



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

19 April 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 25 April 2024

Time: 1000 hours

Venue: Virtual (MS Teams)

The business for the meeting is detailed overleaf.

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

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT

Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 25 APRIL 2024 @ 1000 HOURS
VIRTUAL (MS TEAMS)

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Wednesday 27 March 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.

- 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 |
| 10.2 | Audit & Risk Assurance Committee | T Wright |
| 10.3 | People Committee: | M Wylie |
| | - Draft Minutes of Meeting: 7 March 2024 <i>(attached)</i> | |
| 10.4 | Service Delivery Committee: | T Wright |
| | - Draft minutes of Meeting: 27 February 2024 <i>(attached)</i> | |
| 10.5 | Reform Collaboration Group Oversight Group <i>(verbal)</i> | F Thorburn |

- 11 **ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS** *(attached)* R Whetton

The Board is asked to approve the report.

- 12 **SFRS THREE YEAR DELIVERY PLAN** *(attached)* R Whetton

The Board is asked to approve the report.

- 13 **DRAFT INTERNAL AUDIT STRATEGY UPDATE AND ANNUAL PLAN 2024/25** *(attached)* T Wright

The Board is asked to approve the report.

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

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

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

The Board is asked to note the update.

- 16 **DATE OF NEXT MEETING**
The next formal meeting will be held on Thursday 27 June 2024.

PRIVATE SESSION

- 17 **MINUTES OF PREVIOUS PRIVATE MEETING:**
17.1 **Wednesday 27 March 2024** *(attached)* K Darwent

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

- 18 **SYSTEL UPDATE** *(attached)* S O'Donnell

This report is for information only.

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

WEDNESDAY 27 MARCH 2024 @ 1000 HRS

VIRTUAL (MS TEAMS)

PRESENT:

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

Fiona Thorburn, Deputy Chair (FT)
Steve Barron (SB)
Angiolina Foster (AF)
Therese O'Donnell (TO'D)
Andrew Smith (AS)
Paul Stollard (PS)
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)
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 11 only)
Ijaz Bashir (IB)	Head of Asset Management (Items 13-16 and 24 only)
Lynne McGeough (LMcG)	Head of Finance and Procurement (Items 13-16 and 24 only)
Stuart Free (SF)	Asset Quality Manager (Item 15 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Hadow (DJH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI
AC Michael Humphreys, LSO Highland
Seona Hart, FBU

1 CHAIR'S WELCOME

- 1.1 KD opened the meeting and welcomed those present and observing via MS Teams.
- 1.2 Attendees were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

2 APOLOGIES

- 2.1

David Lockhart, Assistant Chief Officer, Director of Prevention, Protection and Preparedness

Lyndsey Gaja, Interim Director of People

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

3.1 The Board agreed that the *Capital Programme 2024/25* and *Systel Update* items would be taken in private. This is due to the confidential commercial/financial information and matters deemed confidential (Standing Order 9E and 9G), respectively.

4 DECLARATION OF INTERESTS

4.1 The following declarations of conflict of interests were noted during the meeting and confirmed as already being declared with the individual's Register of Interests:

- Madeline Smith, Board Member of Scottish Ambulance Service
- Brian Baverstock, Member of Fire Service Pension Advisory Board
- Mark McAteer, Board Member of Fire and Rescue Heritage Scotland

4.2 Paul Stollard declared his recent appointment as Chair of the Board of Institute of Fire Engineers. Register of Interests to be updated in due course.

4.3 There were no other declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 14 December 2023

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

5.1.2 **The minutes of the meeting held on 14 December 2023 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 There were no matters arising.

6 ACTION LOG

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

Action 15.10 Resource Budget Monitoring Report 2022/23 – October 2023 (14/12/23):

The Board requested clarity on the statement that the Board would not be required to make a specific decision to accept an unbalanced budget should that scenario occur. RW advised that guidance from Audit Scotland confirmed that the Board would be, and were already, acting and scrutinising appropriately should an unbalanced budget occur. RW offered his assurance that the Board continued to undertake good governance and that any guidance available would be followed should an unbalanced budget position occur.

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 14 December 2023 and highlighted the following:

- Ongoing meetings of the Reform Collaboration Group where more information was shared on the various workstreams, and programme of works were agreed. One area of focus was the wider community response to mental health and the

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increasing roles for Police Scotland (PS) and Scottish Ambulance Service (SAS). The main fire related focus was Community Resilience Hubs.

- Meeting with Deputy First Minister at McDonald Road Community Fire Station to demonstrate co-location work with SAS and to deliver a presentation, and seek financial support, for Community Resilience Hubs.
- Meeting with Commemoration Project Board to discuss and identify suitable ways to commemorate, albeit this was only at the early scoping stage.
- Meeting with HMFSI to discuss progress of inspections and future Culture inspection work.
- Various meetings with Scottish Government including one with the Director of Safer Communities to discuss the ongoing Strategic Service Review Programme (SSRP) work and gain a sense of the appetite and thoughts on the change programme ahead of the formal engagement phase.
- Formal constructive feedback was received following the mid-year review and no issues were raised.
- Board member appraisals had been undertaken and the updated common themes document shared with Board members and the Chief Officer for awareness.
- Overview of NJC activities/meetings relating to firefighters pay terms and conditions, pay claim from the Fire Brigades Union and potential settlement, previous agreement to consider different areas of work such as On Call retainer and the differential between control firefighters and firefighters, employer's survey issued and pay offer would be submitted in advance of deadline.
- Meeting with Fire and Rescue Services Association (FRSA) to provide an update on national considerations.

The Board noted the report and verbal update.

8.2

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 14 December 2023 and highlighted the following:

- Progressing onto more formal negotiation process in relation to uniformed pay settlement for 2024/25. Significant level of engagement since last year which demonstrated good employee relations and partnership working. This was a positive position and credit to both the employer and employee sides of the NJC.
- First anniversary of Ff Barry Martin's tragic death on 27 January 2024. A joint SFRS/FBU event, in celebration of Ff Martin's life, was held at McDonald Road Community Fire Station where a commemorative plaque was unveiled.
- Meeting with Audrey Nicol, Convenor of the Justice Committee, provided an opportunity to discuss wider Service-related issues outwith the pre-budget scrutiny forum.
- Chief Officer Commendations have been awarded to 4 inspirational young people in recognition of their actions and bravery.
- Commemoration of the 64th Cheapside Street disaster to be held at Glasgow Necropolis on 28 March 2024.

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

10 COMMITTEE UPDATES

10.1 Change Committee (CC)

10.1.1 FT reported that the Committee held a public meeting on 9 November 2023 and referred the Board to the attached approved minutes, noting that a full verbal update had been provided at the previous meeting. A subsequent public meeting was held on 15 February 2024 and FT provided a verbal update, highlighting the following:

- Presentation given on the new website (launched in September 2023) noting the enhancements to communications and improved data gathering abilities.

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- Spotlight on change maturity, capacity and capabilities and the Service's current position against future needs to deliver the level of change required.

10.1.2

FT provided confirmation that due to the progress made, it would no longer be appropriate to discuss Portfolio Office (PO) progress as the Service has moved onto the next stage and this was now considered business as usual.

10.1.3

The Board noted the approved minutes and verbal update.

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 BB reported that the Committee held a public meeting on 18 January 2024 and referred the Board to the draft minutes (subsequently approved at the 26 March 2024 meeting) and highlighted the following:

- Internal Audit Report on Equality, Diversity and Inclusion was presented noting the conclusions were robust and numerous areas of good practice were highlighted.
- Appointment of Audit Scotland as the new External Auditors. Review and consideration of the currency of legacy recommendations was undertaken.
- New style of reporting on risk management which increased focus on narrative and led to a fuller discussion on risk, impact, control measures and actions.
- Private update on control weakness failure at an On Call station.

10.2.2 BB reported that a subsequent public meeting was held on 26 March 2024 and provided a verbal update, highlighting the following:

- Internal Audit remains on track to deliver against the current year's plan.
- Draft Internal Audit Plan 2024/25 was presented and recommended for approval. Different approach being taken with fewer audits being planned to allow greater depth, detail and ultimately better value from the internal audit function.
- Current Internal Auditor's (Azets) contract had been extended for a further year. Procurement for new internal auditor would commence later in 2024.
- Risk report had been further revised and facilitated robust discussions. Further consideration from the full Board needs to be given to Risk Appetite.
- Private update on the previously reported control weakness failure at an On Call station and an additional second failure.

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

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting on 7 December 2023 and referred the Board to the attached approved minutes, noting that a full verbal update had been provided at the previous meeting. MW highlighted a minor typographical error within the approved minutes.

10.3.2 MW reported that a productive committee workshop was held on 13 February 2024 and highlighted the updates provided on the safety culture survey and People, Payroll, Finance and Training project.

10.3.3 MW noted that a subsequent public meeting was held on 7 March 2024 and provided a verbal update, highlighting the following:

- People performance reports included updates on workforce planning, Operations Control vacancies and new approach to recruitment, Modern Apprenticeship and SVQ, culture and colleague experience survey.
- Training performance reports included updates on issues with training for operational competence (TfOC) and On Call, implementation of the national training structure and training functions continuous improvement progress.

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- Health and Safety performance updates included acts of violence, reduction in vehicles accidents, contaminants quarterly report and progress against inspection audit action plans.
 - Spotlight on pension remedy workstreams.
- 10.3.4 • Employee Partnership Forum update noting the HMFSI's input and engagement on the culture audit inspection work.
- 10.3.5 For transparency, BB's position on the Fire Service Pension Advisory Board was declared (captured under Agenda Item 4 above).

The Board noted the burden of work being placed on the Service in response to the pension remedy and asked whether there was a true understanding of the quantum of the challenge and what measures were in place to address same. MW advised that the Service were not yet able to fully understand the quantum of the work involved, however work had begun to put resourcing in place to start the process. LB advised that the Service were working closely with SPPA to ensure that appropriate resources were identified and in place. LB noted that she was not overly concerned at this stage.

10.3.6

The Board noted the approved minutes and verbal update.

10.4 **Service Delivery Committee (SDC)**

10.4.1 TW reported that the Committee held a public meeting on 28 November 2023 and referred the Board to the attached approved minutes, noting that a full verbal update had been provided at the previous meeting. A subsequent public meeting was held on 27 February 2024 and TW provided a verbal update, highlighting the following:

- Welcomed Andrew Smith and Madeline Smith to their first official committee meeting.
- Routine Service Delivery update presented and recommended to the full Board for review due to the broad and insightful overview of the range of activities across the Service.
- Initial 6-month review of changes in operational response to Unwanted Fire Alarm Signals (UFAS).
- Spotlight on the collective value and use of operational intelligence.
- Review of the Service's response to severe weather events in October 2023 alongside the HMFSI's Response to Climate Change inspections.
- Fatal Fire Analysis report.
- Site visit to Clydesmill Community Fire Station.

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

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

10.5.1 FT reported that the RCG Oversight Group held private meetings on 18 December 2023, 11 January, 22 January, 5 February and 21 February 2024 and highlighted the following:

- The role of the Non-Executive led group and attendees from all organisations at the fortnightly meetings.
- Routine progress updates provided by all organisations.
- Routine discussions and engagement with Rep Bodies. Next meeting was scheduled for 10 April 2024.
- Good progress being made towards the outline business case.
- Next meeting was scheduled for 28 March 2024.

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

(C Fitzpatrick joined the meeting at 1050 hrs)

11 ORGANISATIONAL PERFORMANCE DASHBOARD Q3 2023-24

11.1 MMcA presented the Board with the third quarter performance information for the fiscal year 2023-24. MMcA noted that development continues as the platform matures and all KPIs have been categorised within the covering report to improve orientation and scrutiny.

11.2 CF highlighted the following key points:

- KPI41 (Service Desk Incidents within SLA) and KPI42 (Service Desk request within SLA) noted that Q3 was missing. This had now been rectified but not reflected within this report.
- KPIs split into 4 categories: exceptional variation/monitoring, deteriorating (long term), improving (long term) and not changing.
- KPI12 (total incidents) recorded over 18K this quarter which was 5K less than the quarterly average. Increase in special service incident requests and effect entry/exit incidents.
- KPI14 (Response times) recorded a slight increase which could be attributed to increased demand to weather related incidents/detrimental effect on road conditions.
- KPI17 (Wholetime availability) increased from previous quarter and more aligned to the period prior to 2022/23. Assistance being provided to Service Delivery colleagues to improve both the data collection and assurance processes.
- KPI21 (UFAS incidents) continue to decrease. Notable reduction in incidents in educational facilities.
- KPI27 (Specialist Rescue Currency) recorded an increase on expected levels on the delivery of courses.
- KPI28 (Training Function Currency) recorded a decrease which was attributable to venue conflict, instructor availability and low nominee numbers. These have all been addressed at local level.
- KPI31 (Effecting Entry/Exit Incidents) recorded a slight increase on previous quarter. Pattern of incidents over the last 3 years were consistent with a peak in each third quarter. Requests from SAS and public have increased over the last 3 years. Expectations were that requests would continue to increase.
- KPI30 (Assist Other Agencies Incidents) recorded a slight increase on previous quarter. Expectations were that requests would continue to increase.
- KPI6 (Home Fire Safety Visits) baseline reset post pandemic. Currently recording over 26K visits, approximately 70% of target figure.
- KPI15 (Call Handling Times) recorded a slight increase. Activity levels within each service delivery area were provided.
- KPI16 (On Call availability) recorded under target at 75%. On Call Strategic Co-ordination Group had been established to progress recommendation and pilots.
- KPI22 (Core module skills completed) recorded under target at 74%. Factors impacting on this were increased demand for hazmat training and lower completion rates for tactical ventilation.
- KPI38 (FOI within timeframe) recorded below target at 70%. This was the 5th consecutive quarter below average for the period. The Head of Corporate Communications had requested a single point of contact (SPOC) to be identified within each directorate to provide support.

11.3 In regard to KPI31 (Effecting Entry/Exit Incidents), the Board queried how the Service prioritised these types of incidents and impact of capacity. DF advised the Board that these types of incidents were categorised in the same manner as any other emergency calls and were not prioritised. However, the Service does have procedures in place to allow crews attending this type of incident for an extended period to be made available for other emergency calls, if necessary.

11.4 In regard to KPI14 (Response times), the Board queried whether the Service

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benchmarked against other fire and rescue services or blue light organisations to gain a wider understanding of cultural factors, capacity, etc. CF advised that the Service does not benchmark and noted the issues when comparing with other blue light agencies in finding a good comparison. CF further advised that SFRS were the only Scottish blue light service to publish official statistics. CF noted that the Home Office provide comprehensive yearly analysis of response times to primary fires. This had been discussed with Scottish Government and consideration was being given to expanding publication of response times. CF further noted that incident response times have increased nationally. DF reminded the Board that this area was regularly discussed and scrutinised at the Service Delivery Committee. He noted that as response times included call handling times, it was difficult to compare across other blue light services. DF advised the Board of the Service's involvement with the National Fire Chiefs Council (NFCC) Mobilising Officers Group who look at any emerging trends.

- 11.5 In regard to KPI15 (Call Handling), the Board noted the increased median call handling time in the East and West and queried the reasons for this. DF reminded the Board that this area was regularly discussed and scrutinised at the Service Delivery Committee. DF outlined the potential reasons for increased times such as complexity of calls, system/supplementary procedures and staffing challenges.
- 11.6 In regard to KPI46 (On Call Volunteer FTE), the Board queried whether the Service had an understanding of the reasons for individuals leaving with under 5-years service. DF advised that there was some understanding and the Service were continuing to do more to gather additional information. DF noted that the length of service was similar to the wider UK fire and rescue services. DF commented on the work of the On Call Improvement Programme, NJC workstreams in relation to remunerations and terms and conditions and On Call Support team.
- 11.7 In regard to KPI6 (Home Fire Safety Visits), it was noted that the narrative was short and generalised, and that the Board requires a greater understanding of the sustained downward trend.
- 11.8 In regard to KPI7 (Home Fire Safety Visits vulnerable), it was noted that there was contradictory information within the covering report and appendix.
- 11.9 SS advised the Board that the Service had recognised the continuing trends and were actively working on this. SS noted that these trends needed to be considered against other indicators such as accident dwelling fires, casualties, and fire fatalities. SS further noted that a fundamental reform of Home Fire Safety Visits and other community safety activities was required including enhanced engagement with partners/referral pathways. SS advised that through SSRP the Service would invest in prevention and protection and improve community safety engagement prevention activities. SS further advised that the Service would also engage with NFCC and academia to provide some research and support to enhance the benefits of preventative activities.
- 11.10 RH advised that following the recent Strategic Leadership Team (SLT) restructure, a new prevention strategy was being developed. RH commented on the challenges in recording mechanisms for preventative work, noting that only a small subset (HFSV) were captured in the Performance Management Framework. The recording of this information needed to be improved to capture the totality of this work and to provide greater assurance to the Board.
- 11.11 In regard to Outcome 3 Innovation, the Board commented on limited information/KPIs and noted the importance of innovation in the SSRP and proposed new Committee work. SS agreed that there needed to be more focus on this outcome and innovation going forward. SS noted that the Performance Management Framework had not fully demonstrated the full value of the organisation and this could be improved. The Board

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requested further information on the work ongoing to capture data related to Outcome 3 (Innovation) and the wider prevention work.

ACTION: MMcA

- 11.12 In regard to KPI22 (core skills modules completed), the Board queried the current level against the target and what actions were being taken to close the gap. AW reminded the Board of the challenges with availability for On Call personnel. To address this a blended or combined approach, which reduces the number of modules whilst delivering the same level of training, was being developed. AW noted that Day Duty personnel were also now included in this KPI, which has affected the data. Work would continue in this area to help achieve the overall target of 95%.
- 11.13 In regard to KPI28 (training function currency), the Board sought clarity on any implications of this downward trend, particularly the safety of firefighters and communities.
- 11.14 AW stated that KPI28 was a new indicator and would help the function identify areas of improvement. AW outlined the various factors that impact on course nominee availability and noted that all instructors were currently being upskilled to widen their skill sets to be able to deliver core training. Other measures being taken included introduction of station based instructors (utilising annualised hours), restructuring the training function (Service wide) and introduction of the new Central Staffing Team (training programme and scheduling).
- 11.15 The Board queried whether the drop in trend impacted on firefighters attending incidents and whether there were any concerns regarding this. AW reminded the Board that, as well as the Training Strategy and Vision Document, three framework documents were being developed. One would focus on skills maintenance and this would provide clarity on the expectations and consequences on maintaining skills levels.
- 11.16 In regard to Outcome 4 (Climate Change), the Board commented on the limited progress in this area, whilst noting the competing priorities for the Service. SO'D noted that this would be covered under the Risk Based Capital Investment Plan.
- 11.17 The Board commented on the quality of the paper, accessibility of data and subsequent discussions. The Board requested an opportunity for further discussion on scrutiny of performance at either IGF or Strategy Day to prevent or reduce any overlap with Committees and to achieve appropriate overall scrutiny of performance as a Board.

ACTION: MMcA/BST

- 11.18 **The Board scrutinised the Organisational Performance Dashboard Q3 2023-24 report.**

(C Fitzpatrick left at 1141 hrs)

(Meeting adjourned at 1141 hrs and reconvened at 1150 hrs)

12 ANNUAL OPERATING PLAN PROGRESS REPORT – QUARTER 3 2023/24

- 12.1 MMcA presented a report advising the Board of the quarterly progress made against the strategic outcomes of the Strategic Plan 2022-25 in relation to the Annual Operating Plan (AOP) between 1 October and 31 December 2023. The following key points were highlighted:

- Total of 20 actions of which one action was reporting Blue, 8 actions were reporting Green, 7 actions were Amber, and 4 actions were Red.
- Reasons for the 4 actions reporting red were outlined and verbal update provided.

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- 12.2 In regard to Multi Factor Authentication action, the Board noted the amber rating and completion rate of 75%. RH advised of discussions at last week's SLT and agreed to provide an update in the private session of the meeting.
- 12.3 In regard to the design and implementation of a continuous improvement framework, the Board noted the red rating and completion rate of 50%. LB advised that the test for change against industry standard process was complete. However, due to staffing issues the roll out process had been delayed. LB stated that a paper was being developed which would outline the learnings from the test of change report and recommendations how to progress this further. The paper would be presented to the SLT in April 2024.
- 12.4 In regard to the higher than anticipated response to the Safety Culture Survey, AW advised that the timeline was extended due to the increased level of analysis required which influenced and helped shape the strategy.
- 12.5 In regard to the reducing exposure to contaminants, AW noted that this action specifically related to the implementation of the Standard Operating Procedure. AW confirmed that this would be carried over into next year to allow time for securing the capital required, procurement of relevant PPE and to undertake risk assessments on stations, etc. Anticipated launch date would be October 2024.
- 12.6 The Board requested up to date verbal updates be available, or that narrative be provided in the cover paper on the accurate status of actions approaching their due dates.

ACTION: MMcA

12.7 **The Board scrutinised the Annual Operating Plan Progress Report Quarter 3 2023/24.**

(I Bashir and L McGeough joined at 1205 hrs)

13 RESOURCE BUDGET 2024/25

- 13.1 SO'D presented a report to the Board seeking approval of the proposed Resource Budget for 2024/25:
- Minor error identified within the funding from Scottish Government and work was ongoing to rectify the shortfall of £0.300 million.
 - Outline of the process undertaken to develop the resource budget on the basis of the approved budget approach and numerous opportunities for SLT and Board involvement during the process.
 - Details of the 2024/25 budget were provided in Appendix A.
 - Budget evolution from the previous year was provided in Appendix B.
 - Budget related risks and mitigating actions were detailed in Appendix C.
- 13.2 The Board queried the risk in finding investment to progress SSRP during the year and the challenges this may cause in other areas. SO'D advised that as much as possible had been done to identify needs for SSRP at this stage with the provision of resources and funding for planned projects. As the programme progresses, should any additional needs be identified, adjustments would require to be made within the budget in order to release funds.
- 13.3 In regard to SSRP provision within the budget, SO'D advised that this was recorded as 2024/25 initiatives (Appendix B) and noted that all new initiatives would be subject to formal business case processes in order to release funding.

- 13.4 In regard to the Target Operating Model (TOM), SO'D advised that these figures were the agreed position for Wholetime, Operations Control and Support Staff, however, the On Call was the legacy position.
- 13.5 In regard to the SSRP savings (£8.300million), SO'D advised that this resulted in the temporary withdrawal of 10 appliances during 2023/24 and the Service did not have the funding to reverse the effect of this at this stage.
- 13.6 In regard to the difference in Employee costs recorded in Appendix A and B, SO'D advised that the difference related to SSRP savings.
- 13.7 It was noted that there were no additional assumptions of SSRP savings within 2024/25.
- 13.8 **The Board approved the Resource Budget 2024/25.**

14 RISK BASED CAPITAL INVESTMENT PLAN

- 14.1 SO'D advised the Board that the Plan was one of the underlying documents used to build the Capital Programme which was being presented later on the agenda (Private session).
- 14.2 The Chair welcomed IB and congratulated him on his recent appointment as Head of Asset Management.
- 14.3 IB presented the draft Risk Based Capital Investment Plan (RBCIP) to the Board for scrutiny, setting out a framework of risk decision criteria relative to Property, Fleet and Equipment and highlighted the following key points:
- Significant level of inherent backlog and future funding constraints.
 - Exploring opportunities to deliver a modernised and sustainable service which may enable the asset base to evolve through partnership working and public service reform.
 - The 2024/25 RBCIP would take into account the outcomes from SSRP and assist the data led decisions for the provision of future asset requirements for the Service.
 - A light fleet review would be carried out to mitigate and reduce the fleet backlog.
 - Additional funding for modular fire stations was being sought from Scottish Government and a business case would be developed and brought forward in due course.
 - Work continued on the development of the Service Asset Management Plan for training assets.
 - For greater transparency, the proposed 3-year Capital Programme has direct links and alignment with the RBCIP.
- 14.4 The Board enquired about the work undertaken to identify costs and benefits through the impact of climate change and sustainability work. IB outlined some of the work undertaken in regards to introducing all-terrain vehicles and PPE equipment for firefighting wildfires, light fleet review and ultra-low emission vehicles. IB reiterated that business cases would need to be developed to pursue funding from Scottish Government.
- 14.5 IB reminded the Board that the Service have routinely donated old equipment or PPE to other countries. IB noted that within the new equipment contract, the Service requested for recycling or buy back options to be included to reduce potential landfill waste.
- 14.6 In regard to net zero grant opportunities, IB advised that the Service was working with a consultant on a net zero approach at 4 sites and the potential grant opportunities through the Scottish Green Public Sector State Decarbonisation Scheme. IB further noted that a review to restructure the Energy Team would be undertaken and business

case would be developed to support this spend to save initiative. This would also create capacity within the team to develop innovative net zero projects, improve management and monitoring of energy use, and help to identify innovations and advancements in this area.

14.7 The Board approved the Risk Based Capital Investment Plan.

15 RESOURCE BUDGET MONITORING REPORT 2023/24 – FEBRUARY 2024

15.1 SO'D presented a report advising the Board of the resource budget position for the period ending 29 February 2024. SO'D outlined the summary of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an overspend of £0.428 million and a forecast year-end overspend of £1.060 million. The following key points were highlighted:

- Range of actions taken have reduced the level of overspend.
- Consultation had taken place with Scottish Government seeking approval of this overspend and a business case had been submitted. Formal response was still awaited.

15.2 The Chair noted Scottish Government's comments and appreciation relating to the work undertaken to reduce the level of overspend.

15.3 In regard to the Wholetime costs, the Board sought clarification on the level of change within this budget. SO'D advised that this was primarily in relation to the pension remedy and the expectation on significant retirements which did not materialise. This resulted in the projected underspend changing into an overspend position.

15.4 RH commended the work and efforts of the finance function and the wider organisation, to minimise the level of overspend and achieve the best possible budget position. RH noted that this budget position was achieved whilst the Service delivered savings of over £10.000 million.

15.5 The Board commented on the transparency of the efforts made and work undertaken to reduce the level of overspend and thanked all those involved.

15.6 The Board scrutinised the resource budget position for the period ending 29 February 2024.

16 CAPITAL BUDGET MONITORING REPORT 2023/24 – FEBRUARY 2024

16.1 SOD introduced LMcG, who had recently been appointed as Head of Finance and Procurement. The Chair welcomed LMcG and congratulated her on the new role.

16.2 LMcG presented a report advising the Board of the actual and committed expenditure against the 2023/24 capital budget position for the period ending 29 February 2024. It was anticipated that the revised budget of £32.922 million would be spent out by 31 March 2024. The following key points were highlighted:

- As at February 2024, the position summary was £32.273 million (98%) committed or paid to date.
- Confident that full budget will be spent out by the end of the financial year.

16.3 In regard to prior year spend information on the Year to Date Spend and Committee slide, LMcG advised that this information related to spend which spanned over different financial years. LMcG noted that neither vehicle nor operational equipment spend spanned over financial years, and as such, were recording zero.

16.4 In regard to transition to net zero grants, LMcG advised that this budget was recorded as a zero budget as the Service were reliant on grants being sourced and secured.

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16.5 The Board thanked all those involved in achieving this budget position within a single year budget.

16.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 29 February 2024.**

17 REPORTS FOR INFORMATION ONLY:

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

17.1 Fire Museum of Heritage

17.1.1 For transparency, MMcA declared an interest as Board Member of Fire and Rescue Heritage Scotland (captured under Agenda Item 4).

17.1.2 MMcA advised the Board that following an unannounced inspection from Visit Scotland, the Fire Museum achieved an overall score of 89% and had been awarded a 5-star attraction rating. Visit Scotland's report would be shared with the Board for information.
ACTION: MMcA

17.1.3 MMcA recorded his personal thanks to Cathy Barlow, Kelly McMeekin, Quonya Huff, Iain Morris and the wider property team for their hard work and efforts during the delivery of the project and their ongoing commitments within the museum.

17.1.4 The Board acknowledged the well-deserved achievement and extended their congratulations to all those involved.

17.1.5 **This verbal report was for information only.**

18 RISK THEMES

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

19 FORWARD PLAN

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

20 DATE OF NEXT MEETING

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

20.2 There being no further matters to discuss in public, the meeting closed at 1235 hrs.

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETING:

21.1 Thursday 14 December 2023

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

21.2 Thursday 7 February 2024 (Special)

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

21.3 Thursday 29 February 2024 (Special)

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

21.4 **The minutes of the meetings held on 14 December 2023, 7 February 2024 (Special) and 29 February 2024 (Special) were approved as a true record of the meetings.**

21.5 Matters Arising

21.5.1 There were no matters arising.

22 PRIVATE ACTION LOG

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

23 CAPITAL PROGRAMME 2024/25 – 2026/27

23.1 SO'D presented a report to the Board seeking approval of the Capital Programme 2024/25 to 2026/27.

23.2 **The Board approved the Capital Programme 2024/25 to 2026/27.**

24 SYSTEL UPDATE

24.1 S'OD provided a verbal update in relation to Systel.

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

25 ANY OTHER COMPETENT BUSINESS

25.1 New Mobilising System Update

25.1.1 SO'D provided a verbal update on the status of the ongoing procurement process.

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

25.2 Multi-Factor Authentication (MFA)/Cyber Security

25.2.1 RH provided a verbal update on MFA/cyber security which had been presented to the Strategy Leadership Team.

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

SFRS BOARD MEETING – ROLLING ACTION LOG



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 7 actions. A total of 4 of these actions had been completed.

The Board is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note 2 actions 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>
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 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>
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Board Meeting: 14 December 2023						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
15.6	<p>Resource Budget Monitoring Report – October 2023: Board requested details of run rate and overspend with written assurance that every possible opportunity to prevent the overspend had been exhausted.</p>	SO'D	March 2024		April 2024	<p>Update (27/03/2024): On 11 January 2024 the Cabinet Secretary wrote to the Chief Officer, as Accountable Officer, similarly to other public body Chief Executives, to highlight the DFM's recent Parliamentary statement emphasising the unprecedented level of financial challenge in the 2023/24 budget. As such, the Cabinet Secretary asked that discretionary expenditure be tightly controlled, with specific emphasis on recruitment, hospitality, events, travel, and marketing; and that options to reprioritise/defer spending be actioned. Ahead of this, and confirming that all reasonable action has been taken by SFRS to prevent/limit an overspend in the resource budget, the following actions have been taken:</p> <ul style="list-style-type: none"> Ongoing SLT approval required for any recruitment, series of communications to both budget holders and all staff to restrict discretionary expenditure, with a focus on travel & subsistence and hospitality, review of capital/resource split and options to defer expenditure, review of remaining (albeit limited) marketing activity to minimise expenditure. <p>The level of projected overspend has reduced from £2.584m in December 2023 to £1.060m in February 2024.</p>

						Complete (25/04/2024): Complete following the previous update.
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Board Meeting: 27 March 2024						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.13	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.	MMcA	June 2024			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.
11.19	Performance Management Framework Quarterly Performance Q3 2023/24: Board requested opportunity for further discussion on scrutiny of performance at either IGF or Strategy Day to prevent or reduce any overlap with Committees and to achieve appropriate overall scrutiny of performance as a Board.	MMcA/BST	June 2024		March 2024	Complete (25/04/2024): Strategy Day session scheduled (May 2024) to discuss Performance Data Scrutiny Overlap.
12.6	Annual Operating Plan Progress Report Quarter 3 2023/24: Board requested up to date verbal updates be available, or narrative provided in cover paper on the accurate status of actions approaching their due dates.	MMcA	June 2024		April 2024	Complete (25/04/2024): As part of the AOP management process for 24/25, Directors will be asked when we report Q3 updates to the Board to provide a more live assessment of where their actions are at in relevant Board/Committee meetings.
17.1.2	Fire Museum of Heritage: Visit Scotland's report would be shared with the Board for information.	MMcA	April 2024		March 2024	Complete (25/04/2024): Visit Scotland report was circulated to the Board on 27 March 2024.



SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 April 2023				
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following a 'light touch' review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	The Board approved the suite of papers, subject to the further amendments to Scheme of Delegation.	October 2023
Impact Assessment for Board Decision (Review Date - 04/2024): The Service continues to have effective governance and scrutiny arrangements in place and this is something that is kept under continual review and improved upon, not simply on an annual basis. The Annual Review process allows for detailed analysis of arrangements and documentation with feedback being sought from all involved to ensure that the Board and it's Committees continue to work well.				
ITEM 12	PERFORMANCE MANAGEMENT FRAMEWORK 2023/24	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for approval.	The Board DID NOT approve the Performance Management Framework for 2023/24. Revised Performance Management Framework to be brought back for approval.	N/A
Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable				
ITEM 13	ANNUAL OPERATING PLAN 2023/24	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2023/24 to the SFRS Board for approval.	The Board DID NOT approve the Annual Operating Plan 2023/24. Revised Annual Operating Plan 2023/24 to be brought back for approval.	N/A
Impact Assessment for Board Decision (Review Date - 04/2024): Not Applicable				
ITEM 10	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	October 2023

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Impact Assessment for Board Decision (Review Date - 04/2024): Following settlement authority being provided by the SFRS Board, in April 2023, Clyde & Co Solicitors negotiated settlement of the claim, within settlement authority levels provided.

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

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		includes high level consideration of people impacts, financial scenario planning and operational community risk and demand.		
Impact Assessment for Board Decision (Review Date - 05/2024):				
ITEM 11	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	November 2023
Impact Assessment for Board Decision (Review Date – 05/2024):				
ITEM 12	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Acting Director of Finance and Procurement provided a briefing report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendation.	November 2023
Impact Assessment for Board Decision (Review Date - 05/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 29 June 2023				
ITEM 12	SFRS INCOME GENERATION POLICY - 2023	The Acting Head of Finance and Procurement presented to the Board the draft SFRS Income Generation Policy for approval, which takes account of recent audit recommendations as agreed through SFRS governance routes and ensures appropriate scrutiny and governance of income received throughout SFRS.	The Board approved the SFRS Income Generation Policy 2023.	December 2023
Impact Assessment for Board Decision (Review Date - 06/2024):				
ITEM 13	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision.	The Board approved the Annual Operating Plan 2023/24.	December 2023
Impact Assessment for Board Decision (Review Date - 06/2024):				
ITEM 7	LIABILITY CLAIM AGAINST SCOTTISH FIRE	The Acting Director of Finance and Procurement provided a briefing report to the	The Board approved the recommendation.	December 2023

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	AND RESCUE SERVICE (PRIVATE)	Board in relation to an insurance claim intimated against the Service.		
Impact Assessment for Board Decision (Review Date - 06/2024):				

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

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	The Head of Governance, Strategy and Performance asked the Board to consider the	The Board agreed that the Local Plan reviews should continue and	February 2024

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	RESCUE PLANS: UPDATE (PRIVATE)	content of this report and decide if it wishes to delay the revision of local plans due in 2023/24 following the legal requirement to review the existing local plans. If the revision of local plans are delayed the Board should also consider the time period it would wish to set for the revision of plans to be completed by in order that this can be communicated to local councils and other stakeholders	that further discussion, including timelines, would be scheduled at the November Strategic Planning Workshop Days.	
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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
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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
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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):

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ITEM 23	DEVELOPMENT OF LOCAL FIRE AND RESCUE PLANS: SEPTEMBER 2023 UPDATE (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the update report for the Board to consider the legal obligations facing the Service in the development and publication of Local Plans.	The Board agreed in principle to delay the revision of the plans, pending additional legal advice to support the decision, with final approval being confirmed by notification.	March 2024
Impact Assessment for Board Decision (Review Date - 09/2024):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 October 2023				
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2024-25	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2025. These set out the Board's programme of scrutiny and key decisions for 2024-25, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the 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):				
ITEM 24	LEADHILLS COMMUNITY FIRE STATION CONSULTATION REPORT (PRIVATE)	The Director of Service Delivery presented a report providing background to the current availability and response challenges of Leadhills Community Fire Station, outcomes of the public involvement and engagement process and approval of the recommendations relating the future of the station.	The Board approved the recommendations detailed within the report.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				
ITEM 25	NEW MOBILISING SYSTEM PROCUREMENT PROCEDURE (PRIVATE)	The Acting Director of Finance and Procurement presented a report seeking approval to withdraw from the Crown Commercial Services Framework for Blue Light Solutions and move to an open procurement process.	The Board approved the recommendations detailed within the report.	April 2024
Impact Assessment for Board Decision (Review Date - 10/2024):				

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 14 December 2023				
ITEM 13	REVISED SCHEME OF DELEGATIONS	The Director of Strategic Planning, Performance and Communications asked the	The Board approved the revised Scheme of Delegations.	June 2024

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		SFRS Board to approve the Revised Scheme of Delegations, to ensure our continued commitment to upholding high standards of corporate governance and compliance with any of SFRS's duties or obligations through legislative changes or the development of guidance in relation to delegated authority.		
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	The Board approved the Budget Approach 2024/25	August 2024

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		forthcoming financial year, within the context of the Scottish Government's budget proposals.		
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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
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Impact Assessment for Board Decision (Review Date - 03/2025):

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ITEM 23	CAPITAL PROGRAMME 2024/25 – 2026/27	The Director of Finance and Contractual Services presented the proposed Capital Programme 2024 – 2027 to the Board for approval. Total proposed expenditure over the 3-year period is £139.026 million , funded by anticipated Capital DEL budget of £129.026 million and estimated capital receipts of £10.000million	The Board approved the Capital Programme for 2024-2027.	September 2024
Impact Assessment for Board Decision (Review Date - 03/2025):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 25 APRIL 2024**

CHAIR'S UPDATE: APRIL 2024

Wednesday 3 April 2024

Meeting with F Thorburn & A Foster

Thursday 4 April 2024

Meeting with Lyndsey Gaja, Interim Director of People
Meeting with DCO Stuart Stevens and Marysia Waters

Monday 8 April 2024

National Joint Council

Friday 12 April 2024

Long Service Good Conduct
Meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications

Monday 15 April 2024

SFRS Board meeting Pre-agenda
Regular meeting with CO Ross Haggart
Regular meeting with CO Ross Haggart and Fiona Thorburn, Deputy Chair
Meeting with Barbara Allison, Glen Shuraig Consultants and Fiona Thorburn, Deputy Chair

Tuesday 16 April 2024

Regular Chair/Board Support Team meeting
Regular meeting with Maureen Rooney, Deputy Director for Safer Communities with CO Ross Haggart

Thursday 18 April 2024

Special Board Strategy Day
Board Member Only Session
Meeting with Angela Constance, Cabinet Secretary for Justice and Home Affairs

Monday 22 April 2024

Pre-Consultation Discussion with Trade Unions

Tuesday 23 April 2024

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

Wednesday 24 April 2024

Meeting with DCO Liz Barnes

Thursday 25 April 2024

SFRS Board Meeting

Monday 29 April 2024

Pre-Consultation Discussion with Trade Unions

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 25 APRIL 2024**

CHIEF OFFICER'S UPDATE: APRIL 2024

Monday 1 April

Public Holiday

Tuesday 2 April

Regular catch up with HMFSI Chief Inspector
Regular Trade Union (TU) meeting
Regular PA catch up

Wednesday 3 April

Strategic Leadership Team (SLT) Meeting
Regular weekly catch up with Deputy Chief Officers (DCO)

Thursday 4 April

Hearing

Friday 5 April

Technical Reading Day

Monday 8 April – Friday 12 April

Annual Leave

Monday 15 April

SFRS Board Pre-Agenda Meeting
Regular Catch up Chief and Chair
Regular Catch up Chief, Chair & Deputy Chair
Hearing

Tuesday 16 April

Commendation Award, McDonald Road Fire Station

Wednesday 17 April

SLT Meeting

Thursday 18 April

SFRS Board Strategy Day
Regular Director 1:1 x 2
Justice Board Meeting
Meeting with Cabinet Secretary

Friday 19 April

Firefighters Charity Trustee Meeting
Fire and Rescue Services Association (FRSA) Meeting

Monday 22 April

Regular Director 1:1 x 3
Regular PA catch up

Tuesday 23 April

Firefighters Charity Trustee Development Day

Wednesday 24 April

Address to New Trainees
Change Portfolio Investment Group (CPIG) Meeting
Regular weekly catch up with DCOs
Regular Director 1:1
Regular Chief Officers Business Support team catch up

Thursday 25 April

SFRS Board Meeting
Regular Director 1:1

Friday 26 April

UKISAR 30 Anniversary Event, Aberdeen

Monday 29 April

Pre-consultation Discussions with TUs

Tuesday 30 April

Regular PA weekly catch up
Regular Director 1:1



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 7 MARCH 2024 @ 1300 HRS

VIRTUAL (MS TEAMS)

PRESENT:

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

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

IN ATTENDANCE:

Andrew Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Interim Director of People
Liz Barnes (LB)	Interim Deputy Chief Officer, Corporate Services
Fiona Munro (FM)	Head of People
Bruce Farquharson (BF)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Rachael Scott (RS)	Deputy Head of People
Kelly McDougall (KMcG)	People Advisor (Item 8.2 only)
Marc Pincombe (MPi)	Area Commander, Workforce Planning (Item 11.4 only)
George Lindsay (GL)	People Manager (Item 12.2 only)
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

Neil Mapes, Board Member

1 CHAIR'S WELCOME

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

2 APOLOGIES FOR ABSENCE

- 2.1 David Farries, Assistant Chief Officer, Director of Operational Delivery

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

- 3.1 The Committee discussed and agreed that the *Key Case Update* verbal report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee* would be taken in private due to the confidential nature of the issue (Item 9G). The *Learning and Development 2023-24* report

would be taken in private due to matters relating to individuals and confidential financial information in line with the Standing Orders (Item (9A and 9E).

3.2 No further items were identified.

4 DECLARATIONS OF INTERESTS

4.1 No conflict of interests were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 7 DECEMBER 2023

5.1 The following amendments were noted and agreed:

Paragraph 12.1.3 to be amended to read *“AW advised that there was no risk relative to this, with regards to the Wholetime Duty System, however, there are time and capacity challenges for the On Call Duty System and discussions had recently taken place on this very matter.”* instead of *“AW advised that there was no risk relative to this, however discussions had recently taken place on this very matter”*.

5.2 **Subject to the above amendment, the minutes of the meeting held on 7 December 2023 were approved as a true record of the meeting.**

5.2 Matters Arising

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

6 ACTION LOG

6.1 The Committee considered the Action Log noting the updates and agreed the closure of completed items.

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

7 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING

7.1 People Performance Report Quarter 3 2023/24

7.1.1 LG provided the People Performance Report Quarter 3 2023/24 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the further details within the People Performance Report. The following key areas were highlighted from the Executive Summary:

- Focus remains on workforce planning due to the risk relating to the pension remedy.
- Increase in vacancy rates within Operations Control (OC). Currently reviewing the approach to recruitment and retention within OC.
- Engagement sessions held in the North and West service delivery areas. These would feed into the cultural action plan and development of the management capability framework.
- Broad consistency in absence rates with the exception of an increase in OC during this quarter.
- Typographical error was highlighted within the report and related to the number of Musculoskeletal referrals in quarter 3 compared to quarter 2.

7.1.2 LG reminded the Committee that the interim (lower) target operating model (TOM) was implemented following the temporary withdrawal of appliances and as such the current headcount was slightly above the TOM.

7.1.3 The Committee noted their concerns on the increased vacancy and absence rates within OC. They sought assurance on measures being taken to address these issues, if any underlying reasons had been identified and impact on existing OC staff. Further assurance was sought on the critical levels of risk, and any remedial actions required, in relation to the delivery of statutory duties within OCs.

- 7.1.4 LG advised the Committee that the absence/vacancy rates within OC remains a focus for the Service and outlined the measures taken to engage, support and develop OC staff. LG noted the different approaches to attraction and recruitment being taken by the Talent Acquisition team and the ongoing programme of health and wellbeing initiatives to support and provide proactive and reactive responses to absence rates. FM summarised some of the feedback from former OC staff on the reasons for leaving the Service and noted the alternative/new approaches for exit interviews being taken by the Service to gather this information.
- 7.1.5 In regard to the criticality of risk, AW advised that OC staffing was discussed by the Flexi Duty Officer Command Groups, and managed, on a daily basis. AW further advised that the OC Resilience Strategy provided clear guidance on the 4 staffing levels (full, optimum, minimum, and critical) and the mitigating actions which would be taken. AW noted that the Service were operating at the optimum level.
- 7.1.6 LG to discuss with David Farries, Director of Operational Delivery and provide an update with further information on OC staffing levels due to the number of vacancies and absence rates, including the level of impact and when it would become critical.
- ACTION: LG**
- 7.1.7 The Committee requested further information on the breakdown of absence across each OC and the absence reasons within each.
- ACTION: LG**
- 7.1.8 Within the introduction section, it was noted the reference to the Strategic Plan priorities were from an old version of the Strategic Plan.
- 7.1.9 In regard to improvements to the recruitment process, the Committee queried whether this related to improving the process or the actual recruitment rates. FM reminded the Committee of the pilot recruitment campaign held within the East service delivery area to test alternative recruitment processes and measure the success of both attracting and onboarding individuals. LG noted that the recruitment process had been improved and tested which resulted in a positive impact on applications and successful outcomes of the process.
- 7.1.10 With reference to the work previously undertaken and subsequent improvements within OC, the Committee would consider whether this should be raised at Integrated Governance Forum to ascertain whether the Board were aware of the potential risks.
- 7.1.11 The Committee commented on the Service's long term strategic aims, ambitions and how it could remain a relevant and desirable employer of choice. Discussions to be held outwith the meeting to identify what and how assurances could be presented to the Committee.
- 7.1.12 **The Committee scrutinised the report.**
- 7.2 Modern Apprenticeship and Scottish Vocational Qualification (SVQ) Update**
- 7.2.2 FM tabled the report to the Committee to provide an update on the current position with Wholetime Firefighters modern apprenticeships and SVQ. The following key areas were highlighted:
- Significant progress in relation to inactive learners and progressing employees to complete their apprenticeship. Current completed rates were circa 80%.
 - Positive financial impact from the modern apprenticeship contract.
 - Learning and Development hold was partially lifted resulting in an internal course of assessors and internal verifiers being delivered. This would be subject to SQA review.
 - Opportunities to review and improve existing apprenticeship programme.
 - Potential opportunities to work with Skills Development Scotland.
- 7.2.3 The Committee were advised that all firefighters who progress through the normal selection process were required to complete the SVQ and modern apprenticeship.

7.2.4 The Committee sought clarification on what firefighters gained from completing the modern apprenticeship and what the penalties were should they not. FM advised the Committee that this formed part of their employment contract and provided a structured learning and development pathway which would result in a recognised SVQ qualification. FM further advised that in order for firefighters to gain competency, or be eligible for promotion, they would have to complete their modern apprenticeship.

7.2.5 FM advised the Committee that part of the line management roadmap (supervisory manager upwards) was to undertake the role of in-house assessors.

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

7.3 People Policy Review Schedule Update

7.3.1 RS tabled the People Policy Review Schedule Update Report to the Committee for information only. The following key areas were highlighted:

- Full review and reprioritisation of people policy and review schedule undertaken.
- Engagement and general agreement reached with Rep Bodies on the policies moving to guidance documents.
- Pending legislative changes were anticipated to impact on some employment and people policies from April 2024 and any action/consultation would be undertaken as necessary.
- Future reporting to this Committee would be by exception only, as discussed and agreed at the recent workshop.

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

(KMcd joined the meeting at 1340 hrs)

8 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

8.1 Culture Development Group Update

8.1.1 LB presented a report to the Committee to provide an update on activities in support of the work of the Scottish Fire and Rescue Service (SFRS) Culture Development Group (CDG) and highlighted the following key points:

- CDG had been established and held 3 meetings. A Core group (strategic level) and various subgroups (drive and deliver initiatives) were being established.
- Identified 3 priority areas, which were: attract and support a more diverse pool of candidates; creating a competent supervisory and middle management cohort; and improving business intelligence to inform future actions.
- Brief outline of some areas of focus for the subgroups which included better use of data including academic work and the colleague experience survey, look at the current culture/grievances to identify trends, and full review of professional standards and behaviours.
- CDG would be launched next week (w/c 11 March) to raise awareness and understanding.
- Consideration was being given on how progress would be monitored.

8.1.2 The Committee requested clarification on the timescales (pace) and the additional specialist resource required. LB noted that the messaging would begin this month and activities would proceed from then and be monitored through the Portfolio Office. LB advised that in-house specialist resources have been identified, however existing priorities need to be reordered to find capacity or alternatively authorisation would have to be sought for additional resource. LB noted her concerns around this and would continue to progress as necessary.

8.1.3 The Committee queried whether the potential to use 360 degree style feedback to gather information on culture has been considered. LB advised that this had not been specifically considered and agreed to raise with the relevant subgroups.

- 8.1.4 In regard to attracting a diverse pool of candidates, LB noted the Service had issues with attraction and needed to promote itself better. LB further noted that attracting a diverse range of candidates at the intake stage was critical to ensuring a diverse workforce and noted examples of previous targeted campaigns.
- 8.1.5 The Committee commented on previous discussions and consideration on the use of the word culture and the potential for better framing within the SFRS values. LB acknowledged concerns regarding the word culture and noted that it had been fully considered by the CDG. CDG's aim was to raise awareness and understanding that culture was not necessarily a bad thing or should be entirely defined negatively. LB commented on how this work would be presented i.e. professional standards, ethics and common decency, to raise understanding on how people should be treated and treat others on a daily basis.
- 8.1.6 LB briefly outlined the approach to leadership development would include a different delivery method of non-operational or non-managerial training, practical elements and establishing acceptable behaviours. FM provided an update on the current position on the development of the framework, pilot scheme and wider roll out.
- 8.1.7 **The Committee scrutinised the report.**
- 8.2 Colleague Experience Survey Update**
- 8.2.1 KMCD presented the report to provide an update on progress made to deliver the SFRS colleague experience survey in Q4 2023/24 and highlighted the following key points:
- Initial draft of survey questions had been developed and would be finalised in the next few days.
 - Soft launch of survey on the Ambit platform.
 - Meeting scheduled with Union Representatives and senior stakeholders.
 - Survey champions would be identified to support and raise awareness.
 - Communications and engagement strategy had been identified as a critical success factor. The entire survey timelines would be shared with colleagues to encourage participation and share outcomes.
 - Consideration would be given to allow colleagues the opportunity to register an interest to participate in working groups when completing the survey.
 - Range of communication channels will be used to encourage participation.
 - Regular feedback would be sought from Ambit on the activity levels/response rates.
 - Survey would be launched on 26 March 2024 and would remain open for 6 weeks.
- 8.2.2 In regard to the communications and engagement strategy, KMCD noted that this was jointly developed between the People Directorate and subject matter experts and was approved by the Communications and Engagement team.
- 8.2.3 The Committee commented on the objective to achieve 30% plus response rate and queried the benchmark across the public sector. KMCD noted that the 30% was based on the previous survey response but it was hoped that a higher response rate (50-70%) would be achieved. KMCD further noted that Ambit had advised that a recent survey undertaken by Northern Ireland achieved a response rate of 50-70%.
- 8.2.4 In regard to the LSO packs, the Committee queried how the Service would know whether the packs were being used effectively and how the messaging was landing. KMCD briefly summarised how the evaluation and ongoing engagement would be used to sense check how information was being used and landing.
- 8.2.5 The Committee commented on the need to clearly communicate the purpose of the survey and how the feedback would be used for the betterment of all.
- 8.2.6 **The Committee scrutinised the report.**

(KMcD left the meeting at 1420 hrs)

9 TRAINING

9.1 Training Function Update and Performance Report Quarter 3 2023/24

9.1.1 BF presented the high-level overview of the Training function activity and performance over Quarter 3 2023/24 and highlighted the following key points:

- Following a review of the Trainee Firefighter Foundation Programme, a revised 14-week Monday to Friday model would be introduced. This would allow additional time for consolidation of core skills and better use of instructors' hours.
- KPI22-KPI24 were reporting a decrease. This is attributable to a competing ask and increase in practical skills as well as increased operational activities over the bonfire period.
- KPI25-KPI27 were generally positive with some LSO level reduction. Due to the ability for increased scrutiny, the specific causation was identified and resolved.
- KPI28 was reporting a decrease due to resourcing conflicts, instructor availability, weather related cancellations, etc. However, the restructuring of the training function, creation of an additional Central Staffing Team and additional Training Co-ordinator position would help mitigate some of the challenges.
- KPI29 remains consistently high. Following a recent trial, a new electronic recording system to be introduced to record customer satisfaction rates.

9.1.2 In regard to KPI26, AW commented on the positive incremental improvements and noted the expectation for significant future improvements due to the extensive work undertaken over the last 12 months.

9.1.3 In regard to KPI22, AW advised that due to the addition of Day Duty system personnel, a direct comparison with the previous reporting period was not possible. AW noted that the creation of the Training Safety Assurance Board and the new executive structure would provide a forum to engage with representatives from all functions of the Service.

9.1.4 AW reminded the Committee of recent discussions regarding blending elements of training for operational competence programme (TfOC) with the aim of reducing the modules over the quarter.

9.1.5 The Committee commented on previous discussions relating to the potential review of basic competency skills for On Call personnel. AW noted that the wider issues ie On Call/Volunteer terms and conditions, what roles they play within the organisation, needed to be addressed before any changes were made to training requirements.

9.1.6 AW clarified that the TfOC package was becoming a challenge for On Call staff due to availability/time commitment.

9.1.7 A discrepancy was highlighted between the percentages and raw numbers for KPIs 22-26 when viewed via PowerBI. RW to review and feedback off table.

ACTION: RW

9.1.8 The Committee noted the level of data and additional information being provided within the report which reflected the ongoing maturity within the organisation.

9.1.9 In regard to the amalgamation into one national training function, BF advised the Committee on the position within each service delivery area and noted that the new national structure was now in effect. It was noted that improvements should become apparent over the next 12 months.

9.1.10 The Committee sought clarification on the relationship between KPI22-24 and any potential impact on KPI26 (core skills currency). AW reminded the Committee that the Business Strategy document would be supported by 3 framework documents, which were still in

development. The skills maintenance framework document would outline all aspects of training to be delivered, rate of frequency, and any potential consequence of non-completion. AW offered to host a future workshop session on the TfOC. BF advised that KPI22-24 focused on weekly/daily based use of the learning content management system. KPI26 reflected attendance at physical training courses.

9.1.11 **The Committee scrutinised the report.**

9.2 **Training Continuous Improvement Programme Update**

9.2.1 BF tabled a report to the Committee updating on progress to implement the recommendations contained within the SFRS Training Continuous Improvement Programme (CIP). The following key points were highlighted:

- Total of 68 recommendations of which 44 were now complete and 5 had been added within the last 6 months.
- Due to a formatting error, only 57 recommendations were contained within the Appendix.

9.2.2 The Committee noted their appreciation and assurance on the progress being made.

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

9.3 **Training Function Policy Review Schedule**

9.3.1 BF tabled a report to the Committee to provide a quarterly update on the status of the Training function document and an overview of current and recently completed work for information.

