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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

21 June 2024

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 27 June 2024

Time: 0930 hours

Venue: Braidwood Suite, Scottish Fire and Rescue Service Headquarters, Westburn Drive, Cambuslang, G72 7NA / Virtual (MS Teams)

The business for the meeting is detailed overleaf.

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

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT
Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 27 JUNE 2024 @ 0930 HOURS
BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 25 April 2024 (attached)

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

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

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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
 - *Draft Minutes of Meeting: 2 May 2024 (attached)*
 - 10.2 **Audit & Risk Assurance Committee** B Baverstock
 - *Draft Minutes of Meeting: 26 March 2024 (attached)*
 - *Update of Meeting: 26 June 2024 (verbal)*
 - 10.3 **People Committee:** M Wylie
 - *Update of Meeting: 6 June 2024 (verbal)*
 - 10.4 **Service Delivery Committee:** T Wright
 - *Update of Meeting: 29 May 2024 (verbal)*
 - 10.5 **Reform Collaboration Group Oversight Group** *(verbal)* F Thorburn
- 11 QUARTERLY PERFORMANCE REPORT Q4** *(attached)* M McAteer
The Board is asked to scrutinise the report.
- 12 ANNUAL OPERATING PLAN PROGRESS UPDATE Q4 REPORT** *(attached)* M McAteer
The Board is asked to scrutinise the report.
- 13 COMMITTEE MEMBERSHIP STRUCTURES** *(attached)* M McAteer
The Board is asked to approve the report.
- 14 RESOURCE BUDGET MONITORING REPORT** *(attached)* S O'Donnell
The Board is asked to scrutinise the report.
- 15 CAPITAL BUDGET MONITORING REPORT** *(attached)* S O'Donnell
The Board is asked to scrutinise the report.
- 16 ARRANGEMENTS AND OUTCOME OF ANNUAL REVIEW – EFFECTIVENESS OF THE BOARD** *(attached)* M McAteer
The Board is asked to scrutinise the report.
- 17 BUSINESS INTELLIGENCE STRATEGY REVIEW** *(attached)* R Whetton
This report is for information only.

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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 meeting will be held on Thursday 29 August 2024.

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETING:

21.1 **Thursday 25 April 2024** (*attached*)

K Darwent

21.2 **Thursday 30 May 2024 – Special** (*attached*)

K Darwent

21.3 **Thursday 6 June 2024 – Special** (*attached*)

K Darwent

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

22 PRIVATE ACTION LOG (*attached*)

Board Support

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

23 NEW MOBILISING SYSTEM UPDATE (*attached*)

D Lockhart

The Board is asked to scrutinise the report.

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



SCOTTISH
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 25 APRIL 2024 @ 1000 HRS

VIRTUAL (MS TEAMS)

PRESENT:

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

Fiona Thorburn, Deputy Chair (FT)
Steve Barron (SB)
Neil Mapes (NM)
Malcolm Payton (MP)
Madeline Smith (MS)
Tim Wright (TW)

IN ATTENDANCE:

Ross Haggart (RH)	Chief Officer
Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Lynsey Gaja (LG)	Interim Director of People
Louise Patrick (LP)	Strategic Planning and Partnership Co-ordinator (Item 12 only)
Asha Narsapur (AN)	Legal Services Manager (Item 18 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI
Seona Hart, Fire Brigades Union

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those attending 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 Brian Baverstock, Board Member
Liz Barnes, Interim Deputy Chief Officer (Corporate Services)
Andy Watt, Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer, Director of Strategic Planning, Performance and Communications

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

- 3.1

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The Board agreed that the *Update on Claim against Systel* item would be taken in private. This is due to the confidential commercial/financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

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

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

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Wednesday 27 March 2024

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

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

Matters Arising

5.2.1 There were no matters arising.

6 ACTION LOG

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

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

7 DECISION LOG

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

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

8 CHAIR'S REPORT

8.1 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 27 March 2024 and highlighted the following:

- Meeting with Cabinet Secretary for Justice regarding the Reform Collaboration Group and to provide a comprehensive project update on the work with PriceWaterhouseCooper. Timelines remain on target.
- Meeting held with Chairs of Scottish Ambulance Service and Scottish Police Authority which provided an opportunity to share mutual concerns regarding the wider public sector and potential opportunities for collaboration at an informal level.
- National Joint Council meetings held relating to potential pay settlement which were progressing well. Further update to be provided in private session.
- Regular meeting held with Fire and Rescue Services Association (FRSA) to discuss the current state of UK FRS and their perspective on terms and conditions.
- Positive and productive Board Members only session facilitated by Barbara Allison. Note of the meeting to be circulated in due course.

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

9 CHIEF OFFICER'S REPORT

9.1 RH presented the Chief Officer's report noting events which had occurred since the Board meeting held on 27 March 2024 and highlighted the following:

- Change to written report due to the FRSA meeting on 19 April being rescheduled to 10 May 2024.

- Update on Strategy Service Review Programme pre-consultation work noting the ongoing engagement with Scottish Government, representative bodies, etc, the preparatory media work to support the launch and support being given to Local Senior Officers (LSO) and their teams. Formal launch date was 30 April 2024. Future opportunities to engage with stakeholders on the future of the organisation and how they can be part of the journey. Thanks were extended to the Communications function for their work in this area.

9.2

In regard to support being provided to LSOs, the Board queried whether this would continue throughout the consultation period and in what format. RH advised that the engagement with LSOs was to ensure that they were fully prepared ahead of any local engagement. DF informed the Board that several sessions with LSOs and Service Delivery Area (SDA) management teams had been held by the Public Involvement and Consultation (PICT) team and supported by the Communications and Engagement team. The focus of these sessions was on the mechanics of the first stages i.e. format of public station visits, open meetings and discussion session in each area and community pop up events. For awareness, the full consultation timeline had been shared with LSO/SDA management teams. Focus group convened with single points of contact from each LSO area to educate their own teams on the expectations of the consultation. DF noted that individual LSO management teams meetings had or were scheduled to be held to allow a deeper dive into the consultation document and the next stages. DF further noted that he anticipated these meetings would continue for the next 9 months, albeit with a different focus, before progressing into the implementation of change stage.

9.3

The Board were advised to co-ordinate with the Board Support Team on the various engagement events in local areas.

9.4

The Board acknowledged and thanked DCO Stuart Stevens and Marysia Waters, Head of Communications and Engagement for their work and efforts in the development of the pre-consultation documentation.

9.5

The Board queried the Service's approach to reach and engage with a diverse and wide cross section of communities. SS advised the Board of some of the measures put in place, including the translation of the consultation document into different languages and specific events being held to support the equality impact assessment of the consultation.

9.6

The Board noted the report and verbal update.

(F Thorburn joined the meeting at 1015 hrs)

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 FT reported that reported the Committee held a public meeting 15 February 2024 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Thursday 2 May 2024.

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

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 TW reported that the Committee held a public meeting 26 March 2024 and noted that a full verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Tuesday 25 June 2024.

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

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting 7 March 2024 and referred the Board to the attached draft minutes, noting that a verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Thursday 6 June 2024.

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

10.4 Service Delivery Committee (SDC)

10.4.1 TW reported that the Committee held a public meeting 27 February 2024 and referred the Board to the attached draft minutes, noting that a verbal update had been provided at the previous meeting. The date of the next scheduled meeting was Wednesday 29 May 2024.

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

10.5 Reform Collaboration Group (RCG) Oversight Group

10.5.1 FT reported that the RCG Oversight Group's next meeting was scheduled for Tuesday 30 April 2024 and noted that the outline business case was currently being considered by the respective Executive teams.

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

11 ANNUAL GOVERNANCE REVIEW OF THE BOARD AND COMMITTEE RELATED ITEMS

11.1 RW presented the Board with the Annual Governance Review of Board and Committee related items, which would ensure the continued effectiveness of governance arrangements, for approval. The following key points were highlighted:

- Summary of amendments are listed in Appendix A.
- Revised Committee membership noting that the Deputy Chair of Audit and Risk Assurance Committee (ARAC) was yet to be identified.
- Some further minor amendments have been identified in the summary table within the Scheme of Delegations and these would be amended.
- Consideration had been given to the National Fire Chief Council's National Standard for Governance (not yet published) during the review process.

11.2 The Board were advised that the ARAC Deputy Chair would be identified and implemented at their next meeting (June 2024). The Board delegated the authority to make this decision to the ARAC.

11.3 The Board were reminded of the forthcoming phased evolution of the Change Committee to focus on more strategic planning, resource allocation and finance. Terms of reference were still in development. Changes to Committee membership would not be made before the next Change Committee (2 May 2024).

11.4 Following the next Change Committee meeting (2 May 2024), consideration would be given to identify the most suitable time to implement the changes to the committee membership.

11.5 The following amendments were noted:

- Typographical error was noted in the retirement date for Fiona Thorburn, this should read October 2024 rather than September 2024.
- Suggested amendment to wording within the Borrowing section in the Scheme of Delegations to include the word "authorise".

11.6 The Board sought further clarity on the integrated assurance mapping process and what the implications were should insufficient assurance be recorded. The Board were reminded that this was introduced last year and the Service were using the standard terminology. RW noted that the Committee Chairs and Integrated Governance Forum had oversight of this, and it would also be included in the Annual Governance Statement. RW noted that should insufficient assurance be recorded, then the Service would have to react and provide assurance. Further discussions to be held off table to provide a fuller understanding of the process.

11.7 **The Board approved the reviewed and amended governance related document of the Board and its Committees, subject to minor amendments as noted.**

(L Patrick joined the meeting at 1035 hrs)

12 SFRS THREE YEAR DELIVERY PLAN

12.1 RW presented a report to the Board seeking approval of the Three-Year Delivery Plan and highlighted the following key points:

- Consideration would be given to comments submitted in advance by Board Members. These related to nomenclature wording changes, measurable outcomes to capture success.
- Thanks were extended to all those involved in the development of this plan.

12.2 The Board reiterated concerns on the Service's capacity and capability to deliver the 3-year plan, particularly as the Strategic Service Review Programme (SSRP) was not included, and its ability to absorb all aspects of change. The Board were reminded of the discussions held at the recent Strategy Day (18 April 2024) and acknowledged that there was nothing within the plan that could be removed. The Board recognised the challenges in delivering the plan, however, the plan helped to demonstrate the Service's ambition for the future. The Board requested that consideration continue to be given as to how the plan would be achieved and delivered.

12.3 RH advised the Board that full consideration had been given to the development of the plan. RH noted that all Directors have given their commitment to all areas of work within their own directorates and collectively across the organisation. RH further noted that barring any fundamental changes, the plan would be delivered albeit some timescales could potentially be adjusted depending on certain circumstances.

12.4 RW reminded the Board of the improvement in the development and delivery against commitments in previous plans.

12.5 The Board noted the significant increased potential for external factors to impact on the Service's ability to deliver against the plan. Therefore, the Board requested that the rationale for any timescale adjustments should be shared to raise awareness of these external factors.

12.6 Brief discussion on the potential negative implications arising from the distinction between business as usual and change within the Service and how this impacted on personnel. The potential for areas of business as usual to become more dynamic as the Service moves into continual improvement/reviewing of the service delivery model. This area would be considered further at a future strategy planning workshop.

12.7 The Board requested that consideration be given to the ambitions outlined within the 3-year plan are translated into the objectives and appraisal process for senior staff and those involved in change.

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- 12.8 **Subject to minor amendments in language and narrative, the Board approved the SFRS Three Year Delivery Plan**

(L Patrick left the meeting at 1047 hrs)

13 DRAFT INTERNAL AUDIT STRATEGY UPDATE AND ANNUAL PLAN 2024/25

- 13.1 TW presented a report to the Board seeking approval of the Internal Audit Plan 2024/25, noting that the ARAC considered and recommended the plan at their 26 March 2024 meeting. The following key points were highlighted:

- Extension to Azet's contract for a further year.
- Different approach being taken with fewer more in-depth audits being undertaken in order to achieve the best value in return.
- ARAC had queried whether the 30 days allocated for the Change Management audit were sufficient given the potential future changes facing the Service and it was felt that allocation of days was substantial. As the scope of audit had still to be developed, there were opportunities to direct the focus in particular areas whilst considering any intrusive impact on workloads of individuals managing/delivering change.

- 13.2 The Board commented on the lack of audits within operational areas planned for the coming year. RH noted that the SLT had discussed the focus of the audit plan and the balance of this against other scrutiny undertaken on the Service. As the HMFSI work was primarily operational in focus, it was felt that this area was already well scrutinised.

- 13.3 In regard to the Change Management audit, the Board asked for consideration to be given to include processes to capture benefits realisation, as well as business case processes within the scope of the audit. RH reminded the Board that, prior to any audit commencing, the SLT reviewed and agreed the final scope of the audit so there would be an opportunity to feedback to Azets on the potential to include benefits realisation.

- 13.4 **The Board approved the Internal Audit Strategy Update and Annual Plan 2024/25.**

14 RISK THEMES

- 14.1 The Board noted earlier comments on the tension between being an ambitious Service against the risk of not achieving all that is set out in the 3-year delivery plan. Consideration should be given on how this is reflected within the Strategic Risk Register.

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

15 FORWARD PLAN

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

16 DATE OF NEXT MEETING

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

- 16.2 There being no further matters to discuss in public, the meeting closed at 1100 hrs.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING:

- 17.1 **Wednesday 27 March 2024**

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

- 17.1.2 **The minutes of the meeting held on 27 March 2024 were approved as a true record of the meeting.**

17.3 Matters Arising

17.3.1 There were no matters arising.

18 UPDATE ON CLAIM AGAINST SYSTEL

18.1 S'OD presented a report to update the Board on the current position in relation to the claim against Systel.

18.2 **This report was provided for information and was noted by the Board.**

19 ANY OTHER COMPETENT BUSINESS:

19.1 National Joint Council Update

19.1.1 KD provide a brief verbal update on the current position.

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

19.2 New Mobilising System Procurement Update

19.2.1 DL provided a verbal update on the current position in relation to the procurement of a New Mobilising System.

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

DRAFT

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 3 actions. A total of one of these actions had been completed.

The Board is therefore asked to approve the removal of the one action noted as completed (Blue status), note one 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
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> <p>Update (25/04/2024): Work will be progressed to meet the revised due date.</p> <p>Update (27/06/2024): Work will be progressed to meet the revised due date.</p>
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			<p>Update (14/12/2023): The financial reports include narrative to support variances on expenditure lines. The Service is forecasting an overspend in the year and an accountable officer justification template is being submitted to Scottish Government which will explain the operational needs/priorities to seek additional funding from SG</p>

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						<p>to cover the forecasted overspend. The template is required by 15 December 2023.</p> <p>Update (27/03/2024): Accountable Officer template has been submitted and a full response is awaited.</p> <p>Update (25/04/2024): Formal response is still awaited.</p> <p>Update (27/06/2024): Formal response is still awaited.</p>
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Board Meeting: 27 March 2024						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.13	<p>Performance Management Framework Quarterly Performance Q3 2023/24: Board requested further information on the work ongoing to capture data related to Outcome 3 (Innovation) and wider prevention work.</p>	MMcA	June 2024		June 2024	<p>Update (25/04/2024): A meeting has been arranged for Monday, 6 May 2024 to discuss existing innovation work and how SFRS can capture the outputs of such work better.</p> <p>Complete (27/06/2024): Governance Strategy and Performance have a quarterly call out process for capturing innovative practice from across the service. Selected examples are reported to SFRS Board. Additional work is ongoing to develop more formal innovation activity. For example, the Civtech 10 Innovation Accelerator Programme.</p>



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SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 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
<p>Impact Assessment for Board Decision (Review Date - 06/2024): Annual arrangements for reviewing the effectiveness of the board demonstrate that the SFRS Board continues to develop and improve. These arrangements are also intended to one way of demonstrating how the Board seeks to meet the strategic ask of Ministers (contained within the Fire and Rescue Framework for Scotland) and the expectations of Scotland's communities.</p>				
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
<p>Impact Assessment for Board Decision (Review Date - 05/2024): The service can demonstrate progress in the majority of actions contained within the Annual Operating Plan. 6 actions will be carried forward as residual actions for the 24/25 Annual Operating Plan.</p>				
ITEM 7	INTERNAL AUDIT PLAN 2023/24	The Chair of the Audit and Risk Assurance Committee presented the report seeking Board approval of the SFRS Internal Audit Plan 2023/24. This sets out a timetable of the main reviews of key activities during 2023/24 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks.	The Board approved the SFRS Internal Audit Plans 2023/24.	November 2023
<p>Impact Assessment for Board Decision (Review Date - 05/2024): The objective of audit planning is to direct resources in the most efficient manner to provide sufficient independent assurance that key risks are being effectively managed and value for money is being achieved. Specific audits, and scrutiny of them, test our control environment and provide assurance that any identified control weaknesses are being properly managed. Internal Audit (IA) seeks to compliment areas being covered by external audit with discussions held to avoid duplication and to maximise the total audit resource available to the Service. The IA plan provides the necessary assurance to allow the preparation of the annual governance statement and contributes towards the continuous improvement of the organisation in relation to governance, risk management and internal control processes. The IA Plan for 2023/24 was completed as programmed</p>				

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with only one slight change in respect of the Risk Management review. As the Service's risk assurance framework was found to be still under development, the approach to the review was changed to advisory in nature with the aim of assisting in enhancing the effectiveness of the Service's evolving risk assurance framework.				
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): The operational changes that were agreed by the Board on the 25 th of May were implemented on 4 th September 2023 and the evaluation of the impact of the temporary withdrawal of the 10 appliances from an operational perspective (utilising BI, Ops Assurance, workforce data etc.) will be based on 12 months of information. The evaluation is being considered against the backdrop of the progression of the Service Delivery Review component of SSRP and as such its findings will contribute to the options relating to matching operational resources to risk and demand that will be included in the full public consultation. The financial impact between September and April will be reflected in the final position for 23/24 accounts with this operating model being incorporated in 24/25 budget. The operational changes will continue to be factored into medium term financial planning in conjunction with SSRP outcomes. The permanent changes related to Operational Strategy (height appliances and crewing changes for water rescue) are subject to ongoing monitoring, ops assurance, review and development in line with standard practices.				
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): This case remains ongoing.				
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): The Board authorised this claim to be defended in court however the sheriff found against SFRS. A further report was submitted to the Board (item 7, 29 June 2023 below) seeking authority to settle the claim.				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 29 June 2023				
ITEM 12	SFRS INCOME GENERATION POLICY - 2023	The Acting Head of Finance and Procurement presented to the Board the draft SFRS Income Generation Policy for approval, which takes account of recent audit recommendations as agreed through SFRS governance routes and ensures appropriate scrutiny and governance of income received throughout SFRS.	The Board approved the SFRS Income Generation Policy 2023.	December 2023
Impact Assessment for Board Decision (Review Date - 06/2024): Income Generation Policy has been implemented and is being followed. Scale of Charges (which is an appendix to the policy) has been updated for 2024/25 reflecting pay awards and inflation.				
ITEM 13	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 the arrangements for reviewing the effectiveness of the SFRS Board.	December 2023
Impact Assessment for Board Decision (Review Date - 06/2024): Annual arrangements for reviewing the effectiveness of the board demonstrate that the SFRS Board continues to develop and improve. These arrangements are also intended to one way of demonstrating how the Board seeks to meet the strategic ask of Ministers (contained within the Fire and Rescue Framework for Scotland) and the expectations of Scotland's communities.				
ITEM 23	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): The claim has been settled however negotiations remain ongoing regarding costs. Insurance terms will ensure the combined impact of settlement and costs are contained within the sum authorised.				

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

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	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

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		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		
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):				

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	March 2024

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			approval being confirmed by notification.	
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 business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	The Board approved the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2024-25 along with the arrangements for reviewing these.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				
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):				

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ITEM 24	LEADHILLS COMMUNITY FIRE STATION CONSULTATION REPORT (PRIVATE)	The Director of Service Delivery presented a report providing background to the current availability and response challenges of Leadhills Community Fire Station, outcomes of the public involvement and engagement process and approval of the recommendations relating the future of the station.	The Board approved the recommendations detailed within the report.	April 2024
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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
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Impact Assessment for Board Decision (Review Date - 10/2024):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
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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
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Impact Assessment for Board Decision (Review Date - 11/2024):

Minute Ref	Paper	Issue	Decision	Earliest Review Date
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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	The Board approved the revised Scheme of Delegations.	June 2024
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		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.		
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):				
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):				

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

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		Programme 2024 – 2027 to the Board for approval. Total proposed expenditure over the 3-year period is £139.026 million , funded by anticipated Capital DEL budget of £129.026 million and estimated capital receipts of £10.000million		
Impact Assessment for Board Decision (Review Date - 03/2025):				

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

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		within SFRS, which link to the Service's purpose, outcomes and risks.		
Impact Assessment for Board Decision (Review Date - 04/2025):				

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

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 26 JUNE 2024**

CHAIR'S UPDATE: MAY-JUNE 2024

Thursday 2 May 2024

Change Committee

Monday 13 May 2024

Public Appointments Shortlisting

Regular meeting with Maureen Rooney, Deputy Director for Safer Communities

Tuesday 14 May 2024

Regular Chair/Board Support Team meeting

Public Appointments Shortlisting

Wednesday 15 May 2024

Public Appointments Shortlisting (joint session)

Meeting with Tim Wright, Board Member

Thursday 16 May 2024

Meeting with CO Ross Haggart, DOC Stuart Steven and DCO Liz Barnes

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

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

Regular meeting with DCO Liz Barnes

Reform Collaboration Group Workshop

Meeting with Tom Steele, Chair of Scottish Ambulance Service

Tuesday 21 May 2024

Regular meeting with CO Ross Haggart

Meeting with Douglas Ross, MSP with CO Ross Haggart

Thursday 23 May 2024

Interviews Public Appointments

Monday 27 May 2024

Meeting with DCO Stuart Stevens, Marysia Waters and Lorna Forest

Meeting with CO Ross Haggart

Tuesday 28 May 2024

Interviews Public Appointments

Wednesday 29 May 2024

Service Delivery Committee

Thursday 30 May 2024

Board Strategy Day

Special Private Board

Friday 31 May 2024

Interviews Public Appointments

National Joint Council Leader Members pre-meet

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Monday 3 June 2024

FRSA Joint Consultation meeting

Tuesday 4 June 2024

National Joint Council

Thursday 6 June 2024

Remuneration, Appointments and Nominations Sub Committee
People Committee
Special Private Board

Monday 10 June 2024

National Commemoration Project Board

Tuesday 11 June

Regular meeting with CO Ross Haggart and Fiona Thorburn, Deputy Chair
Regular meeting with Don McGillivray, Director of Safer Communities and CO Ross Haggart
Regular meeting 1:1 with Don McGillivray, Director of Safer Communities

Thursday 13 June 2024

Regular meeting with Siobhan Brown, Minister for Victims and Community Safety and CO Ross Haggart
Regular Chair/Board Support Team meeting
Integrated Governance Forum Pre-Agenda

Tuesday 18 June 2024

SFRS Board Pre-agenda

Thursday 20 June 2024

Regular meeting with CO Ross Haggart
Meeting with Angela Constance, Cabinet Secretary for Justice and Home Affairs
Long Service Good Conduct

Tuesday 25 June 2024

Audit and Risk Assurance Committee
Integrated Governance Forum

Wednesday 26 June 2024

Meeting with DCO Liz Barnes

Thursday 27 June 2024

SFRS Board Meeting
Meeting with Cllr Chalmers COSLA with CO Ross Haggart and DCO Stuart Stevens
Regular Meeting with Robert Scott, HMFSI

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 27 JUNE 2024**

CHIEF OFFICER'S UPDATE: MAY -JUNE 2024

Wednesday 1 April

Strategic Leadership Team (SLT) Policy Meeting

Thursday 2 May

Director 1:1

Friday 3 May

Technical Reading

Monday 6 May

Technical Reading

Tuesday 7 May

Public Holiday (uniformed) – swapped from Monday 6 May

Wednesday 8 May

Regular weekly Chief and Deputy Chiefs Catch up

Weekly PA Catch up

Regular Director 1:1

Thursday 9 May

Regular Director 1:1 x 2

CO Business Support Team Meeting

Firefighters Charity Board Trustees Meeting

Friday 10 May

Meeting with Fire and Rescue Services Association (FRSA)

Monday 13 May

Regular weekly Chief and Deputy Chiefs Catch up

Regular Director 1:1

Regular Weekly PA Catch up

Tuesday 14 May

Regular National Fire Chief Council (NFCC) Chief Fire Officers (CFO) Fortnightly Meeting

Wednesday 15 May

SLT Meeting

Thursday 16 May

Meeting with Chair and Deputy Chiefs

Fleet Meeting

Reform Collaboration Group (RCG) Workshop

Meeting with Chief Executive of Scottish Ambulance Service (SAS)

Friday 17 May

Fire Brigade Union (FBU) Scottish Red Plaque Event, Inverness

Monday 20 May

Regular weekly PA catch up
Regular Director 1:1

Tuesday 21 May

Regular Director 1:1
Regular Chief & Chair catchup
Visit from Douglas Ross MSP MP to SFRS HQ

Wednesday 22 May

Change Portfolio Investment Group Meeting
Weekly Chief and Deps Meeting
Visit to Clydesmill Community Fire Station White Watch

Thursday 23 May

Asset Management Meeting
Weekly Chief Officer Business Support Team meeting

Friday 24 May

Technical Reading

Monday 27 May

Visit to Perth Fire Station Blue Watch
Meeting with Chair

Tuesday 28 May

Firefighters Charity Fundraising Meeting
Regular Director 1:1

Wednesday 29 May

Service Delivery Committee meeting, Inverness
Inverness Training Centre Visit

Thursday 30 May

Regular Director 1:1
FBU Red Plaque Event, Perth
SFRS Special Board Meeting (Private)

Friday 31 May

Technical Reading

Monday 3 June

Weekly PA catch up

Tuesday 4 June

National Joint Council (NJC) Meetings

Wednesday 5 June

SLT Policy Meeting
FBU Meeting

Thursday 6 June

SFRS Special Board Meeting (Private)
Remuneration, Appointments and Nominations Sub Committee (RANSc)

Friday 7 June

NFCC Trustees Meeting

Monday 10 June

Naloxone Training
Weekly PA Catch up

Tuesday 11 June

Joint Chief, Chair & Deputy Chair meeting
Regular meeting with Director of Safer Communities
Appeal Hearing

Wednesday 12 June

Regular Director 1:1 x 3
Bicentenary Update Meeting

Thursday 13 June

Meeting with Minister for Victims & Community Safety, Parliament
Integrated Governance Forum (IGF) Pre-Agenda Meeting
NFCC Support Working Group meeting

Friday 14 June

Technical Reading

Monday 17 June

Regular meeting with Chief Inspector HMFSI
Regular Director 1:1
Weekly PA catch up

Tuesday 18 June

NFCC CFOs Meeting
SFRS Board Pre-Agenda Meeting

Wednesday 19 June

Weekly Chief & Deps meeting
SLT Meeting
Meeting with UNISON

Thursday 20 June

Chief & Chair Regular Catch up
Meeting with Cabinet Secretary, Edinburgh
North Service Delivery Area (SDA) Long Service Good Conduct Ceremony, Forfar

Friday 21 June

Technical Reading

Monday 24 June

Weekly PA catch up
Regular Director 1:1

Tuesday 25 June

Audit and Risk Assurance Committee (ARAC)
IGF

Wednesday 26 June

Change Portfolio Investment Group (CPIG)
Chief & Deps regular meeting
Regular Director 1:1

Thursday 27 June

SFRS Board Meeting – Public
SFRS Board Meeting – Private
Regular Director 1:1
Meeting with Cllr Chalmers, COSLA

Friday 28 June

Technical Reading



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 2 MAY 2024 @ 0930 HRS

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

PRESENT:

Fiona Thorburn, Chair (FT)
Angiolina Foster (AF)

Stuart Ballingall (SJB)
Therese O'Donnell (TO'D)

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
Andrew Mosley (AM)	Project Manager (Item 8.3 only)
Derek Wilson (DW)	Area Commander, Service Development (Item 19 only)
Lorna Forrest (LF)	SSRP Programme Manager (Item 20 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 21 only)
Paul McGovern (PMcG)	Programme Manager (Item 21 & 22 only)
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 22 only)
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
Seona Hart, Fire Brigades Union
Douglas Balfour, Home Office

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those in attendance 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

Brian Baverstock, Deputy Chair

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 16), *SFRS Change Maturity, Capacity and Capability* (Item 17), *People, Payroll, Finance and Training* (Item 21), *Rostering* (Item 22), *New Mobilising System Periodic Update* (Item 19), *Service Delivery Model Programme (SDMP) Development Stage Position* (Item 18) and *Strategic Service Review Programme* (Item 20), 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: 15 FEBRUARY 2024

5.1 The minutes of the previous meeting were agreed, subject to one minor typographical error, as an accurate record.

5.1.1 **Subject to a minor typographical error, the minutes of the meetings held on 15 February 2024 were approved as a true record of the meeting.**

5.2 **Matters Arising**

5.2.1 There were no matters arising.

6 ACTION LOG

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

Action 7.1.8 Programme Project Highlight Report (16/02/2024): SS advised that the information document relating to SDMP/CRIM/ORH analysis would be circulated before the next meeting (August 2024). SS and FT to discuss further outwith the meeting.

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

7 COMMITTEE STATEMENT OF ASSURANCE

7.1 FT presented the Committee Statement of Assurance for approval and noted that further revisions were required to emphasise the New Mobilising System (NMS) project and the Strategic Service Review Programme (SSRP).

7.2 **Subject to further revision relating to NMS and SSRP being made, the Committee approved the Committee Statement of Assurance.**

8 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 **Programme Project Highlight Report**

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

8.1.2 In regard to People, Payroll, Finance and Training (PPFT), it was noted that the project's overall health was reporting Red. The Committee noted that a better understanding of the relationship between PPFT and any potential shared services opportunities was required. This would be discussed further under Agenda Item 21.

8.1.3 In regard to the Rostering project, the Committee noted that this was reporting Amber for Quality and Skills & Resources and sought to understand what remedial actions were being taken. CM advised that there should be mitigating actions in the plan, however due to a timing issue, the most recent updates may not have been received.

8.1.4 The Committee requested further clarity within the mitigating actions with further detail on timescales and milestones within future reports.

ACTION: CM/GB

8.1.5 **The Committee scrutinised the report.**

(D Wilson joined the meeting at 0940 hrs)

8.2 **New Mobilising System Dossier**

8.2.1 DL presented the NMS Project dossier to the Committee for scrutiny. The following key points were highlighted:

- NMS dossier was produced following the production of the outline business case and outlined the reasons for the delayed presentation to the Committee.
- Number of different artifacts developed for the project and various plans brought together to support the dossier.
- Additional support and professional project management aligned to the project.
- No previous dossier had been developed for the project.
- Continuous process of updating all artifacts within the projects.

8.2.2 The Committee acknowledged the current situation with the project. DL advised that in terms of governance, producing a project dossier and submitting for scrutiny was important. DL confirmed that if any further changes were required to the project dossier, it would be resubmitted to the Committee for scrutiny.

8.2.3 **The Committee scrutinised the report.**

(D Lockhart and D Wilson left the meeting at 0945 hrs)

(A Mosley joined the meeting at 0945 hrs)

8.3 **Emergency Services Mobile Communications Programme Project Change Request and Dossier**

8.3.1 AM presented the revised Emergency Services Mobile Communications Programme (ESMCP) project Change request and dossier to the Committee for scrutiny. The following key points were highlighted:

- Proposal to align ESMCP and the In Vehicle Systems (IVS) project due to the synergy between the 2 projects and outlined the benefits for the project and Service in doing so.
- Significant positive change for the Service.
- Replacement of all front end hardware on vehicles, including Airwave radios (R5), mobile data terminals and GETAC tablets.
- Mobile data terminals and GETAC tablets will be replaced with a single device (Panasonic CF33) and updated software (Modas). Work was ongoing in relation to obtaining a code of connection which is a security requirement from the Home Office, and any implications following the recent ruling against Airwave.
- Outline of the benefits to the projects and Service in bringing the ESMCP and IVS projects together.

8.3.2 With regard to the revised extended delivery timescale (December 2029), the Committee queried whether there was an updated road map, the implications and risks associated with the extended timescale and reasons why the timescale had increased by 3 years. AM reminded the Committee that this was a UK Home Office led project which the Service had no control over. However, this presents an opportunity for the Service, due to the work currently ongoing, and would enable the Service to be in a stronger position going forward. This would allow the Service to progress with the IVS and ESMCP trial devices and remain ahead of other UK FRS's. Another benefit of installing the Airwave R5 would allow the Service to be an early adopter of the Emergency Services Network (ESN).

8.3.3 AM reminded the Committee that the delay would also allow the NMS to be installed and fully embedded. AM noted that the Service could not move to ESN without NMS being in place. AM further noted the regular communications and tracking between the ESMCP and NMS projects.

8.3.4 The Committee noted their concerns regarding combining projects that were not fully within the control of the Service. AM reiterated the positive opportunities for the Service to make significant progress. SO'D noted that there was opportunity within this space, which formed part of enabling infrastructures and that a diagram would be developed to show the interconnections and socialise across the Service. The Committee requested development of the diagram that defines the timeline and interdependencies between ESMCP, IVS and the NMS.

ACTION: SO'D

8.3.5 The Committee queried whether there were any implications for the NMS Project and the shelf life and withdrawal or potential continuation of maintenance of the existing platform. SO'D noted that the delay in ESMCP was helpful as this would allow the Service to deliver and embed the NMS in order to connect to ESMCP.

8.3.6 AM informed the Committee that Airwave were already replacing their hand held, voice and in vehicle radios to ensure that they remained viable until 2029. AM reiterated that the delay was helpful however the Service needed to maximise the opportunity.

8.3.7 The Committee sought clarification on the implications from the end of maintenance contracts on existing mobilising systems and whether it was known if suppliers would continue to support these old systems. SO'D noted that there was still a hard deadline and this remains a significant risk to the Service. To be discussed further in the private session.

8.3.8 The Committee queried how assurances could be provided that the work being undertaken would still be compatible with the new system when it is eventually available. SO'D reminded the Committee that the Service were working with the Home Office and Scottish Government on a funded pathfinder project, ESN Data First. The Service continues to work with those driving the project i.e. Home Office, and it is incumbent upon them to ensure the software is still compatible.

8.3.9 AM provided a brief explanation of the level of risk facing the Service and the wider UK emergency services network. AM offered his assurance that the Service were not being complacent and would remain alert to any changes in the future.

8.3.10 Financial detail and plans to be developed and included in project dossiers going forward.

ACTION: SO'D/CM

8.3.11 **The Committee scrutinised the report.**

(A Mosley left the meeting at 1010 hrs)

9 GENERAL REPORTS

9.1 Portfolio Progress Update

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

- Funding identified to recruit 9 additional roles to support both the Portfolio Office and SSRP. These additional roles were Planning and Resourcing Lead, Reporting and MI Lead, Senior Business Analysts, Business Change and Implementation Manager, Senior Project Managers, People Manager and Programme Officer.

- Outline of changes within the Portfolio Office capabilities and progress within the change community practice area.
- Continuing to develop the peer review works with other UK FRS and draft terms of reference were now available.
- Next iteration of Financial Report would be presented in private session.
- Outline of the business architecture analysis and service improvement teams work in relation to the strategy, working processes/practices, links with design authority and impact assessments for change.

9.1.2 The Committee noted that the peer review draft terms of reference required further development. CM to revise and circulate ahead of the next meeting (August 2024).
ACTION: CM

9.1.3 The Committee noted that the process of prioritisation would be discuss further in the private session.

9.1.4 The Committee welcomed the progress being made in relation to internal resourcing and recruitment and recognised the subsequent increased leadership/management required. As a result, the Committee noted the need for assurances to be given on the impact, efficacy and value for money for the investment in this area.

9.1.5 The Committee requested an opportunity to contribute to the scope of the Internal Audit relating to Change Management.
ACTION: SO'D/CM

The Committee scrutinised the report.

9.1.6

9.2 Committee Quarterly Performance Report Q4 2023/24

9.2.1 CM presented the performance report to Committee for scrutiny and advised that the reporting had been paused to allow the financial report to be redefined. CM advised that the statement within the covering report was incorrect as the methodology was not flawed. CM explained the issues and challenges with retrieving data, lack of business case etc. CM noted that the intention was to re-baseline measures and link this back to the KPIs.

9.2.2 The Committee noted that the covering report was contradictory to the verbal update provided. The Committee voiced their concerns regarding the lack of clarity, unknown timescales, being unsighted on performance data and the impact of this on the Committee's ability to undertake proper scrutiny.

9.2.3 CM advised the Committee that as the new portfolio is developed, it will be linked to SSRP etc. and all projects will be re-baselined.

9.2.4 The Committee noted that it would have been helpful if the timescale relating to the review of portfolio reporting had been included within the covering report so that the Committee were aware of when reliable reporting would be available.

9.2.5 CM advised the Committee of the proposal to update and re-baseline KPIs for the next report. CM and FT to discuss further outwith the meeting.

ACTION: CM

9.2.6 **The Committee scrutinised the report.**

10 RISK

10.1 Portfolio Office Risk Report

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

10.1.2 Brief discussion took place on the need for greater understanding of risk, increased focus and consideration of risk throughout the meeting and the identification of emerging risk themes.

10.1.3 The Committee requested a workshop be arranged to discuss the provision and analysis of the risk register.

ACTION: FT/BST

10.1.4 **The Committee scrutinised the report.**

10.2 Committee Aligned Directorate Risks

10.2.1 CM presented the Aligned Directorate Risks report to the Committee to provide an outline of the identified Directorate risks and controls.

10.2.2 **The Committee scrutinised the report.**

11 COMMITTEE ROLLING FORWARD PLAN

11.1 Committee Forward Plan

11.1.1 The Committee noted the Forward Plan.

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

11.2.1 There were no items identified.

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

12 REVIEW OF ACTIONS

12.1 KM confirmed that 5 formal actions were recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 A special private meeting was scheduled for Wednesday 13 June 2024.

13.2 The next full meeting is scheduled to take place on Thursday 1 August 2024.

13.3 There being no further matters to discuss, the public meeting closed at 1033 hrs.

(The meeting broke at 1033 hrs and reconvened at 1040 hrs)

(D Lockhart rejoined the meeting at 1040 hrs)

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING:

14.1 Thursday 15 February 2024

14.1.1 The minutes of the meeting held on 15 February 2024 were approved as a true record of the meeting.

14.2 Monday 18 March 2024

14.2.1 The minutes of the meeting held on 18 March 2024 were approved as a true record of the meeting.

15 PRIVATE ACTION LOG

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

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

16 FINANCIAL REPORTING – CHANGE PORTFOLIO

16.1 SO'D presented the reformatted financial report to the Committee which outlined the financial impacts of the Change Portfolio over the medium term.

16.2 **The Committee scrutinised the report.**

17 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY APRIL 2024

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

17.2 **The Committee scrutinised the report.**

18 SDMP PHASE 2 DEVELOPMENT STAGE POSITION STATEMENT

18.1 DL presented the report to the Committee providing an update regarding the completion of the Development Phase of the programme.

18.2 **The Committee scrutinised the report.**

(D Wilson joined the meeting at 1150 hrs)

19 NEW MOBILISING SYSTEM PERIODIC UPDATE

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

19.2 **The Committee scrutinised the report.**

(The meeting broke at 1220 hrs and reconvened at 1230 hrs)

(D Lockhart and D Wilson left the meeting at 1220 hrs)

(L Forrest joined the meeting at 1230 hrs)

20 STRATEGIC SERVICE REVIEW PROGRAMME

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

20.2 **The Committee scrutinised the report.**

(L Forrest left the meeting at 1255 hrs)

(L Gaja and P McGovern joined the meeting at 1255 hrs)

21 PEOPLE, PAYROLL, FINANCE AND TRAINING PROJECT UPDATE

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

21.2 **The Committee scrutinised the report.**

(F Thorburn and L Gaja left the meeting at 1315 hrs)

(S Wood joined the meeting at 1315 hrs)

(S Ballingall commenced chairing the meeting at 1315 hrs)

22 ROSTERING PROJECT UPDATE

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

22.2 **The Committee scrutinised the report.**

DRAFT



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PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

TUESDAY 26 MARCH 2024 @ 1000 HRS

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
Lynne McGeough (LMcG)	Head of Finance and Procurement
David Johnston (DJ)	Risk and Audit Manager
Ian McMeekin (IMcM)	Area Commander (Private Session only)
Matt Swann (MS)	Internal Audit (Azets)
Michael Oliphant (MO)	External Audit (Audit Scotland)
Tommy Yule (TY)	External Audit (Audit Scotland)
Robert Scott (RS)	HMFSI
Kirsty Darwent (KD)	Chair of SFRS Board
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Andrew Smith, Board Member
Karen Horrocks, Assistant Verification Team Officer

1 CHAIR'S WELCOME

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

2 APOLOGIES

- 2.1 None

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

3.1 The Committee discussed and agreed that Item 22 (*Internal Control Review Report*) and Item 23 (*Breach of Financial Regulations and Misappropriation of Funds*) would be heard in private session due to matters relating to individuals in line with Standing Orders Item 9A.

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest made.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

5.1 Thursday 18 January 2024

5.1.1 The following amendment was noted and agreed:

Paragraph 12.1.3 to be amended to read "*In regard to the Culture Inspection...*" instead of "*In regard to the North SDA ...*"

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **Subject to the above amendment, the minutes of the meeting held on 18 January 2024 were approved as a true record of the meeting.**

6 ACTION LOG

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

Action 9.1.11 SFRS Internal Audit Progress Report 2023/24 Final Report – Sickness Absence Management (27/06/2023): LB confirmed that this action should remain open.

Action 9.1.17 SFRS Internal Audit Progress Report 2023/24 Final Report – Arrangement for Internal Assessment and Verification of SVQ (27/06/2023): LB confirmed that the Service were able to recoup the full amount of the lost income. The Committee recognised the work undertaken and efforts from all those involved to rectify the situation.

Action 13.5 Risk Spotlight: Retrieval of PPE (30/10/2023): LMcG confirmed that she would progress this and provide a fuller update at the next meeting.

Action 7.1.2 Internal Audit Progress Report 2023/24 (18/01/2024): SO'D informed the Committee that the terms of reference for the Risk Management Advisory Review (Assurance Stocktake) Audit had been revised and would be shared with the Committee in due course (new action to be raised). **ACTION: SO'D**

Action 11.1.6 Overview of Strategic Risk Register and Committee Aligned Directorate Risks (18/01/2024): MW confirmed that the update was in line with reporting to the People Committee.

6.2 **The Committee noted the updated Action Log and approved the removal of completed actions, with one exception (noted above).**

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:

- Update on audit plan progress noting that it remains on track for delivering on all outputs for the next meeting (June 2024).

- Revised Terms of Reference for the Risk Assurance Advisory Review which focuses on overall maturity of the organisation and will take a forward-looking advisory perspective.
- Closing meeting held in relation to the Contract Management Review.
- Delays with feedback on internal audit assignments and work being undertaken to accelerate and improve the process.
- Overview of changes in Global Internal Audit Standards noting that progress was on track to comply with those changes by the implementation date (January 2025).

7.1.2 In regard to the Risk Assurance Advisory Review, the Committee queried whether the advisory nature of the review would impact on the timescale. MS advised that the current 12 days allocated would be fully utilised.

7.1.3 In regard to the new global internal audit standards, one of the key changes related to the Board role in governance of internal audit functions and MS provided some clarification on this issue. MS noted that the Service's current structure/role of the Board and delegated Committee function was appropriate and if necessary, further updates would be provided.

7.1.4 In regard to feedback on internal audit assignments, the Committee commented on the low numbers involved and sought reassurance on added value from audits. MS noted the work undertaken to reshape the audit plan to achieve the most in return. MS further noted the need to balance achieving sufficient depth as well as broad coverage from audits. MS outlined the new approach to audits which would be more thematic and tiered.

7.1.5 RH recognised the need to improve the volume of feedback provided, continuing positive engagement with Azets and the benefits of restricting the number of audits scheduled.

7.1.6 SO'D outlined how the reframing of the Risk Assurance Advisory Review would help the Service identify areas of improvement and as such add value to this area.

7.1.7 RS noted that off table discussions relating to aligning programmes with Azets, in an effort to avoid duplication of work or undue burden on the Service, had still to take place.

7.1.8 The Committee queried what process was in place to capture and action any feedback received. DJ noted the current process, potential to widen and improve feedback and the continuous engagement with Azets throughout the audit. It was confirmed that individual audits were assigned to the relevant Director and this provided the opportunity for any issues to be raised and discussed by the Strategic Leadership Team (SLT).

7.1.9 In regard to the KPI status relating to completion of customer feedback, the Committee suggested that consideration be given to include the satisfaction levels rather than just the completion rate within the KPI descriptor section of the report. MS advised that the KPIs would be reviewed and refreshed for the start of 2024/25.

ACTION: Azets

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

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:

- Summary of closed actions for awareness and clarity on remaining actions.
- Overall stable position in regard to the conclusion of actions.
- Reduction in volume of older outstanding actions.

7.2.2 The Committee noted the majority of the updates were dated January 2024 and queried whether any further updates could have been provided, particularly for those with the due date of 31 March 2024. MS explained that the delay was due to the time required to collate

management responses and validate the updates. MS noted that the process could be reviewed with a view to reducing the timescale if possible. RH advised the Committee that the report was also presented to the SLT for due governance, and this would be reviewed to reduce any additional delays. The Committee noted and welcomed the scrutiny by the SLT in this area. The Committee requested more up-to-date verbal updates from management, if available, on progress updates relating to recommendations approaching their completion dates.

ACTION: SO'D

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

(M Oliphant joined the meeting at 1040 hrs)

11 DRAFT INTERNAL AUDIT STRATEGY UPDATE AND ANNUAL PLAN 2024/25

11.1 MS presented a report to the Committee providing the draft Internal Audit Strategy Update and Annual Plan for 2024/25 for scrutiny. The following key points were highlighted:

- Recent confirmation of extension to appointment.
- Detailed engagement undertaken with the Service and Audit Scotland. Commitment to engagement with HMFSI to avoid any overlap.
- Four key priorities for work for the year ahead were anti-fraud arrangements, environmental management, change management and cyber security.
- Alternative audit areas considered included business continuity planning, health and safety and organisational performance.

11.2 RH commented on the positive level of engagement with Azets throughout the process of setting the audit plan. RH advised that the SLT fully supported and recommended the plan with the 4 key priorities as identified. However, RH felt it appropriate to offer the Committee the opportunity to exercise their discretion on the alternative audit areas identified.

11.3 The Committee welcomed the opportunity to consider the alternative audits and the inclusion in previous audits undertaken. Brief discussion took place on the 4 key priority areas, whether they provided the best value to the Service and any potential overlap with other audit activities.

11.4 In regard to the environmental audit, the Committee queried the reasoning for prioritising this audit over others which may have delivered better value. RH informed the Committee of the reasons why some areas were not being prioritised and outlined the main reasons for prioritising the environmental audit. These included the opportunity for Azets to identify areas of improvement to help to achieve targets, providing independent assurance that the Service were doing all they could to achieve the targets and to help justify the need for additional funding. RH noted that, by prioritising this area, the Service would see the added value of this audit work.

11.5 The Committee noted the reasoning for this audit and commented on the need for the Terms of Reference to be tightly framed to deliver against the Service's expectations and maximise value.

11.6 MS confirmed that Azets had the necessary skills to support the audit work and noted that the Terms of Reference for the environmental audit would be shared at the next meeting (June 2024).

ACTION: Azets

11.7 The Committee welcomed the level of engagement undertaken to develop the audit plan and noted the reduced number of audits scheduled. The Committee sought and were provided with assurance that the reduced number of audits would still be sufficient to provide a robust annual audit position.

- 11.8 RS confirmed that the 4 key priorities identified did not overlap with the HMFSI inspection programme and confirmed his commitment to engage with Azets.
- 11.9 **The Committee recommended approval of the report which would be presented to the SFRS Board on 25 April 2024.**

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 2 were on track to be concluded in the coming months.
- 8.3 The 3 new action plans recently presented to the SLT relate to Climate Change – Impact on Operational Activity, East Service Delivery Area and Review of Contingency Planning Arrangements in relation to Potential Industrial Action. A further action plan relating to the HMFSI’s report on Mental Health and Wellbeing was presented to the SLT in January 2024 and the action plan was still in development.
- 8.4 The Committee noted and welcomed the Climate Change action plan coming forward.
- 8.5 RS reiterated previous comments relating to the good relationship between the Service and HMFSI and the positive position in progressing recommendations.
- 8.6 **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:
- Report developed in conjunction with Audit Scotland and exercise undertaken to rationalise different sections. As a result, only 12 outstanding actions remained with several now being marked as complete.
 - Work will continue with Audit Scotland to review and identify whether remaining actions could be incorporated into work being done. This would result in the old action being closed and incorporated into a new recommendation going forward.
 - Work would continue to address all outstanding actions as appropriate.
- 9.1.2 MO commented on the positive meeting with SO’D resulting in a clearer articulation of the actions outstanding and the progress being made against them.
- 9.1.3 In regard to Rec 1.3, the Committee noted that Home Fire Safety Visits (HFSV) would be considered rather than climate change as an area for identifying spend against outcome. SO’D advised that this was due to HFSV being more manageable in identifying spend, and monitoring performance/outcomes. SO’D noted that reference to climate in Rec 2.3 would be amended to HFSV.
- 9.1.4 In regard to Rec 4.1, the Committee noted the closure of this action and queried the Service’s ambition in relation to benchmarking and the governance route on any future progress. MMcA provided a brief summary on discussions and progress being made with CIPFA and the New Zealand Fire and Rescue Service in this regard. MMcA noted that an update paper on progressing benchmarking would be brought back to the Board in due course.

- 9.1.5 In regard to Rec 2.11, the Committee commented that the information being provided was not consistent and there may be a need to consider whether the format of the report was appropriate.
- 9.1.6 In regard to Rec 4.3, the Committee commented on the additional information and clarity provided within the written comments.
- 9.1.7 SO'D reminded the Committee that due to the age of some of the recommendations, a full review and refresh was required and asked for the Committee's patience during this process. The Committee noted that some actions may have been overtaken by events due to the timescales involved and that this would be rectified in the future.
- 9.1.8 SO'D confirmed that, where appropriate, existing recommendations would be incorporated into Audit Scotland's work. SO'D noted that the remaining recommendations would continue to be actioned, the report would be streamlined, and progress would be reported as per normal.
- 9.1.9 **The Committee scrutinised the report and noted the progress being made.**

10 ACCOUNTING POLICIES 2023/24

- 10.1 LMcG presented a report to the Committee seeking approval for the Accounting Policies to be adopted in the Annual Report and Accounts 2023/24. LMcG confirmed that a full review had been undertaken and no changes were required to the Accounting Policies.
- 10.2 For clarification, it was confirmed that the report was being presented for decision.
- 10.3 **The Committee approved the Accounting Policies 2023/24.**

12 EXTERNAL AUDIT – ANNUAL AUDIT PLAN 2023/24

- 12.1 MO introduced TY, new senior audit manager, who presented the report and highlighted the following key points:
- Annual audit plan timeline still to be agreed.
 - No concerns arising from the plan but recognised the significant risk of management override of controls.
 - Two areas of audit focus would be valuation of net pension liabilities and valuation of property, plant and equipment. This was due to value, materiality and calculation/specialist assumptions. Details would be set out on the planned work to be undertaken in these areas to obtain assurance.
 - Recognition of the significant risks relating to the new command and control mobilising system. Details would be set out on the planned work to be undertaken in this area to obtain assurance.
 - Potential to conclude and submit the annual report earlier this year (October 2024). To help facilitate this, the next Committee would have to be rescheduled towards the end of October 2024.
 - Finalised plan would be circulated in due course.
- 12.2 The Committee noted that, with the exception of the new mobilising system, there was nothing unexpected within the audit plan.
- 12.3 The Committee noted the challenges in rescheduling the October meeting but would endeavour to do so. SO'D offered her support to rescheduling the Committee meeting in October, in order to conclude the audit timeously and enable presentation to the SFRS Board at their October meeting.
- 12.4 **The Committee noted the verbal report.**

(The meeting broke at 1135 hrs and reconvened at 1145 hrs)

13 AUDIT AND RISK ASSURANCE COMMITTEE QUARTERLY PERFORMANCE Q3 2023/24

13.1 MMcA presented the Committee with the third quarter performance of KPIs 35 – 42 for fiscal year 2023-24 for scrutiny. The following key points were highlighted:

- Due to changes in the executive scrutiny arrangements, several People Committee KPIs (46-49) had been included within the appendix by mistake. This would be rectified in the Q4 report.
- Summary of performance indicators showing exception variations/for monitoring, deteriorating (long term), improving (long term) and not changing.
- KPI38 (Freedom of Information within timescale) was reporting a long-term deterioration. Paper to be presented to the SLT on how the FOI process could be managed and resilience improved. Service continues to routinely publish information via the publication scheme to reduce demand/number of requests for information.

13.2 In regard to KPI37 (data breaches), the Committee queried the severity of the data breach and suggested that going forward further details on any breaches should be provided. MMcA noted this suggestion and noted that clarity on any breaches would be provided going forward.

13.3 The Committee noted that this report raises questions on the effectiveness of the oversight of performance across the Committee and the potential risk of issues falling between the gaps.

13.4 The Committee commented on the relationship between performance and the Service's ability to effectively manage risks and the integration of both these areas. Meeting to be arranged between BB, SO'D and MMcA to discuss the performance information being provided to the Committee.

ACTION: MMcA

13.5 **The Committee scrutinised the report.**

14 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS POLICY

14.1 DJ presented the Gifts, Hospitality and Interests Policy and Quarterly Update (Q4) to the Committee for scrutiny. The following key points were highlighted:

- Total number of individual declarations, as at 6 March 2024, was 47 with a further 2 since then.
- Introduction of mandatory training module (LCMS) next year with the potential to extend to all personnel.
- Future revision of policy to include how declarations that require further evaluation or escalation would be identified. This would be supported by new quarterly reporting to Directorate's to engage and raise awareness.
- Exceptional circumstances column would be removed from future report with any information being captured within the additional information column.
- Estimated values noted as not applicable were confirmed as relating to interests rather than gifts/hospitality.

14.2 The Committee commented on the potential for information to be captured in an alternative way. Meeting to be arranged between NM and DJ to consider updates to the information being recorded on the register.

ACTION: DJ

14.3 It was confirmed that during the policy review, reference and instructions on any aggregation or multiple occurrences would be included. DJ advised that the policy would be reviewed in the near future and confirmed that this change would be made immediately. The Committee were content for confirmation of this change to be given at the next meeting (June 2024).

14.4 The Committee queried whether there were any supplementary checks when awarding contracts, if an interest had been recorded, that were undertaken. DJ advised that there were register of interests for the User Intelligence Group and those directly involved in awarding any contracts. It was confirmed that the full Register of Interest was not shared with Procurement and noted that this would be helpful for full transparency.

14.5 The Committee welcomed the introduction of the mandatory training (LCMS) modules.

14.6 **The Committee scrutinised the report.**

15 INTERNAL CONTROLS UPDATE

15.1 Risk Report Update

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

- Further review ongoing in relation to the alignment of strategic outcomes with Directorate risks due to the recent restructure.
- First iteration of alignment of risk to common themes noting further development work was still required in this area.
- Total of 11 risks rated 15 or above.
- Due to the corporate restructure, a high number of changes had been made and further development work was still required in this area.
- Three control actions were reporting red. One relating to SDMP would be transferred to business as usual and 2 relating to Portfolio Office would be incorporated within the new register.

15.1.2 The Committee noted and welcomed the continuing evolution of the risk register.

15.1.3 Regarding common themes, the Committee sought further understanding on how this information would be used. DJ noted that with the removal of strategic risks and focusing on directorate risks, these themes provided an overview and focus on wider strategic elements. It would also provide an opportunity to collectively review controls or identify new actions required relating to common themes. SO'D noted that this would provide another opportunity to review and assess the risk registers.

15.1.4 The Committee commented on the alignment of risk to strategic outcomes and queried whether it would be more beneficial to align with strategic objectives. RH advised the Committee that the SLT had discussed and agreed that alignment to outcomes was appropriate as aligning to the 45 objectives would be challenging and would not add any significant value. Brief discussion took place on how the management of risk could be linked to achievements of outcomes, the work already undertaken to define and manage risk and the lessons learnt that would help develop the next iteration of the Strategic Plan.

15.1.5 In regard to Risk TSA019 (Contaminants), it was noted that there was a specific action raised at the last meeting to include timescales for immediate, medium and long term actions. RH confirmed that this had been discussed and the estimated completion date related to the longer-term actions. Further discussions would be held on identifying intermediate timescales.

15.1.6 In regard to Risk POD015 (response requirements for pension), the Committee noted that estimated completion date and Action Status updated did not correlate. The Committee suggested that the inclusion of milestones may be helpful.

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

15.2 **Anti-fraud/Whistleblowing Update**

15.2.1 SOD advised the Committee of 2 potential fraud incidents and noted that this would be discussed later on the agenda (Item 22 and 23), in private session.

15.2.2 The Committee queried whether the whistleblowing policy was up to date. SO'D agreed to review the position and feedback.

ACTION: SO'D

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

16 REPORT FOR INFORMATION ONLY:

16.1 Quarterly Update Report on HMFSI Business

16.1.1 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:

- Service Delivery Area (East) inspection had been published on 23 October 2023.
- Fieldwork for the Service Delivery Area (West) inspection had concluded, and the report had been drafted. Additional evidence was currently being sought. Similar themes to the East had been identified. Informal consultation to commence on completion of the report with the 3-week formal consultation following. It was anticipated that the report would be laid before Parliament on 12 June 2024.
- Engagement and fieldwork planning have commenced in relation to the Service Delivery Area (North) Inspection. Anticipated timescale for inspection was 18 months due to the logistics and budgetary constraints.
- Following completion of the 3 Service Delivery Area inspections, the intention would be to develop a light touch approach to monitor progress against any recommendations and improvements. Future potential to undertake more focussed/specific themed reviews as a result of these inspections.
- Link provided to the Chief Inspector Annual Report 2021-24 which captures progress and achievement over the last 3 years.
- Update on Thematic Inspection on Organisational Culture noting the various meetings held with the Service and Trade Unions and feedback received, proposed series of inspections, finalisation of the Terms of Reference and outline approach which would be taken.

16.1.2 In regard to the potential for internal benchmarking by using data from the Service Delivery Inspections, RS reminded the Committee that these inspections captured a moment in time and the Service was in an ever-changing position. Therefore, context would need to be considered when taking statements from individuals.

16.1.3 **The Committee noted the report.**

16.2 Arrangements for Preparing the 2023-24 Annual Governance Statement

16.2.1 MMcA presented a report to the Committee outlining the preparatory arrangements and reporting methods developed to provide sufficient levels of assurance in support of the 2023/24 Annual Governance Statement (AGS).

16.2.2 MMcA advised the process had begun and would take account of the statement of assurances which form part of all Board/Committee papers. An overview paper would be brought to the next meeting (June 2024).

16.2.3 **The Committee welcome the inclusion of the statement of assurance process and noted the report.**

17 REVIEW OF ACTIONS

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

18 FORWARD PLANNING

18.1 a) Committee Forward Plan Review

18.1.1 The Committee considered and noted the Forward Plan.

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

18.2.1 There were no items identified.

19 DATE OF NEXT MEETING

19.1 The next public meeting is scheduled to take place on Tuesday 25 June 2024 at 1000 hrs.

19.2 There being no further matters to discuss the public meeting closed at 1245 hrs.

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 Monday 18 January 2024

20.1.1 The minutes of the private meeting held on 18 January 2024 were approved as a true record of the meeting.

21 ACTION LOG

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

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

22 INTERNAL CONTROL REVIEW REPORT

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

22.2 **The Committee scrutinised the report.**

(M Payton left at 1322 hrs)

23 BREACH OF FINANCIAL REGULATIONS AND MISAPPROPRIATION OF FUNDS

23.1 IMcM presented a report to the Committee to update on a breach of the Scottish Fire and Rescue Service's (SFRS's) Financial Regulations, External Funding Policy and Procedure, Code of Conduct and Anti-Fraud and Corruption Policy.

23.2 **The Committee scrutinised the report.**

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/05-24

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 JUNE 2024							
Report Title:	PMF QUARTERLY PERFORMANCE – Q4 2023/24							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To provide members with the fourth quarter performance for fiscal year 2023-24 for all PMF indicators.							
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	1 - Non-domestic Building Fires 7 - % High Risk HFSV 12 - Total Incidents 14 - Median Response Time to Life Risk Incidents - National 14 - Median Response Time to Life Risk Incidents - SDA 17 - Wholtime Availability 21 - UFAS Incidents 24 - % Flexi Officer Module Completion 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							

	<p>41 - % Service Desk Incidents within SLA 46 - Resource Based Crewing FTE 46 - Rural Full-time FTE</p>
3.3	Deteriorating (long-term):
3.3.1	<p>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 - % FOI within Timeframe 46 - On Call Retained FTE 58 - Average Age of Heavy Fleet 59 - Average Age of Light Fleet</p>
3.4	Improving (long-term):
3.4.1	<p>5 - Fire Casualties 9 - Audits Completed 10 - ADFs 18 - OI Inspections 20 - Hydrant Inspections 23 - % Advanced, Support & Emerging Risks Modules Completed 25 - % Incident Command Module Completion 26 - % Core Skills Currency 46 - Off Station FTE 48 - Turnover Rate 50 - Verbal attacks on Firefighters 52 - RIDDOR 55 - Vehicle Accidents 62 - Female Ratio - Wholetime 57 - % ULEV of Light Fleet</p>
3.5	Not changing:
3.5.1	<p>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 29 - Customer Satisfaction Rate 32 - Carbon Emissions 34 - Recycling Rate 35 - Cyber Security Breaches 36 - % Subject Access within Timeframe 37 - Data Breaches 42 - % Service Desk Requests within SLA 46 - On Call Volunteer FTE 46 - Flexi Officer FTE 46 - Operations Control FTE 46 - Support Staff FTE 47 - Vacancies Rate 49 - Absence Rate 51 - Physical attacks on Firefighters 53 - Accidents and Injuries (excl. RIDDOR) 54 - Near Miss 56 - % YTD H&S Actions Completed</p>

3.6 3.6.1	Not known – limited data; at the time of submission 43 - Portfolio Delays 44 - Portfolio Overspend 45 - Portfolio Cashable Benefits 63a - % of staff choosing to provide equalities data 63b - % of staff choosing to withhold equalities data 60a - % Stations in Good or Satisfactory Condition 60b - % Station Gross Internal Area in Good or Satisfactory Condition 61 - % Stations in Good or Satisfactory Suitability 64 - % Savings of Resource Budget 65 - % Budget Outturn
4	Recommendation
4.1	Members are invited to scrutinise the contents of the SLT & Board Performance Report , question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience.
5	Key Strategic Implications
5.1 5.1.1	Risk SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.
5.2 5.2.1	Financial There are no specific financial issues raised within this paper.
5.3 5.3.1	Environmental & Sustainability There are no specific Environmental & Sustainability implications addressed in this paper.
5.4 5.4.1	Workforce There are no workforce implications in this paper.
5.5 5.5.1	Health & Safety There are no specific Health and Safety implications addressed in this paper.
5.6 5.6.1	Health & Wellbeing There are no specific Health and Wellbeing implications addressed in this paper.
5.7 5.7.1	Training There are no specific Training implications addressed in this paper.
5.8 5.8.1	Timing Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.
5.9 5.9.1	Performance All performance measures reported are linked to Strategic Outcomes 1, 2, 4, 5 & 6.
5.10 5.10.1	Communications & Engagement There are no specific Communications & Engagement implications addressed in this paper.
5.11 5.11.1	Legal There are no specific Legal implications addressed in this paper.

5.12 5.12.1	Information Governance DPIA completed - No	
5.13 5.13.1	Equalities EHRIA completed - No	
5.14 5.14.1	Service Delivery Performance measures reported for Strategic Outcomes 1 & 2 are linked to Service Delivery.	
6 Core Brief		
6.1	Director for SPPC Mark McAteer presented the quarterly SLT & Board Performance Report for Q4 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	Link to SLT & Board Performance Report	
8.2	Appendix A: PDF copy of the SLT & Board Performance Report	
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 Communication
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
<i>Strategic Leadership Team</i>		<i>19 June 2024</i>
<i>SFRS Board</i>		<i>27 June 2024</i>
		Report Classification/ Comments
		<i>For scrutiny</i>
		<i>For scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

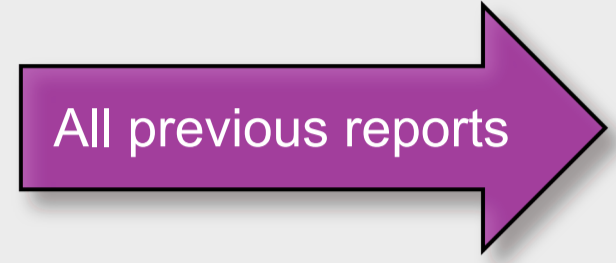
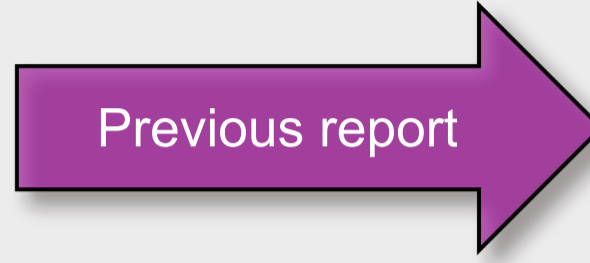
Working together for a safer Scotland

SFRS Board/SLT Performance Report



**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2023-24 Q4**



APPENDIX A

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



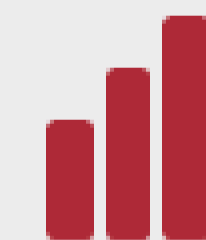
Welcome

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

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

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

Key contact: BI@firescotland.gov.uk



**BUSINESS
INTELLIGENCE**



LIVE MANAGEMENT INFORMATION

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

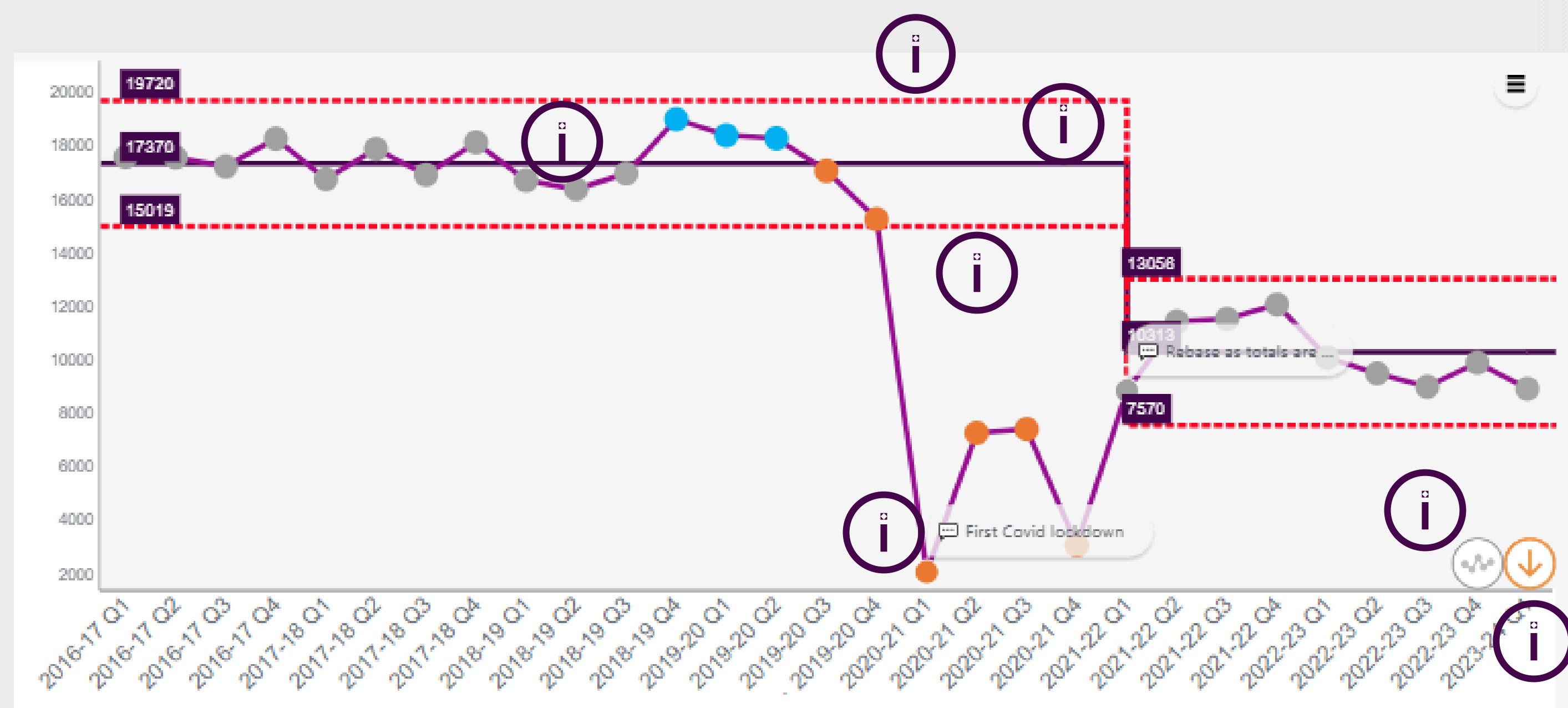
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

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

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

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



Above: anatomy of a SPC chart

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

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

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

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

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

Data source for this report:

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

Frequency of update:

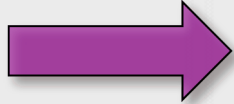
This report will be updated quarterly.

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



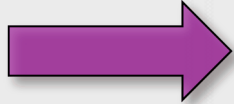
OUTCOME 01 (Prevention & Protection)

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



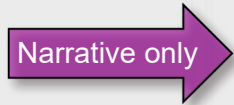
OUTCOME 02 (Response)

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



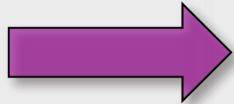
OUTCOME 03 (Innovation & Modernisation)

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



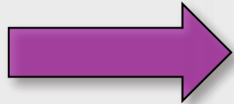
OUTCOME 04 (Climate Change)

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



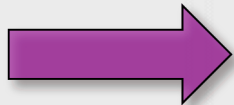
OUTCOME 05 (Effective Governance & Performance)

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



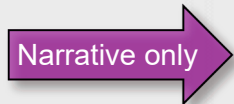
OUTCOME 06 (People)

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



OUTCOME 07 (Partnership)

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



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

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



Prevention and Protection

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



KPI 1 Non-domestic Building Fires

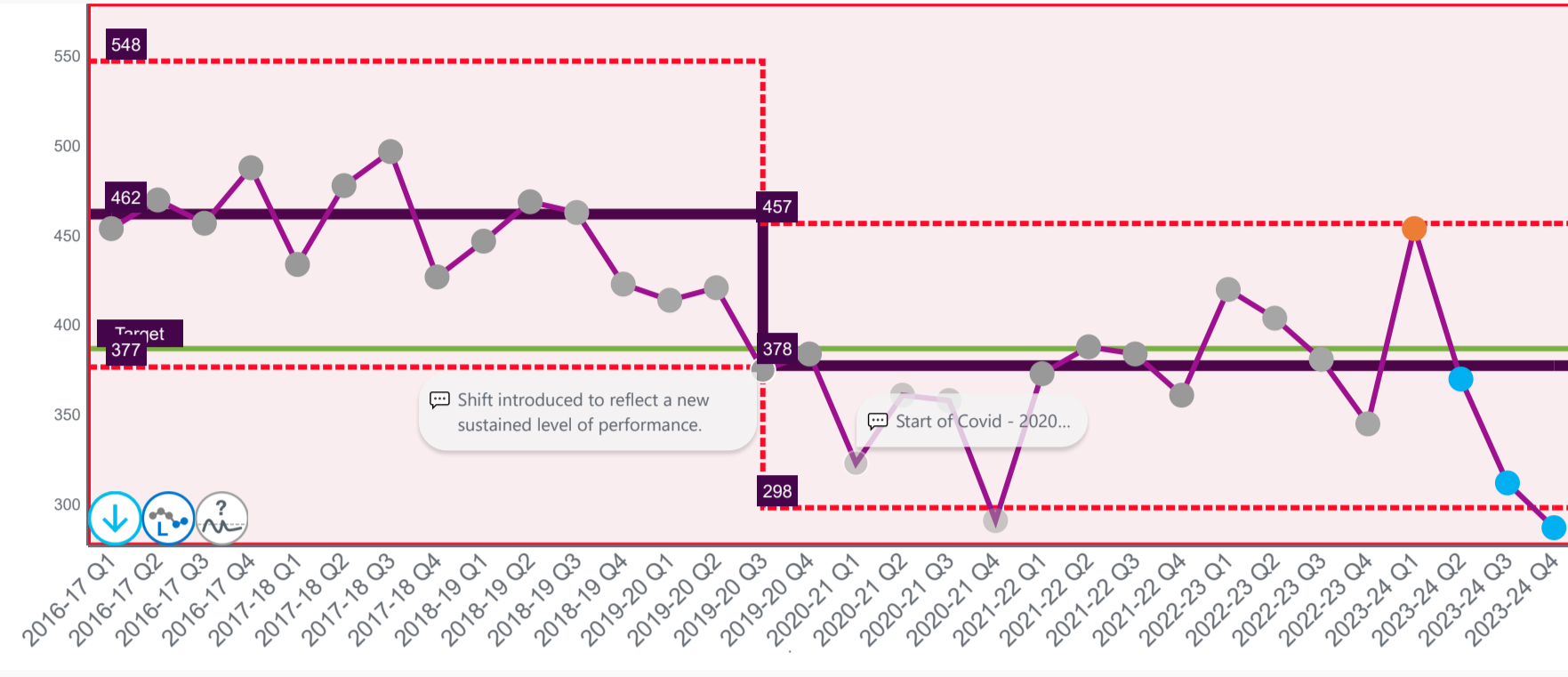
Reduce against previous year

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

OWNER: Head of Service Delivery - East

SUMMARY

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



KPI 2 Deliberate Primary Fires

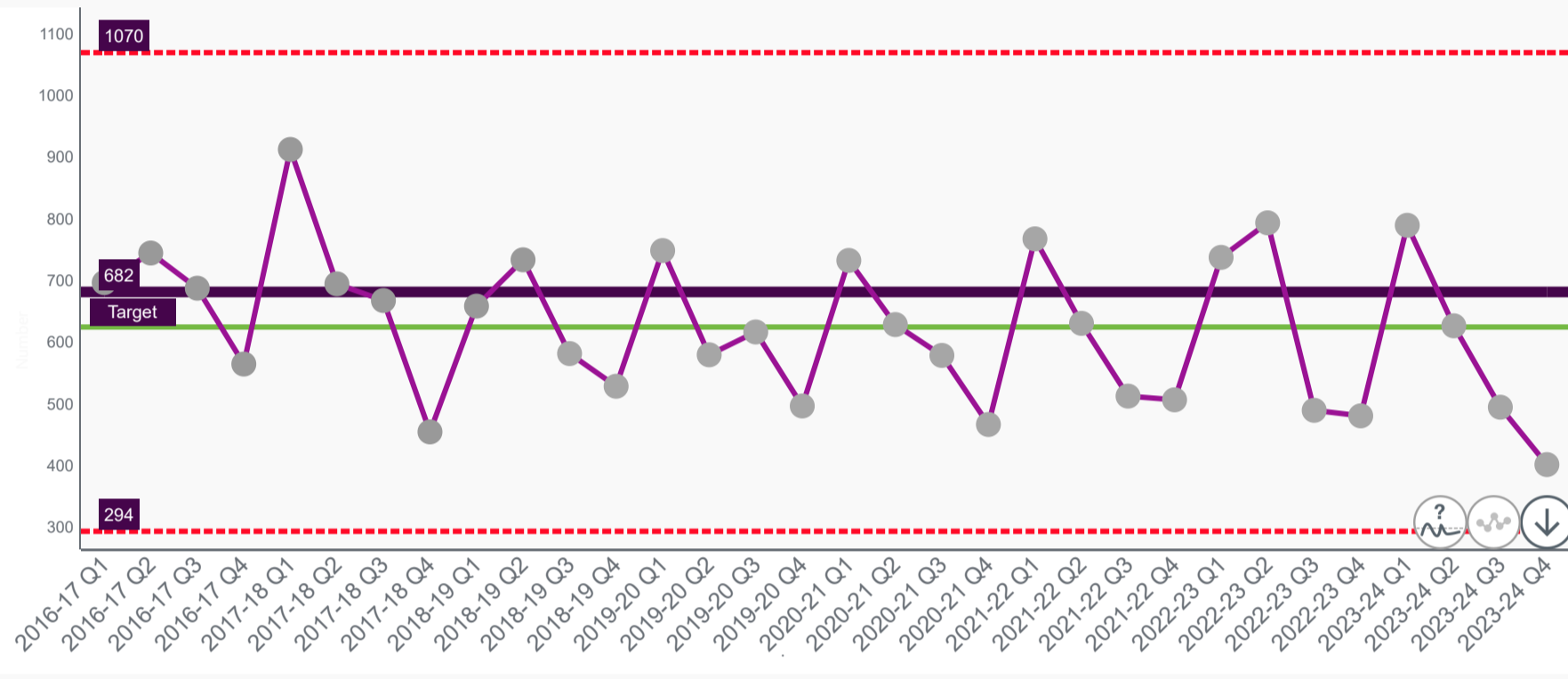
Reduce against previous year

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

OWNER: Head of Service Delivery - East

SUMMARY

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



KPI 3 Refuse and Vehicle Fires

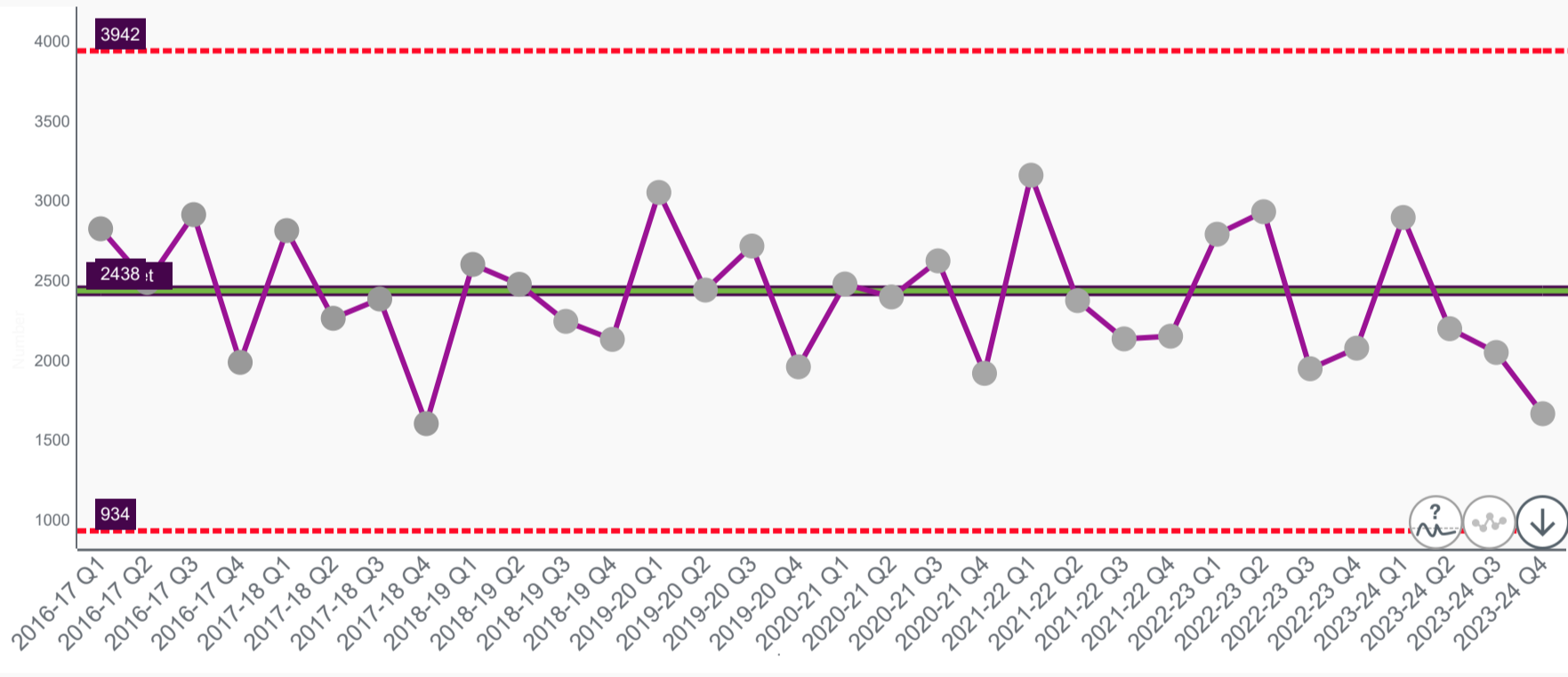
Reduce against previous year

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

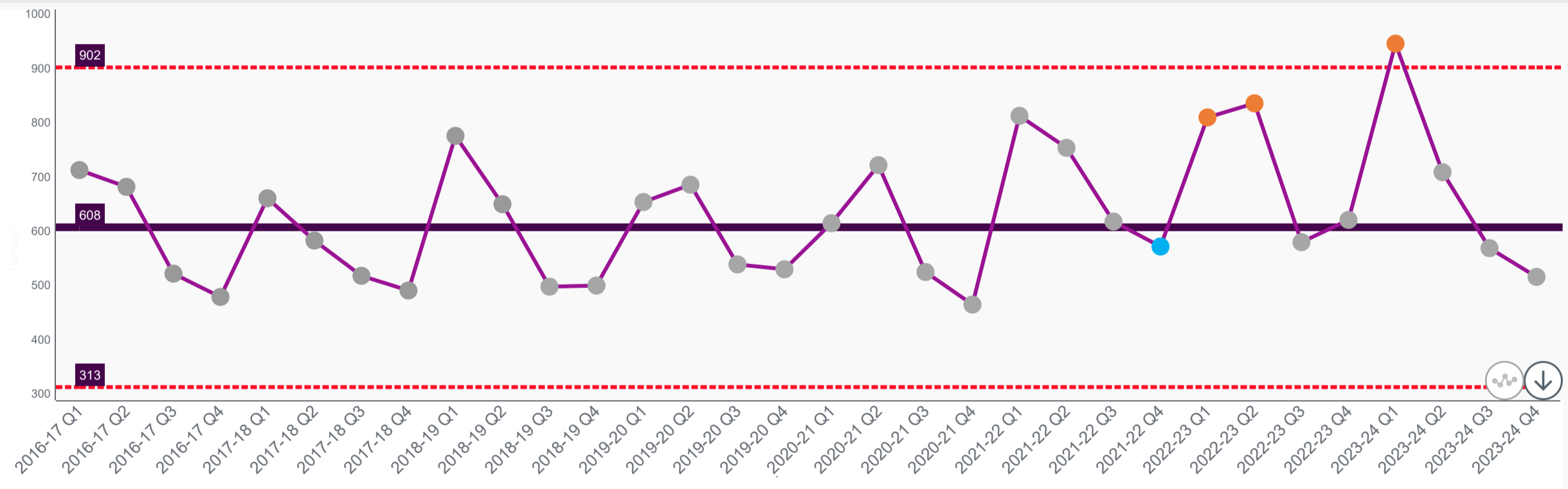
OWNER: Head of Service Delivery - East

SUMMARY

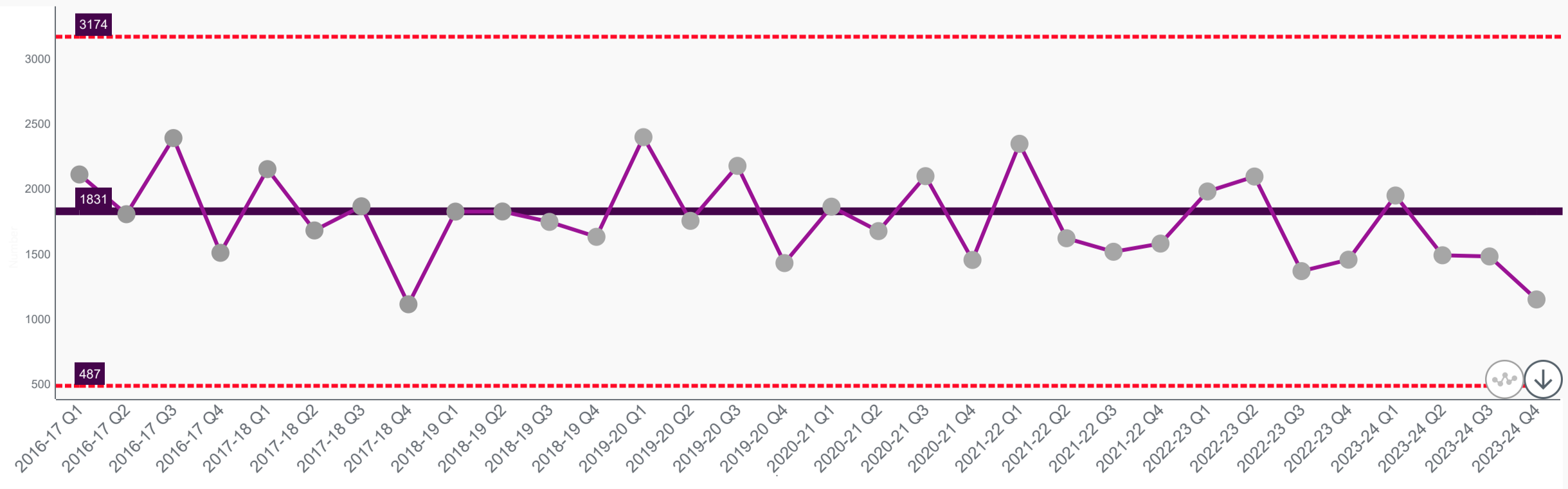
Data should be used to identify and target appropriate prevention activities. This should be considered within seasonal thematic action plans at watch, station and LSO area level. Increased partnership working should be considered as an effective prevention approach.



Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



Prevention and Protection

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

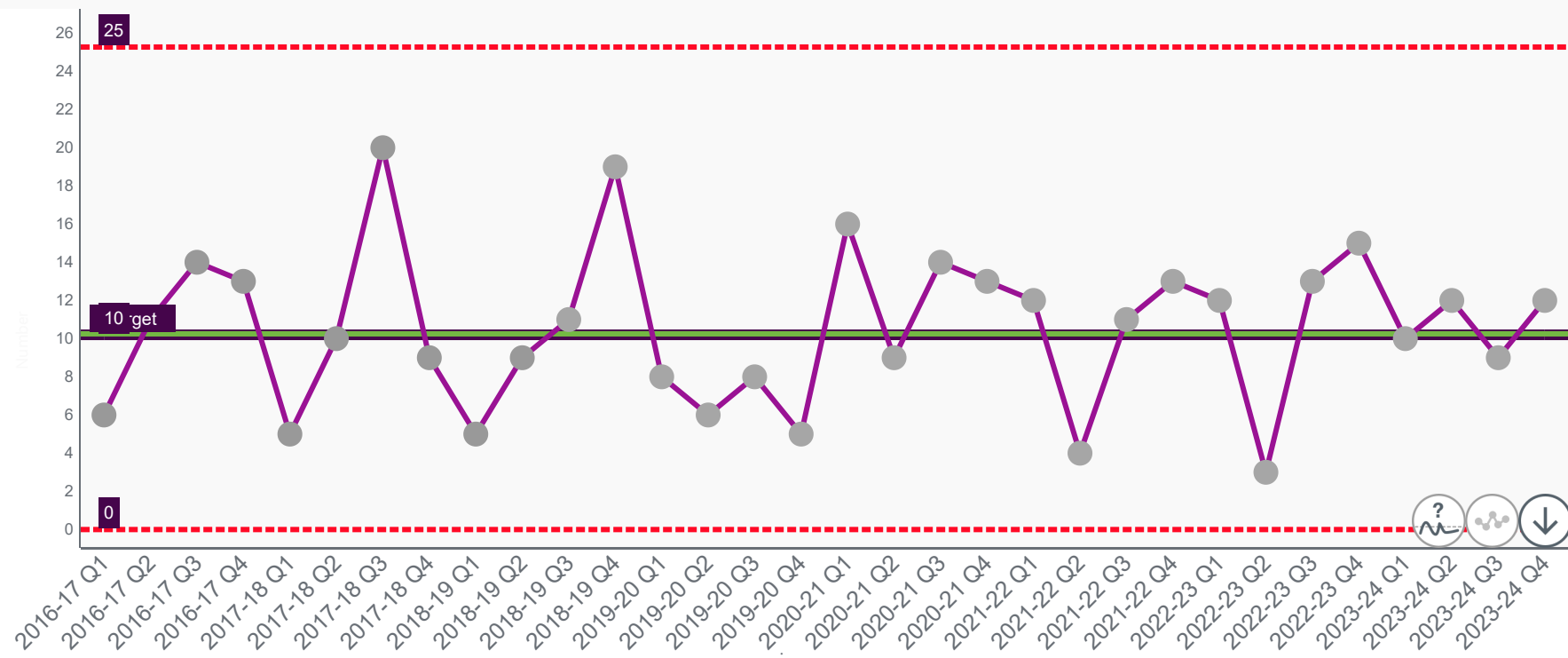


KPI 4 Fire Fatalities Reduce against previous year

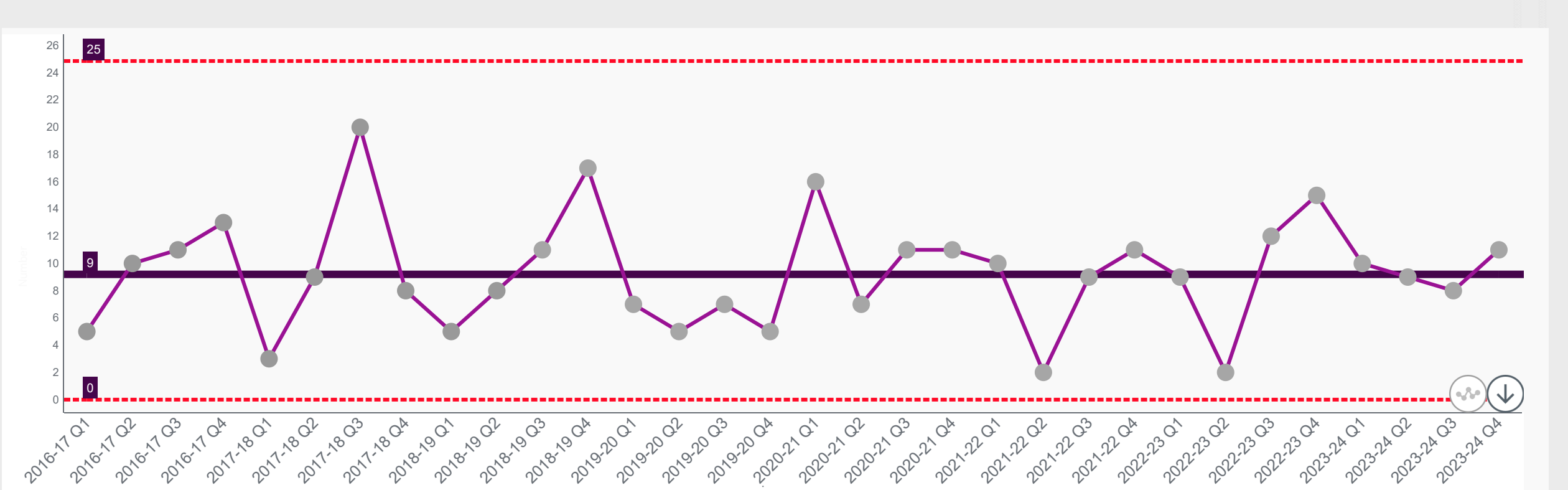
PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

OWNER: Head of Service Delivery - East

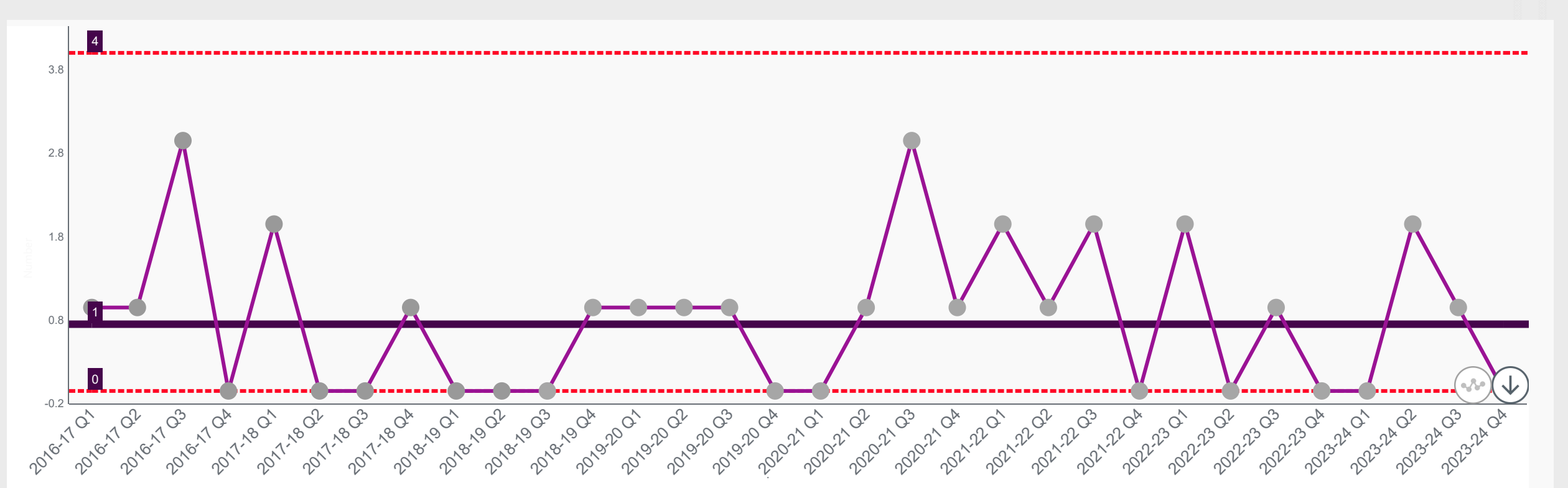
SUMMARY
Fire fatality numbers remain consistent with previous data, and show a slight increase from previous quarter. Analysis shows no common trends regarding cause of fatalities this quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and common trends.



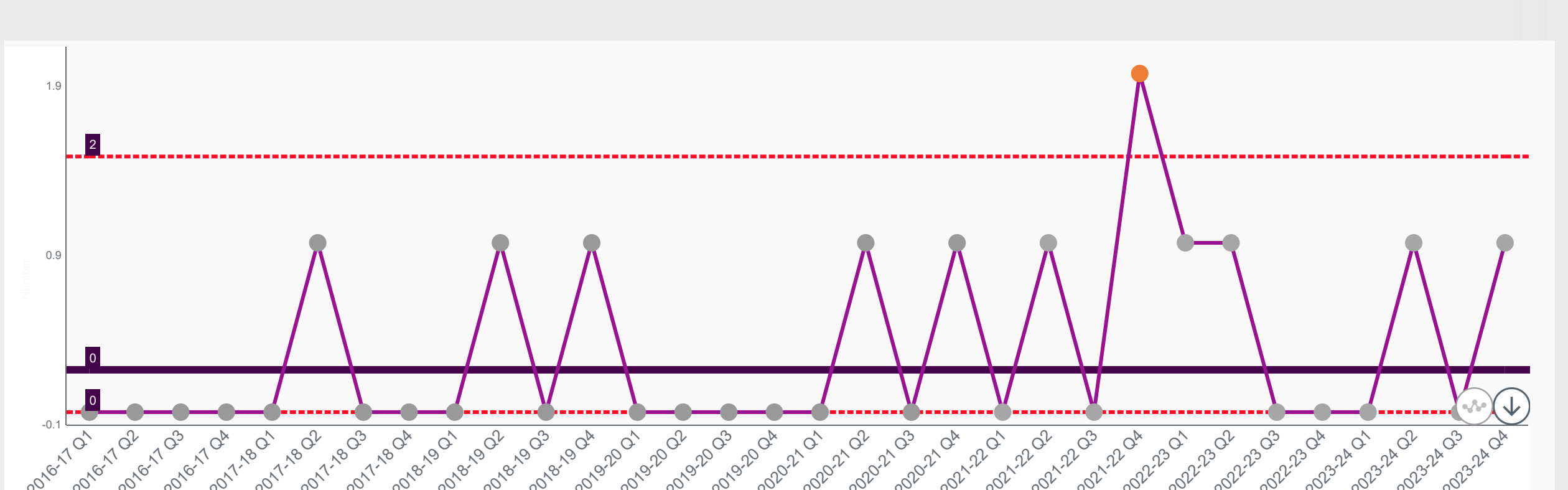
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities

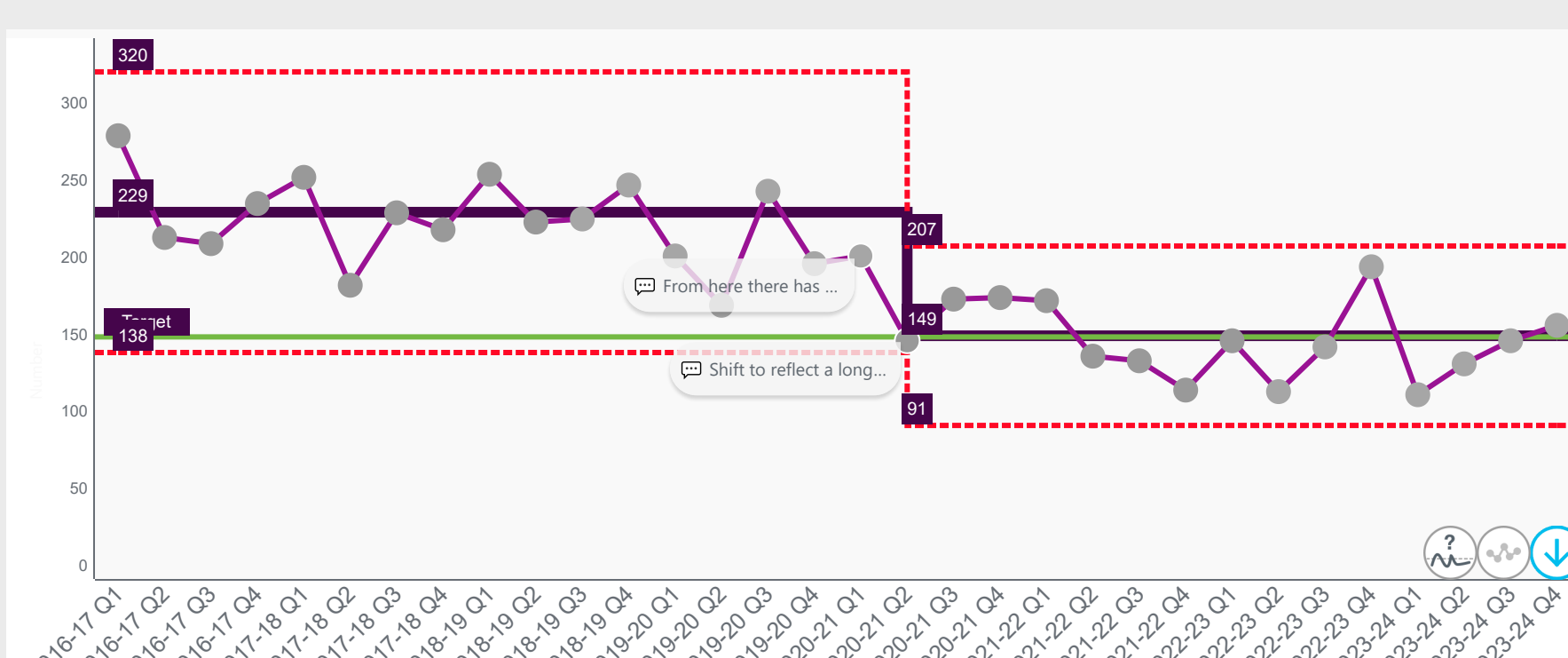


KPI 5 Fire Casualties Reduce against previous year

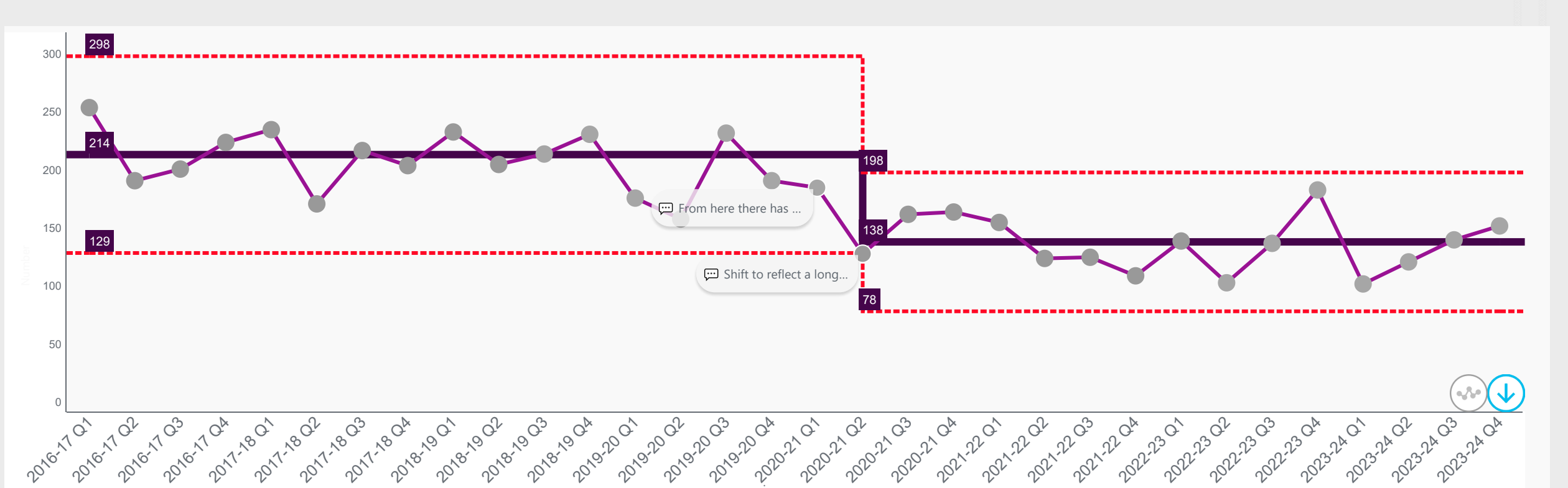
PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.

OWNER: Head of Service Delivery - East

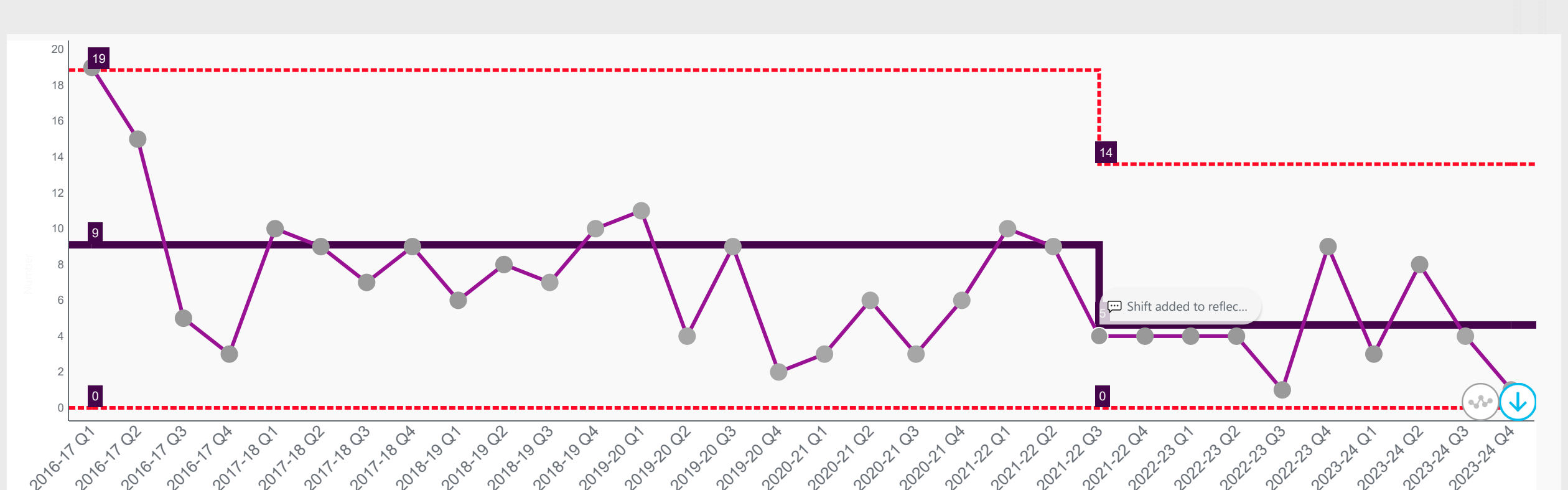
SUMMARY
Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach.



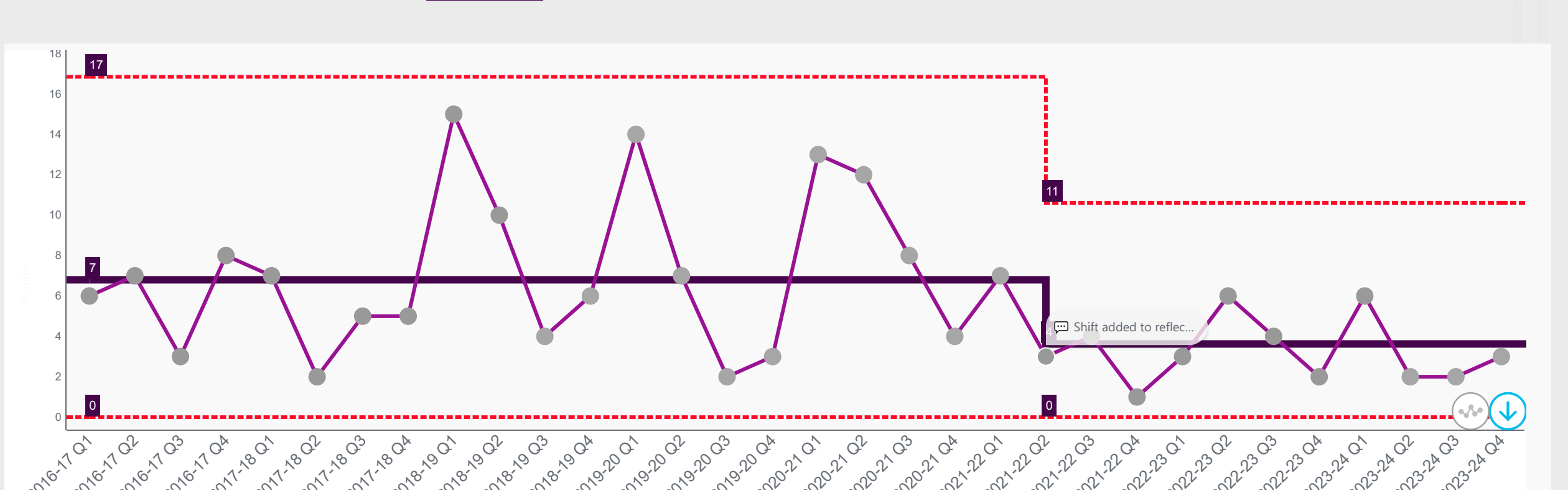
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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



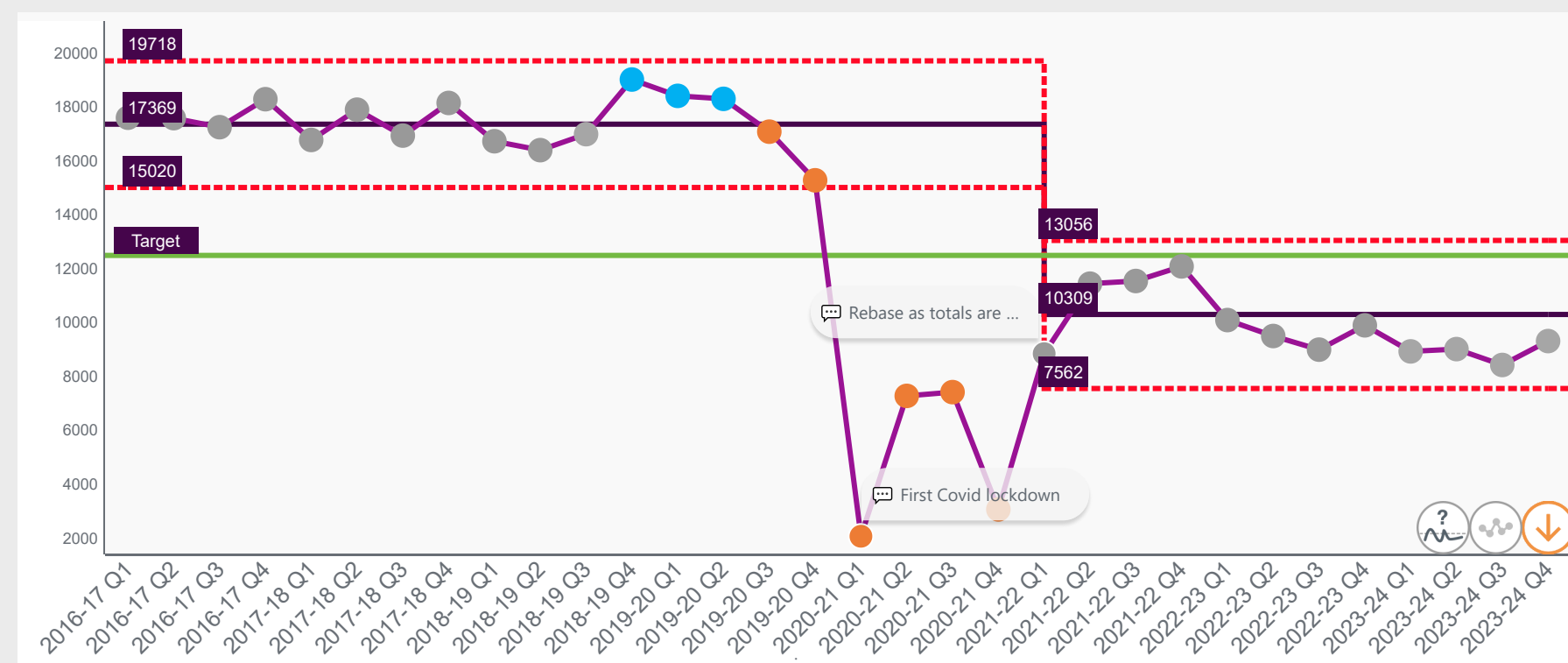
KPI 6 Number of Home Fire Safety Visits conducted

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

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

HFSVs were below the annual target of 50,000. This may be due to reduced capacity (appliance withdrawals, significant incident, training requirements etc.). LSOs have been provided with monthly stats to assist with the monitoring of performance down to watch level.



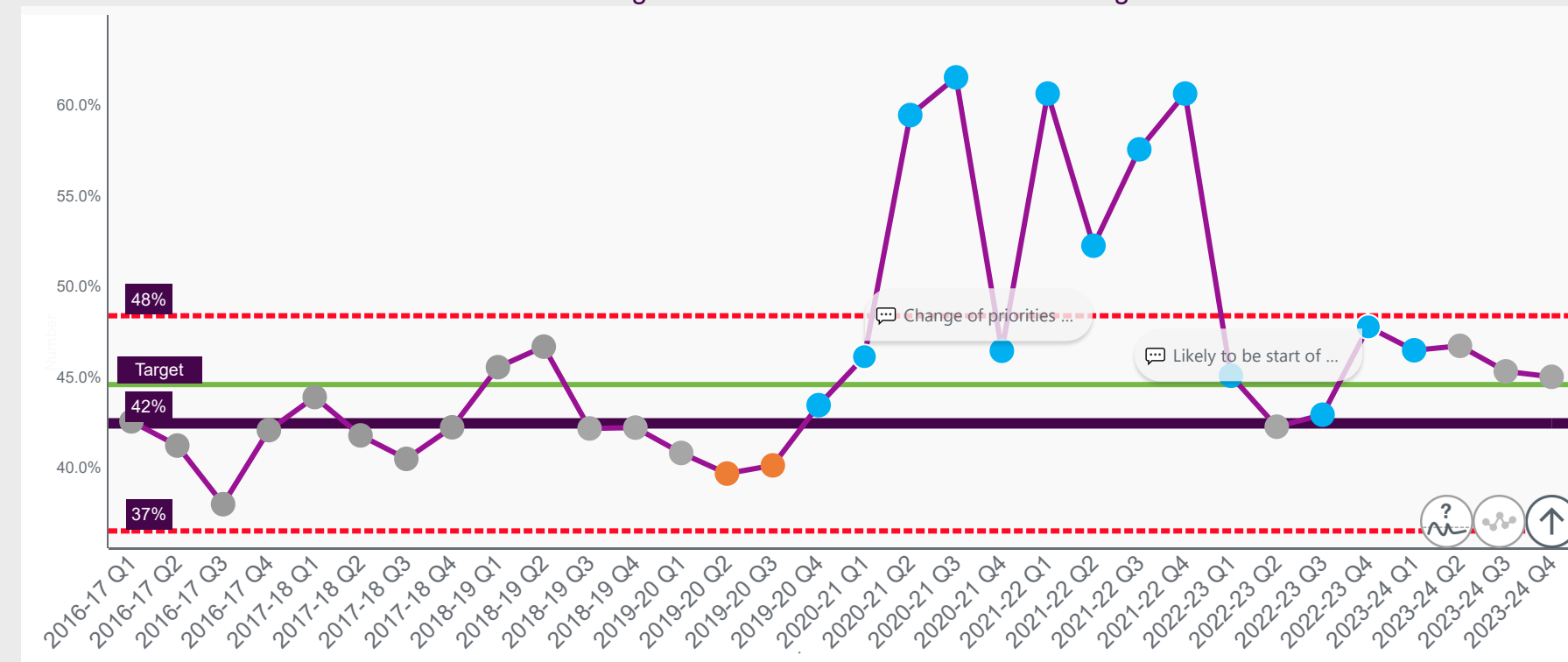
KPI 7 % of Home Fire Safety Visits conducted for vulnerable groups

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

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

High risk visits remains above target which is positive in that SFRS are directing resources to households most at risk. Tools and information to support partner engagement is available to Areas via the PPP Directorate.



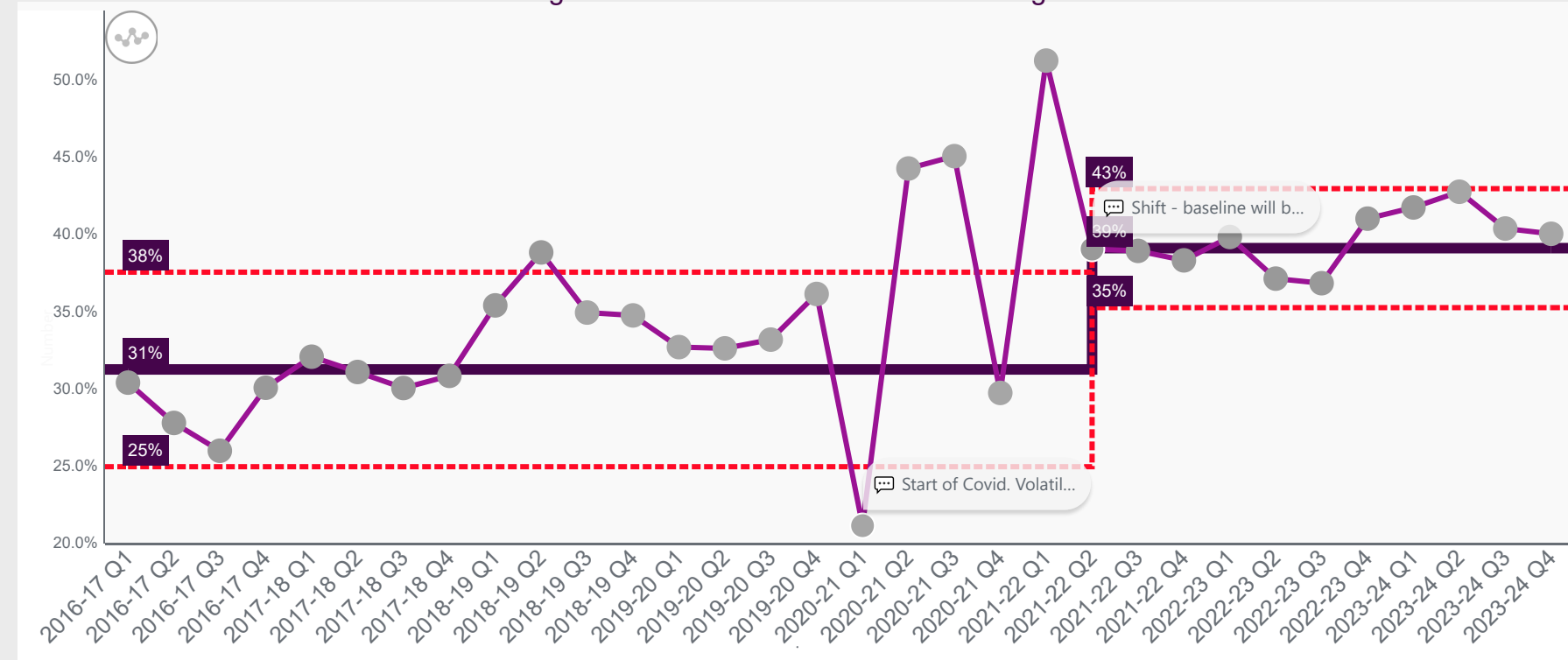
KPI 8 % Home Fire Safety Visits from partner referrals

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

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

Tools and information to support partner engagement is available to Areas via the PPP Directorate. Campaigns including Make the Call have also assisted in a positive number of partner referrals. This is challenging as all partners are facing resourcing pressures.



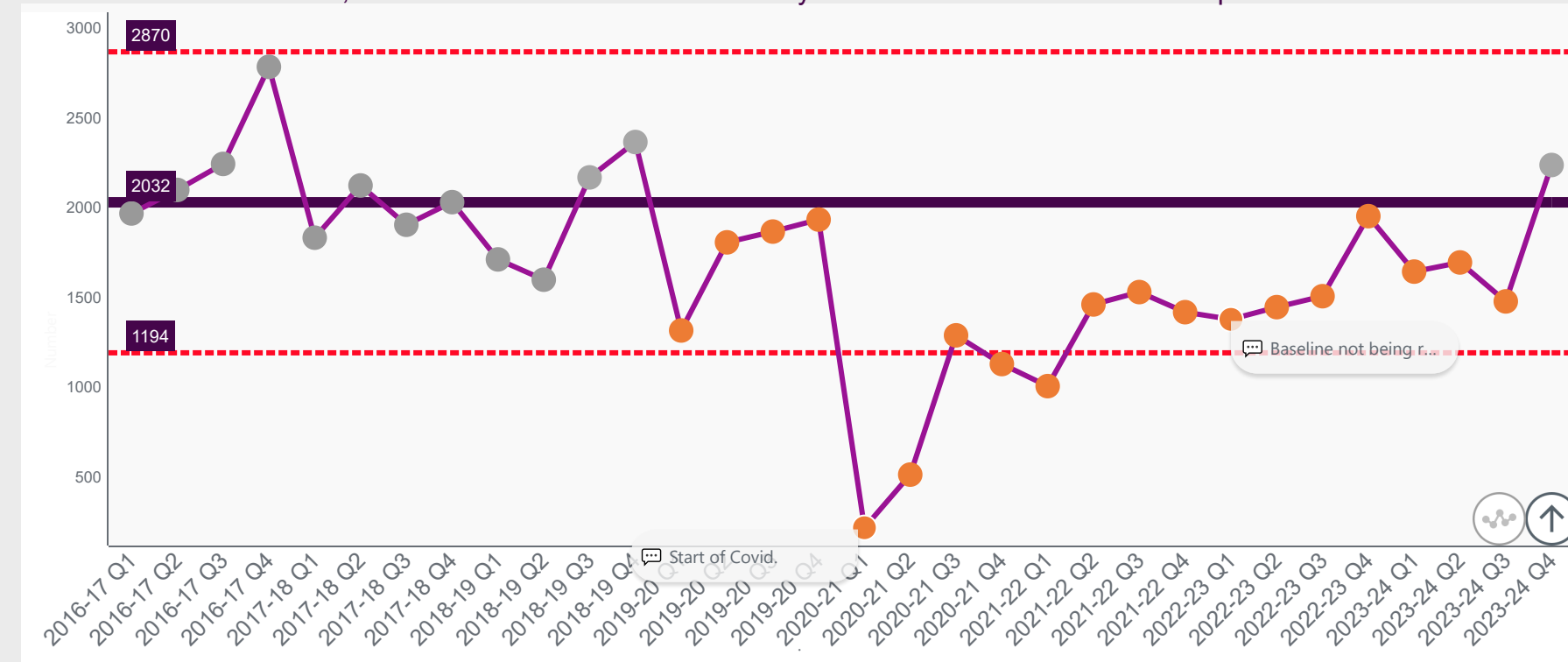
KPI 9 Fire Safety Audits Completed

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

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

SFRS have demonstrated an increase on performance over the same period last year. This reflects the attainment of skills within the Protection Officer resource and is expected to continue to effectively manage risk locally within non domestic premises.



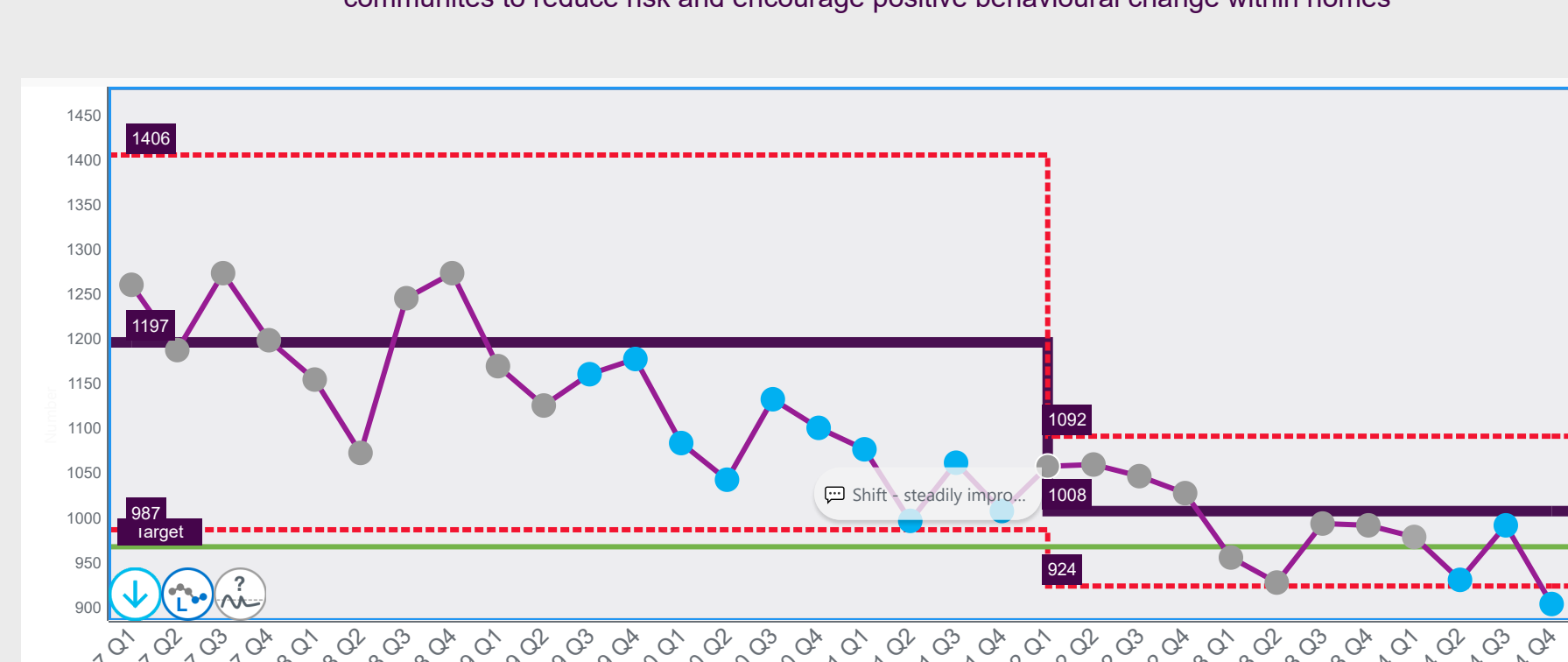
KPI 10 Total number of accidental dwelling fires

OWNER: Head of Service Delivery - East

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

SUMMARY

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



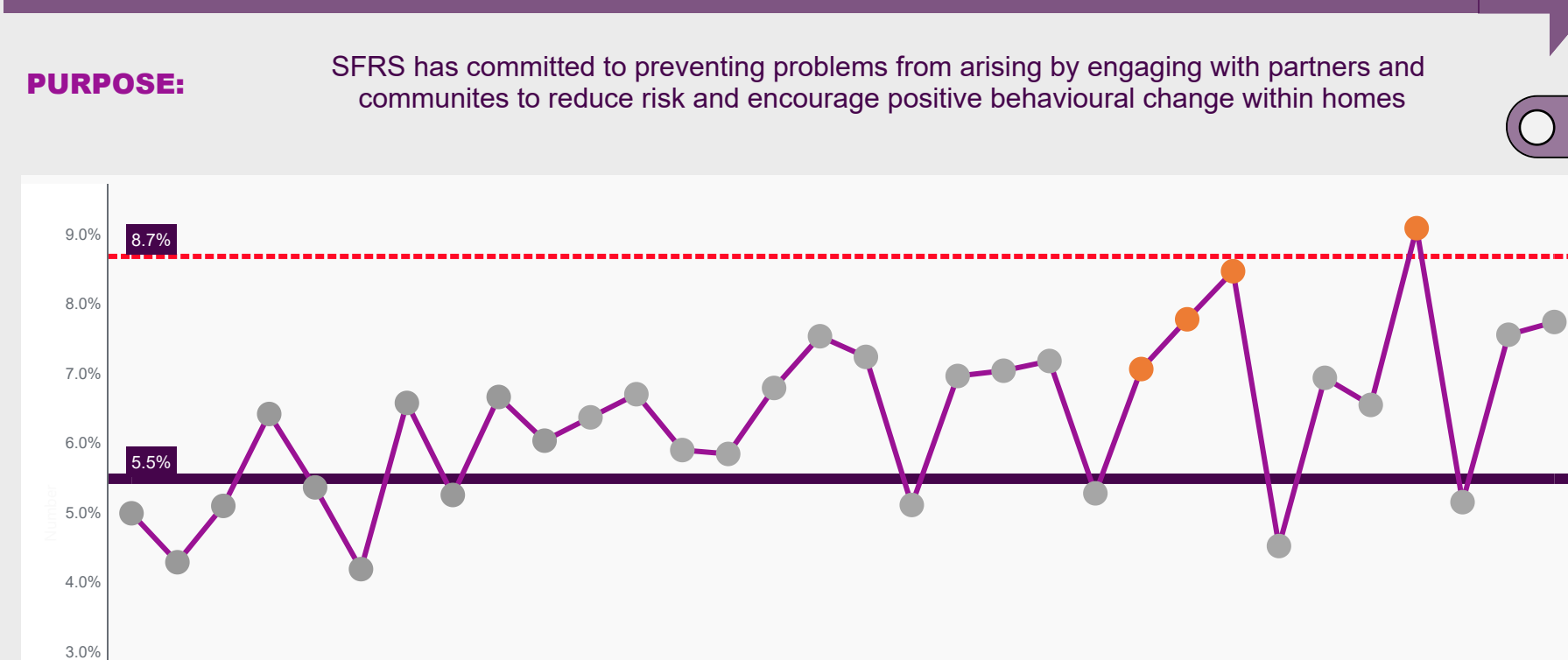
KPI 11 % of accidental dwelling fires classed as High Severity

OWNER: Head of Service Delivery - East

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

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



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

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



Response

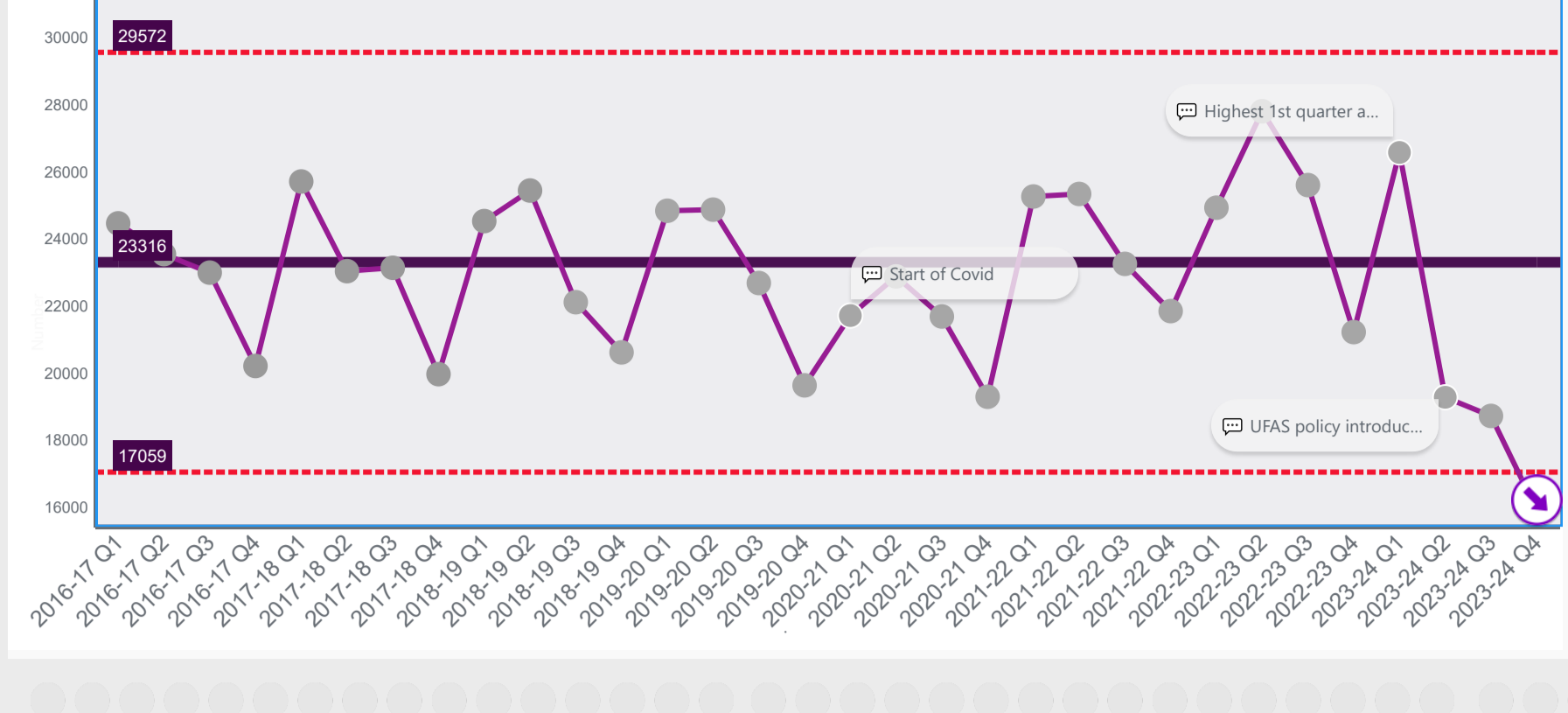


Communities are safer and more resilient as we respond effectively to changing risks.

KPI 12 Total Incidents Track

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

OWNER: Head of Service Delivery - East



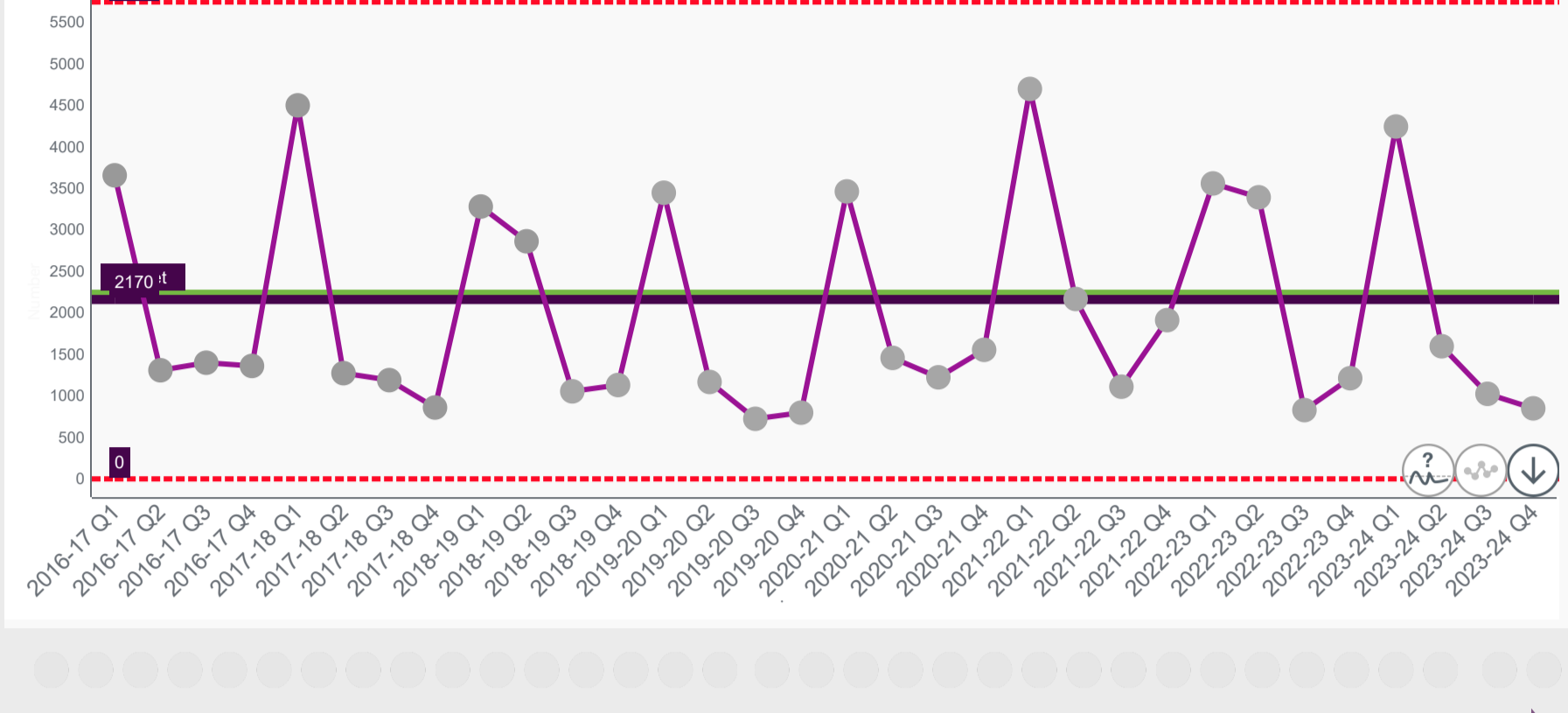
SUMMARY

A significant factor is the introduction of UFAS reduction policy. However, other factors include seasonal trends and effective prevention activities.

KPI 13 Non-refuse Secondary Fires Reduce against previous year

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

OWNER: Head of Service Delivery - East



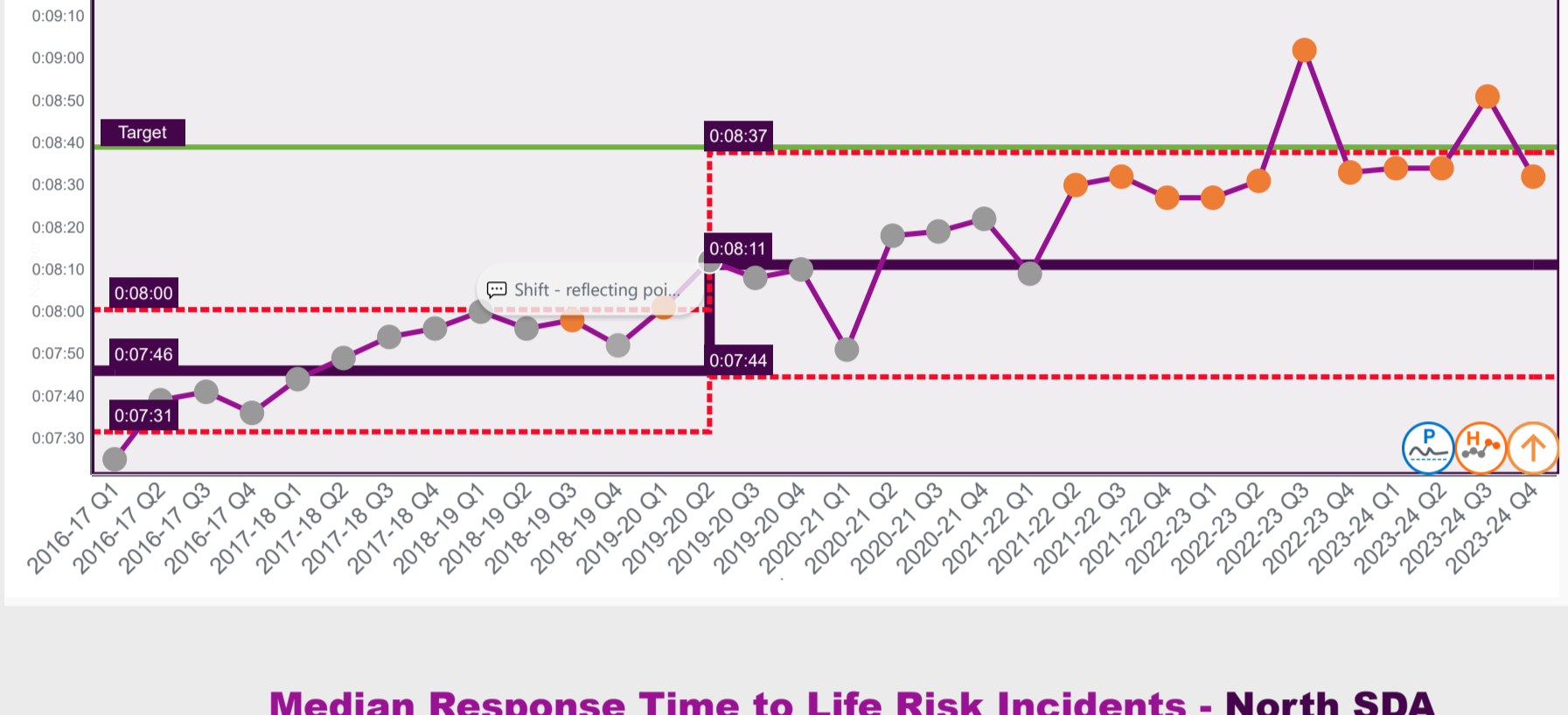
SUMMARY

Prevention activities should be led by data where available and enhanced through a partnership approach, where appropriate.

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

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

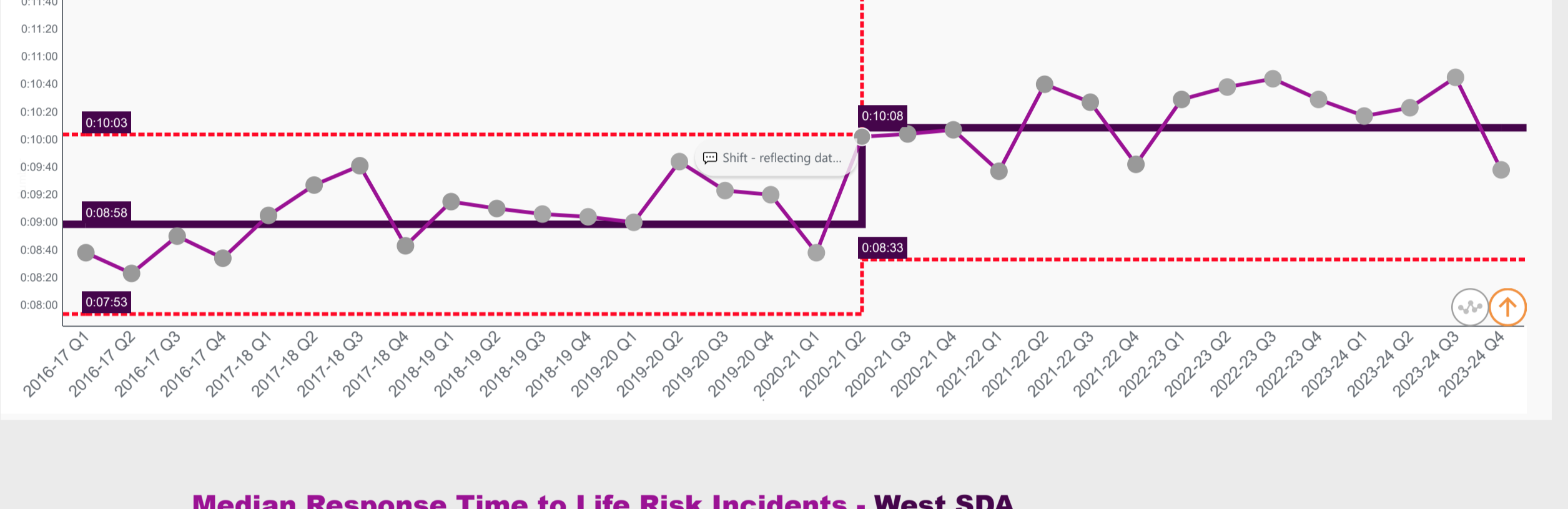
OWNER: Head of Service Delivery - East



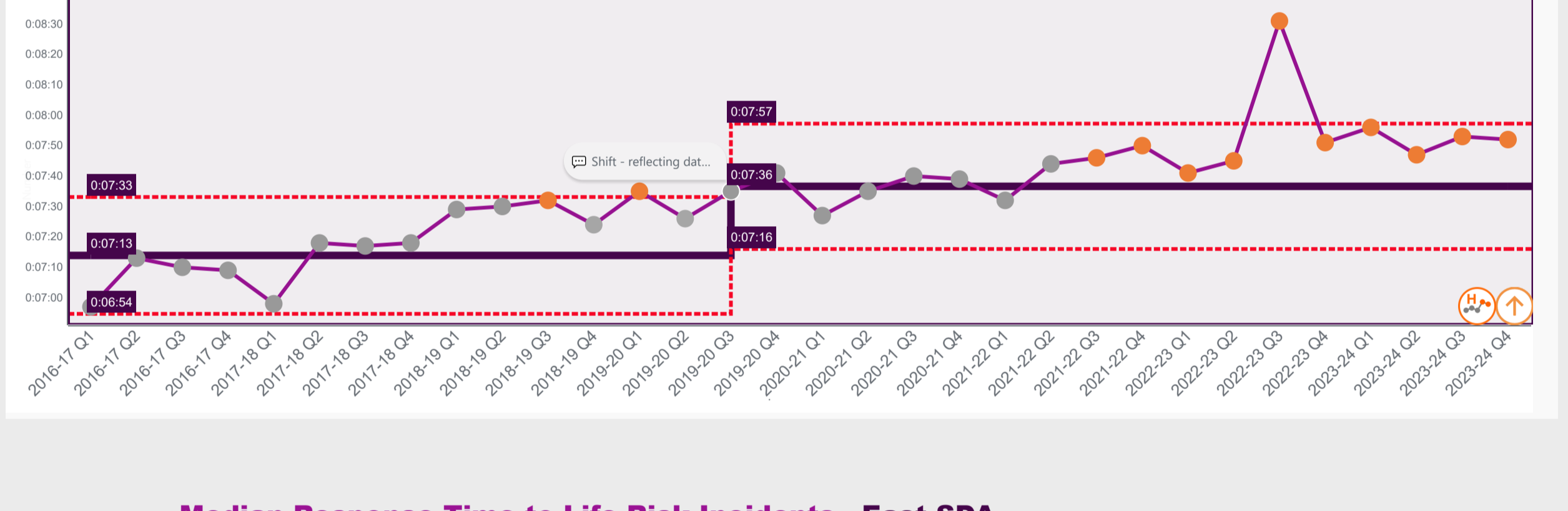
SUMMARY

Slight overall improvement from previous quarter. Variance in performance is due to a number of factors. This could include operational demand and appliance availability.

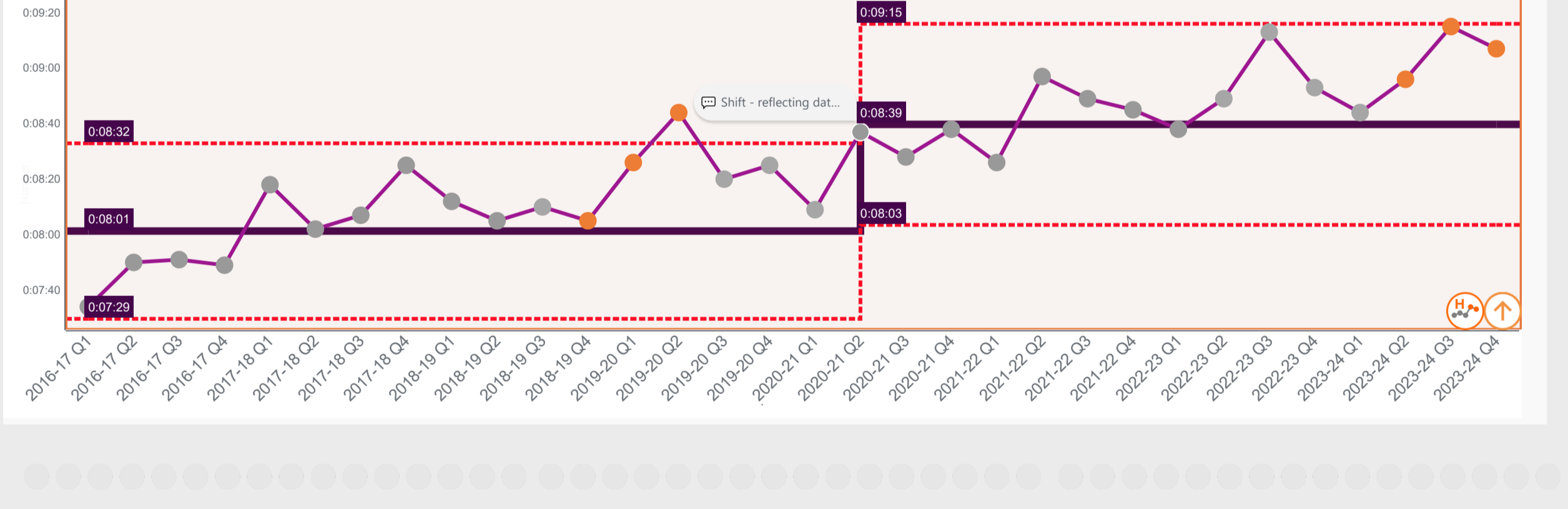
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



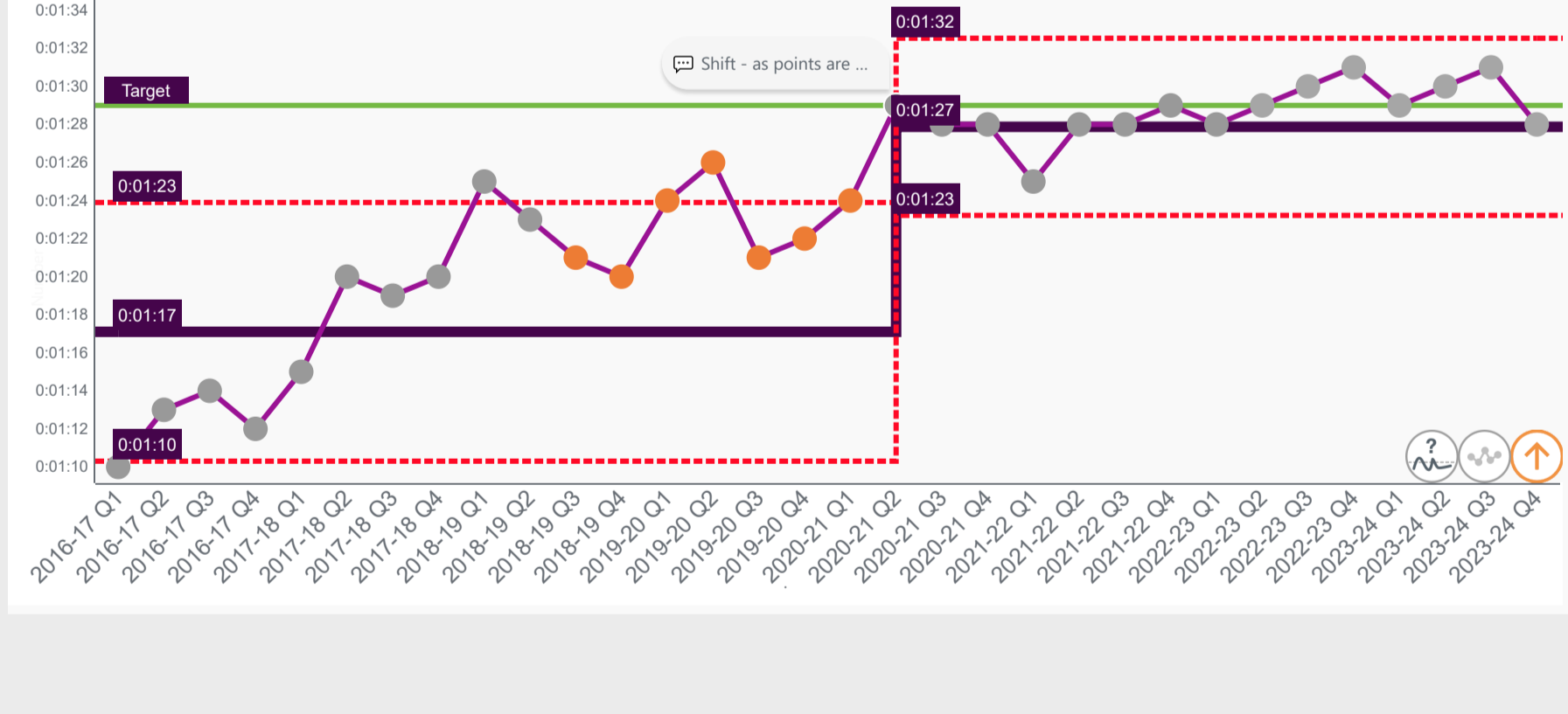
Median Response Time to Life Risk Incidents - East SDA



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

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

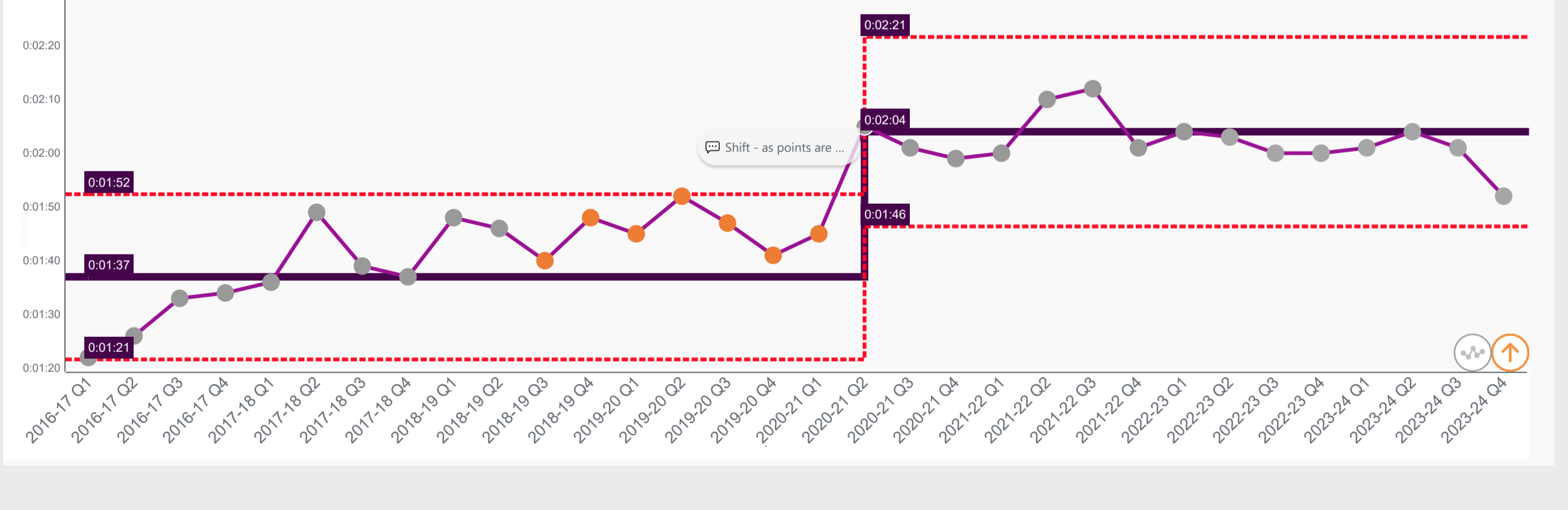
OWNER: Head of Service Delivery - East



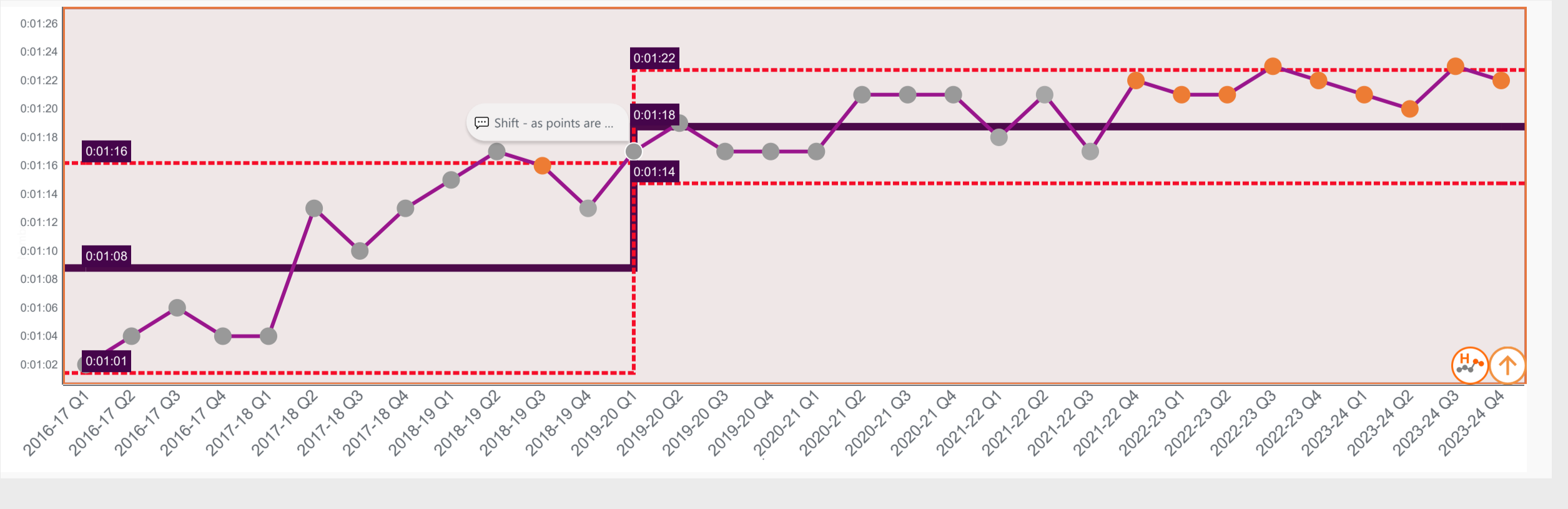
SUMMARY

Slight decrease in call handling time, in context this is a national perspective this is 3 second improvement from last quarter. This will continue to be influenced by technology, systems, information at time of call and staff profiles within Operational Control.

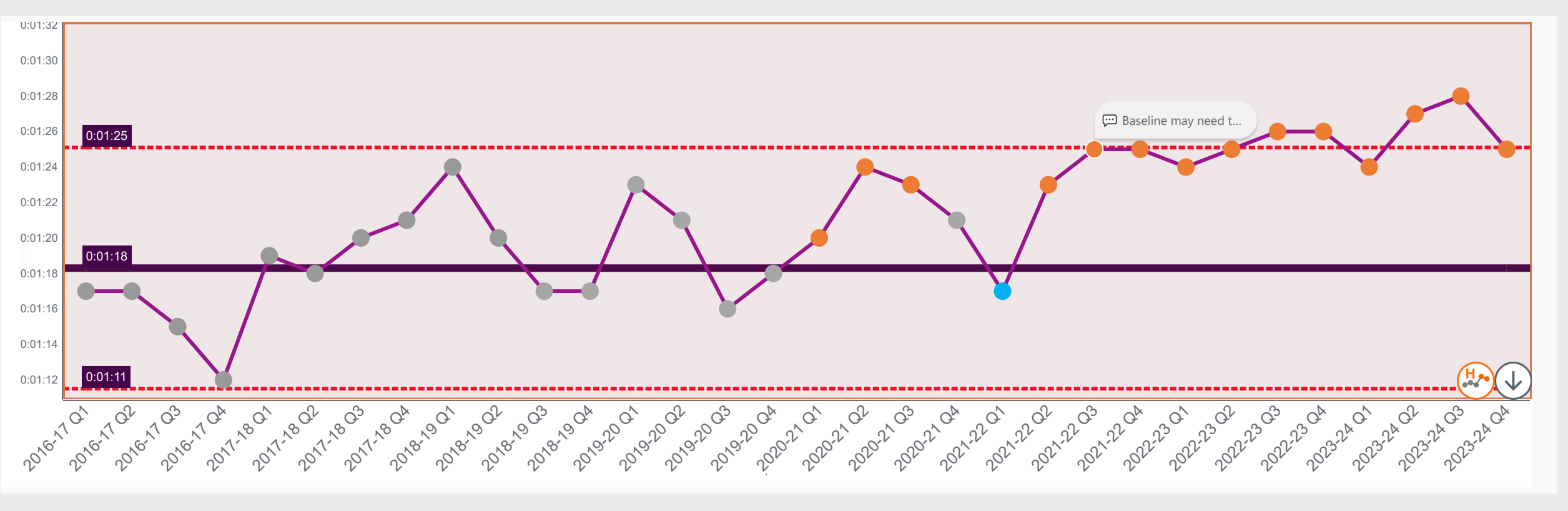
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response



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

KPI 16 On-Call 1st Appliance Availability

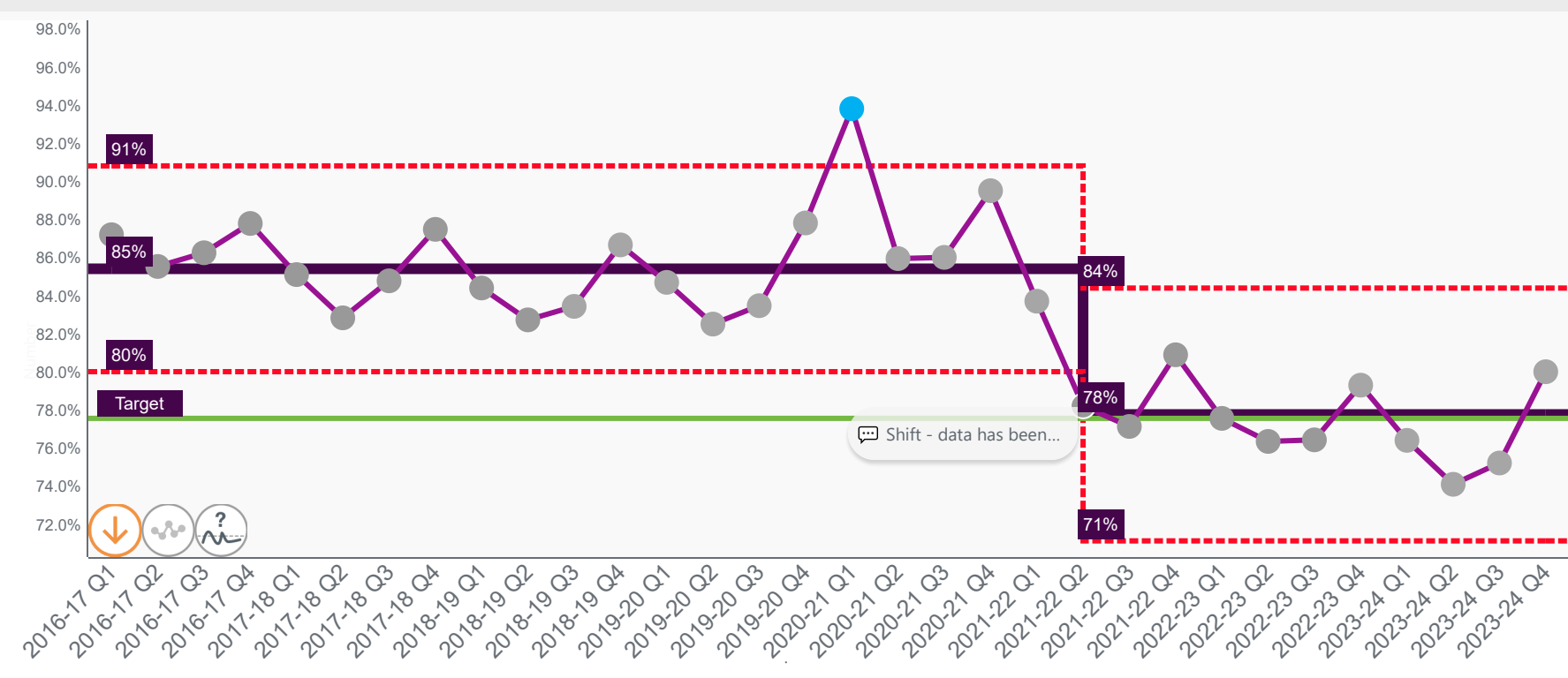
Increase against previous year

OWNER: Head of Operations

SUMMARY

SFRS has piloted a Bank Roster Scheme and is in the process of evaluating this pilot in preparation for formal adoption across SFRS. 6 LSO Areas participated in the pilot and the evaluation of the Scheme will focus on costs, the benefits of cost versus impact on strategic cover and staff experience.

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



KPI 17 Wholetime Availability

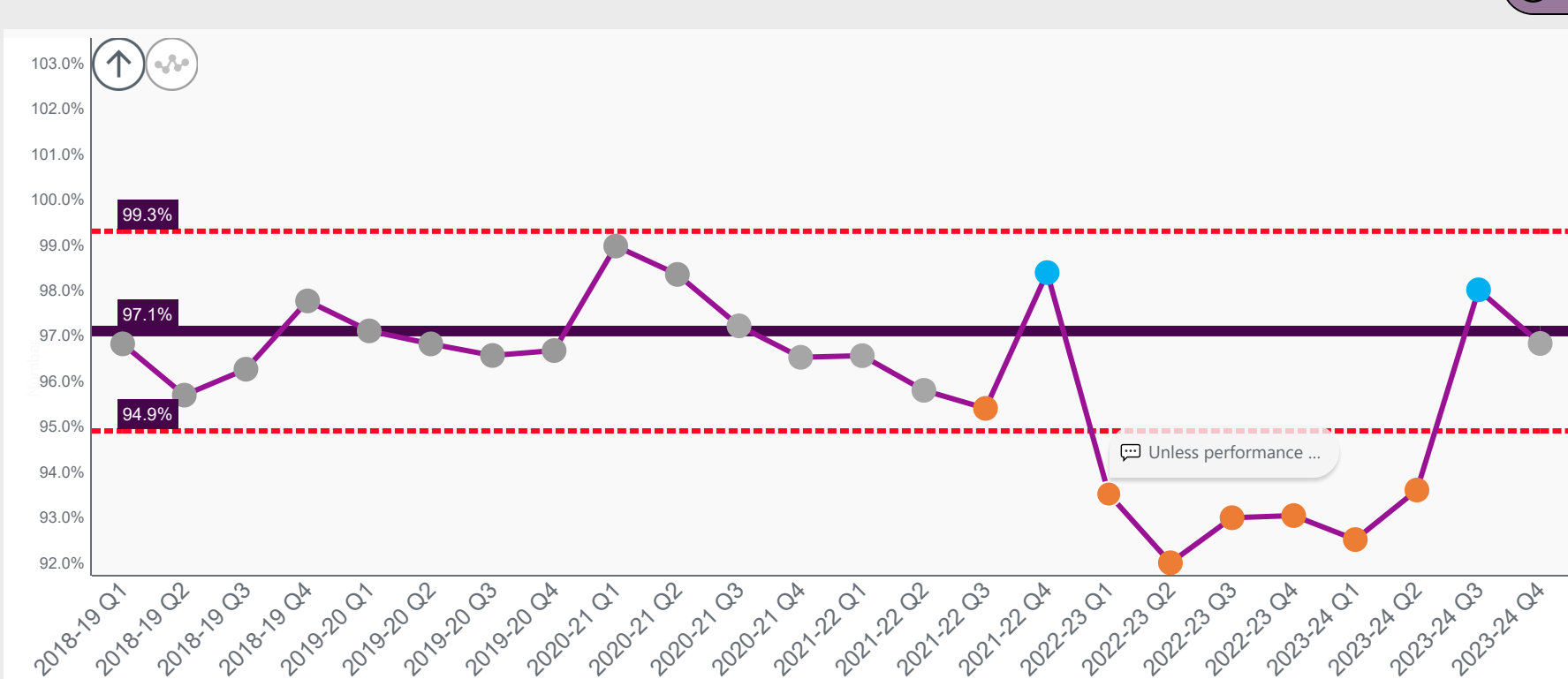
% compliance against confidence levels

OWNER: Head of Operations

SUMMARY

Wholetime availability remains in tolerance with day to day management by Central Staffing Team. Specialist skills such as Driving and Technical rescue contribute to demand for overtime.

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



KPI 18 Operational Intelligence Inspections

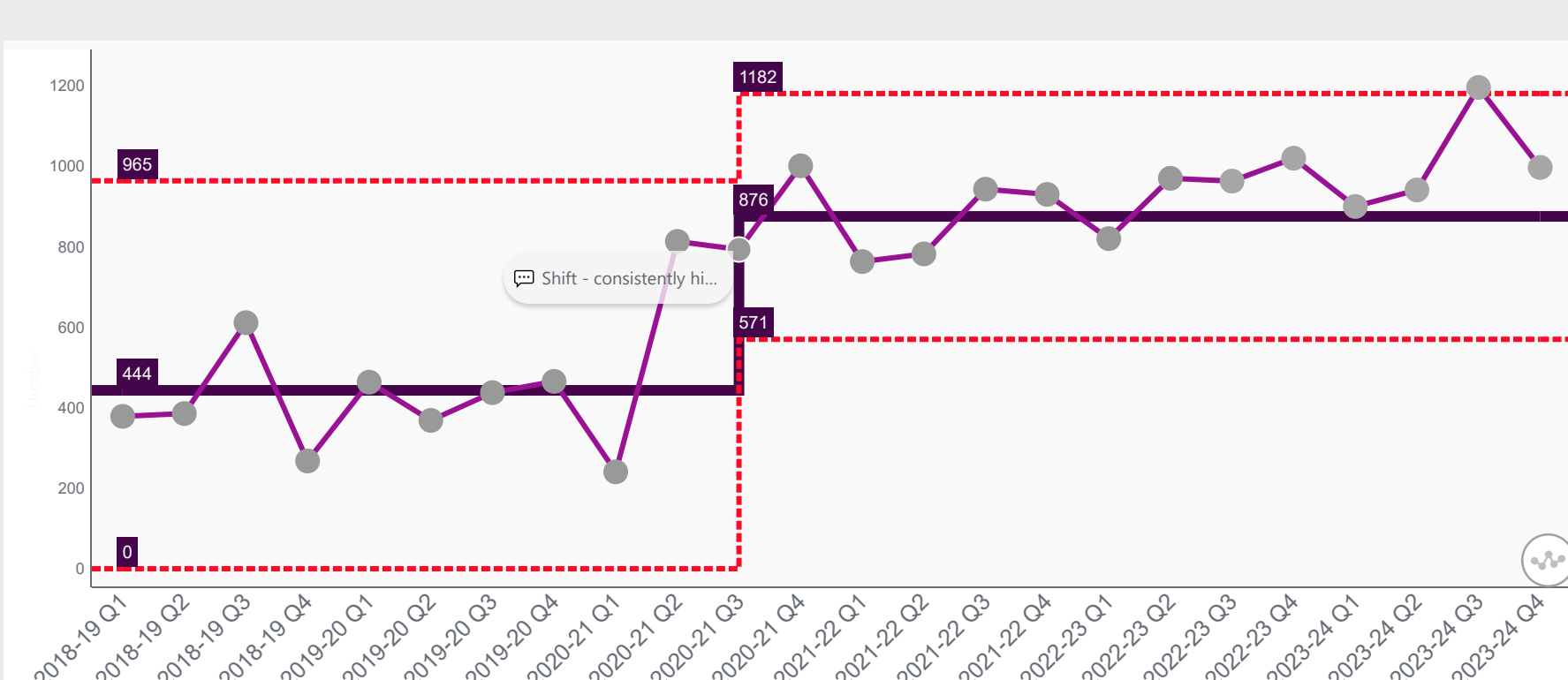
Track

OWNER: Head of Prevention, Protection and Preparedness

SUMMARY

We are working to deliver on HMFSI actions and are engaging proactively with LSO areas to increase the rate of inspections. This is driving an improvement to performance.

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



KPI 19 Ops Assurance Audit Actions

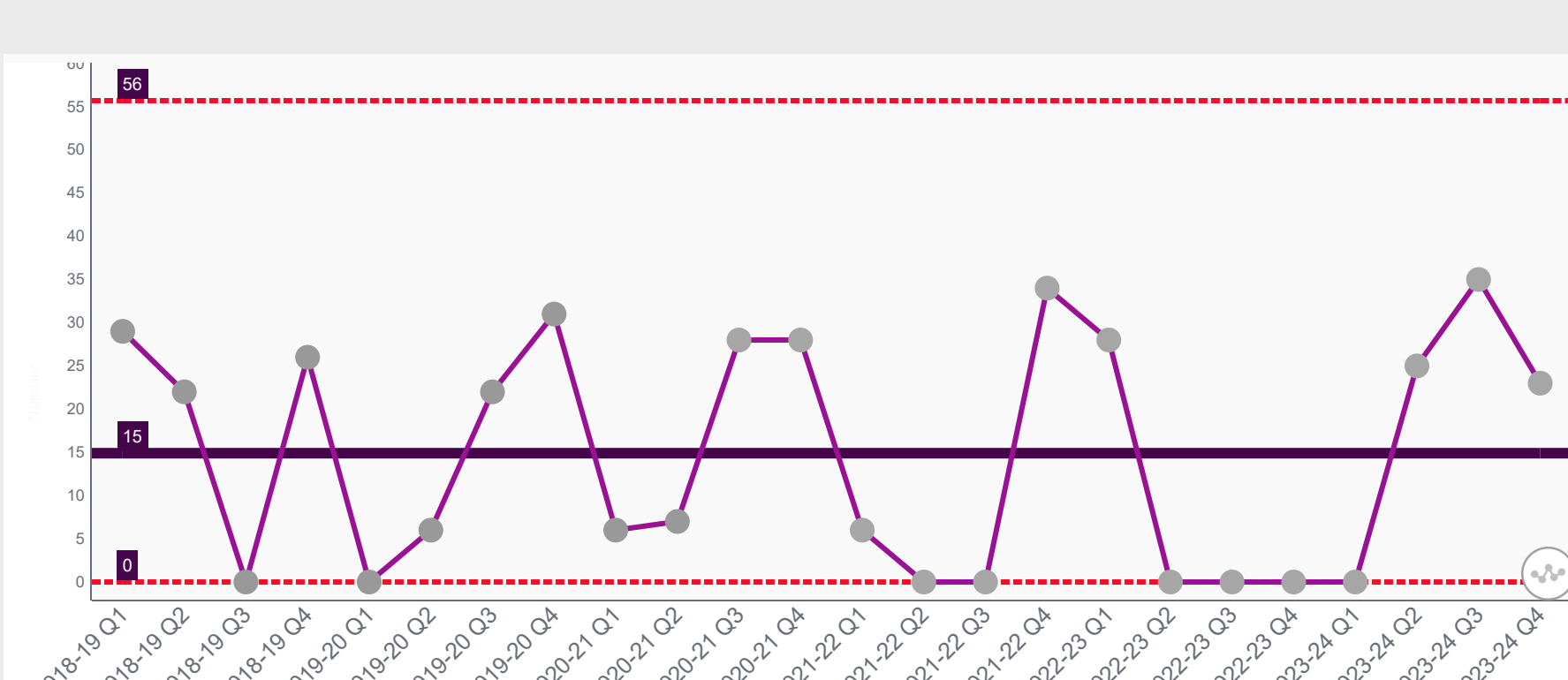
Track

OWNER: Head of Safety and Assurance

SUMMARY

Operational Assurance identified 23 actions from significant debriefs during Q4 2023/24. These actions have been approved at the Safety and Assurance Sub Group and will now be managed to completion through the Organisational Learning Group.

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



KPI 20 Hydrant Inspections

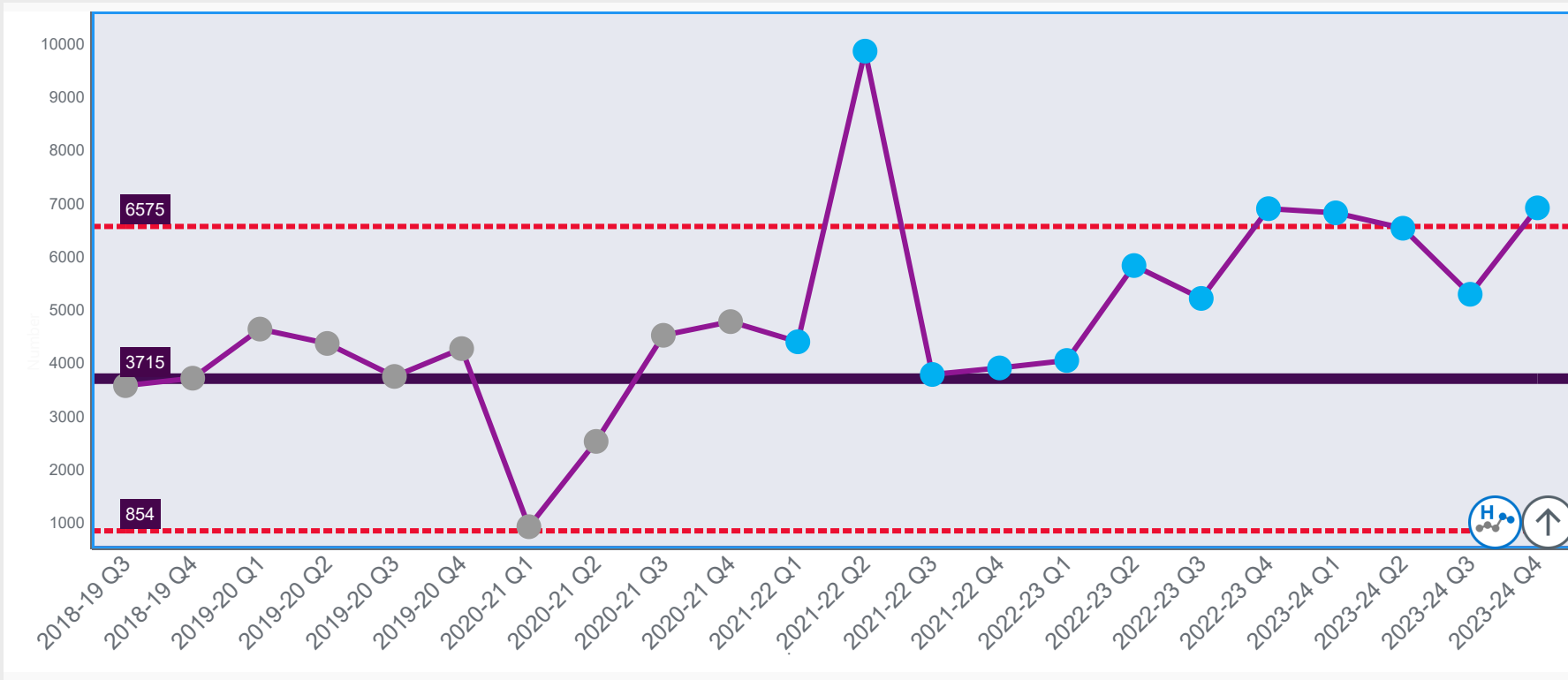
Track

OWNER: Head of Prevention, Protection and Preparedness

SUMMARY

Hydrant inspection targets for Q4 have been exceeded due to a period of favorable weather

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



KPI 21 Unwanted Fire Alarm Signal (UFAS) Incidents

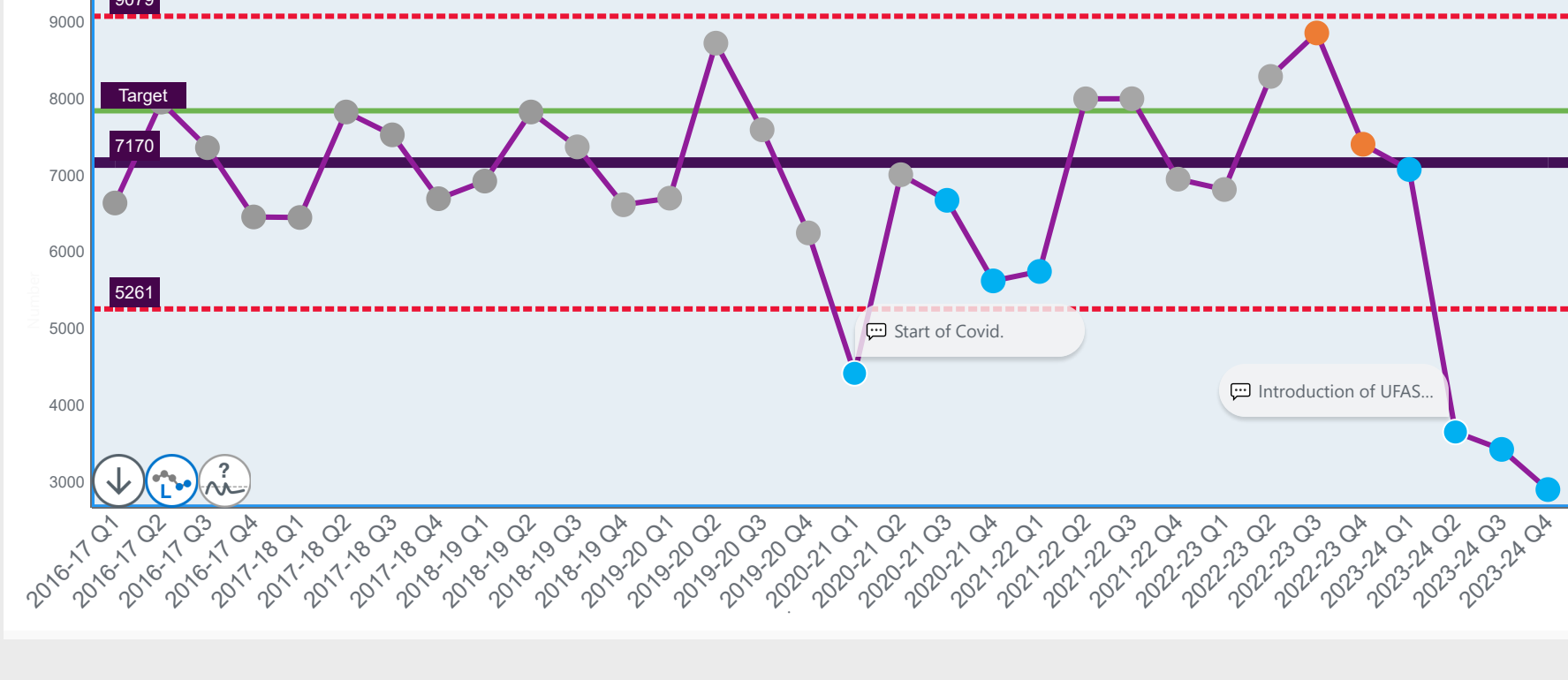
Reduce against previous year

OWNER: Head of Service Delivery - East

SUMMARY

Continue to see a positive decrease in number of UFAS incidents attended. Expect positive trend to continue but flatten over a period of time. Continue to engage with duty holders to highlight their responsibilities and continue to apply robust and challenge procedures within Operational Control.

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



Response

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

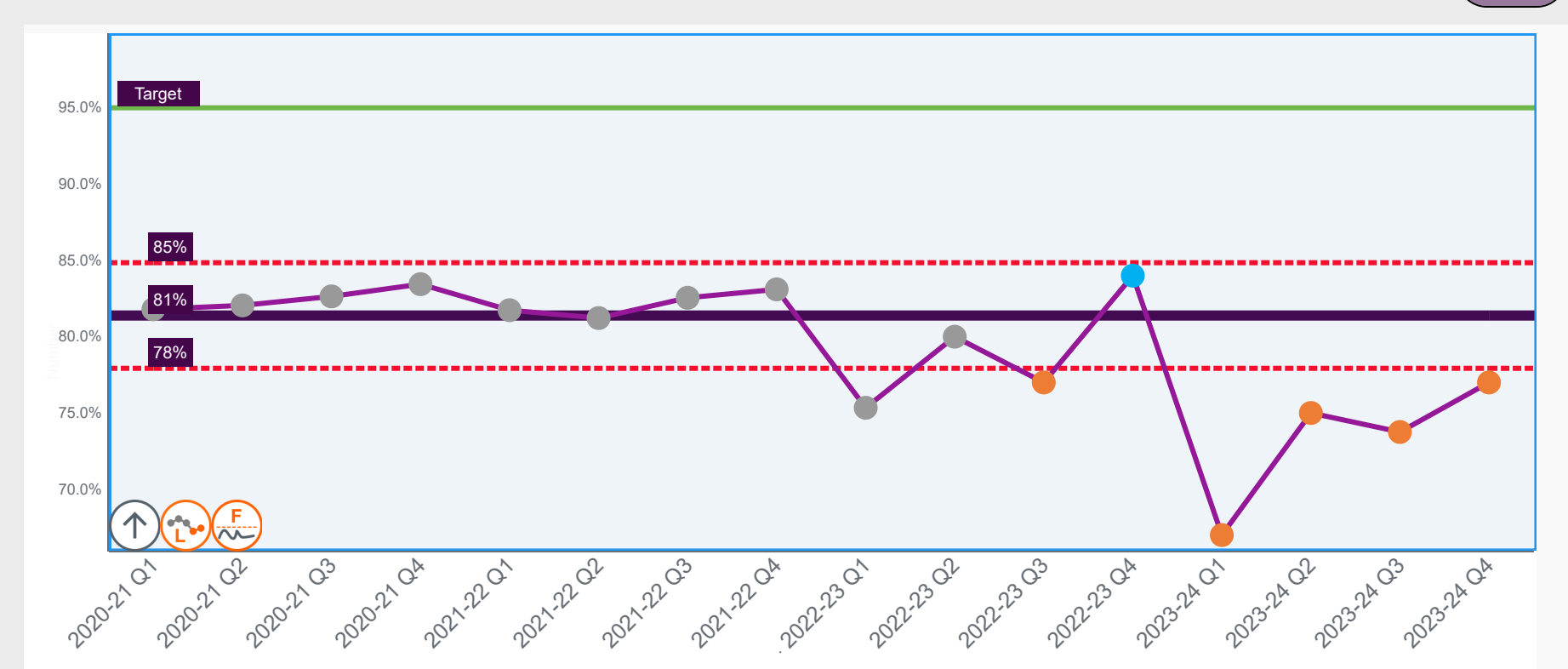


KPI 22 % Core Skills Modules Completed

95%

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

OWNER: Head of Training



SUMMARY

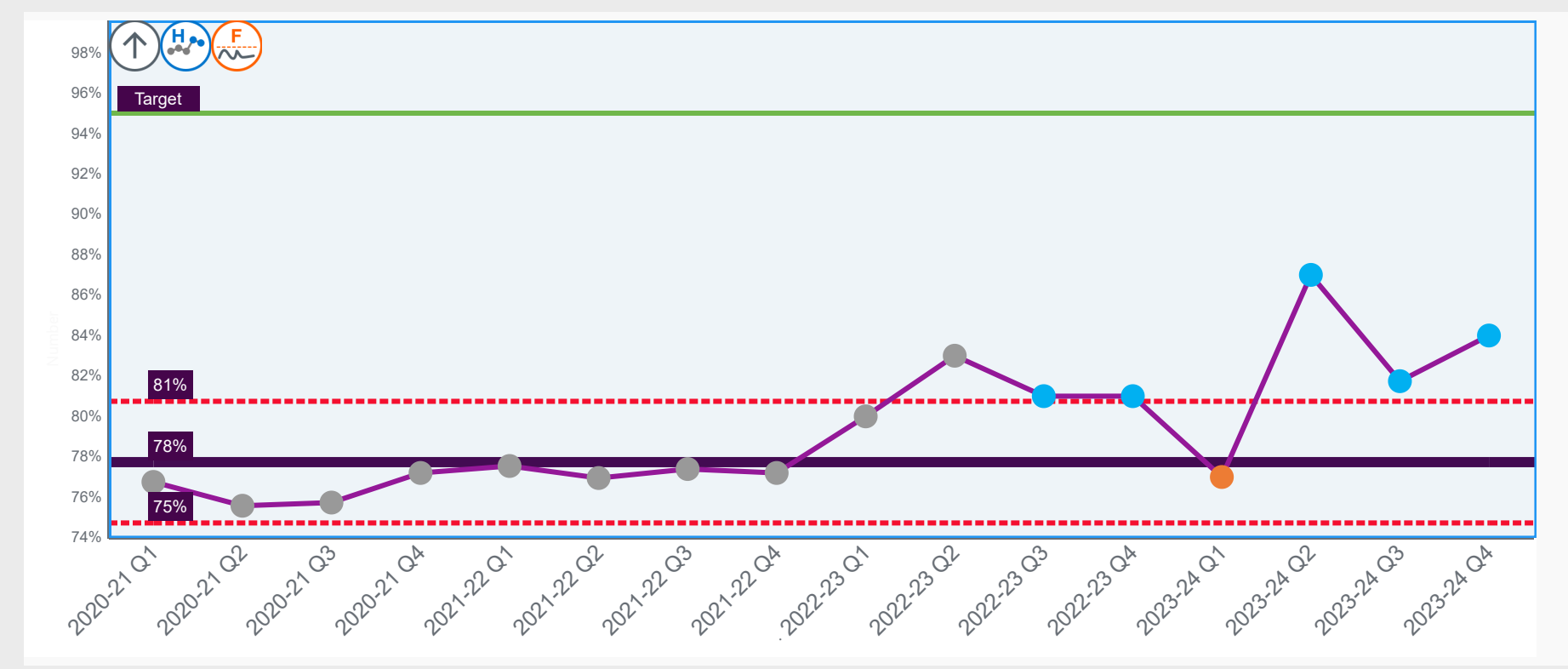
Capacity issues persist for on-call colleagues due to non-Training for Operational Competence requirements like Cyber Security & General Data Protection. Learning & E-Development team continue to offer ongoing support as required.

KPI 23 % Advanced, Support & Emerging Risks Modules Completed

95%

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

OWNER: Head of Training



SUMMARY

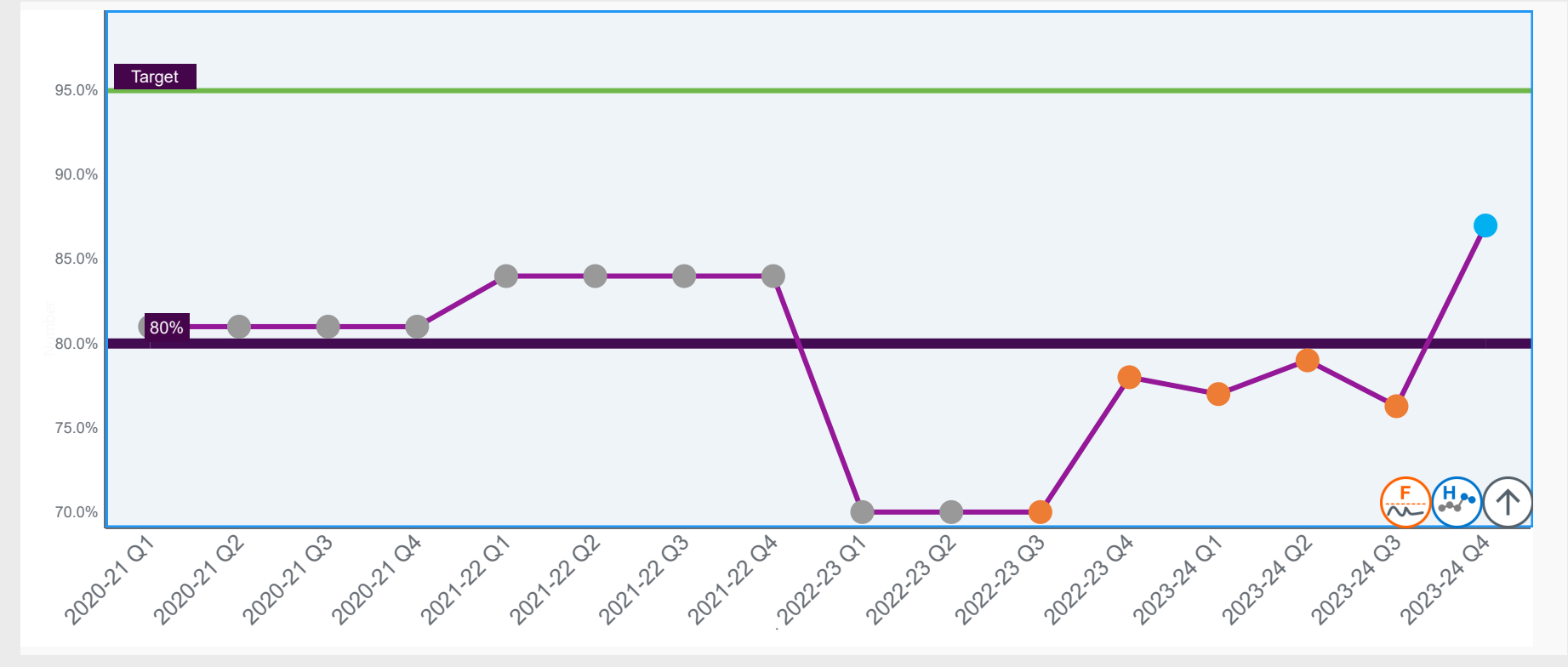
The Volunteer On-Call duty group has shown a promising rise in completion rates. The Day Duty group has reported its highest completion rates of the reporting year.

KPI 24 % Flexi Officer Module Completion

95%

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

OWNER: Head of Training



SUMMARY

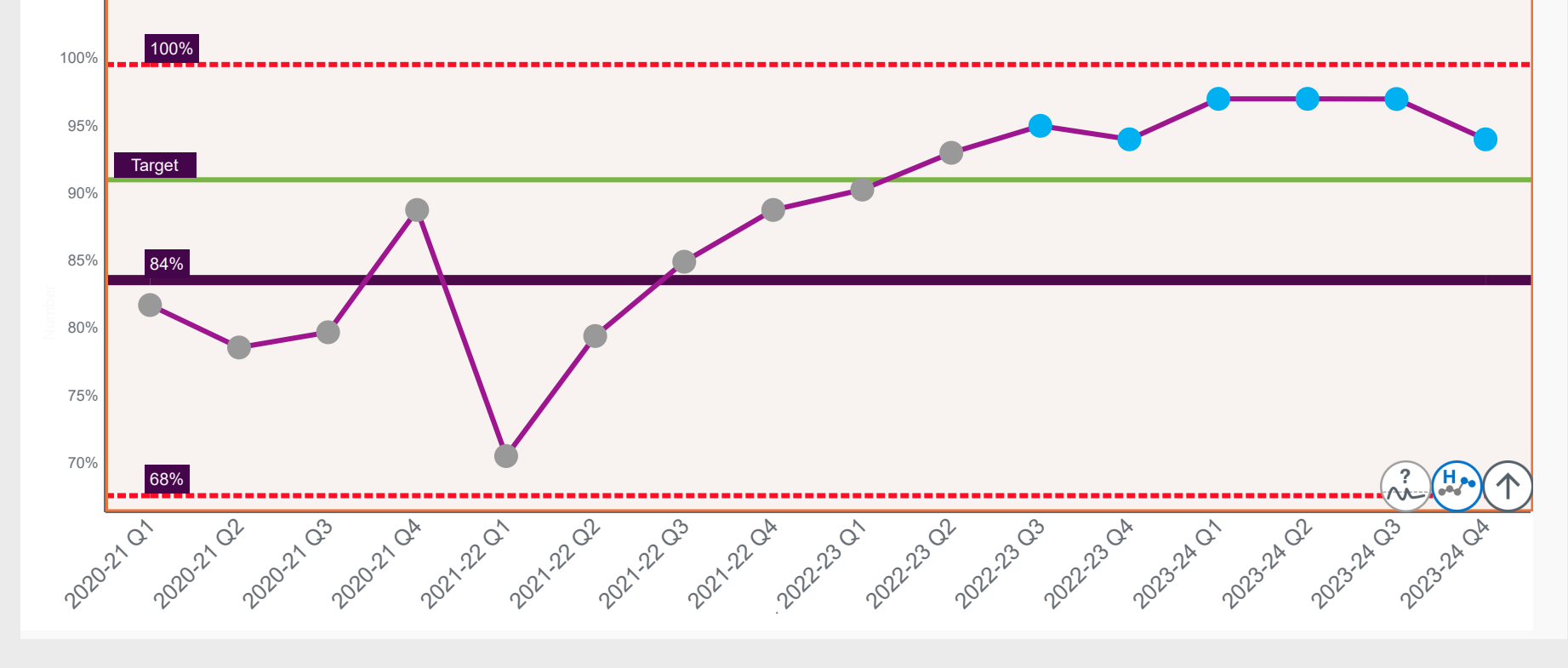
The Flexi Duty Officer (FDO) Training for Operational Competence (TFOC) in Q4 of 2023/24 shows a notable increase compared to the previous quarter. The settled placement of staff within the FDO cadre and communication of expectations look to have contributed to these higher completion rates.

KPI 25 % Incident Command Module Completion

91%

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

OWNER: Head of Training



SUMMARY

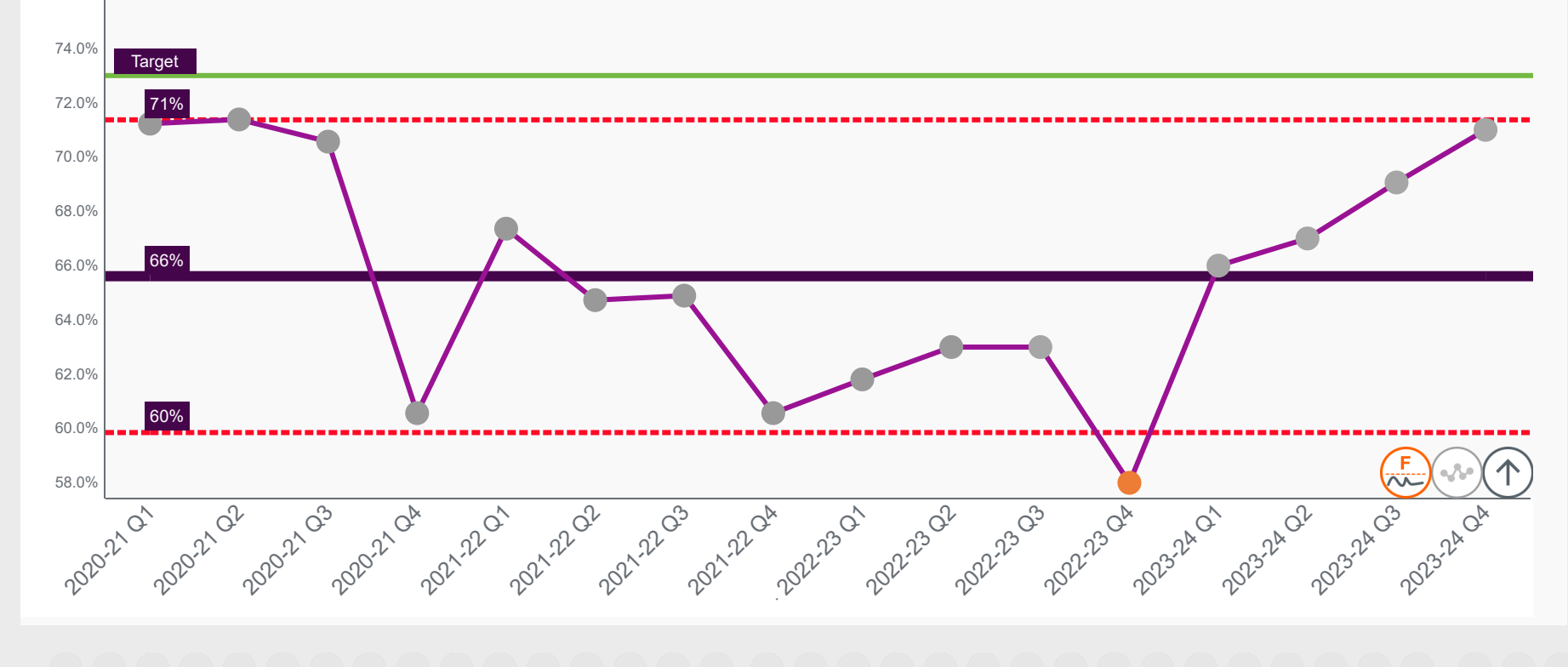
Q4 of 2023-24 showed completion rates remaining high across all duty groups, with only a very small decrease in Incident Command Level 1 & 4 from the previous quarter.

KPI 26 % Core Skills Currency

73%

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

OWNER: Head of Training



SUMMARY

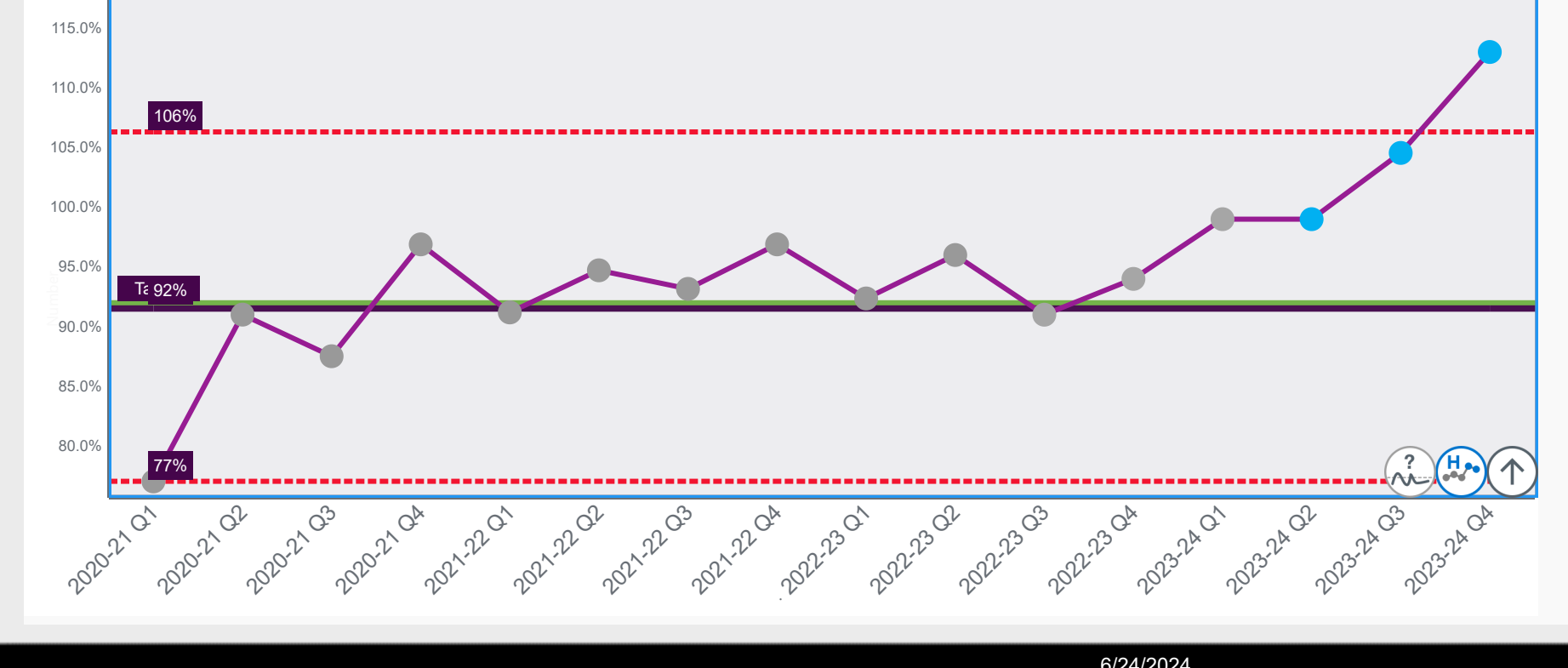
Q4 of 2023-24 showed an increase in completion rates of core skills. The start of the Breathing Apparatus recovery Plan will see continued improvement. A targeted approach will see risk critical training delivered to the persons most in need whilst improving skills and reducing organisational risk.

KPI 27 % Specialist Rescue Currency

92%

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

OWNER: Head of Training



SUMMARY

Q4 of 2023-24 showed an increase of completion rates against 4 out of the 5 Good progress rescue capabilities. Good progress continues against Heavy Rescue, with focussed efforts in the North Service Delivery Area.

Response



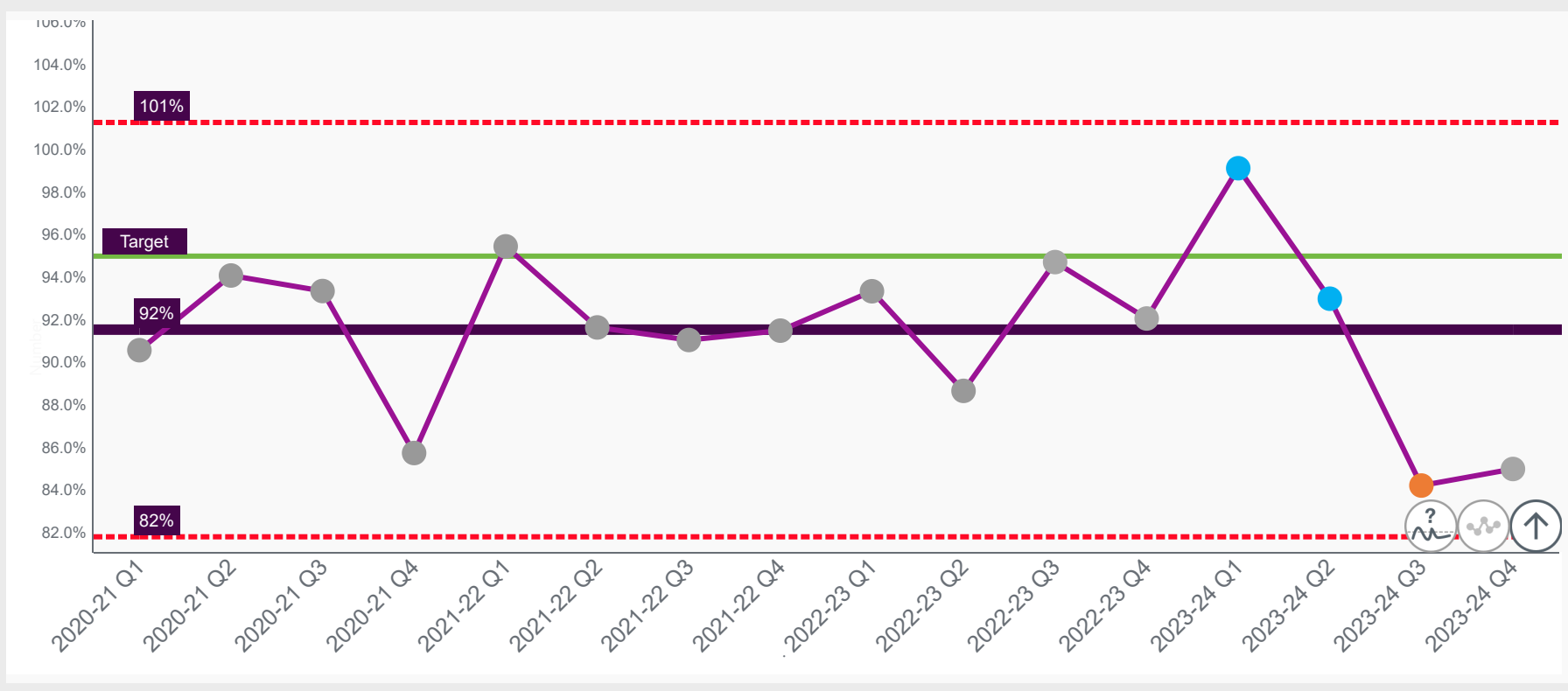
Communities are safer and more resilient as we respond effectively to changing risks.

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

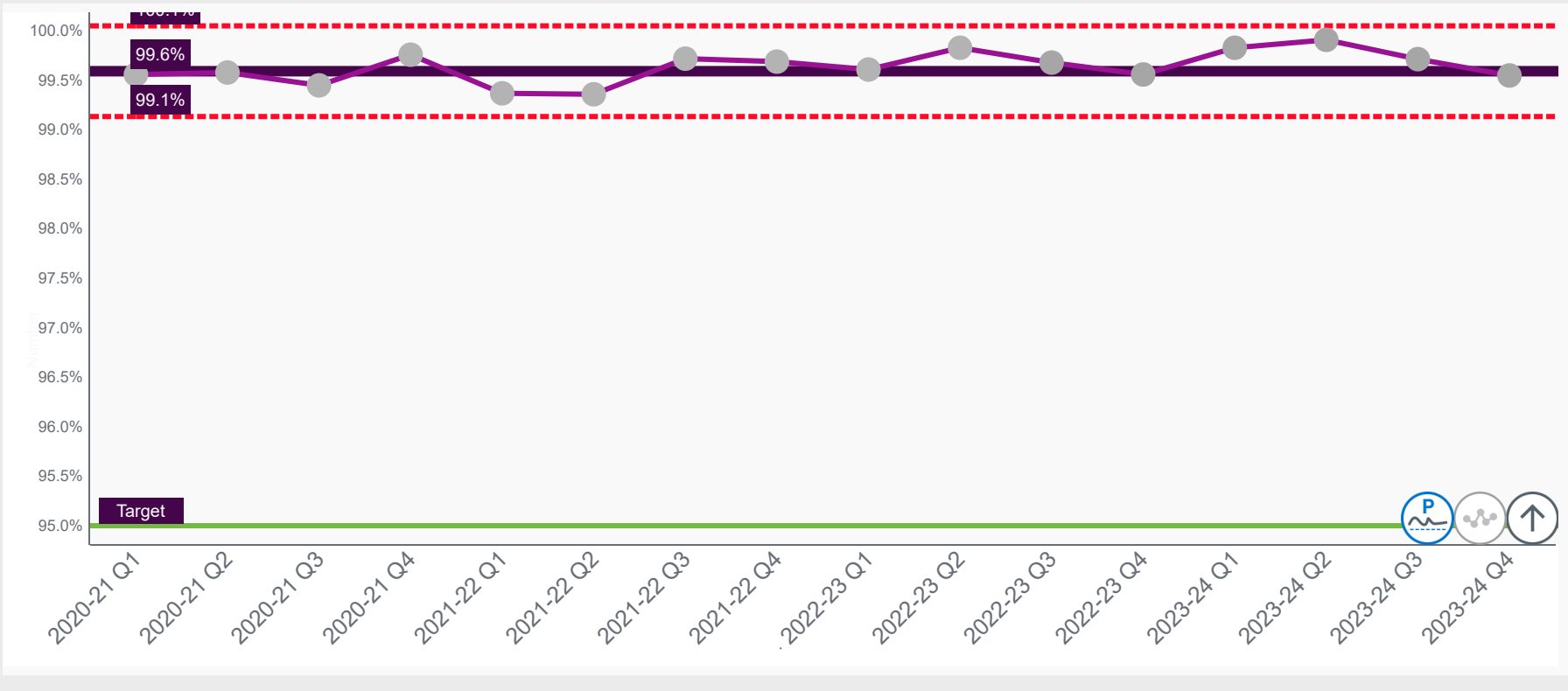
Non-completion and re-scheduling of courses required mainly due to Breathing Apparatus Recovery transition. Venue bookings conflicts and initial on-call courses have also been cancelled due to insufficient numbers of nominees.

KPI 29 Training - Customer Satisfaction Rate

95%

PURPOSE: Percentage of candidate satisfaction against Training Function Course Delivery

OWNER: Head of Training



SUMMARY

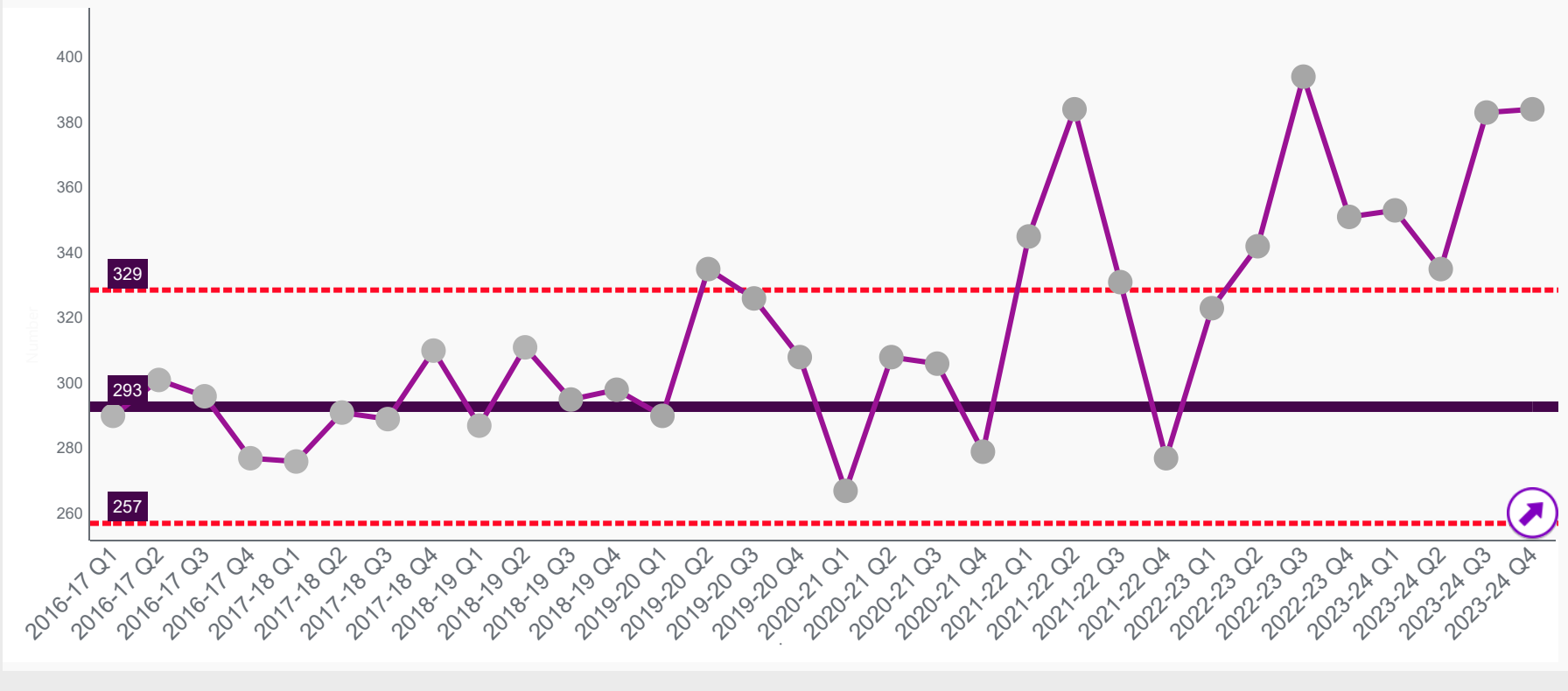
Q4 of 2023-24 saw candidate satisfaction remaining high, with a decrease due to faults in Draeger units during Newbridge Carbonaceous Fire Behaviour Training courses. Transitioning to E-Forms for evaluations aims for more efficient feedback collection.

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

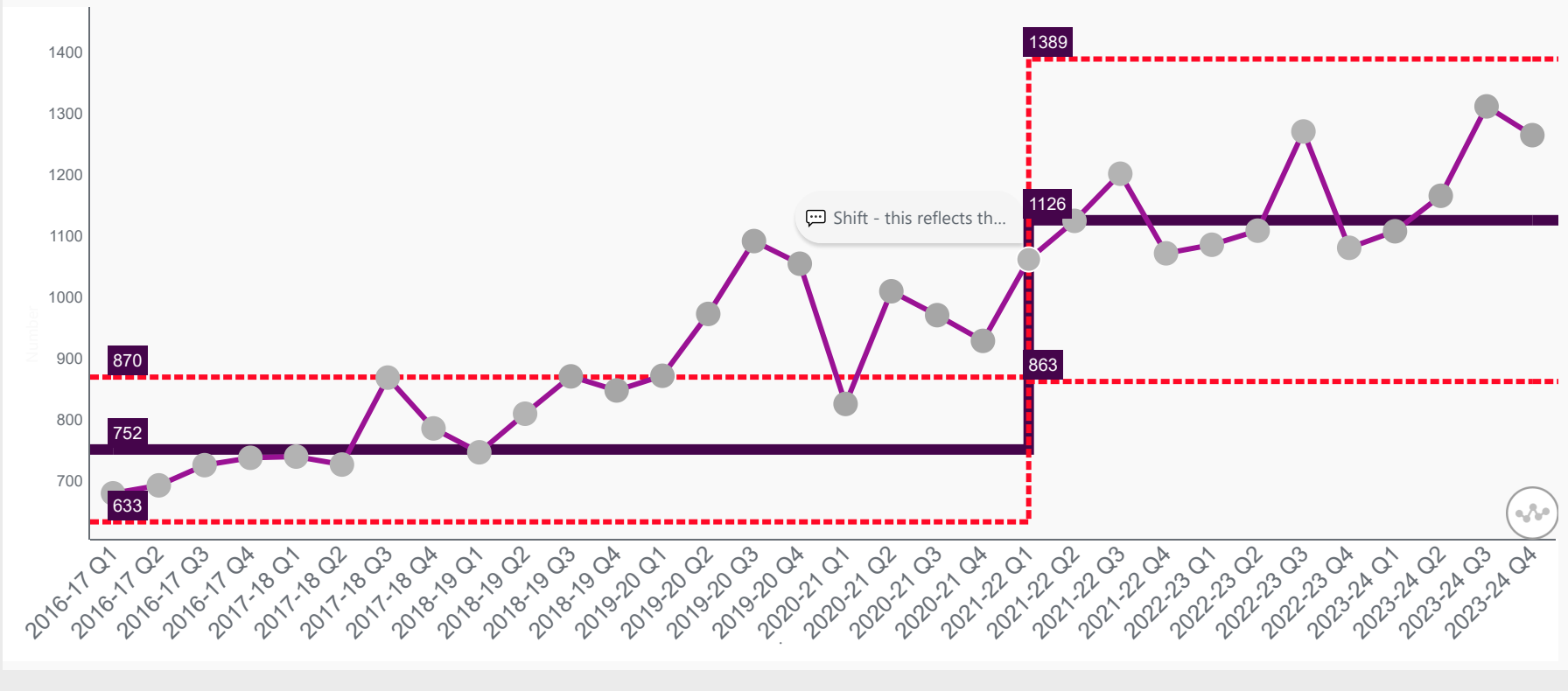
Same statistics as previous quarter. Expect demand for this type of incident to continue, which reflects changes in community risk. This also highlights a continual increase in requests from partner agencies to access Fire & Rescue capabilities.

KPI 31 Effect Entry/Exit Incidents

Track

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

OWNER: Head of Service Delivery - East



SUMMARY

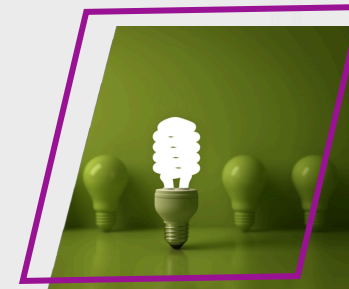
Slight decrease on previous quarter. Expect consistent trend line to continue, which reflects changes in community risk and operational demand. This also reflects a continual increase in requests from partner agencies to access Fire & Rescue capabilities.

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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

- The Prevention, Protection and Preparedness function are contributing towards the Scottish Governments aim to reduce the number of Opioid deaths in Scotland by introducing Naloxone and Stop the Bleed Kits to all 1st, 2nd, and 3rd call officers who volunteer to undertake the 1 day training course. Successful implementation and rollout will ensure there is a significant increase in the number of Naloxone units in circulation throughout Scotland with officers trained, equipped and confident to deal with drug overdoses and relating injuries. 14 of the 18 courses planned have taken place.
- SFRS are set to receive new devices as a part of the Home Office Emergency Services Mobile Communications Programme (ESMCP). Frontline crews will be equipped with Samsung A8 Android tablets and Panasonic CF33 devices. The Samsung tablets will be placed within vehicles and should strengthen signal through a Wi-Fi bubble. The Panasonic CF33 will be used as the new appliance mobile data terminal (MDT), providing operational intelligence and MDT software. These devices will provide crews with real-time data to help them protect communities. The project, which is currently being rolled out across the UK, aims to provide better on the job access to crucial information. More information is available on [iHUB](#).
- Stornoway Community Fire Station has become the first station in Scotland to undergo specialised training aimed at handling incidents involving animals. Conducted in collaboration with the British Horse Society Scotland (BHSS) and the University of Glasgow Weipers Centre, the training equips firefighters with the necessary skills needed to handle incidents where animals become trapped – a frequent challenge across the Western Isles. Led by Watch Commander Jane Ogilvie from the SFRS Training Facility in Perth, the training saw participation from crews across the island, including Scalpay and South Lochs. Stornoway Crew Commander Donald Morrison, who assisted with the course, said: "This training not only improves our ability to respond to incidents involving large animals but also enhances overall safety for everyone involved." Animal rescue-specific equipment was generously donated by BHSS. This equipment will now be stored on the Stornoway appliance, ready for immediate deployment to any incidents involving animals in Lewis and Harris.
- The Training Function have taken steps to replace paper course evaluation forms with a new Nintex E-Form. From the 1st April 2024 candidates will now receive an email on completion of their courses which allows them to easily complete the form online. Training Function managers and Instructors will be able to access details of all completed course evaluations online to analyse results and inform continual improvement actions at a local and national level. Future work is planned to import the results into a PowerBI dashboard to allow more flexible ways of presenting the data. The process that has been built is adaptable and there are plans for a number of other Training Function forms to be replaced with E-Forms to make workflows more efficient.
- The Operations Future Concepts, Strategy & Policy team have been working as part of the NFCC's Operational Guidance Forum with other services, including London and Greater Manchester, to determine best practice and to create a Scottish procedure for partial or full evacuation of a building in line with recommendations from the Grenfell Tower Inquiry. They have developed innovative techniques to support Command Support Units (CSUs) through the development of a database to record Fire Survival Guidance and the use of Microsoft Teams to communicate from the Incident Support Room (ISR) directly to the CSU. This amended practice will assist in streamlining communication between the incident ground and Operations Control when the Evacuation procedure has been implemented and will reduce traffic over the main scheme radio system. The new practice has been supported by the implementation of individual Evacuation Sector Boards for each front-line appliance and this innovative approach enables the CSU to view ISR data, through MS teams, to help inform evacuation decisions live on the fire ground.



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

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



Climate Change

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



KPI 32 Carbon Emissions

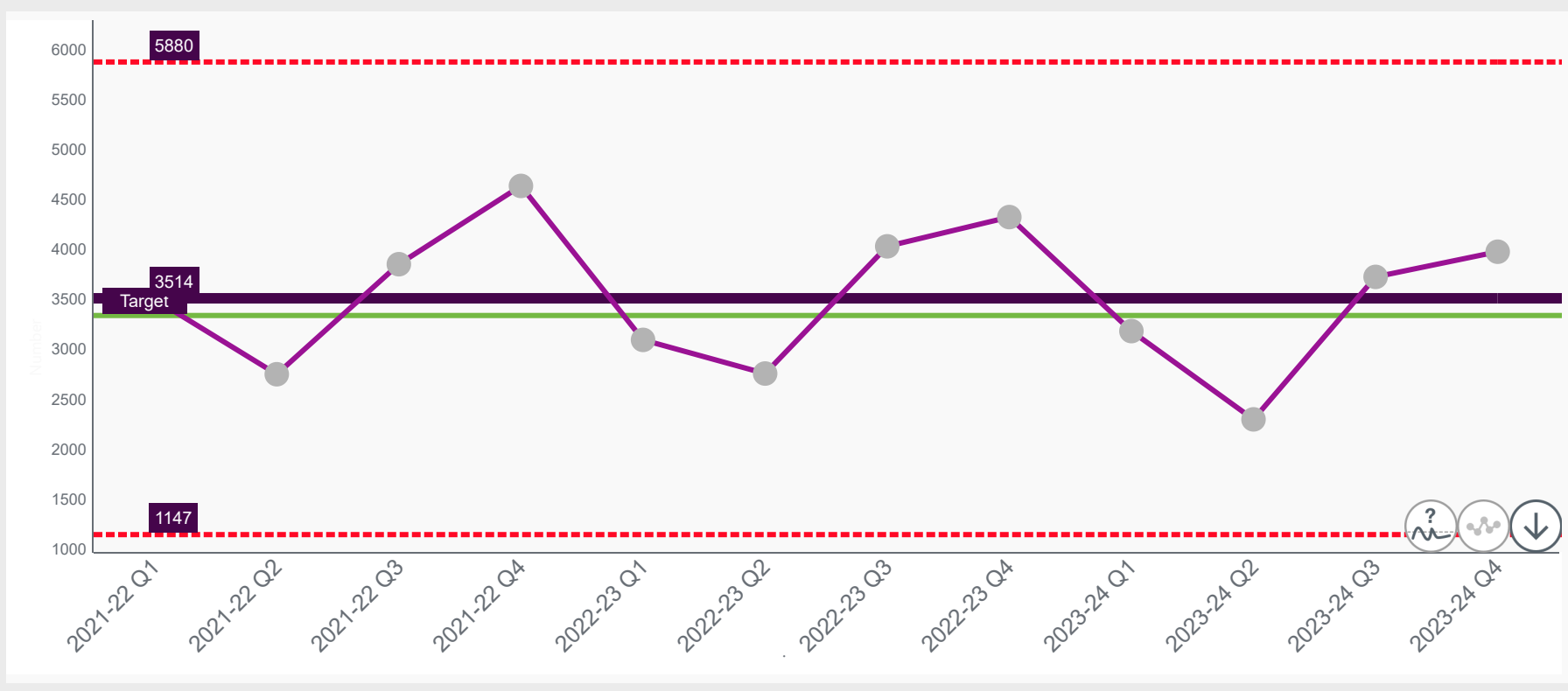
Reduce annually by 6%

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

OWNER: Head of Asset Management

SUMMARY

Further carbon reduction projects are planned, however these are subject to funding. The issue of funding has been raised with Scottish Government on a number of levels.



KPI 33 Carbon Funding vs Estimated Requirement

100% of estimated funding

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

OWNER: Head of Asset Management

SUMMARY

The internal budget pressures are understood. External funding continues to be limited. The grant funding pot for 24/25 was closed to new applicants after on 6 weeks of the FY. These issues are understood by the Scottish Government.



KPI 34 Recycling Rate

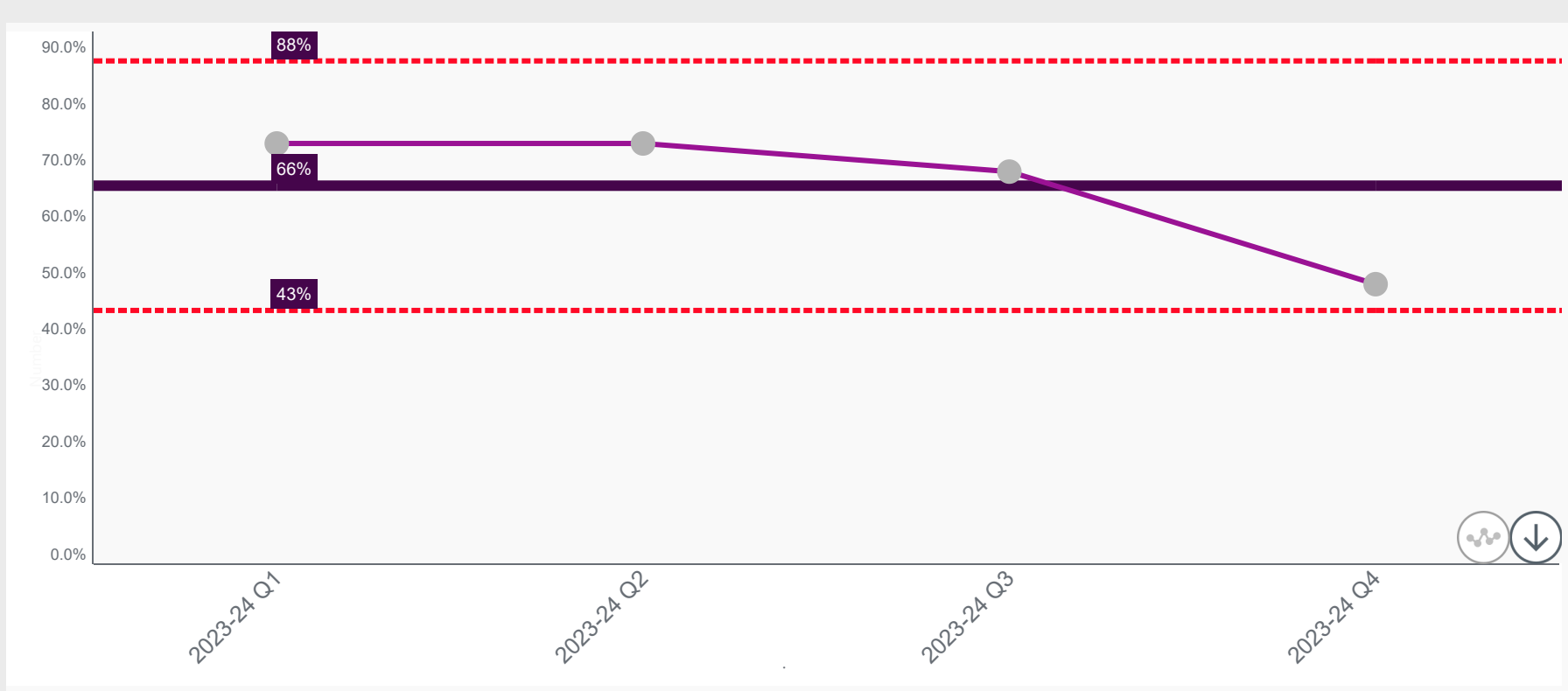
Increase annually by 5%

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

OWNER: Head of Asset Management

SUMMARY

Recycling rates continue to be very hard to influence given the number of stakeholders involved. We also had quite significant data quality issues throughout 23/24. Our Environment Officer, has worked closely with colleagues at Sodexo to resolve these.



KPI 57 % Ultra Low Emission Vehicles in Light Fleet

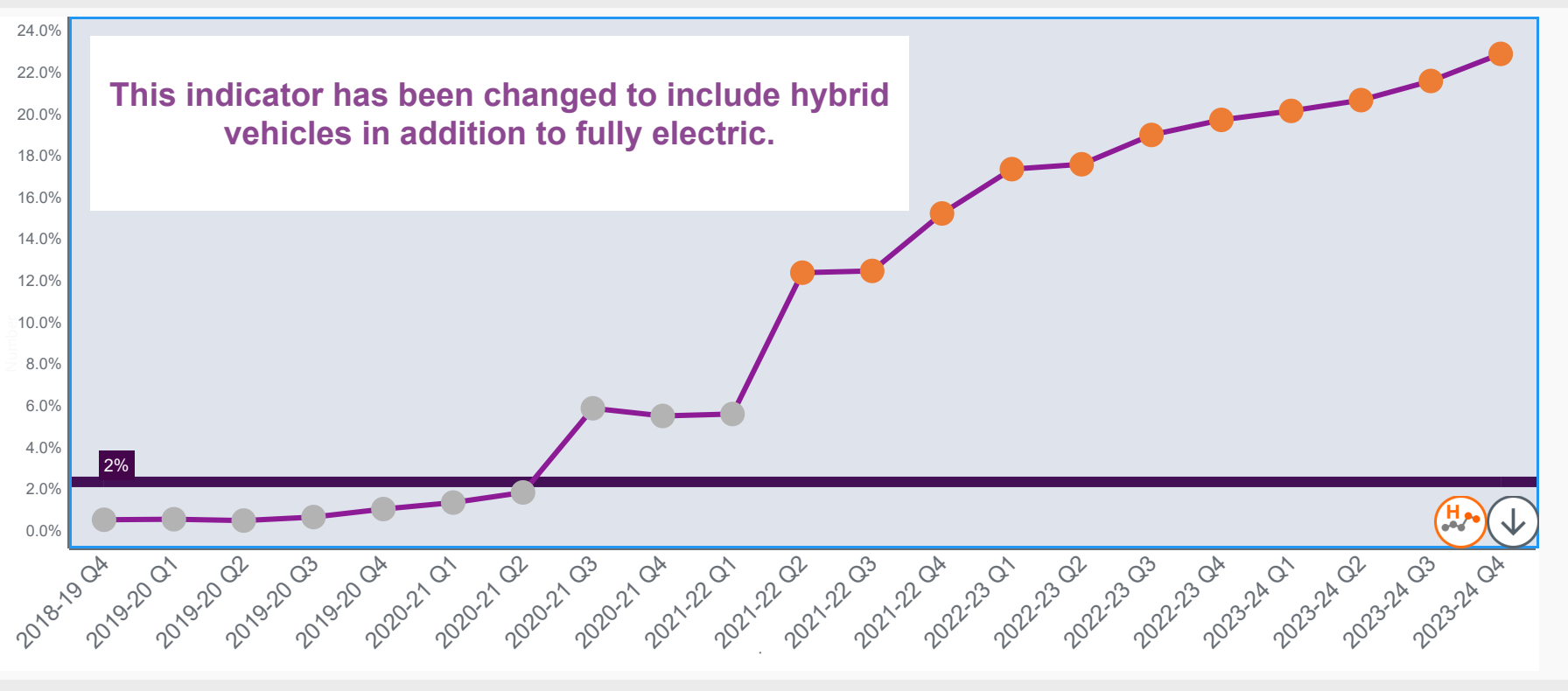
100%

PURPOSE: The move towards all light fleet being ULEV

OWNER: Head of Asset Management

SUMMARY

It is anticipated that this measure will continue to improve, however it should be recognised that ultra low emission vehicles are more expensive than their ICE equivalent.



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



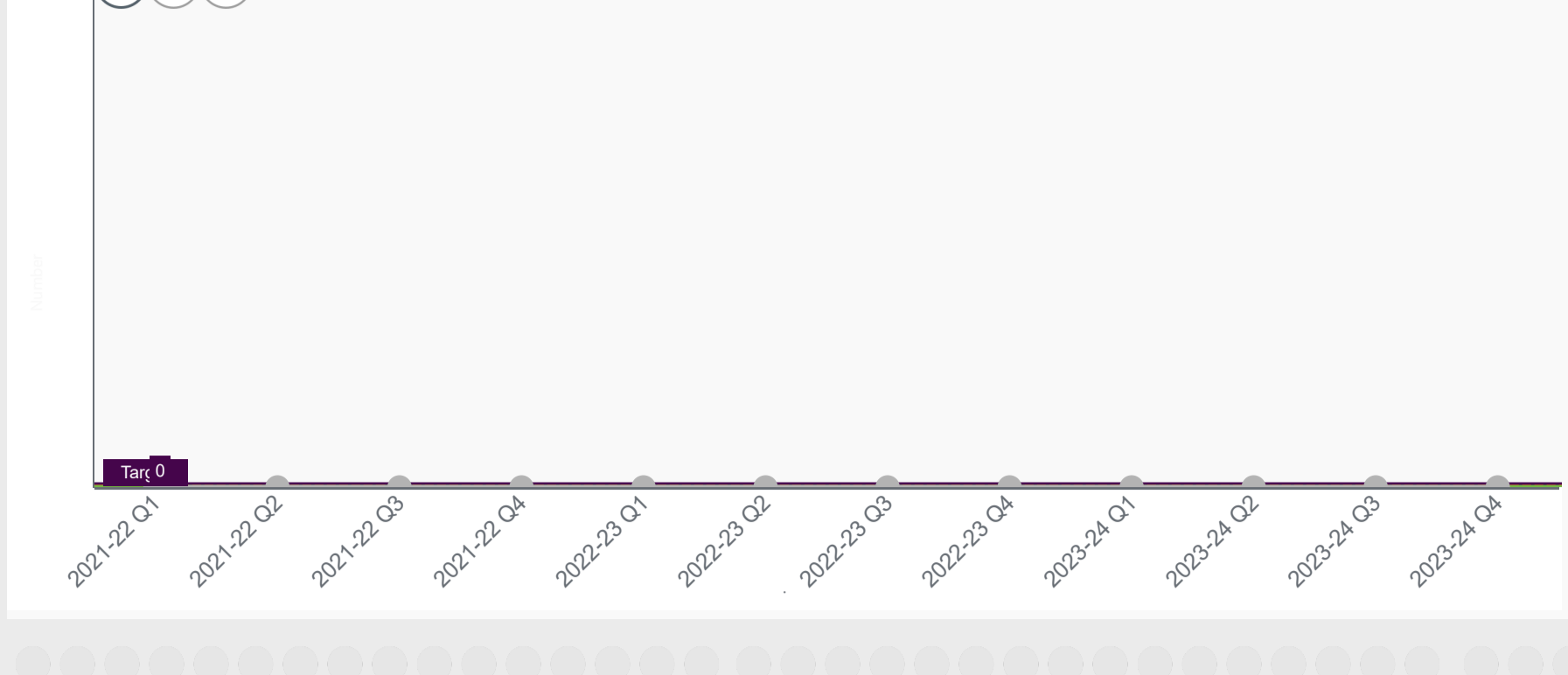


We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

KPI 35 Cyber Security Breaches 0

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

OWNER: Head of ICT



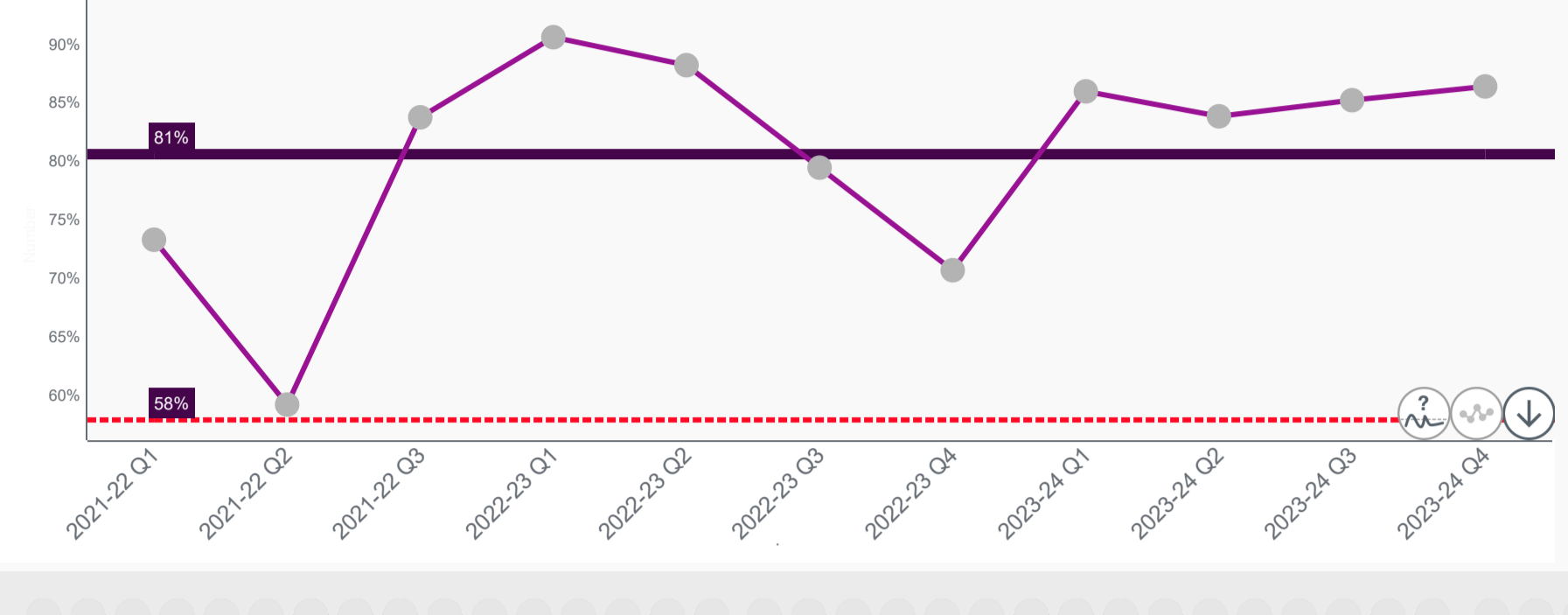
SUMMARY

Ongoing work by the SFRS ICT Cyber team to layer in additional levels of security controls including the enabling of corporate Multi Factor Authentication from 01/05/24.

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



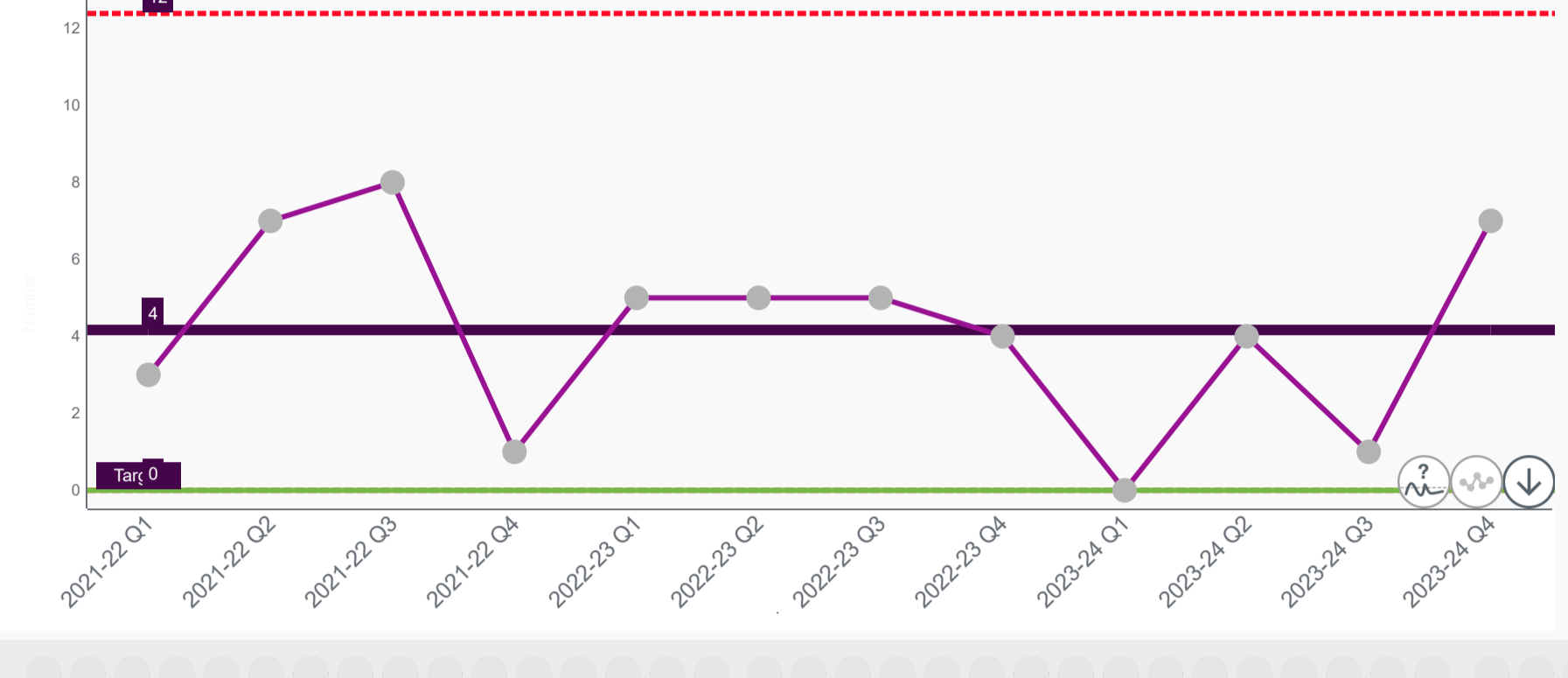
SUMMARY

Report being submitted to SLT highlighting issues in managing/handling information requests which are impacting on our ability to meet statutory deadlines and the risks. Also advertising for a temporary 9 month post to support the team with this and cover pre planned sick leave.

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



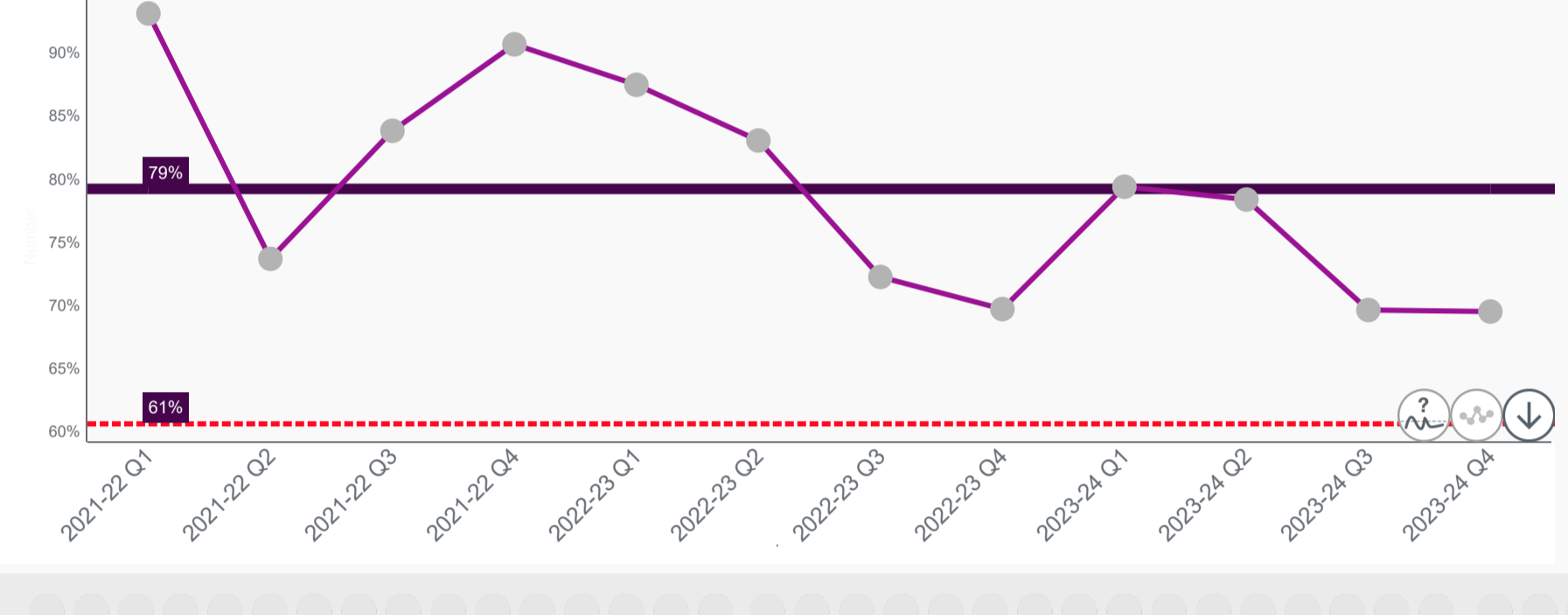
SUMMARY

Continually reviewing breaches as they occur to identify where improvements can be made and if there are any trends. Providing training to groups who need GDPR refreshers or one to one sessions if specific issues are identified. Use Corporate Communications to ensure staff are kept up to date.

KPI 38 % FOI Responded within Timeframe 95%

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

OWNER: Head of Corporate Communications



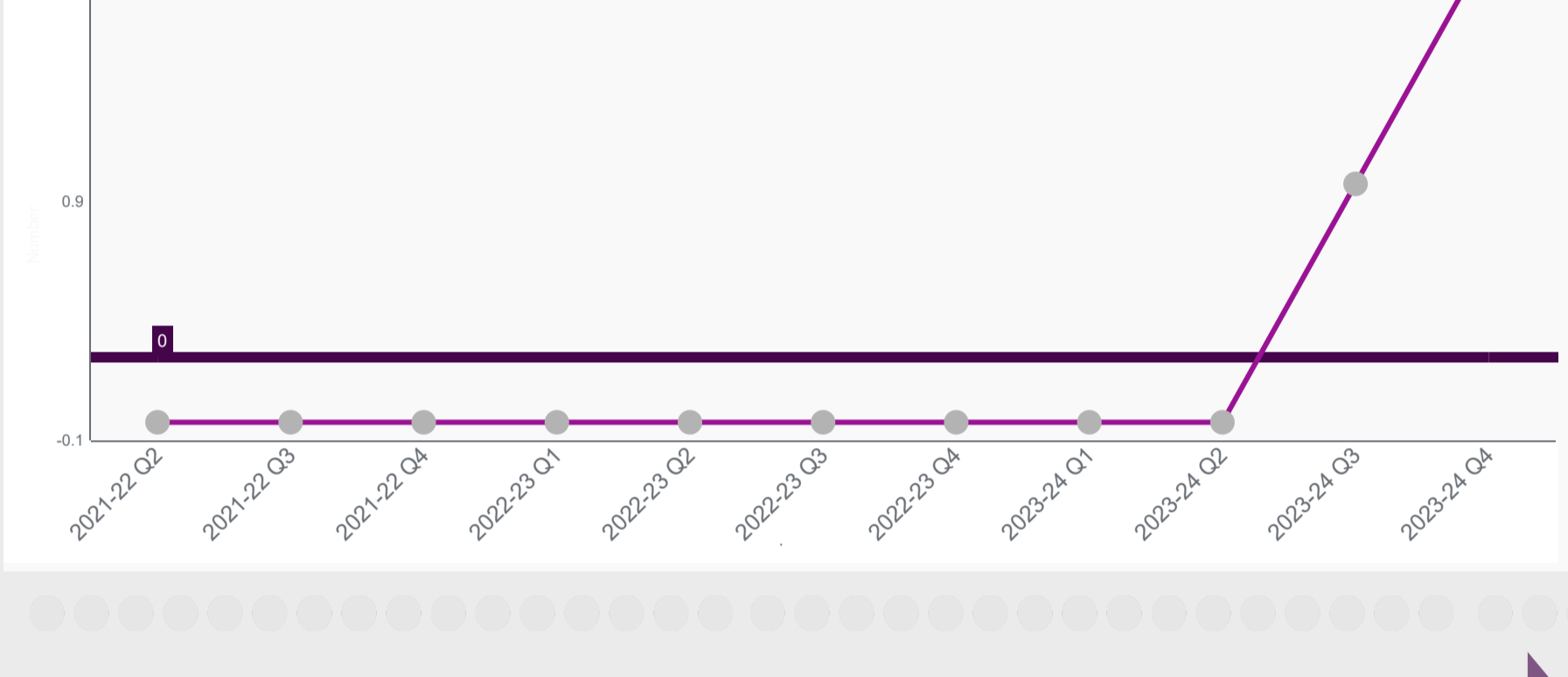
SUMMARY

Report being submitted to SLT highlighting issues in managing/handling information requests which are impacting on our ability to meet statutory deadlines and the risks. Also advertising for a temporary 9 month post to support the team with this and cover pre planned sick leave.

KPI 39 Confirmed Frauds 0

PURPOSE: Unavailable

OWNER: Head of Finance & Procurement



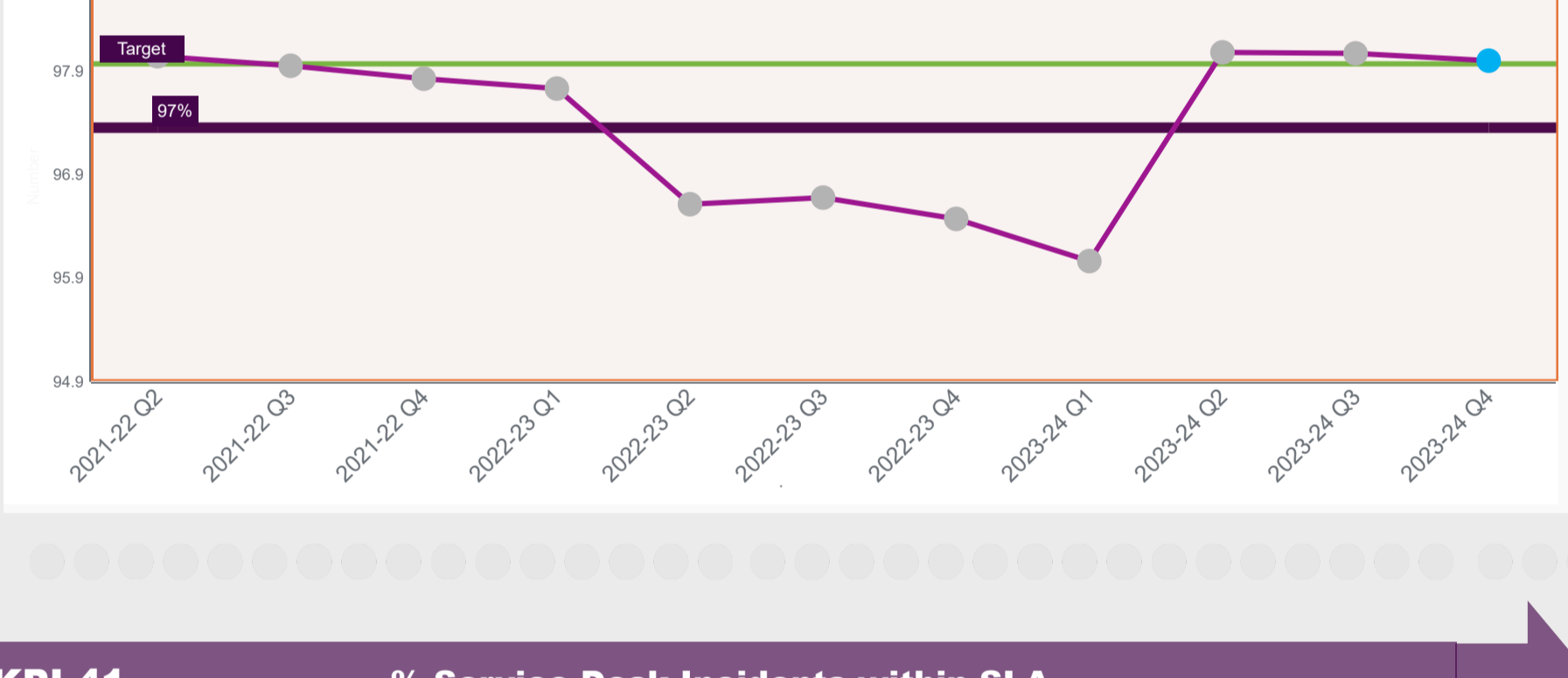
SUMMARY

Formal investigations were undertaken with reports provided to the Audit and Risk Assurance Committee and Strategic Leadership Team. Fraud action plans are being developed to minimise the potential for this to reoccur and additional training has been provided to raise awareness across the Service.

KPI 40 % Invoices Paid in 30 Days 98%

PURPOSE: Unavailable

OWNER: Head of Finance & Procurement



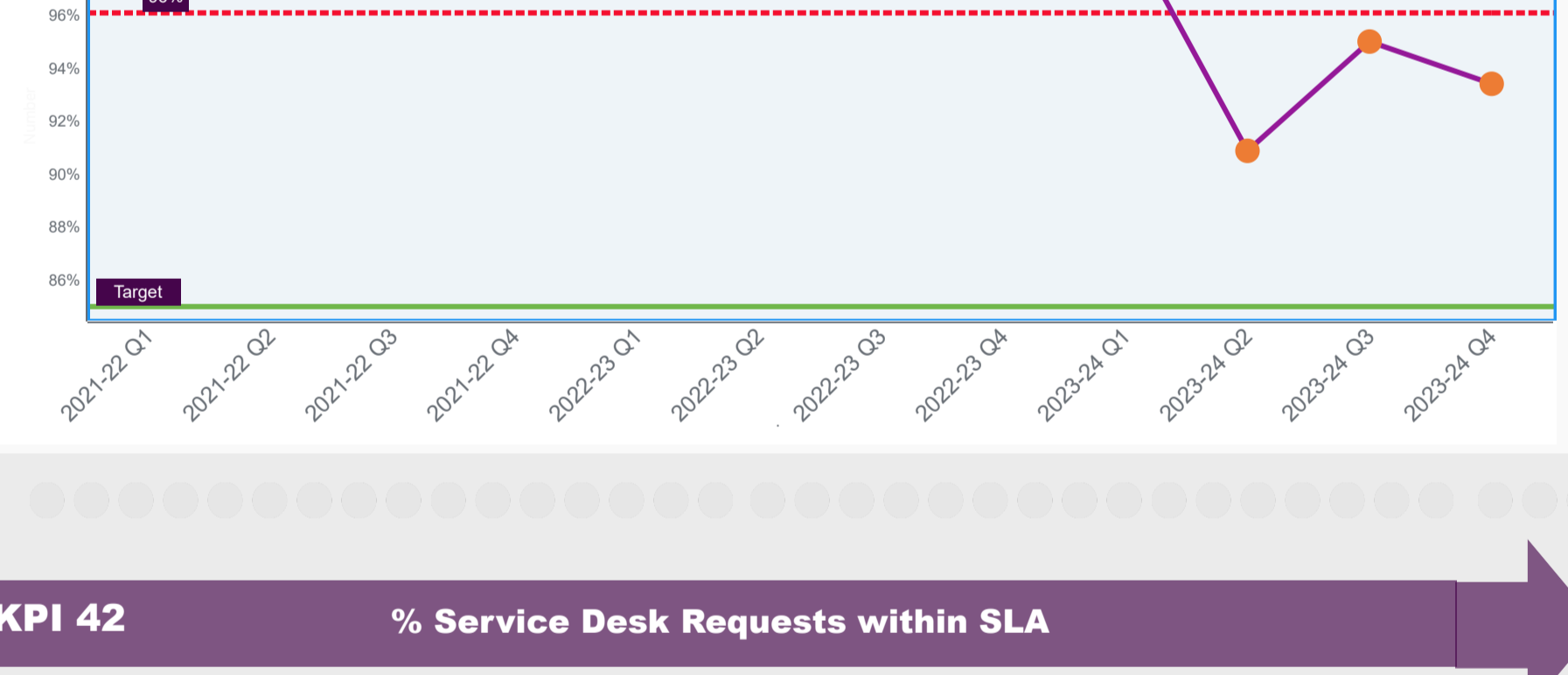
SUMMARY

Invoices are input to the financial system within a day of receipt. Reminders are issued to authorisers on a weekly basis to ensure that invoices are paid on time.

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



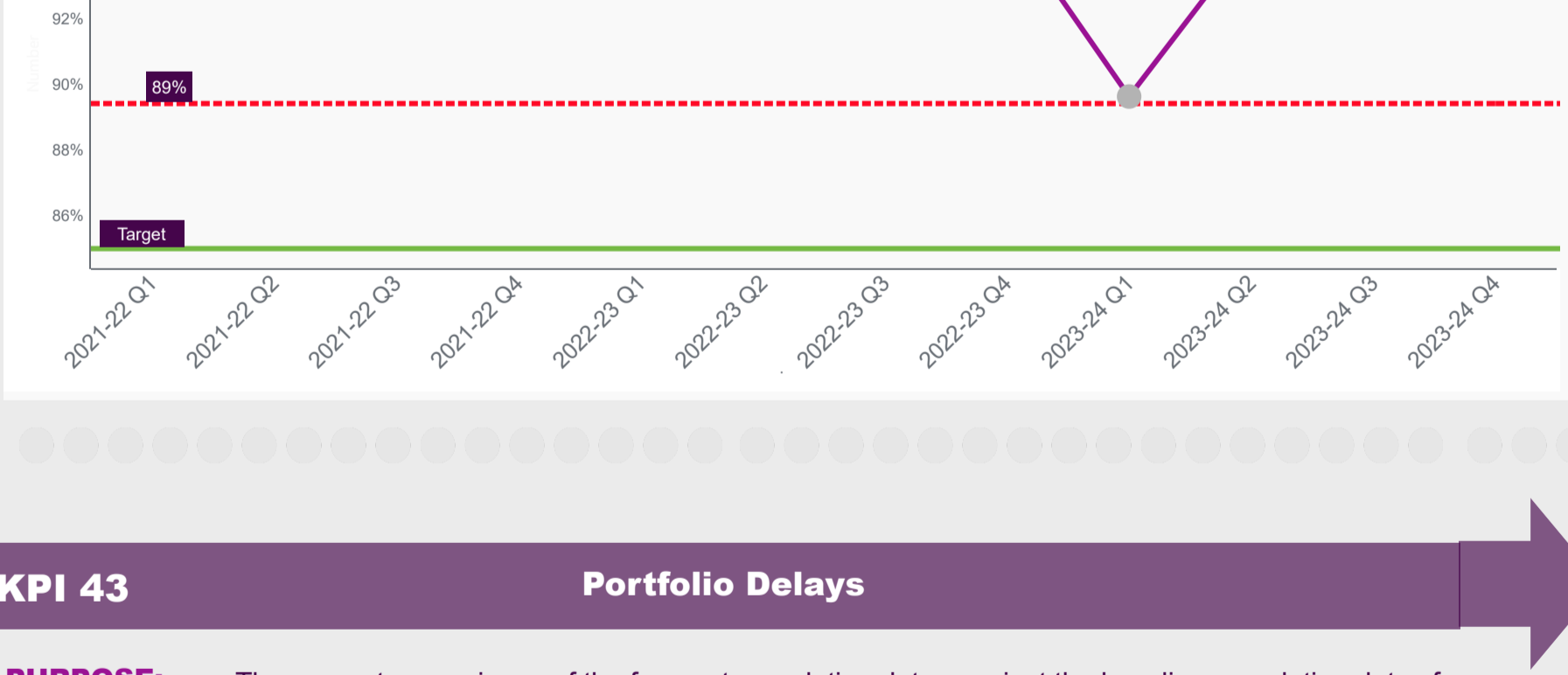
SUMMARY

ICT is currently in the process of proposing a restructure. We expect this restructure proposal, if implemented, would give us opportunity to improve our performance across various areas of focus, one specific being these KPI's which are reported.

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

ICT is currently in the process of proposing a restructure. We expect this restructure proposal, if implemented, would give us opportunity to improve our performance across various areas of focus, one specific being these KPI's which are reported.

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

This was not available for advance circulation, but will be included in the live report at the earliest opportunity.

SUMMARY

No Performance Statement Available

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

This was not available for advance circulation, but will be included in the live report at the earliest opportunity.

SUMMARY

No Performance Statement Available

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

This was not available for advance circulation, but will be included in the live report at the earliest opportunity.

SUMMARY

No Performance Statement Available

Effective Governance and Performance

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



KPI 58 Average Age of Heavy Fleet

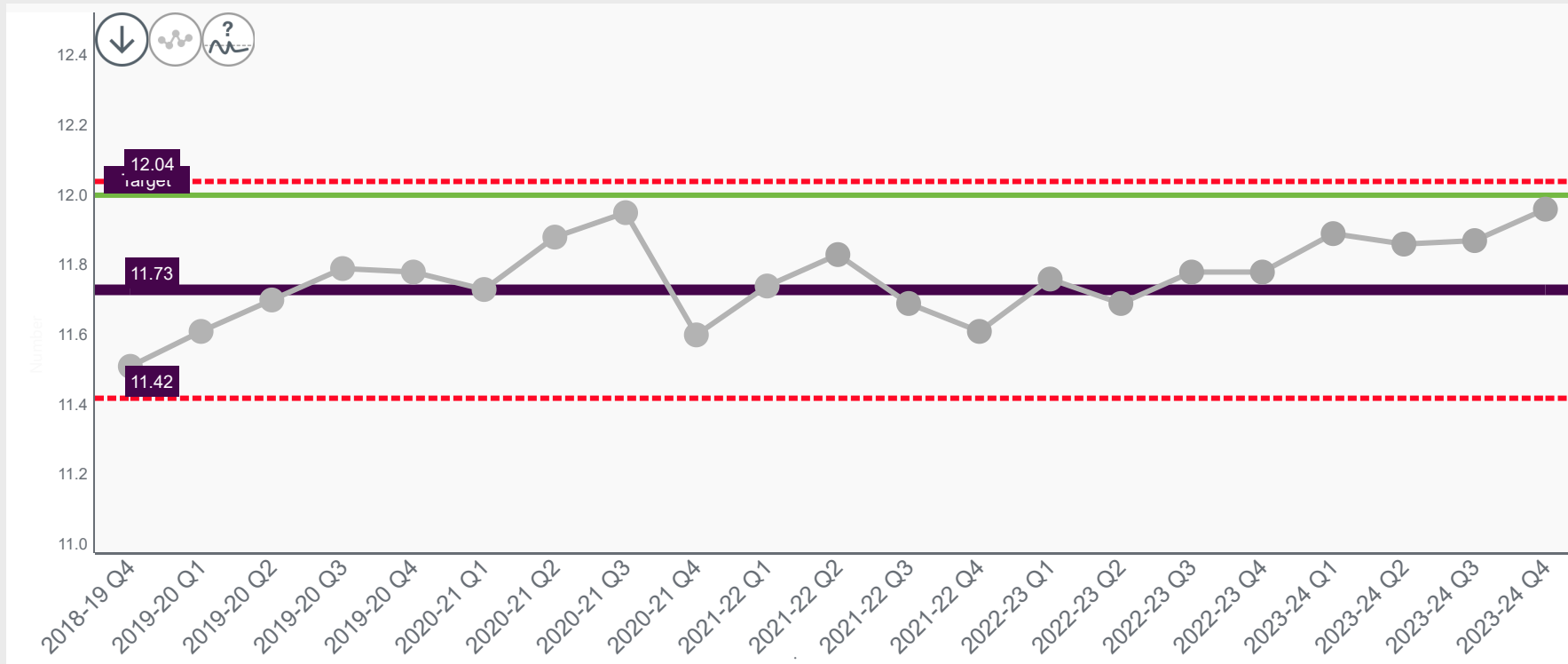
12 years and below

OWNER: Head of Asset Management

SUMMARY

In the region of 40% of heavy fleet is overdue for replacement, Fleet has a 10 year capital investment requirement of £286m. Current annual allocation of £6.3m results in the Fleet Manager prioritising expenditure to maximise benefit. Supply chain issues

PURPOSE: The move towards reducing average age of heavy fleet.



KPI 59 Average Age of Light Fleet

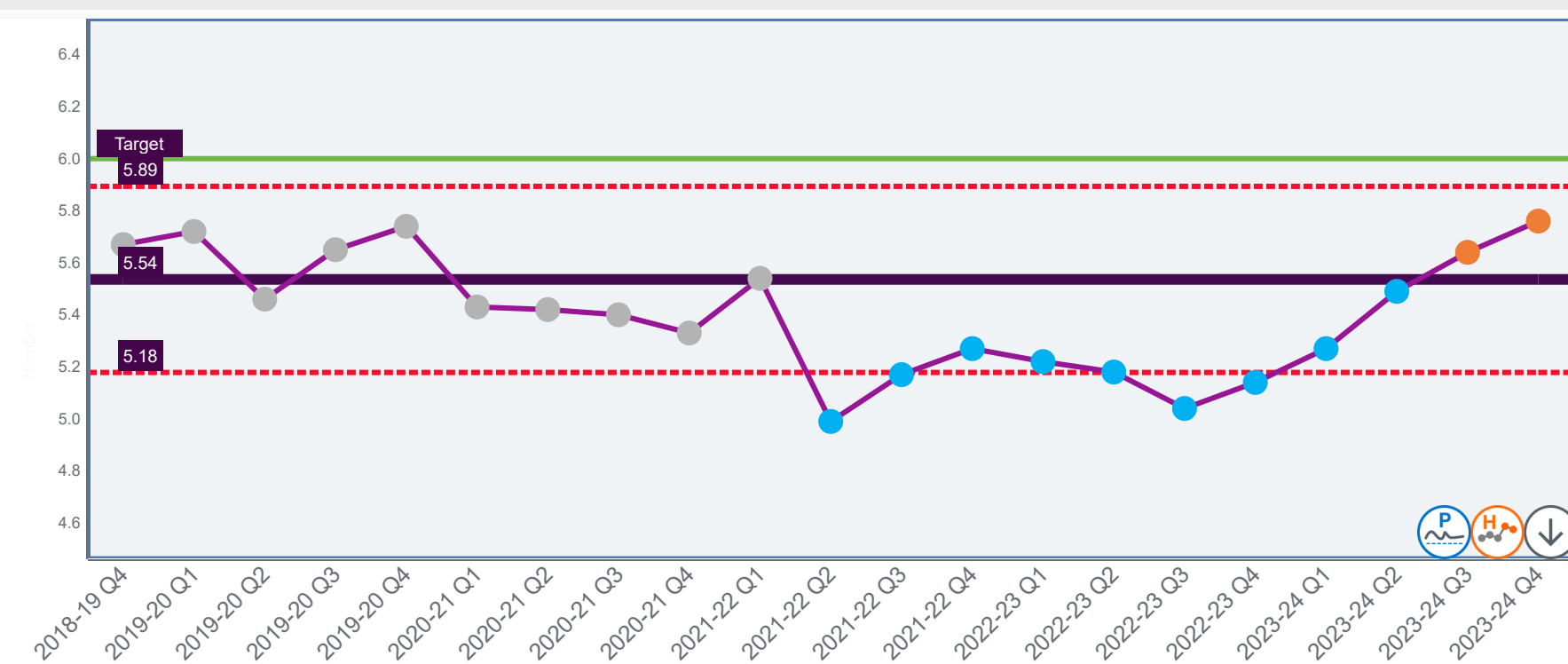
6 years and below

OWNER: Head of Asset Management

SUMMARY

A light fleet review is currently underway. Automatic Vehicle Location (AVLS) data is being utilised to monitor vehicle usage, and highlight under used vehicles with the aim of reducing light fleet size and enable available funding to target highest priority expenditure

PURPOSE: The move towards reducing the average of light fleet



KPI 60a % Stations Good or Satisfactory Condition

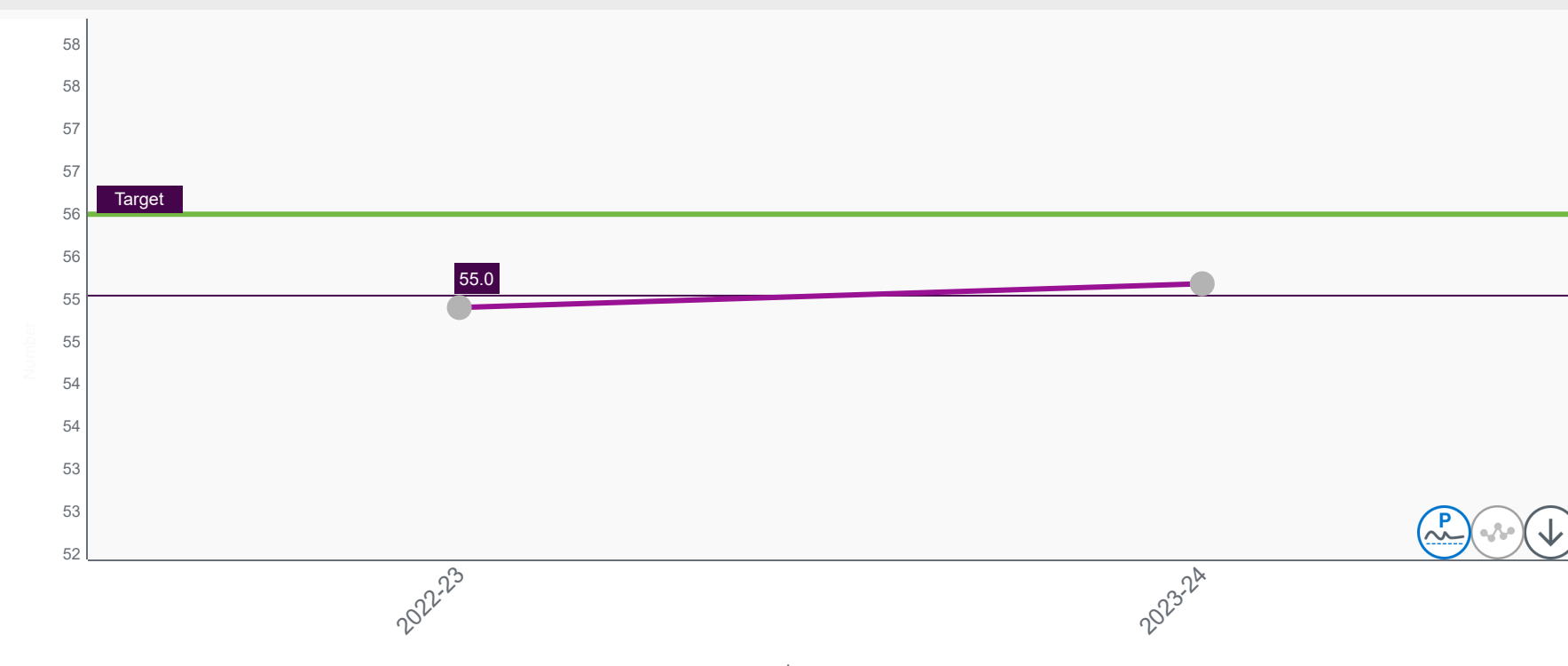
1% increase against previous year

OWNER: Head of Asset Management

SUMMARY

Stations with inadequate toilets and welfare facilities, and the need to enable contaminant control. The lack of facilities is a barrier to on-call recruitment and limiting the ability to increase diversity within on-call firefighters. A business case for additional funding has been prepared for SG.

PURPOSE: The overall condition of the property estate



KPI 60b % of Station Gross Internal Area Good or Satisfactory Condition

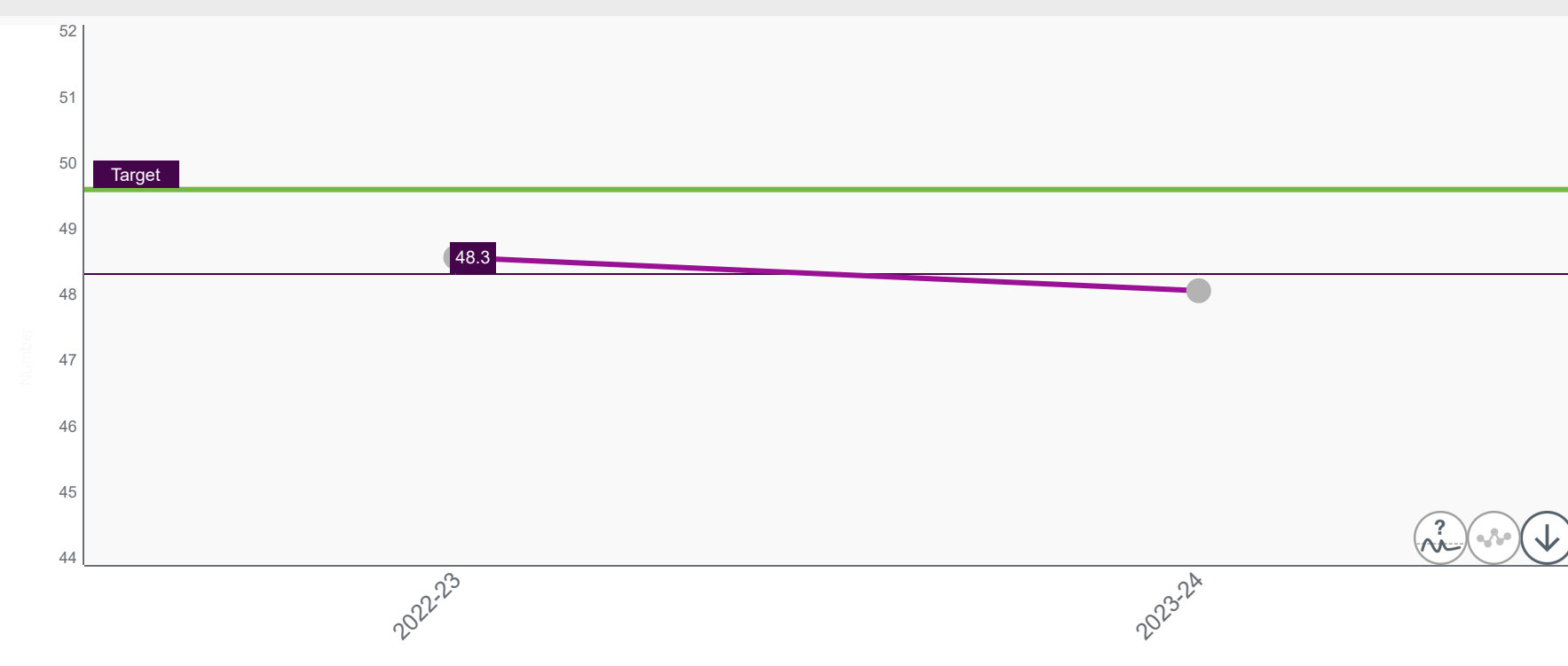
1% increase against previous year

OWNER: Head of Asset Management

SUMMARY

No Performance Statement Available

PURPOSE: The overall condition of the property estate



KPI 61 % Stations Good or Satisfactory Suitability

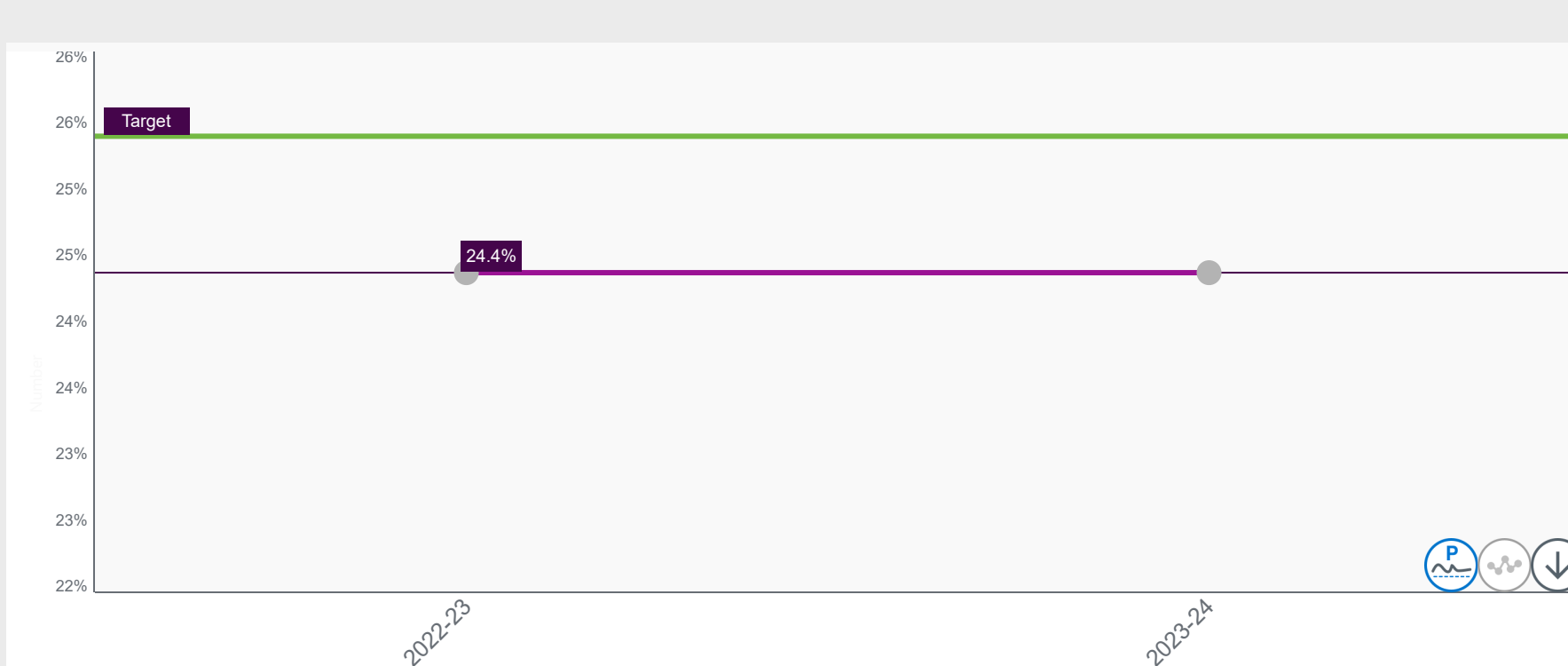
1% increase against previous year

OWNER: Head of Asset Management

SUMMARY

Stations with inadequate toilets and welfare facilities, and the need to enable contaminant control. The lack of facilities is a barrier to on-call recruitment and limiting the ability to increase diversity within on-call firefighters. A business case for additional funding has been prepared for SG.

PURPOSE: The overall suitability of the property estate



KPI 64 % Savings of Resource Budget

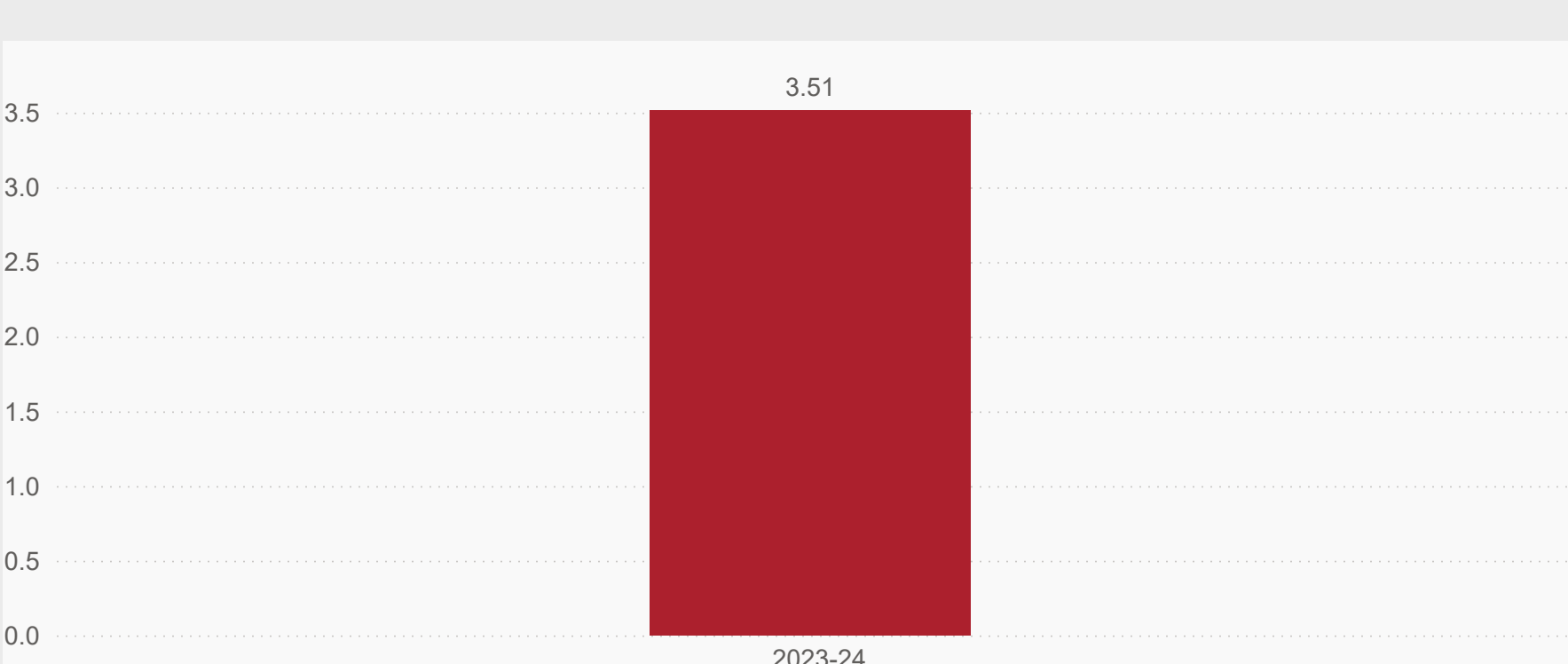
3.5% for 2023/24

OWNER: Head of Finance & Procurement

SUMMARY

The savings target fell slightly short due to mainly to inflationary pressures on property related costs. The impact of the increased prices has been factored into the budget for 2024/2025.

PURPOSE: Unavailable



KPI 65 Budget Outturn

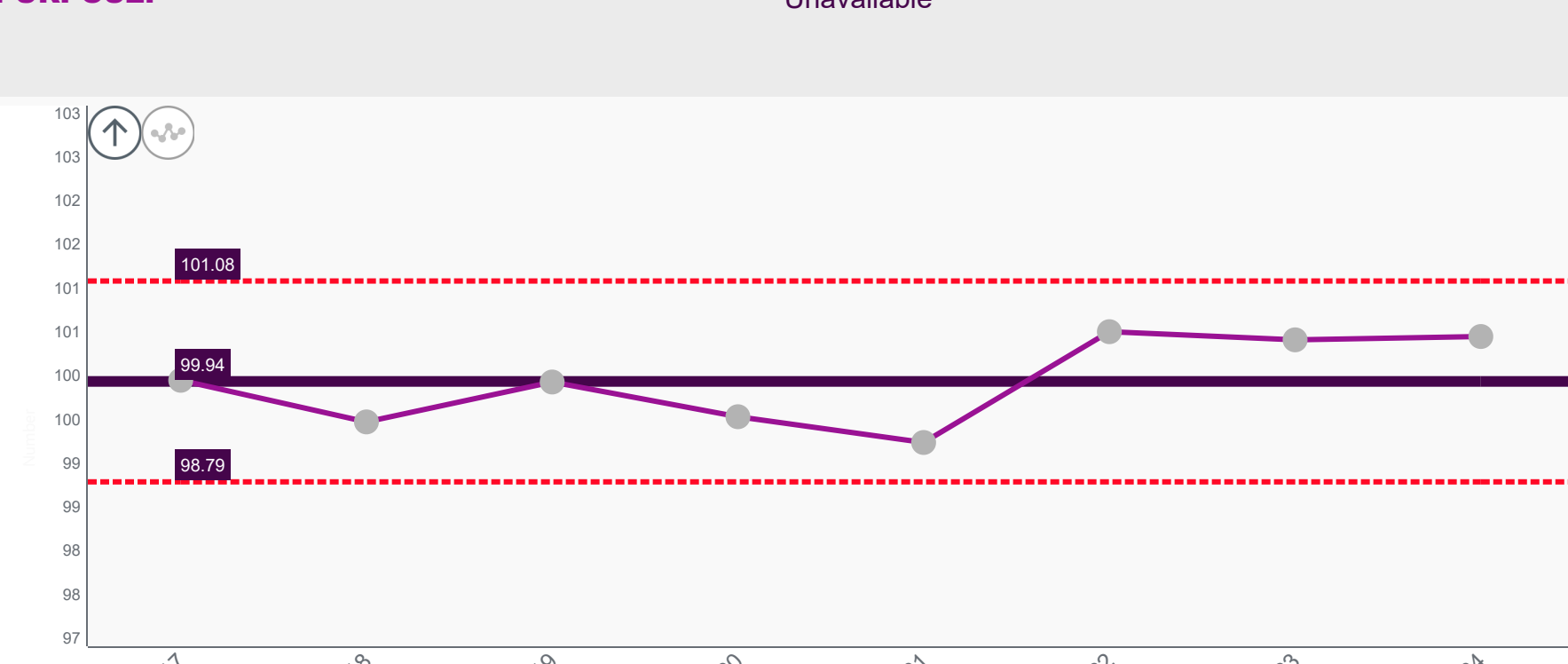
Track

OWNER: Head of Finance & Procurement

SUMMARY

All expense areas overspent due to inflationary pressures with the most significant area being within property. The overspends were partly offset by savings in salary costs and additional income. The year end adjustment for holidays earned but not yet taken also contributed to an overspend.

PURPOSE: Unavailable



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





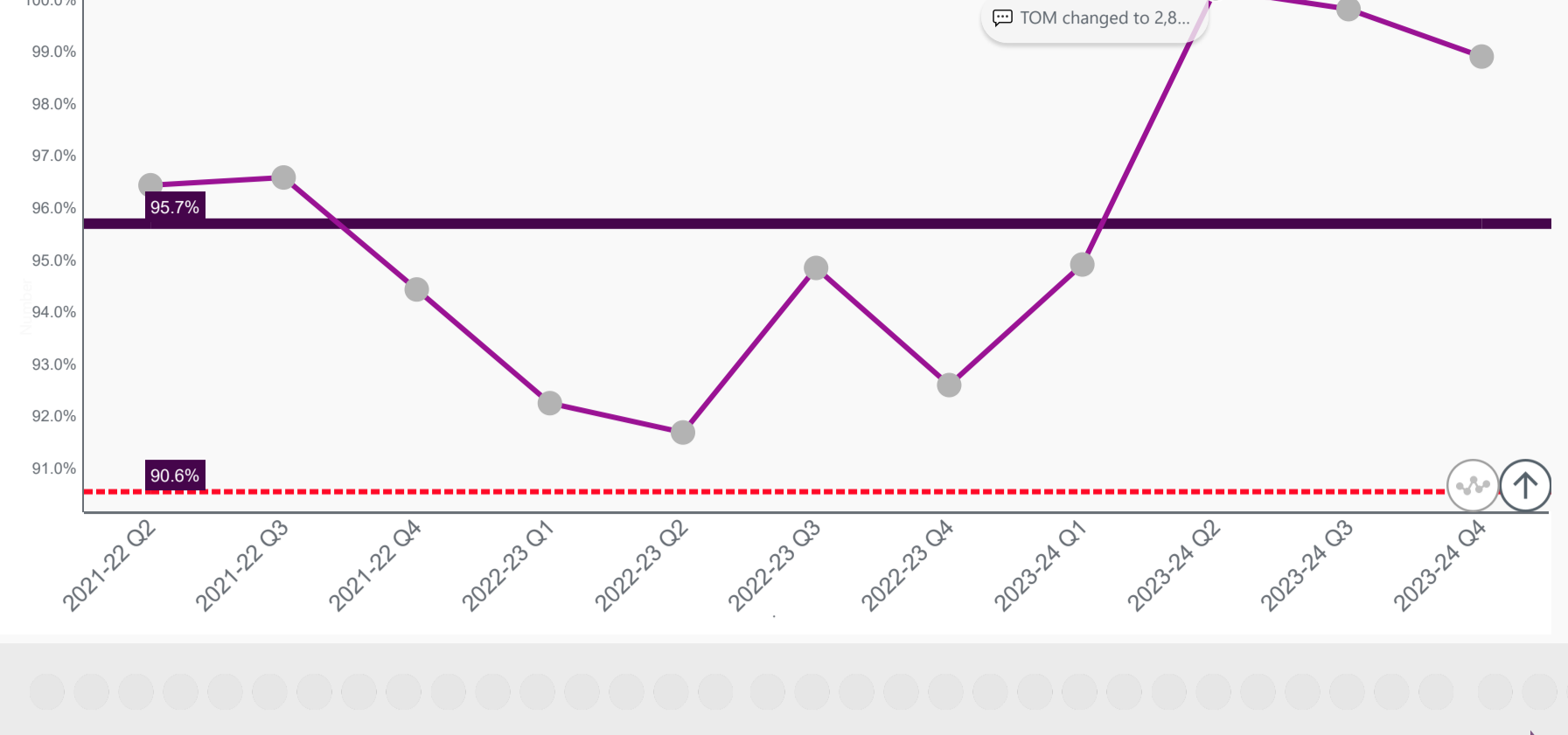
People

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.

OWNER: Head of People

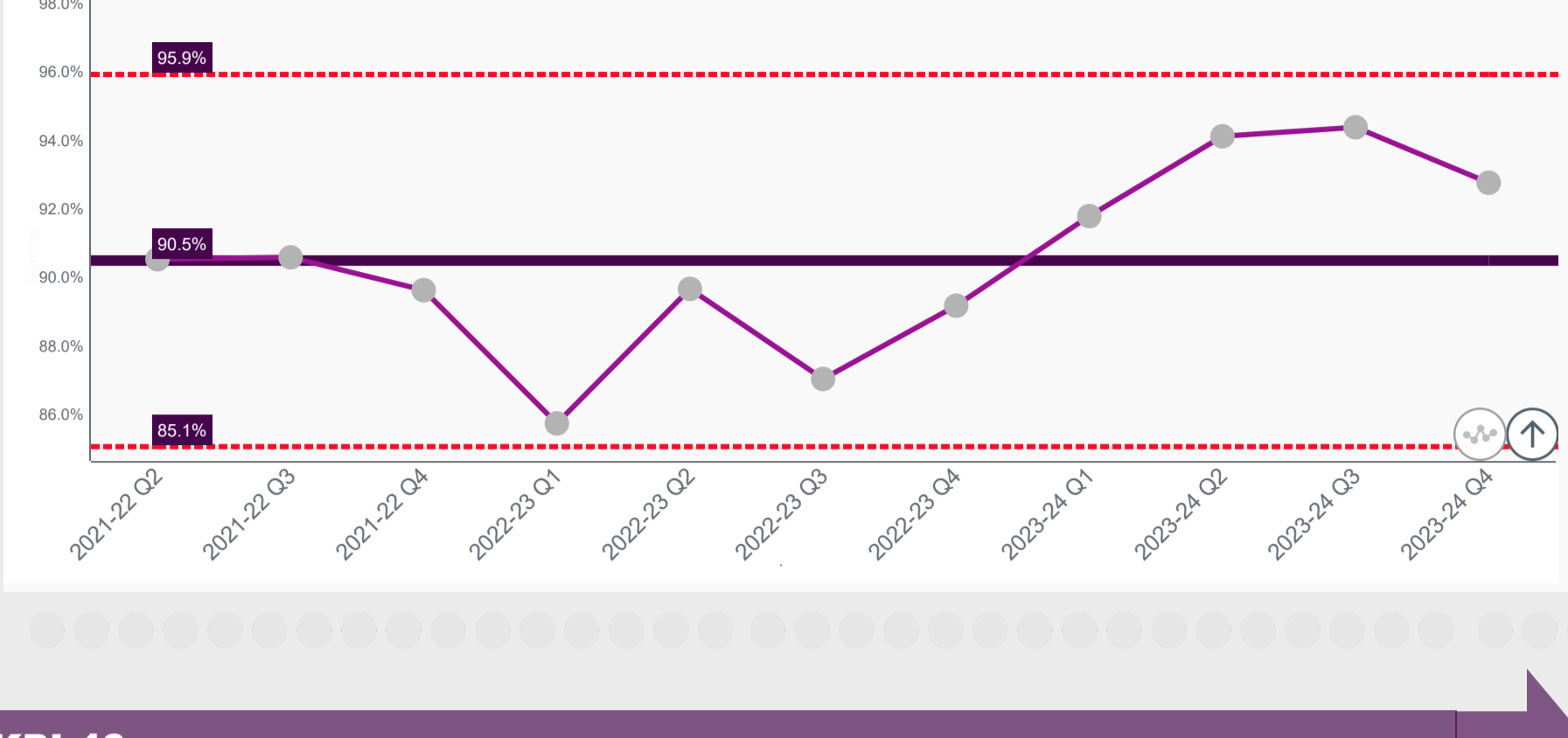


SUMMARY
Current headcount in Resource Based Crewing is slightly deficient to interim Target Operating Model implement in September 2023. Senior Leadership Team (SLT) have approved intake for August 2024.

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.

OWNER: Head of People

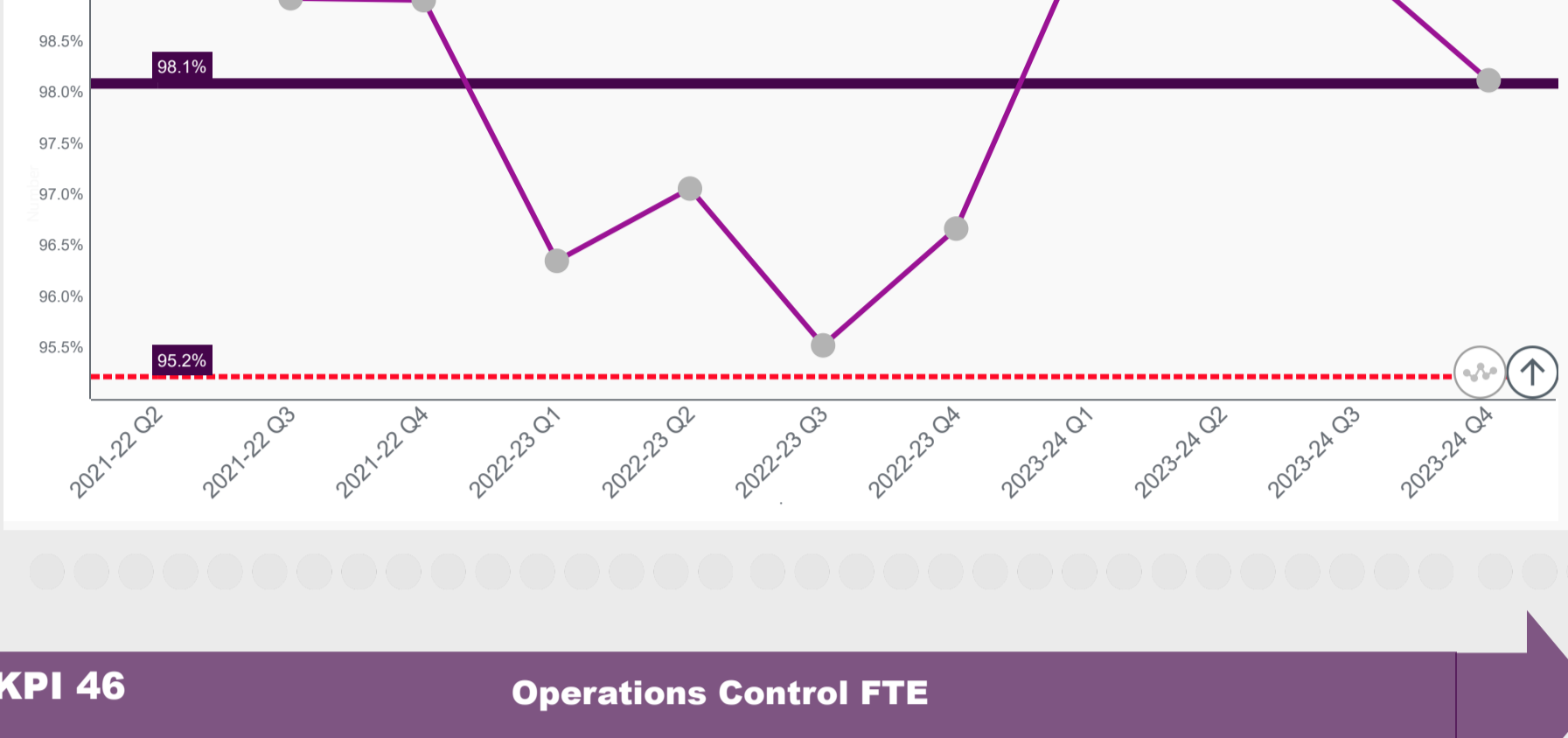


SUMMARY
Off Station FTE shows an increased deficiency against the TOM, mainly due to leavers at Watch Commander level across functions and directorates.

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.

OWNER: Head of People

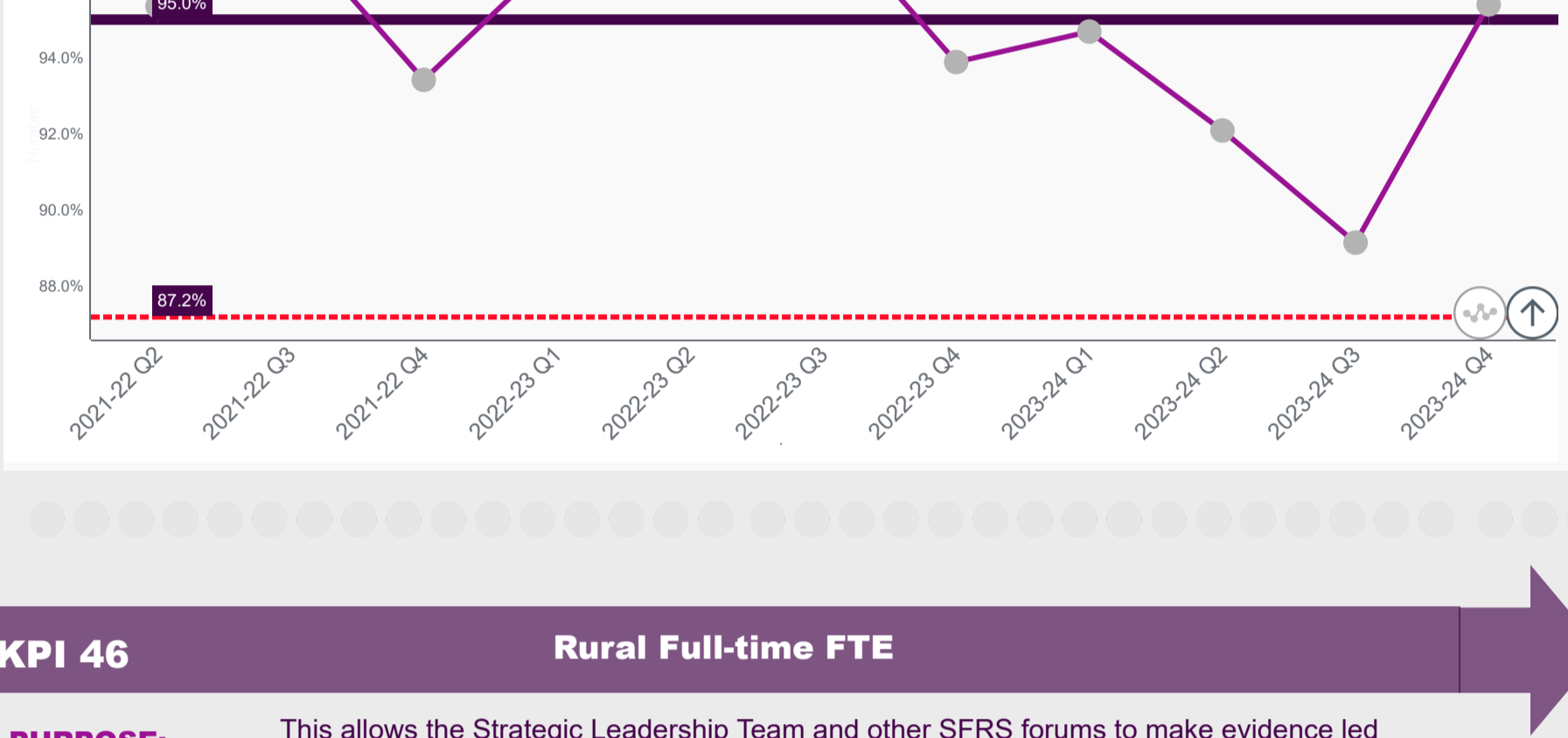


SUMMARY
The Flexi Officer FTE shows an increased deficiency against the TOM, mainly due to increased leavers as a result of the pensions remedy and requirement to deliver promotion processes and backfill arrangements.

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.

OWNER: Head of People

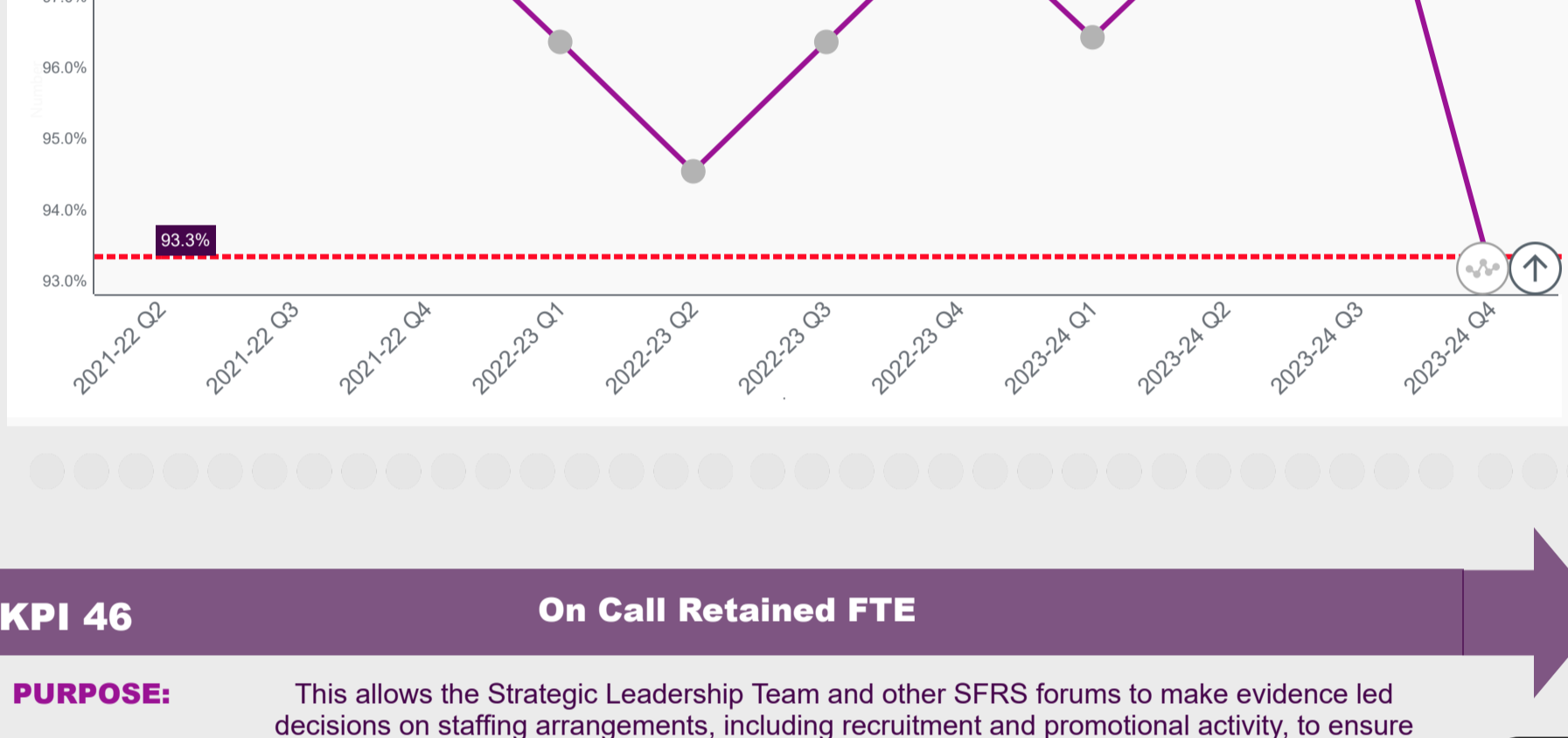


SUMMARY
The Operations Control FTE shows an decreasing deficiency against the TOM mainly due to 14 new Firefighter Control personnel starting with SFRS in Q4.

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.

OWNER: Head of People

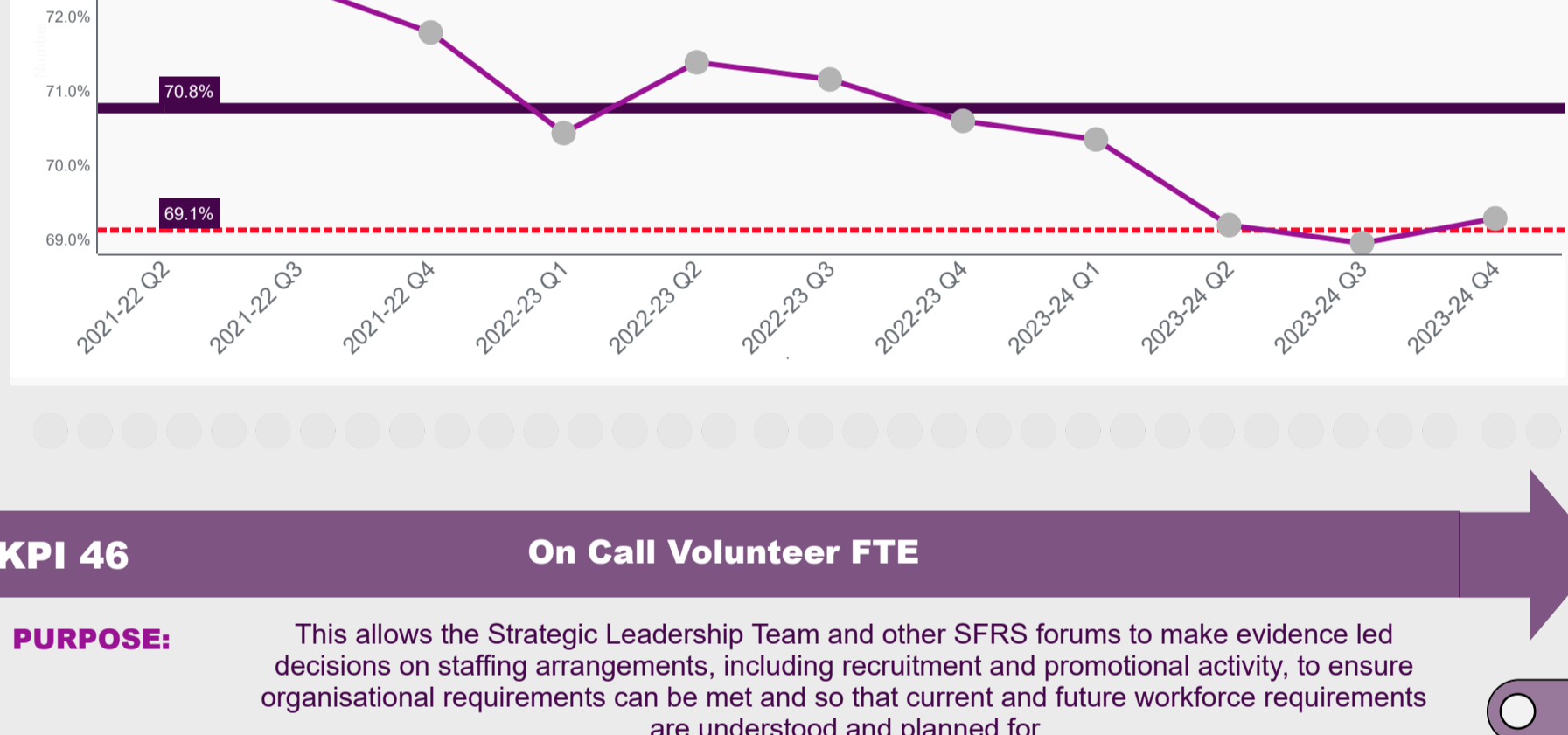


SUMMARY
Rural FTE remains fully staffed. Current quarter reduction as a result of 2 leavers, however recent recruitment activity will address this issue

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.

OWNER: Head of People

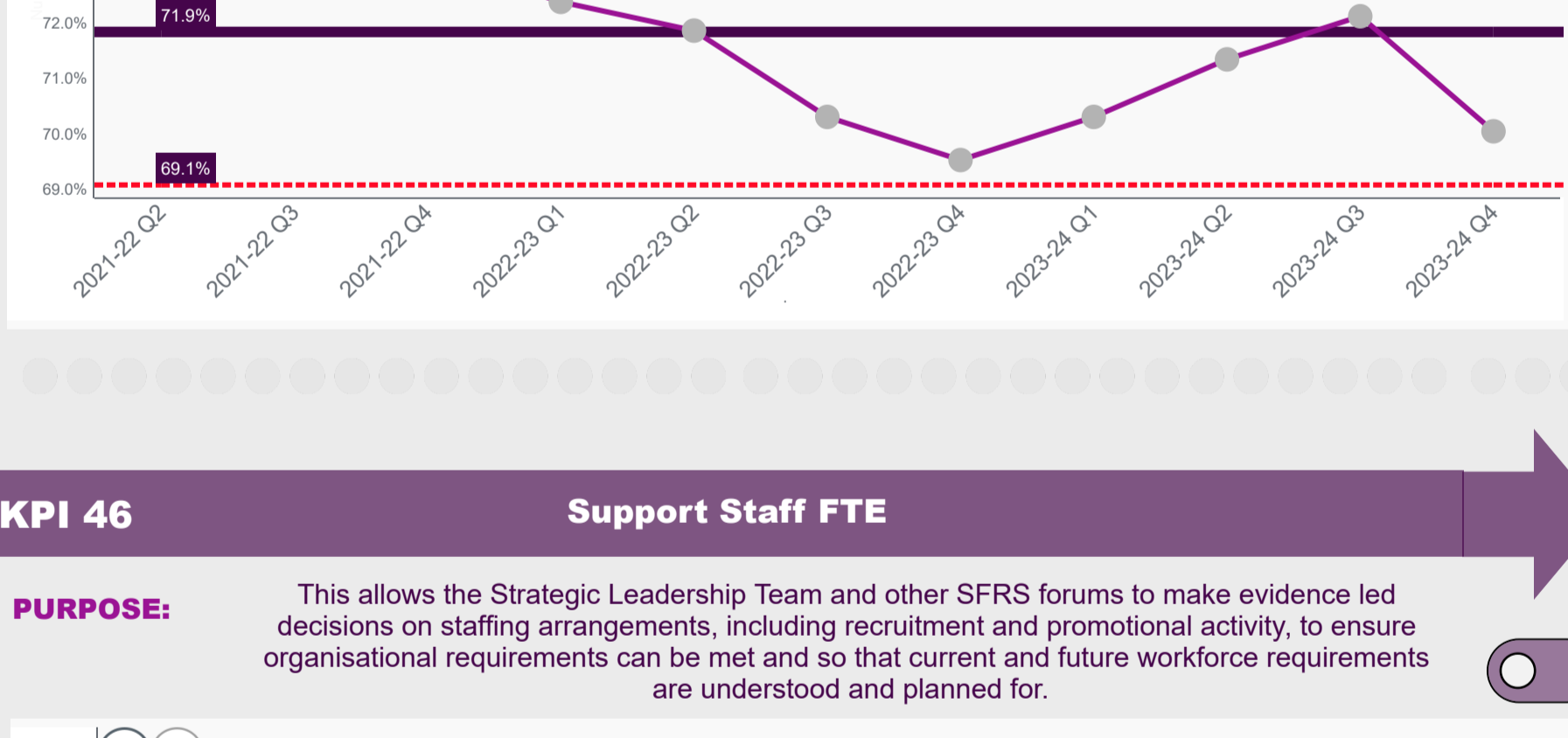


SUMMARY
On Call Retained FTE shows an increasing deficiency due to a continuing trend of leavers, specifically in staff with less than 5 years service. Ongoing enhancements to recruitment activity and actions within the On Call Strategic Coordination Group are expected to assist in addressing this.

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.

OWNER: Head of People

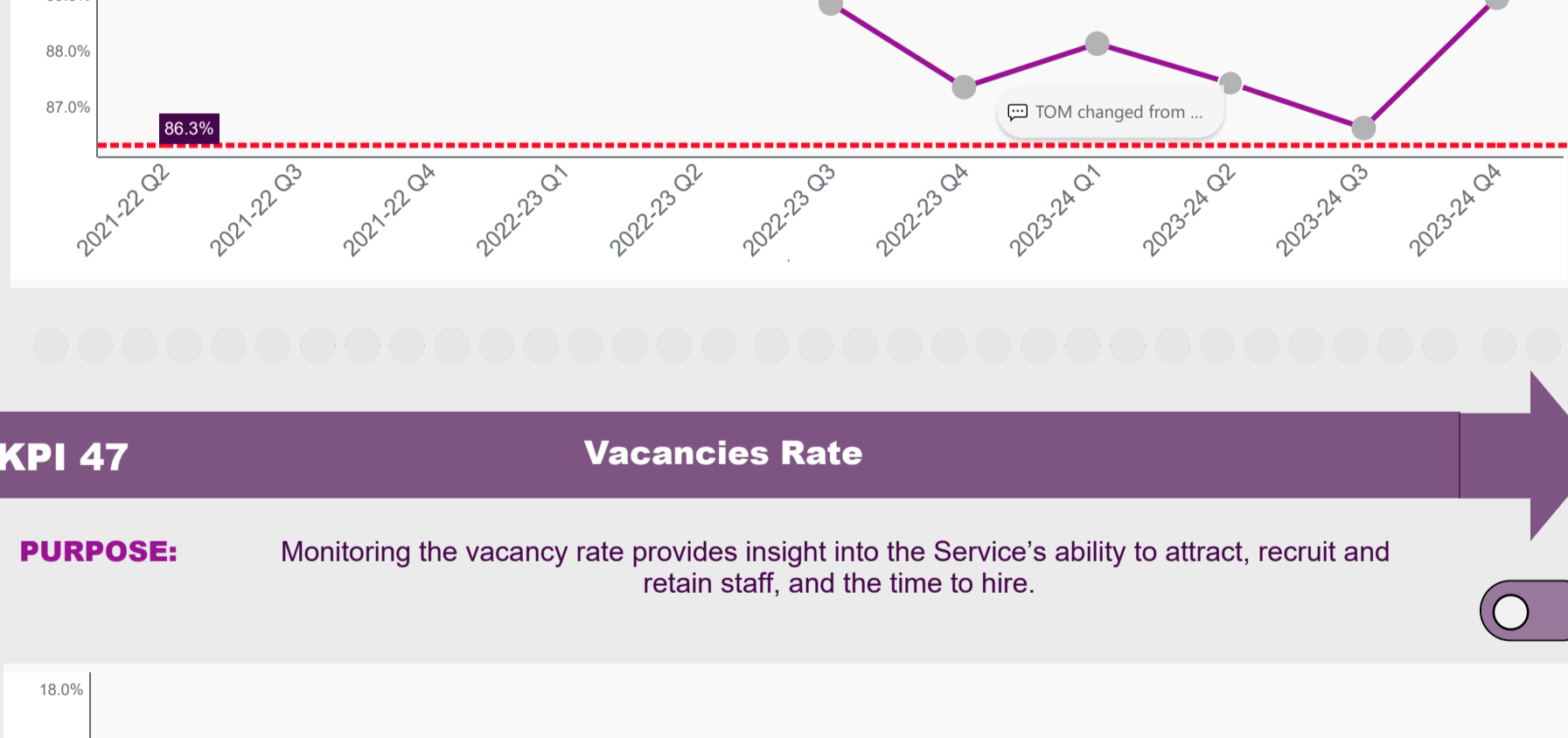


SUMMARY
On Call Volunteer FTE continues to show improvement due to slow down in leavers and effects of recruitment activity.

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.

OWNER: Head of People



SUMMARY
Support Staff FTE shows an increased headcount due to recruitment activities across SFRS.

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.

OWNER: Head of People

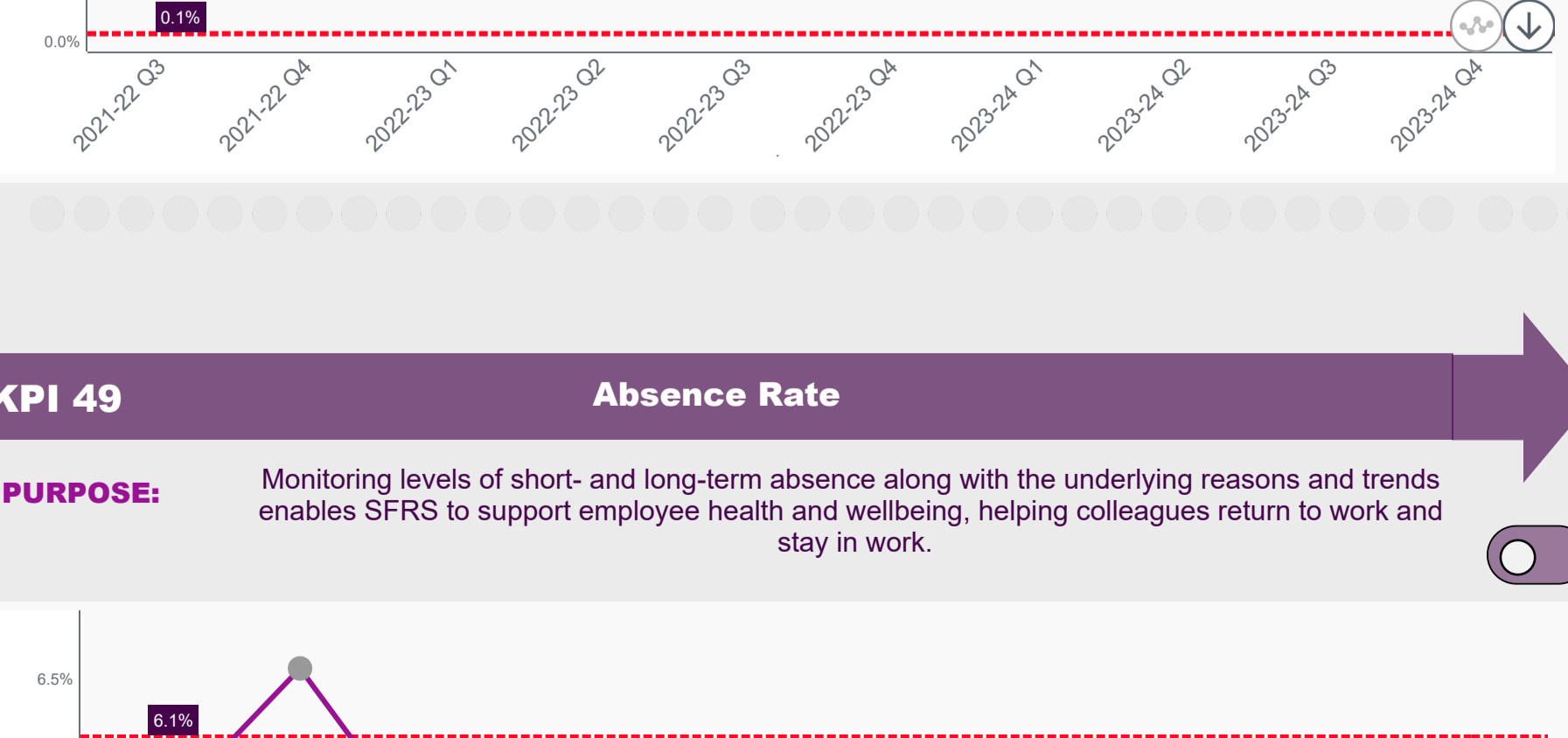


SUMMARY
The vacancy rate shows an increase due to ongoing challenges across SFRS namely Assets/ICT /On Call

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.

OWNER: Head of People

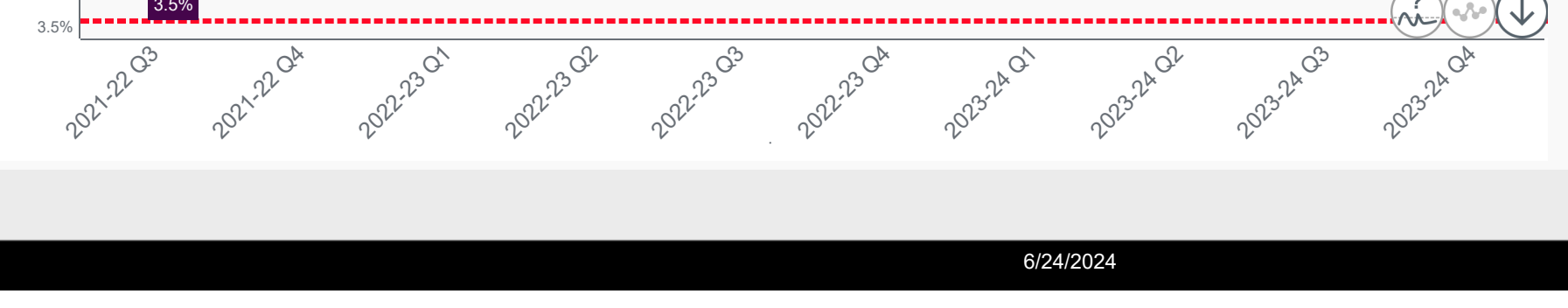


SUMMARY
The turnover rate shows an increase in leavers this period from RBC, particularly in Firefighter and Watch Commander roles.

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.

OWNER: Head of People



SUMMARY
All duty groups have seen a slight reduction in their overall absence figures, with an overall reduction of 0.15% in total absence percentage from Q3.

People



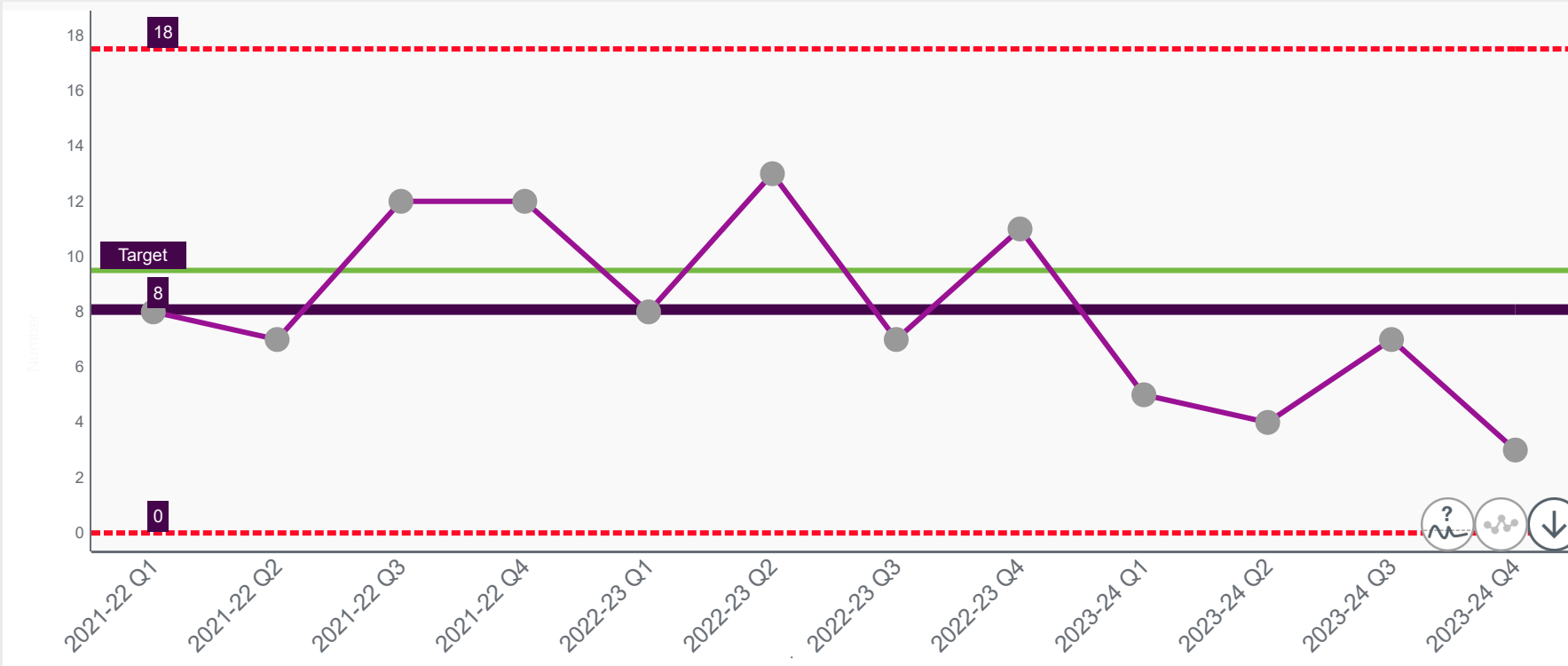
The experience of those who work for SFRS improves as we are the best employer we can be.

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

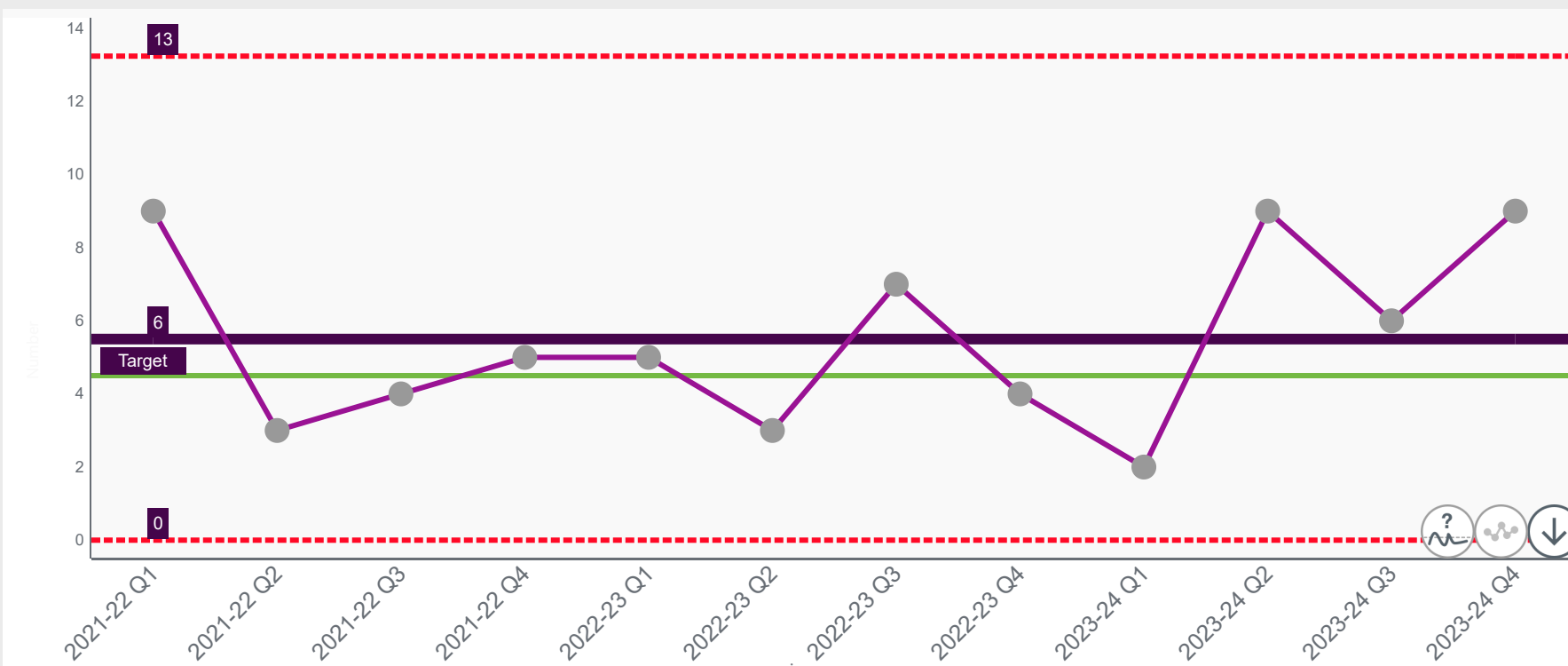
Following investigations, risk markers are updated and discussions are ongoing with partner organizations in the area who continue to establish local support. Staff are encouraged to report all AoV incidents.

KPI 51 Physical Attacks on Firefighters

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

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

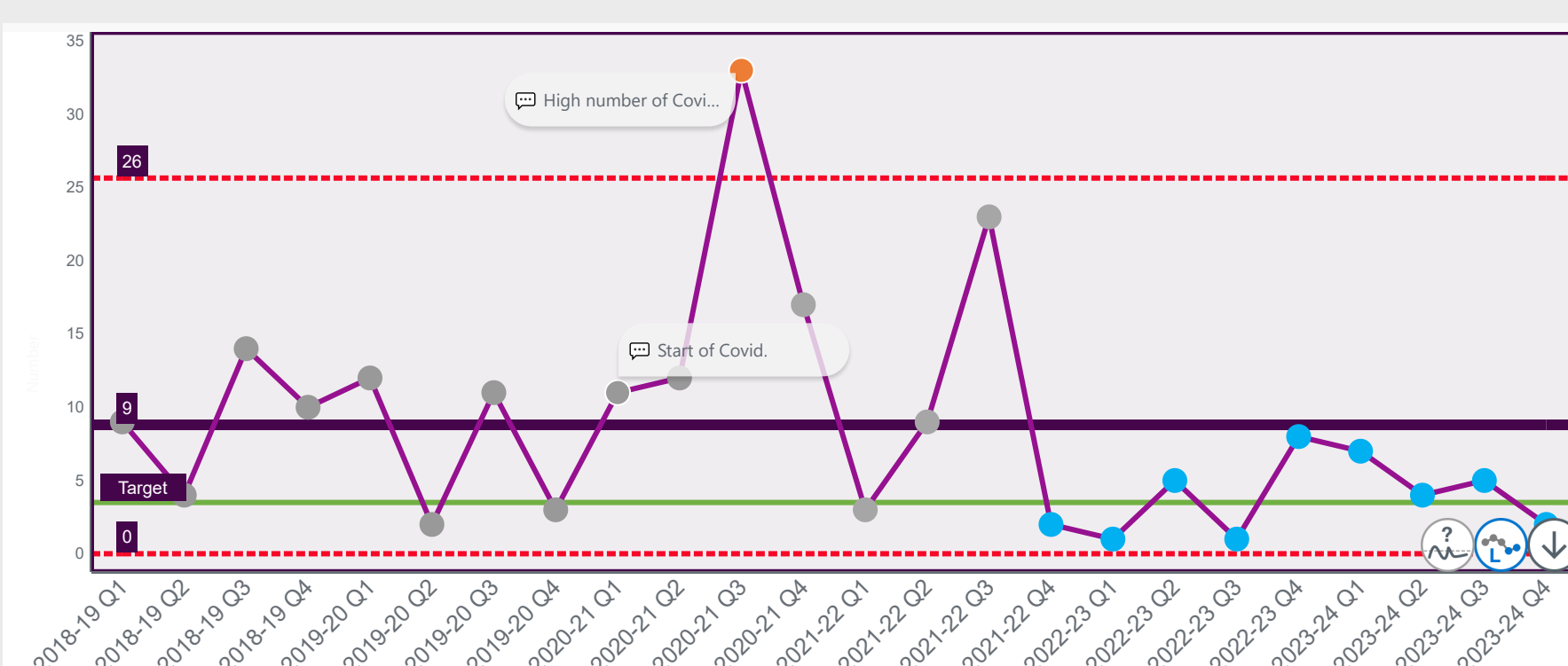
Following investigation, staff involved in AoV incidents re-familiarized with the Civil Disturbances SOP and welfare checks conducted with staff. Information and risks feedback to Community Action Team to monitor.

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

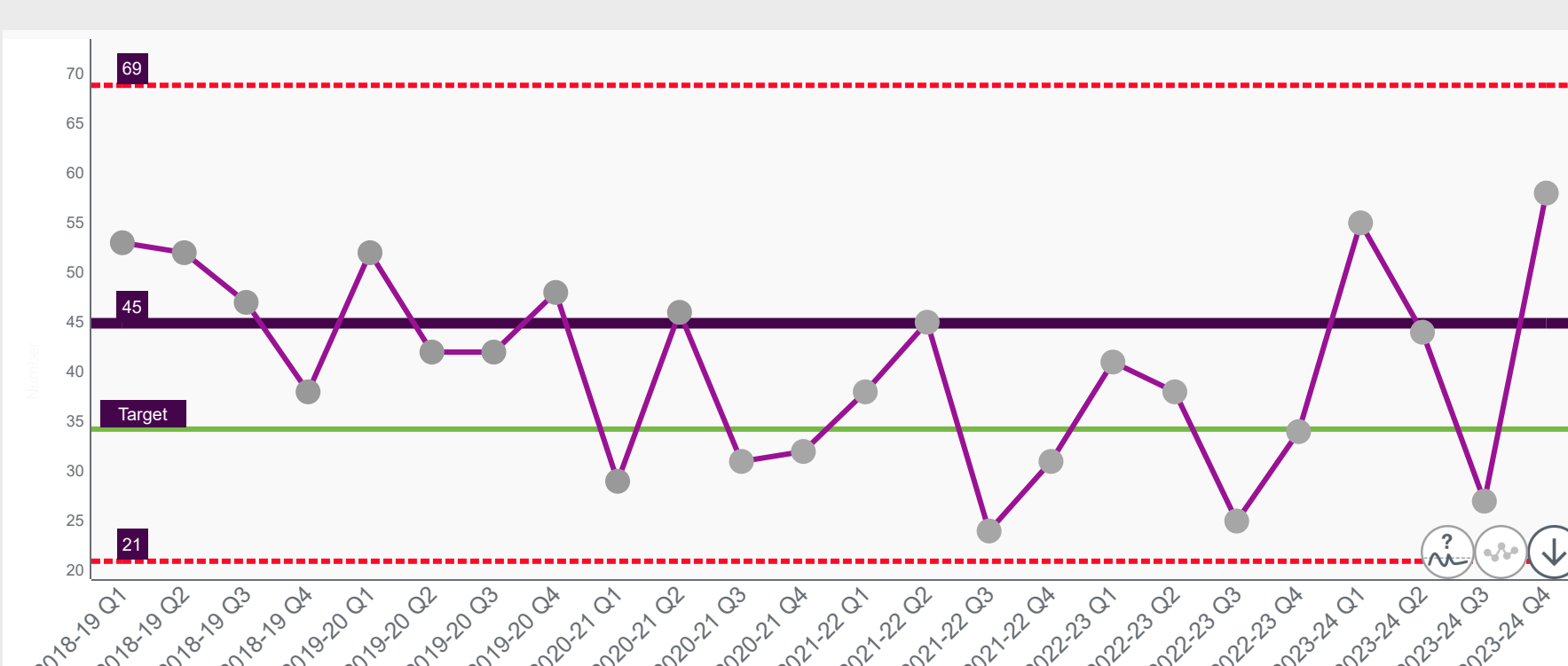
LCMS Asbestos Module revised for all operational staff to complete on TfOC. Operational Assurance carried out a thematic audit on Asbestos and recommendations identified and being managed by the Organisational Learning Group (OLG).

KPI 53 Accidents and Injuries (excl. RIDDOR)

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

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

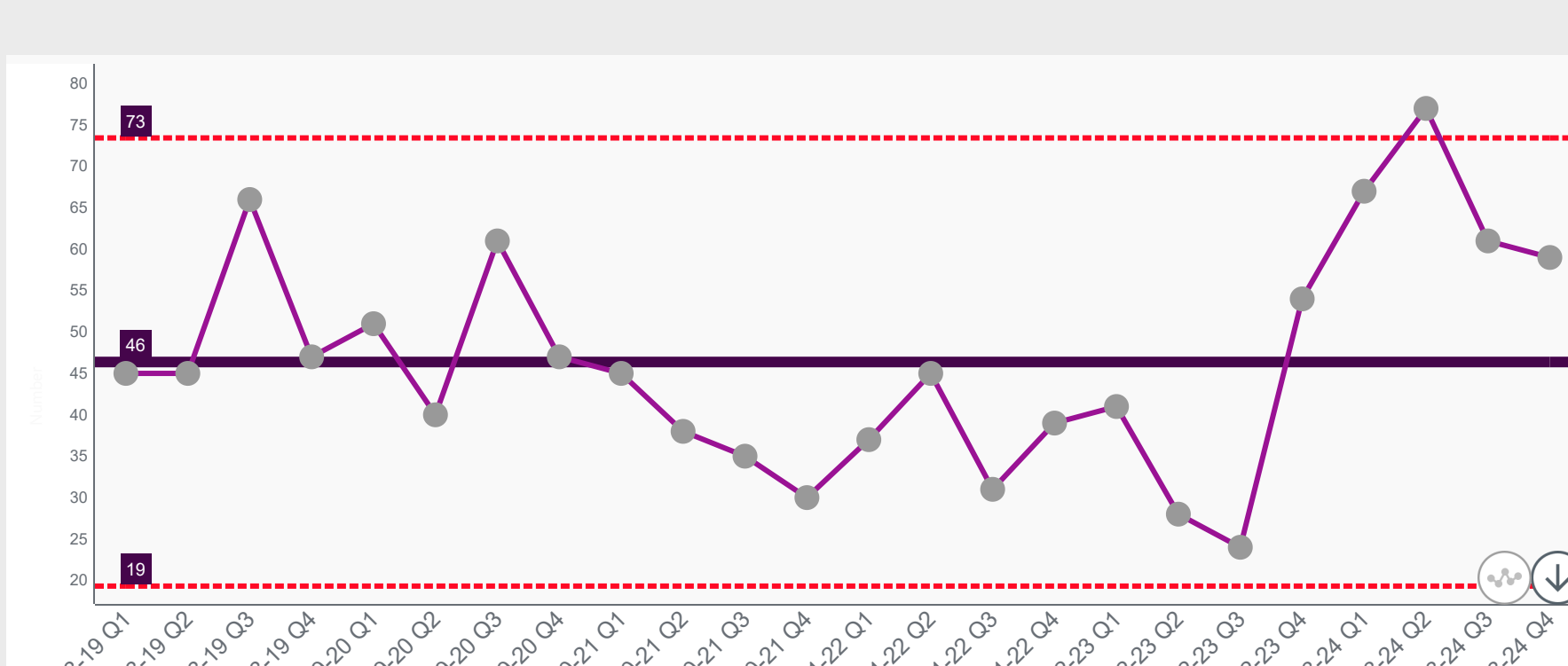
All events are investigated to reduce the likelihood of re-occurrence. One event was identified as national learning through Safety and Assurance Improvement Groups for further action.

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

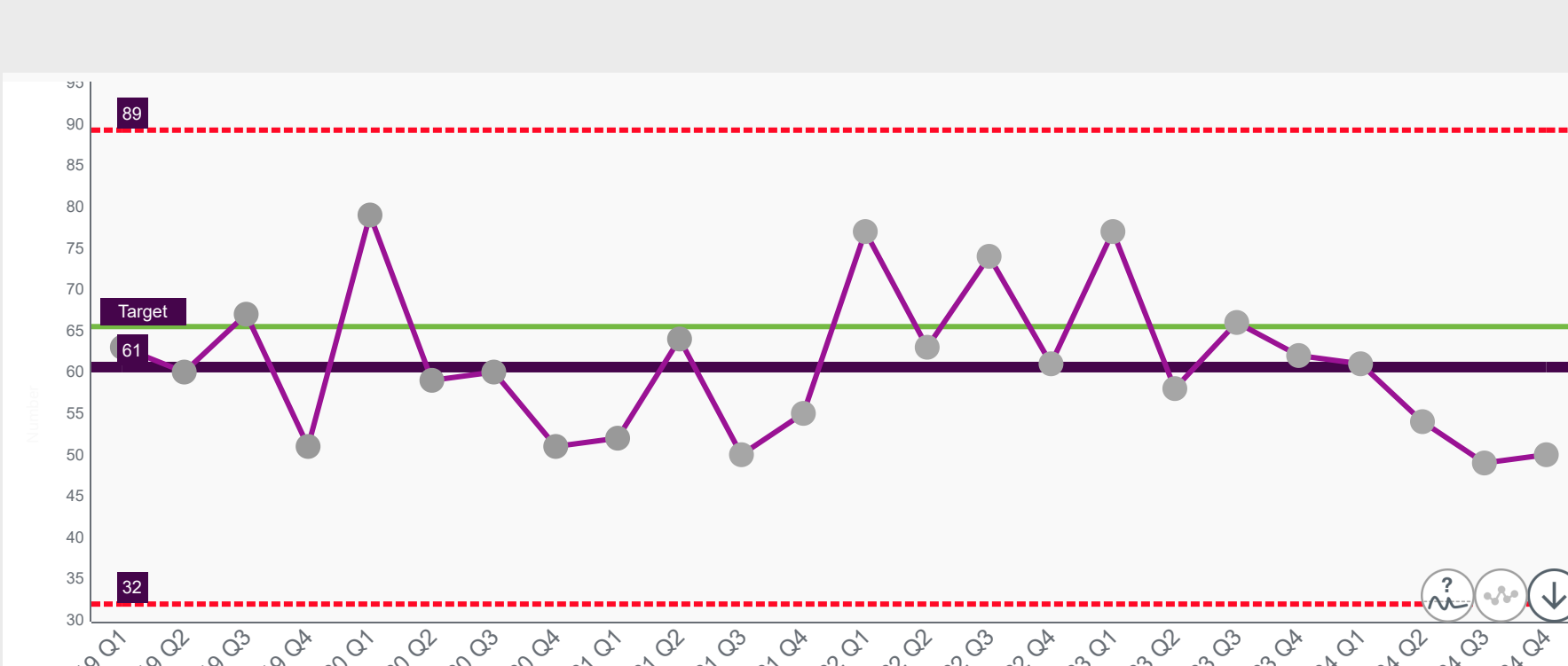
Promotion of NM reporting at local SA Improvement Groups highlights a positive increase. A trend analysis was conducted in the West due to an increase of Ladder NM's highlighting the importance of pre-use checks.

KPI 55 Vehicle Accidents

PURPOSE: Total number of events that involved vehicle accidents

Reduce against previous year

OWNER: Head of Safety and Assurance



SUMMARY

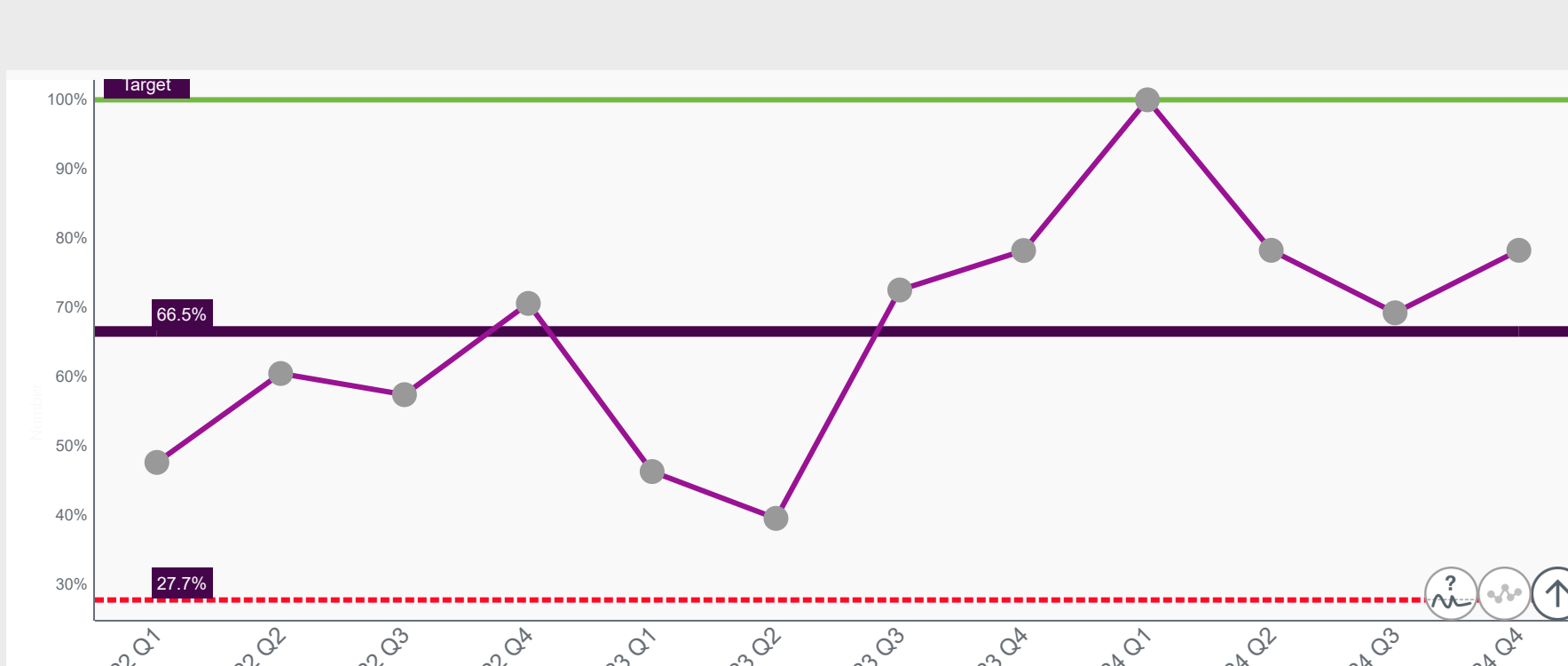
Driver Safety Group (DSG) monitors vehicle trends and take action where required, such as supporting the production of Vehicle Information Cards and providing enhanced information on Low-Speed Manoeuvres etc. Local areas continue to promote TfOC driving modules.

KPI 56 Completion of Health and Safety Improvement Plans

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

100%

OWNER: Head of Safety and Assurance



SUMMARY

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

People

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

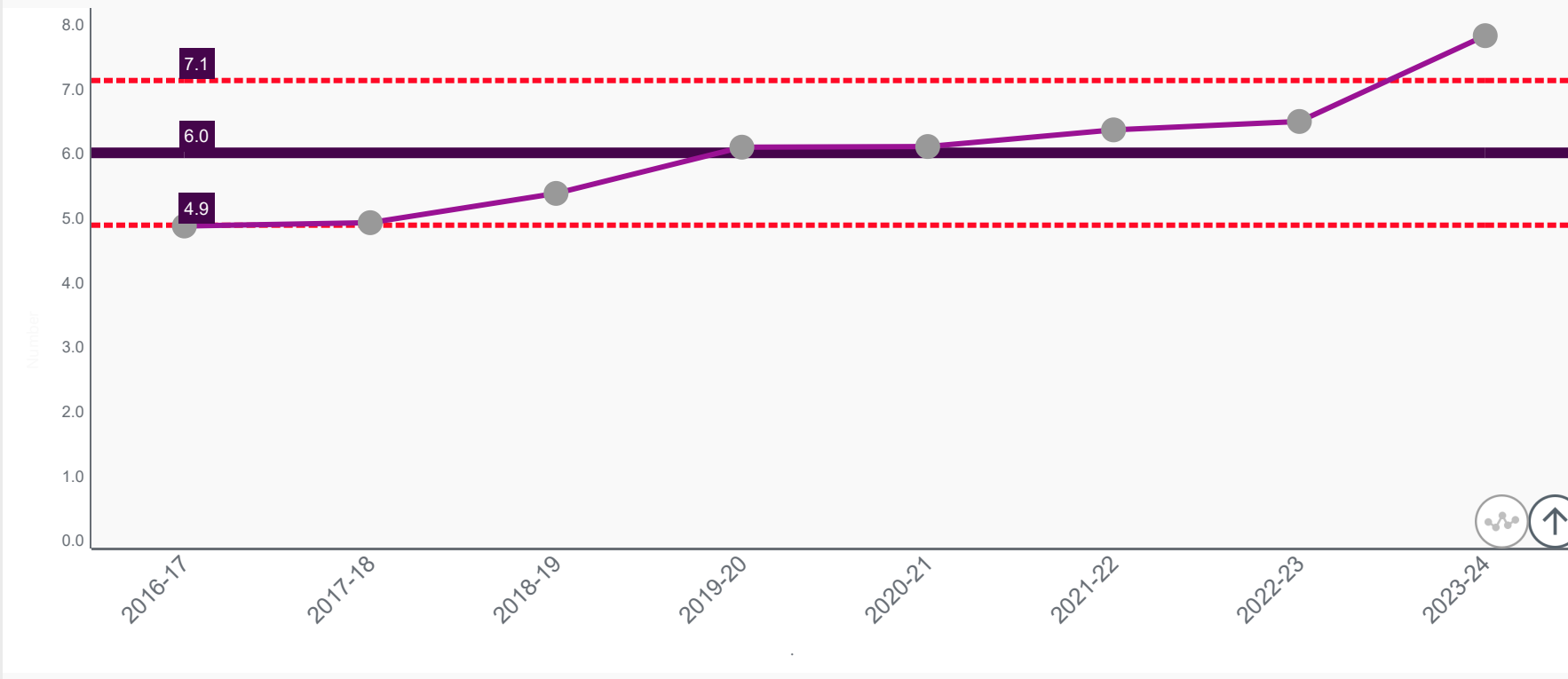


KPI 62 Female Ratio - Wholetime

Increase proportion of female staff

PURPOSE: Allows the Service to report on and understand gender balance of various staff groups and how representative our workforce is of communities we serve

OWNER: Head of People



SUMMARY

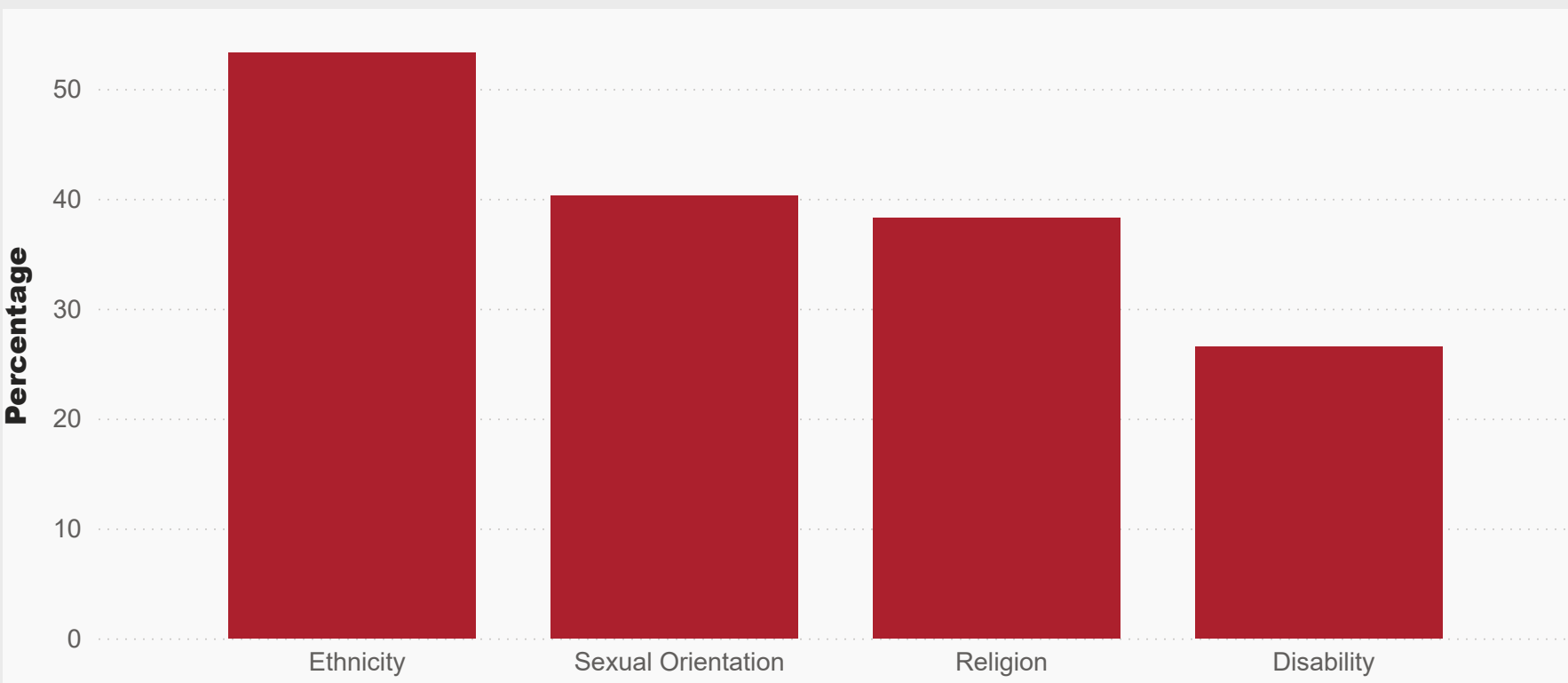
SFRS continues to diversify how it promotes its career opportunities and engages in positive action initiatives targeted towards women.

KPI 63a % of staff choosing to provide equalities data

Increase against previous year

PURPOSE: This indicator shows the % of SFRS Staff who entered data into the sensitive information fields in iTrent against key protected characteristics.

OWNER: Head of People



SUMMARY

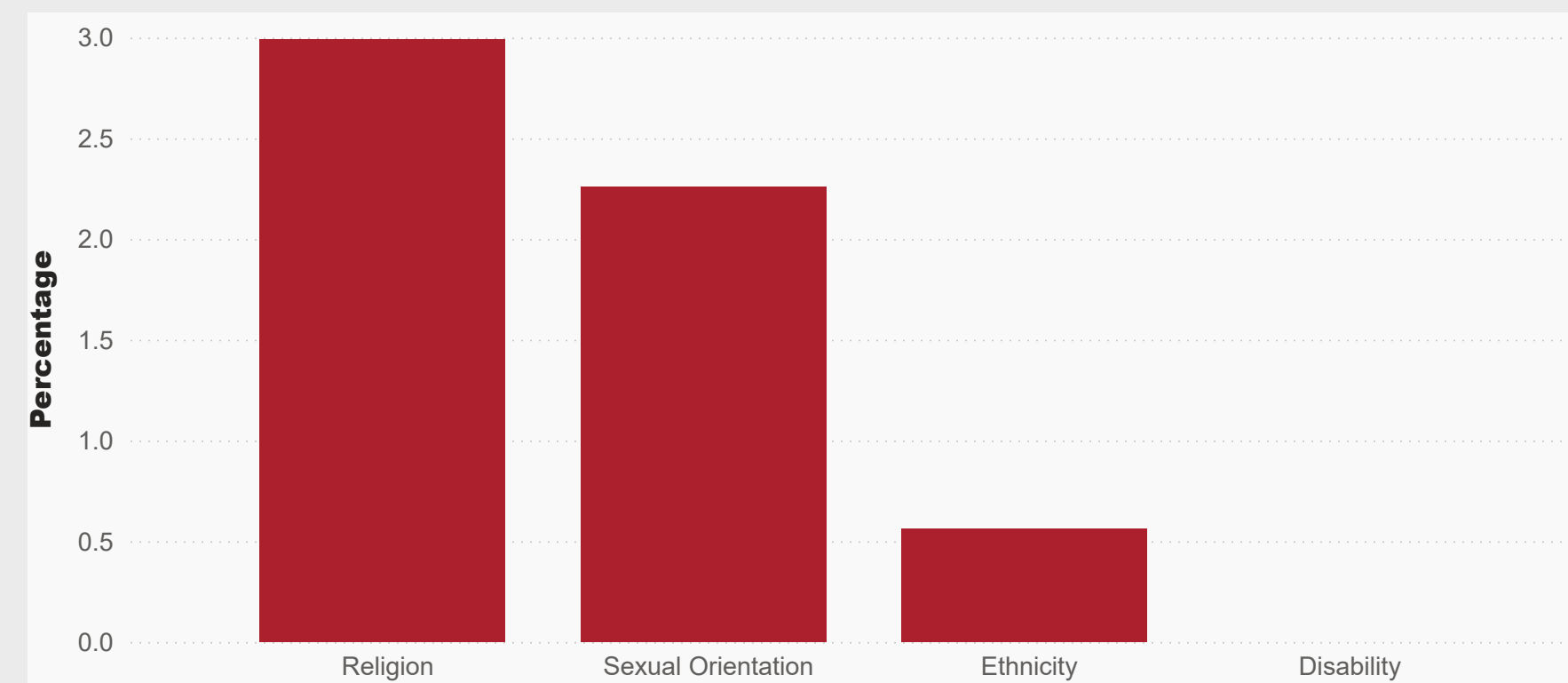
SFRS encourages employees to share their personal characteristic details. We explain how and what the data provided is used for as well as providing reassurance on the restricted access to this information once it has been supplied. We cannot compare change over time for this KPI as we do not hold historic data.

KPI 63b % of staff choosing to withhold equalities data

Reduce against previous year

PURPOSE: This indicator shows the % of Staff who entered data into the Sensitive Information fields who then selected the Prefer not the Say response for that characteristic.

OWNER: Head of People



SUMMARY

SFRS encourages employees to share their personal characteristic details. We explain how and what the data provided is used for as well as providing reassurance on the restricted access to this information once it has been supplied. We cannot compare change over time for this KPI as we do not hold historic data.

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 4, work continued to finalise 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:

DISCO 76

Disaster Co-ordination (DISCO) exercises traditionally involve multi-agency, partnership working taking place, on an annual basis in the form of a blend of live play and table-top exercises. This year's DISCO exercise was designed to test the Forth Valley Local Resilience Plan (FVLRP) activation protocol and how it relates to the activation of the Grangemouth External Control of Major Accident Hazards (COMAH) plan. The method of testing was to simulate activation of the Grangemouth external COMAH plan by one of the establishments within the Grangemouth complex, in this case H W Coates. During the mock scenario an electric vehicle forklift truck collided with high racking chemical storage causing a collapse which, in turn, led to the forklift going on fire and the lithium-ion battery going into thermal runaway. The exercise allowed us to evaluate the tactical management of emergency plans; integration of Scientific and Technical Advice Cell into emergency response and recovery; integration between on-site response with SFRS, Police Scotland and Scottish Ambulance Service; and to identify management of subsequent consequences for domino establishments. Whilst these larger exercises occur annually, local crews and managers carry out training and familiarisation at individual sites throughout the year including working with INEOS Fire Service where many of their crews also serve their local community in an On Call capacity with SFRS.

Bellshill Garden Project

The SFRS has established a community run garden project within Bellshill Community Fire Station alongside our partners including NHS Lanarkshire Health Improvement Team who assisted with funding and continue to promote the garden within their partnerships. The project is run and maintained by Bellshill Community Group VIP Pass member students and parents who wish to grow their own produce. The students and parents work with our station staff and other local community members to grow produce and flower baskets nurtured from seed. Fresh produce is then used within cookery programmes to create fresh, healthy food to be taken home to their families. Fresh vegetables and floral displays are also distributed to the local community, helping with the inequalities of poverty in the area, allowing people to have fresh produce and beautiful floral displays within their homes. Through this initiative everyone involved will not only learn new skills in gardening, cultivating and display they will achieve transferable life skills. Their physical and emotional wellbeing will be increased as they will be working outdoors to reach an end goal within a team creating new friends and bonds building a sense of community and partnership. Through our participation and our partners, we are helping those involved attain a sense of achievement and to look at life choices in a different perspective, all whilst reducing isolation and loneliness.

Fireskills in the City of Edinburgh

Fireskills is a flexible programme for young people aged between 12 and 18 who want to develop key skills in a practical setting. There are no pre-requisites for joining this programme, however, it can be designed and developed to meet individual and collective needs of the group. Many of the initiatives focus on key topics, such as team-working and team-leading; self-discipline skills; problem-solving techniques; confidence and communication; improved physical capability; citizenship skills; health and safety awareness; basic first aid skills; and an understanding of the contribution that the SFRS and other agencies make to our communities. In the City of Edinburgh, an innovative approach was developed to improve buy-in from 'high tariff' youths, through early engagement prior to attending our Fireskills courses. Through the Scottish Police Authority funded 'Pitching In' programme, we worked closely with Police Scotland and Lifelong Learning in developing the course and selecting the participants. Several Fireskills Employability courses were also delivered in 2023, targeting localities where Bonfire night had proved challenging for SFRS. Similarly, a course was held in March 2023 following a spate of anti-social behaviour in Sighthill Park by youths from two local high schools. They all completed the course and gained the nationally recognised Employability Award.

Partnership with Macular Society

In partnership with Police Scotland, we attended the Macular Society drop-in centre in Galashiels and provided advice to clients with degenerative sight loss problems. Working collaboratively, SFRS provided home fire safety advice and Police Scotland provided security advice for when out within the community to the members who experience sight loss issues. The meeting was attended by 16 people, not all with sight loss, some were carers or drivers. The drop-in centre, Galashiels is the only one in the Scottish Borders, therefore, members travelled from throughout the region to attend. The meeting was extremely beneficial to both the members, us, and Police Scotland, as it was useful for us to understand first-hand the issues members face daily and consider how best in partnership, we could support them in the most effective way. We intend to re-visit the centre regularly, as required, to cover the issues with newer members of the group. The Macular Society is a nationwide organisation, therefore, there is potential for this to be rolled out in other local authority areas.

SFRS Working in Partnership will be published in the summer.

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

How to navigate your way around this report:

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

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

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



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

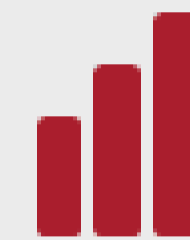
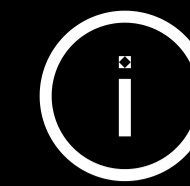
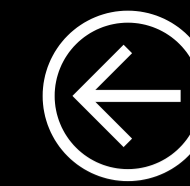
Interpreting statistics and trends:

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

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SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/06-24

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 JUNE 2024							
Report Title:	ANNUAL OPERATING PLAN PROGRESS REPORT - QUARTER 4							
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 the 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 4 of 2023/24.							
3	Main Report/Detail							
3.1	The quarterly progress report is attached as Appendix 1 . This provides details of progress made against our Strategic Outcomes between 1 January 2024 and 31 March 2024.							
3.2	There are 20 Actions contained within the Plan. At the end of Quarter 4 2023/24, the following progress has been reported: <ul style="list-style-type: none"> • 12 actions (60%) are complete and are blue. • 2 actions (10%) have been noted as progressing as planned and are green. • 0 actions (0%) have been noted as experiencing some slippage and are amber. • 6 actions (30%) are noted as experiencing challenges or have not progressed as planned and are red. 							
3.3	Of the 8 outstanding actions: <ul style="list-style-type: none"> • 2 (25%) have been incorporated into new actions within the Annual Operating Plan 2024/25 • 6 (75%) will be carried forward as residual actions and included in the exception reporting section of this report until completed. 							
3.4	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.							

3.5	Section 3 provides commentary on the residual actions from previous Annual Operating Plans. There is one residual action from the 2022/23 Annual Operating Plan. This action will remain until completion.
3.6	Future Reporting
3.6.1	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 Annual 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 1 • 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 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 4 (1 January 2024 – 31 March 2024).
5.9	Performance
5.9.1	Progress against the Annual Operating Plan is reported to the Corporate Board, Strategic Leadership Team and the SFRS Board.

5.10 5.10.1	Communications & Engagement Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders, and communities to produce the Strategic Plan 2022-25, on which the Annual Operating Plan is based.	
5.11 5.11.1	Legal Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.	
5.12 5.12.1	Information Governance The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.	
5.13 5.13.1	Equalities An Equality and Human Rights Impact Assessment (EIA) does not require to be carried out for this planning document.	
5.14 5.14.1	Service Delivery The content of this progress report does not impact upon Service Delivery.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan Progress Update for Quarter 4 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 1 - Annual Operating Plan Progress Update Quarter 4 (2023/24)	
Prepared by:		Kirsty Jamieson, Planning and Performance Officer
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.		

OFFICIAL

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>19 June 2024</i>	<i>For recommendation</i>
<i>Corporate Board</i>	<i>24 June 2024</i>	<i>For scrutiny</i>
<i>SFRS Board</i>	<i>27 June 2024</i>	<i>For scrutiny</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN PROGRESS REPORT

Quarter 4 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 has **not been completed** within the 2023/24 reporting period and will continue to be **reported as a residual action** until completed.
- **Amber** indicates an activity has been **closed for the purposes of the 2023/24** reporting period and has been **carried forward as a new action for 2024/25**.
- **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.

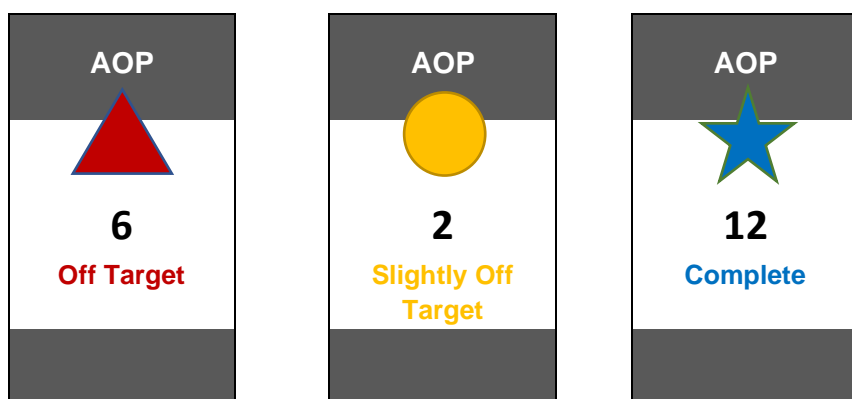
Further details of our actions are contained in the [Annual Operating Plan 2023/24](#).

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	Revised 30/09/2024	70%	▲
<p>Exception reporting for the review of FSE arrangements:</p> <p>Quarter 4 has seen an unprecedented amount of work coming into the Function with resources deployed to activities relating to legislative changes proposed by government and a number of ongoing legal cases requiring specific focus.</p> <p>The documentation review is ongoing and not yet concluded but is in line with legal oversight in proposing minor changes.</p> <p>A communications strategy has been set up within the Prevention, Protection and Preparedness Directorate to consider Fire Safety Enforcement topics and respond to emerging issues such as Lithium-Ion batteries and Battery Energy Storage Systems.</p> <p>The National Fire Chief Council Risk Based Inspection Programme remains ongoing with SFRS to undertake a review into this area in the next financial year that will align with a review of our auditing strategy.</p> <ul style="list-style-type: none"> This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (Completion date of 30 September 2024 provided). 					

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	100%	★
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	Revised 31/03/2025	60%	●

Exception reporting for digital fireground radios:

The pilot phase has been completed. All radios have now been distributed as planned, and stations are now undertaking a period of familiarisation with these new radios. Once this familiarisation stage is complete, go-live dates will be agreed with stations commencing May 2024.

- **This action has been closed off for the purposes of the 2023/24 reporting period and carried forward as a new action into the Three-Year Delivery Plan 2024-27 (Annual Operating Plan 2024/25) (SO2:3) with an overall completion date of 31 March 2025.**

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Review the SFRS Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Training, Safety and Assurance	01/04/2023	Revised 31/08/2024	95%	▲
<p>Exception reporting for Review of Training Delivery Model:</p> <p>The work on this action has been completed, with the exception of one milestone to introduce a new Training Delivery and Skills Maintenance Framework.</p> <p>This work has continued to progress with regard the production of a first draft of the Skills Maintenance Framework which is nearing completion, further stakeholder engagement still is required. It is requested that the target date for this be extended to 31 August 2024.</p> <p>Request to extend relates to the training team working at capacity and prioritisation of other elements of the training continuous improvement plan, including delivery of the BA Recovery Plan and implementation stages of the East and West Training re-structure.</p> <ul style="list-style-type: none"> This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (Completion date of 31 August 2024 provided). 					

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	100%	★
Deliver Year 4 of our Carbon Management Plan.	Finance and Contractual Services	01/04/2023	31/03/2024	100%	★

Exception reporting for Deliver Year 4 of our Carbon Management Plan:

Despite the above action being marked as 100% complete, it should be noted that one of the four milestones to 'Deliver projects in line with the Carbon Management Plan' had to be closed off during the reporting year as no projects could be programmed for delivery during 2023/24 as they were unfunded by either grant or internally allocated capital. There was also limited internal resource within Property Services and a lack of developed projects to carry out this milestone.

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	100%	★
Develop and publish the SFRS Asset Management Strategy.	Finance and Contractual Services	01/04/2023	31/12/2024	75%	▲
Exception reporting for the SFRS Asset Management Strategy: 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 is the foundation for ISO accreditation as well as on Strategic Asset Management Plans for Fleet, Property and Equipment. Peer review from Scottish Government has rated these documents as exemplars. 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 put on hold until there is sufficient budget to undertake this work. <ul style="list-style-type: none">This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (Completion date of 31 December 2024 provided).					

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	100%	★
Support and monitor the assessments of risks associated with identified hazards and develop and implement effective and appropriate mitigations.	Training, Safety and Assurance	01/04/2023	31/03/2024	100%	★
Plan and deliver SFRS' Colleague Engagement Survey.	People	01/04/2023	31/03/2024	100%	★
Review and take actions to enhance SFRS' workplace Culture.	People	01/04/2023	31/03/2024	100%	★
Review and enhance the approach to building Management Capability.	People	01/04/2023	31/03/2024	100%	★
Reduce exposure to contaminants within Operational Response.	Operational Delivery	01/04/2023	30/11/2023	100%	★
Lead and implement the Contaminants Project throughout SFRS to reduce exposure to fire contaminants	Training, Safety and Assurance	01/04/2023	31/03/2025	70%	●

Exception reporting for Contaminants Project:

Two of the five milestones of this action have been completed; however, progress of the overall action has been impacted by the need to prioritise functional workloads.

The initial draft of the Contaminants Policy and Operational Guidance (SOP) is complete and in the final stage of review based on further stakeholder feedback. The final document is due for publishing in Quarter 3 2024/25.

The Contaminants Business Case for capital and resource investment has been approved by the Strategic Leadership Team and funding will enable implementation of Standard Operating Procedure when finalised.

Due to lead time for delivery of additional Personal Protective Equipment (PPE) and storage solutions plus the full consultation period for the Standard Operating Procedure, implementation is now planned for Quarter 4 2024/25.

- **This action has been closed off for the purposes of the 2023/24 reporting period and carried forward as a new action into the Three-Year Delivery Plan 2024-27 (Annual Operating Plan 2024/25) (SO2:3) with an overall completion date of 31 March 2025.**

Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Finance and Contractual Services	01/04/2023	30/06/2024	95%	▲
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Exception reporting for Risk Management Framework:

Three of the four milestones of this action have been completed, with the risk dashboard now live and providing Committee and Executive Board risk reports. Training has been provided to users and monthly updates are now available to Directorates.

Work is continuing in relation to the outstanding milestone to implement a strategic risk appetite statement with a meeting held with the Chief Officer to identify a framework through which risk appetite statements can be developed. This work is continuing with a report to be submitted to the Strategic Leadership Team during Quarter 1 of 2024/25.

- **This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (Completion date of 30 June 2024 provided).**

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	Revised 31/12/2024	65%	▲
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Exception reporting for promoting a positive safety culture:

One of the three milestones of this action has been completed with the Safety Culture Survey analysis completed and communications of findings subsequently published.

The analysis of the culture survey took longer than envisaged due to the volume and level of feedback. The Safety Culture Strategy and Strategy Implementation Plan are in draft and under review prior to progressing through Governance for approval. The objective on the Improvement Plan is to publish it in Quarter 3 2024/25.

- **This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (Completion date of 31 December 2024 provided).**

Modernise our property estate including improvements on dignified facilities and contaminant control.	Finance and Contractual Services	01/04/2023	Revised 31/03/2025	70%	▲
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Exception reporting for modernising property estate:

Three of the five milestones of this action have been completed.

The Estates Development Board approved the existing Blackness Road site for the development of replacement Fire Station accommodation facilitating future disposal of former HQ and service workshop. A contract has been procured via Hard Facilities Management and works commenced, however, structural issues have been identified during down takings and works have been paused to allow development of an engineered solution. Works are expected to re-commence when a design solution becomes available.

The design team has been appointed for the Dalkeith site and are progressing the design and due diligence before recommending submission of offer to buy subject to planning for approval of the Board.

The Liberton site awaits approval of the project brief prior to appointment of Design team.

The outline brief for the Portree site has been agreed and a land search is continuing.

- **This action will be carried forward as a residual action. It will remain within the exception reporting section of this report until it is completed (Completion date of 31 March 2025 provided).**

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	100%	★

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>Due to the dependency on the Communications and Information Governance I-Hub Project, Operations Function, as yet, have no platform to deliver a live Document Conversion Project (DCP).</p> <p>Subject matter content and an order of roll out by Thematic Packages remains available, with the currency of the content and detail under constant review.</p> <p>Outstanding actions to achieve the milestones will require scheduled training of Operations staff in the use of the i-Hub platform (Communications project team to deliver in May 2024), transferring of content/document format (Word to HTML - Operations now required to resource), the development of a communication plan to launch the platform for user interaction, and the revised timeline for phased uploads (due to associated volumes of information this was determined to be one work package per quarter).</p> <p>The Operations Function have embedded this action within the Functional Plan for 2024/25 and continue to work with Communications in anticipation of the delivery platform.</p> <p>The action is 75% complete. It cannot be completed until the iHub, and Web Redesign project is delivered. A revised due date of August 2024 has been provided.</p>
2022/23	Design and Implement a Continuous Improvement Framework across SFRS.	Portfolio Office	31/03/23	31/03/24	★	<p>This work has been replaced with LEAN Project actions and will be managed via Business as Usual (BAU).</p> <p>As such this action has been marked as complete for the purposes of this report.</p>

Report No: B/SPPC/08-24

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 JUNE 2024							
Report Title:	COMMITTEE MEMBERSHIP STRUCTURES							
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 Scottish Fire and Rescue (SFRS) Board approval of required amendments to its committee's membership structures, as previously approved in April 2024, following a Board Member resignation.							
2	Background							
2.1	At the commencement of each financial year an annual governance review is carried out which includes a review of committee membership. Through outcomes of one-to-one appraisals with each Board Member and regular feedback, the Chair of the Board allocates membership of committees to all Board Members and a structure matrix is circulated and maintained.							
2.2	Due to an unpredicted Board Member resignation in June 2024, various positions on committees have become vacant and in order to ensure full membership and effectiveness, a re-structure has taken place with these vacant positions being filled by existing Board Members, thus allowing the SFRS Board to continue to meet the strategic ask of Minister's contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.							
3	Main Report/Detail							
3.1	Following the resignation of Steve Barron, Board Member after nearly 3 years' service on the Board in June 2024, vacant positions were left in the following roles: <ul style="list-style-type: none"> • People Committee, Deputy Chair • Remunerations, Appointments and Nominations Sub-Committee (RANSC), Deputy Chair • Employee Partnership Forum (EPF), Chair 							
3.2	After notification to the Minister for Victims and Community Safety and the Scottish Government Sponsor Unit (Fire) of the resignation, the Chair of the Board promptly identified replacements amongst existing Board Members as follows: <ul style="list-style-type: none"> • Madeline Smith, People Committee • Malcolm Payton, RANSC • Mhairi Wylie, EPF Chair (will be reviewed for 2025/26) 							

3.3	Deputy Chairs of the People Committee and RANSC will be identified from their membership and announced at their next meetings in September 2024. The new Deputy Chair of the People Committee also subsequently becoming a member of the EPF.
3.4	A Deputy Chair of the Audit and Risk Assurance Committee (ARAC) will be announced at the next meeting of this committee in June 2024.
3.5	The Committee Structure Matrix 2024/25 is provided at Appendix A, following amendment.
4	Recommendation
4.1	The SFRS Board are invited to approve the changes to its committee's membership structures as set out in section 3 and Appendix A, subject to any amendments.
5	Key Strategic Implications
5.1	Risk
5.1.1	Committee structures require to be agreed and in place to ensure committees are quorate, perform their scrutiny role and deliver statutory duties effectively.
5.2	Financial
5.2.1	A reduction in one member of the Board will reduce the impact on Board budget.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications arising from this report.
5.4	Workforce
5.4.1	Board Member Steve Barron resigned from the Board in June 2024. This leaves 13 Board Members in total, twelve non-executive members and Chair. Fiona Thorburn will retire from the Board in October 2024, but the Board will still have one member above the minimum number after this point. There will be no need for recruitment this year.
5.5	Health & Safety
5.5.1	There are no Health and Safety implications arising from this report.
5.6	Health & Wellbeing
5.6.1	There are no Health and Wellbeing implications arising from this report.
5.7	Training
5.7.1	New Committee Members will be given the opportunity to meet with Committee Chairs, access recent committee related documentation and offered support from the Board Support Team, if required.
5.8	Timing
5.8.1	This report has been produced to ensure vacant positions on committee's of the Board have been filled promptly.
5.9	Performance
5.9.1	There are no Performance implications arising from this report.
5.10	Communications & Engagement
5.10.1	The detail within this report has been developed by the Board Support Team in consultation with the Chair of the Board and presented to the Board for their consideration and approval, subject to any amendments. Any amendments will be updated on iHub and the SFRS website.

5.11 5.11.1	Legal The information contained within this report is intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.	
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.	
5.12.2	<i>DPIA not applicable as no personal information is contained within this report.</i>	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.	
5.13.2	<i>Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.</i>	
5.14 5.14.1	Service Delivery There are no Service Delivery implications arising from this report.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the Board to approve the amendments to committee membership structures following a recent resignation of a Board Member.	
7	Assurance (Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial /Reasonable/Limited/Insufficient
7.2	Rationale:	The work of committees of the is integral to effective governance within SFRS. Close liaison takes place between the Chair of the Board, the Head of Governance, Strategy and Performance and the Board Support Manager to promptly ensure the resolution of any situations arising and keep all relevant persons informed.
8	Appendices/Further Reading	
8.1	Appendix A – Committee Structure Matrix 2024/25 (amended June 2024)	
Prepared by:		Kevin Murphy, Group Commander, Board Support Manager
Sponsored by:		Kirsty Darwent, Chair of SFRS Board
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
Strategic Plan 2022-25: Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
Governance Route for Report		Meeting Date
<i>SFRS Board</i>		<i>27 June 2024</i>
		<i>For Decision</i>

APPENDIX A

COMMITTEE STRUCTURE MATRIX

(amended June 2024)

Audit and Risk Assurance Committee	People Committee	Remuneration, Appointments & Nominations Sub Committee	Change Committee	Service Delivery Committee	Integrated Governance Forum
Brian Baverstock (Chair)	Mhairi Wylie (Chair & EPF Chair)	Mhairi Wylie (Chair)	Stuart Ballingall (Chair)	Tim Wright (Chair)	Kirsty Darwent (Chair)
Madeline Smith	Andrew Smith	Malcolm Payton	Angiolina Foster (Deputy Chair)	Paul Stollard (Deputy Chair)	Paul Stollard
Neil Mapes	Neil Mapes	Kirsty Darwent	Therese O'Donnell	Angiolina Foster	Stuart Ballingall
Mhairi Wylie	Malcolm Payton	Therese O'Donnell	Tim Wright	Madeline Smith	Mhairi Wylie
Malcolm Payton	Madeline Smith	Stuart Ballingall	Paul Stollard	Andrew Smith	Tim Wright
	Kirsty Darwent (Ex officio)		Kirsty Darwent (Ex officio)	Kirsty Darwent (Ex officio)	Brian Baverstock

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



Report No: B/FCS/09-24

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 JUNE 2024							
Report Title:	RESOURCE BUDGET MONITORING MAY 2024							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	To advise the Board of the Resource Budget position for the period ending 31 May 2024.							
2	Background							
2.1	The Scottish Government initially allocated funding to SFRS for 2024/25 of £393.3million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £317.3million and £43million respectively, and £33million in respect of depreciation (Ring-fenced or “non-cash” DEL).							
2.2	In addition, the Scottish Government has recognised a funding error in respect of IFRS16 and has advised that the Justice portfolio intends to allocate an additional £0.3million at the Autumn Budget Revision (ABR) accordingly.							
2.3	The ABR additional budget allocation will therefore result in a revised Resource budget of £317.6million which has been reflected in this report.							
3	Main Report/Detail							
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A.							
3.2	These reports detail the current underspend against budget of £0.045million. The forecast year-end position at this stage shows an underspend of £0.334million .							
3.3	The forecast highlights that employee cost underspends are expected on Wholetime of £0.617million, Control £0.127million and Support £0.105million. There is a respective overspend forecast for On Call of £0.435million.							
4	Recommendation							
4.1	The Board is asked to scrutinise the report.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	The financial risks are detailed within the report.							

5.2 5.2.1	Financial The financial implications are detailed within the report.
5.3 5.3.1	Environmental & Sustainability There are no environment and sustainability implications directly associated with this report.
5.4 5.4.1	Workforce The workforce implications are detailed within the report.
5.5 5.5.1	Health & Safety There are no health and safety implications directly associated with this report.
5.6 5.6.1	Health & Wellbeing There are no health and wellbeing implications directly associated with this report.
5.7 5.7.1	Training The training implications are detailed within the report.
5.8 5.8.1	Timing The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.
5.9 5.9.1	Performance The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10 5.10.1	Communications & Engagement Once presented to the Board, this report will be a public document and will be available via the Service website.
5.11 5.11.1	Legal SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.
5.12 5.12.1	Information 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 31 May 2024. The May resource monitoring report shows a current underspend against budget of £0.045million, with a forecast year-end underspend of £0.334million.

OFFICIAL

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 June 2024</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>27 June 2024</i>	<i>For Scrutiny</i>

Appendix A

May 2024

May 2024 - Content

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	Other Employee
5.6	Supplies & Services
5.7	Financing
6	Progress of Initial Budgeted Savings
7	Further Actions
8.1	Forecast Risks Summary
8.2	Forecast Risks – Detail
8.3	Forecast Risks – Detail
8.4	Forecast Risks – Contingency

SFRS Resource Monitoring Report – May 2024

The report below covers the period 1st April 2024 – 31st May 2024. It highlights a year-to-date underspend of £0.045 million with a forecast underspend of £0.334 million (0.1% of the full year budget).

Appendix A

SCOTTISH FIRE & RESCUE SERVICE
Resource Budgetary Control Report 2024/25

£000

Period 2			1 April 2024 - 31 May 2024							
Original Budget	Virements	Revised Annual Budget	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
				Budget	Actual	Variance		Forecast	Variance	
						£	%		£	%
(1)	(2)	(1)+(2) (3)	(4)	(5)	(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(3) (10)	
251,489	(1,052)	250,437	Employee Costs	40,850	40,798	52	0.1%	250,052	385	0.2%
242,775	(1,052)	241,723	Salary and Related Costs (including overtime)	39,427	39,375	52	0.1%	241,309	414	0.2%
167,617	(520)	167,097	Wholetime	27,269	27,349	(80)	-0.3%	166,480	617	0.4%
8,092	20	8,112	Control	1,310	1,302	8	0.6%	7,985	127	1.6%
28,021	-	28,021	On-Call	4,443	4,227	216	4.9%	28,456	(435)	-1.6%
39,045	(552)	38,493	Support	6,405	6,497	(92)	-1.4%	38,388	105	0.3%
8,714	-	8,714	Other Employee Costs	1,423	1,423	-	0.0%	8,743	(29)	-0.3%
3,824	-	3,824	Early Retirement Charges	633	633	-	0.0%	3,824	-	0.0%
1,076	-	1,076	Training	179	179	-	0.0%	1,076	-	0.0%
2,573	-	2,573	Subsistence & Travel	408	408	-	0.0%	2,602	(29)	-1.1%
1,241	-	1,241	Other	203	203	-	0.0%	1,241	-	0.0%
31,507	-	31,507	Property Costs	3,709	3,709	-	0.0%	31,507	-	0.0%
27,203	1,051	28,254	Supplies & Services	3,684	3,684	-	0.0%	28,265	(11)	0.0%
6,030	-	6,030	Transport Costs	1,075	1,075	-	0.0%	6,030	-	0.0%
1,693	1	1,694	Third Party Payments	192	192	-	0.0%	1,694	-	0.0%
1,663	-	1,663	Financing	277	284	(7)	-2.5%	1,703	(40)	-2.4%
319,585	-	319,585	GROSS EXPENDITURE	49,787	49,742	45	0.1%	319,251	334	0.1%
(1,975)	-	(1,975)	Income	(254)	(254)	-	0.0%	(1,975)	-	0.0%
-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
317,610	-	317,610	NET EXPENDITURE	49,533	49,488	45	0.1%	317,276	334	0.1%

Figures are based on assumptions detailed in section 2.

Forecast Assumptions

Wholetime Firefighters (WTFF)

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

Control

- All existing staff are forecast to continue in their current roles and pay rates for the remainder of the financial year.
- Costs for posts where start dates have been agreed are included in the forecast.
- Known leavers have been included in the forecast and an acting up chain is assumed will immediately follow. This means that all leavers are forecast to result in savings at Control Firefighter competent level.
- Staff in firefighter development roles will progress to competent pay after 36 months.

On Call personnel

- Retainer fees have been forecast based on current staff levels.
- Due to the volatility of On Call activity the forecast reflects the year-to-date position only and has not been extrapolated for the full year.

Support

- All existing staff are forecast to continue in their current roles and pay rates for the remainder of the financial year.
- Costs for posts where start dates have been agreed are included in the forecast.
- Known leavers have been factored into the forecast.
- No adjustments have been made for current recruitment that is underway but has yet to be offered, or future staff turnover, as it is assumed these will negate each other.

Pay Awards

- The pay award for uniformed employees has been agreed and has been included in the forecast. The Support staff pay award has been forecast in line with budget.

Expenses

- The forecast for all expense lines assume that they will be delivered on budget unless there is specific business intelligence that indicates otherwise. Both the year-to-date figures and forecast have been adjusted accordingly to compensate for year end accruals.

Budget Virements

During May 2024 the following budget virements resulted in movements between categories of expenditure:

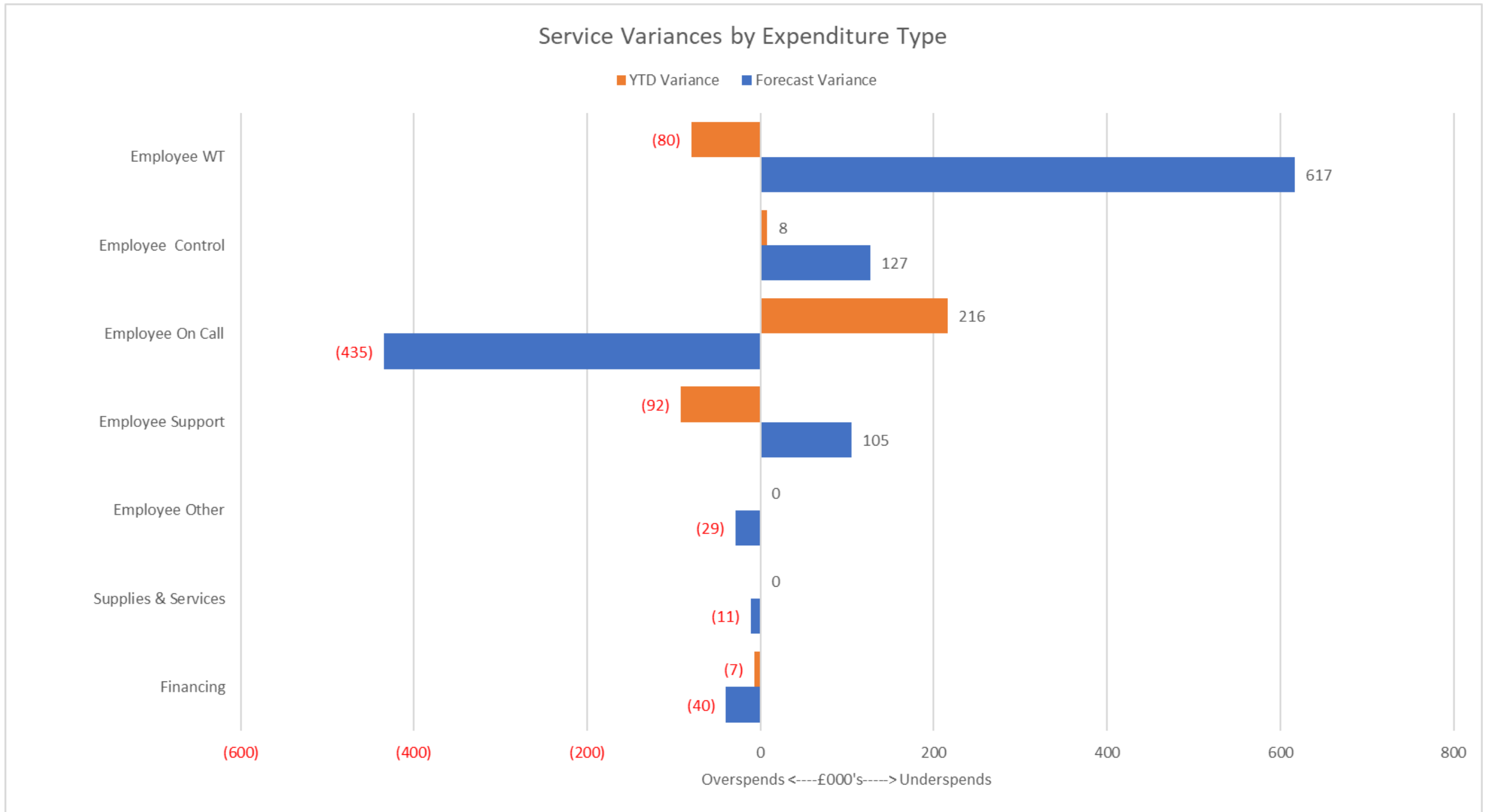
- The allocation of resource to support the administration of the modern apprenticeship scheme. This resulted in an increase in the budget for Employee Support of £77,000 and a corresponding decrease in the budget for Supplies & Services.
- The allocation of budget to support the consolidation of Local Government Pension Schemes (LGPS). This has resulted in an increase in the budget for Employee Support costs of £25,000 and a corresponding decrease in the budget for Supplies & Services.
- Minor budget setting corrections which resulted in an increase in the budget for Employee Support of £78,000, an increase in the budget for Subsistence & Travel of £3,000, an increase in the budget for Third Party / Central Support of £1,000 and a reduction in the budget for Supplies & Services of £82,000.
- The table below highlights all the budget virements that have taken place within the current financial year.

Analysis of Budget Virements £000's

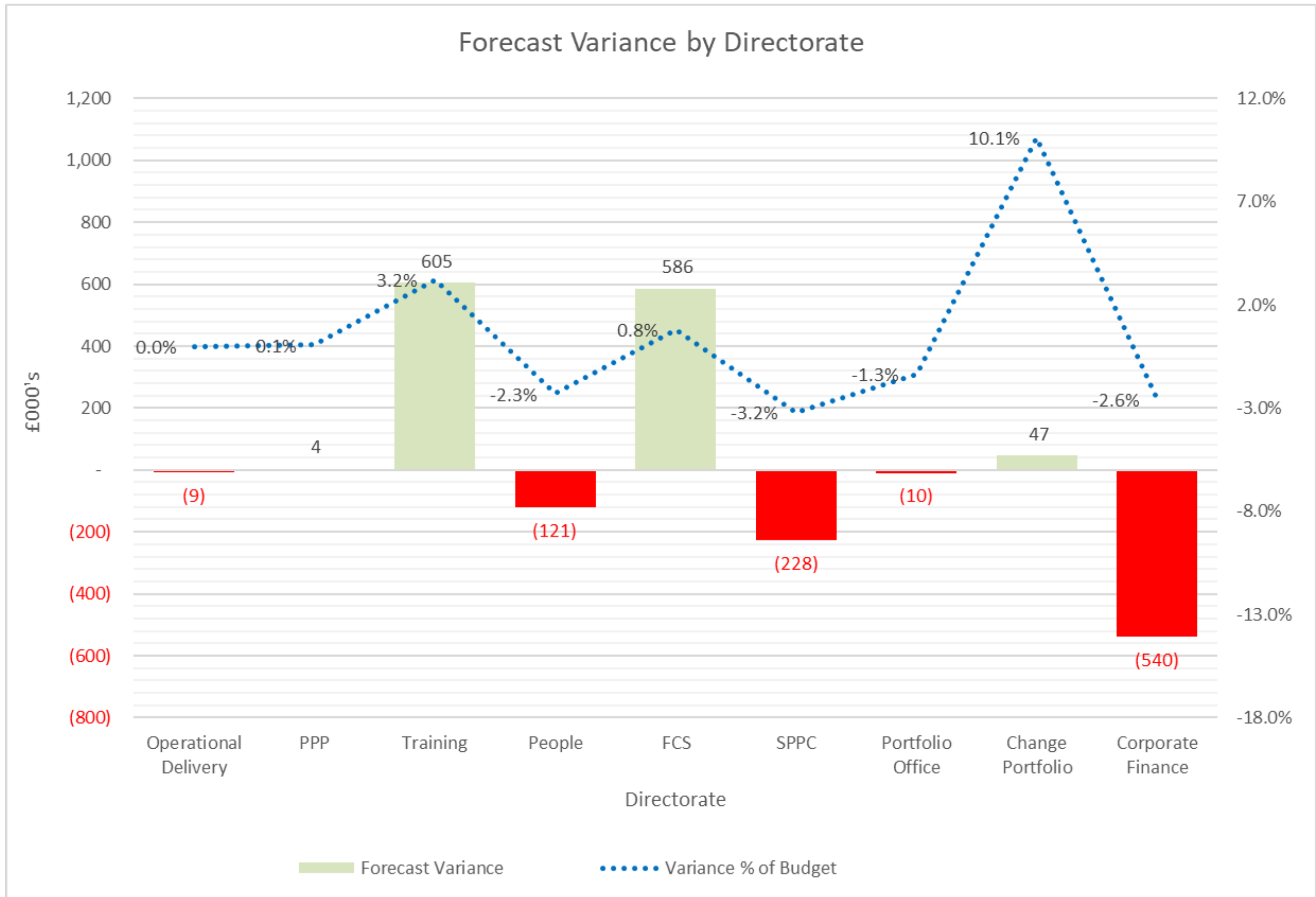
	Budget Approved by the Board	SSRP	PPFT	Development to Competent	Modern Apprenticeship Scheme	Pension Consolidation	Other	Revised Budget
Employee WT	167,617	-	-	(502)	-	-	(19)	167,097
Employee Control	8,092	-	-	-	-	-	20	8,112
Employee Retained	28,021	-	-	-	-	-	-	28,021
Employee Support	39,045	(691)	(100)	-	77	25	138	38,493
Employee Pension	3,824	-	-	-	-	-	0	3,824
Employee Training	1,076	-	-	-	-	-	-	1,076
Employee Subsistence & Travel	2,573	-	-	-	-	-	(0)	2,573
Employee Other	1,241	-	-	-	-	-	-	1,241
Property	31,507	-	-	-	-	-	0	31,507
Supplies & Services	27,203	691	100	502	(77)	(25)	(140)	28,254
Transport	6,030	-	-	-	-	-	-	6,030
Third party / Central Support	1,693	-	-	-	-	-	1	1,694
Financing	1,663	-	-	-	-	-	0	1,663
Unallocated Savings	-	-	-	-	-	-	0	-
Income	(1,975)	-	-	-	-	-	-	(1,975)
Disposal of Assets	-	-	-	-	-	-	-	-
Net Expenditure	317,610	-	-	0	(0)	0	(0)	317,610

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

Variance Analysis by Expenditure Categories



Variance Analysis by Directorate

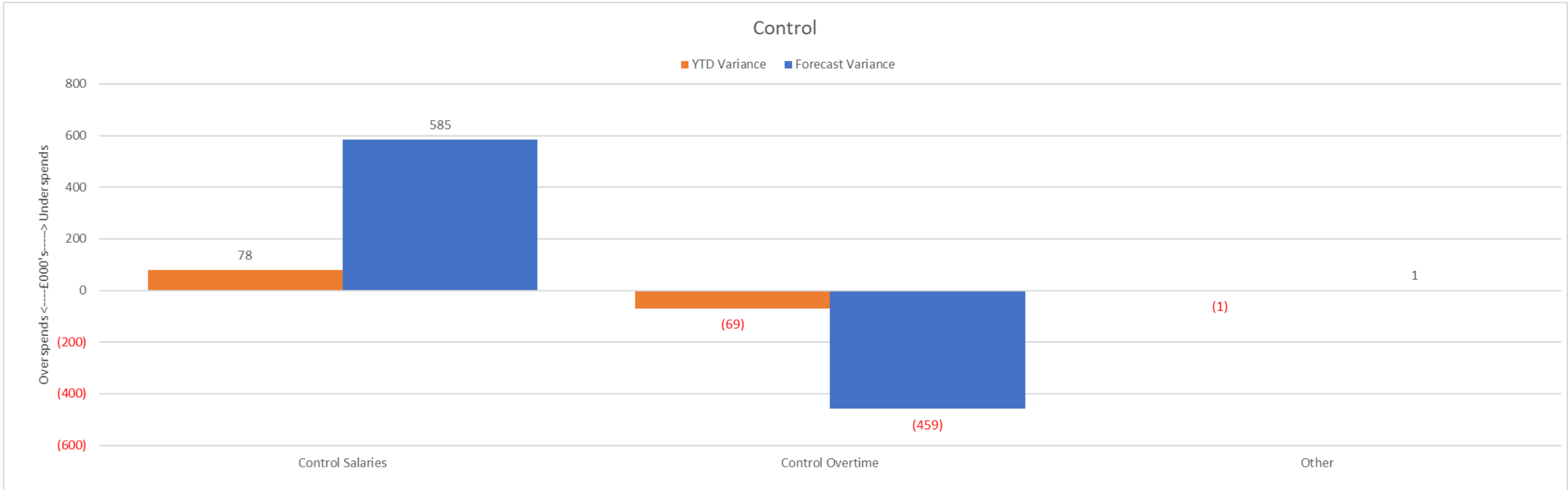


Year to Date (YTD)	Forecast
Currently £80,000 overspent, representing 0.3% of budget.	Forecast to be £617,000 underspent, representing 0.4% of budget.
YTD Underspends: <ul style="list-style-type: none"> • CPD – the result of an increase in staff who have yet to become eligible to receive to CPD payments. • Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. 	Changes in Financial Position: <ul style="list-style-type: none"> • CPD – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. • Allowances - the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. • Salaries – the forecast reflects an increase in firefighters that are expected to leave during the financial year. As a result of the increased number of retirements, the September 2024 firefighter recruitment intake has been increased from 48 to 72 and this is also reflected in the forecast. • Flexi - the forecast is based on payments made in the current month extrapolated across the remainder of the financial year.
YTD Overspends: <ul style="list-style-type: none"> • Salaries – the result of the profiling of trainee intakes along with the impact of acting up chains. • Flexi – additional flexi duty officers to cover sickness, acting up chains and to support corporate initiatives. 	



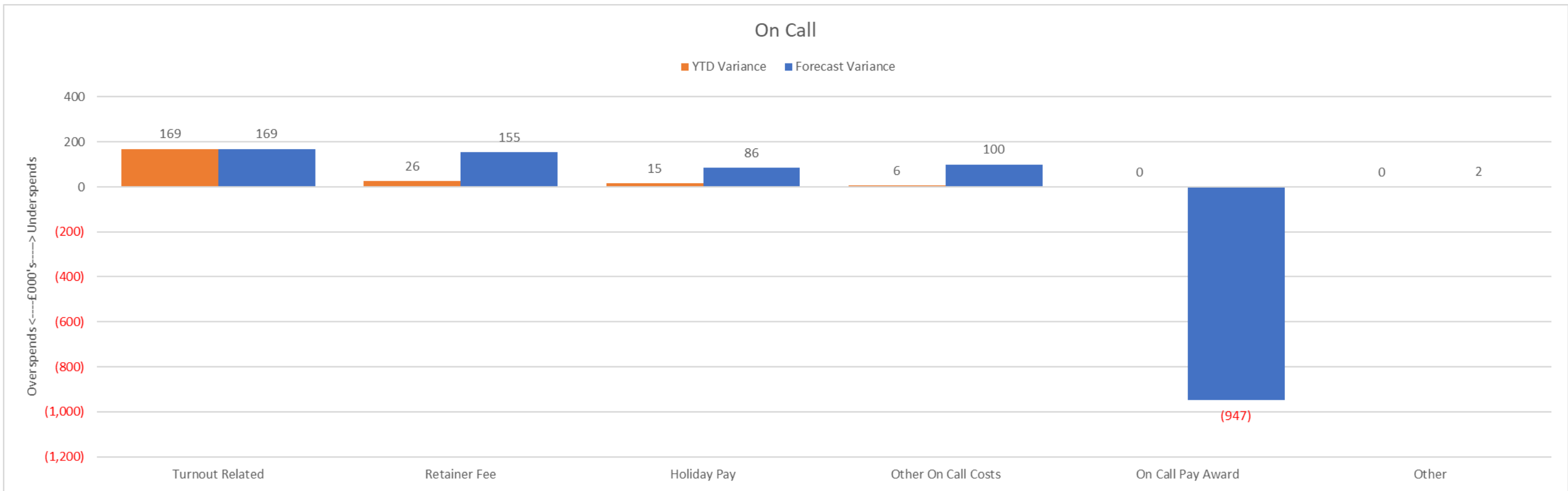
Control

Year to Date (YTD)	Forecast
Currently £8,000 underspent, representing 0.6% of budget.	Forecast to be £127,000 underspent, representing 1.6% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. At the end of May 2024 there were eight FTE vacancies within the Control rooms. 	Changes in Financial Position: <ul style="list-style-type: none"> Salaries – the ongoing impact of current vacancies, staff in development roles and staff that have indicated they will be retiring. The forecast does not include any recruitment. Overtime – the forecast is based on current activity levels required to support vacancies and assumes that the underspend in salaries will be compensated for by an overspend in overtime.
YTD Overspends: <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. 	



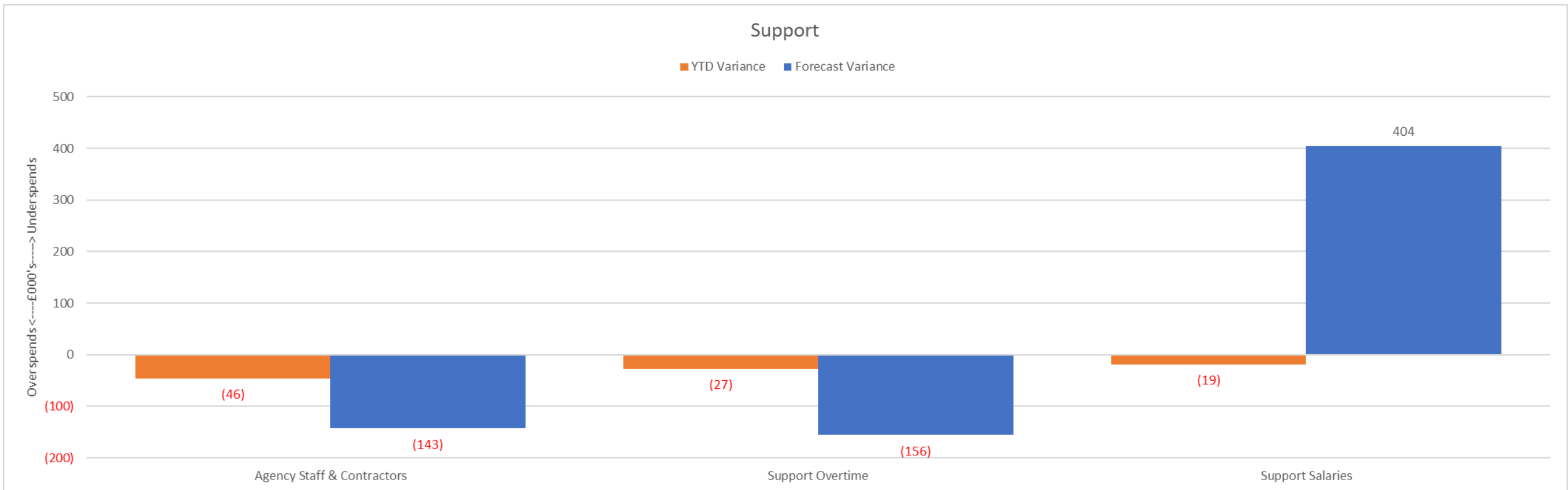
On Call

Year to Date (YTD)	Forecast
<p>Currently £216,000 underspent, representing 4.9% of budget.</p>	<p>Forecast to be £435,000 overspent, representing 1.6% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Turnout Related – reduced activity levels. • Retainer Fees – the result of reduced numbers within the On Call workforce across the North and West Service Delivery Areas (SDAs). • Holiday Pay – the impact of reduced activity. • Other On Call Costs – reduced national insurance costs offset by increased costs for On Call staff carrying out administration activities. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Turnout Related – due to the volatility of these costs a cautious approach, at this stage of the year, has been employed. The forecast assumes costs will be at budgeted levels for the remainder of the year. • Retainer Fees – the forecast is based on current staffing levels, with payments made in the current month being extrapolated across the remainder of the financial year • Other On Call Costs – the additional administration activity is not forecast to continue, and the current rates of national insurance have been applied to the forecast for all On Call costs. • On Call Pay Award – following acceptance of the NJC pay offer the forecast includes an uplift in On Call retainer fees which will be effective from January 2025.
<p>YTD Overspends:</p>	



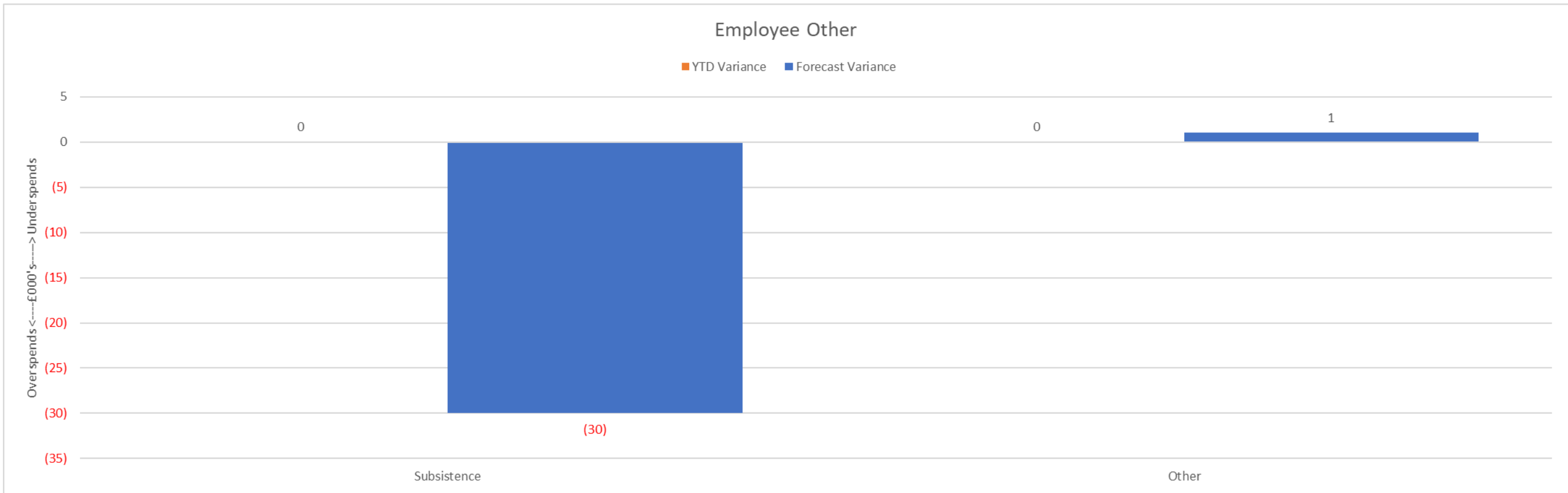
Support

Year to Date (YTD)	Forecast
Currently £92,000 overspent, representing 1.4% of budget.	Forecast to be £105,000 underspent, representing 0.3% of budget.
YTD Underspends:	Changes in Financial Position:
YTD Overspends: <ul style="list-style-type: none"> Agency Staff & Contractors – unbudgeted costs for staff providing temporary short-term resource within the Asset Management and Corporate Communications functions. Overtime – overtime required to provide cover for vacancies within the fleet function to ensure appliances remain operational. Salaries – current staffing levels are above the budgeted levels across most Directorates when the agreed 10% vacancy factor is taken into account. 	<ul style="list-style-type: none"> Agency Staff & Contractors – all agency staff costs are forecast to stop after November 2024. Salaries – the forecast is based on current staffing levels adjusted to reflect known leavers and new starts. This includes some fixed term contracts coming to an end during the year.



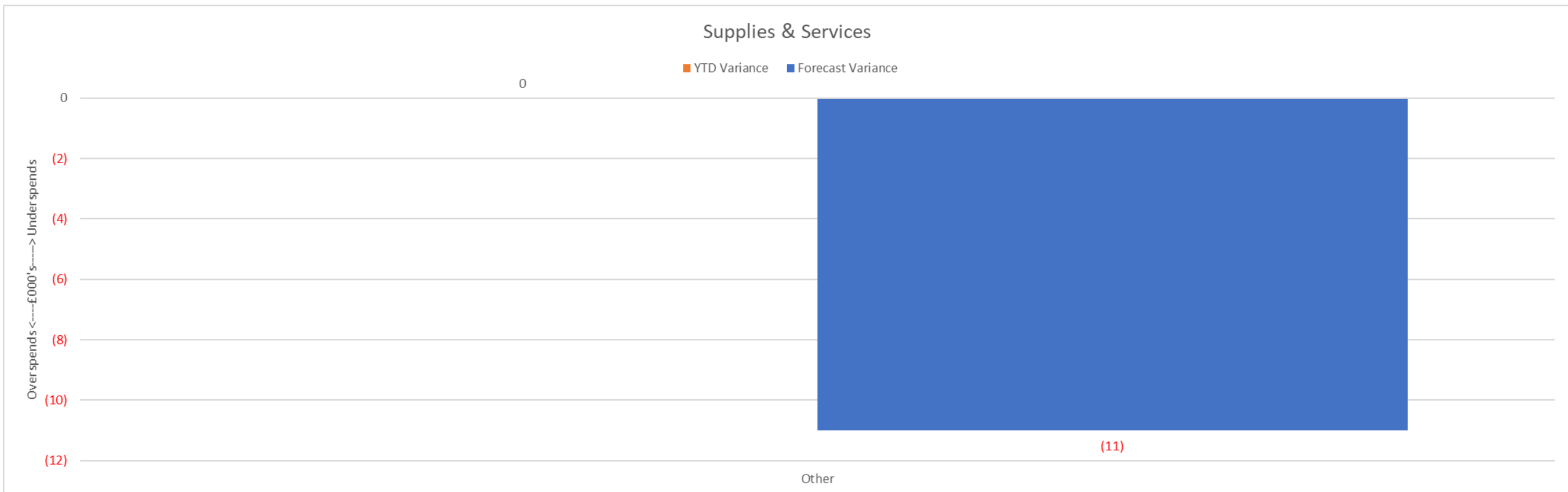
Other Employee

Year to Date (YTD)	Forecast
Currently on budget.	Forecast to be £29,000 overspent, representing 0.3% of budget.
YTD Underspends:	Changes in Financial Position: <ul style="list-style-type: none">Subsistence – the forecast reflects the increased accommodation costs for the additional 24 new recruits that are scheduled to start in September 2024.
YTD Overspends:	

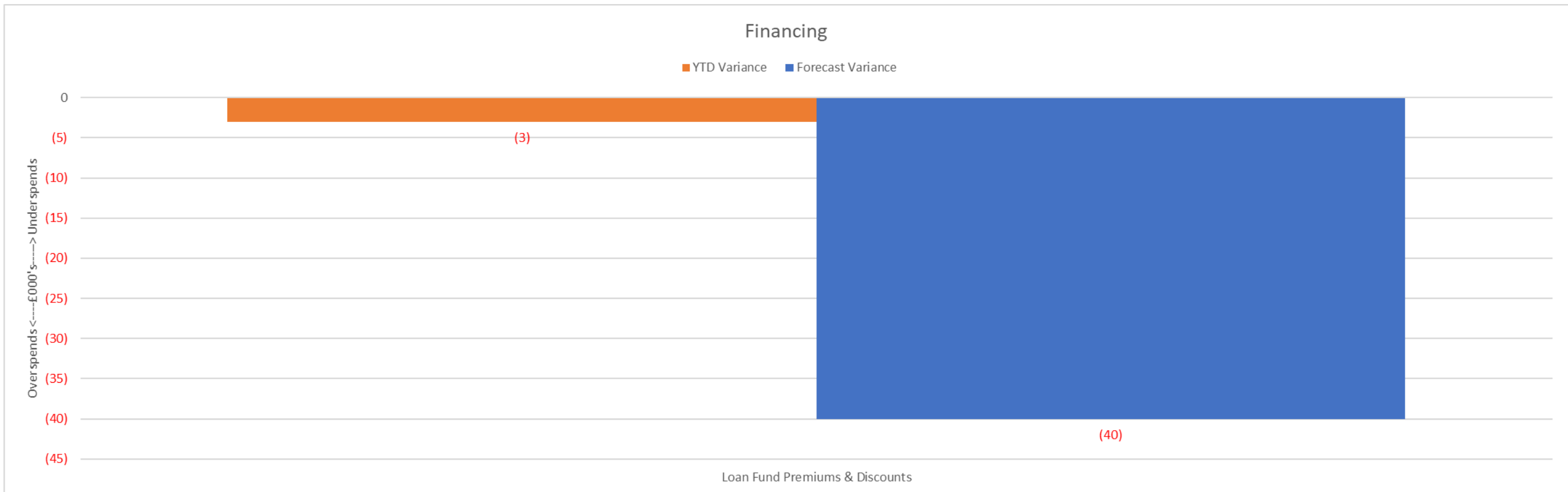


Supplies & Services

Year to Date (YTD)	Forecast
Currently on budget.	Forecast to be £11,000 overspent, representing 0.04% of budget.
YTD Underspends:	Changes in Financial Position: <ul style="list-style-type: none"> Other – the forecast reflects the increased catering costs for the additional 24 new recruits that are scheduled to start in September 2024.
YTD Overspends:	



Year to Date (YTD)	Forecast
Currently £7,000 overspent representing 2.5% of budget.	Forecast to be £40,000 overspent representing 2.4% of budget.
YTD Underspends:	Changes in Financial Position:
YTD Overspends: <ul style="list-style-type: none"> Loan Funds Premiums & Discounts – the result of increased costs for financing the Service’s legacy loans. 	



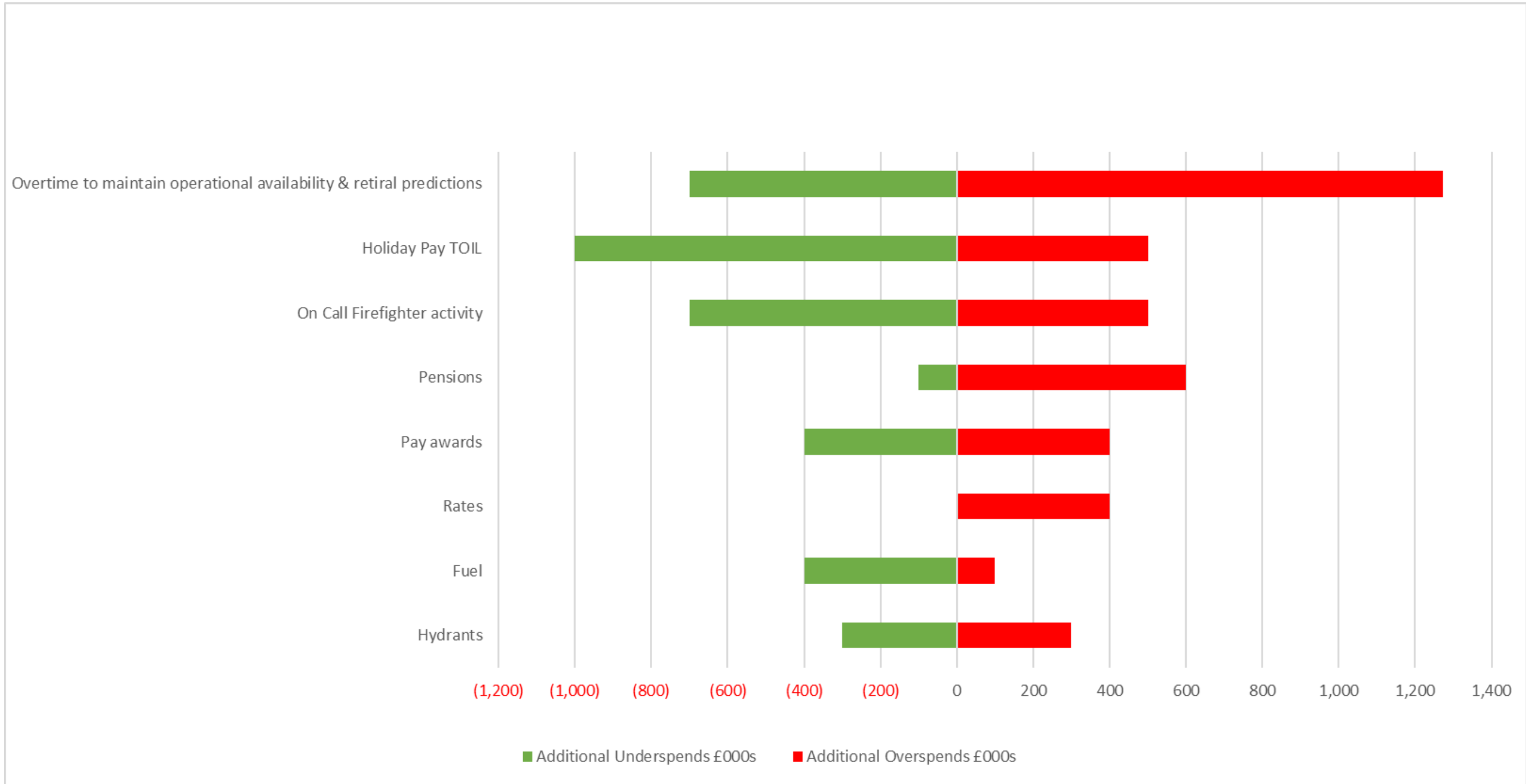
Progress on Budgeted Savings

	Year to Date			Full Year			Nature of Savings	Change from Previous Forecast	Commentary
	Target included in Budget	Savings Delivered	Status	Included in the 24/25 Budget	Forecast to be Delivered in 24/25	Red, Amber, Green Status			
Wholetime	1,131	1,013	A	6,788	6,998	G+	Recurring	(389)	Increased levels of retirals are forecast to result in a further underspend in WTFF salaries.
On-Call	138	281	G+	829	972	G+	Recurring	63	Reduced On-Call turnout activity
Support	-	-	P	-	-	G	Recurring	-	
Early Retirement Charges	-	-	P	-	-	G	Recurring	-	
Training	-	-	P	-	-	G	One Off	-	
Subsistence	-	-	P	-	-	G	Recurring	-	
Other	-	-	P	-	-	G	Recurring	-	
Property Costs	133	133	G	800	800	G	Recurring	-	
Supplies & Services	52	52	G	310	310	G	Recurring	-	
Transport Costs	-	-	P	-	-	G	Recurring	-	
Third Party Payments	13	13	G	78	78	G	Recurring	-	
Financing	30	23	A	177	137	A	Recurring	(40)	Increased costs for servicing legacy loans
Income	13	13	G	75	75	G	Recurring	-	
								-	
TOTAL	1,510	1,527	G+	9,057	9,371	G+		(366)	

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

Estimated Range of Risks to Reported Financial Position



Total Underspend Risk to Reported Position £000

£3,600

Total Overspend Risk to Reported Position £000

£4,074

Financial Risks

High Impact Risks

Overtime & Retiral Predictions

- Future retirals may mean that 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 or to recruit additional trainee firefighters.

Holiday Pay / TOIL

- The holiday entitlement and TOIL balances held on the 31st March 2025 may differ from those held on 31st March 2024. This would result in the need for a financial adjustment (accrual) to reflect the change in liability and would lead to employee costs varying from forecast.

On Call Activity

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

Pensions

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

Risks

High Impact Risks impact on reported forecast may be greater than £500,000

Medium Impact Risks impact on reported forecast likely to be between £250,000 and £499,999

Lower Impact Risks impact on reported forecast not likely to exceed £249,999

Financial Risks

Medium Impact Risks

Pay awards

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

Rates

- There is a risk that local authorities apply increases to property rates, either through inflation or by revising transitional relief, which result in the cost of rates being higher than forecast.

Fuel

- There is a risk that consumption of fuel and changes prices result in costs differing from the forecast.

Hydrants

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

Risks

High Impact Risks impact on reported forecast may be greater than £500,000

Medium Impact Risks impact on reported forecast likely to be between £250,000 and £499,999

Lower Impact Risks impact on reported forecast not likely to exceed £249,999

Contingency Fund

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

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

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

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

	Period of adjustment	Total
Contingency Fund 2024/25		
Opening Contingency Fund		2,880
<u>Utilisation of Contingency</u>		
Jenners budget correction	April	(10)
Remove travel & subsistence from seconded officers	April	3
STC secondee correction	April	5
Market allowance budget to Portfolio Office	April	(14)
Development to Competent budget correction	April	508
FBU missing LGPS	April	(3)
Staffing budget correction PPFT / Rostering	April	(57)
Modern Apprentice Business Case	May	(77)
Pensions Consolidation Post	May	(25)
Contaminants	May	(6)
ICT Budget Correction	May	(78)
In-Vehicle Systems	May	33
Amount utilised in year		280
Current Contingency Fund		3,161
Pension Consolidation		4
Contaminants		332
Rostering		254
PPFT		363
Island Allowance		41
Asbestos Screening		170
Portfolio Office Staffing		691
Ring Fenced For Business Cases		1,856
Unallocated Contingency Fund		1,304



Report No: B/FCS/10-24

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE																		
Meeting Date:	27 JUNE 2024																		
Report Title:	CAPITAL MONITORING REPORT 2024/25 – MAY 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 actual and committed expenditure against the 2024/25 capital budget for the period ending 31 May 2024.																		
2	Funding																		
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 27 February 2024, set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £43.0m (rounded) for 2024/25.																		
2.2	At present, there is no budget for the disposal of Non-Operational Vehicles and Properties, but the Net Book Value of any surplus assets sold will be re-invested back into the Capital budget during the year. No other capital receipts are currently anticipated.																		
2.3	The total capital funding for the financial year is £43.026m, as shown in the table below:																		
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #800000; color: white;">Funding Source</th> <th style="background-color: #800000; color: white;">Budget £000s</th> <th style="background-color: #800000; color: white;">%</th> </tr> </thead> <tbody> <tr> <td>Capital DEL</td> <td style="text-align: right;">43,026</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>Capital Receipts</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0%</td> </tr> <tr> <td>TOTAL FUNDING</td> <td style="text-align: right;">43,026</td> <td style="text-align: right;">100%</td> </tr> </tbody> </table>							Funding Source	Budget £000s	%	Capital DEL	43,026	100%	Capital Receipts	0	0%	TOTAL FUNDING	43,026	100%
Funding Source	Budget £000s	%																	
Capital DEL	43,026	100%																	
Capital Receipts	0	0%																	
TOTAL FUNDING	43,026	100%																	

3	Progress towards Programme Delivery																																																																									
3.1	<p>Capital Expenditure has been programmed based on available funding as shown in the table below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #c00000; color: white;"> <th rowspan="3" style="text-align: center;">Category</th> <th rowspan="3" style="text-align: center;">Approved Budget £000s</th> <th colspan="6" style="text-align: center;">Expenditure £000s</th> </tr> <tr style="background-color: #c00000; color: white;"> <th colspan="3" style="text-align: center;">Spend in Progress</th> <th rowspan="2" style="text-align: center;">Forecast to Year End</th> <th rowspan="2" style="text-align: center;">Full Year Forecast</th> <th rowspan="2" style="text-align: center;">Variance to Budget</th> </tr> <tr style="background-color: #c00000; color: white;"> <th style="text-align: center;">Committed</th> <th style="text-align: center;">Receipted</th> <th style="text-align: center;">Paid</th> </tr> </thead> <tbody> <tr> <td>Property – Major Works</td> <td style="text-align: right;">13,330</td> <td style="text-align: right;">5,552</td> <td style="text-align: right;">0</td> <td style="text-align: right;">562</td> <td style="text-align: right;">3,199</td> <td style="text-align: right;">9,313</td> <td style="text-align: right;">4,017</td> </tr> <tr> <td>Property – Minor Works</td> <td style="text-align: right;">5,720</td> <td style="text-align: right;">2,163</td> <td style="text-align: right;">0</td> <td style="text-align: right;">83</td> <td style="text-align: right;">3,474</td> <td style="text-align: right;">5,720</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Vehicles</td> <td style="text-align: right;">5,426</td> <td style="text-align: right;">2,105</td> <td style="text-align: right;">1</td> <td style="text-align: right;">10</td> <td style="text-align: right;">3,310</td> <td style="text-align: right;">5,426</td> <td style="text-align: right;">0</td> </tr> <tr> <td>ICT</td> <td style="text-align: right;">13,053</td> <td style="text-align: right;">1,857</td> <td style="text-align: right;">0</td> <td style="text-align: right;">242</td> <td style="text-align: right;">11,592</td> <td style="text-align: right;">13,691</td> <td style="text-align: right;">(638)</td> </tr> <tr> <td>Operational Equipment</td> <td style="text-align: right;">5,497</td> <td style="text-align: right;">40</td> <td style="text-align: right;">0</td> <td style="text-align: right;">434</td> <td style="text-align: right;">5,023</td> <td style="text-align: right;">5,497</td> <td style="text-align: right;">0</td> </tr> <tr> <td>TOTAL EXPENDITURE</td> <td style="text-align: right;">43,026</td> <td style="text-align: right;">11,717</td> <td style="text-align: right;">1</td> <td style="text-align: right;">1,331</td> <td style="text-align: right;">26,598</td> <td style="text-align: right;">39,647</td> <td style="text-align: right;">3,379</td> </tr> <tr> <td>Percentage of Budget</td> <td style="text-align: right;">100.0%</td> <td style="text-align: right;">27.2%</td> <td style="text-align: right;">0.0%</td> <td style="text-align: right;">3.1%</td> <td style="text-align: right;">61.8%</td> <td style="text-align: right;">92.1%</td> <td style="text-align: right;">7.9%</td> </tr> </tbody> </table>	Category	Approved Budget £000s	Expenditure £000s						Spend in Progress			Forecast to Year End	Full Year Forecast	Variance to Budget	Committed	Receipted	Paid	Property – Major Works	13,330	5,552	0	562	3,199	9,313	4,017	Property – Minor Works	5,720	2,163	0	83	3,474	5,720	0	Vehicles	5,426	2,105	1	10	3,310	5,426	0	ICT	13,053	1,857	0	242	11,592	13,691	(638)	Operational Equipment	5,497	40	0	434	5,023	5,497	0	TOTAL EXPENDITURE	43,026	11,717	1	1,331	26,598	39,647	3,379	Percentage of Budget	100.0%	27.2%	0.0%	3.1%	61.8%	92.1%	7.9%
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3.2	<p>Position Summary for May 2024:</p> <ul style="list-style-type: none"> • The actual and receipted capital expenditure to date is £1.332m (3.1%) with a further £11.717m (27.2%) of committed expenditure. • The current capital forecast is £39.647m compared to the approved capital budget of £43.026m. The forecast underspend of £3.379m relates to a forecast underspend in Property Major Works partially offset by a forecast overspend in ICT. • Property Major Works has a Budget RAG status of Amber due to uncertainty about the progress/timing of some key projects. We are working with Service Delivery colleagues to progress critical decisions on the relevant sites. If necessary thereafter, virements may be processed to bring the RAG status back to Green. • ICT Equipment has a Budget RAG status of Amber due to forecast overspend as a result of deliveries expected in 2023/24 but not received until 2024/25. Budget virements will be processed in the coming months to bring the RAG status back to Green. In addition, NMS has a Budget RAG status of Amber pending the outcome of the current procurement process. • Property Minor Works, Vehicles and Operational Equipment are all on track with a Budget RAG status of Green. • Carried forward expenditure from the prior year is included within the forecasts, necessary virements will be completed in the coming months. • Budget virements in the Period are detailed in Appendix A. 																																																																									
3.3	<p>Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year.</p>																																																																									
3.4	<p>The following Actions are now planned:</p> <ul style="list-style-type: none"> • Work with Service Delivery colleagues, through the Service Delivery Board, on Property Major Works projects to progress critical decisions on the relevant sites, • Identify and prepare alternative projects within the Capital Programme that could be brought forward if necessary, • Process virements where necessary to ensure full budget spend across the programme. 																																																																									
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 31 May 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.
5.1.2	Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to The SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets with the highest risk of failure, or which have the highest operational impact from failure, and to address those issues of concern for the health and safety of asset users.
5.2	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 fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants in prior years have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	Workforce
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	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 Service Delivery Board.
5.8	Timing
5.8.1	This report covers the period up to 31 May 2024 and known events just after the period end.
5.9	Performance
5.9.1	Total forecast expenditure at present is £39.647m compared to the budget of £43.026m. The forecast underspend of £3.379m is detailed at Section 3.
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 maintain and improve service delivery capabilities. The introduction of new assets is closely coordinated between asset management, ICT, training and local service delivery areas.	
5.14.2	Any delays in capital expenditure have implications on their Milestone RAG status and for service delivery in the timing of new assets becoming available for operational use. There is currently no operational impact from the progress of the capital programme at this stage in the financial year.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2024/25 capital budget for the period ending 31 May 2024. It is currently anticipated that with the planned actions outlined at paragraph 3.3, the approved budget of £43.026m will be spent out by 31 March 2025.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	The financial position is closely reviewed on a monthly basis with budget holders and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A – Capital Monitoring Report – May 2024	
Prepared by:	Tracey-Anne Morrow, Deputy Accounting Manager	
Sponsored by:	Lynne McGeough, Head of Finance and Procurement	
Presented by:	Sarah O'Donnell, Head of Finance and Contractual Services	
Links to Strategy and Corporate Values		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outlined in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>19 June 2024</i>	<i>For Information/Scrutiny</i>
<i>SFRS Board</i>	<i>27 June 2024</i>	<i>For Scrutiny</i>

Capital Monitoring Report

May 2024

Content

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

Capital Monitoring Report – May 2024

Full Year Actuals/Forecast v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actuals	Forecast				£000's			
				Q1	Q1/2	Q3	Q4					
				Apr-May	Jun-Sep	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status	
Property Major Works	13,330	0	13,330	562	3,734	2,680	2,337	9,313	4,017	30%	Amber	
Property Minor Works	5,720	0	5,720	83	839	1,199	3,599	5,720	0	0%	Green	
Vehicles	5,426	0	5,426	11	1,623	777	3,015	5,426	0	0%	Green	
ICT	13,053	0	13,053	242	1,240	6,706	5,503	13,691	(638)	(5%)	Amber	
Operational Equipment	5,497	0	5,497	434	1,548	1,820	1,695	5,497	0	0%	Green	
Total Expenditure	43,026	0	43,026	1,332	8,984	13,182	16,149	39,647	3,379	8%	Amber	
Cumulative Total				1,332	10,316	23,498	39,647					

Capital Monitoring – May 2024

Year to Date Budget virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	13,330	0	13,330	Internal virements in Period 2. £1.100m vired from Site Purchase (RAAC replacement opportunity led) with £0.590m to Salen, £0.300m to Galashiels, £0.110m to Dingwall and £0.100m to Newcraighall. Net movement at Period 2 is £0m.
Property Minor Works	5,720	0	5,720	There are no budget virements to date.
Vehicles	5,426	0	5,426	There are no budget virements to date.
ICT	13,053	0	13,053	Internal virement in Period 2 with £0.100m vired from Telephony to Operations Mobilisation. Net movement at Period 2 is £0m.
Operational Equipment	5,497	0	5,497	There are no budget virements to date.
Total	43,026	0	43,026	
Project Funding				
Capital DEL	-43,026	0	-43,026	Approved GiA budget of £43.026m.
Capital Receipts	0	0	0	There are no budget virements to date.
Total	-43,026	0	-43,026	



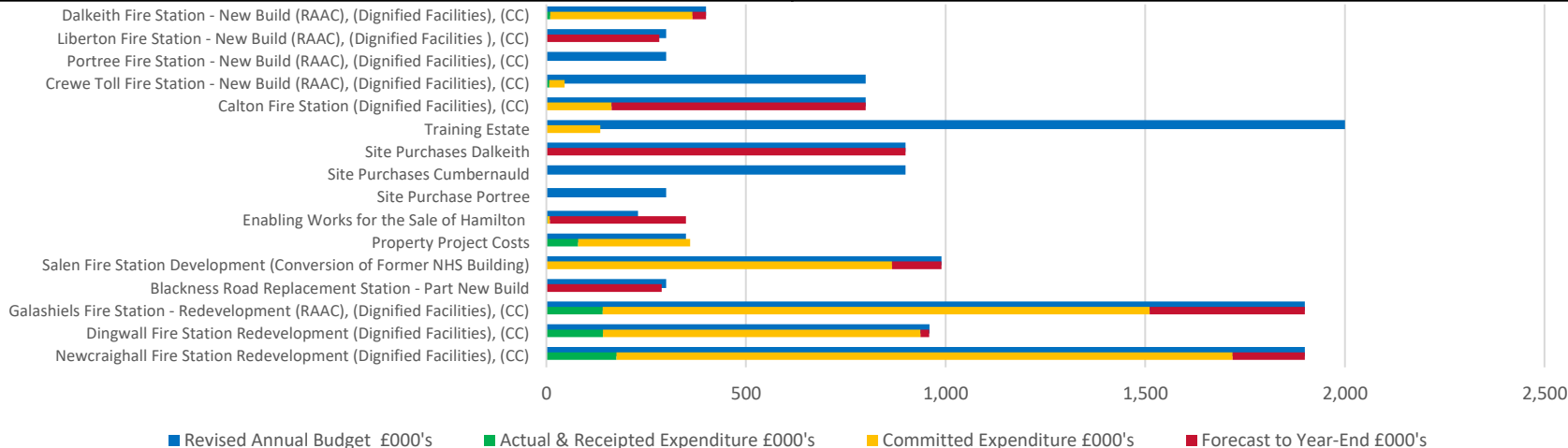
Property Major Works

Progress in the month

- The contract works for Galashiels, Dingwall and Newcraighall Fire Station Re-developments are progressing well. Completion is expected in 2024/25.
- Submission of application for planning permission for Galashiels remedial roof works.
- Design in development progressing for Dalkeith Fire Station New Build and Calton Fire Station.
- Following agreement of the design and scope, the estimated costs of the Enabling Works for the Sale of Hamilton have been revised.
- Engineering solution being developed for Salen Fire Station Development.

Progress anticipated in coming months

- Awaiting the outcome of an operational review of Skye and identification of suitable site to determine the way forward for Portree Fire Station project.
- Awaiting decision by the SDA on the requirements for Liberton Fire Station New Build and Blackness Road Replacement Station. A paper will then be submitted to the Service Delivery Board for consideration.
- Assessment of scope, design requirements, costs and programme for Training Estate projects.
- Outcome of feasibility and structural investigations for Crewe Toll Fire Station New Build, although the project is now on hold due to interest in the site for a proposed new tram route.



Milestone RAG

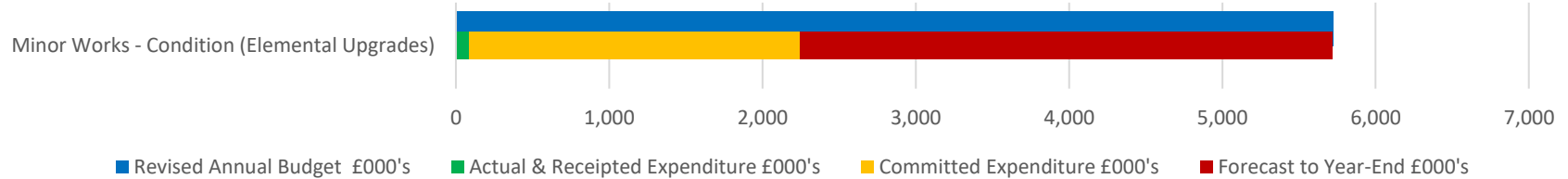
- Eight of the major works projects have a Milestone RAG status of Red and nine have a RAG status of Green. The overall Milestone RAG status is Amber due to uncertainty about the progress/timing of some key projects. We are working with Service Delivery colleagues to progress critical decisions on the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

Deviation from Budget RAG

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

Property Minor Works

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> Commitments of over £2.2m have been made for minor works (39% of budget). 	<ul style="list-style-type: none"> Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.



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

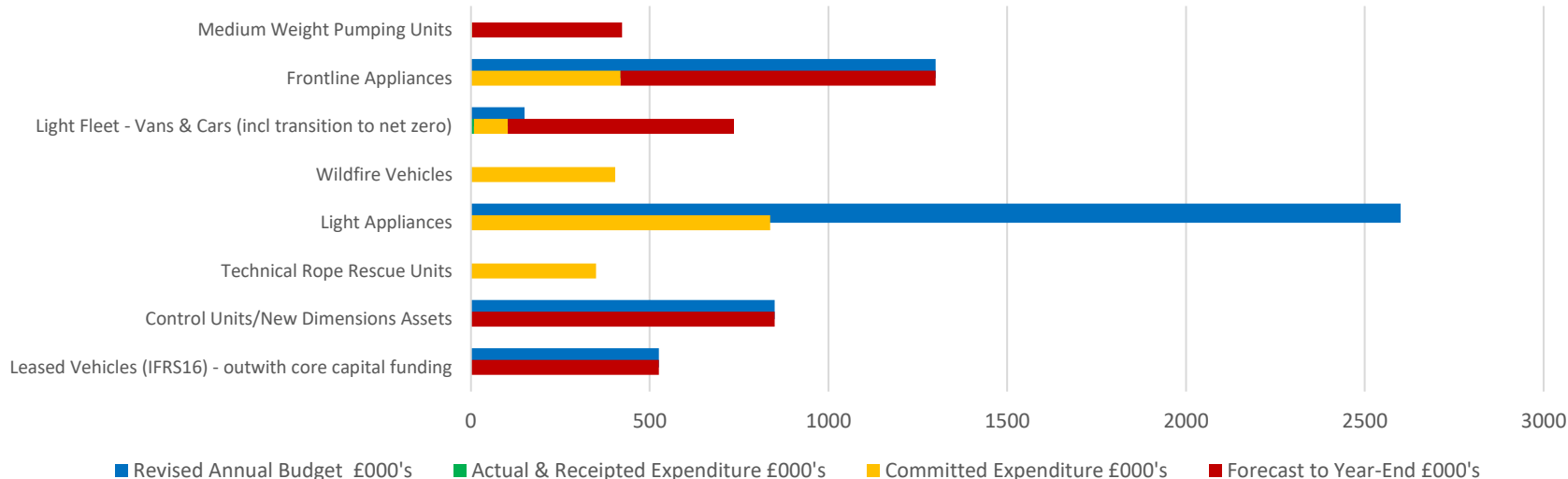
Vehicles

Progress in the month

- Continuation of modification of light fleet cars and vans that were purchased in 2023/24.
- Order placed for two management team cars.

Progress anticipated in coming months

- During 2024/25, completion of six Medium Weight Pumps, four 4x4 Wildfire Support Units, 24 Light Weight Pumping Units and four Technical Rope Rescue Units.
- Tender evaluation and award of contract for Frontline Appliances.
- Decision on priority project for the Control Units/New Dimension Assets budget line and establishment of User Intelligence Group (UIG) to determine specification requirements.



Milestone RAG

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

Deviation from Budget RAG

- Budget virements are required. These virements will be completed in the coming months therefore overall Budget RAG status is Green.

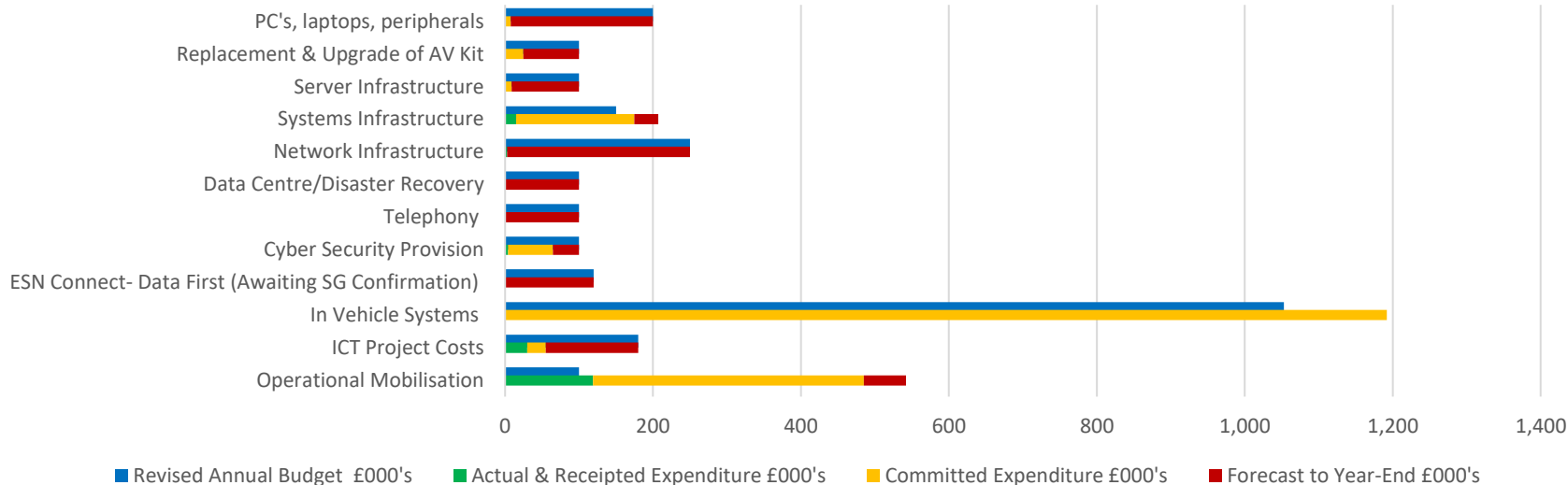
ICT Equipment (exc NMS)

Progress in the month

- Continuation of installation and replacement of Audio Visual Kit at Stations with 12 completed to date.
- Orders raised for laptops and docks, agency staff to support the Home Fire Safety Visits Project, Blackberry AtHoc software for National Interagency Liaison Officers (NIOs), a method statement in relation to the Emergency Services Network (ESN) Handsfree R5 device and MODAS situational intelligence software for In-Vehicle Systems.

Progress anticipated in coming months

- Installation and replacement of Audio Visual Kit at stations to continue.
- IT health checks in relation to DS3000 Integrated Communication Control System (ICCS) install will complete in June.
- Procurement of a Low Code solution and Operational Intelligence (OI) software.
- Work to support the SQL Server Migration, Microsoft WSA replacement prior to upgrades to Windows 11, Qlikview transition, Gazetteer/Geographic Information System (GIS) upgrades and Tranman transition.



Milestone RAG

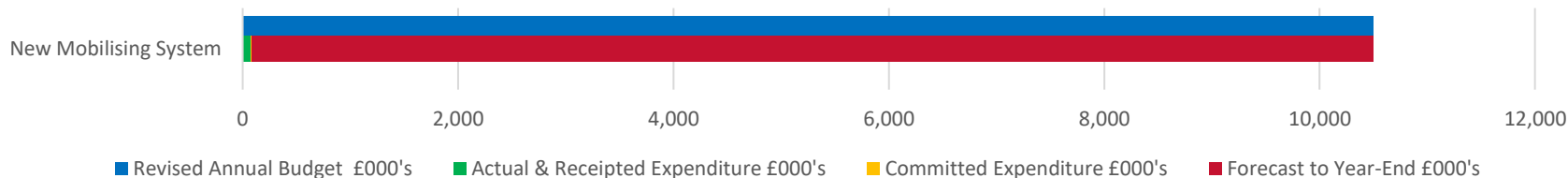
- All ICT projects are on track with a Milestone RAG status of Green.

Deviation from Budget RAG

- There is a forecast overspend, therefore the Budget RAG status is Amber. Virements will be processed in the coming months to bring the overall Budget RAG status back to Green.

New Mobilising System (NMS)

Progress in the month	Progress anticipated in coming months
<ul style="list-style-type: none"> A User Intelligence Group (UIG) meeting and supplier engagement events took place in May. The Board approved the Yorkshire Purchasing Organisation Dynamic Purchasing System (YPO DPS) as the procurement route for the project. 	<ul style="list-style-type: none"> The launch of the Invitation To Tender (ITT) is planned for June with a 30-day response period.



Milestone RAG	Deviation from Budget RAG
<ul style="list-style-type: none"> Due to the need for another procurement exercise, NMS has a Milestone RAG status of Amber. If the procurement exercise goes to plan in the coming months, then the Milestone RAG is likely to change to Green. 	<ul style="list-style-type: none"> The Budget RAG status is Amber pending the outcome of the current procurement process.



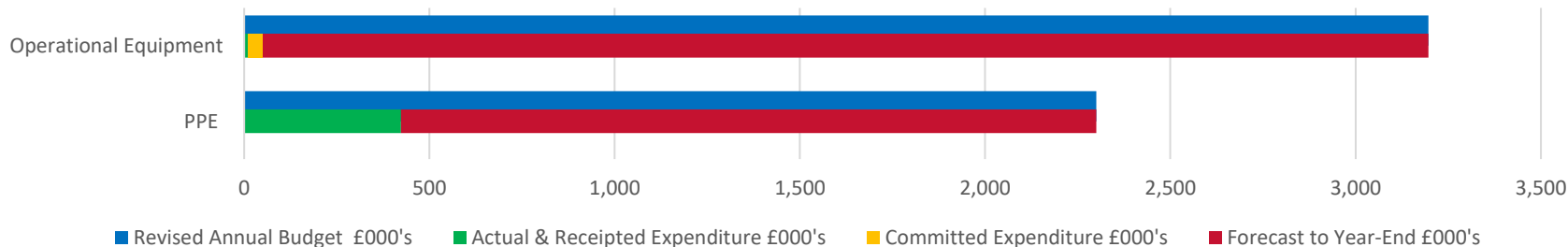
Operational Equipment

Progress in the month

- Finalising collation of data for contaminants PPE reserve stock prior to placing orders.
- Review of contaminant hazardous waste bin requirements.
- Order placed for Flood Response PPE.

Progress anticipated in coming months

- Orders to be placed for contaminants PPE, contaminant hazardous waste bins and Self-Contained Breathing Apparatus (SCBA) Reducers.



Milestone RAG

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

Deviation from Budget RAG

- Budget RAG status is Green.

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



Report No: B/SPPC/16-24

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 JUNE 2024						
Report Title:	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD						
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 highlight how the Scottish Fire and Rescue Service (SFRS) Board Member arrangements have been reviewed to ensure their continued effectiveness. Incorporated in this paper at Appendix A is a summary review and provision of future arrangements for decision.						
2	Background						
2.1	The Board approved its first action plan back in November 2014, which outlined improvement actions and timescales for delivering the outcomes of the review of the effectiveness of the Board. Activities and actions continue to be undertaken in order to support Board Members and ensure ongoing review of the effectiveness of the Board.						
2.2	In May 2015 Audit Scotland published their Best Value report of the SFRS where improvement actions were undertaken. In May 2018, Audit Scotland published their most recent Best Value report of the SFRS (Further Reading within 8.3), where it details the progress made. It states that we have a well structured corporate template for reporting to the SFRS Board and its Committees, that is now being used. This corporate report template continues to be reviewed and amended annually and was last approved by the Board at its meeting in April 2024.						
2.3	In November 2020, Azets, our Internal Auditor concluded a report into our corporate governance arrangements (Further Reading within 8.4), stating they gained assurance that the SFRS has generally effective corporate governance arrangements. These are supported by procedures covering recording, monitoring and reporting processes, which they found to be well designed and generally reflect good practice.						
2.4	In March 2021, Deloitte, the then External Auditors to SFRS, presented their wider scope report (Further Reading within 8.5 and Appendix A) which included aspects of 'Governance and Transparency' within the Service and specifically detailed two recommendations for the SFRS Board to consider.						
3	Main Report/Detail						
3.1	To ensure continuous improvement, future arrangements to review the effectiveness of the Board will evolve to allow the SFRS Board to continue developing and improving in its role to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.						

3.2	As a result, on that basis it is proposed that the monitoring of the effectiveness and future development of SFRS Board continues to be progressed as detailed within Appendix A.
3.3	In summary, this paper highlights some of the key areas that have contributed to developing the effectiveness of the SFRS Board collectively and individually throughout 2023/24.
4	Recommendation
4.1	The SFRS Board are invited to approve the arrangements for reviewing the effectiveness of the SFRS Board as set out in section 3 and Appendix A, subject to any amendments.
5	Key Strategic Implications
5.1	Risk
5.1.1	The proposed arrangements require to be developed to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2	Financial
5.2.1	There are no financial implications arising from this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications arising from this report.
5.4	Workforce
5.4.1	Board Member Steve Barron resigned from the Board in June 2024. Board Member and Deputy Chair Fiona Thorburn will retire from the Board in October 2024.
5.5	Health & Safety
5.5.1	There are no Health and Safety implications arising from this report.
5.6	Health & Wellbeing
5.6.1	There are no Health and Wellbeing implications arising from this report.
5.7	Training
5.7.1	Board Members will be given the opportunity to access the SFRS Learning Content and Management System and also to attend training days, workshops and effectiveness/development/information days, together with anything else which supports them to develop in their role, in order to perform as effectively as possible.
5.8	Timing
5.8.1	This report has been produced to reflect fully on the effectiveness of the Board for the previous financial year period.
5.9	Performance
5.9.1	The information obtained will be outlined accordingly within the Annual Governance Statement provided by the Accountable Officer to the Audit and Risk Assurance Committee. Any assurance gaps identified from these reviews will form improvement actions that will be allocated to Directorates to be addressed as part of business as usual arrangements, or alternatively through the Annual Internal Audit Plan, as deemed necessary.
5.10	Communications & Engagement
5.10.1	Engagement has taken place with the Integrated Governance Forum regarding arrangements for monitoring and scrutiny of SFRS Governance moving forward. The detail within this report has been developed by the Board Support Team in consultation with the Director of Strategic Planning, Performance and Communications and Head of

	Governance, Strategy and Performance, and presented within this report to the Board for their consideration and approval, subject to any amendments.	
5.11	Legal	
5.11.1	The recommendations contained within this report are intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.	
5.11.2	The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11, entitled Public Access requires the Scottish Fire and Rescue Service to ensure the following: "SFRS must ensure that its proceedings and those of its committees and sub-committees are held in public".	
5.11.3	Throughout this period SFRS had appropriate measures in place for members of the public to be able to join public meetings of the SFRS via the use of virtual technology.	
5.11.4	Access to minutes and papers continue to be made available within our website, endeavouring to ensure complete transparency.	
5.12	Information Governance	
5.12.1	DPIA completed Yes /No. If not applicable state reasons.	
5.12.2	<i>DPIA not applicable as no personal information is contained within this report.</i>	
5.13	Equalities	
5.13.1	EHRIA completed Yes /No. If not applicable state reasons.	
5.13.2	<i>Covered by the SFRS Corporate Governance Arrangements 2024 EHRIA.</i>	
5.14	Service Delivery	
5.14.1	There are no Service Delivery implications arising from this report.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2023/24. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	
7	Assurance (Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	Arrangements for reviewing the effectiveness of the Board and its Committees have been embedded in SFRS governance structures for a number of years and are reviewed regularly. Feedback is sought and any perceived weaknesses or anomalies requiring updating are identified and strengthened as part of that process.
8	Appendices/Further Reading	
8.1	Appendix A - Arrangements for Reviewing the Effectiveness of the Board	
8.2	Further Reading: <ul style="list-style-type: none"> - Annual Governance Review of Board and Committee Related Items 2024 - Audit Scotland Report – Scottish Fire and Rescue Service, Published May 2018 	

	<ul style="list-style-type: none"> - Internal Audit Corporate Governance – Assurance January 2021 - Deloitte Wider Scope Report 2020/21 - Scottish Governance Guidance on the Appraisal of Non Departmental Public Body (NDPB) Board members and Chairs, Published February 2017 - Changing the Chemistry, a peer-to-peer support network designed to improve the effectiveness of Boards, Website Home Page - Scottish Government Governance Hub Website 	
Prepared by:	Kevin Murphy, Group Commander, Board Support Manager	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
<p>Strategic Plan 2022-25: Outcome 3 – We value and demonstrate innovation across all areas of our work. Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>27 June 2024</i>	<i>For Decision</i>



2023/24

ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE SFRS BOARD

The SFRS successfully maintained its delivery of services and whilst continuing to operate within a challenging environment, a significant level of activity and outcomes continued to be achieved and scrutinised by the SFRS Board.

To demonstrate the effectiveness of the SFRS Board, monitoring of the effectiveness and future development is captured and progressed through the implementation of the following:

- The '[Annual Governance Review of Board and Committee Related Items](#)' presented to the Board in April 2024, as part of our continuous improvement and effectiveness of the Board and its Committees, in compliance with statutory requirements.
- A hybrid approach to all Board and Committee meetings was taken with some meetings being held in person and others online. The utilisation of virtual technology continued with remote access being available to stakeholders, by request, for all public meetings. Papers and approved minutes of public [Board and Committee meetings](#) are available for stakeholders to access on the SFRS website.
- The meetings that were held in person had a positive impact and enabled Board members to engage and meet with personnel at various SFRS venues. The December 2023 Board Meeting was held externally in North Lanarkshire (Newmains Community Trust) and was followed by a Local Authority stakeholder engagement event. A programme of engagement has commenced to engage with wider stakeholders around the country.
- To provide greater scrutiny around prioritised areas of business such as the New Mobilising System, additional Special Committee meetings were arranged eg 6-weekly Change Committee Special meetings.
- Following approval by the Board of the SFRS Good Governance Framework at its meeting on 28 April 2022, work has continued to progress elements of the framework, with integrated assurance mapping being introduced during this reporting period. This workstream continues to evolve to identify how best it can support the Board and its Committees.
- Throughout 2023/24, the continued approach of using a series of Committee workshops provided an opportunity for members to focus on any key areas of work and support each other, while also providing an opportunity to review each Committee's Terms of Reference, ensuring they remain fit for purpose and are relevant.

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- Board Strategy / Information / Development Days continued to take place with clear guidance and format for these events in place, the key objectives being:
 - To continue to support the effective and positive working relationships between the Board and Strategic Leaders of the Service.
 - To inform the Board of key strategic projects, workstreams and organisational workloads.
 - To give the Board time to ask questions and gain clearer understanding of these workloads.
 - To ensure better scrutiny and assurance at Board level.
 - To provide the Board with development and information to improve their overall knowledge and effectiveness.
 - To provide opportunities for early discussion to enable the Board to influence future direction and shaping.
- A comprehensive induction programme took place in January 2024 for 4 newly appointed Board Members following a robust recruitment process to aid Board succession planning.
- Board Member access to the SFRS Learning Content Management System (LCMS) continues to enable training to be carried out. Over this period specific focus/access was provided to the following:
 - Cybsafe
 - Professional Behaviours and Equality
 - GDPR
- Board Members undertook a 'Firefighter for a Day' training event to provide a greater insight into the skills, incident types, PPE, fleet and equipment associated with operational response. This is now in the planning phase again for recently appointed Board Members.
- Access also continues to Office 365 training and development sessions on our SFRS iHub in order to further support our Digital First ethos.
- All SFRS Board Members continue to receive access to the Scottish Government Governance Hub which gives access to modules together with an online forum intended to support the induction of new Board Members to Public Body Boards. This remains a useful maintenance of skills tool for existing Board Members and access will continue to be used moving forward.
- Board Member SharePoint platform within O365 continues to provide a purpose-built area for Board Members to access general information, for example, public body updates, together with quick, easy and secure access to Board and Committee papers/reports in preparation for forthcoming meetings.
- Strategic Planning Workshop Days took place in November 2023. This event was well received, providing a great opportunity for the Board and members of Strategic Leadership Team (SLT) to meet and discuss matters of a strategic nature and future vision of the SFRS.
- The Board Members appraisal process continues to work well and identify individual areas of development and also common themes across the Board. The process is fully aligned to the SFRS policy timeframe which includes a mid-year review being offered.
- The template for Board Member appraisals continues to incorporate the most recent guidance issued by Scottish Government (Further Reading - 8.6). Most recently, the Chair facilitated these during March and April of 2024.
- The outcomes of Board Members appraisals and production of a skills matrix continues to be used to consider the Board's strengths and weaknesses and therefore help to inform its medium to long term succession planning arrangements, something that will be used for future Public Appointments.

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- Performance reporting through the use of Power Business Intelligence (BI) tooling has continued to be developed during 2023/24. Interactive dashboard reporting has been used to deliver performance reports to various Committees allowing more up to date information being available for scrutiny.

In summary, collectively and through detailing a variety of examples within this report, it clearly demonstrates that progress continues to be made in order to improve the overall effectiveness of the Board throughout this period.

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



Report No: B/SPPC/09-24

Agenda Item: 17

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 JUNE 2024							
Report Title:	BI STRATEGY REVIEW							
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To provide members of the Scottish Fire and Rescue Service (SFRS) Board with an overview of the Business Intelligence Strategy 2021-24 highlighting the successes and the on-going commitments. This report is being presented on the main agenda for Board members awareness.							
2	Background							
2.1	The Business Intelligence Strategy was implemented in 2021-22 and aimed to set a direction of travel for development and advancement of the SFRS approach to Business Intelligence, Data and Statistical Analysis.							
2.2	The need for this approach is to ensure that SFRS delivers on its statutory duty to have regard the Fire and Rescue Framework for Scotland, delivering a Strategic Plan whose successes are evidenced through a roadmap that demonstrates how we drive value from data.							
2.3	This entire strategy has been the focus of the twelve staff in the Business Intelligence and Data Services team. The main report/detail focuses on the work delivered by those individuals.							
3	Main Report/Detail							
3.1	The strategy outlined four principles and twelve priorities. The following points summarise progress made in each priority and consideration of the outlined principles. A detailed report is attached in appendices.							
3.2	<u>Develop and Use New Analytical Tools and Techniques</u> – Successful implementation of Power BI has created an opportunity for all reporting and analysis to be delivered on one platform that is a feature of the SFRS cloud powered productivity platform, O365. In three years, insight solutions have been designed and implemented that deliver analysis and reporting across several directorates and create a single platform for all executive governance to manage its responsibilities around SFRS performance oversight via the ‘Business Intelligence Landing Page.’							
3.3	<u>Deliver collaborative Product Design, Development and Assurance</u> – Programs of work have been completed that required collaboration with several directorates and functions. Examples in the full report (see appendix) focus on Finance and Contractual Services and Service Delivery (Operations). Direct feedback from senior staff identified that							

	<p>both time and money has been saved through more efficient processes and staff ability to gain insight through analysis tools. Feedback from staff across Service Delivery Areas have identified improved reporting to local scrutiny and greater insight at a local level. Further work is on-going to deprecate existing Qlik solutions and meet complete needs of directorate.</p>
3.4	<p><u>Make Best use of Data Visualisation</u> – How information is presented to decision makers has evolved significantly. Feedback from strategic leadership, Boards and Committees has been positive. Organisational performance is managed more efficiently and is more effective in providing simpler methods of displaying patterns & trends of key indicators.</p>
3.5	<p><u>Demonstrate detailed understanding of Performance</u> – Having engaged with other public sector bodies and UK FRS, SFRS developed a greater understanding of other methods adopted elsewhere for analysing organisational performance. Making use of a process widely used by NHS using statistical process control charts (or XmR), has created ways of reducing the seasonal ‘noise’ we see in quarterly performance reporting. Much of what SFRS report on experiences seasonal variation and previous reporting formats led to lengthy debate on what is and isn’t improving. This latest approach provides a clearer picture of key measure behaving in an exceptional way.</p>
3.6	<p><u>Develop our people and skills</u> – Significant time has been spent on this priority and will always be an area that needs continued development as technology grows. Delivering on this priority has meant that the BI team have spent significant time developing their own skills. In the early stages of the pandemic when staff were at home, with limitations on carrying out their substantive roles, SPPC directorate invested in online learning & teaching (Udemy) to allow staff to self develop in certified courses aligned with the goals of the function. In the last few years most of their learning has been delivered through freely available materials (Scottish Government, partner working, other webinar/seminars).</p>
3.6.1	<p>The BI team (supported by Corporate Admin) delivered a weeklong Data Literacy Conference in May 2023 and aimed it not only at SFRS but structured it in such a way that it included staff from across other public sector bodies and academia. The keynote speaker for the week (Jordan Morrow) still provides monthly support to the Service through the Corporate Governance function.</p>
3.6.2	<p>In early 2024, based on support through a Scottish Government led initiative, the BI team rolled out a Data Maturity Assessment intended to allow SFRS to clearly understand how it currently leverages its capability with data. The analysis from this assessment has recently been shared and if future related workstreams are supported, will be a baseline from which to progress.</p>
3.6.3	<p>Recognising that SFRS operates a distributed business intelligence model across most of its directorates and functions, the BI team have spent significant time creating opportunities for staff in performance/analytical roles to have access to a network of equivalent roles to engage. They have created a community in Viva Engage (formerly Yammer) which creates discussion, questions, and answers. The Senior Data Analyst has managed lunchtime drop-in sessions for staff adopting PowerBI. There is a quarterly Business Intelligence Bulletin circulated by the team which includes updates on the programmes of work undertaken and educational opportunities for staff.</p>
3.7	<p><u>Continue to develop our approach to Statistics</u> – We continue to work with Scottish Government and Government Statistical Services to learn from mistakes made in Service in managing data and identify opportunities to improve the public (& other stakeholders) trust in our ability to work with good quality and trustworthy data. The Statistical Analyst manages the full spectrum of work in this area and focuses significant time with several functions to try and improve data and processes.</p>

3.8	<u>Commitment to Open Data</u> – With each annual publication of statistics, the statistical analyst continues to work with Scottish Government and make SFRS data available via the Statistics.gov.scot website. As with the statistics, SFRS are currently one of only 10 organisations to do this and the only blue light service that generates its own statistics and validated datasets.
3.9	<u>Demonstrate Good Governance</u> – This priority is seen as central to all other priorities. If SFRS can't demonstrate good governance, most other priorities would fail in the long-term. Middle and senior management in SPPC directorate have spent a significant amount of time communicating this across the organisation. Great collaborative work has gone on with Scottish Government and National Fire Chief Council to feed back into development of frameworks they have created and acknowledge the best practice that they promote. It is for SFRS to decide how it is going to invest in the required people, time, and skills to implement in future.
4	Recommendation
4.1	Members of the SFRS Board note the information contained within this report for information.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no specific risk implications addressed in this paper.
5.2	Financial
5.2.1	There are no specific financial implications addressed in 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 specific workforce implications addressed in this paper.
5.5	Health & Safety
5.5.1	There are no specific health & safety implications addressed in this paper.
5.6	Health & Wellbeing
5.6.1	There are no specific health & 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	There are no specific timing implications addressed in this paper.
5.9	Performance
5.9.1	There are no specific performance implications addressed in this paper.
5.10	Communications & Engagement
5.10.1	There are no specific communication and/or engagement implications addressed in this paper.
5.11	Legal
5.11.1	There are no specific legal implications addressed in this paper.

5.12 5.12.1	Information Governance DPIA completed No. A DPIA is not required for this paper.	
5.13 5.13.1	Equalities EHRIA completed No. A EHRIA is not required for this paper.	
5.14 5.14.1	Service Delivery There are no specific service delivery implications addressed in this paper.	
6	Core Brief	
6.1	Head of Corporate Governance presented the review of Business Intelligence Strategy 2021 – 2024 to the 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 made good progress against most of the aims and objectives of the BI Strategy.
8	Appendices/Further Reading	
8.1	Appendix A - BIStrategyReview_V1	
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:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Links to Strategy and Corporate Values		
All strategic outcomes and corporate values		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Corporate Board</i>	<i>24 June 2024</i>	<i>For information</i>
<i>SFRS Board</i>	<i>27 June 2024</i>	<i>For information</i>



BI Strategy Review

Safety. Teamwork. Respect. Innovation.

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Introduction

The Business Intelligence Strategy 2021-2024 aimed to set a direction of travel as to how the Scottish Fire and Rescue Service, hereinafter referred to as 'SFRS', would develop and advance the approach to Business Intelligence, Data and Statistical Analysis. This introductory review looks at the progress of a vision, adoption of principles and delivery on priorities between 2021 and 2024.

National Context

Scottish Government direction

Scottish Government's [National Performance Framework](#) (NPF) sets out a vision for the collective wellbeing of Scotland contained in 11 outcomes that create a purpose and values of the nation. These 11 outcomes are aligned with a series of [Sustainable Development Goals](#) (SDGs) set out by the United Nations to achieve by 2030.

The [Fire and Rescue Framework for Scotland](#), hereinafter referred to as 'the Framework', sets out Scottish Ministers expectations of the Scottish Fire and Rescue Service, hereinafter referred to as 'SFRS'. The Framework outlines seven strategic priorities that represent the high-level ambition of Scottish Government on what is expected of SFRS. These seven strategic priorities encapsulate all 11 NPF outcomes that localise the SDGs. Working with more than five hundred people and organisations, SFRS are part of a wider Scottish coalition demonstrating its support of the United Nation Global Goals.

Scottish Government's digital vision

In March 2021, Scottish Government released its Digital Strategy recognising that "*Scotland's future will be forged in a digital world*". Supported by COSLA, they made a commitment to deliver a strategy that was cognisant of the social and economic consequences raised by the pandemic, and shared a vision of a "*modern, digital and collaborative government, designed around people*."

This Digital Strategy ([A changing nation: how Scotland will thrive in a digital world](#)) set out the rationale and evidence for key actions that intentionally aligned with the ambitions set out in the NPF. In all, forty-nine statements of intent contained within three priority themes (People and Place; A Strong Digital Economy; Digital and Government Services) provide a mechanism for assessing progress and success.

SFRS roadmap to success

The SFRS has a statutory duty to have regard to the Framework when preparing its own [Strategic Plan](#), hereinafter referred to as 'the Plan'. The Plan sets out how SFRS will deliver its functions as well as setting the outcomes which will be used to measure its performance in achieving those priorities laid out by the Scottish Government.

The Plan, mission, and long-term vision of SFRS act as a compass guiding the service to its desired future state. They provide a direction and focus that helps strategic leaders prioritise their efforts and allocate resources effectively. All three help to align staff and stakeholders and ensure that they are working towards a common goal, bridging the gap between high-level aspirations and day-to-day actions.

The Plan and its aspirations must be supported by an infrastructure that makes them tangible. A Performance Management Framework (PMF) and several strategies across critical functions underpin the Plan and align with values and objectives of the Service. Understanding that the PMF is the vehicle which defines how SFRS manage performance, and use this information to inspire change

and improvement, makes it essential that within those underpinning strategies it can communicate how its systems and data are managed to inform data-driven decision making. To manage this, SFRS has both a Digital and Business Intelligence (BI) Strategy in place.

Business Intelligence (BI) Strategy Review

A well-defined BI strategy involves the organisations people, processes, and technology, providing insight on data collection, analysis, reporting, and decision making. It should enable the roadmap that drives value from data that has been endorsed by all relevant stakeholders.

The BI strategy that was published in 2021 was a first for SFRS and sat alongside the Digital Strategy with both strategies outlining the priorities for systems and information that are key to successful delivery of strategic intent. At this time, SFRS had existed for eight years, and the full impact of the Coronavirus was still to be determined. Public-sector finances were already under pressure, unlikely to change in the forthcoming period yet, innovation and technological advancements would be expected to be at the core of most SFRS endeavours.

SFRS BI vision was to be an exemplar of BI for all Fire and Rescue Services, building expertise in data management, analysis, and data science. This would provide high value analysis and intelligence bringing about all-round improvements across SFRS. The vision recognised that much of what was hoped to be achieved would be supported by investment, and an internal culture shift to support the wider sharing of information and data.

<div style="text-align: center;">  <h3 style="margin: 0;">VISION</h3> <p style="font-size: 0.8em; margin: 5px 0 0 20px;">The SFRS will become an exemplar of BI for Fire and Rescue Services by 2025. The Service will build expertise in information management, analysis and data science and shift from transactional data activity to high value analysis and intelligence which will bring about improvements in the way the SFRS works.</p> </div>	<div style="text-align: center;">  <h3 style="margin: 0;">PRINCIPLES</h3> <p style="font-size: 0.8em; margin: 5px 0 0 20px;">A Single Version of the Truth Customer Focused Business Intelligence Good Design and Sound Methods Data as an Asset</p> </div>
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The stated principles aimed for A Single Version of the Truth; Good Design and Sound Methods; Customer Focused Business Intelligence; Data as an Asset. The stated priorities focused on twelve areas shown below.

PRIORITIES

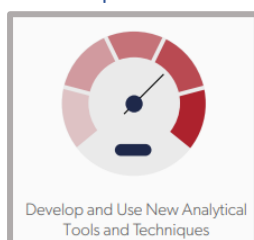
					
Demonstrate Innovation and Collaboration	Deliver Collaborative Product Design, Development and Assurance	Focus on Data Discovery	Develop and Use New Analytical Tools and Techniques	Make best use of Data Visualisation	Develop and Deliver Predictive Analysis
					
Demonstrate the use of Machine Learning and Artificial Intelligence	Commitment to Open Data	Develop our People and Skills	Continue to Develop our approach to Statistics	Demonstrate detailed understanding of Performance	Demonstrate Good Governance

Prior to 2013, eight legacy fire services covered the landscape of Scotland. Each had their own functions and systems that managed their respective data (financial, personnel, assets, operations etc.). In the years that followed, legacy systems have been subsumed into single solutions for Scotland with responsibility and ownership remaining with the related function and/or directorate. The main challenge with this, in delivering against the principles and priorities, was how to ensure that all data are integrated through one trusted process, is accessible to many, and is presented to decision makers enabling them to make the right decisions.

In an ideal world, the strategy is the roadmap where principles and priorities would have order and be consecutive destinations to reach before moving onto the next. Given that Scottish Fire and Rescue Service is and has been a living and breathing entity for several years, the approach to digital, data and technology is not a slate that can be wiped clean and begun again. Progress made in achieving the specified principles and priorities would then intertwine, and the section that follows describes the successes over the last three years and challenges that remain. This road has no end and as such the journey will continue with future developments for SFRS in both digital and data related strategies.

Delivering success

Develop and Use New Analytical Tools and Techniques



While not all decisions can be made solely based on numbers, data visualisation provides a solid foundation for discussions and strategic planning. Clear data visualisations should allow decision makers at all levels to back-up their points and gut feelings with accurate data.

Historical SFRS performance reporting had been presented to strategic leaders using a variation of static reporting such as Excel, Word, PowerPoint etc. In most cases this would emerge from manually collated datasets that are resource intensive and, unintentionally lead to errors when presenting evidence to decision makers. In the few years leading up to the pandemic, SFRS ICT staff had successfully implemented Microsoft Office 365 for all employees and provided key applications such as Teams, OneDrive, and SharePoint. This was a significant development that enhanced productivity, collaboration, and security at what was to be a challenging time for many organisations.

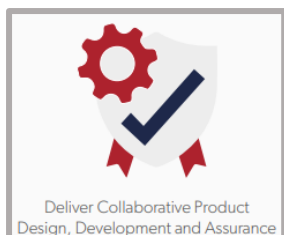
An additional productivity application available within Microsoft Office was Power BI. It was widely described as a “*powerful business intelligence tool that enables users to visualise, analyse and share insights from data.*” SFRS were at this time within the final year of an existing agreement for an alternative business intelligence platform and had an opportunity to review suitability and make change.

Market research identified PowerBI as “*the best analytic and BI platform on the market for its integration and cohesive vision with Microsoft 365 and Teams; for its breadth of capabilities; and for*

*its unique competitive price/performance value*¹. Discussions with UKFRS identified that PowerBI was the performance reporting tool that almost half English Fire Services/Authorities had adopted or were in the process of adopting. Through engagement with Scottish Government Digital forums, it was also found to be extensively used throughout Scotland’s public sector organisations including Police Scotland and NHS.

Recommendations made to SFRS to implement PowerBI were approved in 2021 and a successful collaboration with ICT rolled out the application in the first half of 2022.

Deliver Collaborative product Design, Development and Assurance



On full implementation of Power BI in May 2022, it had been identified that there were upwards of eighty reporting solutions being maintained and used for decision making purposes. The team ultimately responsible for delivering many of the priorities in the BI strategy equates to fewer than 13 FTE, therefore transitioning performance analysis tools for all in a short time would not be possible if the appropriate time was to be given to the right design, developed to meet the right needs and give the right assurance.

An existing commitment between Strategic Planning, Performance & Communications (SPPC) and Service Delivery had previously been targeted to deliver bespoke analytical tools using the former BI platform. These were aimed at senior to middle management, to provide insight on operational demand both current and expected. This commitment then remained the focus but now using the PowerBI platform.

A second priority to support Finance Verification colleagues came in the early phases of the BI strategy. It followed an imminent process change from paper-based expense claims to online claims (ESS – Employee Self Service). It would require the team verifying claims to have a means of audit and verification of any processed. This would save a great deal of time and resource given that validation of claims had previously been completed by senior staff prior to submission of completed written requests. The immediate challenge changing to an online process meant it would be possible for duplicate or unauthorised claims to be approved with no straightforward process verifying authenticity.

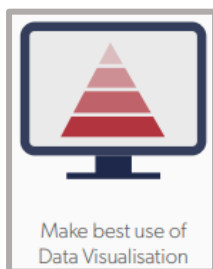
Both the Service Delivery and Finance Verification projects required significant stakeholder engagement to identify the requirements of each customer. Finance Verification were a small team where direct engagement with all relevant parties was manageable. The requirements for Service Delivery on the other hand, meant identifying the needs of several hundred senior staff in the first instance, but must be scalable in the long-term for any further rollout to other ranking operational (& non-operational) staff. The process in both projects was the same – Clarify the purpose of reporting

¹ Source – Gartner’s Magic Quadrant Report 2021

tools; Identify the metrics; Locate known data sources and integrate; Choose the visual elements; Test and deliver.

The solution for Finance has been lauded a success by both Risk & Audit Manager and the former Director for Financial and Contractual Services. The solution does require periodic maintenance due to the continued need for manual dataflows within the solution although overall, the process requires less human intervention to maintain than in previous solutions supported through ICT and the soon to be deprecated Qlikview system. Those managing the process have collated evidence that payment of claims has been prevented using this new part-automated solution where manual checks would have been relied on in the past. The work for Service Delivery (Operations) continues to develop and supports other key programs of work around SDMP & SSRP that have a particular focus on operational activity.

Make Best use of Data Visualisation



Humans tend to prefer pictures over words. The brain naturally processes visual information much faster than text (60,000 times faster²). When a person sees an image, the brain can quickly grasp its meaning without the need for extensive decoding or translation. In part because 90 per cent of the information transmitted to the brain is visual and attention spans have become shorter due to fast-paced digital lives.

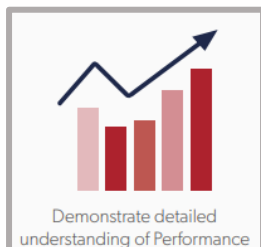
During the last three years of this BI Strategy how information is presented to decision makers has evolved significantly. Corporate level reports summarising organisational performance were (and in some cases remain) text heavy but one key advantage of most current business intelligence software is that it provides a space to communicate more meaningful data visualisations. Several iterations on, there has been positive feedback from SFRS Board and Committee members that time spent on reviewing organisational performance is more efficient and effective thanks to simpler methods of displaying patterns and trends, and even identifying relationships between key performance measures.

Data storytelling is an art in effectively communicating insights from data using both narratives and visualisations. It goes beyond raw data analysis by putting insights into context and hopefully provoking thoughts and action as an outcome. This approach has been adopted to support key projects in SFRS such as UFAs reduction program and in promoting awareness of recurring events such as Bonfire Night and the period most associated with Wildfire. The way these are now developed replaces the need to start fresh analysis each year. Automations in data pipelines (source data fed into PowerBI) means that periodically data can be refreshed, and only the narrative needs to be revisited to establish if the data still support the historically context or has there been change which leads to different questions to consider future requirements.

² <https://www.learnevents.com/learning-insights/imagery-vs-text-which-does-the-brain-prefer/>

Note – All Power BI developments made in SFRS have been coordinated through a single '[Landing Page](#)'. Accessibility has been a key consideration, and this facility allows users to navigate all tools and services quickly. The site is available through 'My systems' settings on iHub homepage by selecting the 'Business Intelligence Landing Page' app.

Demonstrate detailed understanding of Performance



As described within the previous priority (Make best use of data visualisation), improving the way all staff access information to perform evidence led decision making is key. Linked to that priority is this priority (demonstrate detailed understanding of performance).

During 2023, two staff in the BI team achieved 5-year certification in a globally recognised practical and engaging performance measurement approach ([PuMP](#)). Part of this training included interpreting signals within performance measures to help focus on what really matters.

In managing performance, there has been an unconsciously ingrained obstacle within management culture that if unchallenged would render the approach of improved data visualisation useless and make them little more than "*decorative dashboard entertainment*"³. Historically there is evidence of decision makers everywhere looking for signals of improvement or deterioration by comparing this month's measure value to the previous month or the same month last year; Comparing the slope of a linear trend line through measure values to draw conclusions about the overall direction of change; Comparing moving or rolling average (that smooths out seasonal variation) to reveal the underlying direction of change. These interpretation methods pose a significant risk in decision making because if 'all' are applied to the same set of data, the conclusions can be quite different.

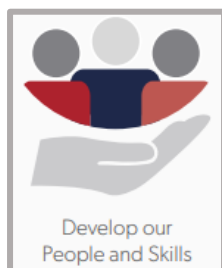
Within SFRS a sizeable portion of priorities focus on the risk that exists within the communities of Scotland. Much of what is experienced is subject to great shifts in variation. Outdoor fires experienced in the depths of winter are unlikely to rival that of fires attended in the height of summer. Historically weather related phenomena meant flooding events were likely to be more prevalent in winter than in summer, but climate change has been a factor increasing the rate of [flash flooding events](#) throughout the year.

Within the developments of better data visualisation and better understanding of performance SFRS have adopted the use of Statistical Process Control (SPC) charts. These allow the data to consider variation as two types. The first which is 'routine,' where the increase or decrease in value from one period to the next is simply random noise affected by the considerable number of factors that may influence an outcome. The second is 'exceptional' (or abnormal) variation where a change has occurred out with the 'routine' and may signal either a one-off change caused by a rare event or potentially the start of a shift impacted by a change within the historical process.

³ Stacey Barr – Specialist in Strategic Performance Measurement and creator of PuMP.

This has been a long-standing approach to performance improvement within the NHS. Direct engagement and support from several Trusts have been key to SFRS adoption of this same process in understanding their experiences and learning⁴. Strategic leaders and decision makers have now been presented with the means to consider a range of key performance indicators more quickly and only spend quality time discussing those which truly matter most. Feedback from stakeholders involved in this process have suggested that the approach has been beneficial in supporting understanding and advancing scrutiny of performance and required decision making.

Develop our People and Skills



Progress of this priority has been demonstrated in several ways where the first focus was on the immediate needs of the BI team.

SFRS operates a distributed business intelligence model where roles exist in most directorates with a 'performance management' or 'analytical' function in their responsibilities. SFRS separately has a core BI team where demands on overarching business intelligence improvements are driven. Specialist training for the key roles in this business area are costly and demanding of staff time over the long term, this naturally influences the possibilities that can be applied. At the point, the BI Strategy was in development, SFRS were operating at the height of a pandemic. Two data analysts did embark on a 4-year graduate apprentice data science course however, the difference in the time suggested that should be committed versus the actual time that was required, led to the voluntary withdrawal of both staff after the first year. Their decision to end the course was supported by SFRS to ensure their well-being were treated as the priority.

Concurrently, a separate opportunity arose using an online learning and teaching platform (Udemy) where the SPPC directorate directly funded three years of access for all staff in BI team and made access available to other selected staff in the directorate. Udemy provide access to over 200,000 business courses, of which many are certified and allowed training to become a self-development task where the staff could commit ten per cent of their working week to agreed training courses. Much of this early training focused on Power BI and created a foundation to deliver much of the work completed to date.

"There is a large skills gap in the world of data that is hurting organisations' ability to succeed with their own valuable assets of data and analytical investments." This is a quote from 'Be Data Literate' a book by published author Jordan Morrow, recognised in 2024 as one of the world's Top 100 Most Influential People In Data⁵. In 2023, the BI team reached out to Jordan and were supported by him for a number of months, culminating in a weeklong Data Literacy conference at SFRS headquarters with Jordan as the keynote speaker. Initially Jordan shared a day with SFRS SLT to discuss the

⁴ <https://www.england.nhs.uk/wp-content/uploads/2019/12/making-data-count-getting-started-2019.pdf>

⁵ Source - dataIQ 100 2024.

importance of data and having a data literate workforce, then over the remainder of the week SFRS welcomed 400 guests from across Scotland’s public sector to learn from Jordan how organisations can harness the power of data and develop the skills needed to succeed with data. SFRS staff from all business areas, across all of Scotland were offered the opportunity to attend and formed the majority share of attendees.

One major outcome of what continues to be a long-standing engagement with Jordan, was the recognition that SFRS next had to assess both its own, and its staff relationship with data. How does it leverage its capability with data? How equipped is the workforce to manage its data? To do this required a Data Maturity Assessment which began at the beginning of 2024 and concluded in the June 2024. This assessment provides a baseline for the Service and its staff with a means to identify what its priorities should be in driving value from data in the long-term. Two hundred staff voluntarily took part in the assessment which was conducted as part of a Scottish Government led initiative run through their Digital Directorates Data Standards team. This was one of four cohorts run since 2022 that targets public sector organisations aimed at achieving the Scottish Government digital vision. Engagement with Scottish Government is on-going, and guidance is being provided to move to the next stages in developing data maturity.

As previously discussed, not all business intelligence or performance management is conducted through the core BI team, but this team work tirelessly to ensure that staff with those roles and responsibilities are supported with access to the same guidance and governance around what is necessary to manage data appropriately. SFRS has both Information and Data Governance Groups which act as sub-groups providing assurance to executive governance. Separately, the BI team provide a quarterly bulletin which informs of the work progressing across SFRS and includes learning opportunities for all staff. Throughout 2023 the Senior Data Analyst ran lunchtime workshops to allow likeminded staff to investigate and learn about analysis using the Power BI platform and the sessions has since led to the planned development of an inner circle of data champions and network of data analysts that will help support further adoption of good practice throughout SFRS.

Continue to Develop our approach to Statistics

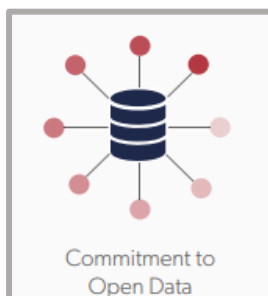


SFRS has been responsible for producing its own official statistics publications for several years now and are the only blue light organisation in Scotland to do so. During the period of the BI Strategy this has been one priority where the greatest number of challenges have arisen, specifically around data quality. As an official producer of statistics, SFRS must apply the code of statistics that gives users and citizens the confidence that its statistics have public value, are high quality and are produced by an organisation that is trustworthy. Information that had previously been published in relation to prevention and protection had to be withdrawn due to concerns with data management processes and subsequent quality concerns of the data it held. Other issues pertaining to records on fire safety

audits have also affected the production of statistics and have featured in several papers to executive governance raising concern on data quality and management practices.

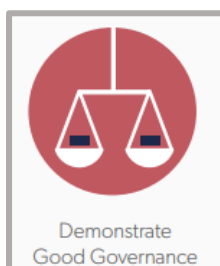
Progress has been made in other areas that deliver on the development of statistics and several other priorities which evidence a commitment to open data and data discovery. Recent work with colleagues in Prevention, Protection and Preparedness aims to subsume previous end of year reporting within the official statistics and create a closer relationship to all fire related statistical publications made available by the Home Office for other UK FRS. This creates greater opportunities for research and academia to look at challenges affecting fire services throughout all the UK.

Commitment to Open Data



In the previous section (Continue to Develop our approach to Statistics) it mentioned how development of statistical responsibilities will lead to improvements in a commitment to open data. The more confident SFRS becomes in the accuracy and quality of its data will allow it to share more information with the public (and specific stakeholders) around how it performs whilst providing wider access to data that can be used for research to find ways to improve the Service in future. All currently assured datasets developed to support the Fire Safety and Organisational Statistics and Incident Statistics are made available through Scottish Government website 'Statistics.Gov.Scot' (Open access to Scotland's official statistics).

Demonstrate Good Governance



Demonstrating good governance is seen as the central priority to demonstrating that SFRS has good data management practices that brings all principles and priorities together and it has progressed albeit not at pace. Clarity around responsibilities for both data assets and master data management are not evident however, working with Scottish Government and National Fire Chief Council there is a vision for what good governance should entail but requires investment by SFRS in terms of people, time, and knowledge. Both business functions responsible for the BI Strategy and the Digital Strategy agree that one approach to improve in this area would be to implement a Digital, Data and Technology Strategy that can help set out a clearer direction for how SFRS will deliver better services and organise its technology and data estate more efficiently.

Innovation, analytics, and AI priorities



In 2019 the Service Delivery Model Programme (SDMP) was formed, bringing together two projects from the Service Transformation Programme, namely SFRS Futures Vision and Rebalancing the Frontline. SDMP created five projects later reduced to four, with one of those being the Community Risk Index Model (known to all as 'CRIM'). Three phases of CRIM were delivered between May 2019 and March 2024. The anticipated outcomes for CRIM were to deliver a *'fully integrated, spatial based model for estimating fire and non-fire risk at community level.'*

The programme of work delivered in five years, and over the course of the SFRS BI Strategy, has provided evidence of the Service making headway in three of the twelve BI priorities targeted. The closing report for the model has demonstrated that significant innovation and collaboration was delivered working with external partners and academia through extended consultation and peer review of the model. The closing report also informed that the model used more than one machine learning techniques combining multiple variables to produce a relative fire and rescue risk metric score that helps drive community safety initiatives.

The team who delivered the model advise that its strength lies in its ability to be adapted in future, to incorporate new data sources relating to both existing and new risks. This innovation has been considered as 'bespoke' and differentiates the model from other off-the-shelf ready-made risk models.

Large Language Models (e.g. ChatGPT, Bing Chat, CoPilot) and AIs based on these are used in SFRS for things like image and text generation, idea generation, document structure, coding and other problem solving. The adoption process has been managed locally and has helped replace tasks colleagues would have used search engines for in the past. This approach will help maximise productivity in certain business areas, but practice has also been adopted to assist with coding in business intelligence developments echoed by staff working in the ICT environment.

SFRS have also supported NFCC in several workstreams including replicating recent successes in automated document translation. This is an open-source solution, developed and hosted by Amazon Web Services. The original work was carried out through a local authority in England providing more accessible materials to the general public around specific times of year such as bonfire night, Diwali, or New Year. There have been additional targeted materials for individuals, groups or businesses who have been identified as having higher risk profiles and from that, recognition that all UKFRS could benefit from the work already delivered. The council leading the initiative produced a [case study that evidenced document creation costs reducing from £160 per document to £0.07p](#). SFRS are supporting the initiative in several ways including translation support from one BI team member who speaks Arabic and French.

AI/machine learning technologies are also used within other ICT applications. e.g. Bing Chat Enterprise powered by copilot is now present within SFRS version of windows but how the SFRS makes best use of this will be recognised in future strategic priorities.

Conclusion

As stated in the BI Vision, investment would be necessary to deliver all aspects of the strategy through innovation, research, design, and development. Budgetary constraints throughout public sector have meant that the Service, and the staff responsible for the BI Strategy, have had to make do with what they have. SFRS must therefore accept that delivering everything the strategy hopes to deliver will unavoidably be a longer-term mission.

It has been quite timely that the first stage of the data maturity assessment has now concluded and feedback from staff provides evidence that supports the need for continued development of stated priorities. Analysis of staff responses shows that SFRS does value data and analysis, but the consensus is that it does not invest enough in the skills or the appropriate management of that data to make the most of it. It demonstrates that a lot of staff resource is spent working with data, but those same staff find data challenging to access.

The greatest success of the BI strategic priorities has been through cultural change. Acceptance of a new business intelligence platform has been welcome, and over the last eighteen months those in senior positions have taken to this to help influence execution of executive governance. Performance management is becoming a focus, with time used more efficiently to scrutinise what matters most.

As SFRS begins to develop its next Strategic Plan there is an opportunity to coincide a digital, data and technology (DDaT) strategy that follows on from this Business Intelligence Strategy and the current Digital Strategy. This one strategy can outline the vision, goals, and priorities related to digital transformation, data management, and technology adoption, and will provide a clear direction for how SFRS will leverage DDaT to achieve its future strategic objectives and long-term vision.

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 • Quarterly Performance Report 2024/25 Q1 • AOP Progress Update Q1 Report • New Mobilising System • Colleague Experience Survey <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • Mainstreaming Report 2024 	<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"> • Health and Safety Annual Report 2023/24 •

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 taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2024/25 Q2 • AOP Progress Update Q2 Report • New Mobilising System <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
Provisional Special Board – 20 February 2025	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items 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 taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • Corporate Parenting Plan Annual Update 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2024/25 Q3 • AOP Progress Update Q3 Report • New Mobilising System <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • Mainstreaming Report 2024/2025 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget 2025/26 • Capital Programme 2024-2027 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •