the efficiency and effectiveness as part of the scope. MS noted the comments and advised that both efficiencies and effectiveness were considered within the audit. MS reminded the Committee that audit scopes, following consideration and review by the relevant audit sponsor, were presented to the Strategic Leadership Team (SLT).

7.1.4 In regard to the 2022/23 Sickness Absence Management audit, the Committee noted that feedback had been received from only one individual. The Committee were advised that feedback was only requested from individuals involved in the audit process. The Committee were informed that the Service had agreed that feedback would be provided to Azets on their audit activities.

7.1.5 Final Report – Equality, Diversity and Inclusion (EDI)

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

- Robust approach on equality, diversity and inclusion across the Service.
- Areas of good practice and potential improvements were recorded within the report.

7.1.6 LG welcomed the report, particularly the recognition of good practices and focus on this matter and noted that the recommendations/actions were helpful to strengthen the work of the team and wider Service.

7.1.7 The Committee noted that the audit focused on operational staff and sought clarification on the definition of this group. LG advised that the audit focused on operational staff who record their training through the PDRPro system and explained the reason for this. LG informed the Committee that some challenges were encountered during the audit process

7.1.8 due to the lack of integration between systems and the potential time lag for updates. LG noted that support staff undertook the same training, however this was recorded in a different manner.

7.1.9 RH offered his assurance that the SLT fully recognised that EDI was part of the 3-yearly mandatory cycle of training for all staff and that the Service needed to strengthen its processes to ensure, and gain assurances, that this was undertaken by all staff groups.

7.1.10 The Committee sought clarification on the initial scope of the Equality, Diversity, and Inclusion audit with regards to staff groups involved.

ACTION: Azets/LG

7.1.11 Brief discussion took place on the assurance levels being taken by the People Committee and the realignment of agenda to assist in providing this, future improvements on processes/methods, and the potential benefits from the People, Payroll, Finance and Training project. It was noted that this area would be discussed at the upcoming People Committee workshop (13 February 2024).

7.1.12 The Committee requested that, going forward, Final Reports should contain the Terms of Reference within the appendix for reference purposes.

ACTION: Azets

7.1.13 **The Committee scrutinised the progress report and the final report.**

*(L Gaja left the meeting at 1040 hrs)
(S Harkins joined the meeting at 1040 hrs)*

7.2 SFRS Progress Update/Management Response

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

- Eight actions were added, and 13 actions were closed during this quarter.
- Total of 33 outstanding actions.
- Removal of long-standing Water Planning actions as now deemed superseded. Content with the actions being taken forward relating to managing the approach and engagement with Scottish Water.
- Reference to Scottish Government within Appendix 1 should be read as Scottish Government Internal Audit.
- Summary of closed actions to be provided for transparency purposes.

7.2.2 SH reminded the Committee that the Water Planning actions related to the development of a Service Level Agreement with Scottish Water and an internal recording/hydrant management system. SH advised that the Service and Scottish Water now held quarterly performance meetings and a draft SLA was being developed. SFRS's existing internal recording system was nearing end of life and Scottish Water were keen to explore a joint collaborative app. SH commented on the good progress being made and that there was sufficient oversight/governance structure in place within the SFRS.

7.2.3 The Committee were reminded that the risks associated with these actions were primarily financial and not operational. SH informed the Committee that the financial risk related to the significant escalation of costs by Scottish Water and the Service continue to work with them to understand the justification and rationale behind them. SH further noted the potential adoption of a risk-based approach to hydrant maintenance and upskilling of existing hydrant maintenance personnel.

7.2.4 The Committee asked for consideration to be given to the wording of the progress update to avoid any uncertainty. In particular, reference was made to the Financial Sustainability (Rec No. 2.8) and clarification was provided.

7.2.5 In regard to Revenue & Funding Maximisation (Rec No. 1.3), the Committee commented on the misalignment between the Service and Auditors. MS acknowledged the comments and noted that going forward outstanding information would provide more clarity to the Committee. SO'D further noted that measures to refine, strengthen and ensure accuracy of data would be put in place. The Committee requested an update on progress to refine information within updates, specifically around revision of dates and outstanding requirements information.

ACTION: Azets

7.2.6 SO'D reminded the Committee that an update on income generation was scheduled to be presented at the next Board Strategy Day (25 January 2024).

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

(S Harkins and M Wylie left the meeting at 1100 hrs)

8 AUDIT ACTION PLANS AND CLOSING REPORTS UPDATE

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

8.2 MMcA noted that the Audit and Inspection Overview dashboard recorded 16 action plans as complete. Of the 3 remaining live action plans, one was reporting on track for

completion (Green) and 2 were reporting Amber (slippage in timescale). Three action plans were currently in development. A further action plan relating to the HMFSI's report on Mental Health and Wellbeing, would also be developed following its presentation to the SLT in January 2024.

8.3 The Committee noted the helpful overview and progress update.

8.4 **The Committee scrutinised the report.**

9 EXTERNAL AUDIT

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

9.1.1 SO'D presented the report to the Committee outlining the progress on the External Audit Dimensions and Best Value Report for year ending 31 March 2021 and the Annual Report and Accounts Audit for 2020/21 and 2021/22. The following key points were highlighted:

- Progress against action plans relating to Financial Management (89%), Financial Sustainability (50%), Value for Money (40%) and Governance and Transparency (100%).

9.1.2 MO commented on the time elapsed since the original recommendations were made and noted the potential that some actions may no longer be relevant. As such, MO noted his desire to consolidate all actions, with clear audit trails, into an action plan produced this year to provide clarity and would discuss this further with SO'D. The Committee welcomed this approach and requested work be undertaken to consolidate outstanding/historical actions, where possible, with Audit Scotland recommendations going forward.

ACTION: Audit Scotland/SO'D

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

10 GIFTS, HOSPITALITY AND INTERESTS POLICY

10.1 DJ presented the Gifts, Hospitality and Interests Policy and Quarterly Update, as at 4 December 2023, to the Committee for scrutiny. The following key points were highlighted:

- Total number of individual declarations within the first 3 quarters was 45.
- Additional declarations, under the £50 threshold limit, were also made but not captured within this report.
- Increasing volume of enquiries/requests for advice relating to both gifts and interests were being received.

10.2 The Committee sought clarity relating to one specific entry dated 12 July 2023. DJ to review original declaration and circulate an update to the Committee (via email).

ACTION: DJ

10.3 The Committee discussed whether there was an identified upper limit value, the potential aggregated amount of multiple gifts/hospitality, the escalation process and the adaption of the current policy. DJ to consider adapting the current policy to reflect on aggregation and escalation.

ACTION: DJ

10.4 **The Committee scrutinised the report.**

*(The meeting broke at 1120 hrs and reconvened at 1130 hrs)
(M Wylie rejoined the meeting at 1130 hrs)*

11 INTERNAL CONTROLS UPDATE

11.1 Risk Report Update

11.1.1 DJ presented the risk report and dashboard to the Committee for scrutiny. The following key points were highlighted:

- Changes to the format and information being provided within the report.
- Work continued to accurately identify and record the right risks and control measures and to provide additional assurances.
- Risk dashboard offers the opportunity for greater scrutiny of individual risks.
- Breakdown of risks rated 15 and above and associated control actions.
- Breakdown of all outstanding control measures that fall within the 9-month period.
- Brief on current process, timescales, and governance route for updates. Going forward, increased functionality will enable the currency of the information to be improved.

- 11.1.2 MO sought clarification on the link between Risk FSC016 (forecasted financial position exceeds RDEL) and FSC005 (unable to securing funding). SO'D advised that FSC005 related to 2024/25 funding and the potential risk of this funding reducing. Within the current financial year, SO'D outlined some of the challenges encountered by the Service. The Service have approached Scottish Government for support and have been directed to do everything possible to reduce costs. RH confirmed that the Service had taken action to address all suggestions made by Scottish Government.
- 11.1.3 The Committee commented on the accuracy of some risks and the links to outcomes. DJ advised that the current system only allows for alignment to a single outcome and development would be necessary to allow alignment to multiple outcomes. DJ noted that discussions had taken place at the Senior Management Board on how risk could be articulated accurately and that there were still some areas for development.
- 11.1.4 Brief discussion took place on the currency of the risk, and it was noted that the ambition going forward was to increase the frequency of updates (monthly) which would allow increased scrutiny and monitoring on movements of risks.
- 11.1.5 The Committee commented on the need to refine work on progressing the outstanding control actions within the risk report, with further consideration required on selection of RAG status for the overdue items.
ACTION: DJ
- 11.1.6 Regarding Risk TSA018 (inability to maintain or improve our training delivery due to insufficient capacity), the Committee requested clarification on the reason why the impact reduced and whether the risk associated with the backlog of training was captured elsewhere. SS to clarify with ACO Watt and circulate update via email.
ACTION: SS
- 11.1.7 Regarding Risk SPPC015 (services consultation and engagement processes do not adequately capture stakeholder feedback), the Committee requested clarification whether the reduction in risk takes into consideration the potential adverse response to upcoming consultations or is this captured elsewhere.
ACTION: MMcA/DJ
- 11.1.8 Regarding Risk TSA019 (control measure: contaminants POG timeline of immediate, medium and long-term actions), the Committee requested further information on specific due dates for the immediate, medium and long-term actions.
ACTION: SS/DJ
- 11.1.9 Brief discussion took place on the improving risk management processes, awareness, and behaviours within the Service.
- 11.1.10 **The Committee scrutinised the report and noted the continuing progress being made.**

11.2 Anti-fraud/Whistleblowing Update

11.2.1 SO'D advised the Committee of one potential fraud and noted that this would be discussed later on the agenda (Item 18), in private session.

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

12 REPORT FOR INFORMATION ONLY:

12.1 Quarterly Update Report on HMFSI Business

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

- Finalising fieldwork for the West Service Delivery Area (SDA) inspection. Similar issues to those in the East had been identified. Inspectors received into stations in a professional and respectful manner. Anticipated publishing in Summer 2024.
- Consideration being given to the logistics relating to the North SDA inspection. Consultation process to commence in April 2024.
- Thematic Inspection on Mental Health and Wellbeing had been published and contained 20 recommendations. The report summarised the Service's improvement in this area and support offered to staff, however there was still further scope for improvements to be made.
- Thematic Inspection on Organisational Culture inspection outline to be reconsidered following feedback and discussion with SLT and Rep Bodies.

12.1.2 The Committee noted the good working relationship between the Service and HMFSI and the potential added value from inspections being undertaken.

12.1.3 In regard to the North SDA, RS noted that consideration had been given to the initial focus and potential subsequent inspections. Audit Scotland have been approached for assistance.

12.1.4 **The Committee noted the report.**

13 REVIEW OF ACTIONS

13.1 KM confirmed that 11 formal actions were recorded during the meeting.

14 FORWARD PLANNING

14.1 a) Committee Forward Plan Review

14.1.1 The Committee considered and noted the Forward Plan.

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

14.2.1 The following items were identified for the Integrated Governance Forum:

- Focus on Outcomes and ensuring links to outcomes in order to measure success (BB)

15 DATE OF NEXT MEETING

15.1 The next public meeting is scheduled to take place on Tuesday 26 March 2024 at 1000 hrs.

15.2 There being no further matters to discuss the public meeting closed at 1233 hrs.

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETINGS

16.1 Monday 30 October 2023

16.1.1 The minutes of the private meeting held on 30 October 2023 were approved as a true record of the meeting.

16.2 Thursday 30 November 2023 (Special)

16.2.1 The minutes of the private special meeting held on 30 November 2023 were approved as a true record of the meeting.

17 ACTION LOG

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

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

18 INTERNAL CONTROL REVIEW REPORT

18.1 SO'D presented a report to the Committee to update on the outcomes of an investigation undertaken.

18.2 **The Committee scrutinised the report.**

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PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 7 DECEMBER 2023 @ 1245 HOURS

**MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS,
21 CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)**

PRESENT:

Mhairi Wylie (Chair) (MW)
Fiona Thorburn (FT)
Paul Stollard (PS)

Steve Barron (Deputy Chair) (SB)
Malcolm Payton (MP)

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Lyndsey Gaja (LG)	Interim Director of People
Fiona Munro (FM)	Head of People
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Anne Whyte (AWH)	Lead People Advisor (Item 8.2 only)
David Johnston (DJ)	Risk and Assurance Manager (Item 12 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

Seona Hart, FBU

1 CHAIR'S WELCOME

- 1.1 The Committee Chair opened the meeting and welcomed those present.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.
- 1.3 Due to the volume of business on the agenda, the Chair reminded the Committee that papers will be taken as read and presentations should be kept succinct and, if appropriate, consideration should be given to discuss issues off table.
- 1.4 The Chair advised the Committee that the agenda had been restructured to allow items of a similar nature to be grouped together. The Committee will have the opportunity to discuss this further at the workshop scheduled for 13 February 2024.

2 APOLOGIES FOR ABSENCE

- 2.1 Liz Barnes, Interim Deputy Chief Officer (Corporate Services)

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

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

4 DECLARATIONS OF INTERESTS

- 4.1 No conflict of interests were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 14 SEPTEMBER 2023

- 5.1 The minutes of the meeting held on 14 September 2023 were approved as an accurate record of the meeting.

5.2 Matters Arising

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

6 ACTION LOG

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

7 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING

7.1 People Performance Report Quarter 2 2023/24

- 7.1.1 LG provided the People Performance Report Quarter 2 2023/24 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the more detailed People Performance Report. The following key areas were highlighted from the Executive Summary:
- Wholetime workforce planning, in the context of the retirement profile and implementation of year one operational changes.
 - Staff turnover and new approach to recruitment and selection for hard to fill vacancies in Operations Control and Fleet.
 - Most common reasons for management referrals to Health and Wellbeing.
 - Small increase in absence rate, due to long term absence for day duty staff compared to the previous quarter. There were 337 individuals within this staffing group.
- 7.1.2 The Committee noted the level of RBC vacancies by FTE was -53. LG advised that this was a consequence of the temporary appliance withdrawals, as part of the year one operational changes under Strategic Service Review Programme (SSRP), and the interim Target Operating Model/Response Based Crewing Model.
- 7.1.3 In regard to workforce planning retirement rates, the Committee queried the likely predictions for Quarter 3 and 4. LG advised the Committee that the Service would continue to monitor and forecast, as best as possible. LG noted a potential increase in June/July 2024, however, this situation would be closely monitored. This issue would be discussed further under agenda item 7.4.
- 7.1.4 The Committee commented on the RDS workforce profile trends and whether the increased focus was simply sustaining the current position or was sufficient in increasing numbers. It was agreed that this issue warranted a future risk spotlight, potentially at the next workshop (13 February 2024).

- 7.1.5 LG and FM provided a brief verbal update on cultural activities and noted the following key points:
- Development of Culture action plan nearing completion.
 - Initial meeting of the Culture Development Group had been convened and chaired by Liz Barnes, Interim Deputy Chief Officer (Corporate Services). The Group was comprised of a variety of individuals across all roles and functions within the Service and trade union representatives.
 - Initial discussions focused on purpose, aims and priorities for the groups as well as drafting terms of reference.
 - Reminder of other existing groups, ie Women's Experience Liaison Forum, who look at cultural issues.

7.1.6 The Committee noted the verbal update and requested a written report with detailed update for the next meeting.

7.1.7 **The Committee scrutinised the report.**

7.2 People Performance Quarter 1 2023/24 (Amended version)

7.2.1 LG tabled the People Performance Report Quarter 1 2023/24 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the more detailed People Performance Report. This report was re-presented due to the addition of wellbeing performance data which was not available for the previous meeting.

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

7.3 Career Ready Report

7.3.1 LG presented the report to the Committee to provide an update on the current SFRS partnership with Career Ready and extended the offer for a further update at a future workshop session.

7.3.2 The Committee welcomed the report and progress being made. The Committee asked whether there were opportunities to expand this to a wider geographical area and for future consideration to be given to the potential for collaboration with local authorities to utilise the People Equity funding. LG advised that discussions had taken place at the Strategic Leadership Team (SLT) on the scope and potential to deliver a work programme in other geographical areas.

7.3.3 The Committee noted that a Reasonable assurance level had been attributed to this report and queried what would have increased the rating to Substantial. LG advised that one of the objectives from the Programme was to support participants to move onto positive destinations, however, due to data protection the Service was unable to track this information.

7.3.4 **This verbal report was provided for information only.**

7.4 Retirement/Leavers Profile

7.4.2 LG provided a verbal update on the Retirement/Leavers Profile to the Committee for information, highlighting the following key points:

- Interim changes to the Target Operating Model and temporary appliance withdrawals impact on staffing levels against the Resource Based Crewing Model.
- 46 Wholetime Firefighters were due to graduate on 15 December 2023 and would take up their positions on stations thereafter.
- Potential worst case retirement scenarios had not materialised as anticipated.
- Placeholder for trainee course in January 2024, however this was dependent on retirement rates in early 2024. SLT to decide on timings and intake numbers for trainee course in due course.
- Work continues to progress individuals within the recruitment holding pool as much as possible in preparation for a trainee course being confirmed.

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- Consideration of learning from RDS to Wholetime migration pilot and potential to reinstate.
- Temporary promotions were being used to fill immediate gaps. Permanent recruitment and promotion activities were being quickly stood up to respond to any vacancies.
- Staffing Solutions team has been reinstated to look at a range of interventions.

7.4.2 The Committee noted the update and work being done in this area and to receiving future updates on progress.

7.4.3 **This verbal report was provided for information only.**

7.5 People Policy Review Schedule Update

7.5.1 LG tabled the People Policy Review Schedule Update Report to the Committee for information only. LG reminded the Committee that a full review and reprioritising of the review schedule, based on organisational needs, had been undertaken. Consultation was currently ongoing with a view to converting a number of existing policies into guidance notes.

7.5.2 The Committee welcomed the conversion to guidance notes and commented on the potential for the Identification Cards policy to remain a policy. LG noted the comment and would consider this off table.

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

7.6 Colleague Engagement Survey Update

7.6.1 FM provided a verbal update on the Colleague Engagement Survey to the Committee for information only and highlighted the following key points:

- Requesting feedback from Comms and other partners on Colleague Experience Survey.
- Reviewed potential providers, what they were able to provide and associated costs. Currently considering Skills for Justice noting that the Service already had a membership with them for other activities. Another benefit would also be the ability to benchmark against similar sectors.
- Progress against action plan remained on target.
- Proposed staff survey to be issued in March 2024.

7.6.2 The Committee requested and were provided with some background information on Skills for Justice.

7.6.3 FM advised that the questions would be agreed by the SLT and assured the Committee that the outcomes/themes would be shared fully and widely.

7.6.4 **This verbal report was provided for information only.**

8 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

8.1 Equality, Diversity, Culture and Fair Work

8.1.1 LG provided a verbal update to the Committee and highlighted the following key points:

- Participating in several Scottish Government led equality groups which is enabling the Service to collaborate and benchmark against other public sector organisations.
- Gaelic Language Plan had been approved and published.
- Six employee networks had been established and at differing stages of maturity.
- Corporate Parenting Plan activities.
- Pending legislative changes relating to the Human Rights Bill and duties under the Equality Act.
- As part of Black History Month, an organised walking tour around Glasgow's slave past was facilitated.

8.1.2 The Committee scrutinised the report.

(AWh joined the meeting at 1323 hrs)

8.2 Talent Acquisition – New Approach to Recruitment and Selection

8.2.1 FM introduced AWh, who presented the report outlining a new approach to Recruitment and Selection within the Service to the Committee, for information only. The approach refines the existing attraction, recruitment and selection processes, procedures and associated practices to improve outcomes for the Service and candidates.

8.2.2 The Committee sought further information on leadership quality-based evidence portfolios. AWh advised that other fire and rescue services use the NFCC leadership framework, and this involves candidates working and providing evidence against the four quadrants of this framework. AWh noted that SFRS does not currently use this process, however, there is potential for this to be used going forward.

8.2.3 The Committee commented on the term streamlining in relation to the recruitment process. AWh noted the comment and stated that the aim was to ensure consistency, efficiency and cost effectiveness across the Service in all recruitment processes.

8.2.4 AWh confirmed that the Service were looking at various options in regard to advertising posts and noted the recent Open Day specifically targeted for mechanics, where CV's were accepted. The Committee noted and welcomed this approach.

8.2.5 In regard to a contract for psychometric testing ending later next year, AWh advised that alternative options were being explored for assessing candidates for both development and recruitment purposes.

8.2.6 The Committee commented on the importance of a swift recruitment process and that the recognition that diversity includes diversity of thought.

8.2.7 The Committee scrutinised the report.

(AWh left the meeting at 1335 hrs)

9 TRAINING

9.1 Training Function Update and Performance Report Quarter 2 2023/24

9.1.1 BF presented the high-level overview of the Training function activity and performance over Quarter 2 2023/24 and highlighted the following key issues:

- General improvement across all KPIs.
- Greater understanding of causations of performance levels and increased scrutiny through PowerBI.
- Work continues to address challenges and deliver services.
- KPI 22 (operational core skills modules firefighter to watch manager): Continuing to improve with informative feedback sessions being held.
- KPI 25 (incident command currency): Returned to pre-covid levels.
- KPI 26 (core skills currency): General improvement with some geographical areas proving challenging and requiring further work.
- Ongoing challenges with recruitment for driver training roles and potential alternative delivery option.
- Changes to delivery of driver reassessment standards and training delivery.

9.1.2 The Committee commented and welcomed the progress which had been made over the past year, noting the improved clarity and direction of future improvements.

9.1.3 The Committee scrutinised the report.

9.2 **Training Continuous Improvement Programme Update**

9.2.1 BF presented the report to the Committee updating on progress to implement the recommendations contained within the Scottish Fire and Rescue Service (SFRS) Training Continuous Improvement Programme (CIP). The following key points were highlighted:

- Original 56 recommendations have been reassessed for validity, impact and completion. Of which, 22 were complete, 4 were no longer viable, 7 were transferred to other projects and 23 remain outstanding.
- Further items have been added to the continuous improvement programme and relate to training vision and strategy and underpinning framework documentation, BA recovery plans, driving training improvements and internal/external audit inspection recommendations.
- Some recommendations lie within other areas of work, ie People, Payroll, Finance and Training programme, however they are retained under Training Function ownership and responsibility for completion.

9.2.2 The Committee commented on their appreciation and reassurance on the progress being made.

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

9.3 **Training Function Vision and Strategy 2023-28**

9.3.1 AW presented a report to the Committee to provide the final approved version of the Training Vision and Strategy 2023-28 for information, prior to publication, noting that the draft version had previously been presented for feedback. AW advised the Committee that the strategy had been extended to 2028 to allow sufficient time to achieve the ambitions within it.

9.3.2 The Committee noted that previous feedback has been reflected in the final document and highlighted a couple of minor typographical errors.

9.3.3 Brief discussion took place on the format and publication of the document and whether it was appropriate for the targeted audience. It was noted that a similar discussion has taken place regarding the Strategic Plan, therefore, this would be raised at the next Integrated Governance Forum meeting as a recurring theme.

9.3.4 **The Committee scrutinised the report.**

(Meeting broke at 1350 hrs and reconvened at 1400 hrs)

10 **HEALTH AND SAFETY**

10.1 **Health and Safety Performance Report Quarter 2 2023/24**

10.1.1 JH presented the Health and Safety Performance Report Quarter 2 2023/24 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2023/24 and the Health and Safety KPIs. The following key areas were highlighted:

- Acts of Violence: Reduction in verbal attacks and increase in physical attacks. No injuries sustained.
- RIDDOR reportable incidents: Three events reported due to exposure of asbestos. As a result, training materials were being reviewed, communication to be issued regarding management of incidents involving asbestos and Operational Assurance were undertaking a thematic review of those types of incidents.
- Increase in accidental injuries noting the common cause was slip, trips and falls.
- Increased reporting of Near Miss incidents which can be attributed to the proactive work undertaken through the safety assurance improvements groups.
- Decrease in vehicle accidents noting that low-speed manoeuvres continues to be the most common type of incident.

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- Pilot scheme of Training, Awareness and Local Management Arrangements completed in Lanarkshire has resulted in a 50% reduction in vehicle accidents during the scheme. Proposals to roll out across the Service in 2024/25.
- Improvement plan actions were reporting a 78% completion rate at the end of Q2.
- Proactive work being undertaken by the Function, notably the completion of the Safety Culture survey which received over 1000 responses from members of staff. Initial analysis indicates positive attitudes and perceptions of safety across the Service.
- Facefit training programme nearing completion with circa 140 testers trained and the programme for roll out has commenced.
- Improvement Plan for Operational Assurance was in place and underway.
- Group Commander Donnelly was appointed as Vice Chair of National Operational Learning User Group (NOLUG).
- Support review progress has been completed for premises inspection. From the sample 40 stations, 36 received gold awards and 4 received silver awards (minor amendments required).

10.1.2 In regard to the RIDDOR incidents, JH advised the Committee that these occurred at 3 separate incidents. JH noted that the Service was not always aware of asbestos being present in the premises and were informed at a later date.

10.1.3 JH advised the Committee that these types of incidents were preventable if the Service were aware of the presence of asbestos. The Service was trying to ensure firefighters were equipped to identify where asbestos may be present and how to take relevant action at the time. Existing information was being reviewed to ensure it was robust and appropriate.

10.1.4 The Committee queried whether information relating to exposure to known and unknown asbestos in premises was recorded. JH advised that this information was captured in various forms and was available should it be required.

10.1.5 In regard to physical Acts of Violence, the Committee noted that attacks on both people and property were categorised together. It was noted that it was important to capture both and that any injuries/damages should be recorded. AW reminded the Committee that the dashboard currently provided the high-level data and as it evolves further breakdown of the data would be possible.

10.1.6 **The Committee scrutinised the report.**

10.2 Contaminants Quarterly Report

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

- Trial of Contaminants Standard Operating Procedure (SOP) in East, North and South Ayrshire LSO area during January-March 2024 prior to roll out across the Service.
- Work continues to identify the options for implementation of a full roll out and associated costs.
- HSE visited the Service recently, noting the work done to date and continued engagement on enforcement expectations.

10.2.2 AW advised the Committee that there were varying degrees of progress within other UK fire and rescue services. SFRS were currently working closely with the FBU and were making good progress. AW noted that the key element was the introduction of the SOP, but this requires investment in the infrastructure to support it.

10.2.3 The Committee commented on the governance route for this report and queried whether it had been seen by the SLT etc. AW confirmed that regular updates were provided to the SLT and noted the new executive governance arrangements coming into effect next year. DF further confirmed that the SLT were content with the level of updates being provided, noted

the financial challenges involved and referenced discussion around PPE at the Asset Management Liaison Board.

10.2.4 The Committee referred to previous discussions regarding hosting an international conference and asked for an update. AW informed the Committee that no further progress had been made at this time. The Committee noted the benefits to the Service if this was progressed and the potential funding opportunities available.

10.2.5 The Committee scrutinised the report.

10.3 Health and Safety Policy and Policy Statement

10.3.1 JH tabled the report to the Committee noting the content of the Health and Safety Policy and Policy Statement following its annual review for information. The following key points were noted:

- Reviewed to align with ongoing project to make documentation accessible and user friendly whilst ensuring legal compliance.
- Follows the 5 key themes set out in the Safety and Assurance Strategy.
- One page policy statement.
- Linked to ongoing work in connection with Management Arrangement Framework.
- Policy aligned to HS(G)65 guidance and the work ongoing to transition toward ISO standard 45001.

10.3.2 This report was presented for information only.

10.4 Health and Safety Annual Report 2022/23

10.4.1 JH tabled the Annual Health and Safety Report for 2022/23 detailing the SFRS Health and Safety (HS) performance, for information. It was noted that the Committee's feedback had been considered and revisions made. The Annual Health and Safety Report for 2022/23 would now be tabled at the SFRS Board meeting on 14 December 2023.

10.4.2 This report was presented for information only.

10.5 Safety and Assurance Documents Forward Planning Schedule

10.5.1 JH tabled the report to the Committee to provide an update regarding the management of Safety and Assurance documentation up until the end of quarter 2 (Q2) 2023/24. JH noted that the PUWER Management Arrangements were slightly behind schedule due to additional engagement with business partners to ensure the process was accurate.

10.5.2 This report was presented for information only.

11 INDEPENDENT AUDIT / INSPECTION ACTION PLAN UPDATE AND CLOSING REPORTS

11.1 JH presented the report updating the Committee on the progress against the action plan developed in response to the HMFSI Report relating to Health and Safety: An Operational Focus. JH noted that overall good progress being made in regard to the action plan, which currently had an Amber rating and estimated at 80% complete.

11.2 In regard to the timescale slippage, the Committee requested clarification on the competing demands and whether lessons could be learnt when setting future timescales. JH advised that this was attributed to unforeseen events such as industrial action, delays within the document conversion project and procurement of tablets. DF reminded the Committee of the limited capacity within the Service and the pressures these additional demands have placed on this resource.

11.3 The Committee scrutinised the report.

(DJ joined the meeting at 1435 hrs)

12 PEOPLE COMMITTEE RISK REGISTER

12.1 Committee Aligned Directorate Risk

12.1.1 LG and AW presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee. It was noted that there were 4 risks reporting risk rating of 15 or above, these were:

- POD15 (Pensions): Number of different workstreams, undertaking significant work with SPPA to gain clarity on future approach/implications for the Service.
- TSA014 (legislative compliance re risk control measures, etc): Work in relation to the Improvement Plans will help address and reduce this risk moving forward.
- TSA015 (insufficient resources within Safety and Assurance): Risk rating has already reduced but challenges remain in regard to recruiting/retaining personnel within the health and assurance function.
- TSA019 (inability to maintain or improve training delivery): This would be covered under the next agenda item.

12.1.2 The Committee commented on the format of the report, in particular the focus on risks with ratings of 15 or above.

12.1.3 The Committee queried whether there was a risk in relation to operational capacity to undertake training aspects/capacity to absorb in general and noted that this would be taken to the Integrated Governance Forum for further discussion. AW advised that there was no risk relative to this, with regards to the Wholetime Duty System, however, there are time and capacity challenges for the On Call Duty System and discussions had recently taken place on this very matter.

12.1.4 **The Committee scrutinised the report.**

12.2 Risk Spotlight: Training Asset

12.2.1 AW presented the risk spotlight to the Committee on the training assets. The following key points were highlighted:

- Capital funding pressures relating to training asset investment and the potential impact on infrastructure and delivery of training.
- Mitigating actions include production of Training Strategic Asset Management Plan (SAMP) to give strategic and robust plan for investment funding required in future years.
- The SAMP would provide a structured approach on training investment.
- Framework documents developed to support the best use of training assets/delivery. The Training Asset Framework provide an overview of all training assets/venues and locations to all watches/stations who would have the ability to book and use any facility.
- Quarterly business partner meetings with Asset Management.
- Promotion of training within the community and streamlining the process.
- Working with Asset Management regarding station refurbishments/new builds and creation of training hubs.
- External factors which impact on future decisions include the outcome of the Strategic Service Review Programme, budget allocation, inflation and unit costs and budgetary pressures across the wider Service.

12.2.2 In regard to collaborative training opportunities, AW informed the Committee that this already happens, for example Driver training and BA training. The Service were represented on the Emergency Service Training Collaboration Group.

12.2.3 In regard to securing funding for essential capital expenditure, AW advised the Committee that this was discussed at the Capital Monitoring Group and SLT, where the monthly capital finance report is presented and discussed. Once estimated costs for next year's budget are identified, any costs pressures and priorities would be fully discussed along with other wider Service priorities.

12.2.4 The Committee scrutinised the report.

13 PARTNERSHIP WORKING

13.1 Employee Partnership Forum

13.1.1 SB provided the Committee with a verbal update detailing the content of EPF meeting on 16 November 2023 noting the following key points:

- Update on new approach to recruitment and selection process.
- Update on colleague engagement survey.
- Update on blue light collaboration work and Rep bodies involvement in such.
- Discussion relating to potential early Christmas pay date, which was escalated to Partnership Advisory Group.

13.1.2 The Committee noted the verbal update.

13.2 Partnership Advisory Group

13.2.1 LG provided the Committee with a verbal update detailing the content of PAG meeting on 6 December 2023 noting the following key points:

- Discussion on potential early Christmas pay date. Decision made to retain the contractual pay date (2nd last working day of month).
- Options for potential salary advance for particular cases would be reviewed.

13.2.2 The Committee noted the verbal update.

14 FORWARD PLANNING

14.1 Committee Forward Plan Review

14.1.1 The following items were noted for future meetings:

- Consideration to be given to venue for future meetings. MW to liaise with FT outwith the meeting.
- Culture Update: Written report to be submitted.
- Risk spotlight: Different pension remedy workstreams (March 2024)
- Workshop session regarding RDS ie maintaining current TOM position or increasing numbers. Further discussion to be held outwith the meeting.

14.1.2 The Committee noted the Forward Plan.

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

14.2.1 The following items were noted for future IGF meetings:

- Wider discussion on format/publishing of strategic documents specifically in relation to digitalisation and targeted audiences.
- Operational capacity to undertake training aspects/capacity to absorb in general.

15 REVIEW OF ACTIONS

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

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 7 March 2024.

16.2 There being no further matters to discuss, the public meeting closed at 1506 hrs.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 14 SEPTEMBER 2023

17.1 The minutes of the private meeting held on 14 September 2023 were approved as a true record of the meeting.

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

18.1 The draft minutes of the RANSc meeting on 14 September 2023 had been circulated to the Committee and a verbal update from the meeting on 7 December 2023 was provided.

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

19 KEY CASE UPDATES 2023/24 – QUARTER 2

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

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

There being no further matters to discuss, the private meeting closed at 1520 hrs.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 28 NOVEMBER 2023 @ 1000 HRS

**CONFERENCE ROOM, COWCADDENS COMMUNITY FIRE STATION,
91 PORT DUNDAS ROAD, GLASGOW, G4 0ES / VIRTUAL (MS TEAMS)**

PRESENT:

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

Paul Stollard, Deputy Chair (PS)

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Marysia Waters (MW)	Head of Corporate Communications
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne	Business Support Executive / Minutes

OBSERVERS

John McKenzie, FBU

1 WELCOME

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

2 APOLOGIES

- 2.1 Assistant Chief Officer David Lockhart, Director of Service Development

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

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

4 DECLARATION OF INTERESTS

4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 24 AUGUST 2023

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

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 24 August 2023 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 KM confirmed there were no outstanding actions on the action log.

7 SERVICE DELIVERY UPDATE

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

- Storm Update - The past month there has been a significant period of operational activity due to storm related events primarily Storm Babet. Due to the early warning from SEPA it enabled the Service to pre plan and send specialist resources to the areas that were most at risk. The crews in the Brechin area performed approximately 200 rescues. There were a number of residents that did not evacuate after the recommended evacuation was announced and SS raised this at the Strategic Resilience Partnership at Scottish Government around the methodology for alerting communities to flooding or other significant events. Swiftwater Rescue Technician (SRT) crews were deployed to Brechin and the surrounding area. The teams went above and beyond and were there for a prolonged time due to being cut off. The rescues carried out were supported by partners, primarily the coastguard. The whole event is subject to a National Debrief next week. Two weeks prior there was another significant flooding event.
- Bonfire Night - There were 9 acts of violence to crews on bonfire night and 6 acts of violence preceding bonfire night. There were no injuries to the crews. As part of "Operation Moonbeam" there will be a debrief. Scottish Government are having an independent review of anti-social behaviour and SS has offered SFRS support.
- Digital fire ground radios – As of 27 November 2023 the radios have started to be distributed. Edinburgh LSO area have received the first batch of new radios and this will be followed on by the Grampian areas and a national roll out by the middle of next year.
- Operations Control (OC) recruitment – Currently in the process of recruiting fifteen operators. Comms have done a great piece of work promoting this.
- Dedicated Working Collaboratives with Police Scotland and Scottish Ambulance Service – Police referrals have increased by 100 and Scottish Ambulance Service referrals, which is a new referral pathway, has seen 103 individuals being referred to SFRS.
- Low Carbon Appliance – The first low carbon appliance is operational and on the run at Clydesmill Fire Station.
- ISAR – ISAR team have returned from Morocco. The Mental Health Strategy has benefited colleagues within this team.
- Training Strategy – The Training Vision and Strategy 2023-2028 has been presented to SLT and will be presented at the People Committee on the 7 December 2023 and then SFRS Board for information on 14 December 2023.
- BA Recovery Plan – Input from AW and the Group Commanders leading this plan is very reassuring regarding the approach to BA training going forward.

7.2

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Regarding the storm update, the Committee enquired if the Service have the right equipment for flooding. SS advised there are 20 SRT teams and 66 Flood Response teams who all have specialist equipment and all firefighters in Scotland have flood response PPE. The storm events reinforce conversations that have already taken place in terms of the need for further investment for suitable equipment to respond to climate change events. Feedback from crews has been captured within the Operational Assurance (OA) process. The Committee enquired about sledges for water rescue. DF advised that through the Ops Strategy it was identified that the best people to identify the equipment needs of the Service and subsequent deployment are those that are carrying out the work. Purchases of equipment as a result of operational learning should go through the OA process and then National Safety Assurance Board or Operations Function then back to the Asset Management Liaison Board. Procuring and funding for the request will then need to be selected appropriately.

7.3

In regard to the storm update the Committee asked what the impact would be to the Service operationally regarding the aftermath of the flooding. SS advised there is no operational impact but there is a personal impact as businesses and homes have been damaged. SS advised that it is worth recognising in Scotland that national responses are generally done well with good processes in place, as shown in the 5 days of Storm Babet. DF advised the Service is highly involved in Community Planning with the Local Outcome Improvement Plan and if long term recovery is identified the Perth, Kinross, Angus and Dundee area (PKAD) and Local Senior Officer (LSO) will understand the needs of their communities. The Service always responds to community needs whether it is Prevention and Protection colleagues supporting premises to coming back online or for the public through Home Fire Safety Visits (HFSV).

7.4

RS highlighted the following statement from the recently published Climate Change: managing the operational impact on fires and other weather – related emergencies report. *“The SFRS has developed its water rescue capability and has a significant level of resources and capabilities to respond to flooding incidents and is well equipped to undertake rescues there. We assess the rescue capability as good. The wider aspect of flooding involves a partnership approach with other agencies and the SFRS is well engaged.”*

7.5

RS advised the Committee that HMFSI were fully satisfied with how the Service responded to Storm Babet.

7.6

The Committee enquired if the Service has a role in making the calls for evacuations. SS advised the Service is partly responsible at Local Resilience Partnership level and at Strategic Resilience Partnership level input is provided at an early stage. The Brechin crews were on the scene very early knocking on doors but cannot compel the public to evacuate.

7.7

The Committee recognised the report and noted there are items that do not get commented on. Regarding the Operational Strategy - 6 'Concept of Operations' that highlights areas of future focus, the Committee enquired if there was a timeline for this. DF advised there were no timelines attached to the 6 'Concept of Operations' as the themes covered all operational activity.

7.8

In regard to the FSE section of the report the Committee asked if it was common practice for staff to be awarded a rate of pay while studying rather than after. DF advised this would be checked.

7.9

The Committee enquired why the New County Hotel section was in the report as it was currently ongoing. DF advised the section was included in the report to remind the Committee work is still ongoing.

7.10

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AW advised that teams had been working hard regarding the BA Recovery Plan and pre-course learning would be delivered in Q4 this year with the practical element commencing in Q1 next year.

7.11

The Committee stated that at a previous meeting it was uncertain if the Trainee Firefighter Foundation Programme intake would take place at the start of next year and asked if there had been any update. SS advised there was a course planned and a date was still to be confirmed but this would be subject to understanding the upcoming budget announcement.

7.12

AW informed the Committee of the acronyms used in the report.

7.13

Regarding Training Strategy/Vision the Committee asked if there were mechanisms in place for feedback. AW advised feedback was being gathered and the success of the Strategy will be judged by KPIs.

7.14

The Committee scrutinised the report.

8 INSPECTIONS/AUDITS

8.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE

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

- Service Delivery Area Inspection report covering the East Service Delivery Area (ESDA) has been published. The report was published on 19 October 2023. The format of the report is formal as it is laid in Parliament. After it is laid in Parliament the Chief Officer receives the report which is then passed to the Strategic Leadership Team (SLT) for action. The Service have already taken steps regarding the recommendations within the report which shows a great relationship between the Inspectorate and the Service. The West Service Delivery Area (WSDA) inspection has commenced and is scheduled to be completed by early 2024 with the final report due late spring/summer 2024.
- Climate Change – Impact on Operational Activity report was laid in the Scottish Parliament on 25 September 2023 and has eight recommendations and four areas of good practice. The Service are learning lessons from real events and adapting its approach which HMFSI was encouraged to see.
- Mental Health and Wellbeing Provision in the SFRS report is ongoing. Formal consultation process has concluded and the report will be laid in the Scottish Parliament in the middle of December.
- Organisational Culture draft Terms of Reference (ToR) was sent to SLT for consideration. Reflecting on the feedback from SLT the HMFSI will now be taking a different approach to what was initially set out. A workshop will now be held with SLT, and another with representative bodies, to determine the ToR together.
- HMFSI are grateful for the Service supporting the secondees to HMFSI and an advert is currently out for two new secondees.

8.1.2 SS advised the Service Delivery Area Inspection report has been received by SLT and the action plan will be ready for the next SDC meeting.

8.1.3 **The Committee noted the report.**

(C Fitzpatrick joined the meeting at 1043hrs)

8.2 Independent Audit/Inspection Action Plan

8.2.1 RW presented the report to the Committee providing an update on the following action plan:

8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan

One action has been completed in the last quarter; four actions are now complete with four actions remaining. The four remaining actions are now marked amber due to a slip in the original timelines. Action one is not complete and will miss the intended completion date. Meetings are planned to take place in December to determine further revision to the policy. Further update to the timeline or work will be provided in due course. Action four remains amber whilst only estimated reporting- 60% completion. The owners are confident the report will be completed by the end of December. Action five has provided a revised update at the Senior Management Board (SMB), the slippage to the timeline is due to capacity and other factors in Edinburgh. Action six remains on track.

8.2.3 The committee queried why action one is still amber with 60% to complete and no end date. RW advised that after the meetings in December there will be a revised date if needed.

8.2.4 RS advised HMFSI would like a conversation regarding developments that have occurred in relation to HSE determination on National Fire Chiefs Council (NFCC) guidelines. SS advised the Chief Officer and himself had met to discuss this and there were a series of actions arising from it around which a conversation with HMFSI would be welcome. The Committee asked if there would be more actions added due to this. SS advised there is potential for more actions to be added.

8.2.5 **The Committee scrutinised the report.**

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q2 2023-24

9.1.1 DF introduced CF who presented the performance report for Quarter 2 and highlighted the following key areas:

- KPI 1-3 has largely seen no change in terms of performance.
- KPI 4 - Fire fatalities have seen an increase from last year.
- KPI 5 – Fire casualties figures remain low.
- KPI 6 – Home Fire Safety Visits (HFSV) have seen a 9% reduction and the reduction is mainly in the North and West Service Delivery Areas. Community Safety Engagement teams and LSOs are working on an improvement plan.
- KP1 7 – Visits to vulnerable groups is the same as last quarter at 47%.
- KPI 8 – Partner referrals made up 43% of all HFSV.
- KPI 10 – Accidental dwelling fires are at the lowest point.
- KPI 12 – Total incidents for the quarter are significantly lower due to the reduction of UFAS.
- KPI 14 – Response times have increased due to the high recording of incidents in the West and East during December 2022 and have pushed the response over 9 minutes. National response time is flattening out.
- KPI 15 – Call responses are seeing fewer fluctuations.
- KPI 16 – On-call availability is at its lowest point which is 74% for the quarter.
- KPI 17- Wholtime availability has increased by 1%.
- KPI 21 - UFAS numbers have fallen significantly and are currently at 3,663 UFAS incidents against target, last year that was 7,846.
- KPI 30 - Assist other agencies is now reporting outwith the expected range of variation for the last five quarters.

9.1.2 The Committee thanked CF and the team for the great work.

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9.1.3 In regard to KPI 17 the Committee asked for clarification. CF advised the data set used in terms of reporting captures call sign information and potentially one vehicle can have more than one call sign. The practices within the OC environment are being looked at to see how this is recorded.

9.1.4 The Committee enquired if CF was confident the reporting process was robust. CF advised that the Service cannot carry out 100% checks. Where there are fire casualties, training is in place for front line employees to ensure the correct data is captured. A training package is currently live on LCMS. The package would be rolled out in an East Service Delivery LSO area to gain an understanding of how the package is perceived. DF advised the training package was articulated to allow employees to know how the data is used and why it is required. The training package will go onto the annual training calendar and be part of the induction for supervisory managers.

9.1.5 **The Committee scrutinised the report.**

9.2 UFAS Update

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

- First substantive update since the implementation of the AFA response model.
- Now in the process of finalising a closing report for the project.
- The closing report will have an evaluation element in it but a 6-month evaluation report will be taken to SDC at the appropriate time.
- Contact and relationships have been made with British Security Industry Association (BSIA) and other organisations.
- NFCC are talking about the initiative UK wide.
- Home Office are keen to ensure SFRS learning is incorporated UK wide.
- Convention of Scottish Local Authorities (COSLA) have expressed a number of concerns which were taken on board.
- Local Authorities (LA) asked for an exemption, which was respectfully declined.
- 54% drop in UFAS incidents overall.
- Average of 51 non-attended incidents per 24-hour period.
- A total of 4,691 incidents non-attended.
- UFAS now account for 19% of all incidents, down from 31.5% from the same period last year.

9.3.2 The Committee noted this report is not an evaluation report and an evaluation report will be presented at the appropriate time.

9.3.3 The Committee enquired if owners of significant national assets such as National Trust have approached the Service. DF advised several different sectors have approached the Service collectively such as Heritage Society and Faith Groups. The relationships have been very good and the dedicated UFAS team have met with the groups and LSOs are having individual discussions. The team have looked at individual circumstances and offered assistance but have been firm on the exemptions, in particular to the length of time as the implementation date was delayed by 6 months to allow for premises to be suitably prepared. There have been some specific requests and concerns from premises that do not have 24/7 coverage on site.

9.3.4 The Committee asked for DF and the UFAS teams to encourage additional systems to be put in place, for example, sprinkler systems for sites which have significant national assets and no 24/7 coverage on site. DF advised Operational Intelligence will be gathered on those premises and if there are salvage plans in place, it will sign post there are national treasures.

9.3.5 The Committee noted that a number of concerns were being received post implementation rather than pre implementation, despite considerable outreach having taken place at the consultation phase.

9.3.6 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1132 hrs)

(M Waters joined the meeting at 1133hrs)

10 **SFRS COMPLAINTS ANNUAL REPORT 2022/23**

10.1 MW presented a report to the Committee to provide a progress update on the handling of complaints in compliance with the Scottish Fire and Rescue Service Complaints Policy as outlined in the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP). The following key points were highlighted:

- First time the annual report has been produced in line with the new MCHP from SPSO and are now reporting in line with other public services across Scotland.
- Reporting deadlines have changed, the reports are required to be published by the end of October. This is in line with the SPSO requirements.
- Really good completion rate. Performance at Stage 1 is 3 days on average for complaints to be closed, compared to the national performance target of 5 days. Performance at Stage 2, which is the formal investigation stage, the average is 14 days compared to the national performance target of 20 days.
- Complaints are broken down into subject matter but the majority sit within Service Delivery such as driving and conduct.
- For the size of the organisation, the number of complaints received is small. London Fire Brigade (LFB) is the nearest comparator, and they receive slightly less complaints but the SFRS is a bigger organisation.
- Integration of the statistics has been improved with the help from the Data Services team and there is now a dashboard and Power BI is used to integrate the data.

10.2 The Committee advised that the report was valuable, however, queried why LFB was the nearest comparator and why they received less complaints. MW advised the answer was unknown but speculated that in smaller communities complaints can be made more easily, compared to bigger places such as London. The Committee asked MW to consider adding a second comparator such as Northern Ireland Fire and Rescue Service. MW to consider this.

10.3 The Committee asked for any standout themes and the organisational learning from those themes. MW advised it is difficult to interrogate the trends due to numbers, spread and that there is a reduction in complaints upheld this year. There has been an increase in behaviours identified on social media and the Social Media Policy has been revisited with staff being reminded of their responsibility on social media. The dashboard is shared with LSOs and their teams so they are able to look at data and what areas for improvement can be identified. AW advised a Driver Safety Group sits under the National Safety Assurance Board structure which considers all the information and learning around driving and helps shape and influence the content of the driver training.

10.4 **The Committee scrutinised the report.**

11 **SFRS COMPLIMENTS ANNUAL REPORT 2022/23**

11.1 MW presented a report to the Committee to provide a progress update regarding the Scottish Fire and Rescue Service (SFRS) Compliments process outlined in the SFRS Compliments Handling Policy and Procedure. The following key points were highlighted:

- Compliments are difficult to capture as there are not many received formally but the Service receives more at station level which is harder to collate.

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- The increase in compliments was following the Jenners Incident.
- Compliments on social media are noted by the Communications Team.
- LFB is the comparator and received more compliments.

11.2 The Committee enquired what process LFB uses to capture the compliments. MW advised the process is unknown.

11.3 The Committee proposed adding both compliments and complaints into the group of areas that the Service would be consulting on with Fire and Emergency New Zealand.

11.4 **The Committee scrutinised the report.**

12 SERVICE DELIVERY RISK REGISTER

12.1 Committee Aligned Directorate Risks

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

- Reduction in risk rating SD003 (Operational Availability Systems) however the impact has increased.
- Reduction in risk rating SD014 (Category 1 responder under Civil Contingencies Act (2004) from 20 to 4.
- Reduction in risk rating SPPC001 (Accurate Performance Management Information).
- Main risk relates to supply issues and ongoing supply chain issues and costs and is ongoing.

12.1.2 The Committee asked at what point does the supply chain issue change to business as usual. DF advised through the Asset Management Liaison Board, it is apparent the milestones and delivery dates are changing constantly. Maintaining the risk rating at the level is beneficial to allow for reallocation of funds.

12.1.3 **The Committee scrutinised the report.**

12.2 Risk Spotlight: Communications Challenge Relating to Adjustment to Service Delivery Resources

12.2.1 MW presented the risk spotlight to the Committee to provide an update on the communications challenge relating to adjustment to Service Delivery resources. The following key points were highlighted:

- Reputational damage can result in legal challenge or overturning of the decisions made.
- There are rules to follow for consulting any changes made to the Service such as National Standards for Community Engagement, Common law precedents and statutory requirements under the Fire Scotland Act.
- Public Involvement and Consultation team and Consultation Policy in place.
- Where it is determined there is no requirement for a consultation there can still be a significant media and political engagement required after any change.
- In regards to the Operational Changes 2023/24 Media and Political Engagement Summary Report and Analysis, the dates in the paper are for a period of time and engagement is still ongoing. The amount of work has been considerable and compares to the volume of work for a consultation.
- There is a lack of public understanding as to how the Service operates. A lot of work went into explaining how the Service operates. This was also highlighted in the Leadhills public engagement process where the community did not understand what the volunteer station responded to.
- A lot of criticism received is about making the data available and having that straight away for the people we are engaging with.

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- Resources was an issue as there was not a team to field the level of enquiries and this should be considered in future planning.
- FBU issued a national release which had gone to elected members, so within 24 hours the team were working on a reactive basis.
- Despite all the engagement sessions working well, it does not alter the public position MSPs take.
- A process is required for the invitation of elected members onto premises.

12.2.2 SS stated the brief was helpful and shows the extent and significant amount of engagement taking place. The lessons learned from this can be used going forward.

12.2.3 The Committee supported and recognised the seven considerations for future communications/engagements and commented time and preparation is key. SS advised North Wales had provided lessons learned.

12.2.4 MW noted the number of resources used were significant due to individual meetings and national meetings. The Service is more organised for next year due to a better understanding and a draft process is now in place. MW advised Freedom of Information (FOI) requests will be ongoing.

12.2.5 The Committee enquired what steps are taken to capture learning. MW advised there is a Consultation Policy, toolkit and guidance available on the ihub which were reviewed. Legislation and Case Law are evolving and processes need to reflect this.

12.2.6 The Committee enquired what incidents might trigger public interest. MW advised any Service change will result in a degree of political or public opposition. The Public Involvement and Consultation Team will be developing engagement processes as business as usual in the next few years.

The Committee noted the report.

12.2.7

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan.

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

13.2.1 There were no items noted.

14 REVIEW OF ACTIONS

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

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Tuesday 27 February 2024.

15.2 There being no further matters to discuss, the public meeting closed at 1219 hours.

(The meeting broke at 1219 hrs and reconvened in private at 1222 hrs)

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING: 24 AUGUST 2023

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

17 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE

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

17.2 **The Committee noted the report.**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/01-24

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 MARCH 2024							
Report Title:	PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE - Q3 2023/24							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To provide members with the third quarter performance for fiscal year 2023-24.							
2	Background							
2.1	The Performance Management Framework (PMF) 2023/24 defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement.							
2.2	Fifty six quarterly indicators and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering our Strategic Plan Outcomes.							
2.3	The quarterly performance dashboard (and report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.							
3	Main Report/Detail							
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the SFRS Board.							
3.2	Exceptional variation &/or for monitoring:							
3.2.1	<ul style="list-style-type: none"> • 1 - Non-domestic Building Fires • 7 - % High Risk Home Fire Safety Visits (HFSV) • 12 - Total Incidents • 14 - Median Response Time to Life Risk Incidents - National • 14 - Median Response Time to Life Risk Incidents – Service Delivery Area (SDA) • 17 - Wholetime Availability • 21 – Unwanted Fire Alarm Signals (UFAS) Incidents • 27 - % Specialist Rescue Currency • 28 - % Training Function Currency • 30 - Assist Other Agencies Incidents • 31 - Effect Entry/Exit Incidents • 39 - Confirmed Frauds • 40 - % Invoices in 30 Days 							

	<ul style="list-style-type: none"> • 46 - On Call Volunteer Full Time Equivalent (FTE) • 46 - Resource Based Crewing FTE • 46 - Rural Full-time FTE • 54 - Near Miss
<p>3.3 3.3.1</p>	<p>Deteriorating (long-term):</p> <ul style="list-style-type: none"> • 6 - HFSV Conducted • 15 - Median Call Handling Time for Life Risk Incidents - National • 15 - Median Call Handling Time for Life Risk Incidents - SDA • 16 - On-Call 1st Appliance Availability • 22 - % Core Skills Modules Completed • 38 - % Freedom of Information (FOI) within Timeframe • 46 - Operations Control FTE • 46 - On Call Retained FTE • 46 - Support Staff FTE
<p>3.4 3.4.1</p>	<p>Improving (long-term):</p> <ul style="list-style-type: none"> • 5 - Fire Casualties • 9 - Audits Completed • 10 – Accident Dwelling Fires (ADF) • 18 – Operational Intelligence (OI) Inspections • 20 - Hydrant Inspections • 23 - % Advanced, Support & Emerging Risks Modules Completed • 25 - % Incident Command Module Completion • 26 - % Core Skills Currency • 37 - Data Breaches • 46 - Off Station FTE • 48 - Turnover Rate • 52 - RIDDOR • 53 - Accidents and Injuries (excl. RIDDOR)
<p>3.5 3.5.1</p>	<p>Not changing:</p> <ul style="list-style-type: none"> • 2 - Deliberate Primary Fires • 3 - Refuse and Vehicle Fires • 4 - Fire Fatalities • 8 - % Partner Referral HFSV • 11 - % High Severity ADFs • 13 - Non-refuse Secondary Fires • 19 - Ops Assurance Audit Actions • 24 - % Flexi Officer Module Completion • 29 - Customer Satisfaction Rate • 32 - Carbon Emissions • 34 - Recycling Rate • 35 - Cyber Security Breaches • 36 - % Subject Access within Timeframe • 42 - % Service Desk Requests within SLA (2023-24 Q3 missing) • 46 - Flexi Officer FTE • 47 - Vacancies Rate • 49 - Absence Rate • 50 - Verbal attacks on Firefighters • 51 - Physical attacks on Firefighters • 55 - Vehicle Accidents • 56 - % YTD H&S Actions Completed

	<p>Not known – limited data:</p> <ul style="list-style-type: none"> • 41 - % Service Desk Incidents within SLA (2023-24 Q3 missing) • 43 - Portfolio Delays (limited history) • 44 - Portfolio Overspend (limited history) • 45 - Portfolio Cashable Benefits (limited history)
4	Recommendation
4.1	Members are invited to scrutinise the contents of the Organisational Performance dashboard, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience.
5	Key Strategic Implications
5.1	Risk
5.1.1	SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.
5.2	Financial
5.2.1	There are no specific financial issues raised within this 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.
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.
5.7	Training
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
5.13	Equalities
5.13.1	EHRIA completed - No

5.14	Service Delivery	
5.14.1	Performance measures reported for Strategic Outcomes 1 & 2 are linked to Service Delivery.	
6	Core Brief	
6.1	Director for SPPC Mark McAteer presented the quarterly Organisational Performance Dashboard for Q3 2023-24 to SFRS Board.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	The service has continued to develop its approach to performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level and by the SFRS Board at committee and board level.
8	Appendices/Further Reading	
8.1	Appendix A: PBI0068 – Organisational Performance Dashboard	
Prepared by:	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
<p><u>Strategy</u></p> <p>Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm</p> <p>Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks</p> <p>Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions</p> <p>Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public</p> <p>Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>20 February 2024</i>	<i>For scrutiny</i>
<i>SFRS Board</i>	<i>27 March 2024</i>	<i>For scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

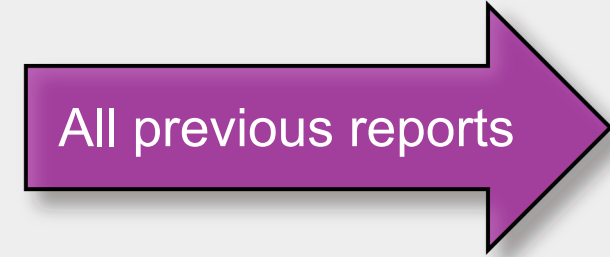
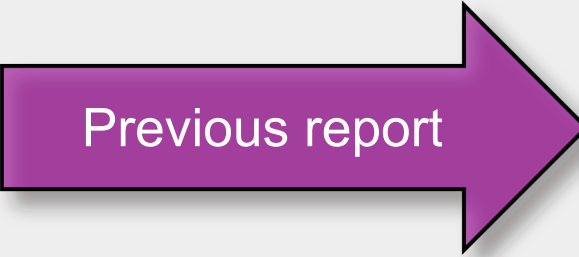
Working together for a safer Scotland

Service Performance Report



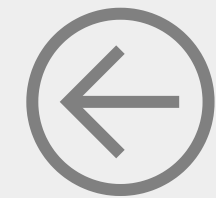
**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2023-24 Q3**



APPENDIX A

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



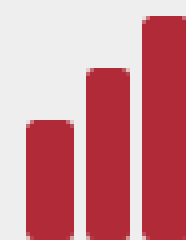
Welcome

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

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

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

Key contact: BI@firescotland.gov.uk



**BUSINESS
INTELLIGENCE**



LIVE MANAGEMENT INFORMATION

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

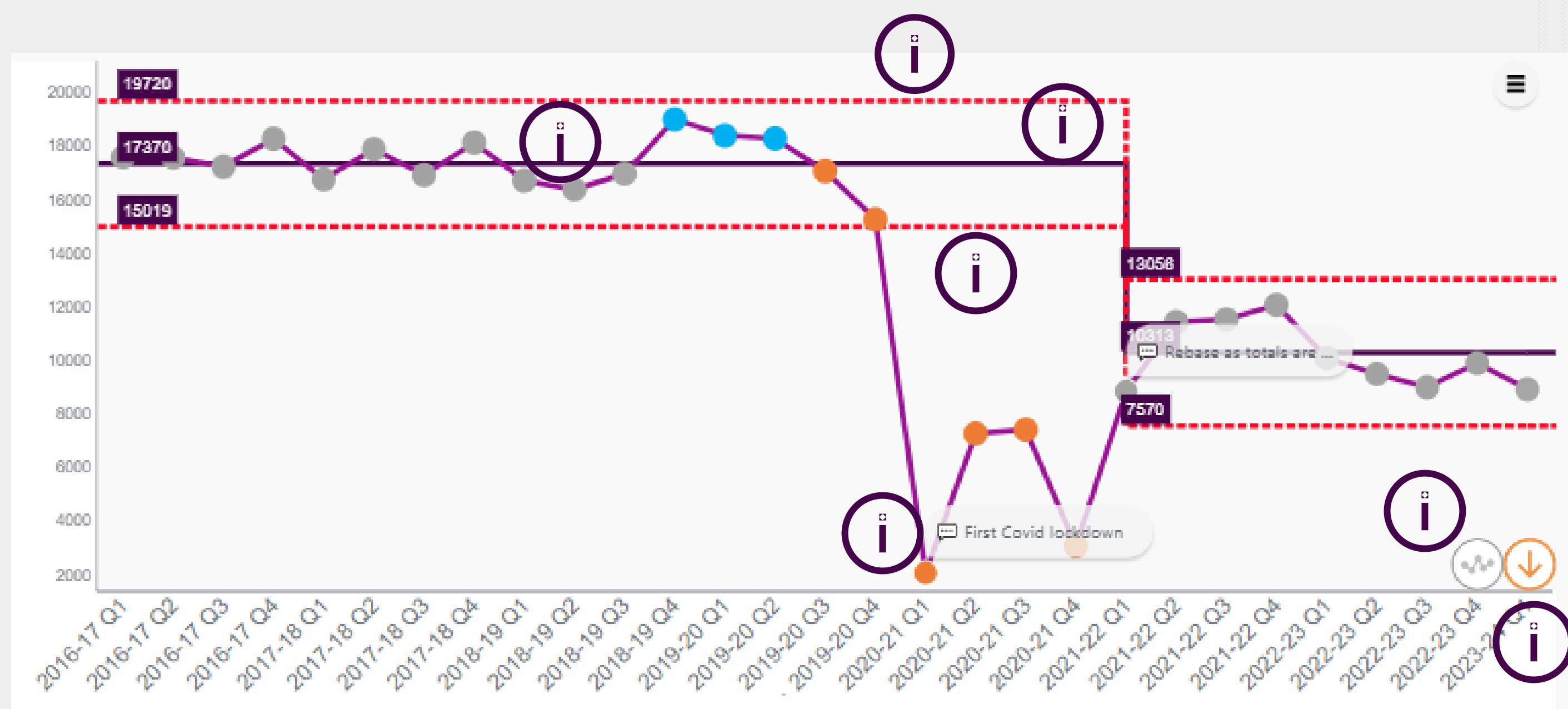
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

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

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

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



Above: anatomy of a SPC chart

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

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

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

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

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

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. ➔

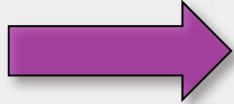
Frequency of update:

This report will be updated quarterly.



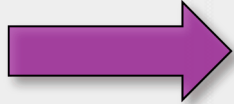
OUTCOME 01 (Prevention & Protection)

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



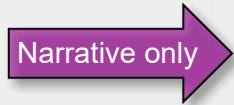
OUTCOME 02 (Response)

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



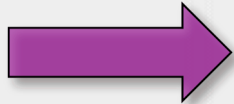
OUTCOME 03 (Innovation & Modernisation)

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



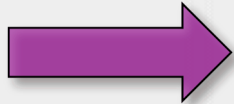
OUTCOME 04 (Climate Change)

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



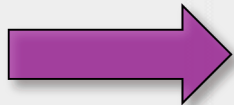
OUTCOME 05 (Effective Governance & Performance)

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



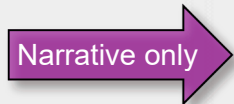
OUTCOME 06 (People)

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 occurring is a key goal.	National	Quarterly	Reduce against previous year	Service Delivery Areas
05	Number of fire casualties	SFRS aims to refocusing our preventative activities to address issues of social	National	Quarterly	Reduce against previous year	Service Delivery Areas



Prevention and Protection

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

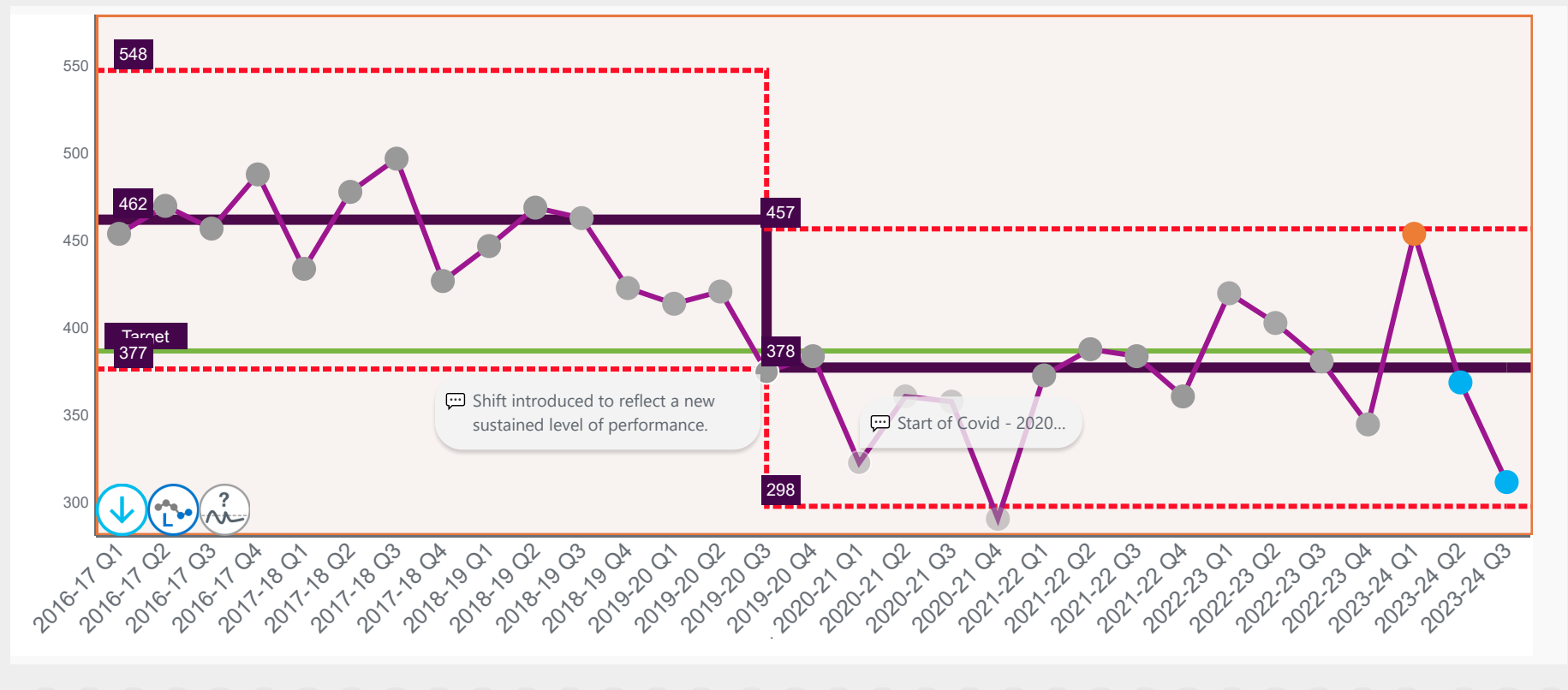


KPI 1 Non-domestic Building Fires

Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

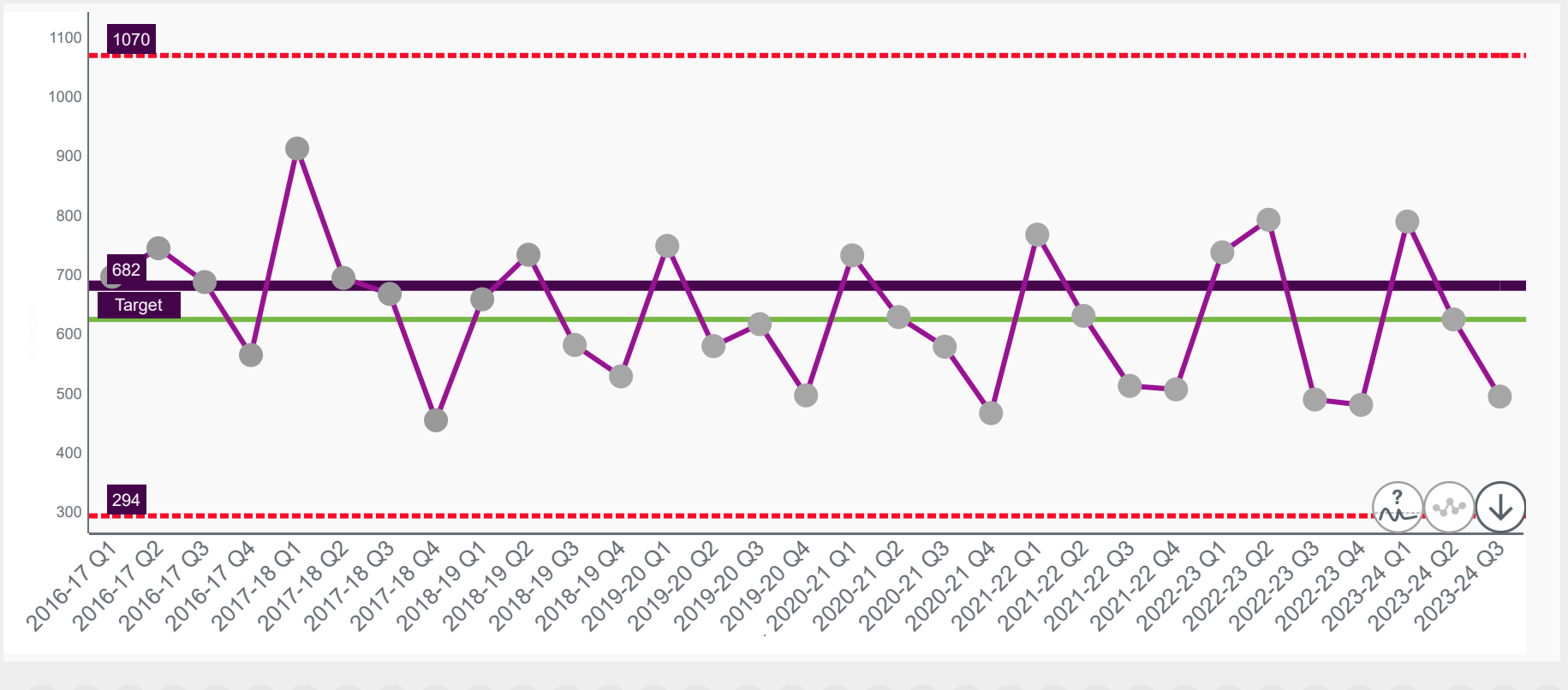
Maintaining Fire Safety enforcement schedules, continuing to educate Duty holders regarding responsibilities in fire safety. Expected performance to continue in this positive trend. Continual monitoring at a local and national level, analysis will inform any remedial action if required.

KPI 2 Deliberate Primary Fires

Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

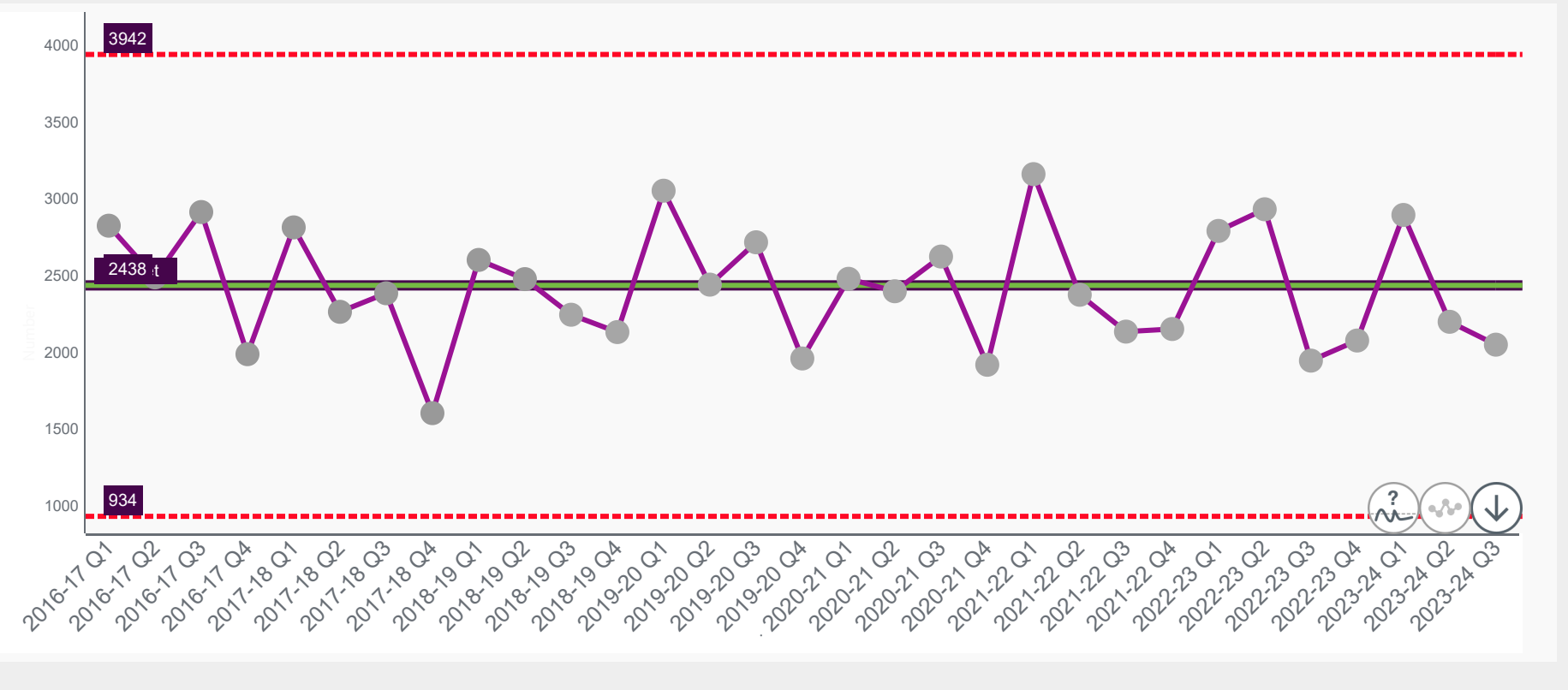
Continued prevention activities within both domestic and non domestic settings, contribute to positive trend line. Further analysis suggests seasonal trends within this KPI. Expect performance to be managed positively through robust auditing and prevention activities.

KPI 3 Refuse and Vehicle Fires

Reduce against previous year

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

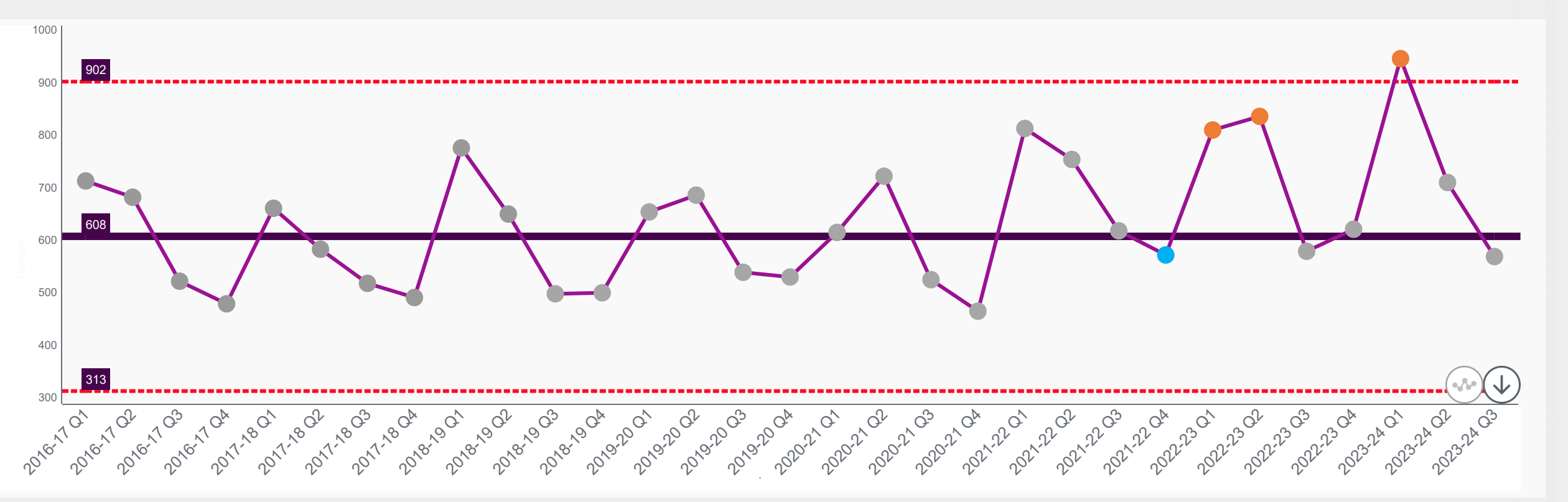
OWNER: Head of Service Delivery - East



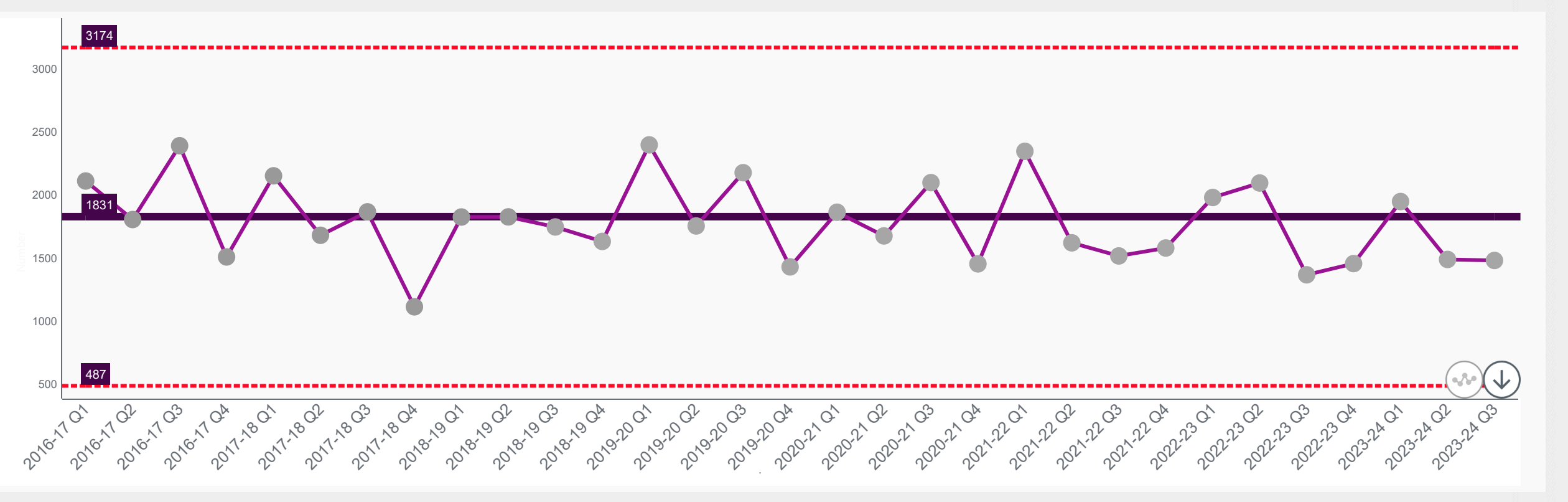
SUMMARY

Effective prevention and awareness activities. Analysis highlights seasonal influences with drop in figures during Autumn/Winter months.

Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



Prevention and Protection

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



KPI 4 Fire Fatalities

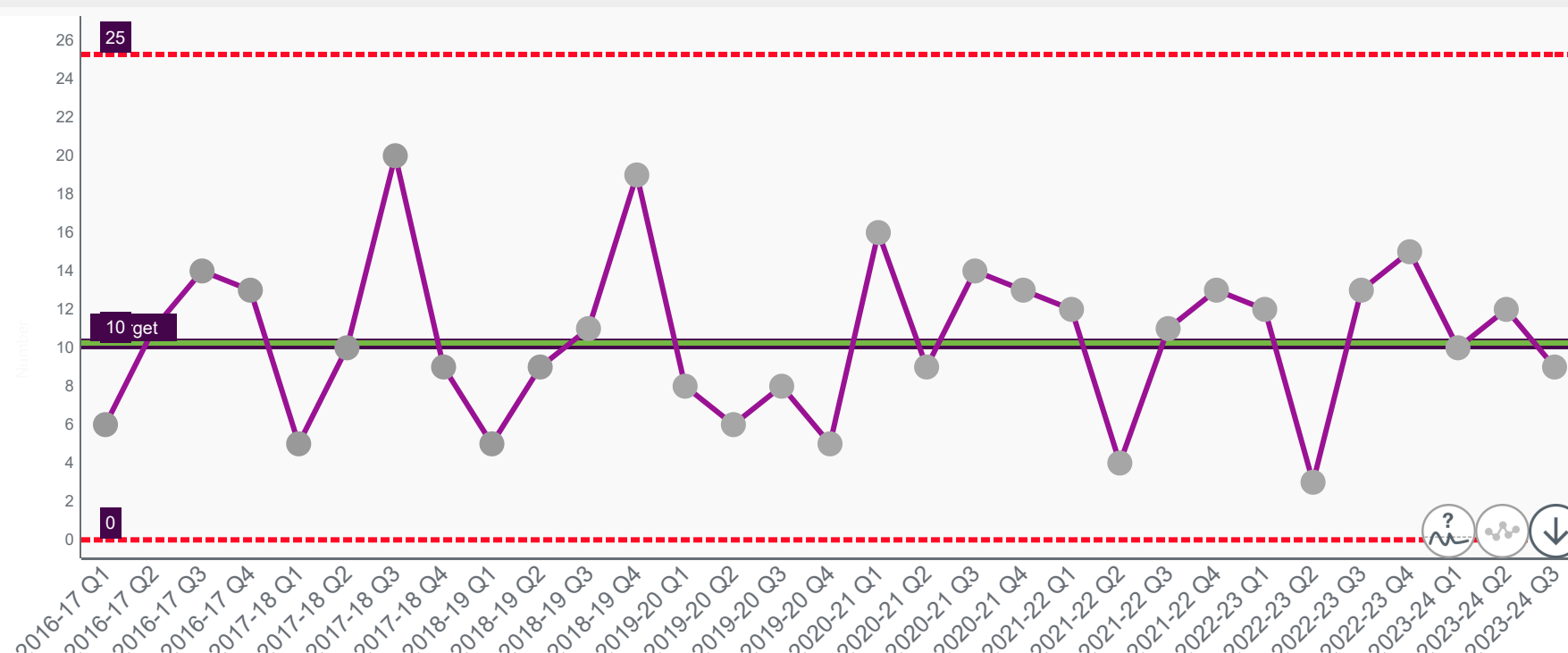
Reduce against previous year

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

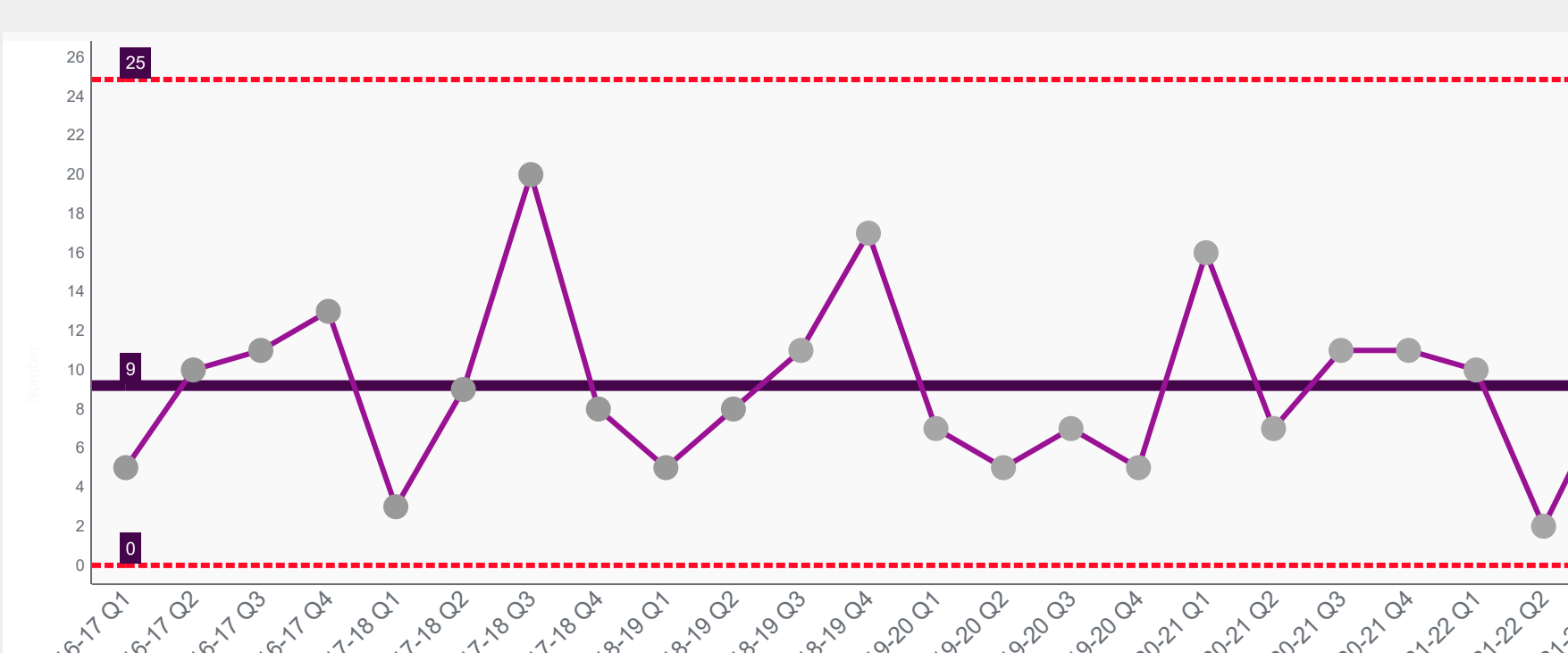
OWNER: Head of Service Delivery - East

SUMMARY

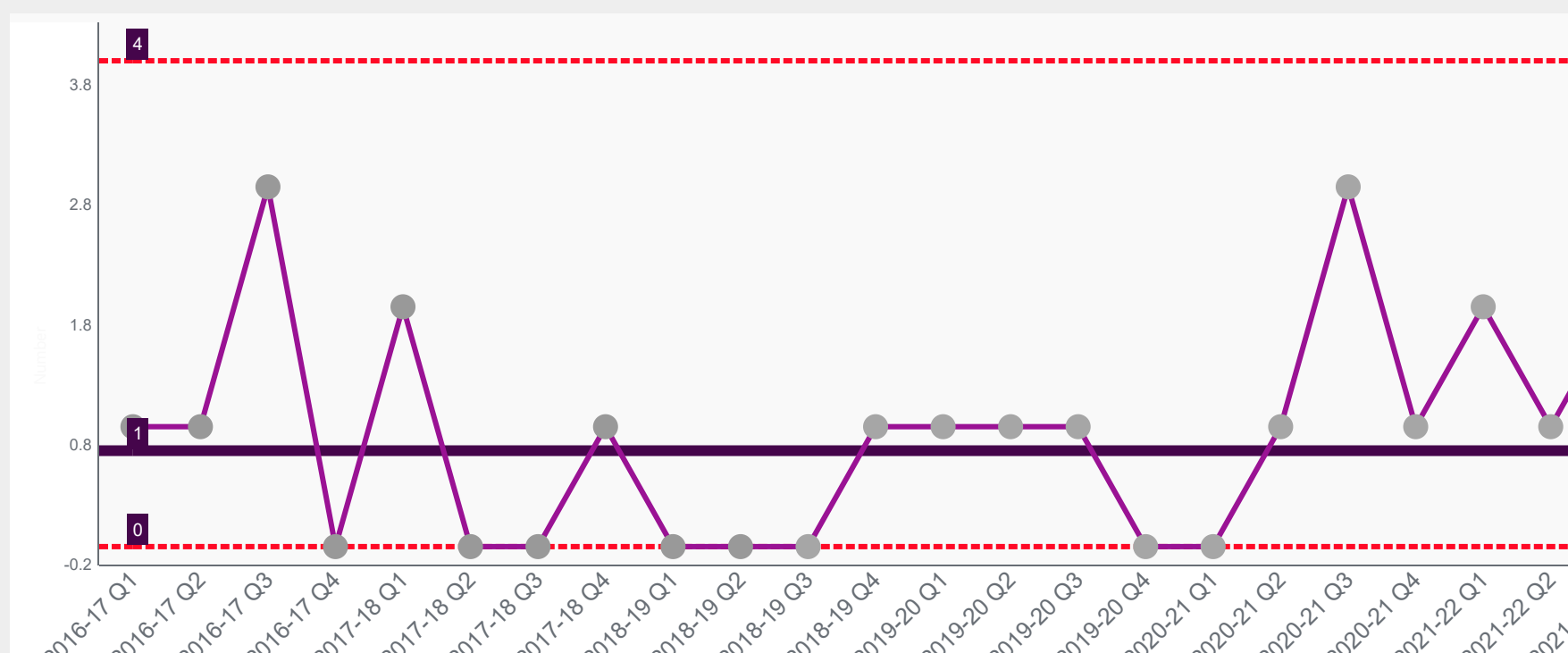
Fire fatality numbers remain generally consistent with previous data, and show a slight decrease from previous quarter. Analysis shows no common trends regarding cause of fatalities experienced this quarter.



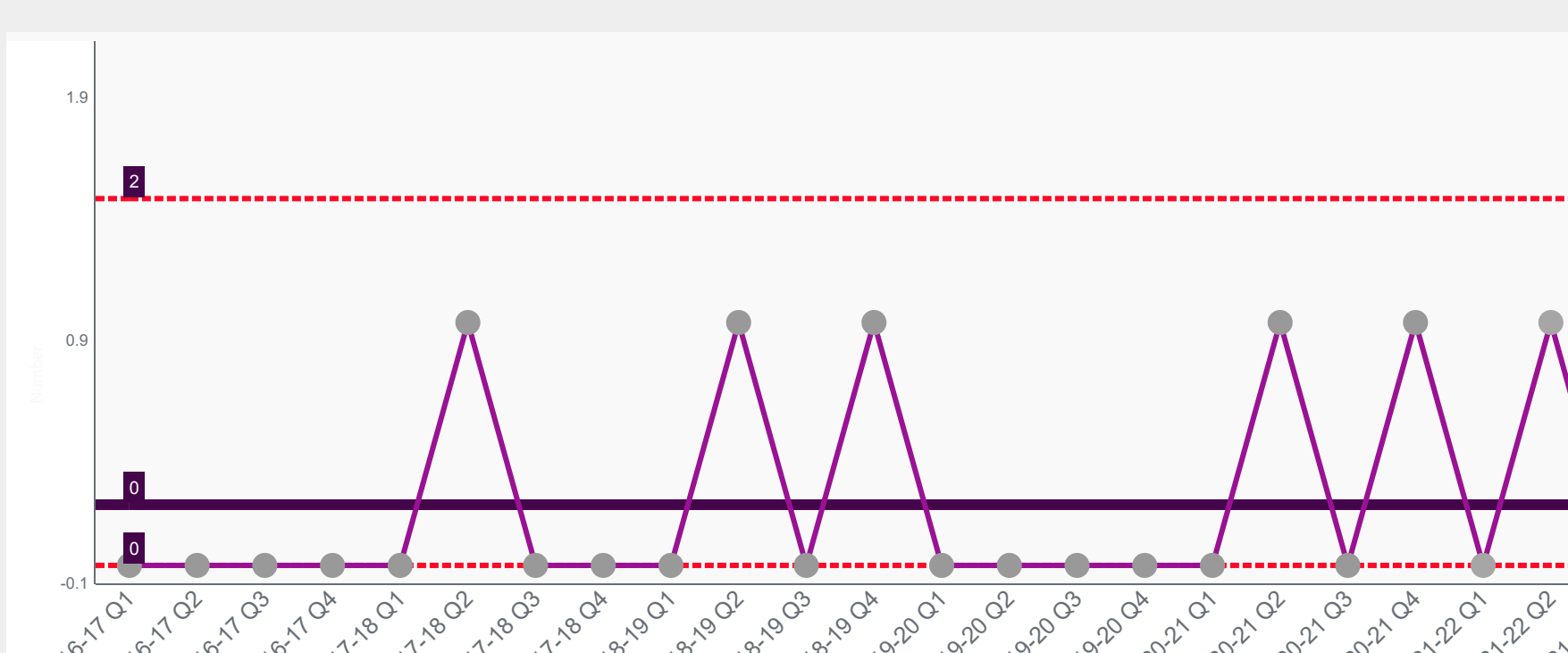
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities



KPI 5 Fire Casualties

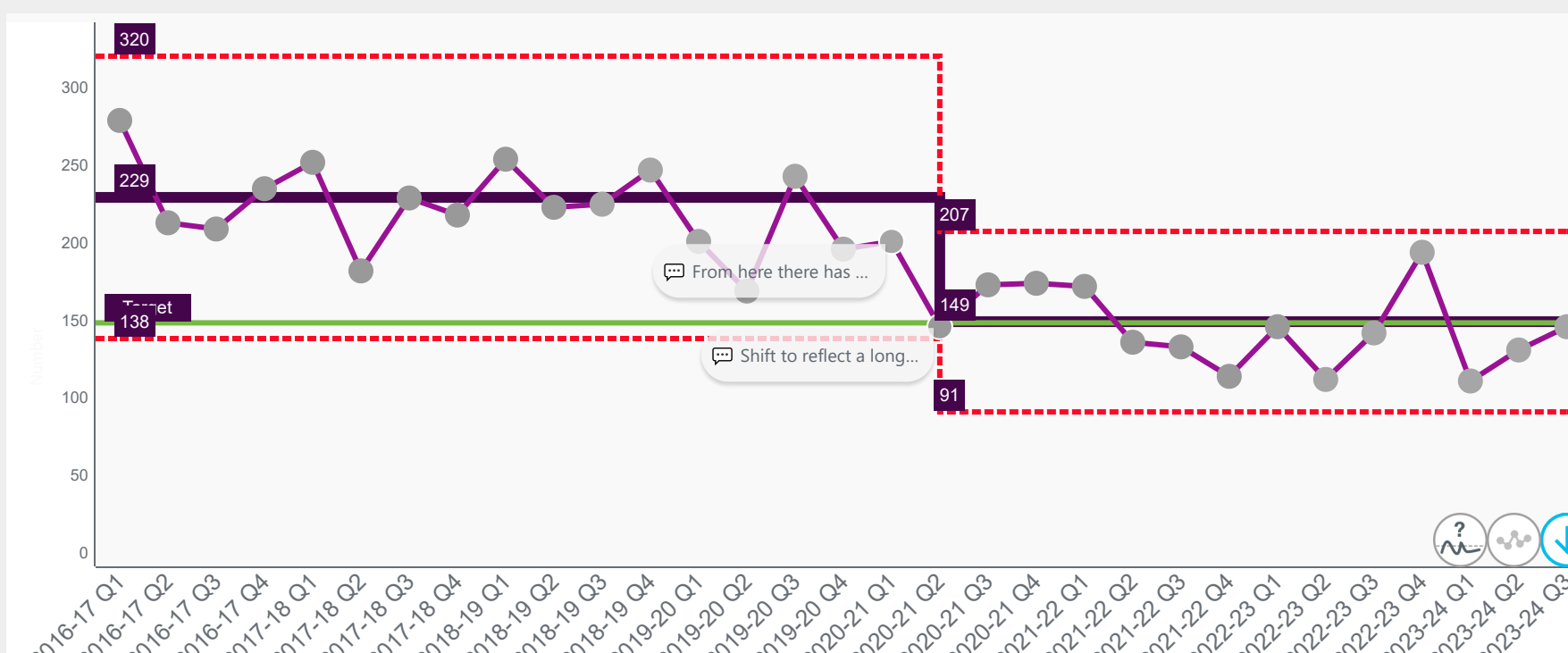
Reduce against previous year

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

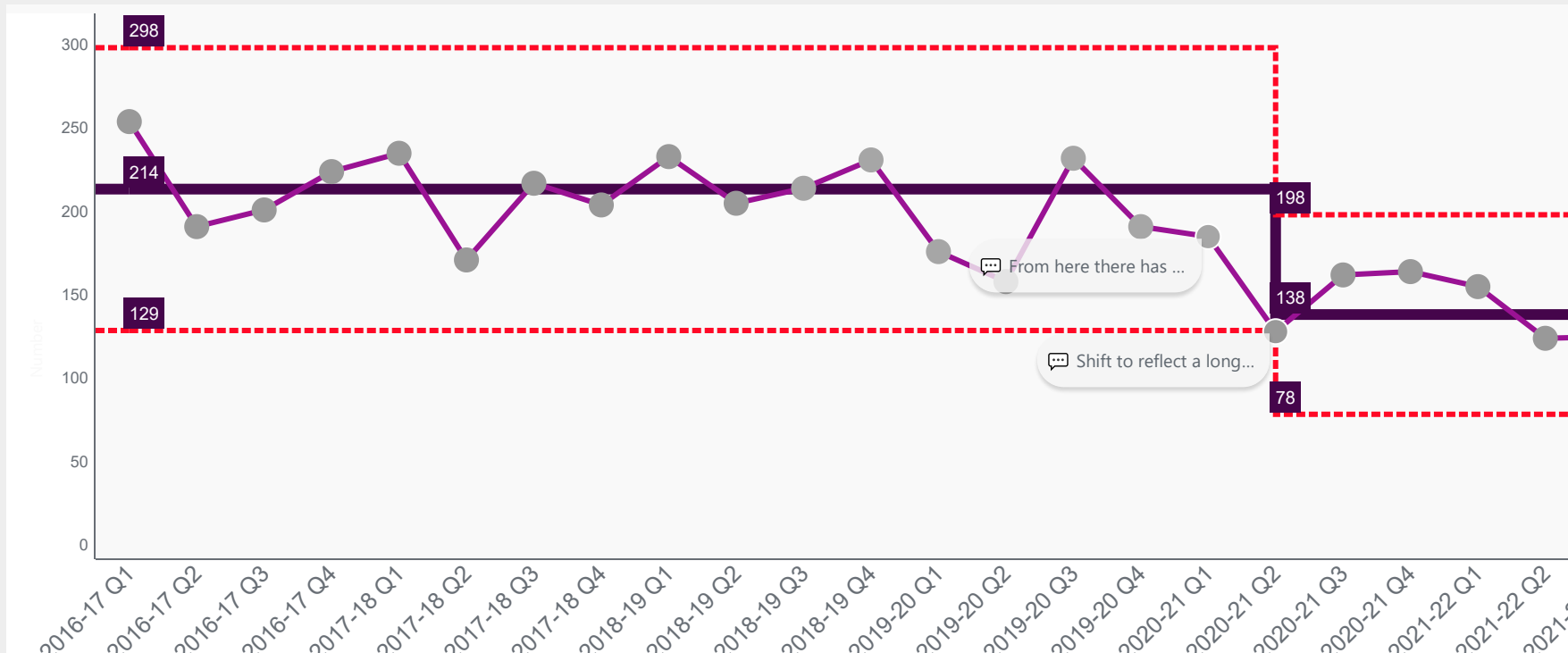
OWNER: Head of Service Delivery - East

SUMMARY

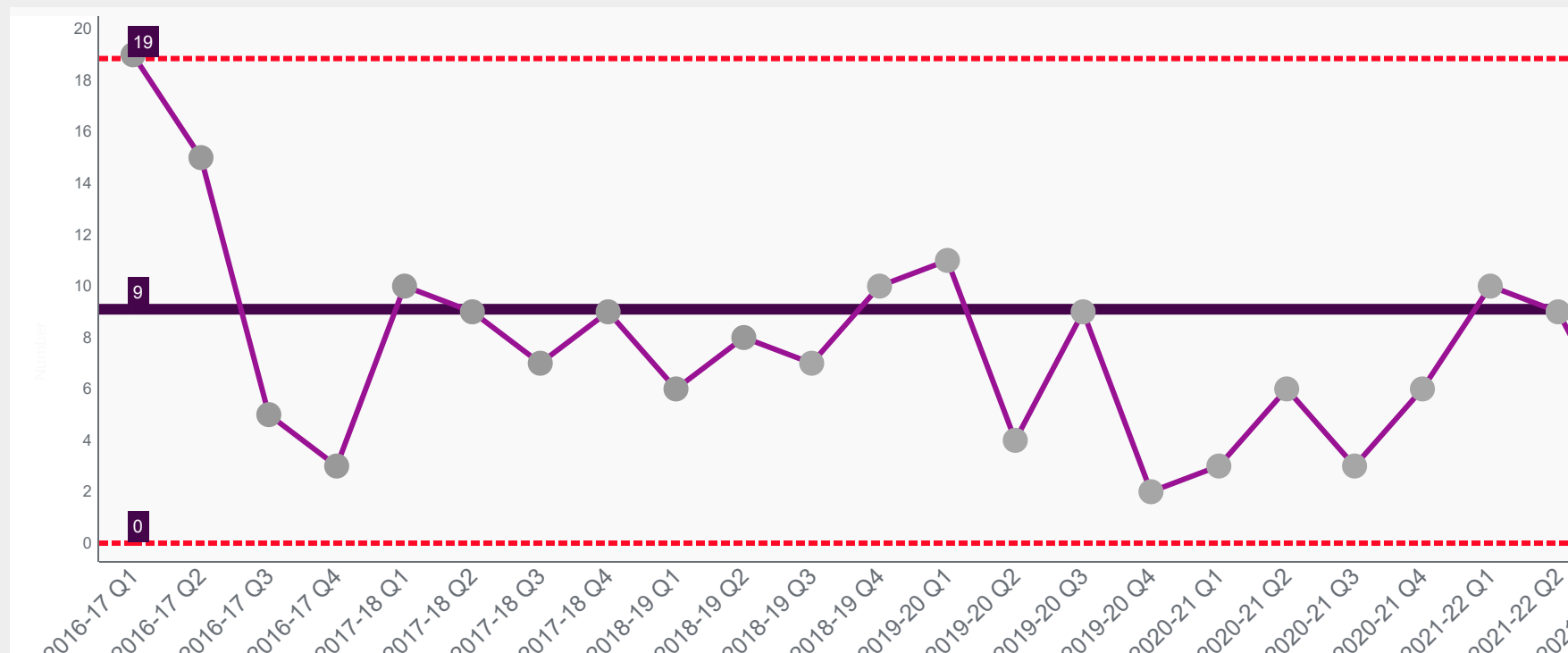
Whilst there was a slight increase in Q3, figures remain generally positive. This aligns with effective safety campaigns in domestic and non domestic settings.



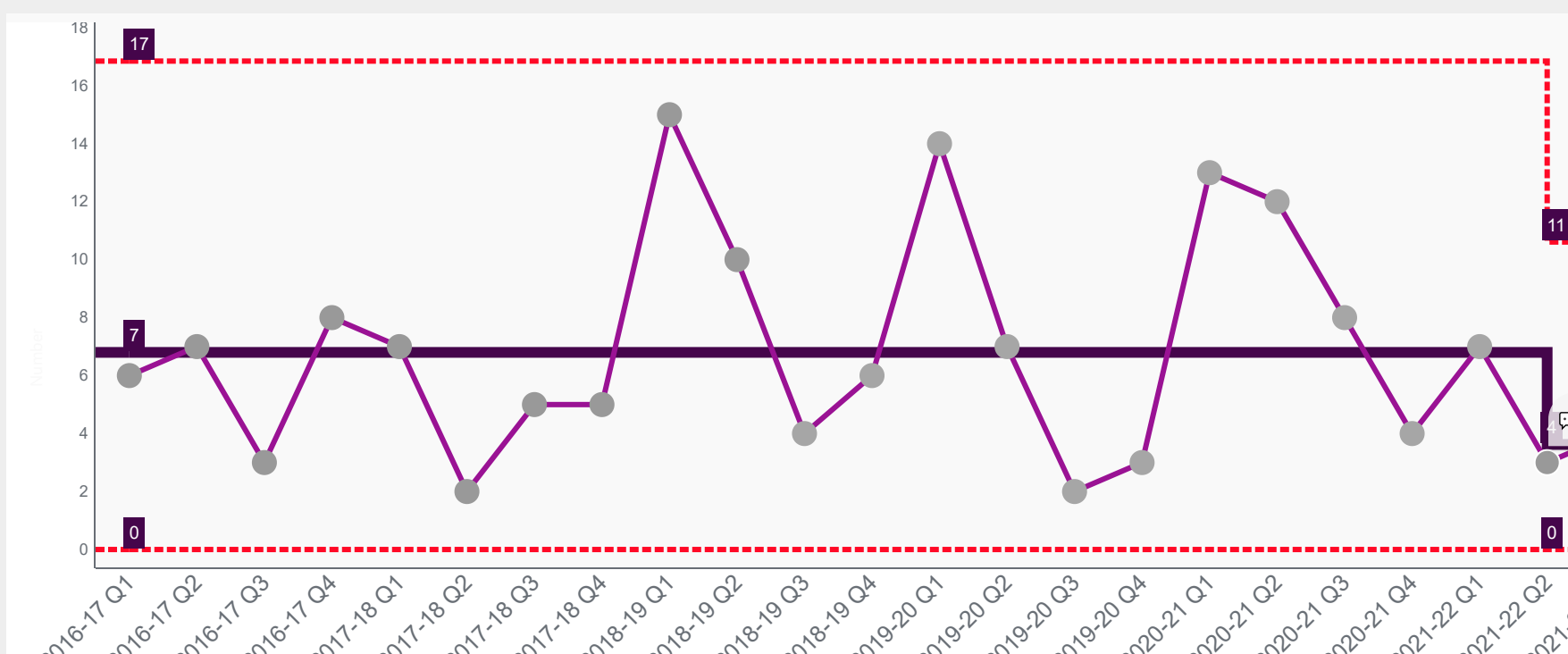
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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

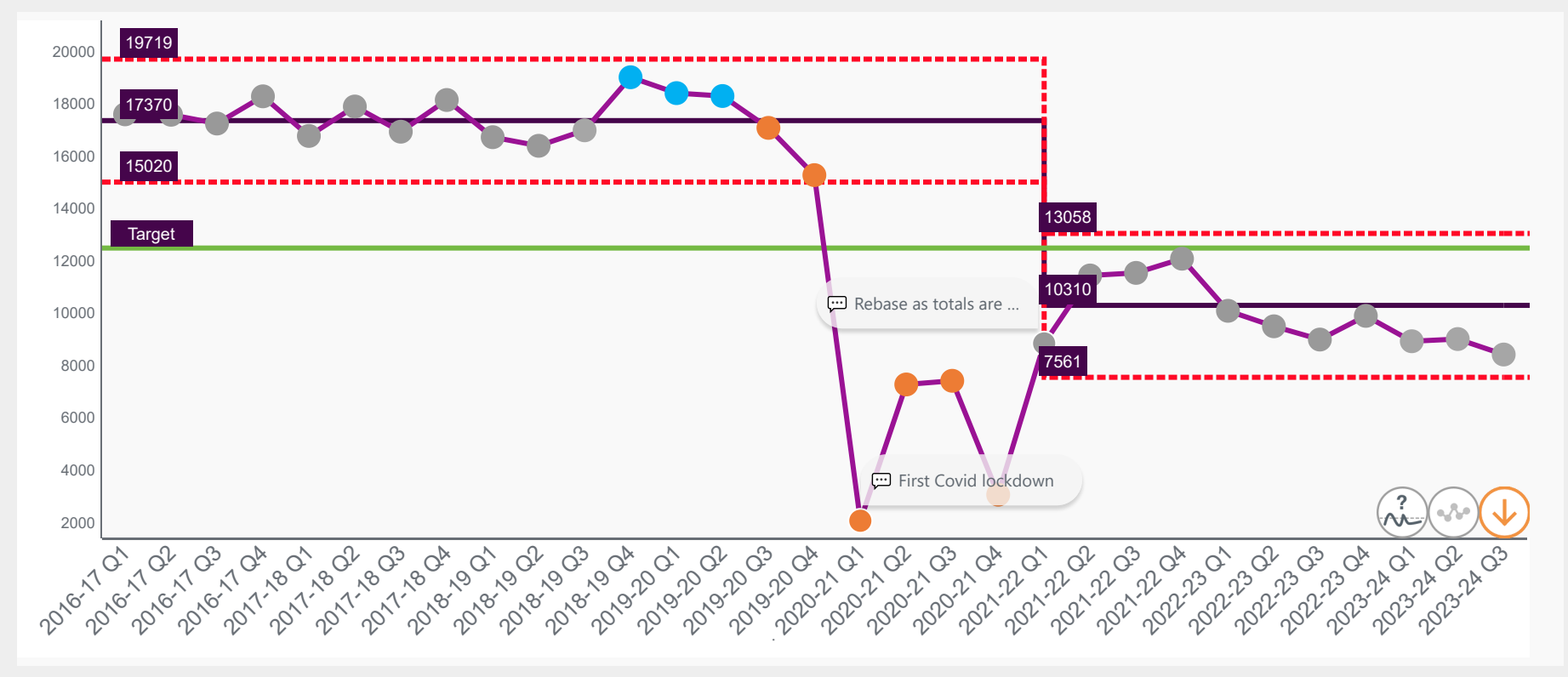


KPI 6 Number of Home Fire Safety Visits conducted

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

50,000 (annually)

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



SUMMARY

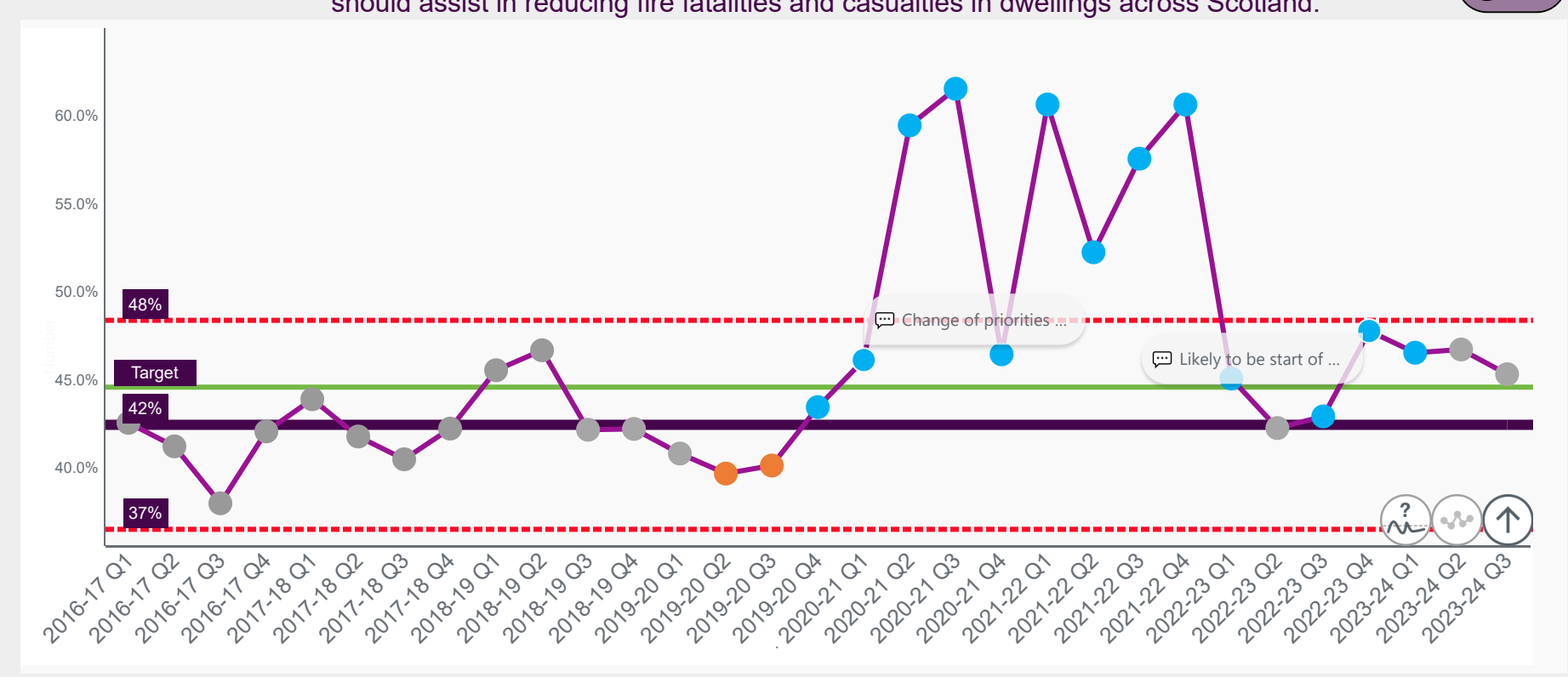
HFSV performance remains below target. Engagement is ongoing with Operational Delivery to identify and resolve challenges to improving performance.

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

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

Increase against previous year

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



SUMMARY

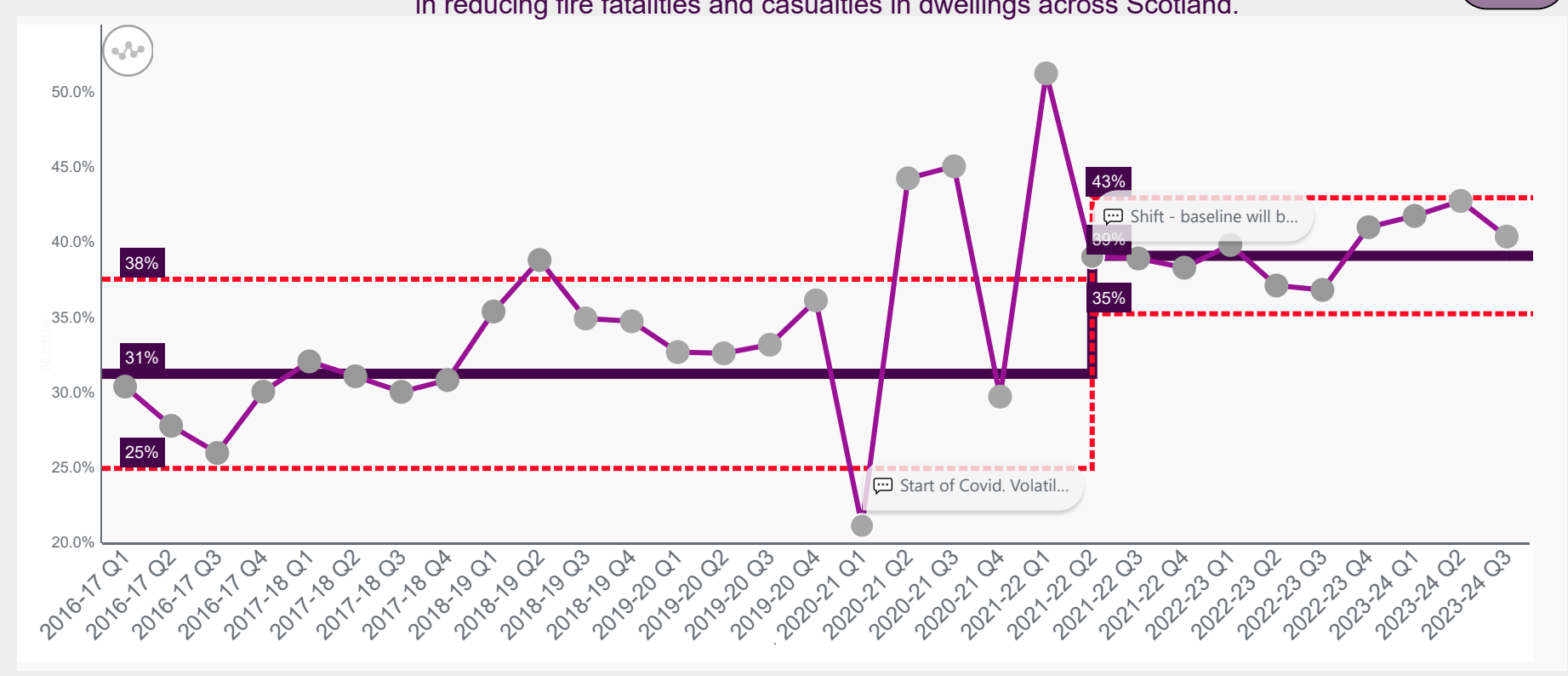
Q3 2023-24 shows a sustained level of performance in relation to % of HFSVs conducted for vulnerable groups. The Service's 'Make the Call' campaign continues, to encourage carers, family, friends and neighbours of people that may be at greatest risk of fire, to make a referral for a HFSV.

KPI 8 % Home Fire Safety Visits from partner referrals

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

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

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



SUMMARY

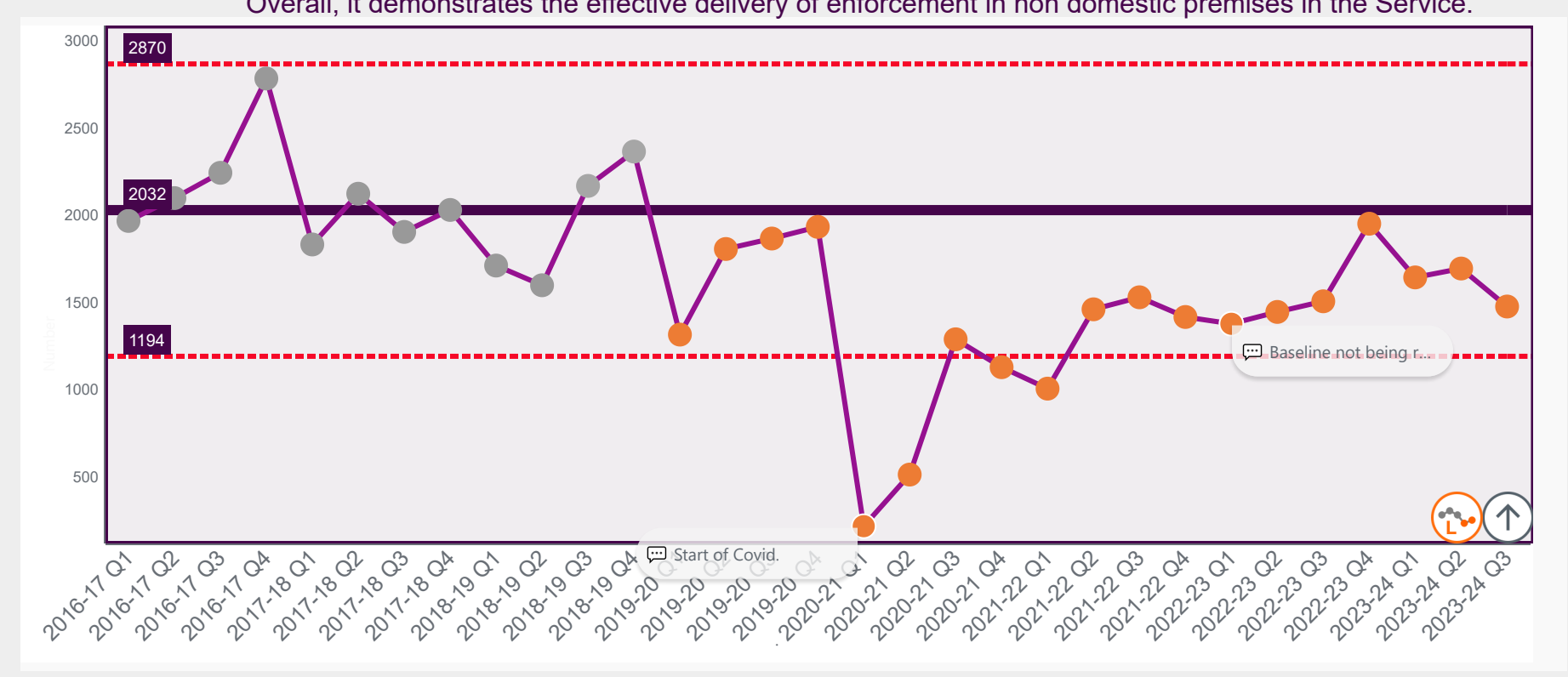
Q3 2023-24 shows a sustained level of performance. Community Action Teams and Operational Crews continue to develop existing and seek out new Partnership referral routes, to reach those at greater risk of fire in the home.

KPI 9 Audits Completed

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

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

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



SUMMARY

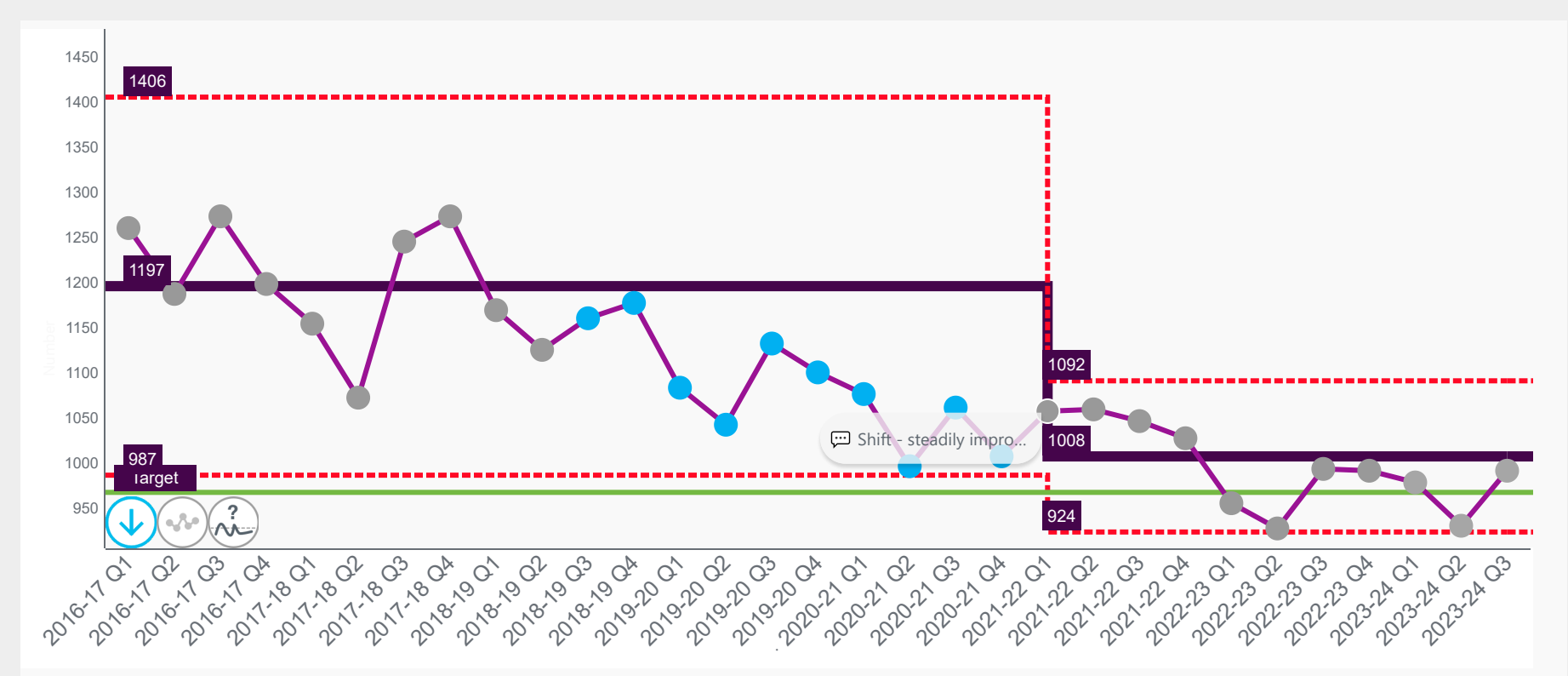
Staff turnover and the development of new auditing officers continues to hold back performance improvement in this area.

KPI 10 Total number of accidental dwelling fires

OWNER: Head of Service Delivery - East

Reduce against previous year

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



SUMMARY

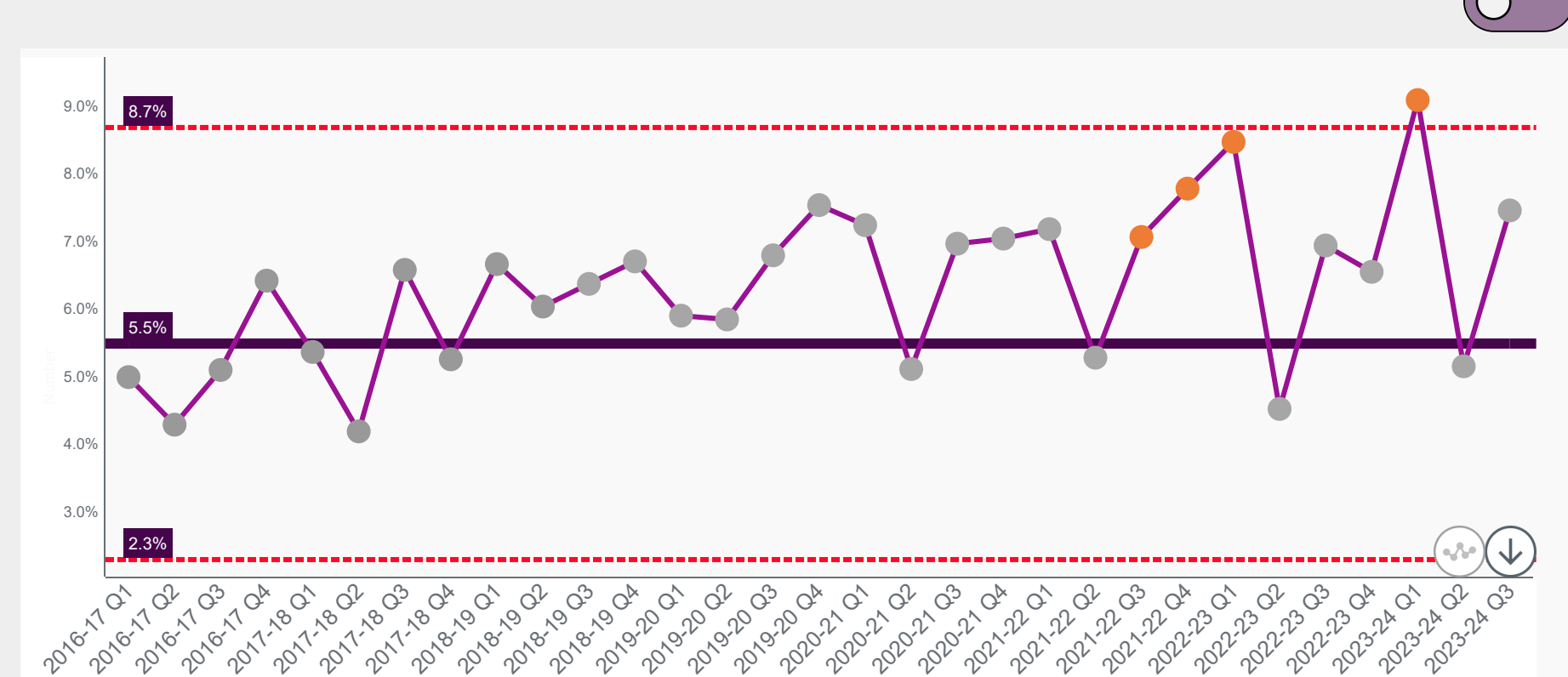
Analysis shows increase from previous quarter. Suggest increases aligned to seasonal trends. Continue to target those most at risk within the community through home fire safety visits and other prevention activities.

KPI 11 % of accidental dwelling fires classed as High Severity

OWNER: Head of Service Delivery - East

Reduce against previous year

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



SUMMARY

Analysis shows slight increase in figures which are consistent with previous years in Q3. Continue with thematic engagement activities to educate and reduce severity.

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

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



Response

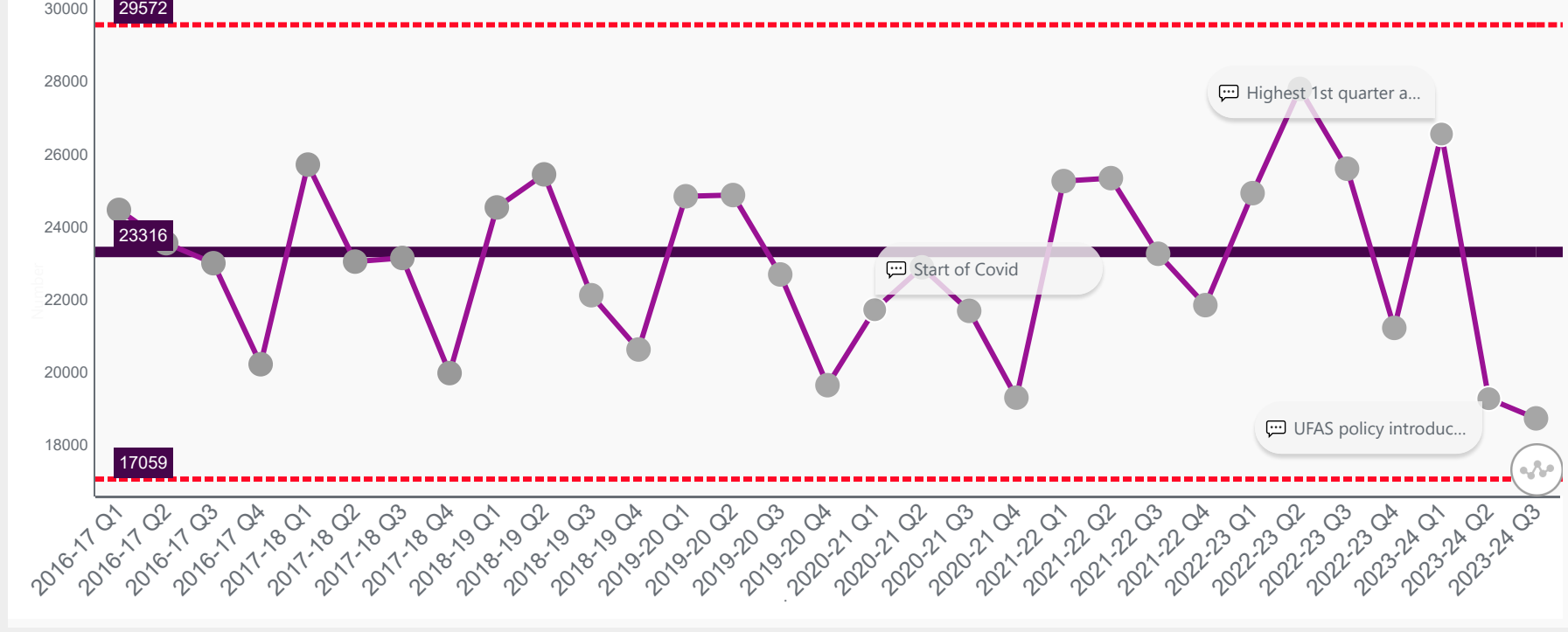


Communities are safer and more resilient as we respond effectively to changing risks.

KPI 12 Total Incidents

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

OWNER: Head of Service Delivery - East



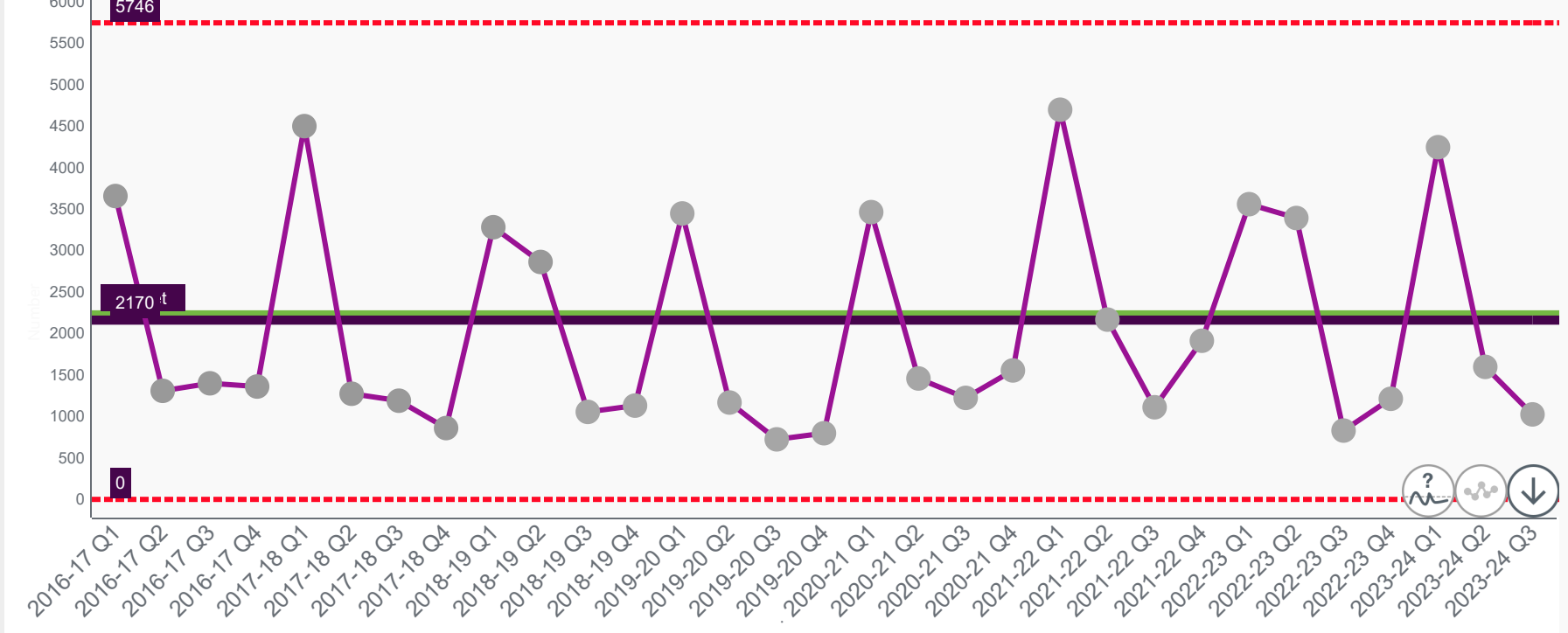
SUMMARY

Positive downward trend experienced. Mostly influenced by introduction of UFAS reduction policy.

KPI 13 Non-refuse Secondary Fires

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

OWNER: Head of Service Delivery - East



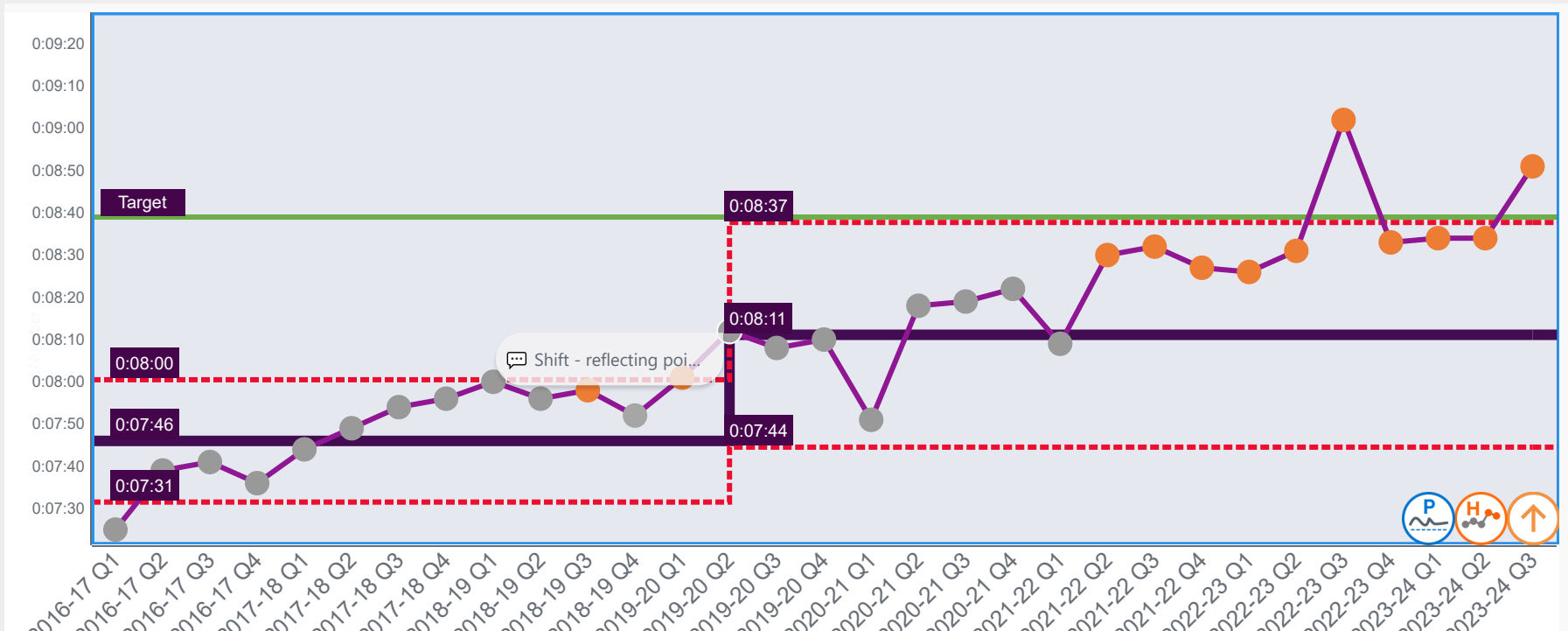
SUMMARY

Positive downward figures continues in line with seasonal trends. Continue to monitor and conduct prevention and awareness activities as required

KPI 14 Median Response Time to Life Risk Incidents - National

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

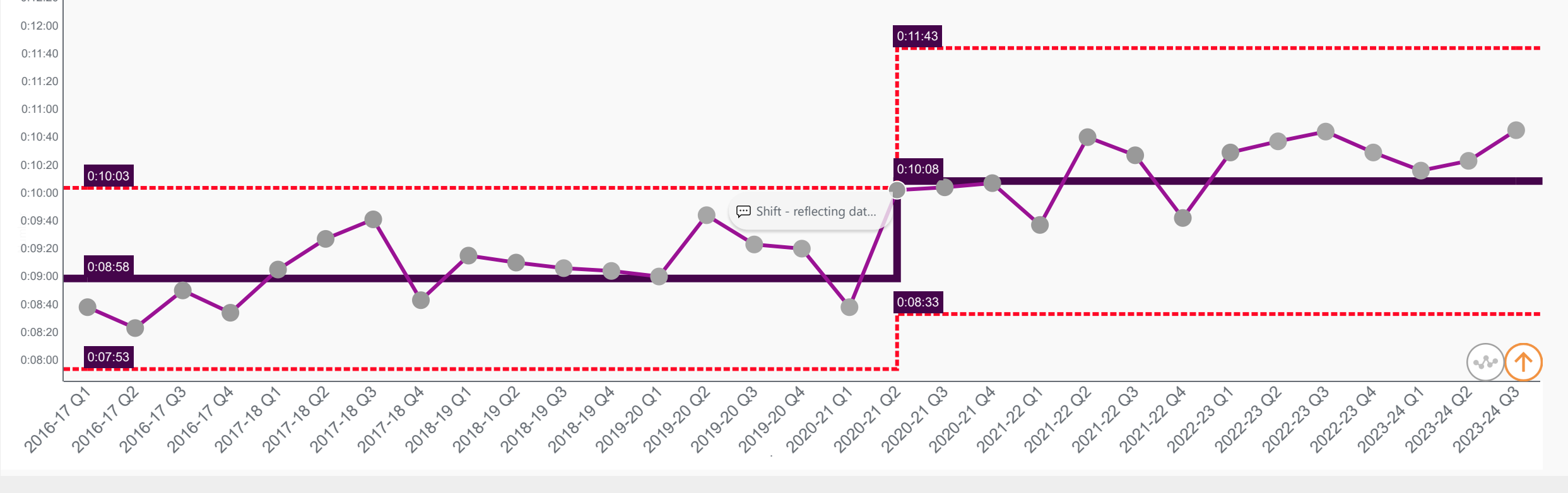
OWNER: Head of Service Delivery - East



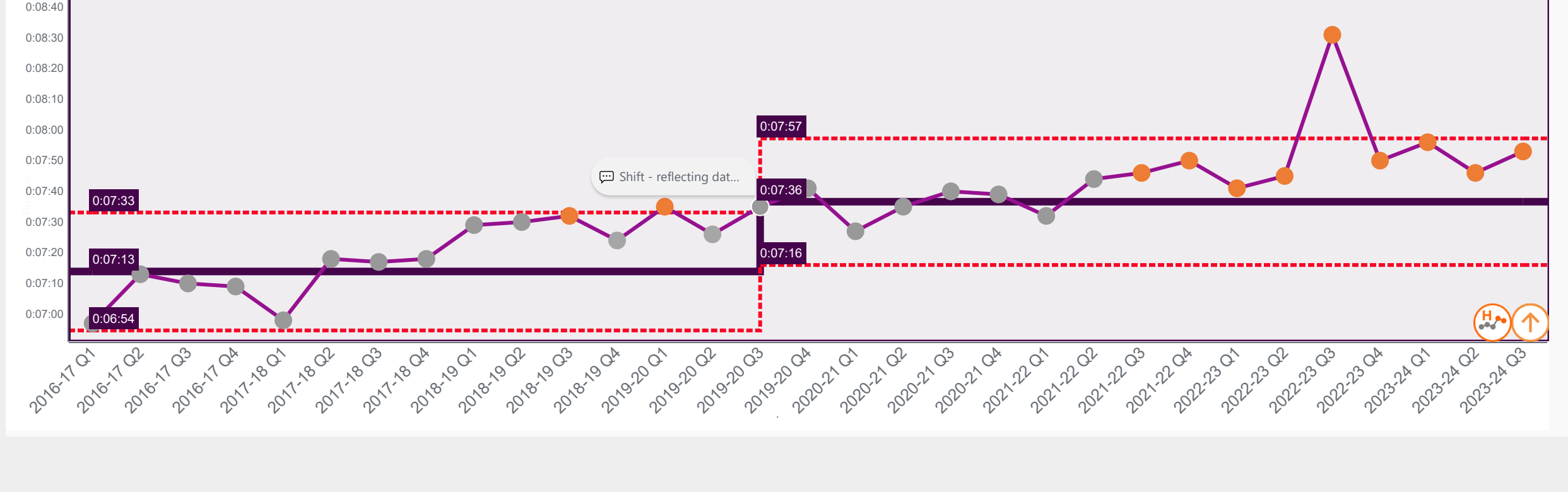
SUMMARY

Slight increase on previous quarter, this could be influenced by several factors such as mobilisations in rural areas where longer travel distances are involved.

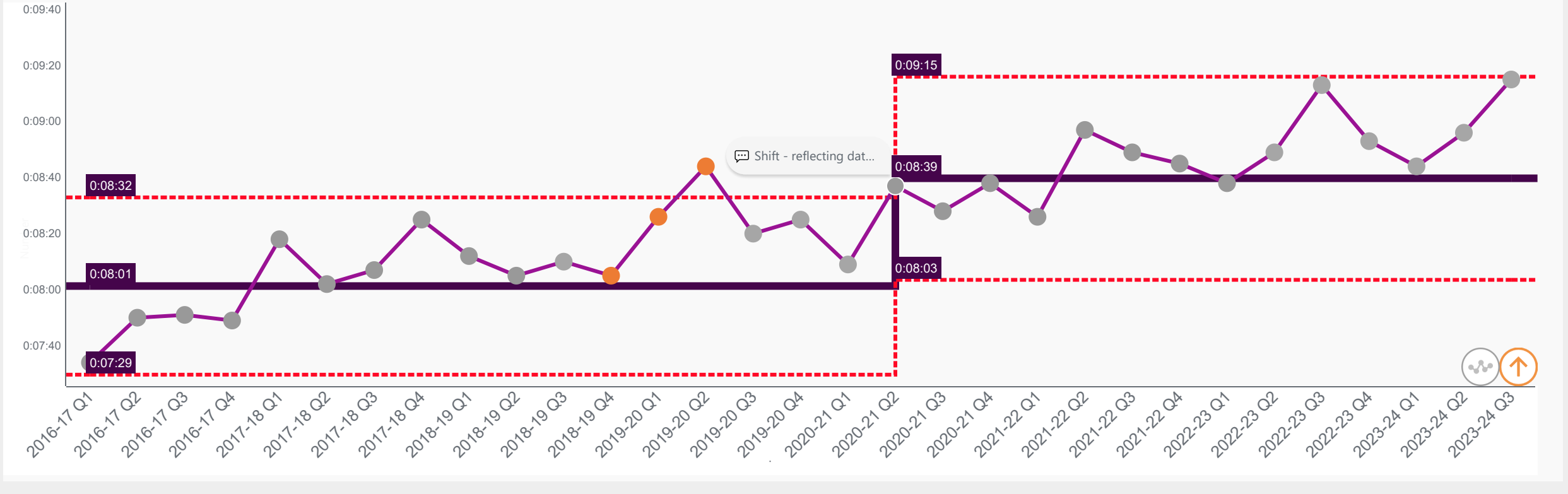
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



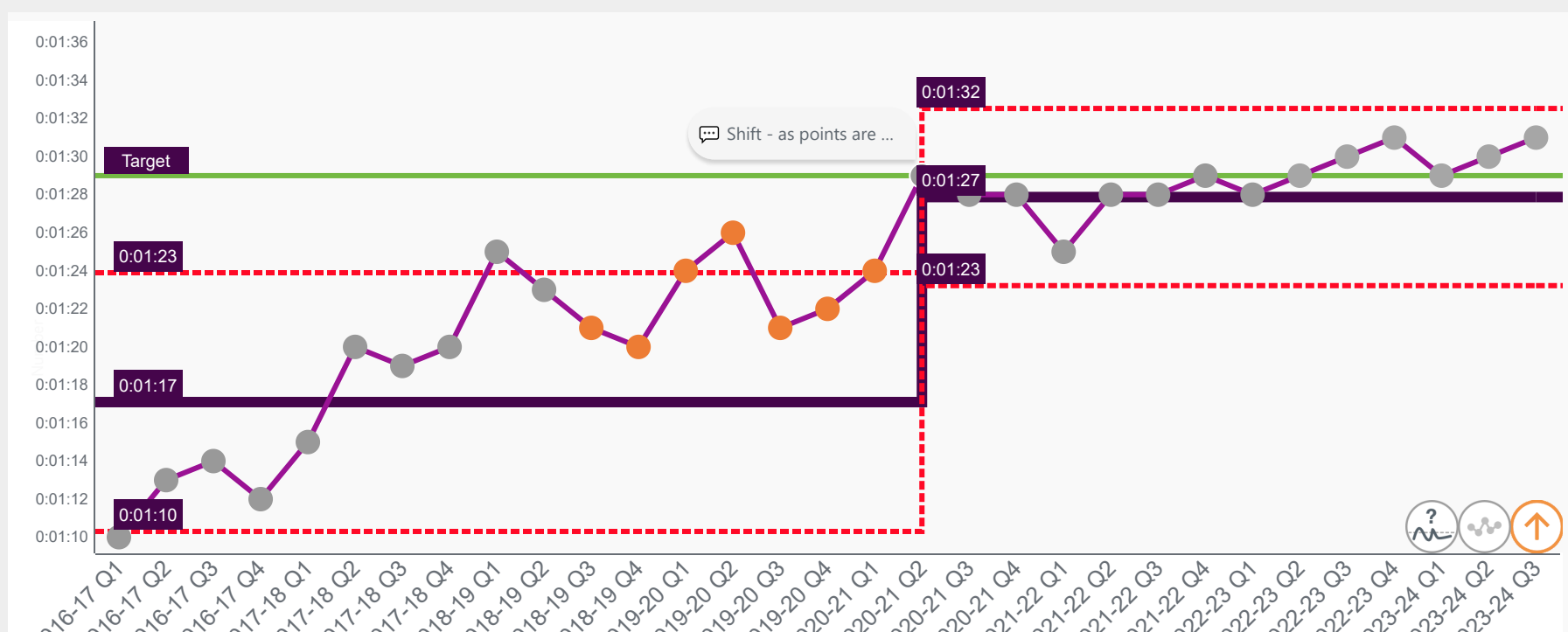
Median Response Time to Life Risk Incidents - East SDA



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

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

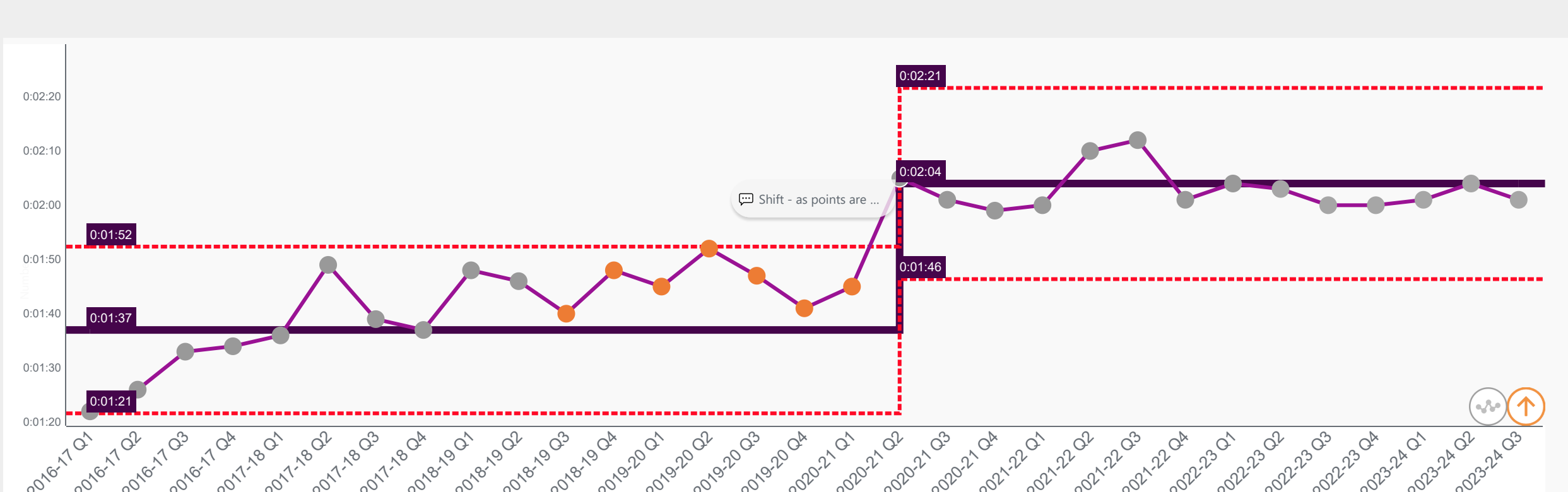
OWNER: Head of Service Delivery - East



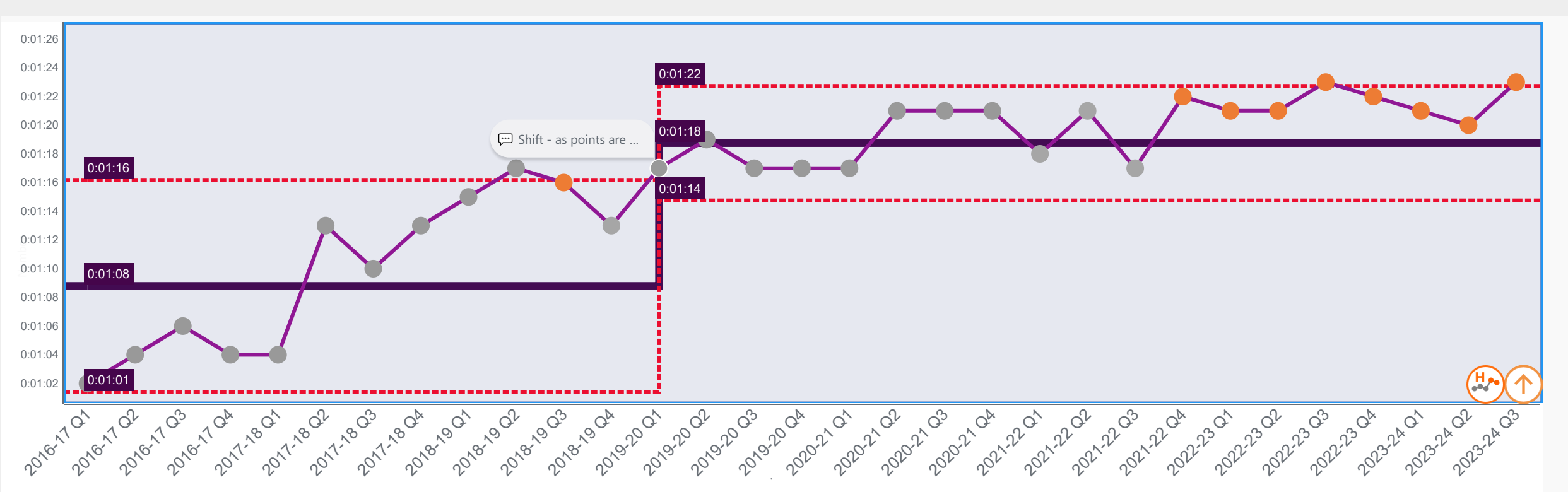
SUMMARY

Slight increase in call handling time, but in context from a national perspective this is 1 second.

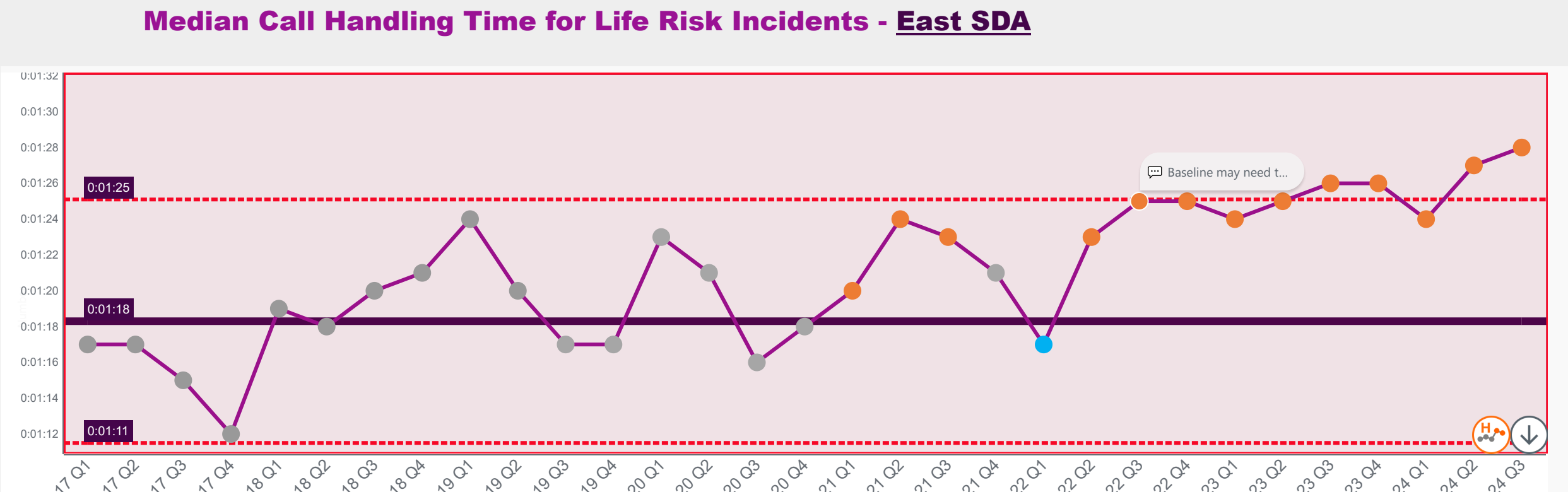
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response



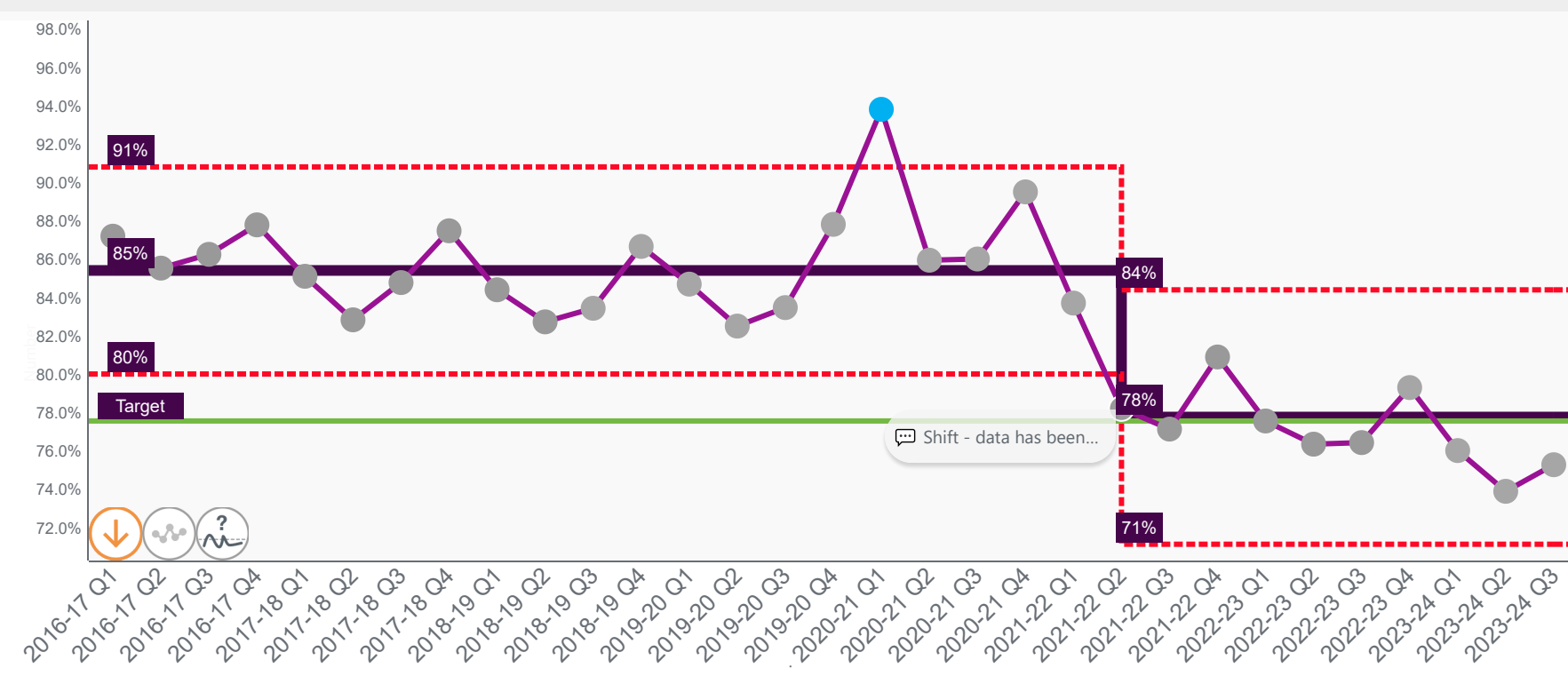
Communities are safer and more resilient as we respond effectively to changing risks.

KPI 16 On-Call 1st Appliance Availability

Increase against previous year

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

OWNER: Head of Operations - Service Delivery



SUMMARY

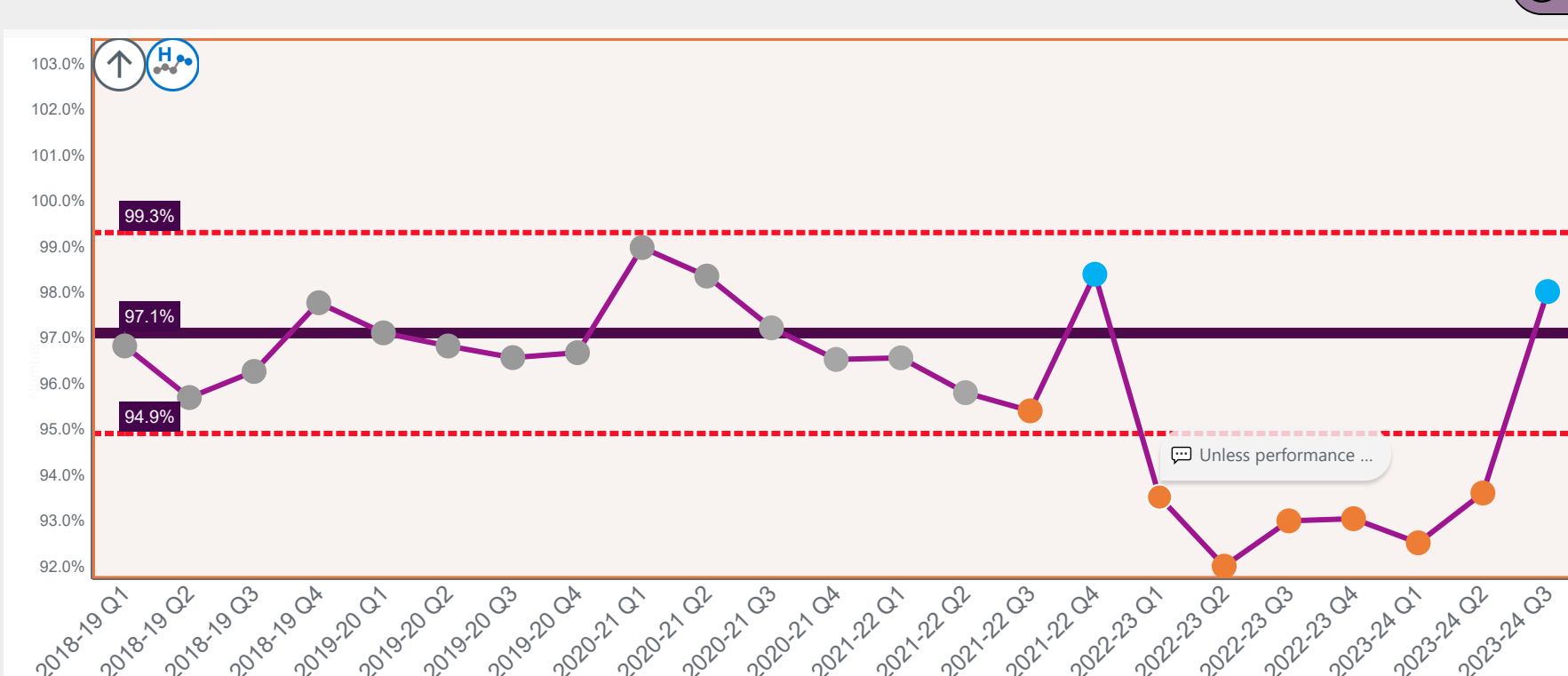
There is currently an On Call Strategic Coordination Group established led by DACO Wright to progress the recent recommendations and pilots of the On Call Improvement Programme. The local challenges and monitoring of performance are captured within the LSO's monthly CIF reports to respective DACOs.

KPI 17 Wholtime Availability

% compliance against confidence levels

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

OWNER: Head of Operations - Service Delivery



SUMMARY

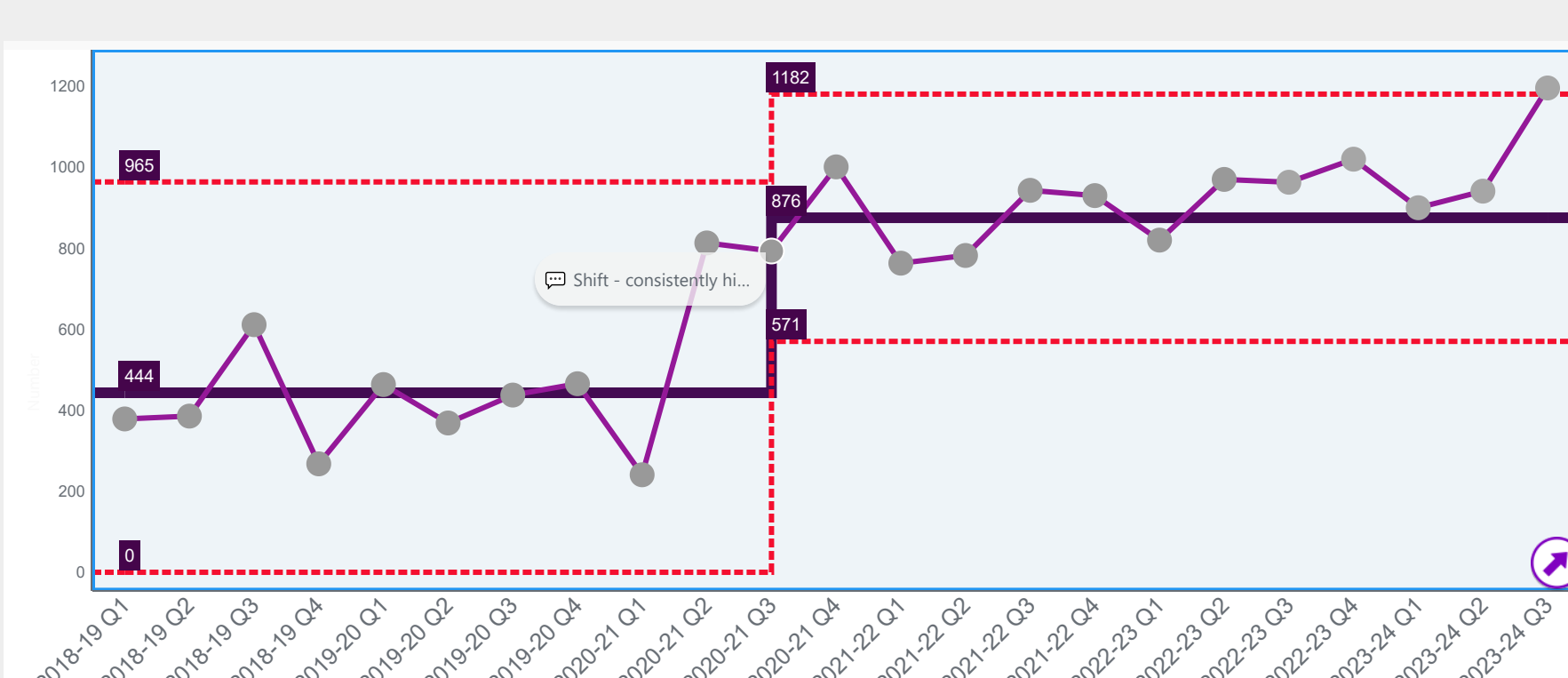
Analysis shows increase from previous quarter. Suggest increases aligned to seasonal trends. Continue to target those most at risk within the community through home fire safety visits and other prevention activities.

KPI 18 OI Inspections

Track

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.

OWNER: Head of Prevention, Protection and Preparedness



SUMMARY

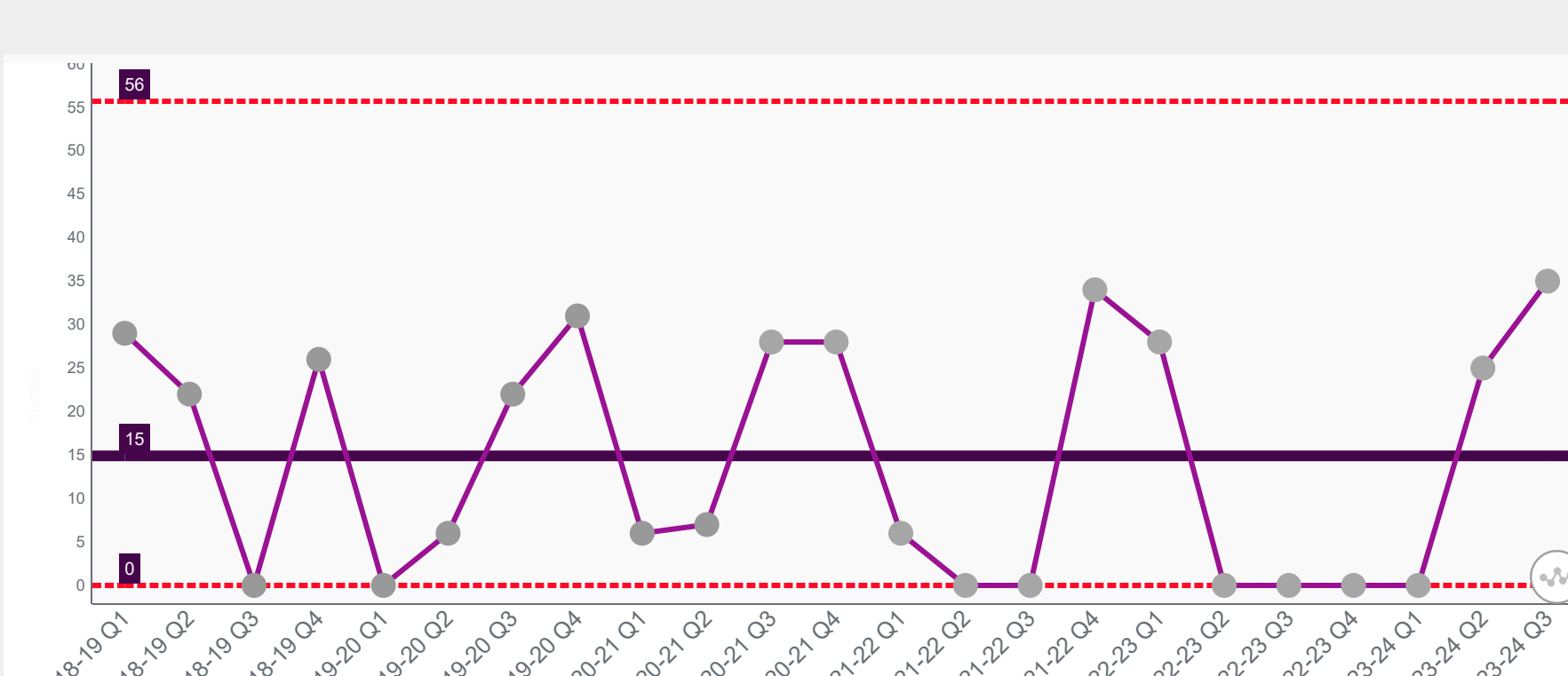
Q3 2023-24 saw a significant increase in OI Inspections, 255 above Q2 2023-24.

KPI 19 Ops Assurance Audit Actions

Track

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

OWNER: Head of Safety and Assurance



SUMMARY

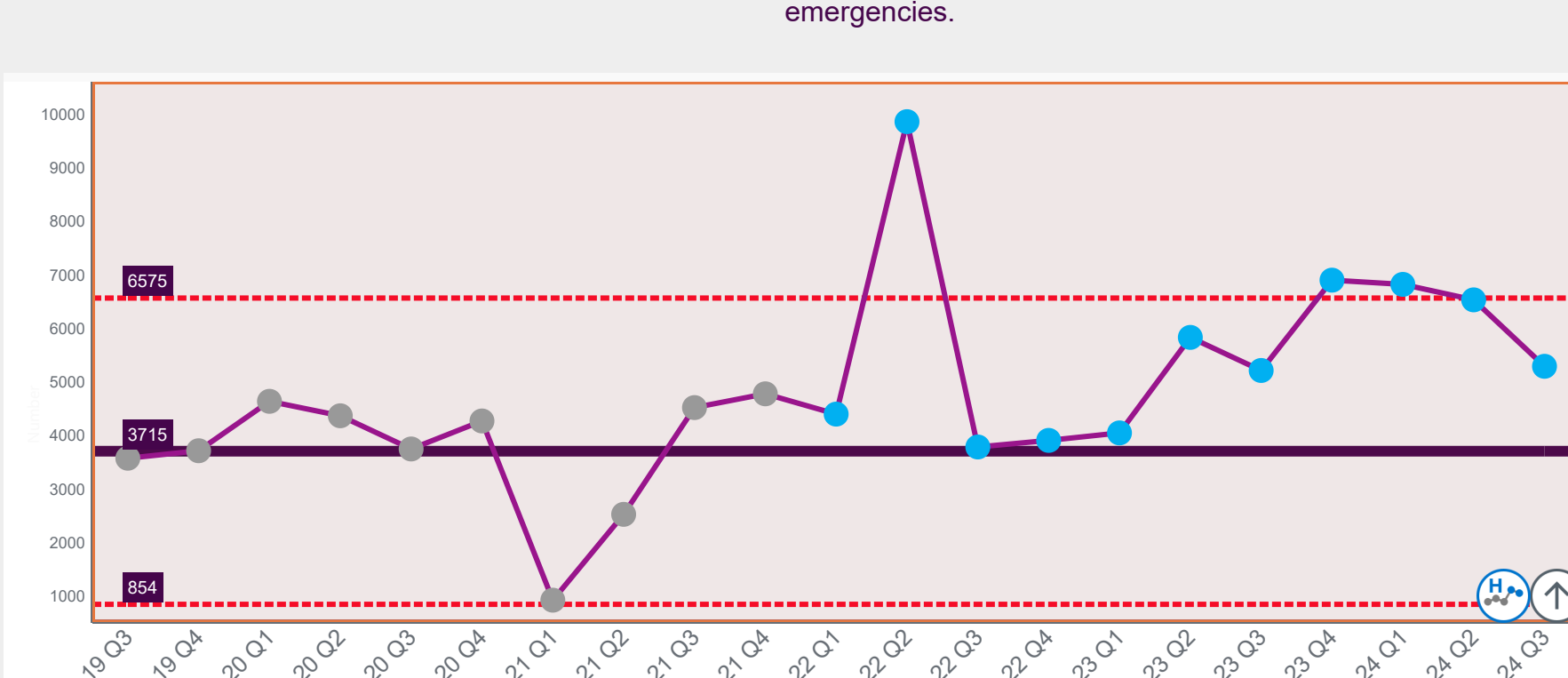
Operational Assurance aim to identify Learning from Significant Operational Incidents and other events. An increase in the number of Audit Actions ensures that this learning is being captured and is then managed through the Organisational Learning Group (OLG).

KPI 20 Hydrant Inspections

Track

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

OWNER: Head of Prevention, Protection and Preparedness



SUMMARY

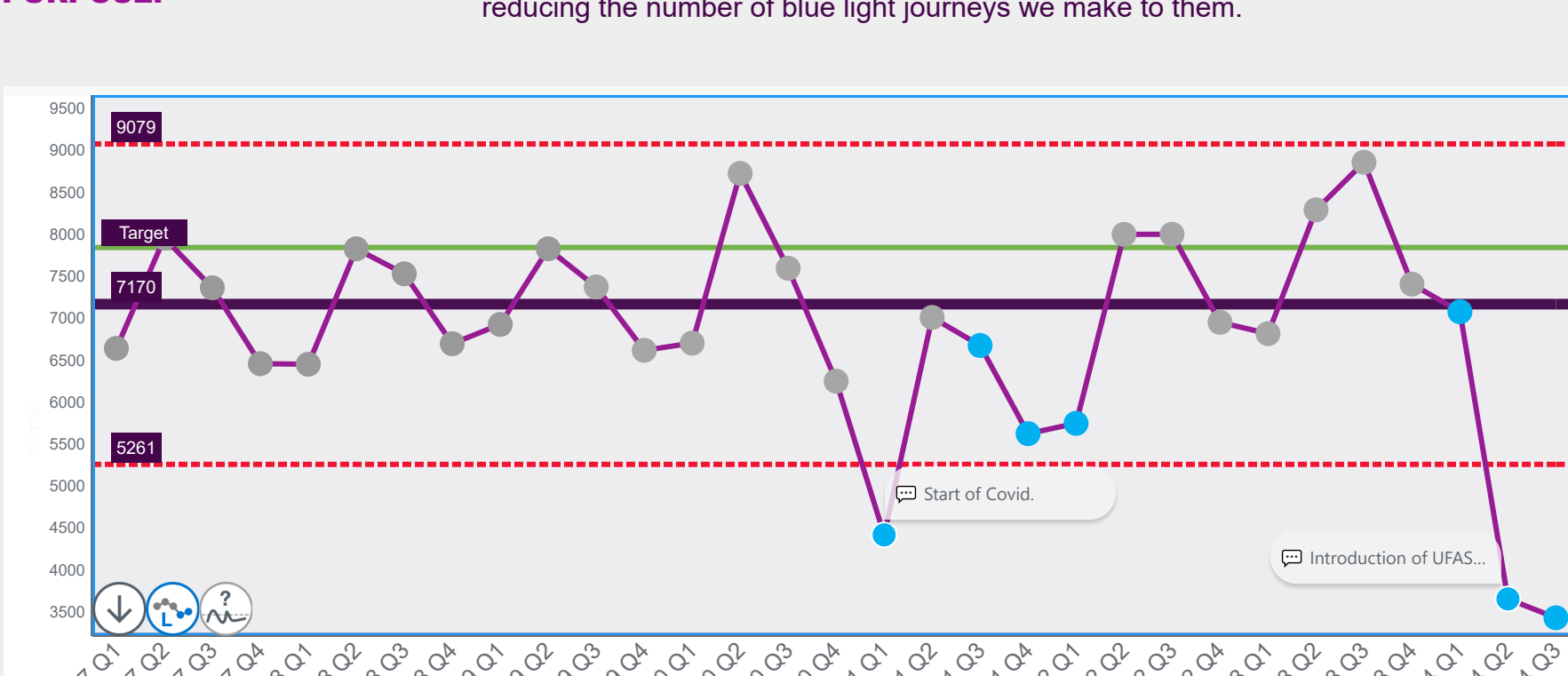
Target of 4588 inspections exceeded for Q3, this was due to periods of favorable weather allowing for additional inspections to take place.

KPI 21 UFAS Incidents

Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

Continue to see a significant and positive decrease in number of UFAS incidents to continued. Expect positive trend to continue but flatten over a period of time.

Response

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

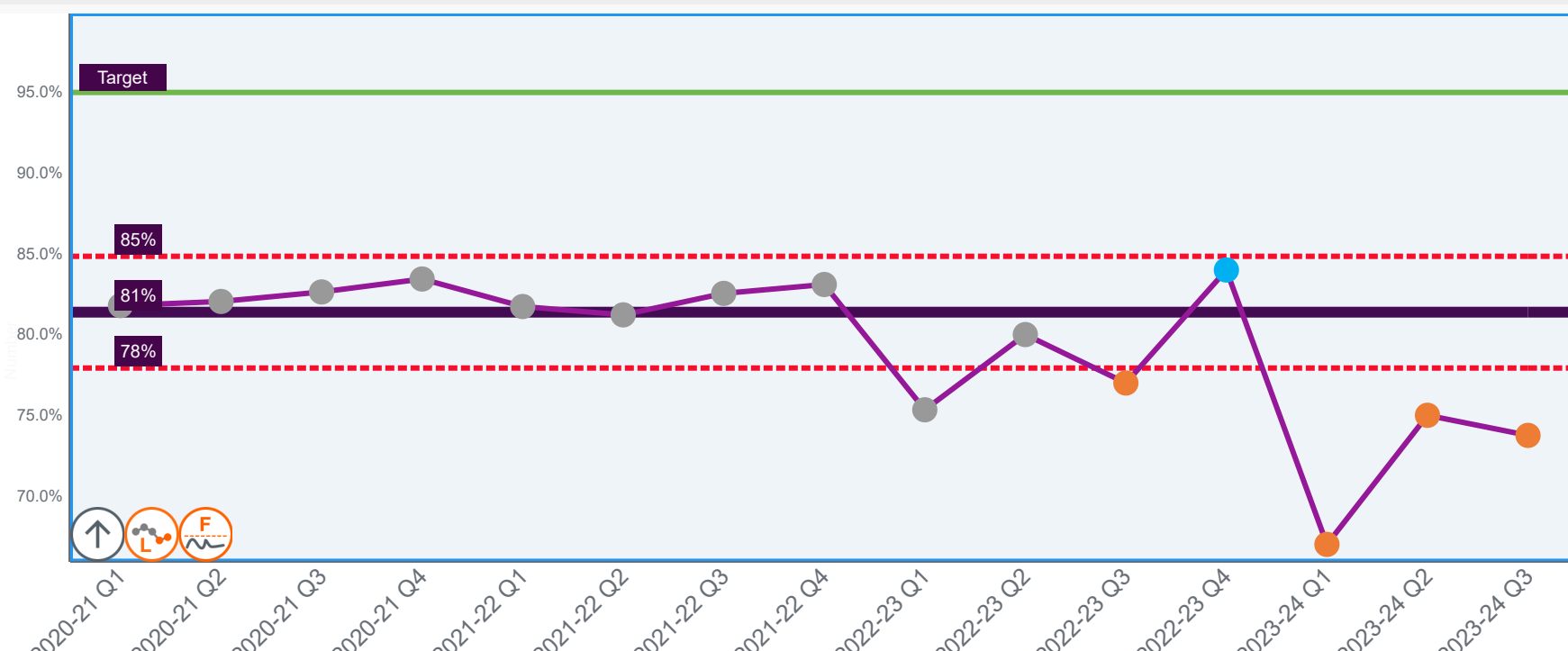


KPI 22 % Core Skills Modules Completed

95%
OWNER: Head of Training

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

SUMMARY
Q3 2023-24 TfOC figures: Wholetime staff maintained consistent completion rates; On Call staff saw a slight decrease. Challenges included increased demand for Hazmat training and lower completion rates for Tactical Ventilation. Seasonal initiatives impacted capacity

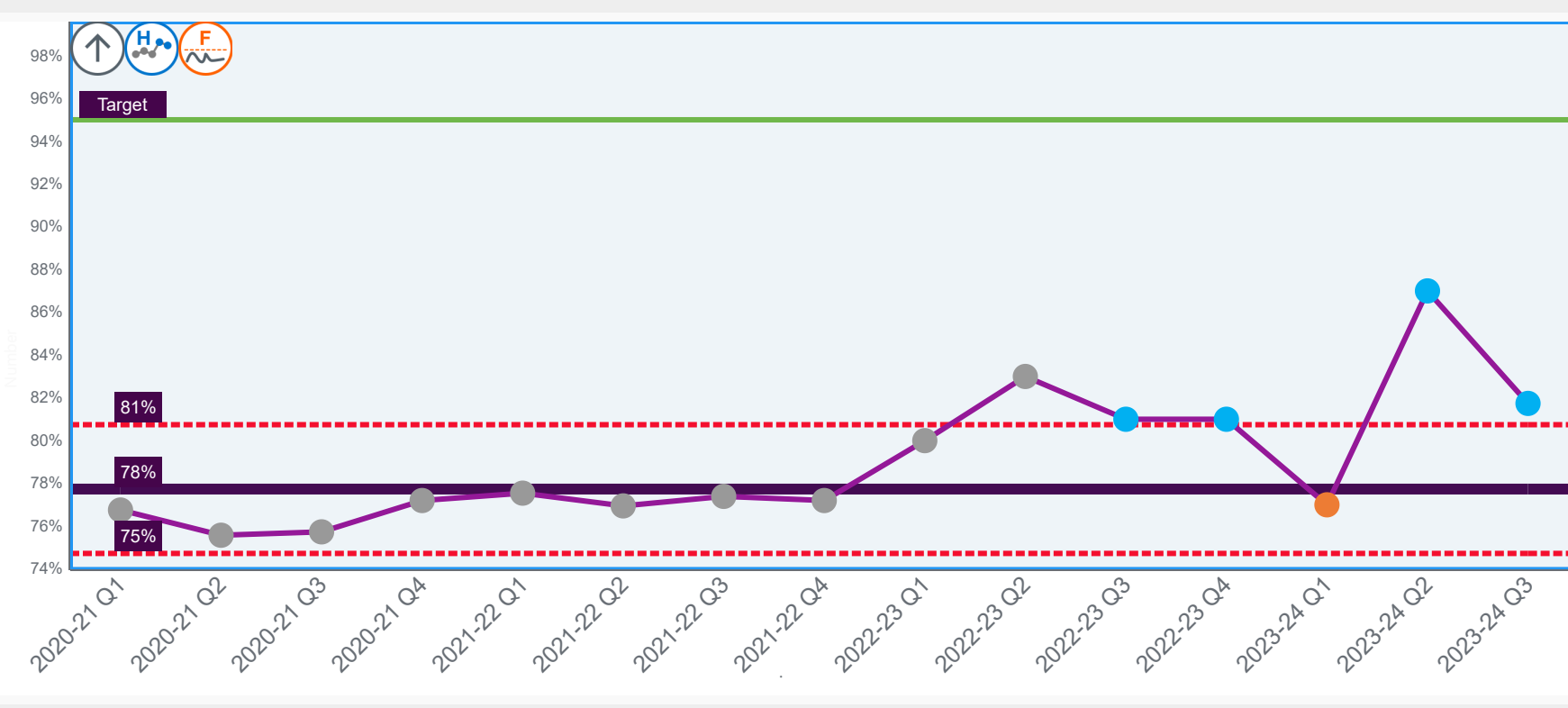


KPI 23 % Advanced, Support & Emerging Risks Modules Completed

95%
OWNER: Head of Training

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

SUMMARY
Q3 modules: Firefighting in Buildings, Reinforced Autoclaved Aerated Concrete Awareness, Prevention & Protection, Environmental Protection. Wholetime staff slightly decreased; On Call and Volunteer rates dropped, aligning with Core Skills. Feedback will inform the forthcoming TfOC review.

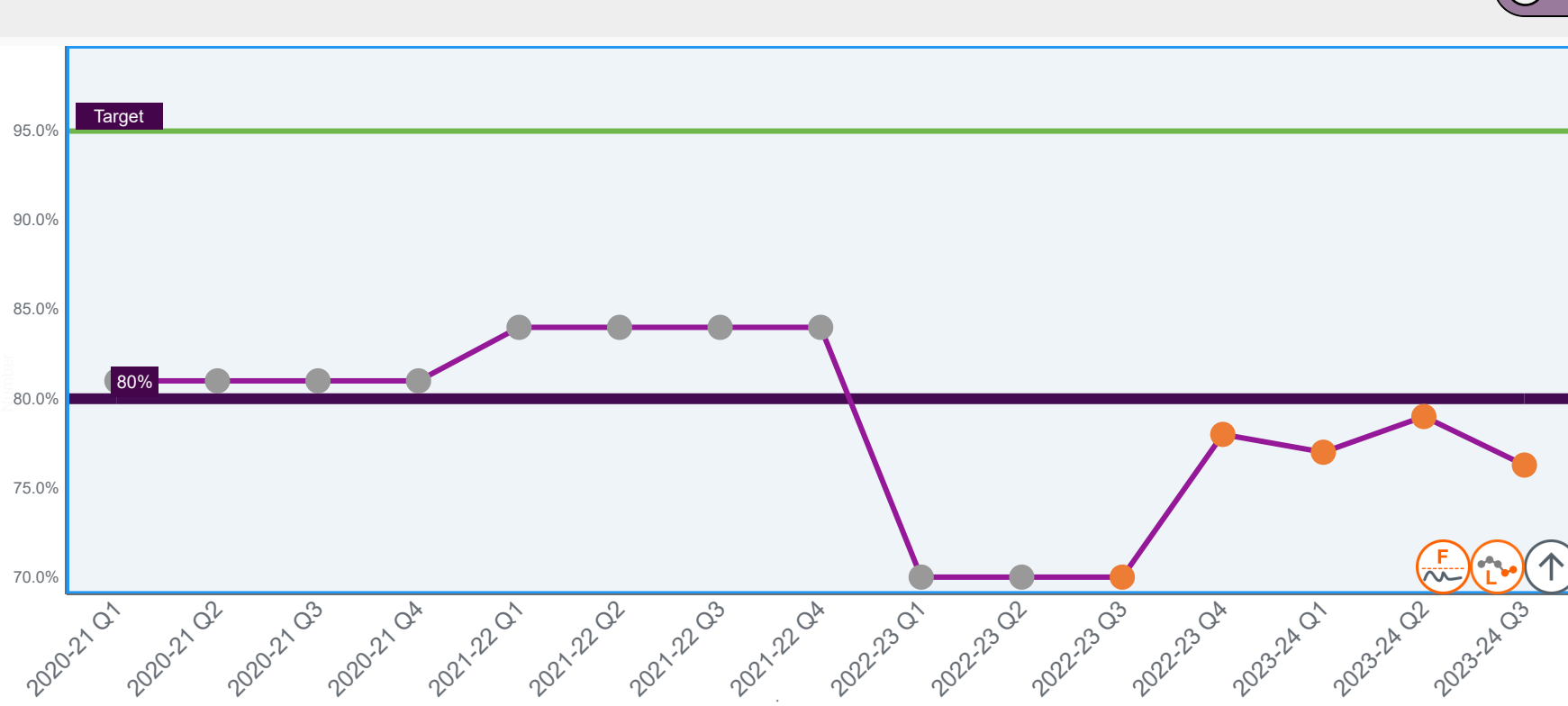


KPI 24 % Flexi Officer Module Completion

95%
OWNER: Head of Training

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

SUMMARY
Q3 Flexi Duty Officer (FDO) Training reports a very slight decrease when contrasted with the preceding quarter. Reports have been compiled and shared showing personal completion for all LSO Area and Directorate FDO's to encourage discussion performance that needs improved.

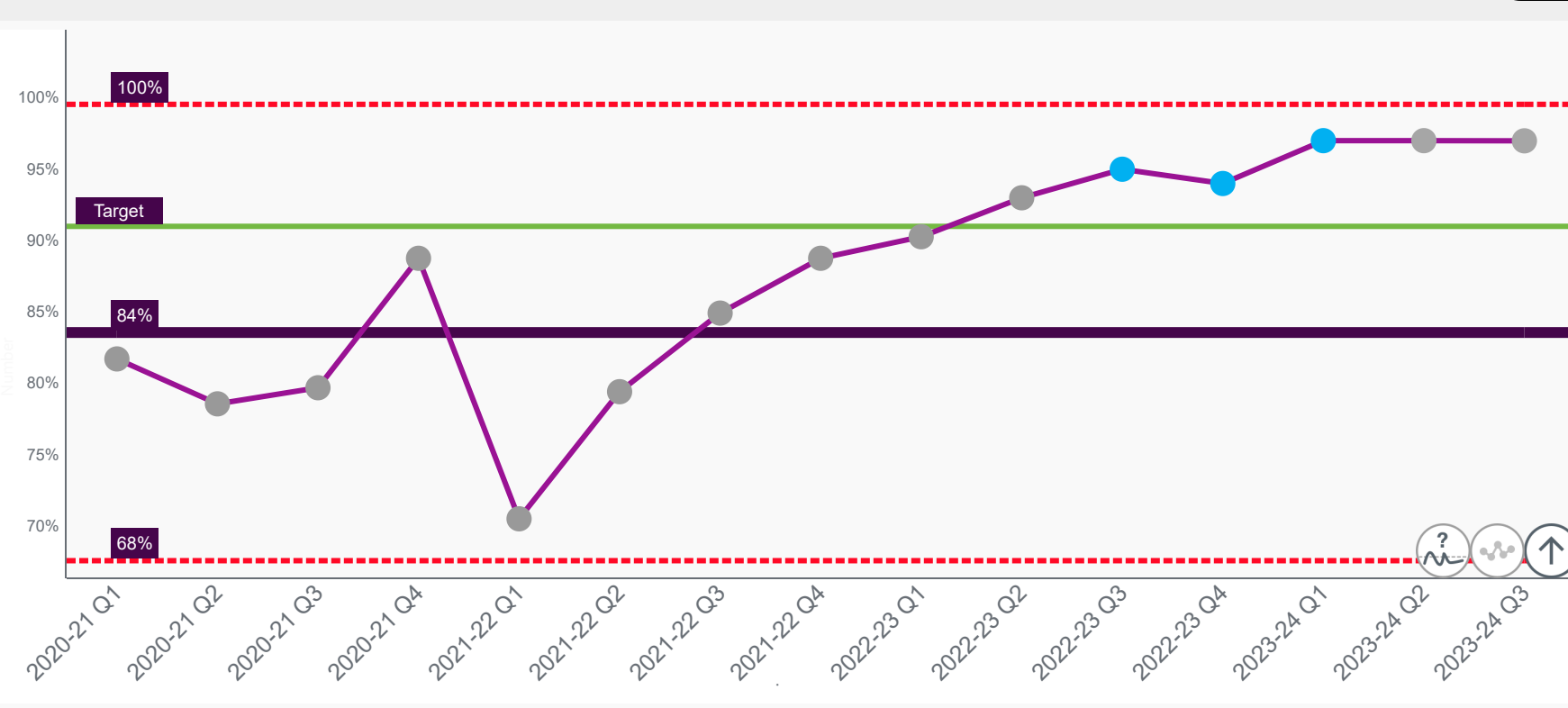


KPI 25 % Incident Command Module Completion

91%
OWNER: Head of Training

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

SUMMARY
Incident Command remains strong in all duty groups. Flexi Duty System dropped; 2 Deputy Assistant Chief Officers to be assessed at Level 4 in March. Stable figures last 2 quarters. Training and Workforce Planning align for promotional campaigns and Incident Command Development courses.

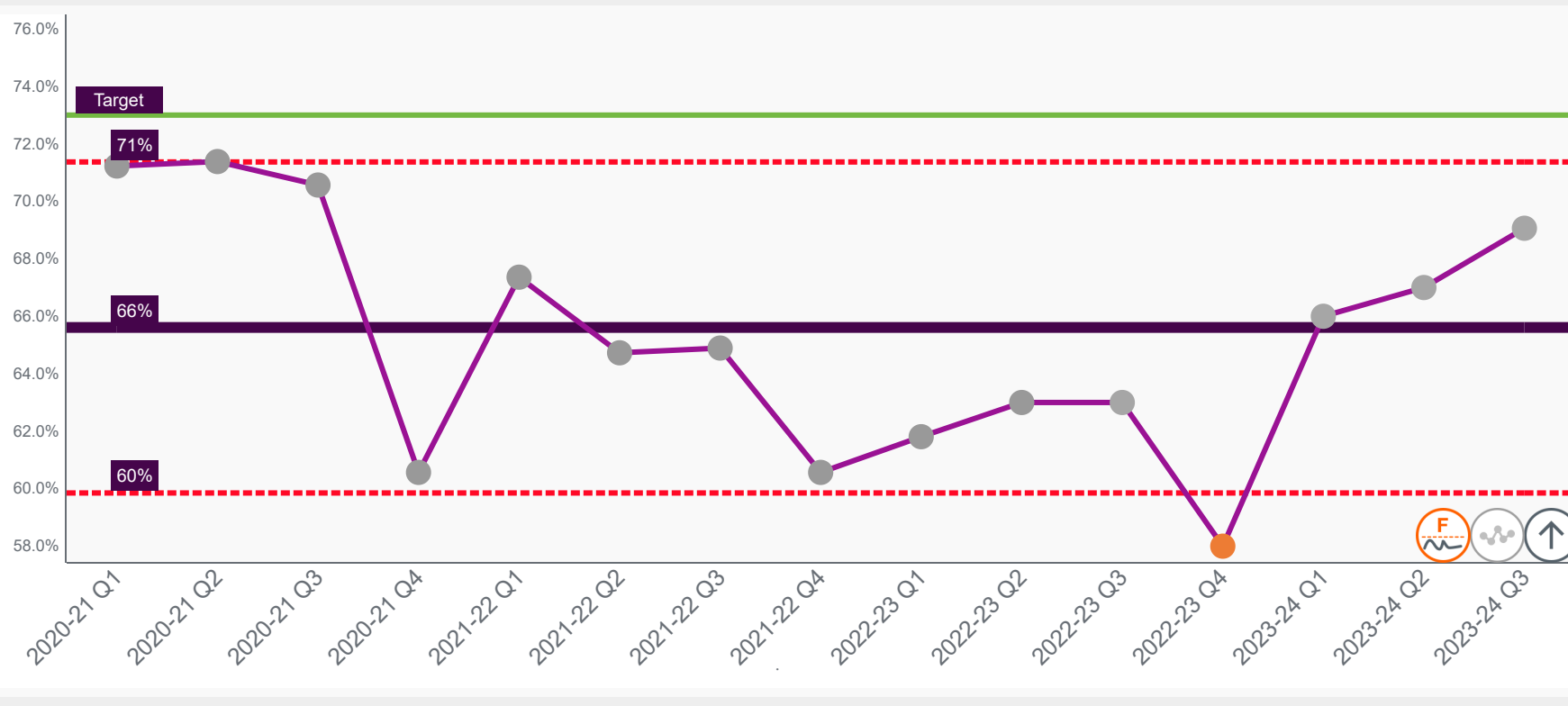


KPI 26 % Core Skills Currency

73%
OWNER: Head of Training

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

SUMMARY
Q3: Core Skills completion improved, with increases in Breathing Apparatus and Compartmental Fire Behaviour training. Q4 expects more progress with the introduction of the Breathing Apparatus recovery plan and targeted Initial Casualty Assessment Treatment courses in the West Service Delivery Area.

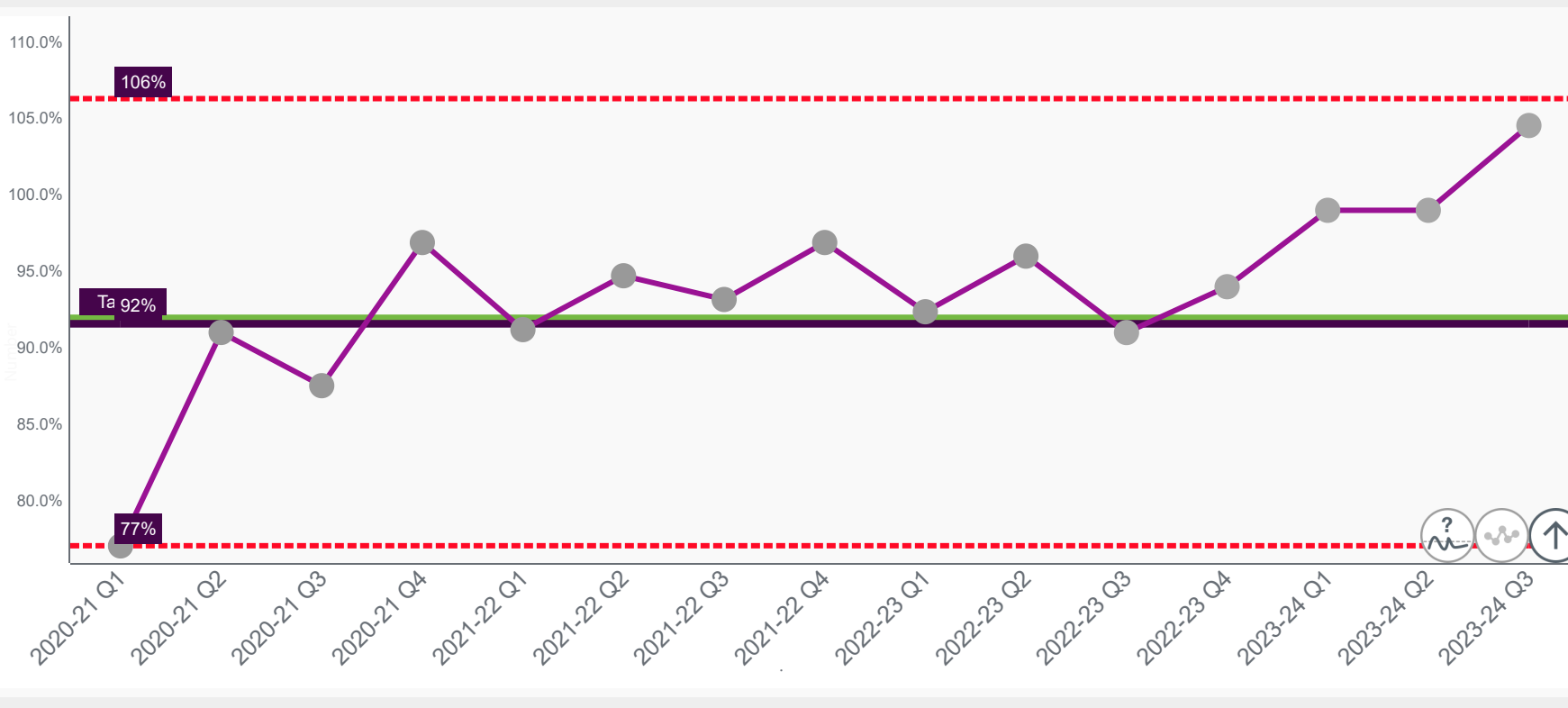


KPI 27 % Specialist Rescue Currency

92%
OWNER: Head of Training

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

SUMMARY
Heavy Rescue progresses well with training in North Service Delivery. Urban Search and Rescue improves to 64% with new courses and instructor to improve performance. Water Rescue at 95%, courses planned. Q3 sees slight Mass Decontamination competency rise.



Response



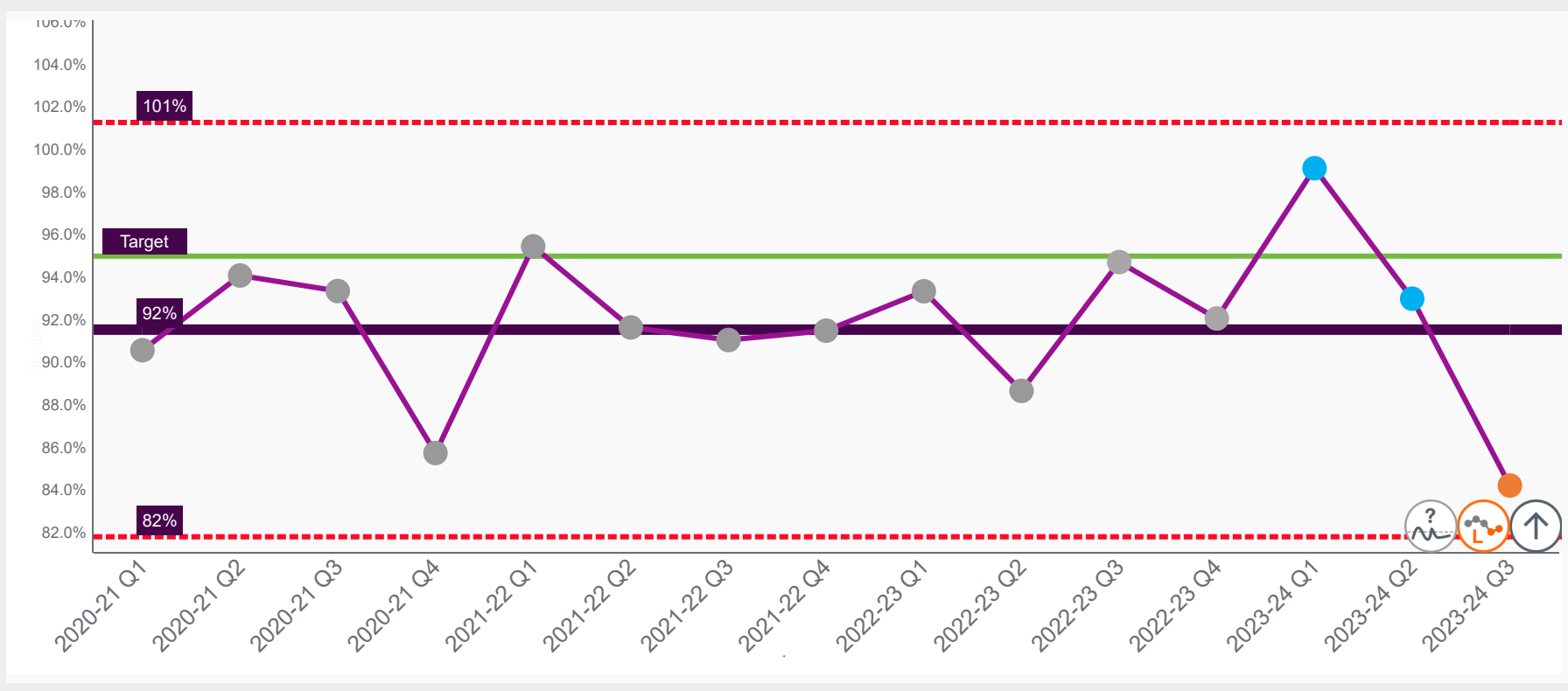
Communities are safer and more resilient as we respond effectively to changing risks.

KPI 28 % Training Function Currency

95%

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

OWNER: Head of Training



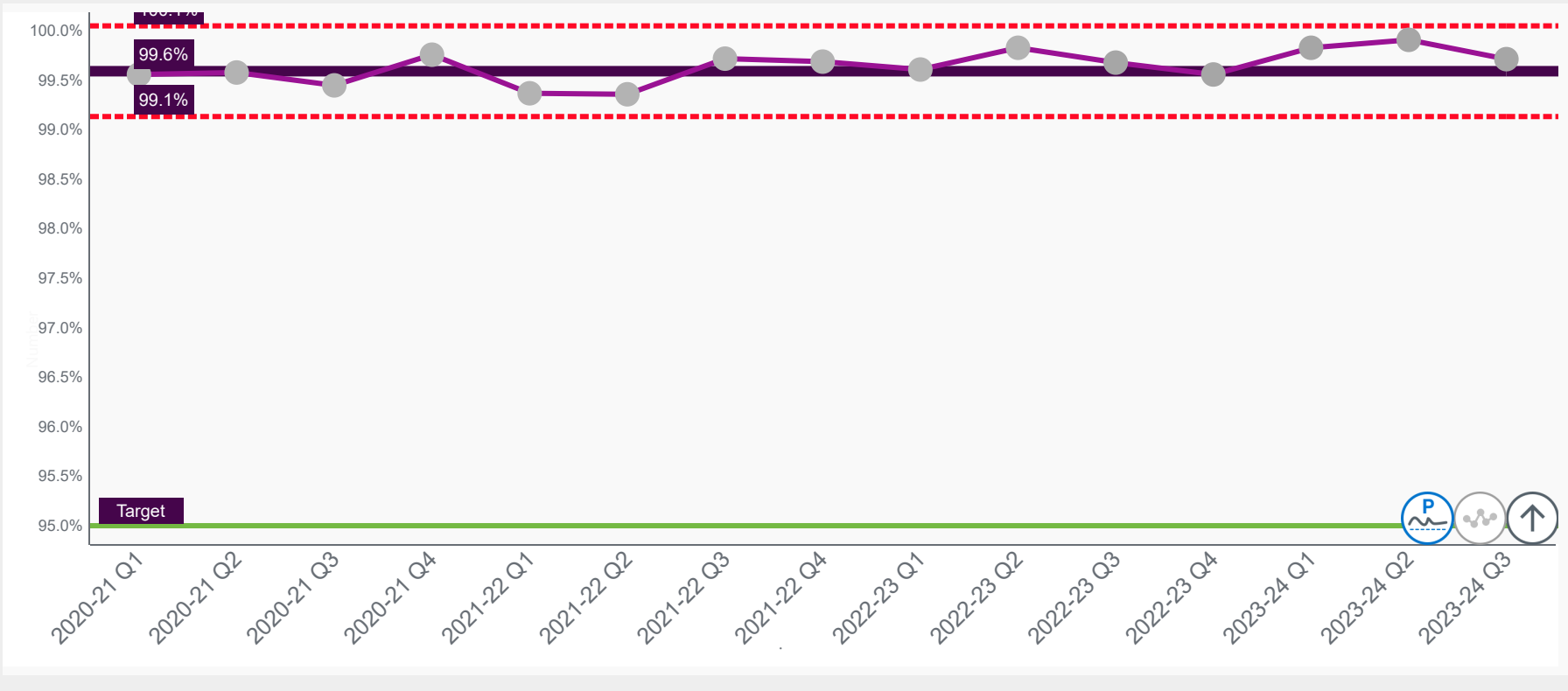
SUMMARY
Q3: Training Function reached 84% completion. Challenges like venue conflicts, instructor availability, and low nominee numbers to be addressed by Local Senior Officer Management Teams. Instructor courses: 92% delivered; Acquisition: 82%; Refresher: 84%.

KPI 29 Customer Satisfaction Rate

95%

PURPOSE: Percentage of candidate satisfaction against Training Function Course Delivery

OWNER: Head of Training



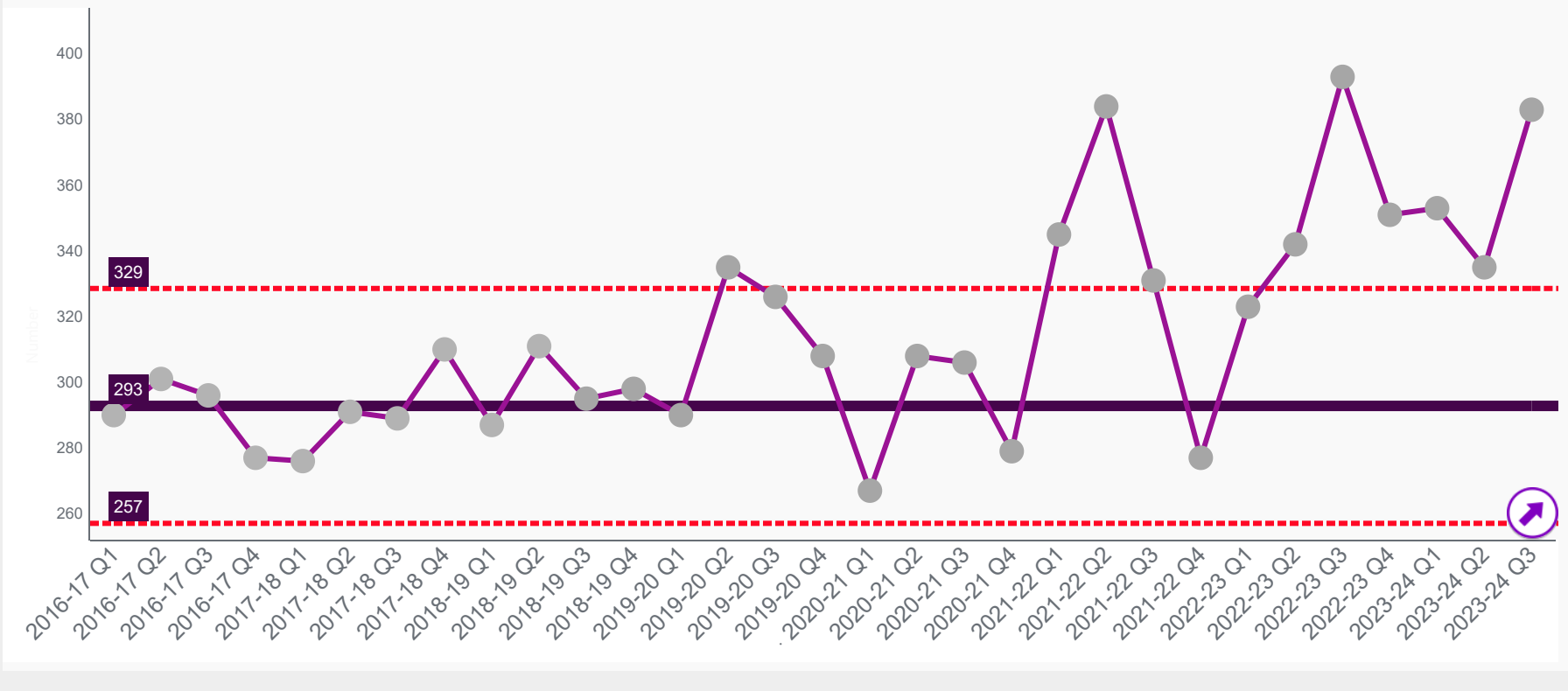
SUMMARY
Overall candidate satisfaction remains high, and consistently above 99% which is a credit to the Training Instructors and their professional approach.

KPI 30 Assist Other Agencies Incidents

Track

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

OWNER: Head of Service Delivery - East



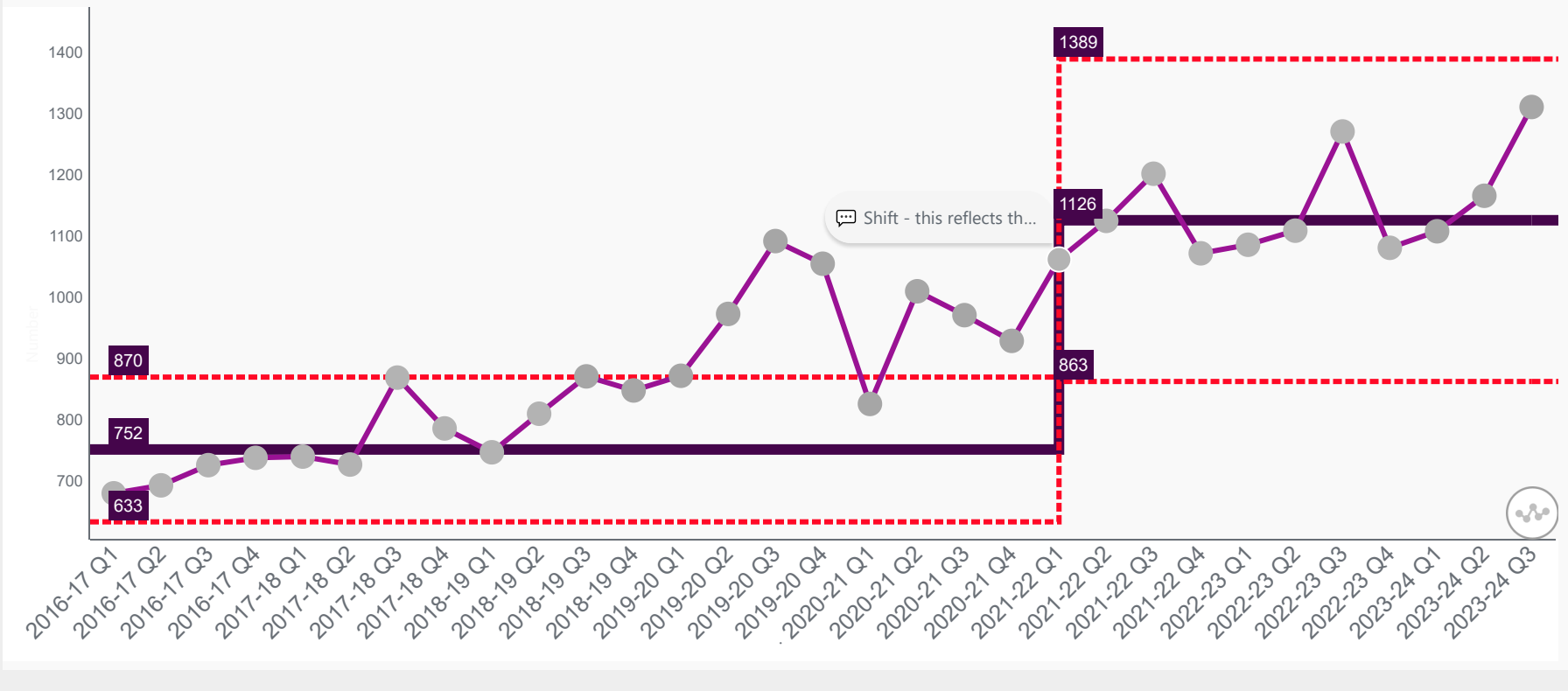
SUMMARY
Slight increase on previous quarter, expect trend to continue as partner agencies become more familiar with fire and rescue capabilities.

KPI 31 Effect Entry/Exit Incidents

Track

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

OWNER: Head of Service Delivery - East



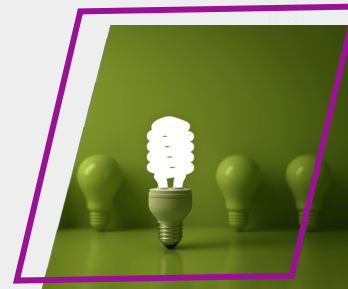
SUMMARY
Slight increase on previous quarter. Expect trend to continue as partner agencies become more familiar with fire and rescue capabilities.

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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

- A local initiative has been undertaken to identify if crews at community fire stations across Ayrshire could reduce their use of single use plastic water bottles has been undertaken. Through staff engagement and support from the environment and carbon team, stations have reduced their use of bottled water by more than 2,000 bottles over a six-month period. The initiative completed in East, North and South Ayrshire, has been shared as best practice and it is anticipated this will be replicated in the other West SDA LSO areas.
- ICT have worked with Safety and Assurance to improve the way operational learning from incidents attended is captured and collated. They have developed an application that enables the Operational Assurance team to progress themes or specific risks to the Safety and Assurance Improvement Group and other appropriate channels, assisting them to review and determine potential actions to drive improved safety.
- Wildfire PPE has been issued to 25 stations (15 tier 2 and 10 tier 3) This together with the compliment of 10 ATVs with trailers, 10 4x4 vehicles and 4 support vehicles with 4x4 capability, and full array of wildfire equipment will increase the capacity to deal with the increasing challenge of wildfire in Scotland, and modernise the approach taken to dealing with wildfires.
- The Asset Management Department have initiated a pilot Modern Methods of construction (MMC) project. They are working with Scottish Futures Trust and Hub North Scotland, to develop a business case for approximately 50 MMC net-zero fire stations for the North of Scotland. The advantages of MMC construction include improved safety, sustainability, quality and increased speed of construction.



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

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



Climate Change

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

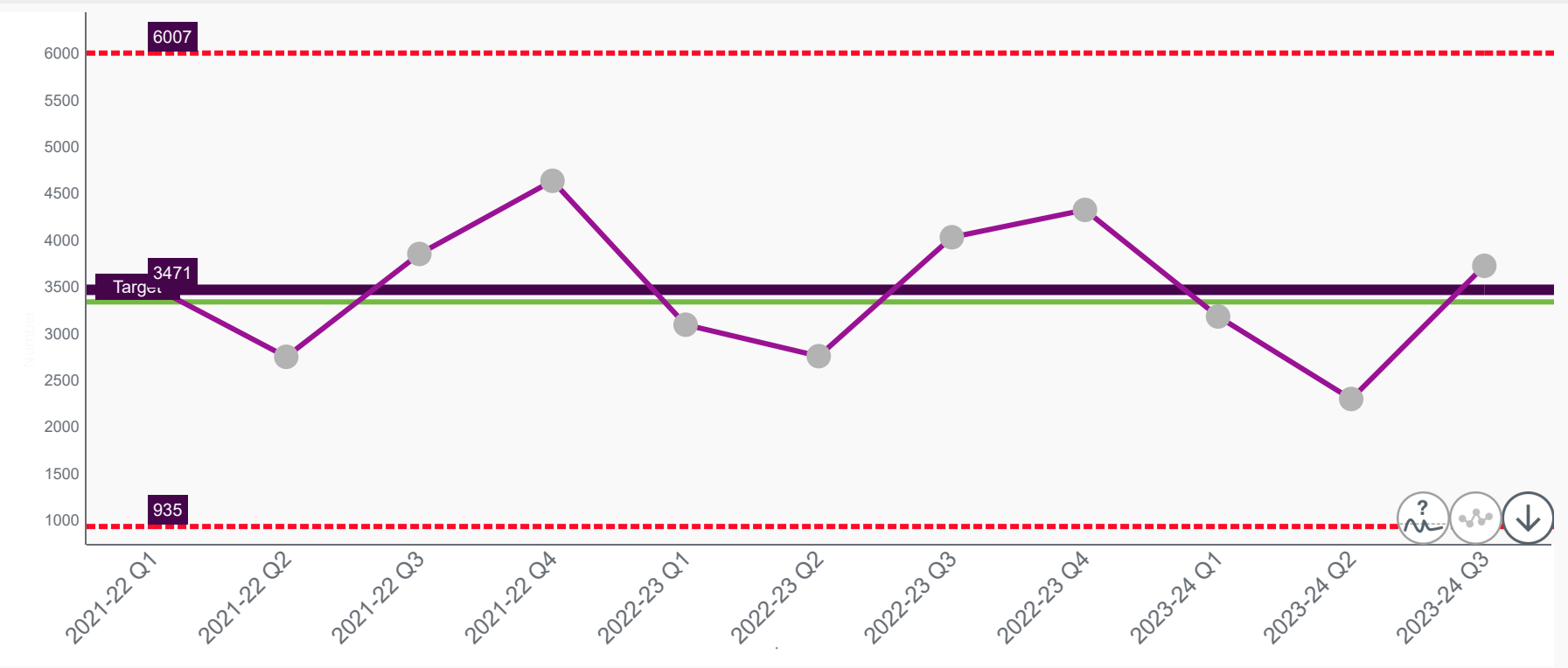


KPI 32 Carbon Emissions

Reduce annually by 6%

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

OWNER: National Property Manager



SUMMARY

The carbon emissions during Q3 have reduced by 298 tonnes of CO2e against Q3 during 22/23. We have 3,208 tonnes remaining within the annual budget to meet our target of 12,424 tonnes. It is quite unlikely that we will meet this target Q4 is the coldest and darkest months of the year.

KPI 33 Funding vs Spending

100% of estimated funding

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

OWNER: National Property Manager

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

SUMMARY

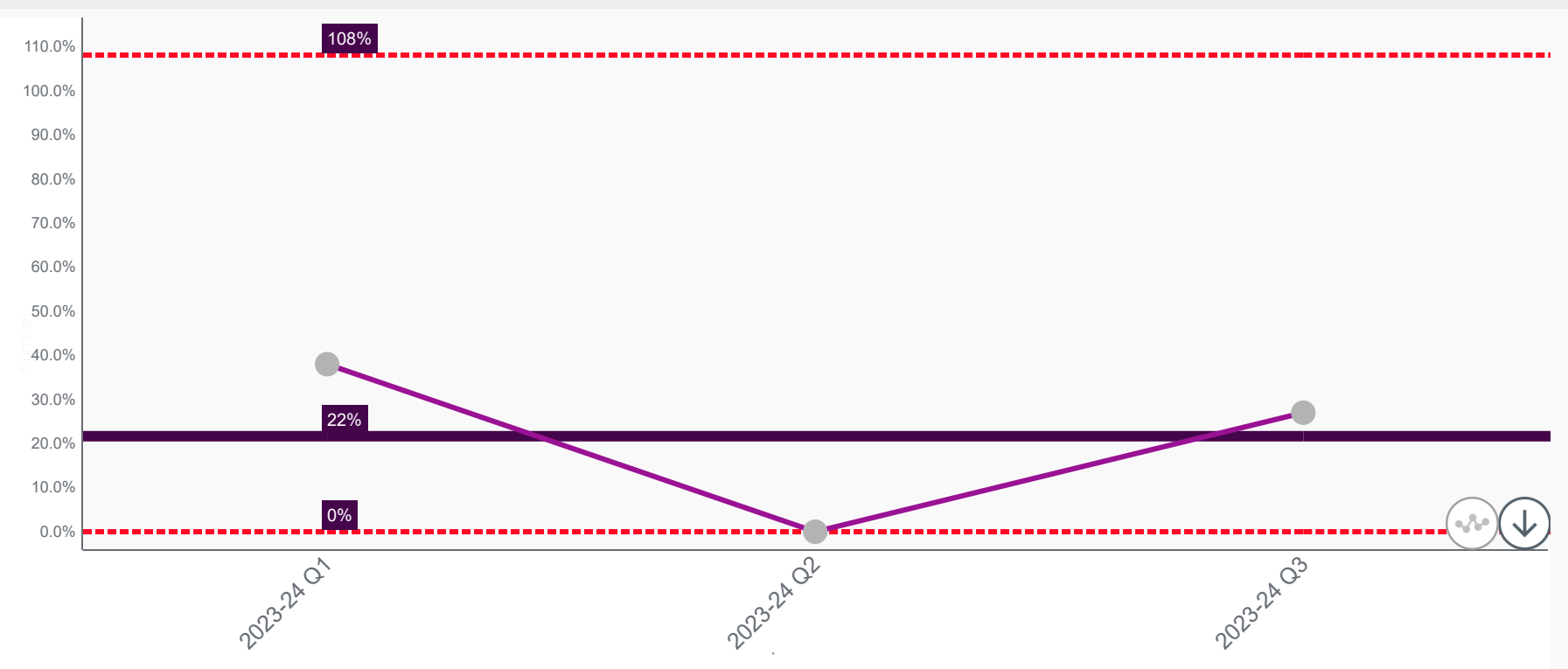
There was no capital funding available for Carbon Management Plan projects during 2023/24. It was agreed at the ECMB that Carbon Management Plan will be closed 2 years early due to the cumulative level over underfunding.

KPI 34 Recycling Rate

Increase annually by 5%

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

OWNER: National Property Manager



SUMMARY

The Waste Policy and Strategy are being support and driven with local work with crews on stations and with support from our Soft FM provider Sodexo, who have been undertaking waste audits on select stations.

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

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



Effective Governance and Performance

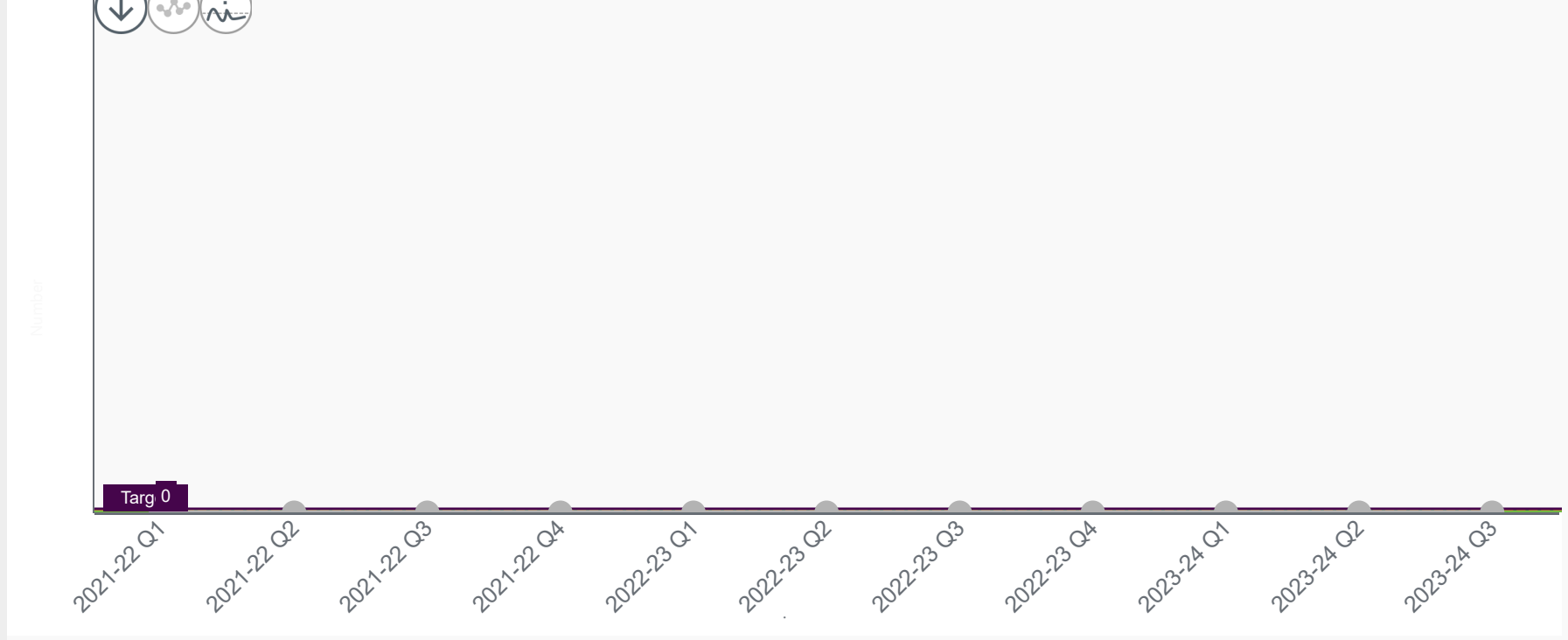


We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

KPI 35 Cyber Security Breaches 0

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

OWNER: Head of ICT

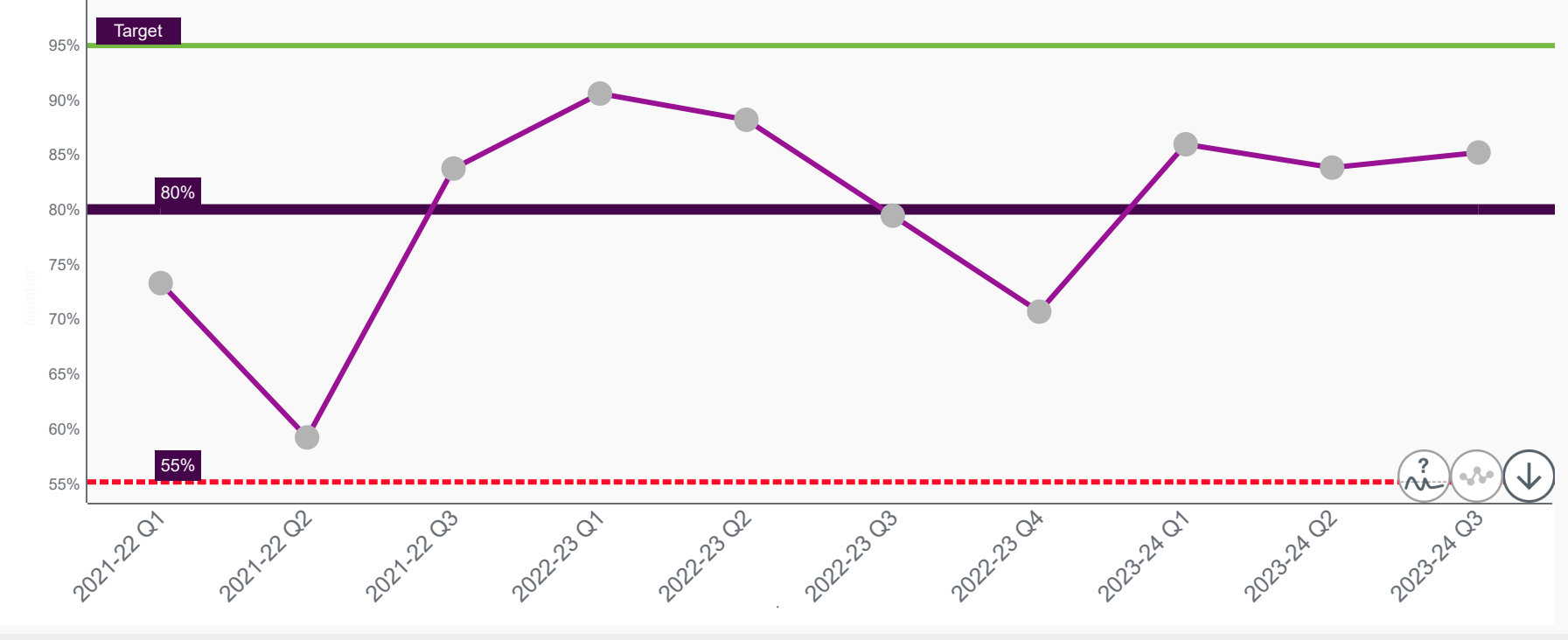


SUMMARY
The recorded number of Cyber breaches remains at 0 which gives some indication that our current risk mitigation factors remain effective at this time.

KPI 36 % Subject Access within Timeframe 95%

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

OWNER: Head of Corporate Communications

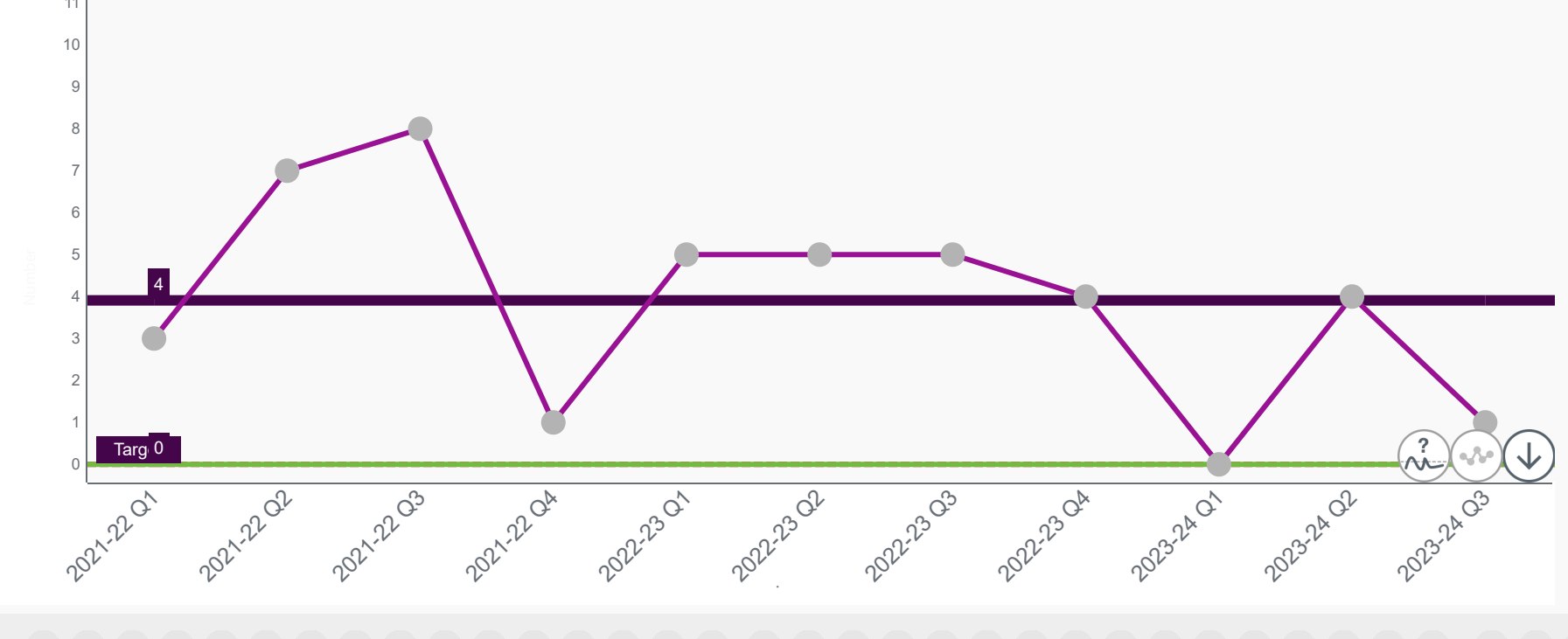


SUMMARY
SLT are being presented with a report asking to ensure each directorate has a SPOC in place to support the management of FOIs/EIRS and SARs, ensure teams understand the need to respond quickly to requests and provide all of the necessary information, Business Case being developed to review resources

KPI 37 Data Breaches 0

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

OWNER: Head of Corporate Communications

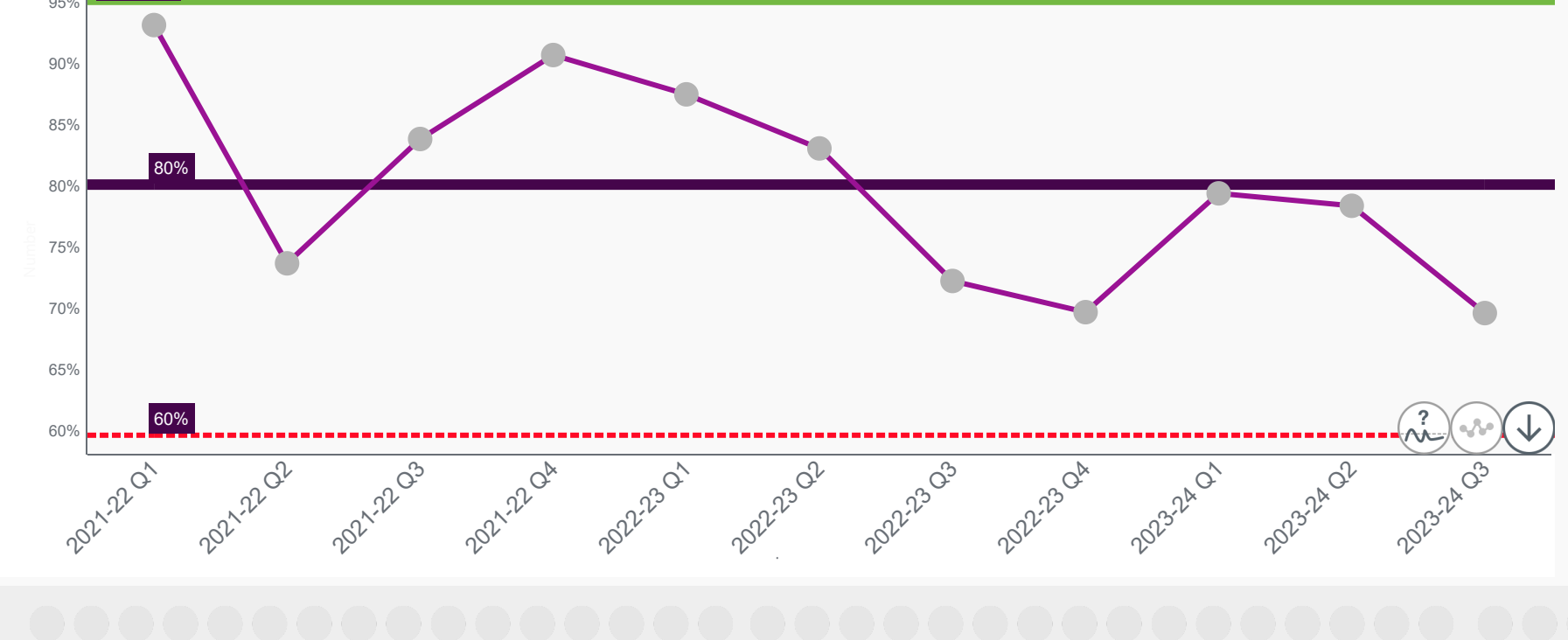


SUMMARY
Continue to review breaches and learn from incidents to make improvements and reduce breaches.

KPI 38 % FOI within Timeframe 95%

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

OWNER: Head of Corporate Communications

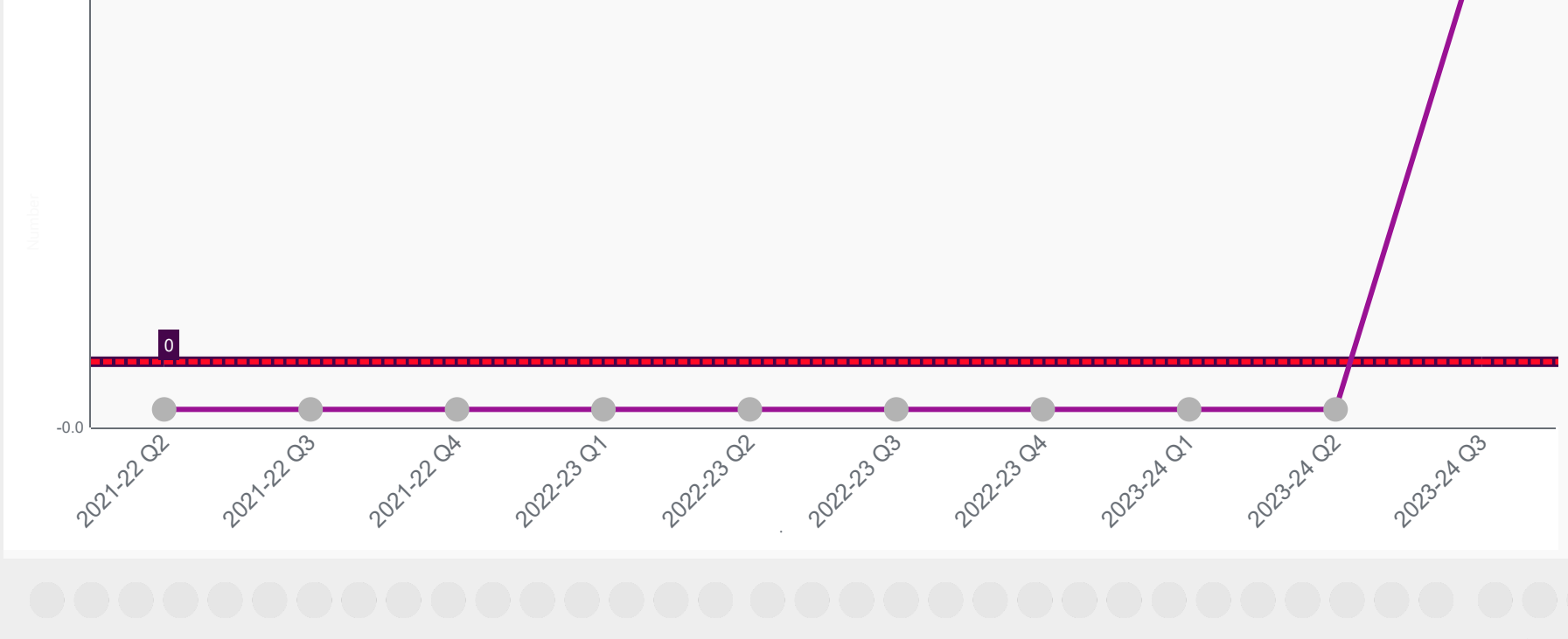


SUMMARY
SLT are being presented with a report asking to ensure each directorate has a SPOC in place to support the management of FOIs/EIRS and SARs, ensure teams understand the need to respond quickly to requests and provide all of the necessary information, Business Case being developed to review resources

KPI 39 Confirmed Frauds 0

PURPOSE: Unavailable

OWNER: Systems Manager

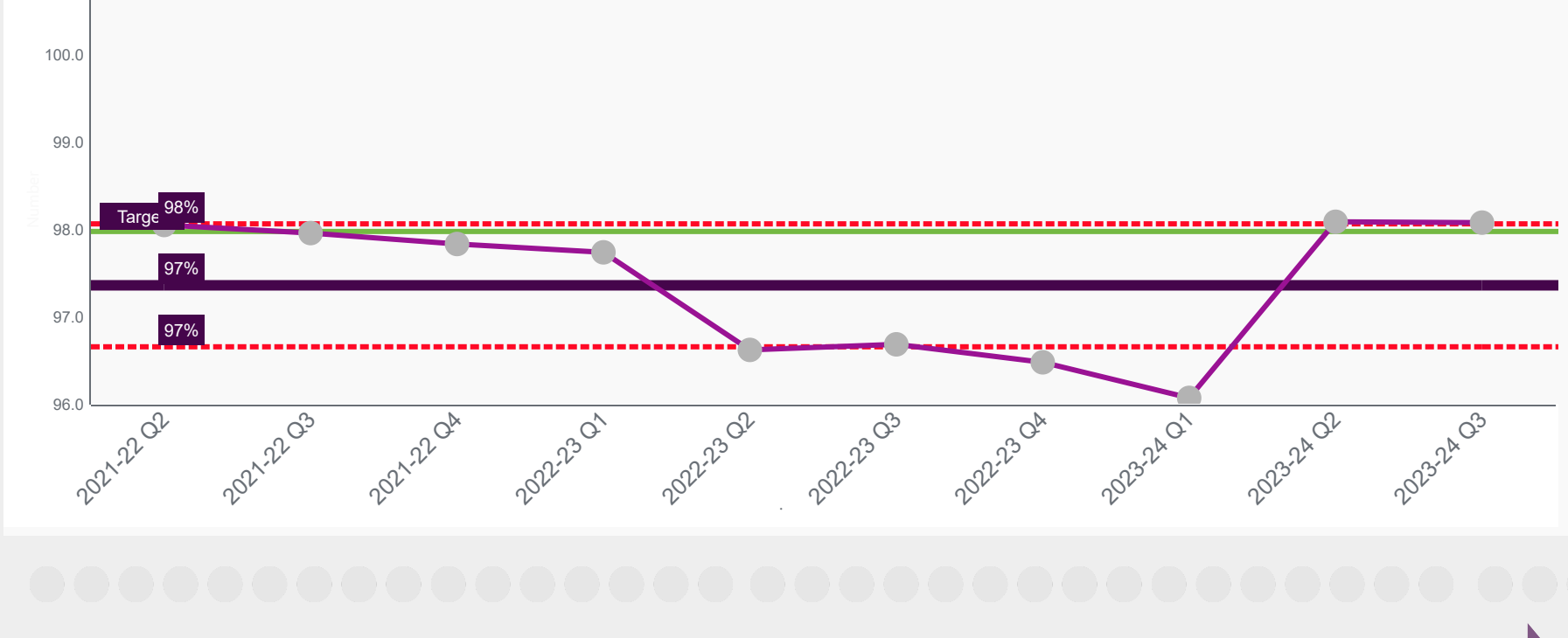


SUMMARY
A formal investigation is being undertaken to identify agreed control actions resulting from this event. Quarterly monitoring reports, of progress against actions, will be provided to the Audit and Risk Assurance Committee following agreement of the action plan.

KPI 40 % Invoices in 30 Days 98%

PURPOSE: Unavailable

OWNER: Systems Manager

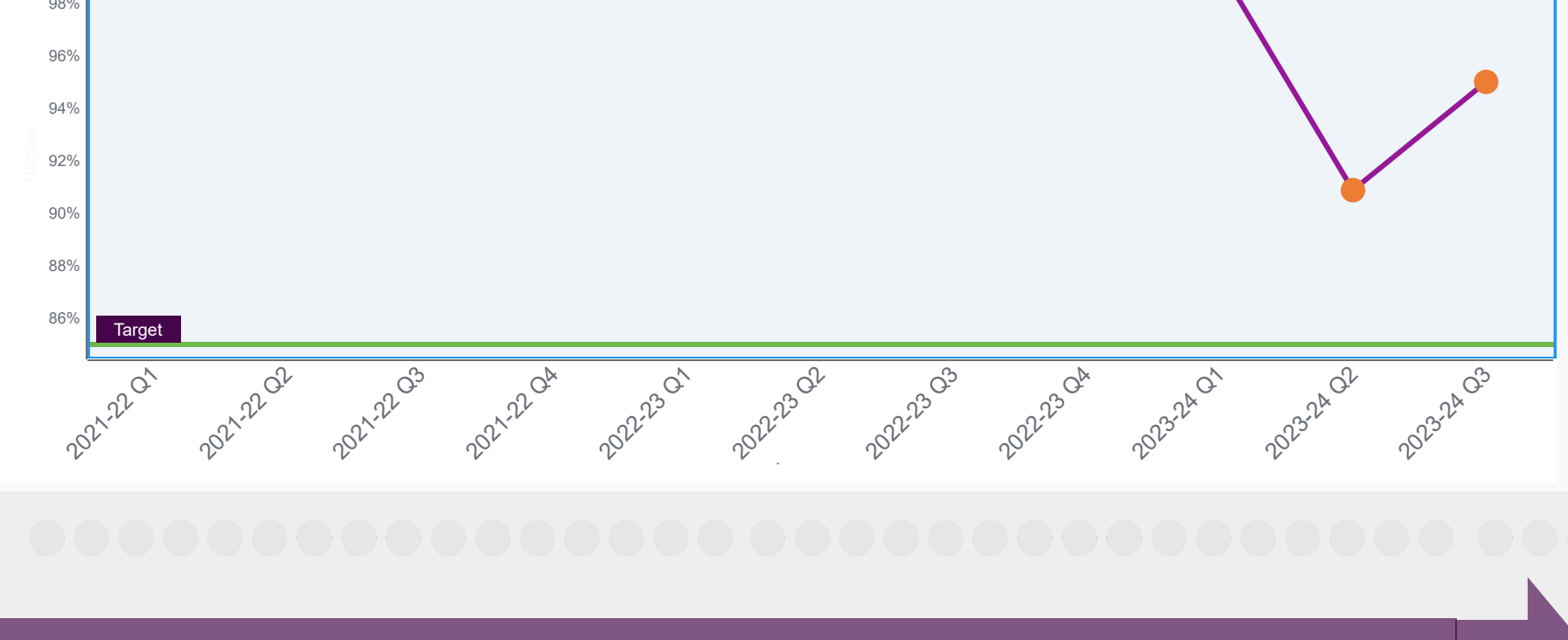


SUMMARY
All invoices are processed in Technology 1 as soon as possible (usually within 1 day of receipt). They are worked down to the appropriate budget holder for checking / coding before authorising. Outstanding invoices are followed up with budget holders on a weekly basis.

KPI 41 % Service Desk Incidents within SLA 85%

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

OWNER: Head of ICT

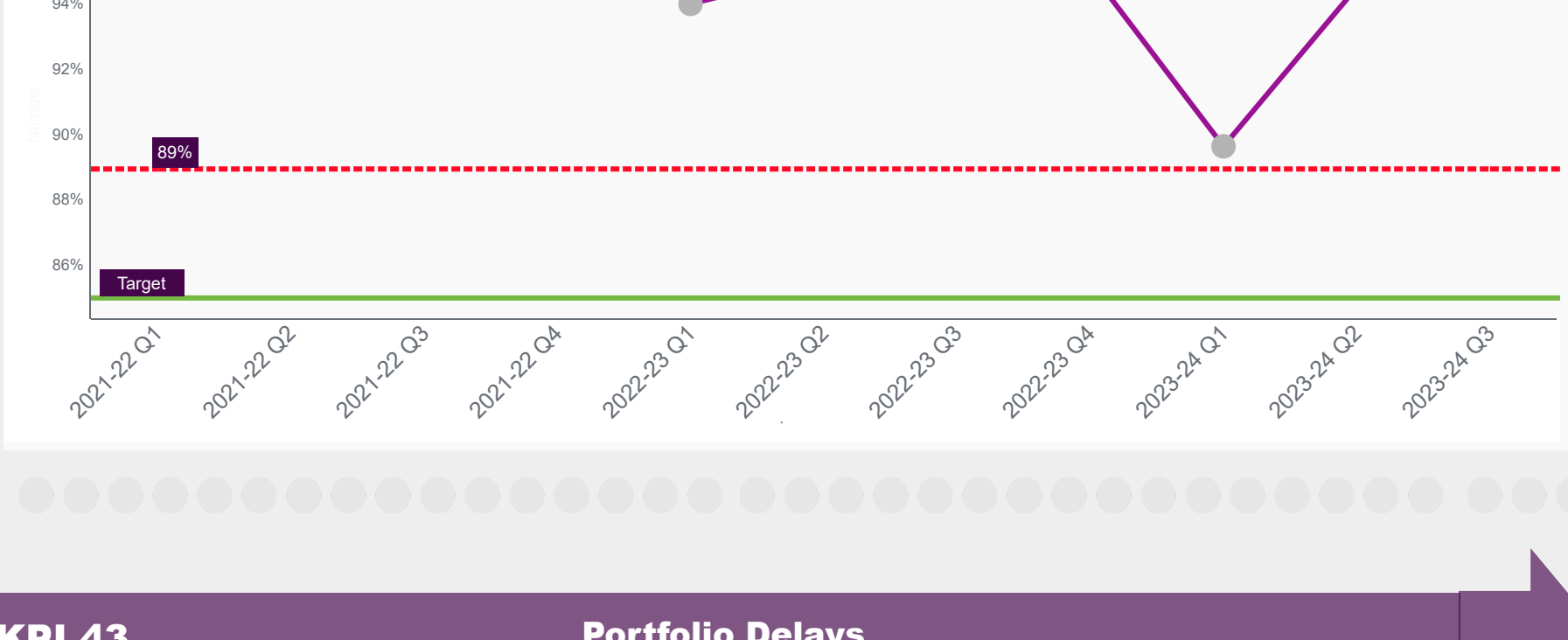


SUMMARY
This equates to 95.03% of all incidents logged in Q3 were resolved within SLA. This is expected performance considering the level of resources and workload available to deal with BAU.

KPI 42 % Service Desk Requests within SLA 85%

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

OWNER: Head of ICT

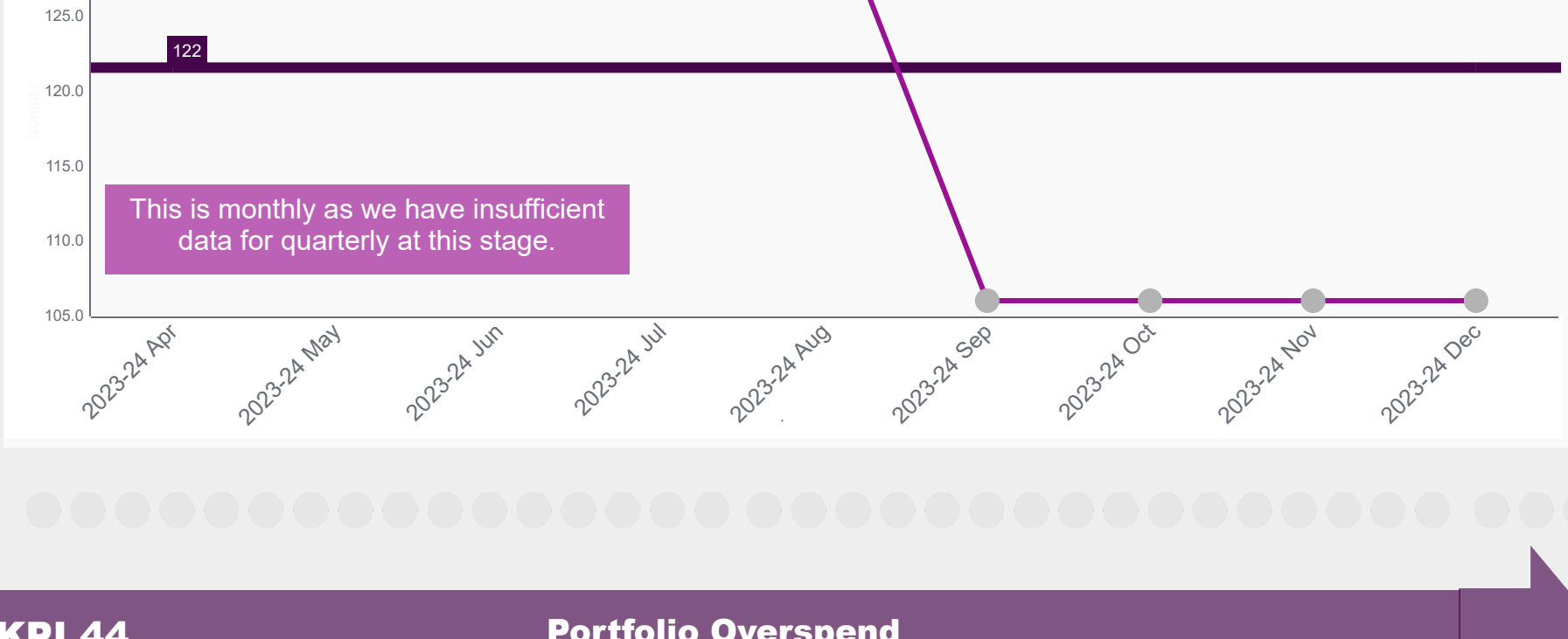


SUMMARY
This equates to 94.07% of all Service Requests logged in Q3 were fulfilled within SLA. This is expected performance considering the level of resources and workload available to deal with BAU.

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

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

OWNER: Head of Portfolio Office

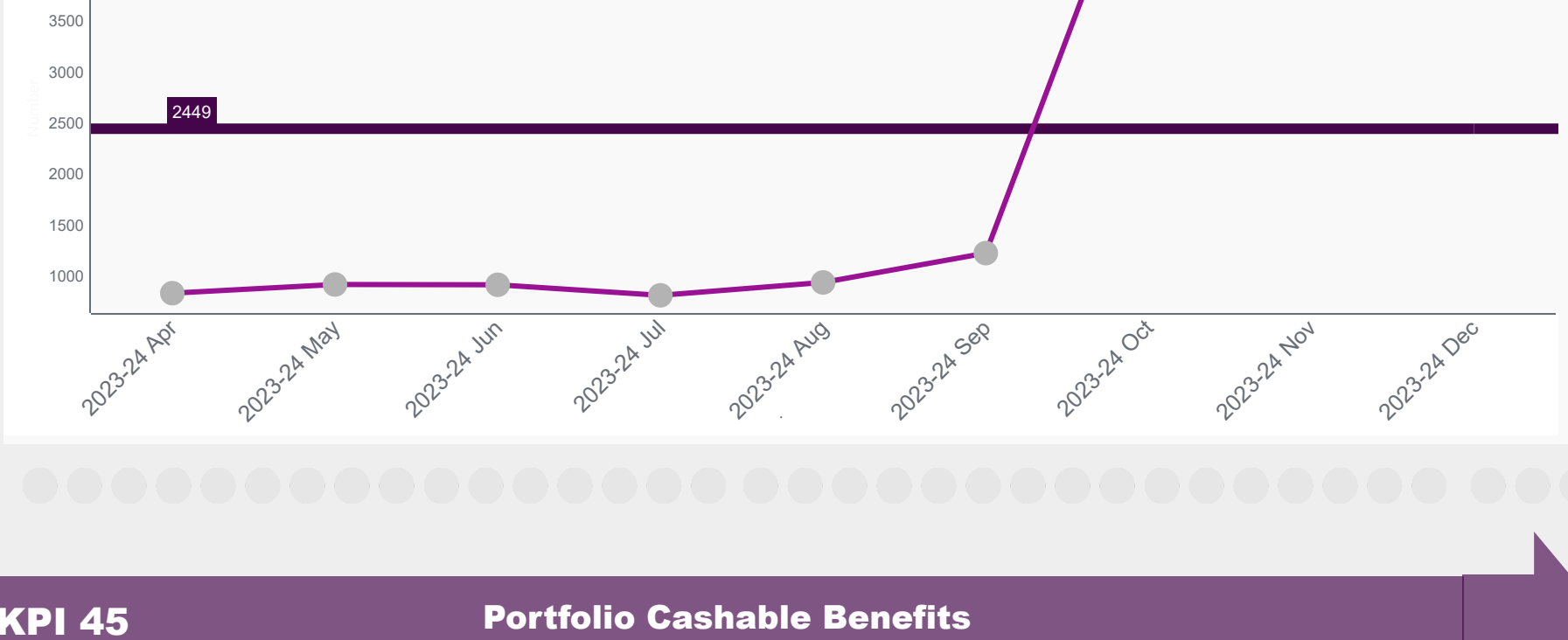


SUMMARY
Figure remains above the target of 10%. Closure of existing projects and programmes in the next two quarters will see an improvement in this figure, supported by a robust lessons learned process to reduce the probability of recurrence.

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

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

OWNER: Head of Portfolio Office

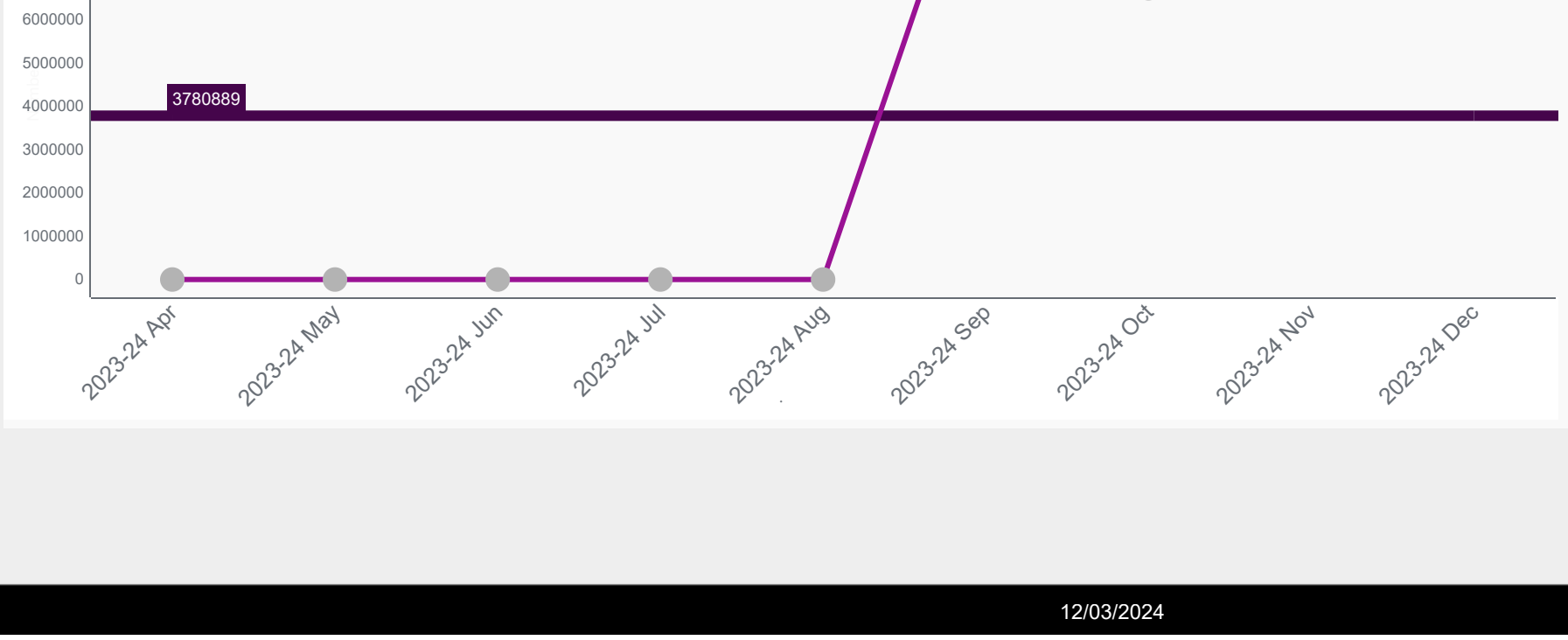


SUMMARY
Portfolio costs are outwith tolerance for the Q3 due to the inclusion of PPFT (no business case) and costs from PTFAS.

KPI 45 Portfolio Cashable Benefits Increase between reporting period

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

OWNER: Head of Portfolio Office



SUMMARY
Benefits profiles now developed for all new projects in the Portfolio Benefits realisation plans focus on benefits over a longer period, which may be beyond the lifecycle of the project. Forecast benefits are tracked across the Portfolio as well as those realised.

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

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



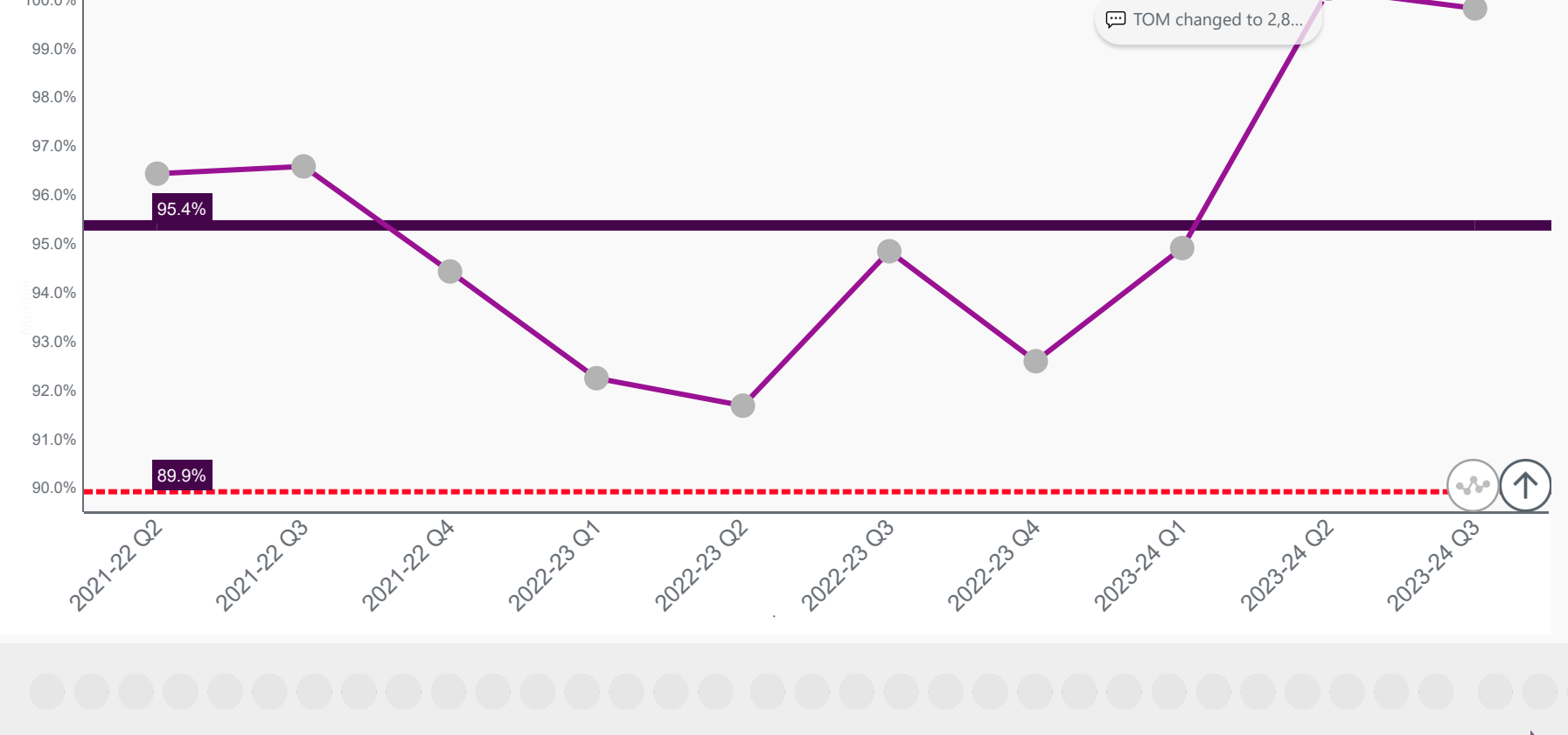


People

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

KPI 46 Resource Based Crewing FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

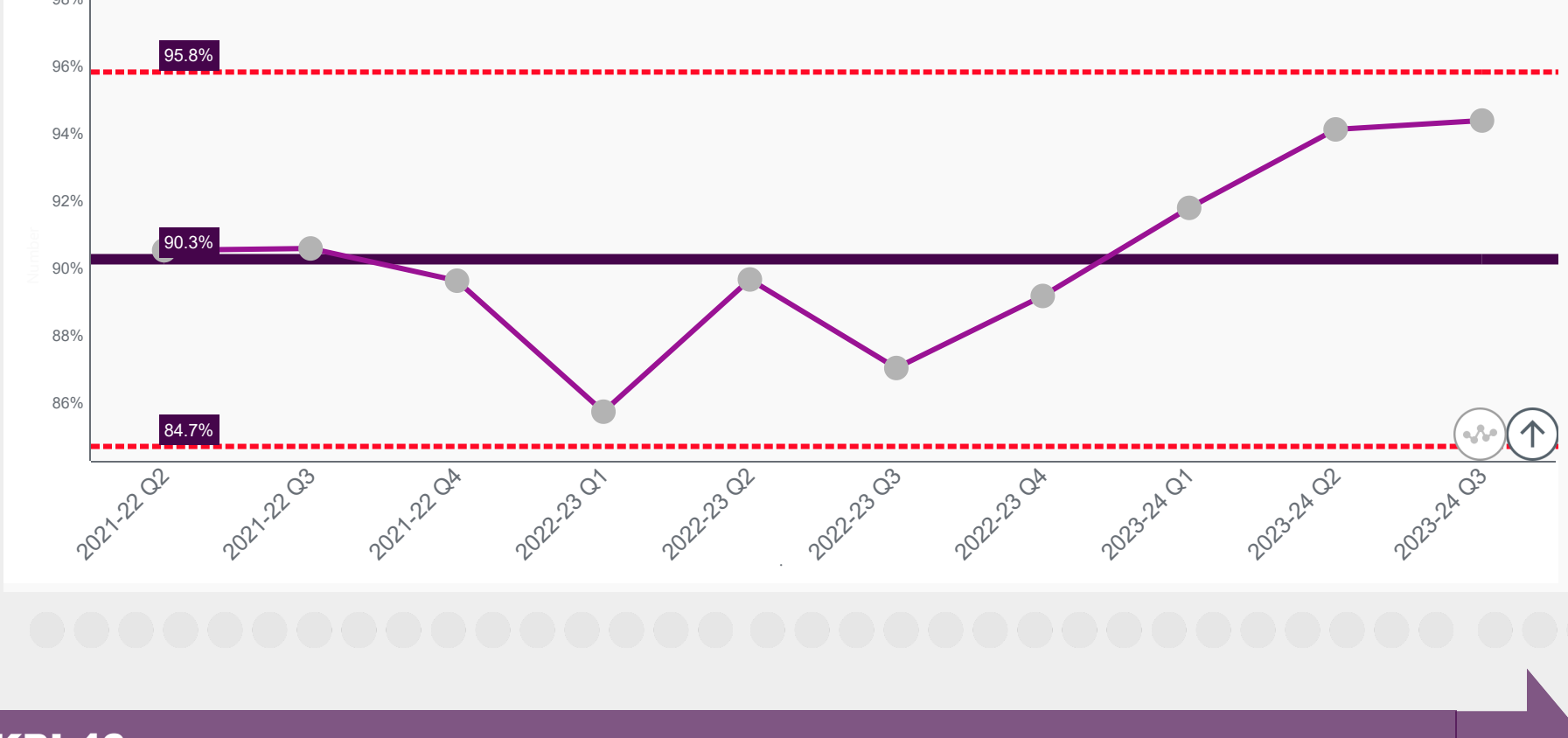


TRACK: Track
OWNER: Head of People

SUMMARY: Current headcount in RBC aligns to interim Target Operating Model, implemented in September 2023. 48 WTFF trainees are scheduled for April 2024. Workforce Planning data continues to be monitored to determine evidence led recruitment activity within this Staff Group.

KPI 46 Off Station FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

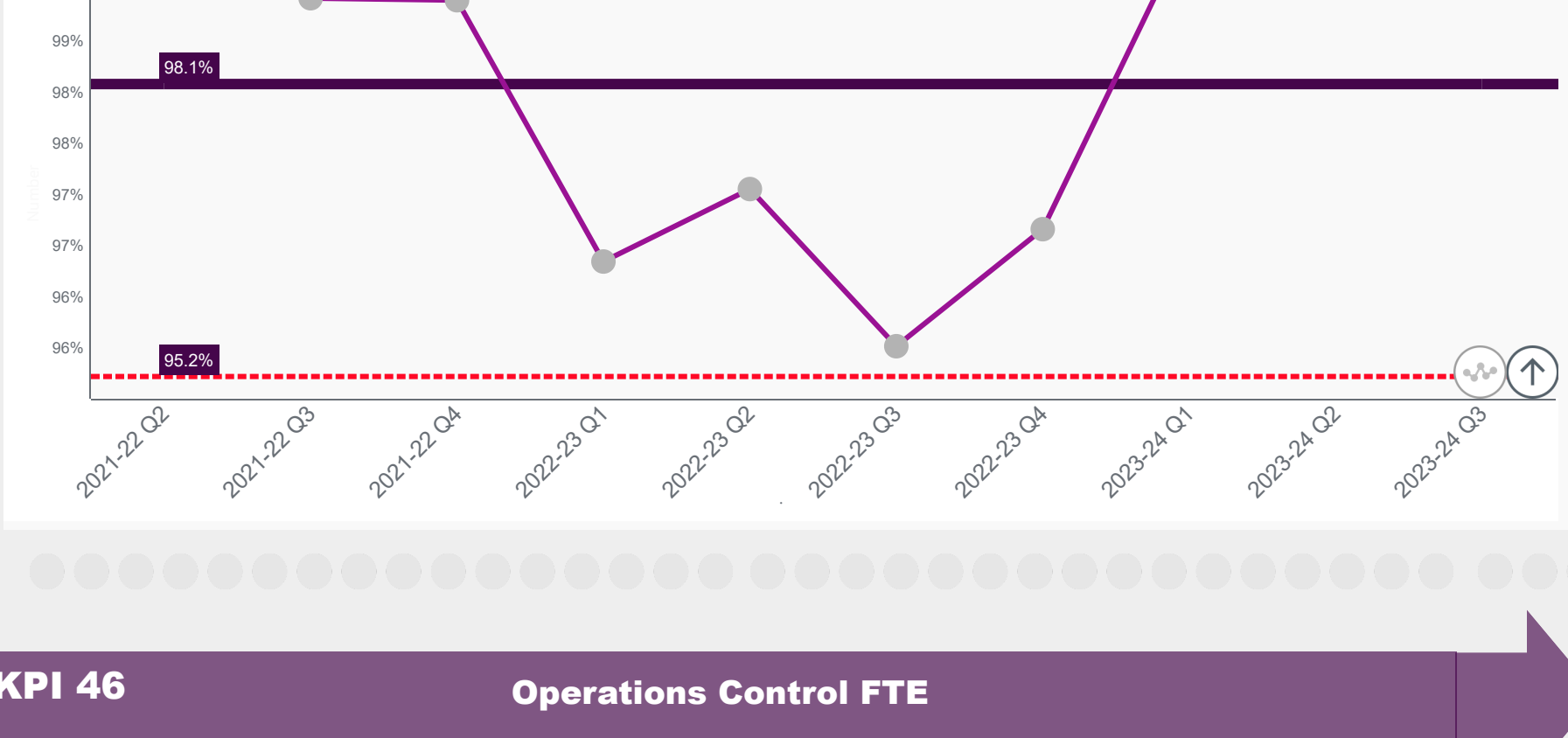


TRACK: Track
OWNER: Head of People

SUMMARY: Off Station FTE shows an increase against the Target Operating Model, indicating vacant posts are being filled. This will partly be due to backfill arrangements for recent promotional processes at Group and Station Commander level

KPI 46 Flexi Officer FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

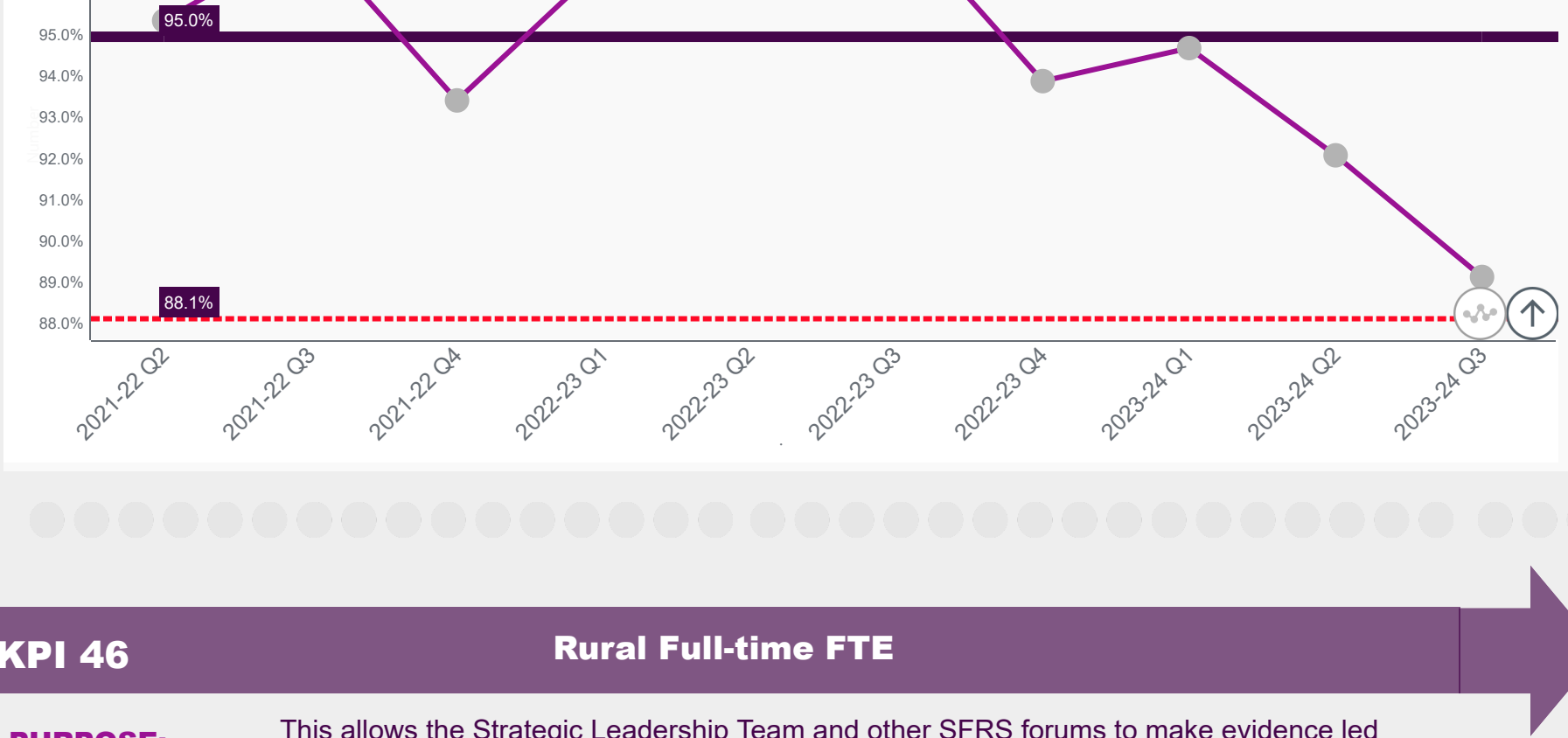


TRACK: Track
OWNER: Head of People

SUMMARY: The Flexi Officer FTE is aligned to the Target Operating Model, due to 2 promotional processes delivering in Quarter 3 2023/2024 and additional posts relating to secondments and project work

KPI 46 Operations Control FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

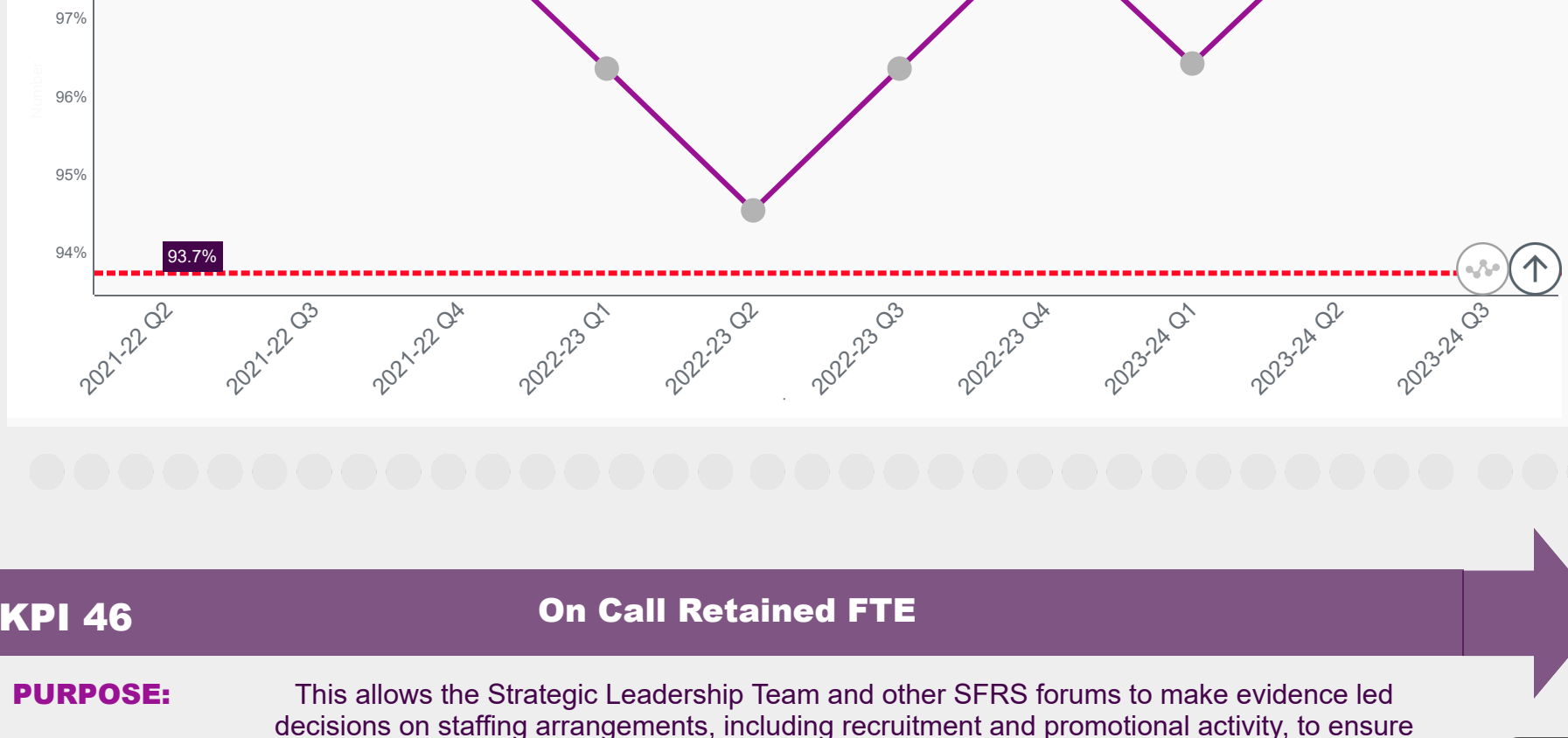


TRACK: Track
OWNER: Head of People

SUMMARY: The Operations Control FTE shows an increasing deficiency against the Target Operating Model, mainly due to unforecast leavers through resignations. Recruitment activity is underway, including 15 Operations Control Firefighters being onboarded and Group and Station Commander promotion processes.

KPI 46 Rural Full-time FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

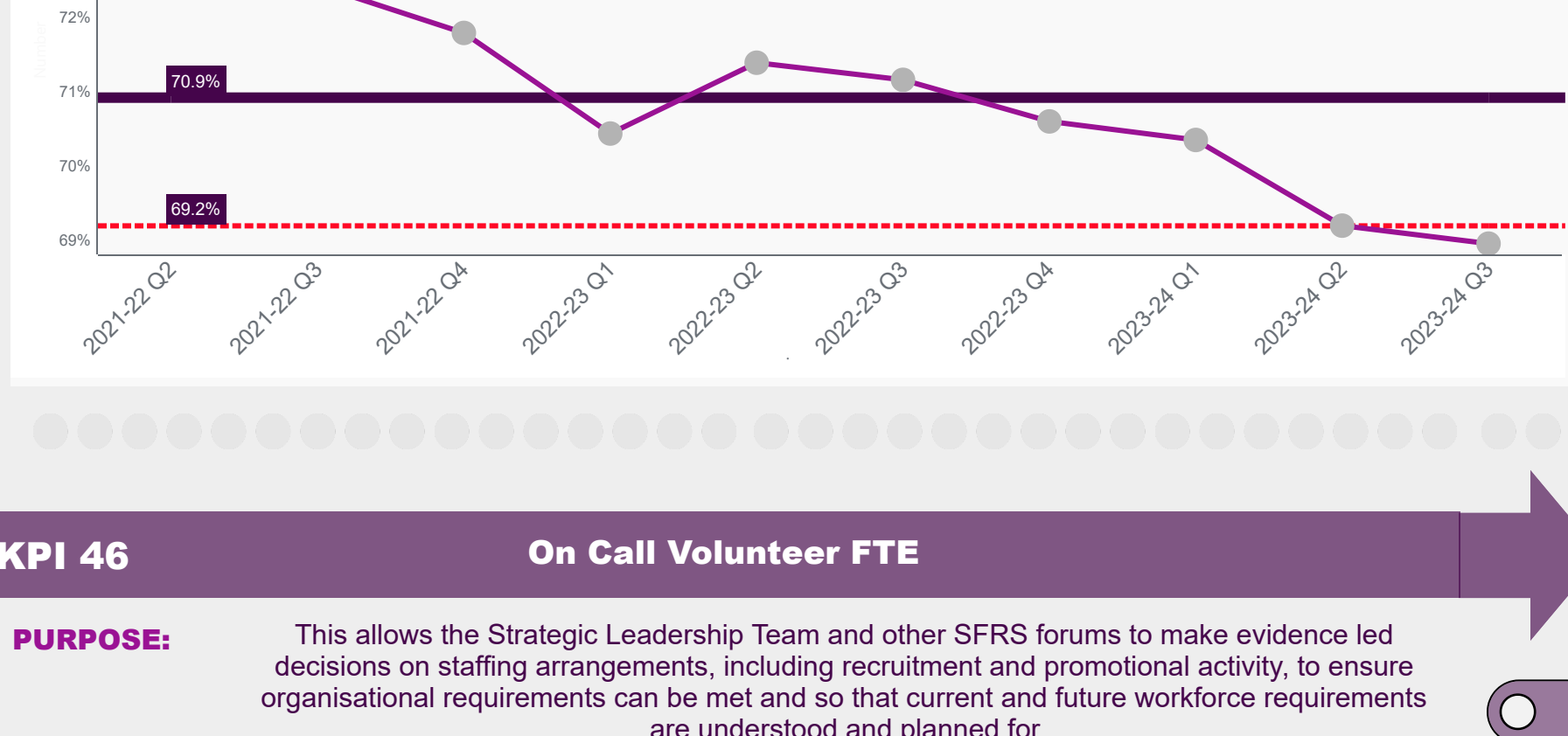


TRACK: Track
OWNER: Head of People

SUMMARY: Rural Full Time FTE is at full complement of 100% due to a recent appointment into a vacancy.

KPI 46 On Call Retained FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

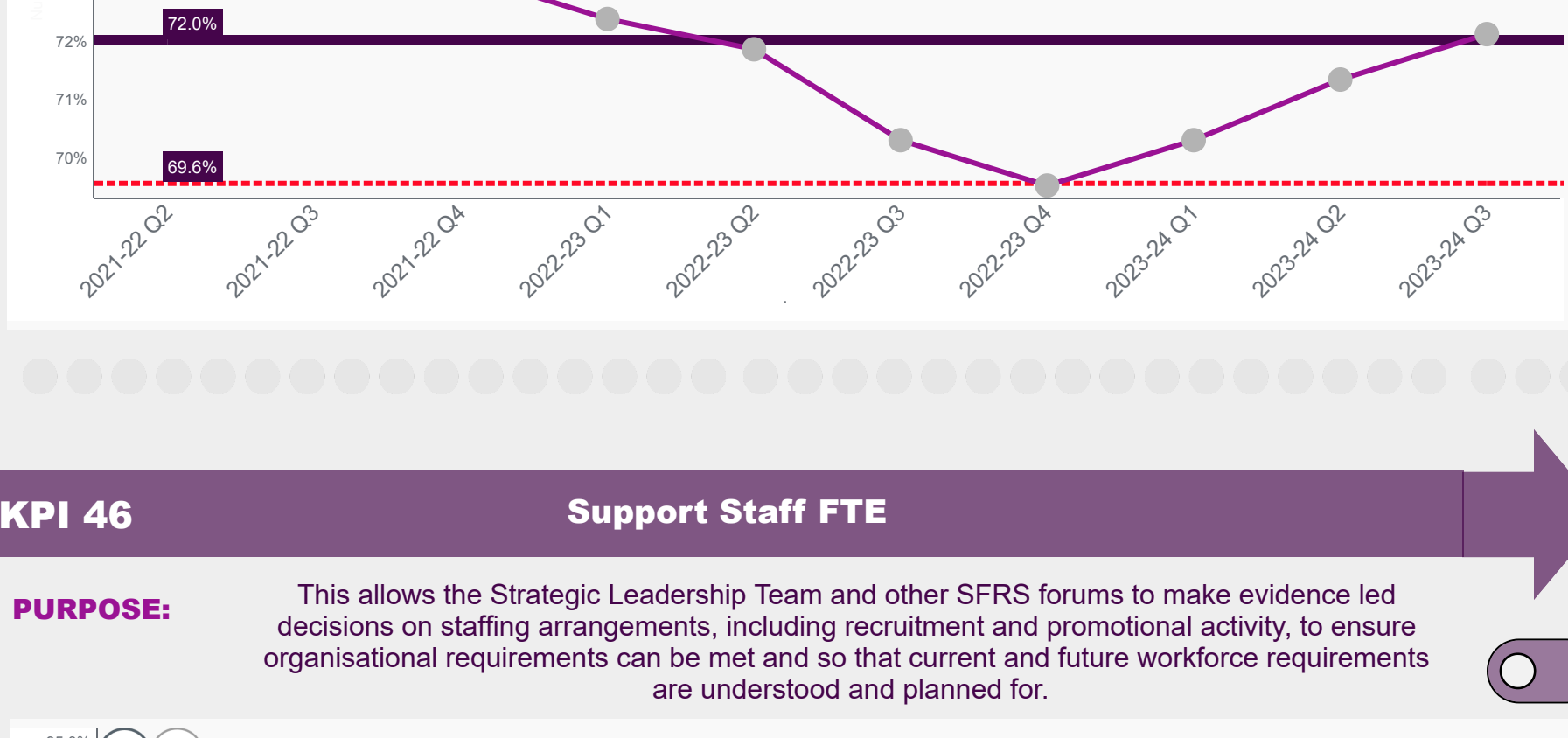


TRACK: Track
OWNER: Head of People

SUMMARY: On Call Retained FTE shows an increasing deficiency due to an observed trend of leavers specifically in Staff with less than 5 years Service. Ongoing enhancements to recruitment activity and actions within the On Call Strategic Co Ordination Group are expected to assist in addressing this.

KPI 46 On Call Volunteer FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

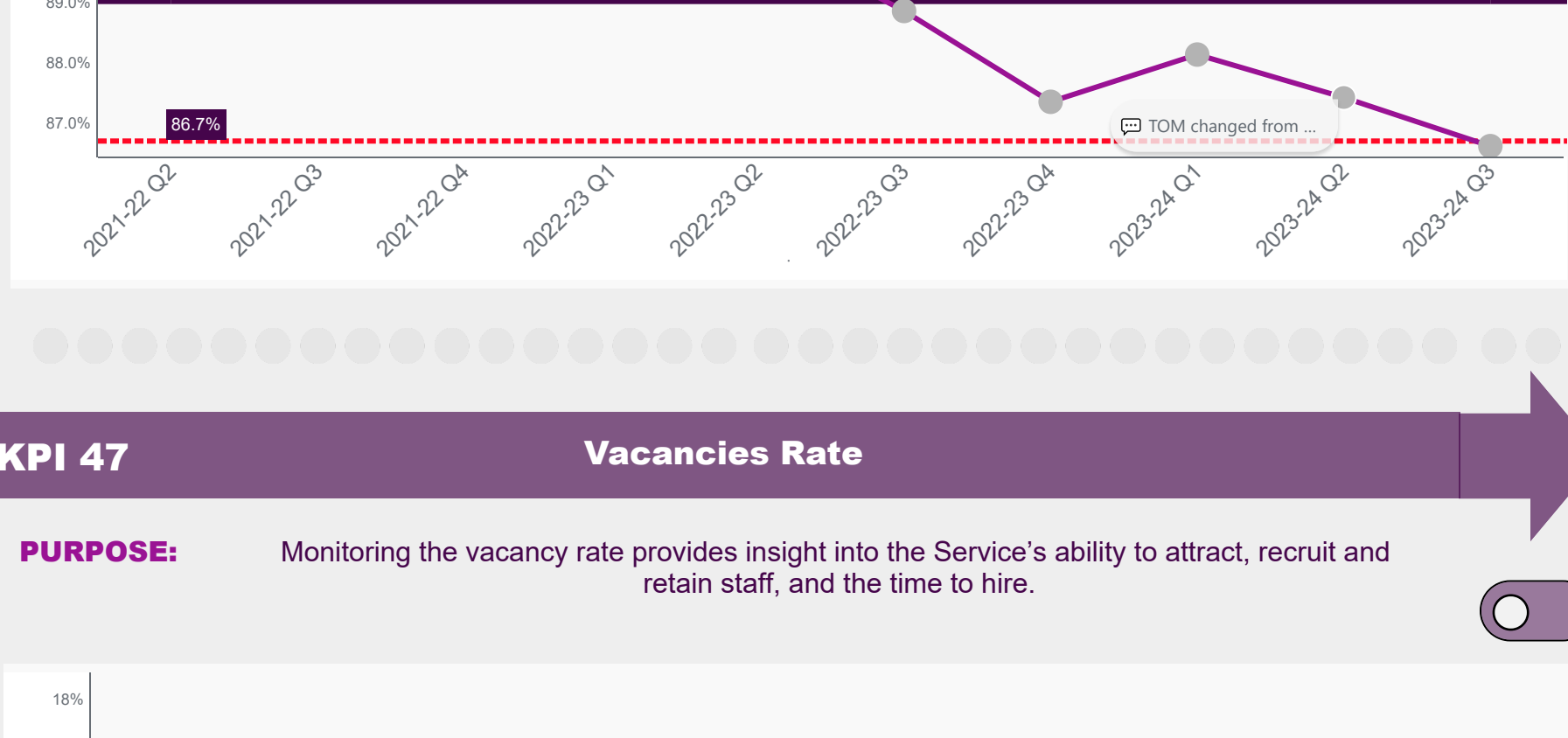


TRACK: Track
OWNER: Head of People

SUMMARY: On Call Volunteer FTE shows an improvement over the last 3 quarters due to slowdown in leavers and effects of recent recruitment activity.

KPI 46 Support Staff FTE

PURPOSE: This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.



TRACK: Track
OWNER: Head of People

SUMMARY: Support Staff FTE shows an increasing deficiency against the Target Operating Model due to challenges in recruitment due to a highly competitive labour market impacting on attraction and retention.

KPI 47 Vacancies Rate

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

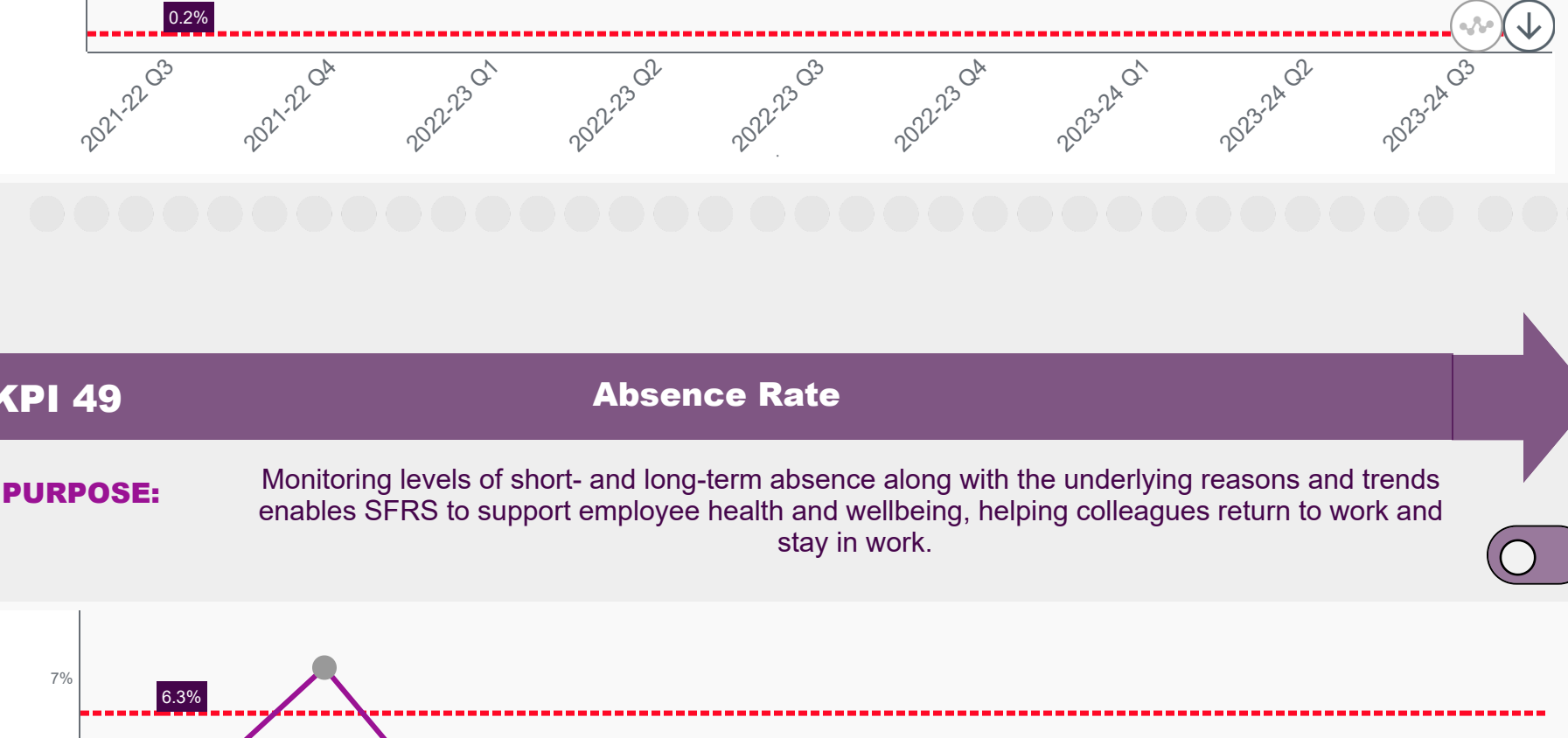


TRACK: Track
OWNER: Head of People

SUMMARY: The vacancy rate shows a slight increase following the implementation of the interim TOM in the Wholetime RBC Staff Group due to ongoing challenges to recruitment across the SFRS, particularly in ICT and Assets / Fleet.

KPI 48 Turnover Rate

PURPOSE: Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness as an employer, aligned to our ambition to develop and sustain a positive and inclusive workplace culture where all employees are treated with respect and dignity.



TRACK: Track
OWNER: Head of People

SUMMARY: The turnover rate shows a decrease from Quarter 2. This is attributed to several factors including a slowdown in forecast leavers from the Wholetime Uniformed Staff Group and a reduction in the end of Fixed Term Contracts in Quarter 3 2023 / 24

KPI 49 Absence Rate

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



TRACK: Reduce against previous year
OWNER: Head of People

SUMMARY: The absence rate is within the expected range and is broadly consistent with both the last quarter of this year and the same quarter of last year.

People

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

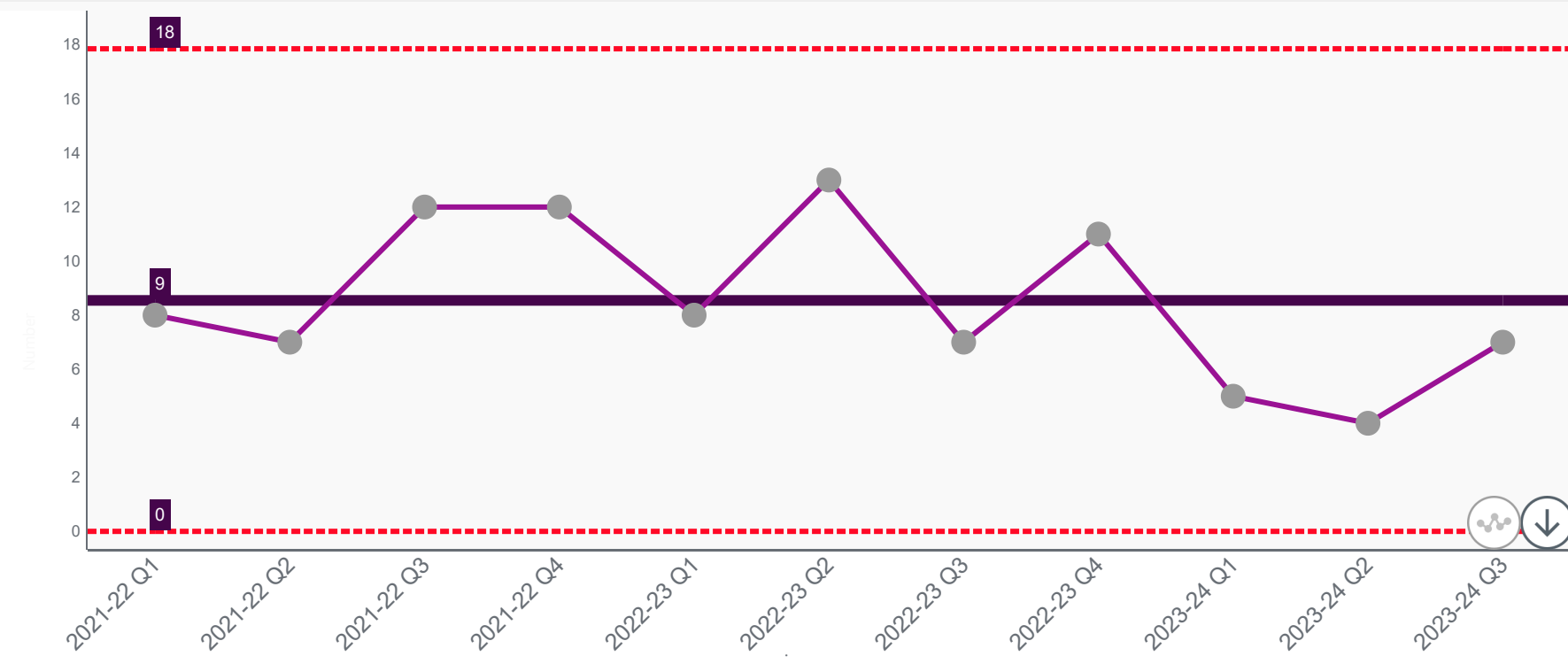


KPI 50 Verbal attacks on Firefighters

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

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

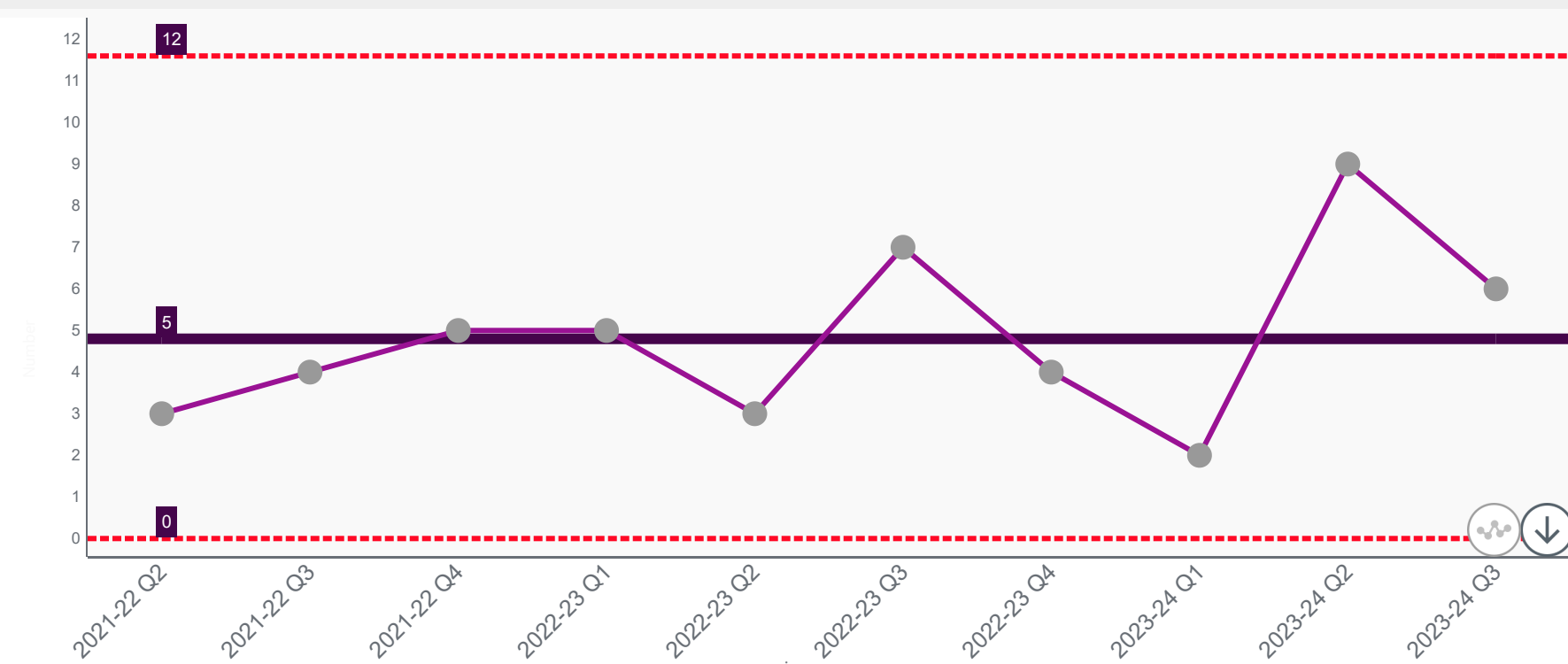
6 operational and 1 non-operational event resulting in a minor injury. This is numerically consistent with Q3 2022/23. AoVs continue to be monitored through SDA engagement with partner agencies to enhance and support reduction measures.

KPI 51 Physical attacks on Firefighters

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

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

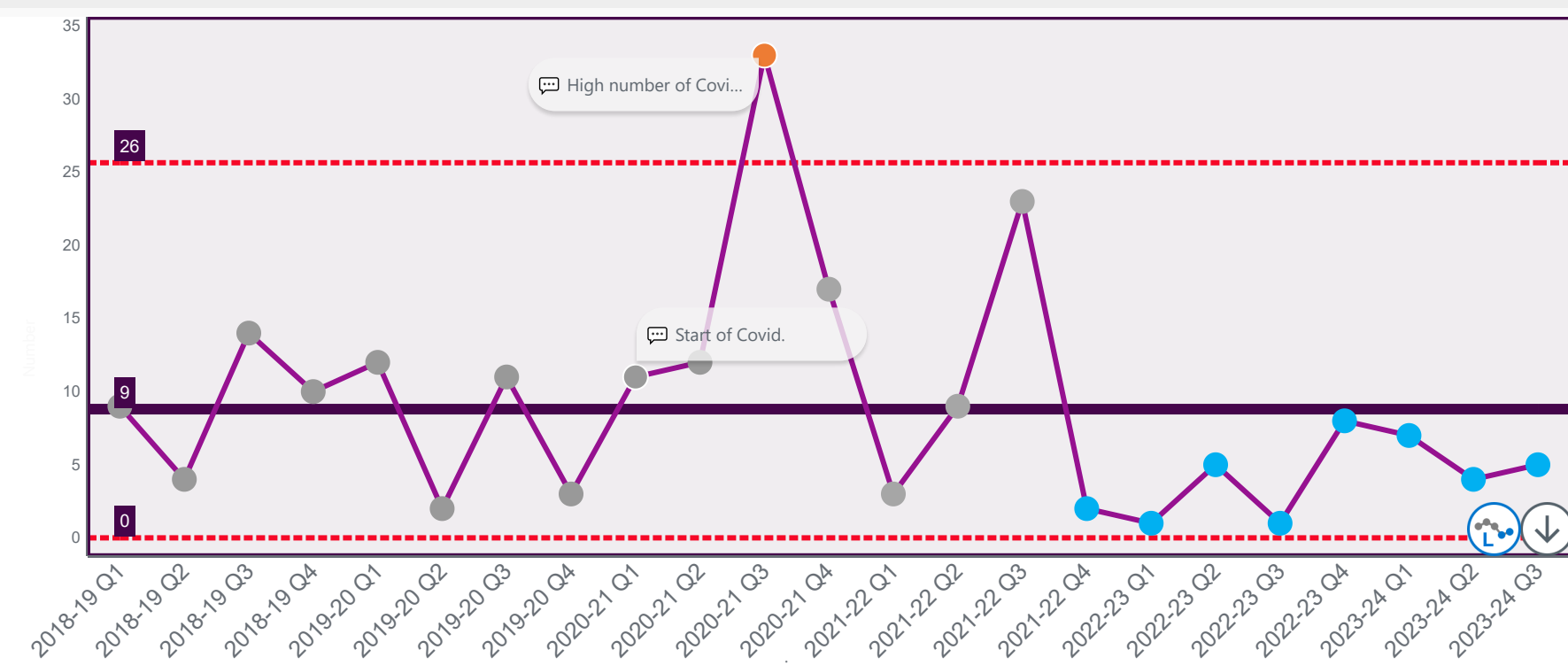
Physical attacks decreased 14% from Q3 22/23. There were no injuries to SFRS staff. A further 11 events involved missiles. SDA continue to engage with partner agencies to further develop and enhance current arrangements to support the reduction of AoV.

KPI 52 Number of RIDDOR reportable injuries

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

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

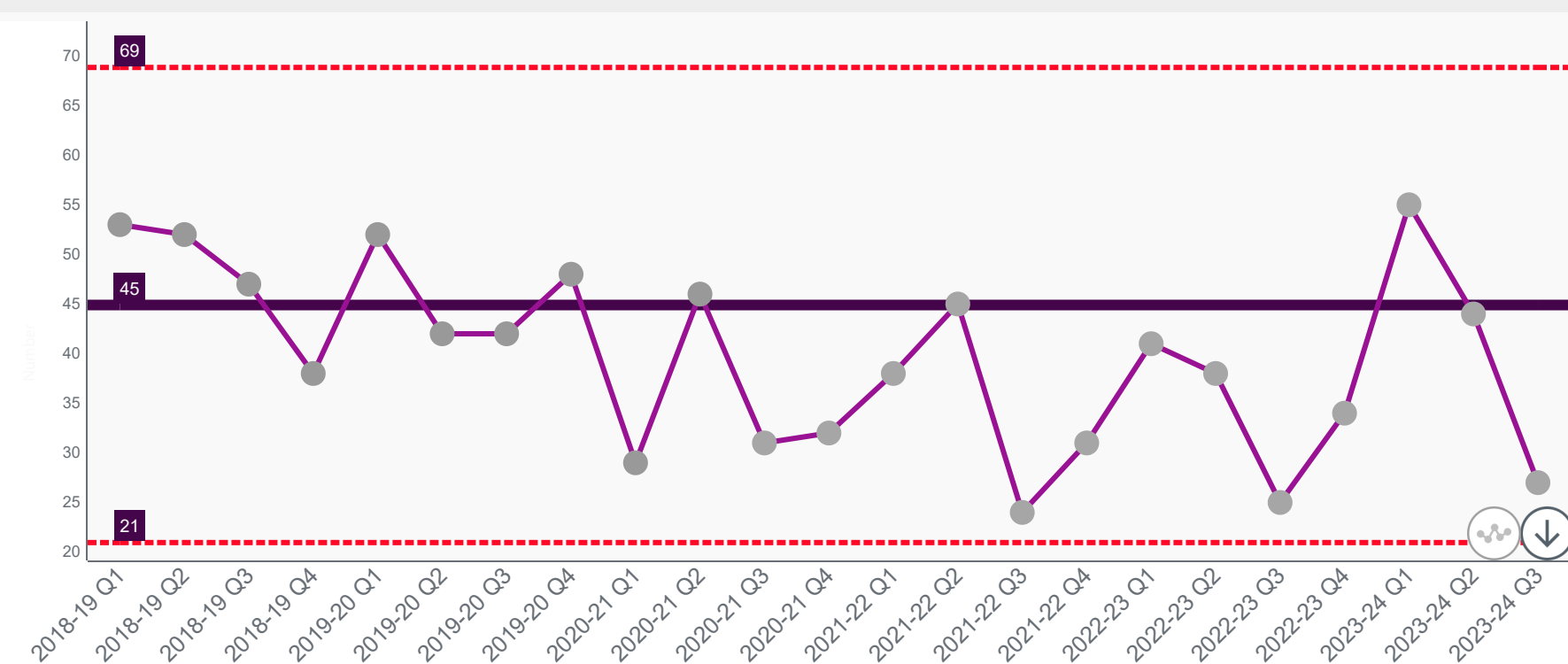
RIDDOR events increased by 400% from Q3 22/23. All 5 events were an over 7-day Injury, all resulting in an MSK injury. 4 occurred during operational activities and 1 during a non-operational activity.

KPI 53 Accidents and Injuries (excl. RIDDOR)

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

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

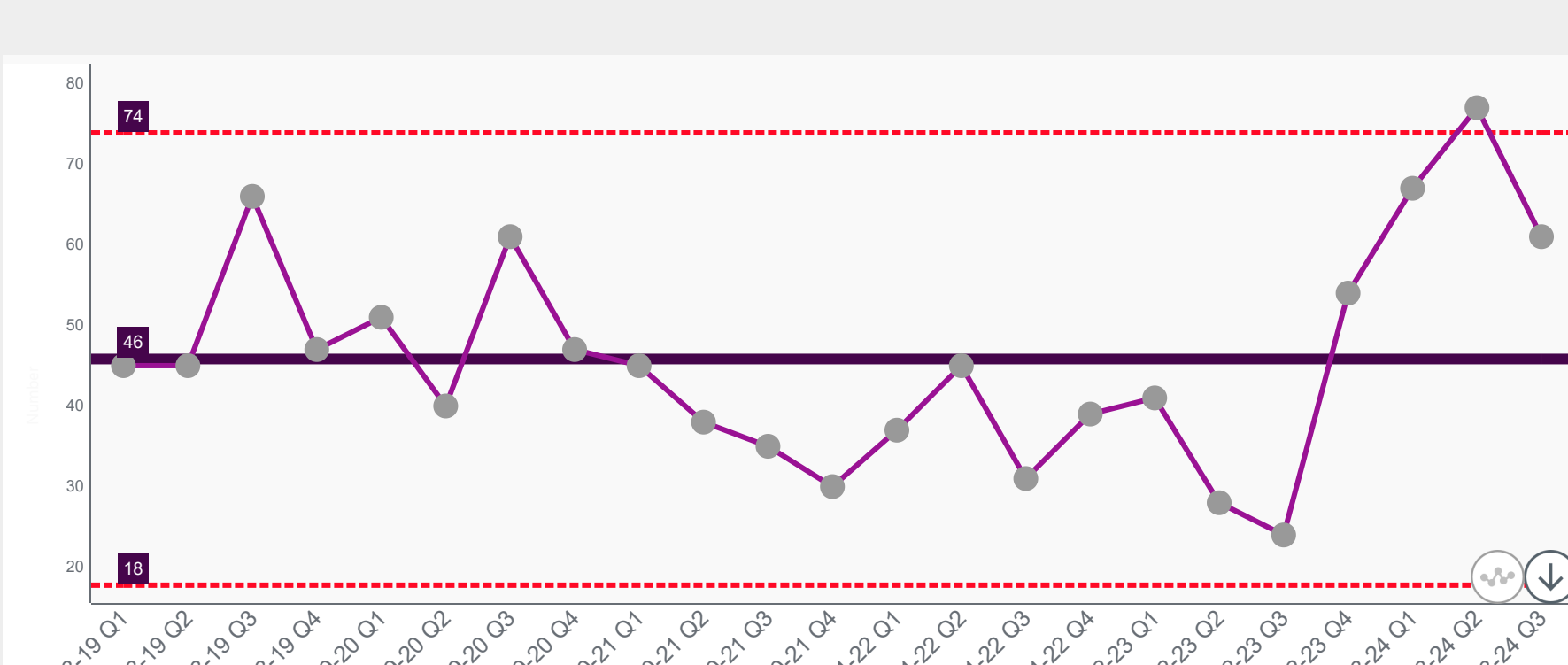
An 8% increase in Accidents from Q3 22/23. Slips, Trips and Falls and Manual Handling was the top causation. 37% occurred during training, 37% during non-operational activities and 26% during operational duties. Investigations are undertaken to identify actions to reduce the risk of recurrence.

KPI 54 Near Miss

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

Track

OWNER: Head of Safety and Assurance



SUMMARY

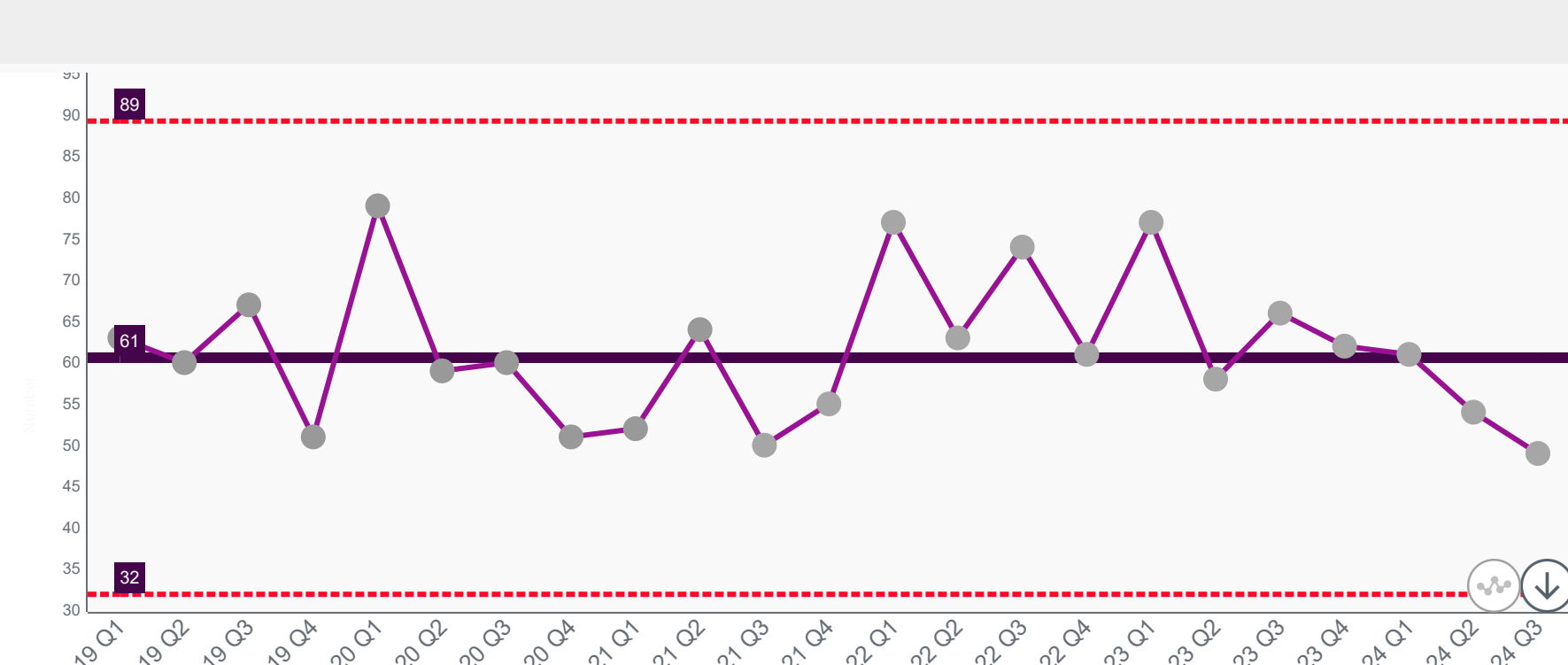
Near Misses increased 154% from Q3 22/23. Operational NMs accounted for 39%, 33% during training activities and 28% during non-operational activities. Appliance and Pumps and Breathing Apparatus were the most common categories at 25%. NM reporting is promoted through SA Improvement Groups.

KPI 55 Vehicle Accidents

PURPOSE: Total number of events that involved vehicle accidents

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

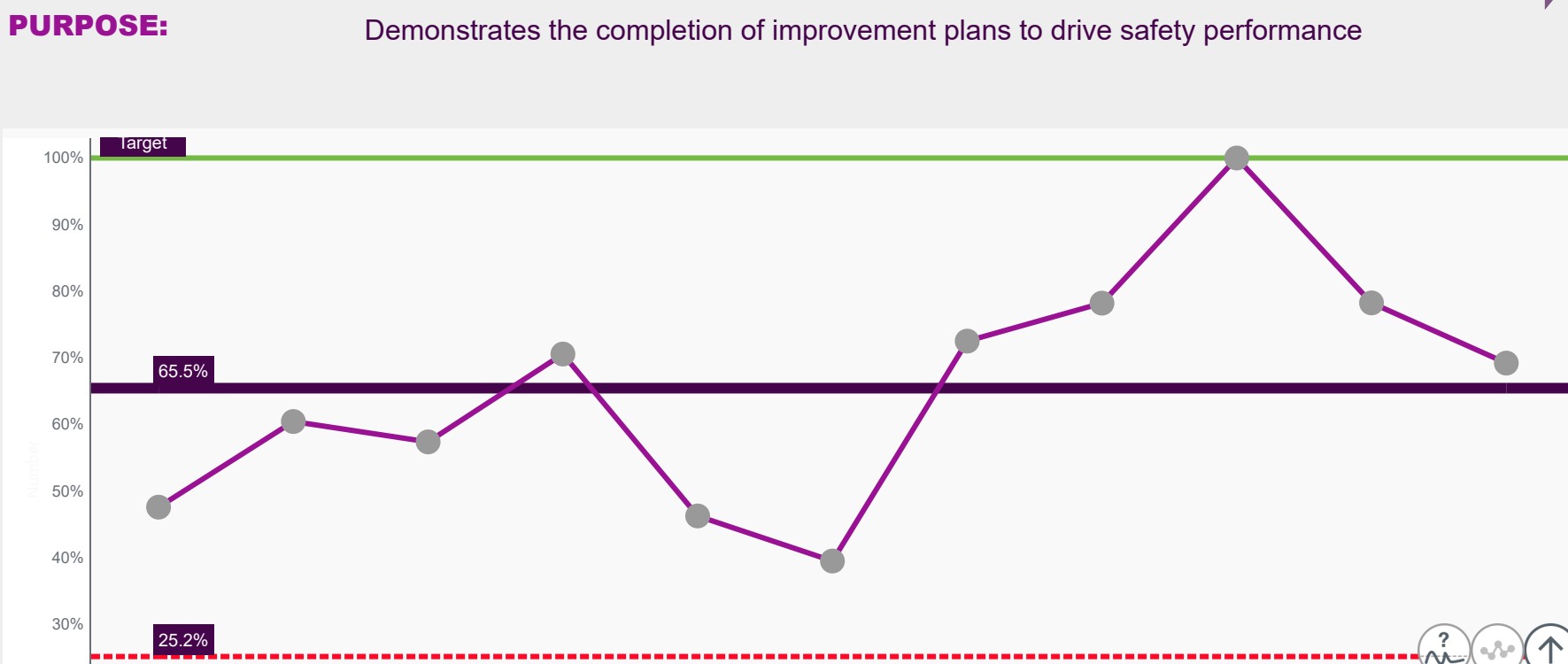
A decrease in VA of 26% from Q3 22/23. 49% of VA were related to operational incidents. 43% were non-operational activities. 53% of VA were during low-speed manoeuvres and 22% during blue light conditions. Driver Safety Group continues to work collaboratively with business partners to reduce VAs.

KPI 56 Completion of Health and Safety Improvement Plans

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

100%

OWNER: Head of Safety and Assurance



SUMMARY

69% of Q3 actions were complete. This does not include carried forward actions. TSA completed 68% and People Directorate completed 86%. All other SDA and Directorates completed 100% of their overall actions.

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 3, work continued to draft the third iteration of 'SFRS Working in Partnership' as we continued to receive submissions from Local Senior Officer Areas and Directorates/Teams. 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:

A multi-agency training exercise for medical care and casualty handling

On Saturday, 20 January, the National USAR Instructional team conducted a multi-agency training exercise at the National Training Centre. The focus was on medical care and casualty handling. It tested various agencies' responses to different challenging scenarios, including train derailment, rescues from height, collapsed trenches, and collapsed structures. Different agencies participated in this exercise, including the 144 Parachute Medical Squadron, consisting of doctors, consultants, nurses, paramedics, and combat medical technicians from various healthcare capabilities. Moreover, NHS doctors from Dumfries Infirmary, who were undergoing international rescue medic training, also participated in the exercise. USAR response from Clydebank Community Fire Station and rope rescue from East Kilbride Community Fire Station showcased the specialist attributes provided by SFRS for these types of incidents. This collaborative training provided an excellent opportunity for our crews and partners to work together in a realistic training environment. The exercise was a great success and aligned with the JESIP principles.

Successful collaboration during the wellbeing development roadshow

The SFRS Wellbeing team recently held a development roadshow with partners and stakeholders to promote physical and mental wellbeing among colleagues. This has helped build strong partnerships within the wellbeing community. The team collaborated with Marie Curie, a charity that provides palliative and end-of-life care. During the roadshows, Marie Curie secured 18 new donors, raising more than £1,000. The Wellbeing team and the wellbeing and inclusion group plan to run more development days and roadshows throughout 2024 to continue promoting the physical and mental wellbeing of colleagues across the Service.

Pioneering Youth Volunteer Scheme launches in Shetland

Youth Volunteers in Lerwick are getting the chance to learn skills from across the emergency services. We have teamed up with Police Service of Scotland, Scottish Ambulance Service and HM Coastguard in Shetland for a unique project. The initiative will be evaluated to decide whether it will work in other areas. The range of skills young people have learned includes pump and ladder drills, as well as fingerprinting and radio procedures, water safety and CPR training.

Crews at Duns Community Fire Station strengthen ties with onshore wind farm in the Scottish Borders

In an effort to enhance collaboration, engagement, and safety protocols, on call crews at Duns Community Fire Station recently visited the Crystal Rig Wind Farm situated in Lammermuir Hills, between East Lothian and the Scottish Borders. During their visit, they were able to interact with on-site staff and to share knowledge and expertise with them. Representatives from Natural Power, who manage the site, conducted interactive sessions, sharing insights into the technology, operational procedures, and potential hazards associated with wind turbines. This exchange of information is expected to facilitate smoother coordination in the event of an emergency and enhance overall preparedness. The joint effort highlights the commitment to the greater safety and resilience of the community.

The Reform Collaboration Group

The Reform Collaboration Group (RCG) provides a strategic overview of our partnership working with our emergency service partners. The group has commissioned a piece of work to explore collaboration opportunities in corporate services. The contractor to deliver the Outline Business Case (OBC) that explores collaboration opportunities between SFRS and Police Scotland was awarded in November 2023. The engagement process for the review will take approximately 16-18 weeks commencing 8 November 2023, before recommendations are developed. Recommendations will then be made in early 2024 that SFRS and Police Scotland (PS) will take under advisement. Data from SFRS has been shared with the contractor and meetings took place in December 2023 with Heads of Function. In early 2024 further discussions with Heads of Functions will take place. Individual Organisation functions 'As Is' workshops will take place in January 2024 with the relevant teams across SFRS/PS. These will then be followed by 'To be' workshops beginning in late January/early February 2024 where future options will be discussed. Meetings between SFRS/PS and representative bodies will also be arranged for January 2024, and the contractor will attend these meetings. Communications continue to be issued to SFRS staff to keep them informed of progress. The Scottish Government Cabinet Secretary has requested joint meetings with SFRS/PS Executive Teams and asked for an OBC update be provided. The meeting scheduled for 19 December was postponed, and a written update was submitted via the SFRS to the Sponsor Team. Going forward the SFRS/PS Joint Update paper on the OBC will be shared for comment with the RCG Oversight Group before submitting to Scottish Government. It is anticipated that the contractor will produce an interim report by the end of February 2024. Following the finalisation of the OBC, any decisions on taking recommendations forward will be made by the SFRS Board and Scottish Police Authority Board in March/April 2024 and then the Cabinet Secretary in May 2024.

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- You can change how a visual looks by sorting it, for example by numeric values or text data. To sort a visual, first select it and then click on the **More actions** (...) button on the visual, which will bring up the sorting options. Power BI reports retain the filters, slicers, sorting, and other data view changes that you make.
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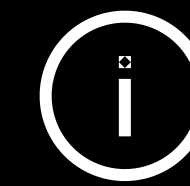
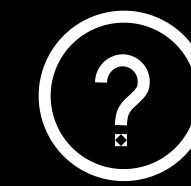
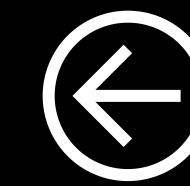
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SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/02-24

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 MARCH 2024							
Report Title:	ANNUAL OPERATING PLAN PROGRESS REPORT - QUARTER 3 2023-24							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	The purpose of this report is to present the Board of Scottish Fire and Rescue Service (SFRS) with a quarterly progress report on how we are performing against the Annual Operating Plan 2023/24.							
2	Background							
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an Annual Operating Plan each year to support the achievement of the SFRS Strategic Plan 2022-25.							
2.2	This report provides an update of progress made against the actions of the Annual Operating Plan in Quarter 3 of 2023/24.							
3	Main Report/Detail							
3.1	The quarterly progress report is attached as Appendix A . This provides details of progress made against our Strategic Outcomes between 1 October 2023 and 31 December 2023.							
3.2	There are 20 Actions contained within the Plan. At the end of Quarter 3 2023/24, the following progress has been reported: <ul style="list-style-type: none"> • 1 action is complete and is blue. • 8 actions have been noted as progressing as planned and are green. • 7 actions have been noted as experiencing some slippage and are amber. • 4 actions have been noted as experiencing challenges or has not progressed as planned and is red. 							
3.3	Detailed commentary on red and amber actions is contained within an Exception Summary Report table directly under each action. This commentary also provides information on how that action will continue to be reported upon until completion.							
3.4	Section 3 provides commentary on the residual actions from previous Annual Operating Plans. There are two residual actions from the 2022/23 Annual Operating Plan. These actions will remain until completion.							
3.5	Future Reporting							
3.5.1	We are currently 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 for the 2024/25 Operating Plan Actions.
4	Recommendation
4.1	Members of the SFRS Board are invited to: <ul style="list-style-type: none"> • scrutinise the quarterly report as detailed in Appendix A • agree its release for publication on the SFRS intranet and website.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no strategic risk implications arising from this progress update.
5.2	Financial
5.2.1	There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before Strategic Leadership Team (SLT) and the Board as appropriate.
5.3	Environmental & Sustainability
5.3.1	There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2023/24 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.4	Workforce
5.4.1	There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.5	Health & Safety
5.5.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to health and safety.
5.6	Health & Wellbeing
5.6.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to health and wellbeing.
5.7	Training
5.7.1	There are no training implications arising from this report.
5.8	Timing
5.8.1	This progress report covers the period up to and including Quarter 3 (1 October 2023 – 31 December 2023).
5.9	Performance
5.9.1	Progress against the Annual Operating Plan is reported to the Corporate Board, Strategic Leadership Team and the SFRS Board.
5.10	Communications & Engagement
5.10.1	Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders, and communities to produce the Strategic Plan 2022-25, on which the Annual Operating Plan is based.
5.11	Legal
5.11.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.

5.12 5.12.1	Information Governance The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.	
5.13 5.13.1	Equalities An Equality and Human Rights Impact Assessment (EIA) does not require to be conducted for this planning document.	
5.14 5.14.1	Service Delivery The content of this progress report does not impact upon Service Delivery.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan Progress Update for Quarter 3 to the SFRS Board and recommended that it be released for publication.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications.
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Senior Management Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary.
8	Appendices/Further Reading	
8.1	Appendix A - Annual Operating Plan Progress Update Quarter 3 (2023/24)	
Prepared by:		Louise Patrick, Planning and Partnerships Coordinator
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Planning
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>20 February 2024</i>
<i>Corporate Board</i>		<i>21 February 2024</i>
<i>SFRS Board</i>		<i>27 March 2024</i>
		Report Classification/ Comments
		<i>For recommendation</i>
		<i>For recommendation</i>
		<i>For scrutiny</i>

**Working together
for a safer Scotland**



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

ANNUAL OPERATING PLAN PROGRESS REPORT

Quarter 3 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

This report shows how we are performing against our Annual Operating Plan Actions.

Section 1 – Executive Summary

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

Section 2 - Performance Dashboard and Exception Report

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

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

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

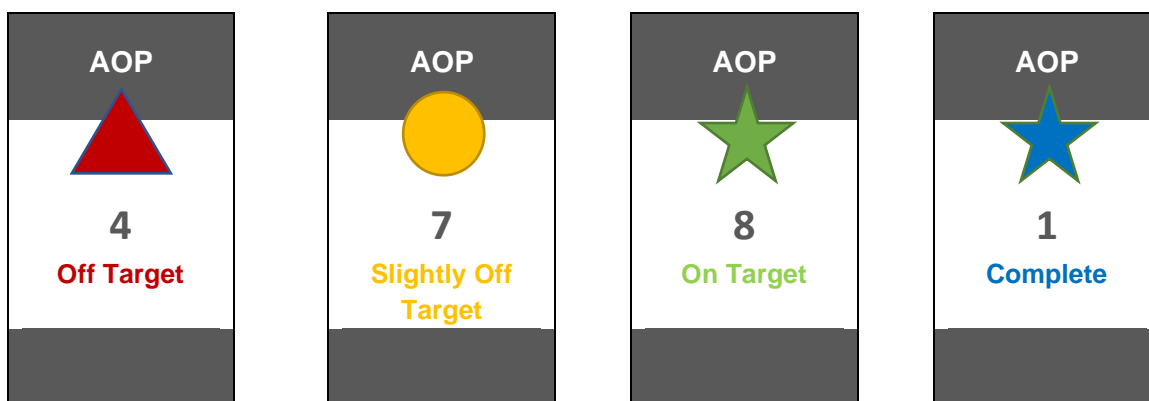
Further details of our actions are contained in the [Annual Operating Plan 2023/24](#).

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 RAG Totals



Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review SFRS Fire Safety Enforcement (FSE) arrangements.	Prevention, Protection and Preparedness	01/04/2023	31/03/2024	65%	▲

Exception reporting for the review of FSE arrangements:

Although only one milestone is green (two red, two amber and one green) there is good progress being made with the amber actions, with both expected to be complete by the end of the financial year:

1. The Communications Strategy is nearing completion and will require continuous review as Business as Usual.
2. The Fire Safety Enforcement documentation review and standardisation is progressing well and expected to be completed on schedule.

Of the two red actions:

1. Work by National Fire Chiefs Council (NFCC) relating to a proposed national Risk Based Inspection Program (RBIP) continues with no confirmed completion date. The SFRS continue to engage and consider work aligned with the Community Risk Index Model/Service Delivery Model Programme to progress a full, evidence-based review of SFRS audit processes. Due for completion in September 2023, a revised due date cannot be provided until the NFCC confirm a completion date of the RBIP.
2. Discussions and meetings regarding the job evaluation relating to Auditing Officers has led to the need for further consideration of the development pathway and alignment with the competency framework for SFRS. Function resources and capacity issues continue to present challenges with progression of the milestones against the completion date of March 2024.

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review the SFRS Training Strategy 2020-25.	Training, Safety and Assurance	01/04/2023	31/03/2024	95%	★
Ensure that the Service Delivery Model is flexible to reflect the differing needs of local communities.	Operational Delivery	01/04/2023	31/10/2023	100%	★
Implement replacement digital fireground radios.	Finance and Contractual Services	01/04/2023	31/03/2024	20%	●

Exception reporting for digital fireground radios:

An additional requirement for BA cables was identified. All cables have now been received and the pilot phase commenced in December 2023 at Tollcross Community Fire Station. The pilot will run until the new year and if successful the further rollout will commence. Although the action has been marked amber due to the pilot delay, it is still anticipated that 1,600 radios will be distributed, as planned, by the end of March 2024.

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review the SFRS Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Training, Safety and Assurance	01/04/2023	31/03/2024	75%	★

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review where and how we deliver training, reducing our own environmental footprint, ensuring our training continues to incorporate best practice to enhance response to weather related incidents.	Training, Safety and Assurance	01/04/2023	31/03/24	85%	★
Deliver Year 4 of our Carbon Management Plan.	Finance and Contractual Services	01/04/2023	31/03/2024	50%	▲

Exception reporting for delivery of Year 4 Carbon Management Plan: An application for £50k pre-capital funding for consultancy support to develop future decarbonisation projects was submitted to the Scottish Government's Scottish Green Public Sector Estate Decarbonisation Scheme. A positive response was received in mid-December 2023 and project schedules are being revised to ensure delivery of the works by the end of the financial year 2023/24. A funding bid for £107k was also successfully submitted to Transport Scotland to support the replacement of four generation 1 chargers at National Headquarters in Cambuslang. The works will be delivered the end of the financial year. Despite the successful pre-capital funding bid, the action remains Red because the total value obtained is considerably short of what is required to fund Carbon Management Projects in line with the SFRS Carbon Management Plan for 2023/24. As a result, it is anticipated that the Service will see very limited carbon reductions in 2024/25 as no Carbon Management Projects have been delivered throughout 2023/24.

Strategic Outcome 5: Effective Governance and Performance

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Finance and Contractual Services	01/04/2023	31/03/2024	75%	●
<p>Exception reporting for cyber security:</p> <p>Full Multi Factor Authentication (MFA) requirement is due to be in place for cloud apps by the end of March 2024. Using current staffing data, of 7298 users, 6307 are MFA capable. As there are still a number of colleagues unable to use MFA, the rollout cannot be initiated at this point. This action has been marked amber due to the number of users who are not MFA able at this time. It is hoped, however, that the action will be completed by the due date of March 2024.</p>					
Develop and publish the SFRS Asset Management Strategy.	Finance and Contractual Services	01/04/2023	31/03/2024 to 31/12/2024	75%	▲
<p>Exception reporting for the SFRS Asset Management Strategy:</p> <p>Two of three milestones for this action have been completed. The remaining action is to 'Achieve the International Organisation for Standardisation (ISO) 55001 Asset Management Accreditation'. Work has been completed on an Asset Management Policy document which will be the foundation for ISO accreditation. Meetings with the Glasgow Airport Asset Management team, who have achieved ISO 55001 certification, have taken place to assist with the SFRS certification. The cost received from consultants to undertake the ISO 55001 gap analysis is far greater than anticipated. This work will now be done in-house with an increased timescale. For this reason, the completed date for this task requires to be moved from March 2024 to December 2024.</p>					


Strategic Outcome 6: People

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Provide the best training development opportunities and working environment for all our people.	Training, Safety and Assurance	01/04/2023	31/03/2024	95%	★
Support and monitor the assessments of risks associated with identified hazards and develop and implement effective and appropriate mitigations.	Training, Safety and Assurance	01/04/2023	31/03/2024	75%	★
Plan and deliver SFRS' Colleague Engagement Survey.	People	01/04/2023	31/03/2024	55%	★
Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Finance and Contractual Services	01/04/2023	31/03/2024	85%	★
Lead and implement the Contaminants Project throughout SFRS to reduce exposure to fire contaminants	Training, Safety and Assurance	01/04/2023	31/03/2024	65%	●
Exception reporting for Contaminants Project: Due to the significant change of course with this action e.g. originally Policy and Operational Guidance (POG) planned and then decision made that a Standard Operating Procedure was required to replace the existing (POG), timescales have been significantly impacted. This means that two milestones out of the original five will not be completed by March 2024 and instead will require to be carried forward into 2024/25. These milestones are to: Finalise the Standard Operating Procedure; and Implement the Standard Operating Procedure. As such this action has been given an overall amber RAG status.					
Promote a positive safety culture with the aim of fostering effective safety management implementation through the Health and Safety Management System.	Training, Safety and Assurance	01/07/2023	31/03/2024	45%	●

Exception reporting for promoting a positive safety culture:

The Safety Culture Strategy is currently under development. Originally anticipated for delivery by December 2024, this has been delayed due to the high number of responses received via the Safety Culture Results (the results of which will inform the Strategy). It is, however, anticipated that the overall action will be completed by March 2024.

Modernise our property estate including improvements on dignified facilities and contaminant control.	Finance and Contractual Services	01/04/2023	31/03/2024	30%	
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Exception reporting for modernising property estate:

During the quarter, we have gained design and planning approval for dignified facilities and contaminant control upgrade works at Galashiels, Dingwall and Newcraighall Community Fire Stations. Works to identify a new location for Blackness Road has been continuing. A site search is complete, and an operational heat map was produced via the Service Delivery Model Programme team. Identified sites are unsuitable or outwith affordability. Proposal to construct Fire Station accommodation and retain existing appliance bay to be submitted at next Estates development Board for consideration.

The work to undertake and complete dignified facilities and contaminant control upgrade works at Salen Community Fire Station has been delayed as no bids were received from any contractors through the tender process. We are now engaging with Hard FM Contract provider for progression of proposed development in a phased approach.

Work to progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing is continuing slowly; the Estates Development Board have approved the preferred site for the replacement of Dalkieth Fire Station and on approval of project brief will commence negotiations and pre-purchase due diligence prior to seeking Board approval. The proposed temporary relocation of Liberton pump and crew to facilitate demolition and rebuild on the existing site has been approved by the Estates Development Board and on approval of project brief, the design team will be engaged to progress. At Portree we are still awaiting confirmation from Highland Council that the proposed development site is surplus prior to progressing pre-purchase due diligence. It is anticipated that the remaining milestones within this action will all be carried forward into 2024/25.

Review and take actions to enhance SFRS' workplace Culture.	People	01/04/2023	31/03/2024	55%	
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Exception reporting for SFRS workplace culture:

The Strategic Leadership Team, Senior Management Board, SFRS Board and Representative bodies have each met to discuss the priorities for inclusion in the Culture Action Plan. To date, four main themes have been identified and these were presented to the Board: attracting and supporting a more diverse candidate pool; creating a competent supervisory and middle manager cohort; making more effective use of the senior leadership cohort to communicate and embed an inclusive workplace culture; and improve Business Intelligence to inform future action. A dashboard of findings from the East Service Delivery Area pilot engagement sessions has been produced with further sessions planned for the North and West.

Review and enhance the approach to building Management Capability.	People	01/04/2023	31/03/2024	80%	
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Exception reporting for Management Capability:

The dashboard for SFRS Engagement sessions will be compiled in Quarter 4 with a combination of the findings from the East, North and West Service Delivery Areas. The Management Capability Framework will be rolled out iteratively. Design of the broader framework will be discussed and confirmed in Quarter 4. The one day development session will be piloted in the East Service Delivery Area early Quarter 4 and reviewed to inform next year's actions. This will also be used to inform the delivery plan that will be developed in Quarter 4 and will remain iterative.

Reduce exposure to contaminants within Operational Response.	Operational Delivery	01/04/2023	30/11/2023	75%	●
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Exception reporting reducing exposure to contaminants:

The Future Concepts Strategy and Policy (FCSP) team have produced a Fire Contaminants Generic Risk Assessment (GRA) and draft Standard Operating Procedure (SOP). Both documents have points that require clarification/direction. A Fire Contaminants trial is to begin this month in East, North and South Ayrshire to trial aspects of the SOP that won't impact frontline availability. A 'trial SOP' has been created for use by this Area during this time. FCSP have also produced a Fire Contaminants Awareness Presentation that has been sent to the Contaminants Group for review. Despite this progress, the remaining milestone to implement learning from the Contaminants Working Group in Operational Policy and Response remains in a holding position for the GRA and SOP until the detail has been decided upon by the Contaminants Group. As such, this action remains amber.

Strategic Outcome 7: Partnership

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Explore, through the Reform Collaboration Group (RCG), integration and collaboration activities.	Strategic Planning, Performance and Communications	01/04/2023	30/06/2024	35%	●

Exception reporting for Reform Collaboration Group:

The contractor to deliver an Outline Business Case (OBC) that explores collaboration opportunities between SFRS and Police Scotland was awarded in November 2023. The engagement process for the review will take approximately 16-18 weeks commencing 8 November 2023, before recommendations are developed. Recommendations will then be made in early 2024 that SFRS and Police Scotland (PS) will take under advisement.

Data from SFRS has been shared with the contractor and meetings took place in December 2023 with Heads of Function. In early 2024 further discussions with Heads of Functions will take place.

Individual Organisation functions 'As Is' workshops will take place in January 2024 with the relevant teams across SFRS/PS. These will then be followed by 'To be' workshops beginning in late January/early February 2024 where future options will be discussed.

Meetings between SFRS/PS and representative bodies will also be arranged for January 2024, and the contractor will attend these meetings. Communications continue to be issued to SFRS staff to keep them informed of progress.

The Scottish Government Cabinet Secretary has requested joint meetings with SFRS/PS Executive Teams and asked for an OBC update be provided. The meeting scheduled for 19 December was postponed, and a written update was submitted via the SFRS to the Sponsor Team. Going forward the SFRS/PS Joint Update paper on the OBC will be shared for comment with the RCG Oversight Group before submitting to Scottish Government.

It is anticipated that the contractor will produce an interim report by the end of February 2024. Following the finalisation of the OBC, any decisions on taking recommendations forward will be made by the SFRS Board and Scottish Police Authority Board. The two Boards will provide an update on the OBC to the Cabinet Secretary in May 2024.

Section 3: Residual AOP Actions from 2022/23

AOP Year	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2022/23	Delivery of the Document Conversion Project.	Operational Delivery	31/03/23	31/08/2024	▲	<p>Operations remain unable to complete the delivery of this project due to the dependency on other SFRS projects (SFRS Communications/Information Governance: Website/I-Hub redesign). At the point of reporting, the creation of a suitable hosting platform is not expected to be available in 2023/24. Individual development of package content remains on track. However, implementation will not be achievable until the provision of the Delivery Platform.</p> <p>The action is 55% complete. It cannot be completed until the iHub, and Web Redesign project is delivered. A revised due date will be provided in Quarter 4.</p>
2022/23	Design and Implement a Continuous Improvement Framework across SFRS.	Portfolio Office	31/03/23	31/03/24	▲	<p>The development and implementation of the Continuous Improvement Framework and Strategy has been placed on temporary hold due to a lack of availability of staff.</p> <p>This action is 50% complete. Completion will be rescheduled during Quarter 4 when a revised due date will be provided.</p>

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/03-24

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE																																						
Meeting Date:	27 MARCH 2024																																						
Report Title:	RESOURCE BUDGET 2024/25																																						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>																																					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>																															
1	Purpose																																						
1.1	The purpose of this report is to seek approval from the Board for the proposed Resource Budget for 2024/25.																																						
2	Background and Funding																																						
2.1	<p>On 27 February 2024, The Scottish Parliament passed the Budget (Scotland) Bill which sets the following Departmental Expenditure Limits (DEL) for Scottish Fire and Rescue Service (SFRS), for the forthcoming year;</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="2">SFRS</th> <th rowspan="2">Actual 2023/24 (£m)</th> <th rowspan="2">Budget 2024/25 (£m)</th> <th colspan="2">Increase/ (Decrease)</th> </tr> <tr> <th>(£m)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Total Budget</td> <td>364.1</td> <td>393.4</td> <td>29.3</td> <td>8.0</td> </tr> <tr> <td>Less Non-Cash*</td> <td>27.6</td> <td>33.0</td> <td>5.4</td> <td>19.6</td> </tr> <tr> <td>TOTAL CASH</td> <td>336.4</td> <td>360.4</td> <td>23.9</td> <td>7.1</td> </tr> <tr> <td>Resource (Cash)</td> <td>303.7</td> <td>317.3</td> <td>13.6</td> <td>4.5</td> </tr> <tr> <td>Capital (Cash)</td> <td>32.7</td> <td>43.0</td> <td>10.3</td> <td>31.5</td> </tr> </tbody> </table> <p>*non-cash covers asset depreciation and is ring-fenced for this purpose.</p>							SFRS	Actual 2023/24 (£m)	Budget 2024/25 (£m)	Increase/ (Decrease)		(£m)	%	Total Budget	364.1	393.4	29.3	8.0	Less Non-Cash*	27.6	33.0	5.4	19.6	TOTAL CASH	336.4	360.4	23.9	7.1	Resource (Cash)	303.7	317.3	13.6	4.5	Capital (Cash)	32.7	43.0	10.3	31.5
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2.2	<p>In cash terms, the Scottish Government (SG) has provided an uplift of £13.6million in resource funding and an additional £10.3million for capital. To compare to the 2023/24 resource funding position, it should be recognised that a further £4.4million was added to the 2023/24 Resource Budget at the Autumn Budget Revision, resulting in a core resource budget of £308.1million to cover pressures arising from the 2-year pay agreement reached with the Fire Brigades Union as part of the UK wide bargaining process. Compared to this revised baseline, the 2024/25 uplift of £9.2million represents a 3% increase from the previous year.</p>																																						
2.3	<p>In working through the budget detail, it has been identified that an error has occurred in the IFRS16 accounting adjustments for 2024/25, resulting in the SFRS resource budget being short by £0.3million. Work is ongoing with the Scottish Government to address this error, and it is currently anticipated that an in-year adjustment will be possible.</p>																																						

2.4	The Board at its Special Meeting on 7 February 2024 approved the Budget Approach for 2024/25, which highlighted the strategic fiscal and economic context, as well as the medium to long term fiscal outlook for SFRS. It recognised that SFRS will require to be agile and reform-focused in responding to an uncertain fiscal environment, with the aim of ensuring services contribute strongly to Scotland's National Outcomes and maximise public value.
2.5	It was agreed that the 2024/25 Resource Budget would be focused on supporting the twin priorities of maintaining core service delivery, protecting communities and staff from new and emerging risks, and prioritising activity to progress the Strategic Service Review Programme (SSRP) to modernise and enhance the sustainability of the Service for the long term.
2.6	Initial budget proposals were developed through discussion between budget holders and finance business partners. Proposals were scrutinised and refined through a series of budget workshops with the Strategic Leadership Team, enabling the initial budget gap to be bridged by focusing on strategic priorities. Through this process it has been possible to present a balanced budget that seeks to address the twin priorities as outlined above.
2.7	Consideration has been given to ensuring that the proposed budget achieves best value in the pursuance of the SFRS purpose, as set out in the Fire Framework for Scotland 2022, recognising the responsibilities of the Chief Officer as Accountable Officer.
2.8	Detailed budget background information was provided to the Board at its Strategy Day on 29 February 2024 in support of the proposals contained within this report.
3	Main Report/Detail
3.1	It is proposed that the Resource Budget for 2024/25 be set at £317.6million, as outlined in Appendix A, in line with Resource (Cash) Funding set out a paragraph 2.1, adjusted for the IFRS error. This is an increase of £9.5million (3.1%) from the revised core budget for 2023/24.
3.2	c.80% of the proposed budget is allocated to employee costs, recognising that the workforce is our most important asset to deliver against strategic priorities. Taking account of anticipated pay awards for all staff, and incremental progression where appropriate, offset by reduced employer's contribution rates for the Local Government Pension Scheme following its triennial valuation, this budget provides for the cost of all anticipated staff in post during 2024/25, based on agreed target operating models, allowing for anticipated turnover impact and overtime requirements across each staff category.
3.3	The remaining c.20% of expenditure is allocated to non-employee costs, i.e. property, supplies and services, third party payments, legacy financing costs, other costs. Where possible these budgets have been developed from a zero base to ensure they are as realistic as possible. Anticipated price inflation has been taken into account, as well as savings delivered through completed initiatives, including those arising from SSRP, where the full year impact of decisions made in 2023/24 will be realised.
3.4	Where applicable, income budgets have been uplifted for anticipated inflation. Rental income from shared premises represents around a third of the income generated by the Service. Work will continue to seek further opportunities to share sites with Blue Light and other partners in support of public service reform.

3.5	Provision has also been made to enable new initiatives in support of the SSRP programme as well as health and safety improvements including addressing contaminant control and supporting asbestos screening. All new initiatives will be subject to a formal business case process to release funding.
3.6	Funding for the Emergency Services Mobile Communications Project (ESMCP), which will provide a new Emergency Services Network (ESN) across the UK is provided separately by SG as part of ring-fenced funding from the UKG Home Office. As such no provision is made for this project.
3.7	Appendix B provides a budget evolution, showing the adjustments made between the 2023/24 budget and the proposed budget for 2024/25
4	Recommendation
4.1	The Board is asked to: <ul style="list-style-type: none"> • Approve the Resource Budget for 2024/25, as set out in section 3 and detailed in Appendix A.
5.	Key Strategic Implications
5.1 5.1.1	Risk Resource budget risks are outlined at Appendix C.
5.2 5.2.1	Financial The financial implications are outlined within the report.
5.3 5.3.1	Environmental & Sustainability The proposed budget includes ongoing investment in measures to reduce carbon emissions, improve energy efficiency and reduce environmental risks as part of the Carbon Management Plan.
5.4 5.4.1	Workforce 80% of the resource budget is aligned to workforce costs.
5.5 5.5.1	Health & Safety Specific new provision is made within the resource budget to address contaminant control and asbestos screening.
5.6 5.6.1	Health & Wellbeing The budget provides for occupational health and wellbeing services.
5.7 5.7.1	Training The budget provides for both operational and non-operational training, delivered both within SFRS and by external suppliers.
5.8 5.8.1	Timing The budget relates to financial year 2024/25.
5.8.2	Moving into Q1 of the new financial year, work will commence to refresh the medium-term financial model, baselined at April 2024.
5.9 5.9.1	Performance Resource budget performance will be monitored monthly, with the support of Finance Business Partners, and reported to the Strategic Leadership Team and the Board.

5.10 5.10.1	Communications & Engagement The communications and engagement undertaken in the development of budget proposals are outlined within the report.	
5.11 5.11.1	Legal The Accountable Officer is required to ensure that the resources of SFRS are used economically, efficiently and effectively.	
5.12 5.12.1	Information Governance There are no specific Information Governance implications associated with this report.	
5.13 5.13.1	Equalities An Equality Impact Assessment has been carried out on the proposed Resource Budget (to follow for Board paper).	
5.14 5.14.1	Service Delivery Maintaining core service delivery is one of the agreed twin priorities for the 2024/25 budget, alongside prioritising activity to progress the Strategic Service Review Programme (SSRP) to modernise and enhance the sustainability of the Service for the long term.	
6	Core Brief	
6.1	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.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	There has been significant engagement between budget holders and Finance Business Partners, alongside scrutiny and challenge from the Strategic Leadership Team and the Board in the development of the Resource Budget.
8	Appendices/Further Reading	
8.1	Appendix A – Resource Budget 2024/25 – Year on Year Comparison	
8.2	Appendix B – Budget Evolution	
8.3	Appendix C – Resource Budget Risks 2024/25	
Prepared by:	Lynne McGeough, Head of Finance and Procurement	
Sponsored by:	Sarah O'Donnell, Director Finance and Contractual Services	
Presented by:	Sarah O'Donnell, Director Finance and Contractual Services	
Links to Strategy and Corporate Values		
The proposed budget for 2024/25 is developed to pursue the strategic objectives and priorities indicated at section 3 and contained within our Strategic Plan and Long-Term Vision.		

OFFICIAL

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>19/03/2024</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27/03/2024</i>	<i>For Decision</i>

**Resource Budget 2024/25
Year on Year Comparison**

2023/2024 SG Published Budget	In-Year Adjustment Two-year pay deal funding	2023/2024 Revised Base Position	Description	2024/2025 Budget	Change	
					£m	%
£m	£m	£m		£m	£m	%
159.426	3.606	163.032	Wholetime	167.617	4.585	2.8
7.945	0.180	8.125	Control	8.092	(0.033)	(0.4)
27.031	0.614	27.645	On Call	28.021	0.376	1.4
40.522		40.522	Support	39.045	(1.477)	(3.6)
6.972		6.972	Employee Other	7.777	0.804	11.5
241.897	4.400	246.297	Employee Costs	250.552	4.255	1.7
30.450		30.450	Property Costs	31.507	1.058	3.5
23.593		23.593	Supplies & Services	27.202	3.609	15.3
6.597		6.597	Transport Costs	6.967	0.371	5.6
1.247		1.247	Third Party Payments/Council Charges	1.693	0.447	35.8
1.840		1.840	Financing	1.663	(0.177)	(9.6)
305.624	4.400	310.024	GROSS EXPENDITURE	319.585	9.562	3.1
(1.920)		(1.920)	Income	(1.975)	(0.055)	2.9
303.703	4.400	308.103	NET EXPENDITURE	317.610	9.507	3.1

**Resource Budget 2024/25
Budget Evolution**

	£m	£m
SG Published Budget 2023/24		303.703
In-Year Adjustment - 2-year pay deal		4.400
Revised Base Position 2023/24		308.103
Pay Awards, Increments and Pensions	7.673	
Agreed Structure Changes	(0.066)	
Recruitment Profile	4.672	
On-Call Costs	0.063	
Other Salary Related Costs	(0.112)	
Net Cost Pressure - Employee Costs		12.231
Expense Cost Pressures	6.298	
Expense Savings	(0.670)	
Net Cost Pressure - Expenses		5.628
2023/2024 Initiatives Completed	(2.009)	
SSRP Savings	(8.359)	
2024/25 Initiatives	2.015	
Net Saving - Initiatives		(8.353)
Budget 2024/2025		317.610
DEL Budget Funding 2024/2025 (adj for IFRS correction)		317.610

**Scottish Fire & Rescue Service
2024/25 Resource Budget Risks**

Risk Ref. No.	Corporate Risk	Date Identified	Risk Description	Consequence of Risk	Mitigating Actions	Risk Assessment			Risk Owner
						Probability	Impact	Risk Rating	
Resource 1	FCS016 - Budget Overspend	March 2024	There is a risk that pay inflation differs from budget provision	This could result in a significant over or underspend.	Ensure parameters are well understood by decision makers	3	4	12	Chair/Chief Officer
Resource 2	FCS016 - Budget Overspend	March 2024	There is a risk that non-pay inflation differs from budget provision	This could result in a material over or underspend	Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services
Resource 3	FCS016 - Budget Overspend	March 2024	There is a risk that the number of firefighter retirements differs from budget assumptions	This could result in a material over or underspend	Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services/Deputy Chief Officer
Resource 4	FCS016 - Budget Overspend	March 2024	There is a risk that On Call costs differ from budget assumptions	This could result in a material over or underspend	Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services/Director of Operational Service Delivery
Resource 5	FCS016 - Budget Overspend	March 2024	There is a risk that wholtime overtime costs differ from budget assumptions	This could result in a material over or underspend	Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services/Director of Operational Service Delivery
Resource 6	FCS016 - Budget Overspend	March 2024	There is a risk that support staff turnover differs from budget assumptions	This could result in a material over or underspend	Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services/relevant Directors



Report No: B/FCS/05-24

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 MARCH 2024						
Report Title:	RISK BASED CAPITAL INVESTMENT PLAN - 2024						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the Board with the draft Risk Based Capital Investment Plan for approval, as detailed in Appendix A, setting out a framework of risk decision criteria relative to Property, Fleet and Equipment.						
2	Background						
2.1	Audit Scotland (AS) published a report in May 2018 titled "Scottish Fire and Rescue Service – An Update". AS noted that SFRS inherited a backlog of £389 million to maintain/invest in its property, vehicles and equipment. AS noted that "this backlog is insurmountable without transforming the Scottish Fire and Rescue Service (SFRS) current model for delivering services and additional investment."						
2.2	HM Fire Service Inspectorate (HMFSI) published a report in May 2019 titled "Inspection of the Scottish Fire and Rescue Service's Management of its Fleet and Equipment Function". HMFSI noted that "one third of the SFRS frontline vehicles are older, and in some cases considerably older, than the stated vehicle replacement cycles." HMFSI noted vehicles which should have been retired some time ago are kept in operational service leading to higher maintenance costs to service ageing assets.						
2.3	In August 2020 the SFRS Board agreed to support the principles of Standard Station Design (SSD) as the starting point for all new build fire station developments and for this to be adopted where reasonably practical in refurbishment projects.						
2.4	The SFRS Strategic Leadership Team agreed a package of change proposals for the Service during financial year 2023/24 that were endorsed by the Board for implementation in September 2023. These changes are part of a wider Strategic Service Review Programme (SSRP) that will identify how we need to change as a Service to achieve the outcomes set out in our Strategic Plan and our Long-term Vision, as well as resolving the financial challenges we face over the next four years.						
2.5	In 2022, when this plan was first produced, a 10-year capital requirement of £630 million was identified, however, due to the effects of inflation and continued under investment, the 10-year investment figure is now over £818 million, an increase of over 29%.						

2.6	The Strategic Service Review Programme (SSRP) has been established to provide a modernised fit for purpose, safe and sustainable Service, that will deliver for communities across the whole of Scotland. Embedded within the SSRP, the Risk Based Capital Investment Plan will take account of evolving asset requirements.
3	Main Report/Detail
3.1	<p>As at April 2023 the undernoted information indicates that SFRS property assets do not adequately support service delivery:</p> <ul style="list-style-type: none"> • the condition of 45% of the operational property estate is classed as poor or bad; • In terms of suitability 77% of the operational estate is classed as poor or bad; • The age profile of the property estate shows that 61% is over 30 years old.
3.2	When measured against the principles of Standard Station Design, 45% of the existing fire station estate has been assessed as poor or worse. Issues include insufficient dignified welfare facilities; lack of disabled access and facilities; insufficient space to store and to dry kit, garage the vehicle, or maintain breathing apparatus.
3.3	Over the last 10 years SFRS have been relatively successful at diversifying the workforce with regards to gender, which has highlighted the lack of suitable accommodation at many fire stations for a mixed workforce. Specifically, over the last 2 years significant efforts have been made to address this issue with new gender-neutral welfare facilities created in Stations at Alloa, Inverness, Stirling and Edinburgh. We will continue to monitor and address this issue where possible as part of on-going Capital work.
3.4	In May 2019 a safety alert was issued by the building and civil engineering industry's Standing Committee on Structural Safety (SCOSS) following a recent (2018) failure in a flat roof constructed from Reinforced Aerated Autoclaved Concrete (RAAC). At present 14 fire stations, remain as a safety risk due to the potential for roof collapse. Temporary emergency measures have been put in place, with recurring resource costs. However, the safest and most cost-effective long-term solution in most cases is to rebuild these stations. The timeline for one new station to be built, through the agreement, planning, design and build stage is approximately 24 to 36 months. With regards to RAAC roofing the progression of deterioration or sudden failure could result in the loss of operational capacity in the local area of affected fire station(s) within this period.
3.5	We have created a risk framework that shows the fire stations with the greatest areas of risk and in need of either replacement or major refurbishment. This matrix takes account of property condition, suitability and operational activity data, excluding false activations, for the 355 stations averaged over the last 3 years.
3.6	Our Risk Based Capital Investment Plan provides further details on the approximate £496 million estimated funding required to bring the operational property estate to the level of standard station design.
3.7	Recognising Scottish Government (SG) and UK finances are constrained due to global events, such as the impact of Brexit and the war in Ukraine, SFRS has adopted a risk-based approach to allocating capital funding over the next three years, to minimise the risk of failure of service delivery. Continued under investment will however lead to increasing resource costs to maintain assets until investment levels can be increased. Whilst the current funding available is insufficient, capital must be allocated on the most urgent risks that need to be addressed.
3.8	Since 2016 the size of the fleet has increased from 1,277 to 1,570 vehicles, which represents an increase of over 23%, albeit 270 relate to flexi duty officer cars that were previously provided via personal leasing/essential car users. In the current year 677 vehicles are older than the stated vehicle replacement cycle, representing an investment

<p>3.9</p> <p>3.10</p> <p>3.11</p>	<p>backlog of over £108 million. SFRS require significant capital investment of £286 million over the 10-year plan period, this includes approximately £11 million per annum to offset the investment backlog.</p> <p>There are thousands of items of operational equipment items, ranging from ladders, fire hose, helmets, torches and breathing apparatus. In the current year over 19,000 equipment items are older than the stated replacement cycle, representing an investment backlog of around £12 million. £1.2 million per annum has been added to each year within the proposed 10-year programme to offset this, the 10-year requirement for Equipment and PPE is £35 million.</p> <p>Through SSRP we will be working to explore opportunities to deliver a modernised and sustainable service, which may enable the asset base to evolve as we work with partner organisations and seek to embrace public service reform. Next year the Risk Based Capital Investment Plan will take account of evolving asset requirements based on the outcomes from SSRP.</p> <p>Currently ICT has not been included within the scope of the Risk Based Capital Investment Plan, however this will be included next year as there is significant capital funding allocated to ICT. The document will reflect the changing funding and deployment models in this area, including the growth in Software as a Service (SAS) and Cloud computing.</p>
<p>4</p>	<p>Recommendation</p>
<p>4.1</p>	<p>The Board is asked to:</p> <ul style="list-style-type: none"> a) Approve the report; b) Support the principles of the Risk Based Capital Investment Plan detailed within this report; c) Note the current 10-year capital investment backlog of £817 million; d) support the risk-based investment priorities as set out, which will be taken into account in setting the capital programme for 2024-2027.
<p>5</p>	<p>Key Strategic Implications</p>
<p>5.1</p> <p>5.1.1</p> <p>5.1.2</p> <p>5.1.3</p>	<p>Risk</p> <p>SFRS has a significant number of properties within the inherited estate which are not fit for purpose, do not support operational response and fail to comply with the minimum standards of the Workplace (Welfare) Regulations 1992 and there is insufficient funding to develop or replace these buildings.</p> <p>Insufficient budget to meet £15 million annual maintenance of the inherited estate, compounds the deterioration of SFRS properties and our ability to implement Standard Station Design to any meaningful extent. Similarly retaining older vehicles and equipment in operational service increases our risk of breakdown or equipment failure.</p> <p>We continue make the case for investment with SG; and seek additional sources of funding through Government grants for energy projects and collaborative opportunities with partner organisations.</p>
<p>5.2</p> <p>5.2.1</p>	<p>Financial</p> <p>For reference the Audit Scotland report published in May 2018 reported an investment backlog of £389 million and termed this as insurmountable. The total investment backlog for Property (£496m), Fleet (£109m) and Equipment (£12m) is £617 million. Within the space of 5 years this investment backlog has substantially increased by 59%. As the Plan makes clear, additional Capital funding will be required in order to deliver the proposed improvements to fleet, property and equipment assets. The proposed 10-year Capital programme value is £817 million.</p>

5.2.2	In terms of Property, the introduction of Standard Station Design; requirement for individual dorms; gender neutral facilities; the control of contamination as well as the £67 million required for the RAAC roofing issue have significantly contributed to this increase.
5.3	Environmental & Sustainability
5.3.1	In accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030, fire station design standards will take account of the whole life cost of our buildings, whilst reducing energy consumption and carbon emissions and contributing to the 6% per annum carbon reduction target. Unless the investment backlog of our fleet and properties is addressed with significant capital funding for replacement, SFRS will be unable to meet the carbon reduction target.
5.4	Workforce
5.4.1	The capital programme has included limited provision for dignified facilities where immediately required. To encourage a diverse workforce, the suitability of our stations requires significant investment which is not currently available. SFRS will continue to work with SG and Government agencies like Scottish Futures Trust in order to develop a strong business case for investment in our estate.
5.5	Health & Safety
5.5.1	All users of SFRS equipment assets will be required to adopt SFRS health and safety procedures whilst utilising equipment assets.
5.6	Health & Wellbeing
5.6.1	No issues currently identified relating to Health & Wellbeing with regards to this plan.
5.7	Training
5.7.1	Training, for asset users, technicians and others is critical in ensuring the health, safety and wellbeing of asset users and the public, and in maximising the productive capacity of the asset. Provision will be made to ensure this is appropriately resourced.
5.8	Timing
5.8.1	This Risk Based Investment Plan covers the period 2024/25.
5.9	Performance
5.9.1	With regards to Fleet, Property and Equipment assets performance will be measured and reported through the Asset Management Liaison Board. With regards to performance management, a range of qualitative and quantitative Key Performance Indicators (KPIs) will be measured to show progress over time and will also be used for benchmarking purposes against other blue light partners.
5.10	Communications & Engagement
5.10.1	The SDMP project team have been advised of the situation at each of the 14 sites with Reinforced Autoclaved Aerated Concrete (RAAC) roofing and the likelihood of requirement for replacement in the short term. The SG Sponsor Team have been kept apprised of this risk-based approach. Emergency service partners have also been advised of our findings through the Joint Asset Sharing Group and Reform Collaboration Group. The proposed risk-based approach has been developed in conjunction with the Asset Management Liaison Board and the Strategic Leadership Team.
5.11	Legal
5.11.1	Health and safety legislation places a clear responsibility on SFRS to provide a safe workplace. Compliance with these principles will assist SFRS to fulfil its obligations as an employer under the Equality Act 2010 as well as Health & Safety at Work legislation.

5.11.2	SFRS has statutory duties to respond to fire and rescue incidents. The continued lack of investment in our assets may impact our ability to respond in the future. The potential for discrimination claims due to lack of suitable facilities for a modern workforce have been highlighted. The lack of segregated areas for Personal Protective Equipment (PPE) may lead to future ill health related claims for the Service.	
5.11.3	Acknowledgement that for a number of SFRS fire stations are failing to comply with legislative obligations in relation to minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992. The incorporation of measures to control contaminants will benefit the health and safety of SFRS employees, as will the defined secure lines controlling areas open to the public.	
5.12	Information Governance	
5.12.1	Not at this time.	
5.13	Equalities	
5.13.1	EIA completed: Yes. An Equality Impact Assessment (EIA) has been completed.	
5.14	Service Delivery	
5.14.1	The delivery of the Risk Based Approach will have a significant impact on Service Delivery, improving Fleet, Property and Equipment assets, communications and access to information.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services presented a report for approval by the Board detailing our current levels of Capital funding, the challenges this presents the Service, together with our Risk Based Capital Investment Plan, which sets out a framework of risk decision criteria relative to property, fleet and equipment assets to minimise the risk of failure of service delivery.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	<p>The Risk Based Capital Investment Plan follows the guidance detailed with the Asset Management Policy (AMP). The AMP provide rules and consistent structure on how we manage key assets; this includes the creation of an Asset Management System that reflects the interrelation between asset policies, objectives and processes necessary to achieve the organisation's objectives.</p> <p>The content of the Asset Management Policy was reviewed by Scottish Futures Trust to ensure that it linked to the Scottish Government's Infrastructure Investment Plan (IIP) which provides a common framework to inform planning and decision making in public sector infrastructure investment.</p> <p>Following approval by Strategic Leadership Team and the SFRS Board, the Risk Based Capital Investment Plan will be prepared annually to ensure that Asset Management can track performance and take any corrective action where necessary. This additional reporting and governance will result in targeted and transparent Capital Investment.</p>

8	Appendices/Further Reading	
8.1	Appendix A: Risk Based Capital Investment Plan 2024	
8.2	Appendix B: Equality Impact Assessment	
8.3	Further Reading: <ul style="list-style-type: none"> • HM Fire Service Inspectorate - Inspection of the Scottish Fire and Rescue Service's Management of its Fleet and Equipment Function (2019) • Audit Scotland - Scottish Fire and Rescue Service – An Update (2018) • Asset Management Policy 2023-28 • Standard Station Design Principles (28 July 2020) • RAAC Fire Station Roof Update • Risk Based Capital Investment Plan 2022 	
Prepared by:	Ijaz Bashir – Head of Asset Management Stuart Free – Asset Quality Manager	
Sponsored by:	Sarah O'Donnell, Director Finance and Contractual Services	
Presented by:	Ijaz Bashir, Head of Asset Management	
Links to Strategy and Corporate Values		
<ul style="list-style-type: none"> • Objective 4.1 We will maximise our contribution to sustainable development through delivery of economic, social, and environmental benefits for the communities of Scotland. • Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services. • Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services. • Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>19 March 2024</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 March 2024</i>	<i>For Decision</i>

Risk Based Capital Investment Plan

2024

Working together for a safer Scotland



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1. Executive Summary

As the fourth largest Fire and Rescue service in the world the Scottish Fire and Rescue Service (SFRS) has an asset portfolio worth around £0.5 billion comprising land and buildings, including 355 fire stations, 1,570 fleet vehicles and thousands of items of operational equipment, all of which are critical to the effective delivery of services to our communities across Scotland. SFRS play a significant collaborative role in supporting communities through joined up service delivery. Despite significant investment over the past eleven years, there remains a substantial inherited backlog investment issue to enable all assets to achieve satisfactory ratings for condition and suitability.

In 2018 Audit Scotland recognised and reported a need for action in this regard and recommended in order to bring its property, vehicles, and other assets across Scotland up to a minimum satisfactory condition and maintain them over the next ten years, the SFRS requires an average annual investment of £80.4 million. The SFRS Property and Fleet estate requires critical investment so as to ensure that we have the right stations and vehicles fit for the 21st century to support evolving community risk.

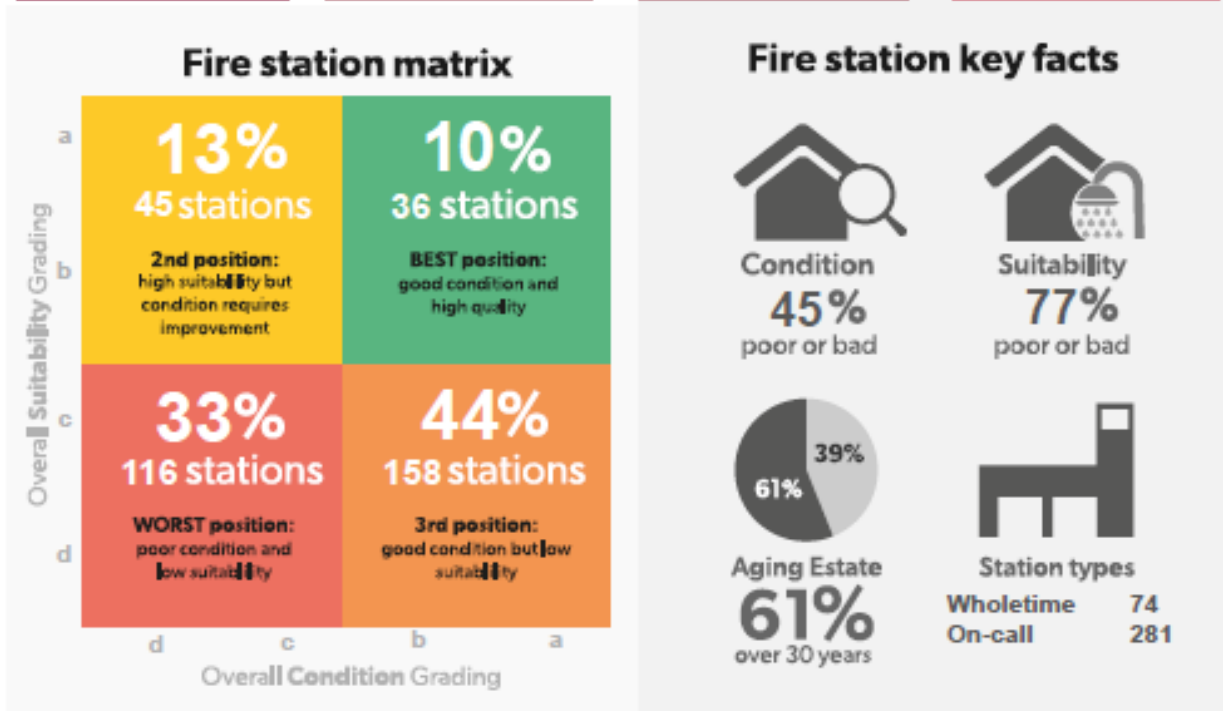
SFRS has set a timescale to achieve Net Zero Carbon in line with Scottish Government requirements however we have insufficient funding for the works identified in the Carbon Management Plan making it very likely we will fail to meet targets within the identified timescales. There is also a significant cost uplift to be factored in when replacing an internal combustion engine (ICE) vehicle with an Ultra-Low Emissions Vehicle (ULEV). With the current levels of funding, it is very unlikely that SFRS will achieve the ambition of achieving 100% light fleet being ULEV by 2030 in line with Scottish Government target.

We have created this Risk Based Capital Investment Plan for Equipment, Fleet and Property assets, this is linked to the development of Strategic Asset Management Plans for our key assets. This document sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management. Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to The SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets with the highest risk of failure, Fire Stations with Reinforced Autoclaved Aerated Concrete (RAAC) roofs for example, or which have the highest operational impact from failure, and to address those issues of concern for the health and safety of asset users.

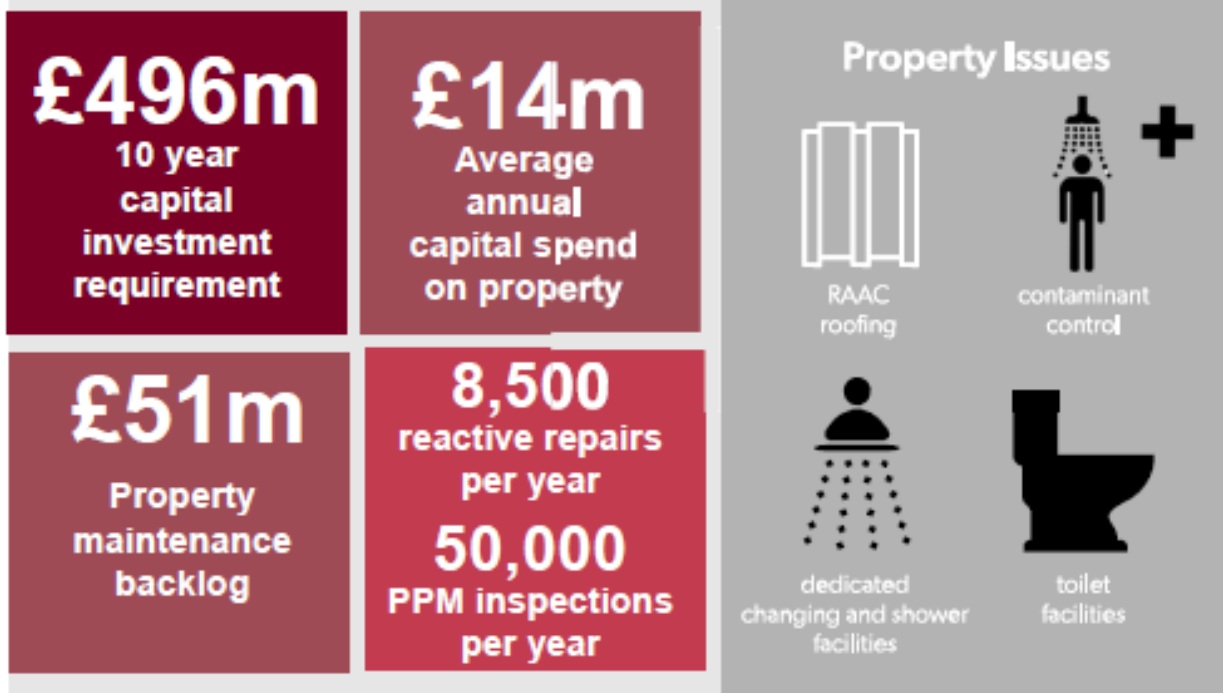
The ten-year Capital Investment plan identifies the gap between the amount that Scottish Government allocates to SFRS for fleet, equipment, and property to what is required to deliver a 21st century fire service. In 2022, when this plan was first produced, a 10-year capital requirement of £630 million was identified, due to the effects of inflation and continued under investment the 10-year investment figure is now over £817 million, an increase of nearly 30%.

The Strategic Service Review Programme (SSRP) has been established to provide a modernised fit for purpose, safe and sustainable Service, that will deliver for communities across the whole of Scotland. Embedded within the SSRP, the Risk Based Capital Investment Plan will take account of evolving asset requirements and through SSRP we will be working to explore opportunities to deliver a modernised and sustainable service, which may enable the asset base to evolve as we work with partner organisations and seek to embrace public service reform.

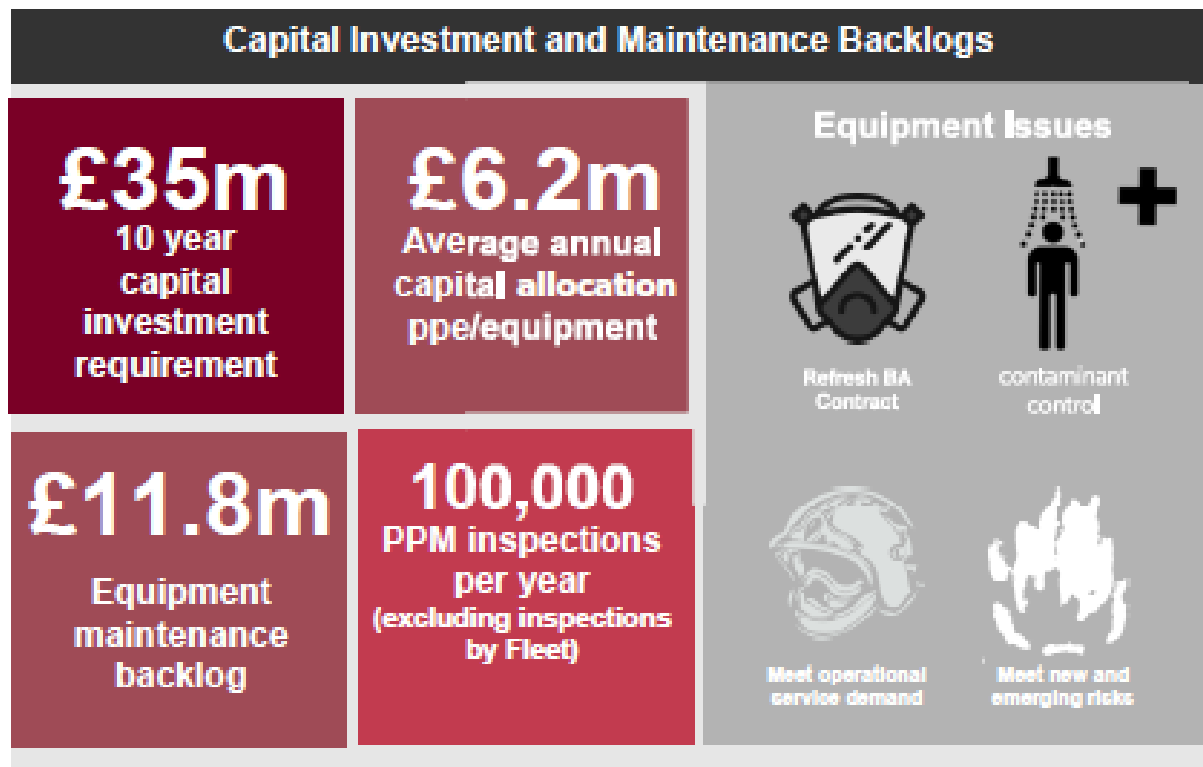
SFRS Estate in Numbers: Property



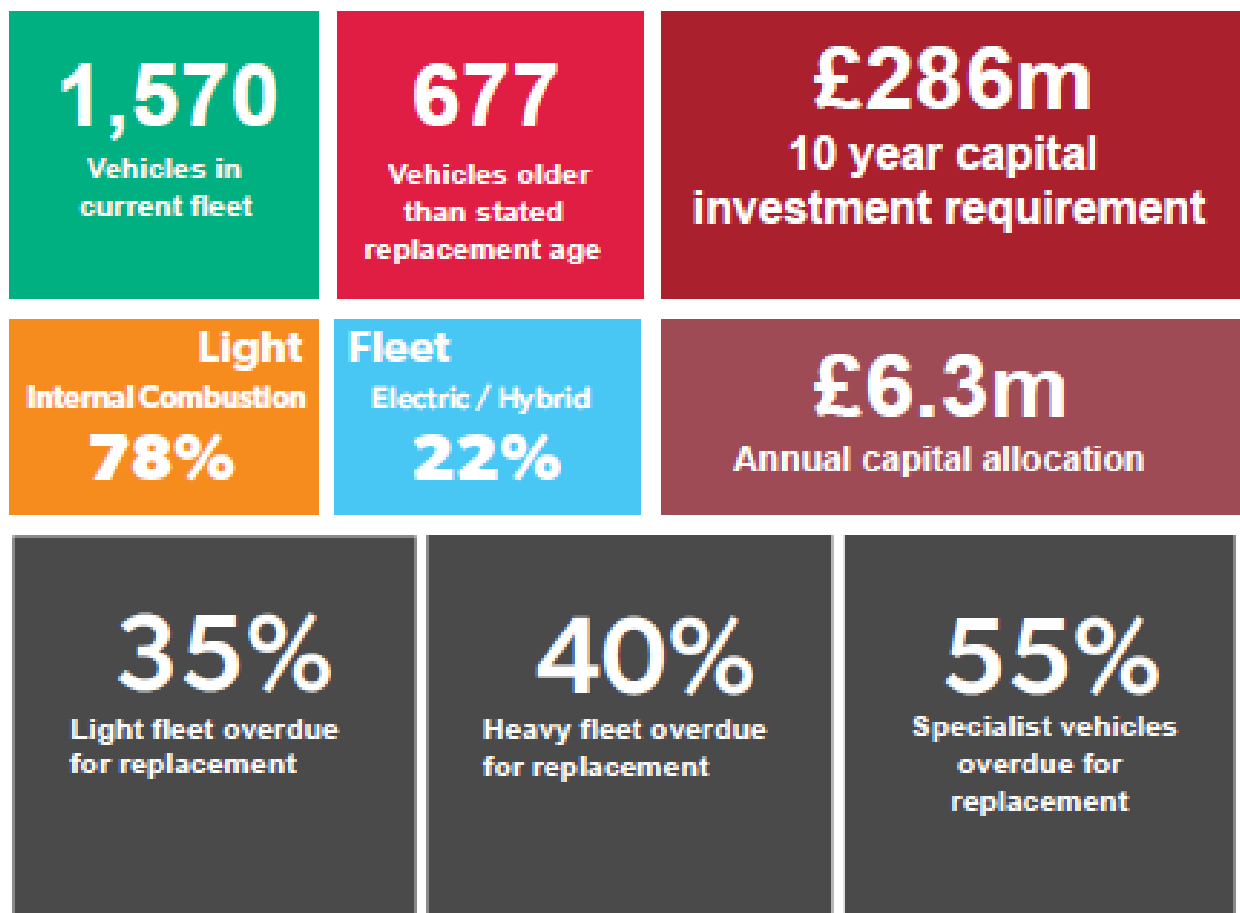
Capital Investment and Maintenance Backlogs



Equipment



Fleet



3.0 Background and Context

3.1 Introduction

The Scottish Fire and Rescue Service (SFRS) employs over 7,500 people, of which approximately 2,870 are on-call firefighters. On-call firefighters are a vital part of the SFRS, providing a professional emergency fire and rescue service to their local communities. Four out of five of Scotland's 355 fire stations rely wholly, or in part on on-call firefighters. They are an essential element of our service provision and can be called to emergencies, while at home or at work, and are requested for duty at the local station if they are available. Due to the poor condition of our Fire Stations and fleet, there is evidence, for example from stakeholder engagement with Fire stations for the Strategic Asset Management Plan for Fleet and Property, that it is becoming increasingly difficult to recruit on-call firefighters.

SFRS, established in 2013 with a purpose to improve the safety and wellbeing of people throughout Scotland, is heavily reliant upon its physical asset base to enable our people to successfully protect communities. Within this portfolio we operate 355 fire stations, the number and location of which has not changed notably since regional services were established in the late-1940s a vehicle fleet of 1,570, and thousands of items of operational equipment.

For context, in March 2024, property held by SFRS was valued at £410 million and our vehicle fleet was valued at £60 million. For the three-year period from 2020/21 to 2022/23 SFRS has invested £51 million in capital investment on property, £24 million on fleet, and £15.5 million on operational equipment. Funding for asset investment is provided by the Scottish Government through Grant in Aid. In the current financial year (2023/24) SFRS has been allocated a capital budget (Departmental Expenditure Limit – DEL) of £32.5 million.

Audit Scotland (AS) published a report in May 2018 titled "Scottish Fire and Rescue Service – An Update". Within this report AS noted that SFRS required £389 million to maintain and invest in its property, vehicles, and equipment. AS further noted, "this backlog is insurmountable without transforming the SFRS current model for delivering services and additional investment." AS warned if funding was not significantly increased then the risk of asset failures, such as vehicle breakdowns, would increase.

HM Fire Service Inspectorate (HMFSI) published a report in May 2019 titled "Inspection of the Scottish Fire and Rescue Service's Management of its Fleet and Equipment Function". Within the report HMFSI noted "one third of the SFRS frontline vehicles are older, and in some cases considerably older, than the stated vehicle replacement cycles." HMFSI further noted vehicles which should have been retired some time ago are kept in operational service leading to higher maintenance costs to service ageing assets.





In 2019 a safety alert was issued by the building and civil engineering industry's Standing Committee on Structural Safety (SCOSS) following a failure in a flat roof constructed from Reinforced Autoclaved Aerated Concrete (RAAC). The Service has undertaken extensive inspection and assessment of the estate and identified 14 sites which have RAAC plank roofs.

As a result of the RAAC Roofing issue, together with carbon reduction commitments, as well as an increasingly diverse workforce requiring dignified facilities there has been a new review of all assets which has seen the insurmountable sum identified in 2018 increase from £389 million to the proposed 10-year investment requirement of £817 million. The SFRS has previously been successful in securing

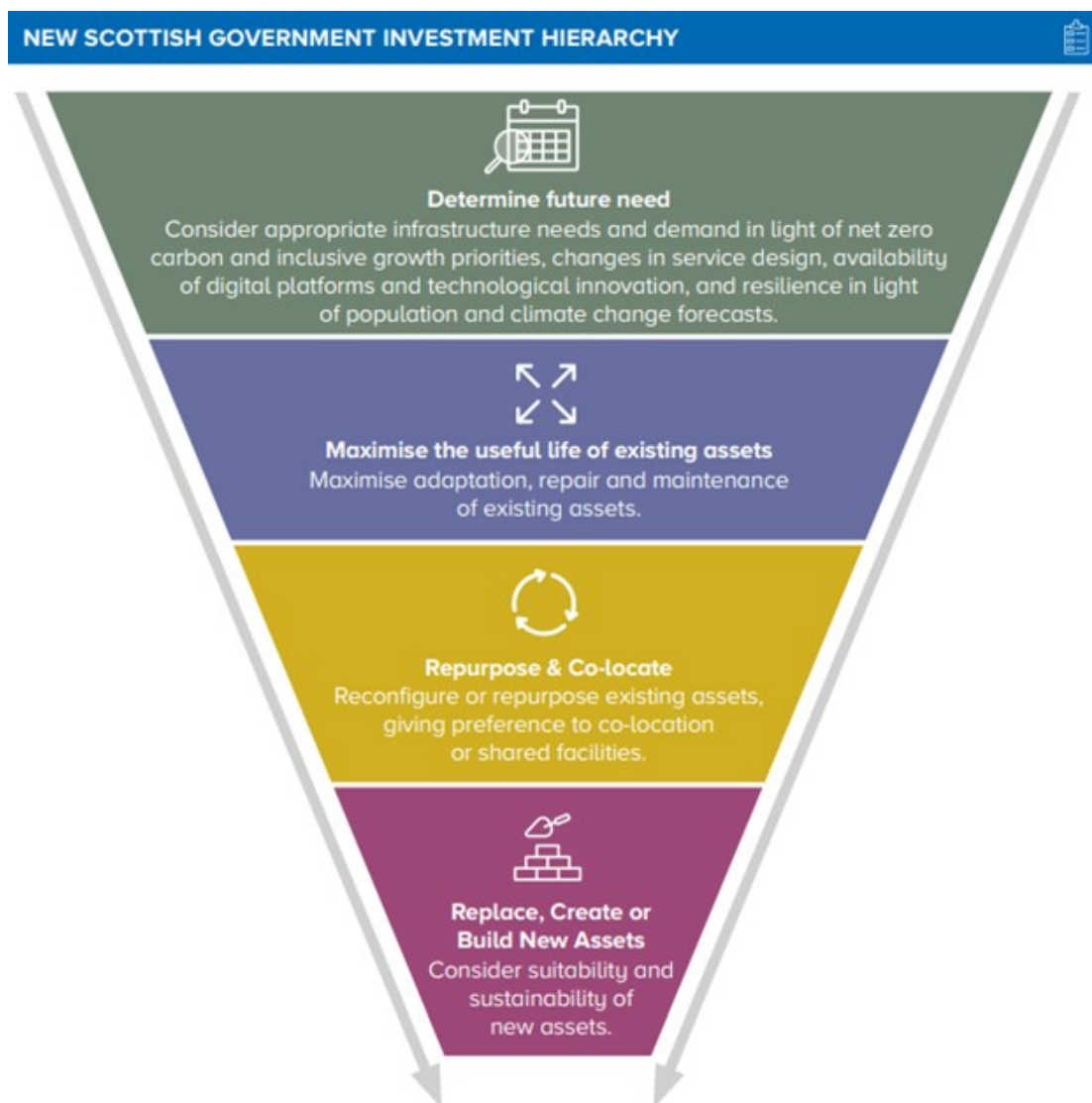
additional funding for energy projects, access to funding is key to the success of this plan. As such, significant work is underway to engage with Scottish Government, Transport Scotland and other partner bodies, including Scottish Futures Trust (SFT), to maximise access to all relevant funding streams.

3.2 Strategic Drivers

There are a number of internal and external Strategic Drivers that have influenced this Strategy, these are listed below. The SFRS approach to this document is guided by these four categories of strategic drivers. These describe The SFRS commitment to asset management and to achieving the benefits that can be delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our assets and are consistent with the objectives detailed within the Asset Management Policy and within Strategic Asset Management Plans (SAMPs) for Fleet, Property and Equipment.

Collaborative	Service Led	Net Zero	Modernising
 <p>Shared with emergency services partners</p>	 <p>Based upon operational need</p>	 <p>Reduces energy use</p>	 <p>Improves provision of dignified welfare facilities</p>
Available to other public sector bodies	Planned in conjunction with key partners	Improves building efficiency	Provides contaminant control
Used by local communities	Cognisant of SFRS operational strategy	Reduce carbon emissions from fleet	Deals with Reinforced Aeated Autoclaved Concrete (RAAC) roofs
Supports scottish emergency services national collaboration strategy	Linked to Service Delivery Model Programme (SDMP)	Provides EV charging infrastructure	Tackles backlog investment issues across the Estate
Work within the Scottish Government investment hierarchy	Ties into SFRS long-term vision and strategic plan	Meet Scottish Government low carbon target requirements	

In this way, this document demonstrates SFRS is working within the Scottish Government’s new Investment Hierarchy approach, as outlined in the Scottish Government’s [A National Mission with Local Impact Infrastructure Investment Plan for Scotland 2021-22 to 2025-26](#), which says, “Our Infrastructure supports Scotland’s resilience and enables inclusive, net zero, and sustainable growth”. This is through demonstrating future need, maximising the life of existing assets as far as possible, seeking opportunities to co-locate, and seeking funding to replace and build new assets by considering the suitability and condition of our assets.



Similarly, we will use the SFT’s Place Guide to inform our approach within this Plan.

4.0 Risk Based Approach

4.1 Introduction

Risk management is an integral part of good asset management practice. Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost, reliable asset information therefore is the foundation of sound asset risk management practices in an organisation. Expenditure on assets is rationalised by using an assessment of the risk exposure acceptable to the different stakeholders. Risk management has been widely incorporated into industry best practice for asset management, such as the International Standards Organisation (ISO) 55000 series of standards.

4.2 Asset Management Policy



The SFRS Asset Management Policy sets out how we will manage, maintain and develop our assets. The Policy, approved by the Board in November 2023, uses a Strategic Asset Management Framework (SAMF) approach developed by the Royal Institute of Chartered Surveyors (RICS). This requires an Asset Management Policy to provide rules and consistent structure to how we manage key assets, this includes the creation of Asset Management Principles, which will link to the higher-level organisational strategic objectives.

The Asset Management Policy is designed to ensure that Strategic Asset Management Plans (SAMPs) are reflected in the business decisions of all parts of the organisation. The SAMPs support this approach with clear principles and objectives as a framework for the continuous maintenance and development of our physical assets across the Service. It sets down the rules of behaviour for the organisation, as far as asset decision making is concerned, to ensure that the SAMPs can be delivered transparently through a consistent process. The SAMPs contains a suite of living documents divided into three clear parts that can be updated separately to remain relevant and each one of three SAMPs that underpin the overarching Asset Management Policy clearly detail how asset performance and risk will be managed effectively. The replacement of Hydraulic Rescue Equipment (HRE) with Powered Rescue Equipment (PRE) is an example of a risk-based asset management approach, which facilitates the de-risking of SFRS of HRE by expediting PRE-deployment as well as the effective management of risk associated with HRE. Appendix 1 details the Asset Management risk matrix and links this to the SFRS strategic risk register.



5.0 Property

5.1 Introduction

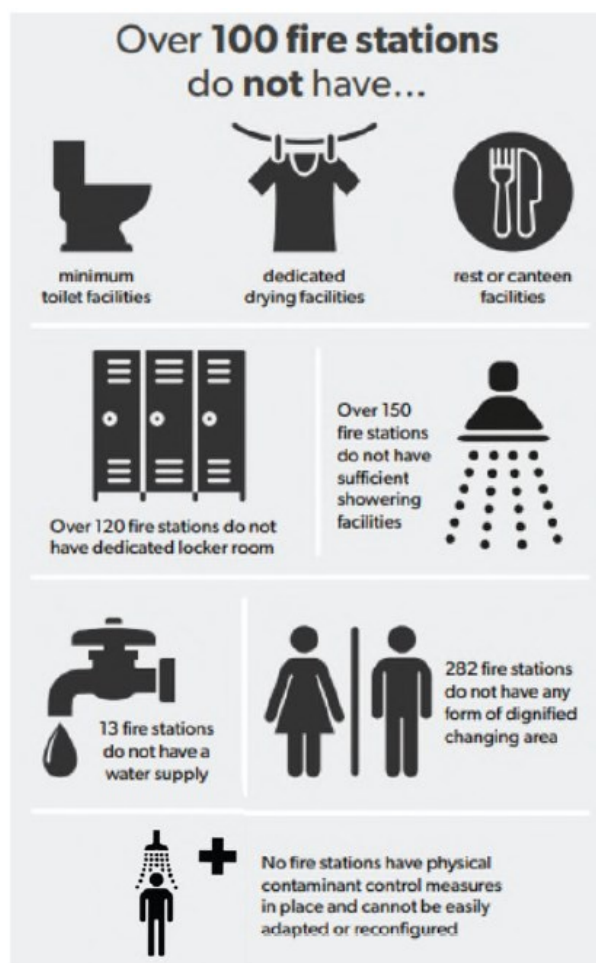
SFRS has insufficient budget provision to meet the 2018 Audit Scotland recommendation of an average annual investment requirement of £80.4 million for property, vehicles and equipment assets. In 2022 the Risk Based report detailed investment requirements for Property of £41 million per annum. Due to a combination of factors including tender price inflation that figure has changed in 2024 to a £50 million requirement per annum. Lack of investment compounds the continual deterioration of the condition of SFRS properties.

In 2020 the SFRS Board agreed to support the principles of Standard Station Design, (SSD) as the starting point for all future new build fire station developments, and also agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. However, it is widely acknowledged there is insufficient funding available to implement SSD to any meaningful extent. The combination of age, condition, suitability and restrictions of existing land and buildings are all risk elements which will further prevent the implementation of the SSD to a significant number of properties. Work remains ongoing to continually make the case for investment with the Scottish Government; as well as to seek additional sources of funding such as Government grants for energy projects and also to seek collaborative opportunities with partner organisations to share the burden of investment.

5.2 Property Issues

Over the last eleven years SFRS has been relatively successful at diversifying its workforce with regards to gender; the ratio of female to male recruits has significantly increased over this period. There are a number of requirements specific to fire stations which are assessed under suitability but there are also some basic requirements associated with them as places of work such as meeting the minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992. SFRS are currently in breach of these regulations due to some stations not having toilets or washing facilities. To achieve legal compliance, SFRS require funding for identified stations.

SFRS has set a timescale to achieve Net Zero Carbon in line with Scottish Government requirements however has insufficient funding for the works identified in the Carbon Management Plan making it very likely we will fail to meet targets within the identified timescales therefore making Net Zero Carbon another risk factor.



5.3 Strategic Service Review Programme (SSRP)

The Strategic Service Review Programme (SSRP) was established to explore ways to look at how we deliver our services across the whole of Scotland while resolving immediate financial challenges that we faced during 2023-24. Last year this involved the closure of our West SDA Headquarters in Hamilton and the temporary withdrawal of 10 second or third wholetime appliances.

SFRS want to be a modern, sustainable fire and rescue service that is ready for the challenges of Scotland's future. To achieve this, there are changes we must make. For example, Scotland has changed, and we know that some of our stations and appliances are located based on historical risks that no longer exist. At the same time, we have many ageing buildings that are no longer fit for purpose and require urgent action. Through SSRP, we want to address those challenges and free up or redistribute our resources to invest in other areas such as training, innovation and prevention. This could involve changes to where our stations and appliances are based; and how and when we staff our resources.

The next phase of SSRP will involve an online public survey and series of engagement events. This is the first stage in our engagement with staff, communities, representative bodies and people across Scotland. The views we gather will help us to develop change options for full public consultation.

5.4 Reducing Exposure to Contaminants

Worldwide research into the potential effect of contaminants on firefighters continues to provide evidence that exposure may put those responding to, or attending incidents, at an increased risk of related future health issues. It has been established that unburnt products of combustion produced by fire are a major source of contaminants, some of which have proven to be carcinogenic. The SFRS is committed to mainstreaming behavioural, cultural, and organisational change to ensure the protection of our personnel and has developed initiatives such as 'clean cab' appliances and established a cross Directorate SFRS Contaminants Group. We will continue this work, incorporated within the approach to SSD.

The SFRS have undertaken work to minimise the risk of contaminants for staff. This includes a substantial review of how training is undertaken, and fire appliances, personnel and Personal Protective Equipment (PPE) are decontaminated during and following training or an incident. Station zoning systems have been trialled to prevent cross contamination from contaminated to clean items/areas. SFRS also operates a specialist cleaning and repair contract which allows Firefighters PPE to be fully decontaminated post-incident with specialist decontamination wipes; repaired as per manufactures instructions and in line with the British standard for the cleaning and repair of firefighters PPE.



The process for contaminant control in some older stations is hindered by their design not allowing reconfiguration without major investment or replacement. Recognising the need to ensure the wellbeing of firefighters, replacement of these stations is required to meet contaminant control and welfare facilities.

Most of the SFRS training Centres Compartment Fire Behaviour Training (CFBT) units are approaching end of useful economic life. A program of replacement is required which should be informed by the Service Asset Management Plan for Training Assets currently being developed to ensure correct facilities in correct locations meet services training needs. Additionally, only two, Newbridge and Portlethen, have smoke capture and this is an outstanding requirement at all other sites. Significant funding is required to replace these.

5.5 Service Asset Management Plan for Training Directorate



A suite of strategic asset management plans (SAMPS) has been completed in support of the Asset Management Policy. Work is now underway on a service asset management plan for the Training Directorate. Site visits and face to face consultations have been undertaken with online questionnaires issued to seek the opinions of trainers and course attendees. This consultation exercise will aid and inform the plan whilst enabling an action plan within the document.

This plan will follow the principles set out in the SAMPS and reflect the condition of fleet, property and equipment within the Training Estate and prioritise expenditure in support of the Training Vision and Strategy. This capital expenditure has been set at a total of £6m within the capital plan for Training property upgrades over the next three years.

5.6 Standard Station Design (SSD)

Each fire station is a key symbol of SFRS presence within a local community, and in many cases, is used directly by the community, as well as being a strategic location from which our services are provided. In August 2020 the SFRS Board agreed to support the principles of SSD, as the starting point for all future new build fire station developments, and agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. SSD is a set of design standards that will be applied when building a new fire station or refurbishing an existing property and contains the undernoted strategic design principles:

- Accommodation
- Corporate Specification
- Design Flexibility
- Staff and Visitor Welfare
- Safety
- Adjacency
- Contaminant Control
- Environmental, Energy and Carbon
- Security
- Training

When measured for suitability against the developed SSD, 62% of the existing fire station estate has been assessed as poor or worse. Issues include insufficient dignified welfare facilities; lack of disabled access and facilities; insufficient space to store and dry kit, garage the vehicle, or maintain breathing apparatus.

5.7 Reinforced Autoclaved Aerated Concrete (RAAC) Plank Roofs



In 2019 a safety alert was issued by the building and civil engineering industry's Standing Committee on Structural Safety (SCOSS) following a failure in a flat roof constructed from RAAC. The Service has undertaken extensive inspection and assessment of the estate and identified 14 sites which have RAAC plank roofs. These 14 sites have been subject to survey to identify deterioration and temporary works such as localised propping and the erection of crash decks have been designed and installed. The 14 sites remain subject to an ongoing quarterly inspection regime at a cost of £100,000 to monitor condition and any further signs of deterioration.

The 14 sites confirmed to have RAAC roofs have been surveyed with regards to addressing the failed roof and in conjunction with age, existing condition of all built elements and infrastructure and the development required to address suitability issues and compliance with SSD. The estimated overall project cost of £72 million is based as at today's prices using the Building Cost Information Service (BCIS), however it should be noted that currently the Tender Price Indices (TPI) are approximately 9%, which suggests the cost for projects delivered in the future will be far greater than the current estimated cost. The 14 stations, 6 Wholetime, 4 wholetime and on-call and 4 on-call, are listed below:

- Crewe Toll
- Cumbernauld
- Dalkeith
- Galashiels
- Livingston
- Hawick
- Helensburgh
- Huntly
- Liberton
- Marionville
- Milngavie
- Portree
- Stewarton
- Tranent

5.8 Design Principles

A key element of this strategy is a series of guiding design principles developed in consultation with stakeholders across our organisation. They reflect our core organisational strategic drivers, the need for our evolving estate plans to be demand-led, collaborative and modernising where possible, ensuring that our asset estate is cognisant of the SSD principles and the work on-going with regards to the SDMP.



Kinlochewe Fire Station



Colintraive Fire Station

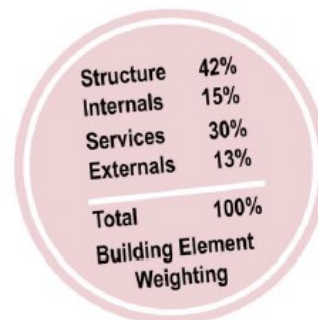
Following agreement of SSD, the requirement for individual dorms where applicable, gender neutral facilities and the control of contamination has resulted in a further risk factor and has a negative impact on the suitability of the entire estate. There are a further 60 on-call stations classed as unsuitable for a modern service where stations consist of buildings such as a shed, a farm out building, or a metal container. The age profile of the current estate shows 61% of the property estate is over 30 years old. We also have a huge investment requirement detailed in Carbon Management Plan to reduce Carbon footprint by 60% by 2030.

5.9 Property Condition

The fundamental basis of effective property asset management is the need for robust and up to date information on property condition and investment need, including the future cost of replacement of building components as well as replacement of the property asset as a whole.

In addition to ongoing RAAC condition surveys and monitoring, SFRS have a planned five year rolling program of condition surveys which in conjunction with other property information such as asbestos surveys, legionella risk assessments, gas risk assessments, fire risk assessments, full electrical inspections, drainage surveys and reports from our planned preventative maintenance programme allow us to assess all our properties through a method of weighted scoring to determine the current and changing condition of the property portfolio and position our property in pre-determined categories.

Conditional Rating	A	Good - Performing well and operating effectively
	B	Satisfactory - Performing adequately but showing minor deterioration
	C	Poor - Showing major defects and/or not operating adequately
	D	Bad - Economics life expired and/or risk of failure
Priority Rating	1	Must do (immediate) address essential Health and Safety/ comply with law/avoid service disruption
	2	Should do (within years 1 and 2) achieve maintain basic standards
	3	Would do (within years 3 to 5) desirable works if affordable



SFRS currently operate a system, as defined by the Scottish Government Condition Core Fact document, whereby each defined element of a building is allocated a condition rating A to D. This

same rating system is used to determine the overall condition of the building. SFRS select from three priority ratings when deciding upon the nature and urgency of the works required. Condition and priority information subsequently feeds into an overarching risk prioritisation matrix that helps to inform strategic asset management decision making.

Property Condition	Good	Satisfactory	Poor	Bad	Total	
Operational	No. of Properties	No. of Properties	No. of Properties	No. of Properties	No. of Properties	Maintenance Backlog (£)
On-call	0	167	109	5	281	£18,414,760
Wholetime	1	27	36	10	74	£29,132,721
Operational Total	1	194	145	15	355	£47,547,481
Corporate	1	23	9	0	33	£2,852,599
Training	8	228	65	0	301	£534,443
Other Total	9	251	74	0	334	£3,387,042
Total	10	445	219	15	689	£50,934,523

Table 1: Property Condition

5.10 Property Suitability

Condition assessments provide only part of the overall property performance evaluation and these are augmented by assessments of suitability for each property to determine ‘fitness for purpose’. The aim of these assessments is to measure the ability of the asset to meet the current and future needs of the organisation and the building occupants whilst identifying the need for any additional, improved or alternative accommodation or services infrastructure.

Property & Facilities have developed and adopted a SSD identifying all rooms, spaces and facilities and their adjacencies and tested the Operational estate against this to assess current suitability.

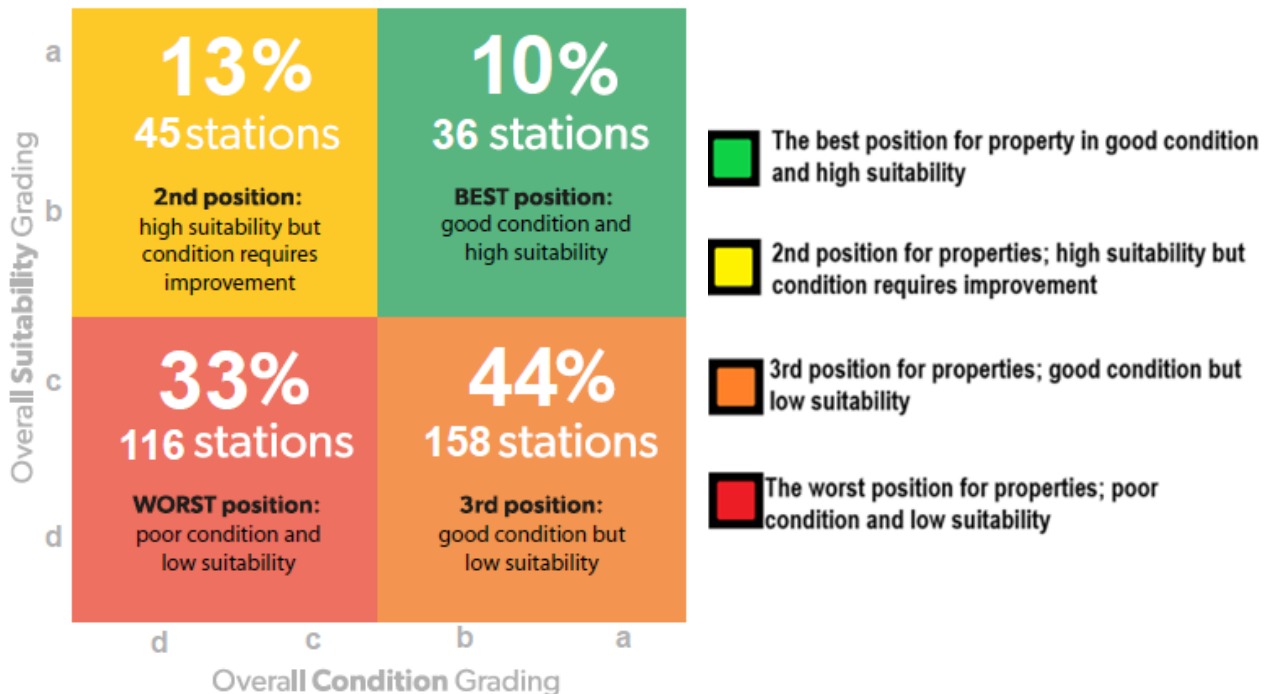
These surveys have been undertaken in all our properties, and through a method of weighted scoring, similar to the condition surveys, we have determined the current suitability of properties within the portfolio and positioned them in pre-determined categories;

Property Suitability	Good	Satisfactory	Poor	Bad	Total
Operational	No. of Properties	No. of Properties	No. of Properties	No. of Properties	No. of Properties
On-call	4	13	190	74	281
Wholetime	35	29	8	2	74
Operational Total	39	42	198	76	355
Corporate	12	16	5	0	33
Training	293	8	0	0	301
Other Total	305	24	5	0	334
Total	344	66	203	76	689

Table 2: Property Suitability

5.11 Property Condition and Suitability Matrix

In order to examine the property condition and suitability information in more detail we have created a condition and suitability matrix, see image below, that shows our 355 fire stations placed within one of four quartiles. As this illustration shows 116 of our fire stations have poor condition and poor suitability and are most in need of replacement



5.12 Community Resilience Hubs

SFRS are developing a business case for approximately 50 Community resilience Hubs using Modern methods of construction (MMC). MMC is a process which focuses on off-site construction techniques, such as mass production and factory assembly, as alternatives to traditional building. We are working with SFT and Hub North Scotland to develop the business case for approximately 50 net-zero fire stations; we will utilise the Treasury Green Book Checklist for submission to Scottish Government. These stations will be designed using the principles of SSD and the place-based approach described within the Scottish Government’s Infrastructure Investment Plan.



establish an affordability cap with the learning from this project being used to inform the wider programme. If we were to be successful in obtaining funding for this project, the expectation is that this would be **in addition** to the £32.5 million allocated to the capital budget, Departmental Expenditure Limit – DEL, by the Scottish Government. The key advantages of implementing a level of MMC can be organised in 5 key areas:

1. **Speed** - Whether it is due to stacking of activities between the factory and on site, or just improvements in site productivity from better on-site methodologies, MMC projects can deliver time savings of between 10 to 50% of construction time.
2. **Safety** - As all MMC methodologies offer improved efficiency and productivity, the activities in an MMC process are more predictable with a consequential reduction in risk.
3. **Sustainability** - Due to more rigorous and elemental design processes, factory quality control, reduced waste, higher levels of air tightness and fewer transport loads, the use of MMC has a direct impact on the sustainability and carbon content of a project, in construction and in use.
4. **Quality** - It is much easier to control the quality of the finished product when you have more meticulous processes and are carrying out those processes in a controlled, dry, easily accessible environment. Consequently, defects are captured at source and significantly reduced.
5. **Predictability** - As a direct consequence of implementing MMC strategies on a project the possibility for unforeseen circumstances to impact upon the project programme or costs are minimised, thus increasing project certainty and the completion of the project within budget.

5.13 Risk Matrix Assessment

In order to make effective property decisions and in line with our risk-based approach, we have created a risk framework that shows the fire stations with the greatest areas of risk and therefore most in need of either replacement or major refurbishment. This matrix takes account of property condition, suitability and operational activity data, excluding false activations, for the 355 stations averaged over the last three years. With regards to operational activity data the stations have been ranked 1, least activity, to 355, greatest activity.

The Risk Matrix Assessment = Station Activity Rank * Condition Score * Suitability Score. Two examples of the risk matrix are shown below. A Risk Matrix table will be mapped and sorted by location; station type; or any other specific suitability factor.

League Position	Building Description	Duty System	Operational Activity Score	Condition Score	Suitability Score	Risk Matrix Score	RAAC	Shared Services Partner(s)
9	Dalkeith Fire Station	WHOLETIME	307	4	2	2456	yes	N/A
253	Clydesmill Fire Station	WHOLETIME	324	2	1	648	no	Scottish Ambulance Service

Table 3: Risk Matrix examples

The Risk Matrix Scores will be colour coded and mapped, using thematic mapping, onto our Geographical Information System (GIS). Based on the Risk Matrix Scores a table of fire stations has been created as shown below. For this list we have used a filter to ensure that the RAAC roofing properties are at the top of the list as this is the area of biggest risk

Risk Position	Property	Duty System	Operational Activity Score	Condition Score	Suitability Score	Risk Score	RAAC	Shared Services Partner(s)
1	Huntly Fire Station	ON-CALL	242	4	4	3872	yes	DVLA
2	Stewarton Fire Station	ON-CALL	230	4	4	3680	yes	N/A
3	Tranent Fire Station	ON-CALL	251	4	3	3012	yes	Scottish Ambulance Service
4	Portree Fire Station	ON-CALL	183	4	4	2928	yes	N/A
5	Crewe Toll Fire Station	WHOLETIME	349	4	2	2792	yes	Scottish Ambulance Service
6	Livingston Fire Station	WHOLETIME	336	4	2	2688	yes	N/A
7	Liberton Fire Station	WHOLETIME	320	4	2	2560	yes	N/A
8	Marionville Fire Station	WHOLETIME	314	4	2	2512	yes	N/A
9	Dalkeith Fire Station	WHOLETIME	307	4	2	2456	yes	N/A
10	Milngavie Fire Station	WHOLETIME	288	4	2	2304	yes	N/A
11	Galashiels Fire Station and LSO Office	WHOLETIME	287	4	2	2296	yes	N/A
12	Hawick Fire Station	WHOLETIME	280	4	2	2240	yes	N/A
13	Cumbernauld Fire Station	WHOLETIME	318	4	1	1272	yes	N/A
14	Helensburgh Fire Station & Offices	WHOLETIME	270	4	1	1080	yes	N/A
15	Stonehaven Fire Station	ON-CALL	262	3	4	3144		N/A
16	Kilmarnock Fire Station	WHOLETIME	330	3	3	2970		N/A
17	Dalmellington Fire Station	ON-CALL	246	3	4	2952		N/A
18	Stirling Fire Station	WHOLETIME	319	3	3	2871		N/A
19	Beith Fire Station	ON-CALL	238	3	4	2856		N/A
20	Polmadie Fire Station	WHOLETIME	355	2	4	2840		N/A
21	Calton Fire Station & Offices	WHOLETIME	352	2	4	2816		4 Partners
22	Newcraighall Fire Station	WHOLETIME	312	3	3	2808		N/A

Table 4: Risk Matrix

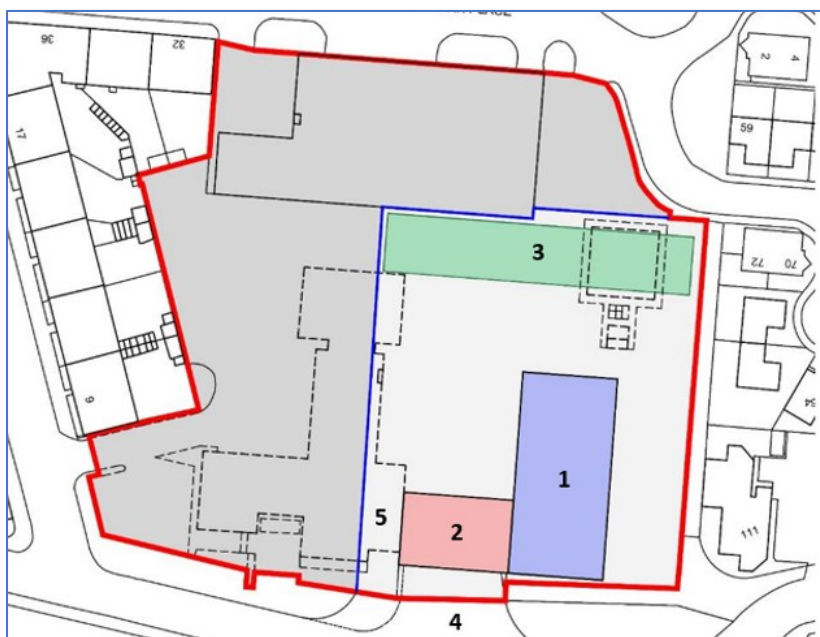
5.14 Opportunity

As detailed throughout this document SFRS recognise that Scottish Government (SG) and UK finances are constrained due to global events, such as the continuing impact of Brexit and the war in Ukraine. Therefore, SFRS has revised the approach to allocating capital funding over the next three years adopting the risk-based approach to minimise the risk of failure of service delivery.

However, there will be occasions where the Risk Based Approach has not been followed. For example, included within the current proposed 3-year programme is a replacement station at Blackness Road in Dundee. Whilst this station, which has a property condition rating of C (Poor), is not at the top of the list with regards the risk matrix assessment, it does nevertheless have a potential to realise a significant Capital receipt which can be re-invested into the Capital Programme.



Option to develop the current Fire Station site have been identified through retention of the existing appliance bay and the construction of suitable fire station accommodation and facilities in line with Standard Station Design (SSD) Principles. The proposal can be progressed with minimal disruption to operational activities of the station and without the requirement for temporary accommodation. The area in grey in the image below could be sold to realise a Capital receipt which would be reinvested. Discussions on proposed works at this station are on-going, final approval will be made by the SFRS Estates Development Board.



1. Proposed Station Building
2. Existing Appliance Bay
3. Yard facilities
4. Appliance Exit
5. Appliance Return

5.14 Indicative Property 10 Year Programme

Based on the information provided from the Risk Matrix Assessment we have prioritised the investment required for the fire stations over the next ten years. As the table below shows around £500 million worth of works would be required simply to bring the fire station property estate up to an average condition score rating of B, satisfactory condition.

Projects	10 Year Total	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034
PROPERTY TOTAL	£495,685,000	£18,950,000	£28,300,000	£23,265,000	£59,390,000	£62,390,000	£62,570,000	£59,620,000	£60,000,000	£60,000,000	£61,200,000
MAJOR WORKS - NEW BUILD PROGRAM	£81,425,000	£1,000,000	£14,100,000	£10,355,000	£11,390,000	£18,390,000	£19,370,000	£6,820,000	£0	£0	£0
Strategic Intent	£7,600,000	£300,000	£4,500,000	£2,800,000	£0	£0	£0	£0	£0	£0	£0
RAAC	£67,325,000	£700,000	£9,600,000	£7,555,000	£11,390,000	£17,740,000	£13,520,000	£6,820,000	£0	£0	£0
Wholetime Fire Station Replacement	£6,500,000	£0	£0	£0	£0	£650,000	£5,850,000	£0	£0	£0	£0
On call Fire Station Replacement	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Rural On call Fire Station Replacement (Wholly dependant on separate funding from SG)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
ACQUISITIONS & DISPOSALS & Project Management	£20,440,000	£3,780,000	£350,000	£2,310,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000
MAJOR WORKS - DEVELOPMENT	£215,400,000	£6,450,000	£5,350,000	£2,400,000	£24,000,000	£20,000,000	£19,200,000	£28,800,000	£36,000,000	£36,000,000	£37,200,000
Corporate - Refurbishment and/or Reconfiguration and/or Extension	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Wholetime Phase 1- Suitability (Reconfiguration and/or Extension for Dignified Facilities and Contaminant Control)	£73,300,000	£5,000,000	£4,700,000	£2,400,000	£4,000,000	£10,000,000	£9,200,000	£8,800,000	£10,000,000	£10,000,000	£9,200,000
Wholetime Phase 2 - Condition (Refurbishment of life limited stations 84% currently over 30 years old)	£70,000,000	£0	£0	£0	£0	£10,000,000	£10,000,000	£10,000,000	£18,000,000	£12,000,000	£10,000,000
On Call Fire Station Refurbishment and Development Program	£72,100,000	£1,450,000	£650,000	£0	£20,000,000	£0	£0	£10,000,000	£8,000,000	£14,000,000	£18,000,000
MINOR WORKS	£178,420,000	£7,720,000	£8,500,000	£8,200,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000
Minor Works - Condition based Planned Maintenance	£171,720,000	£5,720,000	£6,000,000	£6,000,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000	£22,000,000
Carbon Manangement Plan (Wholly dependant on Separate funding from SG)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Environmental Improvement - Pollution Prevention & Control Legal Compliance	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Training Sites	£6,700,000	£2,000,000	£2,500,000	£2,200,000	£0	£0	£0	£0	£0	£0	£0

6.0 Fleet

6.1 Introduction

The key drivers with regards to the SFRS Fleet exist both internally and externally. There are a number of key internal drivers such as the increased threat of wildfires and flooding events, the SSRP, development of a SAMP for fleet, changing community risks, the use of new technology in both operational and support functions and the recently approved Operational Strategy, which is a vehicle for identifying, developing and implementing future operational response and driving transformation.

As part of the Wildfire project, we have recently procured 10 Wildfire packages consisting of an ATV vehicle a Fire Fogging System and all associated tools and equipment. This will be transported on a dedicated trailer and towed by a 4x4 pick-up which has additional kit and hand cleaning station. Four support units will consist of an array of dedicated tools and equipment.



4X4 vehicles are strategically located throughout Scotland to assist with flood response. Fleet update Command and Control monthly on the location of these vehicles to assist with Operations and the ever-changing weather. We have procured chassis and equipment to have four dedicated Line/Rope Rescue Units built and delivered to us in the 2024-2025 financial year. This is to ensure firefighters have fit for purpose vehicles.

In addition to the above, Fleet have introduced new appliances which support the decontamination process for firefighters. The new appliances include hand washing facilities to allow operational personnel to wash prior to returning to the station. Aligning our fleet operations to the internal changes we are making is fundamental to successfully supporting our frontline operational staff.

Externally, there are a wider set of external policies and Government initiatives that have significant implications on our future fleet. For example, as a public-sector service with a significant fleet, we are committed to aligning ourselves with the Scottish Government and demonstrating progress towards decarbonisation. As the Ultra-Low Emissions Vehicle (ULEV) market is maturing, the availability and viability of ULEVs is being continually advanced. SFRS want to be at the forefront of adopting this technology into our operational duties taking cognisance of the availability of robust charging structure throughout Scotland. SFRS can only successfully move to ULEVs if there is a supporting charging infrastructure.

Modernising our fleet is a component of the overall strategic development of SFRS and is an integral part of our new Operational Strategy and overall strategic vision of being a fit for purpose, efficient, effective and sustainable 21st century fire and rescue service. Our fleet assets are an essential

requirement to enable our people to deliver their operational duties, continued investment will always be necessary to maintain depreciating assets and it is critical that SFRS look to invest in a sustainable manner.



6.2 Climate Change

Every organisation, industry and area of society has been impacted by, and will continue to be, influenced to a significant degree by reform to Governmental policy to mitigate and reverse the effects of Climate Change. In Scotland, an estimated 284,000 homes and premises are at risk of flooding, with an additional 110,000 properties at risk by the 2080s.

The 2019-20 Programme for Government established an ambitious aim to phase out fossil-fuelled cars by 2025 and all other fossil-fuelled vehicles within the public sector by 2030. The strategy also states that a pragmatic approach will be applied to emergency service vehicles. The recently published Programme for Government reinforces the aim to decarbonise public sector fleet.

More stringent vehicle emission standards and clear air zones are examples of environmental factors driving changes in fleet. The impact that weather-related incidents are having on the SFRS emergency response profile is already recognised by the Service. The number and scale of incidents that fall into this category is increasing in volume, and severity. The Scottish Government has set a legally binding target of net zero greenhouse gas emissions by 2045. To do this, the Programme for Government outlines the next steps and aligning our SFRS Fleet to support this is a key component and driver for change.

The Service has made some inroads to meet Scottish Government's targets of phasing out internal combustion vehicles and moving to ULEVs by 2030 already, through:

- Replacement of ICE vehicles with ULEV as a prerogative where possible;
- 192 electric/hybrid vehicles across the light fleet of 847 vehicles;
- 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.

However, there is also a significant cost uplift to be factored in when replacing an internal combustion engine (ICE) vehicle with an Ultra-Low Emissions Vehicle (ULEV). With the current levels of funding, it

is very unlikely that SFRS will achieve the ambition of achieving 100% light fleet being ULEV by 2030 in line with Scottish Government target.



6.3 Funding Constraints

It is recognised that funding constraints have put pressure on our existing assets and limited the ability of SFRS to meet the current replacement schedule. The impact of this has been a significant increase in the age of our vehicles and the associated repairs and maintenance costs, increasing our resource spend. Further impacts include limited investment in new technology to support operational staff and a restricted ability to grow our partnership working. There are a number of issues that are affecting the global supply chain with regards to fleet, particularly the war in Ukraine, which we envisage will continue to have an impact over the next few years, as well as boats in the Red Sea which are being targeted by rebel groups and the rising cost for materials.

Should additional Capital investment not be forthcoming then the fleet will continue to age and incur increasing maintenance costs, which is already below the required levels of funding to maintain our fleet in a sustainable manner. Continuation of capital investment at existing levels will increase the pressure on the Resource budget as well as decrease vehicle availability associated with an ageing fleet. The present levels of Capital funding under this option could only be utilised to cover existing urgent replacements of Internal Combustion Engine (ICE) vehicles with like-for-like ICE vehicles.

6.4 Investment Backlog

As at March 2024 SFRS have an overall investment backlog for its fleet assets of over £108 million. The pace of change outlined within this Plan will be driven by the funding available for fleet. Furthermore, we recognise that if the level of investment stays at current levels the investment backlog will increase at a substantial rate.

Since 2016 the size of the fleet has increased from 1,277 to 1,570 vehicles, this represents an increase of around 23%. Appendix 2 details the number and type of each vehicle currently held by SFRS; the unit cost of each vehicle as at 2024 prices, as well as the manufacturers recommended replacement cycle. In the current year 677 vehicles are older than the stated vehicle replacement cycle, representing the investment backlog of over £108 million. Over the next 5 years as vehicles require replacement this will increase by approximately £66 million. This means that in order to “stand still” SFRS require to allocate £13 million per annum in capital investment to fleet, the capital allocation this financial year, 2024/25, is £5.426 million.

Due to the nature of depreciating fleet assets, capital investment will continue to be a requirement to provide fit for purpose vehicles to carry out operational roles. The overarching principles of investing in ULEVs and strategic partnerships in this strategy will ensure that we are reducing ongoing costs whilst investing in future technology. The Service is continually monitoring and assessing new technology as it emerges and has recently completed an exercise with the aid of a £500,000 grant from Transport Scotland to implement the world's first fully electric fire engine.

The SFRS is therefore at the forefront of advances in electric appliance technology, which seek to drive down our carbon emissions. However, the cost of replacing a combustion engine vehicle with an electric vehicle is in most instances nearly double the cost. Decarbonising operational fire vehicles is more of a challenge, due to the size and weight but also due to the length of time currently required to charge the vehicle. Whilst it is hoped that the costs for electric vehicles may fall in the future as electric vehicle ownership increases, at the moment however the table below highlights the scale of the issue currently.

Vehicle Type	Replacement Cycle (years)	2024 Replacement Required	Unit cost	2024 Backlog cost	UNIT COST EV	2024 Backlog cost EV
MINIBUS	7	5	£35,000	£175,000	£69,000	£345,000
MULTI ROLE VEHICLE	7	10	£28,000	£280,000	£65,000	£650,000
OFFICER PROV CAR	4	7	£37,000	£259,000	£60,000	£420,000
POOL CAR AUTOMATIC/ ELEC	3	106	£30,000	£3,180,000	£32,000	£3,392,000
POOL CAR MANUAL	7	51	£17,000	£867,000	£32,000	£1,632,000
POOL VAN LARGE	7	22	£27,000	£594,000	£62,000	£1,364,000
POOL VAN SMALL	7	32	£18,000	£576,000	£33,000	£1,056,000
RESPONSE CAR	7	56	£22,000	£1,232,000	£34,000	£1,904,000
SUPPORT VEH HYDRANTS	7	1	£22,000	£22,000	£36,000	£36,000
SUPPORT VEH OCC HTH	7	1	£29,000	£29,000	£49,000	£49,000
SUPPORT VEH STORES	7	1	£27,000	£27,000	£47,000	£47,000
SUPPORT VEHICLE	7	3	£27,000	£81,000	£47,000	£141,000
				£7,322,000		£11,036,000

6.5 Light Fleet Review

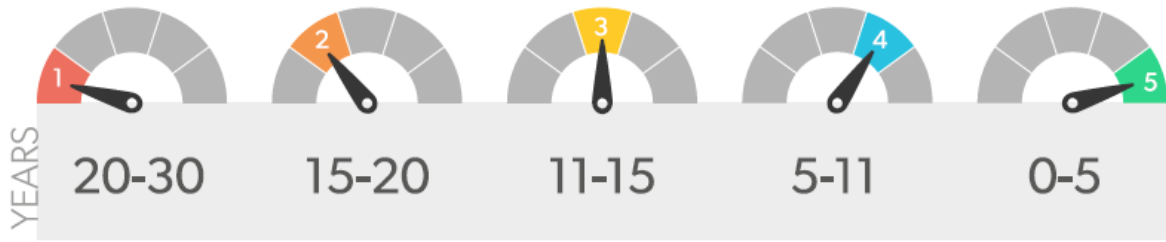
Recognising the significant budget challenges and as part of the Strategic Services Review Programme (SSRP), SFRS have commenced work on a review of the light fleet. Supporting the aims of The SFRS is at the heart of this review. In broad terms, this review looks at the harmonisation, rationalisation and more importantly optimisation of the light fleet. It proposes a significant detailed review into the prevailing situation in order to meet the needs of SFRS today and into the future.

Also in order to ensure better utilisation of the light fleet and to help shape future fleet requirements, a short life working group composed of Operations, Health and Safety and Asset Management staff have been undertaking a further more detailed review of the Light Fleet and will report back their findings later this year.

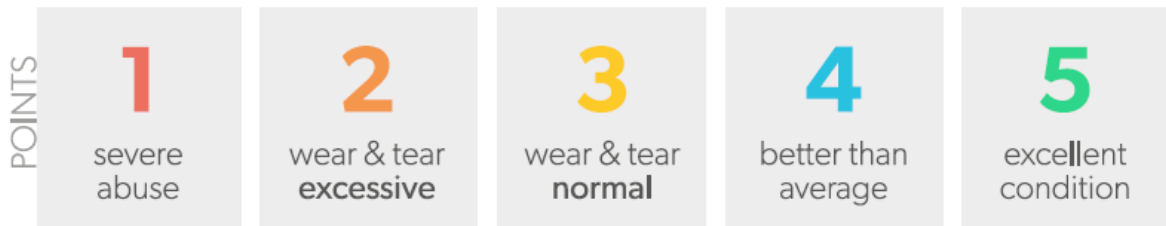
6.6 Fleet Risk Grading

Appendix 4 of this document explains the vehicle risk condition grading matrix in detail. All vehicles are assessed on a number of risk factors to assess an overall condition grade. Grade 5 is the best grade and grade 1 is the worst condition grade. This graphic is an overview of the vehicle grading scale that is used to assess vehicles that require replacement:

Age



Condition



Condition is made up of three element groups:

- Paint, body and interior
- Cab, chassis and underside
- Mechanical and fire engineering

Condition score up to maximum of 15 combined with the **age** score to give a vehicle an **overall** score

The Fleet condition chart below highlights that 31% of the overall SFRS fleet is in the lowest grade category. The rescue pump chart highlights that 47% of SFRS rescue pumps are in the lowest condition grades of 1 to 3.

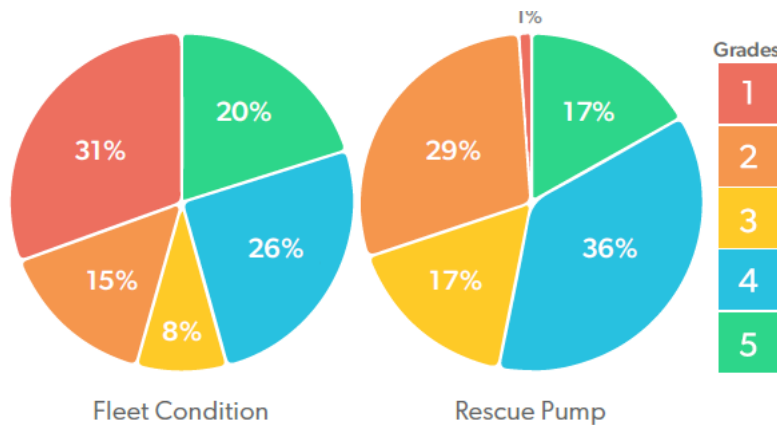


Chart 1: Overall Fleet and Rescue Pump Condition

6.7 Indicative Fleet 10-year Programme

By investing upfront capital now to deliver the additional fleet through spending to save, we would ensure that we future proof our fleet and move towards a more sustainable cost base, subsequently reducing capital and revenue spend in future years. In order to deliver this Strategy, we would require

significant capital investment of nearly £290 million over the 10-year strategy period, this includes nearly £11 million per annum in order to offset the investment backlog as at the start of the programme. The current anticipated Capital for Fleet over the same 10-year period is around £60 million, therefore the additional requirement is £230 million or £23 million additional per annum. However, this is a spend to save initiative that will deliver significant Resource savings as well as delivering a sustainable future model for investing in fleet.

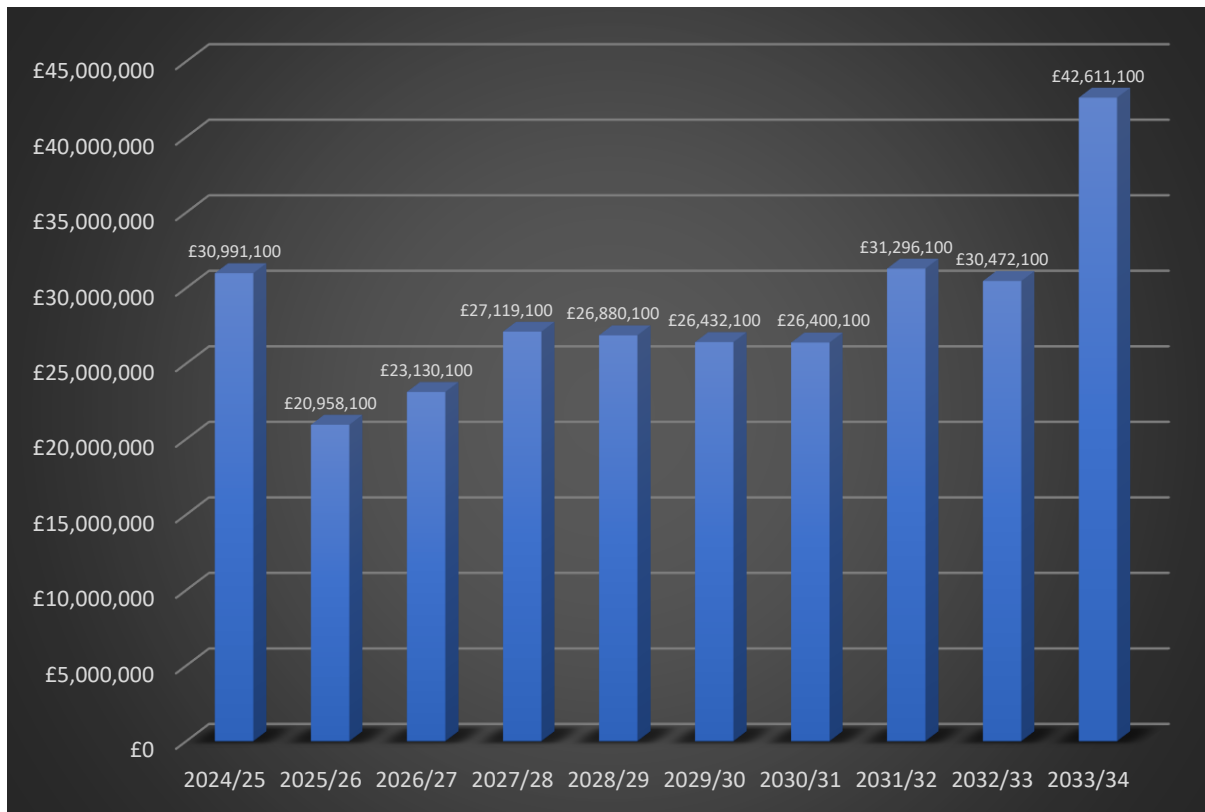


Chart 2: Proposed 10-year programme for Fleet

At its core, this Plan delivers against spend to save principles, delivers a more cost efficient and sustainable long-term cost model, enables SFRS to meet the Scottish Governments low carbon requirements and provides our staff with modern, fit for purpose vehicles that serve our communities.

With regards to Fleet the undernoted proposals announced within the 2023/24 Strategic Service Review Programme (SSRP) should help to reduce Capital and Resource costs:

- A reduction in the number of High Reach Appliances deployed from 26 to 16;
- Light Fleet Review.

SFRS will look to secure funding through public and private sources as well as work with the Scottish Government as they expand their public infrastructure network. Through adopting this approach, it is anticipated that partnership working will develop the required infrastructure in a collective manner that drives economies of scale and maximises benefits to all partners. The additional funding will enable the key SFRS objectives to be met as outlined below:

- The replacement cycle will be met, providing a fit for purpose fleet assets for our staff;

- The average age of the fleet will fall thereby ensuring that an adequate quality of reserve vehicles is available, ensuring that our people have access to replacement vehicles which are fit for purpose and do not impinge on their operational responsibilities during servicing and maintenance;
- Investment in ULEV vehicles in line with Scottish Government low carbon target requirements can be achieved;
- Significant contribution to reducing our CO2 emissions will be realised;
- An increase to overall vehicle availability.



Fleet Backlog

Multi-role Vehicles



10 beyond recommended age in 2024
@ £65,000 each
= **£650,000 EV**

Rescue Pumps



176 beyond recommended age in 2024
@ £280,000 each
= **£49,840,000**

Height Vehicles



8 beyond recommended age in 2024
@ £760,000 each
= **£6,080,000**

Multi-role 4x4 Vehicles



46 beyond recommended age in 2024
@ £30,000 each
= **£1,380,000**

Pumps



35 beyond recommended age in 2024
@ £280,000 each
= **£9,800,000**

Heavy Rescue Vehicles



1 beyond recommended age in 2024
= **£240,000**

Major Incident Units



4 beyond recommended age in 2024
@ £325,000 each
= **£1,300,000**

Pool Car Auto EV



106 beyond recommended age in 2024
@ £32,000 each
= **£3,392,000 EV**

£108,651,000 cost
to replace vehicles beyond recommended age in 2024

Actual Requirement:
£17.8m

Annual Capital Allocation:
£6.3m

Response Car



56 beyond recommended age in 2024
@ £34,000 each
= **£1,904,000 EV**



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

7.0 Equipment

7.1 Introduction

The Equipment section within the Asset Management function is responsible for evaluating, procuring and validating all the equipment and PPE for use on appliances, fire stations and by personnel, whilst also ensuring that equipment is serviced and maintained to the highest standards of operational readiness and compliant with legal and statutory obligations.

There are thousands of items of operational equipment items, ranging from ladders, fire hose, helmets, torches and breathing apparatus. As we evolve the SFRS asset portfolio, we will work towards maximising the standardisation of assets, enabling them to be deployed as flexibly as possible, both within our organisation and in working with partners to achieve integrated service delivery. This principle is illustrated in the early implementation of a single design of breathing apparatus across Scotland, through a single strategic contract. We have also introduced a variety of new equipment such as Safe Working at Height (SWAH) kits, Thermal Image Cameras (TIC), smoke curtains, Wildfire PPE roll out and Powered Rescue Equipment (PRE).

7.2 Powered Rescue Equipment - Risk Based Approach



SFRS have recently implemented a balanced risk-based approach to facilitate the de-risking of The SFRS of Hydraulic Rescue Equipment (HRE) by expediting Powered Rescue Equipment (PRE) deployment within stations. SFRS have prioritised deploying PRE sets based on the risk of injury from the current HRE. The twin hose model of HRE is deemed as high risk due to its structural composition. Asset Management have prioritised the roll out of PRE based on a combination of statistical information such as the number of HRE twin hoses in service, the number of HRE events and the usage of HRE within stations. Recent significant investment in PRE has helped to reduce the equipment backlog for Equipment assets.

7.3 Equipment Lifespans and Review Periods

Some items of equipment are governed by factors such as legal compliance and manufacturer's guidance with end-of-life dates or component expiry dates. Where there are no such constraints, indicative review dates have been identified in this document (Appendix 3) and form part of the annual work planning processes for the Equipment section. These key dates inform how we plan for the mid-term evaluation and end of life replacement of our equipment to ensure that Service equipment meets user requirements.

With a number of items currently tracked and maintained in the Service, the procurement of new and replacement equipment requires careful planning. Planning for the lifespan of equipment is not necessarily a process that can be applied evenly across all equipment types. Some equipment may have fixed manufacturer determined or safety led lifespans which force the disposal at a set date of

equipment that may appear to be in perfectly serviceable order, whilst other equipment, whilst well used and worn, may be perfectly suitable to stay in service and will continue to perform well for many years. This document does establish lifespans for equipment (Appendix 3) which in some cases are fixed, however, in many cases may be aspirational only and might need to be flexible and regularly revised, based on a number of considerations at any given time.



Equipment replacement programmes vary across the UK Fire Services, and there is no appropriate industry benchmark to measure average lifespans for most pieces of equipment. The increasing age of a piece of equipment can have the potential to present increased maintenance and repair costs, however, this must be offset against the replacement costs and procurement processes needed to replace it. In many cases low operational usage, above average maintenance cycles alongside the quality of the product that is procured at the outset will determine the lifespan of many pieces of equipment. Conversely, consideration is also given to whether the lifespan of a piece of equipment will limit the ability to respond to technological advances. It is important to regularly assess the current lifespans of the equipment in use to determine whether it is beneficial to reduce or extend these lifespans further.

7.4 Standardisation

Since the formation of SFRS in 2013, we have standardised Equipment and PPE for 6,500 Firefighters. Working with Local Senior Officers (LSOs) and other stakeholders we have determined where to locate resources so that they can be deployed in the most effective way. Commensurate with this approach, is the understanding that the Service needs to retain standardisation for identified areas of operational response, for example Water and Rope Rescue, in line with a risk-based approach, where stations may come together to form a team for specialist rescue.



Employing a risk-based approach enables the Service to retain flexibility and the agility to review existing appliances and equipment disposition and deployment models and modify operational response as necessary. £600,000 has also been invested on 24 new Water Rescue Boats. This includes the standardisation of Water Rescue Capability and Water Rescue Stations across Scotland.

7.5 Breathing Apparatus Sets

Central to an effective operational response, is a state-of-the-art Breathing Apparatus Set (BA Set) which has the confidence of the workforce. As the single most risk critical and identifiable item of equipment used to ensure the safety of the Firefighter within the risk area, the modern BA Set must be high performing, simple to use and enable SFRS personnel to make effective interventions to save life and resolve incidents.

In 2015 SFRS replaced 4 legacy suppliers of Self-Contained Breathing Apparatus (SCBA) Sets to a single SCBA supplier in a 10-year contract award. This meant the introduction of over 2,500 SCBA sets and over 5,200 cylinders. An increase to 50% communications across sets, every set has downloadable bodyguard systems which increases Firefighter safety. SFRS also introduced a total care package for service and maintenance of SCBA Sets.

The SCBA contract is due for renewal in 2026. A User Information Group (UIG) will be established in 2024 in order to identify opportunities to enhance safety using research and innovation to inform the procurement of our next generation SCBA Set. The SFRS will pro-actively, and at an early stage, commit resources to research and understand the most effective technologies to inform the procurement of the next generation of SCBA Sets. Areas for research include biotelemetry, integrated safety systems, thermal imagery and enhanced SCBA Sets for specialist response. The cost to replace the SCBA sets is estimated to be between £10 and £12 million, this does not include the additional cost of training.

The option to extend the existing maintenance contract, upgrade in a phased basis or undertake a full tender process for complete replacement of BA sets across SFRS will be determined through the UIG, which will utilise an options appraisal/business case approach.



7.6 Indicative Equipment 10 Year Programme

The current capital allocation for operational equipment this financial year is £5.48 million. Appendix 3 details the number and type of each piece of equipment currently held by SFRS; the unit cost of each item at 2024 prices, as well as the manufacturers recommended replacement cycle. In the current year over 19,000 equipment items are older than the stated replacement cycle, representing an investment backlog of nearly £12 million. Approximately £1.2 million per annum has been added to each year within the indicative 10-year programme to offset this, the total 10-year requirement for Equipment and PPE is £34,065,125.

Unlike Fleet and Property, the Equipment backlog is relatively low. Significant Capital investment in PRE, Wildfire PPE, equipment standardisation and the helmet replacement programme has helped to reduce the overall backlog for equipment assets. Further as previously detailed due to worldwide research into the potential effect of contaminants on firefighters and the consequential need to

reduce exposure to contaminants, significant funding, £2.3 million, has been included within the Capital Programme for the next three years to replace structural fire kit, as well as £2.7 million in 2024/25 for Contaminate Infrastructure Requirements / PPE / Storage / Gassing Off / Waste Bins.

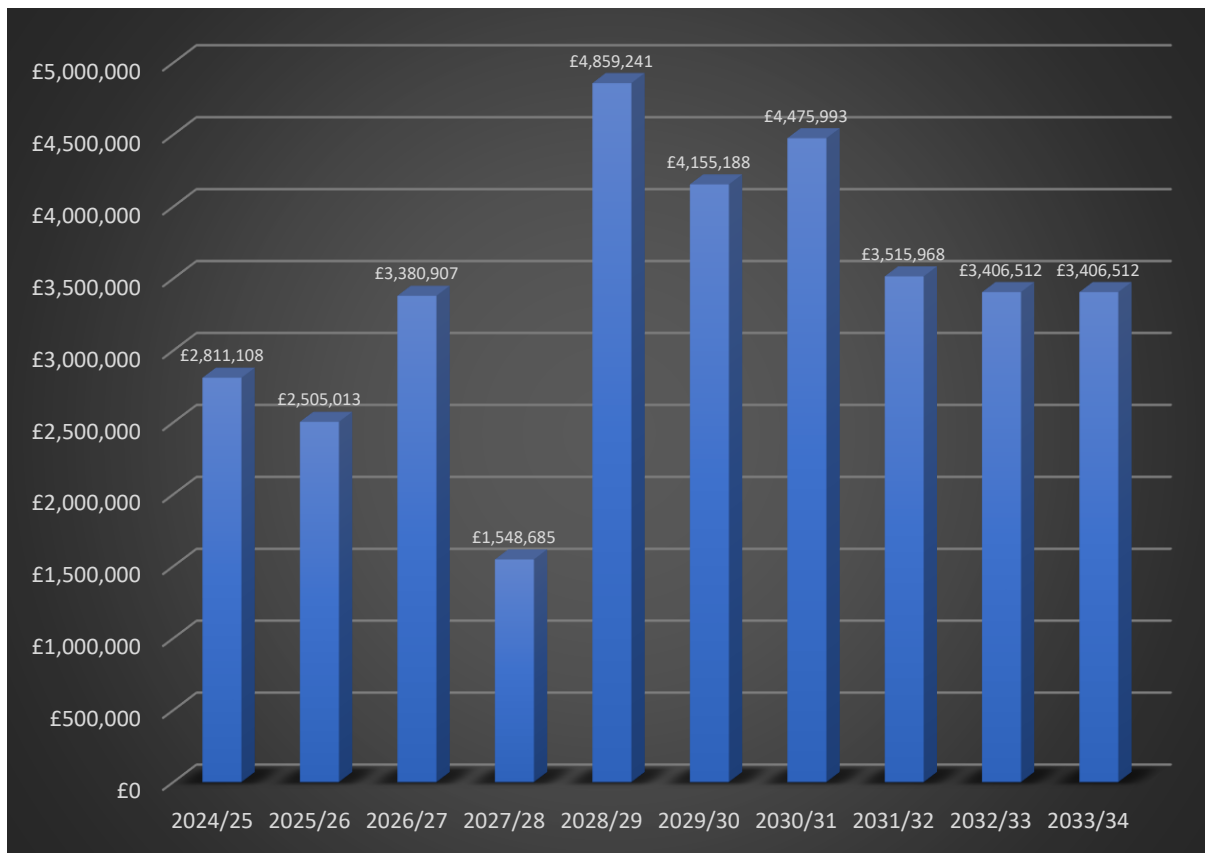


Chart 3: Indicative Equipment 10 Year Programme



8.0 Conclusion

The Risk based Capital Investment Plan will be embedded throughout the Strategic Service Review Programme (SSRP) of work. Through SSRP we will be working to explore opportunities to deliver a modernised and sustainable service, which may enable the asset base to evolve as we work with partner organisations and seek to embrace public service reform. Next year the Risk Based Capital Investment Plan will take account of evolving asset requirements based on the outcomes from SSRP and assist with data led decisions for the provision of future asset requirements for the Service.

This document has detailed key risks that affect SFRS and provided a detailed breakdown of critical investment required to make the current asset base fit for purpose and how that investment would be prioritised.

The cost of failing to significantly increase funding in the SFRS fleet, equipment and property estate is an increased risk of asset failures, such as vehicle breakdowns, as well as higher maintenance costs to service ageing assets and a failure to comply with health and safety legislation and protect our staff from contaminants. The resource costs of not increasing capital funding should also be considered. SFRS has a timescale to achieve Net Zero in line with Scottish Government requirements, however has insufficient funding for works identified in the Carbon Management Plan, making achieving Net Zero Carbon a risk factor. Any delay in investment only exacerbates the investment backlog due to the fact that tender price inflation is extremely high.

SFRS has a significant number of properties within the inherited estate which are not fit for purpose, do not support operational response and fail to comply with the minimum standards of the Workplace (Welfare) Regulations 1992 and there is insufficient funding to develop or replace these buildings. SFRS have further identified 14 Fire Stations which have deteriorated RAAC roofs and the stations have reached the end of their useful life and need urgent replacement prior to failure and loss of operational capacity. Similarly, in terms of fleet retaining older vehicles and equipment in operational service can result in higher maintenance costs to service ageing assets, with an increased risk of breakdown or equipment failure. An average of £81 million per annum, more than double the current allocation, over a 10-year period would be required for equipment, fleet and property assets as a minimum in order to support the existing asset base.

SFRS have a commitment to collaborate with partner organisations to maximise the return on public investment and are actively working with other blue light partners as well as SFT to identify co-location opportunities. Further we recognise that the concept of Place is a key pillar of Scottish Government public policy and investment and will utilise the services of SFT to review our property estate utilising a place-based approach.

In order to facilitate this, work has recently completed on an Asset Management Policy. The Asset Management Policy is essentially a planning tool that clarifies intentions, priorities and certain practices that will be adopted. It takes a long-term view, and considers the combination of organisation needs, stakeholder expectations, and the realities of existing assets and asset management capabilities. It sets down the rules of behaviour for the organisation, as far as asset decision making is concerned, to ensure that the SAMPs can be delivered transparently through a consistent process.

8.1 Indicative SFRS 10 Year Programme for Property, Fleet and Equipment

Recognising that Scottish Government and UK finances are constrained by the current economic impacts of EU exit and rising inflation, which have also led to increased construction costs and inflationary pressures throughout supply chains, SFRS has revised the approach to allocating capital funding adopting a risk-based approach which would minimise the risk of failure in terms of service delivery. The proposed 10-year capital investment plan aims to transform SFRS’s legacy asset estate to one which is Collaborative, Service Led, Net Zero and Modernising. Risk management is an integral part of good asset management practice, risk-based asset management is a process in which risk is used to balance the operational performance of the asset against life-cycle cost. SFRS have developed a framework of risk decision criteria relative to its assets which recognises the vital role of decision-making in effective asset management.

The Service has completed a review of our 10-year Asset Investment Plan (AIP) for Property, Fleet, and Equipment. The AIP indicates a 10-year programme of investment totalling £817 million is now required. The AIP will be used to shape future capital investment in combination with the new Asset Management Policy and the Strategic Asset Management Plans for Property, Fleet and Equipment.

Work is also underway on the Strategic Services Review Programme as well as the Light Fleet Review, so as to help in part to address the funding challenges and free up or redistribute our resources to invest in other areas such as training, innovation and prevention. This could involve changes to where our stations and appliances are based; and how and when we staff our resources.

Section	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Property	£18,950,000	£28,300,000	£23,265,000	£59,390,000	£62,390,000	£62,570,000	£59,620,000	£60,000,000	£60,000,000	£61,200,000	£495,685,000
Fleet	£30,991,100	£20,958,100	£23,313,100	£27,119,100	£26,880,100	£26,432,100	£26,400,100	£31,296,100	£30,472,100	£42,611,100	£286,473,000
Equipment	£2,811,107	£2,505,012	£3,380,906	£1,548,684	£4,859,240	£4,155,187	£4,475,992	£3,515,967	£4,480,463	£3,406,512	£35,139,070
Total	£52,752,207	£51,763,112	£49,959,006	£88,057,784	£94,129,340	£93,157,287	£90,496,092	£94,812,067	£94,952,563	£107,217,612	£817,297,070

Table 5: Indicative 10 Year Capital Investment Programme





Appendices

Appendix 1:

Asset Management Risk Matrix

Appendix 2:

Fleet Investment Backlog

Appendix 3:

Equipment Investment Backlog

Appendix 4:

Vehicle Grading Matrix

Appendix 5:

Emergency Services Co-location

Appendix 1: Asset Management Risk Matrix

Risk	Impact	Mitigating Action if Required	Aligned to Strategic Risk Register
Failure to minimise communities' exposure to risk and harm	There is a risk that assets in poor condition due to age, defect, or poor maintenance fail in operational use resulting in poor service delivery, a pollution event, or injury to a member of the public	Robust procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of incidents/near misses will mitigate this risk	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services
Failure to ensure the Health, Safety and Wellbeing of firefighters and other employees	There is a risk that assets in poor condition due to age, defect, or poor maintenance fail in operational use or training resulting in injury to an SFRS employee	Robust procedures for asset use and maintenance, coupled with the monitoring of relevant performance indicators, appropriate business continuity arrangements and reporting of incidents/near misses will mitigate this risk	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally
Failure to procure equipment which is fit for purpose	There is a risk that not undertaking a PUWER assessment during the UIG process will result in equipment not being fit for purpose or compatible with other equipment	Robust procedures to be followed during the UIG process which must include PUWER assessments to ensure the correct equipment is procured, safe, compatible with other equipment and fit for purpose.	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally
Failure to deliver Service Transformation	There is a risk that through poor planning or lack of affordability assets required to deliver service transformation are not available when required	By ensuring early cross directorate visibility of organisational priorities through the Asset Management Liaison Board, realistic timelines can be developed, and plans put in place	Ability to anticipate and adapt to a changing environment through innovation and improved performance
Failure to ensure Financial Sustainability	There is a risk that insufficient funding is available to maintain an adequate asset portfolio to deliver our service.	Work will continue with Scottish Government to highlight asset investment requirements	Ability to deliver a high quality, sustainable service within the funding envelope
Failure to ensure Legal Compliance	There is a risk that assets are not available, used or maintained in	By maintaining an ongoing review of the legislative environment and ensuring funding is available	Ability to ensure legal and regulatory compliance

Risk	Impact	Mitigating Action if Required	Aligned to Strategic Risk Register
	accordance with legal and regulatory requirements	and policies and procedures are subject to regular review across all disciplines, this risk will be mitigated	
Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities	There is a risk that SFRS cannot attract or retain sufficient skilled staff to support, develop and maintain an adequate asset base	Through follow up engagement arising from the recent Staff Survey and the implementation of identified actions to address concerns raised, this risk can be mitigated	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally
Failure to maintain effective systems of control	There is a risk that procedures for the use, maintenance and support of assets are not adhered to	The Service's Assurance Framework is designed to ensure that effective controls are maintained and any weaknesses are highlighted and addressed	Ability to ensure legal and regulatory compliance
Failure to implement contamination control measures resulting in firefighters being exposed to potential carcinogenic at operational incidents	There is a risk of contaminants entering the firefighters' body at operational incidents or during Compartment Fire Behaviour Training (CFBT) if policy and procedures are not updated and implemented as discussed at the contaminants group.	Contaminants group in place to progress with control measures. The contaminants Policy and Operational Guidance (POG) and the Management Arrangement shall provide the minimum requirements to be achieved in order to reduce the risk of contaminants entering the body. Annual health screening is to be explored by the FBU and the NHS. Liaising with the Fire Brigade Union (FBU), UK FRS and Prof Stec. on achievable control measures for contaminants. Information, instruction and training is being given to all staff that don't require additional finances. Additional PPE being issued to allow for additional laundering requirements.	Ability to ensure legal and regulatory compliance
Failure to maintain confidence in the Service	There is a risk that high profile asset-related failure leads to high profile political and media interest	The actions outlined above are intended to ensure such failures are avoided or at least minimised.	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value

Appendix 2: Fleet Investment Backlog

Vehicle Type	Total on fleet (2024)	Replacement Cycle (years)	Quantity to replace 2024/25	Unit Cost	Backlog Cost
Aerial Ladd Platform	9	15	9	£760,000	£6,840,000
Aerial Rescue Pump	8	12	8	£760,000	£6,080,000
All-Terrain Vehicle	11	10	0	£40,000	£0
Cfs Interactive Veh	3	12	3	£180,000	£540,000
Command Support Unit	8	15	6	£180,000	£1,080,000
Det Id Monitoring	4	15	4	£135,000	£5,400,000
Env Protection Unit	2	15	1	£100,000	£100,000
Forklift Truck	2	15	2	£65,000	£130,000
Heavy Rescue Unit	4	15	1	£240,000	£240,000
Incident Supp Unit	7	15	7	£220,000	£1,540,000
Investigation Unit	3	12	0	£130,000	£0
Major Incident Unit	4	15	4	£325,000	£1,300,000
Minibus	10	7	5	£69,000	£345,000
Multi Role Vehicle	17	7	10	£65,000	£650,000
Muti Role Veh 4 X 4	61	7	46	£30,000	£1,380,000
Officer Prov Car	10	4	7	£60,000	£420,000
Pool Car Automatic/Elec	106	3	106	£32,000	£3,392,000
Pool Car Manual	98	7	51	£32,000	£1,632,000
Pool Van Large	61	7	22	£62,000	£1,364,000
Pool Van Small	93	7	32	£33,000	£1,056,000
Prime Mover	24	15	19	£220,000	£4,180,000
Pump	54	15	35	£280,000	£9,800,000
Rapid Response Unit	40	12	0	£210,000	£0
Rescue Pump	457	15	178	£280,000	£49,840,000
Response Car	345	7	56	£34,000	£1,904,000
Rope Rescue Vehicle	4	12	3	£125,000	£375,000
Spec Ops Resp Unit/Mtfa	4	10	4	£160,000	£0
Support Lorry Small	6	7	0	£29,000	£0
Support Veh Hydrants	10	7	1	£36,000	£36,000
Support Veh Occ Hth	1	7	1	£49,000	£49,000
Support Veh Stores	14	7	1	£47,000	£47,000
Support Veh Workshop	21	7	12	£50,000	£600,000
Support Vehicle	3	7	3	£47,000	£141,000
Tractor	1	12	1	£60,000	£60,000
Turntable Ladder	3	15	0	£735,000	£0
Vol.Support Unit	35	12	33	£210,000	£6,930,000
Water Carrier	6	15	6	£200,000	£1,200,000
Water Rescue Unit	21	7	0	£70,000	£0
Total	1570		677		£108,651,000

Appendix 3: Equipment Investment Backlog

Equipment Type	Total Inventory	Replacement Cycle (years)	Quantity to replace 2024	Unit Cost	Backlog cost to replace 2024
13.5 metre ladder	561	16	58	£2,675	£155,150
12 metre ladder	8	16	8	£2,200	£17,600
10.5 metre ladder	205	16	67	£2,075	£139,025
9 metre ladder	419	16	23	£1,575	£36,225
7.5 metre ladder	3	16	4	£1,500	£6,000
7 metre ladder	9	16	9	£1,500	£13,500
5.5 metre ladder	41	16	9	£400	£3,600
short Ext ladder	759	16	170	£350	£59,500
Roof ladder	660	16	137	£600	£82,200
Split stow ladder	41	16	0	£300	£0
PPV Fan	183	10	106	£2,202	£233,412
Light Portable Pump	879	10	326	£3,854	£1,256,404
Portable Generator	249	10	216	£700	£151,200
Inflatable Boats	30	3	10	£8,250	£82,500
Rib Boat	6	5	6	£12,000	£72,000
Boat Trailer	37	5	9	£2,000	£18,000
Outboard Motors	45	3	17	£5,750	£97,750
Hydraulic Cutters	620	10	0	£3,275	£0
Hydraulic Spreaders	528	10	0	£3,237	£0
Hydraulic Combi tool	307	10	0	£3,319	£0
Hydraulic Ram	964	10	0	£3,028	£0
Hydraulic Pedal cutter	445	10	0	£1,088	£0
Hydraulic Hand pumps	310	10	0	£400	£0
Hydraulic power packs	561	10	0	£2,200	£0
Life jackets	3353	10	2163	£100	£216,300
Gas Tight Suit	1033	10	0	£800	£0
PRPS Suit	300	10	0	£1,300	£0
Air bags	775	18	234	£1,500	£351,000
Air Bag Regulator	316	18	50	£350	£17,500
Air bag Controller	453	18	120	£700	£84,000
Air Bag Hoses	601	18	267	£170	£45,390
Air Shore Kits	9	5	9	£60,000	£540,000
SCBA Sets	2498	10	0	£600	£0
SCBA Cylinders	5263	15	0	£300	£0
SCBA Compressor	125	10	91	£20,000	£1,820,000
Electronic Personal Dosimeter	1072	10	1072	£500	£536,000
Lay Flat Fire hose	15000	10	4000	£160	£640,000

Equipment Type	Total Inventory	Replacement Cycle (years)	Quantity to replace 2024	Unit Cost	Backlog cost to replace 2024
Portable Gas Monitors	362	5	362	£500	£181,000
Thermal Image Camera	418	5	250	£5,000	£1,250,000
FF Decon Showers	29	10	25	£8,000	£200,000
Mass Decon Structures	9	10	9	£70,000	£630,000
Tyre Compressor	84	10	84	£1,000	£84,000
Air Structures	15	5	15	£5,000	£75,000
AED	598	5	8	£1,300	£10,400
Hapsite Smart	9	10	9	£50,000	£450,000
Hazmat ID	5	10	5	£80,000	£400,000
Radiation monitors	51	5	51	£1,500	£76,500
Hose reel branch	789	10	725	£400	£290,000
Mainline FF Branch	1057	10	936	£600	£561,600
Fire fighting Helmets	6600	15	200	£200	£40,000
FF Tunic	13200	10	0	£320	£0
FF Leggings	13200	10	0	£260	£0
USAR Helmet	415	10	415	£120	£49,800
USAR Tunic	415	10	415	£130	£53,950
USAR Leggings	415	10	415	£100	£41,500
USAR Rescue Boots	415	5	415	£140	£58,100
Wild fire Helmet	256	10	0	£120	£0
Wild fire Tunic	429	10	0	£194	£0
Wild fire Leggings	256	10	0	£150	£0
Wild fire Boots	256	10	0	£150	£0
Wild fire Gloves	256	10	0	£50	£0
Rope Rescue Helmet	170	10	170	£120	£20,400
Rope rescue PPE	170	10	170	£400	£68,000
SRT Helmet	800	10	800	£90	£72,000
Dry suit	800	10	800	£410	£328,000
Light weight under suit	800	10	800	£43	£34,400
Heavy Under suit	800	10	800	£90	£72,000
water recue boots	800	10	800	£80	£64,000
Water rescue Gloves	800	3	800	£15	£12,000
PFD	400	10	100	£120	£12,000
Flood response Helmets	400	10	200	£40	£8,000
Foul weather suits	6600	10	0	£90	£0
Foul weather under suit	6600	10	0	£60	£0
Flood response boots	400	10	400	£80	£32,000
HVP Helmet	120	10	120	£90	£10,800
HVP Suits	120	10	120	£200	£24,000
Total	97987		19600		£11,883,706

Appendix 4: Vehicle Grading Matrix

Grade 5 – in excellent condition

- PAINT, BODY & INTERIOR

- Only minor defects in panel surfaces and bodywork requiring no body or paint work;
- No missing, broken or damaged parts that require replacement;
- No visible glass damage;
- No missing, broken or damaged parts that require replacement;
- No cuts, tears or burns that require repair;
- Shows no signs of wear.

- CAB / CHASSIS / UNDERSIDE

- Cab/Chassis/structure has no sign of corrosion;
- Expected to meet required specifications.

- MECHANICAL / FIRE ENGINEERING

- Mechanically sound;
- All equipment and accessories are operable.

Grade 4 – is better than average

- PAINT, BODY & INTERIOR

- Minor chips or scratches in panel surfaces requiring minor conventional body and paint work;
- May require removal of small dents that have not broken the paint;
- May require replacement of minor missing or broken part;
- No visible glass damage beyond minor pitting of windscreen;
- Clean, showing minimal wear;
- May require replacement of minor missing or broken part

- CAB / CHASSIS / UNDERSIDE

- Cab/Chassis/structure has minor signs of corrosion;
- Expected to meet required specifications.

- MECHANICAL / FIRE ENGINEERING

- Mechanically sound;
- All equipment and accessories are operable

Grade 3 – Normal wear and tear

- PAINT, BODY & INTERIOR

- May require minor body and paint work;
- May require replacement of parts;
- May have sustained cosmetic or light damage;
- No visible glass damage beyond minor pitting of windscreen;
- Shows signs of normal wear and usage;
- May require repair or replacement of parts.

- CAB / CHASSIS / UNDERSIDE

- Cab/Chassis/underside has signs of corrosion;
- May require repair or replacement of parts;
- Expected to meet required specifications.

- MECHANICAL / FIRE ENGINEERING

- Mechanically sound;
- May require minor mechanical repairs;
- May require minor repair of equipment or accessories.

Grade 2 – Shows signs of excessive wear and tear**• PAINT, BODY & INTERIOR**

- Dents, scratches, and body panels that may require replacement;
- Parts may be broken and missing;

May have multiple prior repairs to be carried out;

- May have repaired or unrepaired damage;
- Windscreen may be damaged;
- Shows signs of excess wear;
- May have burns, cuts, tears, and non-removable stains.

• CAB / CHASSIS / UNDERSIDE

- Cab/Chassis/underside has excessive signs of corrosion and deformation;
- May not meet required specifications.

• MECHANICAL / FIRE ENGINEERING

- May have mechanical damage that prohibits vehicle from operating properly;
- Engine and/or transmission may be in poor condition;
- Operability of equipment or accessories is questionable.

Grade 1 – Shows signs of severe abuse

- Paint and body work requiring major work;
- May be cost prohibitive to extensively recondition this vehicle to Fire Service Standards;
- Cab/Chassis/underside severely corroded, deformed or cracked and does not meet required specifications;
- May have severely worn, missing or disconnected mechanical parts;
- Although operable, this vehicle is at the end of its useful life;
- Operability of equipment or accessories is doubtful.

Grade 0 – Vehicle is inoperative

- Good for parts only;
- Mechanical and body parts may be inoperable, disconnected, damaged or missing.

Mark each vehicle 0 – 5 in three categories:

- Body / interior;
- Cab/Chassis & components;
- Mechanical / Fire engineering.

Appendix 5: Emergency Services Co-location

Property	Occupier
Aberdeen - Central	Scottish Ambulance Service
Aberfeldy	Police Scotland
Aberfoyle	Police Scotland
Annan	Maritime Coastguard Agency
Ardrossan	Scottish Ambulance Service
Ayr	Mountain Rescue
Ballater	Driver and Vehicle Standards Agency
Balmossie	Scottish Ambulance Service
Bathgate	Scottish Ambulance Service
Bo'ness	Scottish Ambulance Service
Braemar	SAS First Responders
Braemar	Ordnance Survey
Buckie	Driver and Vehicle Standards Agency
Buckie	Ordnance Survey
Callander	Scottish Ambulance Service
Calton	Scottish Ambulance Service
Calton	Apex Scotland
Calton	Who Cares ? Scotland
Calton	Street Cones
Castlebay	Ordnance Survey
Castle Douglas	Mountain Rescue
Castlemilk	Scottish Ambulance Service
Clarkston	Scottish Ambulance Service
Clydesmill	Scottish Ambulance Service
Coldstream	Police Scotland
Crieff	Driver and Vehicle Standards Agency
Crewe Toll, Edinburgh	Scottish Ambulance Service
Dreghorn	Scottish Ambulance Service
Dumfries Stores	Blood Bikes
Dyce	Maritime Coastguard Agency
Dyce	Scottish Ambulance Service
East Linton	Scottish Ambulance Service
Elgin	Scottish Ambulance Service
Fort Augustus	Ordnance Survey
Fraserburgh	Scottish Ambulance Service
Greenock	Police Scotland
Greenock	Maritime Coastguard Agency
Hamilton - Modular Building	Scottish Ambulance Service
Huntly	Driver and Vehicle Standards Agency
Inverary	Maritime Coastguard Agency
Kinlochbervie	Ordnance Survey

Property	Occupier
Kinloch Rannoch	Police Scotland
Kirkcubright	Police Scotland
Kyle of Lochalsh	Driver and Vehicle Standards Agency
Larbert	Scottish Ambulance Service
Lesmahagow	Police Scotland
Lerwick	Scottish Ambulance Service
Lochcarron	Ordnance Survey
Lybster	Driver and Vehicle Standards Agency
Maud	SAS First Responders
Maryhill	Scottish Ambulance Service
McDonald Road, Edinburgh	Scottish Ambulance Service
Montrose	Scottish Ambulance Service
Montrose	Driver and Vehicle Standards Agency
Newbridge	Police Scotland
Newbridge	Civil Nuclear Constabulary
Newbridge	ROSPA
Newcastleton	Police Scotland
Penicuik	Scottish Ambulance Service
Perth	Perth & Kinross Council
Portsoy	Maritime Coastguard Agency
Sighthill	Scottish Ambulance Service
Tomintoul	Police Scotland
Tomintoul	Scottish Ambulance Service
Tongue	Scottish Ambulance Service
Tranent	Scottish Ambulance Service
Turriff	Scottish Ambulance Service
West Linton	Scottish Ambulance Service
Unst	Scottish Ambulance Service

Occupier	Total in Place
Police Scotland	10
Civil Nuclear Constabulary	1
ROSPA	1
Scottish Ambulance Service	32
Maritime Coastguard Agency	5
Driver and Vehicle Standards Agency	7
Perth & Kinross Council	1
Charity	4
Ordnance Survey	6
Mountain Rescue	2
	69



SCOTTISH
FIRE AND RESCUE SERVICE

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Risk Based Capital Investment Plan 2024
Version 1.0 March 2024

APPENDIX B

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

**PART 1
BASIC INFORMATION**

Policy Owner	Ijaz Bashir– Head of Asset Management
E&D Practitioner	Parveen Khan
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Risk Based Capital Investment Plan - 2024
Date Assessment Commenced	13 th March 2024

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	Details a Risk Based Capital Investment Plan which sets out a framework of risk decision criteria relative to property and for fleet which recognises the vital role of decision-making in effective asset management.
Are there any associated objectives of the function/policy (please explain)?	<ul style="list-style-type: none"> • Best value in public services. • Effective and appropriate public services. • Premises and equipment appropriate to needs of personnel and service users.
Does this function/policy link with any other function/policy?	Fire and Rescue Framework for Scotland 2022 SFRS Strategic Plan 2019-2022 Asset Management Strategy 2019-2029
Who is intended to benefit from the function/policy and in what way?	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and the provision of appropriate premises and equipment suitable to the needs of users.
What outcomes are wanted from this function/policy?	Agreement to the risk based investment approach.
What factors/forces could contribute/detract from the outcomes?	A reduction in budget or changes in inflation could contribute or detract from the intended outcomes.
Who are the main stakeholders in relation to the function/policy?	Scottish Government SFRS Board and personnel Communities served
Who implements the policy and who is responsible for the function/policy?	Scottish Government, SFRS Board, Finance and Contractual Services and budget holders within SFRS

PART 2 ESTABLISHING RELEVANCE

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

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

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

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

Q1. The function/policy will or is likely to influence SFRs ability to....

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010 and/or;
- Advance equality of opportunity between people who share a characteristic and those who do not and/or;
- Foster good relations between people who share a relevant protected characteristic and those who do not.

Please tick as appropriate.

	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Caring responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care Experienced	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(answer this only in relation to point a above)

Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and economic disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health & Wellbeing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If you have selected ‘No’ for any or all of the characteristics above please provide supporting evidence or justification for your answers.

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to equality.

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the Capital Programme that relate specifically to employment practice where the marital status of an employee would be a relevant factor.
There are no issues within the Capital Programme that relate specifically to employment practice where the care experienced or mental health and wellbeing status of employees would be a relevant factor.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes **No** **Don't Know**

If you have selected ‘No’ please provide supporting evidence or justification for your answers

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to Human Rights.

Concluding Part 2

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

PART 3 IMPACT ASSESSMENT

Describe and reference:

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

Characteristic	
Age	The Risk Based Capital Investment Plan is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the Risk Based approach will be relevant on the grounds of age as it applies to employees or communities
Caring Responsibilities	<p>The Risk Based Capital Investment Plan in its application does not have any adverse impacts on caring responsibilities, SFRS recognises that staff may have additional caring responsibilities outside of the working environment.</p> <p>Caring responsibilities will be supported for all employees as per existing SFRS policies, including signposting to further support services available to employees such as the employee assistance programme.</p>
Care Experience	The Risk Based Capital Investment Plan in its application does not have any adverse impacts on care experience. In our role as corporate parent, we have introduced a guaranteed interview scheme for care experienced people. We would be adhering to this during any future fleet recruitment.
Disability	<p>There will be some relevance to disability arising from the commitment to allocating resources from the Capital Programme to improve disability access of premises and the provision of dignified facilities. The provision of disability access and accessible welfare facilities are determined by current applicable building standards 2004, Equality Act 2010 in relation to disability access, and supporting technical handbooks.</p> <p>Accessibility on the grounds of disability will also be a feature in the procurement and use of vehicles where the vehicles will be used for the purposes of transporting service users. Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.</p>

Gender reassignment	<p>In relation to gender reassignment expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant. Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.</p> <p>The investment in dignified facilities, where possible, will help ensure that modern facilities are provided for a modern and diverse workforce.</p>
Marriage and Civil Partnership	Not relevant – see Part 2 screening exercise.
Pregnancy and maternity	<p>In relation to pregnancy and maternity, expenditure associated with the provision of updating stations, dignified facilities and operational equipment will be relevant. The provision of dignified and accessible welfare facilities are determined by current applicable building standards 2004 and supporting technical handbooks.</p> <p>The risk based approach quantifies a factor numerically considering operational activity, building condition and suitability which is used to prioritise projects. This will then provide the projects within each year of the capital programme.</p>
Race	<p>The Risk Based Capital Investment Plan in its application does not have any adverse impacts on Race.</p> <p>Race will be supported for all employees as per existing SFRS policies,</p>
Religion and Belief	<p>The Risk Based Capital Investment Plan in its application does not have any adverse impacts on Religion and Belief.</p> <p>Religion and belief will be supported for all employees as per existing SFRS policies. Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.</p>
Sex (gender)	<p>In relation to Sex (gender) the investment in dignified facilities will help ensure that improved facilities are provided for a modern and diverse workforce.</p> <p>Staff engagements together with use of suitability surveys have supported property scoring across the estate together with operational statistics to provide prioritised capital programming using this risk based approach.</p> <p>The Asset Investment Plan and Estates Strategy will be used to shape this future capital investment and through the development of a business case in collaboration with Scottish Futures Trust to Scottish Government, exploring innovative approaches and wider public-sector opportunities, we will maximise funding and investment opportunities to reduce the impact on this protected characteristic.</p>
Sexual Orientation	<p>The Risk Based Capital Investment Plan in its application does not have any adverse impacts on Sexual Orientation.</p> <p>Sexual Orientation will be supported for all employees as per existing SFRS policies,</p>
Social and economic disadvantage	<p>The Risk Based Capital Investment Plan in its application is embedded within the Strategic Services Review Programme (SSRP) and will take account of the community risk index model which correlates community risk against potential future operational activity from a social and economic perspective.</p>
Mental Health & Wellbeing	<p>The Risk Based Capital Investment Plan in its application does not have any adverse impacts on Mental Health and Wellbeing.</p> <p>Mental Health and Wellbeing will be supported for all employees as per existing SFRS policies,</p>

Human Rights	There is no evidence that the setting of the Capital Programme has any direct relevance to the Human Rights Act. Human Rights will be supported for all employees as per existing SFRS policies,
Impact on People in General not covered by specific characteristics	<p>Island Impact Assessments:</p> <p>The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the setting the SFRS Resource and Capital budgets.</p> <p>Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances.</p> <p>Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks. The Risk Based Capital Investment Plan uses a matrix combining operational statistics, suitability and condition ratings to provide a prioritised list of locations for projects to be delivered with available funding.</p> <p>Rural and remote locations with unsuitable facilities have been identified and a business case is currently being prepared which will target these through a separate funding stream if agreed by Scottish Government.</p> <p>Equality, Human Rights Impact Assessments and Island Impacts will be considered for work programmes that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.</p>

Summary and Conclusion of Impact Assessment

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focus on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the overall budget such as that set out in the Capital Programme 2022-25. Nevertheless, as a corporate decision is being made it was necessary that a screening exercise was conducted against the General Equality Duty.

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the general equality duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration and where relevance to the general equality duty is likely to be significant. These are:

- The need to ensure that relevant SFRS premises comply with the Equality Act 2010 in relation to disability access.
- Accessibility on the grounds of disability will also be a feature in the procurement and use of vehicles where the vehicles will be used for the purposes of transporting service users.
- Operational equipment including PPE appropriate to the needs of employees, e.g. because of gender, religious observance and disability.

- The investment in dignified facilities, where possible, will help ensure that modern facilities are provided for a modern and diverse workforce.

The Asset Investment Plan and Estates Strategy will be used to shape future capital investment and through the development of a business case in collaboration with Scottish Futures Trust to Scottish Government, exploring innovative approaches and wider public-sector opportunities, funding opportunities will be maximised.

Conclusion

This impact assessment identifies very limited direct relevance between the SFRS Capital Programme and the General Equality Duty and individual protected characteristics. It does, however, identify areas that will be subject to separate consideration where relevance to the General Equality Duty is likely to be significant.

Concluding Part 3

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

PART 4 MONITORING & REVIEW

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

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

The implementation and progress made against the actions set within the Risk Based Capital Investment Strategy will be reported, on a yearly basis to the SFRS SLT.

If you have provided evidence or justification for believing there is relevance to Equality or the Human Rights Act:

Q2 What will be monitored?

There are no specific equality measures that can be applied directly to the Risk Based Capital Investment Strategy. The High Level Strategy will not directly have negative impacts on the PC's but in fact individual projects will – and will be monitored on a project by project basis.

Q3 How will monitoring take place?

Post Project Evaluations will be completed after every project completion and lessons learned

Q4 What is the frequency of monitoring?

After every capital project completion.

Q5 How will monitoring information be used?

To inform future projects and lessons learned feeding back into project development briefs for future projects.

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Stuart Free
Date	20/03/2024

This Equality and Human Rights Impact Assessment was approved by:

Name	Ijaz Bashir
Date	20/03/2024

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



Report No: B/FCS/06-24

Agenda Item: 15

Report to:	THE BORD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 MARCH 2024							
Report Title:	RESOURCE BUDGET MONITORING – FEBRUARY 2024							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To advise the Board of the Resource Budget position for the period ending 29 February 2024, including progress against previously agreed savings.							
2	Background							
2.1	The Scottish Government initially allocated funding to Scottish Fire and Rescue Service (SFRS) for 2023/24 of £363.7million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £304.2million and £32.5million respectively, and £27million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	The Scottish Government Spring and Autumn Budget Reviews have now concluded, and these include the following adjustments to the Resource budget: <ul style="list-style-type: none"> - An additional £4.4million in respect of the budget pressure that SFRS faces following the two-year pay deal. - An additional £0.460million for ESMCP. - An additional £0.056million to support Safer Communities. - A reduction of £4.261million relating to Firelink. - A reduction of £0.497million in respect of IFRS16. 							
2.3	The budget revisions have therefore resulted in a revised Resource budget of £304.358million which has been reflected in this report.							
3	Main Report/Detail							
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A.							
3.2	These reports detail the current overspend against budget of £0.428million. The forecast year-end position at this stage shows an overspend of £1.060million .							
3.3	The forecast highlights that an employee cost overspend is expected on Wholetime of £0.281million. There are respective underspends forecast for Control £0.075million, On-Call £0.451million and Support £0.332million. Other Employee related costs are forecast to overspend by £0.548million.							

3.4	On non-employee costs there are overspends forecast in Property £1.105million, Transport costs of £0.105million and Third Party Payments of £0.014million. Supplies & Services are forecast to underspend by £0.052million,
3.5	Income is forecast to be over recovered by £0.092million and there is a forecast loss on disposal of fixed of assets of £0.009million.
3.6	As agreed at the last Strategic Leadership Team (SLT) meeting, savings within smoke detectors and learning & development courses have been reallocated to support wholetime costs within the Training Directorate.
4	Recommendation
4.1	The Board is asked to: <ul style="list-style-type: none"> • note the current and forecast financial position; • note the progress against planned savings.
5	Key Strategic Implications
5.1	Risk
5.1.1	The financial risks are detailed within the report.
5.2	Financial
5.2.1	The financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	Workforce
5.4.1	The workforce implications are detailed within the report.
5.5	Health & Safety
5.5.1	There are no health and safety implications directly associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	Training
5.7.1	The training implications are detailed within the report.
5.8	Timing
5.8.1	The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.
5.9	Performance
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	Communications & Engagement
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.

OFFICIAL

5.11 5.11.1	Legal SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.	
5.12 5.12.1	Information Governance DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers.	
5.13 5.13.1	Equalities EHRIA completed No. An EIA was completed for the Resource Budget 2023/2024. This was presented to the Board on 31 March. This report monitors performance against that budget and does not in itself warrant an EIA.	
5.14 5.14.1	Service Delivery The Service Delivery implications are detailed within the report.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of the resource budget position for the period ending 29 February 2024. The February resource monitoring report shows a current overspend against budget of £0.428million, with a forecast year-end overspend of £1.060million.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director: Sarah O'Donnell, Director of Finance & Contractual Services	
7.2	Level of Assurance: (Mark as appropriate) Substantial/ Reasonable /Limited/Insufficient	
7.2	Rationale: The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, SLT agree actions to ensure we manage the financial position within agreed financial parameters.	
8	Appendices/Further Reading	
8.1	Appendix A: Consolidated Financial Position	
Prepared by:	Marcus Jenks, Decision Support Manager	
Sponsored by:	Lynne McGeough, Head of Finance and Procurement	
Presented by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>19 March 2024</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>27 March 2024</i>	<i>For Scrutiny</i>

Appendix A

February 2024

February 2024 - Contents

Section	Description
1	Monitoring Report Overview
2	Forecast Assumptions
3	Budget Virements
4.1	Variance Analysis Graph by Expenditure Category
4.2	Variance Analysis Graph by Directorate
5.1	Wholetime
5.2	Control
5.3	On Call
5.4	Support
5.5	Early Retirement Charges
5.6	Training
5.7	Subsistence
5.8	Other Employee Costs
5.9	Property
5.10	Supplies & Services
5.11	Transport
5.12	Third Party Payments
5.13	Income
5.14	Disposal of Assets
6	Progress of Initial Budgeted Savings
7.1	Forecast Risks Summary
7.2	Forecast Risks – Detail

SFRS Resource Monitoring Report – February 2024

The report below covers the period 1st April 2023 – 29th February 2024. It highlights a year-to-date overspend of £0.428 million (0.2% of the year-to-date budget) with a forecast overspend of £1.060 million (0.3% of the full year budget).

Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
				Budget	Actual	Variance		Forecast	Variance	
						£ (4)-(5) (6)	% (6)/(4) (7)		£ (3)-(8) (9)	% (9)/(3) (10)
(1)	(2)	(1)+(2) (3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)
245,837	631	246,468	Employee Costs	226,214	225,913	301	0.1%	246,439	29	0.0%
238,793	703	239,496	<i>Salary and Related Costs (including overtime)</i>	219,836	219,010	826	0.4%	238,919	577	0.2%
162,414	790	163,204	<i>Wholetime</i>	149,817	149,788	29	0.0%	163,485	(281)	-0.2%
8,097	28	8,125	<i>Control</i>	7,440	7,371	69	0.9%	8,050	75	0.9%
27,640	5	27,645	<i>On-Call</i>	25,390	24,979	411	1.6%	27,194	451	1.6%
40,642	(120)	40,522	<i>Support</i>	37,189	36,872	317	0.9%	40,190	332	0.8%
7,044	(72)	6,972	<i>Other Employee Costs</i>	6,378	6,903	(525)	-8.2%	7,520	(548)	-7.9%
3,706	-	3,706	<i>Early Retirement Charges</i>	3,402	3,567	(165)	-4.9%	3,840	(134)	-3.6%
740	(61)	679	<i>Training</i>	634	758	(124)	-19.6%	809	(130)	-19.1%
1,363	(31)	1,332	<i>Subsistence</i>	1,237	1,515	(278)	-22.5%	1,652	(320)	-24.0%
1,235	20	1,255	<i>Other</i>	1,105	1,063	42	3.8%	1,219	36	2.9%
30,419	31	30,450	Property Costs	28,077	28,921	(844)	-3.0%	31,555	(1,105)	-3.6%
20,063	(580)	19,483	Supplies & Services	17,993	17,921	72	0.4%	19,431	52	0.3%
6,798	(64)	6,734	Transport Costs	6,097	6,191	(94)	-1.5%	6,839	(105)	-1.6%
1,321	(18)	1,303	Third Party Payments	935	948	(13)	-1.4%	1,317	(14)	-1.1%
1,840	-	1,840	Financing	1,021	1,021	-	0.0%	1,840	-	0.0%
306,278	-	306,278	GROSS EXPENDITURE	280,337	280,915	(578)	-0.2%	307,421	(1,143)	-0.4%
(1,920)	-	(1,920)	Income	(1,570)	(1,720)	150	-9.6%	(2,012)	92	-4.8%
-	-	-	Disposal of Assets	-	-	-	0.0%	9	(9)	0.0%
304,358	-	304,358	NET EXPENDITURE	278,767	279,195	(428)	-0.2%	305,418	(1,060)	-0.3%

Figures are based on assumptions detailed in section 1.

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.
- Two employees are forecast to leave the Service each month, over and above those accounted for as retirals.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment until their next trigger date.
- Employees in firefighter development roles will progress to competent pay after 33 months.
- The financial assumptions for retirals have been discussed with Workforce Planning and remain valid.

Overtime

- The overtime forecast is based on the year-to-date activity for each watch within each LSO area extrapolated over the year using historical trends.
- It is assumed that all other vacancies can be managed by Central Staffing applying appropriate business rules.

Control

- All existing staff are forecast to continue in their current roles and pay rates for the remainder of the financial year.
- Costs for posts where start dates have been agreed are included in the forecast.
- Known leavers have been factored into the forecast.
- Staff in firefighter development roles will progress to competent pay after 36 months.

On Call personnel

- Retainer fees and other costs, which are correlated to headcount, have been forecast based on current staff levels.

Support

- All existing staff are forecast to continue in their current roles and pay rates for the remainder of the financial year.
- Costs for posts where start dates have been agreed are included in the forecast.
- No adjustments have been made for current recruitment that is underway but has yet to be offered, or future staff turnover, as it is assumed these will negate each other.

Budget Virements

During February 2024 there were two budget virements:

- The allocation of additional budget to Employee WT to support training activity. This resulted in an increase in the budget for Employee WT of £172,000 and a corresponding decrease in the budget for Supplies & Services.
- The allocation of budget for car leases that have been extended. This resulted in an increase in the budget for Transport costs of £138,000 and a corresponding decrease in the budget for Supplies & Services.

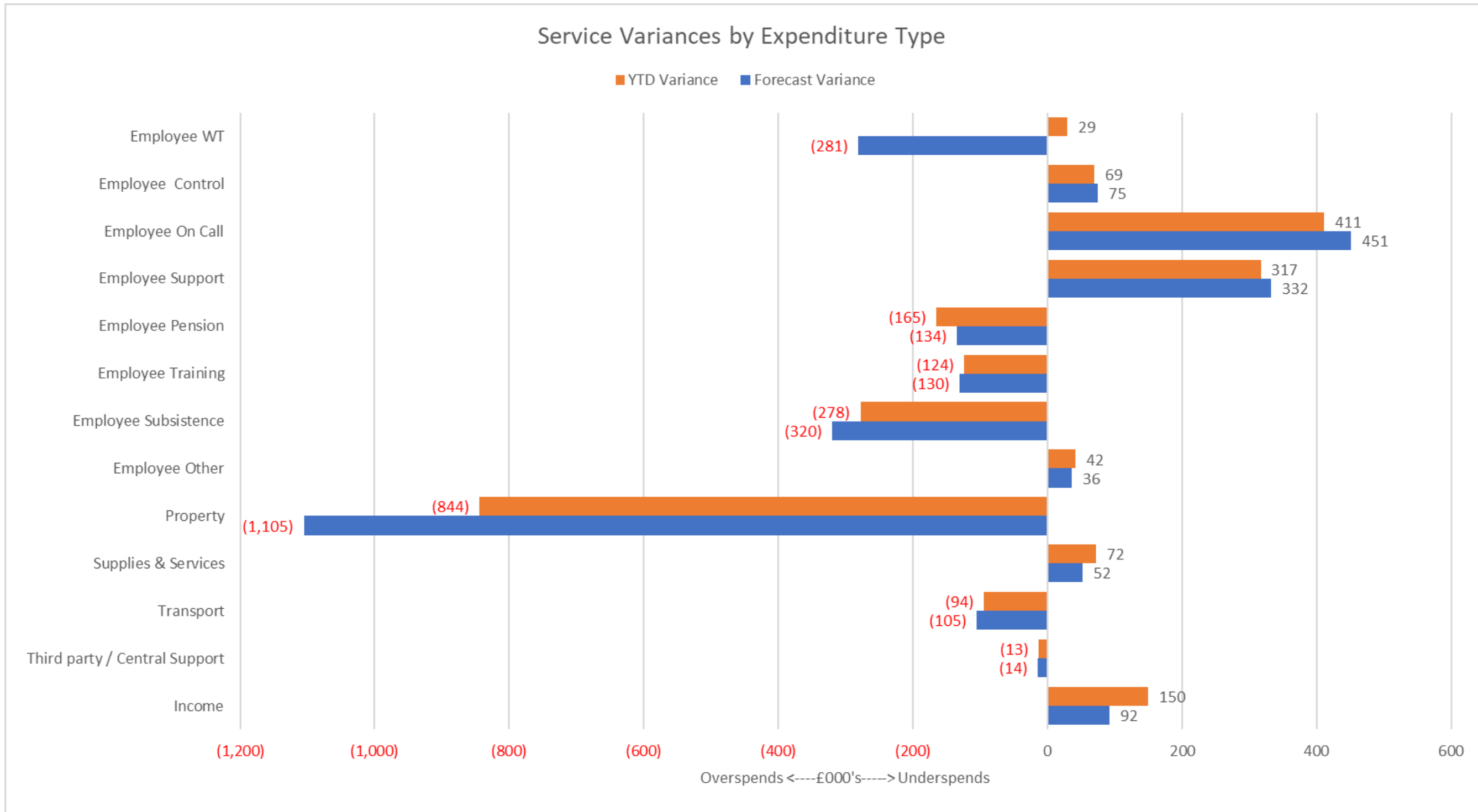
The table below highlights the budget virements that have taken place within the current financial year.

Analysis of Budget Virements £000's

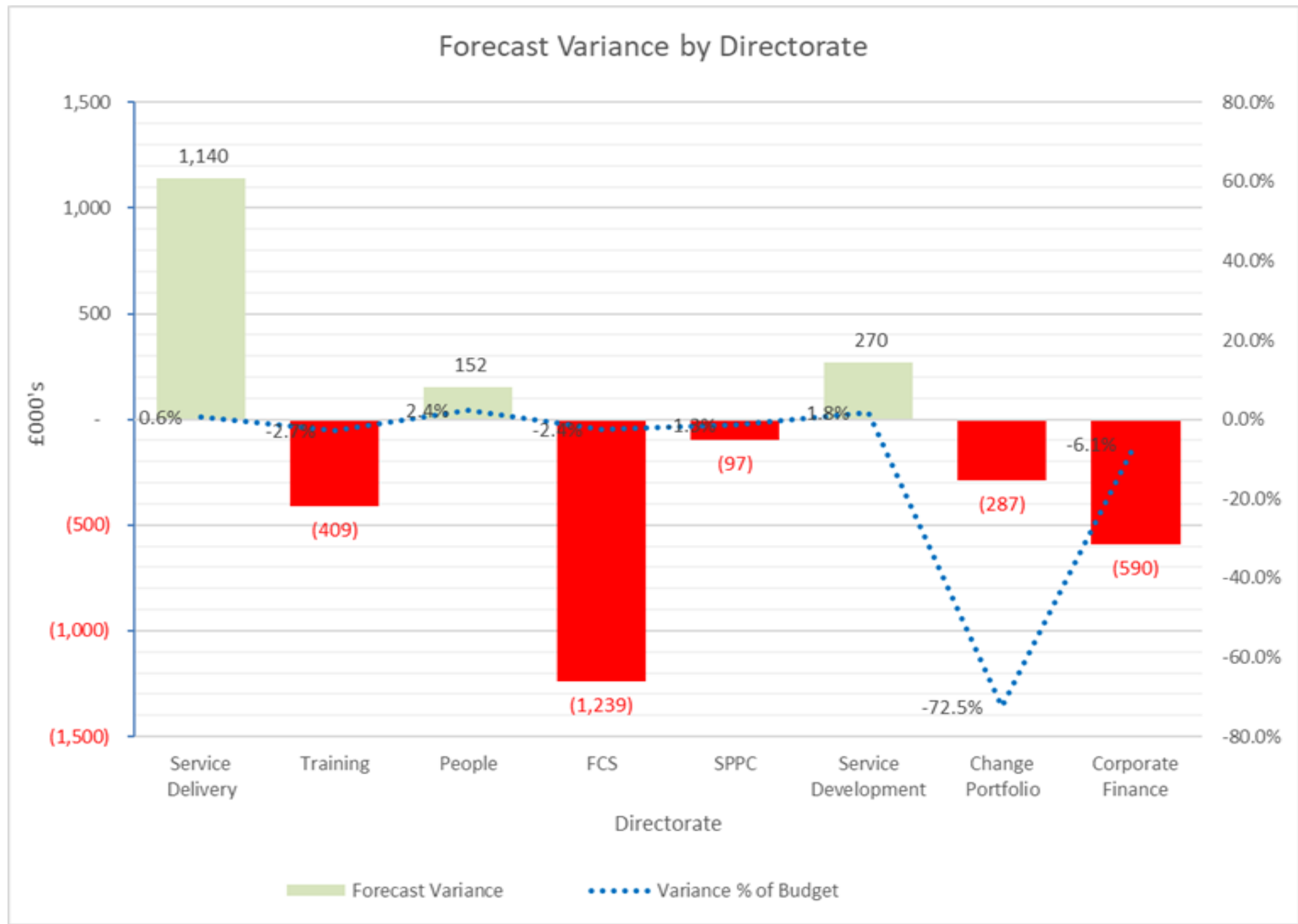
	Budget Approved by the Board	IFRS16	Jenners Investigation	Dev to Comp	Strategic Spending Review Savings	SLT Pay Award & Restructures	Training Restructure	Retirals	Public Holiday Overtime	Autumn Budget Review	Training	Car Leases	Other	Revised Budget
Employee WT	162,413	-	(4)	-	(114)	57	(218)	355	185	-	574	-	(43)	163,204
Employee Control	8,097	-	-	(3)	-	-	-	-	-	-	-	-	32	8,125
Employee Retained	27,640	-	(0)	-	-	-	-	-	-	-	-	-	5	27,645
Employee Support	40,642	-	-	-	(414)	9	218	-	-	-	-	-	67	40,522
Employee Pension	3,706	-	-	-	-	-	-	-	-	-	-	-	-	3,706
Employee Training	740	-	-	-	-	-	-	-	-	-	(75)	-	14	679
Employee Subsistence	1,363	-	-	-	(14)	-	-	-	-	-	-	-	(17)	1,332
Employee Other	1,235	-	-	-	-	-	-	-	-	-	-	-	20	1,255
Property	30,419	-	0	-	(42)	-	-	-	-	-	-	-	72	30,450
Supplies & Services	23,895	467	(2)	3	776	(66)	-	(355)	(185)	(4,298)	(499)	(138)	(114)	19,483
Transport	6,798	-	-	-	(188)	-	-	-	-	-	-	138	(13)	6,734
Third party / Central Support	1,265	-	6	-	(4)	-	-	-	-	56	-	-	(21)	1,303
Financing	1,840	-	-	-	-	-	-	-	-	-	-	-	-	1,840
Unallocated Savings	-	-	-	-	-	-	-	-	-	-	-	-	0	-
Income	(1,920)	-	-	-	-	-	-	-	-	-	-	-	-	(1,920)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	308,133	467	(0)	-	(0)	(0)	(0)	0	(0)	(4,242)	(0)	-	0	304,358

Note – the Service's contingency balance was held within Supplies & Services. This budget has now been fully utilised.

Variance Analysis by Expenditure Categories

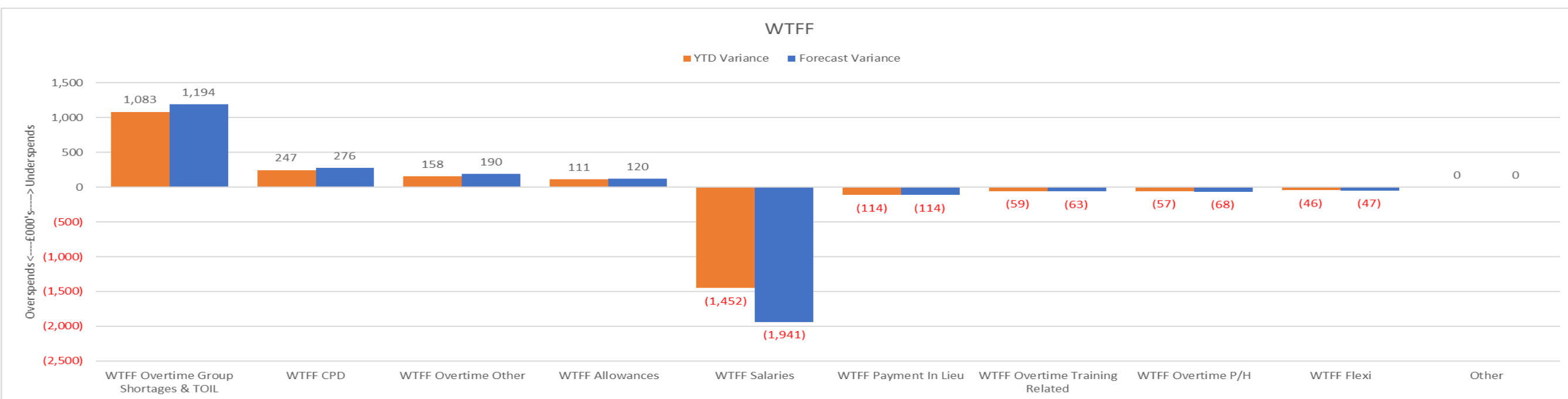


Variance Analysis by Directorate



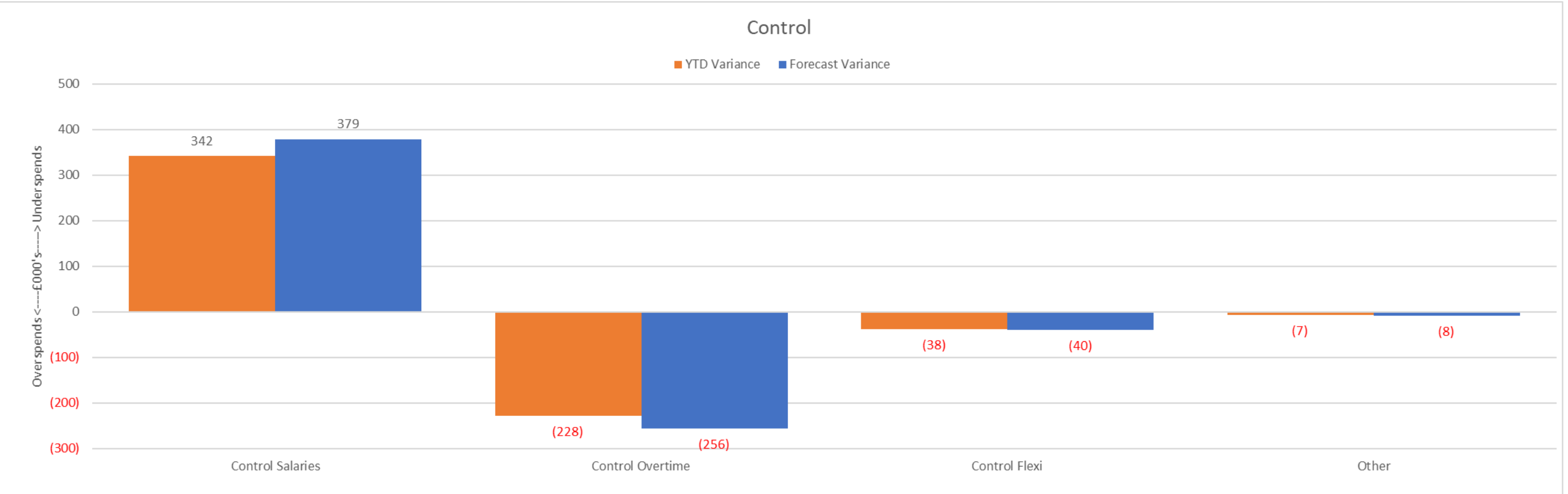
Wholetime

Year to Date (YTD)	Forecast
<p>Currently £29,000 underspent, representing 0.02% of budget.</p>	<p>Forecast to be £281,000 overspent, representing 0.2% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Overtime Group Shortages & TOIL – reduced overtime. This is mainly the result of additional staff at stations compared to the same period in 2022/2023, along with adjustments being made to operational availability levels. Fewer retirals than anticipated are contributing to this position along with changes to the attributes required to maintain availability at specialist stations. CPD – the result of more staff in development roles who are not eligible for payments. Overtime Other – reduced costs for incidents spanning shift change-overs following the impact of changes to the policy for attendance at Unwanted Fire Alarm Signals (UFAS). Reduced overtime in respect of fire investigation activity and holiday payments. Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. In addition, the Marauding Terrorist Firearms Attack (MTFA) allowance is also underspent. Salaries – the result of staff in development roles. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Overtime Group Shortages & TOIL – the current trends of reduced overtime, following the temporary removal of appliances, are forecast to continue. CPD – staff continuing in development roles. Overtime Other – only minimal future costs are forecast for managerial activity or recall to duty. Allowances – the current levels of vacancies are forecast to continue. There is no additional underspend forecast for MTFA allowances. Salaries – the budgeted levels of retirals are not occurring as expected. An updated methodology for forecasting retirals has been applied to reflect the latest business intelligence. This has resulted in a significant reduction in forecast retirals for the remainder of the financial year. The impact of fewer retirals has contributed to the savings seen in Overtime Group Shortages & TOIL. Payments in Lieu – no further costs are forecast for the remainder of the year. Overtime P/H - the forecast includes the additional public holiday in 2023/2024. Flexi – the forecast is based on current staffing levels.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Overtime Other - managerial activity mainly due to the World Cycling Championship and staff recalled to duty during the bonfire night period. Salaries – the result of fewer firefighters retiring compared to the budget. Payment in Lieu – payments in respect of untaken holidays. Overtime Training Related – overtime for firefighters attending training courses along with overtime for trainers delivering training. Overtime P/H – increased costs for providing holiday cover over the Christmas and New Year period. Flexi - additional flexi officers to cover sickness and acting up chains. 	



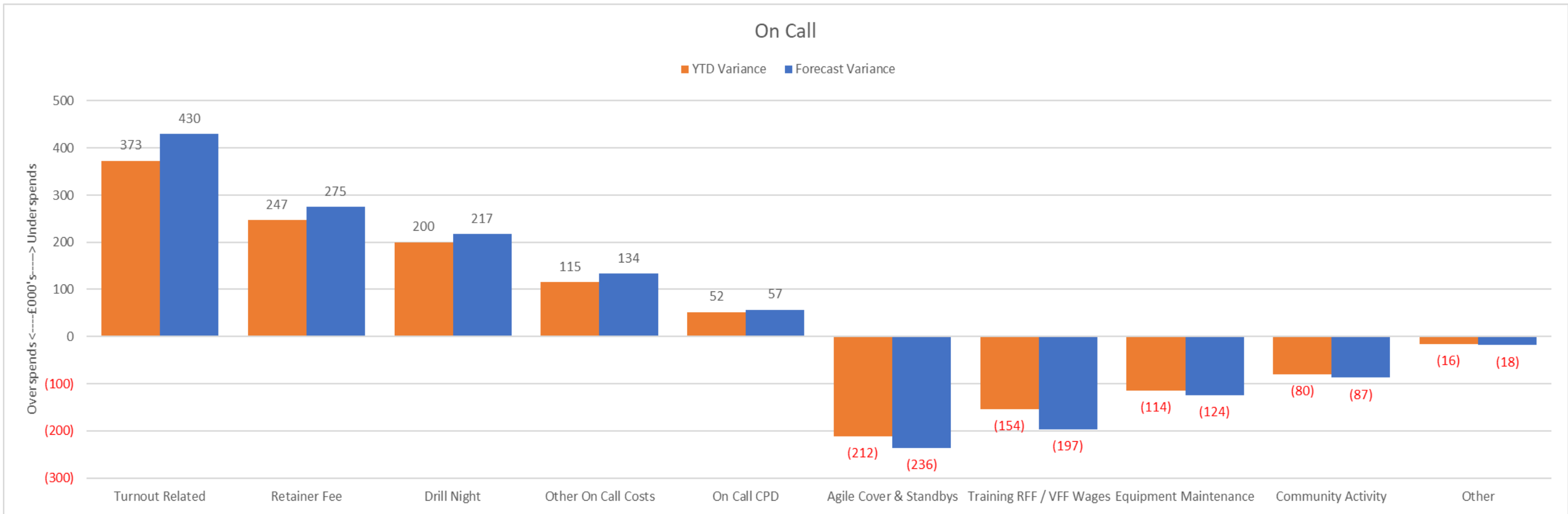
Control

Year to Date (YTD)	Forecast
Currently £69,000 underspent, representing 0.9% of budget.	Forecast to be £75,000 underspent, representing 0.9% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. In addition, from August 2023, three staff are being seconded to the New Mobilising System (NMS) project which has resulted in their costs being charged to the Capital budget. 	Changes in Financial Position: <ul style="list-style-type: none"> Salaries – the ongoing impact of vacancies, staff in development roles and the secondment of staff to the NMS project. Overtime – the forecast is based on current activity levels required to support vacancies. Flexi – the forecast is based on current staffing levels and costs for staff on the NMS project that cannot be capitalised.
YTD Overspends: <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. Flexi – over establishment of flexi officers following staff returning from the NMS project along with sickness cover. In addition, costs of flexi payments that cannot be capitalised as part of the NMS project have also contributed to the overspend. 	



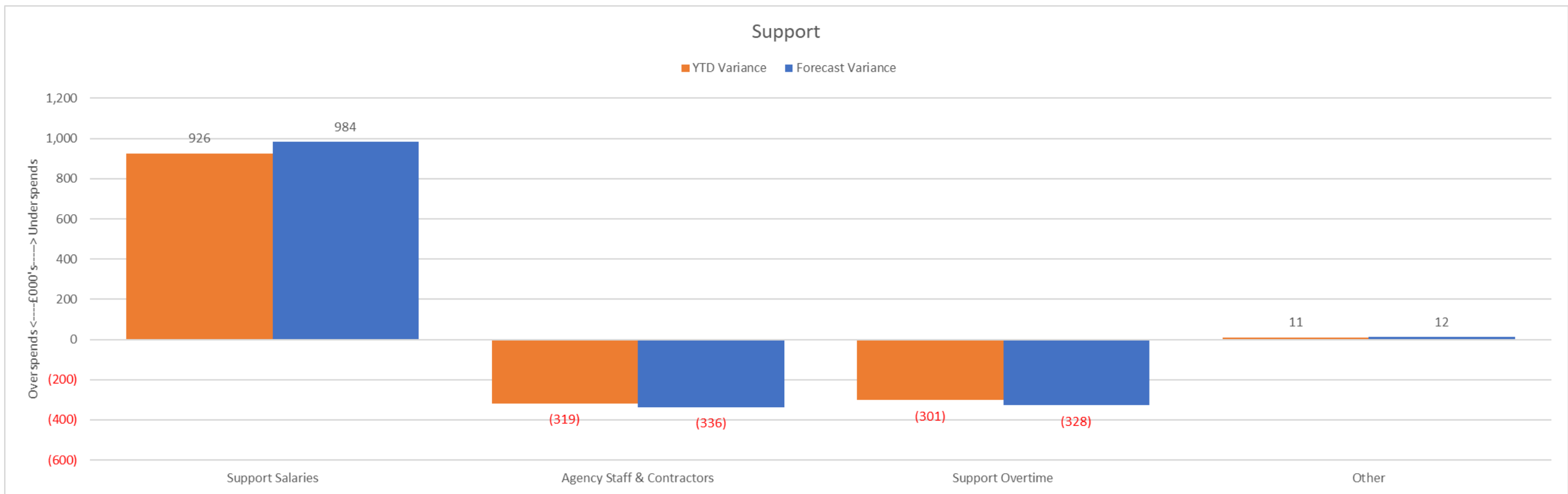
On Call

Year to Date (YTD)	Forecast
<p>Currently £411,000 underspent, representing 1.6% of budget.</p>	<p>Forecast to be £451,000 underspent, representing 1.6% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Turnout Related – reduced activity, the result of the new UFAS policy. • Retainer Fees – the result of reduced numbers within the On Call workforce across all Service Delivery Areas (SDAs). • Drill Night - the result of current staffing levels. • Other On Call Costs – reduced cleaning activities and reduced holiday payments, the result of vacancies along with the impact of changes to the UFAS policy. • CPD - the result of vacancies and staff in development roles who are not eligible for payments. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Turnout Related – activity levels are forecast to remain below budget over the remainder of the financial year as the impact of the UFAS policy continues to be realised. • Retainer Fees – the forecast is based on current staffing levels. • Other On Call Costs – the forecast reflects current activity which indicates an improving position. • Agile Cover & Standbys – the increased levels of standby cover in the North and East SDAs are forecast to continue. • Training On Call Wages - the forecast is based on ongoing activity and planned courses in the final month of the financial year.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Other On Call Costs – administration costs and national insurance. • Agile Cover & Standbys – increased Agile Cover & Standbys in the North and East SDAs to help maintain availability levels. • Training On Call Wages – an increase in all On Call training activity including, Task & Task Management, Breathing Apparatus, Safe Working at Heights etc. • Equipment Maintenance – increased costs for staff maintaining equipment. • Community Activity – increased home fire safety activity. • Other – payments during periods of holiday. 	



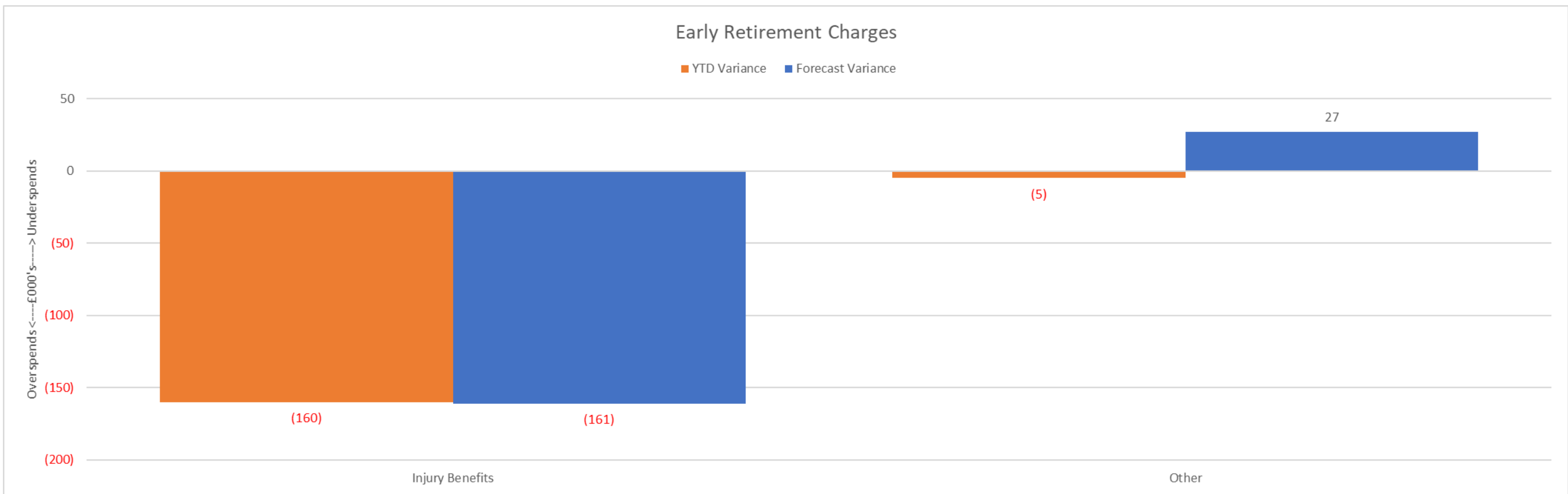
Support

Year to Date (YTD)	Forecast
Currently £317,000 underspent, representing 0.9% of budget.	Forecast to be £332,000 underspent, representing 0.8% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies. 	Changes in Financial Position: <ul style="list-style-type: none"> Salaries – ongoing vacancies combined with planned new starts. Costs for staff supporting business cases which are forecast to continue beyond the period for which they are budgeted. Agency Staff & Contractors – some agency costs are now being charged to capital and have been removed from the forecast. In addition, a contractor on the PPFT project has now finished and other consultation services within SPPC will no longer be taking place this financial year. Overtime – the need to use overtime to cover vacancies is forecast to continue.
YTD Overspends: <ul style="list-style-type: none"> Salaries – additional market supplement payments for staff within the Fleet, Portfolio Office and ICT functions. Agency Staff & Contractors – unbudgeted costs for staff providing temporary resource to cover vacancies along with costs for staff supporting the Rostering, People Payroll Finance & Training (PPFT) and Service Delivery Model Programme (SDMP) projects. Overtime – the impact of providing cover for vacancies mainly within Asset Management and Central Staffing. 	



Early Retirement Charges

Year to Date (YTD)	Forecast
<p>Currently £165,000 overspent, representing 4.9% of budget.</p>	<p>Forecast to be £134,000 overspent, representing 3.6% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Other - Local Government Pension Scheme (LGPS) unfunded payments in respect of legacy support staff pensioners. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Injury Benefits – no additional unbudgeted injury benefits are expected. Other - the forecast assumes only minimal additional costs in respect of ill health commutations over the remaining month of the year.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Injury Benefits – there has been an increase in the number of injury benefits awarded. Other - ill health commutation charges. To date there have been three lower tier and four upper tier awards. 	



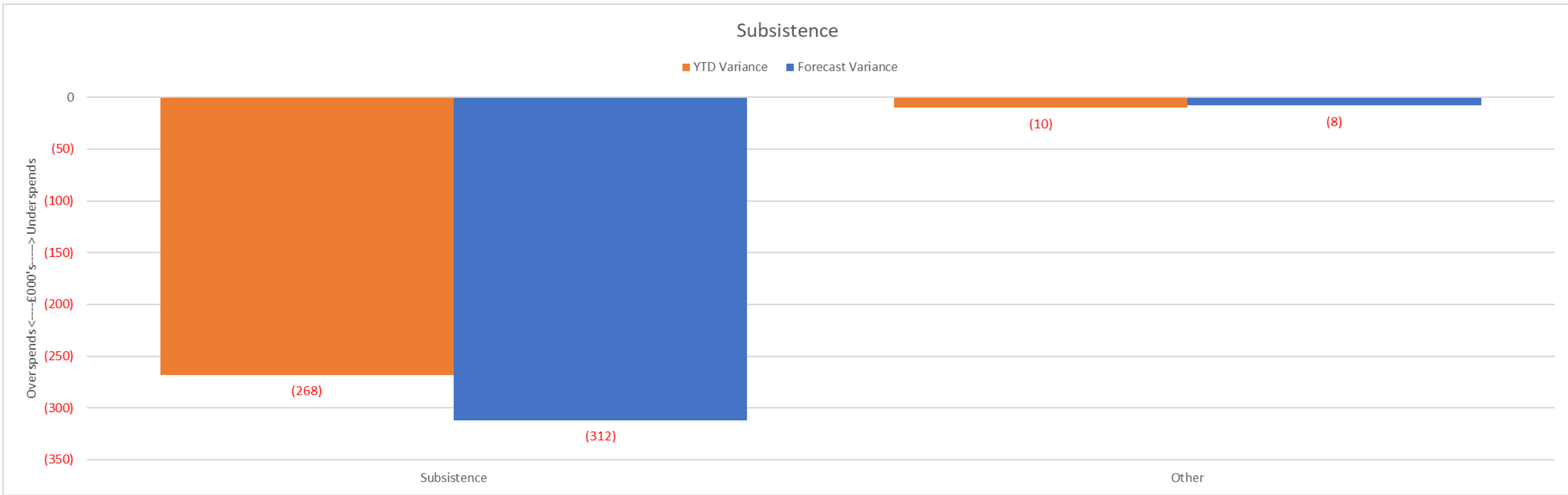
Training

Year to Date (YTD)	Forecast
Currently £124,000 overspent, representing 19.6% of budget.	Forecast to be £130,000 overspent, representing 19.1% of budget.
YTD Underspends: <ul style="list-style-type: none"> Other – planned learning development courses have not been taken up by Directorates. 	Changes in Financial Position: <ul style="list-style-type: none"> Training Non HQ Funded – additional specialist training within the Argyll & Bute area, Prevention & Protection, Operations and Property is included in the forecast. Operational Training Courses – the forecast reflects the courses that are scheduled in the final month. Other – the reduction in learning and development courses for Directorates is forecast to continue.
YTD Overspends: <ul style="list-style-type: none"> Training Non HQ Funded – specialist training courses mainly in respect of the Argyll & Bute area, Prevention & Protection, Operations, Fleet, Property and ICT functions. Operational Training Courses – external training in respect of Face Fit, Hazardous Material and NEBOSH/IOSH courses. 	



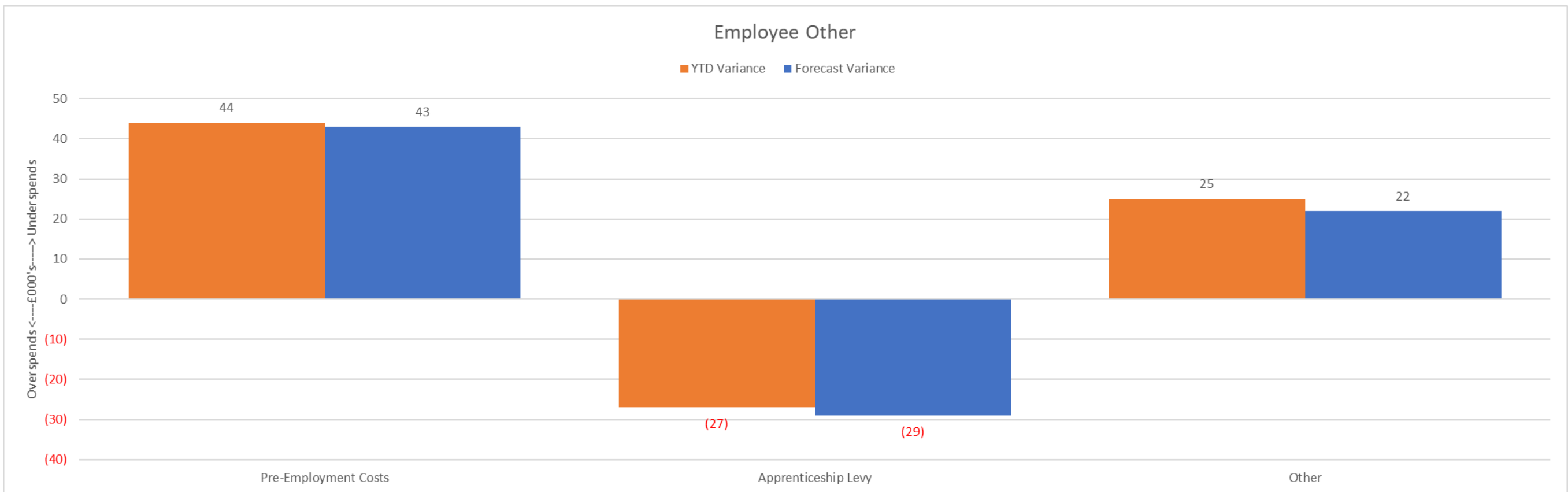
Subsistence

Year to Date (YTD)	Forecast
Currently £278,000 overspent, representing 22.5% of budget.	Forecast to be £320,000 overspent, representing 24.0% of budget.
YTD Underspends: <ul style="list-style-type: none"> Other - spoilt meals following the impact of the UFAS policy. 	Changes in Financial Position: <ul style="list-style-type: none"> Subsistence – the increases in both price and volume are forecast to continue for the remainder of the financial year. The forecast for staff attending training courses reflects planned activity in the final month. Other - incident catering associated with wildfire activity is not included in the forecast for future months. The spoilt meals forecast is based on the latest activity levels.
YTD Overspends: <ul style="list-style-type: none"> Subsistence – increased accommodation costs in some areas, mainly being incurred by the Service Delivery and Training Safety & Assurance Directorates. In addition, an increase in the number of staff attending training courses has resulted in more costs being incurred for subsistence. Other - incident catering, including costs associated with the wildfires in the first part of the year. 	



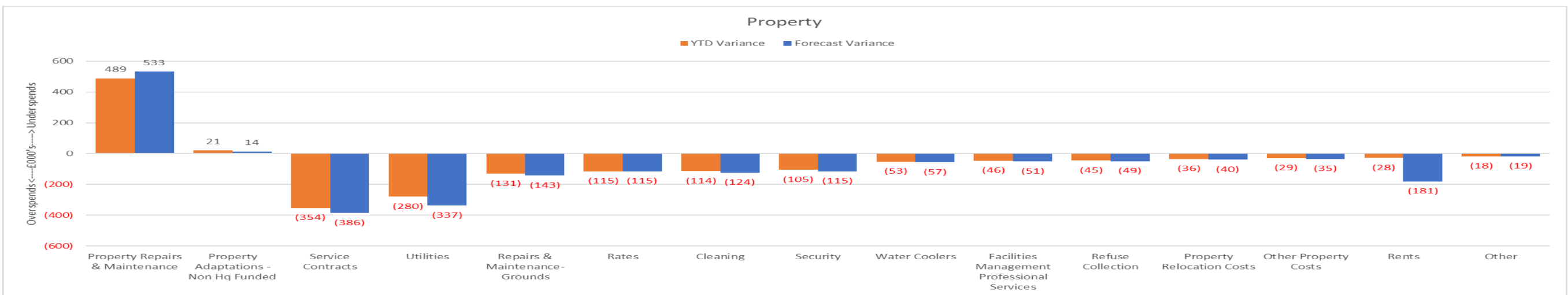
Other Employee Costs

Year to Date (YTD)	Forecast
Currently £42,000 underspent, representing 3.8% of budget.	Forecast to be £36,000 underspent, representing 2.9% of budget.
YTD Underspends: <ul style="list-style-type: none"> Pre-Employment Costs – reduced activity including psychometric and scenario testing. Other - reduced employee recognition payments, relocation costs and costs for optician services. 	Changes in Financial Position: <ul style="list-style-type: none"> Pre-Employment Costs – activity is forecast to increase in the final month of the financial year in line with historical trends. Other – additional employee recognition payments are included in the forecast for the final month of the financial year.
YTD Overspends: <ul style="list-style-type: none"> Apprenticeship Levy – increased costs reflecting pay awards and reduced retirals. 	



Property

Year to Date (YTD)	Forecast
<p>Currently £844,000 overspent, representing 3.0% of budget.</p>	<p>Forecast to be £1,105,000 overspent, representing 3.6% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> Property Repairs & Maintenance – reflects the finalisation of bills that were accounted for in prior years that have now been settled for less than expected. Property Adaptations Non HQ Funded – reduced spend mainly within the SDAs. Utilities – reduced consumption of gas and heating oil. Some properties have now been converted from gas heating to more environmentally friendly and efficient electric systems. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> Property Adaptations Non HQ Funded - the forecast anticipates an increase over the remaining month. Utilities – due to the impact of future weather on consumption levels a cautious approach has been employed and the final month’s gas bill has been kept on budget. Electricity and water costs are forecast to continue to overspend. Rates – increased rateable values. The forecast costs for Cambuslang ARC are expected to be less than budgeted. The projected savings from the disposal of properties are also behind schedule. Other Property Costs - provision of temporary welfare facilities in the North SDA. Activity is forecast to increase across all SDAs. Rents – dilapidation costs for properties that are being vacated following the end of their lease are included in the forecast.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Service Contracts - budgeted savings in respect of the hard facilities management contract are not being delivered. Additional costs in respect of the Cambuslang ARC, alarm monitoring services and building management system hosting costs. Utilities – electricity consumption is higher than predicted which includes the provision for outstanding bills and costs being incurred for electric vehicle chargers. Water meter charges have also increased. Repairs & Maintenance Grounds – non-contracted works, mainly in respect of tree surgery. Rates – increased rateable values for properties mainly within the Highlands & Islands. Cleaning - budgeted savings in respect of ceasing weekend cleaning at stations have not been authorised. Price and volume increases for cleaning materials issued to support decontamination processes. Additional costs in respect of Cambuslang ARC. Savings in respect of planned building closures are not being realised. Security – security patrols at Hamilton and Cambuslang ARC. Water Coolers – work to remove water coolers is no longer planned for 2023/2024. Facilities Management Professional Services – additional work in respect of RAAC (Reinforced Autoclaved Aerated Concrete) and asbestos related works. Refuse Collection – price and demand increases for skips and refuse uplifts. Property Relocation Costs – heritage site removal costs, movement of offices from Hamilton to Cambuslang and decommissioning charges for properties being vacated. Other Property Costs – disposal of obsolete ICT equipment at corporate offices. Rents - budgeted savings not being realised. Other –additional LEV (Local Exhaust Ventilation) costs and a desk booking system for Cambuslang. 	



Supplies & Services

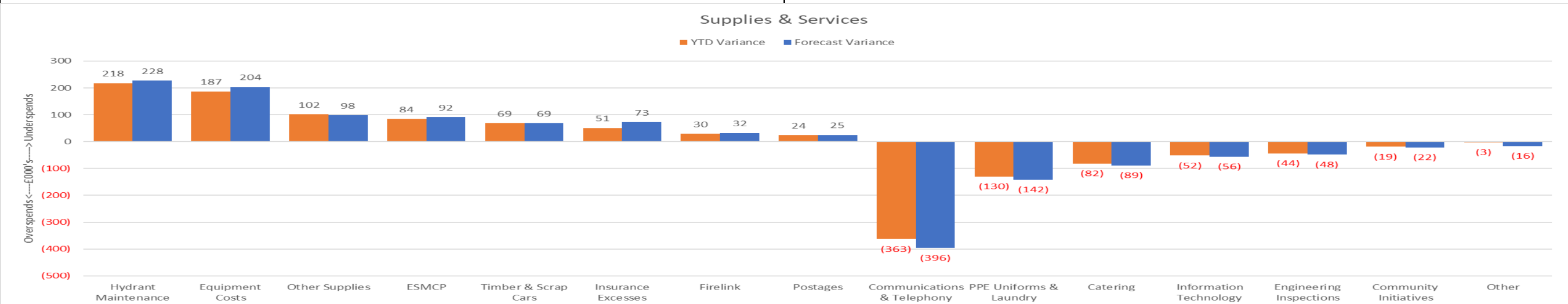
Year to Date (YTD)	Forecast
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Currently £72,000 underspent, representing 0.4% of budget.	Forecast to be £52,000 underspent, representing 0.3% of budget.
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- YTD Underspends:**
- Hydrant Maintenance - the result of the supplier being unable to fulfil orders and cost increases, dating back to 2022/2023, being less than anticipated.
 - Equipment Costs – current activity is being managed to help finance the increased costs of PPE, Uniforms & Laundry.
 - Other Supplies – savings in respect of Heritage related spend and reduced costs to fund Operational Equipment Non HQ spend.
 - ESMCP (Emergency Services Mobile Communication Programme) – delays in Data First pilot project.
 - Timber & Scrap Cars – reduced timber prices for carbonaceous fire training.
 - Insurance Excess – reduced accidents incurring insurance excess charges.
 - Firelink – reduced staff supporting Firelink.
 - Postages – decrease in requirement for postages in Service Delivery.
 - Information Technology – reduced maintenance costs following the implementation of more stable software to support the NMS project.
 - Other – gym equipment maintenance and medical supplies.

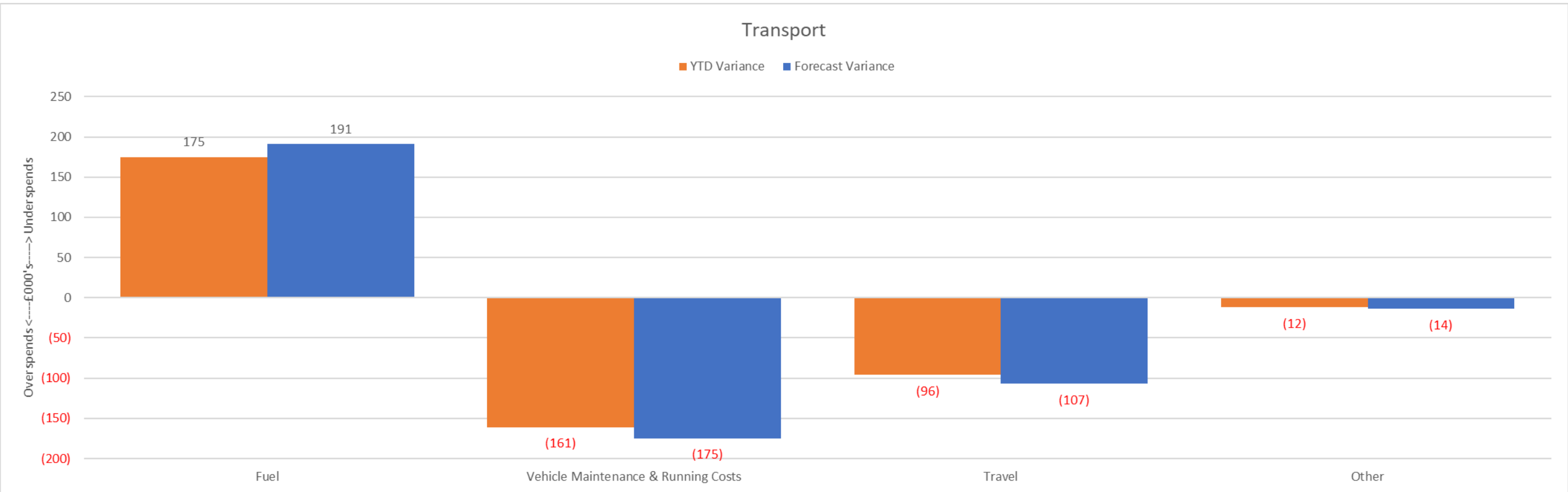
- Changes in Financial Position:**
- Hydrant Maintenance – the forecast assumes the service provider will be unable to increase activity over the final month of the financial year.
 - Other Supplies - the forecast includes anticipated spend in respect of the Fire Museum in the final month of the financial year.
 - Insurance Excess – the year to date spend includes a significant legacy cost which will not continue.
 - Timber & Scrap Cars – the number of scrap cars being supplied and uplifted is forecast to increase in the final month of the financial year with prices also forecast to be higher.
 - Other – no further spend is expected for insurance premiums. The forecast also includes additional printing costs within Prevention & Protection and Operations. Additional gym equipment maintenance is scheduled for the final month of the financial year.

- YTD Overspends:**
- Communications & Telephony – budgeted savings in respect of communications & telephony are not being delivered. Contract renewal prices are higher than anticipated.
 - PPE, Uniforms & Laundry – increase in price and demand for laundry. Budgeted savings in respect of the West SDA laundry contract are not being delivered. Savings from within Equipment Costs are being used to offset this overspend.
 - Catering – increased prices for trainees at the National Training Centre.
 - Information Technology – legacy invoices in respect of data racks.
 - Engineering Inspections - reflects an increase in volumes and costs for the supplier revisiting sites where access has not been possible.
 - Community Initiatives – increased activity within the Service Delivery Directorate to support local prevention initiatives.
 - Other – higher insurance premiums.



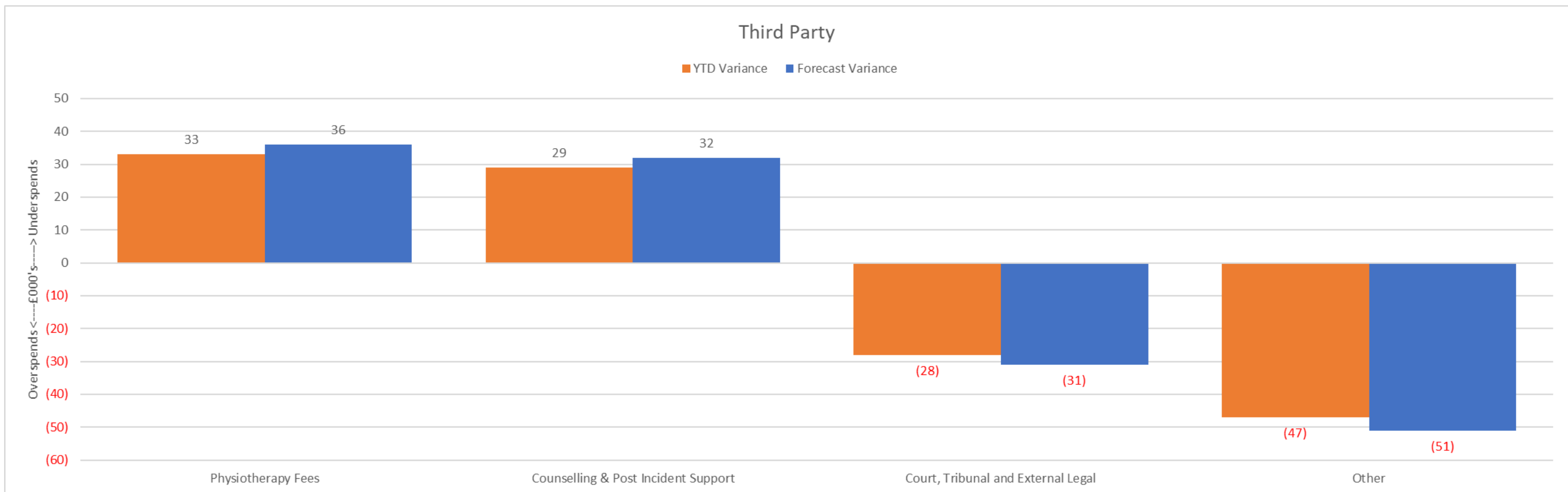
Transport

Year to Date (YTD)	Forecast
Currently £94,000 overspent, representing 1.5% of budget.	Forecast to be £105,000 overspent, representing 1.6% of budget.
YTD Underspends: <ul style="list-style-type: none"> Fuel – reduction in fuel consumption. Prices are also less than anticipated. 	Changes in Financial Position: <ul style="list-style-type: none"> None.
YTD Overspends: <ul style="list-style-type: none"> Vehicle Maintenance & Running Costs – delays in the implementation of the new high reach appliance strategy along with changes on how it is being delivered mean that budgeted savings are not being realised. In addition, fleet vacancies have resulted in the need to increase the use of external contractors. Travel – increased activity within the SDAs to support face to face engagement along with additional training related activity and costs to maintain the fleet. Other – vehicle hire charges. 	



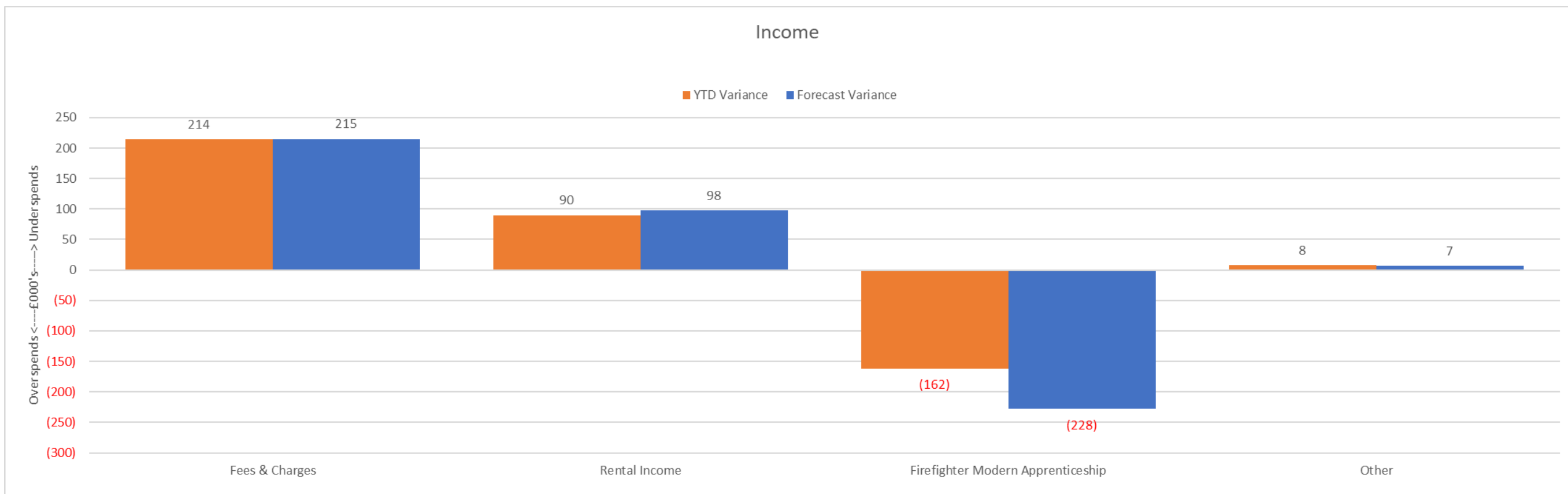
Third Party Payments

Year to Date (YTD)	Forecast
Currently £13,000 overspent, representing 1.4% of budget.	Forecast to be £14,000 overspent, representing 1.1% of budget.
YTD Underspends: <ul style="list-style-type: none"> Physiotherapy fees - reduced demand for external physiotherapy services following the introduction of SFRS staff to provide the service. Counselling & Post Incident Support - reduced demand for counselling services. Other – professional fees for a Portfolio Office project gateway review are no longer required this year. Reduced volume of medical reports along with boat berthing fees. 	Changes in Financial Position: <ul style="list-style-type: none"> None
YTD Overspends: <ul style="list-style-type: none"> Court, Tribunal and External Legal - external legal advice sought in relation to employee issues. Other – professional fees to support services required during the Royal Week in Edinburgh and the World Cycling Championships along with costs for the career ready initiative. Increased costs for external doctor services and internal and external audit costs. Increased number of staff being security vetted, extra scientific services to support specific events and higher than budgeted price increases within Operations. 	



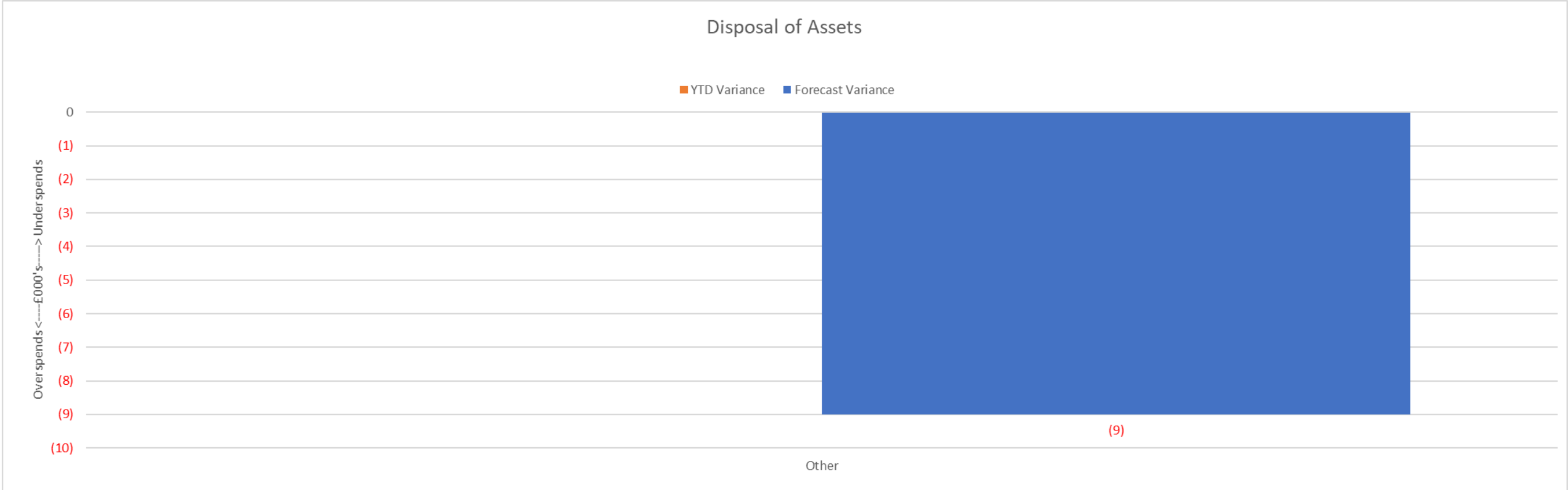
Income

Year to Date (YTD)	Forecast
Currently £150,000 over recovered, representing 9.6% of budget.	Forecast to be £92,000 over recovered, representing 4.8% of budget.
YTD Over Recoveries: <ul style="list-style-type: none"> Fees & Charges – recovery of costs associated with International Search and Rescue (ISAR) operations, the World Cycling Championships in Scotland, increased income in respect of the Edinburgh Tattoo and the sale of obsolete equipment. Rental Income – additional rental income from shared services. Other – training course cost recovery. 	Changes in Financial Position: <ul style="list-style-type: none"> Fees & Charges – the forecast is based on the recovery of costs for anticipated future events which will be supported by the Service. Firefighter Modern Apprenticeship – the cap on recoverable income this financial year has been reached. Unless other organisations taking part in the scheme under recover no further income can be expected. Other – no additional income is forecast for training courses.
YTD Under Recoveries: <ul style="list-style-type: none"> Firefighter Modern Apprenticeship – delays in the process for reclaiming income. 	



Disposal of Assets

Year to Date (YTD)	Forecast
Currently on budget.	Forecast to be £9,000 overspent.
YTD Over Recoveries: <ul style="list-style-type: none"> None 	Changes in Financial Position: <ul style="list-style-type: none"> The forecast includes the loss in respect of a vehicle write off.
YTD Under Recoveries: <ul style="list-style-type: none"> None 	



Progress on Initial Budgeted Savings

	Year to Date			Full Year			Nature of Savings	Change from Previous Forecast	Commentary
	Target included in Budget	Savings Delivered	Status	Included in the 23/24 Budget	Forecast to be Delivered in 23/24	Red, Amber, Green Status			
Wholetime	1,091	954	A	1,190	715	A	Recurring	185	Increased levels of overtime. Revised retirement profile.
On-Call	1,489	1,713	P	1,624	1,892	G+	Recurring	114	Reduced drill night costs due to vacancies. Increased weather related activity, the impact of the new UFAS policy and increased levels of home fire safety visits.
Support	1,719	2,082	P	1,875	2,253	G+	Recurring	(34)	Vacancies.
Early Retirement Charges	550	531	A	600	613	G+	Recurring	(46)	Reduced levels of ill health retirals.
Training	178	124	A	194	143	A	One Off	(7)	Reduced learning & development activity with the budget being transferred to wholetime. Increased costs for training equipment. Increased operational training courses.
Subsistence	300	83	A	327	67	A	Recurring	72	Increased accommodation specifically in more rural areas, mainly within the Service Delivery and Training Safety & Assurance Directorates. Increased accommodation costs for firefighters attending training.
Other	126	148	P	137	156	G+	Recurring	3	Increased savings forecast in respect of optical vision aids and pre employment checks. Increased costs of apprenticeship levy.
Property Costs	1,199	477	A	1,308	340	A	Recurring	(606)	Challenges in delivery of Hard FM and water cooler budgeted savings. Increased ground maintenance costs. Planned savings in respect of weekend cleaning have been deferred until the contract is renewed. Rates – increased rateable values along with a forecast increase in rates for Cambuslang ARC. The projected savings for rates, in respect of Cowcaddens and Hamilton properties, are also behind plan. Additional savings realised in gas. Increased electricity and water costs. Increased prices for property repairs are higher than the budgeted inflationary rate. Increased security costs at Asset Resource Centres. Reduced costs relating to prior years and reallocation of costs to capital. Increased dilapidation costs in respect of rented properties.
Supplies & Services	2,120	2,038	A	2,312	2,175	A	Recurring	101	Anticipated increased prices for hydrant maintenance costs relating to 2022/2023 are lower than expected and the supplier is not expected to be able to deliver on all the outstanding orders. Savings in respect of smoke alarms have been delivered with existing stock being used to meet demand and the budget has been transferred to wholetime. Savings in respect of the West SDA laundry contract are not being delivered, ICT contract price increases and Firelink savings not being realised. Legacy invoices. Reduced Heritage related spend.
Transport Costs	614	524	A	670	571	A	Recurring	52	Delays and changes to how the high reach appliance strategy is being delivered. Increased prices for travel. Reduced fuel prices and consumption.
Third Party Payments	190	162	A	207	175	A	Recurring	4	Additional Independent Qualified Medical Practitioners (IQMP) charges.
Financing	278	278	G	303	303	G	Recurring	-	
Income	282	586	P	308	621	G+	Recurring	4	Additional income from the World Cycling Championships and sale of obsolete equipment. Additional income in respect of property shared with third parties.
TOTAL	10,135	9,699	A	11,056	10,024	A		(158)	

Key

R = Savings are not being delivered

A = Savings are being delivered but below the budgeted level

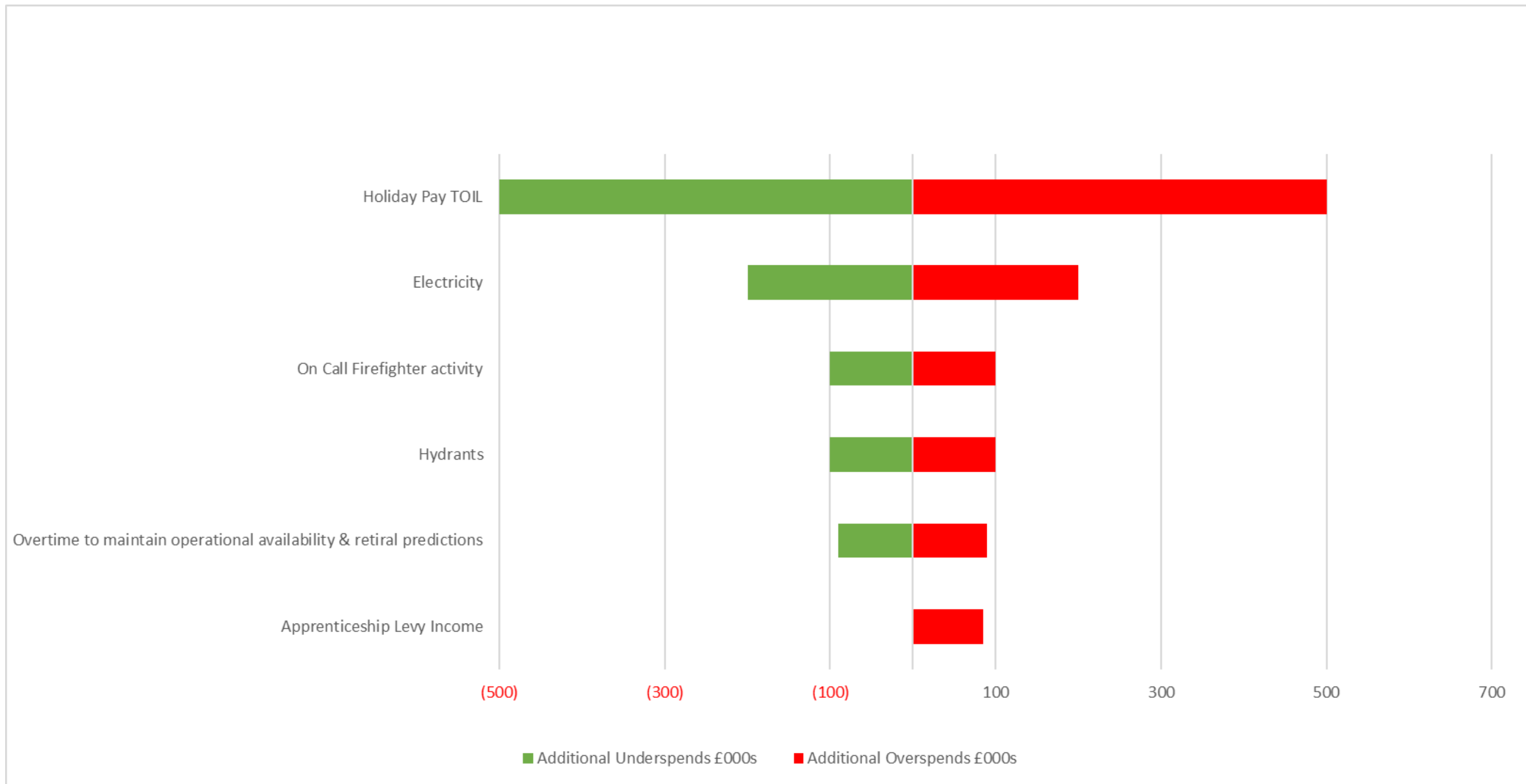
G = Savings are being delivered in line with the budget

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

P = Year to date savings have delivered full year target

The forecast savings against the budgeted targets have decreased to £10,024,000 this month representing an adverse swing of £158,000 in the month.

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£990

Total Overspend Risk to Reported Position £000

£1,075

Financial Risks

High Impact Risks

Holiday Pay / TOIL

- The holiday entitlement and TOIL balances held on the 31st March 2024 may differ from those held on 31st March 2023. This would result in the need for a financial adjustment (accrual) to reflect the change in liability and would lead to employee costs varying from forecast.

Low Impact Risks

Electricity

- There is a risk that estimated consumption and accruals for missing bills are different from the forecast assumptions. This may result in spend for electricity varying from the current forecast.

On Call Activity

- On Call activity, mainly community initiatives, training, drill nights, turnouts and retainer fees may differ from the budgeted assumptions. This may result in spend for On Call employee costs varying from the current forecast.

Hydrants

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

Overtime & Retiral Predictions

- Changes to the business rules may be insufficient to ensure operational availability is maintained. This may result in the need to use overtime to maintain availability.

Apprenticeship Levy Income

- There is a risk that apprenticeship levy income is not recovered at the expected level.

Risks

High Impact Risks impact on reported forecast may be greater than £500,000

Medium Impact Risks impact on reported forecast likely to be between £250,000 and £499,999

Lower Impact Risks impact on reported forecast not likely to exceed £249,999

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



Report No: B/FCS/07-24

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 MARCH 2024						
Report Title:	CAPITAL MONITORING REPORT 2023/24 – FEBRUARY 2024						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of the actual and committed expenditure against the 2023/24 capital budget for the period ending 29 February 2024.						
2	Funding						
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 15 December 2022 set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £32.5m for 2023/24.						
2.2	Scottish Government's ambition to phase out the need for diesel and petrol cars and vans by 2032, is articulated in Transport Scotland's "Switched On Scotland" action plan. In setting its budget in March 2023, the Service included £1.5m of funding from Transport Scotland, for the purchase of additional Electric Vehicle Charging points across Scotland. As a result, the total capital funding for 2023/24 was set at £34.0m.						
2.3	In June, Transport Scotland advised that funding was limited for 2023/24, in addition, SFRS have encountered difficulties with current suppliers being able to deliver within agreed timeframes as demand has exceeded supply. Supply chain difficulties have been recognised by Scottish Government and solutions are being sought to support new projects. SFRS was not in a position to apply for additional funding at that stage, and as such the expected contribution of £1.5m was removed from the Capital Funding.						
2.4	Scottish Government advised SFRS in October that additional Capital DEL of £0.118m was approved for ESN Connect Data First. This funding is included in the figures in Appendix A.						
2.5	Transport Scotland also offered SFRS funding of £0.107m in October, to replace and upgrade the EV Charging Points across the service. This funding has been added to Capital DEL via Grant in Aid and it is also included in the figures in Appendix A.						
2.6	In addition, the Net Book Value on disposal of a non-operational mast and vehicles during the year of £0.197m has been re-invested back into the Fleet Budget and will fully spend out.						
2.7	The total funding has been revised to £32.922m, which is a net reduction of £1.078m as outlined.						

3	Progress towards Programme Delivery
3.1	<p>Summary for February 2024</p> <ul style="list-style-type: none"> The capital committed or paid to date is £32.273m (98%) of the revised capital budget of £32.922m. The current capital forecast is £32.922m. Budget virements in the period are detailed in Appendix A. Property Major Works, Property Minor Works, Vehicles, ICT Equipment, Operational Equipment and Transition to Net Zero projects are all on track with a Budget RAG status of Green. There is a £1.078m reduction in planned spend, relative to the original budget approved by the Board, in line with funding changes outlined at section 2.
3.2	Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year.
4	Recommendation
4.1	<p>The Board is asked to:</p> <p>(a) scrutinise the level of actual and committed expenditure for the period ended 29 February 2024.</p>
5	Key Strategic Implications
5.1	Risk
5.1.1	We have created a Risk Based Capital Investment Plan for Equipment, Fleet, ICT and Property assets, this is linked to the development of Strategic Asset Management Plans for our key assets. This document sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management. Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to The SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets with the highest risk of failure, or which have the highest operational impact from failure, and to address those issues of concern for the health and safety of asset users.
5.2	Financial
5.2.1	Financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	Workforce
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	Health & Safety
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	Health & Wellbeing
5.6.1	No Health & Wellbeing implications identified.

5.7	Training	
5.7.1	The capital programme includes significant investment in training facilities.	
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Asset Management Liaison Board.	
5.8	Timing	
5.8.1	This report covers the period up to 29 February 2024 and known events just after the period end.	
5.9	Performance	
5.9.1	Total forecast expenditure is expected to be in line with the budgeted figure of £32.922m.	
5.10	Communications & Engagement	
5.10.1	Key stakeholders are engaged during project development and implementation.	
5.11	Legal	
5.11.1	External legal support is in place to facilitate the sale of assets.	
5.12	Information Governance	
5.12.1	DPIA completed Yes/No. If not applicable state reasons.	
5.13	Equalities	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.	
5.14	Service Delivery	
5.14.1	Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely coordinated between asset management, training and local service delivery areas.	
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.	
5.14.3	Milestone RAG status is Green for Property Minor Works, ICT Equipment, Operational Equipment and Transition to Net Zero. Property Major Works and Fleet have a Milestone RAG status of Amber due to slippage of project timelines into the next financial year. These slippages are due to assessments of site options, contract negotiations and supplier build schedules.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2023/24 capital budget for the period ending 29 February 2024.	
6.2	It is currently anticipated that the revised budget of £32.922m will be spent out by 31 March 2024.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	The financial position is closely reviewed on a monthly basis 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/Further Reading	
8.1	Appendix A – Capital Monitoring Report – Strategic Leadership Team – February 2024	
Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager	
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Presented by:	Lynne McGeough, Head of Finance and Procurement	
Links to Strategy and Corporate Values		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>19 March 2024</i>	<i>For Information/Scrutiny</i>
<i>SFRS Board</i>	<i>27 March 2024</i>	<i>For Scrutiny</i>

Capital Monitoring Report

February 2024

Content

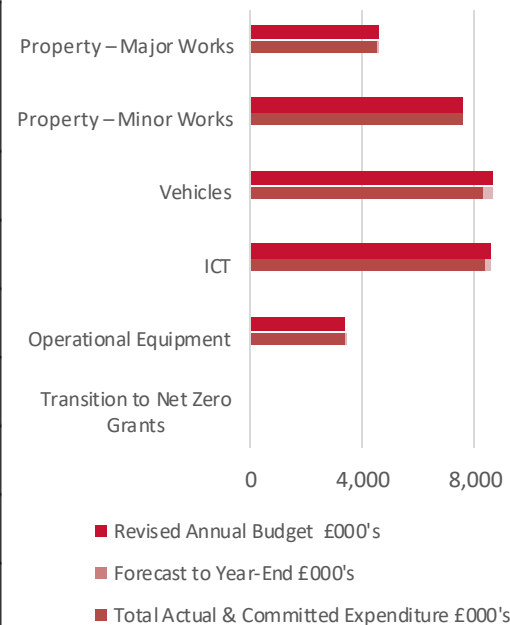
- Year to Date Spend and Commitment v Budget
- Budget, Actuals and Forecast by Category
- Full Year Actuals/Forecast v Budget by Category
- Year to Date Actuals v Forecast by Category
- Capital Funding
- Year to Date Budget Virements
- Property Major Works
- Property Minor Works
- Vehicles
- ICT Equipment excl NMS
- New Mobilising System (NMS)
- Operational Equipment
- Transition to Net Zero Grants



Capital Monitoring Report – February 2024

Year to Date Spend and Commitment v Budget

Category	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Property – Major Works	16,171	4,595	4,533	62	4,595	0	19,630
Property – Minor Works	5,425	7,615	7,615	0	7,615	0	12,000
Vehicles	0	8,701	8,298	403	8,701	0	14,000
ICT	390	8,577	8,405	172	8,577	0	9,160
Operational Equipment	0	3,392	3,380	12	3,392	0	5,900
Transition to Net Zero Grants	3,574	42	42	0	42	0	0
TOTAL EXPENDITURE	25,560	32,922	32,273	649	32,922	0	60,690

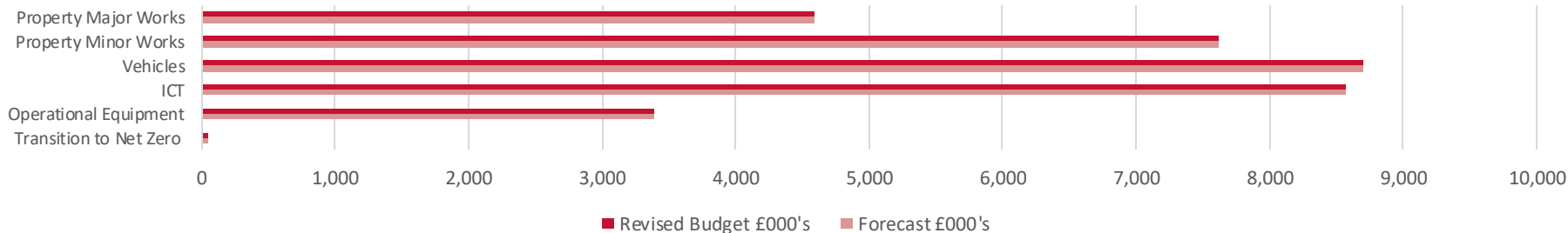


* Prior year or future year expenditure will be included if relevant to current year expenditure

Capital Monitoring Report – February 2024

Full Year Actuals/Forecast v Budget by Category

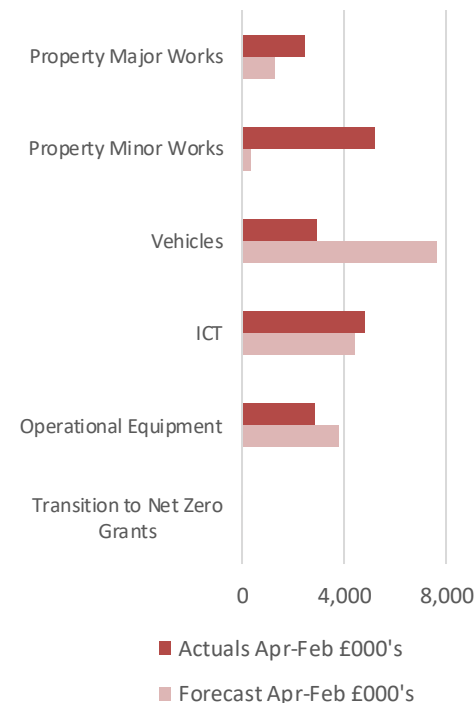
Category	Original Budget	Virements	Revised Budget	Actuals			Forecast	£000's			
				Apr-Jun	Jul-Sep	Oct-Feb	Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status
Property Major Works	9,330	(4,735)	4,595	505	1,134	882	2,074	4,595	0	0%	Green
Property Minor Works	5,000	2,615	7,615	18	1,383	3,822	2,392	7,615	0	0%	Green
Vehicles	8,275	426	8,701	259	848	1,856	5,738	8,701	0	0%	Green
ICT	6,155	2,422	8,577	1,829	393	2,592	3,763	8,577	0	0%	Green
Operational Equipment	3,740	(348)	3,392	475	611	1,781	525	3,392	0	0%	Green
Transition to Net Zero	1,500	(1,458)	42	0	0	18	24	42	0	0%	Green
Total Expenditure	34,000	(1,078)	32,922	3,086	4,369	10,951	14,516	32,922	0	0%	Green
Cumulative Total				3,086	7,455	18,406	32,922				Grey



Capital Monitoring – February 2024

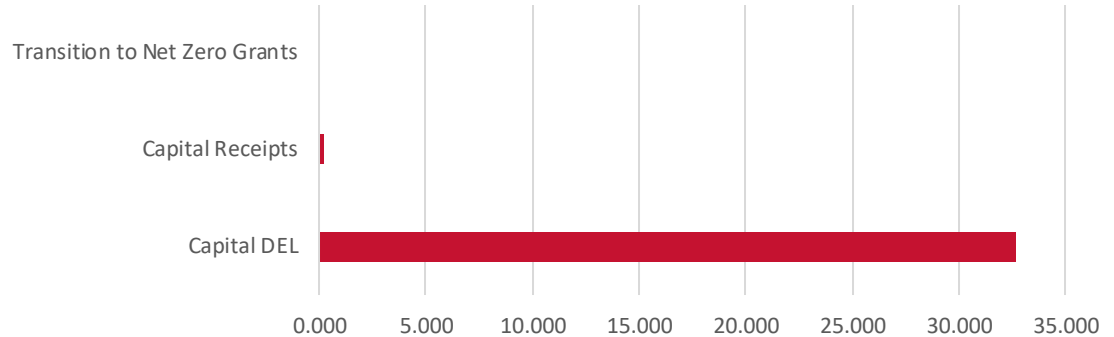
Year to Date Actuals v Forecast by Category

Category	Original Budget	Actuals	Forecast	Variance	Commentary
	£000's	Apr-Feb £000's	Apr-Feb £000's	to Forecast	
Property Major Works	9,330	2,521	1,317	(1,204)	Inverness FS redevelopment expenditure is higher than anticipated with expenditure on Galashiels, Dingwall and Newcraighall FS redevelopments occurring earlier than originally forecast. West ARC final expenditure is slightly higher than anticipated. Disposal costs have expediated quicker than forecast for Cowcaddens.
Property Minor Works	5,000	5,223	389	(4,834)	Minor Works projects are progressing faster than expected.
Vehicles	8,275	2,963	7,644	4,681	Line rescue appliances are no longer expected this year. Delays in Aerial Platforms, Medium Weight Pumping Units and Light Weight Pumping Units are partially offset by the purchase of Electric Vans not in the original budget.
ICT	6,155	4,814	4,433	(381)	Higher expenditure on NMS, Operational Mobilisation Communications and In-Vehicle Systems are partially offset by lower expenditure on PCs, laptops and peripherals, infrastructure, telephony and website development than originally forecast.
Operational Equipment	3,740	2,867	3,789	922	PPE station issues are lower than anticipated and expenditure on Operational Equipment later than forecast.
Transition to Net Zero Grants	1,500	18	83	65	Bid not being submitted for £1.5m. Expenditure no longer forecast for EV Charging Points Phase 3. Phase 4 is later than originally forecast.
TOTAL EXPENDITURE	34,000	18,406	17,655	(751)	Higher expenditure on fire station redevelopments, minor works projects and ICT offset by delayed expenditure in Vehicles and Ops Equipment.



Capital Funding 2023/24

Funding Source	Budget £M's
Capital DEL	32.725
Capital Receipts	0.197
Transition to Net Zero Grants	0.000
Total Expenditure	32.922



Funding Source	Update
Scottish Government GiA	Original GiA budget for 23/24 was £32.500m. Additional GiA budget approved in October was £0.225m. £0.118m for ESN Connect Data First and £0.107m for EV Charging Points – Phase 5.
Capital Receipts NBV	Net Book Value on disposal of non-operational vehicles of £0.167m was applied in period 10 and re-invested back into the Fleet budget. Net Book Value on disposal of a non-operational mast and associated land of £0.027m and a vehicle of £0.003m were applied in period 11 and re-invested back into the Fleet budget.
Transition to Net Zero Grants	A small amount of expenditure for EV Charging Points Phase 4 was carried forward from 22/23 but with no grant funding. Capital budget has been vired for this expenditure. Transport Scotland advised in June that funding was limited for 2023/24, in addition, SFRS have also encountered difficulties with current suppliers being able to deliver within agreed timeframes as demand has exceeded supply. Supply chain difficulties have been recognised by Scottish Government and solutions are being sought to support new projects. At this stage SFRS is not in a position to apply for additional grants. The expected funding of £1.5m has therefore been removed from this year's Capital Funding.

Capital Monitoring – February 2024

Year to Date Budget virements

Category	Original Budget £M's	Total Virements £M's	Revised Budget £M's	Commentary
Property Major Works	9.330	(4.735)	4.595	£0.653m vired from Galashiels in period 2 - £0.100m to West ARC, £0.400m to Inverness, £0.055m to Energy & Environmental, £0.043m to EV Charging Points & £0.055m to Solar PV's. £1.397m (Galashiels £0.447m, Dingwall £0.450m, Newcraighall £0.500m) vired to Property Minor Works (Minor Works £0.600m, Energy & Environmental £0.600m, Altens £0.197m) in period 4. £0.200m vired from Site Purchases to Ops Mob Comms in period 7. £2.710m (Dalkeith £0.260m, Blackness Road £0.350m, Portree £0.360m, Uig £0.200m, Galashiels £0.500m, Newcraighall £0.400m, Site Purchases £0.640m) vired to Inverness £0.040m, Disposal Costs £0.034m, Property Project Costs £0.046m, West ARC £0.064m, Liberton £0.050m, Minor Works £0.491m, PC's laptops and peripherals £1.985m in period 8. £0.521m (Dalkeith £0.050m, Blackness Road £0.098m, Uig £0.072m, Galashiels £0.096m, Dingwall £0.054m, Newcraighall £0.102m, Disposal Costs £0.001m and Liberton £0.048m) vired to West ARC £0.012m, Minor Works £0.419m and Energy & Environmental Projects £0.090m in Period 10. Net movement at period 11 is (£4.735m).
Property Minor Works	5.000	2.615	7.615	£0.110m vired from Galashiels in period 2 - £0.055m to Energy & Environmental & £0.055m to Solar PV's. £1.397m (Minor Works £0.600m, Energy & Environmental £0.600m, Altens £0.197m) vired from Property Major Works (Galashiels £0.447m, Dingwall £0.450m, Newcraighall £0.500m) in period 4. £0.491m vired from Property Major Works in period 8 and £0.001m vired from Transition to Net Zero to Minor Works, £0.011m vired from Solar PV, £0.008m to Minor Works, £0.003m to Altens and additional GiA budget of £0.107m received for EV Charging Points. £0.509m vired from Property Major Works with £0.419m to Minor Works and £0.090m to Energy & Environmental Projects in Period 10. Net movement at period 11 is £2.615m.
Vehicles	8.275	0.426	8.701	£0.500m vired from Aerial Platforms to Ops Mobs in ICT in period 2. Various internal virements took place within Fleet budget lines in period 3. Various internal virements took place within Fleet budget lines and £0.257m vired from New Mobilising System to Light Fleet in period 8. £0.100m vired from NMS to Light Fleet in Period 10 as well as various internal virements and the NBV on disposal of non-operational vehicles of £0.167m added to Light Fleet budget. £0.024m vired from NMS to Light Fleet and £0.348m vired from PPE to Light Appliances in Period 11 and the NBV on disposal of a non-operational mast and associated land of £0.027m and vehicle of £0.003m were added to the Light Fleet budget. Net movement at period 11 is £0.426m.
ICT	6.155	2.422	8.577	£0.500m vired from Aerial Platforms to Ops Mobs in ICT in period 2. £0.450m vired from New Mobilising Systems to PC's, laptops and peripherals in period 5. £0.200m vired from Site Purchases to Ops Mob Comms in period 7. £0.100m vired from Telephony to AV, £0.257m from NMS to Light Fleet and £1.985m from Major Works to PCs, laptops and peripherals in period 8. Additional GiA budget of £0.118m received in period 8 for ESN Connect. £0.100m vired from NMS to Light Fleet in Period 10 as well as various internal virements including £0.100m vired from NMS to PCs, laptops and peripherals and £0.118m from ESN Connect to PCs, laptops and peripherals. £0.024m vired from NMS to Light Fleet in Period 11 as well as various internal virements. Net movement at period 11 is £2.422m.
Operational Equipment	3.740	(0.348)	3.392	£0.348m vired from PPE to Light Appliances in Period 11. Net movement at period 11 is (£0.348m).
Transition to Net Zero Grants	1.500	(1.458)	0.042	£0.043m vired from Galashiels to EV Charging Points in period 2. Bid not being submitted for £1.5m, so £1.5m budget removed. £0.001m vired to Property Minor Works in period 8. Net movement at period 11 is (£1.458m).
Total	34.000	(1.078)	32.922	
Project Funding				
Capital DEL	(32.500)	(0.225)	(32.725)	Additional GiA budget approved in October was £0.225m. £0.118m for ESN Connect Data First and £0.107m for EV Charging Points – Phase 5. Net movement at period 11 is (£0.225m).
Transition to Net Zero Grants	(1.500)	1.500	0.000	Bid not being submitted for £1.5m, so £1.5m budget removed.
Capital Receipts	0.000	(0.197)	(0.197)	NBV on disposal of non-operational vehicles of £0.167m recognised in Period 10, corresponding budget added to Vehicles (Light Fleet). NBV on disposal of a non-operational mast and associated land of £0.027m and vehicle of £0.003m recognised in Period 11, corresponding budget added to Vehicles (Light Fleet). Net movement at period 11 is (£0.197m).
Total	(34.000)	1.078	(32.922)	

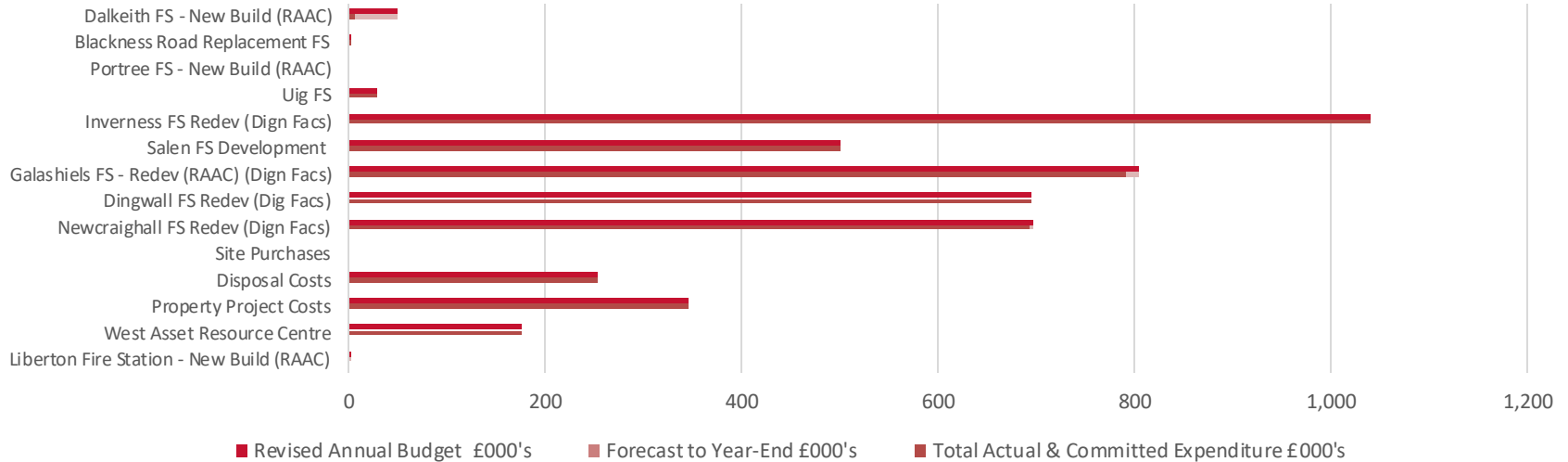
Property Major Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Dalkeith FS - New Build (RAAC)	0	50	7	43	50	0	6,140
Blackness Road Replacement FS	0	2	2	0	2	0	7,050
Portree FS - New Build (RAAC)	0	0	0	0	0	0	3,140
Uig FS	0	28	28	0	28	0	1,200
Inverness FS Redev (Dign Facs)	0	1,040	1,040	0	1,040	0	0
Salen FS Development	151	500	500	0	500	0	0
Galashiels FS - Redev (RAAC) (Dign Facs)	0	804	791	13	804	0	0
Dingwall FS Redev (Dig Facs)	0	696	696	0	696	0	0
Newcraighall FS Redev (Dign Facs)	0	698	694	4	698	0	0
Site Purchases	0	0	0	0	0	0	1,500
Disposal Costs	0	253	253	0	253	0	0
Property Project Costs	1,433	346	346	0	346	0	600
West Asset Resource Centre	14,587	176	176	0	176	0	0
Liberton Fire Station - New Build (RAAC)	0	2	0	2	2	0	0
Total	16,171	4,595	4,533	62	4,595	0	19,630

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

Property Major Works

Progress in the month	Progress anticipated in coming month
<ul style="list-style-type: none"> The contract works for Salen Fire Station Development and Galashiels, Dingwall and Newcraighall Fire Station Re-developments are progressing well. Completion is expected in 2024/25. 	<ul style="list-style-type: none"> Awaiting the outcome of an operational review of Skye to determine the way forward for Portree and Uig Fire Station projects. Awaiting decision by Service Delivery on Blackness Road Replacement Station and by the Estates Development Board for Liberton Fire Station New Build. Review of the contract for Dalkeith Fire Station New Build is ongoing prior to design work.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> Nine of the major works projects have a RAG status of red and five have a RAG status of green. Various reasons for delays, including assessments of site options and contract negotiations, with slippage into the next financial year expected for those with red RAG status. 	<ul style="list-style-type: none"> Various budget virements were completed in periods 4 and 7 (£1.750m) across several major and minor works projects. Nine projects were delayed and virements were completed in period 8. £1.985m was vired to ICT and £0.491m was vired internally within Property. Virements of £0.509m to Minor Works were completed in Period 10. Budget RAG status remains at Green.



Property Minor Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Minor Works - Condition	0	6,519	6,400	119	6,519	0	10,000
Energy & Environ Projects	4,675	745	745	0	745	0	2,000
Altens FS - Roof	0	200	319	(119)	200	0	0
Solar PV	750	44	44	0	44	0	0
EV Charging Points - Phase 5 - 23 -24	0	107	107	0	107	0	0
Total	5,425	7,615	7,615	0	7,615	0	12,000

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

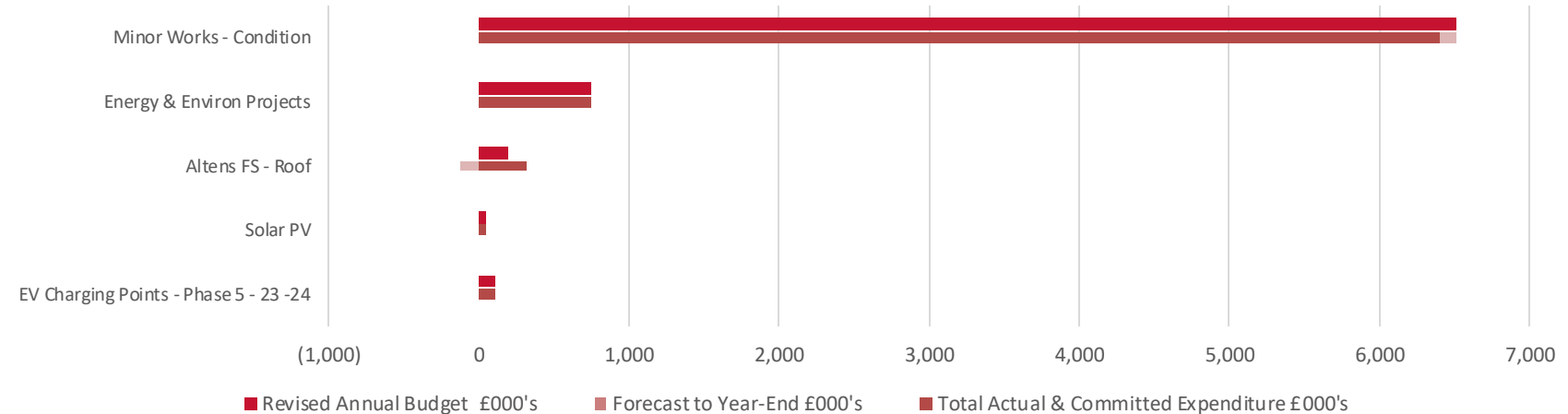
Property Minor Works

Progress in the month

- Minor works projects are progressing well with 171 projects now complete, 28 in progress, 15 pre-start and 3 awaiting start date.
- Works commenced for two new resilient fuel sites at Dundee and Portlethen with completion planned for April.
- Upgrade of EV chargers at HQ instructed with completion planned for March.

Progress anticipated in coming month

- Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.
- Negotiation of the insurance receipt for Altens Fire Station roof is expected to be finalised by the end of the financial year.



Milestone RAG

- All minor works projects are due for completion in the year and are on track. RAG status remains at Green.

Deviation from Budget RAG

- Additional CDEL budget approved in period 8 from Transport Scotland for EV Charging Points – Phase 5. £0.107m additional budget has been added via SG CDEL. Virements of £0.492m from major works were also completed in period 8.
- Virements of £0.509m from Major Works were completed in Period 10.
- Budget RAG status remains at Green.

Vehicles

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Aerial Platforms & Bodyworks	0	389	389	0	389	0	0
Frontline Appliances	0	0	0	0	0	0	10,500
Light Appliances	0	2,818	2,470	348	2,818	0	1,500
Line Rescue Appliances	0	0	0	0	0	0	0
Light Fleet - Vans & Cars	0	2,742	2,689	53	2,742	0	0
Wild Fire Fighting Vehicles	0	467	467	0	467	0	2,000
Medium Weight Pumping Units	0	2,285	2,283	2	2,285	0	0
Total	0	8,701	8,298	403	8,701	0	14,000

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

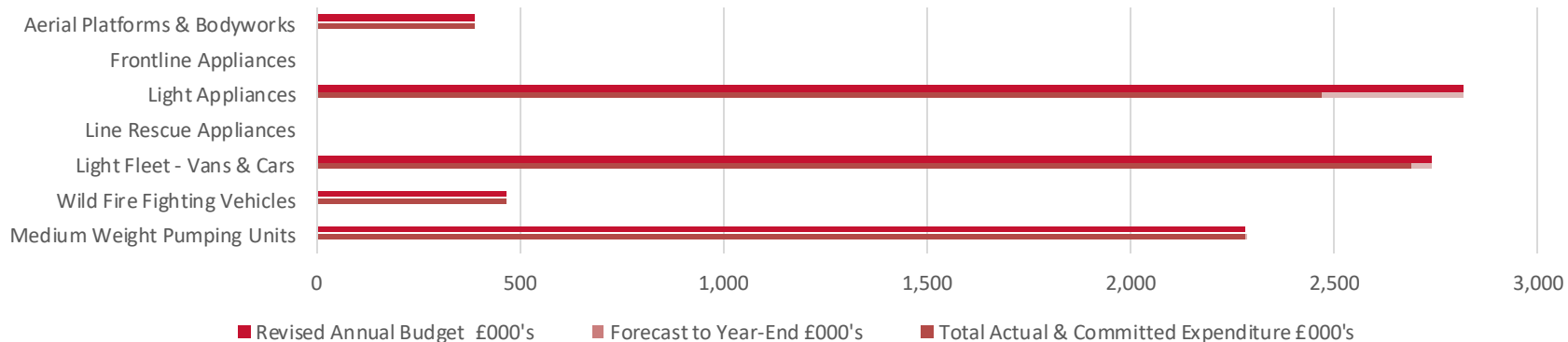
Vehicles

Progress in the month

- Orders were placed for 12 electric vans and 20 electric cars with deliveries due in March.

Progress anticipated in coming month

- Two Aerial Ladder Platforms (ALP) are at an advanced stage with the supplier and are expected to be completed before year end.
- Delivery of 14 Medium Weight Pumping Units and two Chassis Cabs for Light Appliances are expected in March.
- Remaining vehicle deliveries, including 10 4x4 pickups and 8 Ultra-Light Pumping Units are expected towards the end of the financial year.



Milestone RAG

- Three fleet lines have a RAG status of red, due to supplier capacity, and four have a RAG status of green. RAG status remains as amber. Slippage into the next financial year is expected for those with a red RAG status and the required virements have been processed.

Deviation from Budget RAG

- £0.500m vired to ICT and £0.357m vired from NMS. Net Book Value (NBV) on disposal of non-operational vehicles of £0.167m was added to Light Fleet.
- In period 11, £0.024m was vired from NMS to Light Fleet and £0.348m was vired from PPE to Light Appliances for first stage payments. In addition, the NBV on disposal of a non-operational mast and associated land of £0.027m and vehicle of £0.003m were added to Light Fleet. Budget RAG status remains at Green.

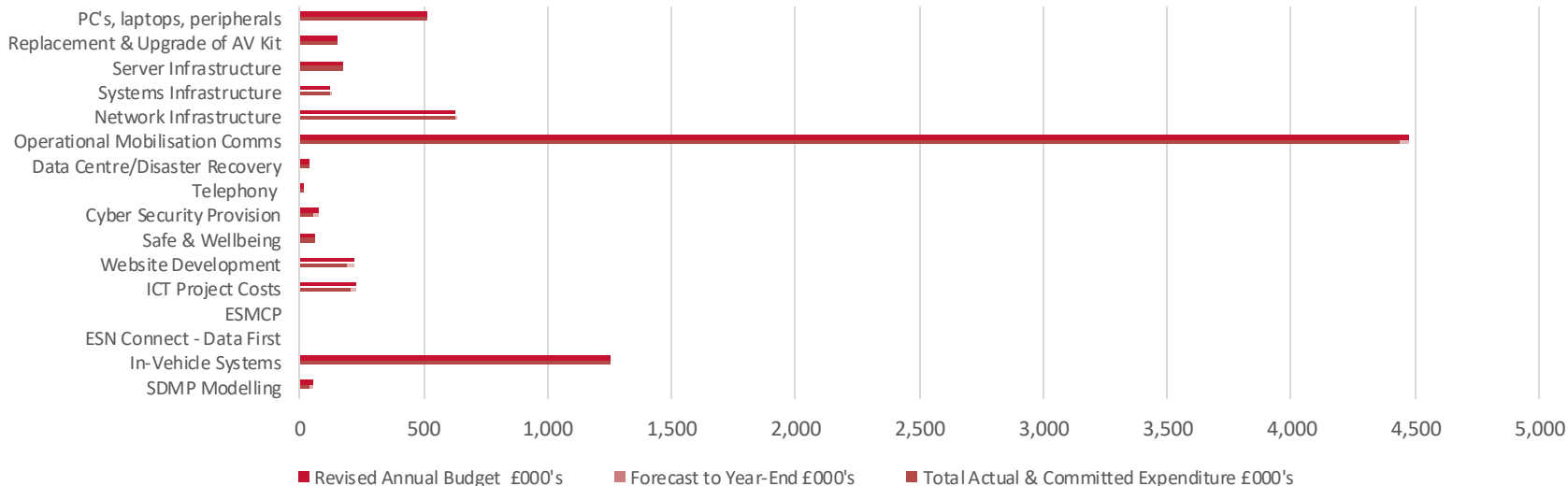
ICT Equipment excl NMS

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
PC's, laptops, peripherals	0	513	513	0	513	0	1,000
Replacement & Upgrade of AV Kit	0	151	151	0	151	0	200
Server Infrastructure	0	171	171	0	171	0	200
Systems Infrastructure	0	121	118	3	121	0	600
Network Infrastructure	0	630	626	4	630	0	1,500
Operational Mobilisation Comms	0	4,474	4,442	32	4,474	0	2,000
Data Centre/Disaster Recovery	0	37	37	0	37	0	200
Telephony	0	19	19	0	19	0	400
Cyber Security Provision	0	74	57	17	74	0	200
Safe & Wellbeing	0	60	60	0	60	0	0
Website Development	0	219	188	31	219	0	0
ICT Project Costs	0	229	206	23	229	0	360
ESMCP	0	0	0	0	0	0	0
ESN Connect - Data First	0	0	0	0	0	0	0
In-Vehicle Systems	0	1,253	1,253	0	1,253	0	0
SDMP Modelling	0	57	42	15	57	0	0
Total	0	8,008	7,883	125	8,008	0	6,660

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

ICT Equipment excl NMS

Progress in the month	Progress anticipated in coming month
<ul style="list-style-type: none"> Deliveries of laptops, monitors, network hardware and operational mobilisation equipment were received in the month. Orders were placed for further CF33 devices (in-vehicle systems), desktops, laptops, monitors, docks and Smartboard replacement work. The upgrade work on ProCAD and Management Information System (MIS) servers and the Geographic Information System (GIS) mapping upgrade were scheduled for March. 	<ul style="list-style-type: none"> Remaining deliveries expected before year end including further CF33 devices, desktops, laptops, monitors, docks, Audio Visual (AV) equipment, additional Digital Fireground Radios and encoders. Completion of planned Smartboard rollout, server upgrade work and Session Initiation Protocol (SIP) expansion due in March.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> All ICT projects are on track with a RAG status of green. 	<ul style="list-style-type: none"> Virements were completed throughout the year from NMS, property and fleet totalling £3.235m as well as various internal virements. Additional CDEL funding of £0.118m from SG was approved in period 8 for ESN Connect Data First. Budget RAG status remains at green.



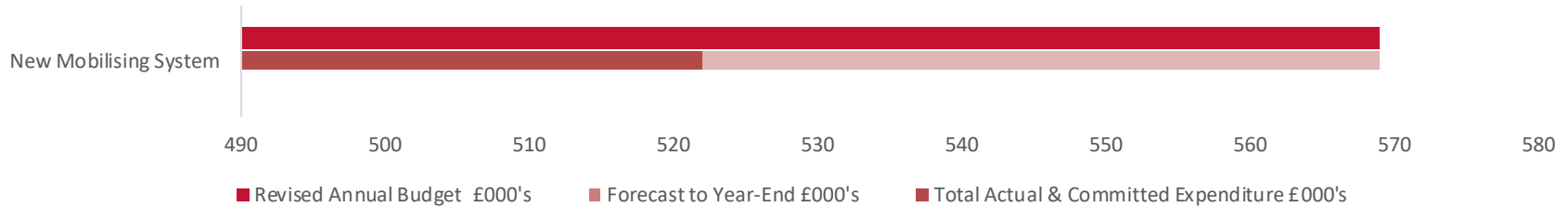
New Mobilising System (NMS)

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
New Mobilising System	390	569	522	47	569	0	2,500
Total	390	569	522	47	569	0	2,500

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

New Mobilising System (NMS)

Progress in the month	Progress anticipated in coming month
<ul style="list-style-type: none"> The Invitation to Tender (ITT) was issued in January. The closing date has been extended from 11th March to 28th March to allow more time for supplier questions. 	<ul style="list-style-type: none"> The ITT Deadline for supplier questions is now 7th March. Tender evaluation will begin in April. End state desk commissioning from Hamilton and re-instatement at Johnstone is now expected in March.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> The NMS project has a RAG status of amber, due to the delay in issuing the ITT. 	<ul style="list-style-type: none"> As a result of the completion of the Outline Business Case, a forecast underspend was agreed and £0.450m was vired from NMS to ICT in period 4. There were additional virements totalling £0.457m from NMS to ICT and Fleet during the year. In Period 11, a further £0.024m was vired to Light Fleet. Budget RAG status remains at Green.



Operational Equipment

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual & Committed Expenditure £000's	Forecast to Year-End £000's	Full Year Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Operational Equipment	0	1,740	1,731	9	1,740	0	1,900
PPE	0	1,652	1,649	3	1,652	0	4,000
Total	0	3,392	3,380	12	3,392	0	5,900

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

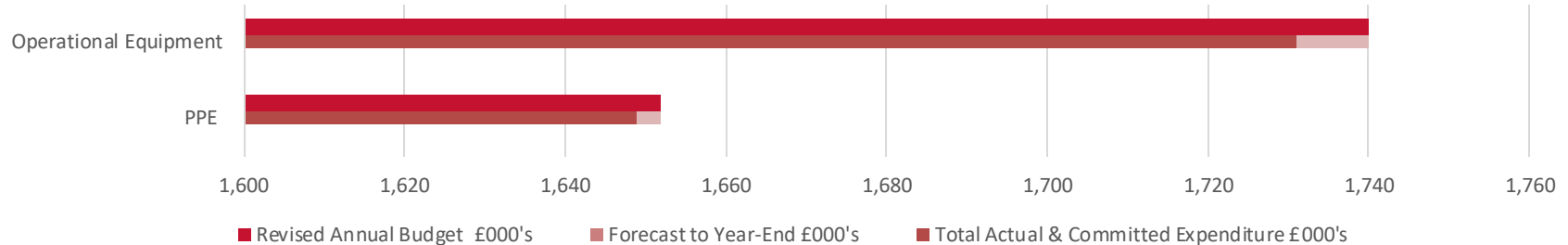
Operational Equipment

Progress in the month

- Ongoing monitoring of PPE levels continued in the month.

Progress anticipated in coming month

- All outstanding deliveries due by March - Powered Rescue equipment and Water Rescue equipment.



Milestone RAG

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

Deviation from Budget RAG

- In Period 11, £0.348m was vired from PPE to Light Appliances. This virement brings the RAG status back from Amber to Green.

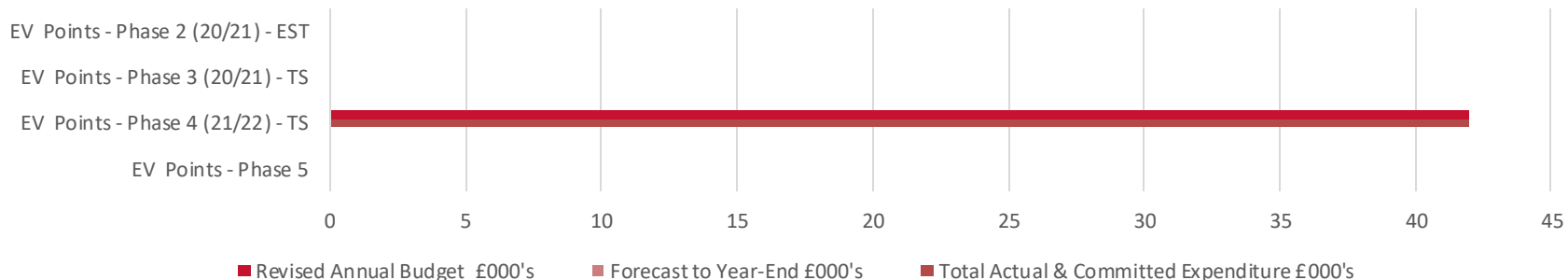
Transition to Net Zero Grants

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

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

Transition to Net Zero Grants

Progress in the month	Progress anticipated in coming month
<ul style="list-style-type: none"> £0.107m of funding from Transport Scotland was approved in November for upgrades and replacement of EV Charging Points across the service. These works are included in Minor Works and are progressing well. EV Charging Points for Motherwell, Clydebank and Dyce (Phase 3) which were carried forward from 2022/23 are now complete. No Capital budget is required for 2023/24 as the work was for energisation only. EV Charging Points for seven sites (Phase 4) in the North which were carried forward from 2022/23 are now complete. Capital budget was vired for the additional expenditure in 2023/24. 	<ul style="list-style-type: none"> EV Charging Points for Dundee MacAlpine Road (Phase 2) have been carried forward from previous years due to a wayleave issue. Further delays are expected. If additional expenditure is incurred, Capital budget will require to be vired.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> One connection for EV Charging Points Phase 2 is still outstanding and will carry forward into the next financial year, no budget implications at present. All other Transition to Net Zero projects carried forward are on track with a RAG status of green. 	<ul style="list-style-type: none"> A budget virement of £0.042m was completed in period 2 for Phase 4 EV Charging Points. £0.107m of funding from Transport Scotland was approved in period 8, for upgrades and replacement of EV Charging Points across the service. This funding will be received through Grant in Aid (GiA) and the budget is included within Property Minor Works. RAG status remains as green.



SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 19

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

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
29 August 2024	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • ARAC Committee Annual Report to Accountable Officer • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Corporate Risk and Performance Report 2024/25 Q1 • AOP and Portfolio Office Q1 Report • New Mobilising System • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Annual Performance Review 2023/2024 • Annual Procurement Report 2023/24 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
31 October 2024	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • SFRS/Anthony Nolan Partnership Annual Report 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2023/24 • Resource Budget Outturn Report 2023/24 • New Mobilising System • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Board Forward Plan Schedule 2025/26 • Draft Annual Report and Accounts 2023/24 (PRIVATE) • <p><u>New Business</u></p> <ul style="list-style-type: none"> •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
19 December 2024	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • Health and Safety Annual Report 2023/24 • <p><u>New Business</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Organisational Performance Dashboard Report Q2 Progress Report • AOP and Portfolio Office Q2 Report • New Mobilising System • <p><u>New Business</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p>
Provisional Special Board – 20 February 2025	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Budget Approach 2025-26
27 March 2025	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Organisational Performance Dashboard Report Q3 Progress Report • AOP and Portfolio Office Q3 Report • New Mobilising System • <p><u>New Business</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget 2025/26 • Capital Programme 2024-2027 • <p><u>New Business</u></p>