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

10 **HEALTH AND SAFETY**

10.1 **Health and Safety Performance Report Quarter 3 2023/24**

10.1.1 JH presented the Health and Safety Performance Report Quarter 3 2023/24 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2023/24 and the Health and Safety KPIs. The following key areas were highlighted:

- Numbers of attacks during this quarter included 7 verbal, 6 physical and 11 against property/assets.
- Engaging with Police Scotland to establish a tri-service group to consider a joint approach to attacks/aggression towards Emergency Services.
- Five RIDDOR reportable events during this quarter, of which 3 were over 7-day injuries.
- Continued increase in reporting of Near Miss incidents with 154% increase on the same period last year.
- Continued reduction in Vehicle Accidents. Trial in one local senior officer area has shown a positive reduction in accidents and cost savings in relation to repairs. Trial to be rolled out further across the Service and would continue to be monitored through the Driver Safety Group.
- Health and Safety Improvement Plans were progressing well with only People and TSA directorate still to complete.
- Progress against key activities within the function, notably risk assessments, face fit testing and work towards achieving ISO45001.

10.1.2 In regard to reductions in Vehicle Accidents, AW noted that any potential links to the implementation of the new UFAS policy were being explored.

10.1.3 In regard to RIDDOR reporting events, AW reminded the Committee the Service attended over 18,000 incidents during the quarter and as such the number of RIDDOR events was significantly low, albeit still disappointing. JH assured the Committee that all reported events were fully investigated.

10.1.4 The Committee commented on the level of Acts of Violence during the current reporting quarter and noted their interest in monitoring activity levels in the coming months.

10.1.5 AW provided a brief update on progress of the Health and Safety Annual Report, particularly the refreshed format and the intentions to provide an early iteration to the Committee.

10.1.6 **The Committee scrutinised the report.**

10.2 Contaminants Quarterly Report

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

- Business case for capital and resource funding to support the contamination agenda, which has been approved by the Strategic Leadership Team, would now be put forward for Board approval.
- To maintain an awareness of UK/international activity, Research and Innovation would now be a standing agenda item for consideration by the Contaminants Group.
- Service representatives had attended several seminars to gather information on decontamination processes from other UK and international services.
- Contaminants Awareness LCMS module has been developed and would form part of the TFOC. Once launched, this would be shared with the HSE.
- Trial of draft SOP would conclude on 31 March 2024 and any gaps/issues identified would be addressed prior to implementation later this year.
- Outline of timeline for implementing the Implementation Plan pending budget approval.
- Potential hosting an international seminar on contaminants was being considered and discussions on this matter were scheduled with the FBU in coming weeks.

10.2.2 The Committee noted and welcomed the positive direction being taken by the Service.

10.2.3 **The Committee scrutinised the report.**

10.3 Safety and Assurance Management Arrangements Framework

10.3.1 JH tabled the report to the Committee noting the content of the Safety and Assurance Management Arrangement Framework (MAF) and supporting appendices. The following key points were noted:

- Framework sets out the new approach to reduce duplication within documentation.
- Overarching legal register and requirement and duties are now separate, and a glossary of definitions had been developed.
- New structured approach to training elements.
- Outline of aim for individuals to become more engaged with documentation.

10.3.2 The Committee acknowledged the positive response to the recent safety culture survey and noted the direction and progress being made.

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

(B Farquharson left at 1458 hrs)

(Meeting broke at 1458 hrs and reconvened at 1510 hrs)

11 AUDIT/INSPECTIONS

11.1 HMSFI Inspection Action Plan Updates and Closing Reports

11.1.1 JH presented the report updating the Committee on the progress against the action plan developed in response to the HMFSI Report relating to Health and Safety: An Operational Focus. JH noted that overall good progress being made in regard to the action plan, which currently had an Amber rating and estimated at 90% complete.

11.1.2 **The Committee scrutinised the report.**

11.2 Internal Audit: Scottish Vocational Qualifications

11.2.1 FM presented the report updating the Committee on the progress against the action plan developed in response to the Internal Audit: Scottish Vocational Qualifications and highlighted the following key points:

- Update on the recommendation to increase assessor numbers and the actions taken. Anticipated closure of this recommendation at the next review.
- Update on the recommendation relating to further scrutiny and review of SVQ performance process and actions taken. Anticipated closure of this recommendation at the next review.

11.2.2 FM confirmed that a final position would be reported to the next Committee meeting.

11.2.3 FM advised that the Service would be able to confirm whether all financial allowances relevant to the process had been reclaimed. (Action raised by the Audit and Risk Assurance Committee.)

11.2.4 The Committee noted the report.

(MPi joined the meeting at 1515 hrs)

11.3 Internal Audit: Sickness Absence Management

11.3.1 RS presented the report updating the Committee on the progress against the action plan developed in response to the Internal Audit: Sickness Absence Management and highlighted the following key points:

- Of the 6 original improvement actions raised, 3 remained outstanding.
- Closure of one outstanding improvement action was being considered.
- Timescale for the remaining 2 actions had been extended to 30 April 2024. Both actions were reporting Amber and were 90% complete.

11.3.2 The Committee queried whether there was any link between work undertaken and the impact. RS reminded the Committee that the actions were implemented in late 2023, therefore only a relatively short period of time had passed to be able to identify any significant impact. RS noted that the audit outcomes were primarily focused on the ability to identify whether the stages of attendance management process were being properly implemented. RS further noted that through the normal performance management arrangements, absence management levels would be monitored, and any impact identified.

11.3.3 The Committee noted the report.

11.4 Internal Audit: On Call Workforce Planning

11.4.1 MPi presented the report updating the Committee on the progress against the action plan developed in response to the Internal Audit: On Call Workforce Planning and highlighted the following key points:

- Five areas of improvement were identified during the audit.
- Significant progress has been made during the current quarter.

11.4.2 The Committee noted and welcomed the progress being made.

11.4.3 Brief discussion on the appropriate governance route for scrutiny of these action plans. It was noted that the Audit Final Reports are submitted to the Audit and Risk Assurance Committee, the scrutiny of the action plan would be undertaken by the People Committee. To be discussed and clarified at the next Forward Planning meeting.

11.4.4 The Committee noted the report.

(GL joined the meeting at 1523 hrs)

12 PEOPLE COMMITTEE RISK REGISTER

12.1 Committee Aligned Directorate Risk

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

- TSA014 (legislative compliance relating to risk control measures etc)
- TSA015 (insufficient resources within Safety and Assurance): Risk rating to be reviewed due to improved resources/restructure.
- TSA019 (inability to maintain or improve training delivery): Risk rating would be reviewed following 2024/25 Budget approval.
- POD15 (Pensions): Consideration continues to be given to appropriately resource the workstreams in order to progress this work.

12.1.2 In regard to the Training SAMP, AW noted that this has been deferred to the end of the summer and would be brought back to the Committee in due course.

12.1.3 **The Committee scrutinised the report.**

12.2 Risk Spotlight: Pension Remedy Workstreams (POD015)

12.2.1 GL presented the risk spotlight to the Committee on the pension remedy workstreams. The following key points were highlighted:

- Background on successful legal challenges raised against the provision and application of the Firefighters Pension Schemes and the SPPA's remedy and the outcomes of these legal actions.
- Significant capacity challenges to analyse, remedy and apply any actions required for potentially the next 3 years.
- Extensive preparation work has been carried out in consultation with SPPA to try to mitigate the risk.
- Significant progress had been made with regards to planning and preparation for the practical implementation on the range of measures required.
- Key actions to date include necessary legislation to implement changes enforced. SPPA appointed 2 specific project managers to plan and manage the implementation of the range of remedies and were meeting regularly with SFRS representatives to agree the way forward, whilst ensuring the interests of SFRS employees/former employees were being protected.
- SFRS were providing sound databases to identify all in scope employees, including contact details, to enable any appropriate remedies under the different schemes to be offered.
- Detailed project plans were being developed by the project managers, to clearly articulate how, by whom and when actions would be delivered. This would allow SFRS to accurately assess the implementation requirements and the capacity demand within the various functions.
- Recognition of the significant burden being imposed on the Service and a business case has been submitted for an additional Grade 7 post to support the co-ordination of SFRS activities to support SPPA's delivery of the project.

12.2.2 The Committee queried whether there was a potential conflict of interest for the Service in representing the interest of current/former employees. GL advised that the Service were operating within the constraints of the pension schemes and legal outcomes. As the Service has a legal duty to implement the legal rulings, there was no scope for the Service to depart from these. The Service would represent the interests of current/former employees by ensuring all affected individuals were contacted and provided with accurate information.

12.2.3 **The Committee scrutinised the report.**

(MPi and GL left the meeting at 1537 hrs)

13 PARTNERSHIP WORKING

13.1 Employee Partnership Forum (EPF)

13.1.1 SB provided the Committee with a verbal update detailing the content of the EPF meeting on 8 February 2024 noting the following key areas of discussion:

- Rep bodies had sought assurance on sharing information on the results of upcoming colleague experience survey and the previous 2018 survey. LG provided information and assurances during the meeting.
- Robert Scott and Graeme Fraser, HMFSI, outlined the background and scope of their inspection on culture within the Service and the potential for additional future inspections.

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

13.2 Partnership Advisory Group (PAG)

13.2.1 LG advised the Committee that the last scheduled meeting (6 March 2024) had been stood down due to no items being tabled.

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

14 FORWARD PLANNING

14.1 Committee Forward Plan Review

14.1.1 The following items were noted for future meetings:

- Training SAMP – For information (12 September 2024 meeting)
- Annual Health and Safety Report 2023/24 – For Scrutiny (12 September 2024 meeting)
- Draft Annual Health and Safety Report 2023/24 – For Information (6 June 2023 meeting if available)
- Colleague Experience Survey – For Scrutiny (6 June 2024 verbal update and 12 September 2024 written report)

14.1.2 **The Committee noted the Forward Plan**

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

14.2.1 The following items were noted for future IGF meetings:

- Long Term Proposals for ICT (March 2024)
- Operations Control Staffing Level Risk (March 2024)

15 REVIEW OF ACTIONS

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

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 6 June 2024.

16.2 There being no further matters to discuss, the public meeting closed at 1545 hrs.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 7 DECEMBER 2023

17.1 The minutes of the private meeting held on 7 December 2023 were approved as a true record of the meeting.

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

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

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

19 LEARNING AND DEVELOPMENT 2023-24

- 19.1 FM presented a report to the Committee to provide an update on the Service's Non-Operational Learning and Development (L&D) 2023-24 approach, provision and impact following discussions at the recent Committee workshop (13 February 2024). The following key points were highlighted:
- Inclusion of an example of learner feedback.
 - Identified improvement actions relating to strategic scrutiny/management of budget and learner feedback.
 - 2024/25 budget still to be finalised.
 - Engaging with learner partners to streamline approach/feedback process.
- 19.2 The Committee were reminded of the updated investment level for 2024/25 and the current financial position for 2023/24.
- 19.3 The Committee sought clarification on the reasons for this item to be taken in private session. LG noted that this was due to the inclusion of the breakdown of costs/investment and personalised learner's feedback. LG agreed to review and amend the report as necessary, so that it could be moved into the public session and published on the SFRS website.
- ACTION: LG**
- 19.4 **The Committee scrutinised the report and agreed publication in the public papers and minutes.**
- 20 KEY CASE UPDATES 2023/24 – QUARTER 2**
- 20.1 LG provided a verbal update to the Committee providing an overview on employee relations cases which have resulted in claims to the Employment Tribunal.
- 20.2 **The Committee noted the verbal update.**



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 27 FEBRUARY 2024 @ 1000 HRS

**ENOCH HUMPHRIES ROOM, CLYDESMILL COMMUNITY FIRE STATION,
WESTBURN DRIVE CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)**

PRESENT:

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

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

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
David Lockhart (DL)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
John Joyce (JJ)	HMFSI
Stephen Nesbit (SN)	Area Commander, Prevention, Protection and Preparedness (Item 10.2 only)
Des Donnelly (DD)	Group Commander, Operational Assurance (Item 11.1 only)
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne (IM)	Business Support Executive / Minutes

1 WELCOME

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

2 APOLOGIES

- 2.1 Robert Scott, Chief Inspector, HMFSI

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

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

4 DECLARATION OF INTERESTS

- 4.1 Madeline Smith advised the Committee that she sits on the Scottish Ambulance Service

Board.

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

5 MINUTES OF PREVIOUS MEETING: 28 NOVEMBER 2023

5.1 28 November 2023 – Public

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

5.2 28 November 2023 – Private

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

5.3 Matters Arising

5.3.1 There were no matters arising.

5.4 **The minutes of the public and private meeting held on 28 November 2023 were approved as a true record of the meeting.**

6 ACTION LOG

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

7 SERVICE DELIVERY UPDATE

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

- On the anniversary of the tragic loss of Barry Martin a joint event with the Fire Brigades Union (FBU) took place at McDonald Road Fire Station to celebrate Barry's life. The unveiling of the FBU Red Plaque took place to commemorate Barry. SS thanked the FBU and City of Edinburgh Local Senior Officer (LSO) management team for a very fitting but poignant event for Barry.
- Function Structure - Restructure within Service Delivery has taken place. Service Delivery is now called Operational Delivery which incorporates the three Control rooms, Operations Function and Service Delivery Areas and is under the leadership of ACO Farries. Prevention, Protection and Preparedness is now a standalone Directorate and is under the leadership of ACO Lockhart. Training, Safety and Assurance has remained the same.
- Policy & Procedures – A pilot has been launched in the East, North and South Ayrshire LSO area to test policies regarding contaminants.
- Policy & Procedures - Document conversion project is continuing at pace and ties in with in vehicle solutions.
- On Call – Restructure has commenced to ensure there is a permanent dedicated team to support the On Call improvement programme.
- Civil Contingencies – Community Asset Register (CAR) has been referenced in a number of HMFSI reports therefore has been promoted in communications strategies to highlight its use to staff and introduced into Incident Command Courses.
- Frontline Support – Digital handheld radio roll out is continuing at pace and has been picked up in HMFSI reports and the FBU FireStorm Report.
- Operations Control – 15 Trainees have now started their training course.
- Activism Campaign- Through the Women's Experience Liaison Forum, SFRS have committed to roll out a national pilot to support Scottish Government's (SG) Close the Gap campaign.
- East Service Delivery Area (SDA) Workshop – Development session took place for Flexi Duty Officers which focused on leadership and performance, mental wellbeing and culture and the wider organisational challenges relating to this.

- Safeguarding – Training materials available to support the ongoing commitment to safeguarding children and adults.
- Community Safety Engagement: Older people – ‘Ageing Safely – Living Well’ document has been developed and sets out the ambitions to support those who are vulnerable in communities.
- Fire Safety Enforcement (FSE) – There has been an increase in formal notices issued. No trends identified but this is being monitored.
- Training Strategic Asset Management Plan – The development of the plan is underway and will be delivered in Q2 2024/25.
- Breathing Apparatus (BA) Recovery Plan – The BA Recovery Plan has now been launched and Phase 1 has commenced. Feedback has been positive.

7.2

Regarding the contaminants trial in Ayrshire the Committee enquired if it was a data recording exercise or a test of process. AW advised that it was both. The trial will test elements of the Standard Operating Procedure (SOP) around recording of exposure and also supplies of PPE. The Committee noted there were 5 stations in the trial and asked if the stations were all wholtime. AW advised the stations were mixed. The Committee enquired if the 5 stations will be enough or will another trial be required. AW advised the 5 stations should be enough and there will be a number of different control mitigations dependent on each particular station to manage the risks. The Committee advised a Risk Spotlight on contaminants would be beneficial in the near future.

ACTION: BST

7.3

The Committee asked for some detailed feedback on the FSE formal notices being issued to be provided, along with further information in relation to the inconsistencies regarding high rise building inspections. In relation to the High Rise Audit, DL advised there was ongoing discussions with SG regarding standardisation of information provided on the exterior of buildings and SFRS are standardising the approach to the audit of common areas within high rise buildings. This is aligned to the HMFSI recommendation and work is ongoing. The Committee asked for an update to be provided at a later date.

ACTION: DL

7.4

Regarding CPR partnerships, AS enquired if SFRS charge for training and if so, what were the legal parameters for this. SS advised that the SFRS charge for certain events that are not statutory responsibilities such as COP26 and communities can pay to use some community fire station facilities, however the organisation tends to take a partnership approach in these situations. There is an ambition from the Board to explore income generation and this is an ongoing conversation. AW advised that work is currently ongoing to look at producing an accredited fire specific health and safety course through a third party, with the view to potentially selling this or delivering to other Fire and Rescue Services (FRS). DF advised CPR partnership work is voluntary and would not consider charging for these events.

7.5

The Committee enquired how the effectiveness of the Safeguarding training would be determined. DL advised evaluation of the training would be captured through feedback from the candidates. Safeguarding training is to ensure staff are aware of signs of adult and children at risk and an effective measure of this would be referrals being made to social care services. The measures are managed locally through partnership arrangements and preventative activity is hard to measure. Youth Engagement activities are delivered for a number of different reasons such as young people suffering from low self-esteem and one evaluation could be seeing an improvement in confidence. SS noted the programmes are good examples where SFRS contribute to wider community outcomes and do not always get the appropriate recognition. SFRS submit a lot of safeguarding referrals predominantly through HFSV. SS advised wider commitments and benefits are not always captured and this needs to be gathered through SSRP. RW noted there has been information captured regarding youth activity and SFRS have

recently been asked to attend The Promise Scotland Board based on the work colleagues do.

7.6

The Committee asked where National Fire Resilience Assets risks were captured within SFRS and the timescales for resolving these. DF advised the information has been shared with SG and the risk is recorded internally. Currently SFRS are developing a Business Case for SG to secure funding to start the replacement programme.

7.7

The Committee enquired how frequently Multi Agency events take place. AW advised the Scottish Multi Agency Resilience Testing Exercise Unit (SMARTEU) provides a schedule in a 3-yearly programme and local exercises feed into SMARTEU. AW highlighted SFRS are currently delivering the Joint on Scene Incident Command (JOSIC) Course.

7.8

Regarding the New Mobilising System (NMS), the Committee enquired how the involvement with staff has been to inform the tender and specification. DL advised staff have had the ability to feed into a representative who sat on the User Intelligence Group (UIG). The UIG have developed the specification which is an outcome-based specification, with all feedback having been considered. SS advised that engagement and communication with end users has been transparent due to previous lessons learned.

7.9

Following the previous discussion regarding Safeguarding the Committee noted a short-term output for training would be to collate Safeguarding's raised, as it would be a good reflection the training has been effective. SS advised there are examples where within days of training being provided to a crew there are Safeguarding referrals. Safeguarding has been undertaken for a long time and there are mechanisms in place to record that.

7.10

Regarding Equipment Information Cards (EICs), the Committee noted the production of these was previously the responsibility of HQ functions and this has now changed. The Committee enquired if SFRS are on the lookout for more opportunities like this, where the lines can be blurred between functions and stations to provide development. DF agreed that the model has given people development opportunities and will be incorporated into SSRP. SS advised the BA Recovery Plan has been based on feedback from frontline crews. In terms of Operational Intelligence (OI) submissions that have been input, each individual is contacted to provide a reason for acceptance or rejection of the submission.

7.11

Regarding 'Brew with the Crew' the Committee enquired how many attendees there had been. DF advised that this information would be recorded locally.

7.12

The Committee scrutinised the report.

8

UPDATE FROM HM FIRE SERVICE INSPECTORATE

8.1.1

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

- East SDA inspection report has been completed.
- West SDA inspection is ongoing. The report should be published by summer 2024.
- Early planning for the North SDA inspection has started. Meetings with DACO Steven Wood have taken place to look at devising a schedule for the islands. JJ thanked SFRS for the work officers are doing to assist in the inspection.
- Mental Health and Wellbeing Report has been published and was laid in Parliament in December 2023. There are 20 recommendations and there were 16 notable areas of success in the report.
- Organisational Culture inspection is on the horizon. Workshops and talks have

taken place with SFRS regarding the approach. Due to the topics involved, it could be delivered over a number of inspection reports.

- HMFSI Mid-Term report is due to be laid in Parliament and published on 6 March 2024.
- Chief Inspector continues to support Northern Ireland Fire and Rescue Service to consider action plans related to the recent HMFSI inspection report.

8.1.2 The Committee enquired if the HMFSI Mid–Term report is a new report. JJ advised the report is a new approach to a traditional report. The report is the Chief Inspector’s update from 2021-24 and will reflect on past activity and forward look. The report relates to the Chief Inspector’s tenure.

8.1.3 Regarding the NSDA inspection beginning April 2024 and running for up to 18 months, the Committee asked what the rationale was for the projected timescales and where the trade-off sits regarding usefulness, usability of the insights versus length and thoroughness of the inspection. JJ advised there is a trade-off between the resource and capacity that HMFSI have. There are challenges with travelling to the islands. Due to the number of stations and the geographical area to cover, 18 months is the best estimate, but during the process HMFSI will be engaging with the SDA DACO and LSO teams. New members of the Committee were updated on the approach HMFSI are taking to these types of inspections.

8.1.4 The Committee enquired when the Organisational Culture inspection will start and be finalised. JJ advised the plan is currently being developed. HMFSI have engaged with SFRS and representative bodies to develop a Terms of Reference. The inspection will take 12 months to complete from the start date which is imminent. It is envisaged there will be an overarching document and volumes with different topics following the initial report.

8.1.5 Regarding the depth of some of the subjects HMFSI are reporting on, such as Mental Health and the upcoming Organisational Culture Inspection, the Committee asked if HMFSI use internal resources and/or external expertise. JJ advised HMFSI use internal resources however for the Organisational Culture inspection the Chief Inspector has co-opted external resources to assist.

8.1.6 **The Committee noted the report.**

(C Fitzpatrick joined the meeting at 1043hrs)

8.2 Independent Audit/Inspection Action Plan

8.2.1 RW presented the report to the Committee providing updates on the following action plans:

8.2.2 Arrangements for Firefighting in High Rise Buildings

There are 8 actions in the Action Plan. There are 4 actions that have been completed, 2 actions have an amber rating and 2 actions have a red rating. Amber rating is applied when there has been a timeline slippage and a red rating is applied when there has been a further slippage to the timeline; normally this is due to delays in conflicting resources. Action 1 and Action 4 are delayed due to time and resources but are envisaging being finished by the end of the financial year. Action 6 is dependent on the new iHub and Document Conversion Project being completed which is due to be finished by the end of March 2024. The overall RAG rating is amber.

8.2.3 Inspection of the Scottish Fire and Rescue Service: East Service Delivery Area

The action plan has been developed by SFRS and there are 9 actions. The first update is due to be presented to the Corporate Board in April 2024 and Service Delivery Committee thereafter.

8.2.4 Climate Change: managing the operational impacts of fires and other weather-related emergencies

The report was published in September 2023 and contains 8 recommendations and highlights 4 areas of good practice. The action plan has been developed and contains 12 actions. The Action Plan will be presented to the Corporate Board in April 2024 and Service Delivery Committee thereafter.

8.2.5 Contingency Planning for Industrial Action

The report was published in May 2023 and there has been a delay in progressing the Action Plan. The development of the Action Plan has been transferred to the newly established Prevention, Protection and Preparedness Directorate. The Action Plan will be presented to the Strategic Leadership Team (SLT) in March 2024.

8.2.6 Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service

The report was published in December 2023 and contains 20 recommendations. There is a slight delay in terms of the Action Plan due to resources. The Action Plan is due to be presented to SLT in April 2024.

8.2.7 Regarding the number of actions requiring to be progressed, the Committee asked about resources to take the actions forward. RW advised new procedures and improved internal governance and reporting has improved the time for actions to be completed, however, noted that delays can occur due to interdependences and busy workloads. One of the challenges is around the original timescales that have been set and if these are appropriate. Resourcing when it slips to a red rating is covered in internal Executive Meetings. SS advised the two actions that are red are dependent on outside organisations and SFRS have become more realistic with the timescales. RW advised the main focus is giving the reports the due regard that is required to satisfy the recommendations.

8.2.8 **The Committee scrutinised the report.**

The meeting broke at 1120 hrs and reconvened at 1130 hrs.

(J Joyce left the meeting at 1130hrs)

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q3 2023-24

9.1.1 DF introduced CF who presented the performance report for Quarter 3 and highlighted the following key areas:

- In the Quarterly Performance Report the KPIs in section 3 have been grouped into 4 sections which form the strategic outcomes 1 and 2.
- KPI 1 – Non-domestic building fires has reduced for the second quarter in a row.
- KPI 7 - % of high-risk Home Fire Safety Visits (HFSV) has seen a slight reduction over the last 3 quarters.
- KPI 12 – Total incidents for the quarter is over 18,000 which is roughly 5,000 incidents less than the quarterly average which runs from Quarter 1, 2016.
- KPI 14 – Median response time to life risk incidents has increased by 16 seconds from the previous quarter. Quarter 3 has been high the past couple of years due to calls to flooding events which has an effect on response times.
- KPI 17 – Wholetime availability has increased to 98%. The performance that was reported in the previous 6 quarters was below expectations and is being monitored.
- KPI 21 – The 5,000 fewer incidents reported in KPI12 is linked to UFAS incidents. There were around 3,500 UFAS incidents for the quarter which equates to roughly 38 incidents a day, previously this would have been around 98 incidents a day.

Geographically seeing a reduction in attendance at education premises from the previous year when there were 1,500 UFAS incidents at that property type in Q3 compared to 84 incidents in this Q3.

- KPI 31 – Effect Entry/Exit incidents have been a similar pattern for the past 3 years and each year peaks in Q3, drops in Q4 and then rises in Q1-2.
- KPI 30 – Assist Other Agencies incidents for the last 6 quarters activity has reported above the upper control limit. KPI's 30 and 31 contribute to the majority of the Special Service incidents.
- KPI 6 – HFSV's Conducted has seen a decrease since the COVID19 pandemic. An annual target of 50,000 has been set and has been split into 4 which created a target line which equates to 12,500. For the year to date the target would be 37,500 and at the end of Q3 there has been 26,389 visits recorded which is 70% of the target.
- KPI 15 – Median Call Handling Time for Life Risk Incidents continues to rise with much less quarterly variation than previously seen. ESDA has been higher than expected, WSDA are pushing on the upper limit and NSDA have been maintaining the average base line.
- KPI 16 – On Call 1st Appliance Availability for the quarter has been reported at 75% and the target from previous years was under 78%. There is an On Call Strategic Co-ordination Group to progress recommendations and pilots from the On Call Improvement Programme.
- KPI 4 – Fire Fatalities has seen a change since the report was submitted. One fire fatality that was reported has been corrected by Fire Investigation to not being a fire related death. It is now reported that there are 9 fatalities reported for the quarter.
- KPI 5 – Fire Casualties have reduced.
- KPI 9 – Audits completed has seen an improvement.
- KPI 10 – Total number of accidental dwelling fires continues to report below the current average.

9.1.2 DF noted it was a positive report regarding ongoing performance. DF advised that the context of capacity created by UFAS has been discussed at previous Board meetings. Regarding HFSV's, Operational Delivery have done work to identify and understand the challenges. There have been a number of HFSV's that have been cancelled due to individuals not meeting the requirement for SFRS to fit interlinked fire alarms and then no longer want the visit, HFSV's not satisfying the criteria for a Fire Risk Assessment on short term let properties so are no longer required, and where individuals were unaware they had been referred by a partner for a HFSV and do not want one. Regarding partnership working HFSV's are one metric within the Service Delivery Performance Report to measure the impact on Home Fire Safety and there have been conversations on how the work carried out by local crews is captured more effectively.

9.1.3 The Committee suggested a report be presented to a future SDC to provide information on the long term future of HFSV's and that this item be taken to the Integrated Governance Forum (IGF).

9.1.4 With regards to risk SPPC001 and the need to have accurate data to make decisions, RW advised that some processes for checking data quality are manual which contributes to this key risk. A report was presented at ARAC regarding the risks and RW would share this with Committee members. AF highlighted the reference to capability and capacity issues and TW proposed this be taken to IGF for further discussion.

9.1.5 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1204hrs)

9.2 **Year One Strategic Service Review Programme Changes and Impact to Date**

9.2.1 DF provided a verbal update on the Strategic Service Review Programme (SSRP) year 1 changes and highlighted the following:

- Since the last update SFRS continue to receive questions of a political nature, conduct local meetings with elected members and there has also been one further meeting at the Scottish Parliament.
- The political questions have related to when resources will be reinstated now that the budget settlement for the next year has been agreed and around the evaluation and impacts of the changes so far. The evaluation takes in 3 main strands which are data, Operations Control learning and Operational Assurance.
- Since 4 September 2023 there were only 4 issues raised through the Operational Assurance process. Two issues related to the height appliance changes and were more comments than potential areas of improvements and did not have any impact on resolving the incidents. One water rescue issue involved a change of crews, and the fourth was a commercial fire in Dundee with a comment that the second appliance could have been sent from Kingsway, again bearing no impact on the outcome.
- Benefits that have arisen from the changes are a slight reduction in detached duties within Q3 as well as a reduction in pre-arranged overtime.
- Availability is sitting above 98% and it should be easier to maintain the availability at that level, notwithstanding the absence/special leave rate which is currently a challenge, sitting at 15.5%. The Operational Availability Group are monitoring this.
- Evaluation will continue and response times will be looked at and will be brought to the next SDC meeting.

9.2.2 **The Committee noted the update.**

9.3 **UFAS Update**

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

- Phase 1 of the UFAS reduction measures was introduced in July 2023.
- Phase 2 is dependent on the introduction of a new command and control mobilising system.
- There has been a significant change in activity levels regarding UFAS. To date there has been a 55% reduction compared to the previous 5-year average. This is averaging a reduction of 53 non-attendances per day. UFAS now accounts for 19% of all incidents, down from 32%.
- Work to measure benefits is ongoing but so far there are less interruptions to training and other activities.
- Establishing events where On Call firefighters would have attended a UFAS is ongoing.
- Working with Fleet and Equipment workshops to establish the cost benefits associated with the reduction of vehicle movements.
- Work with Health and Safety to establish correlation between vehicle accidents and those that attributed to UFAS responses is ongoing.
- A report will be brought forward after a 12-month period and will include the benefits.
- SFRS previously committed to reduce UFAS incidents attended by 15% and are now on target to exceed this.
- There continues to be political/wider interest. The UFAS work has been recognised by the National Fire Chiefs Council (NFCC) and NFCC have asked for SFRS to share best practice. This will be shared once it has been formalised.

- 9.3.2 The Committee enquired when the benefits report will be presented to SDC. SS advised the report will be presented to the SFRS Board.
- 9.3.3 Regarding the benefits report, the Committee enquired if the report will not only include cost reductions but also staff experience. SS advised there has been positive feedback from colleagues and this needs to be captured. The Committee enquired if the report would be able to identify fires where SFRS attended but had not attended on activation of the first smoke detector, to quantify what the delay was. DL advised there is a process in place for this and where it is identified this is the case there is an investigation into the circumstances.
- 9.3.4 **The Committee scrutinised the report.**
- 9.4 Operations Control Systems Resilience Update**
- 9.4.1 Regarding quality issues with sound at Edinburgh Operations Control (EOC) the Committee enquired about the quality control arrangements in place and how any issues were picked up. DF advised that Operations Control have access to Operational Assurance, with Supervisory Managers and buddies/mentors able to listen into calls. There is live time monitoring and the calls are recorded.
- 9.5 FATAL FIRE ANALYSIS REPORT**
- 9.5.1 DL presented a report to the Committee to provide Fatal Fire Analysis for 2021/2022 and highlighted the following:
- There were 40 fire fatalities. 31 out of the 40 were identified as preventable while 9 were identified as not preventable.
 - Every fire fatality is a tragedy and SFRS aim is to reduce fatalities to as low as possible.
 - Statistics have been highlighted in the report.
 - Contributory factors as seen previously are smoking, mobility, alcohol, drugs and mental health. These are the areas SFRS focus on to identify those most at risk of fire.
 - In 69% of these incidents, fire detectors were present and in 61% of these the detector raised the alarm.
 - The recommendations will be taken forward by the organisation and some have already been implemented.
- 9.5.2 The Committee enquired if there could be a benchmarking opportunity with the New Zealand Fire Service to see the comparison. RW advised there has not been a conversation regarding this, but it could be done. DL advised the comparison rate for the UK is included in the report.
- 9.5.3 The Committee advised of two expectations that were not in the report, one being an analysis against Scottish Index of Multiple Deprivation (SIMD) zones and the other one being whether any of the households had received a HFSV and if they had, the assessment recorded at the time. SS advised HFSV data is collected and would be included in the next report.
- Action: DL**
- 9.5.4 Regarding the causes stated in the report, the Committee enquired what the difference was between suicide/attempted setting fire to self and suicide/attempted setting self to fire. DL advised it was linked to the Incident Recording System (IRS) and would clarify the difference to the Committee off table.
- 9.5.5 The Committee enquired why the report is for 2021/2022. DL advised there was a delay however the 2022/23 report was currently in production and comments raised will be taken on board.

9.5.6 The Committee asked if any work with universities had been undertaken to research and understand fire fatalities. SS advised this has not been done to date but does recognise that the Service needs to supplement this area with some academic research.

9.5.7 The Committee enquired if the high rates for Highlands, Argyll and Bute, East and West Dunbartonshire were experienced elsewhere. DL advised the incidents are recorded against Local Authority areas and some of these incidents still take place in urbanised areas. For example, in the Highlands there were 7 fatalities of which 3 occurred in Inverness.

9.5.8 **The Committee scrutinised the report.**

(A Watt left the meeting at 1229 hrs)

(S Nesbit joined the meeting at 1234 hrs)

10 SERVICE DELIVERY RISK REGISTER

10.1 Committee Aligned Directorate Risks

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

- There are two risks rated at 15 and higher, one relates to supply chain shortages and the other relates to failure to mobilise to an incident due to a technical failure of the existing mobilising systems.

10.1.2 New members of the Committee were informed of the approach SFRS takes to streamline risks and how SFRS forecasts risks.

10.1.3 **The Committee scrutinised the report.**

10.2 Risk Spotlight: Operational Intelligence

10.2.1 DL introduced SN who presented the risk spotlight to the Committee to provide an update on Operational Intelligence (OI) and the challenges relating to new emerging risks, how they are identified and managed and how OI is developed in the future to mitigate risks. The following key points were highlighted:

- There is a list of requirements under the Fire (Scotland) Act 2005 and the process to do this is through the OI. OI is the process to identify risk and gather and analyse data to ensure it is available at the time and point of need.
- There are a total of 11,122 OI records.
- Part of the process for revalidation is cleansing data and to move OI from its current format into the new In-Vehicle solutions and making sure the data is valid.
- The creation of the new Prevention, Protection and Preparedness function will assist with mitigating risks as OI sits within Operational Planning and is at the forefront of the work of the Preparedness function. This has provided the opportunity to review the work within the OI team and a new planner will be implemented on 1 April 2024 to track the work.
- Operational Guidance and Policy which includes KPIs, and a list of requirements, is currently being reviewed.
- Operational Intelligence Liaison Group (OILG) meets monthly and is responsible for monitoring the KPIs and development of OI.

10.2.2 Regarding the 11,122 OI records, the Committee asked how this compares to other Services and why does the ESDA have significantly less than other areas. DL advised that the records are based on the built environment and disposition of buildings of higher risk in terms of the process and contents for firefighter safety; the basis of firefighter

safety being through generic risk assessments. There are several factors that determine whether a building requires OI. There is currently a review of the process to make the data fit for purpose. Regarding the ESDA, DL advised the numbers may change in other SDA's due to some OI changes as it refers to the legacy policy.

10.2.3 The Committee enquired if there was any engagement with HSE in Scotland. SN advised there is no direct engagement with HSE. SS advised Fire Safety Enforcement Officers are carrying out and identifying work.

10.2.4 **The Committee noted the report.**

(S Nesbit left the meeting at 1258 hrs)

(D Donnelly joined the meeting at 1258hrs)

11 **October 2023 Severe Weather Presentation**

11.1 DD presented to the Committee incident information, debrief findings and recommendations of the severe weather events that occurred on 7 and 8 October 2023 and Storm Babet that occurred between 19 and 21 October 2023, highlighting the following:

- In 2012 there were 1,357 weather related events compared to 3,139 events in 2022.
- SFRS have 78 Flood Response Stations and 20 Swift Water Rescue Stations. High volume pumping appliances are strategically located across the country.
- Met Office red weather warnings provided an early indication of areas that would be affected and SFRS pre-planned strategic holding areas in the affected areas. Water Rescue Tactical Advisors from the East and West SDA's were sent to strategic holding areas in Stirling and Perth to assist.
- There was very good collaborative working with partners including HM Coastguard who were stationed at Stirling and Perth.
- From 19-23 October 2023 there was a total of 129 flood weather related incidents across the 3 SDA's and 99 of the incidents were in NSDA. SFRS declared a major incident for this event.
- The Joint Emergency Services Interoperability Principles (JESIP), Scottish Co-ordination and Advisory Framework document and partnership working were used to assist Gold Commanders with decision making around how and when to respond to issues.
- The Media Team within SFRS were able to assist with protecting lives, saving property and preventing further rescues by providing warn and inform messaging, safety advice and collaborating with partners to ensure the same clear message was sent out.
- Operational Assurance issued OA13 debrief requests through the Operational Assurance reporting and recording system and the returns were reviewed and collated. Areas that worked well and areas for improvement were highlighted.
- OA Actions are debriefing actions assigned to risk holders that compile a joint Debrief Report (Severe Weather and Storm Babet) and will be presented to the Safety and Assurance Sub Group. The report actions will be approved and then go to the risk holders to manage the risks.

11.2 The Committee enquired how the report was linked to the previous OI report in agenda item 12 and how is the learning being adopted in the planning. DL advised a Flood layer within the Community Risk Index Model has been developed and this will be used to inform crews of the potential for an event. There is a direct link in terms of recording of OI but there is not a link with the severe weather.

11.3 DF noted the relocation of specialist resources was perceived as a negative in the media but SFRS sees this as a positive. DL advised this was a specific challenge received from

the Cabinet Secretary for Justice and Veterans when it was reported that SFRS reached out to the National Resilience Arrangements around the UK to see what was available in the North of England so that SFRS could maintain business as usual through mutual aid arrangements. This shows the Political challenges being faced around perceptions of existing resources.

- 11.4 Regarding the rise in weather related events the Committee enquired about the people implications with fire statistics going down but weather related incidents rising. SS advised this highlights the need for SSRP. RW completed two Met Office Severe Weather Management Courses which was based on predictive analysis and long range forecasting and it clearly has strategic implications.

(D Donnelly left the meeting at 1320 hrs)

12 FORWARD PLANNING

12.1 Committee Forward Plan

- 12.1.1 The Committee noted the forward plan and the addition of the following items:

- Risk Spotlight on Contaminants.
- Long Term Future of HFSV (May 2024)
- UFAS Response Benefits Realisation (November 2024)

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

- 12.2.1 The undernoted items would be considered for a future Integrated Governance Forum.

- Long Term Future of HFSV
- Data Quality/Analysis

13 REVIEW OF ACTIONS

- 13.1 KM confirmed that there were three formal actions recorded.

14 DATE OF NEXT MEETING

- 14.1 The next meeting is scheduled to take place on Wednesday, 29 May 2024.

- 14.2 There being no further matters to discuss, the public meeting closed at 1323hrs.

Report No: B/SPPC/03-24

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	25 APRIL 2024							
Report Title:	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS							
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of the report is to present the Annual Governance Review of Board and Committee related items to the Scottish Fire and Rescue Service (SFRS) Board, for decision, thereby ensuring the continued effectiveness of governance arrangements.							
2	Background							
2.1	An annual review is conducted of governance documentation related to the Board and Committees of SFRS, as our continued commitment to upholding high standards of corporate governance, continuous improvement and effectiveness, to ensure we are achieving our intended outcomes in compliance with statutory requirements.							
3	Main Report/Detail							
3.1	This year's review was undertaken and led by the Board Support Manager with the support of the Board Support Team and Head of Governance, Strategy and Performance. Inputs were also provided by the Chair of the SFRS Board, Board Members, Chief Officer, members of the Strategic Leadership Team (SLT) and the Legal Services Manager through direct feedback and workshop sessions.							
3.2	For Board Member's ease of reference, Appendix A has been produced as a 'Summary of Amendments' to highlight the key proposed changes.							
3.3	Overall and as part of the Annual Governance Review we continue to ensure we strengthen our arrangements and the following documents were revised specifically: <ul style="list-style-type: none"> • Standing Orders for Meetings of the Board and its Committees - Appendix B; • Scheme of Delegations - Appendix C; • Code of Conduct for Board Members of the SFRS - Appendix D; • Committee Structure - Appendix E; • Corporate Template - Appendix F; • Good Governance Framework - Appendix G; • Terms of Reference (ToR) - Appendix H; and • Equality and Human Rights Impact Assessments (EHRIA) - Appendix I. 							
3.4	Committee/Forum ToR have been reviewed by respective members to ensure that they continue to be an accurate representation of the responsibilities expected of each Committee/Forum and to simplify and standardise approaches where possible (Appendix H).							

3.5	Following two separate workshop sessions of the Change: Strategic Change and Major Projects Committee in early 2023, it was agreed that further discussion and feedback would be required on this Committee's ToR, therefore it was not included in the 2023 review. During 2024, and in recent months particularly, through engagement with Committee members and the use of integrated assurance maps, a proposal was brought forward to incorporate some elements of the Change Committee remit into a newly established committee that would have wider responsibilities. This proposal was considered at the Integrated Governance Forum (IGF) on 26 March 2024 and at a Board strategy session on 18 April 2024.
3.6	The Board felt that further work should be undertaken to establish any new responsibilities of the committee and the status quo would remain until agreed, with the 'direction of travel' being to further review the ToR and evolve the committee at some point in 2024/25. Therefore, the Change Committee ToR has been subject to a 'light touch' review only at this time, to align with elements not reviewed in 2023, with a further comprehensive review in the upcoming months.
4	Recommendation
4.1	It is recommended that the SFRS Board approve the reviewed and amended governance related documents of the Board and its Committees, as detailed, subject to any further final amendments.
5	Key Strategic Implications
5.1	Risk
5.1.1	The implementation of the proposed arrangements in this report are intended to aid and support the understanding of risk within SFRS.
5.2	Financial
5.2.1	This review ensures continued compliance with the Scottish Public Finance Manual.
5.3	Environmental & Sustainability
5.3.1	There are no direct implications associated with this report.
5.4	Workforce
5.4.1	The review and publication of these documents will assist all personnel when performing their role of directing, controlling and leading the SFRS in a fit and proper manner and provide understanding for all of the governance arrangements within SFRS.
5.5	Health & Safety
5.5.1	There are no direct implications associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no direct implications associated with this report.
5.7	Training
5.7.1	All relevant persons should be made aware of these documents as part of their induction and considered, if applicable, as part of annual appraisals.
5.8	Timing
5.8.1	These documents will continue to be subject to annual governance review.
5.9	Performance
5.9.1	The purpose of this review is to ensure the continued effectiveness of Board and Committee meetings in compliance with its statutory requirements.

5.10 5.10.1	Communications & Engagement The proposed results of the review are collectively presented within this report to the Board for their consideration and decision, subject to any amendments. If approved, the documents will be published on the SFRS Website/iHub to all stakeholders.	
5.11 5.11.1	Legal This review ensures continued compliance with the Police and Fire Reform (Scotland) Act 2012, General powers of the SFRS as set out in Schedule 1A of the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act and the responsibilities of the SFRS Board as detailed in the SFRS Governance and Accountability Framework.	
5.11.2	Statements of Assurance from each committee are included in the Annual Governance Statement.	
5.12 5.12.1	Information Governance DPIA completed - No. No personal/sensitive information is provided.	
5.13 5.13.1	Equalities EHRIA completed - Yes. Completed as part of the Annual Governance Review of Board and Committee related items. (Appendix I)	
5.14 5.14.1	Service Delivery There are no direct implications associated with this report.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	
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:	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. Feedback is sought and any perceived weaknesses or anomalies requiring updating are identified and strengthened.
8	Appendices/Further Reading	
8.1	Appendix A - Summary of Amendments Appendix B - Standing Orders for Meetings of the Board and its Committees Appendix C - Scheme of Delegations Appendix D - Code of Conduct for Board Members of the SFRS Appendix E - Committee Structures Appendix F - Corporate Template Appendix G - Good Governance Framework (GGF) Appendix H - Terms of Reference (ToR) Appendix I - Equality and Human Rights Impact Assessment (EHRIA)	
Prepared by:	Group Commander Kevin Murphy, 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		

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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.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>SFRS Board</i>	<i>25 April 2024</i>	<i>For Decision</i>



SUMMARY OF AMENDMENTS

Please note that the purpose of this appendix is to assist the SFRS Board by bringing together and highlighting the key changes as part of the Annual Governance Review of Board and Committee Related Items.

Standing Orders for Meetings of the Board and its Committees (Appendix B):

- Minor spelling and grammatical amendments throughout document;
- **27, bullet point (n), Items 'For Information Only'** - to move to below '*Date of next meeting*' to reflect discussions at Annual Governance Workshops that items for Board/Committee members information would not form part of the agenda or be included in meeting papers with links to the documents being provided instead;
- **48** – amendment to wording related to minute issuing timescales, to allow for slight flexibility if required.

Scheme of Delegations (Appendix C):

- Minor spelling and grammatical amendments throughout document;
- **2.1, 5th bullet point** - change of wording to align with new version of SFRS Governance and Accountability Framework published in February 2024 to include "*promoting the efficient, economic and effective use of staff and other resources by the SFRS consistent with the principles of Best Value*";
- **2.2 & 2.3** - paragraph numbers amended for accuracy which refer to the new version of the SFRS Governance and Accountability Framework published in February 2024;
- **6.5** - change wording from "...borrow money" to "...authorise borrowing of money".
- **Appendix 1, Acquisitions and Disposals Director Responsible Column** - amended to Director of Finance and Contractual Services, **Actual Post Holder Column** - removed Head of Asset Management;
- **Appendix 1, Borrowing Actual Post Holder Column** – removed Head of Finance and Procurement;
- **Appendix 1, Contracts Director Responsible Column** – added Director of Finance and Contractual Services, **Actual Post Holder Column** - added Head of Finance and Procurement (dependent on contract value).
- Additional review was conducted and approved in October 2023 to provide accuracy relating to SLT role titles and the addition of novel and contentious wording (Sections 3 and 6.22).

Code of Conduct for Board Members of the SFRS (Appendix D):

Following a consultation process in 2020, a revised Model Code of Conduct was issued by the Scottish Ministers in December 2021, with the approval of the Scottish Parliament.

As the Model Code has been approved by Parliament and is enforceable by the Ethical Standards Commissioner there should be no deviation from the Model Code without consent

from Scottish Government and is therefore presented as approved.

No deviations/amendments were made to the context of the Model Code, very minor tidying of the document only.

The Ethical Standards Commissioner has made minor revisions to the Guidance documentation that supports the Model Code of Conduct which was circulated to all Board Members via email on 28 March 2024.

Committee Structure (Appendix E):

During 2023-24 two Board Members retired from their roles (Nick Barr and Lesley Bloomer) with existing members Tim Wright and Paul Stollard taking up the roles of Service Delivery Committee Chair and Deputy Chair respectively. A public appointments round took place to recruit new Board Members, with four successful applicants taking up role in December 2023. Provisional committee allocations of the new Board Members, for the remainder of the year were made as follows:

Neil Mapes – ARAC;

Therese O'Donnell – Change: Strategic Change and Major Projects;

Andrew Smith – Service Delivery;

Madeline Smith – Service Delivery.

The Committee Structure Matrix provided details the allocation of Board Members to Committees for the upcoming year, to commence from 6 May 2024. Specific new allocations to highlight include:

Stuart Ballingall – New Chair of Change: Strategic Change and Major Projects;

Angiolina Foster – New Deputy Chair of Change: Strategic Change and Major Projects;

Mhairi Wylie – New Chair of RANSC;

Deputy Chair of ARAC (to be decided).

In October 2024, Deputy Chair of the Board, Fiona Thorburn will retire and be replaced by Paul Stollard. Fiona Thorburn will remain in previous committee roles in an ex-officio capacity until retirement.

Corporate Report Template (Appendix F):

No amendments made to the report template during this review, although at IGF on 26 March 2024 it was discussed that consideration is given in the future to strengthen the guidance that relates to the population of the 'Links to Strategy and Corporate Values' section, to ensure thorough detail is provided by report authors with focus given to anticipated outcomes.

Good Governance Framework (Appendix G):

The Good Governance Framework (GGF) is also now included in this annual review and as detailed within it, it is being presented to the Corporate Board on 23 April 2024 for Scrutiny, prior to the SFRS Board meeting on 25 April 2024, therefore, the detail below may be subject to change.

- **Page 4, Governance Structure diagram** - updated version;
- **Page 9, 2nd last bullet point** – removal of “...by 2024.” in relation to providing performance information by 2024 to reflect that this is now in place and has become an ongoing workstream;

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- **Page 11, 4th bullet point** – amended wording to remove reference to implementing and new Comms and Engagement Strategy as this is now in place;
- **Pages 12 & 15, Framework diagrams** – “*benchmarking*” added into 4th line of defence box;
- **Page 16, Integrated Assurance Mapping** – change of tense when referring to “*implementation*” of assurance mapping to “*continued evolution*”;
- **Page 17, Integrated Assurance Mapping** – addition of “*...await the recommendations of their Risk Management (Assurance Stocktake) audit.*”;
- **Page 18, Committee Assurance Statements** - change of tense when referring to committee assurance statements as they are now implemented i.e. “*Throughout 2023/24...will develop...*” to “*At the end of each year...are produced...*”;
- **Page 24, Anti Fraud and Corruption** – SLT role titles updated;
- **Various throughout** – references to previous Good Governance Board now amended to Corporate Board to reflect new Executive Governance structure;
- **Various throughout** – where mention of Board and Committee papers and minutes are being published on the SFRS website, “*public*” has been added to highlight this will only be public documentation and not any private papers or minutes;
- **Various throughout** - minor spelling, grammatical and spacing amendments.

Terms of Reference (Appendix H):

As described in the cover paper, all ToR’s have been presented at each respective Committee workshop (or circulated by email for PAG and EPF) for feedback, with any proposed changes agreed through further correspondence with each respective Chair, if significant.

For each Committee/Sub-Committee/Forum/Group please see a summary of key changes, where applicable:

Audit and Risk Assurance

- **1.4** – add in “*and promote a culture of equality, diversity and inclusion.*” to standardise with all other ToR’s;
- **Appendix 1** – addition of Interim Deputy Chief Officer (Corporate Services), addition of Director of Strategic Planning, Performance and Communications, change of Director role title, removal of “*In absence of Accountable Officer*”;
- Other minor spelling, grammatical and spacing amendments only.

Service Delivery

- **1.2** – addition of wording “*...to drive improvement...*”;
- **1.4** – add in “*and promote a culture of equality, diversity and inclusion.*” to standardise with all other ToR’s;
- **2.1** – change of Director role titles;
- **Appendix 1** – change of Director role titles;
- Other minor spelling, grammatical and spacing amendments only.

Change

- **1.4** – add in *“and promote a culture of equality, diversity and inclusion.”* to standardise with all other ToR’s;
- **2.1 & Appendix 1** – removal of reference to Director of Service Development;
- **3.2, 3.3 & 3.4** – additional information provided on publishing of minutes, reporting to SFRS Board and provision of annual Statement of Assurance to align with changes made to other Committee ToR’s in 2023 review;
- **Appendix 2** – updated to remove reference to Senior Management Board and replaced with Change Portfolio Progress Group and Change Portfolio Investment Group.
- Other minor spelling, grammatical and spacing amendments only.

People

- **1.4** – add in *“and promote a culture of equality, diversity and inclusion.”* to standardise with all other ToR’s;
- **2.1** – addition of Interim Deputy Chief Officer (Corporate Services);
- **2.1** – change of role title to Director of People;
- **2.1** – change of role title to Director of Operational Delivery;
- **4.1, 2nd bullet point** – change of directorate title;
- **4.1** – addition of 4th bullet point;
- **Appendix 1** - addition of Interim Deputy Chief Officer (Corporate Services), change of role title to Director of People, change of role title to Director of Operational Delivery;
- Other minor spelling, grammatical and spacing amendments only.

Remuneration, Appointments and Nominations

- **1.4** – add in *“and promote a culture of equality, diversity and inclusion.”* to standardise with all other ToR’s;
- **2.1** – addition of Interim Deputy Chief Officer (Corporate Services);
- **2.1** – change of role title to Director of People;
- **7.1** – minimum number of members required to be present to be quorate raised from 2 up to 3, to align with all other committees;
- **Appendix 1** - addition of Interim Deputy Chief Officer (Corporate Services) and change of role title to Director of People;
- Other minor spelling, grammatical and spacing amendments only.

Integrated Governance Forum

- **1.4** – add in *“and promote a culture of equality, diversity and inclusion.”* to standardise with all other ToR’s;
- **4.1, first bullet point** – removed;
- Other minor spelling, grammatical and spacing amendments only.

Partnership Advisory Group (PAG)

- Updated SLT role titles throughout;
- Addition of Interim Deputy Chief Officer (Corporate Services) as member;
- **9.1** - replace final sentence with: *“In such circumstances, where both sides have voluntarily agreed to take part in the collective arbitration process when it is invoked, they will agree in advance to be bound by the decision of the arbitrator”.*
- **9.2** - removal of final sentence and replaced with *“...to an arbitrator provided by ACAS, for further guidance.”*
- Other minor spelling, grammatical and spacing amendments only.

Employee Partnership Forum (EPF)

- **2.1** - Membership wording amended to include reference to Deputy Chair of People Committee and “Trade Unions” in line with wording used in Working Together Framework;
- **7.7, 4th bullet point** – removed.

Equality and Human Rights Impact Assessment (Appendix I):

- Both the EHRIA’s for Corporate Governance Arrangements and Board Members Annual Performance Appraisals have been completed and will be reviewed on an annual basis.

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APPENDIX B

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

STANDING ORDERS FOR MEETINGS OF THE BOARD AND ITS COMMITTEES

Original Author/Role	Douglas Wilson
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Richard Whetton, Head of Governance, Strategy and Performance
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	Douglas Wilson	20/07/2013
2.0	Reviewed / amended	WM Craig Wallace	15/06/2016
3.0	Reviewed / amended	GM Rab Middlemiss	25/11/2016
4.0	Reviewed / amended	GM Alasdair Cameron	28/06/2018
5.0	Reviewed / amended	GM Alasdair Cameron	16/05/2019
6.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
7.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
8.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
9.0	Paragraph 11 – minor amendment to wording relating to the use of virtual meetings and the capability to have a blended approach to meetings; Minor spelling and grammatical amendments throughout document.	GC Kevin Murphy	27/04/2023

PARAGRAPH NUMBER:

- 1-3 [INTRODUCTION](#)
- 4 [ORDINARY MEETINGS](#)
- 5 [NOTICE OF MEETINGS](#)
- 6-7 [SPECIAL MEETINGS](#)
- 8 [PUBLIC MEETINGS](#)
- 9 [PRIVATE MEETINGS](#)
- 10 [CHAIR](#)
- 11 [ATTENDANCE AT BOARD MEETINGS – SFRS MEMBERS](#)
- 12 [ATTENDANCE AT COMMITTEE MEETINGS – SFRS MEMBERS](#)
- 13 [ATTENDANCE AT BOARD AND COMMITTEE MEETINGS – SFRS OFFICERS](#)
- 14-16 [QUORUM](#)
- 17-20 [CO-OPTING](#)
- 21-24 [ATTENDANCE OF THE PUBLIC AND PRESS](#)
- 25-27 [AGENDA FOR MEETINGS AND ORDER OF BUSINESS](#)
- 28-29 [GIVING NOTICE OF A MATTER TO BE CONSIDERED](#)

- 30-33 [PAPERS FOR MEETINGS](#)
- 34-35 [CONDUCT AT MEETINGS](#)
- 36 [ADJOURNING MEETINGS](#)
- 37 [CHANGING A DECISION](#)
- 38-39 [VOTING](#)
- 40-41 [DECLARATION OF INTERESTS – MAKING A DECLARATION AND EFFECT OF DECLARATION](#)
- 42 [DISPENSATIONS](#)
- 43-44 [SUSPENSION AND REVISION OF STANDING ORDERS](#)
- 45-46 [STANDING COMMITTEES](#)
- 47-50 [MINUTES OF MEETINGS](#)
- 51-52 [SHORT LIFE COMMITTEES AND WORKING GROUPS](#)
- 53 [APPOINTMENT OF CHIEF OFFICER](#)
- 54 [RECEIVING VIEWS](#)
- 55 [URGENT ISSUES](#)
- 56 [ETHICAL STANDARDS](#)

INTRODUCTION

- 1 The Scottish Fire and Rescue Service (the SFRS), or in Gaelic Seirbheis Smalaidh agus Teasairginn na h-Alba, was established under the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act') as a body corporate. The constitution of the SFRS is set out in schedule 1A to the Fire (Scotland) Act 2005 ('the 2005 Act'), inserted by section 101 of the 2012 Act. The 2012 Act amends and transfers the fire and rescue and other functions set out in the 2005 Act to the SFRS, but also augments them with a range of powers and duties commensurate with its public body status.
- 2 The SFRS consists of up to 15 Members, including a Chair, collectively referred to as 'the Board'. The 2012 Act requires Scottish Government (SG) Ministers (**Ministers**) to appoint a Chair, and between 10 and 14 other Members of the SFRS Board, and details the terms and conditions applicable to their appointment, removal and remuneration. The SFRS Board Members may elect from their number a Member to act as Deputy Chair.
- 3 The general powers of the SFRS are set out in Schedule 1A to the Fire (Scotland) Act 2005, inserted by section 101 of the 2012 Act allowing the SFRS Board to appoint Committees ([Paragraph 45](#)).

ORDINARY MEETINGS

- 4 Prior to the beginning of each financial year, a provisional schedule of ordinary meetings of the SFRS Board and its Committees shall be approved by the Board and published on the website.

NOTICE OF MEETINGS

- 5 Notice of ordinary meetings of the SFRS Board and its Committees will be advertised on the website, prior to the date of the meeting. The notice shall

include the date, time, venue and a note of business to be considered at the meeting.

SPECIAL MEETINGS

- 6 Where there is business that is urgent and cannot await the next ordinary meeting of the SFRS Board or Committee, a special meeting may be called by the Chair, or as a result of a written request signed by a majority of Members of the Board or Committee, specifying the nature of the business that they wish to discuss at such a meeting.
- 7 Notice of a special meeting of the SFRS Board, or Committee, shall be given in the same way as a notice for ordinary meetings.

PUBLIC MEETINGS

- 8 The SFRS Board and its Committees will hold all their meetings in public, except where the SFRS Members determine that all or part of the meeting ought to be held in private, on the grounds that confidential issues or confidential papers are (or may be) considered at that meeting.

PRIVATE MEETINGS

- 9 Matters which involve confidential issues, in relation to which the SFRS Board or Committee may decide to exclude the public, and therefore be held in private, may include (but are not limited to):
 - a) matters relating to individuals (including members of staff) where there is no consent for disclosure and/or where there is a risk of harm to any individual from the disclosure of information;
 - b) matters where public discussion may prejudice any ongoing criminal proceedings or the prosecution of offenders;
 - c) matters relating to national security;

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- d) matters which are the subject of legal proceedings and/or which relate to legal advice provided to the SFRS;
- e) matters involving confidential commercial or financial information not already in the public domain, or which is subject to restrictions relating to confidentiality; or matters where there is legislation exempting the information from disclosure;
- f) matters which are considered to be confidential, including information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between SFRS and employees of SFRS;
- g) matters where the Board or Committee are in agreement due to the confidential nature of the issue(s).

CHAIR

- 10 The Chair of SFRS will, if present, Chair all meetings of the Board. In the absence of the Chair, the Deputy Chair will take the Chair. In the absence of both the Chair and Deputy Chair, the Board Members present will choose, by a majority vote of those present, one of their number to preside. Any power or duty assigned to the Chair in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

ATTENDANCE AT BOARD MEETINGS – SFRS MEMBERS

- 11 Participation will be either in person or utilising virtual meeting technology, with the agreement of the Chair of the meeting. A blended approach utilising both these options may also be appropriate for individual Members attendance, if the required technology is available at the meeting location. In such circumstances, Members attending virtually would be deemed to be present and to constitute part of the quorum for the purposes of that meeting. In all circumstances, the Chair would have final authority and would be dependent on the Member providing suitable notice. If a Member, without reasonable justification, has been absent from meetings of the SFRS

Board for a period longer than 4 consecutive months or for 3 consecutive meetings and has not been given leave by the Chair, the Chair will advise the Minister.

ATTENDANCE AT COMMITTEE MEETINGS – SFRS MEMBERS

- 12 If a Member fails to attend 3 consecutive meetings of any standing Committee, or 50% of the meetings in any 2-year period, and has not been given leave by the Committee Chair, the Chair of the Board will advise the SFRS Board. The Board may remove the Member from the Committee.

ATTENDANCE AT BOARD AND COMMITTEE MEETINGS – SFRS OFFICERS

- 13 The Chief Officer, in consultation with the Chair, will ensure that the work of the SFRS Board and its Committees is supported and serviced by the Strategic Leadership Team and other appropriate SFRS staff.

QUORUM

- 14 The quorum for SFRS Board meetings shall be a majority of SFRS Members, including the Chair of the Board. No formal business shall be transacted at any meeting of the SFRS Board unless a quorum is present. A quorum must exist throughout the entire meeting. If, at any stage during the meeting, a quorum is not present, the meeting shall stand adjourned until the date or time the Chair determines.
- 15 The quorum of any Committee shall be a majority of Members, as detailed within their specific Terms of Reference.
- 16 If a Committee meeting is not quorate, the Chair of the Board can approve any Member of the Board present at the meeting, who is not a standing Member, to count towards the number required, based on the specific Terms of Reference and for that meeting only. This Member will, however, have no voting rights for that purpose.

CO-OPTING

- 17 Co-opting non-Board Members will be subject to endorsement by the full SFRS Board. It is likely this will be short lived, determined by the advice needed, and may be authorised for a meeting or meetings, where a specialist skill set or knowledge is required to support a Committee's work. The detail of this arrangement must be presented to the full Board in advance to ensure a fully informed decision can be taken and for an agreed period. The co-opted non-Board Member will have to sign an SFRS confidentiality agreement, prior to attending any such meeting(s). It should be noted that advisors appointed as a Member of a Committee will be there to provide expertise to the Committee. They will not be Members of the Board and will not have any voting rights.
- 18 Where this is being considered, the Chair of the Board should contact the SG Sponsor Team, who will ask SG Legal Directorate to confirm the statutory basis for the appointment and process for doing so.
- 19 The Board must:
- keep their SG Sponsor Team informed of the process throughout;
 - ensure there are funds to cover the appointment from the public body's existing resources;
 - consider if it is appropriate to ask the SG Sponsor Team to inform the relevant Scottish Minister of the background to the appointment;
 - prepare the letter of invitation and copy to the SG Sponsor Team.
- 20 Advisors are not Members of the Board and, therefore, will not come under the statutory remit of the Commissioner for Ethical Standards in Public Life in Scotland and the Standards Commission for Scotland, should there be any breaches of the Code. However, advisors will be subject to the public body's [Code of Conduct for Board Members](#) and any breaches of the Code will

need to be considered by the Chair and Board Members. Potential Conflicts of Interest and Declaration of Interests will be considered by the Chair of the Board, particularly if the advisor is already a Board Member of another public body. This will be an area for consideration prior to invitation.

ATTENDANCE OF THE PUBLIC AND PRESS

- 21 Public meetings of the SFRS Board or Committees are open to be observed by all members of the public. The exception are any meetings or parts of meetings where business is to be conducted in private in accordance with [Paragraph 9](#).
- 22 Any member of the public may attend and receive a copy of papers, other than those dealing with the private business of the SFRS Board or Committees.
- 23 In circumstances in which the SFRS Board or Committees determines that all or part of a meeting ought to be held in private, meetings will take place in closed session, without the public or press present.
- 24 A member of the public who disrupts the business of the meeting may be asked to leave the meeting, after due warning has been given. Re-admission to that meeting or other public meetings held by the SFRS Board or Committees is at the discretion of the Chair.

AGENDA FOR MEETINGS AND ORDER OF BUSINESS

- 25 Advised by the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team (or any officer acting on behalf of the Board Support Team), the agenda for a meeting shall be agreed by the Chair of the SFRS Board or Committee Chair, at least 10 working days in advance of the meeting. The agenda will be circulated to Members electronically, no less than 5 working days prior to the meeting.

- 26 The business of the Board at all ordinary meetings will proceed in accordance with the agenda issued for that meeting, unless otherwise directed by the Chair, with the agreement of a majority of the Members present at the meeting. At all ordinary meetings, no business other than that on the agenda will be considered, except where, by reason of special circumstances, the Chair is of the opinion that the item should be considered at the meeting.
- 27 The order of business at meetings of the SFRS Board shall generally be:
- a) Chair's welcome;
 - b) Apologies for absence;
 - c) Consideration of and decision on any items to be taken in private;
 - d) Declarations of interest;
 - e) Minutes of the previous meeting for approval;
 - f) Action Log;
 - g) Decision Log;
 - h) Chair's Report;
 - i) Chief Officer's Report;
 - j) Minutes of Committees – Summary updates from Committee Chairs (verbal) Risk Themes from the Committees;
 - k) Items 'For Decision';
 - l) Items 'For Recommendation';
 - m) Items 'For Scrutiny';
 - n) Rolling Forward Plan;
 - o) Date of Next Meeting;
 - p) Private Session (if required);
 - q) Minutes of the previous Private meeting for approval (where applicable);
 - r) Private Items.
 - s) Items 'For Information Only' – A current pilot, agreed by the Integrated Governance Forum at its meeting on 26 March 2024, will see reports that are 'For Information' noted at the end of the agenda with links to the documents only. No formal agenda time will be allocated to these reports but will be accessible should Members wish to read them.

GIVING NOTICE OF A MATTER TO BE CONSIDERED

- 28 Any Member(s) of SFRS, or a Committee, may ask for an item to be placed on the agenda of a meeting of the Board or that Committee, this has to be done at least 15 working days in advance of the meeting. The Chair of the meeting will consider the request, taking advice from the Chief Officer (or any officer acting on behalf of the Chief Officer) and the Board Support Team. If the Chair decides not to include the item on the agenda, the Member will be advised and the Board or relevant Committee informed during the Chair's opening remarks.
- 29 The agenda for special meetings of the SFRS Board or Committees will be confined to the business necessitating the convening of the meeting.

PAPERS FOR MEETINGS

- 30 The Board Support Team will electronically collate, circulate and, where necessary, provide papers for the agreed agenda items at a meeting, unless it has been previously agreed with the Chair of the meeting that no paper is required.
- 31 Papers will be electronically made available to the meeting attendees at least 5 working days prior to the meeting and hard copies will only be available at the meeting on request.
- 32 For meetings or parts of meetings open to the public, papers will be posted on the website no less than 5 days in advance of the meeting, with the exception of any items that are to be considered in private.
- 33 If papers are not available for dispatch 5 working days prior to the meeting, the Board Support Team may, after consultation with the Chair of the meeting and the Chief Officer, make a late posting, or table the paper(s) at the meeting, or withdraw the item(s) from the agenda of the meeting.

Occasions when these timescales may not be adhered to are if Special meetings are agreed at short notice, every attempt however will be made to dispatch papers in advance of the meeting.

CONDUCT AT MEETINGS

34 The Chair is responsible for:

- maintaining order and good conduct;
- ensuring that business is conducted appropriately;
- ensuring that all Members receive a fair hearing with reasonable opportunity to express their views on matters under discussion;
- dealing with any question of order raised at a meeting; the Chair's ruling on the above will be final;
- adhere to relevant SFRS policy and procedure.

35 All Members will respect and, if necessary, defer to the authority of the Chair. Members are accountable for their own individual conduct in meetings at all times in terms of their [Code of Conduct](#) and associated regulations and guidance as issued. The Chair may rule on the acceptability of language used during the course of the meeting and take appropriate action, as necessary, including withdrawal of a remark, requiring an apology, or any other action required to allow the meeting to properly proceed. If any Member at any meeting behaves offensively or is uncooperative, a motion may be proposed and seconded to suspend the Member for the rest of the meeting. If the motion is carried, the Member must immediately leave the meeting. There will be no discussion of the motion and no changes to it.

ADJOURNING MEETINGS

36 The SFRS Board or Committee can adjourn any meeting for a reasonable time, if the Chair determines so. This may also be due to disruption of the meeting or a Member proposes it, another seconds it and the Members vote

in favour of it. There will be no amendments or discussion. No Member can make a second motion to adjourn a meeting within half-an-hour, except the Chair.

CHANGING A DECISION

- 37 A decision made by the SFRS Board cannot be changed within six months, unless the Chair of the Board rules that there has been a material change of circumstances.

A decision made by a Committee may be overturned by the Board where the decision does not comply with the delegated authority, as set out in the Terms of Reference, or where the Board deems the decision made by a Committee as adversely impacting on the strategic direction of the SFRS.

Where time is of the essence and the above criteria is met, the Chair alone can overturn the decision of the Committee. The Chair must provide full reasoning for such a decision to the Board as soon as is reasonably practicable.

VOTING

- 38 Where there is an agenda item requiring a decision by the SFRS Board or a recommendation by a Committee to take something to the Board, then the Chair will seek the views of Members and, wherever possible, reach a consensus. If a consensus cannot be reached, decisions will be reached on the basis of a simple majority, the Chair having a second and casting vote. Voting shall be by a show of hands and the minute will record the vote. At the discretion of the Chair, or in the event of a majority of Members present objecting to a vote being taken by a show of hands, the vote will be taken by roll call.
- 39 Where an agenda item requiring a decision is not approved by the SFRS Board, and the consequences would be prejudicial to the continuity of the

SFRS operations, alternative proposals should be sought from the Chief Officer without delay. The Chair may adjourn the meeting or defer the agenda item to another meeting to enable the Chief Officer to re-consider the matter. If, after such reconsideration, the Board remains unable to approve the proposal (whether by consensus or simple majority vote) and the matter remains critical to SFRS operations, the Chair shall report to Ministers and seek their direction.

DECLARATIONS OF INTEREST

MAKING A DECLARATION

40 In line with the requirements of the [Members' Code of Conduct](#), individual Members must consider, at the earliest stage possible, whether they have an interest to declare in relation to any matter that is to be considered. They should consider whether agenda items for meetings raise any issue of declaration of interest. A declaration of interest must be made as soon as practicable at a meeting where that interest arises. If the need for a declaration of interest is identified only when a particular matter is being discussed, the Member must declare the interest as soon as they realise it is necessary to do so. The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words, 'I declare an interest'. The statement must be sufficiently informative to enable those at the meeting to understand the nature of the interest but need not give a detailed description of the interest.

EFFECT OF DECLARATION

41 Declaring a financial interest has the effect of prohibiting any participation in discussion and voting; in this circumstance, this individual must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded. A declaration of a non-financial interest involves a further exercise of judgement by the Member concerned. They must consider the relationship between the interests that have been declared and the particular matter to be considered and relevant individual circumstances surrounding the particular matter. In the final analysis, the objective test is whether, in the particular circumstances of the item of business and knowing all the relevant facts, a member of the public, acting reasonably, would consider that the Member might be influenced by the interest in their role as a Member of SFRS Board and that it would, therefore, be wrong to take part in any discussion or decision-making. If a Member, in conscience, believes that their continued presence would not fall foul of this test, then declaring a non-financial interest need not preclude their involvement in discussion or voting. If they are not confident about the application of this objective test, they must play no part in the discussion and must leave the meeting room until discussion of the particular item is concluded.

DISPENSATIONS

42 In very limited circumstances, dispensations can be granted by the Standards Commission in relation to the existence of financial and non-financial interests which would otherwise prohibit a Member from taking part and voting on matters coming before the Board and its Committees. Applications for dispensations will be considered by the Standards Commission and should be made as soon as possible, in order to allow proper consideration of the application in advance of meetings where dispensation is sought. A Member should not take part in the consideration of the matter in question until the application has been granted.

SUSPENSION AND REVISION OF STANDING ORDERS

- 43 These Standing Orders may only be varied, revoked or added to by the SFRS Board and any such alterations will require the consent of the majority of Members present at a meeting. Committees and Sub Committees have no power to depart from these Standing Orders.
- 44 Suspension of Standing Orders at an SFRS Board meeting requires a proposer and seconder, and a vote of a majority of the SFRS Board in favour of suspension.

STANDING COMMITTEES

- 45 The SFRS will appoint the following Standing Committees:
- Audit and Risk Assurance;
 - Change: Strategic Change and Major Projects;
 - Service Delivery;
 - People; and
 - Remuneration, Appointments and Nominations Sub-Committee.
- 46 The SFRS Board will determine the Membership and Terms of Reference for Committees. The Standing Orders of the SFRS Board apply to all its Committees.

MINUTES OF MEETINGS

- 47 A minute will be kept of all SFRS Board, Committee and Sub-Committee meetings.
- 48 The minute will record that discussion took place, any points of significance raised, and clearly specify any actions and decisions if relating to the SFRS Board. Following a Board or Committee meeting, every effort will be made

to issue draft minutes within 15 working days, where possible, to the Chair for approval. The Chair will then have 5 working days to approve the minutes, following which it will be circulated to all those in attendance at the meeting, including the updated Action Log. This is, therefore, where possible, all to be affected within a total of 20 working days following the initial meeting.

- 49 The minutes of the SFRS Board will be presented to the next ensuing meeting of the SFRS Board and shall then be approved, with or without amendment, as a correct record of proceedings.
- 50 Minutes of meetings held in public of Standing Committees will be included on the agenda of SFRS Board meetings, even if they have not been approved by the Committee. Any Sub-Committee updates will be given through the relevant Committee to the SFRS Board.

SHORT LIFE COMMITTEES AND WORKING GROUPS

- 51 The SFRS Board may convene short life Committees or Working Groups to assist and advise it in undertaking its responsibilities.
- 52 Any such Committee or Working Group would have its Membership, Terms of Reference and time-limited period determined by the Board.

APPOINTMENT OF CHIEF OFFICER

- 53 The appointment of the Chief Officer will be made by the SFRS Board, subject to the approval of the Scottish Ministers.

RECEIVING VIEWS

- 54 The SFRS Board (or its Committees or Sub-Committees) may invite individuals, bodies or organisations to attend meetings, provide information and/or to make representations to it about particular issues. They may also

be requested to provide written submissions for consideration in advance of meetings. The Board, on occasion, may agree upon and publish a process for seeking input and/or information (including the format and timescales for this input or information to be provided) from interested and/or affected parties, in advance of it considering particular issues at a meeting.

URGENT ISSUES

- 55 Where time is of the essence, and in order to eradicate or minimise actual or reasonably perceived risk to the SFRS, the Chief Officer may take reasonable and appropriate action, in relation to any function not delegated to that role, reporting same to the Chair of the SFRS Board and then the SFRS Members, with full reasoning for the decision as soon as is reasonably practicable after the exercise of the function.

ETHICAL STANDARDS

- 56 The SFRS Board encourages high ethical standards in public life; including the promotion and enforcement of the [Code of Conduct for Board Members of the SFRS](#). Any alleged breaches will be investigated and where a breach is found sanctions may be applied, as detailed within the Members' Code of Conduct.

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for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

Appendix C

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

SCHEME OF DELEGATIONS FOR THE SCOTTISH FIRE AND RESCUE SERVICE

(INCORPORATING MATTERS RESERVED TO THE BOARD)

Original Author/Role	GM Roy Dunsire
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Richard Whetton
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	GM Roy Dunsire	20/07/2013
2.0	Reviewed / updated	GM Roy Dunsire	12/08/2015
3.0	Reviewed / updated	GM Roy Dunsire	15/06/2016
4.0	Reviewed / updated	GM Roy Dunsire	18/01/2018
5.0	Reviewed / updated	GM Alasdair Cameron	06/07/2018
6.0	Reviewed / updated	GM Alasdair Cameron	09/01/2019
7.0	Reviewed / updated	GM Alasdair Cameron	16/05/2019
8.0	Reviewed / updated	GC Alasdair Cameron	24/06/2020
9.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
10.0	Reviewed / amended	GC Alasdair Cameron	05/05/2022
11.0	Reviewed / amended: Amendment to wording in relation to decisions regarded as being novel/contentious or having a high level of risk (Section 3 & Paragraph 6.22) (Approved by Board 26.10.2023). Further amendment to reflect change in structure with return of Director of Finance and Contractual Services and update of directorate role title to People.	GC Kevin Murphy	08/02/2024

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1. INTRODUCTION

The Scottish Fire and Rescue Service ('the SFRS') is a body corporate established in terms of Section 1A of the Fire (Scotland) Act 2005 ('the 2005 Act') as amended by the Police and Fire Reform (Scotland) Act 2012 ('the 2012 Act'). Schedule 1A of the 2005 Act governs aspects of the body corporate's constitution and its functions and prescribes that the SFRS Board shall consist of a Chair and not fewer than 10 nor more than 14 other Members, each appointed by the Scottish Ministers and collectively referred to as 'the Board'. The Board, including the Chair, consists of non-executives who are appointed in line with the [Code of Practice for Ministerial Appointments to Public Bodies in Scotland](#).

By virtue of Paragraph 14 of Schedule 1A of the 2005 Act, the Board may delegate any of its functions to the Chief Officer, any of its employees or any Committee or sub-committee it may choose to establish. The Interpretation and Legislative Reform (Scotland) Act 2010 defines '*function*' as '*including powers and duties*'. The responsibilities of the Chief Officer are detailed below and include the responsibility for 'establishing appropriate documented internal delegated authority arrangements'.

This Scheme of Delegations ('the Scheme') narrates the powers, duties and levels of decision-making authority, both reserved for the Board and delegated by the Board to certain SFRS employees, each within their individual capacities as holders of named roles (an example of a 'named role' being 'Chief Officer' or 'Director of People'). The delegation by the Board of any of SFRS's functions does not affect the Board's overall responsibility for the performance of the function being delegated, nor its responsibility to carry out the particular function, should it choose to do so and notwithstanding any common practice to otherwise delegate. The Board members will, at all times, remain personally and corporately accountable for the Board's actions and decisions and the Board may also be accountable for the actions and decisions of any SFRS employee exercising delegated authority in conjunction with the Scheme.

All delegations made by the Board in accordance with the Scheme must be in compliance with relevant and up-to-date legislation, regulations and governance and

accountability framework documents, codes of practice and government circulars. All decisions and actions taken by SFRS employees and the Board by way of delegated authority powers shall be exercised in accordance with this Scheme and the provisions and guidance contained within SFRS's Financial Regulations and Standing Orders for the Regulation of Contracts and must be shown to uphold the principles of accountability, consistency, equality, integrity, good governance and transparency, in so far as is reasonably practicable.

There is scope to amend or alter the Scheme to ensure compliance with any of SFRS's duties or obligations that may be altered or extended due to legislative changes or the development of future guidance in relation to delegated authority. Otherwise, the SFRS Chair will make arrangements to review the Scheme at annual intervals.

Where a delegated authority requires the prior approval of the Scottish Government before it can be exercised, no decision or action shall be taken by any SFRS employee or the Board in relation to the particular delegated authority, until such times as the prior approval of Scottish Government has been confirmed and received in writing by SFRS. The [SFRS Governance and Accountability Framework Document](#) details those matters which are reserved to the Scottish Government and the delegated authority levels beyond which prior approval is required from the Scottish Government ([Appendix 2](#)).

2. RESPONSIBILITIES OF THE SFRS BOARD, CHAIR AND CHIEF OFFICER

The Fire and Rescue Framework for Scotland sets out the strategic priorities for SFRS (as determined by the Scottish Ministers) and the SFRS's Strategic Plan describes how SFRS intends to carry out its functions in pursuit of these overarching priorities. The SFRS Governance and Accountability Framework Document sets out the broad governance structures within which the SFRS operates and defines key roles and responsibilities which underpin the accountability relationships between the SFRS, Ministers and the Scottish Parliament.

2.1 SFRS Board

The four main functions of the SFRS Board are to ensure that the SFRS delivers its functions in accordance with Minister's policies and priorities; to provide strategic leadership; to ensure financial stewardship; and to hold the Chief Officer and Strategic Leadership Team (SLT) to account. The responsibilities of the SFRS Board are set out in detail in paragraph 13 of the SFRS Governance and Accountability Framework Document.

The Board, under the leadership of the Chair, has corporate responsibility for:

- producing Strategic and Annual Plans, prepared under sections 41A and 41B of the 2005 Act (inserted by the 2012 Act), to be submitted to the Scottish Ministers for approval;
- producing annual reports, prepared and published under section 41L of the 2005 Act (inserted by the 2012 Act), and ensuring that they are laid before the Scottish Parliament in accordance with that section;
- taking forward the aims and objectives for the SFRS as set out in the approved Strategic Plan;
- determining the steps needed to deal with wider changes which are likely to impact on the strategic aims and objectives of the SFRS, or on the attainability of its operational targets;
- the duty under section 39A of the 2005 Act (inserted by the 2012 Act), promoting the efficient, economic and effective use of staff and other resources by the SFRS consistent with the principles of Best Value ie the continuous improvement in the carrying out of the SFRS's functions, including, where possible, participation in shared services arrangements;
- ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control, setting up an audit committee chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems;
- (in reaching decisions) taking into account relevant guidance issued by the

Scottish Ministers;

- For support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy;
- Attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions;
- ensuring that the SFRS's proceedings, including those of its committees and sub-committees, are held in public and that the agendas, papers and reports in relation to those proceedings are published, as well as publishing a statement setting out the circumstances in which proceedings may be held in private and in which documents need not be published, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act);
- appointing, with the approval of the Scottish Ministers, each subsequent SFRS Chief Officer and, in consultation with the SG, setting appropriate performance objectives and remuneration terms linked to these objectives, which give due weight to the proper management and use of resources within the stewardship of the SFRS and the delivery of outcomes; and
- acting consistently with principles of good governance, accountability and transparency, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act).

2.2 SFRS Chair

The Chair is accountable to the Scottish Ministers for the performance and for the strategic leadership of the SFRS Board. In common with any individual with responsibility for devolved functions, the Chair may also be held to account by the Scottish Parliament and has general responsibility for ensuring that the public body's policies and actions support the Scottish Ministers' wider strategic policies and that its affairs are conducted with probity. The Chair's responsibilities for leading the SFRS Board are set out in detail in paragraph 14 and 15 of the SFRS Governance and Accountability Framework Document.

In leading the Board, the Chair must ensure that:

- the work of the Board is subject to regular self-assessment and that the Board is working effectively;
- the Board, in accordance with recognised good practice in corporate governance, is diverse both in terms of relevant skills, experience and knowledge appropriate to directing SFRS business, and in terms of protected characteristics under the Equality Act 2010;
- the Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- he or she, together with the other Board members, receives appropriate induction training, including on financial management and reporting requirements and, as appropriate, on any differences that may exist between private and public sector practice and local and central government practice;
- succession planning takes place to ensure that the Board is diverse and effective, and the Scottish Ministers are advised of the SFRS needs when board vacancies arise;
- there is a code of conduct for Board members in place, approved by the Scottish Ministers.

The Chair assesses the performance of individual Board members on a continuous basis and undertakes a formal appraisal at least annually. The Chair, in consultation with the Board, is also responsible for undertaking an annual appraisal of the performance of the Chief Officer.

2.3 SFRS Chief Officer

The Chief Officer is the Board's principal adviser on the discharge of the SFRS's functions and is accountable to the Board. The Chief Officer's role is to provide operational leadership to the SFRS and ensure that the Board's strategic aims and objectives are met, its functions are delivered and targets met through effective and properly controlled executive action. The Chief Officer's general responsibilities include performance management and staffing of the SFRS. Specific responsibilities of the SFRS Chief Officer are detailed in paragraph 17 of the SFRS Governance and

Accountability Framework Document and include:

- advising the Board on the discharge of its responsibilities - as set out in this document, in the founding legislation and in any other relevant instructions and guidance issued by or on behalf of the Scottish Ministers - and implementing the decisions of the Board;
- ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that appropriate financial appraisal and evaluation techniques, consistent with the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM), are followed;
- ensuring that the SFRS adheres, where appropriate, to the SG's Programme and Project Management (PPM) Principles;
- having robust performance and risk management arrangements in place – consistent with the Risk Management section of the SPFM - that support the achievement of the SFRS's aims and objectives and that facilitate comprehensive reporting to the Board, the SG and the wider public ensuring that adequate systems of internal control are maintained by the SFRS, including effective measures against fraud and theft consistent with the Fraud section of the SPFM, establishing appropriate documented internal delegated authority arrangements consistent with the Delegated Authority section of the SPFM;
- advising the Board on the performance of the SFRS compared with its aim[s] and objectives;
- preparing the SFRS's corporate and business plans, in line with the strategic aims and objectives agreed by the Scottish Ministers;
- ensuring effective relationships with SG officials;
- ensuring that timely forecasts and monitoring information on performance and finance are provided to the SG; that the SG is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the SG in a timely fashion;

- for support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy;
- attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions;
- Designating Local Senior Officers (LSOs) for each local authority area in Scotland (after consultation with the relevant local authority), ensuring that LSOs are adequately equipped, supported and empowered to fulfil their statutory duties, and providing operational direction and control to LSOs, in line with Section 41J of the 2005 Act (inserted by the 2012 Act).

3. MATTERS RESERVED FOR THE BOARD

There are certain matters which have no scope for delegation and must be carried out by the Board. The Board and no other SFRS employee or Committee/Sub-Committee has authority to make decisions in respect of the following reserved areas:

- developing the Strategic Aims and Objectives of the SFRS and approving the [Strategic Plan](#), [Annual Operating Plan](#) and Board Annual Forward Plan;
- approval and/or amendment of:
 - [Standing Orders for Meetings of the Board and its Committees](#);
 - [Scheme of Delegations](#);
 - [Financial Regulations](#);
 - [Standing Orders for Regulation of Contracts](#);
 - [Complaints Handling Scheme](#);
 - [Risk Management Policy and Framework](#);
 - [Equality Scheme](#);
 - [Freedom of Information Publication Scheme](#);
 - Personnel Policies of major significance to SFRS (as determined by the Chair in consultation with the Chief Officer);
 - Resource and Capital Budgets, and [Annual Report and Accounts](#);
 - Financial and Performance Monitoring arrangements;

- Major projects requiring significant capital investment, or major service redesign;
- [Anti-Fraud and Corruption Policy](#);
- Arrangements for the review of the annual effectiveness of the Board and its Committees, and
- Any other SFRS-wide Corporate Governance related guidance.
- establishing suitable arrangements for the appointing of a Chief Officer and the setting of appropriate performance objectives for the Chief Officer;
- appointing Chairs and Deputy Chairs of each Committee or Sub-Committee of the Board (these will be determined by the Chair, in consultation with the Board);
- establishment and approval of Committees and their Terms of Reference;
- the appointment of a Standards Officer in accordance with any requirements set by the Commissioner of Ethical Standards in Public Life in Scotland;
- review and approve the final specification and the evaluation criteria, as drafted by the SLT, and approve the appointment of Internal Auditors in co-operation with the Audit and Risk Assurance Committee; and
- decisions regarded by the Chief Officer or Chair of the Board as novel, contentious or having a high level of risk (reference to paragraph 6.22).

Where the Scheme does not specifically state if powers have been delegated in respect of a certain matter, it shall be assumed that responsibility for the particular matter lies with the Board in the first instance.

4. DELEGATED AUTHORITY

4.1 Delegations to Standing Committees of the Board

The Board has established a number of Committees, each of which possess a degree of delegated authority, in respect of the responsibilities within their remit, as set out within their Terms of Reference. Delegated authority will provide each Committee with the ability to scrutinise the work of SFRS; make decisions within their limits of responsibilities that do not adversely impact on the Strategic Direction

of the SFRS; make recommendations in respect of how the Board can achieve the aims each respective Committee is concerned with; and provide feedback to the Board on key performance indicators and whether targets will be met.

The Committees are listed below:

- Audit and Risk Assurance;
- Change: Strategic Change and Major Projects;
- Service Delivery;
- People; and
- Remuneration, Appointments and Nominations (Sub-Committee).

Each Committee will conduct its business in accordance with Terms of Reference considered and approved by the Board prior to formation. There is scope to amend or alter any Terms of Reference as required and, again, Board approval is required to do so.

4.2 Delegation of General Powers

In line with Paragraph 14 of Schedule 1A of the 2005 Act, the Board have delegated authority to the following SFRS employees:

- The Chief Officer;
- The Deputy Chief Officer(s);
- The Assistant Chief Officer(s);
- The Director of Strategic Planning, Performance and Communications;
- The Director of People;
- The Director of Finance and Contractual Services.

These employees, referred to collectively as the SLT may do anything, subject always to their specific delegated authority, considered appropriate for the purposes of, or in connection with, the carrying out of the SFRS's functions.

4.3 Chief Officer Unplanned Absence

In exceptional circumstances and where a situation arises that results in the extended absence of the Chief Officer, the Chair of the SFRS Board may delegate authority as detailed within Section 6 to the Deputy Chief Officer. Subsequent to this decision, the Chair of the SFRS Board will inform the full SFRS Board at the earliest opportunity of this decision. As a result, the Deputy Chief Officer will have this delegated authority immediately following the Chair of the SFRS Board's decision, and for the complete duration of the Chief Officer's extended period of absence only.

4.4 Interim SLT Positions

Should any SLT position be held by a member of staff acting up to that role, or by circumstance assume on an interim basis the obligations of that role, they will automatically acquire the delegated and/or sub-delegated authority under that specific position to make all relevant decisions. This delegated and/or sub-delegated authority will be held only for the interim period of acting up or having assumed those obligations. Such delegated authority will both include general powers held by the particular SLT position, together with any specific delegated authority referred to throughout this Scheme of Delegations.

4.5 Delegation to Act as Authorised Signatories

Any probative document which, if entered into, will create a legally binding relationship between SFRS and another party shall (unless otherwise provided for herein) be executed for and on behalf of the SFRS by a member of the Board or by any one of the members of the SLT who are hereby authorised by the Board to execute on the SFRS's behalf.

In accordance with the Requirements of Writing (Scotland) Act 1995, the signature for and on behalf of the SFRS by a Board member or SLT member must be witnessed by one person. This person can be any employee of SFRS and may also be another Board member or SLT member. The Chief Officer and any SLT member

may sub-delegate his / her authority to any SFRS employee who holds a role which he / she deems it appropriate for authority to be delegated to.

5. DELEGATION TO SFRS ACCOUNTABLE OFFICER

5.1 General Responsibilities

The Principal Accountable Officer for the Scottish Administration (the Permanent Secretary of the Scottish Government) designates the Chief Officer as the Accountable Officer for the SFRS. The essence of the role of Accountable Officer is subject to Section 5 of the [Principal Officer's Memorandum to Accountable Officers of Other Public Bodies](#), a personal responsibility for the propriety and regularity of the public finances for the SFRS and ensuring that the resources of the body are used economically, efficiently and effectively.

The Accountable Officer must make sure arrangements for delegation promote good management and that they are supported by the necessary staff with an appropriate balance of skills.

The responsibilities delegated to the SFRS Accountable Officer are set out in detail in the Principal Accountable Officer's Memorandum to Accountable Officers of Other Public Bodies.

5.2 Strategic and Financial Management Responsibilities

While the responsibilities of the SFRS Accountable Officer cannot be delegated or shared, authority for budgets and associated strategic and financial management responsibilities can be delegated to appropriate SFRS employees. The SFRS Accountable Officer, therefore, authorises members of the SLT to undertake the following responsibilities:

5.2.1 Strategic Management Responsibilities (All members of the SLT)

- proposing objectives, priorities, outcomes and performance indicators for the organisation which align with the organisation's aims, policy and management objectives;
- making plans and ensuring that adequate systems are in place to achieve these objectives effectively, efficiently and economically;
- ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly;
- monitoring and reporting of performance to the organisation's management board and/or Accountable Officer; and
- ensuring that functions are discharged with due regard to economy, efficiency and effectiveness within an overall framework of Best Value.

5.2.2 Financial Management Responsibilities (Director of Finance and Contractual Services)

- ensuring that proper financial procedures are in place and are followed and that these comply with relevant guidance, in particular the [Scottish Public Finance Manual \(SPFM\)](#), ensuring that funds and assets are properly managed and safeguarded, with checks as appropriate; and
- ensuring that any relevant risks, whether to achievement of business objectives, regularity, propriety or value for money, are identified and effectively managed.

6. DELEGATION TO SFRS CHIEF OFFICER

6.1 Acquisitions, Disposals and Property Provisions

The Board authorises the Chief Officer to:

- acquire and dispose of land and other heritable or moveable property, including the compulsory purchase of land, with the authorisation of Scottish Ministers, in accordance with the requirements of the SPFM, and with the Board's strategic direction;
- approve the use of SFRS heritable or moveable property by other organisations, most specifically but not limited to the sharing or leasing of property and/or the right of access across SFRS property;
- Sign documentation relating to the sale, purchase or use of SFRS heritable or moveable property;
- determine and control the apportionment of accommodation for SFRS's employees, standards of furniture, furnishings and equipment within SFRS's premises;
- maintain registers of assets together with records of transactions and values; and
- arrange, as appropriate, for the sale of surplus, or disposal of discarded PPE, work equipment and vehicles.

The Chief Officer sub-delegates this authority to the Director of Finance and Contractual Services.

6.2 Arms and Badge

The Board authorises the Chief Officer to:

- issue guidelines on the use of the SFRS Arms and Badge which is recorded in the Public Register of All Arms and Bearings in Scotland; and
- take appropriate action, which may include reporting to the Court of the Lord Lyon, in respect of any misuse of the SFRS Arms and Badge.

6.3 Authorisation to Exercise Statutory Powers

The Board authorises the Chief Officer to exercise any discretionary powers available to the SFRS.

The Board authorises the Chief Officer to issue and sign any documentation that conveys necessary authorisation to employees in roles where legislation requires the authorisation in question.

6.4 Bad Debt and Losses

The Board authorises the Chief Officer to write off bad debt and/or losses up to and including the value of £1,000 and in accordance with the [Financial Regulations](#). Cumulative debt must be monitored and, where appropriate, reported to the Audit and Risk Assurance Committee and the Board.

The Chief Officer sub-delegates this authority to the Director of Finance and Contractual Services.

6.5 Borrowing

The Chief Officer may, subject to obtaining the consent of Scottish Ministers, authorise borrowing of money. Prior to approaching Scottish Government for any such consent, the Chief Officer shall consult with and obtain the Board's consent to make the approach.

The Chief Officer sub-delegates this function to the Director of Finance and Contractual Services, who will also be under the obligation to obtain the necessary prior consents.

6.6 Complaints, Comments and Compliments

The Board authorises the Chief Officer to receive and respond on its behalf to complaints, comments and compliments, with the exception of any which relate to the role of Chief Officer, which will be reserved to the Board.

With the exception of complaints, comments and compliments which relate to the Deputy Chief Officer(s), the Assistant Chief Officer(s), the Director of Finance and

Contractual Services, the Director of Strategic Planning, Performance and Communications and Director of People, the Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.7 Consultants

The Board authorises the Chief Officer, the Chief Officer having first consulted and received advice from the Director of Finance and Contractual Services and the Director of People, to source and appoint any external business and management consultants evidenced as necessary and where no existing employee is able to carry out the requirement. For any such consultancy contract with a potential or actual value of, or above £100,000, Scottish Government's prior approval shall be sought and obtained in writing and only after the Chief Officer has consulted with and obtained the Board's consent to seek such approval.

Aside from the monetary value this must also align to procurement guidance and the Board request that anything that could also have an impact on the reputational risk to the Service, regardless of spend, is also closely considered and, as necessary, brought to the attention of the Board at the earliest opportunity.

6.8 Contracts

The Chief Officer and the Director of Finance and Contractual Services may enter into contracts for the supply of goods, works and services on behalf of the SFRS subject to adhering to the SFRS's [Standing Orders for the Regulation of Contracts](#) and subject to the Director of Finance and Contractual Services confirming that appropriate budget provision has been made.

6.9 Correspondence and Communications

The Board authorises the Chief Officer to issue and sign correspondence and communications that may be sent in the name of SFRS and which may bear the SFRS badge. Notwithstanding correspondence and communications sent on behalf

of SFRS in respect of matters restricted under the Scheme, the Chief Officer sub-delegates this authority to all SLT members who, in turn, further delegate this authority under Section 7 of the Scheme. For the avoidance of doubt, the term 'correspondence and communications' shall include all letters, faxes, emails and other forms of electronic communication that may be sent on behalf of SFRS.

6.10 Damage or Loss to Personal Property

The Board authorises the Chief Officer to consider and, if deemed appropriate, approve payment of in whole, or in part, valid and verified claims from employees for damage to, or loss of, personal property in the course of their employment where the employee is not at fault and is not otherwise insured.

6.11 Data Protection and Freedom of Information

The Board authorises the Chief Officer to:

- make, submit and update the necessary registrations;
- consider and respond to applications made under the Data Protection Act 2018 and the Freedom of Information (Scotland) Act 2002;
- determine the appropriate person(s) to consider and respond to any reviews sought in terms of the said legislation; and
- if necessary and appropriate, enter into any Information Sharing Protocols.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

6.12 Senior Appointments

The Board authorises the Chief Officer to appoint members of the SLT and Heads of Function. The Chair of the Board, or their representative, will be involved in all SLT appointments. With all senior appointments, the Chief Officer shall engage in prior consultation with the Remuneration, Appointments and Nominations Sub Committee

with regard to the appointment process and shall provide feedback to the Sub Committee in respect of the final selections from the process. For the avoidance of doubt, there shall be no further delegation of authority to appoint SLT members and Heads of Functions beyond the delegation from the Board to the Chief Officer.

6.13 Employment of Staff

With the exception of (1) appointments reserved by statute to the Board, (2) any matters requiring the prior approval of Scottish Government, (3) any matters specifically falling within the terms of reference of any SFRS Committee and (4) any matters subject to national negotiations at Scottish and UK level, the Board delegates its authority under Paragraph 8 (SFRS's employees) of Schedule 1A of the 2005 Act to employ staff to the Chief Officer.

Where appropriate, the Chief Officer sub-delegates the authority to employ staff to the Director of People.

6.14 Finances and Payments

The Board authorises the Chief Officer to maintain and administer the SFRS's financial resources, including the operation of bank account(s) and the receipt and making of appropriate payments in accordance with the SPFM and SFRS's [Financial Regulations](#).

The Chief Officer sub-delegates this authority to the Director of Finance and Contractual Services.

6.15 Fines

The Board authorises the Chief Officer to consider and, if appropriate, pay or contribute to the legal expenses and outlays of defending a SFRS employee charged with an offence (for example, an offence in contravention of Road Traffic or Health and Safety legislation) whilst acting in the course of their employment, subject to the

stipulation the employee is not considered to have been on a frolic of their own (ie the employee's actions must have been at the material time closely connected with their employment). Scottish Government's prior written approval is required for any such special payments over the value of £1,000.

6.16 Fire Safety (Prevention and Protection) and Fire Investigation

The Board authorises the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act and associated subordinate legislation made thereunder, together with other legislation relevant to this particular function.

The Board authorises the Chief Officer to issue any necessary letters of authorisation to employees engaged in Enforcement or Fire Investigation roles.

6.17 Foreign Travel / Travel outwith Scotland / Conferences and Seminars

The Chief Officer's foreign travel or travel outwith Scotland must be authorised and approved by the Chair.

The Board authorises the Chief Officer to authorise and approve foreign travel or travel outwith Scotland and attendance at any relevant conferences, seminars or meetings for any SFRS employee who is on SFRS business. The Chief Officer sub-delegates this authority to all SLT members.

6.18 Gifts and Hospitality

The Board authorises the Chief Officer to:

- accept and provide gifts and hospitality in accordance with the SPFM and with SFRS's [Gifts, Hospitality and Interests Policy](#), which clearly states SFRS's commitment to high standards of ethical behaviour; and
- maintain and publish a register of Gifts, Hospitality and Interests, in accordance with SFRS's Gifts, Hospitality and Interests Policy.

The Chief Officer sub-delegates this authority to the Director of Finance and Contractual Services.

6.19 Health and Safety

The Board authorises the Chief Officer to carry out the operational delivery of Health and Safety. The Chief Officer sub-delegates this authority to the Assistant Chief Officer, Director of Training, Safety and Assurance. However, the Board retain a duty of care towards all staff within the Service and are therefore accountable for the scrutiny of compliance with applicable Health and Safety Legislation.

6.20 Insurance

The Board authorises the Chief Officer to take out and maintain appropriate insurance cover as required by employees who are employed in a particular professional capacity, and as required by Landlords or other third parties with whom the SFRS is transacting or working in partnership, where commercial insurance is a stipulation and whether or not the SFRS is for all other matters self-insured.

In the event that the SFRS is permitted by Scottish Government to take out insurance cover for all or part of its functions, then the Board authorises the Chief Officer to take out and maintain appropriate insurance cover.

The Chief Officer sub-delegates this authority to the Director of Finance and Contractual Services.

6.21 Legal Proceedings and Litigation

The Board authorises the Chief Officer to:

- lodge caveats if deemed necessary;
- accept service of all types of legal claims and legal documents;

- process employer's liability, public liability, motor vehicle and other such claims;
- initiate, enter, defend or withdraw from legal proceedings (judicial and quasi-judicial);
- negotiate settlement of claims or legal proceedings in accordance with the [Scottish Public Finance Manual \(SPFM\)](#);
- settle all claims in accordance with the Scottish Public Finance Manual (particularly under the "Settlement Agreements, Severance, Early Retirement and Redundancy Terms" Section) and all other applicable Guidance. All such settlements, for any amount, must therefore be referred to Scottish Government before being considered or offered. Claims not specifically covered by the Scottish Public Finance Manual or other applicable Guidance are authorised, without prior Scottish Government approval and without reference to the Chair and the Board, up to and including the value of £25,000;
- engage in arbitration or mediation;
- enter compromise agreements;
- prepare and submit reports to the Crown Office and Procurator Fiscal Service in relation to offences identified in the course of the SFRS carrying out its functions; and
- engage Solicitors, Solicitor Advocates and Counsel to provide advice, opinions and representation.

The Chief Officer sub-delegates this authority to negotiate settlement of claims or legal proceedings to the Director of Finance and Contractual Services and the remainder of this authority to the Director of Strategic Planning, Performance and Communications.

6.22 Novel, Contentious or High Risk Decisions

In exceptional cases, certain specific organisational decisions and/or financial arrangements might be regarded as being novel, contentious or having a high level of risk. The Board approval of such decisions is required to be obtained before

proceeding (reference to paragraph 3). Identifying such cases inevitably involves a degree of judgement. The Board authorises the Chief Officer or the Chair of the Board to identify such cases for referral to the Board for decision. Should any Board Member consider any pending decision falls within this category, they should bring the matter to the attention of the Chair. If time-critical, this decision making process should not be delayed by routine governance routes, and the utilisation of appropriate mechanisms to seek a decision in an expedited manner must be considered.

As a general guide, 'Novel' would include proposed decisions, expenditure and/or financial arrangements of a sort not previously made, undertaken, or entered into, or that could not be reasonably considered to be standard practice; 'Contentious' would include proposed decisions, expenditure and/or financial arrangements that could be considered controversial or there could be a possible challenge to the legality (i.e. compliance with relevant legislation and guidance) or propriety (i.e. compliance with the standards expected of public bodies or officials); and a decision deemed high risk would include those having a significant level of reputational, political, legal, financial or operational implications for SFRS and/or other affected parties.

6.23 Licences

The Board authorises the Chief Officer to obtain any necessary licences, including but not limited to software licences, required to enable the SFRS to carry out its functions.

The Chief Officer sub-delegates this authorisation to members of the SLT, as appropriate.

6.24 Local Senior Officers

The Chief Officer shall designate an SFRS employee to the role of Local Senior Officer (LSO) for each local authority and the LSO shall carry out the delegated functions narrated at Section 41J (2) of the 2005 Act.

6.25 Loans of Assets

The Board authorises the Chief Officer to provide on a temporary or short-term loan arrangement, assets which are not operationally sensitive, confidential or would breach the Data Protection principles to reputable third parties for research purposes, public exhibition or wider public benefit. The loan may be upon such terms and conditions as the Chief Officer deems appropriate and may include a requirement for security and insurance cover.

6.26 Media and Publications

The Board authorises the Chief Officer to formulate and issue on its behalf media releases and responses and to consider requests from media organisations to record sound and/or images of the SFRS for public transmission.

The Chief Officer sub-delegates this authorisation to the Director of Strategic Planning, Performance and Communications.

The Board authorises the Chief Officer to draft, for its consideration, publications required by legislation or Scottish Government and, once subsequently approved by the Board, to issue same on its behalf in accordance with any such requirement.

The Chief Officer sub-delegates the authorisation of statistical publishing to the Director of Strategic Planning, Performance and Communications.

6.27 Objections

The Board authorises the Chief Officer to lodge any objections to planning applications, building warrants, road traffic orders and any similar statutory procedures to which the SFRS may be a competent objector and to engage in the objection process, incurring any necessary costs associated therewith and to withdraw any objection, if deemed appropriate.

6.28 Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)

The Board authorises the Chief Officer to carry out its statutory duties and exercise its discretionary powers under the 2005 Act, and associated subordinate legislation made thereunder, together with other legislation relevant to this function.

6.29 Statutory Notices

The Board hereby authorises the Chief Officer to draft, sign and serve statutory notices on its behalf, including Prohibition Notices, Enforcement Notices and Alterations Notices under Sections 63, 64 and 65 respectively of the 2005 Act and, if necessary, to withdraw such Notices.

The Chief Officer sub-delegates this authority to the Deputy Chief Officer and the Assistant Chief Officer(s).

6.30 Urgent Issues

Where time is of the essence and in order to eradicate or minimise actual or reasonably perceived operational risk to the SFRS, the Chief Officer may take reasonable and appropriate action in relation to any function not delegated to the Chief Officer role. The Chief Officer must thereafter report same to the Chair of the Board with full reasoning for the decision as soon as reasonably practicable after the exercise of the function.

6.31 Warrant and Identity Cards

The Board authorises the Chief Officer to issue warrant cards to its employees for the purpose of enabling the employees to both be identified and to exercise the powers and carry out the duties appropriate to the roles held by the employees. There shall be no requirement for such warrant cards to be signed for, or on behalf

of, the SFRS and the Chief Officer requires employees to return warrant cards upon termination of employment with SFRS.

There shall be reserved to the Chair of the Board the power to issue identity cards to the Board members for the purpose of enabling the Board members to be identified and the Chair shall have the power to require the Board members to return the identity cards upon termination of their appointment with SFRS.

6.32 Withdrawal or Amendment of Delegation

The Chief Officer may amend, extend, qualify or withdraw any sub-delegation which they have previously authorised and shall notify the relevant employees of same as soon as is reasonably practicable.

7. DELEGATIONS TO EMPLOYEES OUTWITH THE STRATEGIC LEADERSHIP TEAM

Functions delegated to the Chief Officer and any other member of the SLT (namely, the Deputy Chief Officer(s), the Assistant Chief Officer(s), the Director of People, the Director of Finance and Contractual Services and the Director of Strategic Planning, Performance and Communications) may be further delegated to any SFRS employee, providing that employee holds a role which operates under the control and direction of the particular SLT member delegating and the delegation is in accordance with the Scheme.

In exercising a function delegated from either the Chief Officer or a member of the SLT, the employee in receipt of the delegated authority shall take account at all times of any appropriate Scottish Government, general SFRS or specific departmental practices and procedures, together with any managerial instruction given or guidance notes issued.

Prior to exercising a delegation, checks shall be made to ensure that financial provision for any outlays and/or ongoing costs is available.

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Each member of the SLT shall be responsible for maintaining an up-to-date record of sub-delegations to the various roles within their Directorates.



Summary Overview of Delegated Powers

(* Note: each member of the SLT shall be responsible for maintaining an up-to-date record of any further sub-delegations to the various roles within their Directorates.)

FUNCTION	DELEGATED BY THE BOARD TO	SUB-DELEGATED	DIRECTOR RESPONSIBLE	ACTUAL POST HOLDER
Delegations to Standing Committees of the Board	Committees of the Board in accordance with their Terms of Reference	No		
Delegation of General Powers	Strategic Leadership Team	Yes	N/A	N/A
Delegation to Act as Authorised Signatories	Strategic Leadership Team	Yes	N/A	Any SFRS employee who holds a role which he/she deems it appropriate for authority to be delegated to
Strategic and Financial Management Responsibilities	Chief Officer (Accountable Officer)	No	Accountable Officer, (<i>although not delegating, authorises members of the SLT to undertake these responsibilities</i>).	
Acquisitions and Disposals	Chief Officer	Yes	Finance and Contractual Services	

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Arms and Badge	Chief Officer	No		
Authorisation to Exercise Statutory Powers	Chief Officer	No		
Bad Debt and Losses	Chief Officer	Yes	Finance and Contractual Services	Head of Finance and Procurement
Borrowing	Chief Officer	Yes	Finance and Contractual Services, however under the obligation to obtain the necessary prior consents	
Complaints, Comments and Compliments	Chief Officer	Yes	Strategic Planning, Performance and Communications	Head of Communications and Engagement
Consultants	Chief Officer	No		
Contracts	Chief Officer, the Director of Finance and Contractual Services	No	Finance and Contractual Services	Head of Finance and Procurement (dependent on contract value)
Correspondence and Communications	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme
Damage or Loss to Personal Property	Chief Officer	No		
Data Protection and Freedom of Information	Chief Officer	Yes	Strategic Planning, Performance and Communications	Head of Governance, Strategy and Performance and Head of

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				Communications and Engagement
Senior Appointments	Chief Officer (with the Chair of the Board involved in all SLT appointments and in consultation with RANSC for all senior appointments)	No		
Employment of Staff	Chief Officer	Yes	People, where appropriate	Head of People
Finances and Payments	Chief Officer	Yes	Finance and Contractual Services	Head of Finance and Procurement
Fines	Chief Officer	No		
Fire Safety (Prevention and Protection) and Fire Investigation	Chief Officer	No		
Foreign Travel / Travel Outwith Scotland / Conferences and Seminars	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme
Gifts and Hospitality	Chief Officer	Yes	Finance and Contractual Services	Head of Finance and Procurement
Health and Safety	Chief Officer	Yes	Training, Safety and Assurance	Head of Safety and Assurance

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Insurance	Chief Officer	Yes	Finance and Contractual Services	Head of Finance and Procurement
Legal	Chief Officer	Yes	Finance and Contractual Services (<i>negotiate settlement of claims or legal proceedings</i>), remainder to the Strategic Planning, Performance and Communications	Head of Finance and Procurement and Head of Governance, Strategy and Performance
Licences	Chief Officer	Yes	All members of the Strategic Leadership Team	Further delegation permitted under Section 7 of the Scheme
Local Senior Officers	Chief Officer	Yes	All Local Senior Officers	
Loans of Assets	Chief Officer	No		
Media and Publications	Chief Officer	Yes	Strategic Planning, Performance and Communications	Head of Communications and Engagement and Head of Governance, Strategy and Performance
Objections	Chief Officer	No		
Principal Fire and Rescue Functions and Ancillary Functions (Response and Resilience)	Chief Officer	No		
Statutory Notices	Chief Officer	Yes	Deputy Chief Officer and Assistant Chief Officer(s)	

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Urgent Issues	Chief Officer	No		
Warrant and Identity Cards	Chief Officer (Note: Chair of the Board reserved power to issue identity cards to Board Members)	No		
Withdrawal or Amendment of Delegation	Chief Officer	No		

**EXECUTIVE SFRS MODEL FRAMEWORK DOCUMENT: APPENDIX
SPECIFIC DELEGATED FINANCIAL AUTHORITIES**

	Delegated Limit
Non-competitive action contracts	£25,000
Operating leases – other than property/ accommodation related leases	Able to take out lease at market value up to 5 years with a rental up to £15k per annum
Gifts	£1,000
Special payments	£1,000
Claims waived or abandoned	£25,000
Write-off of bad debt and/or losses	£1,000
External Business and Management Consultancies	£100,000

(Source: [Scottish Fire and Rescue Service Governance and Accountability Framework 2024](#))

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**SCOTTISH
FIRE AND RESCUE SERVICE**

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APPENDIX D

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

CODE OF CONDUCT FOR BOARD MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Original Author/Role	Lynne Dickson
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Richard Whetton, Head of Governance, Strategy and Performance
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	Lynne Dickson	20/07/2013
2.0	Reviewed / updated	WM Neil Kerr	22/05/2014
3.0	Reviewed / updated	WM Neil Kerr	17/06/2014
4.0	Reviewed / updated	WM Craig Wallace	15/06/2016
5.0	Reviewed / updated	GM Rab Middlemiss	21/08/2017
6.0	Reviewed / updated	GM Alasdair Cameron	12/02/2019
7.0	Reviewed / updated	GM Alasdair Cameron	02/05/2019
8.0	Reviewed / updated	GC Alasdair Cameron	26/05/2020
9.0	Reviewed – no changes	GC Alasdair Cameron	21/03/2021
10.0	Reviewed / amended (Approved by Scottish Government – 9 May 2022)	GC Alasdair Cameron	13/05/2022
11.0	Reviewed / amended (Background section only)	GC Kevin Murphy	27/04/2023

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[Enforcement](#)

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[Remuneration, Allowances and Expenses](#)

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[Dealing with the SFRS and Preferential Treatment](#)

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BACKGROUND

The Scottish Fire and Rescue Service (SFRS) Board Members' Code of Conduct was first presented to the Board on 14 January 2013 with updated versions subsequently presented to the Board on 30 August 2018 and 28 April 2022.

The Ethical Standards in Public Life etc. (Scotland) Act 2000 provides for Codes of Conduct for local authority councillors and members of relevant public bodies, including the SFRS. The Act requires the Scottish Ministers to lay before Parliament a Model Code for Members of Devolved Public Bodies and the last Model Code was approved by Scottish Parliament on 4 December 2013.

Scottish Government acknowledged that various developments have taken place in society since then, for example, the increasing role played by social media in our society, while also underlining the importance of respectful behaviour and highlighting that bullying and harassment should not be tolerated under any circumstances.

As a result, the "Ethical Standards in Public Life: Consultation on Model Code of Conduct for Board Members of Devolved Public Bodies" was launched in October 2020 to seek views on proposed changes to the Model Code. The Board's feedback on the consultation was sought and a response based on that feedback was submitted to Scottish Government on behalf of the Board.

Following conclusion of this consultation, a revised Model Code of Conduct was issued by the Scottish Ministers in December 2021, with the approval of the Scottish Parliament.

As the Model Code has been approved by Parliament and is enforceable by the Ethical Standards Commissioner, there should be no deviation from the Model Code without consent and is therefore presented as approved.

SECTION 1: INTRODUCTION TO THE CODE OF CONDUCT

- 1.1 This Code has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the “Act”\)](#).
- 1.2 The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.
- 1.3 The Code has been developed in line with the nine key principles of public life in Scotland. The principles are listed in [Section 2](#) and set out how the provisions of the Code should be interpreted and applied in practice.

My Responsibilities

- 1.4 I understand that the public has a high expectation of those who serve on the boards of public bodies and the way in which they should conduct themselves in undertaking their duties. I will always seek to meet those expectations by ensuring that I conduct myself in accordance with the Code.
- 1.5 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all situations and at all times where I am acting as a board member of the SFRS, have referred to myself as a board member or could objectively be considered to be acting as a board member.
- 1.6 I will comply with the substantive provisions of this Code, being sections 3 to 6 inclusive, in all my dealings with the public, employees and fellow board members, whether formal or informal.
- 1.7 I understand that it is my personal responsibility to be familiar with the provisions of this Code and that I must also comply with the law and the SFRS's rules, standing orders and regulations. I will also ensure that I am familiar with any guidance or advice notes issued by the Standards

Commission for Scotland (“Standards Commission”) and the SFRS, and endeavour to take part in any training offered on the Code.

1.8 I will not, at any time, advocate or encourage any action contrary to this Code.

1.9 I understand that no written information, whether in the Code itself or the associated Guidance or Advice Notes issued by the Standards Commission, can provide for all circumstances. If I am uncertain about how the Code applies, I will seek advice from the Standards Officer of the SFRS, failing whom the Chair or Chief Officer of the SFRS. I note that I may also choose to seek external legal advice on how to interpret the provisions of the Code.

Enforcement

1.10 [Part 2 of the Act](#) sets out the provisions for dealing with alleged breaches of the Code, including the sanctions that can be applied if the Standards Commission finds that there has been a breach of the Code. More information on how complaints are dealt with and the sanctions available can be found at [Annex A](#).

SECTION 2: KEY PRINCIPLES OF THE CODE OF CONDUCT

- 2.1 The Code has been based on the following key principles of public life. I will behave in accordance with these principles and understand that they should be used for guidance and interpreting the provisions in the Code.
- 2.2 I note that a breach of one or more of the key principles does not in itself amount to a breach of the Code. I note that, for a breach of the Code to be found, there must also be a contravention of one or more of the provisions in sections 3 to 6 inclusive of the Code.

The key principles are:

Duty

I have a duty to uphold the law and act in accordance with the law and the public trust placed in me. I have a duty to act in the interests of the public body of which I am a member and in accordance with the core functions and duties of that body.

Selflessness

I have a duty to take decisions solely in terms of public interest. I must not act in order to gain financial or other material benefit for myself, family or friends.

Integrity

I must not place myself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence me in the performance of my duties.

Objectivity

I must make decisions solely on merit and in a way that is consistent with the functions of the SFRS when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship

I am accountable to the public for my decisions and actions. I have a duty to consider issues on their merits, taking account of the views of others and I must ensure that the SFRS uses its resources prudently and in accordance with the law.

Openness

I have a duty to be as open as possible about my decisions and actions, giving reasons for my decisions and restricting information only when the wider public interest clearly demands.

Honesty

I have a duty to act honestly. I must declare any private interests relating to my public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

I have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the SFRS and its members in conducting public business.

Respect

I must respect all other board members and all employees of the SFRS and the role they play, treating them with courtesy at all times. Similarly, I must respect members of the public when performing my duties as a board member.

SECTION 3: GENERAL CONDUCT

Respect and Courtesy

- 3.1 I will treat everyone with courtesy and respect. This includes in person, in writing, at meetings, when I am online and when I am using social media.
- 3.2 I will not discriminate unlawfully on the basis of race, age, sex, sexual orientation, gender reassignment, disability, religion or belief, marital status or pregnancy/maternity; I will advance equality of opportunity and seek to foster good relations between different people.
- 3.3 I will not engage in any conduct that could amount to bullying or harassment (which includes sexual harassment). I accept that such conduct is completely unacceptable and will be considered to be a breach of this Code.
- 3.4 I accept that disrespect, bullying and harassment can be:
- a) a one-off incident;
 - b) part of a cumulative course of conduct; or
 - c) a pattern of behaviour.
- 3.5 I understand that how, and in what context, I exhibit certain behaviours can be as important as what I communicate, given that disrespect, bullying and harassment can be physical, verbal and non-verbal conduct.
- 3.6 I accept that it is my responsibility to understand what constitutes bullying and harassment and I will utilise resources, including the Standards Commission's guidance and advice notes, the SFRS's policies and training material (where appropriate) to ensure that my knowledge and understanding is up to date.

- 3.7 Except where it is written into my role as board member, and / or at the invitation of the Chief Officer, I will not become involved in operational management of the SFRS. I acknowledge and understand that operational management is the responsibility of the Chief Officer and Executive Team.
- 3.8 I will not undermine any individual employee or group of employees, or raise concerns about their performance, conduct or capability in public. I will raise any concerns I have on such matters in private with senior management as appropriate.
- 3.9 I will not take, or seek to take, unfair advantage of my position in my dealings with employees of the SFRS or bring any undue influence to bear on employees to take a certain action. I will not ask or direct employees to do something which I know, or should reasonably know, could compromise them or prevent them from undertaking their duties properly and appropriately.
- 3.10 I will respect and comply with rulings from the Chair during meetings of:
- a) the SFRS, its committees; and
 - b) any outside organisations that I have been appointed or nominated to by the SFRS or on which I represent the SFRS.
- 3.11 I will respect the principle of collective decision-making and corporate responsibility. This means that once the Board have made a decision, I will support that decision, even if I did not agree with it or vote for it.

Remuneration, Allowances and Expenses

- 3.12 I will comply with the rules, and the policies of the SFRS, on the payment of remuneration, allowances and expenses.

Gifts and Hospitality

- 3.13 I understand that I may be offered gifts (including money raised via crowdfunding or sponsorship), hospitality, material benefits or services (“gift or hospitality”) that may be reasonably regarded by a member of the public with knowledge of the relevant facts, as placing me under an improper obligation or being capable of influencing my judgement.
- 3.14 I will never **ask for** or **seek** any gift or hospitality.
- 3.15 I will refuse any gift or hospitality, unless it is:
- a) a minor item or token of modest intrinsic value offered on an infrequent basis;
 - b) a gift being offered to the SFRS;
 - c) hospitality which would reasonably be associated with my duties as a board member; or
 - d) hospitality which has been approved in advance by the SFRS.
- 3.16 I will consider whether there could be a reasonable perception that any gift or hospitality received by a person or body connected to me could or would influence my judgement.
- 3.17 I will not allow the promise of money or other financial advantage to induce me to act improperly in my role as a board member. I accept that the money or advantage (including any gift or hospitality) does not have to be given to me directly. The offer of monies or advantages to others, including community groups, may amount to bribery, if the intention is to induce me to improperly perform a function.
- 3.18 I will never accept any gift or hospitality from any individual or applicant who is awaiting a decision from, or seeking to do business with, the SFRS.

- 3.19 If I consider that declining an offer of a gift would cause offence, I will accept it and hand it over to the SFRS at the earliest possible opportunity and ask for it to be registered.
- 3.20 I will promptly advise the SFRS's Standards Officer if I am offered (but refuse) any gift or hospitality of any significant value and / or if I am offered any gift or hospitality from the same source on a repeated basis, so that the SFRS can monitor this.
- 3.21 I will familiarise myself with the terms of the [Bribery Act 2010](#), which provides for offences of bribing another person and offences relating to being bribed.

Confidentiality

- 3.22 I will not disclose confidential information or information which should reasonably be regarded as being of a confidential or private nature, without the express consent of a person or body authorised to give such consent, or unless required to do so by law. I note that if I cannot obtain such express consent, I should assume it is not given.
- 3.23 I accept that confidential information can include discussions, documents, and information which is not yet public or never intended to be public, and information deemed confidential by statute.
- 3.24 I will only use confidential information to undertake my duties as a board member. I will not use it in any way for personal advantage or to discredit the SFRS (even if my personal view is that the information should be publicly available).
- 3.25 I note that these confidentiality requirements do not apply to protected whistleblowing disclosures made to the prescribed persons and bodies as identified in statute.

Use of Public Body Resources

- 3.26 I will only use the SFRS's resources, including employee assistance, facilities, stationery and IT equipment, for carrying out duties on behalf of the public body, in accordance with its relevant policies.
- 3.27 I will not use, or in any way enable others to use, the SFRS's resources:
- a) imprudently (without thinking about the implications or consequences);
 - b) unlawfully;
 - c) for any political activities or matters relating to these; or
 - d) improperly.

Dealing with the SFRS and Preferential Treatment

- 3.28 I will not use, or attempt to use, my position or influence as a board member to:
- a) improperly confer on or secure for myself, or others, an advantage;
 - b) avoid a disadvantage for myself, or create a disadvantage for others;
or
 - c) improperly seek preferential treatment or access for myself or others.
- 3.29 I will avoid any action which could lead members of the public to believe that preferential treatment or access is being sought.
- 3.30 I will advise employees of any connection, as defined at [Section 5](#), I may have to a matter, when seeking information or advice or responding to a request for information or advice from them.

Appointments to Outside Organisations

- 3.31 If I am appointed, or nominated by the SFRS, as a member of another body or organisation, I will abide by the rules of conduct and will act in the best interests of that body or organisation while acting as a member of it. I will also continue to observe the rules of this Code when carrying out the duties of that body or organisation.
- 3.32 I accept that if I am a director or trustee (or equivalent) of a company or a charity, I will be responsible for identifying, and taking advice on, any conflicts of interest that may arise between the company or charity and the SFRS.

SECTION 4: REGISTRATION OF INTERESTS

- 4.1 The following paragraphs set out what I have to register when I am appointed and whenever my circumstances change. The register covers my current term of appointment.
- 4.2 I understand that regulations made by the Scottish Ministers describe the detail and timescale for registering interests; including a requirement that a board member must register their registrable interests within one month of becoming a board member, and register any changes to those interests within one month of those changes having occurred.
- 4.3 The interests which I am required to register are those set out in the following paragraphs. Other than as required by [paragraph 4.23](#), I understand it is not necessary to register the interests of my spouse or cohabitee.

Category One: Remuneration

- 4.4 I will register any work for which I receive, or expect to receive, payment. I have a registrable interest where I receive remuneration by virtue of being:
- a) employed;
 - b) self-employed;
 - c) the holder of an office;
 - d) a director of an undertaking;
 - e) a partner in a firm;
 - f) appointed or nominated by the SFRS to another body; or
 - g) engaged in a trade, profession or vocation or any other work.
- 4.5 I understand that, in relation to 4.4 above, the amount of remuneration does not require to be registered. I understand that any remuneration received as a board member of this specific public body does not have to be registered.

- 4.6 I understand that if a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under [Category Two, "Other Roles"](#).
- 4.7 I must register any allowances I receive in relation to membership of any organisation under Category One.
- 4.8 When registering employment as an employee, I must give the full name of the employer, the nature of its business, and the nature of the post I hold in the organisation.
- 4.9 When registering remuneration from the categories listed in [paragraph 4.4 \(b\) to \(g\)](#) above, I must provide the full name and give details of the nature of the business, organisation, undertaking, partnership or other body, as appropriate. I recognise that some other employments may be incompatible with my role as board member of the SFRS in terms of [paragraph 6.7](#) of this Code.
- 4.10 Where I otherwise undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and how often it is undertaken.
- 4.11 When registering a directorship, it is necessary to provide the registered name and registered number of the undertaking in which the directorship is held and provide information about the nature of its business.
- 4.12 I understand that registration of a pension is not required as this falls outside the scope of the category.

Category Two: Other Roles

- 4.13 I will register any unremunerated directorships where the body in question is a subsidiary or parent company of an undertaking in which I hold a remunerated directorship.
- 4.14 I will register the registered name and registered number of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which I am a director and from which I receive remuneration.

Category Three: Contracts

- 4.15 I have a registerable interest where I (or a firm in which I am a partner, or an undertaking in which I am a director or in which I have shares of a value as described in [paragraph 4.20](#) below) have made a contract with the SFRS:
- a) under which goods or services are to be provided, or works are to be executed; and
 - b) which has not been fully discharged.
- 4.16 I will register a description of the contract, including its duration, but excluding the value.

Category Four: Election Expenses

- 4.17 If I have been elected to the SFRS, then I will register a description of, and statement of, any assistance towards election expenses relating to election to the SFRS.

Category Five: Houses, Land and Buildings

- 4.18 I have a registrable interest where I own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of the SFRS.
- 4.19 I accept that, when deciding whether or not I need to register any interest I have in houses, land or buildings, the test to be applied is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as being so significant that it could potentially affect my responsibilities to the SFRS and to the public, or could influence my actions, speeches or decision-making.

Category Six: Interest in Shares and Securities

- 4.20 I have a registerable interest where:
- a) I own or have an interest in more than 1% of the issued share capital of the company or other body; or
 - b) Where, at the relevant date, the market value of any shares and securities (in any one specific company or body) that I own or have an interest in is greater than £25,000.

Category Seven: Gifts and Hospitality

- 4.21 I understand the requirements of [paragraphs 3.13 to 3.21](#) regarding gifts and hospitality. As I will not accept any gifts or hospitality, other than under the limited circumstances allowed, I understand there is no longer the need to register any.

Category Eight: Non-Financial Interests

- 4.22 I may also have other interests and I understand it is equally important that relevant interests, such as membership or holding office in other public

bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described. In this context, I understand non-financial interests are those which members of the public with knowledge of the relevant facts might reasonably think could influence my actions, speeches, votes or decision-making in the SFRS (this includes its Committees and memberships of other organisations to which I have been appointed or nominated by the SFRS).

Category Nine: Close Family Members

4.23 I will register the interests of any close family member who has transactions with the SFRS or is likely to have transactions or do business with it.

SECTION 5: DECLARATION OF INTERESTS

Stage 1: Connection

- 5.1 For each particular matter I am involved in as a board member, I will first consider whether I have a connection to that matter.
- 5.2 I understand that a connection is any link between the matter being considered and me, or a person or body I am associated with. This could be a family relationship or a social or professional contact.
- 5.3 A connection includes anything that I have registered as an interest.
- 5.4 A connection does not include being a member of a body to which I have been appointed or nominated by the SFRS as a representative of the SFRS, unless:
- a) The matter being considered by the SFRS is quasi-judicial or regulatory; or
 - b) I have a personal conflict by reason of my actions, my connections or my legal obligations.

Stage 2: Interest

- 5.5 I understand my connection is an interest that requires to be declared where the objective test is met – that is where a member of the public with knowledge of the relevant facts would reasonably regard my connection to a particular matter as being so significant that it would be considered as being likely to influence the discussion or decision-making.

Stage 3: Participation

- 5.6 I will declare my interest as early as possible in meetings. I will not remain in the meeting nor participate in any way in those parts of meetings where I have declared an interest.
- 5.7 I will consider whether it is appropriate for transparency reasons to state publicly where I have a connection, which I do not consider amounts to an interest.
- 5.8 I note that I can apply to the Standards Commission and ask it to grant a dispensation to allow me to take part in the discussion and decision-making on a matter where I would otherwise have to declare an interest and withdraw (as a result of having a connection to the matter that would fall within the objective test). I note that such an application must be made in advance of any meetings where the dispensation is sought and that I cannot take part in any discussion or decision-making on the matter in question unless, and until, the application is granted.
- 5.9 I note that public confidence in a public body is damaged by the perception that decisions taken by that body are substantially influenced by factors other than the public interest. I will not accept a role or appointment if doing so means I will have to declare interests frequently at meetings in respect of my role as a board member. Similarly, if any appointment or nomination to another body would give rise to objective concern because of my existing personal involvement or affiliations, I will not accept the appointment or nomination.

SECTION 6: LOBBYING AND ACCESS

- 6.1 I understand that a wide range of people will seek access to me as a board member and will try to lobby me, including individuals, organisations and companies. I must distinguish between:
- a) any role I have in dealing with enquiries from the public;
 - b) any community engagement where I am working with individuals and organisations to encourage their participation and involvement; and
 - c) lobbying, which is where I am approached by any individual or organisation who is seeking to influence me for financial gain or advantage, particularly those who are seeking to do business with the SFRS (for example contracts/procurement).
- 6.2 In deciding whether, and if so how, to respond to such lobbying, I will always have regard to the objective test, which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard my conduct as being likely to influence my, or the SFRS's, decision-making role.
- 6.3 I will not, in relation to contact with any person or organisation that lobbies, do anything which contravenes this Code or any other relevant rule of the SFRS or any statutory provision.
- 6.4 I will not, in relation to contact with any person or organisation that lobbies, act in any way which could bring discredit upon the SFRS.
- 6.5 If I have concerns about the approach or methods used by any person or organisation in their contacts with me, I will seek the guidance of the Chair, Chief Officer or Standards Officer of the SFRS.
- 6.6 The public must be assured that no person or organisation will gain better access to, or treatment by, me as a result of employing a company or individual to lobby on a fee basis on their behalf. I will not, therefore, offer or

accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which I accord any other person or organisation who lobbies or approaches me. I will ensure that those lobbying on a fee basis on behalf of clients are not given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming.

6.7 Before taking any action as a result of being lobbied, I will seek to satisfy myself about the identity of the person or organisation that is lobbying and the motive for lobbying. I understand I may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients, but it is important that I understand the basis on which I am being lobbied, in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code and the [Lobbying \(Scotland\) Act 2016](#).

6.8 I will not accept any paid work:

- a) which would involve me lobbying on behalf of any person or organisation or any clients of a person or organisation;
- b) to provide services as a strategist, adviser or consultant, for example, advising on how to influence the SFRS and its members. This does not prohibit me from being remunerated for activity which may arise because of, or relate to, membership of the SFRS, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

ANNEX A: BREACHES OF THE CODE

Introduction

1. [The Ethical Standards in Public Life etc. \(Scotland\) Act 2000](#) (“the Act”) provided for a framework to encourage and, where necessary, enforce high ethical standards in public life.
2. The Act provided for the introduction of new codes of conduct for local authority councillors and members of relevant public bodies, imposing on councils and relevant public bodies a duty to help their members comply with the relevant code.
3. The Act and the subsequent Scottish Parliamentary Commissions and Commissioners etc. Act 2010 established the [Standards Commission for Scotland](#) (“Standards Commission”) and the post of [Commissioner for Ethical Standards in Public Life in Scotland](#) (“ESC”).
4. The Standards Commission and ESC are separate and independent, each with distinct functions. Complaints of breaches of a public body’s Code of Conduct are investigated by the ESC and adjudicated upon by the Standards Commission.
5. The first Model Code of Conduct came into force in 2002. The Code has since been reviewed and re-issued in 2014. The 2021 Code has been issued by the Scottish Ministers following consultation, and with the approval of the Scottish Parliament, as required by the Act.

Investigation of Complaints

6. The ESC is responsible for investigating complaints about members of devolved public bodies. It is not, however, mandatory to report a complaint about a potential breach of the Code to the ESC. It may be more

appropriate in some circumstances for attempts to be made to resolve the matter informally at a local level.

7. On conclusion of the investigation, the ESC will send a report to the Standards Commission.

Hearings

8. On receipt of a report from the ESC, the Standards Commission can choose to:
 - Do nothing;
 - Direct the ESC to carry out further investigations; or
 - Hold a Hearing.
9. Hearings are held (usually in public) to determine whether the member concerned has breached their public body's Code of Conduct. The Hearing Panel comprises of three members of the Standards Commission. The ESC will present evidence and/or make submissions at the Hearing about the investigation and any conclusions as to whether the member has contravened the Code. The member is entitled to attend or be represented at the Hearing and can also present evidence and make submissions. Both parties can call witnesses. Once it has heard all the evidence and submissions, the Hearing Panel will make a determination about whether or not it is satisfied, on the balance of probabilities, that there has been a contravention of the Code by the member. If the Hearing Panel decides that a member has breached their public body's Code, it is obliged to impose a sanction.

Sanctions

10. The sanctions that can be imposed following a finding of a breach of the Code are as follows:

- **Censure:** A censure is a formal record of the Standards Commission's severe and public disapproval of the member concerned.
- **Suspension:** This can be a full or partial suspension (for up to one year). A full suspension means that the member is suspended from attending all meetings of the public body. Partial suspension means that the member is suspended from attending some of the meetings of the public body. The Commission can direct that any remuneration or allowance the member receives as a result of their membership of the public body be reduced or not paid during a period of suspension.
- **Disqualification:** Disqualification means that the member is removed from membership of the body and disqualified (for a period not exceeding five years), from membership of the body. Where a member is also a member of another devolved public body (as defined in the Act), the Commission may also remove or disqualify that person in respect of that membership. Full details of the sanctions are set out in section 19 of the Act.

Interim Suspensions

11. Section 21 of the Act provides the Standards Commission with the power to impose an interim suspension on a member on receipt of an interim report from the ESC about an ongoing investigation. In making a decision about whether or not to impose an interim suspension, a Panel comprising of three Members of the Standards Commission will review the interim report and any representations received from the member and will consider whether it is satisfied:
 - That the further conduct of the ESC's investigation is likely to be prejudiced if such an action is not taken (for example if there are

concerns that the member may try to interfere with evidence or witnesses); or

- That it is otherwise in the public interest to take such a measure. A policy outlining how the Standards Commission makes any decision under Section 21 and the procedures it will follow in doing so, should any such a report be received from the ESC can be found [here](#).

12. The decision to impose an interim suspension is not, and should not be seen as, a finding on the merits of any complaint or the validity of any allegations against a member of a devolved public body, nor should it be viewed as a disciplinary measure.

ANNEX B: DEFINITIONS

“Bullying” is inappropriate and unwelcome behaviour which is offensive and intimidating, and which makes an individual or group feel undermined, humiliated or insulted.

"Chair" includes Board Convener or any other individual discharging a similar function to that of a Chair or Convener under alternative decision-making structures.

“Code” is the code of conduct for members of your devolved public body, which is based on the Model Code of Conduct for members of devolved public bodies in Scotland.

"Cohabitee" includes any person who is living with you in a relationship similar to that of a partner, civil partner, or spouse.

“Confidential Information” includes:

- any information passed on to the public body by a Government department (even if it is not clearly marked as confidential) which does not allow the disclosure of that information to the public;
- information of which the law prohibits disclosure (under statute or by the order of a Court);
- any legal advice provided to the public body; or
- any other information which would reasonably be considered a breach of confidence should it be made public.

"Election expenses" means expenses incurred, whether before, during or after the election, on account of, or in respect of, the conduct or management of the election.

“Employee” includes individuals employed:

- directly by the public body;
- as contractors by the public body; or
- by a contractor to work on the public body’s premises.

“Gifts” a gift can include any item or service received free of charge, or which may be offered or promised at a discounted rate or on terms not available to the general public. Gifts include benefits such as relief from indebtedness, loan concessions, or provision of property, services or facilities at a cost below that generally charged to members of the public. It can also include gifts received directly or gifts received by any company in which the recipient holds a controlling interest in, or by a partnership of which the recipient is a partner.

“Harassment” is any unwelcome behaviour or conduct which makes someone feel offended, humiliated, intimidated, frightened and / or uncomfortable. Harassment can be experienced directly or indirectly and can occur as an isolated incident or as a course of persistent behaviour.

“Hospitality” includes the offer or promise of food, drink, accommodation, entertainment or the opportunity to attend any cultural or sporting event on terms not available to the general public.

“Relevant Date” Where a board member had an interest in shares at the date on which the member was appointed as a member, the relevant date is – (a) that date; and (b) the 5th April immediately following that date and in each succeeding year, where the interest is retained on that 5th April.

“Public body” means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

“Remuneration” includes any salary, wage, share of profits, fee, other monetary benefit or benefit in kind.

“Securities” a security is a certificate or other financial instrument that has monetary value and can be traded. Securities includes equity and debt securities, such as stocks bonds and debentures.

“Undertaking” means:

- a) a body corporate or partnership; or
- b) an unincorporated association carrying on a trade or business, with or without a view to a profit.

COMMITTEE STRUCTURE MATRIX

(proposed for 2024/25)

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)	Mhairi Wylie (Chair)	Stuart Ballingall (Chair)	Tim Wright (Chair)	Kirsty Darwent (Chair)
Madeline Smith	Steve Barron (Deputy Chair & EPF)	Steve Barron (Deputy Chair)	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	Andrew 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

Insert Name of Meeting



Report No:

Agenda Item:

Report to:									
Meeting Date:									
Report Title:									
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>						
		For Scrutiny							
		For Recommendation	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
		For Decision							
1	Purpose								
1.1									
2	Background								
2.1									
3	Main Report/Detail								
3.1									
4	Recommendation								
4.1									
5	Key Strategic Implications								
5.1	Risk								
5.1.1									
5.2	Financial								
5.2.1									
5.3	Environmental & Sustainability								
5.3.1									
5.4	Workforce								
5.4.1									
5.5	Health & Safety								
5.5.1									
5.6	Health & Wellbeing								
5.6.1									
5.7	Training								
5.7.1									
5.8	Timing								

5.8.1		
5.9 5.9.1	Performance	
5.10 5.10.1	Communications & Engagement	
5.11 5.11.1	Legal	
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.	
5.14 5.14.1	Service Delivery	
6	Core Brief	
6.1		
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	
8	Appendices/Further Reading	
8.1		
Prepared by:		
Sponsored by:		
Presented by:		
Links to Strategy and Corporate Values		
Governance Route for Report		Meeting Date
		Report Classification/ Comments



BOARD AND BUSINESS SUPPORT

GUIDANCE ON PREPARING CORPORATE REPORTS

(WRITING PAPERS FOR THE BOARD, ITS COMMITTEES AND EXECUTIVE LEVEL MEETINGS)

Original Author/Role	GM Rab Middlemiss, Board Support Team
Date of Risk Assessment (if applicable)	N/A
Date of Equality Impact Assessment	March 2022
Date of Impact Assessment (commenced)	December 2019
Date of Impact Assessment (concluded)	March 2022
Quality Control (name and date)	Richard Whetton, Head of Governance, Strategy and Performance – March 2023
Authorised (name and date)	Mark McAteer, Director of Strategic Planning, Performance and Communications – March 2023
Date for Next Review	March 2024

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	GM Rab Middlemiss	05/05/2017
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4.0	Reviewed / updated	Marion Lang	20/03/2018
5.0	Reviewed / updated	Marion Lang	29/11/2018
6.0	Reviewed / updated	Marion Lang / GM Alasdair Cameron	28/03/2019
7.0	Reviewed / updated	Marion Lang / GM Alasdair Cameron	03/07/2019
8.0	Reviewed / updated	Marion Lang / GC Alasdair Cameron	27/05/2020
9.0	Reviewed / updated	Marion Lang / GC Alasdair Cameron	09/07/2020
10.0	Reviewed / updated	GC Alasdair Cameron	26/03/2021
11.0	Amendment to Appendix A , section 5.6 Training	Marion Lang / GC Alasdair Cameron	19/07/2021
12.0	Amendment to Report Guidance to clarify need for brevity and to include details of levels of scrutiny expected. Amendment to report template, Key Strategic implications now a separate checklist and adding Health and Wellbeing considerations	Marion Lang / GC Alasdair Cameron	24/03/2022
13.0	Health, Safety and Wellbeing strategic implication amended to Health and Safety Only	Marion Lang / GC Alasdair Cameron	17/05/2022
14.0	Added reference to LCMS	Marion Lang	14/06/2022
15.0	Amended to include key strategic implications in the main report	Marion Lang / GC Kevin Murphy	15/03/2023

	template. New section on Assurance (7). Guidance updated to reflect changes and amend wording to improve clarity and reflect current titles or terminologies.		
16.0	SFRS added to 'Board' to clarify only SFRS Board and not Exec Boards	Marion Lang	21/03/2023

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1. PREPARATION AND MANAGEMENT OF REPORTS

For support with any aspect of this guidance and preparation of reports, please contact the Corporate Business Manager or Board Support Manager. You can also refer to [LCMS](#) module, 'Corporate Report Guidance Presentation.'

Reports must be:

- **MAXIMUM 5 PAGES** with links to Appendices only where required for additional reference material;
- Approved by the sponsoring Director before submission;
- Prepared and laid out in accordance with guidance given in [Appendix A](#);
- Submitted in line with the deadlines set by the relevant Board / Committee / Executive Board;
- Submitted on the [standard template](#) (see [Appendix B](#));
- Sufficient in detail to enable informed decisions to be made; and
- Written in **Plain English** – [Tips on How to Write in Plain English](#).

Consideration should be given to the level of detail required by the reader. It is important to bear in mind the differing roles of the Board / Committees, who require more brief, high-level strategic detail, and the Executive Level Meetings, where more detailed information may be needed.

The table below clarifies the types of questions likely to arise when presenting Executive Level reports and the different types of questions expected at Board Level reporting. It is important those producing and presenting papers at these meetings give cognisance to these and tailor their information accordingly. Authors should ask themselves what the key issues / challenges / implications / benefits and outcomes the specific Executive Board or Committee / SFRS Board they are presenting their report to requires to be sited on, to make informed decisions.

	Executive Scrutiny	Board Scrutiny
Who	Who has suggested this and who will it affect? Who is taking responsibility for the change and the rollout? Who do we need to inform? (Scottish Government / Police Scotland / Scottish Ambulance Service / Representative Bodies)	Do we need to seek assurance from the lead for the implementation of this decision? Have all the relevant people been informed?
What	What is being proposed? What is it that we are trying to solve? What is the cost? What are the safety considerations? What are the training considerations? What is the risk and risk mitigation?	What is being proposed? Are there any concerns that the risk(s) outweigh any potential benefit(s)? Are the risks inherent in this proposal consistent with the Board's risk appetite? Are there any other considerations we could suggest to the Chief Officer / SLT that would assist with the intended outcome?
When	When will this proposal take effect? When will it be reviewed? When will it terminate?	When will this start? When will it stop? Is there a sunset clause? When will it be brought to the relevant Committee of the Board or Board itself for Scrutiny?
Where	Where is the impact occurring?	Where is the impact occurring?
Why	Why are proposals required?	Is this an appropriate use of the authority delegated to the Chief Officer?
How	How will outcomes be delivered? How are we recording the impact? How will the effects/impact be measured? How are we communicating this? How are we ensuring that we are remaining legally compliant with it?	How can we support and provide constructive challenge to the Chief Officer / SLT / Executive?

The Corporate Template has been amended to include the key strategic implications as part of the main report. The author will now require to ensure that any key areas of risk or of strategic implication identified are considered and detailed within Section 5. These areas may require further clarity and require the author to field questions during the meeting, so it is important to detail clearly all risks and implications, and be able to discuss these in more detail, where requested.

The template has also been amended to include Director level assurance for all reports being presented at Board and Committee meetings ONLY. Guidance is provided in [Appendix A](#).

It is vital for report authors to complete an Equality and Human Rights Impact Assessment (EHRIA) and Data Protection Impact Assessment (DPIA) for all strategic documents and reports, to ensure due consideration is given to equalities and data protection. Guidance can be provided by the Equality and Diversity Team and the Information Governance Team to assist with this process and confirm requirements.

Basic style rules to apply:

- Avoid personal pronouns – ‘I’, ‘we’, ‘you’, etc. Refer to the position / body being referred to;
- Acronyms – provide the full text and acronym in brackets in the first instance and thereafter the acronym;
- Personal names – Names of individuals should have the relevant title, e.g. Chief Officer, Ms, Mr, etc. Generally, the use of personal names should be avoided, except when stating whom the paper was prepared by, sponsored by and presented by;
- Font – Arial 11 point is used for all text;
- Use the active voice (e.g. ‘The Board decided’ rather than ‘it was decided’) and put statements in positive form, as it makes the meaning clearer (e.g. ‘it was possible’ rather than ‘it would not have been impossible’);
- Use simple, concrete language and fewer words;

- Stick to the same tense and keep it simple;
- Use shorter sentences and avoid joining sentences together with ands and buts.

Report Classifications for Executive or Non-Executive Boards / Committees / Groups or Forums:

For Information Only - To inform of something relevant that would be beneficial to present formally. Limited questions and time will be spent on these items.

For Scrutiny - To enable scrutiny of a paper being presented and to allow for questions as required to seek assurance. No decision is required but advice and guidance can be given as appropriate.

For Recommendation - To enable scrutiny of a paper and then for it to be passed, following the correct Governance route as appropriate, 'For Decision'.

For Decision - To enable a final Decision to be made, ensuring a paper has followed the necessary Governance routes.

Note: guidance and support can be obtained from the Corporate Business Manager and Board Support Team.

2. ASSOCIATED DOCUMENTS / REFERENCES

[Corporate Report Template](#)

[SFRS Website – Board Section](#)

[Standing Orders for Meetings of the Board, its Committees and Sub-Committees](#)

[Plain English Campaign, How to Write in Plain English](#)

[LCMS – Corporate Report Guidance Presentation](#)

APPENDIX A – GUIDANCE NOTES FOR COMPLETING THE REPORT

SCOTTISH FIRE AND RESCUE SERVICE

Insert Name of Meeting



Report No:

Agenda Item:

Report to:	INSERT NAME OF MEETING						
Meeting Date:	INSERT MEETING DATE						
Report Title:	INSERT TITLE OF REPORT						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
	For Scrutiny						
	For Recommendation	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
	For Decision						<u>G</u>
1	Purpose (MAX 5 LINES)						
1.1	<ul style="list-style-type: none"> What the report is about and aiming to achieve Why the report is being submitted A clear and detailed statement of the proposal 						
2	Background (MAX ½ PAGE)						
2.1	Context and matters to be covered including: <ul style="list-style-type: none"> Previous SMB/SLT and/or Board/Committee consideration of the issues Relevant external context that brings the issue before the meeting forum (e.g. legislation, government policy, etc.) Relevant SFRS policies, delegations, strategic directions or precedents Background and relevant history of the issue(s) 						
3	Main Report/Detail (MAX 2 PAGES)						
3.1	Provide suitable and sufficient information in relation to the report classification, items to consider include: <ul style="list-style-type: none"> Brief summary of current position The arguments and reasons behind any proposal The objective and expected outcomes The costs and benefits Where there is a financial implication, rationale for spend must be provided. Guidance can be sought from your Finance Business Partner. You can refer to the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM) and Her Majesty's Treasury (HMT) Guidance (The Green Book) , which has been adopted by the Scottish Government and applies to the SFRS for more information on financial management requirements <ul style="list-style-type: none"> The views of relevant stakeholders or interested parties The implications of any decision and/or the risk that might be involved The alignment with strategic and budget frameworks 						

	It is important to include sufficient information in this section for effective scrutiny. Links to Appendices should only be added where needed for additional reference material.
4	Recommendation (MAX ½ PAGE)
4.1	Outline what approval you are seeking, the preferred option and why this was chosen.
5.	Key Strategic Implications
5	Key Strategic Implications IMPORTANT – You must ensure that you engage with relevant Directorates/Functions for updating these sections, in particular and where issues are complex, refer to the (highlighted in brackets) for appropriate advice and note that this has been done. Only mark “Non-applicable” as an exception. Additional sections can be added at the end of this section if essential.
5.1	Risk (MAX 3 LINES) (Risk and Audit)
5.1.1	In particular for reports requiring recommendation or decision, note the significant risks associated, please state clearly whether there is potential risk to the organisation’s reputation, this should also be detailed within the main report accordingly. If risks are held within the Strategic/Directorate risk register note this and update the directorate risk register accordingly.
5.2	Financial (MAX 3 LINES) (Finance and Contractual Services)
5.2.1	Financial investment required to deliver the proposal. Consider the wider financial strategy of SFRS.
5.3	Environmental & Sustainability (MAX 3 LINES) (Finance and Contractual Services)
5.3.1	Environmental/sustainability implications.
5.4	Workforce (MAX 3 LINES) (People and Organisational Development)
5.4.1	Employee implications.
5.5	Health & Safety (MAX 3 LINES) (Safety and Assurance)
5.5.1	Health and safety implications.
5.6	Health and Wellbeing (MAX 3 LINES) (Health and Wellbeing)
5.6.1	Consider potential impact on any aspect of the Health and Wellbeing of individuals, and ensure alignment with the SFRS Mental Health Strategy.
5.7	Training (MAX 3 LINES) (Training)
5.7.1	Any training implications identified.
5.8	Timing (MAX 3 LINES)
5.8.1	Timing for implementation and any internal and/or external deadlines.
5.9	Performance (MAX 3 LINES) (SPPC)
5.9.1	Measures, linked to strategy, used to monitor performance.
5.10	Communications & Engagement (MAX 3 LINES) (Communications and Engagement)
5.10.1	Outline the level of communication and engagement that has taken place and/or may take place with relevant internal and external stakeholders.

5.11 5.11.1	Legal (MAX 3 LINES) (Legal Services) Legal implications should be detailed in this section after careful consideration and seeking specific legal opinion as appropriate.
5.12 5.12.1	Information Governance (MAX 3 LINES) (Information Governance) Refer to General Data Protection Regulation Guidance (GDPR) on the iHUB and where appropriate complete a Data Protection Impact Assessment (DPIA) to assess potential GDPR Implications. If not applicable state reasons. Please note it is the responsibility of the author to ensure no personal/sensitive information is provided. If the report contains personal or sensitive information refer to guidance and/or consult with the Information Governance Manager.
5.13 5.13.1	Equalities (MAX 3 LINES) (Equality, Diversity and Human Rights) It is important to assess if there is a requirement to complete an Equality and Human Rights Impact Assessment (EHRIA). Guidance is available from the Equality and Diversity team . There is a legal requirement to consider the equality and human rights implications of proposed decisions and for decision makers to take this information into account before making a decision on any proposed policy, practice, planning activity, initiative or corporate decision that has a direct or indirect impact on people. Within this section of the report, you must outline if an EHRIA has been carried out and list the relevant General Equality Duties and protected characteristics potentially affected by the proposal, e.g. ‘This proposal is deemed likely to have a positive impact on the grounds of Promoting Equality of Opportunity and is particularly relevant to the protected characteristics of age and disability.’ If you determine that an EHRIA is not required, you must outline why the proposal is not relevant to the General Equality Duty, e.g. ‘proposal outlined in this report has no impact on people, either employees or service recipients directly or indirectly and is thus deemed not relevant to the General Equality Duty and this has been verified with the Equality and Diversity Team.’ Where an EHRIA has been progressed it should accompany this report.
5.14 5.14.1	Service Delivery (MAX 3 LINES) (Service Delivery) Any service delivery implications identified.
6	Core Brief (MAX 5 LINES)
6.1	For Board and SLT Reports only, provide a very brief overview of the report. This overview will be used to prepare the Board/SLT Core Brief, e.g.: “The Director of Strategic Planning, Performance and Communications asked SLT to approve a proposal for preparing and presenting Corporate level reports. The proposal will ensure there is consistency in the preparation, submission, layout and content of reports presented at Corporate meetings of the Service (i.e. Board, SLT and SMB).” A further sentence is then added post-meeting by the relevant Business Support Team to outline the Board or SLT discussion/decision.
7	Assurance (SFRS Board/Committee Meetings ONLY)
	Assurance is defined in the Good Governance Framework (P16) as “confidence based on sufficient evidence that internal controls are in place, operating effectively and objectives are being achieved.” To provide greater understanding of assurance in relation to reports being presented to the Board and Committees, the Director responsible for the report requires to provide confirmation of their assurance levels in relation to the report content. The Director

should mark the level of assurance they are providing along with a brief statement detailing the reason they have provided this level of assurance.

The levels of assurance and what these signify are detailed in the table below.

Level of Assurance Assessment Rating	
Substantial	Controls are robust and well managed Risk governance and control procedures are effective in supporting the delivery of any related objectives. Any exposure to potential weakness is low and the materiality of any consequent risk is negligible.
Reasonable	Controls are adequate but require improvement Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.
Limited	Controls are developing but weak There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.
Insufficient	Controls are not acceptable and have notable weaknesses There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.

7.1	Director:	Name of Director providing assurance on the report
7.2	Level of Assurance: (Mark as appropriate)	Named Director to select and note the level of Assurance provided from levels detailed below: Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Named Director to provide a brief statement to explain why the level of assurance in the section above has been selected
8.	Appendices/Further Reading	
8.1	Denoted by a letter and the respective title (e.g., Appendix A – Proposed Report Template). Links to further reading should be added, where applicable (e.g. further reading – Scottish Public Finance Manual (SPFM), Finance Guidance Notes: http://www.gov.scot/Topics/Government/Finance/spfm/GuidanceNotes)	
Prepared by:		Insert title / role of person who prepared report
Sponsored by:		Insert title / role of Director who sponsored report
Presented by:		Insert title / role of person who will present the report
Links to Strategy and Corporate Values (MAX 3 LINES)		
Demonstrate a clear link to the SFRS’s strategic outcomes. As a minimum, reports should in some way be supporting the outcomes and strategic objectives stemming from the Strategic Plan.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
To ensure effective corporate governance discuss with line manager/sponsors the most appropriate route to be followed for this report.	Date report went to, or is planned to go to committee.	If applicable, detail outcome, relevant brief details/ key amendments made to the report, e.g. <ul style="list-style-type: none"> • SMB – GDPR Implication highlighted/added 5.10.2. • SLT – Recommendation -Change Committee for decision.

APPENDIX B – CORPORATE REPORT TEMPLATE (FOR REFERENCE ONLY)

SCOTTISH FIRE AND RESCUE SERVICE

Insert Name of Meeting



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No:

Agenda Item:

Report to:							
Meeting Date:							
Report Title:							
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>				
		For Scrutiny					
		For Recommendation	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
		For Decision				<u>F</u>	<u>G</u>
1	Purpose						
1.1							
2	Background						
2.1							
3	Main Report/Detail						
3.1							
4	Recommendation						
4.1							
5	Key Strategic Implications						
5.1	Risk						
5.1.1							
5.2	Financial						
5.2.1							
5.3	Environmental & Sustainability						
5.3.1							
5.4	Workforce						
5.4.1							
5.5	Health & Safety						
5.5.1							
5.6	Health & Wellbeing						
5.6.1							
5.7	Training						
5.7.1							
5.8	Timing						
5.8.1							

5.9 5.9.1	Performance	
5.10 5.10.1	Communications & Engagement	
5.11 5.11.1	Legal	
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.	
5.14 5.14.1	Service Delivery	
6	Core Brief	
6.1		
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	
8	Appendices/Further Reading	
8.1		
Prepared by:		
Sponsored by:		
Presented by:		
Links to Strategy and Corporate Values		
Governance Route for Report	Meeting Date	Report Classification/ Comments



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Good Governance Framework

Working together for a safer Scotland



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3	Strategic Context
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22	Approval
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Appendix: list of key documents prescribed by this Good Governance Framework

Introduction

Corporate governance is the way in which organisations are directed, controlled, and led. It defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation, determines the rules and procedures through which the organisation's objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation.

Good corporate governance is fundamental to any effective organisation and is at the heart of good public services, contributing to the achievement of National Outcome 16 – 'our public services are high quality, continually improving, efficient and responsive to local people's needs'.

Our SFRS Good Governance Framework builds on our Code of Corporate Governance first introduced in 2016 ('the Code') and outlines our continued commitment to upholding high standards of corporate governance by setting out the principles and supporting characteristics we will apply to ensure we are achieving our intended outcomes while always acting in the public interest.

It also embodies and supports our values of Safety, Teamwork, Respect, and Innovation. In the Scottish Fire and Rescue Service (SFRS), this means doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest, and accountable manner.

Our Framework focuses on the role of the non-executives (the Board) and executives (Strategic Leadership Team) of the SFRS in upholding good corporate governance, ensuring it runs through our entire organisation and has drawn on best practice from across the public, private and third sectors. Through this it is intended that we support our greatest asset, our workforce, in the delivery of our services to achieve local outcomes for our communities.

The Framework will evolve in line with best practice and through our processes for continuously reviewing and improving the effectiveness of our governance arrangements, while fully supporting our Strategic Plan.

Our Good Governance Framework is also intended to provide our stakeholders with a clearer high-level understanding of how we operate and do business. It aligns to our ***SFRS Governance and Accountability Framework***, which explains and defines our relationship with the Scottish Government and is also linked but distinct to the ***Fire and Rescue Framework for Scotland***, a statutory document made under section 40 of the Fire (Scotland) Act 2005 (as amended), which sets out the Scottish Ministers' strategic priorities for the SFRS.

Purpose

The SFRS meets its corporate governance requirements and expectations in many ways. The purpose of the Framework therefore is to bring together the various strands of our corporate governance arrangements into one overarching framework document that demonstrates our commitment to upholding good corporate governance in a way that is easier to understand.

The focus of the Framework is on the Board (Non-executives) and the Strategic Leadership Team (SLT) (Executives) and is designed to assist them in performing their role of directing, controlling and leading the SFRS in a fit and proper manner.

The Framework will also be cascaded to management who directly support the Board and SLT in fulfilling this role and our workforce who are integral to achieving improved local outcomes through the delivery of our priorities and strategic objectives.

By following this Framework, we aim to deliver high standards of Corporate Governance, which we believe will lead to better service delivery and ultimately, better outcomes for the communities of Scotland.

We are responsible for ensuring that we deliver our services in accordance with the law and our statutory responsibilities, that we safeguard and properly account for public money and that this money is used in accordance with Best Value principles.

The Framework sets out the manner in which we will operate to meet these responsibilities and therefore maintain public confidence in the SFRS as a public body.

At the heart of the Framework lies six core principles of good corporate governance, each with its supporting characteristics that outline how we will demonstrate application of the principles.

The six principles we have adopted are taken from the 'Good Governance Standard for Public Services' that was developed by the Chartered Institute for Public Finance and Accountancy (CIPFA).

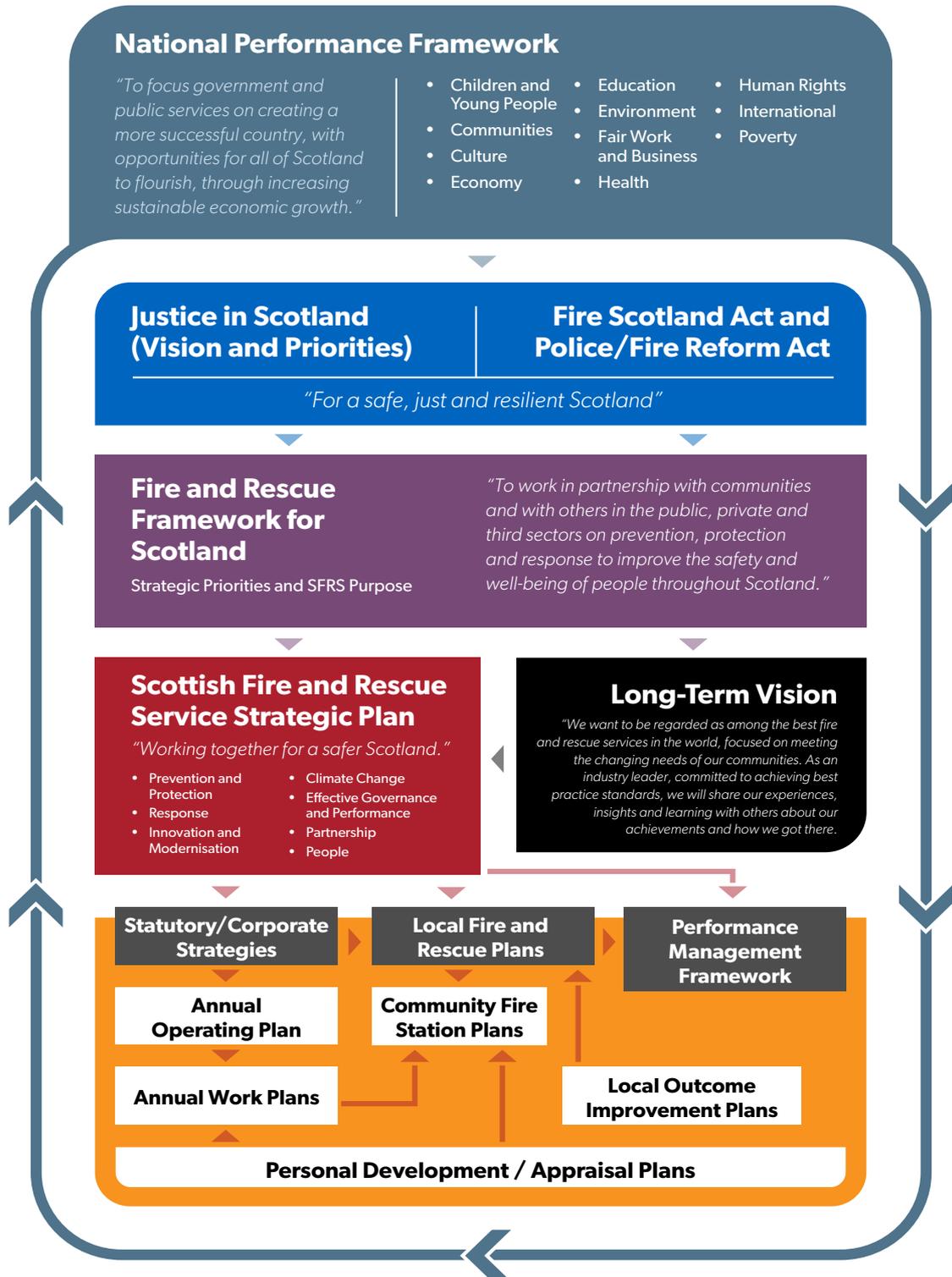
By adopting these principles, we will be acting consistently with the principles of good governance, a requirement of the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and following best practice promoted by the Scottish Government in publications such as 'On Board: A Guide for Board Members of Public Bodies in Scotland'.

Using the six principles of good corporate governance as a basis for our Framework, provides us with a sound structure to assess and ultimately report on the effectiveness of our corporate governance in the Annual Governance Statement.

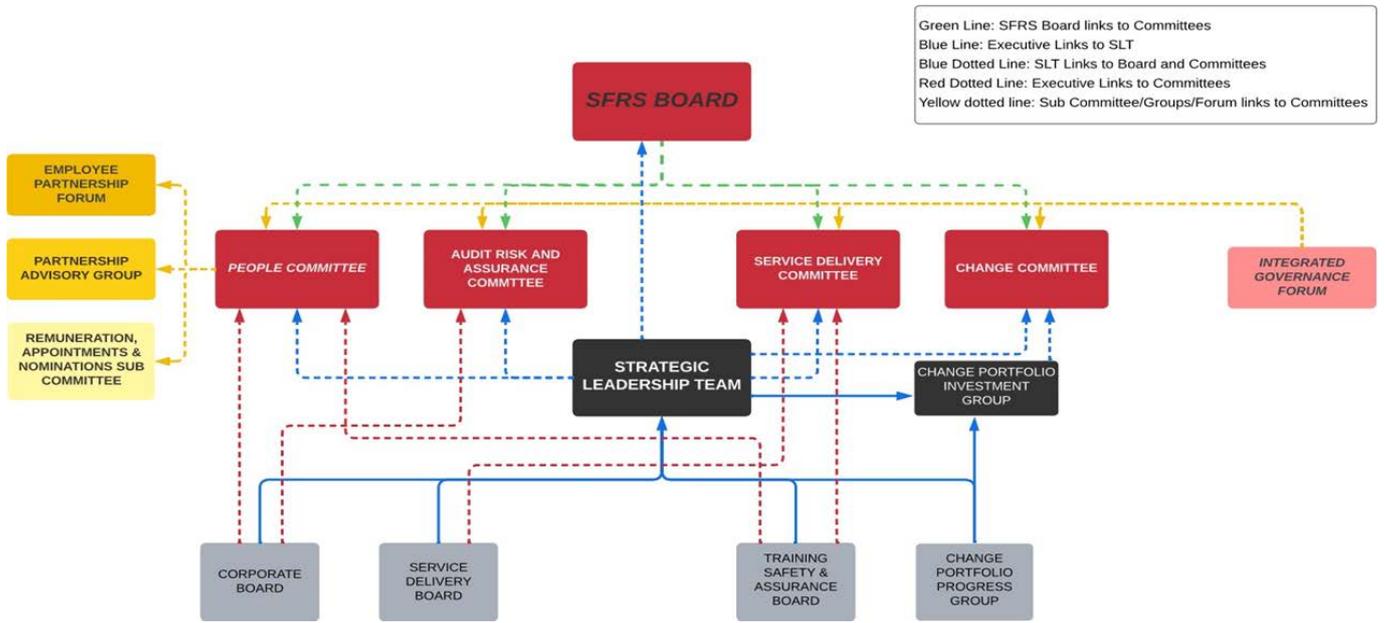
Internal Audit and External Audit will also benefit from the structured approach, allowing them to direct their independent assurance work on corporate governance more effectively.

3 Strategic Context

The diagram below is a basic representation of the SFRS strategic planning process from the Scottish Government National Performance Framework through to Service personnel’s individual development plans/personal appraisals. The key strategic documents for the Service are the 3 year strategic plan and the long term vision.



4 Governance Structure



Subject to potential change in 2024/25

Principles of Good Corporate Governance	
1	We will focus on our purpose and outcomes for the people and communities of Scotland
2	We will perform effectively in clearly defined functions and roles
3	We will promote and demonstrate the values of the organisation and the principles of good governance through behaviour
4	We will take informed, transparent decisions and manage risk effectively
5	We will develop the capacity and capability of the Board and Strategic Leadership Team to be effective
6	We will engage with the communities of Scotland and other stakeholders and make accountability real

The Good Governance Standard for Public services sets out six core principles of good corporate governance, which form the basis of our Framework.

The following pages of our Framework set out how we will go about applying these six principles to our work and therefore demonstrating our commitment to upholding high standards of corporate governance.

This also builds on the nine principles for the conduct of people in public life that were established by the Committee on Standards in Public Life.

Known as the Nolan principles, these are: selflessness, integrity, objectivity, accountability, openness, honesty, leadership, duty (public service) and respect.

We will focus on our purpose and outcomes for the people and communities of Scotland

What does this mean?

- Being clear about our purpose and its intended outcomes for the people and communities of Scotland.
- Making sure we enable our workforce to deliver a high-quality service.
- Identifying and taking steps to meet the needs of the diverse communities we serve.
- Making sure that we secure best value for taxpayers.

How will we demonstrate this?

- Show our commitment to public service delivery and reform by ensuring that our strategies and plans are aligned to the National Performance Framework, National Outcomes, Fire and Rescue Framework and key principles of public service reform.
- Take individual and collective responsibility for clearly communicating to our internal and external stakeholders our purpose and mission, and the strategic priorities and objectives to achieve our intended outcomes.
- Respond effectively, to any changes in our operating environment and the challenges we face by maintaining a strong focus on strategic and financial planning that will assure the long-term sustainability of the functions we deliver.
- Enable our workforce and other stakeholders to co-design and shape our services by ensuring a structured, inclusive approach to seeking stakeholder views on their needs and concerns is incorporated into our strategic planning process.
- Show our commitment to the public sector equality duty by ensuring that our Equality and Human Rights Impact Assessment and Island Community Impact Assessment processes are used to inform our decisions when planning our services.
- Secure appropriate strategic oversight of performance through a robust Performance Management Framework, which is supported by effective management systems to track progress against priorities, objectives and outcomes at national and local levels.
- Ensure, where available, comparable performance information from other organisations is used to benchmark our performance.
- Show our commitment to the duty of Best Value by taking a systematic approach to self-evaluation and continuous improvement in performance and outcomes, including arrangements for reporting our performance publicly.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and iHub (internal) our Strategic Plan, associated Annual Operating Plans and Local Fire and Rescue Plans.
- Have a Board Members Communication and Engagement Strategy in place for delivering effective Board communication and engagement activities.
- Publish on our website, Board reports and relevant Committee reports relating to our plans for seeking internal and external stakeholder views and how their responses inform our strategic planning process.
- Publish on our website the results of Equality and Human Rights Impact and Island Community Impact Assessments.
- Publish on our website our financial strategy and annual budgets, which outline how we will fund our plans and demonstrate how we will deliver Best Value and ensure long term sustainability.
- Publish on our website, Board reports and relevant Committee reports relating to ongoing performance monitoring and scrutiny, and end of year statutory reporting.
- Publish on our website all external assessments of our performance and Best Value, including those provided by Internal Audit, External Audit, His Majesty's Fire Service Inspectorate and Audit Scotland, and our responses to addressing any recommendations.
- Our method of self-assessment and programme of self-assessment and continuous improvement will be coordinated and monitored by our Service Improvement function.
- Monitor and scrutinise our performance against agreed objectives and outcomes at public meetings of the Board and relevant Committees and have minuted records of the outcomes published on our website.

We will perform effectively in clearly defined functions and roles

What does this mean?

- Being clear about the functions of the Board.
- Being clear about the responsibilities of the Board and the SLT, and making sure that those responsibilities are carried out.
- Being clear about relationships between the Board and the public.

How will we demonstrate this?

- Clearly define and communicate the roles and responsibilities of the Board and that of the Chair, individual Board Members, the Chief Officer, Accountable Officer, and individual members of the SLT and ensure they are understood.
- Be clear about the strategic governance role of the Board, by publishing a statement outlining the Board's approach to performing its main functions and the processes it uses to hold the SLT to account.
- Ensure a constructive and effective working relationship exists between our Board Members and executive officers, where we operate on the basis of the Board and SLT working as a team.
- Establish arrangements for clarifying delegated authority to the Chief Officer and members of the SLT, and the decisions reserved to the Board, which are consistent with the Scottish Public Finance Manual and appropriate to our objectives and circumstances.
- Regularly review the performance of the Board as a whole; individual Committees; individual Board Members and individual officers of the SLT, to ensure that we continue to perform our functions, roles, and responsibilities to the highest possible standards.
- Ensure the Board directs and controls the SFRS in the public interest and is accountable to the public for its decisions and actions.
- Take steps to support our workforce and the communities we serve to participate in public life.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and make available to all Board Members and executives of the SLT, copies of the SFRS Governance and Accountability Framework Document, which clarifies the functions of the Board and the roles and responsibilities, and accountabilities of the non-executives, executives, and Accountable Officer.
- Publish on our website and make available to all Board Members and executives of the SLT the Terms of Reference for all our Committees.
- Publish on our website our Scheme of Delegations (incorporating matters reserved for the Board), and review this periodically.
- Provide all members of the SLT with up to date and relevant job descriptions.
- Have a programme of strategy days in place for the Board and SLT to work together to promote joint problem solving, to address strategic issues.
- Make our meetings of the Board and Committees open to the public, enabling them to observe how members of the Board and SLT perform individually and collectively, and how the Board hold the SLT to account.
- Publish on our website, Board and Committee reports relating to the arrangements for annually reviewing Board and Committee effectiveness, including the outcome of these annual reviews.
- Have an induction programme in place for any new members of the Board and SLT.
- Have a programme of annual appraisals in place for Members of the Board and SLT.
- Publish on our website Board and Committee public meeting reports and minutes, incorporating all key decisions that have been made by the Board and reflection on the impact these have made 12 months on.
- Publish on our website, our Communications and Engagement Strategy, setting out the principles and objectives for engaging effectively with the public and our stakeholders.

We will promote and demonstrate the values of the organisation and the principles of good governance through behaviour



What does this mean?

- Putting our organisational values of Safety, Teamwork, Respect, and Innovation into practice.
- Behaving in ways that uphold and exemplify effective governance, including demonstrating leadership on the grounds of equality, diversity, inclusion, human rights, and social justice.
- Demonstrating professional, dignified, and respectful behaviours and tackling those behaviours that fall short of this standard.

How will we demonstrate this?

- Actively publicise and model our values, expected standards of conduct, ethics and behaviour to all staff and relevant stakeholders.
- Ensure the application of these values guides our decision-making and are a basis for developing appropriate and effective relationships within the organisation, with our staff, partners, and other stakeholders; and they underpin our key policies.
- Discharge our public duties in a manner that ensures Board Members and staff take decisions objectively and steps are taken to avoid or deal with any conflicts of interest, whether actual or perceived.
- Through working towards our Equality Outcomes.
- Maintain effective processes for reporting, investigating, and dealing with occasions where standards fall below those expected and where they exceed expectations.
- Maintain effective arrangements to prevent, detect, investigate, and prosecute attempted fraud, corruptions, other unlawful acts, and unethical behaviour.
- Ensure that engagement with the Service is accessible to all sections of the community and recognise the benefits available from a diverse community.
- Ensure that employment by the Service is accessible to all sections of the community; that selection processes are objective, transparent and fair, and that employees feel valued and respected regardless of individual differences.
- Ensure that appropriate mechanisms are in place to measure how well we are living by our values and taking action to reinforce them.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and iHub (internal) and promote within SFRRS premises, our values framework.
- Establish arrangements for appraising staff against our values and incorporate them into induction programmes and development programmes for staff.
- Publish on our website and iHub (internal) our Board Members Code of Conduct and establish arrangements for appraising Board Members against the provisions of the Code.
- Make our meetings of the Board and Committees open to the public and adopt a hybrid approach of virtual and face-to-face meetings enabling the public to observe the conduct and behaviour of members of the Board and SLT.
- Publish on our website, Board and Committee reports and minutes of public meetings, demonstrating how our values have been applied in decision making.
- Publish and maintain Board Members and SLT Members register of interests and have arrangements in place for declaring interests at Board, Committee and SLT meetings.
- Publish on our website our Mainstreaming and Equality Outcomes Reports.
- Publish and raise awareness of our anti-fraud statement and response plan, whistleblowing policy and complaints handling procedure, and seek opinions from the Audit and Risk Assurance Committee and Internal Audit on the adequacy and effectiveness of these arrangements.
- Appoint an individual to undertake the statutory duties of a Standards Officer, and act as the principal liaison officer between the organisation and the Standards Commission.
- Publish on our website and iHub (internal) our Recruitment and Selection Policy.
- Monitor and scrutinise the effectiveness of our values framework at meetings of the People Committee.
- Provide key examples of our innovation activity across the Service.

We will take informed, transparent decisions and manage risk effectively



What does this mean?

- Putting our organisational values of Safety, Teamwork, Respect and Innovation into practice.
- Behaving in ways that uphold and exemplify effective governance, including demonstrating leadership on the grounds of equality, diversity, inclusion, human rights, and social justice.
- Demonstrating professional, dignified, and respectful behaviours and tackling those behaviours that fall short of this standard.

How will we demonstrate this?

- Actively publicise and model our values, expected standards of conduct, ethics and behaviour to all staff and relevant stakeholders.
- Ensure the application of these values guides our decision-making and are a basis for developing appropriate and effective relationships within the organisation, with our staff, partners, and other stakeholders; and they underpin our key policies.
- Discharge our public duties in a manner that ensures Board Members and staff take decisions objectively and steps are taken to avoid or deal with any conflicts of interest, whether actual or perceived.
- Through working towards our Equality Outcomes.
- Maintain effective processes for reporting, investigating, and dealing with occasions where standards fall below those expected and where they exceed expectations.
- Maintain effective arrangements to prevent, detect, investigate, and prosecute attempted fraud, corruptions, other unlawful acts, and unethical behaviour.
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- Ensure that appropriate mechanisms are in place to measure how well we are living by our values and taking action to reinforce them.

Where is the evidence that shows we are demonstrating this?

- Publish on our website and iHub (internal) and promote within SFRS premises, our values framework.
- Establish arrangements for appraising staff against our values and incorporate them into induction and development programmes for staff.
- Publish on our website and iHub (internal) our Board Members Code of Conduct and establish arrangements for appraising Board Members against the provisions of the Code.
- Make our meetings of the Board and Committees open to the public and adopt a hybrid approach of virtual and face-to-face meetings enabling the public to observe the conduct and behaviour of members of the Board and SLT.
- Publish on our website, Board and Committee reports and minutes of public meetings, demonstrating how our values have been applied in decision making.
- Publish and maintain Board Members and SLT Members register of interests and have arrangements in place for declaring interests at Board, Committee and SLT meetings.
- Publish on our website our Mainstreaming and Equality Outcomes Reports.
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- Appoint an individual to undertake the statutory duties of a Standards Officer, and act as the principal liaison officer between the organisation and the Standards Commission.
- Publish on our website and iHub (internal) our Recruitment and Selection Policy.
- Monitor and scrutinise the effectiveness of our values framework at meetings of the People Committee.
- We will continue to develop our approach to performance management, providing greater access to performance information across all parts of the Service.
- Demonstrate progress against the objectives of the Business Intelligence (BI) Strategy and provide accessible performance products across the Service.

We will develop the capacity and capability of the Board and Strategic Leadership Team to be effective



What does this mean?

- Making sure that Board Members and officers of the SLT have the skills, knowledge and experience they need to perform well and maximise their ability to contribute to improved outcomes.
- Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.
- Striking a balance, in the membership of the Board, between continuity and renewal.

How will we demonstrate this?

- Regularly review the performance of the Board as a whole, individual Committees, individual Board Members, and individual officers of the SLT to ensure we are performing our roles well, both individually and collectively.
- Ensure that all Members of the Board and SLT are provided with opportunities for structured learning and development according to individual and organisational needs.
- Ensure that there are regular reviews of the effectiveness of our training and development, and performance review arrangements for Members of the Board and SLT.
- Identify opportunities for learning from past actions to ensure that lessons learned become embedded in the future behaviour of the Board and SLT, and are shared with other organisations.
- Make use of the professional qualifications, key strengths, and expertise of Board Members, so they are being used to good effect to add value to the functioning of the Board and helping to build capacity.
- Show a real commitment to succession planning by ensuring robust arrangements are in place that address Board and SLT skills and diversity requirements for the medium and long term and that supports Scottish Government's priority for the SFRRS to be more representative of the people and communities of Scotland.

Where is the evidence that shows we are demonstrating this?

- Publish on our website, Board and Committee reports relating to the arrangements for annually reviewing Board and Committee effectiveness, and the outcomes of these annual reviews.
- Have an induction programme in place for any new Members of the Board and SLT.
- Have a programme of annual appraisals in place for Members of the Board and SLT.
- Develop a Board Member's CPD Framework that will enable them to access professional and personal learning and development opportunities.
- Positive action to continue to form a Board membership that is broadly reflective of the wider Scottish Population with a 50:50 gender split being maintained where possible.
- Maintain a Board Skills Matrix, linked to our strategic priorities and objectives, for identifying skills gaps and areas of strength and have plans in place for balancing skills and filling skills gaps within reasonable timescales.
- Maintain a Remuneration, Appointments and Nominations Sub-committee with responsibilities for effective corporate oversight of the succession planning arrangements for the SLT and Board Members. Through the Chair of the Board, provide advice to Ministers about the Board's membership needs.

We will engage with the communities of Scotland and other stakeholders and make accountability real



What does this mean?

- Taking an active and planned approach to dialogue with, and accountability to, the public and stakeholder groups.
- Encouraging and enabling the participation of communities in public life.
- Taking an active and planned approach to meet responsibilities to staff.

How will we demonstrate this?

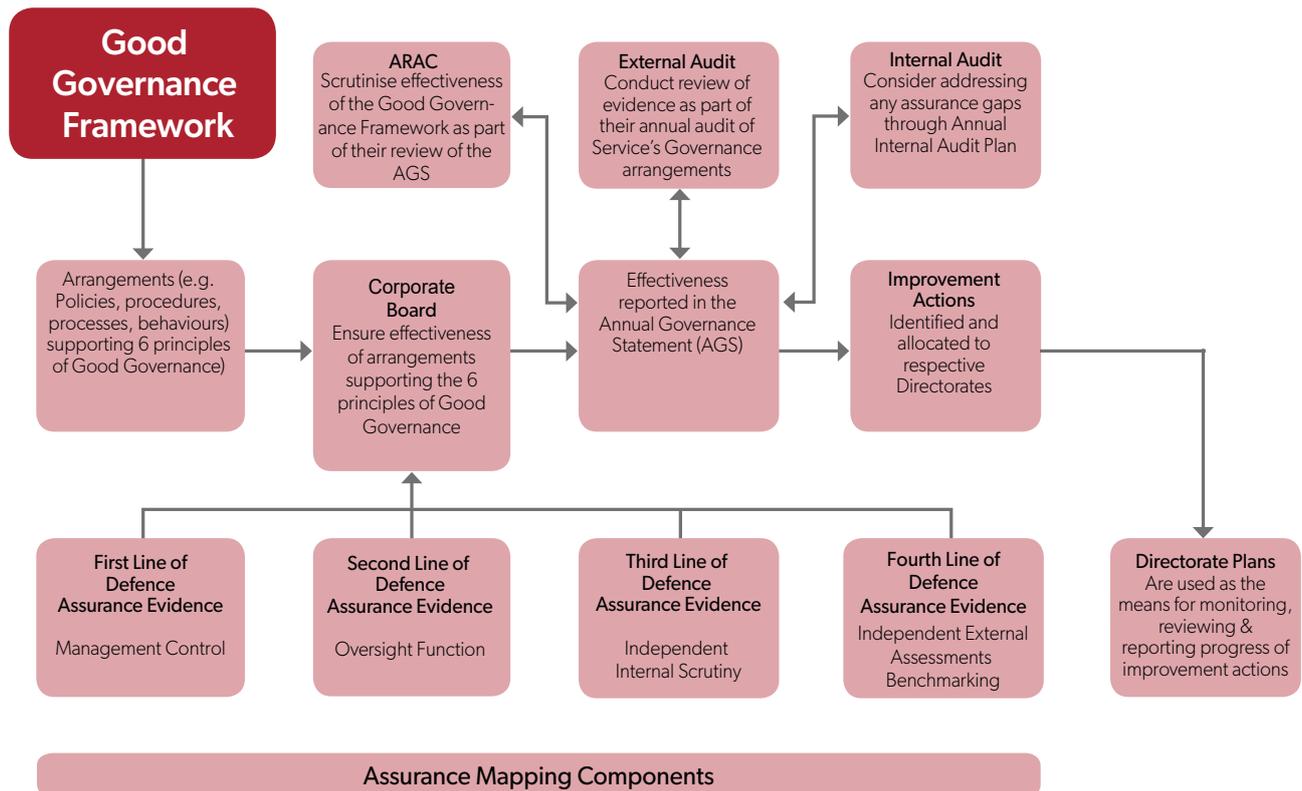
- Maintain effective arrangements to enable comments, complaints, and commendations to be notified to the Service, through the application of accessible communication methods.
- Respond to the declared and anticipated needs of communities in the deployment of different methods of communication.
- Effectively deploy modern technology to improve the ability for our stakeholders to engage and provide two-way communication. Examples of this include online consultation capabilities and improved external websites and internal intranets.
- Have a Communications and Engagement Strategy that increases two-way communications and engagement and to secure opportunities for stakeholders to influence the direction and delivery of the Service.
- Ensure that all Board meetings and reports are accessible to the public except where legislation requires confidentiality to be preserved.
- Maintain arrangements for communicating, consulting, and seeking feedback from all sections of our communities and key stakeholders about our relevant strategic plans and services.
- Maintain processes to consult with staff and their representatives.

Where is the evidence that shows we are demonstrating this?

- Publish on our website details of how to make comments, complaints, and commendations. This will include arrangements for making contact in person; by letter; by telephone and by completing a web form on the SFRS website.
- Regularly review the accessibility and transparency of our communication methods, using tools such as the Equality and Human Rights Impact Assessment process and customer feedback.
- Measure the success of our engagement through a 'Matrix Approach,' including increased engagement through online channels and regular reporting and feedback monitoring of both internal and external engagement meetings. This analysis will allow us to determine both improvements in engagement and the quality of our relations with stakeholders.
- Build in regular 'temperature check' analysis of stakeholders as part of the Communications and Engagement Strategy. This will allow us to determine if we are improving stakeholder engagement and their sense of being able to influence and shape decisions and direction.
- Enable all Board meetings to be open to the public, and all reports and minutes of public meetings to be available on our website and ensure that other relevant documents are made available under Freedom of Information provisions.
- Publish on our website details of current consultations and how to make comments and provide feedback on our relevant strategic plans and services.

Annual Review and Reporting

Our Framework provides us with a mechanism against which the effectiveness of our governance arrangements can be reviewed. The following diagram therefore illustrates the steps we will take to demonstrate how well the Framework has operated in practice, based on an annual assessment of the effectiveness of the arrangements underpinning each of the principles of good governance.



Our Annual Assessment process will assess the effectiveness of our overall governance, risk management and internal control arrangements.

The results of this assessment will be used to:

- Identify actions for continuously improving corporate governance.
- Identify new and emerging governance issues.
- Inform the work of Internal Audit.
- Prepare the Annual Governance Statement which is scrutinised by the Audit and Risk Assurance Committee and then publicly reported in the Annual Report and Accounts.

Assurance Framework – four lines of defence

Our AGS Assurance Framework, provides a structured means of identifying and mapping the main sources of assurance in the organisation and co-ordinating this evidence to provide an overall opinion of the adequacy and effectiveness of the SFRS's risk management and internal control arrangements.

A significant amount of work has been completed since the formation of the single Service with all recommendations from previous audits being fully incorporated into the SFRS Assurance Plan and reported back through the Internal Audit team and Audit and Risk Assurance Committee (ARAC).

Our integrated assurance exercise continues to evolve and mature to ensure robust governance and internal control measures, aligning to the Scottish Public Finance Manual (SPFM).

The overall Framework strengthens our governance arrangements through the introduction of a formal Policy for Preparing the Annual Governance Statement on behalf of the Accountable Officer, together with the dedicated e-learning training programme, Improvement Action Plans and Executive monitoring through our Corporate Board (CB).

This additional monitoring increases the level of scrutiny and assurance the Chief Officer can give as Accountable Officer as part of our continuous improvement and prior to being put before the ARAC.

To ensure increased governance and assurance around potential fraud activities within SFRS, all Heads of Function

are required to complete a Fraud Risk Assessment of their function and provide details of any areas that have been identified as having risk of fraud, an area that formed part of earlier Internal Audit outcomes.

These arrangements ensure robust processes are in place and that they remain under continual review. This also provides the SFRS with a model to illustrate and provide clarity regarding the risks, controls and relationships that aim to improve effectiveness of our risk management systems.

Our Assurance in summary means the **“confidence based on sufficient evidence that internal controls are in place, operating effectively and objectives are being achieved”**.

The Four Lines of Defence model considers management control as the first line of defence in risk management, while the second line of defence includes the various risk controls and compliance oversight functions established by the management.

The third line of defence includes independent assurance through our internal auditors and finally the fourth line of defence includes the independent assurance through our external auditors / methods. The organisation's wider governance framework requires each of these “lines” to play a distinct role.

Oversight of the assurance provided by the lines of defence is provided by the Executive governance structures and the Board and its Committees.

AUDIT



Is an umbrella term generally used to describe a systematic and independent review and investigation on a certain subject matter.

There are many types of audits including: financial, optional, statutory, compliance and so on. The majority of which follow a set of agreed standards.

ASSURANCE



Is an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management and control processes for the organisation.

Source: Institute of Internal Auditors

AUDIT UNIVERSE

This is a record of all services of the organisation that could be examined from an audit perspective. It is not an audit plan but can be used to aid audit planning showing previous work.

In addition, there will be issues that sit outside of the audit universe that don't neatly fall into a service/structure.

INTERNAL AUDIT

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations.

It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Source: public sector internal audit standards

EXTERNAL AUDIT

Statutory external audit is an independent examination to enable the auditor to express an opinion on the financial statements.

In addition, the wider scope of public audit includes assessments and conclusions on: financial management, financial sustainability, governance and transparency and value for money / Best Value.

INTEGRATED ASSURANCE

A single organisation wide view of risk and control derived from assurance activity undertaken across the lines of defence.

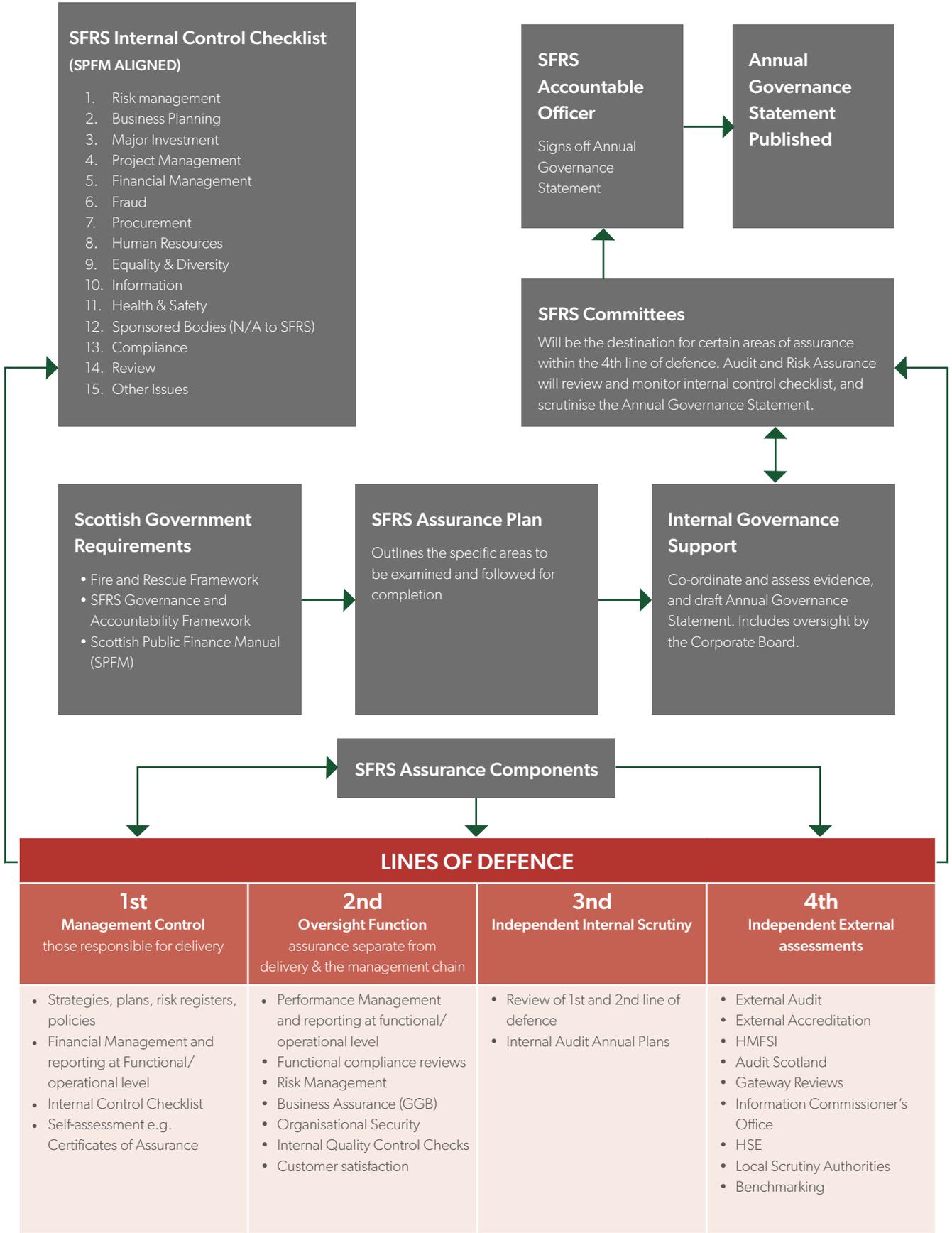
ARAC require a view on the adequacy of controls across the organisation.

Complex organisations receive assurance which aims to take a step back and draw together the outcome from all activities over the year to assist the ARAC.

HMFSI WORK

A broader range of work including elements of both audit and assurance in addition to other scrutiny reviews, Service Delivery Area, inspections, thematic reviews, continuous improvement reviews.

Assurance Framework



Ongoing Assurance on adequacy and effectiveness of the arrangements for Governance, Risk and Internal Control

7 Integrated Assurance Mapping

SFRS Assurance mapping is developing techniques which will enable a visual representation of comfort (assurance) activities as they apply to a specific set of risks or compliance requirements facing the SFRS.

Assurance maps can be a powerful tool providing great insights for boards, senior management and audit committees. By allowing the decision-makers to take appropriate comfort from the assurance provided, these maps maximise the value of that assurance for the whole organisation.

With an assurance map, the SFRS Board will have evidence to support its assertions as to the state of internal control in any public reports and as communicated to the external auditors and stakeholders.

With a map, the assurance-related work of the individuals operating within the four lines of defence can be best directed to avoid overlaps.

The continued evolution and use of combined assurance and mapping during 2024/25, will enable SFRS to integrate, co-ordinate and align risk management and assurance processes aligned to our existing SFRS Assurance Framework and our lines of defence.

Integrated Assurance will provide a single organisation wide view of risk and control derived from assurance activity undertaken across our lines of defence.

Below is an example of a simple assurance map and something as mentioned SFRS will continue to develop.

	1st Line		2nd Line		3rd Line	4th Line	
	Internal Control Checklist	Self-assessment	Risk Management	Functional Compliance Reviews	Internal Audit Annual Plans	External Audit	HMFSI
Financial Reporting	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
Financial Controls	Substantial	Limited	Substantial	Reasonable	Limited	Substantial	Substantial
Legal	Substantial	Limited	Substantial	Reasonable	Limited	Substantial	Limited
ICT	Reasonable	Substantial	Substantial	Reasonable	Substantial	Limited	Limited
Fraud	Reasonable	Substantial	Limited	Substantial	Substantial	Limited	Substantial
Health & Safety	Reasonable	Substantial	Limited	Substantial	Substantial	Substantial	Substantial
People	Reasonable	Substantial	Substantial	Substantial	Substantial	Limited	Substantial

Key:

Substantial	Reasonable	Limited	Insufficient
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Assurance Mapping is the starting point of our journey, and we will require our Internal Auditor to assist and support the SFRS in achieving integrated assurance, and await the recommendations of their Risk Management (Assurance Stocktake) audit.

It is our aspiration for our Assurance Mapping to give a visual representation of the assurance provided across the organisation:

- Covering all (or key) risks / processes
- Identifying all assurance providers
- Indicating the extent and effectiveness of assurance provided

In summary, it will act as a stocktake of the assurance levels of the organisation, reviewing where these assurances are found and how effective they are.

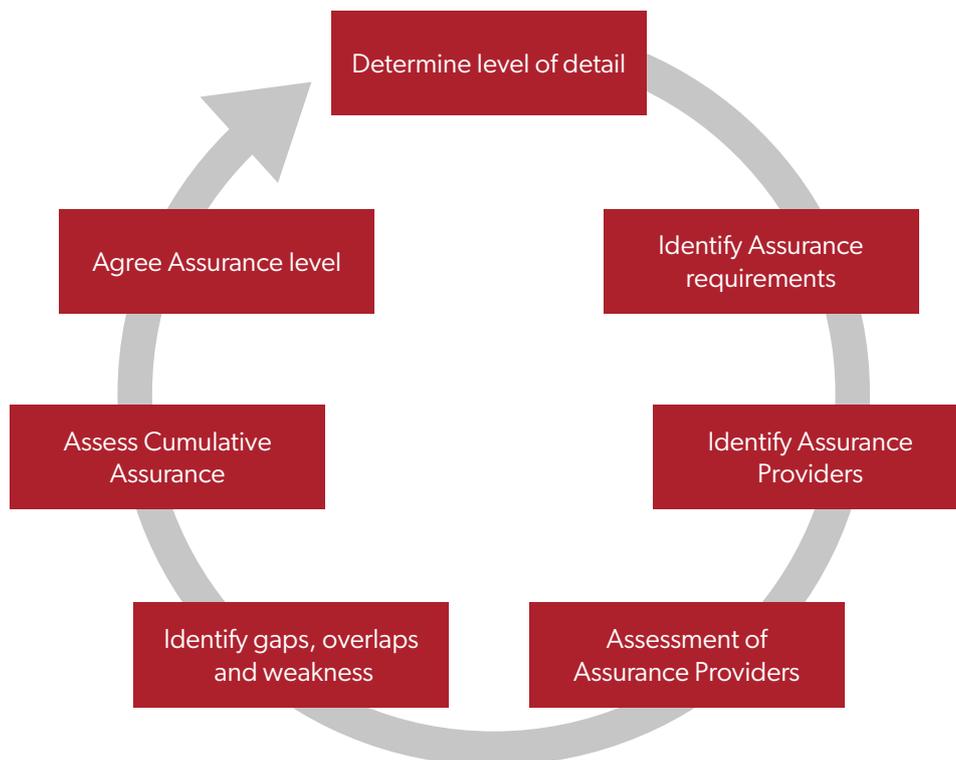
Our assurance will look to relate to business process and control activity; however, it will also identify where non-business process-based assurance is also being received e.g. Health & Safety audits, quality control reviews, etc.

This approach will provide an overview to the SFRS Board, ARAC, SLT and also our assurance providers of:

- The assurance activity that is being undertaken across the organisation (quantum not quality)
- Gaps in assurance (risks and controls not covered) that need to be either filled or accepted
- Overlaps in assurance, where efficiency gains can be made

The map could also be used to adjust the Internal Audit programme to review, where appropriate, assurance providers rather than controls – the start of the journey towards Integrated Assurance.

Our Assurance Map Continuum



8 Committee Assurance Statements

At the end of each year Committee Assurance Statements are produced in order to provide a means for our SFRS Board, through its Committees, to demonstrate the constructive scrutiny and challenge aligned to their Terms of Reference responsibilities, thereby ensuring the effectiveness of governance and risk management arrangements across the Service.

This is a way for SFRS Non-Executive Committees to declare that they are assured around their areas of scrutiny across the Service, aligning with the responsibilities as set out within their respective Committee Terms of Reference (ToR) together with any legal/regulatory/H&S requirements and standards.

It gives a platform to highlight, where it is felt appropriate, any areas of good practice and/or to disclose any areas that need to improve.

This helps support the overarching SFRS Annual Governance Statement produced by the Accountable Officer (Chief Officer) that, as a Service, demonstrates there is sufficient evidence and self-assessment for both

Executive and Non-Executive members to receive the overall assurances they need.

The Statements are also a method of providing this assurance to wider stakeholders.

Committee Assurance Statements:

- Give an overview of the business of the Committee in the year
- Highlight areas of good practice and areas for improvement
- Provide its assessment on the adequacy of assurances received
- Identify areas of high interest or risk for the Committee in the coming year

The mechanisms for assessing the adequacy of assurance will continue to be defined. However, care needs to be taken not to make this overly prescriptive as Committees will always need to exercise a degree of judgement in reaching their assessment. Figure 1 below is illustrative of what a definition might look like.

Level of Assurance Assessment Rating	
Substantial	<p>Controls are robust and well managed Risk governance and control procedures are effective in supporting the delivery of any related objectives. Any exposure to potential weakness is low and the materiality of any consequent risk is negligible.</p>
Reasonable	<p>Controls are adequate but require improvement Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.</p>
Limited	<p>Controls are developing but weak There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.</p>
Insufficient	<p>Controls are not acceptable and have notable weaknesses There are significant weaknesses in the current risk, governance and/or control procedures, to the extent that the delivery of objectives is at risk. Exposure to the weaknesses identified is sizeable and requires urgent mitigating action.</p>

Role of Chief Officer, Strategic Leadership Team, Heads of Functions and Local Senior Officers

The Chief Officer (CO) is the Board's principal adviser on the discharge of SFRS functions and is accountable to the Board. The CO provides operational leadership to the SFRS and ensures that the Board's aims and objectives are met and the SFRS's functions are delivered, and targets met through effective and properly controlled executive action. The CO's general responsibilities include the performance, management and staffing of SFRS.

The SLT, which includes our CO, Deputy CO's, Assistant CO's and Non-Uniformed Directors, are responsible for proposing objectives, priorities, outcomes and performance indicators for the organisation which align with the organisation's aims, policy and management objectives; making plans and ensuring that adequate systems are in place to achieve these objectives effectively, efficiently and economically; ensuring that adequate systems for internal control and risk management, both financial and otherwise, are in place and are monitored and reviewed regularly; monitoring and reporting of performance to the organisation's management board and/or Accountable Officer, and ensuring that functions are discharged with due regard to economy, efficiency and effectiveness within an overall framework of Best Value.

Heads of Function (Uniformed and Support) have the responsibility for the day-to-day management of the SFRS. The executive function is the custodian of the SFRS Strategy as approved by the SFRS Board and responsible for its execution.

Local Senior Officers (LSOs) at Area Commander level are appointed for each local authority area in Scotland (after consultation with the relevant local authority).

They are adequately equipped, supported, and empowered to fulfil their statutory duties and report to local Scrutiny Committee's on a regular basis.

In summary, the executive function provides the SFRS Board with sound information, advice and recommendations on the organisational structure, objectives, strategies, plans and policies of SFRS to enable the SFRS Board to make informed decisions and fulfil its role.



Role of the Board

The SFRS Board, including the Chair, consists of non-executives appointed by the Scottish Ministers. The Board provides strategic direction, support, and guidance to the SFRS, ensuring that it discharges its functions effectively and that Ministers' priorities are implemented. Board members are personally and corporately accountable for the Board's actions and decisions.

The Board scrutinises plans/proposals and holds the Chief Officer and SLT to account. The Board is free to establish its own Committee structure, delegating responsibilities as it considers fit.

The Board, under the leadership of the Chair, has corporate responsibility for:

- Producing Strategic and Annual Plans, prepared under sections 41A and 41B - 2005 Act (inserted by the 2012 Act), to be submitted to the Scottish Ministers for approval.
- Producing annual reports, prepared and published under section 41L - 2005 Act (inserted by the 2012 Act), and ensuring that they are laid before the Scottish Parliament in accordance with that section.
- Taking forward the aims and objectives as set out in the approved Strategic Plan.
- Determining steps needed to deal with wider changes which are likely to impact on the strategic aims/objectives of the SFRS, or on the attainability of its operational targets.
- The duty under section 39A of the 2005 Act (inserted by the 2012 Act) to make arrangements to secure Best Value i.e. continuous improvement in the carrying out of the SFRS's functions, where possible, participation in shared services.
- Ensuring that effective arrangements are in place to provide assurance on risk management, governance, and internal control, setting up an audit committee chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems.
- (In reaching decisions) taking into account relevant Scottish Minister guidance.
- For support staff, ensuring that an effective pay and conditions negotiating framework is in place which allows negotiations to complement the broad principles of the Scottish Government's Public Sector Pay Policy.
- Attend and participate in meetings of the National Joint Council for negotiation of operational staff pay, terms and conditions.
- Ensuring SFRS's proceedings, including those of its committees and sub-committees, are held in public and that the agendas, papers, and reports in relation to those proceedings are published, as well as publishing a statement setting out the circumstances in which proceedings may be held in private and in which documents need not be published, as required by schedule 1A - 2005 Act (inserted by 2012 Act).
- Appointing, with the approval of the Scottish Ministers, each subsequent SFRS Chief Officer and, in consultation with the SG, setting appropriate performance objectives and remuneration terms linked to these objectives, which give due weight to the proper management and use of resources within the stewardship of the SFRS and the delivery of outcomes.
- Acting consistently with principles of good governance, accountability, and transparency, as required by schedule 1A to the 2005 Act (inserted by the 2012 Act).
- Further detail can be found within the SFRS Governance and Accountability Framework and guidance on how the Board should discharge its duties is provided in appointment letters and in [*On Board – A Guide for Members of Statutory Boards.*](#)

11 Committees of the Board

Audit and Risk Assurance (ARAC)

Scrutinises the systems and processes for governance, internal control and risk management and provides assurances of their effectiveness to the Board and Accountable Officer.

Change (CC)

Provides oversight and direction on the development and achievement of the Change Programme and Benefits Realisation Plan.

People (PC)

Provides strategic advice and direction on matters affecting employees and ensures that staffing and remuneration arrangements support the strategic aims and objectives of the SFRS, reflecting best practice.

Remuneration, Appointments and Nominations (RANSC)

Sub-Committee of the People Committee with an overall purpose to advise on the remuneration and appointments strategy and supporting frameworks for the posts covered by the Sub-Committees remit.

Service Delivery (SD)

Scrutinises, monitors and reviews performance, and provide assurances to the Board relating to the quality of Service Delivery nationally through operational efficiency and effectiveness, operational safety, and delivery of approved Service Delivery strategies.

Integrated Governance Forum (IGF)

Provides assurance to the SFRS Board that issues identified in specific governance Committees are discussed across the Board, thereby ensuring a joined-up approach to corporate governance.

12 Risk Management System

The aim of SFRS is to be risk managed, allowing innovation and aspiration, whilst actively managing risk through a range of measures to ensure key outcomes are met.

Establishing a consistent and effective framework, integrated within Governance and Assurance arrangements, will strengthen our control framework, and help further embed an effective risk culture within the Service.

The management of risk is fully embedded throughout the Service, forming an integral element of all Committees and Executive Boards. Engagement with the Board, SLT and Directorates ensures the framework is effectively used to inform decision making, allowing the Service to present a fair and reasonable reflection of the most significant risks impacting upon its operations.

Reporting arrangements should also ensure that the sponsor unit is aware of relevant risks and how they are being managed. The SFRS Audit and Risk Assurance Committee will, at the earliest opportunity, notify the relevant Scottish Government Audit and Risk Committee if it considers that it has identified a significant problem which may have wider implications.

The Service recognises that it cannot entirely eliminate the risk of disruption and that a residual level of risk will always remain. However, the risk management framework has been developed in order to minimise the probability and impact of a risk causing disruption and allow a discussion to be held on risk, which will raise awareness and ownership of the challenges presented to the Service.

Maturing the risk framework, allowing the Service to effectively consider and manage emerging risks will further strengthen our governance process.

SFRS recognises that risk, as well as presenting a threat, also presents opportunities for continuous improvement, developing new and innovative ways of working, enhancing the delivery of services to our communities.

The SFRS shall ensure that the risks it faces are dealt with in an appropriate manner, in accordance with relevant aspects of generally recognised best practice in corporate governance, and have developed a risk management strategy, consistent with the Risk Management section of the SPFM. Reporting arrangements should ensure that the Sponsor Unit is made aware of relevant risks and how they are being managed.

In summary the SFRS risk management system includes the establishment of various policies, strategies, processes, procedures, and tools for identifying, measuring, monitoring, managing, and reporting of all material risks to which SFRS is exposed.

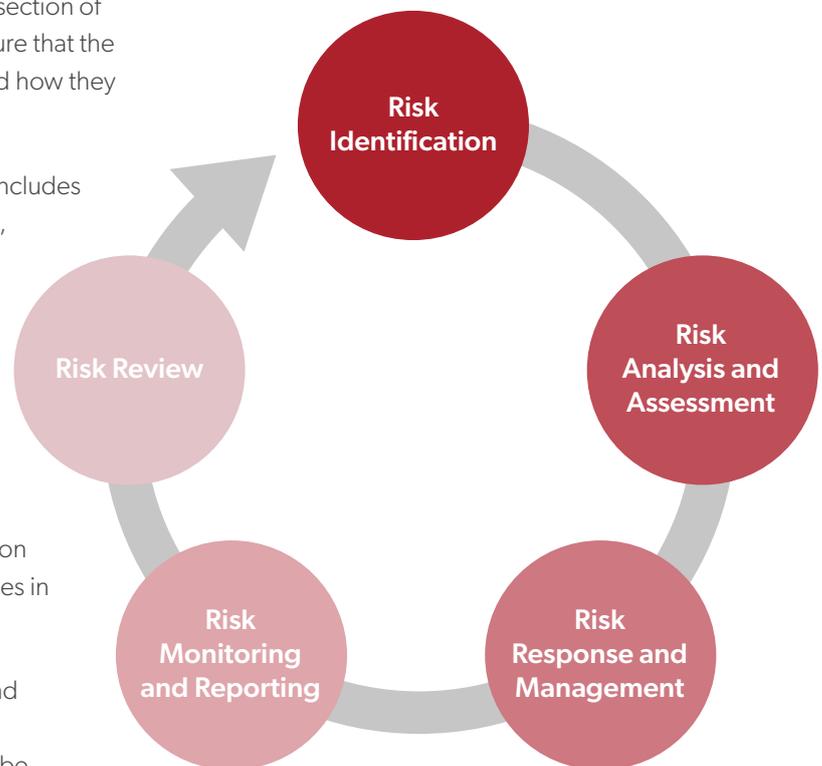
Risk Appetite

The purpose of the risk management framework is to encourage debate and discussion on risk and inform our decision-making processes in a manner that helps the organisation.

Risk Appetite is part of this overall framework and can be considered as the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time.

The benefits of adopting a formal approach to risk appetite include:

- Supporting informed decision making
- Reducing uncertainty
- Improving consistency across governance processes and decision making
- Supporting performance improvement
- Focusing discussion on priority areas
- Informing resource prioritisation



For SFRS, risk appetite will be based upon a number of underlying principles:

- It will be aligned to the risk maturity of the Service
- It will be aligned to our capacity and the resources available
- It will add value to and be supported by the risk management framework
- It will be measurable and meaningful to service users

The SFRS Board is responsible for the Risk Management Policy

The below table sets out the key roles and responsibilities

Roles	Responsibilities
The SFRS Board	The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance and internal control. The Board will approve any amendments to the Risk Management Policy and will set the risk appetite for the Service.
Audit and Risk Assurance Committee (ARAC)	ARAC will advise the Board and Accountable Officer (Chief Officer) on the effectiveness of the application of the strategic processes for risk, control and governance. This will include a quarterly review of the Service's Strategic Risk Register and associated action plans.
SFRS Committee Structure	Individual Committees retain a scrutiny role, providing assurance to the Board on matters falling within their scope. All SFRS Committees will scrutinise risks pertinent to the business of the Committee through identified risk spotlights.
Chief Officer	The Chief Officer, as the Accountable Officer, is responsible for maintaining a sound system of internal control, risk management and corporate governance that supports the achievement of the SFRS policies, strategic aims and objectives. The Chief Officer will champion the importance of risk management in supporting the wider governance arrangements of the Service.
Strategic Leadership Team (SLT)	The identification and management of strategic risks will be the primary responsibility of the SLT. The SLT will undertake to monitor and review strategic risks regularly and take appropriate action to control risks. The SLT will champion the importance of risk management in supporting the achievement of the SFRS strategic aims and objectives and will ensure that adequate systems for internal control and risk management are in place.
Executive Boards	All Executive Boards will provide a monitoring and scrutiny role for risks falling within their scope and will provide assurance to SFRS Committees and the SLT that risk is being effectively managed. Executive Boards will champion the importance of managing risk as part of an integrated governance framework, ensuring that awareness and ownership of risk is embedded throughout the organisation.
Risk Owner	Each Directorate risk is owned by the relevant director with the responsible officer identified at a head of function level for ensuring that the register is fully populated and monitoring systems developed to update the information.
Internal Audit	Internal Audit will audit the effectiveness of the Service's risk management process as appropriate, provide assurance on the management of risk to the Board and help support the risk management process and coordination of risk reporting.

Anti-fraud and Corruption

SFRS is committed to the Scottish Government's zero tolerance approach to fraud. All SFRS staff are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible.

SFRS will not accept any level of fraud or corruption and any cases of actual or suspected fraud will be thoroughly investigated and dealt with appropriately.

The Chief Officer, in accordance with the SFRS Financial Regulations, is responsible for identifying and managing the risk of fraud and corruption, for ensuring that appropriate risk management, internal control and governance arrangements are in place and for ensuring that Best Value is achieved.

The Chief Officer will notify Internal Audit and the Chair of the Audit and Risk Assurance Committee of any relevant matters that arise and will make arrangements to keep records of and prepare and forward to SG an annual report on Fraud and Theft suffered by the Service notifying SG at the earliest opportunity of any unusual or major incidents.

Overall responsibility for managing the risk of fraud has been delegated to the Director of Finance and Contractual Services whose specific responsibilities incorporate this.

The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance, and internal control. The Board will approve any amendments to the Anti-Fraud and Corruption Policy.

The principles of the SFRS Anti-Fraud and Corruption process are aligned to the SFRS Whistleblowing Policy.

This outlines the Service's commitment to the highest possible standards of openness and accountability and employees with serious concerns about illegality,

malpractice, wrongdoing, or serious failures in standards of work are encouraged to come forward and voice their concerns without fear of reprisal.

Both policies allow for the reporting of Fraud and the Director of Finance and Contractual Services and the Director of People will determine the most applicable policy to be followed.

The overall purpose of ARAC is to provide independent assurance to the Board and Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal control, risk management and governance.

In relation to fraud, ARAC will scrutinise, challenge, and ensure continuous improvement on the appropriateness of the internal control environment, Anti-Fraud and Corruption policies and have corporate oversight for fraud and irregularities.

The Committee will be provided with the Annual Governance Statement which will provide information on any significant issues arising in the year and will receive quarterly fraud updates from the Director of Finance and Contractual Services.

The annual reporting of any significant issues will be incorporated within the Annual Governance Statement and will be reported through this framework.

The purpose of the CB is to provide assurance to SFRS that appropriate systems of controls are in place and operating effectively, improving accountability and transparency in decision making and ensuring that key Service priorities are met.

The CB will keep under review the organisation's whistleblowing, Anti-Fraud and Corruption policies including supporting reporting processes and the regular review of the Anti-Fraud and Corruption Policy.

Internal Audit will assist management by examining, evaluating, and reporting on controls to provide an independent assessment of the adequacy of the internal control system.

All SFRS employees and Board members will act in line with the relevant SFRS Code of Conduct and have a critical role to play in the prevention of fraud and corruption.

All SFRS Managers are directly responsible for the prevention and detection of fraud within their own areas.

Monitoring of fraud risk will be undertaken through the Executive Boards and Committees of the Service to ensure its effectiveness.

The governance framework ensures that the right level of assurance is used to inform decision making within an overall framework, clearly indicating the separation of scrutiny roles across the organisation.

Lessons learned through the risk assessment process, monitoring and reporting and effective scrutiny will be used to inform and develop the framework through policy review.

14 Financial

The SFRS presents its Annual Accounts for the year from 1 April to 31 March. The Accounts are prepared in a form directed by the Scottish Ministers in accordance with Section 42A (1) of the Fire (Scotland) Act 2005 (inserted by section 118 of the Police and Fire Reform (Scotland) Act 2012), and in accordance with the Government Financial Reporting Manual (FReM).

Under the Public Finance and Accountability (Scotland) Act 2000, auditors are appointed by the Auditor General.

From a financial perspective, our key measure of financial performance is the comparison of expenditure against the Departmental Expenditure Limit (DEL) funding provided by the Scottish Government. However, SFRS will always endeavour to deliver the required outcomes while ensuring value for money.

Full details of our financial performance are found within our Annual Report and Accounts. The report provides a wealth of information on a vast array of activity across the Service.

The Chief Officer (Accountable Officer) has responsibility for maintaining a sound system of internal control, risk management and corporate governance that supports the achievement of the SFRS's policies, strategic aims, and objectives, whilst safeguarding the public funds and assets for which they are personally responsible, in accordance with the assigned responsibilities.

Performance

The Performance Management Framework (PMF) defines how we, the SFRS, manage our performance. It describes the processes we use and the tools available to support us in achieving the priorities set by the Scottish Ministers in the Fire and Rescue Framework for Scotland 2022 and the outcomes and objectives set out in our Strategic Plan.

Our approach to performance management recognises that success cannot be achieved by acting alone. We are committed to working with our partners and the communities that we serve to further improve our performance.

We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

This PMF therefore helps us to achieve our ambitions by ensuring that:

- We better understand what demands are driving our services
- We better understand how well we and our

partnerships are performing now and where we need to improve further

- We have better information to guide decisions about what we need to do to keep improving
- Our people are better informed and empowered to achieve continuous improvement
- We are open and transparent in how we are performing.

We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

The SFRS have also developed and delivered a 3-year BI Strategy. This strategy will work in conjunction with the Digital Strategy in bringing about positive impacts and improvements throughout the Service.

It ensures that stakeholders including our staff, Scottish Government, planning partners and academic institutes are all involved in bringing about success.

Information Governance

Information Governance is the application of management techniques to collect information, communicate it within and outside the organisation and process it to enable personnel to make quicker and better decisions.

This should always be done securely and in compliance with legislation, something the SFRS promotes in everything we do. SFRS have approved a zero-risk appetite for non-compliance against our statutory duties.

The Information Governance Manager is the Data Protection Officer for the SFRS.



Independent Inspections and Internal/External Audit

SFRS is primarily inspected by His Majesty's Fire Service Inspectorate (HMFSI) and audited through independent internal and external auditors.

Each recommendation following any Inspection/Audit will have a management response and an appropriate action plan will be developed and reported to the relevant Committee for scrutiny purposes and in order to track progress against the recommendations.

The ARAC will also have complete oversight of all inspections and audits through a high-level dashboard.

The following gives some more context:

Internal audit

The SFRS shall:

- establish and maintain arrangements for internal audit in accordance with the Public Sector Internal Audit Standards and the Internal Audit section of the Scottish Public Finance Manual (SPFM).
- set up an audit committee of its board, in accordance with the Audit Committees section of the SPFM, to advise both the Board and the Chief Officer in his/her capacity as the SFRS Accountable Officer.
- forward timeously to the SG the audit charter, strategy, periodic audit plans and annual audit assurance report, including the SFRS Head of Internal Audit opinion on risk management, control and governance and other relevant reports as requested.
- keep records of and prepare and forward timeously to the SG an annual report on fraud and theft suffered by the SFRS and notify the SG at the earliest opportunity of any unusual or major incidents.

The SG's Internal Audit Directorate has a right of access to all documents held by the SFRS internal auditor, including where the service is contracted out. The SG has a right of access to all SFRS records and personnel for any purpose.

External audit

The Auditor General for Scotland (AG) audits, or appoints auditors to audit, the SFRS's annual accounts and passes them to the Scottish Ministers who shall lay them before the Scottish Parliament, together with the auditor's report and any report prepared by the AG.

For the purpose of audit, the auditors have a statutory right of access to documents and information held by relevant persons. The SFRS shall instruct its auditors to send copies of all management reports (and correspondence relating to those reports) and responses to the SG.

The AG, or examiners appointed by the AG, may carry out examinations into the economy, efficiency, and effectiveness with which the SFRS has used its resources in discharging its functions.

The AG may also carry out examinations into the arrangements made by the SFRS to secure Best Value. For the purpose of these examinations the examiners have a statutory right of access to documents and information held by relevant persons.

In addition, the SFRS shall provide, in contracts and any conditions to grants, for the AG to exercise such access to documents held by contractors and sub-contractors and grant recipients as may be required for these examinations; and shall use its best endeavours to secure access for the AG to any other documents required by the AG which are held by other bodies.

Inspectors of the SFRS

His Majesty's Fire Service Chief Inspector and Assistant Inspectors will inspect the SFRS and, in doing so, may inquire into certain matters independently, or on the direction of Scottish Ministers.

The Chief Inspector is required to provide reports (or, where applicable, copy reports) of inquiries to the SFRS and, depending on the type of inquiry, to the Scottish Ministers. Copies of certain reports, in particular those relating to the state and efficiency of the SFRS, must be laid before the Scottish Parliament.

Primary

<p>Audit Scotland Are appointed to undertake Independent External Audit of SFRS.</p> 	<p>HMFSI Provides independent scrutiny of the Fire Service. Publish an annual scrutiny plan and conducts various different types of 'reviews' with a focus towards operational matters. Also alongside Audit Scotland has a Best Value inspection role.</p> 
<p>Local Authority Scrutiny Boards/Committees Each of Scotland's local authorities have scrutiny arrangements in place to allow them to influence the fire service at a local level.</p>  	

Secondary

 <p>Promotes and enforces Freedom of Information</p>	 <p>Gateway Reviews are a series of independently led assurance reviews, testing specific areas of projects, such as: scope, schedule, cost, risk, governance.</p>	 <p>UK government agency responsible for the encouragement, regulation and enforcement of workplace health, safety and welfare.</p>	 <p>Remit includes all matters within responsibility for Cabinet Secretary for Justice and Home Affairs.</p>	<p>External Accreditation</p>
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Code of Conduct

The Scottish Government, SFRS Board and SLT set and expect the highest standards of conduct to build and maintain the trust of our stakeholders, importantly colleagues and the communities we serve. Employees are actively encouraged to help shape our culture by speaking up and challenging behaviour that does not align with our values.

SFRS Employee Code of Conduct:

The SFRS Code of Conduct (Code) promotes standards of desired behaviours that apply to all employees. Our Code fosters an open and transparent environment where employees can speak up and raise concerns without any form of retaliation. It creates a frame of reference for properly addressing sensitive and complex issues and provides for accountability if standards of conduct are not upheld.

Code of Conduct for Board Members of the SFRS:

This Code specifically applies to members of the SFRS Board. It has been issued by the Scottish Ministers, with the approval of the Scottish Parliament, as required by the [*Ethical Standards in Public Life etc. \(Scotland\) Act 2000 \(the "Act"\)*](#). The purpose of the Code is to set out the conduct expected of those who serve on the boards of public bodies in Scotland.

Both our Employee and Board Member Code of Conduct's have been based on the nine key principles of public life, namely duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect.

Governance Strategy and Policy

The development of various other Strategies and Policies within SFRS are designed to support the implementation and operations of our Strategic Objectives.

They also exist with the intention of helping make clear what their aims are, explain how it will achieve them and contribute to the overall direction of SFRS in-line with the Fire and Rescue Framework and Governance and Accountability Framework agreed with Scottish Government.

In providing for good governance these documents are finalised after consultation with all impacted management and approved by the Board in line with the Scheme of Delegations.

The policy owners must ensure that any development of new policy and/or proposed changes to an existing policy are submitted through the relevant executive Group/Board where further consideration will be given to the relevant Committee of the Board. This needs to be presented for recommendation to the SFRS Board for approval if deemed Strategic in nature that would impact on the Service.

20 Governance of this Framework

Ownership of the Framework is vested with the Governance, Strategy and Performance Function, through the Head of Governance, Strategy and Performance and the Board Support Manager.

21 Drafting, Amendments and Annual Review

SFRS Governance, Strategy and Performance function is responsible for the co-ordination, the drafting, any amendments, and the annual review of the Framework.

Any proposed changes to the framework will be submitted to the executive Corporate Board for scrutiny and then to the SLT and SFRS Board for approval.

22 Approval

The Framework must be approved by the SFRS Board and SLT.

23 Non-Compliance

Non-compliance with any SFRS policies, standards, procedures, or the like, could result in disciplinary action being considered.

24 Implementation

The Directors that make up part of the SLT are responsible for adherence to and the implementation of the Framework within their Directorates.

25 Compliments and Complaints

At the SFRS we are committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.

Our Complaints and Compliments Handling Policies are intended to ensure that our procedures in relation to complaints, comments and compliments are user focused, fair, proportionate, consistent, accessible, and easily understood. We will use the feedback we receive to monitor our performance and will incorporate this information into our planning and governance processes in order to continually improve our Service.

We are keen to hear examples of good practice, excellent service delivery; individual acts of bravery or heroism, or of the simple attention to detail which exemplifies the caring service we provide to Scotland's communities.

While we will always strive to do our best, we know that we will not always get it right. In instances where our standards of service are questioned, we welcome the opportunity to investigate the circumstances, are committed to correcting any lapses and to using the learning outcomes to improve our Service.

26 Legal

SFRS Legal Services provide advice to the Service on a wide range of topics, they are also supported by specialist external lawyers who assist with complex legal issues when required.

APPENDICES

List of key documents prescribed by this Governance Framework

- SFRS Long Term Vision
- Fire and Rescue Framework for Scotland
- SFRS Strategic Plan
- Governance and Accountability Framework
- Annual Governance Statement Policy
- Scheme of Delegations
- Standing Orders for meetings of the Board and its Committees and Sub-Committees
- Terms of Reference for each Committee of the Board
- Terms of Reference for Executive Boards and Groups
- Code of Conduct for Board Members of the SFRS
- Financial Regulations
- Standing Orders for the Regulation of Contracts



REFERENCES

1. Long Term Vision/Strategic Plan/Annual Operating Plan; Local Plans
2. SFRS Performance Management Framework
3. SFRS Business Intelligence Strategy
4. What we spend and how we spend it
5. How are we performing - External Performance Assessments
6. SFRS Governance and Accountability Framework
7. How are we performing - Annual Reviews
8. SFRS Board and Committee Papers and Reports
9. Communication and Engagement Strategy
10. SFRS Values Framework
11. Code of Conduct for Board Members of the SFRS
12. Register of Interests
13. Mainstreaming and Equality Outcome Report
14. Anti-Fraud Statement, Whistleblowing Policy and Complaints Handling
15. Recruitment and Selection Policy
16. About SFRS - Standing Orders, Scheme of Delegation & Conflict of Interests
17. Schedule of Board and Committee Meetings
18. Island Communities
19. Equality and Human Rights Impact Assessments (Available on request)
20. Access to Information
21. Risk Management Policy
23. Annual Report and Statement of Accounts
24. Complaints Handling Policy
25. Compliments Handling Policy
26. SFRS Consultations



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SFRS Good Governance Framework

Version 3.0 April 2024

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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE AUDIT AND RISK ASSURANCE COMMITTEE

Original Author/Role	Neil Pirie, Board Member
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Brian Baverstock, Board Member
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	Neil Pirie, Chair	20/07/2013
2.0	Reviewed / amended	Neil Pirie, Chair	20/05/2015
3.0	Reviewed / amended	WM Craig Wallace	16/06/2016
3.2	Reviewed / amended	GM Rab Middlemiss	10/03/2017
4.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
5.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
6.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
7.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
8.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
9.0	Sections 3.2 and 3.3 added; minor spelling and grammatical amendments throughout document	GC Kevin Murphy	27/04/2023

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2. [MEMBERSHIP](#)

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[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Audit and Risk Assurance Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide independent assurance to the Board and the Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal controls, risk management and governance. Central to this role is the Committee’s assessment of the comprehensiveness, reliability and integrity of assurances it receives.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) – Safety, Teamwork, Respect and Innovation and promote a culture of equality, diversity and inclusion.

2. MEMBERSHIP

- 2.1 The Committee will comprise five members appointed by the Board, including a Chair and Deputy Chair. The Committee will be supported by the Accountable Officer and other staff, as appropriate to the agenda.
- 2.2 The Board should ensure that the Chair and Members have the relevant expertise, experience, training, development and support.
- 2.3 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.

2.4 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.

3.2 Minutes of the meetings of the Committee will be published on the SFRS website.

3.3 The Chair of the Committee will provide a quarterly verbal report to the Board.

3.4 The Committee will provide the Board and Accountable Officer with an Annual Report, timed to support finalisation of the accounts and the Annual Governance Statement, summarising its conclusions from the work it has conducted throughout the reporting year.

4. RESPONSIBILITIES

4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and ensure continuous improvement, while also advising and supporting the Board and Accountable Officer on the appropriateness of:

- Strategic processes for risk management, including risk appetite, the control environment and governance;
- Annual governance statement and effectiveness of the internal control environment;
- Effectiveness of the Assurance Framework;
- Accounting policies, the accounts, and the annual report for the organisation, including the process for the review of the accounts prior to submission for

audit, levels of error identified, and management's letter of representation to the external auditors;

- Planned activity, remit and results of both internal and external audit;
- Adequacy of management response to issues identified by audit activity, including external audit's management letter / report;
- Adequacy of management response to risks identified through the Strategic Risk Register pertinent to the business of the Committee;
- Assurance that other committees are undertaking scrutiny of risk, as appropriate, through an overview of which risks are being scrutinised by each Committee, receiving a progress update, on request, against aligned strategic risks for all the Committees as captured within the Strategic Risk Register;
- Assurances relating to the Corporate Governance requirements for the organisation and forward planning in this area, aligned to the SFRS Good Governance Framework and best practice;
- Proposals for tendering for either internal audit services or for purchase of non-audit services from contractors who provide audit services; and
- Anti-fraud and corruption policies, whistleblowing processes and arrangements for special investigations.

4.2 These broad areas of responsibility give the Committee scope to continually monitor and review Audit and Risk Assurance related matters as deemed necessary.

4.3 The Committee will also periodically review its own effectiveness and report the results of that review to the Board and Accountable Officer.

4.4 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [section 8.2](#).

5. RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference, as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic direction of the SFRS, which will continue to be subject to Board scrutiny and governance arrangements.

5.2 The Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the Strategic Leadership Team, Internal Audit and External Audit will have free and confidential access to the Chair of the Audit and Risk Assurance Committee.

7. MEETINGS

7.1 The procedures for meetings are:

- To meet formally and in public at least on a quarterly basis;

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- To consider and agree, in line with the [Standing Orders](#), whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting;
- The Committee may ask any other officials of the organisation to attend, to assist with its discussions on any particular matter;
- The Committee may ask any or all of those who normally attend, but who are not Members, to withdraw to facilitate open and frank discussion of particular matters;
- The Board or Accountable Officer may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with the following Committees:

- Service Delivery
- People
- Change: Strategic Change and Major Projects.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

- 9.1 A list of suggested minimum requirements for the inputs which should be provided to the Committee is contained within [Appendix 2](#).

APPENDIX 1 – COMMITTEE MEMBERSHIP

Members

- 5 Board members.

Others in attendance

- Chief Officer – Accountable Officer;
- Deputy Chief Officer;
- Interim Deputy Chief Officer (Corporate Services)
- Director of Finance and Contractual Services;
- Director of Strategic Planning, Performance and Communications
- Internal Audit;
- External Audit;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS

For each meeting, the Audit and Risk Assurance Committee will be provided with:

- A report summarising any significant changes to the organisation’s Strategic Risk Register;
- A progress report from the Head of Internal Audit summarising:
 - Work performed (and a comparison with work planned);
 - Key issues emerging from Internal Audit work;
 - Management response to audit recommendations;
 - Significant changes to the audit plan; and
 - Any resourcing issues affecting the delivery of Internal Audit objectives;
- A progress report from the External Audit representative, summarising work carried out and emerging findings.

As and when appropriate, the Committee will also be provided with:

- business update reports from the Accountable Officer;
- the Charter / Terms of Reference of the Internal Audit provider;
- the Internal Audit Strategy;
- the annual Internal Audit Plan;
- the Head of Internal Audit's Annual Opinion and Report;
- Quality Assurance reports on the Internal Audit function;
- the draft accounts of the organisation;
- the draft governance statement;
- a report on any changes to accounting policies;
- External Audit's management letter / report and letter of representation;
- a report on any proposals to tender for audit functions;
- a report on co-operation between Internal and External Audit;
- a report on the Counter Fraud and Bribery arrangements and performance;
- reports from other sources within the “three lines of assurance” integrated assurance framework (e.g. Best Value self-assessment Reviews, Gateway

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Reviews, Health Check Reviews, ICT Assurance Reviews, Digital 1st Service Standard Reviews, Procurement Capability Reviews, Procurement Key Stage Reviews).

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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Fiona Thorburn, Board Member
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025



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CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS

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[APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

[APPENDIX 2 – REPORTING ARRANGEMENTS](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board, known as the Change Committee: Strategic Change and Major Projects (“the Committee”).
- 1.2 The overall purpose of the Committee is to provide scrutiny and challenge of the Change Portfolio (Strategic Change and Major Projects) to assure consistency with the strategic direction set by the Board and effective resourcing, planning and delivery.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living ‘[Our Values](#)’, Safety, Teamwork, Respect and Innovation, and promote a culture of equality, diversity and inclusion.

2. MEMBERSHIP

- 2.1 The Committee will comprise of five Board Members appointed by the Board, one of whom will be appointed as Chair, and another as Deputy Chair of the Committee. The Committee will be supported by the Deputy Chief Officer, Interim Deputy Chief Officer (Corporate Services) and the Head of Portfolio Office, as well as other officials of the SFRS staff, as appropriate to the agenda.
- 2.2 The Committee has the authority to invite representatives of related partner organisations and/or bodies, as appropriate, to Committee meetings to assist with their work.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair of the Committee will provide a quarterly verbal report to the Board.
- 3.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.
- 3.5 Reporting arrangements are shown within [Appendix 2](#).

4. RESPONSIBILITIES

- 4.1 The primary responsibility of the Committee is to effectively scrutinise, challenge and assure consistency with the strategic direction set by the Board ensuring:
- Approved business cases and baselined plans are in place;
 - Effective performance reporting based on time, cost and quality;
 - Robust benefits management – identification, tracking and reporting including benefits tracking beyond project closure where benefits are realised longer term;
 - Authorisation of Major Projects (as detailed and delegated by the Board within the Scheme of Delegations Section 4.1) that will extend to areas such as, but not limited to, Information Communication Technology (ICT) and Assets;

- Associated risks and challenges are fully considered;
- Effectiveness of the Service's communication and engagement with stakeholders on change initiatives;
- Ongoing Continuous Improvement in how SFRS delivers change, particularly lessons identified and learned.

4.2 These areas of responsibility give the Committee scope to continually monitor and review related matters as deemed necessary to the Committee's overall purpose ([Section 1.2](#)), reporting to the SFRS Board.

4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5. RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangement and must always be deferred back to the Board.

5.2 The Committee may:

- Scrutinise and authorise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense this must have prior approval from the Chair of the Board and Accountable Officer;

- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board in conjunction with the Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

- 6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

- 7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting, if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

- 8.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;

- People;
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 – COMMITTEE MEMBERSHIP

Members

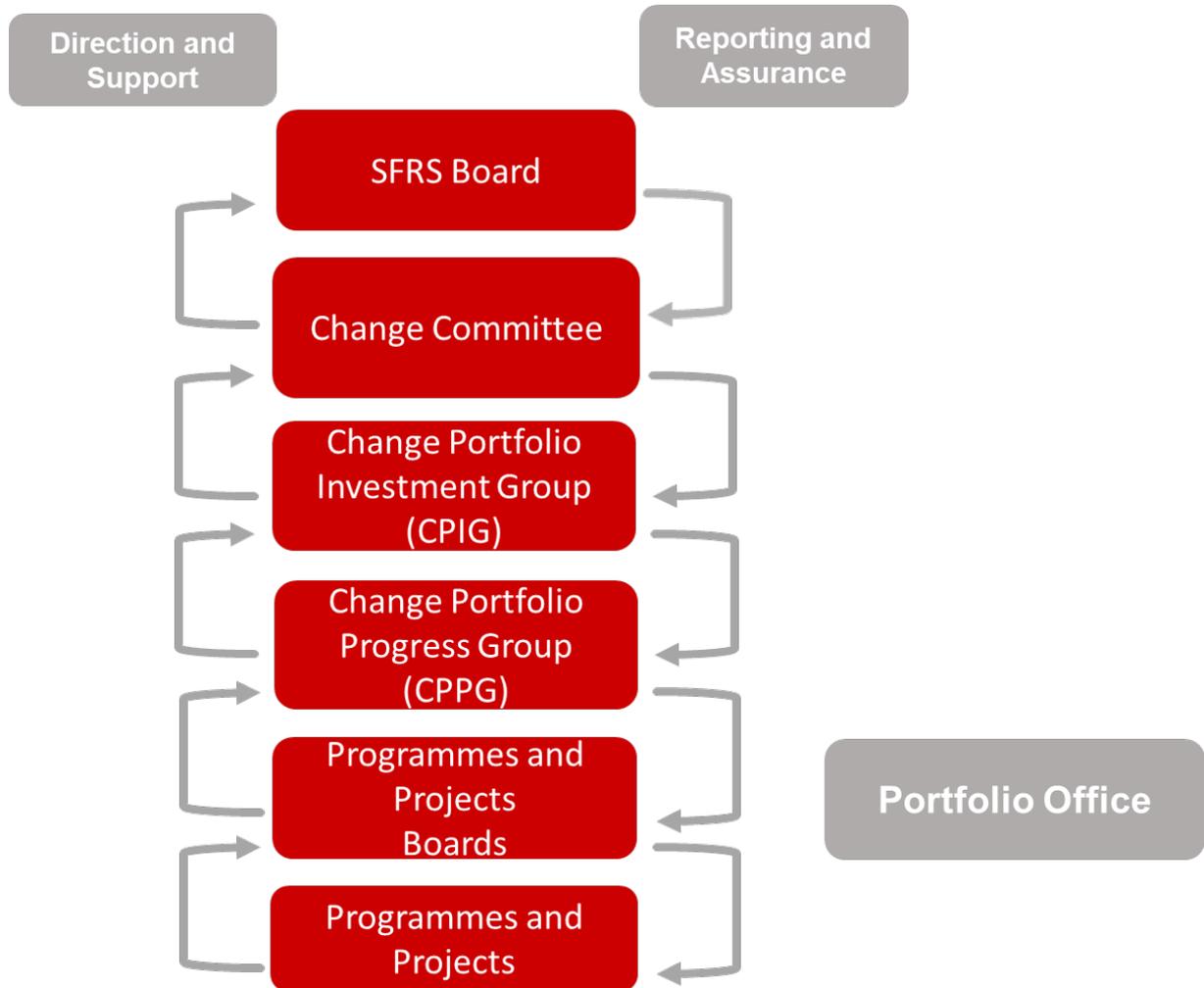
- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Interim Deputy Chief Officer (Corporate Services);
- Head of Portfolio Office;
- Portfolio Office;
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 – REPORTING ARRANGEMENTS

An overview that demonstrates the Governance of the direction and support in place, together with the lines of reporting and assurance.



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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE INTEGRATED GOVERNANCE FORUM

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Richard Whetton, Head of Governance, Strategy and Performance
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.1	First version issued as ToR Integrated Governance Group	GM Rab Middlemiss	25/11/2016
2.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
3.0	Reviewed / amended; Renamed ToR Integrated Governance Committee	GM Alasdair Cameron	28/06/2018
4.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
5.0	Reviewed / amended; Renamed ToR Integrated Governance Forum	GC Alasdair Cameron	27/05/2020
6.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
8.0	Section 1.2 – added “to consider emerging risks and the changing nature of current risks”; Section 4.1 , 1st bullet point – amended wording from “Take a forward” to “Take forward an outward looking approach”; Section 4.3 – amended wording to include reference to the Forum supporting other committees; minor spelling and grammatical amendments throughout document.	GC Kevin Murphy	27/04/2023

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- [APPENDIX 1 – FORUM MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) has established a Forum of the Board, known as the Integrated Governance Forum (“the Forum”).
- 1.2 The overall purpose of the Forum is to provide Committee Chairs an opportunity to highlight any gaps and bring together key themes across the SFRS Committees, to consider emerging risks and the changing nature of current risks, in order to co-ordinate these in an effective way, while ensuring the SFRS Board are kept fully informed.
- 1.3 The Forum, as an outcome of this approach, will therefore provide further assurance to the SFRS Board that areas identified are being adequately captured and discussed thereby reducing duplication and with the intent of ensuring a joined-up approach to Corporate Governance.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) – Safety, Teamwork, Respect and Innovation, and promote a culture of equality, diversity and inclusion.

2. MEMBERSHIP

- 2.1 The Forum shall be established by the full SFRS Board and be composed of the Chair and Deputy Chair of the Board, together with the Chairs of all other Committees. The Chair of the Forum will be the Chair of the SFRS Board. The Forum will be supported by the Chief Officer and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Chair of each Committee, in their absence, can send their Deputy Chair to represent them.
- 2.3 The composition and effectiveness of the Forum will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 Minutes of the meetings of the Forum will be held by the Board Support Team and circulated to the Board for information. The Forum may submit special reports to the Board as required.

4. RESPONSIBILITIES

4.1 The Forum is intended to provide Board and Committee Chairs an opportunity to ensure key themes are discussed, thereby supporting an integrated approach across the Governance within SFRS. Specifically, it will:

- Discuss, consider and co-ordinate both specific and common themes and/or issues that have implications for the Board's Committees;
- Assist by identifying which Committee is best placed to monitor the specific SFRS action plans in response to any inspection/audit recommendations, together with scrutiny of any external reports, receiving updates accordingly;
- Consider Scottish Government Public Bodies updates and any implications for the SFRS.

4.2 The areas of responsibility give the Forum scope to continually monitor and review Integrated Governance related matters as deemed necessary.

4.3 The Forum will support all Committees in their endeavour to avoid duplication of work of other Committees, by ensuring focus on specific delegated areas of responsibility. Overall co-ordination of work will be overseen by the Forum to assist with this objective – [Section 8.2](#).

5. RIGHTS

5.1 The Forum is not authorised by the Board to make decisions.

5.2 The Forum may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Forum minutes at the next Forum meeting;
- Hold private workshop sessions as required for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Forum.

7. MEETINGS

7.1 The procedures for meetings of the Forum are:

- To meet formally and in private at least on a quarterly basis, meetings however can be convened at the decision of the Chair at any time as required;
- Conduct all business in line with the [Standing Orders](#);
- A minimum of 3 Forum members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence, and in agreement with the remaining Forum members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO COMMITTEES

8.1 The Integrated Governance Forum will have strategic relationships with all other Committees of the Board:

- Audit and Risk Assurance;
- Service Delivery;
- Change: Strategic Change and Major Projects;
- People;
- Remuneration, Appointments and Nominations (Sub-Committee).

8.2 The Forum will review and co-ordinate intended outcomes between Committees to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Forum must be provided as per the schedule for their meetings.

APPENDIX 1 – FORUM MEMBERSHIP

Members

- Chair of the Board (Chair);
- Deputy Chair of the Board;
- Chair of Audit and Risk Assurance Committee;
- Chair of Service Delivery Committee;
- Chair of Change Committee: Strategic Change and Major Projects;
- Chair of People Committee;
- Chair of Remuneration, Appointments and Nominations Sub-Committee.

Others in attendance

- Chief Officer or approved substitute;
- Head of Governance, Strategy and Performance;
- Board Support;
- Other representation, as appropriate and by invite.

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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE PEOPLE COMMITTEE

Original Author/Role	Diane Vincent – Director of POD
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Mhairi Wylie, Board Member
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued as ToR Staff Governance Committee	Diane Vincent, Director of POD	28/05/2015
2.0	Reviewed / amended	Diane Vincent, Director of POD	23/06/2015
3.0	Reviewed / amended	WM Craig Wallace	16/06/2016
4.1	Reviewed / amended	GM Rab Middlemiss	25/11/2016
5.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
6.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
7.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
8.0	Reviewed / amended; Renamed ToR People Committee	GC Alasdair Cameron	11/05/2021
9.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
10.0	Section 1.2 – removed word “ensuring”, included wording “and seek assurances”; Sections 3.2 , 3.3 and 3.4 added; Section 4.1 , 5th bullet point – “The organisation’s performance” replaced with “Performance of SFRS”, “operational training” added; minor spelling and grammatical amendments throughout document.	GC Kevin Murphy	27/04/2023

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1 INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the People Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to oversee and scrutinise, while providing strategic advice and direction on matters affecting employees, and seek assurances that staffing and remuneration arrangements are affordable, provide Best Value and support the strategic aims of the SFRS.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference (ToR).
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) - Safety, Teamwork, Respect and Innovation and promote a culture of equality, diversity and inclusion.

2 MEMBERSHIP

- 2.1 The Committee will comprise five Board members including a Chair and Deputy Chair. The Committee will be supported by the Interim Deputy Chief Officer (Corporate Services), Director of People, Director of Training, Safety and Assurance, Director of Operational Delivery and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3 REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair of the Committee will provide a quarterly verbal report to the SFRS Board.
- 3.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.

4 RESPONSIBILITIES

- 4.1 The primary responsibilities of the Committee are to effectively scrutinise, challenge and ensure continuous improvement in relation to:
- Strategic matters relating to the employment of SFRS staff on behalf of the Board and the Accountable Officer, including but not limited to costs;
 - People and Training, Safety and Assurance policies and provide strategic guidance on the approaches being taken;
 - SFRS's commitment to the overall diversity, equalities and human rights agenda and organisational values;
 - workforce engagement outcomes and organisational culture;
 - Performance of SFRS against the Strategic Plan outcomes, towards complying with relevant statutory obligations as an employer, including its [Public Sector Equality Duty](#);
 - Performance of SFRS, specifically in relation to people, workforce plans, health, safety & wellbeing, operational training, learning & development, organisational development;

- Adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Committee.
- 4.2 Undertake any other staffing related review or activity, as requested by the Board;
 - 4.3 Nominate up to 2 representatives to attend as members and report back on the Employee Partnership Forum;
 - 4.4 In addition, the People Committee will form a Sub-Committee, known as the Remuneration, Appointments and Nominations Sub-Committee, which has its own Terms of Reference (ToR).
 - 4.5 These areas of responsibility give the Committee scope to continually monitor and review People related matters as deemed necessary.
 - 4.6 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility. Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5 RIGHTS

- 5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these ToR as detailed within [Section 4.1](#). This, however, is subject to ensuring that any decision made does not adversely impact on the strategic direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.
- 5.2 The Committee may:
 - Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;

- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support;
- Seek guidance and, where appropriate, refer matters to the Partnership Advisory Group.

5.3 The Committee is authorised by the Board and the Accountable Officer to provide strategic guidance and, where necessary, advise the Board on matters relating to the business of the committee, including employment of staff.

6 ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7 MEETINGS

7.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the [Standing Orders](#), whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;

- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8 RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with the following Committees:

- Service Delivery
- Change: Strategic Change and Major Projects
- Audit and Risk Assurance

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9 INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings - see also [Appendix 2](#).

APPENDIX 1 – COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Interim Deputy Chief Officer (Corporate Services)
- Director of People;
- Director of Training, Safety and Assurance;
- Director of Operational Delivery
- Board Support;
- Other representation, as appropriate and by invite.

APPENDIX 2 – LIST OF INFORMATION REQUIREMENTS

As and when appropriate, the People Committee will be provided with:

- Information and proposals pertaining to SFRS pay and reward arrangements;
- Proposals for key strategies and policy frameworks (i.e. agree principles of);
- A summary of employment tribunal cases/claims;
- Results of employee surveys;
- Workforce profiles (equalities indices);
- Workforce planning reports;
- Quarterly Performance Report.

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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB-COMMITTEE

Original Author/Role	GM Roy Dunsire
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Fiona Thorburn, Board Member
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	GM Roy Dunsire	06/04/2016
1.1	Reviewed / amended	GM Rab Middlemiss	25/11/2016
2.0	Reviewed / amended	GM Alasdair Cameron	11/06/2018
3.0	Reviewed / amended	GM Alasdair Cameron	05/09/2018
4.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
5.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
6.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
8.0	Section 2.1 – changed reference to four members to five, added in “members of SFRS”; Section 4.1 – 4th bullet point, replaced members of “Senior Management Team” with “Heads of Function”; minor spelling and grammatical amendments throughout document.	GC Kevin Murphy	27/04/2023

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[APPENDIX 1 – SUB-COMMITTEE MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Sub-Committee of the People Committee, known as the Remuneration, Appointments and Nominations Sub-Committee (“the Sub-Committee”).
- 1.2 The overall purpose of the Sub-Committee is to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee.
- 1.3 As necessary, and within the agreed parameters set by the Board, the Sub-Committee will engage in matters of negotiation in respect of SFRS terms and conditions.
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) - Safety, Teamwork, Respect and Innovation and promote a culture of equality, diversity and inclusion.

2. MEMBERSHIP

- 2.1 The Sub-Committee will comprise five members, two of which must be members of the People Committee appointed by the Board, with any one of the five members appointed as Chair and Deputy Chair. The Sub-Committee will be supported by the Chief Officer, Interim Deputy Chief Officer (Corporate Services), Director of People and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The composition and effectiveness of the Sub-Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

3.1 The Sub-Committee will formally report to the People Committee after each meeting. The key items of business of the Sub-Committee will subsequently be reflected within the minutes of the People Committee. Relevant decisions where appropriate will be reported at a Private meeting of the People Committee or Board. By the nature of its business, the Sub-Committee will, from time to time, receive and consider confidential information about SFRS personnel. The Sub-Committee is authorised to report fully on its activities to the extent that it can, whilst maintaining absolute care not to breach confidentiality or data protection legislation.

4. RESPONSIBILITIES

Remuneration Role

4.1 The primary responsibilities of the Sub-Committee in respect of remuneration are to:

- Ensure that remuneration arrangements support the strategic aims of the SFRS;
- Make recommendations with regard to the SFRS pay and reward framework and remuneration processes;
- In collaboration with the Chair of the Board, exercise oversight of the objectives set for the Chief Officer and review the arrangements for their performance appraisal, as well as reviewing the evidence based performance appraisals of the Strategic Leadership Team (SLT), by countersigning;
- In collaboration with the Chair of the Board, make recommendations to the Board regarding remuneration policy, in respect of the SLT and Heads of Function roles, and keep these under review;

- Ensure that remuneration arrangements enable the recruitment, motivation and retention of employees, while complying with Scottish Government regulatory and governance requirements;
- Select, appoint and determine Terms of Reference for independent consultants to advise on remuneration policy and levels of remuneration;
- Work with the Audit and Risk Assurance Committee to ensure that risk and risk appetite are properly considered in recommending the remuneration policy;
- Ensure the adequacy of management response to risks identified through the strategic risk register pertinent to the business of the Sub-Committee.

Appointments and Nominations Role

4.2 The primary responsibilities of the Sub-Committee in respect of appointments and nominations are to:

- Advise the Board on the appointment process for the Chief Officer;
- Support the independence of the appointment process and succession planning arrangements for members of the SLT and Heads of Function ;
- Support the Chair of the Board and Public Appointments process in relation to succession planning for Board appointments;
- Consider nominations for honours and awards for SFRS staff.

Negotiation Role

4.3 The primary responsibilities of the Sub-Committee in respect of negotiations are to:

- Take account of national negotiations and collective bargaining machinery for SFRS staff;
- With the agreement of the Board, the Sub-Committee may, at times, delegate formal negotiations with representative bodies on changes to employee terms and conditions, to be undertaken at Executive level, whilst

still maintaining an oversight role. This will be reported by the Chair of the Sub-Committee through the Chair of the People Committee at Private Committee and Board meetings;

- Ensure the following default positions for when negotiations are referred back to the Sub-Committee are considered appropriately and the necessary action taken:
 - Novel;
 - Contentious;
 - Reputational or Political;
 - Precedence;
 - Significant Cost.

5. RIGHTS

5.1 The Sub-Committee will report through the Chair of the People Committee.

5.2 The Sub-Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Sub-Committee minutes at the next Sub-Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the SLT, as required, will have free and confidential access to the Chair of the Sub-Committee.

7. MEETINGS

7.1 The procedures for meetings of the Sub-Committee are:

- To meet formally and in private at least on a quarterly basis;
- Sub-Committee meetings will be held in Private;
- For the Chair of the Sub-Committee, in consultation with members, to request an additional meeting if considered necessary;
- A minimum of 3 Sub-Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining Sub-Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. INFORMATION REQUIREMENTS

8.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 – SUB-COMMITTEE MEMBERSHIP

Members

- 5 Board members, including the Chair of the Board.

Others in attendance

- Chief Officer or approved substitute;
- Interim Deputy Chief Officer (Corporate Services)
- Director of People or approved substitute;
- Board Support;
- Other representation, as appropriate and by invite.

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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE SERVICE DELIVERY COMMITTEE

Original Author/Role	GM Rab Middlemiss
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2024
Quality Control (name)	Tim Wright, Board Member
Authorised (name and date)	SFRS Board – 25 April 2024
Date for Next Review	March 2025

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	GM Rab Middlemiss	15/12/2016
2.2	Reviewed / amended	GM Rab Middlemiss	28/03/2017
3.0	Reviewed / amended	GM Alasdair Cameron	26/04/2018
4.0	Reviewed / amended	GM Alasdair Cameron	02/05/2019
5.0	Reviewed / amended	GC Alasdair Cameron	27/05/2020
6.0	Reviewed / amended	GC Alasdair Cameron	11/05/2021
7.0	Reviewed / amended	GC Alasdair Cameron	04/05/2022
8.0	Reviewed – minor spelling and grammatical amendments throughout	GC Kevin Murphy	27/04/2023

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- [APPENDIX 1 – COMMITTEE MEMBERSHIP](#)

1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) have established a Committee of the Board, known as the Service Delivery Committee (“the Committee”).
- 1.2 The overall purpose of the Committee is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, to drive improvement, by means of papers, reports, presentations and assurance assessments provided by senior staff.
- 1.3 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference (ToR).
- 1.4 Along with all staff, the Board and its Committees have a key part to play embedding and living [‘Our Values’](#) – Safety, Teamwork, Respect and Innovation, and promote a culture of equality, diversity and inclusion.

2. MEMBERSHIP

- 2.1 The Committee will comprise five Board members including a Chair and Deputy Chair. The Committee will be supported by the Deputy Chief Officer, Director of Operational Delivery, Director of Prevention, Protection and Preparedness, Director of Training, Safety and Assurance and other members of SFRS staff, as appropriate to the agenda.
- 2.2 The Committee may invite representatives of related partner organisations, as appropriate, to Committee meetings to assist with the work of the Committee.
- 2.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

3. REPORTING

- 3.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 3.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 3.3 The Chair or Deputy Chair of the Committee will provide a quarterly verbal report to the SFRS Board.
- 3.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.

4. RESPONSIBILITIES

- 4.1 The primary responsibilities of the Committee are to effectively scrutinise, challenge and seek assurance in relation to:
 - Safety and risk reduction;
 - Quality assurance, benchmarking and standards;
 - Performance and outcomes;
 - Horizon scanning.
- 4.2 These broad areas of responsibility give the Committee scope to continually monitor and review Service Delivery related matters as deemed necessary. This scope of responsibility also includes operational medically related matters, such as Clinical Governance, notwithstanding joint working arrangements with partner agencies.
- 4.3 All Committees must endeavour to avoid duplication of work of other Committees by focusing on specific delegated areas of responsibility.

Overall co-ordination of work is overseen by the Integrated Governance Forum – [Section 8.2](#).

5. RIGHTS

5.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these ToR as detailed within [Section 4.1](#). This, however, is subject to ensuring that any decision made does not adversely impact on the Strategic direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangements.

5.2 The Committee may:

- Scrutinise the delegated areas of responsibility referred to in [Section 4](#) above;
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board and Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

6. ACCESS

6.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

7. MEETINGS

7.1 The procedures for meetings of the Committee are:

OFFICIAL

- To meet formally and in public at least on a quarterly basis;
- To consider and agree, in line with the [Standing Orders](#), whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining 3 Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

8. RELATIONSHIP TO OTHER COMMITTEES

8.1 The Committee will have strategic relationships with the following Committees:

- Change: Strategic Change and Major Projects
- People
- Audit and Risk Assurance.

8.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes across all Committees.

9. INFORMATION REQUIREMENTS

9.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

APPENDIX 1 – COMMITTEE MEMBERSHIP

Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

Others in attendance

- Deputy Chief Officer;
- Director of Operational Delivery;
- Director of Prevention, Protection and Preparedness
- Director of Training, Safety and Assurance;
- Board Support Team;
- Other representation, as appropriate and by invite.

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**SCOTTISH
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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE EMPLOYEE PARTNERSHIP FORUM

Original Author/Role	Fiona McOmish, People Manager
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Liz Barnes, Interim Deputy Chief Officer – Corporate Services
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

VERSION HISTORY

Version	Change	Who	When
1.0	First version held internally within POD	Fiona McOmish, POD	Unknown
2.0	Held internally within POD	POD	Unknown
3.0	Revised / amended - version issued on iHub	Elaine Brown	08/06/2021
4.0	Revised / amended	GC Alasdair Cameron	08/08/2022
5.0	Section 2.3 – removed mention of trial period; Section 5 – 5th bullet point amended to clarify wording; Section 7 – updated to reflect the use of Teams and remove historical reference to video conferencing; updated POD directorate to People; minor spelling and grammatical amendments throughout document.	Elaine Reside	27/04/2023

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[APPENDIX 1 – STANDING FORUM MEMBERSHIP](#)

[APPENDIX 2 – EXAMPLE OF ANTICIPATED ATTENDEES AT MEETINGS](#)

1. INTRODUCTION

- 1.1 The Board of the Scottish Fire and Rescue Service (SFRS), its managers and recognised Representative Bodies are committed to working together to create a model of employee relations that is based on mutual respect and trust. In recognition of this commitment, a [Working Together Framework](#), which outlines the principles of working in partnership, has been developed.
- 1.2 The Board and the Chief Officer have established an Employee Partnership Forum to support them in their responsibilities under the terms of the Working Together Framework.
- 1.3 The purpose, therefore, of the Employee Partnership Forum is for SFRS and Representative Bodies to identify areas of discussion which require resolution, and matters of mutual interest in the spirit of the Working Together Framework.

2. MEMBERSHIP

- 2.1 The Forum consists of the Chair/Deputy Chair of the People Committee, one other Board Member from the People Committee, senior Trade Union representatives and senior members of SFRS staff, as appropriate to the agenda.
- 2.2 Representatives invited to attend are in accordance with the [Working Together Framework](#), section 4.1.
- 2.3 The Chair and Deputy Chair of the Forum will be any Board Member that sits on the People Committee.
- 2.4 Detail of the Standing Membership can be found within [Appendix 1](#).

2.5 A further example of the regular attendees anticipated at local and national meetings, in accordance with the Working Together Framework, is provided in [Appendix 2](#).

3. REPORTING

3.1 The Forum will provide a copy of the agreed minutes and action log from the meeting to all members. A verbal update will also be reported at the People Committee and the Partnership Advisory Group.

3.2 Reports and/or updates from the Forum may also be presented to the Board as required through the People Committee.

4. RESPONSIBILITIES

4.1 The Employee Partnership Forum is committed to working in accordance with the principles laid out in the [Working Together Framework](#). In addition to these, the Forum will provide a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS.

4.2 The Forum has no specific authority but will offer opinions, guidance, support and recommendations on matters affecting employees to the People Committee, Partnership Advisory Group and other appropriate forums.

4.3 The Employee Partnership Forum will specifically:

- Discuss matters relating to the employment of SFRS staff;
- Meet based on forward planning and need to discuss and review proposed and ongoing developments relating to SFRS employee partnership matters;
- Ensure that the work of the Forum is communicated appropriately to all employees and key stakeholders;

OFFICIAL

- Ensure that any necessary resources and facilities are in place to support the partnership arrangements; and seek appropriate opportunities to build capacity within the relevant forums;
- Address any issues that have not been resolved after exhausting the local partnership arrangements;
- Recommend and offer opinions on the progression of defined areas of work;
- Identify areas of 'good practice' to assist the partnership arrangements;
- Ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change within the SFRS;
- Consider and keep under review SFRS policies and procedures as they affect terms and conditions, working practices, equal opportunities, training and development and any other related policies as may be required;
- Monitor and review performance criteria against employment matters to aide continuous improvement.

5. RIGHTS

5.1 The Forum may:

- Co-opt additional members for a period to provide specialist skills, knowledge and experience. Where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Seek additional information from the Strategic Leadership Team, Directorates and Representative Bodies;
- Seek guidance and, where appropriate, escalate matters to the Partnership Advisory Group;
- In agreement with the Chair, ask any other officials of the organisation or representative bodies to attend to assist it with its discussions on any particular matter;
- The Chair will ask any or all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters;

- The Forum will be held in private but members should note that Forum updates can be publicly accessed via People Committee and SFRS Board governance routes and open to Freedom of Information requests;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support. If this extends to short / medium / long term working groups, then authorisation is required by the People Committee and SFRS Board.

6. ACCESS

- 6.1 Members of the Forum, as required, will have free and confidential access to the Chair of the Forum.

7. MEETINGS

- 7.1 The Forum will normally meet at least four times a year in SFRS Headquarters, Cambuslang or via Teams by agreement.
- 7.2 In the absence of the Chair, the Deputy Chair will assume the role for the duration of the meeting. In both their absence, the Chair in advance of the meeting will seek an alternative temporary chair from the Board and brief them accordingly.
- 7.3 Members are permitted to attend the meeting via Teams. Members who wish to use this option should arrange this with the Forum administrator and inform the Chair.
- 7.4 The Forum administrator is responsible for the timeous collation and distribution of agendas, minutes and papers and align for governance purposes with the [Standing Orders](#).

- 7.5 The Chair and/or Deputy Chair, together with the Director of People, will meet ahead of each Forum to review agenda items and ensure appropriate attendees.
- 7.6 Where a declaration of interest has been declared, consideration will be given to the nature of the conflict of interest to determine the most appropriate course of action. This may include the temporary removal of the individual(s) whilst the specific agenda item is being considered. In circumstances where a conflict of interest has been declared by the Chair, the Deputy Chair of the Forum will temporarily assume the role of Chair for the specific agenda item(s).
- 7.7 For each meeting the Forum will be provided with:
- A minute of the previous meeting;
 - An updated Action Log;
 - An updated Forward Plan;
- 7.8 As and when appropriate, the Forum will also be provided with:
- An update on relevant SFRS Performance Reporting;
 - Proposals for key strategies, policies and frameworks (affecting employees);
 - Workforce planning reports;
 - Updates on employment and equalities legislation;
 - Results of employee surveys;
 - Equality, Diversity and 'Balancing the Workforce Profile'.

8. INFORMATION REQUIREMENTS

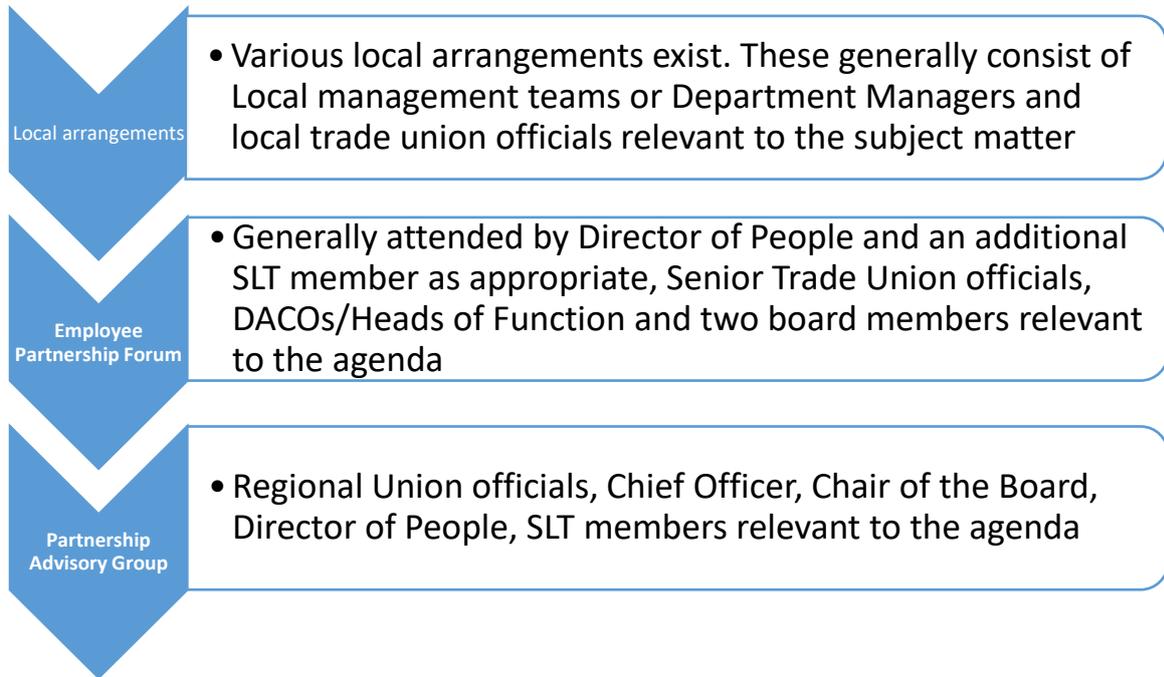
- 8.1 All relevant documentation for the Forum must be provided as per the schedule for meetings.

APPENDIX 1 – STANDING FORUM MEMBERSHIP

- 2 Board Members;
- Director of People;
- Head(s) of People;
- Fire Brigades Union;
- Fire Officers Association;
- Fire and Rescue Service Association;
- Unite;
- Unison;
- Other representation, as appropriate and by invitation.

APPENDIX 2 – EXAMPLE OF ANTICIPATED ATTENDEES AT MEETINGS

(in accordance with the [Working Together Framework](#))



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APPENDIX H

SCOTTISH FIRE AND RESCUE SERVICE BOARD

CORPORATE GOVERNANCE

TERMS OF REFERENCE FOR THE PARTNERSHIP ADVISORY GROUP (PAG)

Original Author/Role	Marion Lang, Corporate Business and Admin Manager
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	April 2023
Quality Control (name)	Gillian Clark
Authorised (name and date)	SFRS Board – 27 April 2023
Date for Next Review	March 2024

VERSION HISTORY

Version	Change	Who	When
1.0	First version issued	Marion Lang, Corporate Business and Admin Manager	April 2022
2.0	Reviewed / amended	Marion Lang, Corporate and SDA Business Support Manager	27/04/2023

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[APPENDIX 1 – STANDING GROUP MEMBERSHIP](#)

[APPENDIX 2 – EXAMPLE OF ANTICIPATED ATTENDEES AT MEETINGS](#)

1. INTRODUCTION

- 1.1 The Board of the Scottish Fire and Rescue Service (SFRS), its managers and recognised Representative Bodies are committed to working together to create a model of employee relations that is based on mutual respect and trust. In recognition of this commitment, a [Working Together Framework](#), which outlines the principles of working in partnership, has been developed.
- 1.2 The Employee Partnership Forum (EPF) and the Remuneration, Appointments and Nominations Sub Committee (RANSC) support the Board and the Chief Officer in their responsibilities under the terms of the [Working Together Framework](#).
- 1.3 The Board and the Chief Officer have established a Partnership Advisory Group (PAG) to assist in resolving any escalated issues arising from the EPF, the [Consultation and Negotiation Procedure](#) and from other arenas which impact on the [Working Together Framework](#).

2. MEMBERSHIP

- 2.1 The Group consists of the Chair of the SFRS Board, Chief Officer of SFRS, Deputy Chief Officer, Interim Deputy Chief Officer (Corporate Services), Director of People, senior members of Representative Bodies and senior members of SFRS staff as appropriate to the agenda.
- 2.2 Representatives invited to attend are in accordance with the [Working Together Framework](#), section 4.1.
- 2.3 The Chair of the Group is the Chair of the SFRS Board. A Deputy Chair will be agreed by the Group and reviewed on an annual basis.
- 2.4 Details of the Standing Membership can be found within [Appendix 1](#).

2.5 A further example of the regular attendees anticipated at local and national meetings, in accordance with the [Working Together Framework](#), is provided in [Appendix 2](#).

3. REPORTING

3.1 The Group will provide a copy of the agreed action log from the meeting to all members. A verbal update will also be reported at the People Committee.

3.2 Reports from the Group may also be presented to the Board as required through the People Committee.

4. RESPONSIBILITIES

4.1 The PAG is committed to working in accordance with the principles laid out in the [Working Together Framework](#). In addition to these, the Group will provide a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, where these can no longer be resolved through other internal procedures.

4.2 The Group has the authority to offer opinions, guidance, support, recommendations and to make decision, with there being no further internal escalation routes where agreement cannot be reached.

4.3 The PAG will specifically:

- Meet, based on need, to discuss and resolve any issues arising from the EPF, the [Consultation and Negotiation Procedure](#) and from other arenas which impact on the [Working Together Framework](#);
- Ensure engagement is constructive and focuses on joint problem-solving techniques to implement positive change within the SFRS;
- Consider whether issues should be considered internally or externally;
- Ensure diversity matters have been fully considered.

5. RIGHTS

5.1 The Group may:

- Co-opt additional members for a period to provide specialist skills, knowledge and experience. Where there is associated expense, this must have prior approval from the Chair of the Board and Chief Officer (Accountable Officer);
- Seek information from the Strategic Leadership Team (SLT), Directorates and Representative Bodies;
- Seek guidance and, where appropriate, escalate matters to the National Joint Council (NJC), Advisory, Conciliation and Arbitration Service (ACAS) or the People Committee;
- In agreement with the Chair, ask any other officials of the organisation or representative bodies to attend to assist with its discussions on any particular matter;
- The Chair will ask all of those who attend, including those who are not members, to engage in open, honest and frank discussion of particular matters;
- The Group will be held in private but members should note that updates can be publicly accessed via People Committee and SFRS Board governance routes and are open to Freedom of Information requests.

6. ACCESS

6.1 Members of the PAG, as required, will have free and confidential access to the Chair of the Group.

7. MEETINGS

7.1 The Group will plan to meet four times a year at SFRS Headquarters, Cambuslang, or via MS Teams by agreement. Where meetings are not deemed necessary due to limited agendas, these will be stood down.

OFFICIAL

- 7.2 Additional Group meetings can be requested where it has been unable to resolve issues at the EPF.
- 7.3 Additional meeting requests should be actioned within 10 working days of receipt of the request or earlier where possible.
- 7.4 The additional meeting date must take place within 20 working days of receipt of the request.
- 7.5 In the absence of the Chair, the Deputy Chair of the Group will assume the role for the duration of the meeting.
- 7.6 Members are permitted to attend the meeting via Teams. Members who wish to use this option should arrange this with the Group administrator and inform the Chair.
- 7.7 The Group administrator is responsible for the timeous collation and distribution of agendas, action logs and papers and align for governance purposes with the [Standing Orders](#).
- 7.8 The Chair and the Director of People will meet ahead of each meeting to review agenda items and ensure appropriate attendees.
- 7.9 Where a declaration of interest has been declared, consideration will be given to the nature of the conflict of interest to determine the most appropriate course of action. This may include the temporary removal of the individual(s) whilst the specific agenda item is being considered. In circumstances where a conflict of interest has been declared by the Chair, the Deputy Chair of the Group will temporarily assume the role of Chair for the specific agenda item(s).
- 7.10 For each meeting, the Group will be provided with:

- An updated Action Log;
- A written update from the Chief Officer and Chair of the Board.

7.11 As and when appropriate the Group will also be provided with:

- An update on relevant SFRS Performance Reporting;
- Proposals for key strategies, policies and frameworks (as they affect employees);
- Workforce planning reports;
- Updates on employment and equalities legislation;
- Results of employee surveys;
- Equality, Diversity and 'Balancing the Workforce Profile'.

8. INFORMATION REQUIREMENTS

8.1 All relevant documentation for the Group must be provided as per the schedule for meetings.

9. SETTLEMENT OF DIFFERENCES

9.1 If the PAG fails to reach agreement on any matter for which it has responsibility, that matter can be referred to NJC for uniformed staff matters and ACAS for support staff matters, for conciliation. Both sides will participate in the process of conciliation and act in good faith. Where conciliation fails to produce a settlement, either side may request collective arbitration through the services of ACAS. In such circumstances, where both sides have voluntarily agreed to take part in the collective arbitration process when it is invoked, they will agree in advance to be bound by the decision of the arbitrator.

9.2 In the event that either side has any doubt about whether or not the failure to agree relates to arbitrable issues and this is not resolved through negotiation or conciliation, then the question of whether or not such issues are

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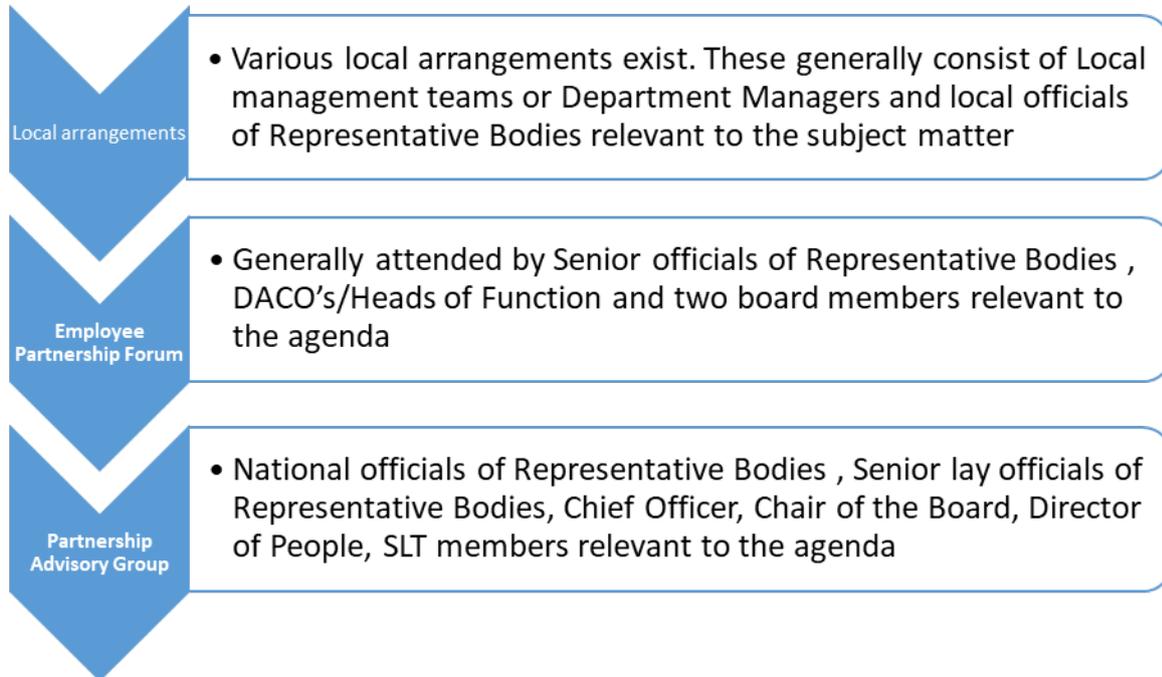
arbitrable, taking full account of all agreements between the sides will be put to an arbitrator provided by ACAS, for further guidance.

- 9.3 Status Quo and where this applies: While an issue remains subject to discussion / resolution under the SFRS negotiating procedure, neither side will seek to take any collective action or introduce change.

APPENDIX 1 – STANDING GROUP MEMBERSHIP

- Chair of SFRS Board (or Deputy Chair of SFRS Board);
- Chief Officer (or Deputy Chief Officer);
- Interim Deputy Chief Officer (Corporate Services)
- Director of People;
- Fire Brigades Union;
- Fire Officers Association;
- Fire and Rescue Service Association;
- Unison;
- Unite;
- Other representation, as appropriate and by invitation.

**APPENDIX 2 – EXAMPLE OF ANTICIPATED ATTENDEES AT MEETINGS
(IN ACCORDANCE WITH THE [WORKING TOGETHER FRAMEWORK](#))**



Equality and Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 – BASIC INFORMATION

(This section should be completed by the Policy Owner)

Before you complete an Equality and Human Rights Impact Assessment (EHRIA) you must read the guidance notes and, unless you have a comprehensive knowledge of the equality legislation and duties, it is strongly recommended that you attend an EHRIA training course.

Name of the proposed new or revised policy, strategy, project, activity or service being assessed.

Collective title of EIA:
SFRS Corporate Governance Arrangements 2024

Covering:

Standing Orders for meetings of the Board and its Committees and Sub-Committees;
Scheme of Delegations;
Code of Conduct for Board Members of the SFRS;
Board Support provisions;
Terms of Reference for the Audit & Risk Assurance Committee;
Terms of Reference for the Change Committee: Strategic Change and Major Projects;
Terms of Reference for the Integrated Governance Forum;
Terms of Reference for the People Committee;
Terms of Reference for the Remuneration, Appointments and Nominations Sub-Committee;
Terms of Reference for the Service Delivery Committee;
Terms of Reference Partnership Advisory Group;
Terms of Reference Employee Partnership Forum;
SFRS Good Governance Framework;
Governance and Accountability Framework;
Annual Governance Statement Policy.

Policy owner(s) responsible for completing the Equality and Human Rights Impact Assessment.

Board Support Team – Governance, Strategy & Performance - Strategic Planning,
Performance and Communications

Colleagues and/or other partners involved.

SFRS Board
SFRS Strategic Leadership Team
Board Support Team
Chief Officer's Business Team

E&D Practitioner/Support
Parveen Khan

Date Commenced	1 April 2024
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Please complete the following questions.

<p>1. Develop a clear understanding of your aims, objectives and the intended outcomes of the policy, strategy, project, activity or service.</p>	
<p>Briefly describe the main aims, objectives and purpose.</p>	<ul style="list-style-type: none"> • Governance and Accountability Framework: sets out the non-statutory governance arrangements for the Scottish Fire and Rescue Service (SFRS) specifying key roles and responsibilities. This document is a Scottish Government document but is being included in recognition of its significance in setting Board processes. • SFRS Good Governance Framework is to encourage better service delivery and improved accountability by establishing a benchmark for aspects of good governance in the SFRS. The Framework brings together the various strands of our Corporate Governance arrangements into one overarching Framework document that demonstrates our commitment to upholding good corporate governance throughout SFRS. • Annual Governance Statement: Under the Police and Fire Reform (Scotland) Act 2012, the Scottish Fire and Rescue Service (SFRS) is required to prepare financial statements for each financial period and on the basis determined by the Scottish Ministers. This policy provides the relevant SFRS Directorate Management Teams detail of the process and requirements for preparing their Certificates of Assurance to support the Chief Officer’s Annual Governance Statement (AGS) as set out in the Public Finance and Accountability (Scotland) Act 2000 (PFA Act). • Scheme of Delegation: sets out the arrangements for levels of responsibility and authority in making decisions on behalf of the SFRS. • Standing Orders for meetings of the Board and its Committees and Sub-Committees: sets out the general principles for conducting Board business and administration arrangements. • Terms of Reference for the Audit & Risk Assurance Committee: sets out the establishment of the Audit & Risk Assurance Committee, its membership and appointment process, scope of activity including risk management, accounting processes and anti-fraud arrangements, and decision making within their limits of responsibilities. • Terms of Reference for the Integrated Governance

	<p>Forum: sets out the terms of reference of the forum to provide assurance to the SFRS Board that specific governance issues identified in Committees are discussed across the Board thereby ensuring joined up corporate governance, role as a non-decision making body.</p> <ul style="list-style-type: none"> • Terms of Reference for the Change Committee: Strategic Change and Major Projects: sets out the terms of reference of the committee to oversee and scrutinise the progress of change strategies and any underpinning plans, programmes and major projects across the Service, and to provide assurance that the future strategic direction (as set out and approved by the SFRS Board) of the Service is being delivered, decision making within their limits of responsibilities. • Terms of Reference for the Service Delivery Committee: sets out the terms of reference of the committee to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, to drive improvement, providing assurance to the Board, with decision making within their limits of responsibilities. • Terms of Reference for the People Committee: sets out the terms of reference of the committee to oversee and scrutinise while providing strategic advice and direction on matters affecting employees and to ensure that staffing and remuneration arrangements support the strategic aims and ethos of the SFRS and are affordable, with decision making within their limits of responsibilities. • Terms of Reference for Remuneration, Appointments and Nominations Sub-Committee: sets out the terms of reference of the committee to offer guidance, support and recommendations to the Board and Chief Officer, in relation to matters of remuneration, appointments, nominations and negotiations, reporting through the Chair of the People Committee, role as a non-decision making body. • Board Support sets out the establishment of a Board Support Team indicating roles and responsibilities and setting out the principles for corporate administration of Board/committee business and meetings. • Code of Conduct for Board Members of the SFRS: sets out the standards expected of Board member
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	<p>behaviour as required by The Ethical Standards in Public Life etc (Scotland) Act 2000 and as enforced by the Standards Commission.</p> <ul style="list-style-type: none"> • Terms of Reference for the Employee Partnership Forum: is a national arrangement which provides a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, role as a non-decision making forum. • Terms of Reference for the Partnership Advisory Group: provides a platform to discuss and review matters affecting our employees and to ensure that overall staffing arrangements support the strategic aims and ethos of the SFRS, where these can no longer be resolved through other internal procedures, with decision making within their limits of responsibilities. <p>Collectively these policy documents, code and Board papers set out the general operating arrangements for the Board and the SFRS to conduct its business in an effective, efficient, accountable and transparent manner.</p>
<p>What results/outcomes are intended?</p>	<p>Efficient and effective management of Board and SFRS proceedings and to ensure open and transparent working ensuring scrutiny can be conducted appropriately.</p> <p>Accountable Board members who in turn hold SFRS personnel to account.</p> <p>Ensure SFRS comply with the Fire Scotland Act 2005 (as amended) and the Police and Fire Reform Act 2012 and also as an outcome of the Fire and Rescue Framework ensuring this is taken into account when implementing the SFRS Strategic Plan.</p> <p>To ensure that decision making and reporting demonstrates how equality issues are considered, including as an element of SFRS's improvement processes.</p>
<p>Who is intended to benefit and in what way?</p>	<p>Communities and wider stakeholders by gaining an understanding of the governance arrangements in place within the SFRS and how they are managed.</p> <p>Scottish Government – through an accountable Board.</p> <p>SFRS Board – through clear processes for administering Board business.</p> <p>SFRS SLT – through clear processes for administering Board business.</p>

<p>Does it link with any other function/policy/activity/project?</p>	<p>Fire and Rescue Framework for Scotland 2022 - sets out Scottish Ministers' expectations of the SFRS and provides strategic priorities and objectives, together with guidance on how the delivery of SFRS's functions should contribute to the Scottish Government's (SG) purpose.</p> <p>SFRS Governance & Accountability Framework - sets out the broad governance structures within which the SFRS will operate and defines key roles and responsibilities which underpin the accountability relationships between the SFRS and the SG.</p> <p>SFRS Strategic Plan - sets the policy and resources framework within which the SFRS will operate, informing funding decisions and providing the basis for performance and financial monitoring and outlines the outcomes and objectives on which the SFRS will focus its attention and identify its ambitions for the period of the plan.</p> <p>SFRS Annual Operating Plan – as set out in the Governance and Accountability Framework, the SFRS has a duty to prepare an Annual Operating Plan to support the achievement of the Strategic Plan.</p> <p>SFRS Good Governance Framework - is to encourage better service delivery and improved accountability of good governance in the SFRS giving a clear high-level overview of the key elements across the organisation, how this all works in practice and developing an integrated assurance approach.</p> <p>Annual Governance Statement - outlines the arrangements that are in place for internal control, risk management and corporate governance, and how effective these arrangements have been during the period under review.</p>
<p>What factors/forces could contribute/detract from the outcomes?</p>	<p>Detract – failure to ensure that the overall process of Board governance is fully followed and easily understood by all relevant Board members and SFRS personnel.</p> <p>Annual governance review undertaken and annual governance statement produced to ensure process is being followed and implemented.</p>
<p>Who will be responsible for implementation?</p>	<p>SFRS Board Chair and Committee Chairs, Accountable Officer (Chief Officer), Board Support Team and Chief Officer's Business Team</p>

PART 2 – ESTABLISHING RELEVANCE

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- This section is designed to determine if there is relevance between the function/policy and equality and Human Rights legislation.
- This section is designed to determine if there is relevance between the function/policy and the Protected characteristics as defined in the Equality Act 2010, other equality characteristics or Human Rights.
- Initial screening will provide an audit trail of the justification for those functions that have been deemed not relevant for impact assessment.

Q1A. The function/policy will or is likely to influence SFRS’ ability to....

General Equality Duty	Yes/ Potential	No	Don’t Know/Don’t Have Enough Evidence
<i>* If required, further information on General Equality Duty can be accessed here.</i>			
Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between people who share a characteristic and those who do not	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between people who share a relevant protected characteristic and those who do not.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1B. The function/policy will or is likely to be relevant on the grounds of....

Please tick as appropriate.

** If required, further information on the protected characteristics can be accessed here.*

	Yes/ Potential	No	Don’t Know/Don’t Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring Responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care Experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and Economic Disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health & Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1C. If you have selected 'No' for any or all of the characteristics above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Q2A. Is the function/policy relevant to the Human Rights Act 1998?

* If required, further information on the Human Rights Act 1998 can be accessed [here](#).

Yes No Don't Know

Q2B. Is the function/policy relevant to the United Nations Convention on the Rights of the Child?

* If required, further information on the United Nations Convention on the Rights of the Child can be accessed [here](#).

Yes No Don't Know

Q2C. If you have selected 'No' for Human Rights and/or Children's Rights above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Board arrangements don't apply to children.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 – IMPACT ASSESSMENT

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
<p><u>Age</u></p> <p>Consider: Children, young people and adults. Education, retirement, physical health, mobility, access and egress, specific needs in relation to fire safety, communication needs and/or barriers.</p> <p>Mental Health: Different impacts both positive and negative dependent on life stages around participation, relationships, poverty, education and training, opportunities to succeed and physical health.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of age.</p> <p>Relevance to age relates entirely to the accessibility of Board proceedings. Older people are more likely than younger people to experience physical or sensory impairment that may affect their ability to access materials and/or attend a Board meeting as a member of the public. More opportunity to attend and observe a Board meeting will be available through the ability to join some meetings remotely.</p> <p>Issues of accessibility are referenced in the Summary and Conclusion section below.</p> <p>There is anecdotal evidence that younger people are less likely to participate in public life than older people and this may mean that fewer young people will attend Board meetings or interact with Board members. The methods used to promote Board meetings and Board business is referenced in the Summary and Conclusion section below.</p>
<p><u>Caring Responsibilities</u></p> <p>Consider: Carers for elderly relatives, individuals with a disability, children under 18. Times/Days of meetings and events, changes in working patterns, young carers and care experienced individuals.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of caring responsibilities.</p> <p>Relevance to caring responsibilities relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>Mental Health: Juggling work and caring responsibilities can be both rewarding but also extremely stressful. 71% of carers have poor physical and mental health. Differing outcomes and barriers for groups (such as care experienced people and young carers) including education, poverty, lack of inclusion and life opportunities.</p>	
<p><u>Care Experienced</u></p> <p>Consider: Different types of care (Residential, Kinship, Foster, At Home). Corporate Parenting responsibilities. Barriers around housing, education, employment.</p> <p>Mental Health: Higher instance of mental health concerns than peers. Difficulties and losses in family relationships, disruption to schooling and changes in care placements (including multiple geographical locations) can make it difficult to form good social and personal relationships.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of care experience.</p> <p>Relevance to care experienced relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is a possibility that individuals who are care experienced are less likely to participate as they are less informed about public bodies and lack the means to engage through attendance at meetings or to engage in a manner meaningful to them.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
<p><u>Disability</u></p> <p>Consider: Accessible communications, buildings and facilities, travel needs, medication, confidentiality, needs around fire safety, support mechanisms available, opportunities to promote life chances, e.g. employment, and housing and social inclusion.</p> <p>Mental health: Life chances (notably education, employment and housing), social inclusion, support, choice, control and opportunities to be independent are factors that will influence the mental health of people with disabilities both positively and negatively.</p> <p>* SFRS 'We are Positive about Disability' can be accessed here.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of disability.</p> <p>Relevance to disability relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>* Link to the Events Planning Checklist here.</p>	
<p><u>Gender reassignment</u></p> <p>Consider: Confidentiality, decency, appropriate facilities and transitioning support.</p> <p>Mental Health: Transgender people’s mental health can be affected positively and negatively by all of the other characteristics in this document. They may face additional challenges around stigma, harassment, hate crime and can be at an increased risk for some mental health issues.</p> <p>This includes individuals under the umbrella of Transgender who identify as non-binary and gender non-conforming.</p> <p>* Link to the SFRS Guidance for supporting employees who are transitioning can be accessed here.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of gender.</p>
<p><u>Marriage and Civil Partnership</u></p> <p>Consider: Work policy and practice(s) to ensure they are not discriminatory.</p> <p>Mental Health: Good social and personal relationships are central to wellbeing and good mental health. A breakdown in these relationships can have a negative impact on mental wellbeing.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of marriage or civil partnership status.</p> <p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their marital/civil partnership status.</p>
<p><u>Pregnancy and maternity</u></p> <p>Consider: Safety of the Mother/Birth Parent & Fetus, PPE and uniform, pregnancy related appointments and absences, KIT Days, breastfeeding/chestfeeding facilities and mobility as it relates to fire safety.</p> <p>Mental Health: Possibility of Ante-natal and Post-natal</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of pregnancy and maternity.</p> <p>As with caring responsibilities relevance to pregnancy and maternity relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>depression. Access to support whilst on maternity leave. Concerns around return to work. Impact on both parents if there are complications or bereavements linked to the pregnancy.</p>	
<p><u>Race</u></p> <p>Consider: Participation, language barriers, cultural differences, recruitment and selection. Life chances (notably education, employment and housing).</p> <p>Remember: Gypsies and Travellers are a racial group as defined in s9 Equality Act 2010.</p> <p>Mental Health: Language barriers, racism, socio-economic factors, diagnostic bias, cultural differences, unconscious bias, institutional discrimination, mental health stigma and poor uptake of health services.</p>	<p>There is clear evidence to indicate that BME people are underrepresented and participation levels in public life or engagement with public bodies is low hence the term 'hard to reach' - https://www.gov.scot/publications/crer-ant-racist-policy-making-scotland-review/pages/6/.</p> <p>There is a possibility that new migrants to Scotland will be less likely to participate than established communities as they are less informed about public bodies and the role of public engagement.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups to promote and market opportunities for participation.</p>
<p><u>Religion and Belief</u></p> <p>Consider: Uniform, prayer/reflection areas, dates/times of religious festivals for event planning and fire safety information. Dietary requirements.</p> <p>Mental Health: Religion and belief(s) can have a positive impact on mental health through the support they can provide. A breakdown of this could impact mental health. Studies also show that there can be negative impacts on mental health around religion, particularly as it relates to upbringing and/or a difference in life views.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>There is evidence to indicate that people from underrepresented religion and belief groups participate less in public life or engagement with public bodies.</p> <p>(Public appointments: just over half of applicants in 2011-12 identified as belonging to a Christian denomination. The majority of these identified as Church of Scotland, with the remainder split between Roman Catholic and other Christian denominations - https://www.gov.scot/publications/scottish-government-equality-outcomes-religion-belief-evidence-review/)</p> <p>There is a possibility that new migrants to Scotland will be less likely to participate than established communities as they are less informed about public bodies and the role of public engagement.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
<p><u>Sex (gender)</u></p> <p>Consider: Dignified facilities, sanitary provisions, appropriate PPE, menopause, individuals who</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of gender.</p>

<p>are non-binary, domestic abuse, gender specific illness, e.g. prostate cancer for men, endometritis for woman.</p> <p>Mental Health: Gender has a significant impact on risk and protective factors for mental health and the way in which the experience of mental distress is expressed. Depression, anxiety, attempted suicide and self-harm are more prevalent in women, while completed suicide, drug and alcohol abuse, crime and violence are much more prevalent among men. Women are much more vulnerable to poverty and unemployment, and are more likely to suffer domestic violence, rape and child abuse. Men experiencing abuse as children or adults may find it more difficult to disclose this.</p>	<p>As with pregnancy and maternity relevance to gender relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is no evidence that indicates that men or women are more/less likely to participate in public life or engage with public bodies arising from the status of their gender.</p> <p>Women in the broader population are more likely to be the primary carer for a dependent and this may affect ability to attend meetings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
<p><u>Sexual Orientation</u></p> <p>Consider: Confidentiality, heterosexual bias in language, use of pronouns, policy development, recruitment and selection practices.</p> <p>Mental Health: Some studies suggest that gay, lesbian, bisexual and transgender people are more vulnerable to certain factors that increase risk of poor mental health (e.g. being bullied, discrimination and verbal assault) – and more likely to report psychological distress than their heterosexual counterparts.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of sexual orientation.</p> <p>The requirement to disclose the interests of a partner/spouse in the Code of Conduct may require individuals to disclose their sexual orientation.</p>
<p><u>Social and Economic Disadvantage</u></p> <p>Consider: Differences in life chances such as education, employment, income, social inclusion and access to health services. Lifestyle factors, e.g. smoking and alcohol use as they relate to fire safety information.</p> <p>Mental Health: Adults living in the</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the grounds of social or economic disadvantage.</p> <p>Relevance to social or economic disadvantage relates entirely to the accessibility of Board proceedings and materials. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p> <p>There is a possibility that individuals who are socially</p>

<p>most deprived areas are twice as likely to have mental health issues. Factors such as poverty, poor housing, lack of opportunity and low social status can cause stress and distress. Other impacts on well-being, may come from feelings of low self-esteem, shame, and disrespect. Link between deprivation and suicide.</p> <p>* Link to the Fairer Scotland Duty Guidance can be accessed here.</p>	<p>or economically disadvantaged are less likely to participate as they are less informed about public bodies and lack the means to engage through attendance at meetings or to engage in a manner meaningful to them.</p> <p>The Summary and Conclusion section references the importance of broad advertising and interacting with stakeholder groups.</p>
<p><u>Island Communities</u></p> <p>Consider: Challenges around distance, geography, connectivity, demography and the loss of vital skills to the mainland.</p> <p>Mental Health: Remote and rural communities can face particular challenges around the availability and access to support in times of distress. There can be feelings of isolation but also a lack of privacy when communities are particularly close knit.</p> <p>* Link to the Scottish Government Island Community Impact Assessment Guidance can be accessed here.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on remote and rural communities.</p> <p>Relevance to island communities relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
<p><u>Mental Health and Wellbeing</u></p> <p>Not all people with a mental health condition have a disability. For example, someone may have a diagnosis of bi-polar disorder which is well-managed and experience good mental health. However, many mental health conditions can have an impact on wellbeing.</p> <p>Consider: Crew Welfare before, during and after their involvement in a potentially traumatic incident.</p> <p>Stress factors, concern(s) of stigma and/or discrimination if coming forward.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on mental health.</p> <p>Relevance to mental health relates entirely to the accessibility of Board proceedings. Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>

<p>Life changes such as bereavement, broken- down relationships, changes in physical health.</p> <p>Poor mental health can lead to higher risk health behaviours (e.g. smoking and drug misuse). This, combined with unequal access to services, can result in poor health outcomes and shortened life expectancy.</p> <p>Higher risk in relation to Fire Safety.</p> <p>* Link to the Mental Health and Wellbeing Checklist can be accessed here.</p>	
<p><u>Human Rights</u></p> <p>Consider: 16 basic rights protected by the Human Rights Act and how they may relate to any policy/practice/decision.</p> <p>Mental Health: Mental health evidence relates to the Human Rights Act by highlighting the links between poor mental health and inequalities. Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS personnel which may potentially impact on the Human Rights.</p> <p>The Code of Conduct may have some relevance to the Human Rights Act article 8 Right to Respect for Private and Family Life. This is referenced in the Summary and Conclusion section below.</p> <p>It is not viewed there is any relevance to Protocol 1 Article 1 Protection of Property as the Code does not prohibit the use or retention of property, it only seeks the disclosure of potential conflict of interest with the view to preserving the integrity of Board decisions and proceedings.</p>
<p><u>Children’s Rights</u></p> <p>Consider: General principles: Non-discrimination (article 2) Best interest of the child (article 3) Right to life survival and development (article 6) Right to be heard (article 12)</p> <p>Mental Health: Poor mental health can both be a consequence of inequality and result in social, economic and health inequality. Links between poverty and mental health.</p>	<p>N/A see above.</p>
<p>Impact on Inclusion or People in General not covered by specific</p>	<p>The suite of documents covered by this assessment do not relate to the decisions made by the Board or SFRS</p>

<p>characteristics</p> <p>Consider: any other inclusion points, e.g. differing impacts for employee groups or for different communities.</p> <p>Gaelic Language</p> <p>Consider: Accessibility, education/schools, training, Gaelic speaking employees, cultural & heritage awareness, signage replacement.</p> <p>The SFRS Gaelic Language Plan can be accessed here.</p>	<p>personnel which may potentially impact on people.</p> <p>Some people may be less able to attend Board meetings and less able to participate in public life because of their geographic location and cost or distance of travel.</p> <p>There is an opportunity to make a positive impact on people in island communities by allowing public access to Board proceedings through the use of other methods such as the ability to join remotely, as well as direct feedback using the online comments process.</p> <p>The hosting of Board meetings at venues across Scotland provide an opportunity for many more people to attend than if the location was isolated to HQ, Cambuslang.</p> <p>Issues of accessibility and other methods of participation are referenced in the Summary and Conclusion section below.</p>
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<p>Summary and Conclusion of Impact Assessment</p> <p>Collectively these documents provide the operating arrangements for the Board of the SFRS with the SFRS Good Governance Framework supporting a clearer understanding of how this all works. There is limited relevance to equality and some, albeit limited, opportunity to make a positive impact in relation to the general equality duty across the protected characteristics as it relates to these governance and operating arrangements. It will be the proposals and recommendations submitted to the Board which makes use of these arrangements that will potentially be relevant to equality and human rights rather than the arrangements to be followed.</p> <p>Any report brought forward to the Board for decision will have a separate EHRIA where appropriate, which will include an islands assessment, as part of the governance arrangements which will be considered and reflected upon as part of the decision making process. Further to this the Board will review the impact of decisions being made after a period of 12 months.</p> <p>There are, nevertheless, some specific areas of activity where there is a direct relevance to equality arising from this suite of documents.</p> <p><u>Relevant documents: Membership & Operating Arrangements and Terms of Reference to each Committee</u></p> <p>Issue: Accessibility of Board agendas, reports, papers and other communication (public). Board papers are made available to the public through the SFRS website. This is viewed as an proportionate means of making written materials accessible to individuals with a sensory impairment, who may have difficulty with reading arising from a learning difficulty or other condition such as dyslexia, or for whom English is not their first language. The website is compatible with a range of supportive technologies such as text readers, contrast control and font size adjustments. The website is compatible with Google translate which will facilitate translation of information into a number of other languages. It is recognised that some individuals may require additional measures to meet the requirements of their disability and such requests will be considered on a case by case basis for a reasonable adjustment</p>
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to be implemented. The translation of Board papers into alternative languages would be prohibitively expensive for the SFRS to fulfill individual requests and it would be an expense that would be disproportionately high compared to the impact achieved for the individual. Instead the Board Support Team will consider each request for alternate language provision with a view to ensuring that all of Scotland's communities can access the significant issues pertaining to SFRS and Board business.

It should be noted that this section relates only to the materials produced to support the administration of Board proceedings and not to any SFRS material such as community engagement materials which may have to be provided in alternate formats and/or languages.

The SFRS and Board have an ambition to provide materials in easy to understand language and format. It is, however, noted that the business of the Board may at times be complex and will not lend itself to simplification without loss of meaning. The Board and the SFRS recognise the importance of focusing on key and significant messages and documents that will contribute towards improved community safety as well as transparency and accountability of the SFRS.

Issue: Accessibility of Board agendas, reports, papers and other communication (Board members and SFRS personnel).

In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. Board members are emailed a link to their Board papers and other communications accessed via their Board sharepoint site and can therefore make use of assistive technologies referenced above. Other requests for alternate formats of materials can be accommodated on request such as large print versions of documents.

SFRS personnel can access materials via the intranet and/or SFRS website and can utilise assistive technologies. Other requirements for personnel to enable them to perform their job will be considered on a case by case basis for a reasonable adjustment on the grounds of disability.

Issue: Accessibility of Board meetings (public).

There is an opportunity to make a positive impact across all protected characteristics by allowing public access to Board proceedings. The hosting of Board meetings at venues across Scotland provide an opportunity for many more people to attend than if the location was isolated to HQ, Cambuslang.

There is a further opportunity to make a positive impact through the participation in other stakeholder engagement activities that are to be programmed to coincide with Board meetings. This has the potential to allow access to Board members for a range of local community groups that might not otherwise be considered a stakeholder/partner providing that the Board extends their engagement activities outwith the scope of recognised partner agencies such as Community Planning Partnerships.

The accessibility of Board meetings is only as good as the ability of the Board, SFRS and Board Support Team to enable the participation of members of the public. Enabling participation includes:

- Picking venues for the Board proceedings that are well served by public transport.
- Making use of venues that have good disability access provisions such as adequate designated parking, induction loop hearing assistance, wheelchair access, suitable and varied seating and well maintained premises clear of unnecessary clutter and obstruction.
- Extend the promotion of attendance at Board meetings beyond those controlled

centrally by the Board Support Team (eg website notification) to a local level to be supported by the Board Support Team and local SFRS personnel promoting the Board meetings through local press releases and notices in community, religious centres and other public buildings.

Board meetings are currently scheduled to take place on Thursday mornings/early afternoon. This does not conflict with known religious observance days and as such the timing of Board meetings does not pose a barrier to attendance. It is unlikely that the scheduling of Board meetings will bring the date of meeting into conflict with significant religious festivals, nevertheless, the Board Support Team will maintain a review of the Board schedule to prevent repeated conflict of dates affecting any particular faith group.

It is not the intention of the Board/SFRS to provide food or drink to members of the public attending the Board meeting and as such no consideration on these grounds needs to be given to meeting cultural/religious/dietary requirements.

It is recognised that there may be some individuals who would wish to attend a Board meeting but are unable to do so despite the measures referenced above. Attendance may not be possible because of geographic location, other responsibilities such as work commitments or caring for a dependent, cost or distance of travel or physical impairment severely affecting mobility. While attendance at Board meetings may not be possible the Board and SFRS seek to enable participation through the use of other methods such as the ability to join remotely, as well as direct feedback using the online comments process.

Issue: Accessibility of Board meetings (Board members and SFRS personnel).

In addition to those points highlighted above for the public there are specific arrangements in place to aid Board members and SFRS personnel. The Board Support Team will ensure that those venues used for Board meetings have arrangements in place to provide catering that would meet requests based on the grounds of cultural or religious observance.

Code of Conduct

The Code is enforced by an external body and was revised and approved by Scottish Ministers in December 2021. This has an impact on the SFRS Board members. Overall the Code is likely to have a neutral effect on the grounds of protected characteristics by seeking to maintain a standard of behaviour that is consistent across similar organisations and has the objective of promoting integrity, honesty and fairness in the proceedings of the Board. There is a possibility for a negative impact on the grounds of marriage/civil partnership and/or sexual orientation. The requirement to disclose conflict of interest of partners/spouses may require individual members of the Board to release information they consider private and would otherwise not wish to disclose. Similarly, the disclosure of the interests of a same sex partner may result in the disclosure of sexual orientation which the individual may wish to keep private. Nevertheless, the requirement to ensure that public bodies and their representatives remain accountable and transparent in the pursuit of robust and fair public activities outweighs any consideration of protection of privacy within the context of disclosing a partner's interests.

The Code of Conduct provides an opportunity to make a positive impact on the grounds of age, gender, disability, sexual orientation, religion and belief, social and economic disadvantage and gender identity by supporting the Scottish Government's ambitions to improve the representation on public boards from these groups. This has a relationship to all elements of the general equality duty.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring

PART 4 – MONITORING AND REVIEW

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality Human Rights.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

Q1 – For Functions/Policies Screened in Section 2 or 3 as Not Relevant on the grounds of Equality or Human Rights...

You must now set out how you intend to monitor and review the function/policy. You should provide an indication of when you intend to review the function/policy, the method for doing so and how you will assess that no-relevance to Equality and Human Rights continues.

The Board and the Board Support Team will review the processes for governance and administering Board business as part of the annual governance review.

Q2 – For Functions/Policies where there is evidence or justification for believing there is relevance to Equality or the Human Rights please provide detail on the plan to achieve this by completing A – D below.

A: What will be monitored?

The Board and the Board Support Team will periodically review the processes for governance and administering Board business.

In relation to equality this will include:

- 1 Accessibility and suitability of meeting venues (access and catering provisions).
- 2 Requests for alternate formats of written information on grounds of disability and language.
- 3 Range of community groups attending or participating in Board proceedings.

The purpose of the monitoring is to:

- Identify trends and patterns of requests made and action taken relating to disability access and non-English language provision.
- Illustrate the steps taken by the SFRS to enable all of Scotland’s communities to be involved.

This will mean that the processes for monitoring will themselves be reviewed and refined over time.

Following the Board’s decision in 2023 to retain a hybrid approach for Board/Committee meetings, the opportunity to attend a Board meeting remotely via conference facilities will continue to be monitored and reviewed.

Note: An equality impact assessment will be developed relating to the appraisal process for Board members and a separate monitoring system for that process put in place.

B: How will monitoring take place and who will carry it out?

- 1 Create an EIA folder on Board Support Team SharePoint site to capture and store monitoring processes.
- 2 Develop and provide a checklist guide to potential venue owners of requirements based on needs.
- 3 Log requests for alternate formats and action taken.
- 4 Log requests for assistance at Board/Committee meetings and action taken.
- 5 Log the places Board/Committee meeting notices have been distributed, log any requests for attendance at meetings and/or note any issues arising during proceedings relating to equality.
- 6 Log the range of stakeholder/community groups involved in the ancillary activities taking place alongside Board meetings.
- 7 Compliments, comments and feedback on Board proceedings.

This range of measures may be refined where it is determined that there is no on-going need to capture this information.

C: What is the frequency of monitoring?

For each Board/Committee meeting subject to the provision that this range of measures may be refined where it is determined that there is no on-going need to capture this information.

Monitoring will be aligned to the annual governance review however if, at any point, any outcomes are considered to have an impact on these arrangements a further review could be undertaken as required.

D: How will monitoring information be used?

The information will be used to:

- Illustrate the steps taken to involve all of Scotland's communities and demonstrate the measures involved in ensuring the Board is actively pursuing a policy of openness, transparency and accountability.
- To inform Board proceedings to ensure that people are enabled to participate and that processes are accessible to all stakeholders.
- To ensure continual good governance, assurance and scrutiny.

Q3: Actions – Who will undertake any recommendations and/or monitoring actions?

This will be revised as part of the annual review conducted around March/April as part of the review of the governance arrangements of the Board.

PART 5 – APPROVAL

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

This Equality and Human Rights Impact Assessment was completed by:

Name	Heather Greig
Date	1 April 2024

This Equality and Human Rights Impact Assessment was approved by:

Name	The Board of the Scottish Fire and Rescue Service
Date	25 April 2024

Please submit a copy of the completed document to SFRS.Equality@firescotland.gov.uk

Equality and Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 – BASIC INFORMATION

(This section should be completed by the Policy Owner)

Before you complete an Equality and Human Rights Impact Assessment (EHRIA) you must read the guidance notes and, unless you have a comprehensive knowledge of the equality legislation and duties, it is strongly recommended that you attend an EHRIA training course.

Name of the proposed new or revised policy, strategy, project, activity or service being assessed.

SFRS Board Annual Performance Appraisal

Policy owner(s) responsible for completing the Equality and Human Rights Impact Assessment.

Board Support Team – Governance, Strategy & Performance, Strategic Planning, Performance and Communications

Colleagues and/or other partners involved.

SFRS Board Members

E&D Practitioner/Support

Parveen Khan

Date Commenced

1 April 2024

Please complete the following questions.

<p>1. Develop a clear understanding of your aims, objectives and the intended outcomes of the policy, strategy, project, activity or service.</p>	
<p>Briefly describe the main aims, objectives and purpose.</p>	<p>The aim is to ensure that all Board members are provided with the opportunity to participate in an appraisal review scheme. The Board appraisal process will be used by Board members and the reviewing manager (Chair of the SFRS Board) to assess performance and provide opportunity for meaningful discussion by focusing on both the achievement of objectives ('what' is done) as well as an appraisal of skills, knowledge, behaviours and competencies ('how' it is done). The appraisal process is a joint review and discussion between an individual and their reviewing manager to review performance over the last 12 months and set development opportunities and objectives for the forthcoming year.</p> <p>It is intended to contribute to the continuous improvement of the public body's decision-making, effectiveness and performance.</p> <p>It provides a standardised framework to plan and review individual performance and consider development opportunities.</p>
<p>What results/outcomes are intended?</p>	<p>The general principles are to:</p> <ul style="list-style-type: none"> • Provide new Board members with constructive feedback on an on-going basis throughout the reporting year. Other members are also entitled to ask for feedback during the year. • Promote self-reflection on individual performance. • Look forward, not just back, to ensure account is taken of the future needs of the organisation, any learning and development identified and the aspirations of the Board member. • Identify and discuss any performance-related issues as part of the on-going process of constructive feedback. • Keep all appraisal documentation simple, focused and easy to use and completed during, or shortly after, the appraisal and signed by both parties. • Provide assurance, by the Board Chair to the Sponsor Director/Deputy Director that Board member appraisals have taken place. • Ensure a clear process is in place to resolve any instances where any irreconcilable differences occur between the Board Chair and Board member. In the first instance these issues should be referred to the Sponsor Director/Deputy Director.

<p>Who is intended to benefit and in what way?</p>	<p>All Board members.</p> <p>Scottish Government by ensuring the public body delivers its functions effectively and efficiently in accordance with Ministerial aims, policies and priorities.</p>
<p>Does it link with any other function/policy/activity/project?</p>	<p>Fire and Rescue Framework for Scotland 2022 - sets out Scottish Ministers' expectations of the SFRS and provides strategic priorities and objectives, together with guidance on how the delivery of SFRS's functions should contribute to the Scottish Government's (SG) purpose.</p> <p>Code of Conduct for Board Members of the SFRS – sets out the conduct expected of those who serve on the boards of public bodies in Scotland and how the provisions of the Code should be interpreted and applied in practice in line with the nine key principles of public life in Scotland.</p>
<p>What factors/forces could contribute/detract from the outcomes?</p>	<p>Detract – failure to ensure that the overall process of Board performance appraisal review is fully followed and easily understood by all relevant Board members and Chair. Lack of compliance to ensure that the general principles of performance appraisal reviews are fully implemented and appraisal reviews carried out.</p>
<p>Who will be responsible for implementation?</p>	<p>SFRS Board Chair Scottish Government</p>

PART 2 – ESTABLISHING RELEVANCE

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- This section is designed to determine if there is relevance between the function/policy and equality and Human Rights legislation.
- This section is designed to determine if there is relevance between the function/policy and the Protected characteristics as defined in the Equality Act 2010, other equality characteristics or Human Rights.
- Initial screening will provide an audit trail of the justification for those functions that have been deemed not relevant for impact assessment.

Q1A. The function/policy will or is likely to influence SFRS' ability to....

General Equality Duty	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
<i>* If required, further information on General Equality Duty can be accessed here.</i>			
Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between people who share a characteristic and those who do not	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between people who share a relevant protected characteristic and those who do not.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1B. The function/policy will or is likely to be relevant on the grounds of....

Please tick as appropriate.

** If required, further information on the protected characteristics can be accessed here.*

	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring Responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care Experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and Economic Disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health & Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1C. If you have selected 'No' for any or all of the characteristics above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

Q2A. Is the function/policy relevant to the Human Rights Act 1998?

* If required, further information on the Human Rights Act 1998 can be accessed [here](#).

Yes No Don't Know

Q2B. Is the function/policy relevant to the United Nations Convention on the Rights of the Child?

* If required, further information on the United Nations Convention on the Rights of the Child can be accessed [here](#).

Yes No Don't Know

Q2C. If you have selected 'No' for Human Rights and/or Children's Rights above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

No relevance to children's rights as they are not Board members.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 – IMPACT ASSESSMENT

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
<p><u>Age</u></p> <p>Consider: Children, young people and adults. Education, retirement, physical health, mobility, access and egress, specific needs in relation to fire safety, communication needs and/or barriers.</p> <p>Mental Health: Different impacts both positive and negative dependent on life stages around participation, relationships, poverty, education and training, opportunities to succeed and physical health.</p>	<p>Age is relevant to the appraisal process as it is often linked directly to an individual's experience and length of service. Therefore to ensure that the appraisal process is fair and objective the process should be impartial and not biased on the basis of age – for example, assuming that older members are more efficient within their role and the contrary for younger staff. Focus on the values such as Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal (and moral) obligations to advance equality of opportunity.</p>
<p><u>Caring Responsibilities</u></p> <p>Consider: Carers for elderly relatives, individuals with a disability, children under 18. Times/Days of meetings and events, changes in working patterns, young carers and care experienced individuals.</p> <p>Mental Health: Juggling work and caring responsibilities can be both rewarding but also extremely stressful. 71% of carers have poor physical and mental health. Differing outcomes and barriers for groups (such as care experienced</p>	<p>The criteria used must not directly or indirectly discriminate against any individual or group of individuals with caring responsibilities who have not been able to give time over and above the requirements of the role in the way that others might have been able to do. It will be for the Board Chair to have some flexibility in this respect.</p>

<p>people and young carers) including education, poverty, lack of inclusion and life opportunities.</p>	
<p><u>Care Experienced</u></p> <p>Consider: Different types of care (Residential, Kinship, Foster, At Home). Corporate Parenting responsibilities. Barriers around housing, education, employment.</p> <p>Mental Health: Higher instance of mental health concerns than peers. Difficulties and losses in family relationships, disruption to schooling and changes in care placements (including multiple geographical locations) can make it difficult to form good social and personal relationships.</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>
<p><u>Disability</u></p> <p>Consider: Accessible communications, buildings and facilities, travel needs, medication, confidentiality, needs around fire safety, support mechanisms available, opportunities to promote life chances, e.g. employment, and housing and social inclusion.</p> <p>Mental health: Life chances (notably education, employment and housing), social inclusion, support, choice, control and opportunities to be independent are factors that will influence the mental health of people with disabilities both positively and negatively.</p> <p>* SFRS 'We are Positive about Disability' can be accessed here.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>Reasonable adjustments should be considered and implemented to assist persons with disabilities to perform to a suitable standard in their role as Board member. Performance standards of members with disabilities may not be exactly the same as non-impaired members but should be regarded in accordance with the standards of performance that are measured in relation to both the disability and any reasonable adjustments that have been put in place.</p>
<p><u>Gender reassignment</u></p> <p>Consider: Confidentiality, decency, appropriate facilities and transitioning support.</p>	<p>Individuals may be disinclined to report or complain because they do not want to disclose their own transgender status or their association with someone who is transgender. It is hoped that the process, whilst not specifically focusing on transgender issues but on other protected characteristics, will encourage those</p>

<p>Mental Health: Transgender people’s mental health can be affected positively and negatively by all of the other characteristics in this document. They may face additional challenges around stigma, harassment, hate crime and can be at an increased risk for some mental health issues.</p> <p>This includes individuals under the umbrella of Transgender who identify as non-binary and gender non-conforming.</p> <p>* Link to the SFRS Guidance for supporting employees who are transitioning can be accessed here.</p>	<p>who do wish to raise this as an issue in relation to their performance appraisal/ability to undertake their role effectively.</p> <p>It is also recognised that there may be absence issues with members associated in the transitioning process and again, all members should be treated fairly and not biased against someone because of their transgender status.</p>
<p><u>Marriage and Civil Partnership</u></p> <p>Consider: Work policy and practice(s) to ensure they are not discriminatory.</p> <p>Mental Health: Good social and personal relationships are central to wellbeing and good mental health. A breakdown in these relationships can have a negative impact on mental wellbeing.</p>	<p>Marriage and civil partnership are not directly relevant during the Board performance appraisal review process unless there is an issue surrounding marriage and civil partnership that has an impact on performance. If this is the case then it will be considered with a focus on SFRS values of Respect and Integrity.</p>
<p><u>Pregnancy and maternity</u></p> <p>Consider: Safety of the Mother/Birth Parent & Fetus, PPE and uniform, pregnancy related appointments and absences, KIT Days, breastfeeding/chestfeeding facilities and mobility as it relates to fire safety.</p> <p>Mental Health: Possibility of Ante-natal and Post-natal depression. Access to support whilst on maternity leave. Concerns around return to work. Impact on both parents if there are complications or bereavements linked to the pregnancy.</p>	<p>Those who are on maternity leave will not be adversely impacted through the performance appraisal review process.</p>
<p><u>Race</u></p> <p>Consider: Participation, language</p>	<p>There is evidence to support that BME people are underrepresented at Board/senior management levels. Therefore, equality monitoring of Board members</p>

<p>barriers, cultural differences, recruitment and selection. Life chances (notably education, employment and housing).</p> <p>Remember: Gypsies and Travellers are a racial group as defined in s9 Equality Act 2010.</p> <p>Mental Health: Language barriers, racism, socio-economic factors, diagnostic bias, cultural differences, unconscious bias, institutional discrimination, mental health stigma and poor uptake of health services.</p>	<p>should be undertaken by Scottish Government during the appointments process and actions developed to address under representation eg career progression.</p>
<p><u>Religion and Belief</u></p> <p>Consider: Uniform, prayer/reflection areas, dates/times of religious festivals for event planning and fire safety information. Dietary requirements.</p> <p>Mental Health: Religion and belief(s) can have a positive impact on mental health through the support they can provide. A breakdown of this could impact mental health. Studies also show that there can be negative impacts on mental health around religion, particularly as it relates to upbringing and/or a difference in life views.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>Religion and Belief should be considered if disclosed by Board members ensuring that appraisal review meetings are held in consultation with Board members so as not to impact on any religious or cultural events.</p>
<p><u>Sex (gender)</u></p> <p>Consider: Dignified facilities, sanitary provisions, appropriate PPE, menopause, individuals who are non-binary, domestic abuse, gender specific illness, e.g. prostate cancer for men, endometritis for woman.</p> <p>Mental Health: Gender has a significant impact on risk and protective factors for mental health and the way in which the experience of mental distress is</p>	<p>Gender is directly relevant as Board members experiences of the performance appraisal review process will be different based on their gender. There may be more male Board members than female Board members and these differences should be taken into consideration eg female Board member may not be comfortable having a performance appraisal review meeting whilst experiencing symptoms of the menopause and may need regular breaks or to reschedule.</p>

<p>expressed. Depression, anxiety, attempted suicide and self-harm are more prevalent in women, while completed suicide, drug and alcohol abuse, crime and violence are much more prevalent among men. Women are much more vulnerable to poverty and unemployment, and are more likely to suffer domestic violence, rape and child abuse. Men experiencing abuse as children or adults may find it more difficult to disclose this.</p>	
<p><u>Sexual Orientation</u></p> <p>Consider: Confidentiality, heterosexual bias in language, use of pronouns, policy development, recruitment and selection practices.</p> <p>Mental Health: Some studies suggest that gay, lesbian, bisexual and transgender people are more vulnerable to certain factors that increase risk of poor mental health (e.g. being bullied, discrimination and verbal assault) – and more likely to report psychological distress than their heterosexual counterparts.</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>
<p><u>Social and Economic Disadvantage</u></p> <p>Consider: Differences in life chances such as education, employment, income, social inclusion and access to health services. Lifestyle factors, e.g. smoking and alcohol use as they relate to fire safety information.</p> <p>Mental Health: Adults living in the most deprived areas are twice as likely to have mental health issues. Factors such as poverty, poor housing, lack of opportunity and low social status can cause stress and distress. Other impacts on well-being, may come from feelings of low self-esteem, shame, and disrespect. Link between deprivation and suicide.</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that all members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>

<p>* Link to the Fairer Scotland Duty Guidance can be accessed here.</p>	
<p><u>Island Communities</u></p> <p>Consider: Challenges around distance, geography, connectivity, demography and the loss of vital skills to the mainland.</p> <p>Mental Health: Remote and rural communities can face particular challenges around the availability and access to support in times of distress. There can be feelings of isolation but also a lack of privacy when communities are particularly close knit.</p> <p>* Link to the Scottish Government Island Community Impact Assessment Guidance can be accessed here.</p>	<p>Members living in island and remote communities on the mainland may have further to travel to attend meetings. Members will be given reasonable paid time to attend such meetings and flexibility to join remotely if appropriate.</p>
<p><u>Mental Health and Wellbeing</u></p> <p>Not all people with a mental health condition have a disability. For example, someone may have a diagnosis of bi-polar disorder which is well-managed and experience good mental health. However, many mental health conditions can have an impact on wellbeing.</p> <p>Consider: Crew Welfare before, during and after their involvement in a potentially traumatic incident.</p> <p>Stress factors, concern(s) of stigma and/or discrimination if coming forward.</p> <p>Life changes such as bereavement, broken- down relationships, changes in physical health.</p> <p>Poor mental health can lead to higher risk health behaviours (e.g. smoking and drug misuse). This, combined with unequal access to services, can result in poor health</p>	<p>Mental Health and Wellbeing (MH&W) should be a key consideration during the performance appraisal review process. If a Board member is unable to participate due to poor MH&W then these need to be considered and support made available to ensure the appraisal review takes place at a pace that suits the individual's needs at the time.</p>

<p>outcomes and shortened life expectancy.</p> <p>Higher risk in relation to Fire Safety.</p> <p>* Link to the Mental Health and Wellbeing Checklist can be accessed here.</p>	
<p><u>Human Rights</u></p> <p>Consider: 16 basic rights protected by the Human Rights Act and how they may relate to any policy/practice/decision.</p> <p>Mental Health: Mental health evidence relates to the Human Rights Act by highlighting the links between poor mental health and inequalities. Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	<p>Positive emphasis on focusing on the values of Respect and Integrity will ensure that members are treated with integrity and fairness. This will help to meet our legal obligations to advance equality of opportunity and fostering good relations.</p>
<p><u>Children's Rights</u></p> <p>Consider: General principles: Non-discrimination (article 2) Best interest of the child (article 3) Right to life survival and development (article 6) Right to be heard (article 12)</p> <p>Mental Health: Poor mental health can both be a consequence of inequality and result in social, economic and health inequality. Links between poverty and mental health.</p>	<p>N/A see above.</p>
<p>Impact on Inclusion or People in General not covered by specific characteristics</p> <p>Consider: any other inclusion points, e.g. differing impacts for employee groups or for different communities.</p> <p><u>Gaelic Language</u></p> <p>Consider: Accessibility, education/schools, training, Gaelic</p>	<p>Relevance to bullying behaviour in the workplace if an individual is not covered by one of the protected characteristics may constitute through a refusal to conduct an appraisal, not listening to the members point of view, not providing a fair assessment of their performance and/or not considering any individual circumstances they may have which has had a knock on effect to their performance within the performance appraisal year.</p> <p>Workplace related stress may develop because a person is unable to cope with the demands being placed on them including a heavy workload. Stress,</p>

<p>speaking employees, cultural & heritage awareness, signage replacement.</p> <p>The SFRS Gaelic Language Plan can be accessed here.</p>	<p>including work related stress, can be a significant cause of illness and is known to be linked with high levels of sickness absence and other issues such as poor performance.</p> <p>It may be that certain tasks, work environments or times of the day are associated with people experiencing difficulties. Where applicable, the Chair of the Board will make adjustments to relieve the stress in a positive and supportive manner.</p> <p>Personal information will be treated in the strictest of confidence and will also apply to where information is stored.</p>
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<p>Summary and Conclusion of Impact Assessment</p> <p>The robustness of a regular and cyclical performance appraisal serves to encourage an inclusive environment where members can be supported in a way which is fair and transparent and provides opportunities for personal development.</p> <p>The overall aims, purpose and implementation of the Performance Appraisal Scheme are designed to eliminate discrimination and foster good relations and provide equal opportunities within the organisation which reflects the aims of the General Equality Duty. Board members will have regular feedback regarding their performance and are empowered to manage their own progress and future development as a result.</p> <p>There is also the understanding that individuals with a protected characteristic may be disinclined to report or complain because they do not want to disclose their protected characteristic or their association with someone who has that protected characteristic but it is hoped that the process will encourage them to utilise the avenues opened to them through this process for raising a concern.</p> <p><u>Code of Conduct</u></p> <p>The Code of Conduct for Members of the SFRS Board (the Code) is enforced by an external body and was revised and approved by Scottish Ministers in December 2021. This has an impact on the SFRS Board members. Overall the Code is likely to have a neutral effect on the grounds of protected characteristics by seeking to maintain a standard of behaviour that is consistent across similar organisations and has the objective of promoting integrity, honesty and fairness in the actions of the Board.</p> <p>The Code provides an opportunity to make a positive impact on the grounds of age, gender, disability, sexual orientation, religion and belief, social and economic disadvantage and gender identity by supporting the Scottish Government’s ambitions to improve the representation on public boards from these groups. This has a relationship to all elements of the general equality duty.</p>

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring

There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring
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PART 4 – MONITORING AND REVIEW

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality Human Rights.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

Q1 – For Functions/Policies Screened in Section 2 or 3 as Not Relevant on the grounds of Equality or Human Rights...

You must now set out how you intend to monitor and review the function/policy. You should provide an indication of when you intend to review the function/policy, the method for doing so and how you will assess that no-relevance to Equality and Human Rights continues.

The Board and the Board Support Team will periodically review the process for administering Board performance appraisals in line with Scottish Government guidance.

Q2 – For Functions/Policies where there is evidence or justification for believing there is relevance to Equality or the Human Rights please provide detail on the plan to achieve this by completing A – D below.

A: What will be monitored?

The Board and the Board Support Team will periodically review the process for administering Board performance appraisals.

The Chair of the SFRS Board will regularly review the performance of each Board member throughout the term of their appointment.

Skills, knowledge and experience of Board members will also be monitored. This information will be captured and monitored in preparation for future public appointments.

Common themes arising from performance appraisal discussions will be captured and monitored throughout the reporting year.

B: How will monitoring take place and who will carry it out?

Review and analysis of monitoring information detailed above.
Feedback from Chair/Board members.
Review of the process as part of the annual review cycle.

C: What is the frequency of monitoring?

Common themes will be reviewed regularly throughout the year.

Monitoring will be aligned to the annual performance appraisal scheme.

D: How will monitoring information be used?

The information will be used to:

- To ensure the process is implemented fairly and in line with Scottish Government guidance.
- To recognise continual good performance and behaviour of Board members along with the necessary skills to ensure a diverse Board.

Q3: Actions – Who will undertake any recommendations and/or monitoring actions?

This will be revised as part of the annual review conducted around March/April in line with arrangements for reviewing the effectiveness of the Board.

PART 5 – APPROVAL

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

This Equality and Human Rights Impact Assessment was completed by:

Name	Heather Greig
Date	1 April 2024

This Equality and Human Rights Impact Assessment was approved by:

Name	The Board of the Scottish Fire and Rescue Service
Date	25 April 2024

Please submit a copy of the completed document to SFRS.Equality@firescotland.gov.uk

Report No: B/SPPC/04-24

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 APRIL 2024						
Report Title:	SFRS THREE YEAR DELIVERY PLAN						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present the members of the Scottish Fire and Rescue Service (SFRS) Board with the Three Year Delivery Plan for approval.						
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	The SFRS Board have requested that from 2024/25 a three year rolling plan is developed that also provides information on Portfolio Programmes and Projects. As such, the Three Year Delivery Plan has been developed to provide one over-arching document that details the strategic and change activities that are planned for the next three years.						
2.3	The development of the Three Year Delivery Plan has been carried out in conjunction with all Directorates to ensure that critical business and those activities required to deliver our ambitions for change are the main focus of the plan.						
3	Main Report/Detail						
3.1	The Three Year Delivery Plan is attached for discussion.						
3.2	As well as providing background information for the reader, the Plan has two main sections: the Three Year Strategic and Change Activity Forecast; and the Annual Operating Plan 2024/25.						
3.3	The Three Year Strategic and Change Activity Forecast section provides high-level information of the work scheduled to take place over the three-year period.						
3.4	The Annual Operating Plan section provides a more detailed view of the work scheduled to take place in 2024/25 through a series of milestones. It contains a total of 39 actions, 23 of which are project-based and are managed via the Portfolio Office.						
3.5	Members of the SFRS Board are requested to review the actions proposed and discuss whether they are appropriate for inclusion.						
3.6	In terms of appropriateness, consider if actions:						

3.7	<ul style="list-style-type: none"> • Are of interest to and progress needs the scrutiny of the SLT and Board. • Deliver considerable benefits to our staff, organisation or communities. <p>At the time of publication, the Strategic Service Review Programme continues to mature and, as such, it has not been possible to include all anticipated change activity. The SFRS Three Year Delivery Plan, which is a three year rolling publication, will continue to be updated to reflect the evolving detail of this business-critical Programme.</p>
3.8	<p>Following approval of the document, it will be circulated across the Service and published internally and externally.</p>
4	Recommendation
4.1	<p>Members of the SFRS Board are invited to:</p> <ul style="list-style-type: none"> • Discuss and agree the content of the SFRS Three Year Delivery Plan. • Approve its publication.
5	Key Strategic Implications
5.1	Risk
5.1.1	<p>Directorates are responsible for identifying and managing any risks associated with the delivery of the Strategic Plan. Activities identified within the Three Year Delivery Plan supports the management of any corporate risk.</p>
5.1.2	<p>Any risks arising from any individual activities will be brought before SLT and the Board through the normal risk management channels.</p>
5.2	Financial
5.2.1	<p>The Three Year Delivery Plan contains activities which will support the SFRS in strengthening financial management arrangements.</p>
5.2.2	<p>Directorates propose activities on the understanding that they can secure sufficient financial resources to ensure delivery. Any financial implications arising from any individual activity will be brought before SLT and the Board as appropriate.</p>
5.3	Environmental & Sustainability
5.3.1	<p>The Three-Year Delivery Plan contains activities which support SFRS's commitment to protecting the environment and achieving greater sustainability.</p>
5.3.2	<p>Activity owners are responsible for identifying any environmental impact that may arise because of their activity.</p>
5.4	Workforce
5.4.1	<p>The Three Year Delivery Plan contains activities which supports SFRS's commitment to developing its workforce. Directorates propose activities on the understanding that they can secure sufficient workforce resources to ensure delivery. Any workforce implications arising from any individual activity will be brought before SLT and the Board as appropriate.</p>
5.4.2	<p>Activity owners are responsible for ensuring any support required from others to deliver the activity is secured for the year ahead.</p>
5.5	Health & Safety
5.5.1	<p>The Three Year Delivery Plan contains activities which supports SFRS's commitment to health and safety.</p>

5.6 5.6.1	Health & Wellbeing The Three Year Delivery Plan contains activities which supports SFRS's commitment to health and wellbeing.	
5.7 5.7.1	Training Activity owners are responsible for identifying any training implications that may arise in the delivery of their activities.	
5.8 5.8.1	Timing The Three Year Delivery Plan is a rolling three year document that provides detailed milestone information on planned activities for 2024/25.	
5.9 5.9.1	Performance Progress against the Three Year Delivery Plan will be reported to the Corporate Board, SLT 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 Three Year Delivery Plan is based.	
5.11 5.11.1	Legal Delivery of the Three Year Delivery 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 Three Year Delivery Plan. 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 activities contained within the Three Year Delivery Plan will contribute to improved service delivery across the Service.	
6	Core Brief	
6.1	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.	
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 Three Year Delivery 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 Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual

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		Operating Plan actions and milestones and take any corrective action where possible/necessary.
8	Appendices/Further Reading	
8.1	Appendix A – Three Year Delivery Plan	
Prepared by:	Louise Patrick, Planning and Partnerships Coordinator	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Richard Whetton, Head of Governance, Strategy and Planning	
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>19 March 2024</i>	<i>For Discussion</i>
<i>Strategic Leadership Team</i>	<i>17 April 2024</i>	<i>For Recommendation</i>
<i>SFRS Board (Strategy Day)</i>	<i>18 April 2024</i>	<i>For Discussion</i>
<i>SFRS Board</i>	<i>25 April 2024</i>	<i>For Decision</i>

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

APPENDIX A

SFRS THREE-YEAR DELIVERY PLAN

2024/25 – 2026/27

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Safety. Teamwork. Respect. Innovation.

INTRODUCTION

As a Service we have a strong sense of how we must evolve and keep improving into the future. The Scottish Government publishes the [Fire and Rescue Framework for Scotland](#) and the Scottish Fire and Rescue Service (SFRS) describes how we meet that Framework through our 10-year [Long-Term Vision](#) and through the SFRS [Strategic Plan 2022-25](#). Our Operating Plan 2024/25 details the key activities we will undertake for the next three years as we deliver against our longer-term Strategic Outcomes and includes detailed milestones for those actions we will deliver for the year ahead.

Looking forward, and like many other public sector organisations in Scotland, the Service is entering into a challenging financial backdrop.

In cash terms for 2024/25, the Scottish Government has provided an uplift of £13.6 million in resource funding and an additional £10.3 million for capital. Despite this funding increase, the Service expects to experience ongoing cost pressures, which alongside the challenges facing public sector funding, will mean substantial savings are required over the three-year period.

We will require to remain agile and reform-focused in responding to an uncertain fiscal environment with the aim of ensuring services contribute strongly to Scotland's National Outcomes; maximise public value; and achieve our ambitions as set out in our Long-Term Vision and our Strategic Plan 2022-25.

We successfully delivered the amalgamation of Scotland's eight fire and rescue services to create the Scottish Fire and Rescue Service. We are proud of the seamless creation of a Service that, though such a period of unprecedented change, continued to deliver efficient and effective emergency services to the people of Scotland, whilst meeting the financial savings required of us by Scottish Government.

We want to keep evolving and deliver a modern, sustainable fire and rescue service that is ready to face the challenges of Scotland's future. There are specific priorities that are important to achieving this over the years ahead.

The first area of focus is to ensure we deliver the best possible services to the people of Scotland and that we recognise the need to adapt to the changes in risk across the many communities of Scotland. We know that some of our stations and appliances are situated in communities based on historical patterns of risk, but those risks have changed over the years. At the same time, we have many ageing buildings that are simply no longer fit for purpose, and this requires urgent action. Our Strategic Service Review Programme (SSRP) will address some of these challenges. Working with the people of Scotland and our stakeholders, the programme will help us identify how we need to change as a Service to achieve our modernisation ambitions, whilst meeting the financial challenges we face over the next three years.

Our Portfolio Office projects will support the delivery of major change projects across the organisation. An example of this is the crucial work to introduce a new mobilising system for the Scottish Fire and Rescue Service.

The safety of SFRS staff remains a priority for the Service. Our dedicated workforce performs life-saving activities on a daily basis, and we will do everything that we can to ensure that they are safe when they carry out their crucial role for the communities of Scotland. A key area of focus in this regard includes the work being carried out to understand the risk that contaminants can have on the health of firefighters and the mitigations we can put in place to limit any danger. We will continue to work with the representative bodies of our staff as we develop our plans in doing so.

The mental health of our people is equally as important. We have several activities planned that aim to improve the health and safety of our staff. The development of the SFRS Wellbeing Framework will be integral to this, as we aim to develop our existing Mental Health Strategy into a framework that provides a far more holistic approach to both the physical and psychological wellbeing of our workforce.

Our third focus is to provide a workplace that creates a positive and inclusive culture, with an open and supportive environment within which all our people can operate. In support of the SFRS Cultural Action Plan and some of the recent recommendations made in the HM Fire Service Inspectorate's report 'Mental Health and Wellbeing Support in the SFRS', work will begin on a series of activities that aim to continue to nurture an inclusive culture that supports our organisational values. One of the most important aspects of this will be hearing from staff, through our Colleague Experience Survey, to understand how they feel about our current culture – what are we good at and where we need to make improvements. Such steps are important to ensuring that all staff feel supported to be their true selves in the workplace. Focus will also be given on continuing to provide our supervisory and middle managers with the skills they need to champion an inclusive culture; and attracting and supporting a more diverse pool of candidates, ensuring that our workforce is more reflective of the communities that we serve.

In 2024 we will be marking the bicentenary of the world's first municipal fire service that was founded in Edinburgh in 1824. The bicentenary provides us with a great opportunity to celebrate the heritage of our Service and we will mark the bicentenary with a service at St Giles Cathedral in October.

We trust that you will find this Three-Year Delivery Plan insightful and, through the activities proposed, see our continued commitment to the delivery of first class fire and rescue service that is fit for Scotland's future.

THE LONG-TERM PRIORITIES FOR SCOTLAND

The Scottish Government's [Fire and Rescue Framework for Scotland 2022](#) sets out our operating context, outlining seven strategic priorities which represent the high-level ambition of what is required from a modern, skilled and dynamic fire and rescue service.

Our purpose, as defined by Scottish Ministers, is:

“To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland.”

To help us to achieve our purpose and the priorities in the [Fire and Rescue Framework for Scotland 2022](#), our Strategic Plan 2022-25 outlines seven Strategic Outcomes which will drive our performance for the three year period it covers:

OUTCOME 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
OUTCOME 2	Communities are safer and more resilient as we respond effectively to changing risks.
OUTCOME 3	We value and demonstrate innovation across all areas of our work.
OUTCOME 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
OUTCOME 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
OUTCOME 6	The experience of those who work for SFRS improves as we are the best employer we can be.
OUTCOME 7	Community safety and wellbeing improves as we work effectively with our partners.

Our Three-Year Delivery Plan details the activities we will conduct to deliver against each of these seven Outcomes between 2022 and 2025.

WHAT IS THE SFRS THREE-YEAR DELIVERY PLAN?

Our Operating Plan is a rolling document that outlines the collective priorities and key activities we aim to conduct over a three-year period to deliver against the seven Outcomes outlined in the Scottish Fire and Rescue Service (SFRS) [Strategic Plan 2022-25](#).

Each day, our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort are expended in making sure our crews and commanders are sufficiently prepared, trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with national and local groups, businesses, and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In conducting our day-to-day business, we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day-to-day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health, safety and wellbeing support arrangements to ensure that our people feel safe, valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

To ensure that we continue to deliver operate effectively and, importantly, continue to evolve as a modern fire and rescue service, this Operating Plan contains a Three-Year Forecast of the activities that we intend to deliver, as well as a more-detailed Annual Operating Plan which shows the strategic and change activities that, as a Service, are a priority for us.

Our change activities, those in green, are activities that are critical to the organisation to bring about positive change. These activities are carefully managed through our Portfolio Office, see below. Our strategic activities, those in orange, are not managed as projects but are just as critical to ensure that we deliver against our Strategic Outcomes.

We know that it is impossible to fully predict the future. This means that the delivery of future actions will be contingent upon successfully managing a complex set of issues and overcoming barriers. We remain committed to working to achieve that.

As such, this Plan will remain a live working document that provides the flexibility to adjust to changing Service priorities and operating landscapes. The content will be closely monitored on a quarterly basis. Furthermore, a full annual review will be undertaken at the beginning of each financial year, in conjunction with all Directorates, to re-evaluate our activities, monitor progress, and provide a refreshed Annual Operating Plan section that provides greater detail on the work that requires to be undertaken to deliver each activity.

CHANGE ACTIVITY

The change activities outlined within the Three-Year Delivery Plan form the core of our Portfolio Office Programme. They are key projects that are necessary to help us deliver against the ambitions we have set out within the Long-Term Vision and Strategic Plan.

Our approach to change management is intended to ensure that these significant projects and programmes are designed to deliver benefits to the Service and help us to adapt to become a modern, sustainable fire and rescue service that is ready for the challenges of Scotland's future. These are highly complex projects that directly align to the delivery of one or more of our Strategic Outcomes. By their nature, these projects require effective resource and financial management, as well as robust stakeholder engagement as part of the change process. They are designed to deliver benefits that will support the delivery of our Strategic Outcomes.

The following projects are examples of some of the key work being managed within our Change Portfolio.

Emergency Services Mobile Communications Programme (ESMCP)

The ESMCP was established by the Home Office to manage the replacement of the current Airwave Tetra Communications network currently used by the UK's emergency services with the Emergency Services Network (ESN).

Working closely with Scottish Government our project will ensure that we plan and implement the transition from Airwave to ESN within the stated timescales. We will ensure that the operational impact to SFRS is minimised; and that full integration of the ESN to the new Mobilising System and all associated back-office systems.

New Mobilising System

The New Mobilising System Project will deliver a resilient and scalable command and control communications system and supporting infrastructure that fits the needs of a modern fire

and rescue service. It will standardise and simplify operations control procedures across our three Operations Control Centres.

As well as improved resilience, the system will offer increased speed and efficiency in the identification and mobilisation of our resources across Scotland, leading to safer communities.

People, Payroll, Finance and Training Project

This project will see the delivery of a fully integrated ICT solution that meets the business needs for our People, Payroll, Finance and Training functions.

The software will realise several business benefits for the Service including improved access to business data to aid decision-making; improved business reporting; and the creation of staff capacity through the automation of business processes.

Rostering Project

The Rostering Project will define and implement a modern and efficient rostering and availability system that drives best practice and allows the Service to view, report and predict current and future availability issues, allowing them to be rectified.

The project aims to provide a solution that can be adapted to meet the changing needs of our workforce based on location and skills to meet the needs of local communities.

Strategic Service Review Programme (SSRP)

We want to do more for our communities – not just by responding to emergency incidents but by stopping them from happening in the first place.

The types of incidents we respond to are changing and different parts of Scotland need different services from us. This means that we need to change how we work too.

Where we do have stations, some are located in areas to support historical risks that are no longer there – such as heavy industry like shipyards or coalmines. At the same time some of our ageing buildings are no longer fit for purpose and require urgent action to make them safer and more suitable.

Through SSRP, we want to address some of these operational challenges we face and free up or redistribute our resources to invest in other areas such as training, innovation and prevention.

Several of the change activities shown in the Annual Operating Plan section will be managed within SSRP. However, at the time of publication of the SFRS Three-Year Delivery Plan, some aspects of the SSRP are still in development.

Furthermore, during 2024/25, the SSRP will commence a public consultation exercise with the people of Scotland through a series of engagement events and an online public survey. The views we gather will help us to develop and appraise change options that we will take forward for full public consultation to then inform the shape of the Programme.

Although the detail of the SSRP will not be agreed until we have finalised our engagement with the public and our stakeholders, we expect that it will generate significant change activity for us over the next three years.

The Programme, which will see a change in how we work to deliver more for our communities, will be a strategic focus for the Service. As our approach to change continues to mature, the SFRS Operating Plan, which is a three-year rolling publication, will be updated to reflect the evolving detail of this business-critical Programme.

BUSINESS AS USUAL ACTIVITY

This Operating Plan complements the many “business as usual” (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day-to-day activities of a function, team or individual which are essential to the sound operation and delivery of our services.

These actions are managed separately from our change projects by Directorates themselves. Directors and their teams carefully plan these actions to ensure that the resources and finances required to deliver the activity is available. They also liaise with other Directorates and Teams when interdependencies are identified, ensuring that the work is programmed into each Directorate’s planning process.

To assist in the planning of BAU, work is commencing to provide a more standardised format of how these activities can be displayed. This work will assist in ensuring that activities are aligned to our objectives; interdependencies are highlighted; and that work is carefully managed via milestone activity that easily allows Directors and their Management Teams to review progress.

GOVERNANCE AND PERFORMANCE

The Three-Year Delivery Plan is developed in collaboration with each of our Directorates to ensure that the key strategic and change activities contained within it are aligned to the Outcomes of the Strategic Plan which were developed to help us deliver more for Scotland.

Our progress against each of the strategic activities (those marked in orange) is monitored quarterly with updates being reported to our Corporate Board, Strategic Leadership Team, and the Board of the SFRS. Strategic change activities (those marked in green) are monitored quarterly via the Change and Portfolio Investment Group and Change Committee. Decision making will be supported by a new Design Authority responsible for assuring solution design, architectural fit and deliverability of initiatives.

THREE-YEAR STRATEGIC ACTIVITY FORECAST

In our Strategic Plan 2022-2025 we outline the Scottish Government commitments to: develop a progressive, wellbeing economy for Scotland; build public services on a person-centred basis; address issues of systemic social and economic equality; and strengthen partnership working across public services.

In the Plan we state:

“As a Service committed to the Christie reform principles, we will look to play our part in achieving these wider ambitions for Scotland... we have ensured that our actions will support these priorities for Scotland as we work to improve the safety and wellbeing of our communities.”

We remain committed to achieving those reform principles and we have identified several high-level collective priorities and key activities that we will drive forward over the next three-year period. These strategic activities all deliver against our Strategic Outcomes and are listed below:

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

- Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness.
- Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills.
- Implementation of Prevention, Protection and Preparedness development pathway.

Outcome 2 Communities are safer and more resilient as we respond effectively to changing risk.

- Develop a future model for specialist operational response capabilities that aligns with the National Fire Resilience programme.
- Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment.
- Continue implementation of the Digital Fireground Radio Project.
- Implementation of the Strategic Service Review Programme: Service Delivery Review.
- Procure and implement the New Mobilising System into SFRS Control Rooms.
- Delivery of the On Call Improvement Programme outcomes.

Outcome 3 We value and demonstrate innovation across all areas of our work.

- Develop Business Case for funding for community resilience hubs.
- Progress the Emergency Services Mobile Communications Programme: SFRS In-Vehicle Systems Project.

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

- Commence work to enhance the capabilities of Building Management Systems by utilising Internet of Things (IOT) technology.

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

- Deliver the pilot Community Resilience Hub at Portree.
- Develop the SFRS Training Assets Framework, linked to our Training Vision & Strategy 2023-28, engaging, and communicating with all associated staff.
- Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery as part of the Strategic Service Review Programme.
- Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.
- Development of the SFRS Strategic Plan 2025-28.
- Continued delivery of the People, Payroll, Finance and Training Project
- Continued delivery of the Rostering Project.
- Delivery of the Strategic Service Review Programme: Corporate Services Review.
- Review corporate office requirements as part of our Strategic Service Review Programme and dispose of identified surplus properties (e.g. Hamilton).

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

- Develop the Service's Asset Management Plan: Training.
- Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff.
- Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28.
- Align the Health and Safety Management System to ISO 45001 and seek approval for external accreditation.
- Lead on contaminants management including horizon scanning, research reviews (UK and International) and development and implementation of procedures.
- Develop and publish the SFRS Safety and Assurance Vision and Strategy.
- Progress Standardisation of T&Cs for remaining employee groups.

- Conduct a review of the current Employee Benefits provisions and consider options to further enhance them.
- Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with the Scottish Public Pensions Agency (SPPA).
- Enhance approach to delivery and management of SVQs and Modern Apprenticeships.
- Develop the SFRS Wellbeing Framework.
- Enhance SFRS's approach to Health Surveillance to address new / emerging risks.
- Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation.
- SFRS Culture: Deliver priority actions in support of the SFRS Cultural Action Plan.
- Enhance our approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR).

Outcome 7 **Community safety and wellbeing improves as we work effectively with our partners**

- Develop and implement an Engagement and Consultation Plan to support the development of options for change under the Strategic Service Review Programme.
- Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.
- Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.
- Work with partners in support of Scottish Government's ambitions for Public Service Reform.

To deliver the Strategic Plan Outcomes we also deploy a range of quantitative performance measures that are mapped against our Strategic Plan Outcomes. Our Corporate Performance Measures are detailed in the [SFRS Performance Management Framework](#) and reported directly to the SFRS Board on a quarterly basis.

A new Strategic Plan 2025-28 will be published in October 2025. At this time, the SFRS Three-Year Delivery Plan will be reviewed and updated accordingly.

In the next section, Annual Operating Plan 2024/25, we detail the activities that will be undertaken in the first year of this Operating Plan. For each activity, key milestone tasks have been identified and progress against these milestones forms the basis of how the Board of the SFRS will hold our Strategic Leadership Team responsible for delivery of the Plan.

ANNUAL OPERATING PLAN 2024/25

Outcome 1		Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO1:1	Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness	Collate current performance indicators associated with Prevention, Protection and Preparedness.	Apr-24	Jun-24	Prevention, Protection & Preparedness
		Identify targets for relevant Prevention, Protection and Preparedness activity and consult and reach agreement with external and internal Partners.	Apr-24	Dec-24	
		Undertake review of Prevention, Protection and Preparedness strategy, governance and structures with external and internal partners to inform / propose amended and appropriate responsibility and accountability protocols and controls.	Jun-24	Mar-25	
		Undertake review on how Prevention, Protection and Preparedness performance is reported and scrutinised and provide recommendations if any improvements.	Jun-24	Mar-25	
SO1:2	Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills	Undertake analysis of current training provision for the three Prevention, Protection and Preparedness Functions.	Jun-24	Dec-24	Prevention, Protection & Preparedness
		Develop a training plan for Prevention, Protection and Preparedness, working with colleagues in Training, Safety and Assurance and People Directorates.	Sep-24	Mar-25	
		Investigate the viability of a dedicated progression pathway within Prevention, Protection and Preparedness that ensures Best Value for the Service and retention of key skills, whilst supporting staff with further opportunities.	Jun-24	Mar-25	
		Identify internal and external training providers and associated costs.	Sep-24	Mar-25	
SO1:3	Implementation of Prevention, Protection and Preparedness development pathway	Support Training, Safety and Assurance/Talent in analysing, planning and scheduling of Prevention, Protection and Preparedness development pathway courses and Continuous Professional Development.	Dec-24	May-26	Prevention, Protection & Preparedness

Key	Strategic Activity	Change Activity
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Outcome 2 Communities are safer and more resilient as we respond effectively to changing risk.					
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO2:1	Develop a future model for specialist operational response capabilities that align with the National Fire Resilience programme	Carry out a review of specialist capabilities.	Apr-24	Sep-24	Operational Delivery
		Produce recommendations for revised delivery model based upon available funding and resources.	Sep-24	Mar-25	
SO2:2	Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment	Undertake Research, Development and Innovation process to identify end user high level requirements.	Apr-24	Dec-24	Finance & Contractual Services / Operational Delivery
		Establish SCBA Project team and User Intelligence Group.	Dec-24	Dec-24	
		Development of product specification for SCBA requirements and Invitation to Tender.	Mar-25	Jul-25	
SO2:3	Continue implementation of the Digital Fireground Radio Project	Roll out Phase 1 of delivery in East Service Delivery Area (250 units).	Apr-24	Jun-24	Finance & Contractual Services
		Roll out Phase 2 of delivery in North Service Delivery Area (250 units).	Jul-24	Sep-24	
		Roll out Phase 3 of delivery in North Service Delivery Area (250 units).	Oct-24	Dec-24	
		Roll out Phase 4 of delivery in North Service Delivery Area (250 units).	Jan-25	Mar-25	
SO2:4	Implementation of the Strategic Service Review Programme: Service Delivery Review	Review agreed outcomes of the 'Shaping Our Future Service: You say' public consultation exercise relating to Service Delivery Review.	Jun-24	Jul-24	Operational Delivery
		Produce a suite of options for change which can be proposed for full public consultation.	Aug-24	Nov-24	
SO2:5	Procure New Mobilising System and commence implementation plan following configuration and testing	Conclude procurement exercise and award contract to successful supplier.	Apr-24	TBC	Prevention, Protection & Preparedness/ Operations Delivery
		Onboard supplier and develop implementation plan.	TBC	TBC	
		Provision of configuration and testing environment.	TBC	TBC	
		Commence implementation plan in line with supplier schedule.	TBC	TBC	

Key	Strategic Activity	Change Activity
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SO2:6	Delivery of the On Call Improvement Programme outcomes	Inclusion in policy of an On Call to Wholetime Duty System Migration Pathway.	Apr-24	Jul-24	Operational Delivery
		Evaluation of the On Call Bank Rostering Scheme Pilots.	Apr-24	Jul-24	
		Introduction of Pre-Recruitment Engagement Programme (PREP) 2.	Jul-24	Dec-24	
		Introduction of modularised Task and Task Management and Breathing Apparatus training on a pilot basis.	Jul-24	Dec-24	

Outcome 3		We value and demonstrate innovation across all areas of our work.			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO3:1	Develop Business Case for funding for community resilience hubs	Complete sections of Outline Business Case.	Apr-24	Apr-24	Finance & Contractual Services
		Undertake route through SFRS Governance.	Apr-24	May-24	
		Issue Business Case to Scottish Government.	Jun-24	Jun-24	
SO3:2	Progress Emergency Services Mobile Communications Programme: SFRS In-Vehicle Systems Project	Commence migration to Emergency Services Network (ESN) data first (installation of Handsfree R5 device).	Apr-24	Oct-25	Finance & Contractual Services
		Commence integration of Operational Intelligence and Mobile Data System.	Apr-24	Aug-24	
		Integration to the ESMCP User Services (lot 2).	Aug-24	Aug-25	
		Commence migration to integrated Operational Intelligence and Mobile Data System.	Sep-24	Sep-26	

Key	Strategic Activity	Change Activity
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Outcome 4		We respond to the impacts of climate change in Scotland and reduce our carbon emissions.			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO4:1	Commence work to enhance the capabilities of Building Managements Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity.	Carry out research of IOT network.	Apr-24	Jun-24	Finance & Contractual Services.
		Carry our procurement exercise.	Jul-24	Sep-24	
		Installation of IOT network.	Oct-24	Dec-24	
		Implement pilot project to connect remotely to heating systems utilising IOT technology.	Jan-25	Mar-25	

Outcome 5		We are a progressive organisation, use our resources responsibly and provide best value for money to the public.			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO5:1	Deliver the pilot Community Resilience Hub at Portree	Appoint Principal Consultant on the Portree Community Resilience Hub Project.	Apr-24	Jun-24	Finance & Contractual Services
		Engage with potential partners from public, private and third sectors on the Isle of Skye.	Apr-24	Dec-25	
		Conclude Project Agreement Document, including technical studies and design following detailed engagement with Service Delivery and Training colleagues.	Apr-24	Mar-25	
SO5:2	Develop the SFRS Training Assets Framework, linked to our Training Vision & Strategy 2023-28, engaging, and communicating with all associated staff	Establish the training facilities required for each skill set.	Apr-24	Sept-24	Training Safety & Assurance
		Identify the locations of all Training Facilities.	Apr-24	Dec-24	
		Scope and provide options for the provision of a Training Facilities Dashboard and booking system.	Oct-24	Mar-25	
		Prepare a first draft version of the SFRS Training Assets Framework.	Jan-25	Mar-25	

Key	Strategic Activity	Change Activity
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SO5:3	Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery of these corporate services.	Undertake review of current structure and develop future structure proposals.	Apr-24	May-24	Finance & Contractual Services
		Liaise with Support Staff Representative Bodies on proposals.	May-24	Jun-24	
		Seek approval for structure proposals.	Jul-24	Aug-24	
		Implement structure proposals.	Sep-24	Mar-25	
SO5:4	Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies	Create a joint working group with relevant stakeholders to identify steps and resources required to develop Digital Data and Technology Strategy.	Apr-24	Jun-24	Strategic Planning, Performance & Communications / ICT
		Undertake Service-wide stakeholder engagement programme.	July-24	Dec-24	
		Develop draft of Digital Data and Technology Strategy.	Jan-25	Mar-25	
SO5:5	Development of the SFRS Strategic Plan 2025-28	Engage with all relevant stakeholders to identify best practice and requirements for the SFRS Strategic Plan 2025-2028.	Apr-24	Aug-24	Strategic Planning, Performance & Communications
		Draft the SFRS Strategic Plan 2025-2028 ready for public consultation.	Sep-24	Mar-25	
SO5:6	Continue delivery of the People, Payroll, Finance and Training Project	Carry out Scottish Government Shared Services Programme Evaluation.	Apr-24	Jun-24	People
		Update Outline Business Case.	Jun-24	Jun-24	
		Procurement/Memorandum of Understanding (subject to above).	Jul-24	Oct-24	
		Full Business Case creation and approval.	Sep-24	Oct-24	
SO5:7	Continue delivery of the Rostering Project	Seek approval of Full Business Case from Change Portfolio and Investment Group.	Apr-24	Apr-24	Operational Delivery
		Award contract to successful supplier.	May-24	May-24	
		Onboard successful supplier.	Jun-24	Jul-24	
		Implementation of Rostering Project Plan.	Jul-24	Jul-25	

Key	Strategic Activity	Change Activity
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SO5:8	Delivery of the Strategic Service Review Programme: Corporate Services Review	Carry out data and benchmarking collection and analysis exercise.	Apr-24	Jun-24	People, SPPC & Corporate Services
		Identify lean process improvements.	Apr-24	Mar-25	
		Implement programme of lean process improvements.	May-24	Mar-26	
		Consider outcomes of the Corporate Service collaboration review.	May-24	Sep-24	
		Produce and agree a suite of options for strategic change based on review outcomes, aligning to organisational aims.	Sep-24	Mar-25	
SO5:9	Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton)	Complete Occupational Health Services move out of Hamilton Offices, thereafter, declare the building as surplus and market for sale.	Apr-24	Dec-24	Finance & Contractual Services
		Finalise scope for Scottish Ambulance Service move into the vacant space within the Asset Resource Centre in Inverness.	Apr-24	Mar-25	
		Review usage of all major office buildings including Newbridge, McDonald Road and Dyce, as well as all leased in buildings.	Apr-24	Mar-25	

Key	Strategic Activity	Change Activity
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Outcome 6

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

Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO6:1	Develop the Service Asset Management Plan: Training	Compilation and review of consultation and on-line questionnaire returns by Fleet, Property & Equipment Teams.	Apr-24	May-24	Finance & Contractual Services
		Set priorities for future capital investment with Training Team, matching with training needs against existing estate.	Apr-24	Jan-25	
		Preparation of Asset Management Plan document.	Apr-24	Jul-24	
		Proceed route through Governance.	Jul-24	Aug-24	
SO6:2	Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff	Finalise the draft Skills Maintenance Framework and process governance.	Apr-24	Sep-24	Training, Safety & Assurance
SO6:3	Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28	Finalise the draft SFRS Training Delivery Framework and process governance.	Apr-24	Sep-24	Training, Safety & Assurance
SO6:4	Align SFRS Health and Safety Management System to ISO 45001 and seek approval for external accreditation	Progress actions identified in ISO 45001 Gap Analysis.	Apr-24	Sep-24	Training, Safety & Assurance
		Seek governance approval for external accreditation.	Jul-24	Nov-24	
		Carry out internal assessment/audit against the standard.	Dec-24	Dec-24	
		Progress recommendations/findings from ISO 45001 audit.	Jan-25	Mar-25	

Key	Strategic Activity	Change Activity
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SO6:5	Lead on contaminants management including horizon scanning, research reviews (UK and International) and support the development and implementation of procedures	Support the procurement of Personal Protection Equipment (PPE) and equipment.	Apr-24	Oct-24	Training, Safety & Assurance
		Support Business Partners with the development of Specific Risk Assessments.	Apr-24	Jun-24	
		Support Business Partners with the development and implementation of Station Zoning Requirements.	Jul-24	Sep-24	
		Support Business Partners with the implementation of the Contaminants Management Arrangement and Standard Operating Procedure.	Oct-24	Mar-25	
		Produce an Annual Report on published Contaminants Research.	Jan-25	Mar-25	
SO6:6	Develop and publish SFRS Safety and Assurance Vision and Strategy	Develop SFRS Safety and Assurance Vision and Strategy.	Apr-24	Jun-24	Training, Safety & Assurance
		Publish SFRS Safety and Assurance Vision and Strategy.	Jul-24	Sep-24	
SO6:7	Progress standardisation of T&Cs for remaining employee groups	Implement outcomes from National Joint Council review of RDS remuneration / recommence local negotiations on Standardisation of RDS T&Cs.	Jul-24	Oct-24	People
		Develop collective agreement and progress implementation plan to introduce revised RDS T&Cs (including variations, system configuration, comms and development of associated policies).	Nov-24	Mar-25	
SO6:8	Conduct a review of the current Employee Benefits provisions and consider options to further enhance them	Conclude procurement process for new employee benefits provision from contract end date in July 2024.	Apr-24	Apr-24	People
		Agree contractual arrangements, develop implementation plan and introduce revised benefits contract and provision, including transition arrangements (if via new provider).	May-24	Sep-24	

Key	Strategic Activity	Change Activity
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SO6:9	Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA)	Engage with SPPA to finalise and agree detailed project plans for each workstream.	Apr-24	Jun-24	People
		Develop and seek agreement on business case for SFRS resource to support project plans.	Apr-24	Jun-24	
		Develop and agree communications plan between SFRS and SPPA to support each pensions exercise.	Apr-24	Jun-24	
		Implement SFRS actions related to each workstream in conjunction with SPPA and in line with statutory timescales.	Jul-24	Mar-25	
SO6:10	Enhance approach to delivery and management of SVQs and Modern Apprenticeships	Review existing processes and systems to implement improvements taking account of external inspection and audit outcomes.	Apr-24	Mar-25	People
		Consider Assessor and Internal Verifier training requirements and implement plan to deliver internally.	Apr-24	Mar-25	
		Review the Wholetime Firefighter Modern Apprenticeship and scope requirements for wider Modern Apprenticeship opportunities for other SFRS roles.	Apr-24	Mar-25	
		Review the Trainee Firefighter Development Programme Policy and associated guidance.	Apr-24	Dec-24	
SO6:11	Develop the SFRS Wellbeing Framework	Conduct benchmarking and research on approaches to wellbeing strategies and frameworks, including feedback from internal employee engagement activities.	Jul-24	Dec-24	People
		Carry out stakeholder engagement to inform draft Wellbeing Framework.	Jan-25	Mar-25	
SO6:12	Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice	Develop and implement a plan to align the three-year SFRS routine health surveillance arrangements with the introduction of asbestos medicals.	Apr-24	Sep-24	People
		Introduce, embed and monitor the revised health surveillance arrangements to ensure compliance with statutory requirements.	Oct-24	Sep-25	

Key	Strategic Activity	Change Activity
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		Consider the recommendations from the joint University of Central Lancashire and FBU research and implications for the ongoing approach to health surveillance.	Oct-24	Mar-25	
SO6:13	Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation	Review the EU General Safety Regulation and consider the implications for the Service to meet the statutory requirements for the introduction of alcoholic interlocks (breathalysers) in new vehicles.	TBC	TBC	People
SO6:14	SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan	Implement, promote and evaluate Confidential Reporting Line (CRL).	Apr-24	May-24	People
		Deliver SFRS Colleague Experience Survey.	Apr-24	May-24	
		Design, roll out and evaluation of the Management Capability Framework.	Apr-24	Oct-25	
		Promote a workplace culture that meets the needs of women.	Apr-24	Mar-25	
		Review and enhance SFRS attraction and selection approach.	Apr-24	Mar-25	
SO6:15	Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR)	Implement renewed Equality and Human Rights Impact Assessment Process.	Apr-24	Mar-25	People
		Enhance the role of the Equality Partnership Group through revised terms of reference.	Apr-24	Mar-25	
		Develop Mainstreaming Toolkit to support localised delivery of EDIHR initiatives.	Apr-24	Mar-25	
		Review and embed role of Senior Equality Champions.	Sep-24	Mar-25	

Key	Strategic Activity	Change Activity
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Outcome 7		Community safety and wellbeing improves as we work effectively with our partners			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO7:1	Development of Engagement and Consultation Plan to support the Strategic Service Review Programme	Complete the pre-consultation phase.	Apr-24	Jul-24	Strategic Planning Performance & Communications
		Complete options development and appraisal.	Jul-24	Sep-24	
		Complete formal public consultation.	Oct-24	Dec-24	
SO7:2	Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.	Implementation of agreed Reform Collaboration Group Work Programme (2024/25).	Apr-24	Mar-25	Strategic Planning Performance & Communications
SO7:3	Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.	Consider the outputs of the Corporate Services Review Outline Business Case (OBC) and agree a preferred route forward with the Police Service of Scotland (PSoS) and the Scottish Police Authority (SPA).	Jun-24	Sep-24	Strategic Planning Performance & Communications
		Develop, with PSoS, an implementation pathway for the OBC preferred route forward.	Oct-24	Jan-25	
		Explore and agree options with PSoS for creating a joint Project Delivery Team.	Oct-24	Jan-25	
		Finalise the programme of work to deliver the agreed outputs of the Corporate Services Review OBC.	Jan-25	Mar-25	

Key	Strategic Activity	Change Activity
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Report No: B/ARAC/01-24

Agenda Item: 13

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:		25 APRIL 2024						
Report Title:		DRAFT INTERNAL AUDIT STRATEGY UPDATE AND ANNUAL PLAN 2024/25						
Report Classification:		For Decision		SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>				
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to advise and seek the approval of the Board for the internal audit activity planned for 2024/25.							
2	Background							
2.1	Azets have developed a draft Internal Audit Plan for the year 2024/25 in consultation with the Strategic Leadership Team (SLT). The Audit and Risk Assurance Committee (ARAC) discussed the plan at its last meeting in March 2024.							
3	Main Report/Detail							
3.1	As per the Scheme of Delegations (incorporating matters reserved for the Board), approval of the Internal Audit Plan is a matter reserved for Board decision.							
3.2	Azets presented a draft Internal Audit Plan 2024/25, for the ARAC's consideration at its meeting of 26 March 2024. The ARAC members noted and commented on the content of the plan. ARAC members were content with the plan and recommend the Board approves this at the April Board meeting.							
3.3	The Internal Audit Plan (Appendix A) outlines the main areas of audit coverage for the 2024/25 year and is therefore being put forward for approval by the Board.							
4	Recommendation							
4.1	The Board are invited to approve the Internal Audit Plan 2024/25, as set out in Appendix A.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	The internal audit programme forms a key part of the Service's Assurance Framework.							
5.2	Financial							
5.2.1	The cost of providing internal audit services is contained within the Resource Budget.							

5.3 5.3.1	Environmental & Sustainability There are no Environmental and Sustainability implications arising from this report.
5.4 5.4.1	Workforce SFRS personnel will be required to engage with Internal Audit processes.
5.5 5.5.1	Health & Safety Any implications arising from the Internal Audit Plan will be managed by the appropriate Directorate/Function.
5.6 5.6.1	Health & Wellbeing Any implications arising from the Internal Audit Plan will be managed by the appropriate Directorate/Function.
5.7 5.7.1	Training Any implications arising from the Internal Audit Plan will be managed by the appropriate Directorate/Function.
5.8 5.8.1	Timing The Internal Audit Plan covers the financial year of 2024/25.
5.9 5.9.1	Performance Internal Audit is intended to support the Service to identify improvements that will enhance performance.
5.10 5.10.1	Communications & Engagement There are no Communications and Engagement implications arising from this report. The relevant public reports from ARAC and SFRS Board will be uploaded to the SFRS website.
5.11 5.11.1	Legal There are no Legal implications arising from this report.
5.12 5.12.1	Information Governance DPIA completed - No. The report provides information on the audits to be undertaken over the next year. The responsible Directorate will ensure that any relevant DPIA is completed as required as each audit is progressed.
5.13 5.13.1	Equalities EHRIA completed - No. Where an equalities assessment is required this will be determined by the responsible Directorate and progressed accordingly.
5.14 5.14.1	Service Delivery Any implications arising from the Internal Audit Plan will be managed by the appropriate Directorate/Function.
6	Core Brief
6.1	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2024/25. This sets out a timetable of the main reviews of key activities during 2024/25 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks.

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 Internal Audit Plan is proposed by our Internal Auditors (Azets) and agreed with ARAC and SLT. The engagement between Azets and SLT is to ensure that the audit plan is relevant and aligned with organisational risks, will provide ARAC with assurance on SFRS controls and to make any recommendations for improvement. The audits once completed support our annual governance statement.
8	Appendices/Further Reading	
8.1	Appendix A – Internal Audit Plan 2024/25	
Prepared by:		Matt Swann, Director, Azets and Kevin Murphy, Group Commander, Board Support Manager
Sponsored by:		Sarah O'Donnell, Director of Finance and Contractual Services
Presented by:		Tim Wright, Member of the Audit and Risk Assurance Committee
Links to Strategy and Corporate Values		
Internal Audit forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:		
<p>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</p> <ul style="list-style-type: none"> • Objective 5.1: Remaining open and transparent in how we make decisions; • Objective 5.2: Improving levels of Service performance whilst providing value for money to the public; • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. 		
Governance Route for Report		Meeting Date
<i>Audit and Risk Assurance Committee</i>		<i>26 March 2024</i>
<i>SFRS Board</i>		<i>25 April 2024</i>
		Report Classification/ Comments
		<i>For Recommendation</i>
		<i>For Decision</i>



Scottish Fire and Rescue Service

Internal Audit Strategy Update and Annual Plan for 2024/25

Draft

March 2024



Scottish Fire and Rescue Service

Internal Audit Strategy Update and Annual Plan 2024/25

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Introduction

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.

Section 3 – Definition of Internal Auditing, Public Sector Internal Audit Standards

Our internal audit plan is designed to provide the Scottish Fire & Rescue Services (SFRS), through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the continuous improvement of governance, risk management and internal control processes through the implementation of this plan.

Azets internal audit methodology complies fully with the Public Sector Internal Audit Standards (PSIAS), which cover the mandatory elements of the Chartered Institute of Internal Auditors' International Professional Practices Framework.

The PSIAS require the Chief Internal Auditor to produce a risk-based plan, which takes into account SFRS's risk management framework, its strategic objectives and priorities and the views of senior managers and the Audit & Risk Assurance Committee. The objective of audit planning is to direct audit resources in the most efficient manner to provide sufficient assurance that key risks are being managed effectively and value for money is being achieved.

This document addresses these requirements by setting out an internal audit plan for the year 2024/25.

Audit & Risk Assurance Committee action

In order to develop the plan, we held discussions with the Chief Officer, the Director of Finance and Contractual Service and the Strategic Leadership Team (SLT) and took cognisance of feedback from the ARAC workshop. In addition, we discussed potential areas for review with Audit Scotland. The feedback received and management's comments have been incorporated into this draft.

We now ask the Audit & Risk Assurance Committee to review and approve the proposed Internal Audit Plan for 2024/25.

Internal audit approach

Supporting the Governance Statement

Our Internal Audit Plan is designed to provide SFRS, through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the improvement of governance, risk management and internal control processes by using a systematic and disciplined evaluation approach.

Risk based internal auditing

Our methodology links internal audit activity to the organisation's risk management framework. The main benefit to SFRS is a strategic, targeted internal audit function that focuses on the key risk areas and provides maximum value for money.

By focussing on the key risk areas, internal audit should be able to conclude that:

- Management has identified, assessed and responded to SFRS's key risks;
- The responses to risks are effective but not excessive;
- Where residual risk is unacceptably high, further action is being taken;
- Risk management processes, including the effectiveness of responses, are being monitored by management to ensure they continue to operate effectively; and
- Risks, responses and actions are being properly classified and reported.

We have reviewed SFRS's risk management arrangements and have confirmed that they are sufficiently robust for us to place reliance on the Service's Directorate risk registers as one source of the information we use to inform our audit needs assessment.

Audit needs assessment

Our internal audit plans are based on an assessment of audit need. "Audit need" represents the assurance required by the Audit & Risk Assurance Committee from internal audit that the control systems established to manage and mitigate the key inherent risks are adequate and operating effectively. The objective of the audit needs assessment is therefore to identify these key controls systems and determine the internal audit resource required to provide assurance on their effectiveness.

Our audit needs assessment involved the following activities:

- Reviewing SFRS Directorate risk registers,
- Reviewing SFRS's strategic and operational plans and objectives,
- Reviewing previous internal audit reports,
- Reviewing external audit reports and plans,
- Reviewing SFRS's website and internal policies and procedures,
- Utilising our experience at similar organisations, and
- Discussions with senior management and the Audit & Risk Assurance Committee.

Best value

Our work helps SFRS to determine whether services are providing best value. Where we identify opportunities for improving value for money, we raise these with management and include them in the report action plan.

Liaison with external audit

As part of the internal audit planning process, we met with Audit Scotland to discuss their external audit plan as well as potential areas we could include in our internal audit plan. The aim of this meeting was to ensure a co-ordinated approach and that there was no duplication in the work both auditors will undertake thereby maximising the use of total audit resource.

Key priority audit areas

Following discussion with members of the SLT, it was agreed that for this year our work would focus on four high risk areas thereby allowing more time to cover these in more depth. These areas are set out at Appendix A as the Key Priority Audit Areas. In addition, we have also added three alternative areas. These areas are also high risk, but the Key Priority Audit Areas are considered by SLT members to present a higher degree of risk to the Service. At Appendix B, we have set out the updated Internal Audit Strategy from 2020/21 to 2024/25. Where relevant, we will consider performance of SFRS against relevant good practice guidance and the delivery of similar activities at other organisations.

When carrying out the individual assignments included in the audit plan we will require engagement with all Directorates to determine whether processes and related controls are fully embedded and supported throughout the Service. Due to the role of Finance and Contractual Services within three of the four audits, we would anticipate delivering the reviews in the following order to share the workload across the year and ensure continued assurance is provided to ARAC throughout the year:

- Cyber
- Environmental Management
- Anti-Fraud Arrangements
- Change Management

ARAC members are asked to consider whether they agree with the prioritisation given to the key areas or, if not which of the suggested alternative areas they would rather see included in this year's plan.

Internal audit team

Below we have set out our senior team responsible for overseeing the delivery of SFRS's internal audit service.

Gary Devlin CA



Chief Internal Auditor

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Matt Swann CA



Director

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Appendix A - Internal Audit Plan 2024/25

Key Priority Audit Areas

Audit area	No. of days	Indicative audit scope (subject to detailed planning)
C. CORPORATE		
C.9 Anti-Fraud Arrangements	35	<p>This review will focus on the arrangements SFRS has in place to prevent fraud from taking place and the process to be followed should fraudulent activity be suspected. This will include a review of policies and procedures designed to promote an anti-fraud culture within SFRS e.g. Anti-Fraud & Corruption (including the arrangements in place to deal with a suspected fraud), Whistleblowing, Gifts & Hospitality, and Declaration of Interests etc.</p> <p>This review will also review the arrangements to ensure that fraud risk has been adequately assessed throughout the organisation and that appropriate mitigating actions are put in place to prevent and detect fraud.</p> <p>We will also evaluate the arrangements to ensure that staff, including those working in the regions, are aware of the Service's policies and procedures in relation to fraud.</p> <p>As part of the review, we will perform data analytics on a sample of areas (to be agreed with management) which present a high risk of fraud in order to ascertain whether controls in operation are effectively mitigating this risk.</p>
C.10 Environmental Management	20	<p>The exact scope of this review is to be determined with management. However, we envisage that it will look to ascertain how SFRS is progressing in relation to the achievement of the following strategies/plans: Energy and Carbon Strategy 2020-30; Climate Change Response Plan 2045; Carbon Management Plan 2020-25; and how the Service has implemented its Environmental policy which set out the</p>

Audit area	No. of days	Indicative audit scope (subject to detailed planning)
		<p>Service's commitment to minimising and mitigating the environmental impact of delivering its service.</p> <p>We will also consider how the Service is endeavouring to maximise funding opportunities in relation to environmental matter and the effectiveness of communications linked to funding to stakeholders including Scottish Government.</p>
C.11 Change Management	30	<p>We will examine the controls over change management to ensure that robust processes exist in respect of changes to be implemented as a result of the Service Delivery Model Programme as well as any other significant changes required. We will review change processes across the portfolio to ensure that changes: align to the Service's strategic objectives; have been clearly set out with roles and responsibilities defined as well as clear monitoring and reporting structures; have been approved; and are being enacted in a controlled manner to ensure the successful delivery of the changes and to promote continuous improvement within the Service. As part of this review, we will examine the Business Case process including consistency in the application of the process and ensuring appropriate approval is obtained.</p>
Subtotal C:	85	
E. IT		
E.3 Cyber Security	25	<p>We will perform a review of cyber security controls to identify compliance with specific areas of the Scottish Government's Cyber Resilience Framework. The areas to be reviewed will be discussed and agreed with SFRS management. We will assess the outcomes of this review and highlight areas of targeted future audit activity to support the development of a long term robust environment.</p>
Subtotal E:	25	
F. Follow Up		

Audit area	No. of days	Indicative audit scope (subject to detailed planning)
F.1 Follow Up Reviews	10	Follow Up reviews to be undertaken on a quarterly basis to confirm that management actions have been implemented as agreed.
Subtotal F:	10	
G. Management		
G.1 Audit needs assessment / annual plan preparation	5	
G.2 Audit & Risk Assurance Committee planning and attendance	8	
G.3 Annual and internal audit progress reports, meetings with management	8	
G.4 Contingency	9	
Subtotal G:	30	
TOTAL	150	

Alternative Audit Areas

Audit area	No. of days	Indicative audit scope (subject to detailed planning)
X.1 Business Continuity Planning	TBA	<p>This review would focus on the business continuity arrangements SFRS has in place to minimise the risk of disruption to its operations in the event of a serious incident.</p> <p>Whilst this was noted as an important area, it was recognised that the most crucial continuity concerns related to the cyber environment, making a more general review a lower priority.</p>
X.2 Health and Safety	TBA	<p>This review would focus on the arrangements SFRS has in place to ensure that it complies with relevant Health & Safety legislation and regulations.</p> <p>Whilst this is an area that has not been subject to internal audit review since before 2019, we consider other assurance to be provided and as such this is a lower priority area that the four audits included in the plan. A new action plan to address identified issues and requires time to embed prior to external review.</p>
X.3 Organisational Performance	TBA	<p>This review would focus on that arrangements for monitoring and reporting on performance at a local/regional level to ensure that this is being carried out in a consistent manner throughout the Service and that improvements are made where any shortfalls are identified.</p> <p>In the context of a balanced plan, whilst organisational performance was seen as an important issue, this was seen as a drill down of work performed in 2022/23 and as such was a lower priority than the selected reviews.</p>

Appendix B - Links to Directorate Risk Registers

Below we have demonstrated the link between the key priority audit areas and the Directorate Risk Registers.

Audit Area	Risk Ref	Risk Description	Risk Rating
Anti-Fraud Arrangements	FCS011	There is a risk to the Service where incidents of fraud are undetected. This may be due to an unwillingness or a lack of awareness by individuals to follow policy and guidance on fraud prevention. Issues of fraud can impact the reputation of the Service, cause increased internal and external scrutiny and may have an impact upon financial reporting arrangements.	12
Environmental Management	FCS008	There is a risk that the Service will be unable to achieve environmental and carbon reduction commitments due to limited investment or anticipated saving targets not being achieved through current projects. This can lead to lost saving opportunities, potential fines if required targets are not met and possibly negative media coverage.	12
Change Management	SDD009	There is a risk of the Directorate being unable to embed Strategic Change capabilities across the SFRS as a result of organisational constraints that limit critical resource capacity and capability both within the Portfolio Office and across SFRS functions, which includes the necessity to further develop and build the skills and competencies that are required of a Strategic Change function. This could result in a number of consequences for SFRS which would include our ability to deliver change on time and within budget and to quality standards	15
Cyber Security	SDD007	There is a risk that we will be unable to maintain adequate levels of Cyber Security to avoid any breach due to lack of resources/ skills or appropriate policy and process being in place. This could result in failure of access to or stability of systems affecting SFRS activity.	20

Appendix C - Internal Audit Strategy 2020/21 - 2024/25

Audit Assignment	2020/21	2021/22	2022/23	2023/24	2024/25
FINANCIAL SYSTEMS					
Financial Systems Health-check	✓				
Procurement and Tendering	✓				
Expenses Policy	✓				
Revenue & Funding Maximisation			✓		
Capital Investment Strategy			✓		
Budgetary Control				✓	
PEOPLE					
Learning & Development		✓			
Sickness Absence Management			✓		
Training			✓		
Equality, Diversity & Inclusion				✓	
CORPORATE					
Implementation of Governance Structure & Reporting	✓				
Risk Management	✓				
Environmental Sustainability		✓			
Fire Safety Enforcement		✓			
Corporate Performance Management			✓		
Post Pandemic Review			✓		
Risk Assurance (Advisory)				✓	
Anti-Fraud Arrangements					✓
Change Management					✓
Environmental Management					✓
OPERATIONAL					
Estate Asset Management & Maintenance	✓				
Operational Equipment	✓				
Remote Working		✓			
Personal Protective Equipment			✓		
Workforce Planning (On Call Firefighters)				✓	
Partnership Working				✓	
Contract Management				✓	

Audit Assignment	2020/21	2021/22	2022/23	2023/24	2024/25
IT					
ICT & Data Security	✓				
Portfolio Office		✓			
Cyber Security					✓
FOLLOW UP ASSURANCE					
Follow Up	✓	✓	✓	✓	✓
ICT & Data Security Follow Up		✓			

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SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 15

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
27 June 2024	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Performance Management Framework Annual Report • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Corporate Risk and Performance Report Q4 Progress Report • Arrangements and Outcomes of Annual Review – Effectiveness of Board • AOP and Portfolio Office Q4 Report • New Mobilising System • <p><u>New Business</u></p> <ul style="list-style-type: none"> • BI Report – Last Three Years • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Debt Write Off 2023-24 <p><u>New Business</u></p> <ul style="list-style-type: none"> •
29 August 2024	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • ARAC Committee Annual Report to Accountable Officer • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Corporate Risk and Performance Report 2024/25 Q1 • AOP and Portfolio Office Q1 Report • New Mobilising System • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Annual Performance Review 2023/2024 • Annual Procurement Report 2023/24 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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
19 December 2024	<ul style="list-style-type: none"> • Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • • <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 • Organisational Performance Dashboard Report Q2 Progress Report • AOP and Portfolio Office Q2 Report • New Mobilising System • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
Provisional Special Board – 20 February 2025	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Budget Approach 2025-26
27 March 2025	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair’s Report • Chief Officer’s Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Organisational Performance Dashboard Report Q3 Progress Report • AOP and Portfolio Office Q3 Report • New Mobilising System • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget 2025/26 • Capital Programme 2024-2027 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •