

OFFICIAL



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

21 March 2025

**TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE**

Dear Member

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

**Date:** Thursday 27 March 2025

**Time:** 1000 hours

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

The business for the meeting is detailed overleaf.

Should you require any other information, please contact Group Commander Chrisopher Casey on 07970 968479, Heather Greig on 07824 307616 or Debbie Haddow on 07341 880523.

Yours sincerely

*Kirsty L. Darwent*

**KIRSTY DARWENT**  
Chair

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



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**  
**THURSDAY 27 MARCH 2025 @ 1000 HOURS**  
**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,**  
**WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)**

**AGENDA**

**1 CHAIR'S WELCOME**

**2 APOLOGIES FOR ABSENCE**

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

**4 DECLARATION OF INTERESTS**

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

**5 MINUTES OF PREVIOUS MEETINGS:**

5.1 **Thursday 19 December 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.*

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- 9 CHIEF OFFICER'S REPORT** *(attached)* S Stevens
- The Board is asked to note the Chief Officer's Report.*
- 10 COMMITTEE REPORTS**  
*The Board is asked to note the following updates:*
- 10.1 **Change Committee** S Ballingall  
- *Draft Minutes of Meeting: 6 February 2025 (attached)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock  
- *Draft Minutes of Meeting: 23 January 2025 (attached)*
- 10.3 **People Committee:** M Wylie  
- *Approved Minutes of Meeting: 5 December 2024 (attached)*  
- *Update of Meeting: 6 March 2025 (verbal)*
- 10.4 **Service Delivery Committee:** T Wright  
- *Approved Minutes of Meeting 26 November 2024 (attached)*  
- *Update of Meeting: 25 February 2025 (verbal)*
- 10.5 **Reform Collaboration Group** K Darwent  
- *Reform Collaboration Group Main Board (verbal)*
- 11 PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2024/25 Q3** *(attached)* M McAteer
- The Board is asked to scrutinise the report.*
- 12 ANNUAL OPERATING PLAN PROGRESS UPDATE Q3** *(attached)* M McAteer
- The Board is asked to scrutinise the report.*
- 13 RISK BASED CAPITAL INVESTMENT PLAN** *(attached)* S O'Donnell
- The Board is asked to approve the report.*
- 14 CAPITAL PROGRAMME 2025-2028** *(attached)* S O'Donnell
- The Board is asked to approve the report.*
- 15 RESOURCE BUDGET 2025/26** *(attached)* S O'Donnell
- The Board is asked to approve the report.*
- 16 RESOURCE BUDGET MONITORING REPORT** *(attached)* S O'Donnell
- The Board is asked to scrutinise the report.*
- 17 CAPITAL BUDGET MONITORING REPORT** *(attached)* S O'Donnell
- The Board is asked to scrutinise the report.*

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- 18 MAINSTREAMING EQUALITY REPORT** *(attached)* L Barnes/  
E Gerard  
*The Board is asked to scrutinise the report.*
- 19 EQUAL PAY AND GENDER PAY GAP REPORT 2025** *(attached)* L Begley  
*The Board is asked to scrutinise the report.*
- 20 NEW MOBILISING SYSTEM UPDATE** *(attached)* J Henderson  
*The Board is asked to scrutinise the report.*
- 21 RISK THEMES** *(verbal)* K Darwent  
*The Board is asked to reflect on any risk themes identified during this meeting.*
- 22 FORWARD PLAN** *(attached)* Board Support  
*The Board is asked to note the update.*
- 23 DATE OF NEXT MEETING**  
The next formal meeting will be held on Thursday 24 April 2025.

**Report for Information Only**

- **Corporate Parenting Update** *(attached)*

**PRIVATE SESSION**

- 24 MINUTES OF PREVIOUS PRIVATE MEETING:**
- 24.1 **Thursday 19 December 2024** *(attached)* K Darwent
- 24.2 **Thursday 30 January 2025 – Special** *(attached)* K Darwent
- 24.3 **Thursday 27 February 2025 – Special** *(attached)* K Darwent
- The Board is asked to approve the minutes of the previous meeting.*
- 25 PRIVATE ACTION LOG** *(attached)* Board Support  
*The Board is asked to note the updated Action Log and approve the closed actions.*
- 26 LIABILITY CLAIM AGAINST SFRS** *(attached)* S O'Donnell  
*The Board is asked to approve the report.*

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 - SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 19 DECEMBER 2024 @ 1000 HRS**

**VIRTUAL (MS TEAMS)**

**PRESENT:**

Kirsty Darwent, Chair (KD)  
Stuart Ballingall (SJB)  
Angiolina Foster (AF)  
Therese O'Donnell (TO'D)  
Andrew Smith (AS)  
Tim Wright (TW)

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

**IN ATTENDANCE:**

Stuart Stevens (SS)	Chief Officer
Andy Watt (AW)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer (Corporate Services)
Jon Henderson (JH)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Craig McGoldrick (CMcG)	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
Lyndsey Gaja (LG)	Interim Director of People
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Ijaz Bashir (IB)	Head of Asset Management (Item 15 only)
Stuart Free (SF)	Asset Governance and Performance Manager (Item 15 only)
Jim Holden (JHo)	Head of Safety and Assurance (Item 16 only)
Derek Wilson (DW)	Area Commander NMS Project Lead (Item 24 only)
Kate Whitelaw (KW)	Senior Project Manager (Item 24 only)
Chris Casey (CC)	Group Commander Board Support
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS:**

Robert Scott, HMFSI  
Colin Brown, FBU  
Group Commander Miles Stubbs, SFRS

**1 CHAIR'S WELCOME**

- 1.1 The Chair opened the meeting welcoming those present and those attending/observing via MS Teams.
- 1.2 The Chair acknowledged Stuart Stevens, Andy Watt and Jon Henderson's first official public meeting since taking up their respective new roles of Chief Officer, Deputy Chief Officer and Assistant Chief Officer.

1.3

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 Farries (DF), Assistant Chief Officer, Director of Operational Delivery

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

3.1 The Board agreed that the *National Joint Council Update, Working Draft SFRS Strategy 2025-2028* and *New Mobilising System Update* would be taken in private due to the confidential nature of the issues (Standing Order 9G).

## **4 DECLARATION OF INTERESTS**

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

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

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

## **5 MINUTES OF PREVIOUS MEETING:**

### **5.1 Thursday 31 October 2024**

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

5.1.2 **The minutes of the meeting held on 31 October 2024 were approved as a true record of the meeting.**

### **5.2 Matters Arising**

5.2.1 There were no matters arising.

## **6 ACTION LOG**

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

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

## **7 DECISION LOG**

7.1 The Board considered the Decision Log noting the impact 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 31 October 2024 and highlighted the following:

- Several meetings with Scottish Government ahead of the budget allocation which was received on 4 December 2024.
- Board Members mid-year appraisals undertaken and recommendations for reappointment for Board Members nearing the end of their term were submitted to Scottish Government.
- Recent Strategic Development Days were productive and beneficial.
- Visit to Orkney to meet with the Chief Executive of Orkney Islands Local Authority and attend a Long Service Good Conduct ceremony.
- Constructive Reform Collaboration Group meeting where Strategic Leads provided feedback from workshops on the future direction and programme of works.
- Attendance at Trainee Graduation event at East Service Delivery Area Headquarters.
- Regular progress meeting with HMFSI Chief Inspector.

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

**9 CHIEF OFFICER'S REPORT**

9.1 In recognition of his first official public meeting, SS recorded his privilege and honour to lead the Service. SS offered his thanks to retired Chief Officer Ross Haggart for his leadership throughout his tenure and wished him well in his retirement. SS acknowledged and congratulated newly promoted and appointed members of the Strategic Leadership Team (SLT).

9.2 SS presented the Chief Officer's report noting events which had occurred since the Board meeting held on 31 October 2024 and highlighted the following:

- Outline of budget allocations noting increases in both resource and capital of £14.8 million and £4.0 million, respectively. Within the resource allocation, no provision had been made for National Insurance increases (circa £6.0 million) which remained a significant risk for the Service. Timescales were unknown however work had begun on various scenarios. Outline of various improvements achieved due to increased capital investment.
- Work had commenced with budget holders regarding budget needs/allocations which would be discussed by the SLT in January 2025 and submitted to the Board thereafter.
- Agreement reached on the harmonising of RDS terms and conditions which would be implemented in January 2025. Thanks were extended to DF, LG and Fire Brigades Union (FBU) colleagues for their efforts throughout this process.
- First Strategic Managers Development Session held on 4 December 2024 which focused on the approach/priorities for future years, the development of the Strategy, leadership and culture. Further sessions were scheduled in 2025.
- Ongoing programme of Chief Executive Local Authority meetings which provided an opportunity to discuss challenges, priorities and collaboration opportunities.
- Attendance at Trainee Graduation events at East Service Delivery Area Headquarters and SFRS Headquarters (20 December 2024).
- Recent charity events including the Family Support Trust St Andrew's Ball and Firefighters Charity Santa Dash.

9.3 **The Board noted the report.**

**10 COMMITTEE UPDATES**

**10.1 Change Committee (CC)**

10.1.1 SJB reported that the Committee held a public meeting on 7 November 2024 and referred the Board to the attached draft minutes, highlighting the following:

- Terms of Reference for the new Committee to be submitted to the Integrated Governance Forum and Board for approval. Discussions relating to the transition to the new Committee were ongoing.
- Consideration had been given to the rebalancing of Committee business being taken in public and private session.
- Discussion had taken place on raising the level of reporting to a higher level of oversight.
- Report on the progress of the capacity and capability issues to be discussed at the next meeting.

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

**10.2 Audit and Risk Assurance Committee (ARAC)**

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

10.2.2 SO'D confirmed that the annual report and accounts had been laid before Parliament and no feedback had been received to date.

**10.2.3 The Board noted the draft minutes.**

**10.3 People Committee (PC)**

10.3.1 MW reported that the Committee held a public meeting on 5 December 2024 and provided a verbal update, highlighting the following:

- Safety and Assurance Annual Report was presented, and the Committee acknowledged the continued improvements in this area.
- Update on recruitment activities including the On Call/Wholetime migration (January 2025), Wholetime recruitment (early 2025) and the successful Operations Control process which resulted in over 500 applicants.
- Continued roll out of 3 day Leadership Programme.
- Delivery and roll out of 200 sets of PPE for key training sites as part of the contaminants work.
- Proposals for benchmarking opportunities.
- Update on BA recovery process and XVR technology.
- Completion of Internal Audit action plans relating to SVQ and On Call Workforce Planning.
- Risk spotlights focussing on recruitment/retention within ICT and pension remedy.

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

**10.4 Service Delivery Committee (SDC)**

10.4.1 TW reported that the Committee held a public meeting on 26 November 2024 and provided a verbal update, highlighting the following:

- Meeting held at Galashiels Fire Station which allowed the Committee to engage with local personnel and observe the ongoing refurbishment/RAAC panel replacement works.
- Regular update reports on Service Delivery and HMFSI activities.
- Local Senior Officer report provided by Marc Pincombe and focussed on local service delivery activities.
- Risk Spotlight focus on the approach to staffing and central staffing processes.
- Deep drive into operational learning processes and future direction.
- Update provided on the Grenfell Phase 2 report and the Service's response.

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

**10.5 Reform Collaboration Group (RCG)**

10.5.1 MMcA provided a verbal update to the Board on the priorities discussed at the RCG Programme Board meeting held in November 2024. The following key points were highlighted:

- The RCG Programme Board agreed 5 strategic workstreams to be progressed.
- The workstreams were Estates, Staff Wellbeing, Innovation Strategy, Place Based Approach to Improved Community Outcomes and the Redesign of Urgent and Unscheduled Care Pathways.
- Existing operational or tactical groups across the 3 Services would be brought together to refresh collaboration agendas and where necessary new groups would be created.
- Terms of Reference have been created.
- Programme Board to work with these groups to raise awareness of how the operational/tactical level collaboration work can drive benefits for the RCG.
- Reconsideration of the no regrets options arising from the PricewaterhouseCoopers (PWC) report on the collaboration exercise with Police Scotland.

10.5.2 MMcA agreed to circulate a short summary paper to the Board for information.

**ACTION: MMcA**



10.5.3 MMcA advised that the regular update meeting with the Cabinet Secretary and Minister for Victims and Community Safety on 18 December 2024 had been cancelled due to parliamentary business and would be rescheduled in due course.

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

## **11 SOCIAL IMPACT PLEDGE**

11.1 MMcA presented the Board with three proposed pledges for submission to the Scottish Government's Social Impact Pledge initiative for approval. The following key points were highlighted:

- Previous pledges had been both national and local projects.
- Challenges in evidencing the impact of previous pledges and this area would be improved.
- Continued commitment to sustaining and progressing work against previous pledges through individual projects or wider national developments.
- Outline of the 3 recommended initiatives relating to corporate parenting, sharing our facilities for the benefit of communities and working with ex-offenders.

11.2 In regard to publicising this important work, MMcA noted that discussions were taking place on the creation of a web page. This would allow the Service to demonstrate, raise awareness and highlight the benefits from all initiatives to the communities across Scotland.

11.3 The Board noted that there were no targets or deadlines assigned to the pledges. The Board suggested that Pledge 3 would benefit from further development to outline what would be delivered. MMcA noted that additional information could be provided and reminded the Board of the Service's work with Polmont Young Offenders Institution.

11.4 MMcA reiterated the challenges in evidencing the impact of this work and noted that the impact may not be directly seen by the Service but by our wider partners and communities. MMcA further noted that this would be captured within future iterations.

11.5 The Board noted the importance of these initiatives and commented on the potential that social impact at a local level was not being represented or being supported to grow nationally. MMcA noted the comments and indicated that further details and evidence on social impact and national delivery would be provided to the Board.

11.6 The Board noted that, within the covering report, the reference to Blairgowrie in Aberdeenshire was incorrect.

11.7 In regard to Pledge 3, the Board commented on potential organisations which the Service may wish to contact as they had experience of working with ex-offenders. MMcA noted the comments and would discuss further with individual Board Members outwith the meeting.

11.8 The Board approved the recommended initiatives and looked forward to the future iterations with wider national connections.

11.9 **The Board approved the 3 recommended initiatives for submission as the Scottish Fire and Rescue Service's Social Impact Pledges initiative.**

## **12 ANNUAL OPERATING PLAN PROGRESS REPORT - QUARTER 2**

## DRAFT - OFFICIAL

- 12.1 MMcA presented a report providing the Board with a quarterly progress report on how we are performing against the Annual Operating Plan (AOP) 2024/25 for the period 1 July 2024 to 30 September 2024. The following key points were highlighted:
- Total of 39 actions of which 2 actions were reporting Blue, 25 actions were Green, 9 actions were Amber and 3 actions were Red.
  - The 3 actions reporting red related to health and wellbeing, Strategic Service Review Programme (SSRP) and health and safety external accreditation.
  - Outline of reasons for delaying SSRP public consultation.
  - Outline of reasons for transferring health and safety external accreditation into business as usual.
- 12.2 In regard to the People, Payroll, Finance and Training (PPFT) timescale, the Board sought assurance that the risks associated with the delay of an automated system would be fully articulated and understood. LG outlined the reasons for the extended timeline and advised that there was still work to be undertaken on the articulation of risks. In particular, capacity to deliver existing processes in the absence of an automated system. Updates would be provided to the People Committee.
- 12.3 In regard to the Scottish Vocational Qualification (SVQ), the Board sought assurance that there was no de-prioritisation in the improvement plan or process. LG provided her assurance on this and noted that Skills Development Scotland had confirmed the satisfactory completion of the improvement plan. LG further noted that the extended timeline related to the work being undertaken to the development policy and pausing of the modern apprenticeship to allow improvements to be made/embedded.
- 12.4 In regard to the SSRP, SS advised that the slippage in timescale was primarily related to the scale and complexity of the programme and the public consultation on the SFRS Strategy. SS noted that a business case has been approved to enhance the resources within the SSRP team. AW outlined the significant work being undertaken to achieve the June 2025 date for the public consultation.
- 12.5 In regard to drug and alcohol screening, LG advised that no timescale had been identified as the legislative requirements were still being assessed. Further clarity would be available over the coming year.
- 12.6 The Board commented on the number of actions with due dates of 31 March 2025 which were 50% or less complete. MMcA noted that this would be discussed further under the SFRS Strategy (item 23). With reference to the Community Resilience Hub at Portree, SO'D noted that this action related to Phase One only. Phase One was the sign off on the project agreement document, which was almost complete with only the site/land purchase still to be finalised. Work continues with Highlands Council to identify a suitable location.
- 12.7 The Board commented on whether consideration could be given to review predictions/actions and successful delivery.
- 12.8 SS advised that the SLT recognised that planning and prioritising processes required to be strengthened. SS outlined the plans on how this would be improved, including strengthening support processes, aligning resources and risk appetite for stopping work if necessary. SS noted that an update would be brought to the Board in due course.
- 12.9 **The Board scrutinised the Annual Operating Plan Progress Update Q2 Report.**  
*(Meeting broke at 1109 hrs and reconvened at 1115 hrs)*

## 13 RESOURCE BUDGET MONITORING REPORT

- 13.1 SO'D presented a report advising the Board of the resource budget position for the period ending 30 November 2024. SO'D outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an underspend of £0.139 million and a forecast year-end underspend of £0.592 million. The following key points were highlighted:
- Variances and risk remain consistent with previous reporting periods.
  - Appendix A contained the new financial overview summary dashboard for consideration and feedback.
- 13.2 The Board welcomed the inclusion of the Progress on Budgeted Savings and asked whether this information had been shared with Scottish Government to evidence what the Service was achieving within planned savings. SO'D advised that this information had not been shared directly with Scottish Government however noted that it would be helpful to do so.
- 13.3 The Board commented on the inclusion of the Contingency Fund information.
- 13.4 In regard to wholetime forecasting, SO'D advised that the Service take the most up to date information, which includes outcomes of promotion/recruitment processes, and projects forward for the remainder of the year.
- 13.5 The Board commented on the higher than budgeted income and asked how this situation could be maintained. SO'D advised that this was due to increased funding from modern apprenticeships and shared services.
- 13.6 In regard to funding reserves, SO'D reminded the Board that there was no opportunity to retain surplus monies. Any surplus would be returned to Scottish Government. As such, the Service's aim was always to maximise spend against the budget. SO'D noted that discussion had taken place on potential opportunities to bring forward future spend options and that the current level of variation was within normal levels.
- 13.7 **The Board scrutinised the resource budget position for the period ending 30 November 2024.**

*(I Bashir & S Free joined the meeting at 1130 hrs)*

#### **14 CAPITAL BUDGET MONITORING REPORT**

- 14.1 SO'D presented a report advising the Board of the actual and committed expenditure against the 2024/25 capital budget position for the period ending 30 November 2024. It was currently anticipated that the approved budget of £43.216 million would be spent out by 31 March 2025. The following key points were highlighted:
- Good progress within property major works.
  - Consideration being given to potential spending opportunities should additional funds be received.
  - Continual review and adjustment to delivery within the 3-year programme.
- 14.2 The Committee queried the reason for the large virement out of the ICT budget. SO'D explained that this budget included provision for the New Mobilising System (NMS) project. Following award of the NMS contract, the budget had been adjusted accordingly. SO'D commented on the change in ICT which would increase resource spend and reduce capital spend.
- 14.3 The Board noted that information on whether anticipated benefits/objectives etc were being achieved and/or remained on track would be helpful. SO'D noted that discussions had taken place on future capital spend and the impact of same. IB further noted that an update would be provided at the Board Strategy Day in January 2025.

14.4 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 30 November 2024.**

**15 STRATEGIC ASSET MANAGEMENT REVIEW**

15.1 SO'D introduced IB who presented the annual update report on the Strategic Asset Management Plans (SAMPs) for the management of property, fleet and equipment assets, for scrutiny. The following key points were highlighted:

- Review of progress made within the SAMPs for fleet, property and equipment.
- Development of the training SAMP and future review of office accommodation.
- Continuation of the asset management improvement journey whilst highlighting the good, the bad and areas requiring significant improvements.
- Increased stakeholder communications and feedback.
- Review of existing structure and capacity within the property team.

15.2 The Board noted and welcomed the Service's involvement in the blue light collaboration on Electric Vehicle (EV) charging network.

15.3 In regard to breathing apparatus renewal, the Board queried whether the resources were adequate for the level of engagement required ahead of managing the contract and requested clarity on the governance oversight. IB outlined the resources allocated to this project. IB advised that the Service were engaging, through the National Fire Chiefs Council (NFCC), with other fire and rescue services who had or were going through the same process and were learning from their experience. IB noted that the governance oversight would be via the Service Delivery Board and Enabling Infrastructure Board and regular updates would be provided to the Board.

15.4 In regard to community resilience hubs, the Board queried how the Service were maintaining momentum on this important area. IB reminded the Board of the Service's work with North Hub and the difficulties encountered in securing a suitable site at Portree. The Service continues to explore options with Highland Council and were also engaging with Shetland Council for other potential opportunities. IB noted that the 5-year capital programme, which would feature community resilience hubs, would be presented to the Board in early 2025.

15.5 SS reminded the Board that the overall community resilience hub concept was not supported within the budget settlement allocated from Scottish Government. As such, the Service would need to work closely with local partners and local authorities to progress any potential collaboration opportunities. The Board noted their disappointment in the limited progress due to the lack of national funding.

15.6 In regard to resources (staffing), IB commented on the issues with recruiting staff and that a review of the full property team would be undertaken in the near future.

15.7 The Board commented on the potential to proactively identify and commence planning processes which allow the Service to develop projects ahead of site acquisition. Following a brief discussion, the Board noted that the Service were already considering this and that SSRP would be a key factor going forward along with partnership working with local authorities and partners.

15.8 In regard to the metric on utilisation of assets, the Board noted that it would be helpful to know what data was being collected and how it was being used. The Board sought to understand whether the standards being applied were still appropriate due to improvements in technology etc and whether the capacity was accurate.

15.9 IB explained that the light fleet review would consider the metrics and make recommendations as appropriate. IB advised that the standards being applied were industry benchmarks for vehicles. However, IB noted that the Service also carried out

condition assessments which could increase the vehicle lifespan and provided an example. It was further noted that the ambitions and SSRP could impact on the Service's heavy fleet requirements.

**15.10 The Board scrutinised the report.**

*(I Bashir & S Free left the meeting at 1158 hrs)  
(J Holden joined the meeting at 1158 hrs)*

**16 SAFETY AND ASSURANCE ANNUAL PERFORMANCE REPORT 2023/24**

16.1 CMcG introduced JHo who presented the approved Safety and Assurance Annual Performance Report 2023/24 detailing the SFRS Safety and Assurance (SA) performance prior to publication.

16.2 The Board commended the report particularly welcoming the benchmarking information and that no enforcement actions were raised during the reporting period.

16.3 In regard to the fluctuation within previous years for both accidents/injuries and near miss reporting, JHo advised that over a 5-year period accident/injuries levels remained fairly consistent and relatively low for an organisation of this size. JHo noted that all events were investigated and preventative measures were put in place to reduce reoccurrence. The increase in near miss reporting was positive and resulted from increased engagement and promotional campaigns.

16.4 In regard to the format of the report, JHo advised that the Service were required to produce an annual report, and the content was based on elements of compliance. However, the KPIs were set by the Service.

16.5 The Board noted that there were a small number of actions outstanding and queried the level of concerns arising from this. JHo advised that the outstanding actions had been carried forward and had since been completed.

16.6 It was noted that the recent Strategy Day session relating to health and safety and the Board's responsibility, and the presentation of this report provided the Board with significant assurance that formal processes were in place within the organisation.

**16.7 The Board scrutinised the report.**

*(J Holden left the meeting at 1214 hrs)*

**17 RISK THEMES**

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

**18 FORWARD PLAN**

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

18.2 The Board queried the reason for the PMF Quarterly Performance 2024-25 Q2 being submitted for information only. It was noted that the majority of the KPIs were scrutinised at Committee level, however some were not. It was agreed that this would be taken to the Integrated Governance Forum to discuss and consider how this report is brought forward.

**19 DATE OF NEXT MEETING**

19.1 A special private meeting was scheduled for Thursday 30 January 2025.

19.2 The next full public meeting of the Board is scheduled to take place on Thursday 31 March 2025 at 1000 hrs.

- 19.3 There being no further matters to discuss in public, the meeting closed at 1220 hrs.  
*(The meeting broke at 1220 hrs and reconvened in private session at 1230 hrs)*

**REPORTS FOR INFORMATION ONLY:**

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

- Health and Safety Policy and Policy Statement
- PMF Quarterly Performance 2024-25 Q2

**PRIVATE SESSION**

**20 MINUTES OF PREVIOUS PRIVATE MEETING:**

**20.1 Thursday 31 October 2024**

- 20.1.1 The minute of the meeting held on 31 October 2024 was approved as a true record of the meeting.

**20.2 Thursday 28 November 2024 (Special)**

- 20.2.1 The minute of the special meeting held on 28 November 2024 was approved as a true record of the meeting.

**20.3 Matters Arising**

- 20.3.1 In regard to the Wellbeing Audit and Recovery Plan, LB informed the Board that she incorrectly reported that the Service had engaged with the HSE to make them aware of the situation. The HSE were informed of the situation 2-3 days after the Board meeting on 28 November 2024. Post meeting update was added to the approved minutes for record purposes.

**21 PRIVATE ACTION LOG**

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

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

**22 NATIONAL JOINT COUNCIL UPDATE**

- 22.1 The Board were provided with a verbal update in relation to the National Joint Council.

- 22.2 **The Board noted the verbal update.**

*(L Patrick joined the meeting at 1245 hrs)*

**23 WORKING DRAFT STRATEGY 2025-2028**

- 23.1 MMcA presented the working draft of the SFRS Strategy 2025-28 (formerly titled SFRS Strategic Plan) for scrutiny and feedback on the direction that the document is taking.

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

*(L Patrick, A Smith, C McGoldrick, L Barnes left at 1330 hrs)*

*(D Wilson & K Whitelaw joined the meeting at 1330 hrs)*

**24 NEW MOBILISING SYSTEM UPDATE**

- 24.1 JH advised the Board of his intention for future NMS reporting to be taken in the public session. The Chair acknowledged the progress and improving circumstances within the NMS project and as such, future reporting to the Board would only be as and when required. Future scrutiny and oversight would be undertaken by the Change Committee in public session, if appropriate.

24.2 DW presented an overview report of the NMS Project delivery and progress to date and the next steps.

**The Board scrutinised the report.**

24.3

There being no further matters to discuss in private, the meeting closed at 1345 hrs.

DRAFT

## SFRS BOARD MEETING – ROLLING ACTION LOG



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### Background and Purpose

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

The status of Actions are categorised as follows:

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

### Actions/recommendations

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

The Board is therefore asked to approve the removal of the one action noted as completed (Blue status), note no actions was categorised as Green status and note no actions categorised as Yellow status on the action log.



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Board Meeting: 19 December 2024						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
10.5.2	<b>Reform Collaboration Group (RCG):</b> MMcA to circulate a short summary paper to the Board for information	MMcA	January 2025		January 2025	<b>Complete (27/03/2025):</b> RCG Board Update paper (December 2024) was circulated via email on 8 January 2025.



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## **SFRS BOARD MEETING DECISION LOG**

### **PURPOSE**

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

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

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

### **RECOMMENDATION**

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

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 7 February 2024 (Special Private)</b>				
ITEM 5	<b>BUDGET APPROACH 2024-25 (PRIVATE)</b>	The Director of Finance and Contractual Services asked the Board to approve the Budget Approach 2024/25. The report sets out the proposed approach to developing both the Resource and Capital budgets for the forthcoming financial year, within the context of the Scottish Government's budget proposals.	<b>The Board approved the Budget Approach 2024/25</b>	<b>August 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 02/2025):</b> The 2024/25 Resource Budget and Capital Programme 2024-2027 were developed in accordance with the Budget Approach 2024/25 and approved by the Board at its meeting on 27 March 2024.				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 29 February 2024 (Special Private)</b>				
ITEM 5	<b>RECOVERING LOSSES FROM SYSTEL (PRIVATE)</b>	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.	<b>The Board accepted the recommendations made and the claim is ongoing.</b>	<b>August 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 02/2025):</b> The settlement offer was rejected, and the offer was made to continue negotiations. No further offer has been received and following further Board authorisation, proceedings have been commenced both in France and the Court of Session. Further updates will be provided as these progress.				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 March 2024</b>				
ITEM 13	<b>RESOURCE BUDGET 2024/25</b>	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.	<b>The Board approved the Resource Budget for 2024/25.</b>	<b>September 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2025):</b> The Resource Budget 2024/25 has been implemented as approved and monitoring reports are provided to the Board at each scheduled meeting.				

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<b>ITEM 14</b>	<b>RISK BASED CAPITAL INVESTMENT PLAN 2024</b>	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.	<b>The Board approved the Risk Based Capital Investment Plan 2024.</b>	<b>September 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2025):</b> The Risk Based Capital Investment Plan 2024 has been used to develop the Capital Programme 2024 – 2027 and will be refreshed for 2025.				
<b>ITEM 23</b>	<b>CAPITAL PROGRAMME 2024/25 – 2026/27</b>	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 <b>£139.026 million</b> , funded by anticipated Capital DEL budget of £129.026 million and estimated capital receipts of £10.000million	<b>The Board approved the Capital Programme for 2024-2027.</b>	<b>September 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 03/2025):</b> The Capital Programme 2024 -2027 has been implemented as approved and monitoring reports are provided to the Board at each scheduled meeting.				

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 25 April 2024</b>				
<b>ITEM 11</b>	<b>ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS</b>	On behalf of the Director of Strategic Planning, Performance and Communications, the Head of Governance, Strategy and Performance asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	<b>The Board approved the reviewed and amended governance related document of the Board and its Committees, subject to minor amendments as noted.</b>	<b>October 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2025):</b>				

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<b>ITEM 12</b>	<b>SFRS THREE YEAR DELIVERY PLAN</b>	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.	<b>Subject to minor amendments in language and narrative, the Board approved the SFRS Three Year Delivery Plan</b>	<b>October 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2025):</b>				
<b>ITEM 13</b>	<b>DRAFT INTERNAL AUDIT STRATEGY UPDATE AND ANNUAL PLAN 2024/25</b>	On behalf of the Chair of the Audit and Risk Assurance Committee, the Deputy Chair asked the Board to approve the SFRS Internal Audit Plan 2024/25. This sets out a timetable of the main reviews of key activities during 2024/25 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks.	<b>The Board approved the Internal Audit Strategy Update and Annual Plan 2024/25.</b>	<b>October 2024</b>
<b>Impact Assessment for Board Decision (Review Date - 04/2025):</b>				

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

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

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		submitted to the Scottish Government following Board approval.		
<b>Impact Assessment for Board Decision (Review Date - 06/2025):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 June 2024</b>				
ITEM 13	<b>COMMITTEE MEMBERSHIP STRUCTURES</b>	The Director of Strategic Planning, Performance and Communications asked the Board to approve the amendments to committee membership structures following a recent resignation of a Board Member	<b>The Board approved the changes to its committee membership structure.</b>	<b>December 2024</b>

<b>Impact Assessment for Board Decision (Review Date - 07/2025):</b>				
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ITEM 16	<b>ARRANGEMENTS AND OUTCOME OF ANNUAL REVIEW – EFFECTIVENESS OF THE BOARD</b>	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2023/24. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland’s communities.	<b>The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.</b>	<b>December 2024</b>
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<b>Impact Assessment for Board Decision (Review Date - 07/2025):</b>				
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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 29 August 2024</b>				
ITEM 22	<b>LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE</b>	The Director of Finance and Contractual Services provided a report to the Board in relation to an insurance claim intimated against the Service.	<b>The Board approved the recommendations.</b>	<b>February 2025</b>

<b>Impact Assessment for Board Decision (Review Date - 08/2025):</b>				
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<b>ITEM 23</b>	<b>ANNUAL PERFORMANCE REPORT 2023/24</b>	The Director of Strategic Planning, Performance and Communications presented the SFRS Board with the draft Annual Performance Review Report 2023/24 and asked that it is approved for use at the Annual Performance Review Meeting	<b>The Board approved the Annual Performance Report 2023/24 and for it to be used at the Annual Performance Review meeting (10 September 2024).</b>	<b>February 2025</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2025):</b>				
<b>ITEM 24</b>	<b>NEW MOBILISING SYSTEM: FULL BUSINESS CASE</b>	The Director of Prevention, Protection and Preparedness presented the SFRS Board with the Full Business Case for the New Mobilising System Project delivery for approval, which was supported by the Scottish Government Portfolio, Programme, Project Assurance Gateway 3 review report	<b>Subject to the concerns outlined above being addressed, including the rapid engagement of an experienced Project Director, the Board approved the full Business Case</b>	<b>February 2025</b>
<b>Impact Assessment for Board Decision (Review Date - 08/2025):</b>				

<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 31 October 2024</b>				
<b>ITEM 11</b>	<b>BOARD FORWARD PLAN SCHEDULE 2025/26</b>	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2026. These set out the Board's programme of scrutiny and key decisions for 2025-26, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	<b>The Board approved the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2025-26.</b>	<b>April 2025</b>

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<b>Impact Assessment for Board Decision (Review Date - 10/2025):</b>				
<b>ITEM 12</b>	<b>DRAFT RISK APPETITE STATEMENTS</b>	The Director of Finance and Contractual Services provided the SFRS Board with a report outlining the revised draft risk appetite statements seeking SFRS Board for approval.	<b>The Board approved the draft risk appetite statements and approach.</b>	<b>April 2025</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2025):</b>				
<b>ITEM 13</b>	<b>ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2023-31 MARCH 2024</b>	The Head of Finance and Procurement presented the Annual Procurement Report for the period 1 April 2023 – 31 March 2024, as required under the Procurement Reform (Scotland) 2014.	<b>The Board approved the Annual Procurement Report for the period 1 April 2023 – 31 March 2024.</b>	<b>April 2025</b>
<b>Impact Assessment for Board Decision (Review Date - 10/2025):</b>				
<b>ITEM 24</b>	<b>DRAFT ANNUAL REPORT AND ACCOUNTS 2023/24</b>	The Director of Finance and Contractual Services presented the Draft Annual Report and Accounts for the year ended 31 March 2024. The document reports that the Resource budget overspent by £0.930 million, the Capital budget was on budget and the Capital budget for Right of Use assets was underspent by £0.153 million.	<b>The Board approved the Annual Procurement Report for the period 1 April 2023 – 31 March 2024. The Board approved the Annual Report and Accounts 2023/24 and authorised the Accountable Officer to sign and submit on behalf of the Service.</b>	<b>April 2025</b>
<b>Impact Assessment for Board Decision (Review Date - 11/2025):</b>				
<b>Minute Ref</b>	<b>Paper</b>	<b>Issue</b>	<b>Decision</b>	<b>Earliest Review Date</b>
<b>Meeting Date: 28 November 2024 (Special)</b>				
<b>ITEM 5</b>	<b>UPDATE ON CLAIM AGAINST SYSTEL AND RAISING AN ACTION IN SCOTLAND</b>	The Director of Finance and Contractual Services updated the Board on the latest legal advice regarding the appeal hearing in France in relation to the claim against Systel and recommended further action in Scotland.	<b>The Board approved the recommendation to start court proceedings by drafting the summons to be lodged at the Court of Session in Scotland and served upon Systel.</b>	<b>May 2025</b>
<b>Impact Assessment for Board Decision (Review Date – 11/2025):</b>				



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Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 19 December 2024</b>				
ITEM 11	<b>SOCIAL IMPACT PLEDGE</b>	The Director of Strategic Planning, Performance and Communications presented the members of the SFRS Board with three proposed initiatives that would form the basis of our submission to the Scottish Government's Social Impact Pledge. Board members were asked to approve the proposed pledges.	<b>The Board approved the 3 recommended initiatives for submission as the Scottish Fire and Rescue Service's Social Impact Pledges initiative.</b>	<b>June 2025</b>
<b>Impact Assessment for Board Decision (Review Date – 12/2025):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 30 January 2025 (Special)</b>				
ITEM 5	<b>DRAFT SFRS STRATEGY 2025-2028 FOR CONSULTATION</b>	The Head of Governance, Strategy and Performance presented a draft SFRS Strategy 2025-28 to members of the Board of the Scottish Fire and Rescue Service and requested that it is released for public consultation.	<b>Subject to suggested amendments, the Board approved the Draft SFS Strategy 2025-2028 for release for public consultation.</b>	<b>July 2025</b>
<b>Impact Assessment for Board Decision (Review Date – 01/2026):</b>				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
<b>Meeting Date: 27 February 2025 (Special)</b>				
ITEM 5	<b>BUDGET APPROACH 2025-26</b>	The Director of Finance and Contractual Services presented the Budget Approach 2025/26 to the Board for approval. The report sets out the proposed approach to developing both the Resource and Capital budgets for the forthcoming financial year, within the context of the Scottish Government's budget proposals.	<b>Subject to suggested amendments, the Board approved the Budget Approach 2025-26 and noted that the detailed budget proposals would be presented at the Board meeting on 27 March 2025.</b>	<b>August 2025</b>
<b>Impact Assessment for Board Decision (Review Date – 02/2026):</b>				

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<b>ITEM 6</b>	<b>LIABILITY CLAIMS AGAINST SFRS</b>	The Director of Finance and Contractual Services presented a report to the Board in relation to two employer's liability claims intimated against the Service.	<b>The Board approved the recommendations in relation to both claims</b>	<b>August 2025</b>
<b>Impact Assessment for Board Decision (Review Date – 01/2026):</b>				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
THURSDAY 27 MARCH 2025**

**CHAIR'S UPDATE: JANUARY-MARCH 2025**

**Wednesday 8 January 2025**

Meeting with Chief Executive Officer North Lanarkshire Council and CO Stuart Stevens  
Meeting with Chief Executive Officer City of Glasgow Council and CO Stuart Stevens  
Meeting with CO Stuart Stevens

**Monday 13 January 2025**

Meeting with Chief Executive Officer Aberdeen City Council and CO Stuart Stevens

**Tuesday 14 January 2025**

Integrated Governance Forum Pre-agenda  
Regular Meeting with Tom Steele, Scottish Ambulance Service and Martyn Evens, Scottish Police Authority  
Meeting with DCO Liz Barnes

**Monday 20 January 2025**

Deputy Chief Officer Corporate Services Interviews

**Tuesday 21 January 2025**

Meeting with CO Stuart Stevens  
Informal Board/Committee Chairs meeting

**Wednesday 22 January 2025**

Regular Chair/Board Support Team meeting

**Thursday 23 January 2025**

Integrated Governance Forum

**Wednesday 29 January 2025**

Deputy Chief Officer Corporate Services Interviews

**Thursday 30 January 2025**

SFRS Special Board meeting  
Board Strategy Day

**Friday 7 February 2025**

FRSA/National Employers meeting

**Monday 10 February 2025**

Reform Collaboration Group Pre-agenda  
Board Members Appraisal

**Tuesday 11 February 2025**

National Joint Council

**Wednesday 12 February 2025**

Director of People Shortlisting

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**Thursday 13 February 2025**

SFRS Mid Year Review

Meeting with CO Stuart Stevens and Deputy Chair Paul Stollard

People Committee/RANSc - Annual Governance Workshop

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

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

**Monday 17 February 2025**

Public Sector Reform Submit

**Wednesday 18 February 2025**

Meeting with CO Stuart Stevens

Reform Collaboration Group

Board Members Appraisals

Meeting with Chief Executive Officer Aberdeenshire Council and CO Stuart Stevens

**Thursday 20 February 2025**

Meeting with DCO Liz Barnes

**Friday 21 February 2025**

Board Members Appraisals

**Monday 24 February 2025**

Director of People Interviews

Regular Chair/Board Support Team meeting

**Tuesday 25 February 2025**

Director of People Interviews

**Wednesday 26 February 2025**

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

Integrated Governance Forum – Annual Governance Workshop

**Thursday 27 February 2025**

SFRS Special Board meeting

Board Strategy Day

**Friday 28 February 2025**

Director of People Interviews

**Tuesday 4 March 2025**

Meeting with Chief Executive Officer Shetlands Council and CO Stuart Stevens

Good Conduct Long Service Ceremony

**Thursday 6 March 2025**

Meeting with Siobhian Brown, Minister for Victims & Community Safety and CO S Stevens

Remuneration, Appointment and Nominations Sub Committee

People Committee

Board Member Appraisal

**Wednesday 12 March 2025**

Board Member Appraisals

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**Monday 17 March 2025**

Meeting with CO Stuart Stevens  
SFRS Board Pre-agenda  
Integrated Governance Forum Pre-agenda

**Tuesday 18 March 2025**

Board Member Appraisal

**Wednesday 19 March 2025**

Meeting with DCO Liz Barnes

**Tuesday 25 March 2025**

Board Member Appraisal  
Regular Chair/Board Support Team meeting  
Integrated Governance Forum

**Thursday 27 March 2025**

SFRS Board meeting

**Friday 28 March 2025**

Cheapside Street Memorial Event

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE  
THURSDAY 27 MARCH 2025**

**CHIEF OFFICER'S UPDATE: JANUARY – MARCH 2025**

**Wednesday 1 – Thursday 2 January**

Public Holiday

**Friday 3 January**

Leave

**Monday 6 January**

Meeting with Chief Executive Aberdeenshire Council

**Tuesday 7 January**

Shortlisting for Deputy Chief Officer (DCO)  
Weekly Chief Officer & Deputy Chief Officer Meeting  
Regular Monthly meeting with Chief Inspector HMFSI  
SFRS Strategic Plan Development Session

**Wednesday 8 January**

Meeting with North Lanarkshire Council Chief Executive  
Regular Chief & Chair Catch up Meeting  
Meeting with Glasgow Council Chief Executive

**Thursday 9 January**

Weekly PA catch up  
Regular Staff Officer Catch up

**Friday 10 January**

Meeting with Chief Officer Northern Ireland FRS  
Firefighters Charity Committee Meeting  
Regular Director 1:1

**Monday 13 January**

Meeting with Aberdeen City Council Chief Executive  
Strategic Leadership Team (SLT) Priorities & Strategic Plan Workshop

**Tuesday 14 January**

Weekly PA catch up  
Regular Director 1:1  
Integrated Governance Forum Pre Agenda Meeting  
Meeting with B Baverstock

**Wednesday 15 January**

Meeting with Chief Constable, Tulliallan  
Regular Director 1:1

**Thursday 16 January**

Fire Heritage Museum Visit, Greenock

**Friday 17 January**

Email catch up/technical reading

**Monday 20 January**

Weekly PA catch up  
Interviews  
Weekly Chief & DCOs catch up

**Tuesday 21 January**

Public Sector Reform Fund  
SLT Budget Strategy Workshop

**Wednesday 22 January**

Change Portfolio Investment Group (CPIG) Meeting  
SLT Meeting

**Thursday 23 January**

Introductory Meeting with BDO Auditors  
Audit and Risk Assurance Committee (ARAC)  
Integrated Governance Forum (IGF)

**Friday 21 January**

Long Service Good Conduct (LSGC) Ceremony, HQ

**Monday 27 January**

Advisory Forum Meeting, London

**Tuesday 28 January**

Regular Director 1:1

**Wednesday 29 January**

Deputy Chief Officer Corporate Services Interviews

**Thursday 30 January**

SFRS Board Private Meeting  
SFRS Board Strategy Day

**Friday 31 January**

Retirement Presentation, Edinburgh

**Monday 3 February**

Regular monthly catchup with Chief Inspector HMFSI  
Meeting with Draeger UK  
Regular meeting with Chief Commissioner London Fire Brigade  
Regular Staff Officer Catch up

**Tuesday 4 February**

National Fire Chief Council (NFCC) Chief Fire Officers (CFO) fortnightly call

**Wednesday 5 February**

SLT Policy Meeting

**Thursday 6 February**

Weekly PA Catch up  
Introductory meeting with Scottish Ambulance Service Chair

**Friday 7 February**

Leave

**Monday 10 – Tuesday 11 February**

National Joint Council for Local Authority Meeting, London

**Wednesday 12 February**

Meeting with HMFSI  
SLT Budget Strategy Workshop

**Thursday 13 February**

SFRS Mid Year Review  
Regular Chief, Chair & Deputy Chair Meeting  
People Committee/RANSC Annual Governance Workshop  
Regular Meeting with Director of Safer Communities

**Friday 14 February**

Leave

**Monday 17 February**

Weekly PA catch up  
Meeting with BDO UK Internal Auditors  
Regular Director 1:1

**Tuesday 18 February**

NFCC CFOs Fortnightly Call  
SLT Meeting  
Cyber Exercise  
Meeting re Grenfell Paper

**Wednesday 19 February**

Regular Chief & Chair Catch up  
Reform Collaboration Group meeting  
Audit & Risk Assurance Committee - Internal Audit & Annual Governance Workshop (2025)  
Introductory Meeting with Aberdeenshire Council

**Thursday 20 February**

Weekly CO & DCO Catch Up

**Friday 21 February**

Regular catch up with CFO Northern Ireland FRS  
Meeting with Public Health Scotland

**Monday 24 February – Tuesday 25 February**

Interviews

**Wednesday 26 February**

Regular meeting with Sponsor Unit at SG  
IGF Annual Governance Workshop (2025)  
Weekly PA Catch up  
Regular Staff Officer Catch up  
Regular Director 1:1 x 2

**Thursday 27 February**

Special Private Board Meeting  
Board Strategy Day  
Weekly CO & DCO Catch up



**Friday 28 February**

Interviews

**Monday 3 March**

Weekly PA Catch up  
Regular Meeting with Chief Inspector HMFSI  
Meeting with Fire Brigade Union (FBU)

**Tuesday 4 – Wednesday 5 March**

Long Service Good Conduct Ceremony & Staff Engagement Sessions, Shetland

**Thursday 6 March**

Regular Meeting with Minister for Victims & Community Safety  
Remuneration, Nominations and Appointments Sub Committee (RANSC)

**Friday 7 – Tuesday 11 March**

Leave

**Wednesday 12 March**

Strategic Managers Development Day, Cambuslang

**Thursday 13 March**

Polmadie Fire Station Visit

**Friday 14 March**

Weekly PA Catch up

**Monday 17 March**

Regular Chief & Chair Catch up  
SFRS Board Pre Agenda Meeting  
IGF Pre Agenda Meeting  
Weekly PA Catch up

**Tuesday 18 March**

NFCC CFOs Fortnightly Call  
CPIG Meeting  
Regular Directors 1:1 x 2

**Wednesday 19 March**

Weekly PA Catch up  
Director 1:1 x 2

**Thursday 20 March**

SLT Meeting

**Friday 21 – Monday 24 March**

Leave

**Wednesday 25 – Thursday 26 March**

NFCC Council Meeting, London

**Thursday 27 March**

SFRS Board Meeting

**Friday 28 March**

Cheapside Memorial Service 65<sup>th</sup> Anniversary, Glasgow



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE**

**THURSDAY 6 FEBRUARY 2025 @ 1000 HRS**

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,  
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES**

**PRESENT:**

Stuart Ballingall, Chair (SJB)  
Therese O'Donnell (TOD)

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

**IN ATTENDANCE:**

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SOD)	Director of Finance and Contractual Services
Jon Henderson (JH)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Portfolio Manager
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 9.1 only)
Derek Wilson (DW)	Area Commander, NMS Project Lead (Item 9.1 only)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Casey (CC)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DJH)	Board Support/Minutes

**OBSERVERS**

Seona Hart, Fire Brigades Union

**1 WELCOME**

1.1 The Chair opened the meeting and welcomed those in attendance and those participating via MS Teams. On behalf of the Committee, the Chair congratulated SOD on her recent success and pending appointment to Deputy Chief Officer Corporate Services.

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**

Tim Wright, Board Member  
Liz Barnes, Interim Deputy Chief Officer Corporate Services

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

3.1 The Committee agreed that the *Portfolio Finance and Performance Report* (Item 17), would be heard in the private session due to the confidential financial information (Standing Order 9E).

**4 DECLARATION OF INTERESTS**

4.1 There were no declarations of interest noted.

**5 MINUTES OF PREVIOUS PUBLIC MEETING: 7 NOVEMBER 2024**

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

5.1.1 **The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.**

5.2 **Matters Arising**

5.2.1 With reference to the timelines and new reporting format for risk, it was noted that this would be discussed during the meeting.

5.2.2 There were no other matters arising.

**6 ACTION LOG**

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

Action 9.2.2 Committee Aligned Directorate Risks (09/11/2023): Agreed to close as this action had been superseded.

Action 6.1.5 Action Log 8.3.4 - ESMCP Project Change Request and Dossier (07/11/2024): CM advised that there were no significant issues identified with the interdependencies or integration between the Emergency Services Mobile Communications Programme (ESMCP), In Vehicle Solutions (IVS) and New Mobilising System (NMS) project. CM outlined the milestone timelines within the projects. CM noted that interdependencies would continue to be tracked by the individual project teams and would be connected through the central interdependencies management log.

SOD advised that as Strategic Service Review Programme (SSRP) progresses, enabling infrastructure would be brought together which would provide a formal structured approach to reviewing interdependencies.

The Committee agreed to close this action.

Action 7.3 Proposed Draft Terms of Reference Strategy and Change Committee (07/11/2024): AW referenced previous discussions relating to the changes to dashboard reporting and the level of detail that would provide. AW commented on the potential to provide Change Portfolio Progress Group (CPPG) summary reports for reassurance on Executive scrutiny, risks, dependencies and challenges.

In terms of future scrutiny of SSRP, it was noted that the new Committee's Terms of Reference (ToR) provided clarity. AW noted that the Strategy Day session in May 2025 would present the Board with the process for the Service Delivery Review (SDR) element and public consultation.

RW reminded the Committee that the new Committee's ToR, which were being presented today, were still subject to discussion and approval by the Board.

The Committee agreed to close this action.

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

- 7 NEW COMMITTEE TERMS OF REFERENCE – STRATEGIC PLANNING AND CHANGE COMMITTEE**
- 7.1 SJB presented the proposed draft ToR for the new Strategic Planning and Change Committee for discussion. It was noted that the draft ToR were submitted to the Integrated Governance Forum on 23 January 2025 and two amendments were requested. These related to the name of the new Committee and the removal of the catch all responsibility listed within Section 5. The Committee commented on their role within the governance structure which ultimately supported and provided assurance to the full Board. It was further noted that the ToR would remain subject of annual review.
- 7.2 It was agreed that reference to the Interim Deputy Chief Officer Corporate Services be amended to Deputy Chief Officer Corporate Services and the Head of Finance and Procurement would be added to the list of others in attendance.
- ACTION: BST**
- 7.3 Discussion took place on the potential to present an update on SSRP to the Committee ahead of seeking formal Board approval to commence public consultation in June 2025. It was noted that the Committee would welcome sight of an early draft to provide scrutiny and support ahead of the final submission to the Board, should this be helpful. However, the Committee recognised that the timings may not allow for the draft to be available for the next meeting (1 May 2025). This being the case, the Committee were content that the draft public consultation should be submitted direct to the Board for approval.
- 7.4 **The Committee recommended the new Strategic Planning and Change Committee's Terms of Reference for approval.**
- 8 PLANNING/STRATEGY**
- 8.1 **SFRS Strategy Update and Planning Process**
- 8.1.1 RW presented the report to the Committee which provided an update on progress of the SFRS Strategy 2025-28 and the planning process that would be followed. The following key points were highlighted:
- Approach being taken in development of the SFRS Strategy.
  - Requirement to create a 3-year delivery plan, performance management framework (PMF), Directorate and Functional Plan and local Fire and Rescue Plan and community fire station plans.
  - Public consultation on draft Strategy to conclude in April 2025.
  - Finalised version of the Strategy would be presented to the Board in May 2025 for approval before being laid before Scottish Parliament.
  - Development of the 3-year delivery plan to commence and would be presented to the Board in May 2025. Consideration would be given to the prioritisation, resourcing, interdependencies and finance, etc when aligning to the Strategy.
  - Review of the PMF to enable monitoring and assurance on how the Strategy was being delivered. Various workshops were scheduled and the revised PMF would be finalised in May 2025.
  - Statutory requirement for Local Plans to be developed and need to be aligned with the Strategy and the Local Outcome Improvement Plans.
  - Requirement to update Station Plans.
- 8.1.2 The Committee commented on the various separate consultation exercises being undertaken for the Strategy, SSRP and Local Plans and the crossover or similar elements within them. RW advised that the Service were required to consult on the Strategy, SSRP and local plans and that the Service were keen to avoid any overlap. RW reminded the Committee of the reason for the postponement of the review and consultation on local plans and the complications due to the differences within the local authority scrutiny arrangements. MMcA reminded the Committee of the Gunning principles which required consultation to be kept separate and noted that the situation was not ideal but

unavoidable. It was noted that the Local Senior Officers (LSO), who had a statutory role, would lead on local consultation and engagement.

- 8.1.3 The Committee commented on the other elements that need to happen within the Service to make the Strategy meaningful. These were: internal resource redistribution, drive around skills and capability building, and changes to the overall accountability and incentives. The Committee queried to what extent these activities would be catalysed through SSRP activities or managerially led through the Strategy without being restricted by SSRP.
- 8.1.4 SOD advised that the Service were currently in the process of setting the budgets and the priorities within the Strategy were a main driver in the process. SOD noted that the development of the 3-year delivery plan would provide the opportunity to drive the medium-term financial plan and a realistic plan on resource requirements. SOD further noted that in contrast to previous years, the Service were considering aligning the Strategy, 3-year delivery plan and budget at the same time.
- 8.1.5 AW noted that discussions were still required on the BAU governance as this would support change and strategic alignment within directorates. AW further noted that the 6 priorities were the focus for the Service and there needed to be strategic alignment through governance and engagement to deliver them.
- 8.1.6 AW noted that the strategy for future years should form the starting point and be a driver for the leadership framework to ensure the right skills, capacity and leadership qualities are achieved.
- 8.1.7 MMcA commented on the previous misalignment of strategy and budget setting processes and noted the longer-term benefits for these being aligned. MMcA further commented on the importance of the work to develop the 3-year delivery plan and performance framework. MMcA noted that the benefits and opportunities with the closer alignment of the plans to help crystallise and drive priorities.
- 8.1.8 The Committee noted the potential impact of SSRP on the development and consultation for local plans and that due consideration should be given to the timelines and ordering for this process. MMcA advised that consideration had already been given to the timing and potential sensitivities within some areas. RW commented on the importance of local plans for scrutiny and assurance purposes and outlined the broad timeline for the revision of local plans.
- 8.1.9 Brief discussion took place on the delivery and development of detailed local plans, the benefits of delaying their review to allow the Strategy to be finalised and the links between the local plans, 3-year plan and Strategy.
- 8.1.10 MMcA advised the Committee that the Strategy was designed to enable SSRP, however, should it be necessary the Service would have the option to review and revise the Strategy. SOD reminded the Committee that the Strategy was an overarching document of the Service's ambitions and SSRP was a significant strategic vehicle to deliver key elements.
- 8.1.11 The Committee commented on the statement within the Strategy, "*the strategy shows where we want to be in 3 years*" and asked for consideration to be given to revise this once there is a clearer sense of SSRP. Following a brief discussion, it was noted that this could be revised post consultation and within the finalised version of the Strategy. Review of the 2025-28 Strategy to ensure it reflects where the Service aims to be in the next 3 years.

**ACTION: MMcA**

- 8.1.12 Brief discussion took place on the purpose of a 3-year delivery plan and how it would be used.
- 8.1.13 Brief discussion took place on the revised performance management framework which was the route to reviewing the efficacy of the strategy. The Committee commented on the scheduling of meetings and requested work is done to review timelines for Committee meetings in relation to the availability of data and produce a schematic 3 year planning cycle incorporating all elements, allowing Committee meetings to be scheduled accordingly.

**ACTION: MMcA/RW**

8.1.14 **The Committee scrutinised the report.**

8.2 **Medium Term Financial Planning Update**

8.2.1 This item was covered under Item 8.1.

*(D Wilson and S Wood joined the meeting at 1100 hrs)*

**9 CHANGE PORTFOLIO/MAJOR PROJECTS**

9.1 **Programme Project Highlight Report**

- 9.1.1 GB presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver.
- 9.1.2 SW provided a verbal update in regard to the Rostering Project and in particular the outcomes of the Digital Scotland Service Standard Assessment. It was identified that across the 14 criteria, 6 had not been met. As a result, 14 essential and 6 desirable recommendations were made, and an action plan had been developed. During the assessment, areas of good practice were also identified. The overall recommendation made was to proceed from the design phase into the build phase. The next stage included integration with other systems across the Service which would ensure benefits were realised.
- 9.1.3 The Committee sought clarity on the temporary contracts within the project team and reference to competing priorities. SW noted that these were ongoing, unavoidable known risks and would continue to be monitored and managed accordingly.
- 9.1.4 In regard to the New Mobilising System project, JH advised the Committee that the approval and baselining of the full project implementation plan had now been achieved, and milestone payments had been authorised. JH further advised that a Programme Director had commenced in January 2025 and was a valuable addition to the project team.

9.1.5 **The Committee scrutinised the report.**

*(D Wilson and S Wood left the meeting at 1110 hrs)*

9.2 **Strategic Service Review Programme**

- 9.2.1 AW informed the Committee that an update was provided at the Board Strategy Day on 30 January 2025, and there was no additional update at this time.
- 9.2.2 **The Committee noted the verbal update.**

**10 GENERAL REPORTS**

10.1 **SFRS Change Maturity, Capacity and Capability January 2025 - Closure**

- 10.1.1 CM presented the report to the Committee which provided a high-level view of SFRS's strategic portfolio, change capacity and capabilities. The following key points were highlighted:
- Outline of the revised strategic change governance structure and reporting arrangements effective from 1 April 2025. Change Portfolio Investment Group's

(CPIG) remit for new projects, business cases, investment and resources coming into the portfolio as well as any other business cases. This would assist in tracking of resources, capacity and key prioritisation decision making. SSRP Board would be removed and the 3 individual constituent programmes, Enabling Infrastructure, Corporate Services Review and Service Delivery Review, would report into the CPPG. This would aid the focus on deliverability, key dependencies and interdependencies, planning and resource management.

- Overview of the strategic portfolio summary dashboard and the ability to drill down for more detailed information on individual projects, provided total oversight of portfolio planning and capacity management.
- Implementation of project risk summary reporting from April 2025.
- Work ongoing to identify key roles and resource types to support all change projects/activities and their alignment to project plans.

10.1.2 The Committee queried where the oversight on business-as-usual (BAU) activities and capacity were being managed. CM advised that the Service were looking at ways to estimate the size of change activities and to identify local change activities ie continuous improvement. CM commented on the different levels of governance that would be required from major strategic projects down to continuous improvement activities. CM noted the importance of reporting on activities which were outside the major strategic elements and how these could be linked into strategy.

10.1.3 AW commented on the importance and work required to understand and align resource capacity for both change and BAU activities. AW noted that this work would provide an overarching overview of resource within the Service and provide a more strategic alignment of resources, independencies and finance.

10.1.4 In regard to the potential overlapping of membership and remit of the various governance groups, AW noted that the terms of reference and discipline within the meeting would be key to ensuring that discussions remain at the appropriate level.

10.1.5 In regard to capacity management, CM noted that a summary report would be submitted to the CPPG. AW noted that this forward-looking tool would help identify and allocate resources for change projects and within Directorates to capture BAU activities.

10.1.6 The Committee commented on the regular reference made to competing priorities and queried whether this tool would help to reduce this issue. AW noted that this was the aspiration however further conversation would be required to develop this.

10.1.7 The Committee commented on the potential to develop a Gantt chart for key BAU elements and overall programme planning elements, AW noted that this could form part of the 3-year cycle in terms of BAU, directorate plans and elements not directly linked with change activities.

10.1.8 The Committee noted the 4 elements relating to restructure to aid clarity and understanding, new reporting tool and reporting formats, new role analysis gap and new risk reporting. CM to provide the timeline and introduction of each element being embedded into the capability and capacity review.

**ACTION: CM**

10.1.9 The Committee were asked to review and provide feedback on the strategic portfolio summary dashboard. CM provided a brief overview of the dashboard and the ability to drill down into individual project details ie critical pathway, milestones, risks, etc

**ACTION: All**

10.1.10 The Committee commented on the format of the strategic portfolio summary dashboard and requested the removal of any unnecessary elements to improve legibility of the

commentary box.

10.1.11 **The Committee scrutinised the report.**

**11 RISK**

**11.1 Portfolio Office Risk Log**

11.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office. GB outlined the intention to review the format of the report to a more strategic level, the ability to drill down into specific risks and seek input from project managers.

11.1.2 The Committee discussed potential risk spotlighting at future meetings and how these could be identified. The Committee requested that the top 3 risks and relevant mitigations be brought to the next meeting for discussion and scrutiny.

**ACTION: CM/GB**

11.1.3 Brief discussion took place on the potential for the Executive to regularly update the Committee on horizon scanning and opportunities linking to the Strategy. Consideration to be given on how best to highlight opportunities within the 2025-28 Strategy moving forward.

11.1.4 In regard to the Change Management audit, the Committee queried the level of the Board's involvement in the process. CM advised the Committee of discussions and interviews carried out by Internal Audit across the Service. SOD noted that the Committee had requested and were provided with the scope of the audit albeit the Committee membership had now changed. SOD further noted the Audit and Risk Assurance Committee (ARAC) involvement in the development of the Internal Audit programme which would be submitted to the Board in April 2025 for approval.

11.1.5 **The Committee scrutinised the report.**

**12 COMMITTEE ROLLING FORWARD PLAN**

**12.1 Committee Forward Plan**

12.1.1 The Committee noted the Forward Plan would be revised to reflect the remit of the new Committee and the planning cycle.

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

12.2.1 There were no items identified.

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

**13 REVIEW OF ACTIONS**

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

**14 DATE OF NEXT MEETING**

14.1 It was agreed that the special private meeting scheduled for Wednesday 19 March 2025 would be stood down.

14.2 The next full public meeting is scheduled to take place on Thursday 1 May 2025.

14.3 There being no further matters to discuss, the public meeting closed at 1150 hrs.

*(The meeting broke at 1150 hrs and reconvened at 1205 hrs)*



**PRIVATE SESSION**

**15 MINUTES OF PREVIOUS PRIVATE MEETING:**

**15.1 Thursday 7 November 2024**

15.1.1 The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.

15.1.2 **The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.**

**16 PRIVATE ACTION LOG**

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

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

**17 PORTFOLIO FINANCE AND PERFORMANCE REPORT**

17.1 CM presented a report to the Committee providing an update on the key performance indicators (KPIs) of the Change Portfolio.

17.2 **The Committee scrutinised the report.**

There being no further matters to discuss, the private meeting closed at 1220 hrs.



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**PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE**

**THURSDAY 23 JANUARY 2025 @ 1000 HRS**

**VIRTUAL (MS TEAMS)**

**PRESENT:**

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

**IN ATTENDANCE:**

Stuart Stevens (SS)	Chief Officer
Andy Watt (AW)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Sarah O'Donnell (SOD)	Director of Finance and Contractual Services
David Johnston (DJ)	Risk and Audit Manager
Lynne McGeough (LMcG)	Head of Finance and Procurement
Jamie Fraser (JF)	Internal Audit (Azets)
Paul Kelly (PK)	Internal Audit (Azets) (Item 18 only)
Claire Robertson (CR)	Internal Audit (BDO)
Sean Morrison (SM)	Internal Audit (BDO)
Michael Oliphant (MO)	External Audit (Audit Scotland)
Tommy Yule (TY)	External Audit (Audit Scotland)
Graeme Fraser (GF)	HMFSI
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 8 only)
Carol Wade (CW)	Information Governance Manager (Item 9 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 11.2 only)
Greig Aitken (GA)	Head of ICT (Item 18 only)
Christopher Casey (CC)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS:**

None

**1 CHAIR'S WELCOME**

- 1.1 The Committee Chair opened the meeting and welcomed all those attending, in particular Claire Robertson and Sean Morrison, BDO.
- 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 Madeline Smith, Board Member  
Mark McAteer, Director of Strategic Planning, Performance and Communications  
Robert Scott, HMFSI

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

3.1 The Committee discussed and agreed that Item 18 (*Cyber Security Maturity Assessment*) would be heard in private session due to matters relating to confidential matters in line with Standing Orders Item 9G.

3.2 No further items were identified.

**4 DECLARATION OF INTERESTS**

4.1 For transparency, declaration of interests were recorded in relation to Agenda Item 11.2 (Risk Spotlight: POD015 Pension Remedy) for:

- Stuart Stevens, Chief Officer
- Andy Watt, Deputy Chief Officer
- Christopher Casey, Group Commander Board Support Manager

4.2 There were no further declarations of interest made.

**5 MINUTES OF PREVIOUS PUBLIC MEETING**

**5.1 Tuesday 29 October 2024**

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

**5.2 Matters Arising**

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 29 October 2024 were approved as a true record of the meeting.**

**6 ACTION LOG**

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

Action 13.5 Risk Spotlight: Retrieval of PPE (30/10/2023): SOD advised the Committee that due to the work undertaken, the levels of non-compliance were minimal. Although the issue relating to consequences of non-compliance had not been fully addressed, the overall position had significantly improved. It was agreed to close this action.

Action 9.1.11 SFRS Progress Update/Management Response Sickness Absence Management (27/06/2023) and Action 7.2.3: SFRS Progress Update/Management Response (29/10/2024): Action 9.1.11 to be reopened to ensure the audit trail was not lost and Action 7.2.3 would be subsumed into this action. Action 7.2.3 to be closed.

Action 15.2.2 Anti-fraud/Whistleblowing Update (26/03/2024): It was noted that the original desktop review had become a more substantive review. Action to remain open until the next meeting to allow the revised Whistleblowing policy and summary for changes to be presented.

Action 7.2.3 SFRS Progress update/Management Response (29/10/2024): Agreed to incorporate into Action 9.1.11 (see above) and close.

Action 10.1.5 Risk Report Update (29/10/2024): LB noted that there was a significant review ongoing within Operations Control and she was unaware of any issues with extracting the data. It was noted that a report would be submitted to the People Committee on 6 March 2025 and feedback on that would be provided to this Committee in due course.

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

## **7 INTERNAL AUDIT**

### **7.1 SFRS Internal Audit Progress Report 2024/25**

7.1.1 JF presented a report to the Committee which summarised the progress on the delivery of the 2024/25 Internal Audit Plan and the following key points were highlighted:

- Overall the 2024/25 Plan remains on track for completion by 31 March 2025. Small adjustment made to the timeline for the Anti-Fraud Arrangements audit but remains on course for presentation at the next meeting (8 April 2025).
- Briefing Note relating to the new Global Internal Audit Standards (December 2024) was provided for information and notification of a future Public Sector webinar.

7.1.2 In regard to the Anti-Fraud Arrangements audit, SOD commented on the discussions with Azets to ensure that the audit was both helpful and offered improvement pathways.

7.1.3 **The Committee scrutinised the progress report.**

### **7.2 SFRS Progress Update/Management Response**

7.2.1 This report was presented to the Committee and outlined the status of the recommendations raised by Internal Audit and the following key points were highlighted:

- Seven actions were added, and 8 actions had been closed during this reporting period.
- Thirty-seven actions remain open however, since the submission of the report a further 4 actions had been closed or awaiting final evidence and would be confirmed at the next meeting.

7.2.2 The Committee noted that most of the open actions had the timescales of March 2025. The Committee queried whether the Service were being realistic in terms of fully understanding the initial recommendation and managing the prioritisation and resources appropriately to address the action required. JF reminded the Committee of some reasons why timescales may not have been achieved.

7.2.3 SOD highlighted the improvements and the work undertaken over the last year to close older actions. It was noted that the majority of the 37 open actions were reporting green which was a positive position. Noting the Committee's comments, SOD advised that the Service remained committed to addressing and closing all actions as timeously as possible.

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

### **7.3 Introduction and Approach to Internal Audit Plan 2025/26**

7.3.1 BB introduced Claire Robertson and Sean Morrison from BDO, who have been appointed as the Service's new Internal Auditors from 1 April 2025. BB referenced previous discussions with CR on the approach to the 2025/26 audit plan. CR outlined the process and steps being undertaken to finalise the drafting of the 2025/26 audit plan. The draft plan would be discussed at the Committee's workshop on 19 February 2025 ahead of its formal presentation at the next meeting (8 April 2025).

7.3.2 SS informed the Committee of early discussions with BDO which focused on continuous improvement and supporting the Service in achieving this.

7.3.3 On behalf of the Committee, BB thanked JF and the wider Azets team for their support and contributions throughout their tenure.

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

*(C Fitzpatrick joined the meeting at 1035 hrs)*

## 8 AUDIT AND RISK ASSURANCE COMMITTEE QUARTERLY PERFORMANCE Q2 2024/25

8.1

CF presented the Committee with the second quarter performance of KPIs 35–42 for fiscal year 2024/25 for scrutiny. KPIs 58-61, 64 and 65 were only reported annually as part of the fourth quarter report. The following key points were highlighted:

- Exception variation within KPI36 (Subject Access within timeframe) due to the target not being achieved for over 14 months and further decline outwith the lower limits of normal variance.
- Exception variation within KPI40 (Invoice in 30 days) due to decline in past performance.
- Exception variation within KPI42 (Service desk request within SLA) due to the second consecutive quarter's decline to below lower limit.
- No KPIs were deteriorating or improving (long term).
- No change to performance level within KPI38 (FOI within timeframe) which has been below target for several years.

8.2

In regard to KPI36 and KPI38, CF noted that concerns with resources were a factor for both.

8.3

In regard to KPI41, the Committee sought clarity on the “not known” status of this indicator. CF advised that some historic data (2023/24) had been inaccurate and as such there was not enough sufficient data available to determine any improvement/deterioration. CF noted that quarterly reporting would still be possible, however it would be another 3 or 4 quarters before there was sufficient data to determine performance levels. It was noted that the Committee could take assurance that quarterly targets were being met despite the inability to determine longer term performance levels. Consideration to be given to include explanatory narrative within future reports to aid understanding.

8.4

In regard to KPIs which were annually reported, the Committee queried whether there were arrangements to monitor performance throughout the year. CF noted that monitoring may be available locally and was only submitted at the relevant time. SOD advised that formal performance reporting was captured through other reporting methods such as Strategic Asset Management Plan Annual Review, Annual Accounts and Outturn Reports. The Committee noted that the new PMF would have to take account of annual reporting and the interim arrangements for monitoring and reporting.

8.5

In regard to the new PMF and KPIs, the Committee queried the level and process for engagement. SS noted that both the Strategy and PMF were being reviewed and a series of workshops for Board/Committees would be held to develop indicators to support the Strategy. Consideration would be given to identify indicators which would monitor compliance, performance and provide assurance. CF noted that this issue would be discussed at the Integrated Governance Forum later today.

8.6

**The Committee scrutinised the report.**

*(C Fitzpatrick left the meeting at 1050 hrs)*

*(C Wade joined the meeting at 1050 hrs)*

## 9 FREEDOM OF INFORMATION UPDATE

9.1

CW presented an update on the actions taken in respect of the Level 2 Intervention opened by the Office of Scottish Information Commissioner (OSIC) in relation to the Service's compliance for scrutiny. The following key points were highlighted:

- Inability to maintain targets due to increased volume and complexity of requests, increased subject access requests and long-term resourcing issues.
- Level 2 intervention was served by OSIC to support the Service to improve performance and resolve any issues.
- Action plan has since been developed and shared with OSIC.

- Regular meetings with OSIC are arranged to monitor progress as well as monthly updates to the Strategic Leadership Team.
- Temporary resources have been secured and some improvements on statutory response times have already been made.

9.2 The Committee commented on resources being a factor in the situation and queried how the Service identified, prioritised and addressed resourcing issues. SS advised that Directors had the responsibility for ensuring appropriate resources within their respective areas and the ability to realign resources appropriately. Business cases could also be developed however these would impact financial spend. SS noted that the Strategy was being developed and this would outline the Service's priorities. This would also reinforce the need to review corporate services to ensure delivery of organisational needs and priorities. AW informed the Committee of the resourcing tool being developed to capture both change and business as usual (BAU) activities which would aid understanding of resource and capacity issues and better inform decision making in this area.

9.3 In regard to the review of BAU requests for personal record files, CW advised that training had been delivered to the People Directorate on identifying and explaining the difference between subject access requests and BAU requests for personal records.

9.4 In regard to proactive publishing information, CW confirmed that the Service were actively doing this through the publication scheme. CW noted that the Information Governance team were committed to identifying and publishing additional information and were raising awareness within all Directorates on proactively publishing information.

9.5 The Committee asked for consideration to be given for an annual compliance report which would include FOI requests, trends, etc to be developed for information and to improve their understanding. To be discussed further outwith the meeting.

**ACTION: BB/MMcA**

9.6 In regard to the interim measures put in place for reviews, CW explained that the existing recording system was not functioning properly. To avoid any requests for reviews being overlooked, applicants were being asked to submit their requests to an alternative email address. CW noted that a new system was currently being explored.

9.7 The Committee requested that the OSIC Level 2 Intervention Letter and subsequent action plan be circulated for information.

**ACTION: CW**

9.8 The Committee commented on formal subject access requests being made by current and former staff members to access their personal information. To be discussed further under Agenda Item 11.2 Risk Spotlight Pension Remedy.

9.9 **The Committee scrutinised the report.**

*(C Wade left and M Oliphant joined the meeting at 1120 hrs)  
(Meeting broke at 1120 hrs and reconvened at 1130 hrs)*

## 10 **QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS POLICY**

10.1 DJ presented the Gifts, Hospitality and Interests Policy and Quarterly Update (Q3 2024/25) to the Committee for scrutiny. The following key points were highlighted:

- Total number of entries and declarations in this reporting period.
- Additional checks undertaken following the financial donation for Christmas decorations etc for use in community development/enhancement.
- High level of staff completing the LCMS Gifts, Hospitality and Interest module.
- Continued staff engagement to raise awareness and understanding.

- Change in reporting template to include risk appetite and the continued development in future reports.

10.2 The Committee noted and welcomed the inclusion of the risk appetite and supporting narrative within the Q3 report.

10.3 The Committee commented on the positive improvements, increasing level of awareness, understanding and declarations being made within the Service and commended the efforts made to achieve this.

10.4 In regard to declarations of interests, DJ advised the Committee that awareness of individual's responsibility would continue to be highlighted through staff engagement and the LCMS module. Brief discussion took place on the alternative option which would require all staff to submit an annual non-interest declaration and this would be discussed further outwith the meeting.

**ACTION: DJ**

10.5 **The Committee scrutinised the report.**

## 11 INTERNAL CONTROLS UPDATE

### 11.1 Risk Report Update

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

- Inclusion of risk appetite and alignment to the risk rating and control measures.
- Going forward actions would remain open until sufficient evidence was provided.
- Corporate reporting template would be amended to help alignment of risk and risk appetite.
- Fifteen risks currently rated 15 or above and associated controls which were regularly reviewed and/or updated.
- Six new risks had been identified.
- Regular engagement with all directorates to ensure that risks and control measures remain relevant and accurate.
- Timescales of RAG status remains unchanged and continues to be aligned to internal audit process. To be discussed with BDO prior to any amendments being made.
- Within the covering report, SOD001 control measures were not accurate. Reference should be made to the Appendix for accurate information.

11.1.2 Within the Committee's advance questions, reference was made to technical jargon and acronyms within the report. DJ noted the comments and would request that these are simplified and explained in future reports.

11.1.3 DJ advised the Committee that future risk reports will be aligned to risk appetite with Section 5.1, identifying an alignment to the Service's Risk Appetite on Compliance.

11.1.4 In regard to the summary of risk appetite ranges table, the Committee discussed the merit of this table. DJ advised that this table would not be included in future reports and had been provided for continuity purposes within this report.

11.1.5 The Committee commented on the report focusing on lower risk levels. The report does not account for being risk positive on risks with lower that targeted risk ratings and the need for the Service to be ambitious/bold in some areas.

11.1.6 DJ agreed to provide a full list of risks, including lower-level risks, to the Committee for their awareness.

**ACTION: DJ**

- 11.1.7 The Committee noted that the inclusion of a summary analysis of lower-level risks in future reports would be helpful. Further discussion to be held outwith meeting. **ACTION: DJ**
- 11.1.8 In relation to the assurance levels on control actions, DJ advised that these levels align to the risk register however, wider development work was ongoing for better alignment with the Good Governance Framework. The Committee noted that whilst assurance levels on the control actions may be positive, the level of the risk may not be and consideration could be given to the presentation of this information.
- 11.1.9 DJ agreed to circulate more information on the wider range of alignment between risks and risk appetites. DJ reminded the Committee of the information available via the risk dashboard. **ACTION: DJ**
- 11.1.10 The Committee noted and welcomed the introduction of the risk appetite information with the risk report and additional feedback on formatting of the report would be provided outwith the meeting.
- 11.1.11 **The Committee scrutinised the report and noted the continuing progress being made.**  
*(L Gaja joined the meeting at 1210 hrs)*
- 11.2 **Risk Spotlight: POD015 Pension Remedy**
- 11.2.1 For transparency, SS, AW and CC declared their interest in this agenda item and noted that there was no conflict of interest so could contribute to the discussion.
- 11.2.2 With reference to earlier discussions relating to personnel submitting subject access requests to gain access to their personal files, LG outlined the process and the information available. LG noted that the People Directorate and Information Governance team were working to raise awareness of the correct route to be used by staff.
- 11.2.3 LG presented the risk spotlight on POD015 Pension Remedy to the Committee for scrutiny. The following key points were highlighted:
- Three separate pension workstreams were being progressed concurrently as a result of successful legal challenges relating to pension arrangements.
  - The Matthews O'Brien and Booth Bradshaw were specific to fire and rescue services and relate to options to purchase additional pensionable service for specific periods.
  - The McCloud Sargeant impacts on the wider public sector and relates to age discriminatory or provision around the transition from final to average salary schemes.
  - Scottish Public Pensions Authority were responsible for implementing the complex remedies, however SFRS were supporting the development of the approach to these matters and communications to staff.
  - Capacity and resource challenges within both SPPA and SFRS.
  - Risk spotlight was presented to the People Committee (December 2024).
- 11.2.4 In regard to the ongoing legal challenge to extend the terms of the Matthews O'Brien pension remedy, LG noted that should this be successful, it could result in a 3<sup>rd</sup> options exercise being undertaken.
- 11.2.5 The Committee recognised the impact on individuals and queried whether the true level of dissatisfaction was understood. LG noted that a specific subset of individuals were particularly impacted due to being at risk of exceeding annual allowance limits and being unable to provide self-assessments to HMRC. Discussions had taken place with SPPA regarding manual calculations being provided ahead of the 31 January deadline and a substantive response had not yet been received. LG further noted that individuals



approaching or considering retirement could also be affected by increased timescales in receiving their pension calculations. Some retired individuals were also affected as remedy statements from SPPA were required in order for informed decisions to be made on which scheme they would like their benefits to be paid from.

- 11.2.6 The Committee queried whether the Service was in a position to provide a safety net or assurances to affected individuals. LG advised that the Service were not in that position. The Service would provide limited updates on timescales and to signpost individuals to SPPA. LG stated that the Service could not provide advice on pension matters. LG noted that the Service would continue to work closely with SPPA to ensure that all lines of communications were aligned.
- 11.2.7 LG offered her opinion in relation to SPPA efforts to date, which included the systems development and recruitment.
- 11.2.8 LG advised that she was not aware of individuals making decisions due to inaccurate information, however, there were some instances of decisions being made on inaccurate timescales.
- 11.2.9 Noting the additional internal resources assigned in November/December 2024, the Committee queried whether the Service had been slow to act. LG advised that the timescale for securing the additional resources were appropriate and aligned with plans developed by SPPA.
- 11.2.10 Due to the significance of this subject matter, the Committee noted that periodic reporting would be appropriate. It was recognised that the People Committee would be the appropriate governance pathway and were already monitoring this issue. Consideration to be given to formal reporting to the Board.
- 11.2.11 **The Committee scrutinised the report.**  
*(L Gaja left the meeting at 1235 hrs)*
- 11.3 **Anti-fraud/Whistleblowing Update**
- 11.3.1 SOD noted that there were no issues to report.
- 11.3.2 **The Committee noted the verbal report.**
- 12 REPORT FOR INFORMATION ONLY:**
- 12.1 Quarterly Update Report on HMFSI Business**
- 12.1.1 GF presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2024/25. The following key areas were noted:
- Ongoing work on the North Service Delivery Area inspection with fieldwork anticipated to complete within the next few months.
  - Fieldwork ongoing for the Organisational Culture inspection.
  - Fieldwork has restarted for the Operational Assurance inspection and would conclude in February 2025.
  - Chief Inspector's Plan 2025-2028 was currently out for formal consultation and was anticipated to be published in April 2025.
- 12.1.2 **The Committee noted the report.**
- 13 REVIEW OF ACTIONS**
- 13.1 CC confirmed that 3 formal actions were recorded during the meeting.

**14 FORWARD PLANNING**

**14.1 a) Committee Forward Plan Review**

14.1.1 The Committee considered and noted the Forward Plan.

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

14.2.1 The following items were identified for a future Integrated Governance Forum:

- Environmental Management report (to be raised on 23 January 2025)
- Development of new Performance Management Framework (to be raised on 23 January 2025)

14.2.2 No further items were identified.

**15 DATE OF NEXT MEETING**

15.1 The next public meeting is scheduled to take place on Thursday 8 April 2025 at 1000 hrs.

15.2 There being no further matters to discuss the public meeting closed at 1240 hrs.

*(Public meeting broke at 1240 hrs and reconvened in Private session at 1245 hrs)*

**PRIVATE SESSION**

**16 MINUTES OF PREVIOUS PRIVATE MEETING**

**16.1 Tuesday 29 October 2024**

16.1.1 The minutes of the private meeting held on 29 October 2024 were approved as a true record of the meeting.

**17 ACTION LOG**

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

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

**18 CYBER SECURITY MATURITY ASSESSMENT**

18.1 PK presented the Committee with Cyber Security Maturity Assessment 2024 report, which included the summary of key recommendations and action plan for scrutiny.

18.2 **The Committee scrutinised the report.**

On behalf of the Committee, the Chair extended his thanks to Interim Deputy Chief Officer Corporate Services, Liz Barnes, for her commitment and contributions. The Committee wished her well for her imminent retiral.

There being no further matters to discuss the private meeting closed at 1325 hrs.



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – PEOPLE COMMITTEE**

**THURSDAY 5 DECEMBER 2024 @ 1300 HRS**

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

**PRESENT:**

Mhairi Wylie (Chair) (MW)  
Neil Mapes (NM)  
Madeline Smith (MS)

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

**IN ATTENDANCE:**

Lyndsey Gaja (LG)	Interim Director of People
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Ross Robison (RR)	Deputy Assistant Chief Officer, Head of Training
Jim Holden (JH)	Head of Safety and Assurance
Greg Aitken (GA)	Head of ICT (Item 13.2 only)
Linda MacKenzie (LM)	People Manager (Item 13.2 only)
George Lindsay (GL)	Lead People Adviser (Item 13.3 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Chris Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

**OBSERVERS**

None

**1 CHAIR'S WELCOME**

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

**2 APOLOGIES 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 Updates 2024/25 – Quarter 2* verbal report would be heard in private session due to the small number of individuals involved and confidentiality in line with Standing Orders (Item 9D). The draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee* would be taken in private due to the confidential nature of the issues (Item 9G).

3.2 No further items were identified.

#### **4 DECLARATIONS OF INTERESTS**

4.1 No conflicts of interest were declared.

#### **5 MINUTES OF PREVIOUS MEETING: THURSDAY 12 SEPTEMBER 2024**

5.1 The following amendment(s) were requested and agreed:

Paragraph 9.1.2 to be amended to read *“LB advised that this was being considered. For example, within the discipline work and both parties were already being offered support and monitoring”* instead of *“LB advised that this was being considered within the discipline work and both parties were already being offered support and monitoring.”*

5.2 **Subject to the above amendment, the minutes of the meeting held on 12 September 2024 were approved as a true record of the meeting.**

#### **5.2 Matters Arising**

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

#### **6 ACTION LOG**

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

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

#### **7 HIGH LEVEL KEY PERFORMANCE INDICATOR REPORT Q2 2024/25**

7.1 The High Level Key Performance Indicator Report Q2 2024/25 was presented to the Committee for scrutiny of the KPIs 22-29 (Training), KPIs 46-49 (People) and KPIs 50-56 (Safety and Assurance) and was taken as read.

7.2 CMcG updated the Committee on recent discussions by the Strategic Leadership Team (SLT) in regard to grouping of KPIs by compliance which would be more helpful and informative.

7.3 The Committee commented on the formatting within the overview sections of the report as some text appeared to be missing and this should be revised.

7.4 **The Committee scrutinised the report.**

#### **8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING**

##### **8.1 People Performance Report Quarter 2 2024/25**

8.1.1 LG provided the People Performance Report Quarter 2 2024/25 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the further detail within the People Performance Report. The following key areas were highlighted from the Executive Summary:

- Proposed formatting changes within future reports as discussed at the pre-agenda meeting.
- Workforce measures broadly remain consistent and in line with previous quarter and the same period last year.
- In principle decision made on wholetime recruitment within 2025. Specific numbers/timings would be confirmed once further clarity was available on leavers and retirement data.
- Within the 2025 recruitment plan, an On Call to Wholetime migration course had been scheduled in January 2025 for 12 personnel including one external transfer.

## OFFICIAL

- Recent successful Operations Control (OC) recruitment process which resulted in 16 candidates commencing in January 2025.

8.1.2 In regard to disciplinary cases, the Committee sought further information on potential trends, patterns and whether there were any differences between uniformed and support staff. LG advised that the main issues for both uniformed and support staff related to code of conduct, behaviours, etc. It was noted that, due to the higher percentage of uniformed staff, the majority of cases were within this staffing group. LG further advised how the Service recorded timescales of individual investigation processes. LG noted that a paper was being prepared for the Corporate Board to consider options to resource the investigation process appropriately.

8.1.3 In regard to the On Call to Wholetime migration course, the Committee queried the time and potential cost savings involved. LG advised that the migration course was shorter due to the On Call personnel being able to evidence their competence through existing training and experience. RR advised that the traditional 14-week wholetime course could be reduced to 3 weeks for existing On Call personnel. LG to provide information on potential cost savings and wider benefits generated from the shorter migration course.

**ACTION: LG**

8.1.4 In regard to the OC recruitment campaign, LG advised that there were 515 applicants in total, of which 279 were male, 233 female and 3 preferred not to say. The gender breakdown of the successful candidates was 4 male, 10 female and 2 preferred not to say.

8.1.5 In regard to the partnership initiative funded posts, LG advised that these were secondments to other organisations such as Scottish Government, HMFSI and would circulate further details to the Committee outwith the meeting.

**ACTION: LG**

8.1.6 In regard to Wholetime recruitment, LG advised that this process would commence in late Q1 or early Q2 2025/26. The Committee queried whether any learning could be taken and applied from the recent OC campaign. LG noted that a cross functional working group had been convened to review the short, medium and long term aspects of the process and identify incremental improvements. It was noted that the Culture Development Group were also reviewing attraction and retention. LG further advised that shorter, more frequent application processes would be used to ensure improvements could be implemented in a timely manner whilst maintaining sufficient applicant numbers.

8.1.7 In regard to flexibility of contracted hours for RDS, the Committee queried the potential numbers of existing personnel reducing their contracted hours. LG noted that the Service were not anticipating a significant number of personnel requesting a reduction in hours. It was hoped that the flexibility may encourage ex-RDS personnel to return to the Service.

8.1.8 In regard to the Station and Group Commander selection processes, LG advised that workforce planning and succession planning activities enabled the Service to forecast and predict potential vacancies across all ranks over a period of time. This forecast informed the wholetime recruitment and promotional programmes.

8.1.9 The Committee commented on the long term absences attributed to psychological reasons having increased and asked for consideration to be given to include a performance chart (number of days lost over time) to help monitor the ongoing position.

**ACTION: LG**

8.1.10 The Committee commented on the potential benefits of inter service secondments for both individuals and the wider Service. LG noted that there were no current inter service secondments however there could be value in considering this particularly for development opportunities.

- 8.1.11 The Committee queried the value of the Target Operating Model (TOM) as the current statistics, particularly for the On Call staffing group, had limited significance. Consideration would be given to raise this at the Integrated Governance Forum (IGF) for further discussion.
- 8.1.12 LG provided a brief update on the RDS Terms and Conditions noting the changes to the levels of contractual availability, retaining fees and agreed standardisation of terms and conditions. Work had commenced to implement all changes in January 2025. The Committee requested a report to be brought to the next meeting (March 2025) to provide an update on the implementation of the changes, how the changes were being implemented into the On Call improvement plan and an indication of expectations for embedding over the next few years.
- 8.1.13 **The Committee scrutinised the report.**

## **9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK**

### **9.1 Culture Action Plan – Update Paper**

- 9.1.1 LB presented the report providing an update to the Committee on the progress of future pathway activities detailed within the Culture Action Plan and delivered via the Culture Development Group (CDG) and associated subgroups. The following key points were highlighted:
- Three-day baseline Leadership Development programme. Day One has been developed and 12 sessions were being delivered in Q3 and Q4. Days 2 and 3 were currently under development. Overall positive feedback had been received with some adjustments being made.
  - SLT workshops focussing on how to deliver and maximise resources, prioritisation and identification of areas that need to be developed/invested in.
  - Differing views on establishment of Professional Standards Team.
  - Benefits of sharing stories, both good and bad, under the banner of Living the Values.
- 9.1.2 In regard to the exit questionnaire, LB advised that the process had been and would continue to be reviewed to encourage individuals to participate.
- 9.1.3 The Committee queried how the wider workforce would be able to see the impact of this area of work. LB noted that raising awareness and encouraging discussions was the starting point. Ongoing monitoring of progress could be undertaken through pulse surveys, monitoring levels/types of complaints and safe call activity.
- 9.1.4 The Committee queried whether there were plans to undertake a broader evaluation on the impact of this area of work and whether station standards were being considered separately from values. LB noted that the existing station standards were being reviewed and would be renamed workplace standards and would include wider cultural elements. LB further noted that the low uptake in working groups could be attributed to capacity issues and discussions were ongoing with Heads of Functions to encourage participation.
- 9.1.5 The Committee commented on the potential value of using external facilitators to help encourage participation and the benefits of mentoring/peer support.
- 9.1.6 LB advised the Committee that development of Day 2 was well underway and would be available in early 2025.
- 9.1.7 LB noted her expectation that this work would be identified as a priority, and appropriate resourcing being secured.
- 9.1.8 During the recent Committee workshop, it was noted that there were areas of risk regarding equality/diversity highlighted which may require further discussion at the Integrated Governance Forum.

9.1.9 **The Committee scrutinised the report.**

**10 TRAINING**

**10.1 Training Function Update and Performance Report Quarter 2 2024/25**

10.1.1 CMcG, introduced RR who presented the high-level overview of the Training function activity and performance over Quarter 2 2024/25 and highlighted the following key points:

- In relation to contaminant control, 200 new sets of PPE in key training sights to continue to improve safety whilst maintaining operational and training resilience.
- Contaminants Group were visiting various UK Fire and Rescue Services to compare Compartment Fire Behaviour Training (CFBT) sites for benchmarking and continuous improvement purposes.
- Update on Breathing Apparatus (BA) recovery programme noting that, as at 31 October 2024, 1598 operational personnel had completed the process. Programme remains on target for completion by the end of March 2026.
- Trial of XVR technology for Incident Command training and the potential benefits.
- Progress update on the development of Training Strategic Asset Management Plan.
- KPI22 (Core Skills Modules Completed) and KPI23 (Advance, Support & Emerging Risk Modules Completed) remain stable. Evidence of continued completion of modules past the reporting period, therefore a shadow report had been requested to help identify the true position.
- KPI24 (Flexi Officer Module Completion) reporting slightly below target.
- KPI25 (Incident Command Course Currency) reporting above target.
- KPI26 (Core Skills Currency) reporting continual increase.
- KPI27 (Specialist Rescue Currency) reporting a slight decrease due to various reasons and mitigating actions/measures were now in place.
- KPI28 (Training Function Currency) reporting improving position.
- KPI29 (Customer Satisfaction) reporting improving position following a decrease in Q1. Electronic survey forms had resulted in more qualitative feedback being received.

10.1.2 In regard to XVR technology, CMcG highlighted the potential wider uses and benefits from this technology. The Committee were reminded that a demonstration would be provided at a future Strategy Day.

10.1.3 In regard to Incident Command and currency (skills), the Committee queried how this was maintained by Senior Officers. RR advised of the specific bespoke training for flexi duty officers to maintain operational competence, acquisition/refresher of incident command levels as appropriate and opportunities for continuous professional development.

10.1.4 In regard to KPI26, the Committee noted the target was 73% and queried the reasoning. RR advised that the position continued to improve post Covid recovery and that some degree of absences etc were anticipated. CMcG reminded the Committee that the aggregated high-level presentation of this KPI did not provide a clearer indication of individual elements. CMcG noted that additional detail and updates on the recovery plan could be provided in future reports.

10.1.5 Brief discussion took place on the presentation of the competency and currency data across the different staffing groups. Given that this was a public report, the Committee commented on the potential for this data to be presented in a different manner.

10.1.6 In regard to KPI29, RR outlined the process for reviewing customer satisfaction feedback, the escalation process and, if appropriate, responding to individuals.

10.1.7 CMcG noted that the new collapsed structure simulator was an investment to enhance the existing provision.

- 10.1.8 The Committee commented on the information presented within Appendix C and asked for consideration to be given within future reports.
- 10.1.9 In regard to Urban Search and Rescue (USAR), CMcG noted that individuals would require to be, and maintain, competency in this area before progressing with International Search and Rescue (ISAR).
- 10.1.10 **The Committee scrutinised the report.**

## 11 HEALTH AND SAFETY

### 11.1 Health and Safety Performance Report Quarter 2 2024/25

- 11.1.1 JH presented the Health and Safety Performance Report Quarter 2 2024/25 to provide an overview of progress against the Annual Health and Safety Improvement Plan 2024/25 and the Health and Safety KPIs. The following key areas were highlighted:
- Face Fit Testing (FFT) had been incorrectly reported as being 100% complete within the report. The accurate completion level was 86%.
  - Continued development of internal risk assessment for standard and operational activities including wider station, training and directorate requirements. Monitoring would continue through the improvement plan.
  - Inclusion of legislative compliance section.
  - KPI54 (Near Miss Events): Frontline Update circulated to all staff and work continues to develop the hazard reporting system. Evaluating the Health and Safety Management System to try to identify how to improve the reporting process.
  - KPI19 (Ops Assurance Audit Actions): Eighteen new actions were recorded during this reporting period.
  - Update on the work of the Organisational Learning Group (OLG) including creation of 5 new action plans.
  - Update on the work of the Driver Safety Group (DSG) including the development of a low-speed manoeuvres handbook.
  - Summary of Directorate events and specific areas of focus.

11.1.2 The Committee commented on and welcomed the format of the report.

11.1.3 In regard to KPI53 (Accident and Injuries), JH updated the Committee on the trends relating to ladders and PRE cutters. JH noted that investigations were undertaken to identify the causation of accidents, and any preventative measures required to avoid reoccurrence.

11.1.4 In regard to KPI50 (Verbal Attacks on Firefighters), it was noted that this had been incorrectly reported as a 25% decrease rather than a 25% increase.

### 11.1.5 **The Committee scrutinised the report.**

### 11.3 Safety and Assurance Annual Performance Report 2023/24

- 11.3.1 JH presented the approved Safety and Assurance Performance Report 2023/24, which detailed the Safety and Assurance performance for scrutiny, noting that the Committee had previously reviewed the document. CMcG thanked the Committee for their previous feedback and any further feedback provided today.
- 11.3.2 The Committee noted and welcomed the progress of health and safety within the Service in recent years.
- 11.3.3 In regard to benchmarking, the Committee sought clarity on the selection process for peers and their comparability with the Service. JH advised that a request was issued via the NFCC and the FRS's who provided responses which were contained within the report. JH noted that the Service, through NFCC, continues to advocate for standardised approaches to improve the comparability of data. JH further noted that the Service would continue to focus on comparable fire and rescue services.



11.3.4 In regard to KPI19 (Ops Assurance Audit Actions), the Committee suggested that the number of actions closed rather than the total number of actions raised would have been more helpful.

11.3.5 The Committee commented on the different tenses used throughout the report and asked for consistency of language in future iterations.

11.3.6 The Committee queried whether the heading SA Strategy 2022-26 Year 3 should have read Year 2. JH noted the comment and would review its accuracy.

11.3.7 The Committee acknowledged and welcomed the format and online accessibility of the report and the improvements on the data being presented which were a credit to the team and wider Service.

**11.3.8 The Committee scrutinised the report.**

## **11.2 Contaminants Update**

11.2.1 CMcG presented the report providing an update on the management of contaminants and the following key areas were highlighted:

- Both the science and research underpinning fire contaminants were young and continued to evolve. In particular, the effectiveness of “gassing off” which would be monitored.
- CivTech process continues, and the exploration stage was now complete. The successful applicant(s) would develop a minimum viable product before any decision was made on progressing towards a commercial product.
- The consultation on the Fire Contaminants SOP generated a high response rate and remains on track for rolling out in Q4.

11.2.2 The Committee queried whether consideration had been given to developing the academic rigour further ie peer review. CMcG noted that there was less focus on the academic element and more on the work/guidance of the HSE which would be fundamental to the Service’s direction of travel. JH briefed the Committee on the HSE’s How Clean is Clean project which focuses on PPE and equipment. JH noted that the Service were engaging with NFCC who were undertaking various research projects and initiatives. JH further noted that Professor Anna Stek remains the leading expert in this area.

11.2.3 In regard to the zoning for fire contaminants on stations, the Committee queried the timescale involved. CMcG advised that work had commenced, and guidance had been issued. Risk assessments would be undertaken, appropriate signage would be installed and procedures put in place.

**11.2.4 The Committee scrutinised the report.**

## **12 AUDIT/INSPECTIONS**

### **12.1 HMFSI Inspection Action Plan Updates and Closing Reports**

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

12.1.2 LG acknowledged the query raised at the pre-agenda meeting regarding the RAG status (Green) for the Mental Health and Wellbeing Provision action plan and advised that this was being reviewed.

**12.1.3 The Committee scrutinised the report.**

## 12.2 Internal Audit Updates

12.2.1 LG presented the report updating the Committee on the progress against the action plans relating to internal audit and inspections where People Directorate is the lead area of the organisation. The following key points were highlighted:

- Scottish Vocational Qualifications: Action plan was now complete and would be reported to Audit and Risk Assurance Committee (ARAC) in due course.
- On Call Workforce Planning: Action plan was now complete and would be reported to ARAC in due course.
- Equality, Diversity and Inclusion: Last outstanding action remains on track for completion. Two further actions had been completed and evidence submitted to Azets.
- Sickness Absence Management: Outstanding actions had been completed and evidence submitted to Azets.

### 12.2.2 The Committee scrutinised the report.

*(Meeting broke at 1508 hrs and reconvened at 1515 hrs)  
(G Aitken and L MacKenzie joined the meeting at 1515 hrs)*

## 13 PEOPLE COMMITTEE RISK REGISTER

### 13.2 Risk Spotlight: ICT Recruitment and Retention

13.2.1 GA and LMack presented the risk spotlight to provide an update on the recruitment and retention challenges within the ICT function. The following key points were highlighted:

- Challenges in identifying and recruiting individuals with the appropriate skills, accreditations, qualifications and experience.
- ICT market remains competitive, particularly for technical and cyber security roles.
- Inability to compete with private and other public sector bodies.
- Limited resources within the function continue to deliver a high level of service.
- Restructuring of function to modernise job titles and descriptions, and to become more in line with Scottish Government's Digital Data and Technology (DDAT) framework. Implementation of restructure would be early 2025. During the initial planning stage, consideration was given to interdependencies, engagement with trade unions and regular communications with staff.
- Increase use of modern and graduate apprenticeships.
- Mitigation of the risk around budget limitations for technical training including investment in online training portals to provide the required technical training.
- Information gathered from exit interviews has improved understanding and awareness of the reasons for staff leaving the Service. Mains reasons were better salary or terms and conditions.
- Market allowances continue to be paid to a large proportion of staff within the function due to the competitive ICT labour market.
- Continued high vacancy rates within the function.

*(J Holden left the meeting at 1520 hrs)*

13.2.2 The Committee queried whether sharing resources with other public bodies had been considered. GA noted that the restructure and identification of skills gaps was the main priority at this time. However, sharing resources was an area GA was keen to explore, and early discussions had already taken place with Police Scotland.

13.2.3 The Committee commented on the potential to highlight the social impact/value and importance of these roles within the Service to help attract and retain individuals. LM noted the comments and would consider this within the recruitment process.

13.2.4 The Committee sought a greater understanding of the relationship between restructure and potential costs to secure the necessary skills. LG noted that there was tension within ICT

and other areas of professional skills between the size and weight of roles determined through job evaluation methodology and the market value. LG further noted that the SFRS salary scale had significantly diverged from the market value which would not necessarily be resolved through revision of the pay and reward framework. Consideration may have to be given to the continued use of market allowances and alignment to the DDAT framework.

13.2.5 Brief discussion on the potential advantages which could arise from alignment with the DDAT framework.

**13.2.6 The Committee scrutinised the report.**

*(G Aitken and L MacKenzie left the meeting at 1530 hrs)*

*(G Lindsay joined the meeting at 1530 hrs)*

**13.1 Committee Aligned Directorate Risk**

13.1.1 LG and CMcG 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. The following key points were highlighted:

- Addition of new risk relating to the capacity to delivery emerging priority areas. One control measure was the development of a business case for short term resources in 2025 to support delivering the promotional activities and reviewing the recruitment/selection process. The business case had since been approved by the SLT.
- Rationale was provided on the high risk rating for TSA019 (risk to training delivery due to limited finance/budget) noting that plans were in place to reduce this in the future.

13.1.2 In regard to TSA019, the Committee queried whether the wording remained accurate as budget had been allocated to this area. CMcG to review and update for future reports as appropriate.

**13.1.3 The Committee scrutinised the report.**

**13.3 Risk Spotlight: POD015 Pension Remedy**

13.3.1 LG and GL presented the risk spotlight to provide an update on the work being undertaken to support Scottish Public Pensions Agency (SPPA) implement 3 changes to Firefighter pension provisions. These changes are to ensure compliance with the outcome of successful legal challenges. The following key points were highlighted:

- SPPA were responsible for delivery of pension projects which were primarily funded by Scottish Government, who fund the Firefighter Pension Schemes.
- Main 3 challenges were: delivering within the short time deadline; implication on SPPA to provide the annual allowance statements to allow individuals who were breaching the annual allowance to submit tax returns by 31 January, and potential cashflow issues that may arise. SPPA have made a request that the Service collect any outstanding contributions and pay out rebates, if appropriate. Scottish Government would fund any rebates paid but there could be a potential delay between payment and reimbursement of these funds to the Service.
- Regarding delivering within timescale, this was impacted by the complexity of multiple pension issues and the need to provide individuals with the full overview (remedy service statement) to enable them to make informed decisions.
- Regarding annual allowances, this was impacted by the application of the remedy which may increase current pension benefits or accruals. Due to the complexities involved, SPPA are not able to provide these and this could lead to financial penalties being suffered by individuals. Discussions were ongoing with SPPA and the Local Government Association (LGA) to gain clarity on this situation.
- Regarding cashflow process, this was still a potential situation, and confirmation had not yet been received. Again, this was dependent on information being supplied to individuals to enable them to make informed decisions.

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- 13.3.2 The Committee sought clarification on the ramifications for not achieving the deadline. GL advised that this was probably limited as primary responsibility lies with SPPA.
- 13.3.3 The Committee sought clarification on the potential range of financial liabilities. GL stated that there was no clear indication at this stage, however, SPPA and Scottish Government were monitoring the situation closely. LG noted that the direct financial liability for the Service was aligned to the resourcing/staff costs for those involved with this work across the various functions.
- 13.3.4 LG noted that an electronic people system would have had limited benefits. This was due to the level of individuals involved having already left the Service and payroll information being outwith the required retention period.
- 13.3.5 GL noted that there was no clear indication of the timescales involved

### 13.3.6 **The Committee scrutinised the report.**

*(G Lindsay left the meeting at 1550 hrs)*

## 14 **PARTNERSHIP WORKING**

### 14.1 **Employee Partnership Forum (EPF)**

- 14.1.1 MW advised the Committee that the last scheduled meeting for 14 November 2024 had been stood down due to no items being tabled.

### 14.1.2 **The Committee noted the verbal update.**

### 14.2 **Partnership Advisory Group (PAG)**

- 14.2.1 LG advised the Committee that the last scheduled meeting for 21 November 2024 had been stood down due to no items being tabled.

### 14.2.2 **The Committee noted the verbal update.**

## 15 **FORWARD PLANNING**

### 15.1 **Committee Forward Plan Review**

- 15.1.1 The following items were noted for future meetings:
- Standardisation of RDS Terms and Conditions Update (March 2025)

### 15.1.2 **The Committee noted the Forward Plan.**

### 15.2 **Items for Consideration at Future IGF, Board and Strategy Meetings**

- 15.2.1 The following items were noted for future Integrated Governance Forum meetings:
- Value of the Target Operating Model and existing KPI
  - Risks raised at workshop: Not benefiting from range/experience of a diverse workforce and recruitment/retention of female front line staff compared to other uniformed services.
  - Currency/competency component

## 16 **REVIEW OF ACTIONS**

- 16.1 CC confirmed that there were 3 formal actions recorded during the meeting.

## 17 **DATE OF NEXT MEETING**

- 17.1 The next meeting is scheduled to take place on Thursday 6 March 2025.
- 17.2 There being no further matters to discuss, the public meeting closed at 1555 hrs.

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**REPORTS FOR INFORMATION ONLY:**

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

- Training Continuous Improvement Programme – Update Report
- Training Function Policy Review Schedule
- Health and Safety Policy and Policy Statement
- Safety and Assurance Documents Forward Planning Schedule

*(Public meeting broke at 1555 hrs and reconvened in Private session at 1600 hrs)*

**PRIVATE SESSION)**

**18 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 12 SEPTEMBER 2024**

18.1 The minutes of the private meeting held on 12 September 2024 were approved as a true record of the meeting.

**19 PRIVATE ACTION LOG**

19.1 The Committee noted that there were no outstanding actions.

**20 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE**

20.1 The draft minutes of the RANSc meeting on 12 September 2024 had been circulated to the Committee and a verbal update from the meeting on 5 December 2024 was provided.

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

**21 KEY CASE UPDATES 2024/25 – QUARTER 2**

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

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



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 26 NOVEMBER 2024 @ 1000 HRS**

**GALASHIELS COMMUNITY FIRE STATION,  
143 ABBOTSFORD ROAD, GALASHIELS, TD1 3BS / VIRTUAL (MS TEAMS)**

**PRESENT:**

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

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

**IN ATTENDANCE:**

Andy Watt (AW)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Jonathan Henderson (JH)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Kirsty Darwent (KD)	Chair of the Board
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
Robert Scott (RS)	HMFSI
Marc Pincombe (MP)	Local Senior Officer, Midlothian, East Lothian and Scottish Borders (Item 7.2)
Kenneth Barbour (KB)	Head of Prevention, Protection and Preparedness
Chris Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Iona Milne (IM)	Business Support Executive / Minutes

**OBSERVERS**

Gus Sproul, FBU  
Mike Colliar, Group Commander

**1 WELCOME**

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

**2 APOLOGIES**

- 2.1 None.

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

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

**4 DECLARATION OF INTERESTS**

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

- Madeline Smith, Board Member of Scottish Ambulance Service
- Paul Stollard, Chair of Board of Institute of Fire Engineers and Consultant for the Metropolitan Police on the National Grenfell Inquiry.

**5 MINUTES OF PREVIOUS MEETING: 22 AUGUST 2024**

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

**5.2 Matters Arising**

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 22 August 2024 were approved as a true record of the meeting.**

**6 ACTION LOG**

6.1 There were no outstanding actions on the action log.

**7 SERVICE DELIVERY**

**7.1 Service Delivery Update**

7.1.1 AW introduced the update report which detailed relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises of Operational Delivery, Prevention, Protection and Preparedness (PPP) and Training, Safety and Assurance (TSA) Directorates. The report covered the period from August 2024 to November 2024, albeit some issues may precede and extend beyond this period.

7.1.2 The Committee were happy to see the progress relating to the fire contaminants Standard Operating Procedure (SOP) and asked if there were SOPs or other mitigations for other contaminants that colleagues face for example biological, chemical and radiological hazards. CMcG advised the risk assessment is generally related to collaboration with either Health and Safety advisors, subject experts and from national occupational guidance. The SOPs are developed from the Generic Risk Assessment (GRA) but also informs the safe system of work which is a package of information and from this training materials are built. There is also a GRA for all incidents that ensures control measures are created for any potential lack of welfare arrangements or contaminates/infectious diseases/viruses within an environment. PPE is an important element to ensure that risks are being mitigated and different aspects of this are kept under review to make sure it is fit for the purpose of the task.

7.1.3 The Committee enquired if there were regular reviews of these various aspects. CMcG advised it was captured through Operational Assurance which looks at organisational learning and training and incident reviews.

7.1.4 Regarding carbon monoxide detectors the Committee asked for assurance that occupiers were replacing batteries. JH advised that it was not possible to determine compliance as the Service does not have any legislative power and it was the duty of landlords and housing associations to ensure linked detection to carbon monoxide detectors. Regarding the detectors, it was noted that the batteries are integrated and have a 10-year life span and that Home Fire Safety guides were available on how to test alarms.

7.1.5 The Committee noted the reference to Drug and Alcohol Partnership and asked how the Service is assured of the effectiveness of our interventions, training and colleagues safety. JH advised that alcohol dependency and alcohol use was one of the key criteria's

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around the safe person concept and would place those individuals at high risk and targeted for Home Fire Safety Visits (HFSV). The Service work with a range of partners to ensure the necessary referrals are made to the relevant organisations. There is a guidance document for local area personnel which outlines some current causes and issues and reaffirms the referral pathways. It was noted that there were 31 alcohol dependency partnerships in Scotland with the Service being involved in the Alcohol Dependencies Forum.

- 7.1.6 The Committee enquired about funding for the National Resilience Resources and Assets and Commonwealth funding. DF advised that there was still a great deal of uncertainty regarding the National Resilience funding package. There have been some decisions internally around this and there are some crossovers between national fire resilience assets and domestic usage. Regarding Commonwealth funding, AW advised that conversations were ongoing and it was still in the early stages.
- 7.1.7 The Committee were pleased to see the joint training with Stirling University and student paramedics and commented on the wider partnership opportunity. AW noted this was a good example of partnership working and in terms of the wider opportunities work was ongoing through the Emergency Services Training Collaboration Group and the Reform Collaboration Group (RCG).
- 7.1.8 Regarding virtual reality (VR) training and the use of VR, CMcG advised it was a new technology and there has been a number of training courses to ensure SFRS colleagues and partner agencies were equipped with the latest skills and knowledge. AW noted the collaborative work undertaken with Police Scotland (PS) around this.
- 7.1.9 Regarding drones, the Committee asked how the learning can be joined up with the work being undertaken by PS and Scottish Ambulance Service (SAS). DF noted there had been significant research and development regarding drones, however, due to the amount of collaboration work in this field, the Service would assess the situation and the approach to be taken going forward.
- 7.1.10 RW highlighted discussions at the RCG which focussed on innovation between the Blue Light Services in the next few years. RW advised that the innovation accelerators being used related to situational awareness through CivTech and a bid for developing drone technology by the emergency services collaboration group.
- 7.1.11 In regard to section 7.3 of the paper it was acknowledged that the wording relating to industrial action was historical drafting.
- 7.1.12 The Committee referred to the liaison with Scottish Social Services Council (SSSC) to identify fire safety risks and queried if it would be appropriate to explore falls risks and the demographics within that area. JH confirmed that this was one of many aspects within prevention that would be explored further and evolved going forward.
- 7.1.13 With regards to the references to appraisals AW advised that these were related to individual's personal development and overall responsibility of this area sat with the People Directorate.
- 7.1.14 The Committee noted the launch of the FireSkills Employability Award (FEA) and the handbook available to support young people while learning about fire safety and asked if a copy could be made available. AW would arrange for a handbook to be provided to the Committee.
- 7.1.15 With the Service having been unsuccessful in obtaining a provider for a Fire Engineering Degree Course, the Committee asked how this gap would be filled and the solutions being explored. JH advised that options to source courses were being investigated, including



with Edinburgh University, and how to encourage development of these. AW noted this was on the risk register.

7.1.16 The Committee asked for clarification on some of the report titles. CMcG provided some clarity.

7.1.17 **The Committee scrutinised the report.**

7.2 **Local Senior Officer Performance Overview**

7.2.1 MP provided a verbal overview regarding Local Senior Officer Performance and highlighted the following.

- MP is the LSO for the Midlothian, East Lothian and Scottish Borders area. (MELSB). The LSO is the largest area in the East and covers 3 Local Authorities and manages 21 community fire stations which are a mix of full time, retained and dual crewing duty systems. There are 4 wholetime 5 watch duty system stations, 2 are full time on call and 17 are standalone on call stations.
- The specialist resources for the area were water rescue, urban search and rescue and a rapid response unit with Musselburgh in the process of providing wildfire capability level 2.
- Regular reporting of key performance indicators takes place through various forums, Local Scrutiny Committees and SFRS Boards.
- 5000 HFSV have taken place in the last three years in MELSB area.
- Deliberate fires were down 37% from 591 to 373 since 2022/23 reporting period.
- Non-Domestic fires were down 47% from 97 to 54.
- Fire Casualties and fire fatalities were down.
- Special services such as RTCs and special rescues down 47%.
- MELSB Management Team have built effective relationships with Chief Executives, Local Authorities, Community Planning Partnerships and Police Scotland which supports tactical partnership work such as preparation for the bonfire period etc.
- In terms of innovation, the team continually look to find smarter, better ways of working such as finding a way to support local stations maintain breathing apparatus resilience.
- Staff development was ongoing.
- A new Group Commander had been recruited and would start in February 2025 and three new Station Commanders had also been confirmed.

7.2.2 The Committee asked how the LSOs managed and prepared for the scrutiny received from local authorities. MP advised that face to face meetings with the Chief Executives take place and provide an opportunity to talk openly about where the Service sits, identify successful partnership work and to understand the shared priorities. The feedback from the Scrutiny Committees had been positive.

7.2.3 Regarding the Colleague Experience Survey the Committee enquired if MP received the results for the MELSB LSO area. MP advised that the report on the MELSB area had not yet been received as it was still being progressed through the Culture Development Group. AW advised that it was the intention for directorate action plans to be produced as the process matured.

7.2.4 In terms of managing Community Planning Partnerships (CPP's), MP advised that the 3 Group Commanders regularly update and provide support to the CPP's which maintains an open relationship. DF added that SFRS structures had evolved over the years and now provided more flexibility at a local level, prevented silo working and utilised resources more effectively.

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- 7.2.5 The Committee noted MP was new in his role and asked if the Service had provided sufficient training and preparation for the role. MP advised that he was prepared for the Area Commander element of the role however the LSO role was more specific to the area. MP had benefited from personal relationships with colleagues who had previously been in the role, from speaking to people in the area to understand the expectations and the on-the-job learning.
- 7.2.6 With regards to flooding response within the MELSB area, MP advised there were 2 water rescue stations and every other station had a level 2 flood response, with the continual improvement development team looking at multi pump exercises and case studies on widespread flooding.
- 7.2.7 MP advised that initiatives within the area were identified through KPIs, Community Action Teams and partnership activity with other stakeholders.

### 7.28 **The Committee scrutinised the report.**

*(M Pincombe left the meeting at 1103hrs)*

## **8 INSPECTIONS/AUDITS**

### **8.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE**

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

- Fieldwork within the North Service Delivery Area (SDA) was being completed before moving to drafting of the report. The report would be with the Service at the end of the financial year for consultation and then published in summer 2025.
- Organisational Culture fieldwork is almost completed and relates to policy and procedures. The report would be with the Service in spring 2025 and published before summer.
- Operational Assurance inspection had commenced with significant engagement being undertaken with the Service. Aiming to have the report published in the early half of 2025.
- HMFSI were in the process of creating the Chief Inspectors plan for 2025–28. The early draft had been shared with the Chief Officer for some initial feedback and would subsequently be shared more widely thereafter.

8.1.2 Regarding Organisational Culture the Committee noted that HMFSI would be reaching out to a random sample of staff via email and asked if this had started and if so, had any responses been received. RS advised around 10% of the organisation would be contacted and some responses had been received.

### 8.1.3 **The Committee noted the report.**

## **8.2 Independent Audit/Inspection Action Plan**

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

### 8.2.2 Firefighting in High Rise Buildings

8.2.3 RW advised one action remained outstanding which related to work around the High Rise SOP. Although the work was not complete the procedure had been updated and reflected the recommendations, including those from Grenfell, it was fit for purpose and was accessible on tablets. Work was ongoing with the NFCC Fire in Tall Buildings working group and when that was completed the SOP would be reviewed again.

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8.2.4 The Committee enquired if this could be classed as ongoing business and marked as complete. RS was content that the actions taken had been satisfied to a reasonable extent and due regard had been given. DF was supportive of the approach.

### 8.2.5 Climate Change Impact

8.2.6 RW advised the action plan had not been signed off due to delivery of the final vehicles being awaited which was outwith the Service's control, however, delivery was expected by the end of March. RW proposed this action be closed which the Committee agreed and were content that due regard had been given.

### 8.2.7 HMFSI Review of Contingency Planning Arrangements.

8.2.8 RW noted there were 3 actions that had been completed in the last period. One outstanding action related to development of an annual tabletop training exercise with SMARTEU but was expected to be completed within the time frame set out in the action plan.

### 8.2.9 West Service Delivery Area

8.2.10 RW advised that the action plan had been produced and would be submitted to SLT in December 2024 and then to the next Service Delivery Meeting in February 2025.

### 8.2.11 **The Committee scrutinised the report.**

*(C Fitzpatrick joined the meeting at 1110hrs)*

## **9 SERVICE DELIVERY PERFORMANCE REPORTING**

### **9.1 Quarterly Performance Report for Q2 2024-25**

9.1.1 The Chair advised to move onto questions as members had read the report.

9.1.2 The Committee highlighted the slight increase in call handling times and requested a brief report be submitted to a future meeting to gain an understanding of the pressures and significant effects on the whole range of capabilities.

9.1.3 The Committee enquired about the next steps in redesigning of the KPI's. RW advised that conversations were ongoing at Committee level about what's important and what can be measured with a possible focus on outcomes. RW confirmed this work was continuing and was on the work plan for next year.

### 9.1.4 **The Committee scrutinised the report.**

*(C Fitzpatrick left the meeting at 1122 hrs)*

### **9.2 UFAS Update**

9.2.1 JH 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:

- High level report will be available in January 2025.
- Initial target ambitions in relation to UFAS was to reduce these by 15%, however, there has been a 54% reduction which was an average of 53 non-attendances in a 24-hour period, totalling 19,332 incidents of non-attendance.
- 53% of UFAS can be attributed towards the care sector.
- UFAS now account for 18% of all incidents which is down from 30%.
- Operations Control (OC) still receive a high volume of calls, however this is due, in part, to Alarm Receiving Centres (ARC) who pass the initial information on and then recontact OC, at our request, to advise of the outcome following an inspection of the premises. This provides the Service with additional assurance over and above the standard expected across the UK.

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- A procedure has been established to identify occasions where SFRS have attended an incident near to where there has been a UFAS incident within a 12-hour period. 68 occasions had been identified which equated to 0.35% of the initial non-attended UFAS incidents. More detail around this would be included within the high level report.
- Duty holder engagement at local level is still ongoing.
- The UFAS model frees up valuable time that can now be used for higher quality training without disruption. More detail around this would be included within the high level report, including a look back and a look forward.

9.2.2 In regards to cost savings, the Committee requested further information around reductions with On Call staff and earnings. JH confirmed this information would also be included within the high level report, however, noted that many UFAS incidents tended to be in built up areas with wholetime station responses rather than rural areas with On Call stations.

9.2.3 The Committee referred to the full review of risk detailed within the report which was scheduled for September 2024 and asked for further detail as to what this would entail. JH would clarify this off table.

9.2.4 DF highlighted the relevance and connection between this report and the performance report discussed earlier in the meeting, noting the impact of UFAS changes required to be looked at holistically.

9.2.5 **The Committee scrutinised the report.**

## 10 GRENFELL TOWER FIRE – PHASE 2 RECOMMENDATIONS

10.1 JH presented the report to the Committee to provide an update on the recommendations of Phase 2 of the Grenfell Tower Inquiry (GTI). The following key points were highlighted.

- There are 58 substantive recommendations from Phase 2 of the GTI.
- There was one outstanding action from the Phase 1 recommendations which related to the New Mobilising System and is an ongoing project.
- There are 2 Scottish Government working groups set up to manage the ongoing actions and SFRS have representation on both.
- Recommendations have been grouped by themes such as regulations, Government building standards, design compliance and housing etc.
- The UK Government timeline for responding to the report (paragraph 3.1.3 of the report).
- The SFRS High Rise Continual Improvement Group (HRCIG) meet on a monthly basis and have discussed the 58 recommendations and highlighted 12 specific points that directly affect London Fire Brigade and potentially the SFRS. The current position and proposed actions in relation to these 12 points.
- Some recommendations that are not directly about fire but have a bearing on fire.
- Recommendation 23 states due to the size and structure of London Fire Brigade it has tended to adopt an insular approach and be reluctant to learn from others. This was highlighted due to the size of SFRS.

10.2 The Committee advised that the Service should be proactive and provide response to the recommendations even if they don't entirely align with SFRS to shape the discussions with the sponsor groups. AW provided an example where SFRS have provided feedback to influence decision making. The Committee noted that there would be an election in 2026 and there could be an opportunity to influence policy proposals that are coming forward. JH advised that SFRS have representation on the working groups and there is a dedicated member of staff who has been involved from the start giving a real opportunity to have influence. SFRS are imbedded with the NFCC, and conversations are continually

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evolving and moving forward. KB provided assurance that there is an embedded officer (Group Commander) seconded from the PPP Directorate that engages with the Fire and Rescue Unit in the Scottish Government to support the production and discussions relating to policy decisions.

- 10.3 The Committee queried where Scottish Government would receive advice from if not from SFRS. RS advised that Scottish Government obtained advice from HMFSI. RS asked to be informed of the Service's position should they consider taking a wider approach to influencing decision making/policy proposals to ensure any advice given to Scottish Government is consistent.
- 10.4 The Committee noted the report provided the Service Delivery Committee with a good deal of assurance on how the recommendations were being addressed.
- 10.5 The Committee noted in recommendations 2 and 3 it relates to an expectation that His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) will undertake an inspection of OC in LFB and enquired what the expectations are that HMFSI undertake the same process in SFRS. RS advised the recommendations are for HMICFRS in relation to London but that this did not necessarily mean that there have been similar things identified in SFRS and therefore HMFSI wouldn't necessarily have to carry out the inspections. HMFSI have already carried out an inspection of Firefighting in High Rise Buildings and plan to look at training and operations control as part of the planned inspection programme, two areas that HMICFRS were asked to consider.
- 10.6 **The Committee scrutinised the report.**

## 11 OPERATIONAL ASSURANCE OVERVIEW

11.1 CMcG presented an Operational Assurance (OA) presentation to the Committee to provide an overview of the OA function. The following key areas were highlighted.

- The OA function is a dedicated resource responsible for creating policies, procedures and supporting the organisation to deliver a safe, effective and efficient operational response.
- SFRS have a legislative requirement to comply with Health and Safety at Work 1974 and also the Management of Health and Safety at Work Regulations 1999. This is achieved by adopting the principles that are laid out through the Health and Safety Executive publication HSG65 Cycle.
- An OA model has been designed to capture the key inputs and outputs for OA processes. There are three key areas which are audit, review and debrief.
- The daily routine of the OA team includes viewing incident activity to ensure policy and procedures are effective and identify any trends.
- There is a large library of shared learning.
- An example of an OA led Structured Debrief.

11.2 The Committee asked about the life cycle of a review process for an incident that was not as significant as the Stonehaven incident. CMcG advised that it tied into KPI19 and was dependent upon the complexity of the incident but very few resulted in a quick process due to the size and scale of the organisation. However, it was noted that any critical information that emerges during the process would be actioned. AW advised of the 21 day turn around.

11.3 With regards to learning of working with partner agencies, CMcG advised that both the partner agency and the Service would work to review this. AW advised the debrief would run through SMARTEU.

11.4 The Committee sought assurance around the measures in place to determine the impact of the OA function. CMcG advised that stakeholder engagement was undertaken annually to look at the documentation they are asked to complete and whether it is fit for purpose, capturing the right information etc. These stakeholder relationships informed the learning and training materials by highlighting emerging issues or areas that required more focus.

11.5 The Committee commented on the small size of the OA team and asked if there were sufficient resources. CMcG advised that there had been conversations about benchmarking roles, however, noted it was the nature of the organisation and how we operate in Scotland. It was further noted that there were points of contacts based within the LSO areas with responsibility for driving safety and assurance as well as the focus within key corporate groups.

11.6 **The Committee scrutinised the report.**

## 12 **SERVICE DELIVERY RISK REGISTER**

### 12.1 **Committee Aligned Directorate Risks**

12.1.1 AW 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:

- SD001 around the New Mobilising System and Procurement and Implementation of Vision 5 Disaster Recovery System was red due to a time issue.
- FCS019 related to Operations Control systems contracts and the relevant contracts had been extended to March 2025 and would therefore be completed in 2025.

12.1.2 **The Committee scrutinised the report.**

### 12.2 **Risk Spotlight: SD006 Statutory Duties**

12.2.1 DF presented the risk spotlight to the Committee to provide an update on the Operational Delivery Statutory Duties. DF provided an overview of the issues and challenges faced and the mitigating actions.

12.2.2 The Committee asked if the current data available to the Operational Delivery team was sufficient and appropriate. DF advised it could be improved in terms of systems, for example, the introduction of the new rostering system would provide more live time information on the crews and their skills and competencies and more manual processes could also potentially be picked up through the new system. CMcG provided further information and assurance.

12.2.3 The Committee enquired how many staff worked in central staffing. DF advised that there were 2 teams who worked shifts and a third team who co-ordinated the administration and training courses. DF would report back with exact numbers of personnel within the teams.

12.2.4 The Committee enquired if finance was a factor. DF advised finance would be a factor in the establishment of business rules and there was a framework which was updated on a regular basis based on the current situation within the Service. The Committee asked if there were financial implications for over time. DF provided an example of how this was taken into account and the planned approach on taking appliances off the run.

12.2.5 The Committee enquired what the skill sets were within central staffing. DF noted that there was a combination of uniformed staff and central staffing assistants. There would also be subject matter experts when working on projects such as the rostering project.

12.2.6 The Committee noted there were some challenges in attitude towards central staffing and asked what actions were being undertaken to diminish this. DF recognised the challenges and advised that work was ongoing to try and address this cultural view and emphasised the importance of colleagues understanding each other's role and responsibilities.

12.2.7 **The Committee noted the report.**

### **13 FORWARD PLANNING**

#### **13.1 Committee Forward Plan**

13.1.1 The following items were to be added to the forward plan:

- Response Times
- XVR
- Grenfell Report

13.1.2 It was agreed that Risk would continue to be a standing item of the agenda, however, this would be considered as appropriate prior to each meeting.

13.1.3 The Committee agreed that alternative options for the Annual Governance Review should be explored, for example adding to the end of a formal meeting rather than having a standalone workshop.

13.1.4 **The Committee noted the forward plan.**

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

13.2.1 The following items were proposed for a future IGF meeting:

- Policy Issues
- Performance Management Framework

### **14 REVIEW OF ACTIONS**

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

### **15 DATE OF NEXT MEETING**

15.1 The next meeting is scheduled to take place on Tuesday 25 February 2025.

15.2 There being no further matters to discuss, the public meeting closed at 1257 hours.

# SCOTTISH FIRE AND RESCUE SERVICE

## The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/02-25

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 MARCH 2025							
Report Title:	PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE – 2024-25 Q3							
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	To provide members with the third quarter performance for fiscal year 2024-25 for scrutiny.							
<b>2</b>	<b>Background</b>							
2.1	The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement. This framework remains in place for the current fiscal year until the roll out of a new Strategic Plan in 2025.							
2.2	56 quarterly indicators and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance. This supports those responsible for scrutiny of how SFRS perform in delivering its Strategic Outcomes.							
2.3	The quarterly performance dashboard (and report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	This paper covers all performance indicators stated in the PMF intended for information by the Board.							
3.2	As an interim measure (pre 2025 SFRS Strategy & PMF), any current KPI indicators with compliance statutory or other legislative implications, are identified in <u>red underlined text</u> to assist their intended audience considering wider implications than just improving or deteriorating performance.							
3.3	The indicators identified in this report as pertinent to the requirement of 3.2 are – <ul style="list-style-type: none"> <li>• <b>9 - Audits Completed</b> – SG Fire and Rescue Framework states “SFRS should deliver its statutory duties by providing information, guidance and advice and fire safety audits of relevant premises”.</li> <li>• <b>17 - Wholetime Availability</b> – 5WDS Collective Agreement Statement states “The 5WDS is managed with the aim of maintaining agreed confidence levels”.</li> <li>• <b>18 - OI Inspections</b> – OI Policy and Guidance states “SFRS has a statutory obligation under the Fire (Scotland) Act 2005, which directs the SFRS to have arrangements in</li> </ul>							



	<p><i>place for obtaining information required or likely to be required for fires and other emergencies”.</i></p> <ul style="list-style-type: none"> <li>• <b>35 – Carbon emissions</b> – SFRS Carbon Management Plan 2020 – 2025 states “<i>The Scottish Government has set a legally binding target of net-zero greenhouse gas emissions by 2045, with interim targets to reduce by 75% from 1990 levels by 2030 and 90% by 2040</i>”.</li> <li>• <b>36 – Subject Access requests within timeframe</b> – ICO Guidance on ‘Right to Access’ states “<i>Individuals have the right to access their personal data. SFRS should respond without delay and within one month of receipt of request</i>”.</li> <li>• <b>38 – FOI requests within timeframe</b> – FOI and EIR information requests handling procedure states “<i>All public bodies have a duty to assist applicants in requesting information. Under the FOI Scotland Act SFRS has 20 working days to respond</i>”.</li> </ul>
3.4	<p>Exceptional variation:</p> <ul style="list-style-type: none"> <li>• 1 - Non-domestic Building Fires</li> <li>• 12 - Total Incidents</li> <li>• 28 - % Training Function Currency</li> <li>• <b><u>36 - % Subject Access within Timeframe</u></b></li> <li>• 40 - % Invoices in 30 Days</li> <li>• 51 - Physical attacks on Firefighters</li> </ul>
3.5	<p>Deteriorating (long-term):</p> <ul style="list-style-type: none"> <li>• 14 - Median Response Time to Life Risk Incidents</li> <li>• 15 - Median Call Handling Time for Life Risk Incidents</li> <li>• 42 - % Service Desk Requests within SLA</li> <li>• 46 - On Call Retained FTE</li> </ul>
3.6	<p>Improving (long-term):</p> <ul style="list-style-type: none"> <li>• 2 - Deliberate Primary Fires</li> <li>• 10 - ADFs</li> <li>• <b><u>18 - OI Inspections</u></b></li> <li>• 20 - Hydrant Inspections</li> <li>• 21 - UFAS Incidents</li> <li>• 24 - % Flexi Officer Module Completion</li> <li>• 26 - % Core Skills Currency</li> <li>• 27 - % Specialist Rescue Currency</li> <li>• 46 - Off Station FTE</li> <li>• 46 - Flexi Officer FTE</li> <li>• 50 - Verbal attacks on Firefighters</li> <li>• 55 - Vehicle Accidents</li> </ul>
3.7	<p>Not changing:</p> <ul style="list-style-type: none"> <li>• 3 - Refuse and Vehicle Fires</li> <li>• 4 - Fire Fatalities</li> <li>• 5 - Fire Casualties</li> <li>• 6 - HFSV Conducted</li> <li>• 7 - % High Risk HFSV</li> <li>• 8 - % Partner Referral HFSV</li> <li>• <b><u>9 - Audits Completed</u></b></li> <li>• 11 - % High Severity ADFs</li> <li>• 13 - Non-refuse Secondary Fires</li> <li>• 16 - On-Call 1st Appliance Availability</li> <li>• <b><u>17 - Wholetime Availability</u></b></li> <li>• 19 - Ops Assurance Audit Actions</li> <li>• 22 - % Core Skills Modules Completed</li> </ul>

3.8	<ul style="list-style-type: none"> <li>• 23 - % Advanced, Support &amp; Emerging Risks Modules Completed</li> <li>• 25 - % Incident Command Module Completion</li> <li>• <u>32 - Carbon Emissions</u></li> <li>• 35 - Cyber Security Breaches</li> <li>• 37 - Data Breaches</li> <li>• <u>38 - % FOI within Timeframe</u></li> <li>• 39 - Confirmed Frauds</li> <li>• 46 - On Call Volunteer FTE</li> <li>• 46 - Operations Control FTE</li> <li>• 46 - Resource Based Crewing FTE</li> <li>• 46 - Support Staff FTE</li> <li>• 46 - Rural Full-time FTE</li> <li>• 47 - Vacancies Rate</li> <li>• 48 - Turnover Rate</li> <li>• 49 - Absence Rate</li> <li>• 52 - RIDDOR</li> <li>• 53 - Accidents and Injuries (excl. RIDDOR)</li> <li>• 56 - % YTD H&amp;S Actions Completed</li> </ul> <p>Not known – limited data or unspecified direction:</p> <ul style="list-style-type: none"> <li>• 29 - Customer Satisfaction Rate</li> <li>• 30 - Assist Other Agencies Incidents</li> <li>• 31 - Effect Entry/Exit Incidents</li> <li>• 33 - Carbon Funding vs Estimated Requirement</li> <li>• 34 - Recycling Rate</li> <li>• 41 - % Service Desk Incidents within SLA</li> <li>• 43 - Portfolio Delays</li> <li>• 44 - Portfolio Overspend</li> <li>• 45 - Portfolio Cashable Benefits</li> <li>• 54 - Near Miss</li> </ul>
<b>4</b>	<b>Recommendation</b>
4.1	Members are invited to scrutinise the contents of this KPI performance report. The live version of the report can be accessed through the Governance area of the <a href="#">Power BI Landing Page</a> .
<b>5</b>	<b>Key Strategic Implications</b>
5.1 5.1.1	<p><b>Risk</b></p> <p>SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.</p>
5.2 5.2.1	<p><b>Financial</b></p> <p>There are no specific financial issues raised within this paper.</p>
5.3 5.3.1	<p><b>Environmental &amp; Sustainability</b></p> <p>There are no specific Environmental &amp; Sustainability implications addressed in this paper.</p>
5.4 5.4.1	<p><b>Workforce</b></p> <p>There are no workforce implications in this paper.</p>
5.5 5.5.1	<p><b>Health &amp; Safety</b></p> <p>There are no specific Health and Safety implications addressed in this paper.</p>

5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no specific Health and Wellbeing implications addressed in this paper.	
5.7 5.7.1	<b>Training</b> There are no specific Training implications addressed in this paper.	
5.8 5.8.1	<b>Timing</b> Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.	
5.9 5.9.1	<b>Performance</b> All performance measures reported are linked to Strategic Outcomes 1, 2, 4, 5 & 6	
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no specific Communications & Engagement implications addressed in this paper.	
5.11 5.11.1	<b>Legal</b> There are no specific Legal implications addressed in this paper.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed - No	
5.13 5.13.1	<b>Equalities</b> EHRIA completed - No	
5.14 5.14.1	<b>Service Delivery</b> Performance measures reported for Strategic Outcomes 1 & 2 are linked to Service Delivery.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director for Strategic Planning, Performance and Communications presented the quarterly <a href="#">SLT &amp; Board Performance Report</a> for 2024-25 Q3 to SFRS Board. The live report can be accessed in the Governance area of the <a href="#">Power BI Landing Page</a> .	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.3	<b>Rationale:</b>	The service has continued to develop its approach to performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level and by the SFRS Board at committee and board level.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A PDF copy of the SLT & Board Performance Report	
8.2	Further Reading: <ul style="list-style-type: none"> <li>• Link to <a href="#">Power BI Landing Page</a>.</li> </ul>	

<b>Prepared by:</b>	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Performance	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
<u>Strategy</u> Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>18 February 2025</i>	<i>For scrutiny</i>
<i>SFRS Board</i>	<i>27 March 2025</i>	<i>For scrutiny</i>



# SCOTTISH

## FIRE AND RESCUE SERVICE

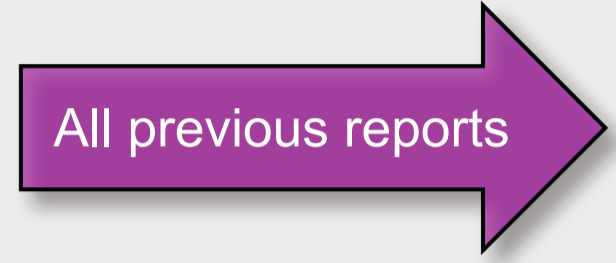
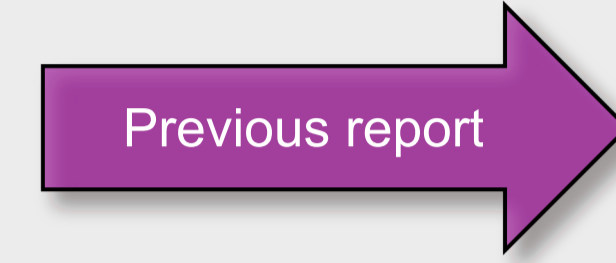
Working together for a safer Scotland

# SFRS Board/SLT Performance Report



**LIVE  
MANAGEMENT  
INFORMATION**

Latest quarter shown: **2024-25 Q3**



APPENDIX A

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



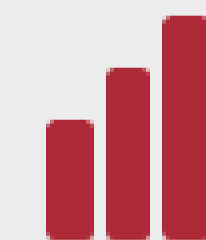
### Welcome

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

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

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

Key contact: [BI@firescotland.gov.uk](mailto:BI@firescotland.gov.uk)



**BUSINESS  
INTELLIGENCE**



### LIVE MANAGEMENT INFORMATION

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

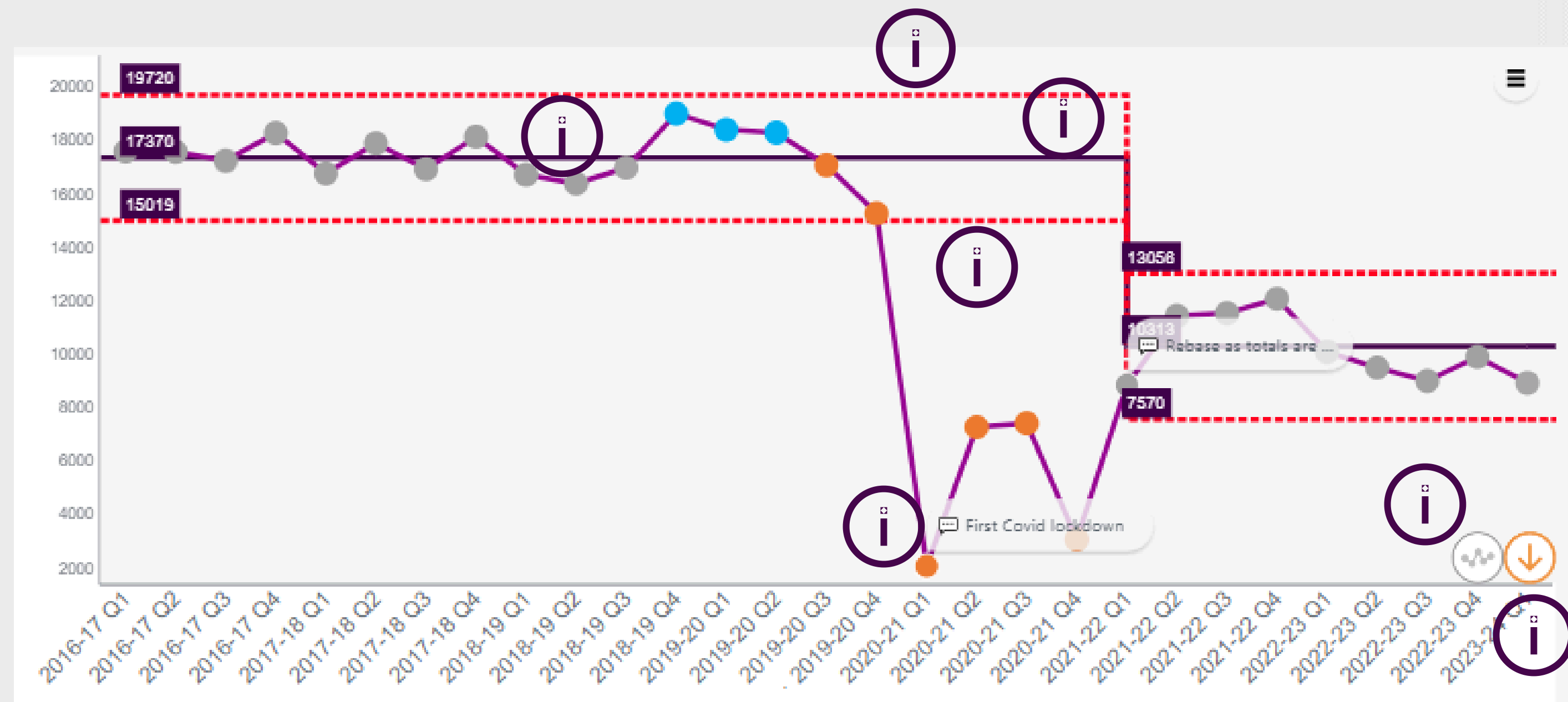
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

**SPC Charts**

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

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

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



Above: anatomy of a SPC chart

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

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

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

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

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

**Data source for this report:**

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



**Frequency of update:**

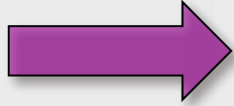
This report will be updated quarterly.

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



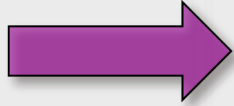
## OUTCOME 01 (Prevention & Protection)

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



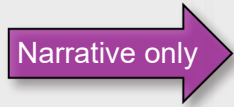
## OUTCOME 02 (Response)

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



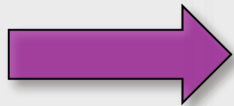
## OUTCOME 03 (Innovation & Modernisation)

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



## OUTCOME 04 (Climate Change)

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



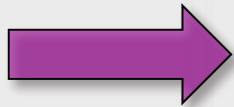
## OUTCOME 05 (Effective Governance & Performance)

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



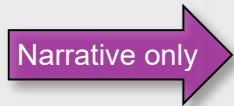
## OUTCOME 06 (People)

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



## OUTCOME 07 (Partnership)

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



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

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





Prevention and Protection

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

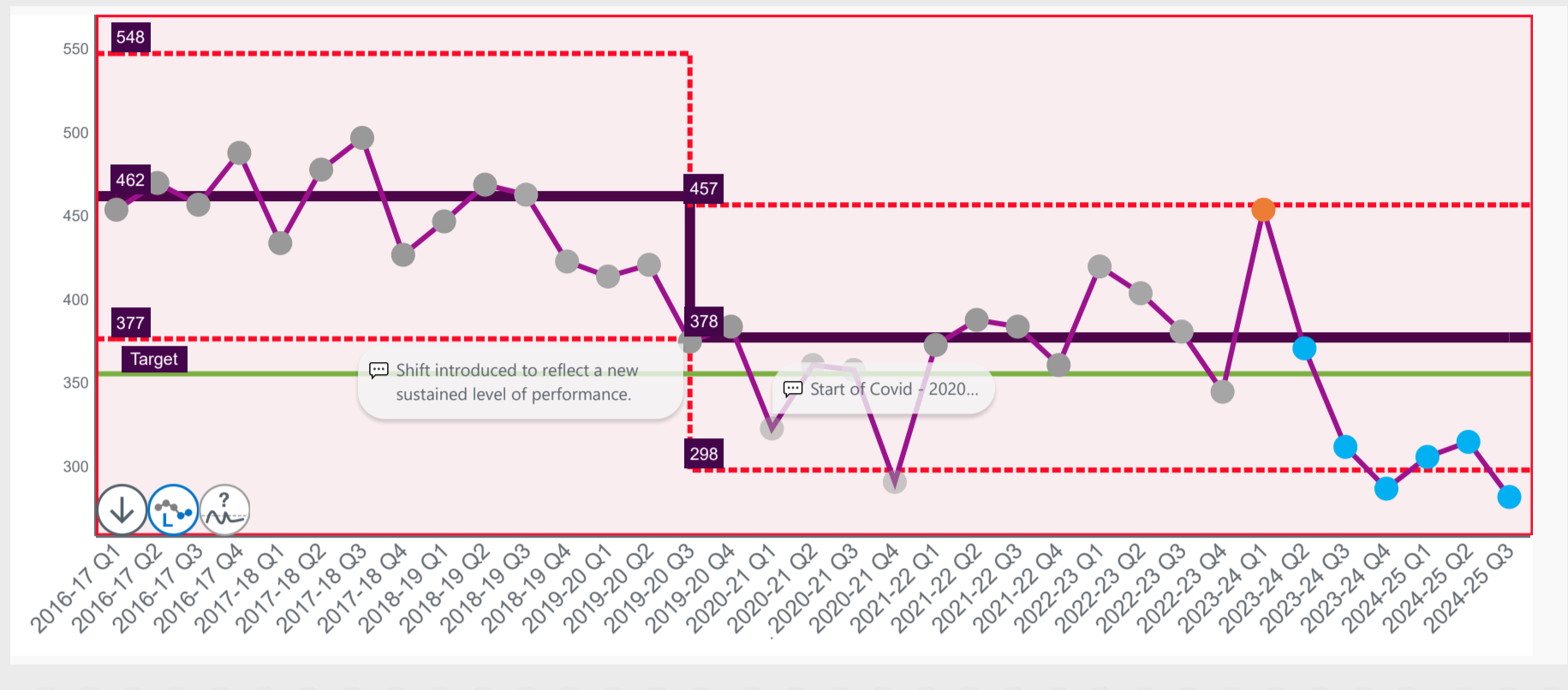


**KPI 1** Non-domestic Building Fires

Reduce against previous year

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

**OWNER:** Head of Service Delivery - East



**SUMMARY**

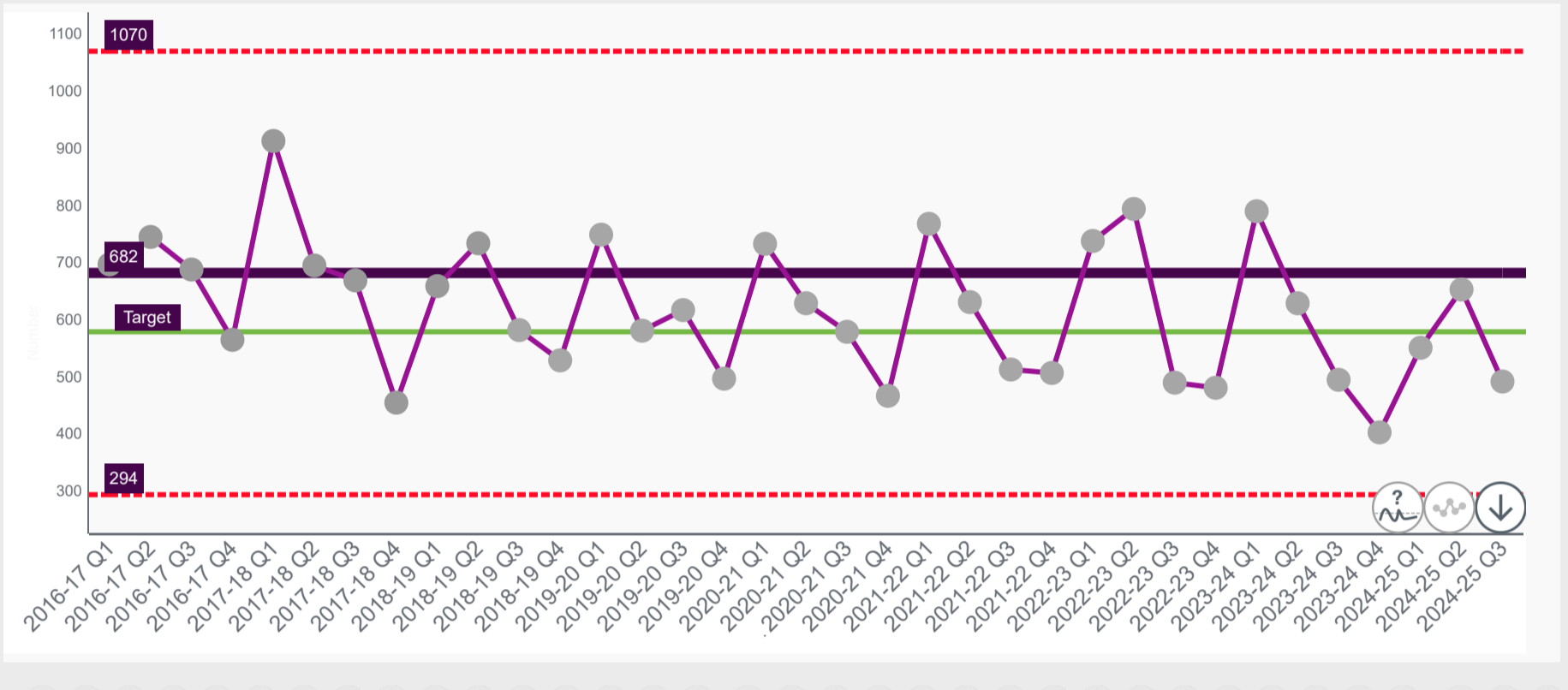
Maintaining Fire Safety enforcement schedules, continuing to educate Duty holders regarding responsibilities in fire safety. Continual monitoring at a local and national level, analysis will inform any remedial action if required.

**KPI 2** Deliberate Primary Fires

Reduce against previous year

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

**OWNER:** Head of Service Delivery - East



**SUMMARY**

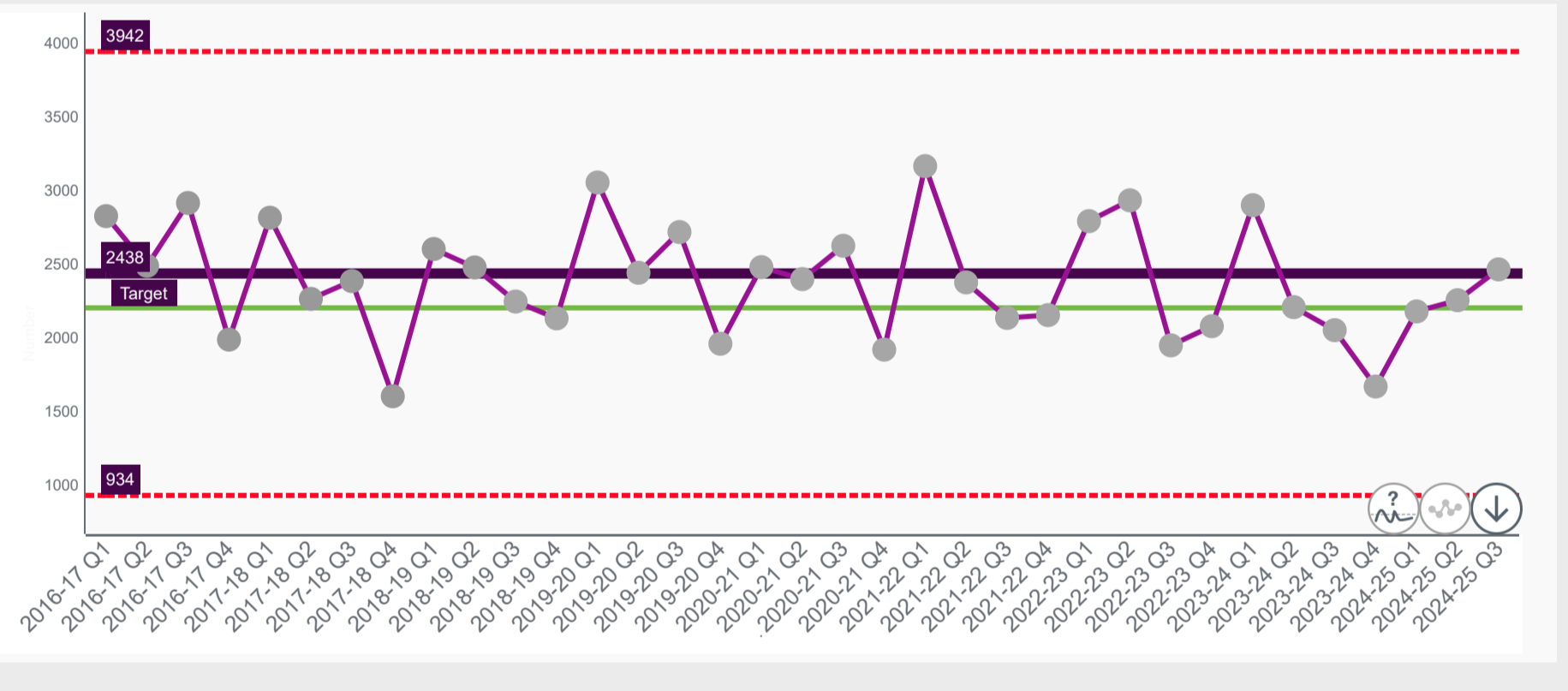
Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

**KPI 3** Refuse and Vehicle Fires

Reduce against previous year

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

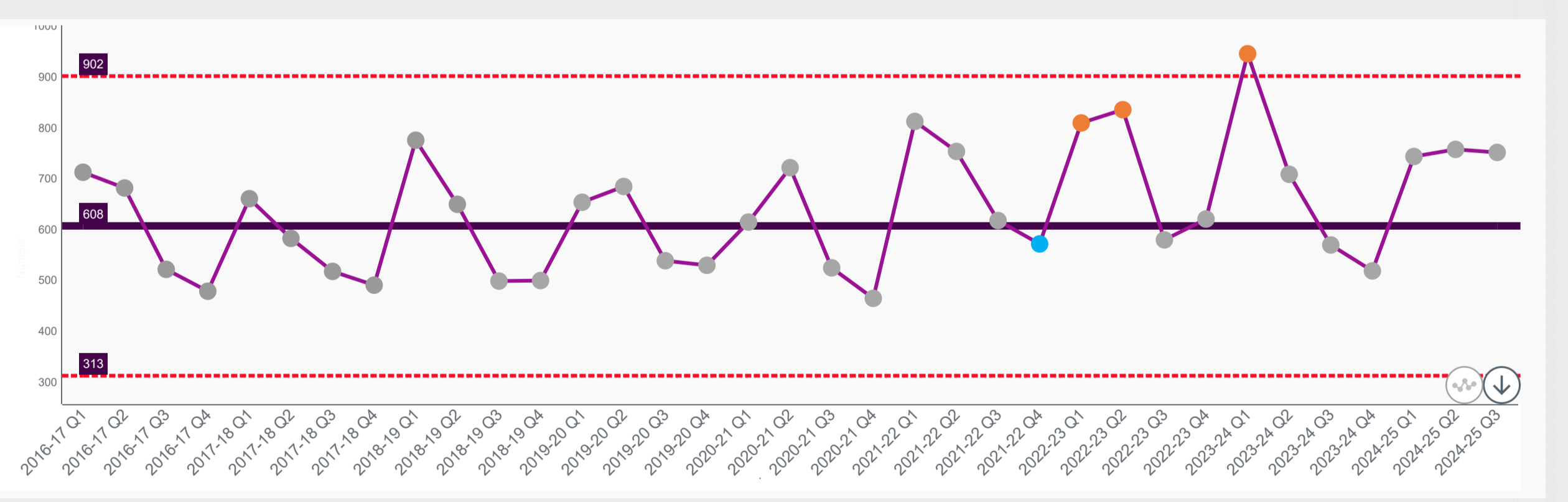
**OWNER:** Head of Service Delivery - East



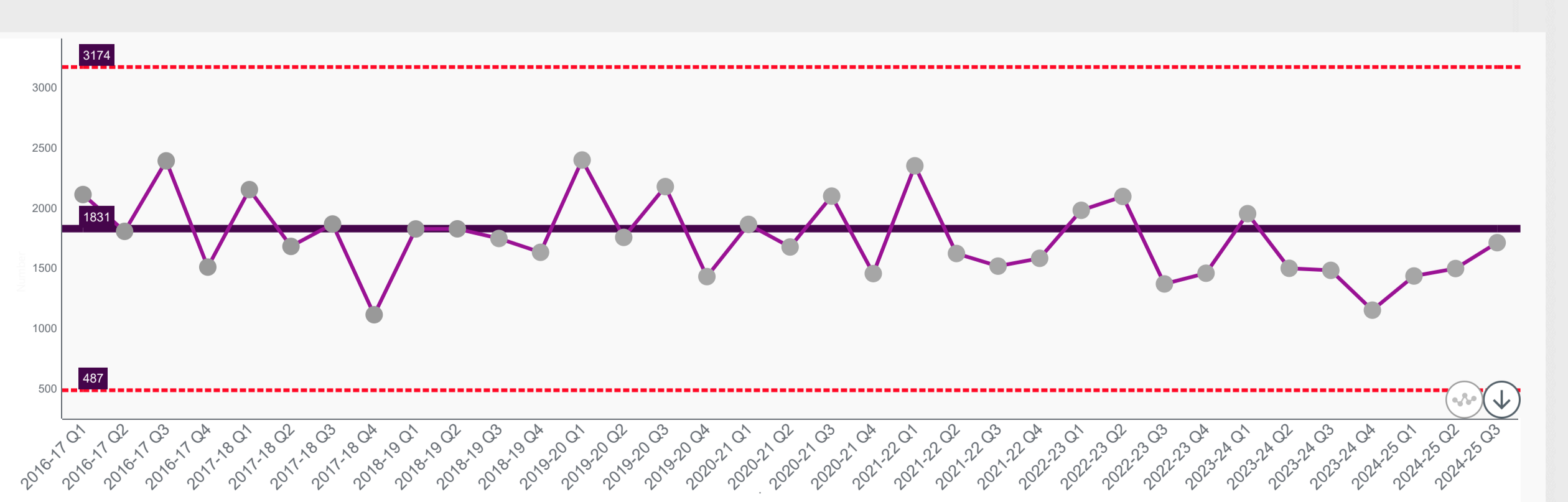
**SUMMARY**

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

**Accidental Refuse and Vehicle Fires**



**Deliberate Refuse and Vehicle Fires**



Prevention and Protection

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



KPI 4 Fire Fatalities

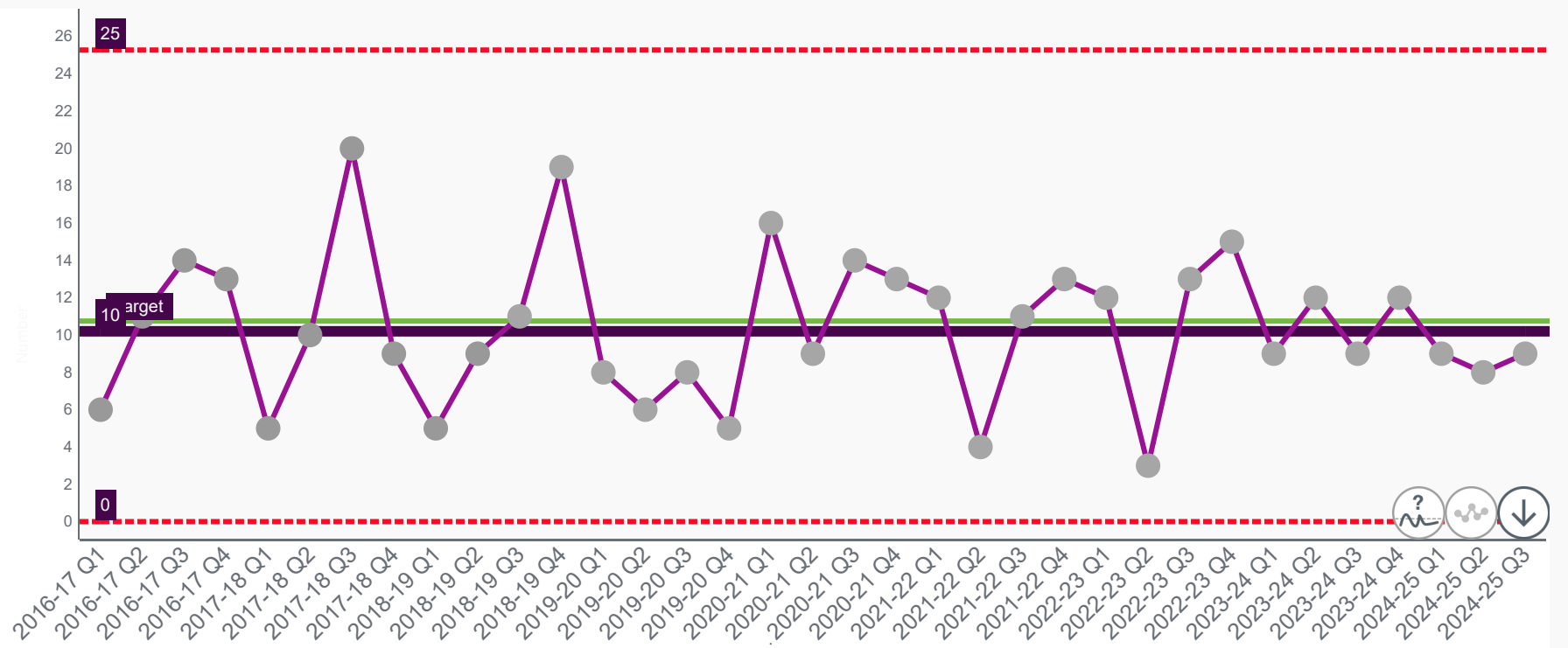
Reduce against previous year

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

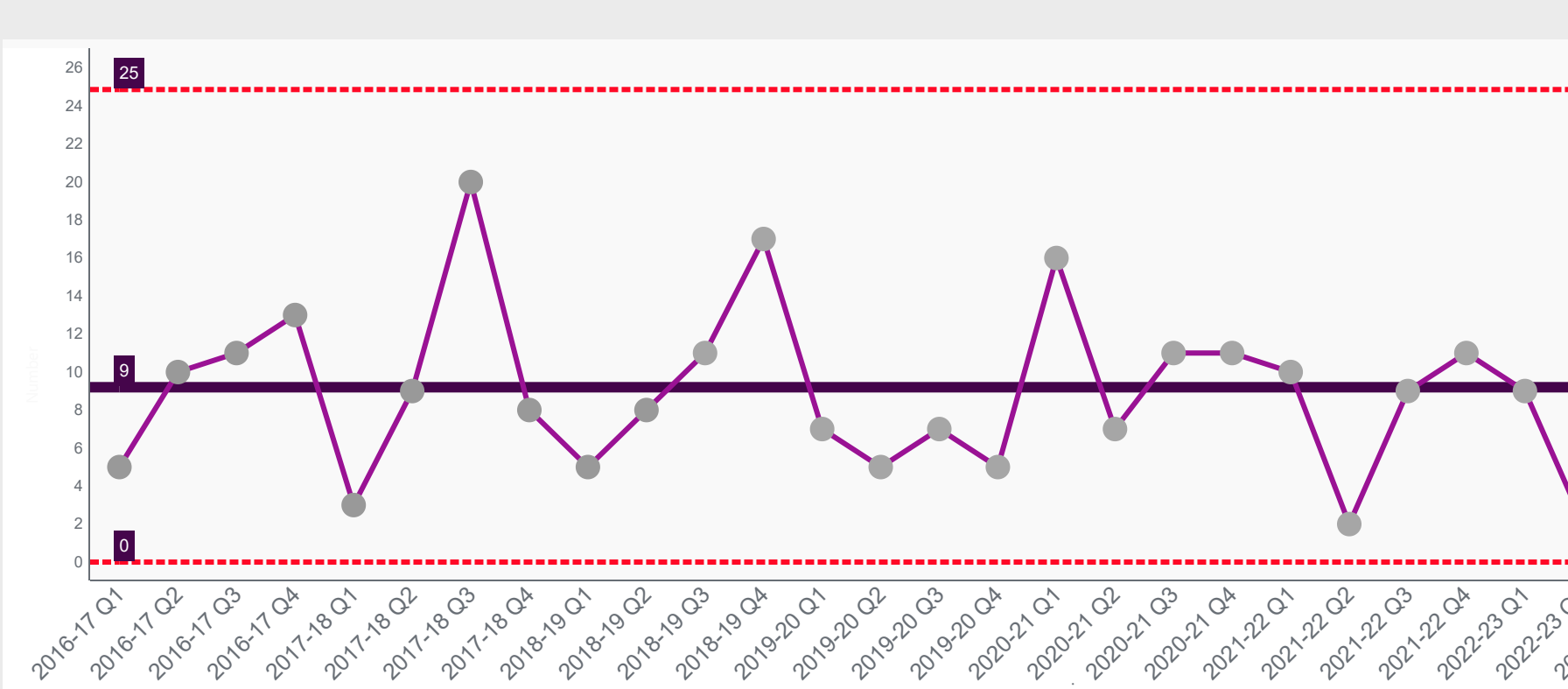
**OWNER:** Head of Service Delivery - East

SUMMARY

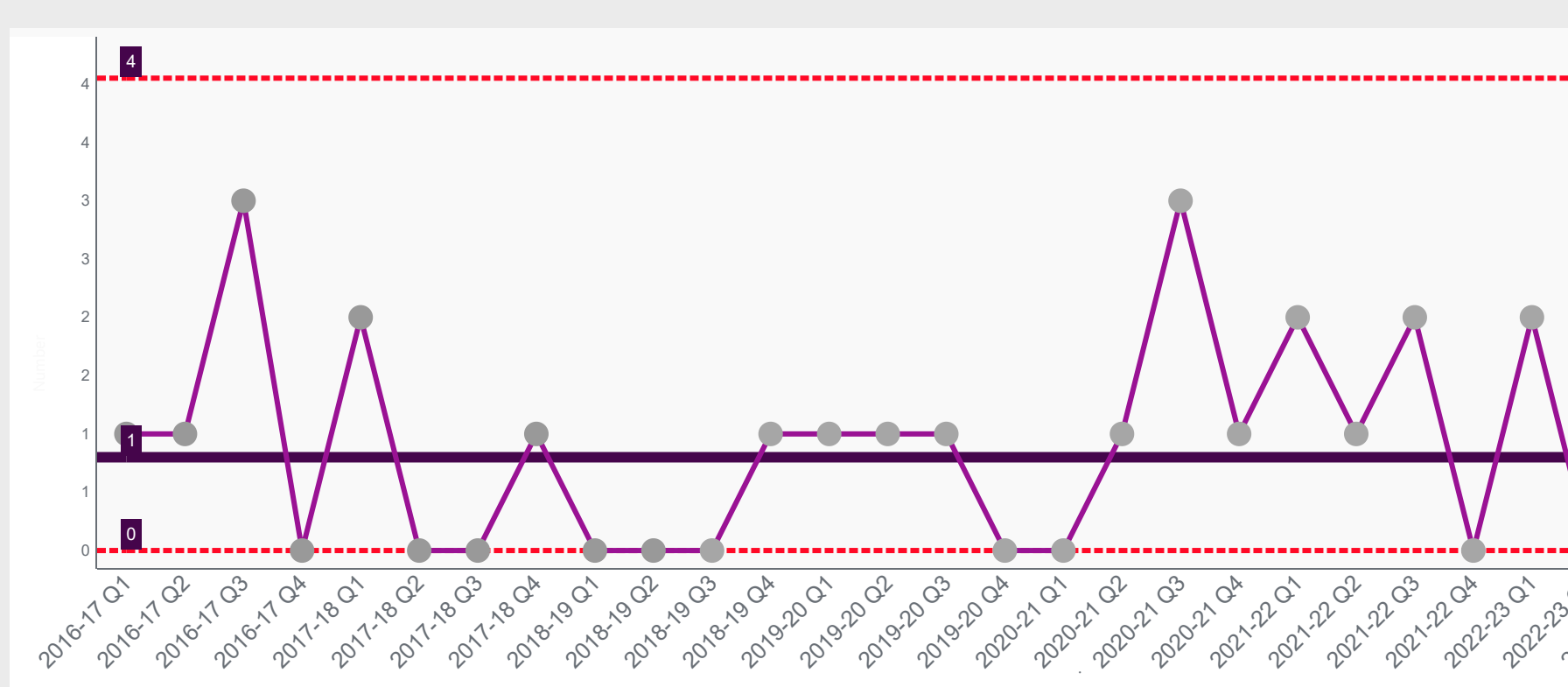
Fire fatality numbers remain generally consistent with previous data, and show a slight increase from previous quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and any common trends, which may inform future prevention measures.



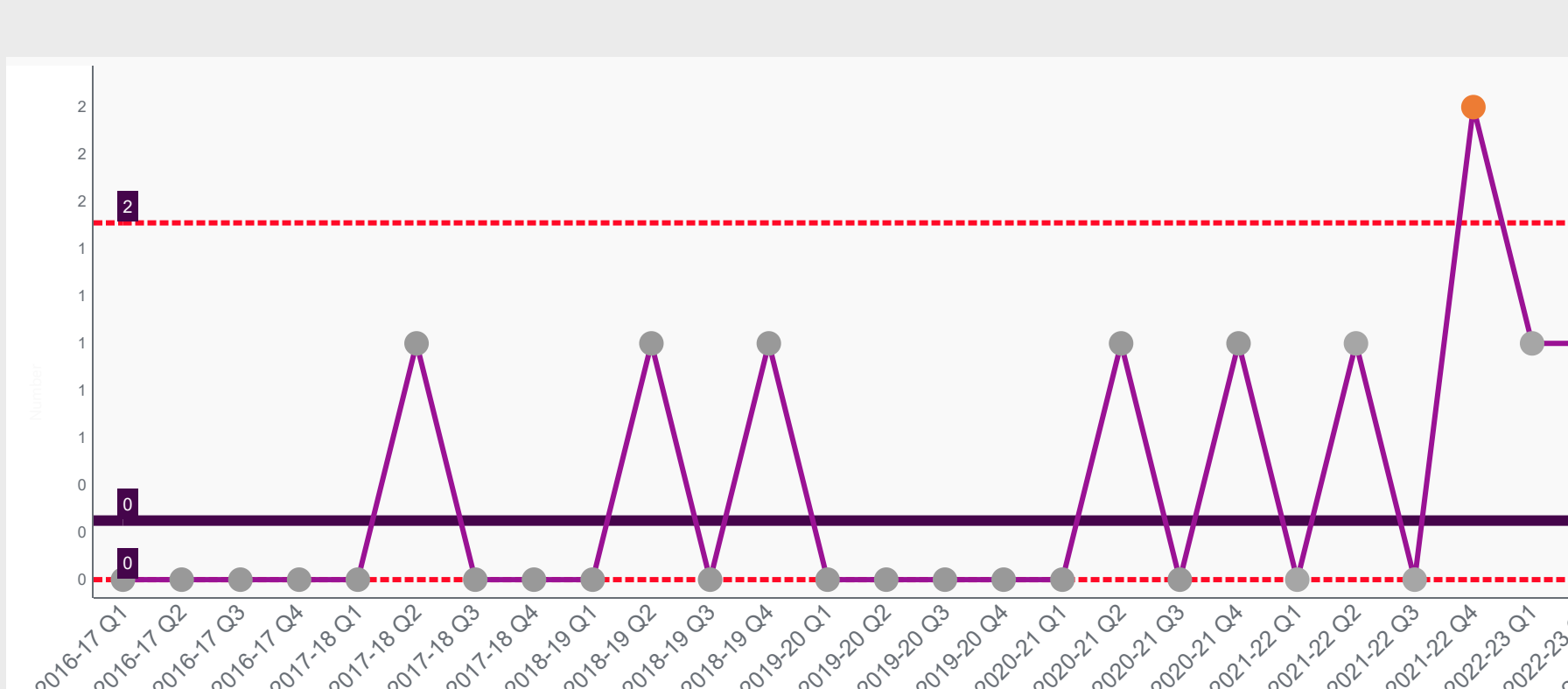
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities



KPI 5 Fire Casualties

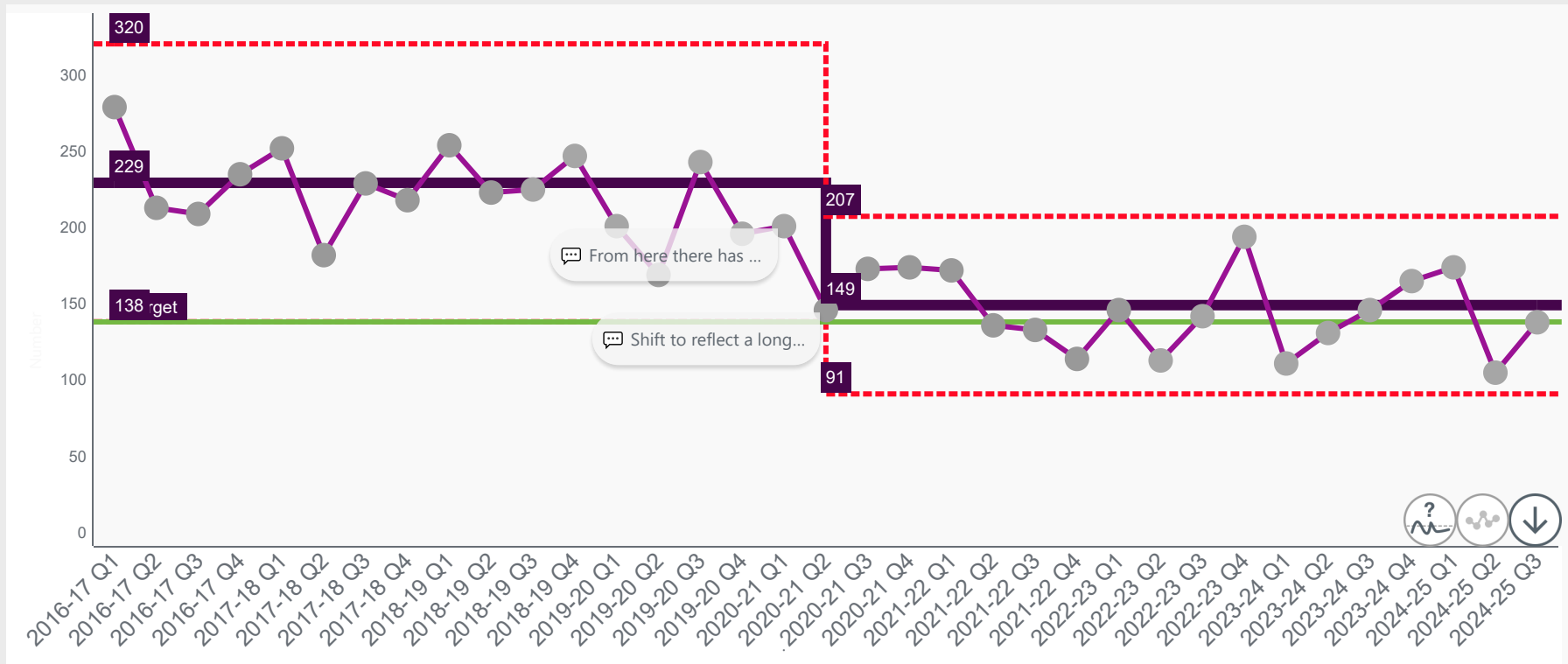
Reduce against previous year

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

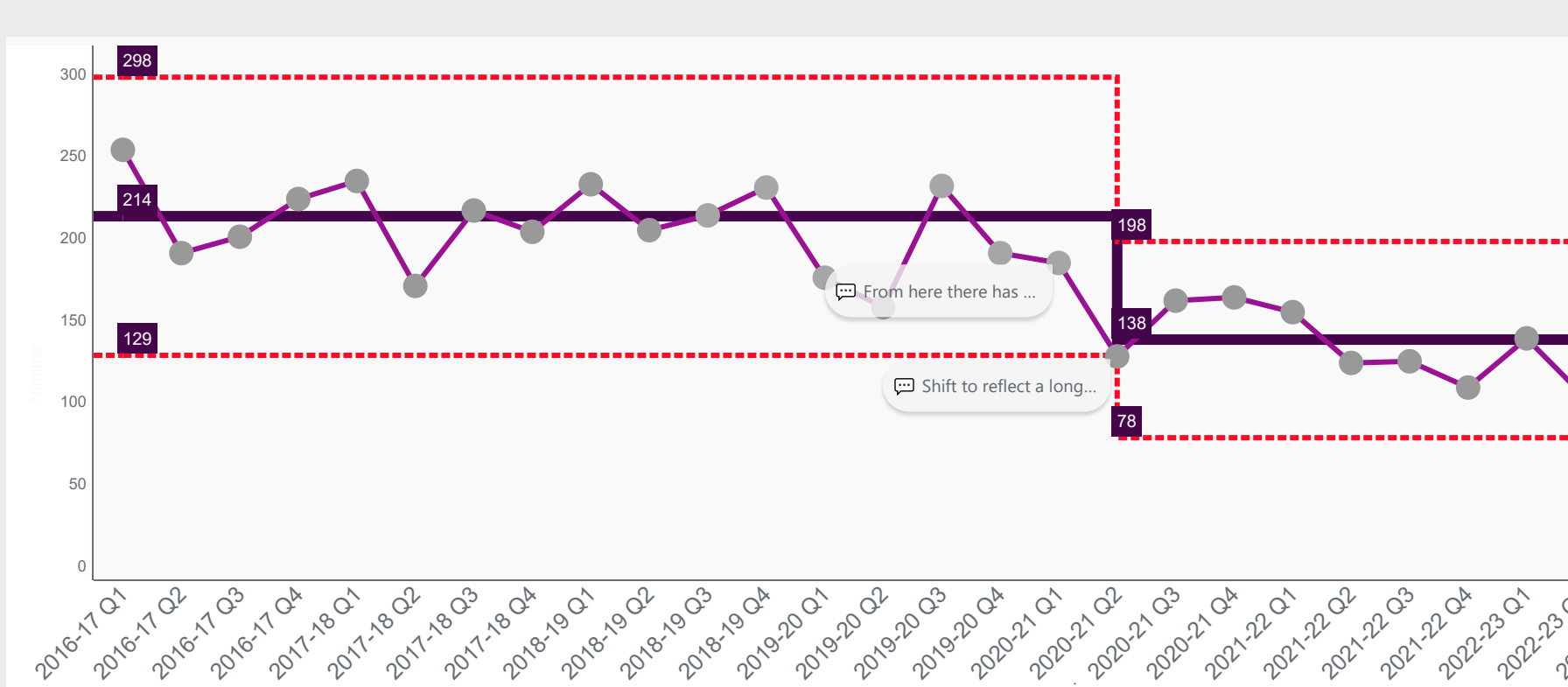
**OWNER:** Head of Service Delivery - East

SUMMARY

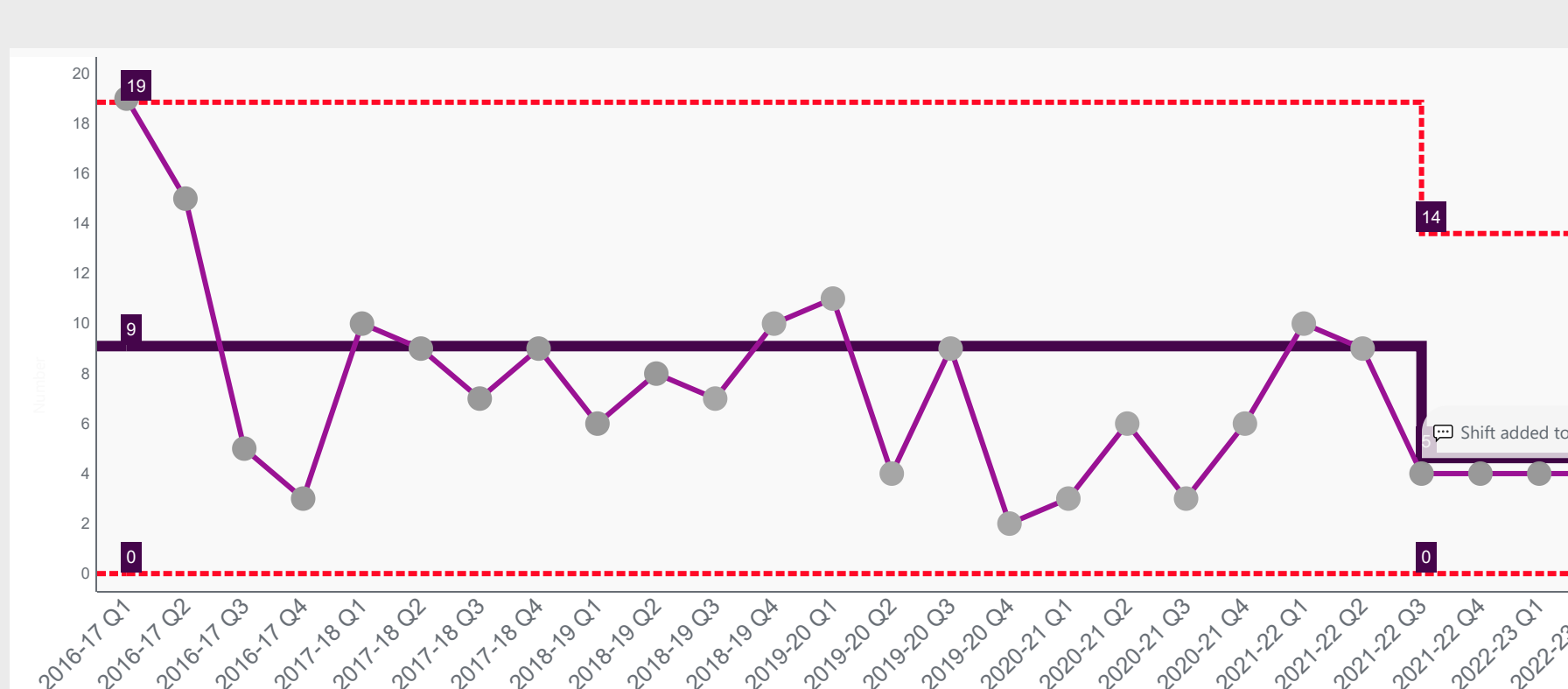
Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach. This KPI is subject to seasonal trends.



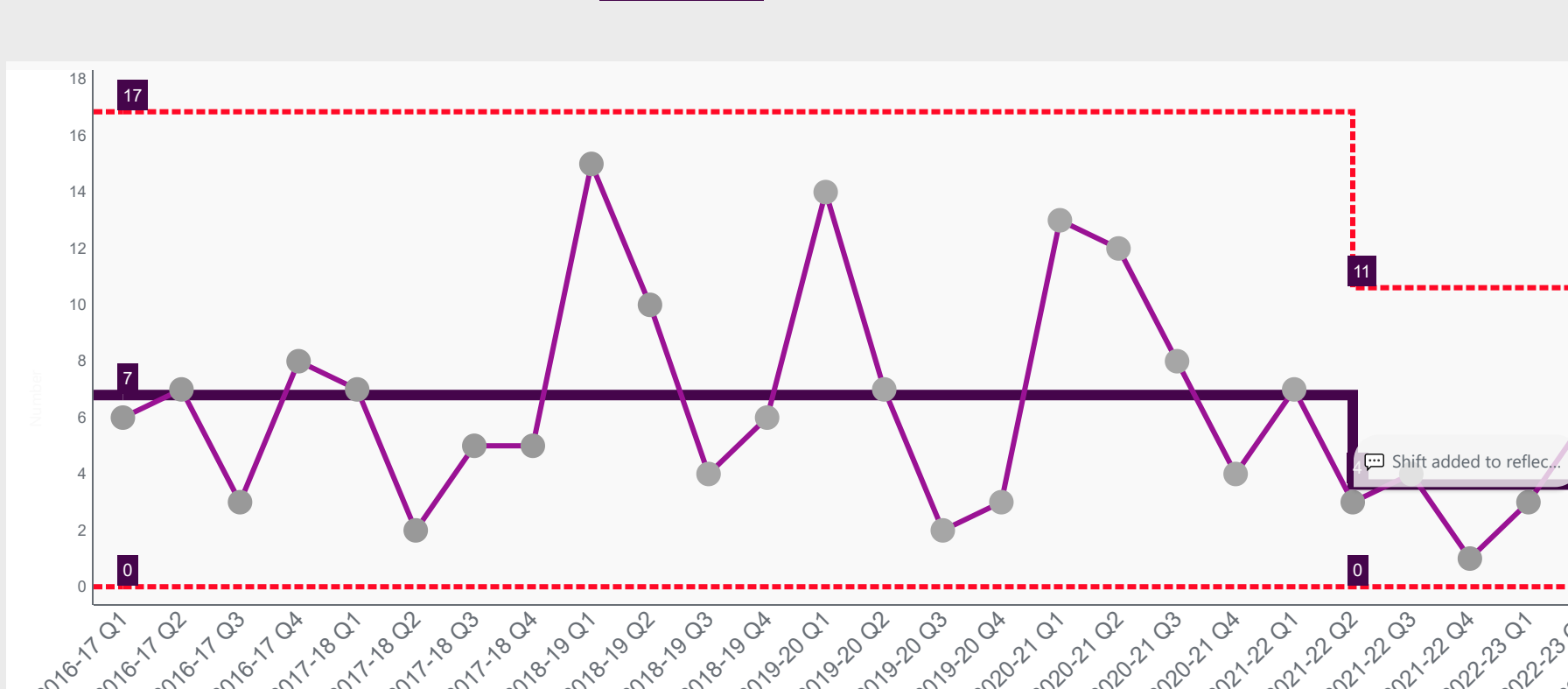
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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

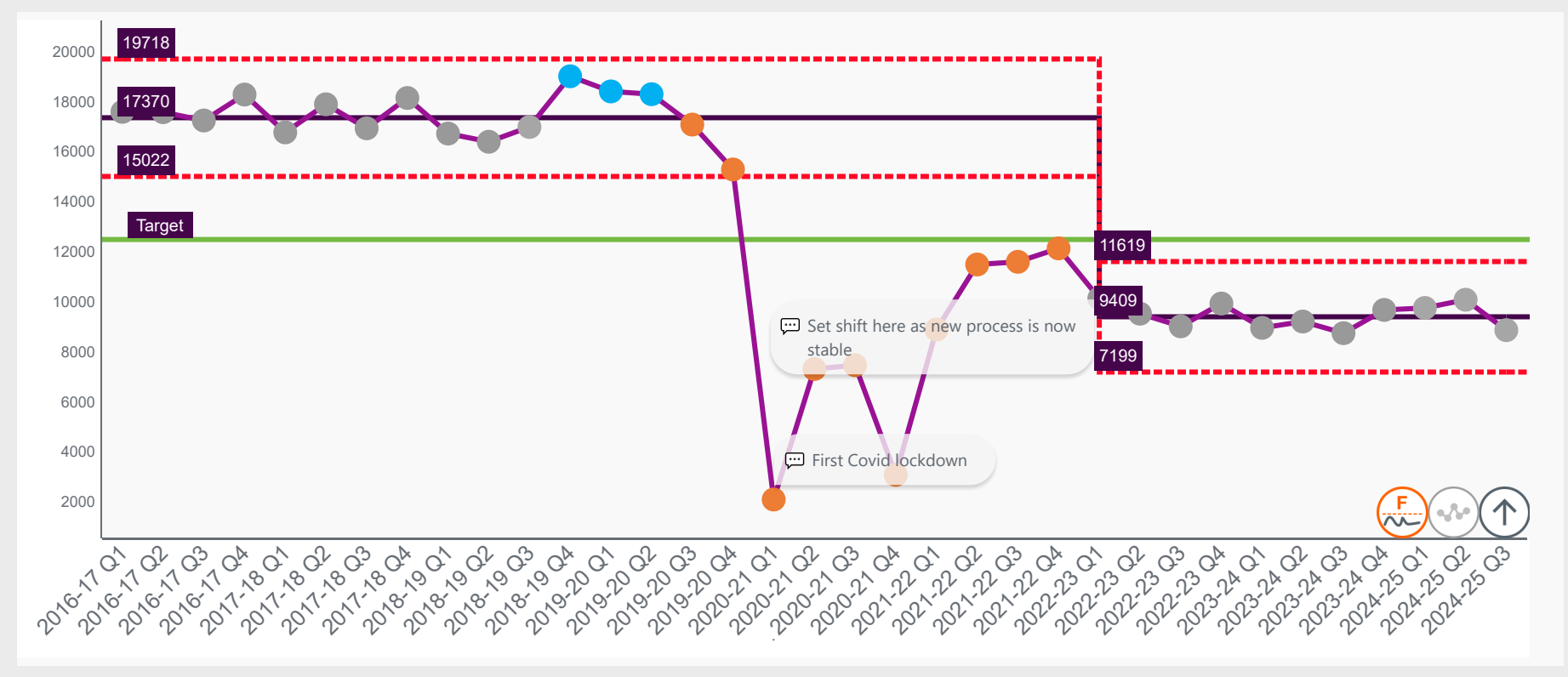


**KPI 6** Number of Home Fire Safety Visits conducted

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

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

**SUMMARY**  
The slight decrease in visit numbers is expected due to Areas starting the transition from the existing HFSV policy to the revised HFSV which will be introduced in February 2025. The focus has been on actioning outstanding visits rather than the generation of new ones.

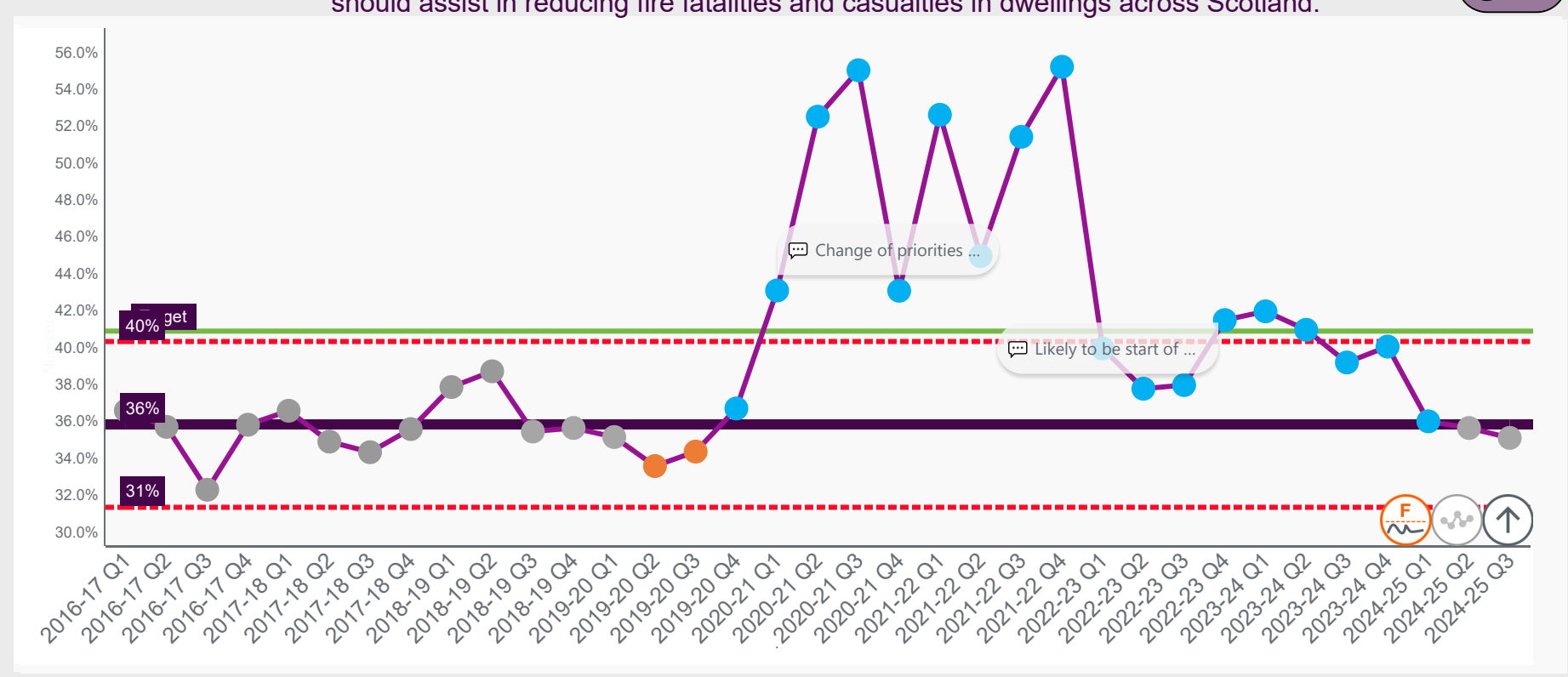


**KPI 7** % High Risk of Home Fire Safety Visits

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

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

**SUMMARY**  
The proportion of High Risk is similar to previous quarters. Moving into Q4 the change in policy means a removal of High, Medium and Low classifications of visits with them all being targeted to individuals deemed a higher risk of fire.

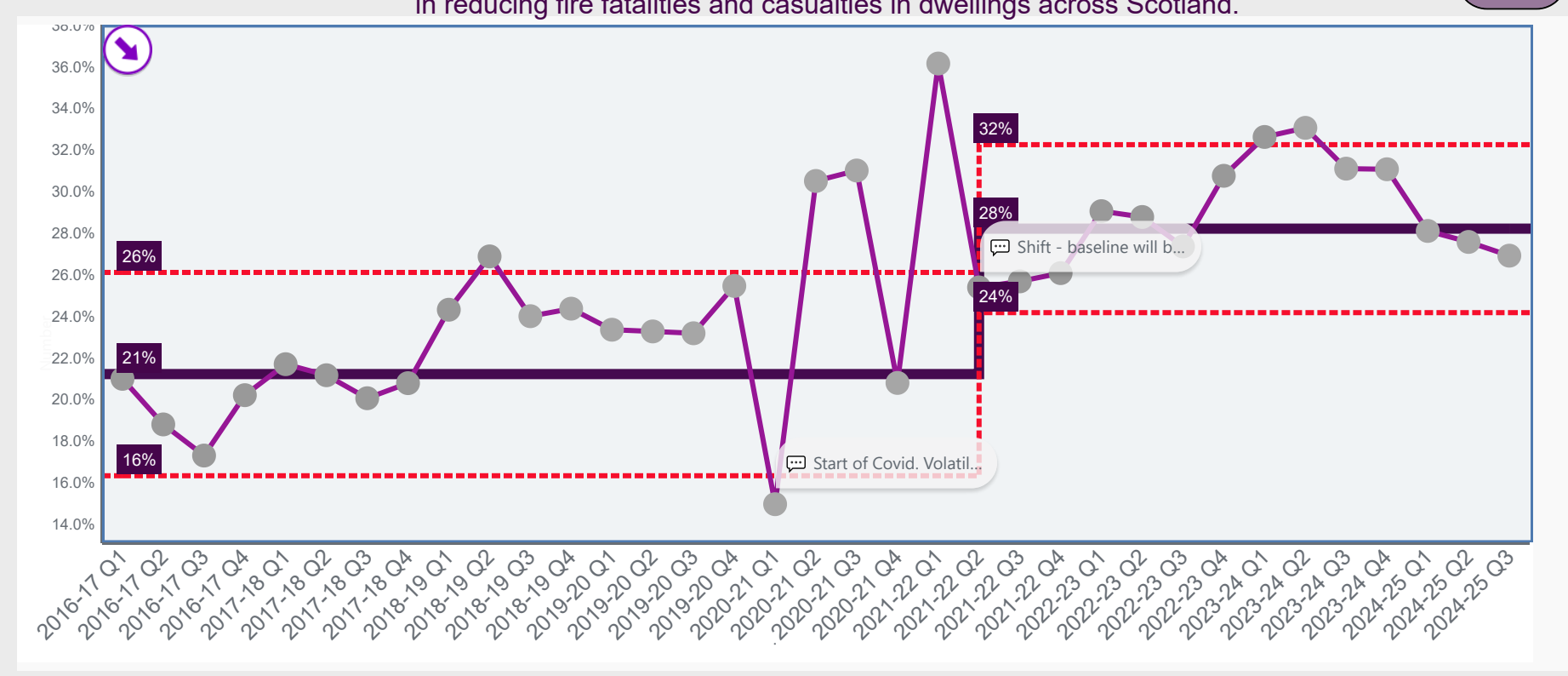


**KPI 8** % Partner Referral of Home Fire Safety Visits

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

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

**SUMMARY**  
The slight decrease may in part be due to work to transition to the revised HFSV. When the revised HFSV is introduced all referring partners will be required to sign a new Data Sharing Framework. Extensive engagement has been undertaken but this lengthy processes may be reflected in Q4 performance.

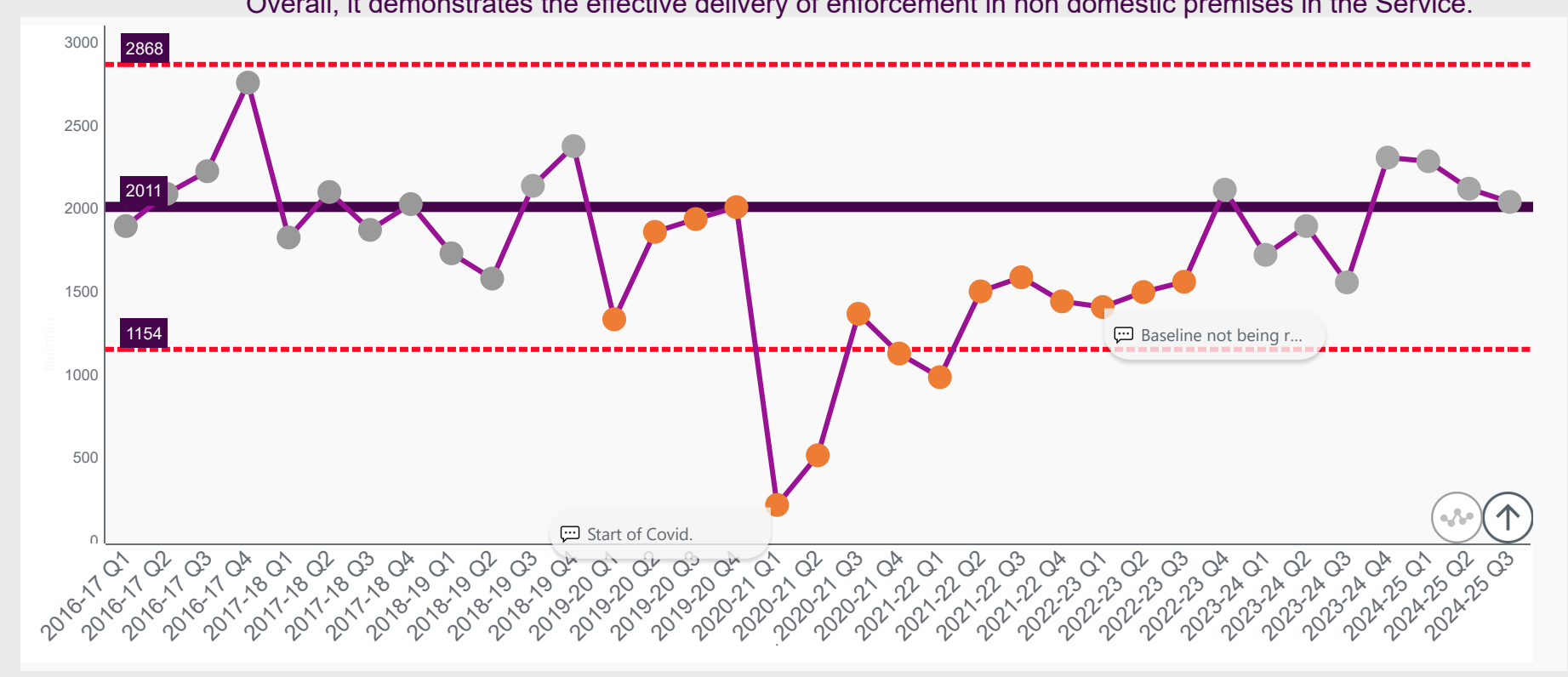


**KPI 9** Fire Safety Audits Completed

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

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

**SUMMARY**  
LSOs remain responsible for performance in their respective areas and the Directorate are seeking to address performance challenges by engaging with Scottish Government and partners around impacts resulting from increased licensing consultations in terms of Short Term Lets and BESS Systems.

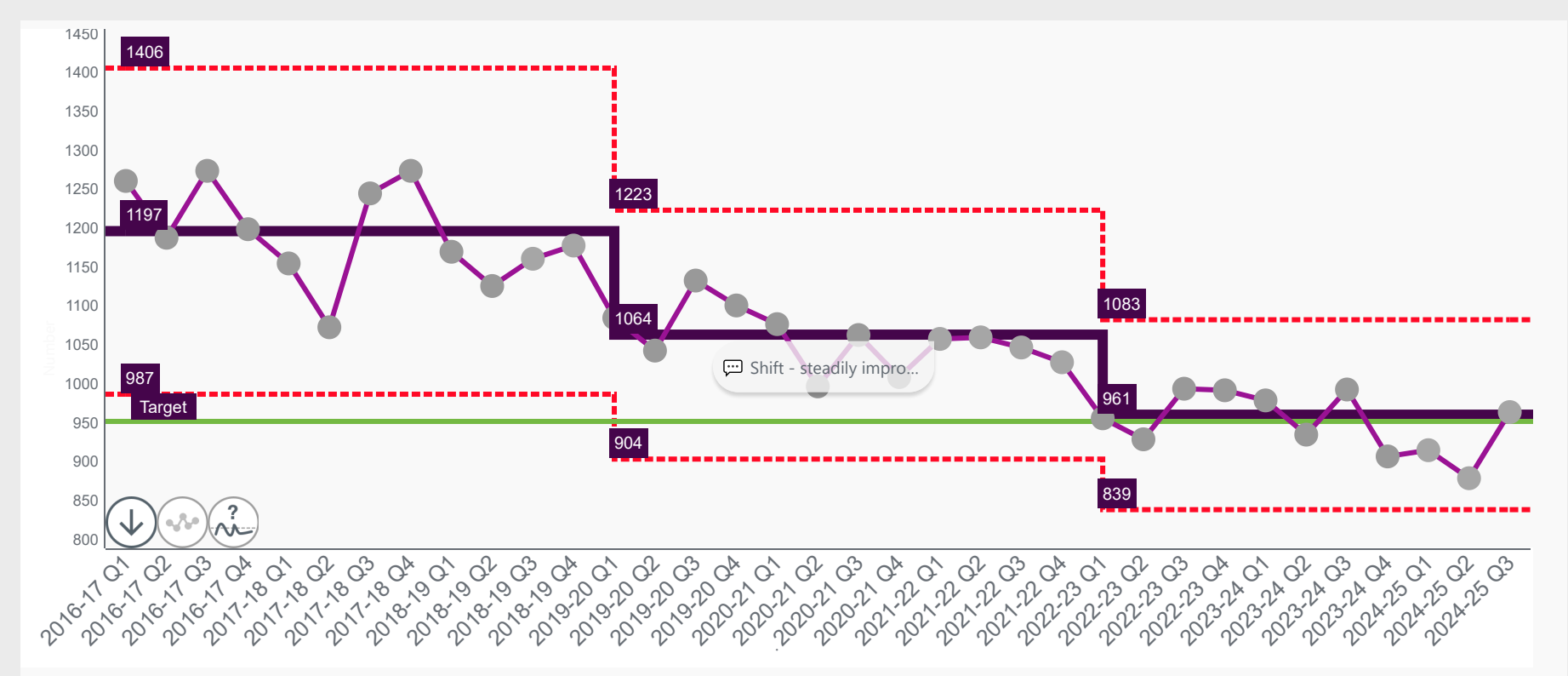


**KPI 10** Accidental Dwelling Fires

**OWNER:** Head of Service Delivery - East

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

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

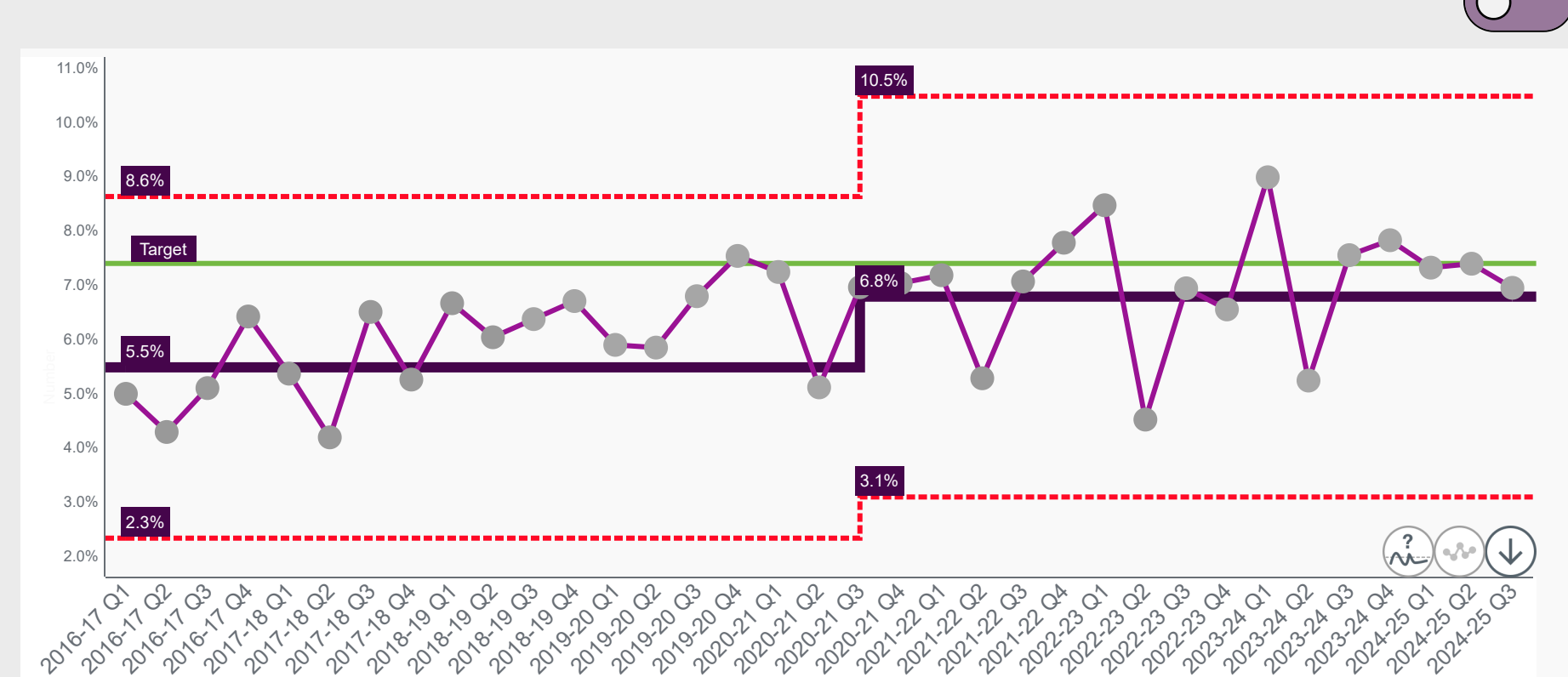


**KPI 11** % of accidental dwelling fires classed as High Severity

**OWNER:** Head of Service Delivery - East

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

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



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

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



Response

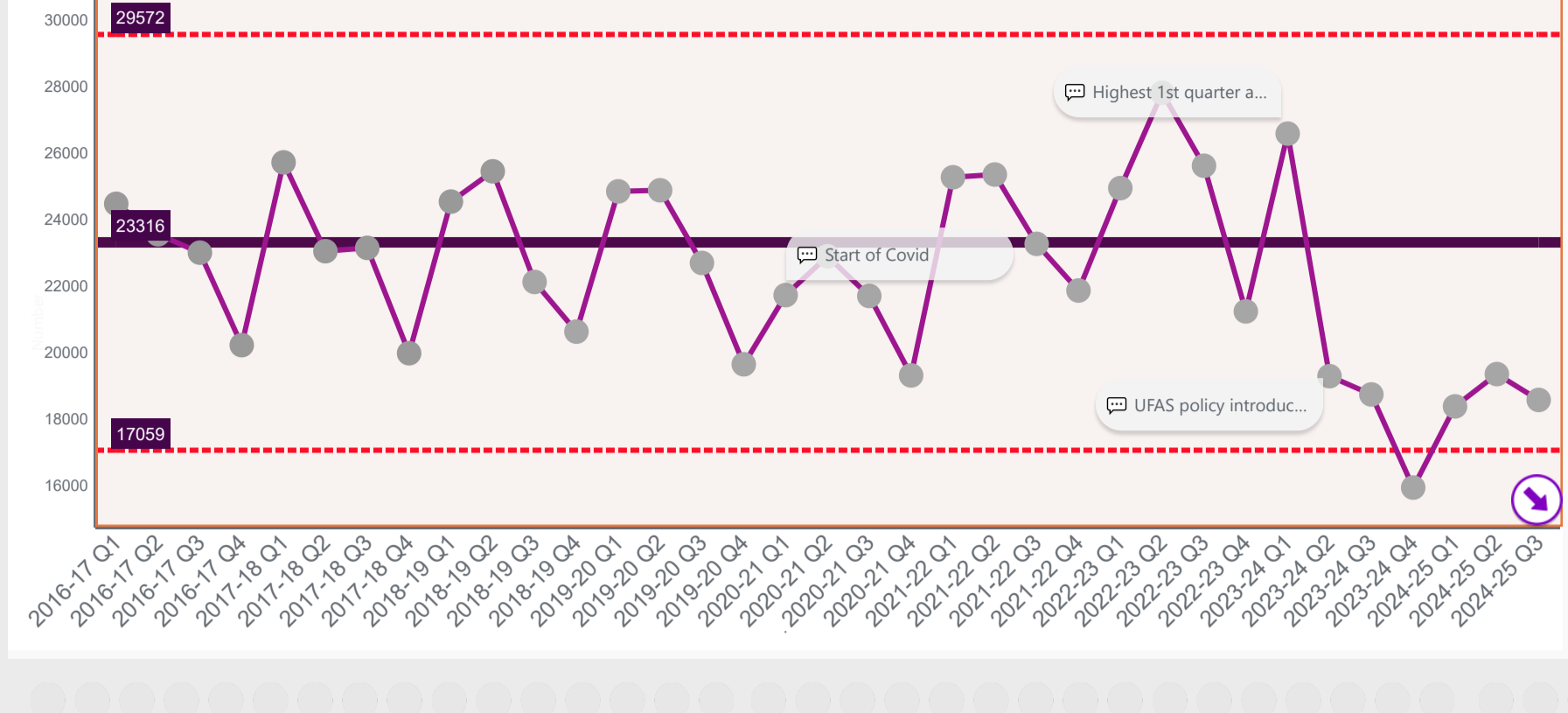
Communities are safer and more resilient as we respond effectively to changing risks.



**KPI 12** Total Incidents

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

**OWNER:** Head of Service Delivery - East

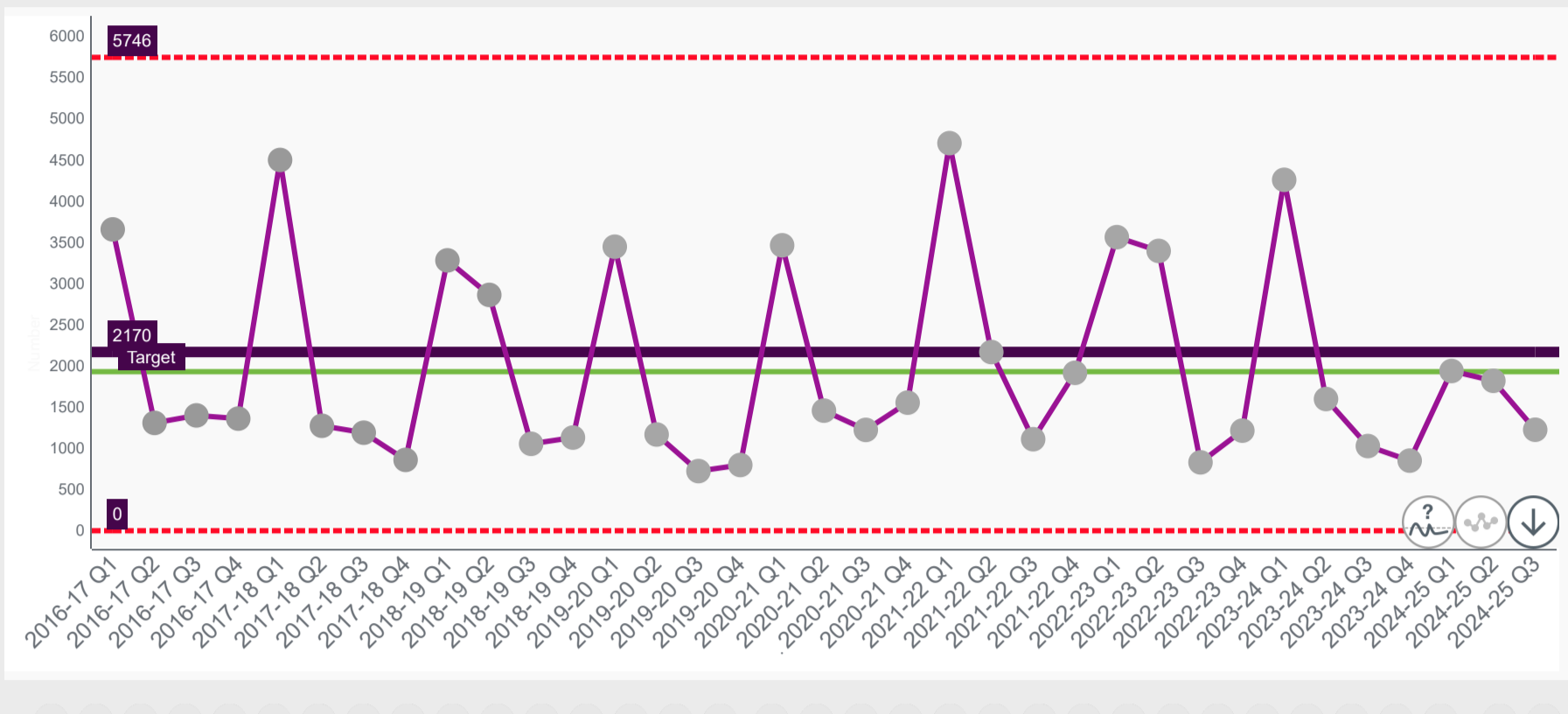


**SUMMARY**  
Decrease from previous quarter. UFAS reduction continues to have a positive impact on total number of incidents attended.

**KPI 13** Non-refuse Secondary Fires

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

**OWNER:** Head of Service Delivery - East

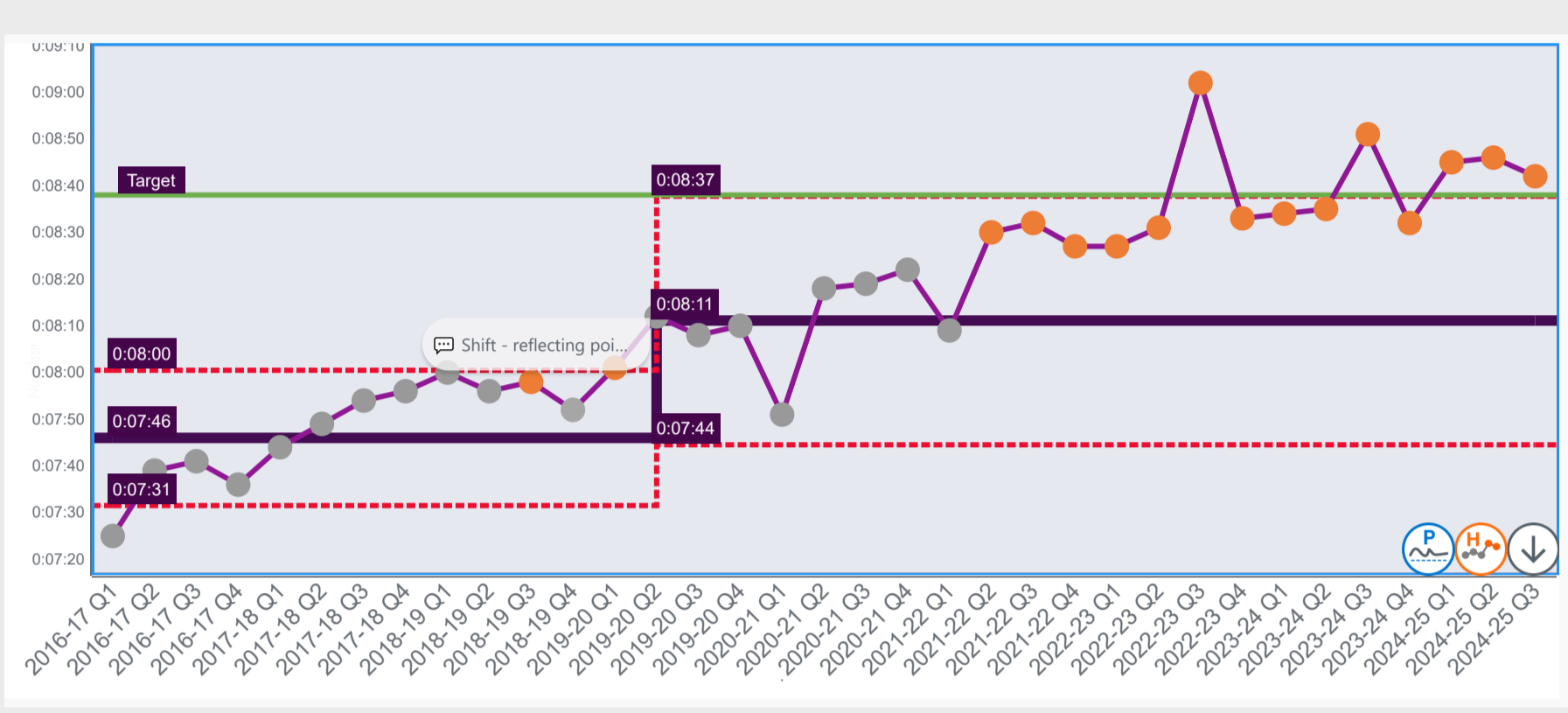


**SUMMARY**  
Prevention activities should be led by data where available and enhanced through a partnership approach, where appropriate. This KPI is subject to seasonal trends.

**KPI 14** Median Response Time to Life Risk Incidents - National

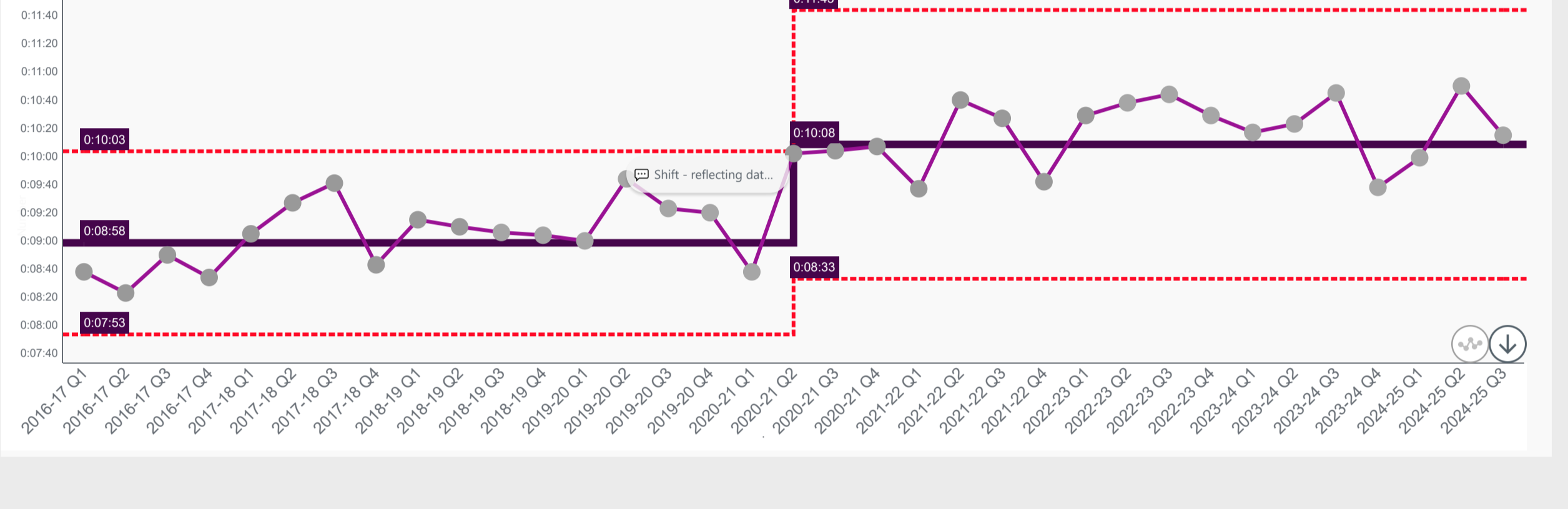
**PURPOSE:** SFRS are adapting to the changing risks of communities and using a place based approach in how they respond

**OWNER:** Head of Service Delivery - East

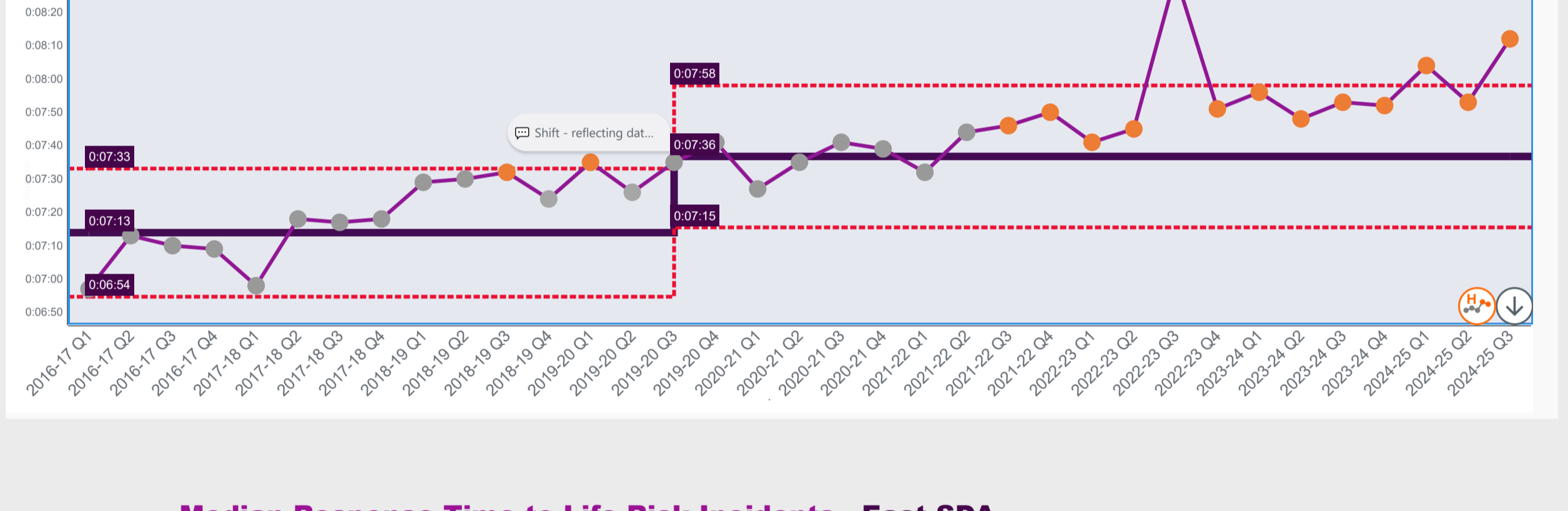


**SUMMARY**  
Variance in performance could be due to a number of factors. This could include operational demand and appliance availability.

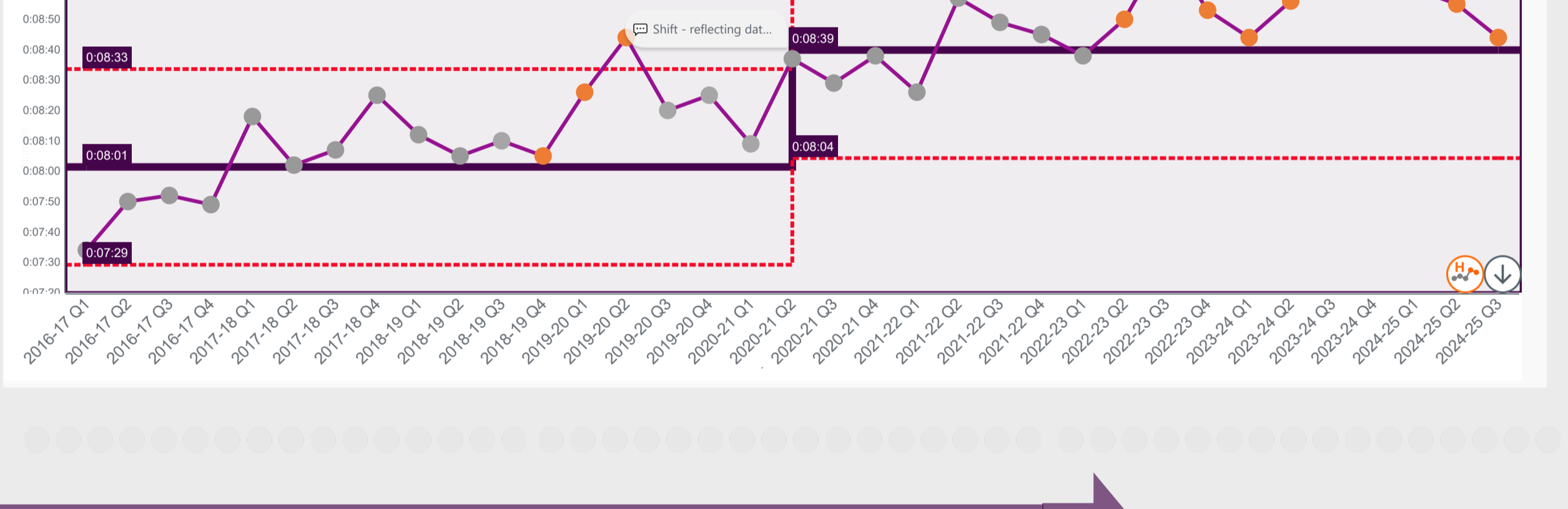
**Median Response Time to Life Risk Incidents - North SDA**



**Median Response Time to Life Risk Incidents - West SDA**



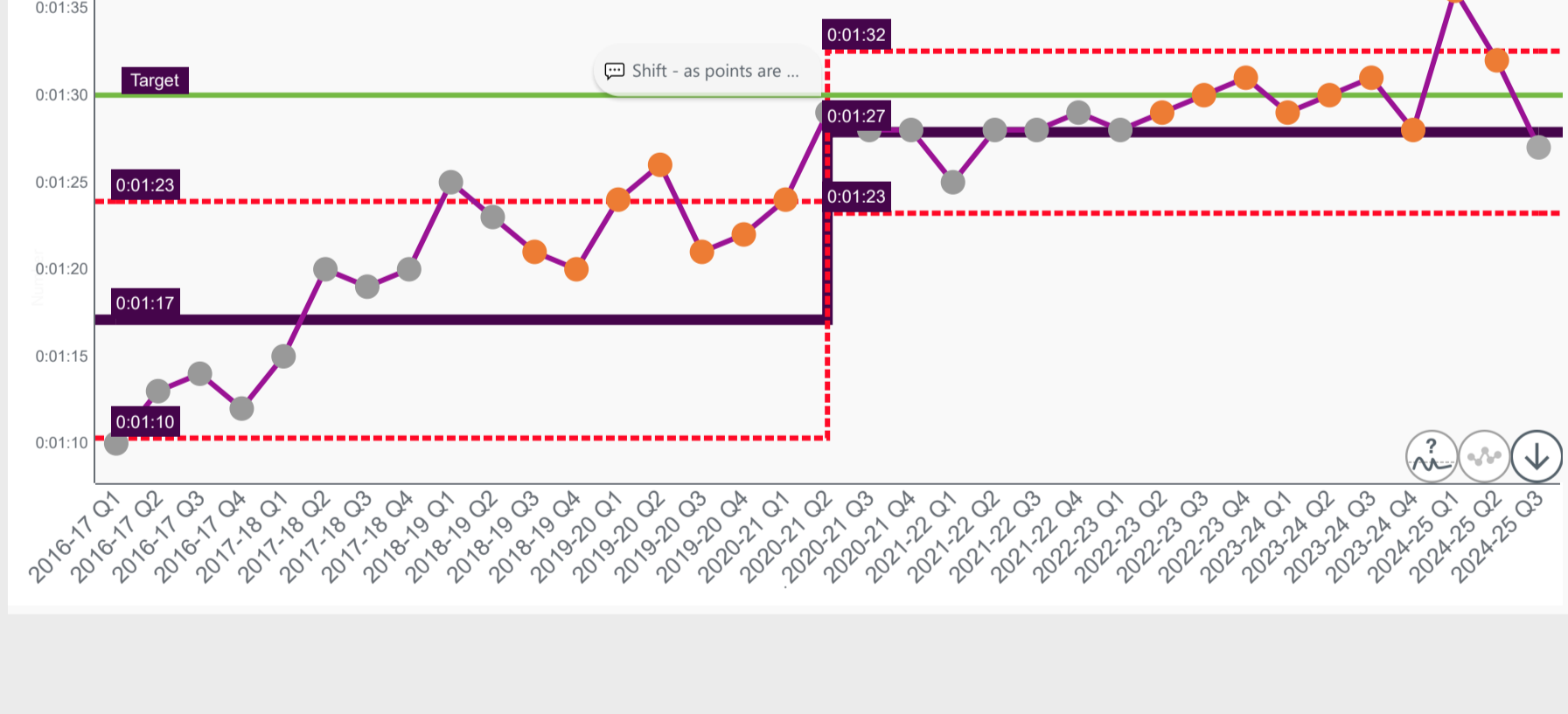
**Median Response Time to Life Risk Incidents - East SDA**



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

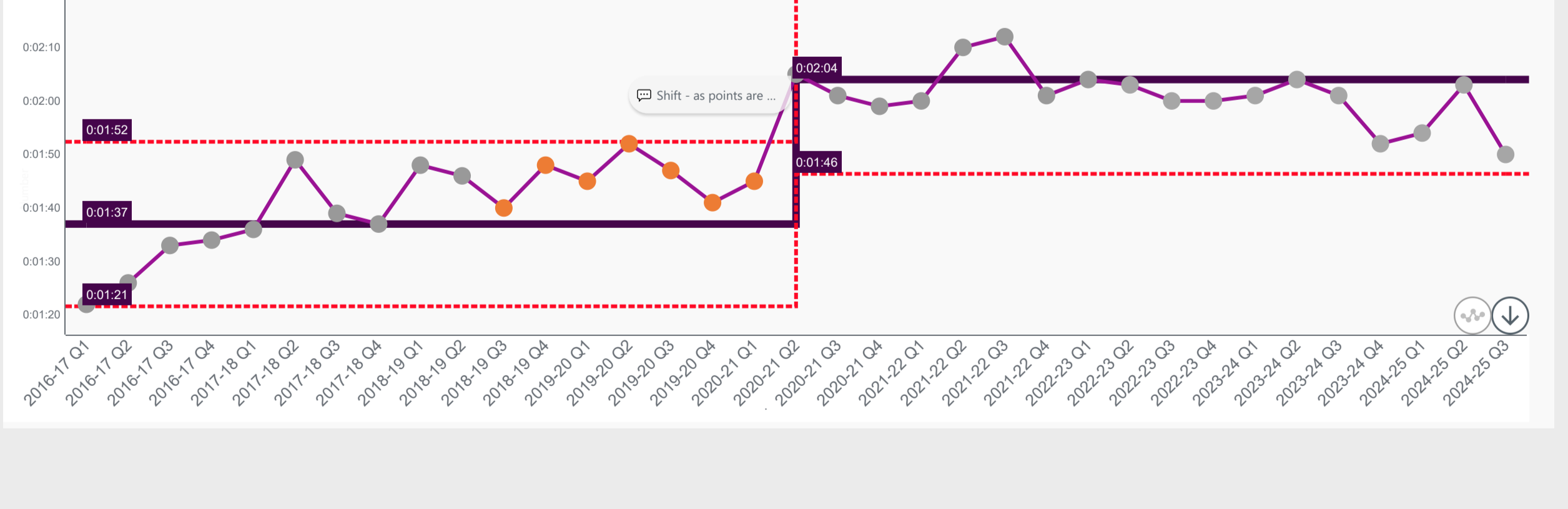
**PURPOSE:** SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents

**OWNER:** Head of Service Delivery - East

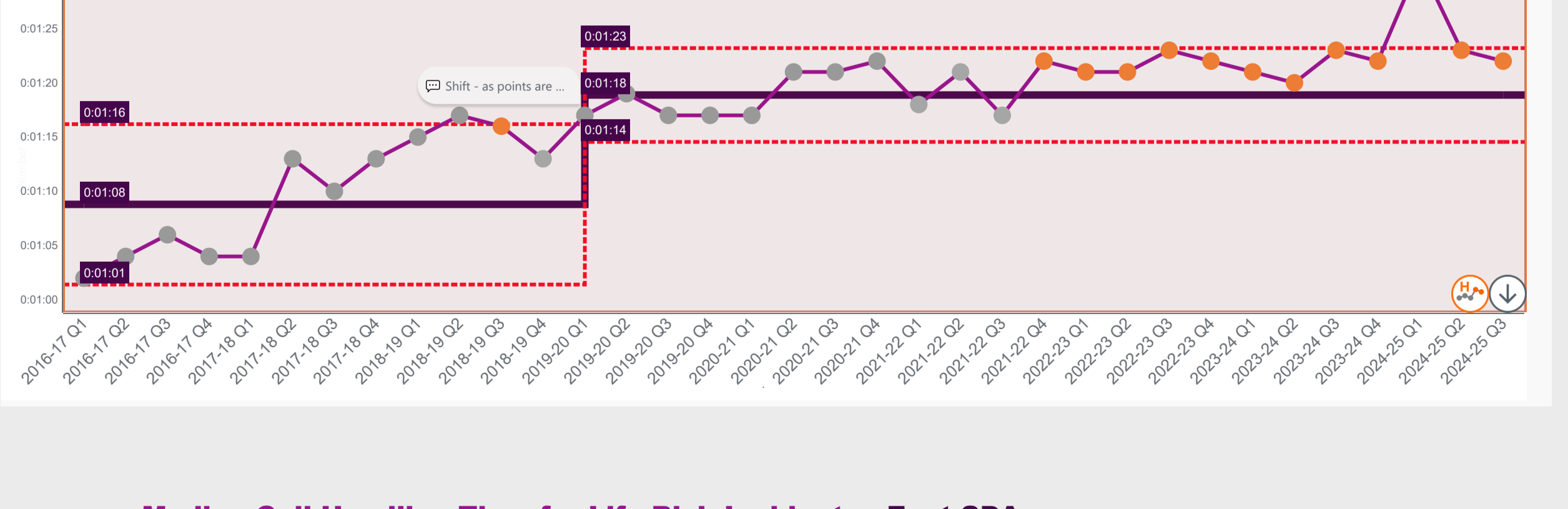


**SUMMARY**  
Call handling time will continue to be influenced by technology, systems, information at time of call and staff profiles within Operational Control.

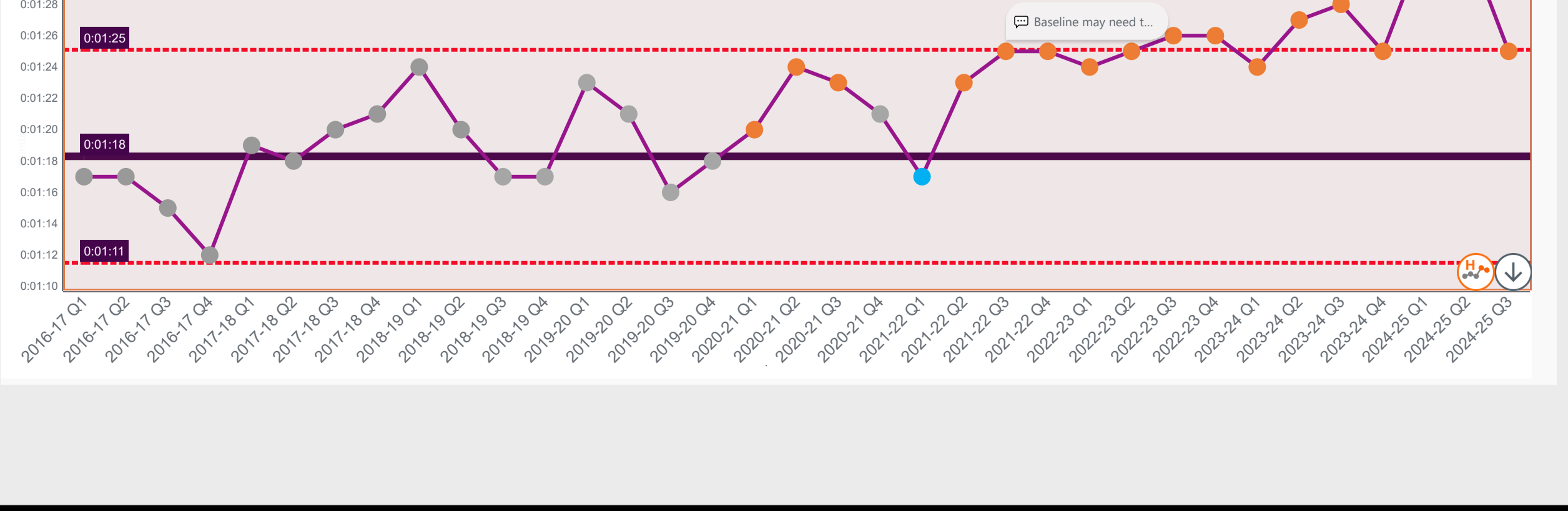
**Median Call Handling Time for Life Risk Incidents - North SDA**



**Median Call Handling Time for Life Risk Incidents - West SDA**



**Median Call Handling Time for Life Risk Incidents - East SDA**



Response

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



KPI 16 On-Call 1st Appliance Availability

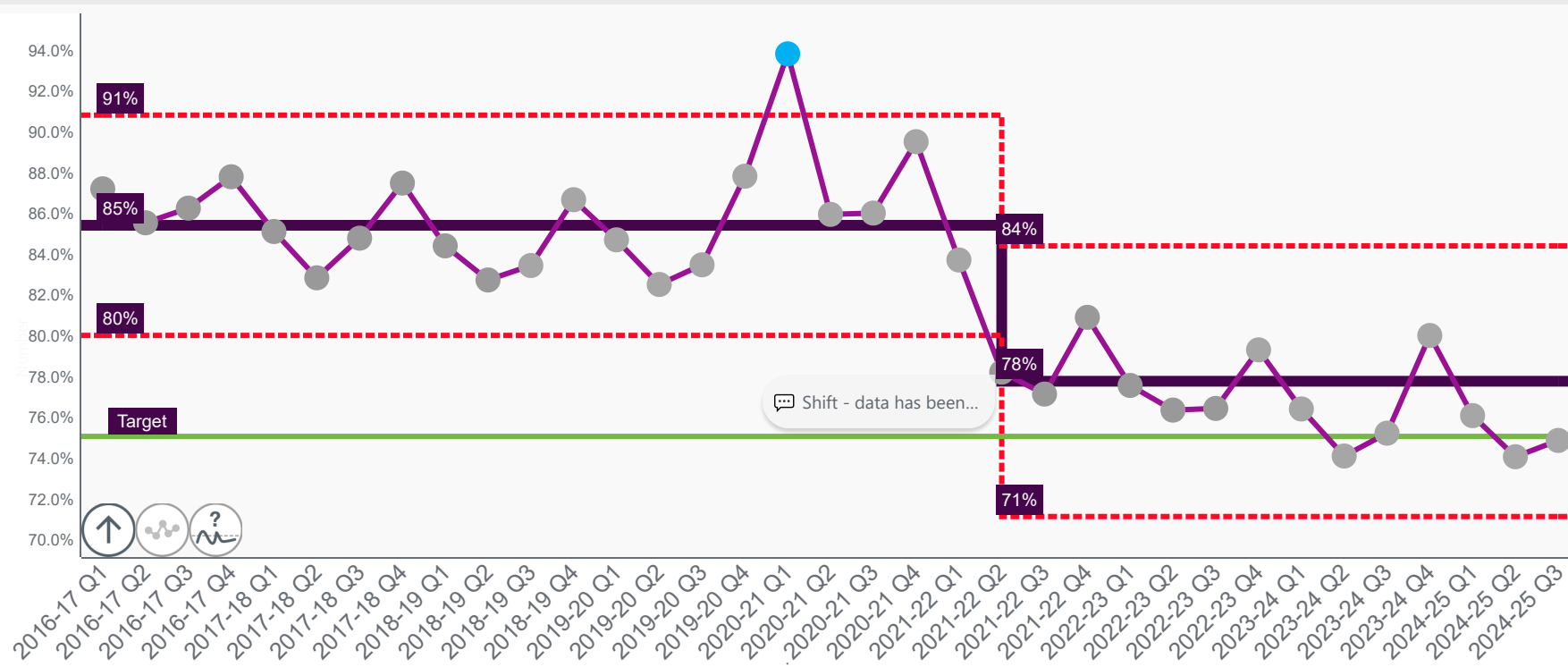
Increase against previous year

OWNER: Head of Operations

SUMMARY

On Call to WDS Migration project has seen 9 candidates commence a migration course on 20th January. A number of pilots ongoing including, local delivery of 2 week Task and Task Management course on modular basis, allowing increased flexibility in training delivery & On Call selection tests.

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



KPI 17 Wholetime Availability

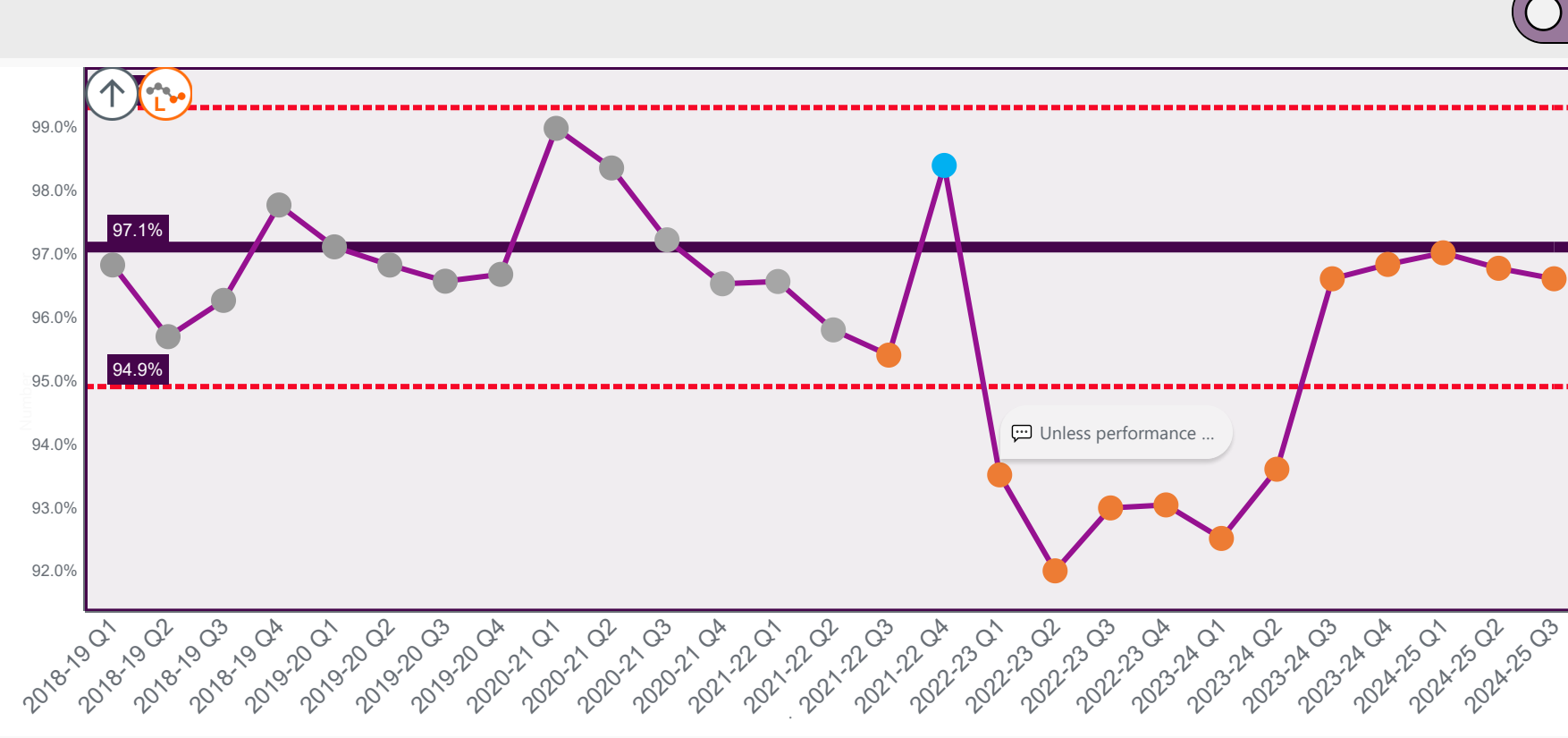
% compliance against confidence levels

OWNER: Head of Operations

SUMMARY

No Performance Statement Available

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



KPI 18 Operational Intelligence Inspections

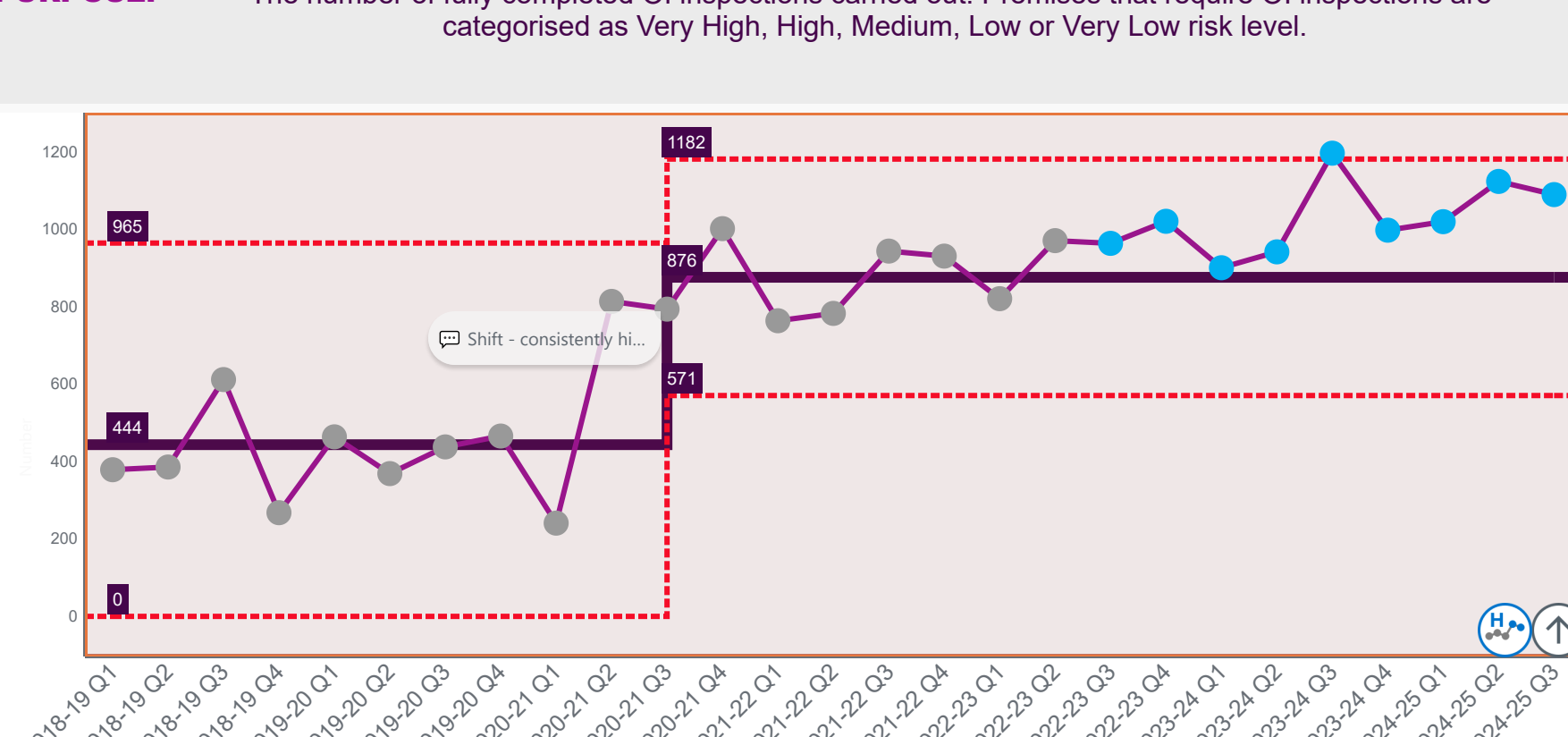
Track

OWNER: Head of Prevention, Protection and Preparedness

SUMMARY

During Q3 Operational Intelligence Inspections have continued at the expected pace.

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



KPI 19 Ops Assurance Audit Actions

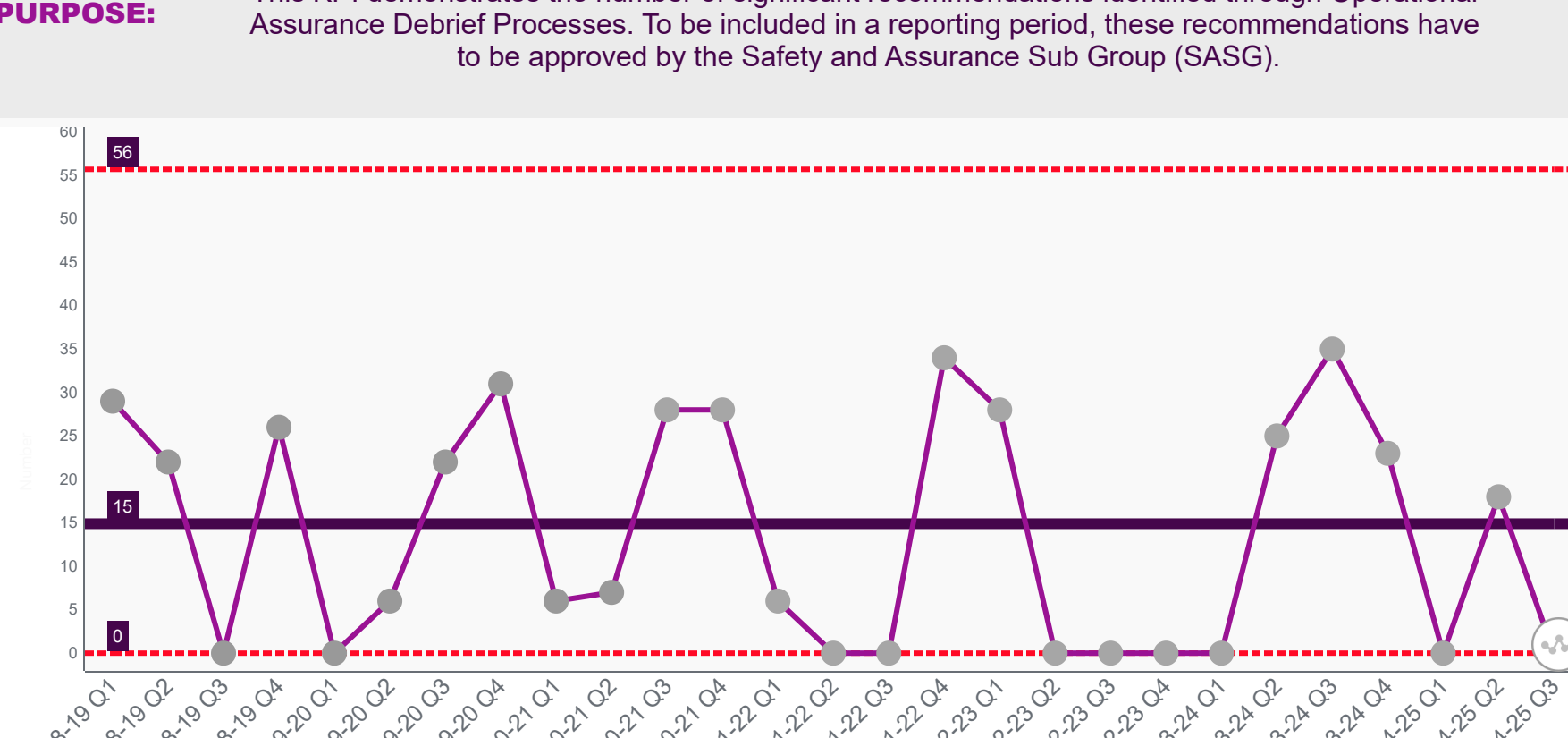
Track

OWNER: Head of Safety and Assurance

SUMMARY

This KPI is Operationally led and is based on the number of significant incidents that have been debriefed and have had actions approved. To be included in a reporting period, these recommendations have to be approved by the Safety and Assurance Sub Group (SASG) who meet every 8 weeks.

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



KPI 20 Hydrant Inspections

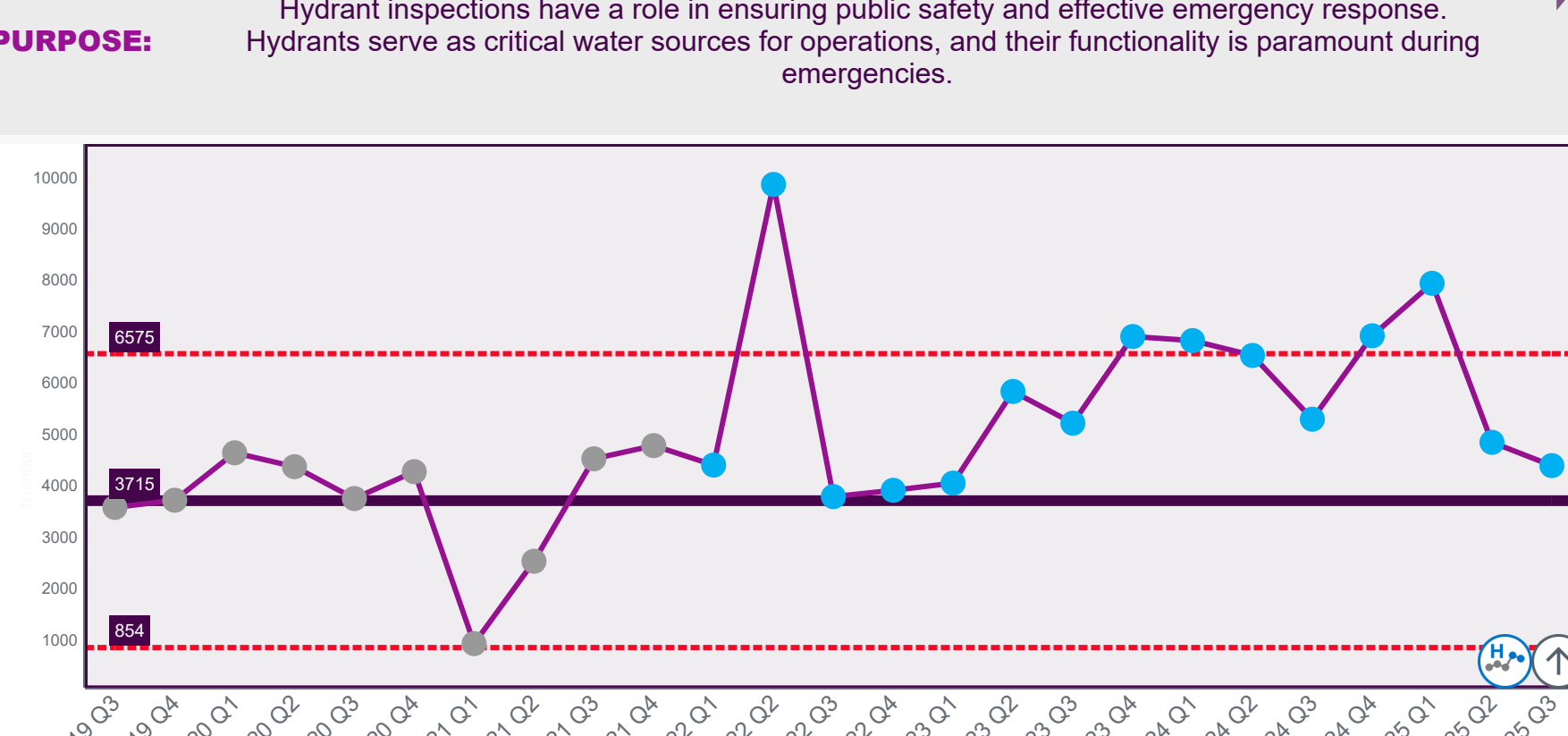
Track

OWNER: Head of Prevention, Protection and Preparedness

SUMMARY

During Q3 hydrant inspections have continued to be steady taking account of seasonal weather, Public Holidays (PH) and Annual Leave (AL).

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



KPI 21 Unwanted Fire Alarm Signal (UFAS) Incidents

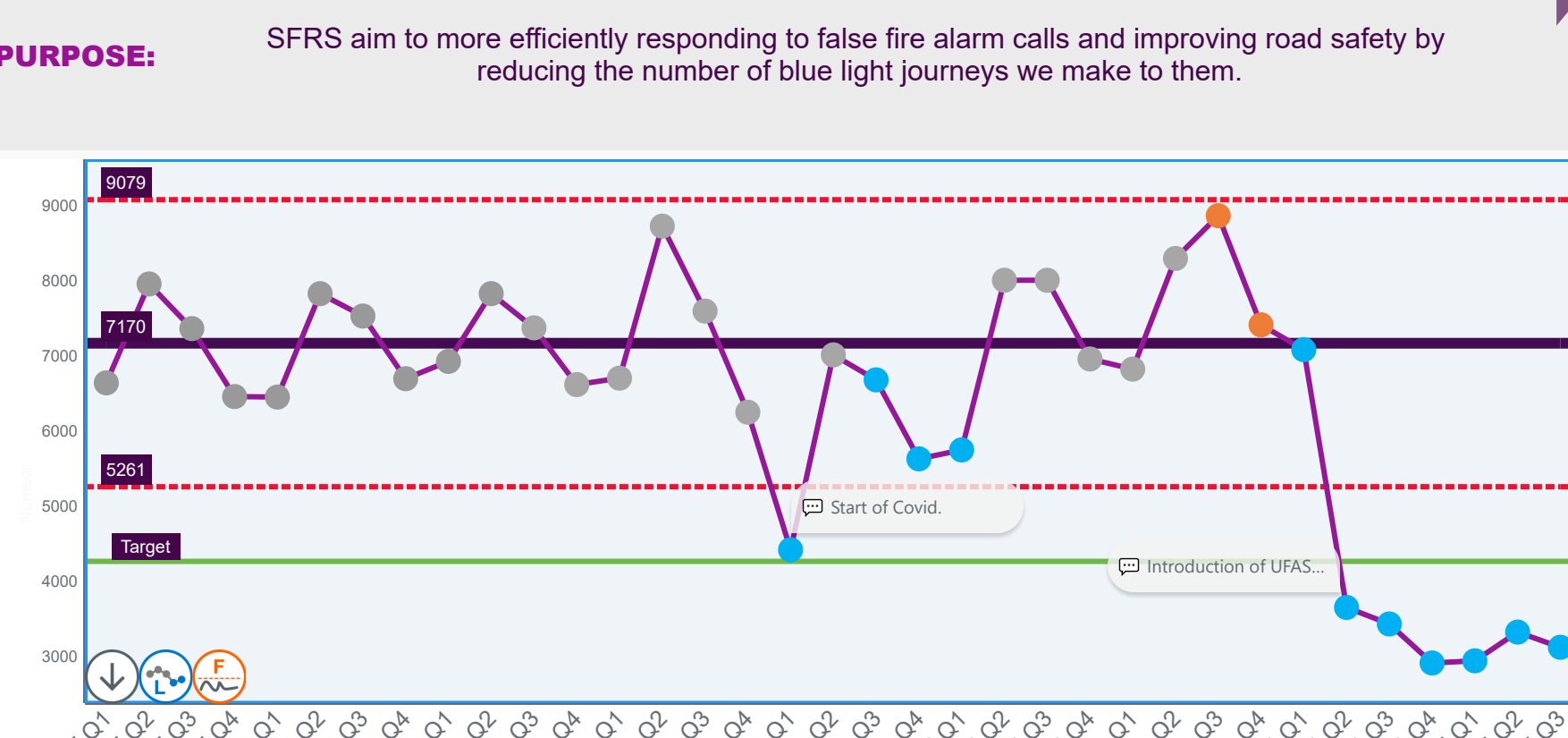
Reduce against previous year

OWNER: Head of Service Delivery - East

SUMMARY

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

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



Response

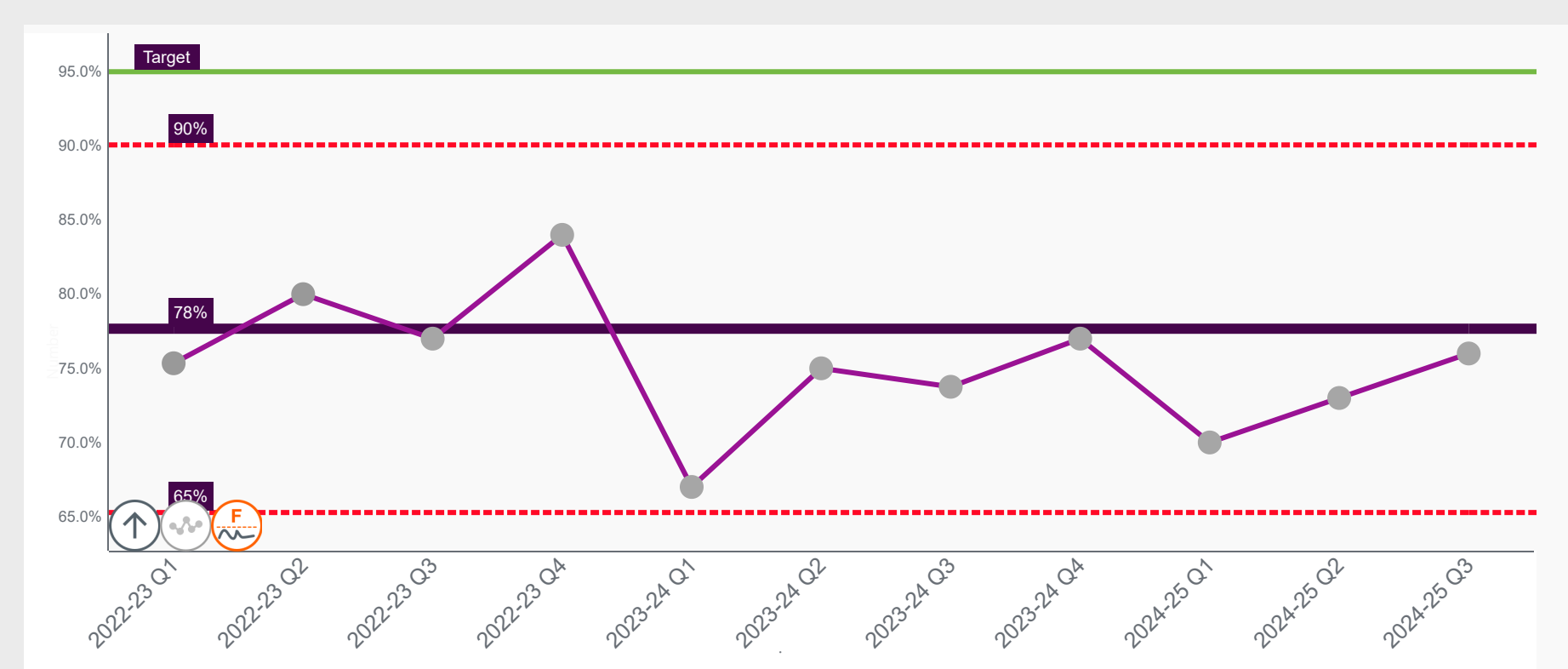
Communities are safer and more resilient as we respond effectively to changing risks.



**KPI 22 % Core Skills Modules Completed**

95%  
OWNER: Head of Training

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

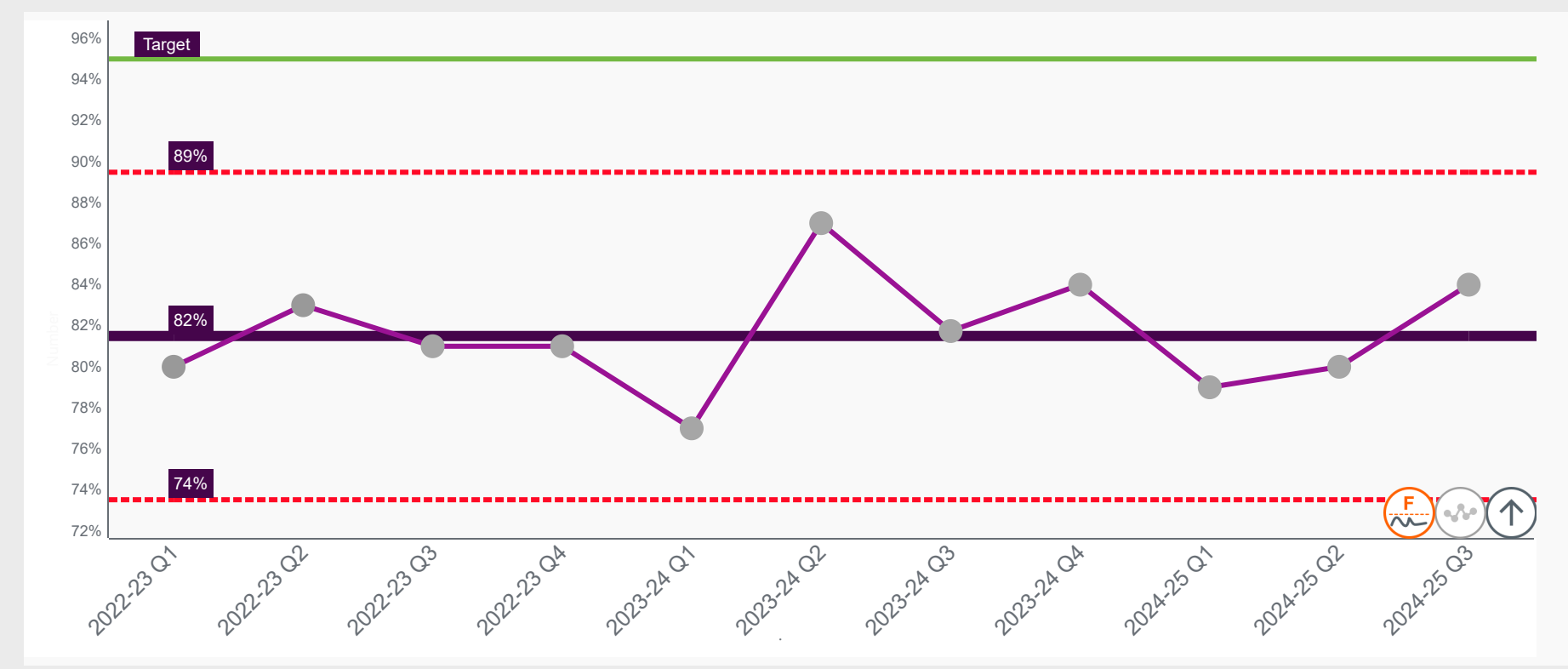


**SUMMARY**  
For Q3 2024-25, the figures for the five core skills show a 4% increase for the Wholetime duty group, a 2% increase for On Call, a 3% increase for Volunteer, and an encouraging 7% increase for Day Duty staff compared against Q2 2024-25.

**KPI 23 % Advanced, Support & Emerging Risks Modules Completed**

95%  
OWNER: Head of Training

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

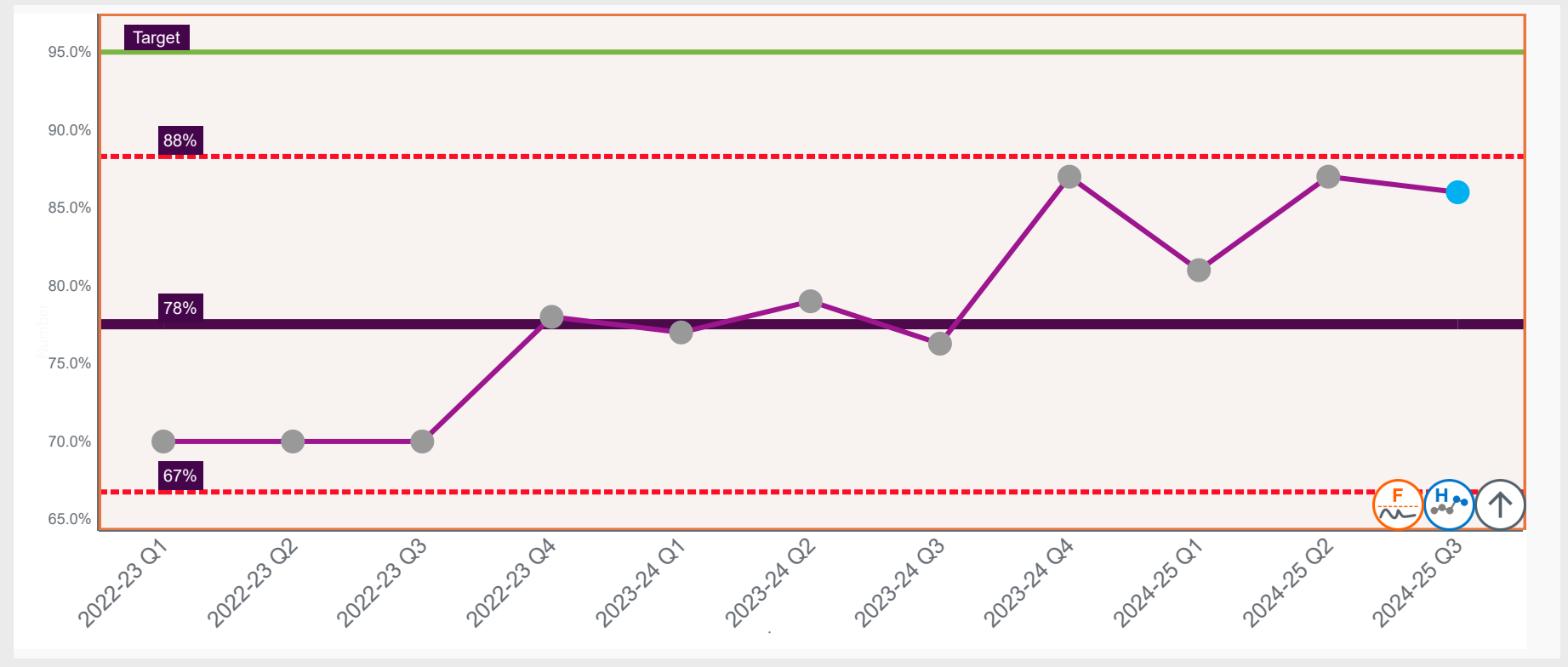


**SUMMARY**  
The Q3 2024-25 data shows an increase in completion rates across all duty groups. Wholetime staff saw a 3% increase, Volunteer On Call staff had a 2% increase, and On Call and Day Duty staff recorded notable increases of 6% and 5%, respectively.

**KPI 24 % Flexi Officer Module Completion**

95%  
OWNER: Head of Training

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

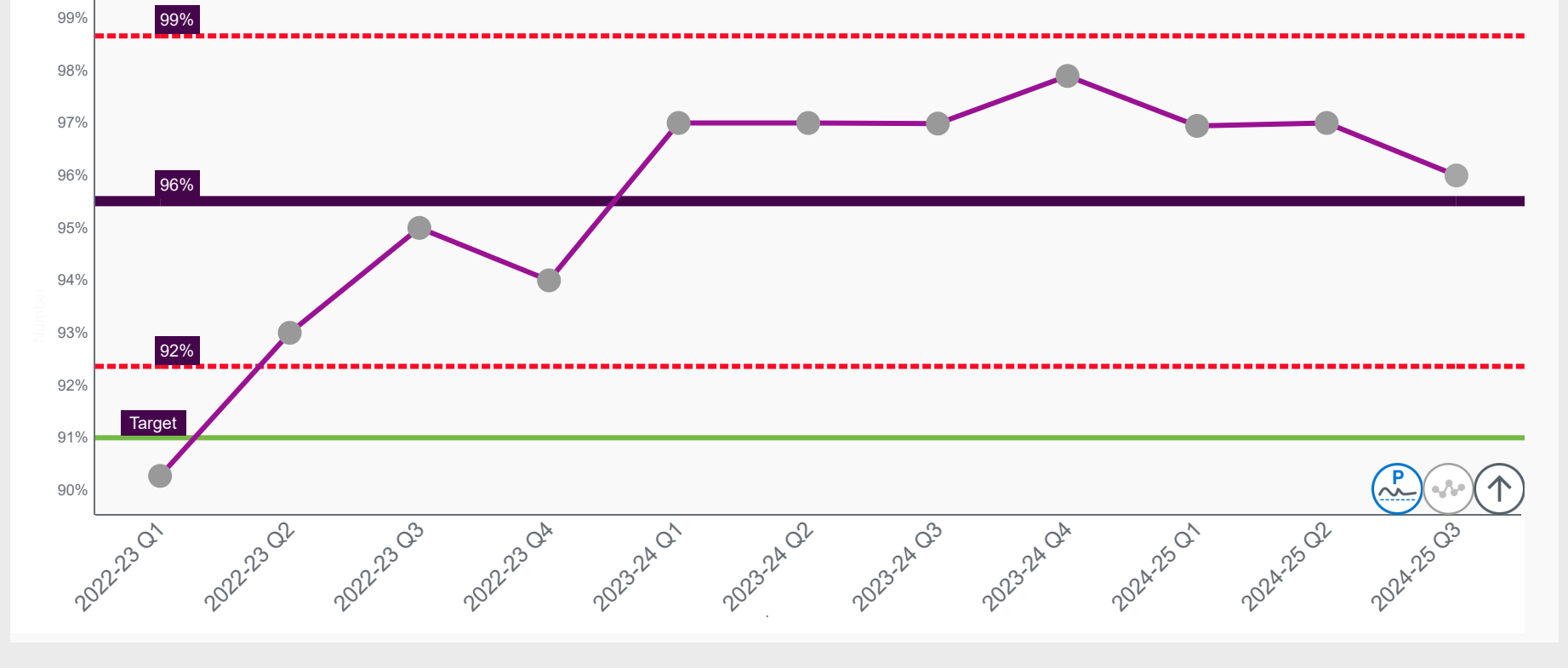


**SUMMARY**  
Q3 2024-25 Flexi Duty Officer (FDO) Training for Operational Competence (TfOC) shows a 1% decrease from Q2 2024-25 but aligns with the annual upward trend. Ongoing communication and data scrutiny have improved completion rates over the year.

**KPI 25 % Incident Command Course Currency**

91%  
OWNER: Head of Training

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

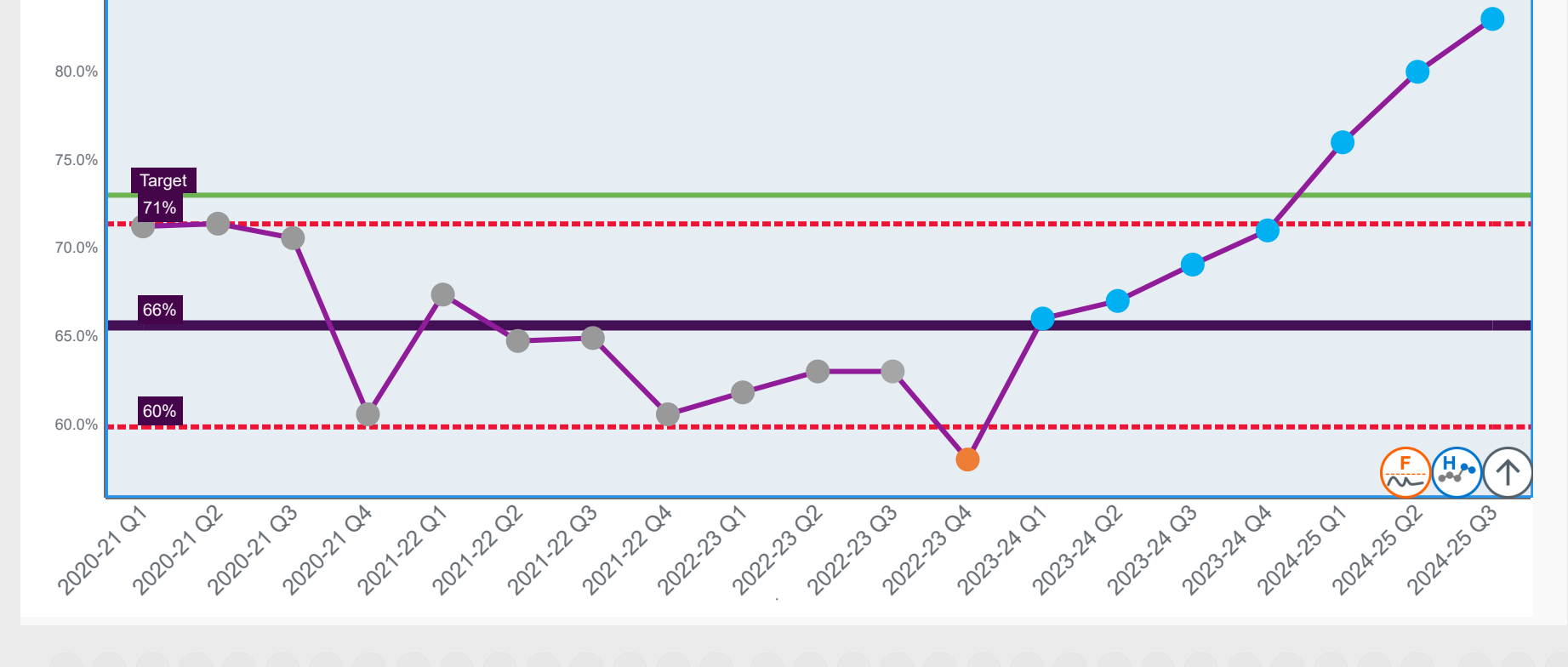


**SUMMARY**  
Incident Command competence across all duty groups remains high, with ICL1-4 all over 90%. ICL4 decreased in Q3 due to retirements/promotions, but an ICL4 development course is scheduled for April 2025.

**KPI 26 % Core Skills Currency**

73%  
OWNER: Head of Training

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

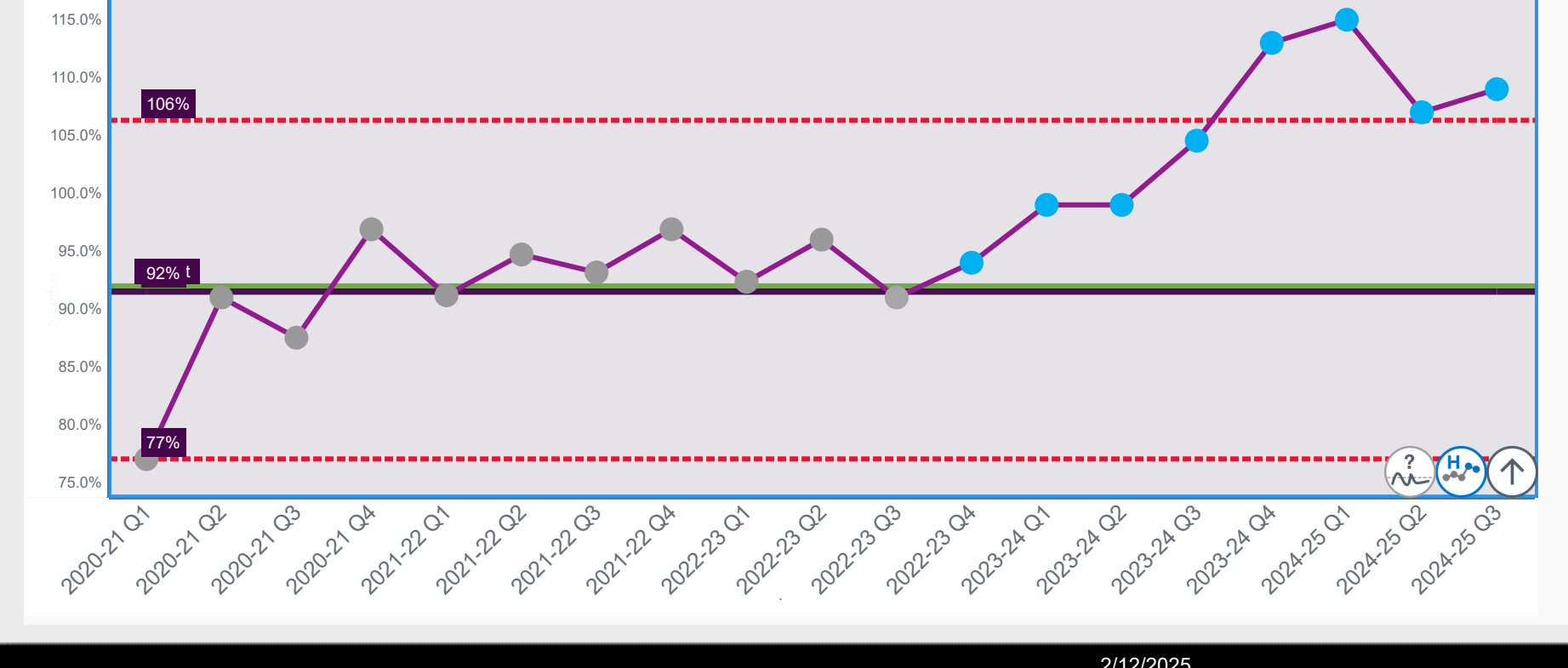


**SUMMARY**  
Q3 of 2024-25 showed a continued increase in completion rates across all core skills. The Breathing Apparatus Recovery Plan continues to make a positive contribution.

**KPI 27 % Specialist Rescue Currency**

92%  
OWNER: Head of Training

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



**SUMMARY**  
Q3 of 2024-25 showed a slight increase in completion rates across 3 out of the 5 specialist skills. There was a slight decrease in Respiratory and Mass Decontamination. However, rates continue to remain above set targets, providing a level of resilience.

Response



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

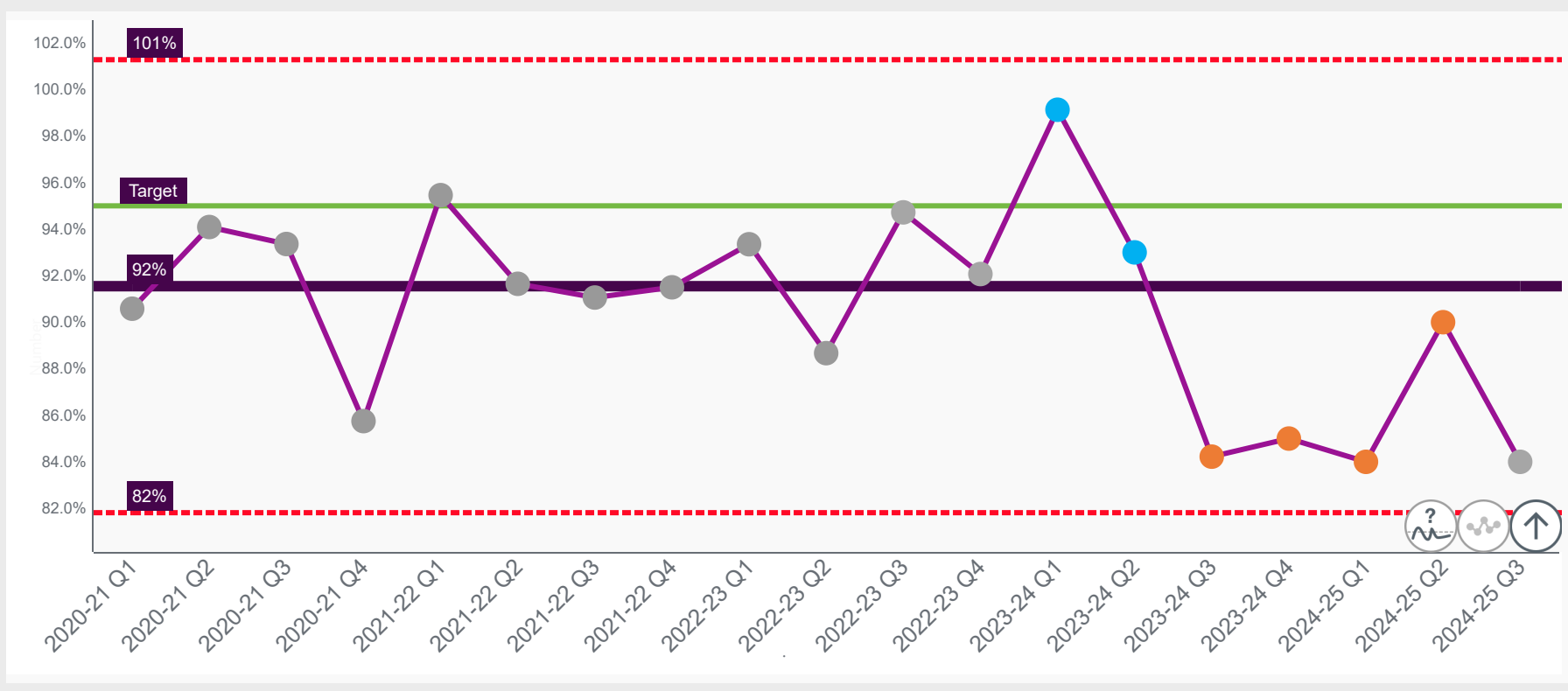
**KPI 28** % Training Function Currency

95%

**OWNER:** Head of Training

**SUMMARY**  
Q3 of 2024-25, the Training Function saw a slight decrease in completion rates from the previous quarter. Course cancellations due to priority changes and candidates failing to attend contributed to this decrease. Proactive measures are being implemented to address this in the next quarter.

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



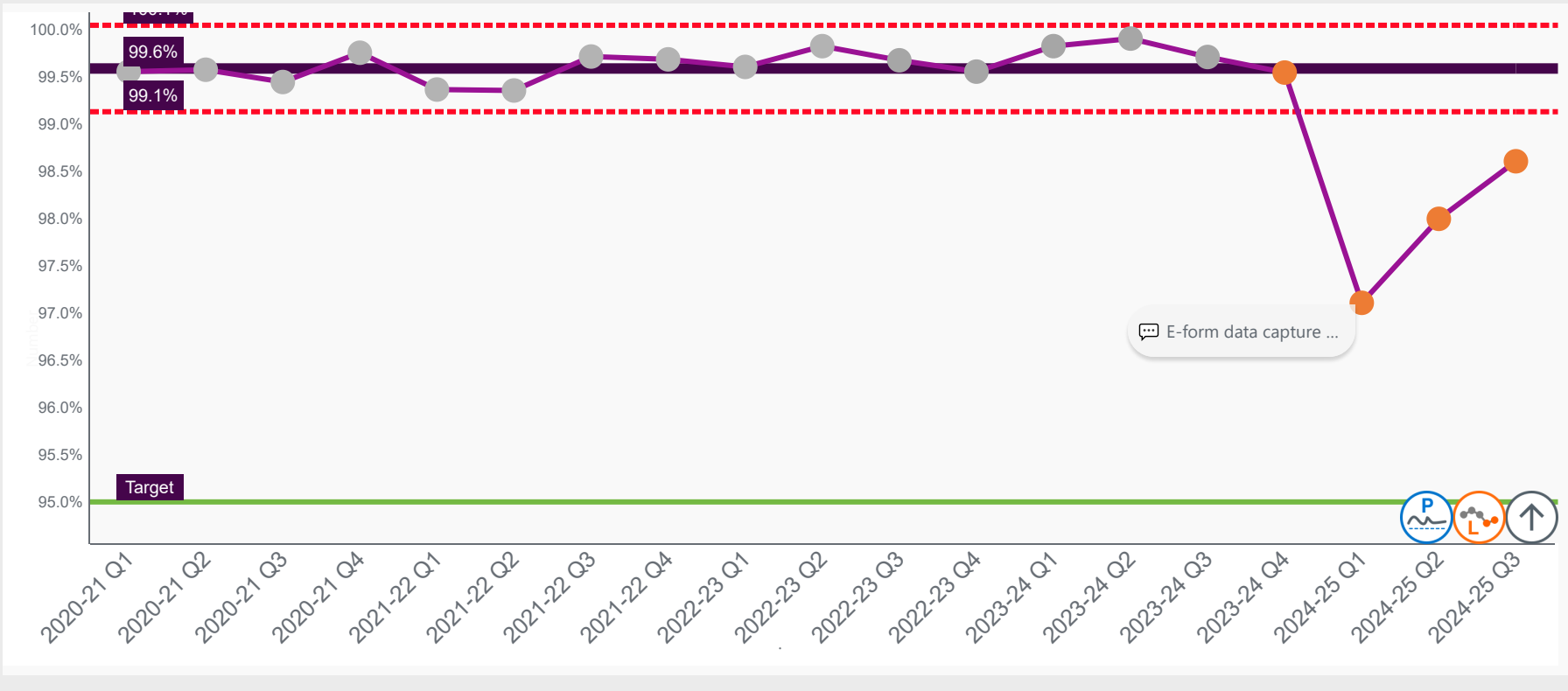
**KPI 29** Training - Customer Satisfaction Rate

95%

**OWNER:** Head of Training

**SUMMARY**  
Q3 of 2024-25 shows a small increase in candidate satisfaction of 0.22% to 98.61% which remains above target (95%).

**PURPOSE:** Percentage of candidate satisfaction against Training Function Course Delivery



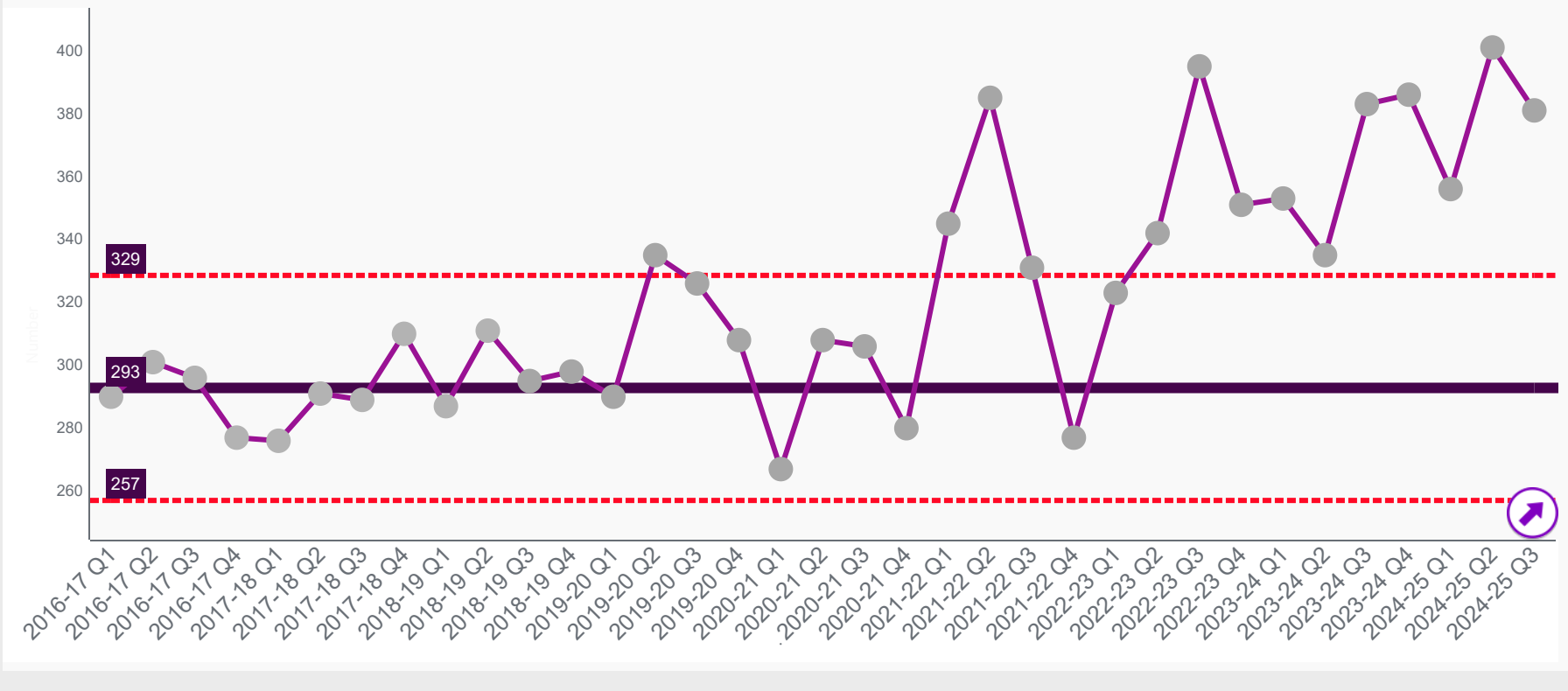
**KPI 30** Assist Other Agencies Incidents

Track

**OWNER:** Head of Service Delivery - East

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

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



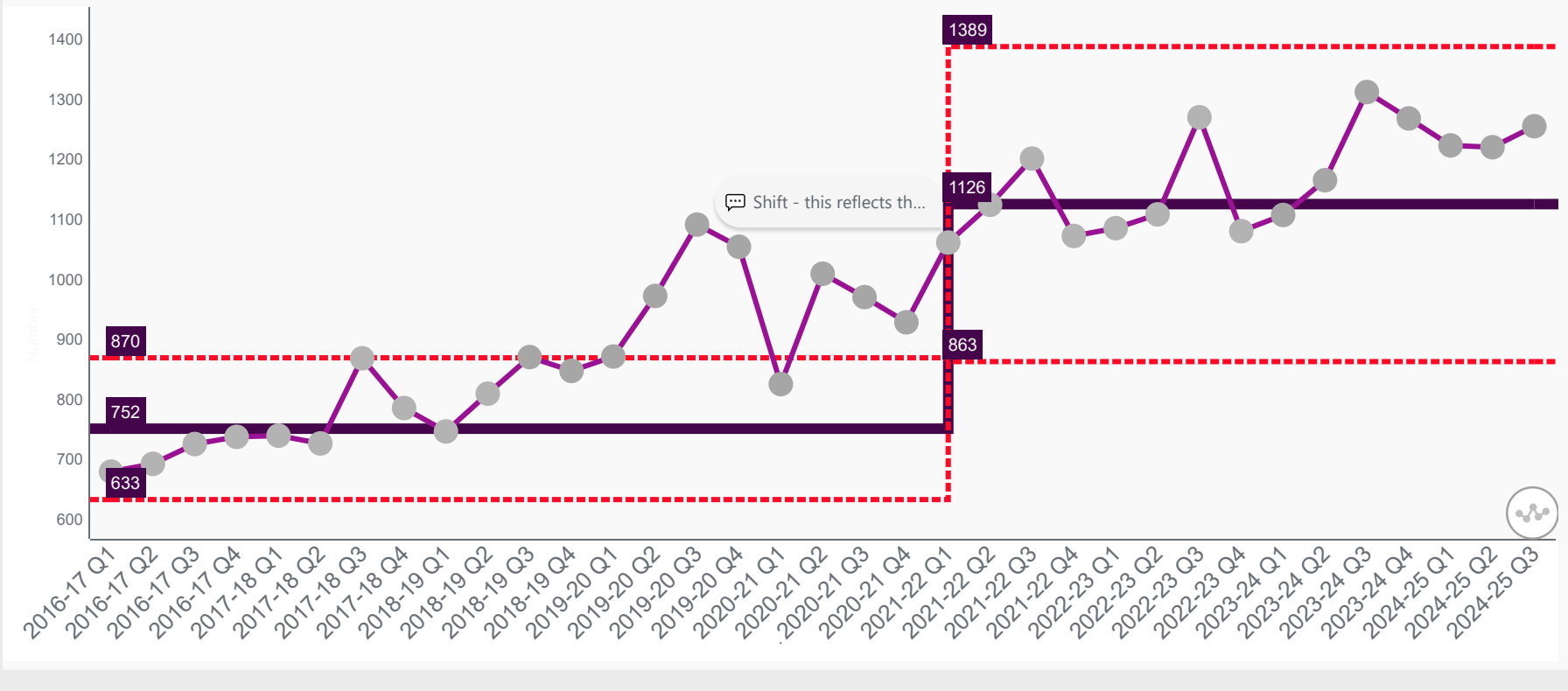
**KPI 31** Effect Entry/Exit Incidents

Track

**OWNER:** Head of Service Delivery - East

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

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





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

### There are no Key Performance Indicators for this Outcome.

#### NARRATIVE

#### TECHNOLOGY

##### Civtech

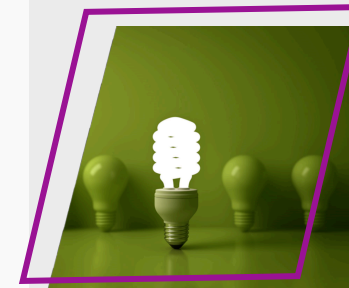
SFRS received great applications and proposals for both of our Civtech challenges. We have selected two companies to progress to the accelerator phase. The companies will now spend 15 weeks working with SFRS stakeholders on fast-track product development toward a minimum viable product in both challenge areas.

1. Working with our operational colleagues to provide innovative solutions to improve situational awareness for emergency responders.
2. Developing solutions to identify and measure firefighter exposure to contaminants across a wide range of incidents.

SFRS are delighted to be involved with these innovative workstreams and look forward to reporting on the outcomes as solutions develop.

##### Medium Weight Rescue Pump (MWRP)

Colleagues at Invergordon and Tain Community Fire Station have recently welcomed a brand-new fire appliance, Medium Weight Rescue Pump (MWRP). This appliance will enhance the firefighting and rescue capabilities of the station personnel. Crews have already undergone support and training from the Driver Training and Training Safety and Assurance team to ensure they are familiar with the new appliance. The MWRP is part of an initiative to equip On Call fire stations across Scotland, which will benefit various rural and remote communities that have already received their new fire appliances.



##### Technological Innovations to improve Service Delivery:

Our Operations Function colleagues have been supporting a variety of workstreams to drive innovation for the Service:

- **Implementation of Drones:** Supporting the new Drone concept in collaboration with Asset Management Research & Development team.
- **Introduction of Smoke Curtains:** Supporting the development and introduction of Smoke Curtains which will protect means of escape at operational incidents by containing the smoke produced from fire related incidents.
- **Digital Fireground Radios:** Supporting the delivery and rollout of new digital fireground radios across SFRS.
- **New Command Support Units:** Reviewing the current Command Support Unit configuration with a revised concept exploring different vehicle considerations to support fireground logistics.

##### Innovative approaches to Hydrant Management

Our Hydrant team have identified an innovative approach to accessing jammed hydrant lids. Lids that cannot be accessed to allow for inspection and maintenance are reported to Scottish Water as a defect with cost attached. The team have invested in Hydraulic seal breaker equipment to help remove a substantial portion of defects being sent to Scottish Water. The benefit of the innovative introduction of this equipment to the SFRS is the financial saving on repairs, a safer process connected to the activity by reducing the risk of injury through improper/excessive use of man up keys. Staff feel more valued by seeing the support and trust that has been provided to their suggestions.

#### SKILLS

##### New Operational Capability Development

Operations are currently working on delivering a strategy to support Large Animal Rescue and Marine incidents, which will involve new ways of working, and the development of new skills within the SFRS.

##### Succession Planning

Service Delivery Areas are developing approaches in their local areas, working with People Services to improve our approach to succession planning and staff development including development of a Supervisory Management Development Framework (MDF), On Call Engagement Sessions, Supervisory Management Development sessions and the introduction of a Coaching and Mentoring Strategy.

##### On Call Leadership Network

The East and West Dunbartonshire, Argyll and Bute (EWDAB) Local Senior Officer (LSO) Area has established a new On Call Female Leadership network and support group among female firefighters within the Area. Once fully established the group plan to expand the invitation to other West LSO Areas.

#### PROCESS

##### Partnership with Gerda Security

SFRS Operations and Prevention, Protection and Preparedness colleagues have established a valuable partnership with Gerda Security, enhancing our operational efficiency and safety measures at high-rise properties. Through this collaboration, Gerda Security has provided SFRS with specialised security keys, granting access to secure information boxes installed at these properties. These boxes contain critical information that is essential during operational incidents, such as building layouts, fire safety systems, and emergency contact details. This initiative significantly improves our ability to respond swiftly and effectively to emergencies, ensuring the safety of both residents and our firefighting personnel.

##### SFRS Document Conversion Project (DCP)

The Operations Function's DCP Project aims to improve current Operations documentation. Phase 1 has been delivered and is now live, the new process provides a simple, user friendly presentation of risk critical information for SFRS operational personnel, which can be accessed at point of need.

##### On Call recruitment

Service Delivery Areas are looking at innovative ways to improve our approach to On Call recruitment to improve attraction and retention of candidates. This includes more streamlined localised approaches to selection and initial training to reduce the need for travel to centralised training centres which can be a particular challenge for On Call personnel. Changes in approach are intended to lead to improved candidate experience as well as reduced cost to SFRS.

#### COLLABORATION

##### Health and Wellbeing Recovery Plan

Operations have and continue to support the Health & Wellbeing recovery plan by working through innovative ways to deliver fitness testing and medicals across the SFRS, in addition, this has resulted in innovative ways of interrogating and presenting information across a variety of systems.

##### Home Schooled Children

Crews within the Perth, Kinross, Angus and Dundee (PKAD) LSO area have participated in an initiative to engage with home-schooled children, who typically do not have opportunities for social interaction like their peers. The event was a remarkable success, and plans are in place to organise similar events throughout the year to enhance school engagement.

##### North CPR Initiative

The North CPR initiative has been implemented across the Highland and Western Isles, Orkney and Shetland (WIOS) LSO areas. It collaborates with local football and shinty clubs to promote lifesaving skills. To date, over 120 members of the public have received training.

##### Support for Poverty Reduction

North Stations in Aberdeenshire continue to support poverty reduction through breakfast clubs and by using Community Fire Stations as vaccination centres for both flu and COVID booster vaccines. This initiative also provides an opportunity to share information about festive safety campaigns.

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

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



Climate Change

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



KPI 32 Carbon Emissions



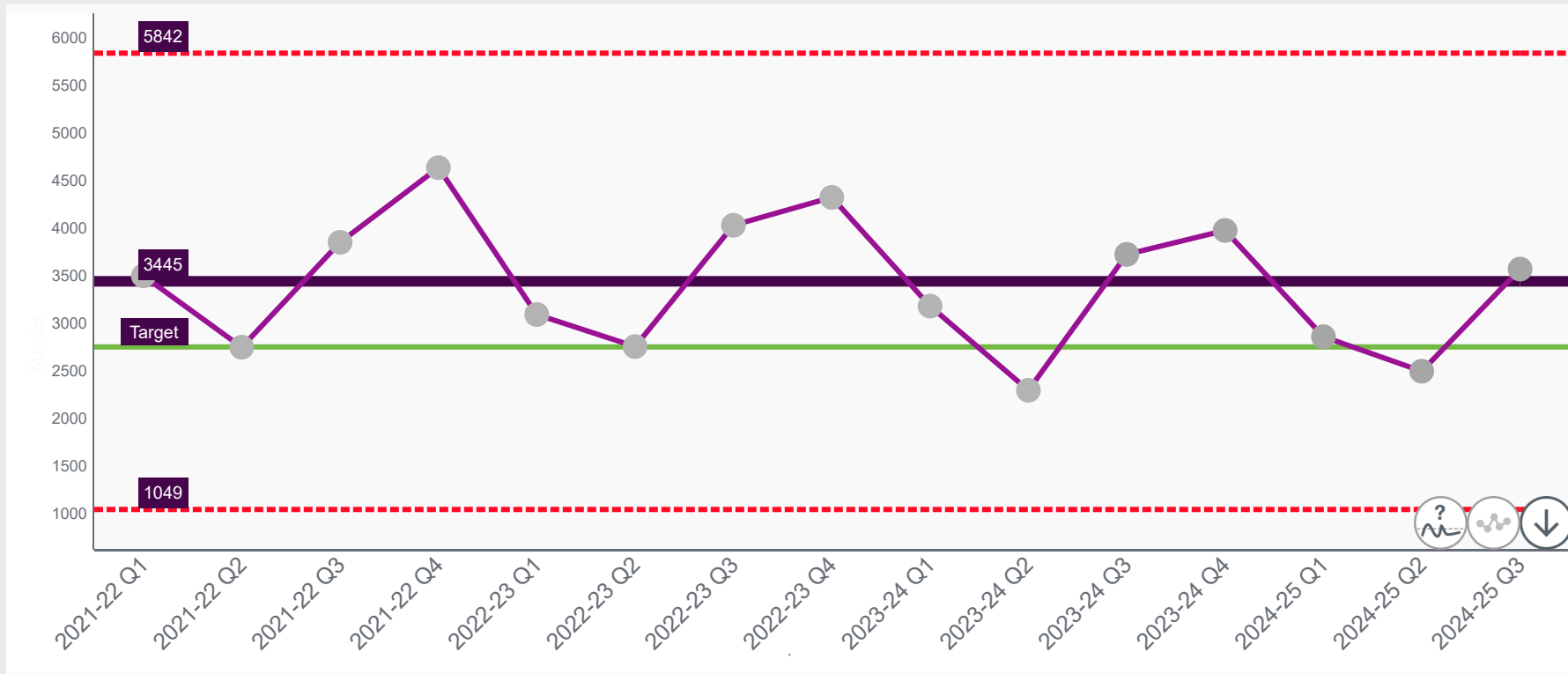
Reduce annually by 6%

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

**OWNER:** Head of Asset Management

SUMMARY

Carbon reduction targets are expected to be missed as the carbon management plan has only been partially funded.



KPI 33 Carbon Funding vs Estimated Requirement



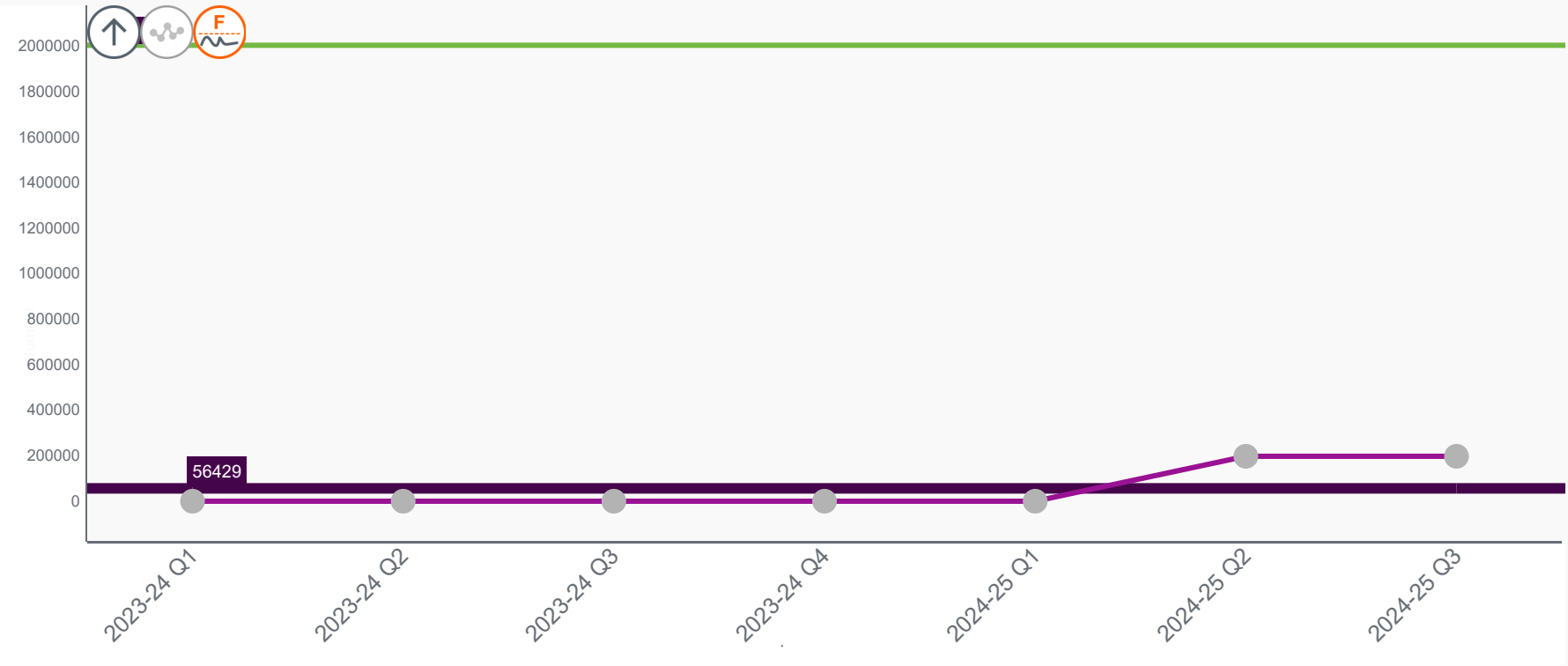
100% of estimated funding

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

**OWNER:** Head of Asset Management

SUMMARY

The Carbon Management Plan 2025-30 will only include projects that can be internally funded.



KPI 34 Recycling Rate



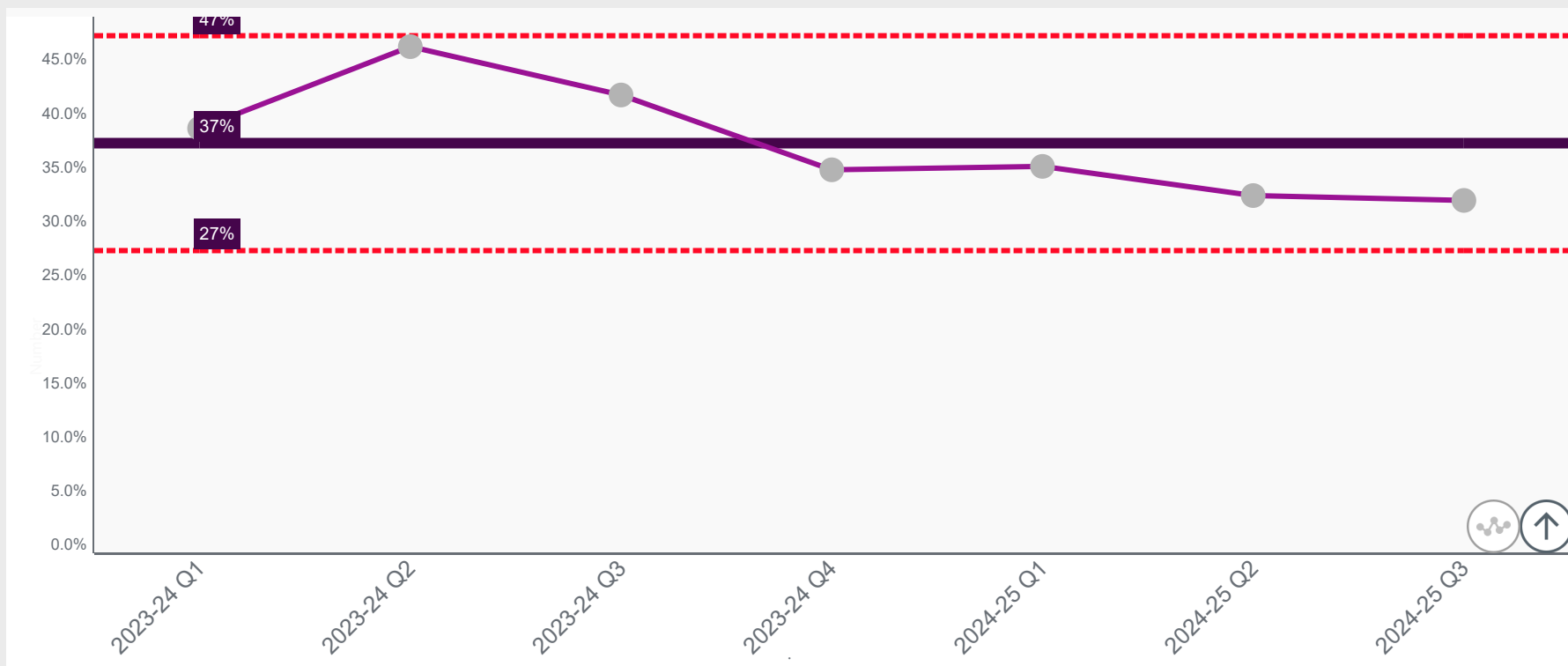
Increase annually by 5%

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

**OWNER:** Head of Asset Management

SUMMARY

Recycling improvement projects have been completed across the Service. There is currently a focus on ensuring that Wholtime stations utilise their food waste bins.



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

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



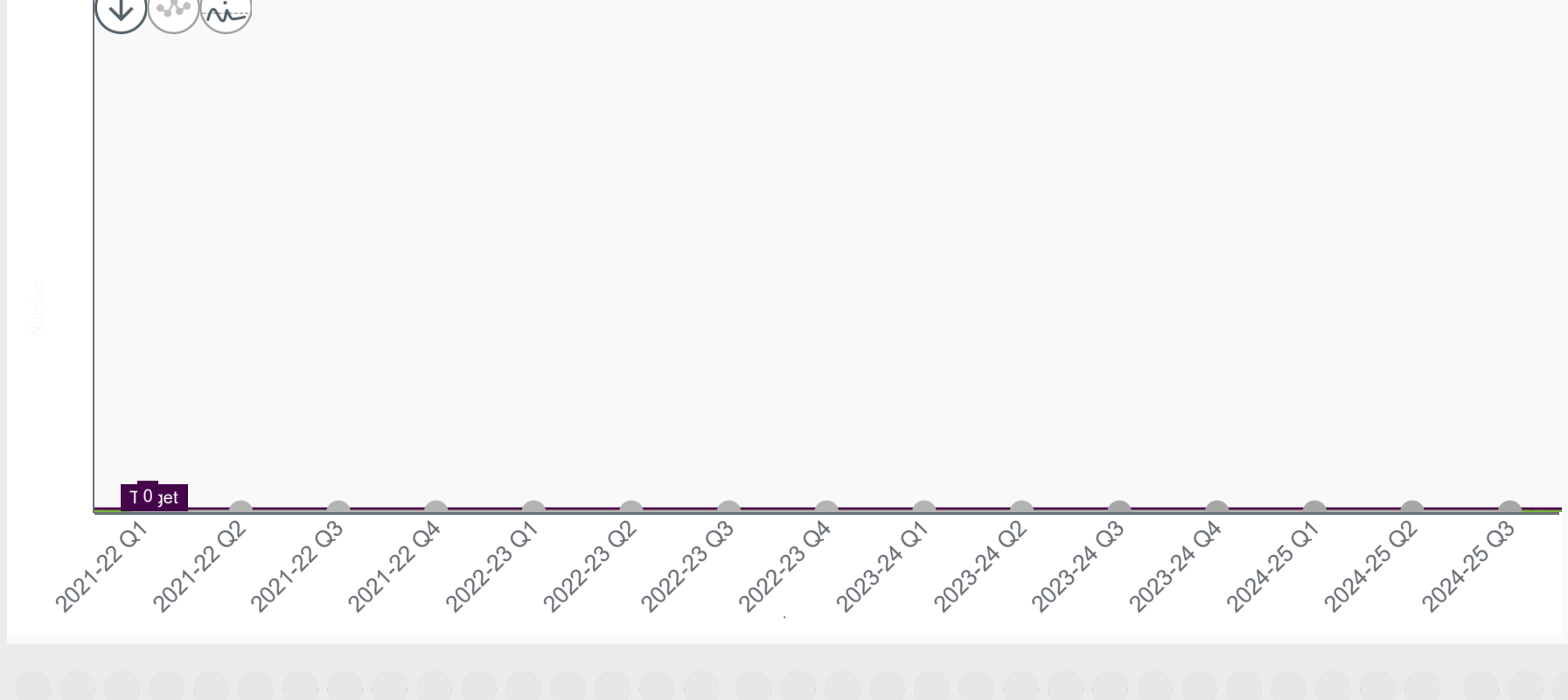


**We are a progressive organisation, use our resources responsibly and provide best value for money to the public.**

**KPI 35 Cyber Security Breaches**

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

**OWNER:** Head of ICT

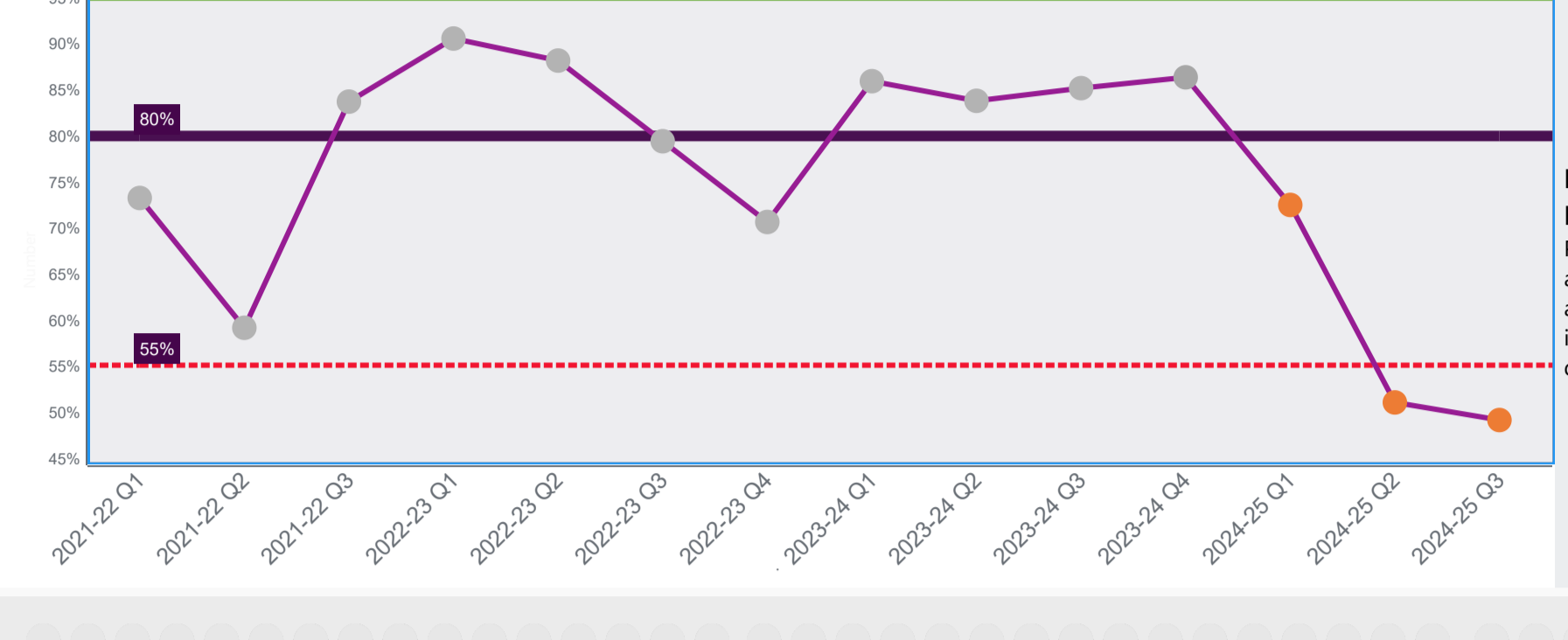


**SUMMARY:** No Performance Statement Available

**KPI 36 % Subject Access within Timeframe**

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

**OWNER:** Head of Corporate Communications

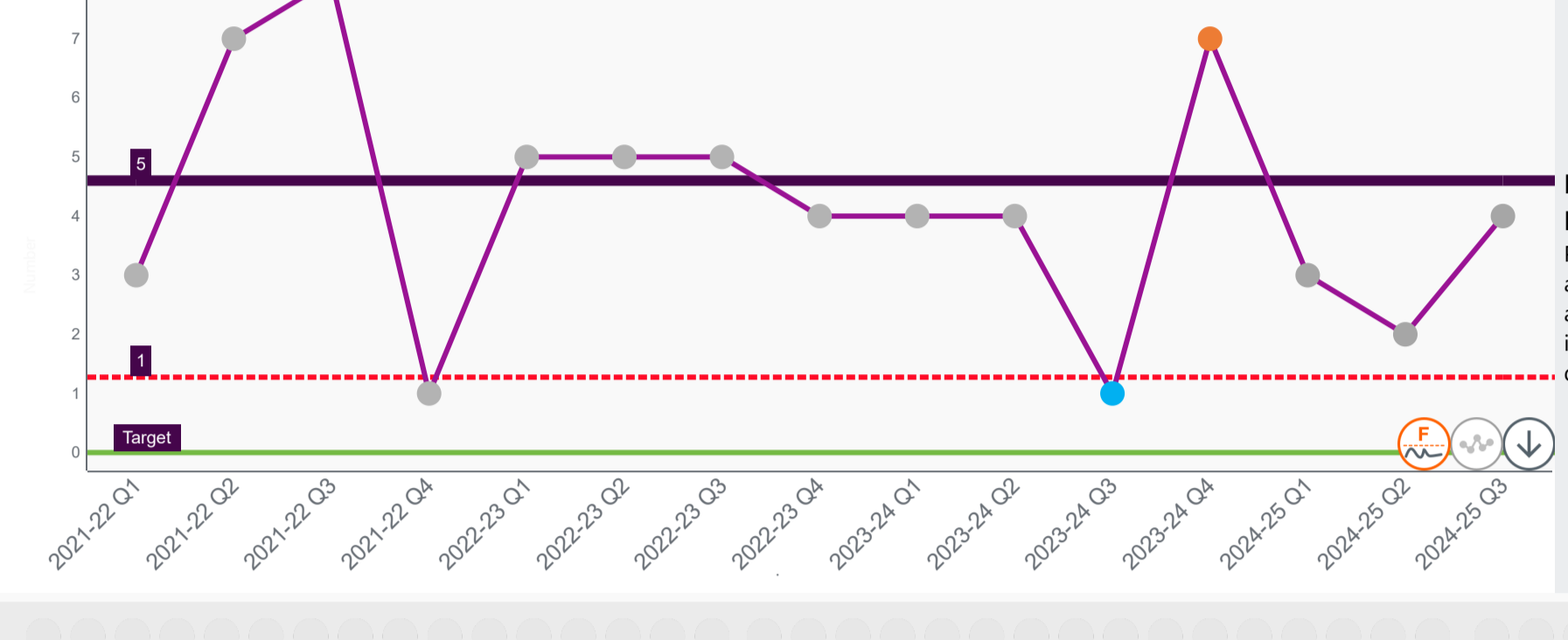


**SUMMARY:** Temporary staff assisting with cases and overtime agreed to deal with backlog.

**KPI 37 Data Breaches**

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

**OWNER:** Head of Corporate Communications

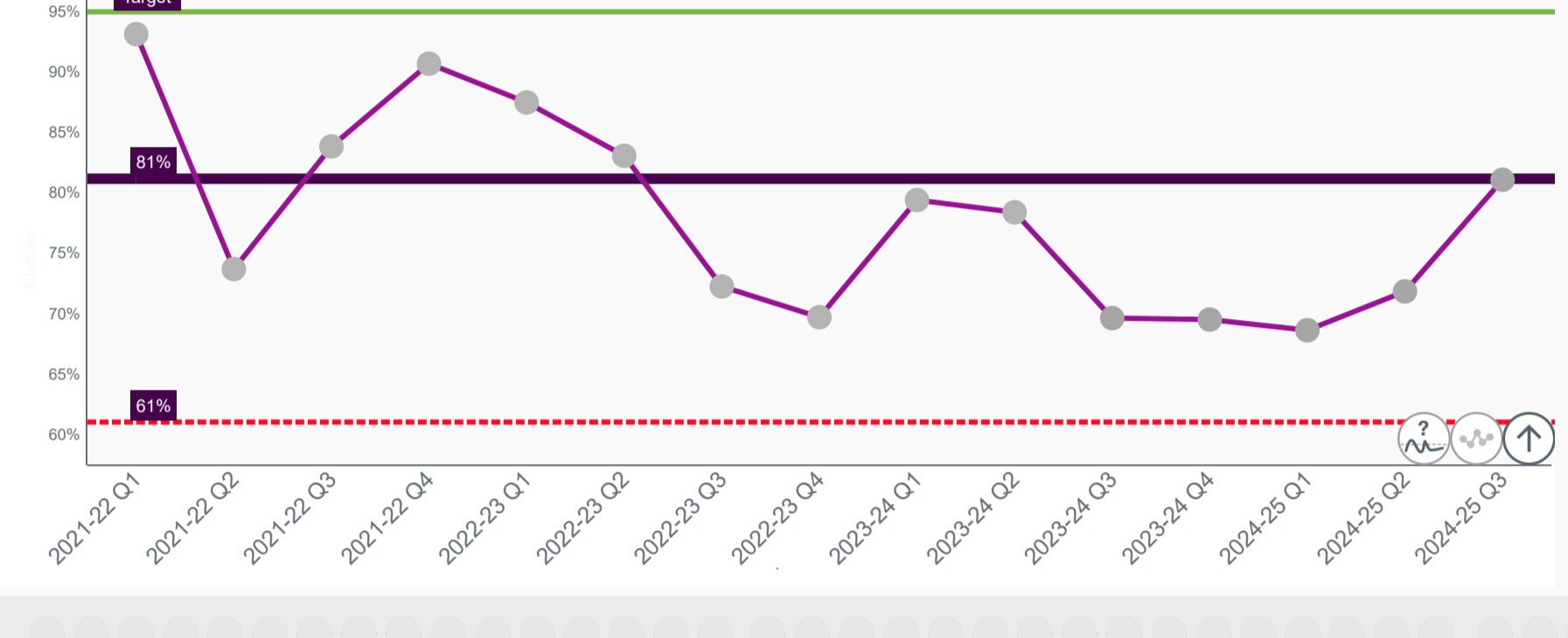


**SUMMARY:** Continual review of breaches to determine specific training required and also to make improvements to SFRS E-Learning tool for SFRS wide training.

**KPI 38 % FOI Responded within Timeframe**

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

**OWNER:** Head of Corporate Communications

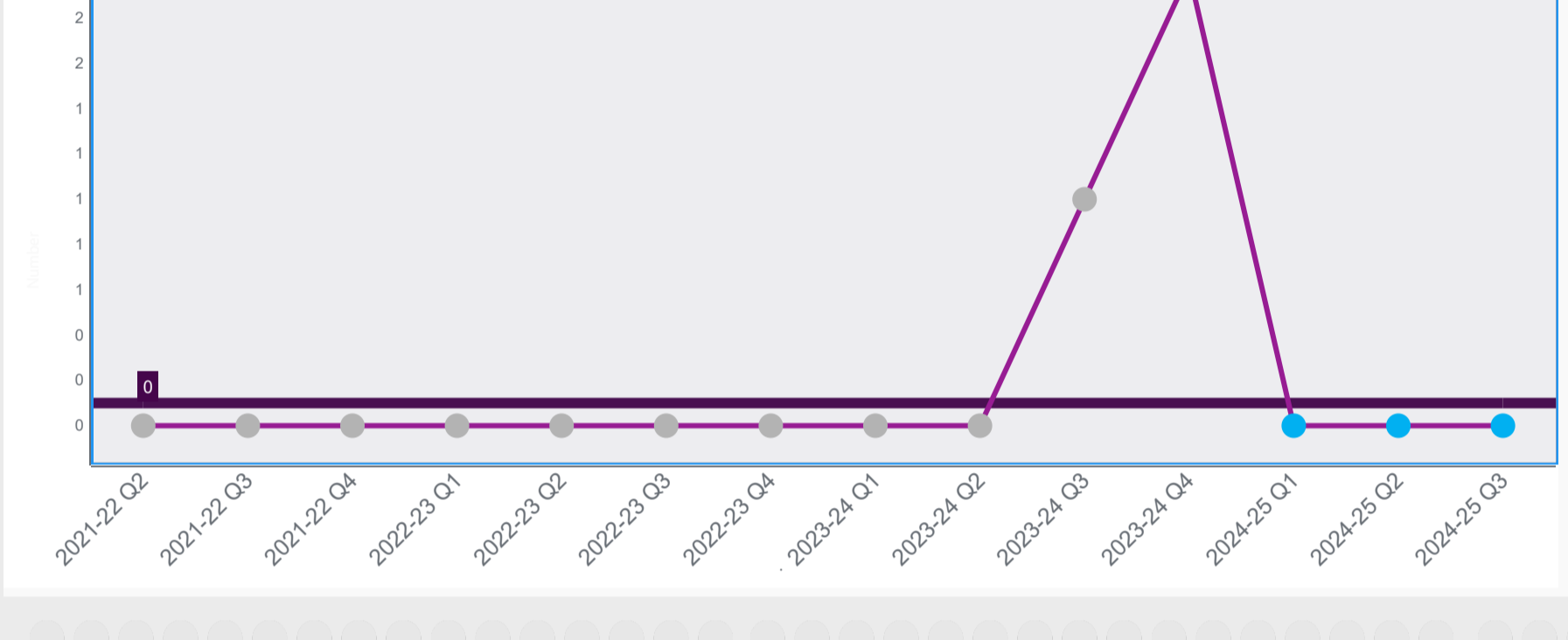


**SUMMARY:** Level 2 Intervention opened by the Office of the Scottish Information Commissioner (OSIC) in relation to our compliance with Freedom of Information legislation. SFRS asked to submit a formal response and action plan to make improvements.

**KPI 39 Confirmed Frauds**

**PURPOSE:** Unavailable

**OWNER:** Head of Finance & Procurement

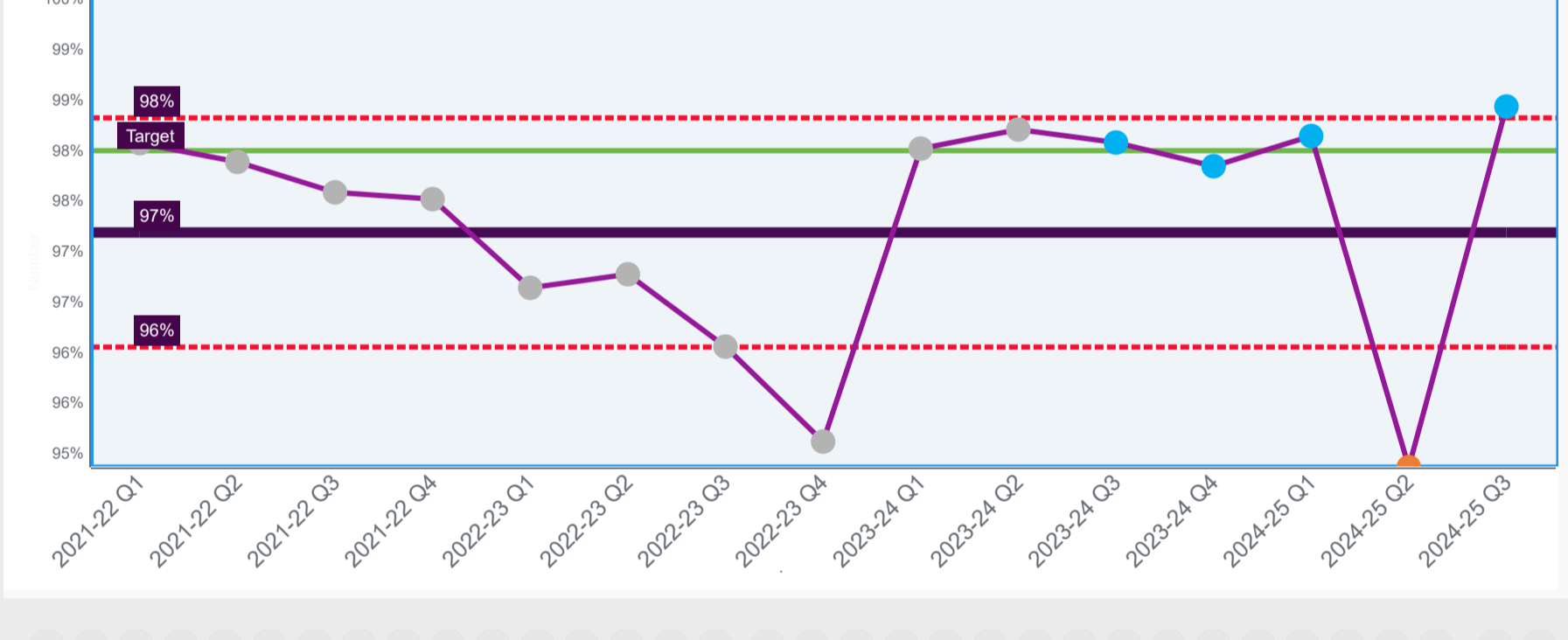


**SUMMARY:** Whilst no frauds have been identified the completion of the LCMS Fraud Module will continue to raise awareness and ownership within the Service. The internal audit review of anti-fraud and corruption will identify additional control actions to mature the fraud framework.

**KPI 40 % Invoices Paid in 30 Days**

**PURPOSE:** Unavailable

**OWNER:** Head of Finance & Procurement

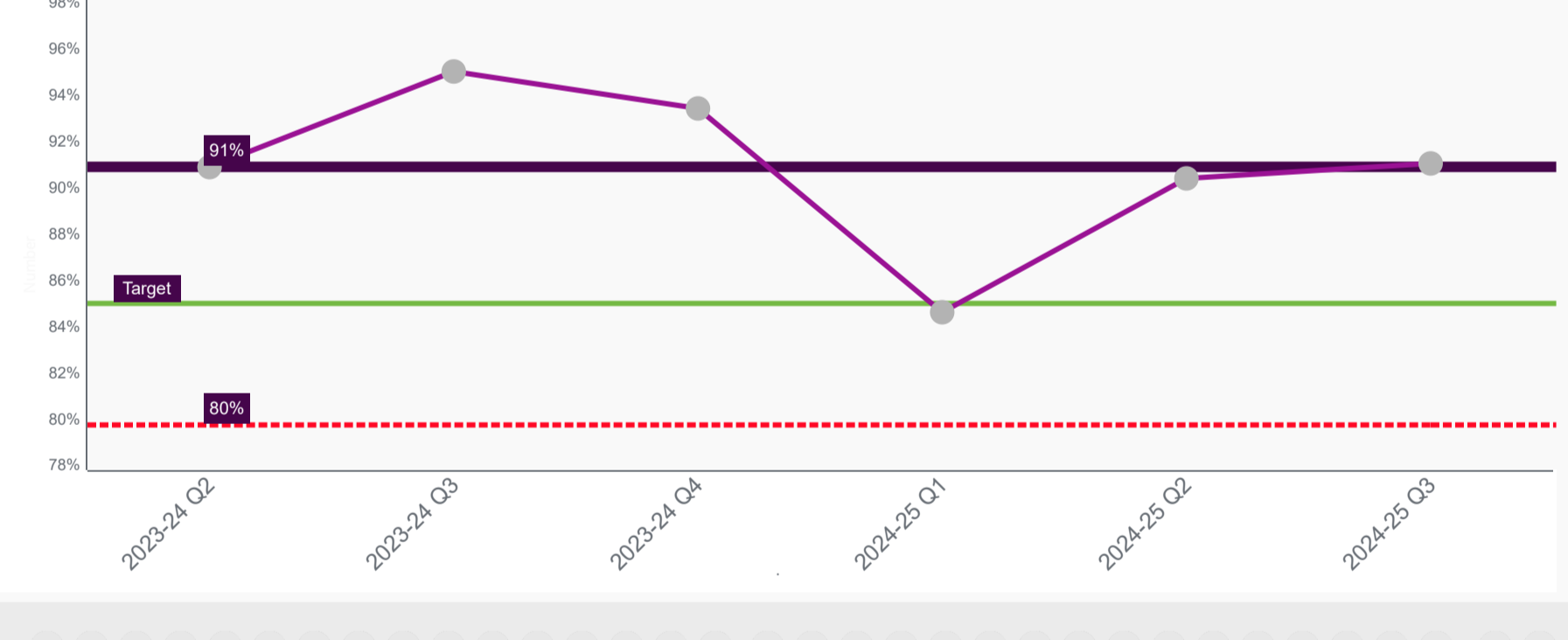


**SUMMARY:** Weekly follow-up emails are issued to invoice authorisers to prompt them to check and approve any outstanding invoices. Invoices are generally input to the financial system within 1 day of receipt.

**KPI 41 % Service Desk Incidents within SLA**

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

**OWNER:** Head of ICT

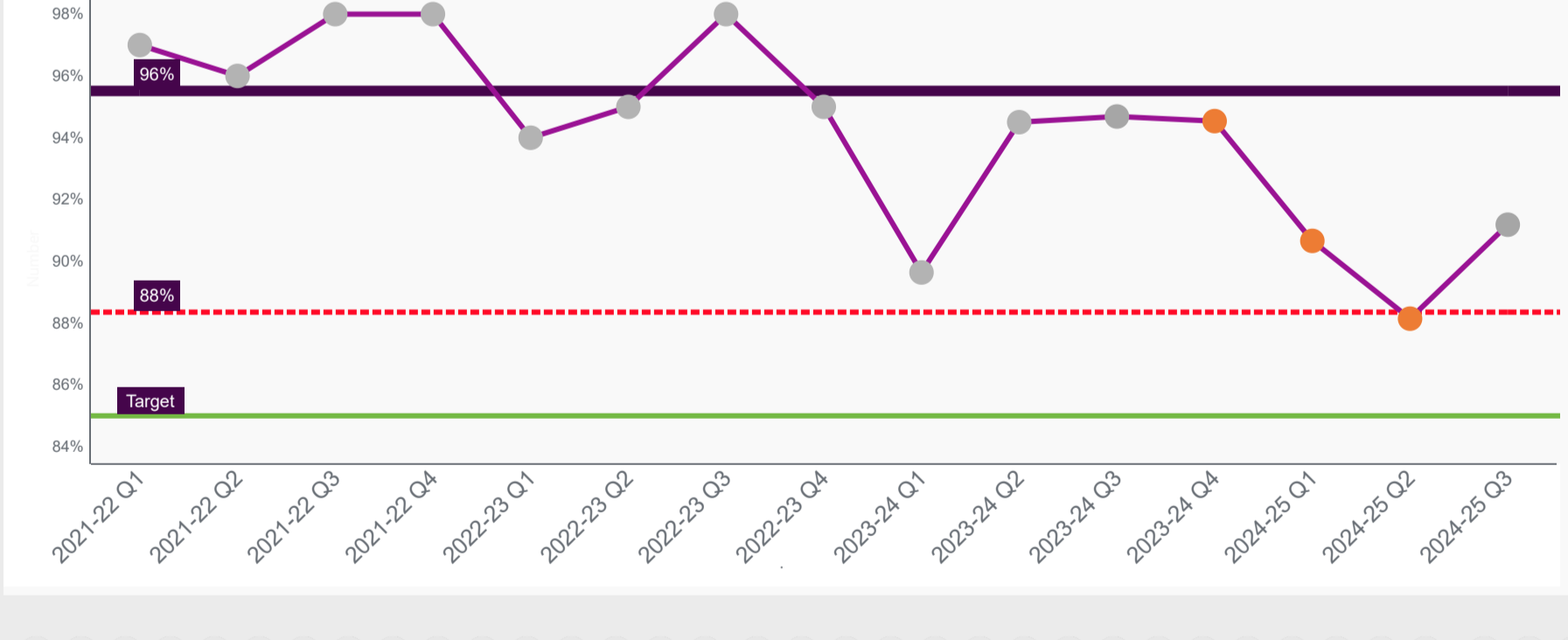


**SUMMARY:** ICT Operations continue to look for efficiencies in ways of working, and identify innovative opportunities to improve. ICT Service Desk are undergoing a modernisation programme which is now on the functions workplan for 2025/2026, which will seek to improve overall performance.

**KPI 42 % Service Desk Requests within SLA**

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

**OWNER:** Head of ICT

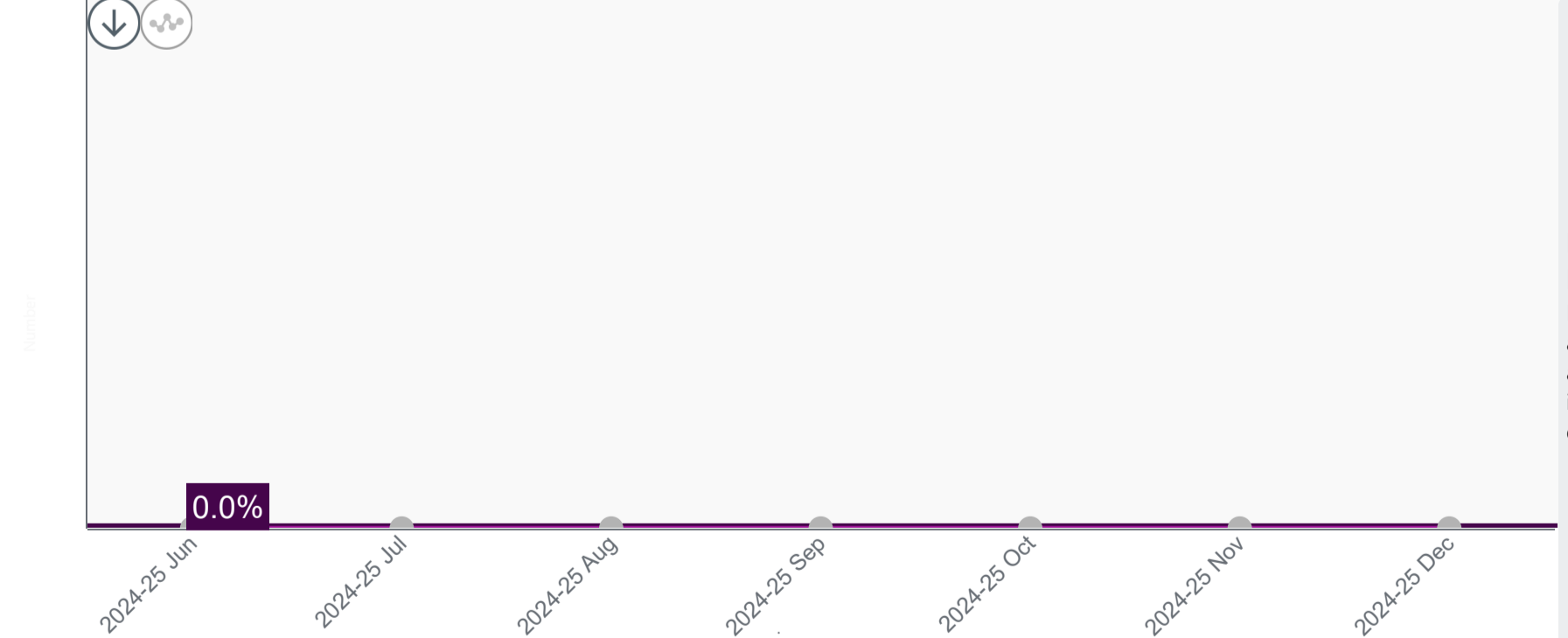


**SUMMARY:** ICT Operations continue to look for efficiencies in ways of working, and identify innovative opportunities to improve. ICT Service Desk are undergoing a modernisation programme which is now on the functions workplan for 2025/2026, which will seek to improve overall performance.

**KPI 43 Portfolio Delays**

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

**OWNER:** Head of Portfolio Office

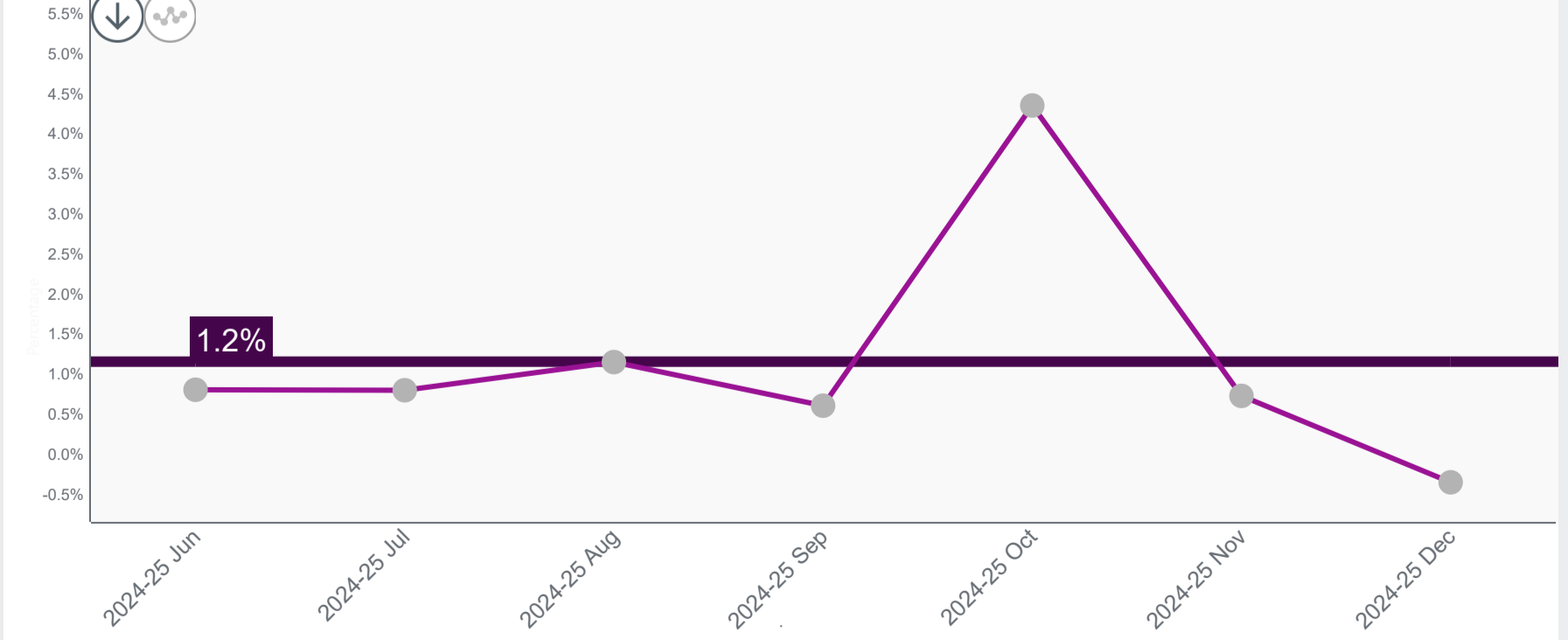


**SUMMARY:** No slippage against the baseline dates this quarter

**KPI 44 Portfolio Overspend**

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

**OWNER:** Head of Portfolio Office

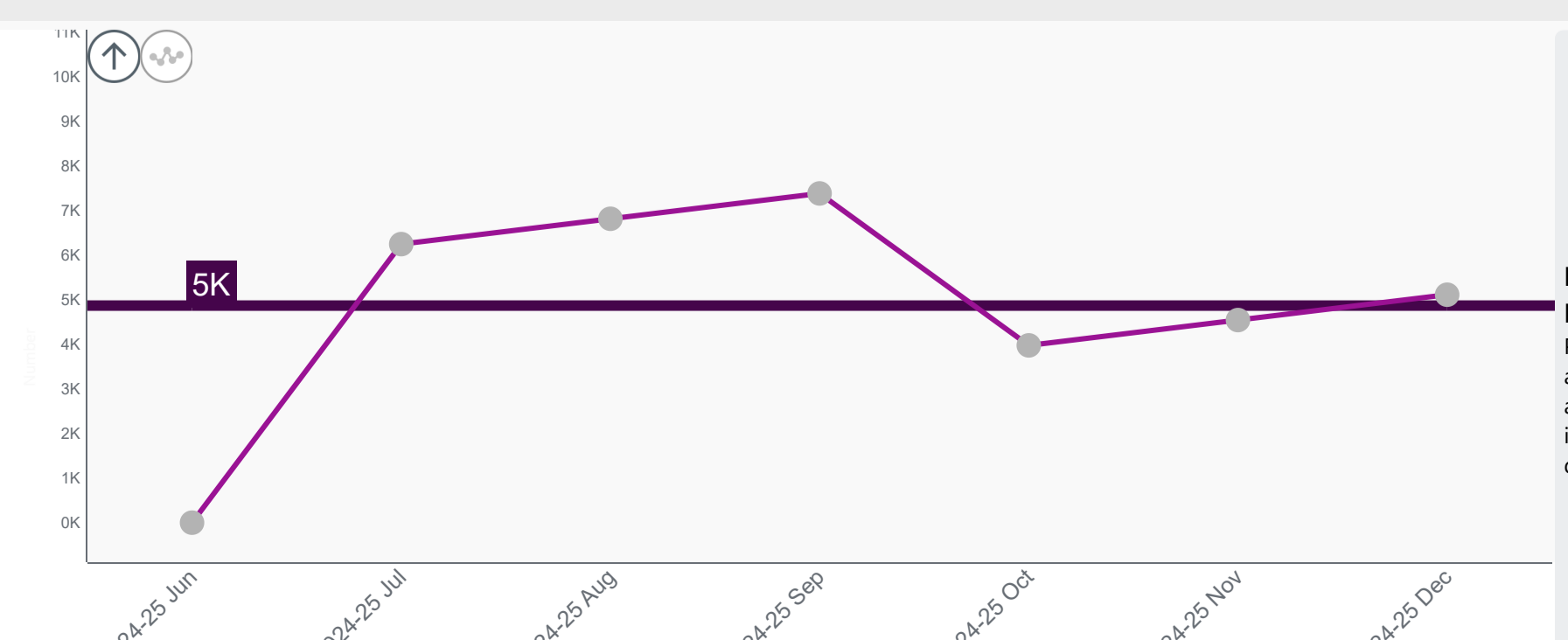


**SUMMARY:** The cumulative benefit from when the project started is £3,975,000 for the 2023/2024 financial year and a further £5,111,000 for 2024/2025 YTD

**KPI 45 Portfolio Cashable Benefits**

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

**OWNER:** Head of Portfolio Office



**SUMMARY:** Forecast costs for all projects shows an overall forecast overspend of £0.136m (-0.35%), which is within the 5% target

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

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



People

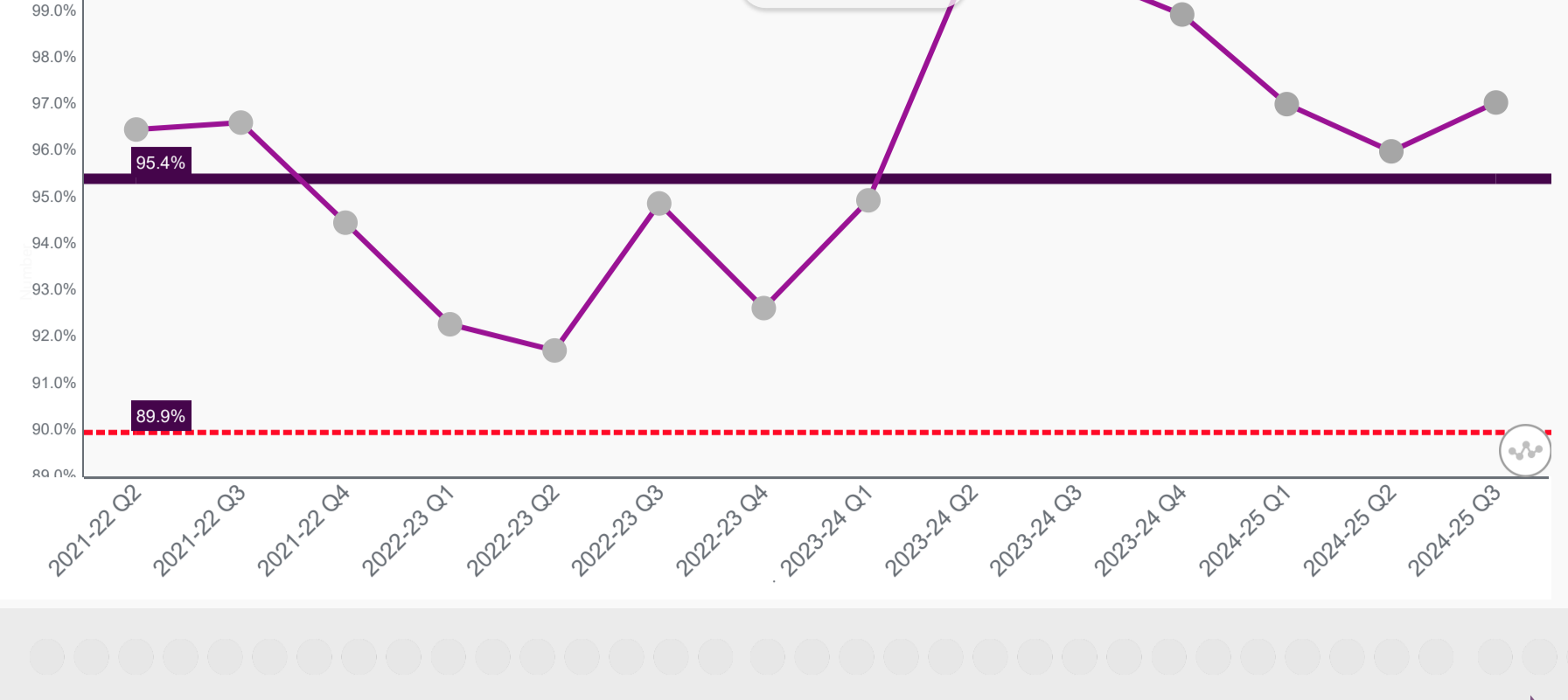


The experience of those who work for SFRS improves as we are the best employer we can be.

**KPI 46 Resource Based Crewing FTE** Track

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

**OWNER:** Head of People

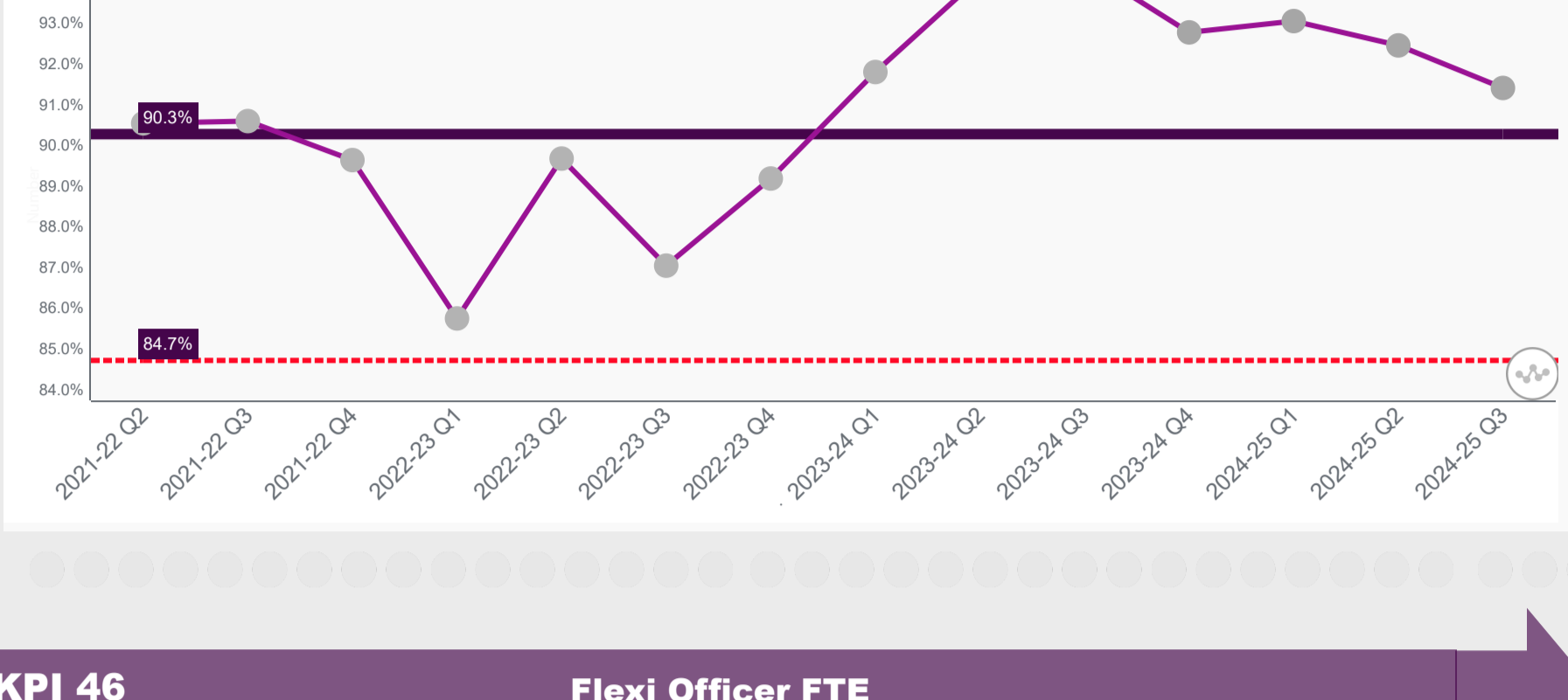


**SUMMARY**  
Resource-Based Crewing FTE deficiency against TOM has improved (decreased) from previous Q (Q2) - from a deficiency of 115 in Q2 to 85 in Q3.

**KPI 46 Off Station FTE** Track

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

**OWNER:** Head of People

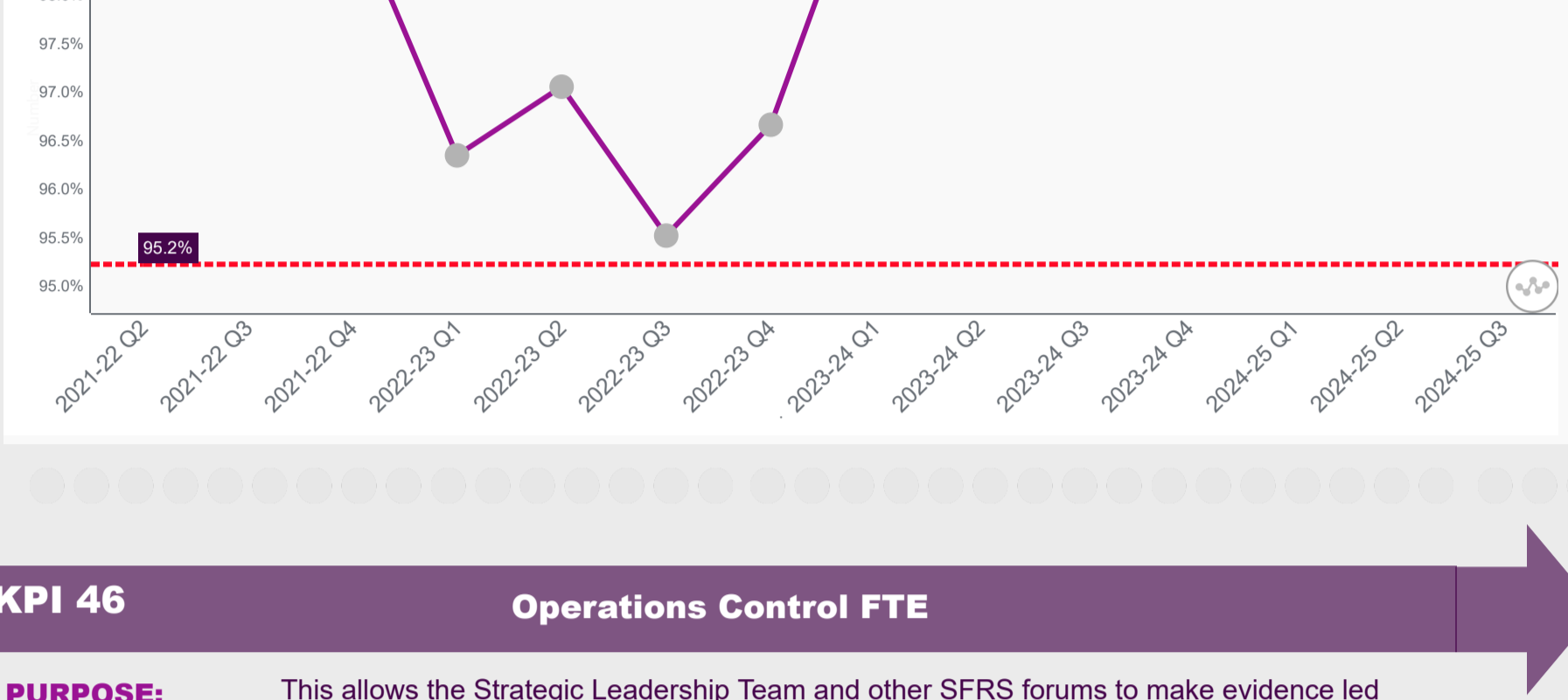


**SUMMARY**  
Off-Station FTE continues to show a deficiency against TOM. Work is ongoing to improve the position.

**KPI 46 Flexi Officer FTE** Track

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

**OWNER:** Head of People

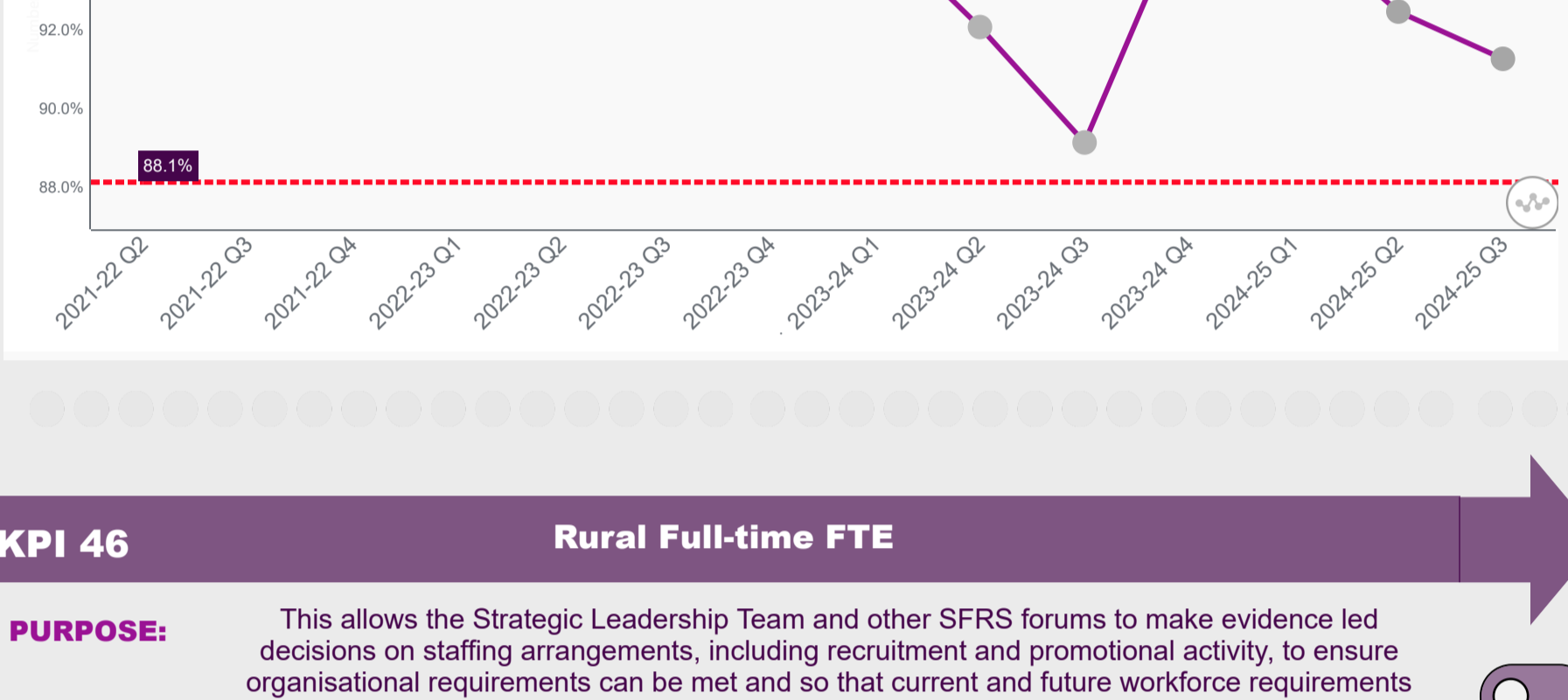


**SUMMARY**  
Flexi-Officer FTE continues to show a deficiency against TOM, albeit a reduction in Q3 from Q2, due to number of Leavers due to Pension Remedy and Retirements. Work is ongoing to improve the position.

**KPI 46 Operations Control FTE** Track

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

**OWNER:** Head of People



**SUMMARY**  
Operations Control FTE deficiency against TOM has slightly increased from Q2 to Q3 due to Leavers. An Operations Control Intake Course commences Feb 25 to resolve this position.

**KPI 46 Rural Full-time FTE** Track

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

**OWNER:** Head of People



**SUMMARY**  
Rural Full-Time FTE measured against TOM remains the same in Q3 as it was in Q2. 100%.

**KPI 46 On Call Retained FTE** Track

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

**OWNER:** Head of People



**SUMMARY**  
On-Call Retained FTE continues to show a deficiency against TOM due to challenges on the recruitment, front. Work is ongoing with OCSCG to improve the position.

**KPI 46 On Call Volunteer FTE** Track

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

**OWNER:** Head of People

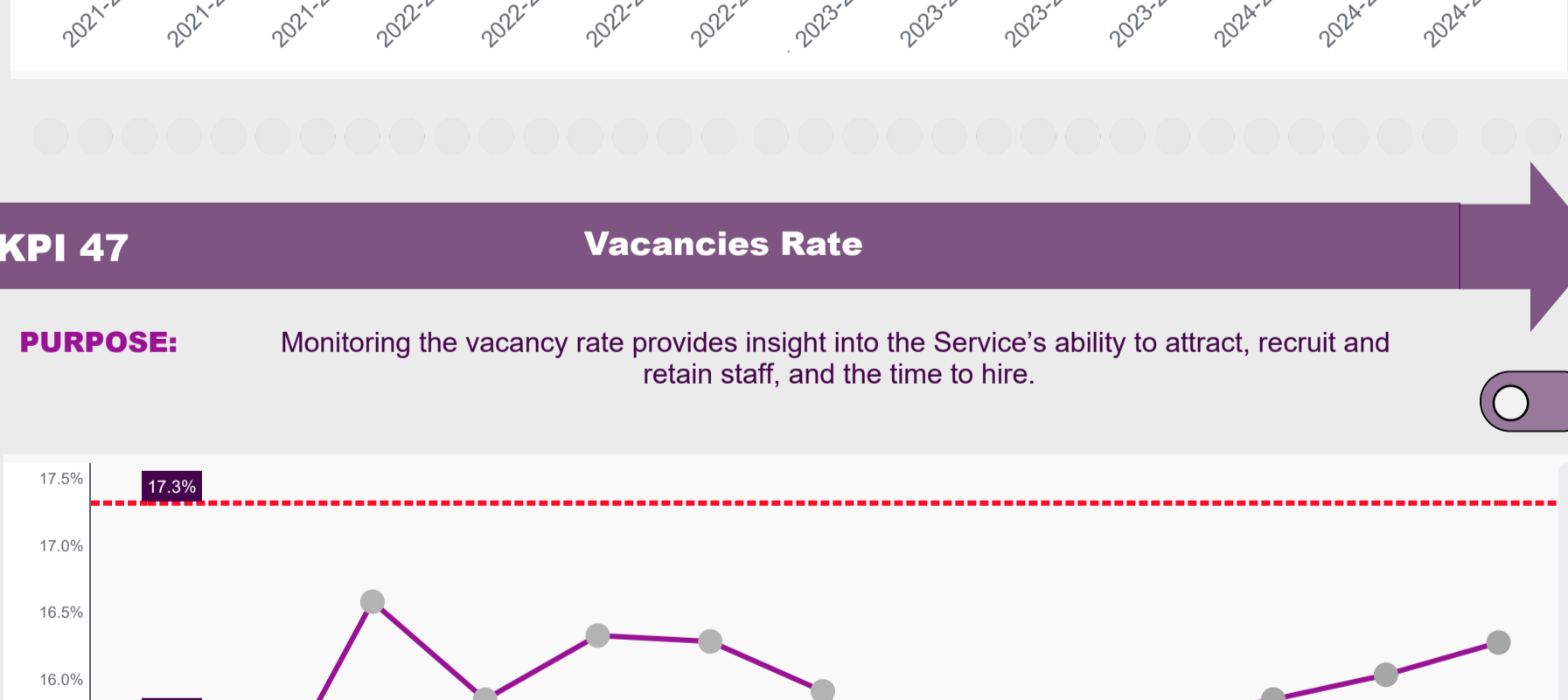


**SUMMARY**  
On-Call Volunteer FTE deficiency against TOM has slightly decreased from Q2 in Q3.

**KPI 46 Support Staff FTE** Track

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

**OWNER:** Head of People

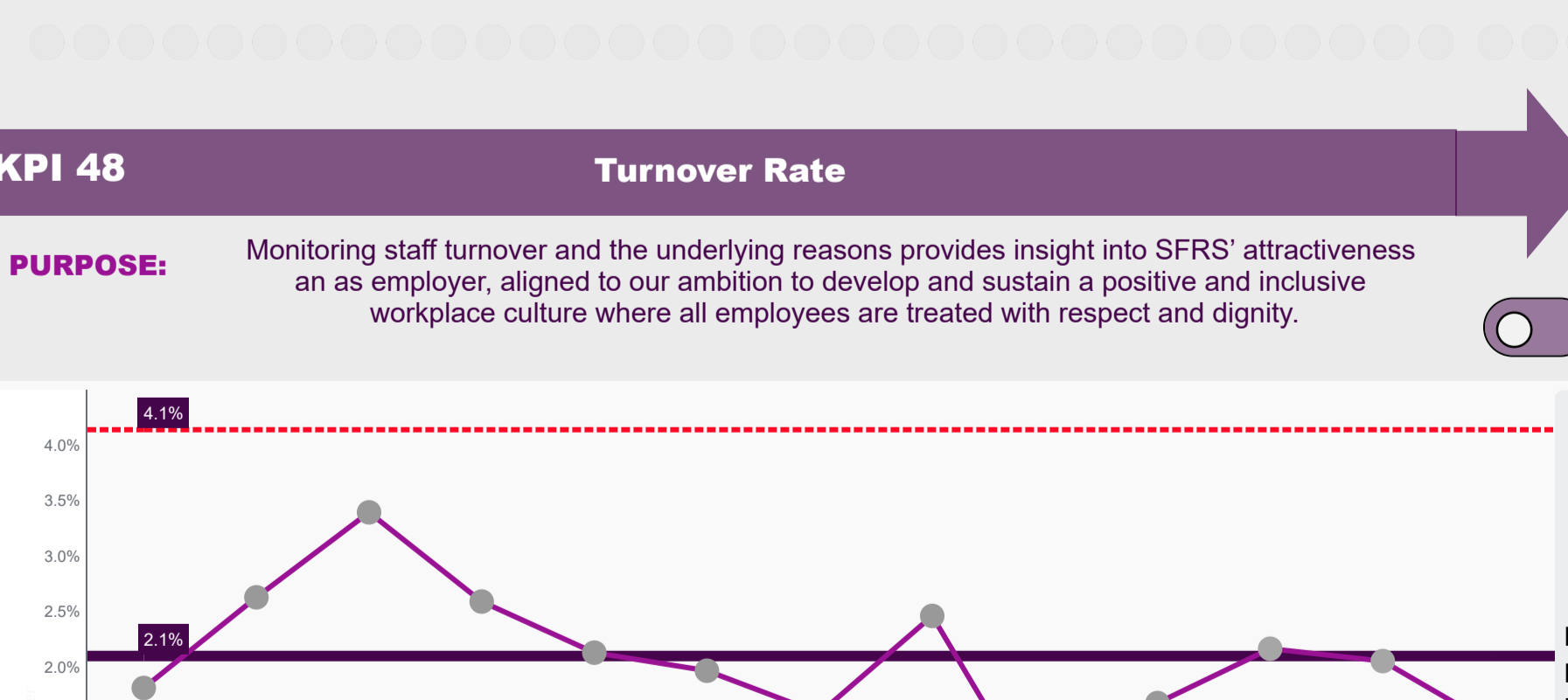


**SUMMARY**  
Support Staff FTE deficiency measured against TOM has improved from 37 in Q2 to 27 in Q3.

**KPI 47 Vacancies Rate** Track

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

**OWNER:** Head of People

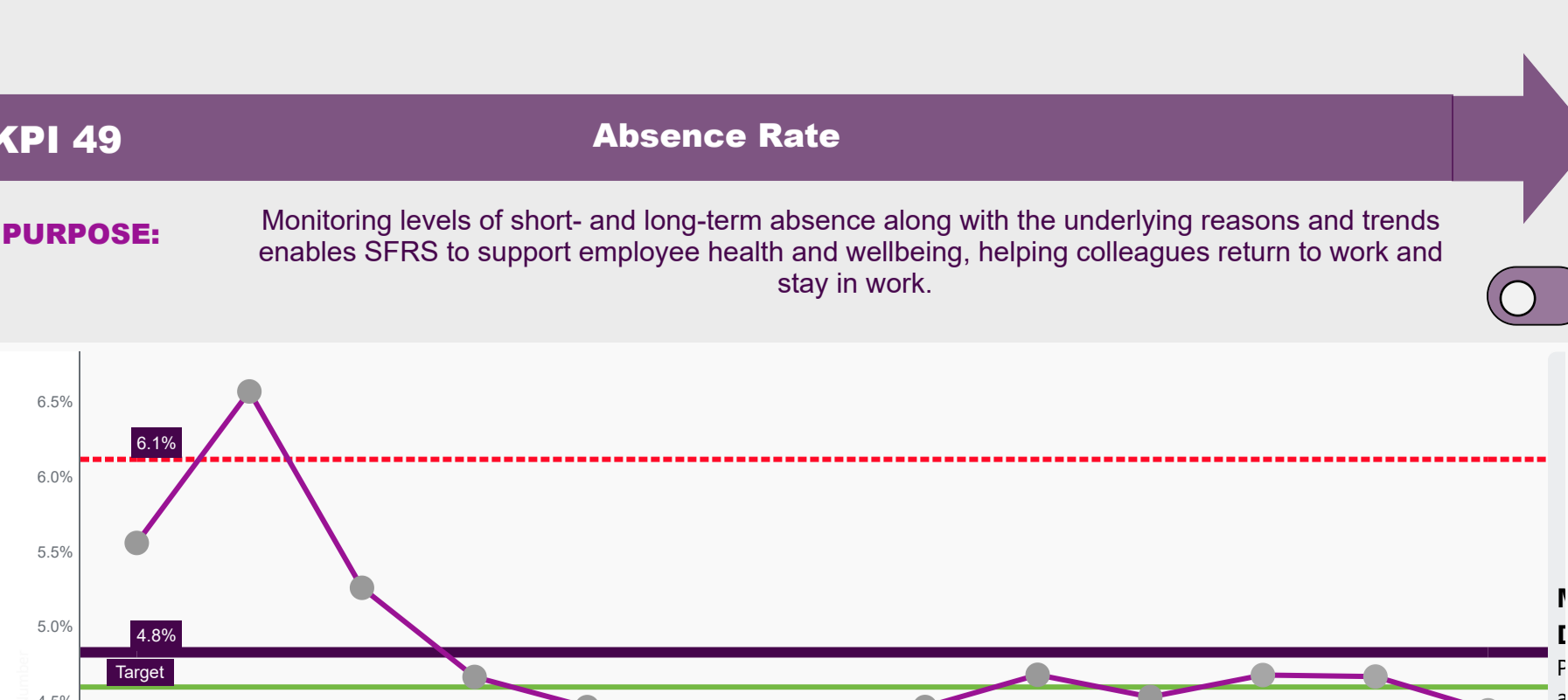


**SUMMARY**  
Vacancies Rate has remained steady from Q2 to Q3; albeit a slight increase from 16% to 16.3%.

**KPI 48 Turnover Rate** Track

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

**OWNER:** Head of People



**SUMMARY**  
Turnover Rate has decreased in Q3 (1.47%) compared to Q2 (2.06%).

**KPI 49 Absence Rate** Reduce against previous year

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

**OWNER:** Head of People



**SUMMARY**  
Q3 has seen a slight reduction in the overall Absence ratio; from 4.67% in Q2, to 4.44% in Q3.

People



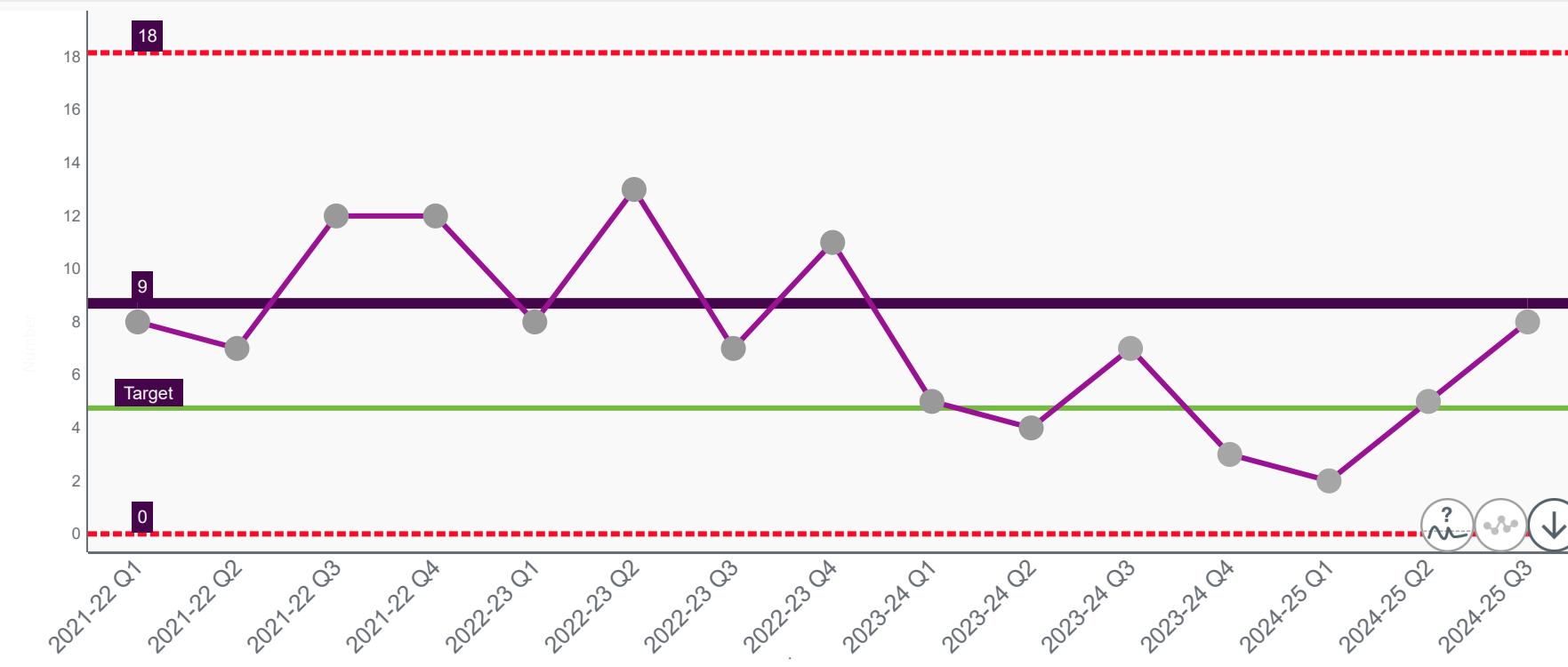
The experience of those who work for SFRS improves as we are the best employer we can be.

**KPI 50** Verbal Attacks on Firefighters

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

Reduce against previous year

**OWNER:** Head of Safety and Assurance



**SUMMARY**

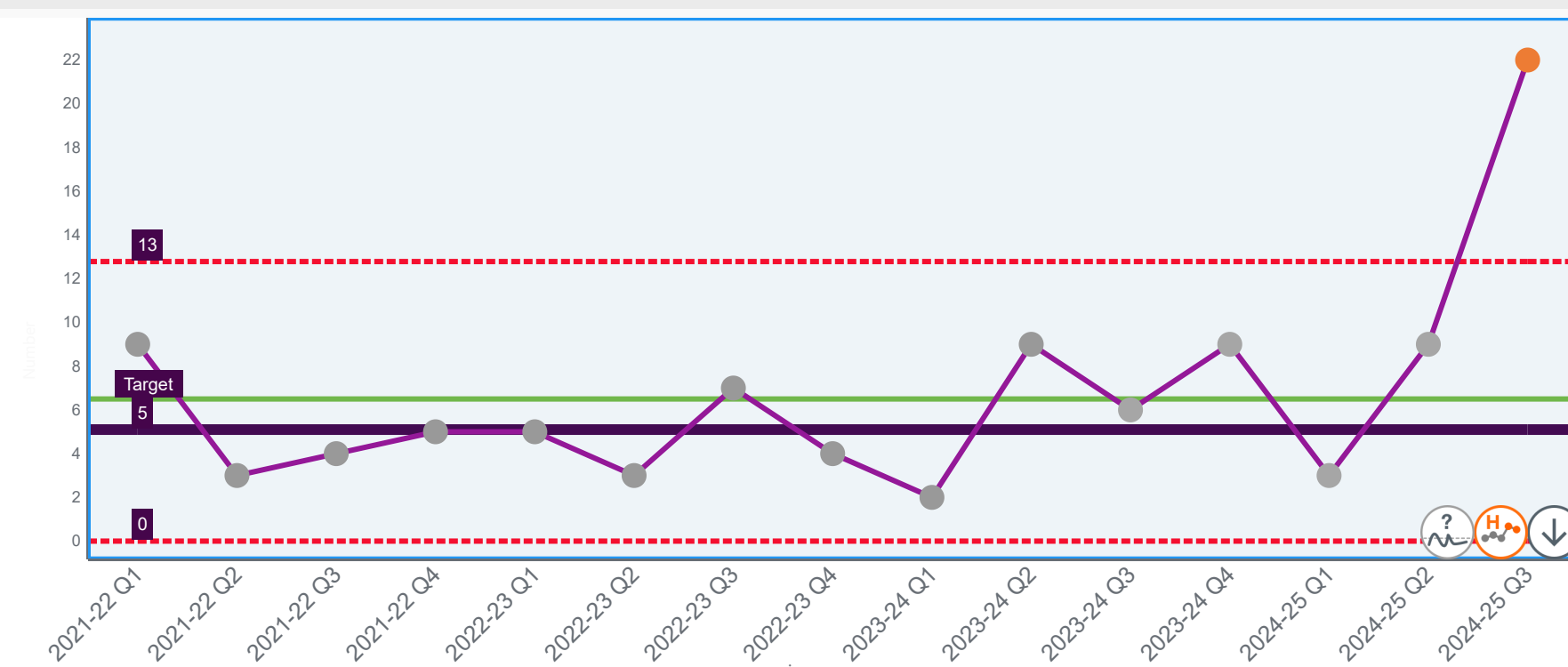
The Scottish Fire and Rescue Service has run a media campaign against Acts of Violence. Staff are encouraged to report all AoV incidents. A change in season historically sees an increase in AoV towards personnel.

**KPI 51** Physical Attacks on Firefighters

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

Reduce against previous year

**OWNER:** Head of Safety and Assurance



**SUMMARY**

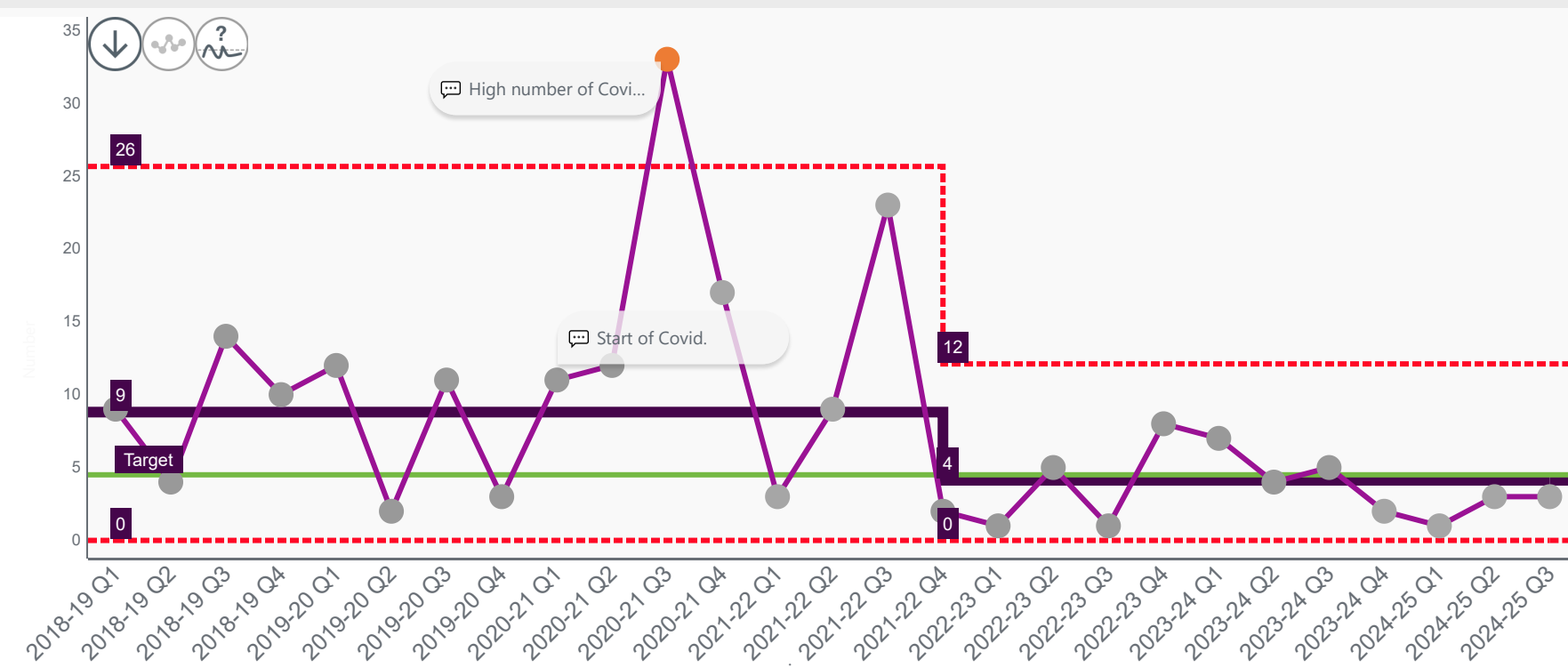
Oct and Nov shows an increase in AoV reported which may be attributed to staff briefings and media campaigns towards a zero tolerance approach during Bonfire season for AoVs. Dec showed a significant decrease with only 2 AoVs reported.

**KPI 52** Number of RIDDOR reportable injuries

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

Reduce against previous year

**OWNER:** Head of Safety and Assurance



**SUMMARY**

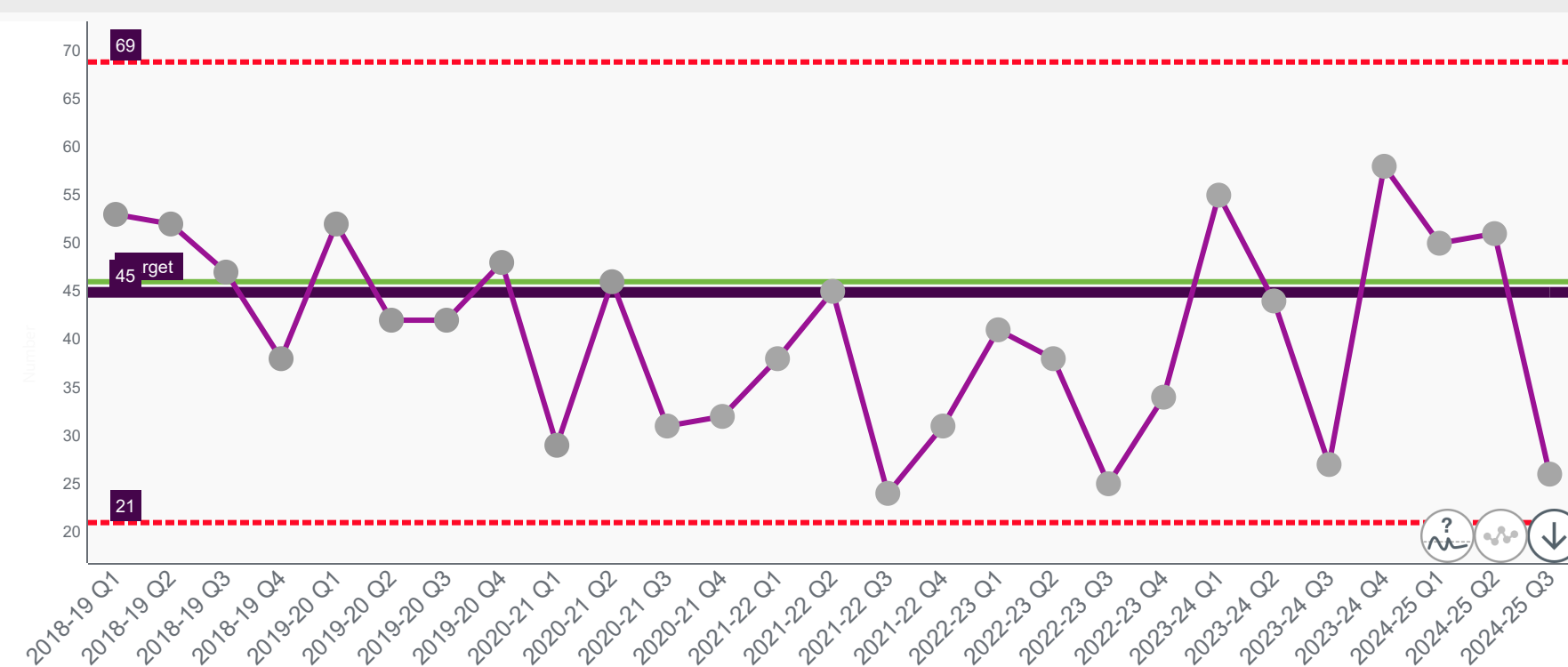
3 RIDDOR were reported in Q3. Each event is managed locally within the LSO area.

**KPI 53** Accidents and Injuries (excl. RIDDOR)

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

Reduce against previous year

**OWNER:** Head of Safety and Assurance



**SUMMARY**

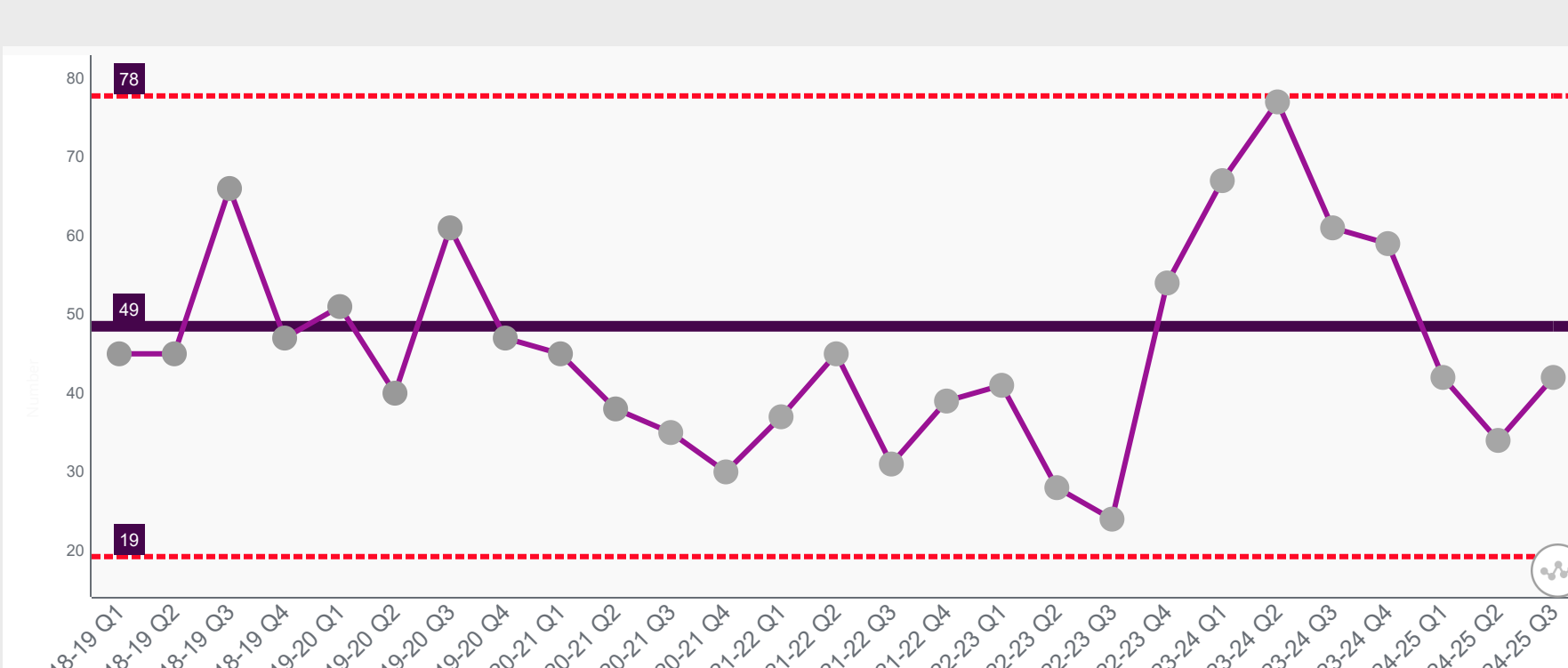
A decrease is noted in Q3. All events are investigated to reduce the likelihood of reoccurrence. Safety and Assurance Improvement Groups continue to monitor local trends and take action where required.

**KPI 54** Near Miss

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

Track

**OWNER:** Head of Safety and Assurance



**SUMMARY**

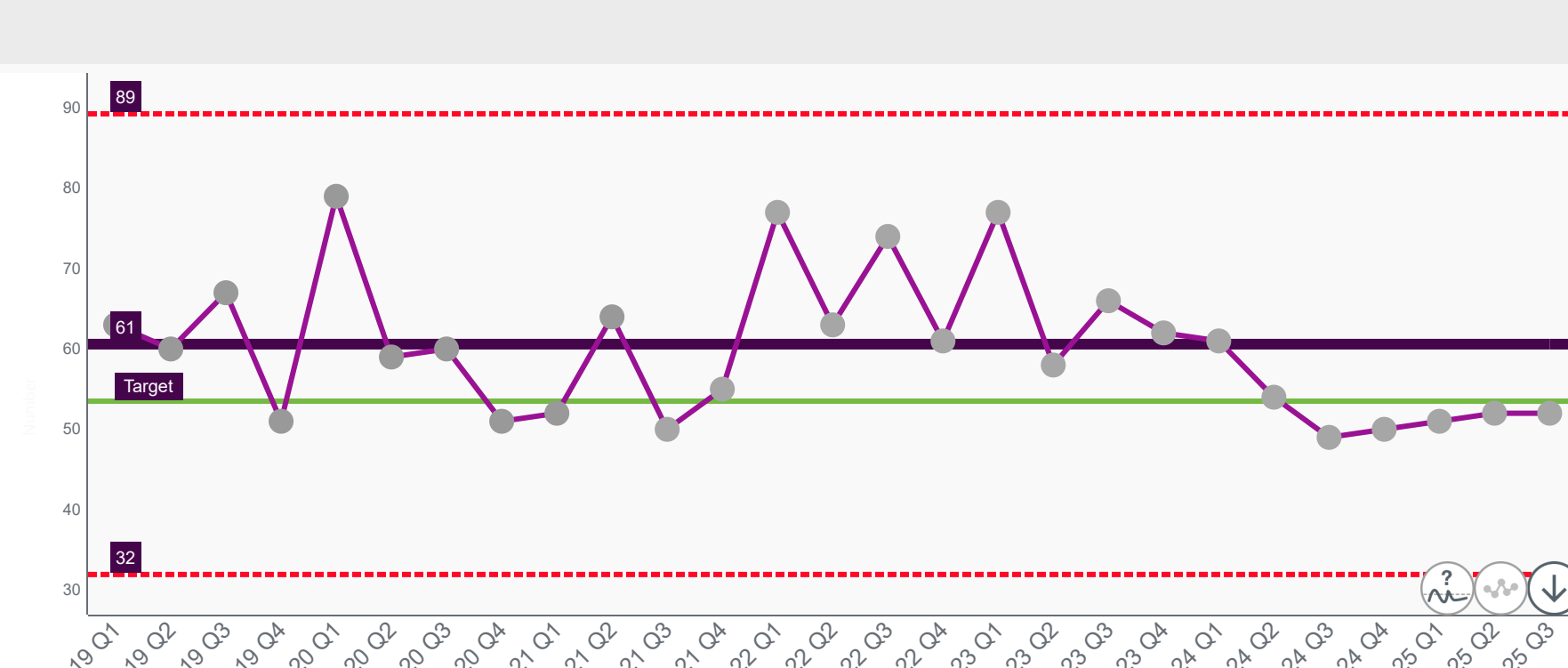
All Directorates promote Near Miss (NM) reporting at SAIG meetings to reduce the risk of injury and to ensure safe working environments. SA will be providing some feedback examples through quarterly reports to support NM reporting.

**KPI 55** Vehicle Accidents

**PURPOSE:** Total number of events that involved vehicle accidents

Reduce against previous year

**OWNER:** Head of Safety and Assurance



**SUMMARY**

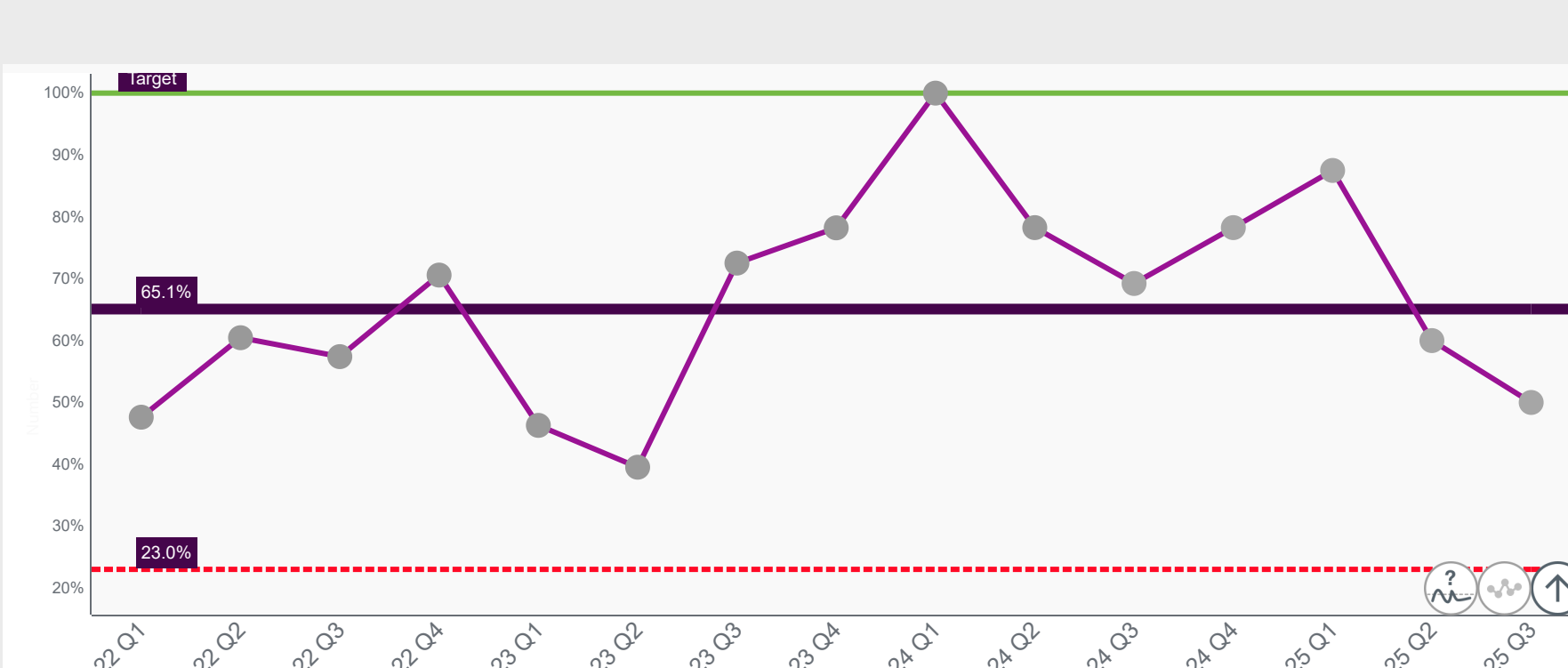
The Driver Safety Group monitors vehicle trends and take action where required, such as supporting the production of Vehicle Information Cards and providing enhanced information on Low-Speed manoeuvres etc. Local areas continue to promote TfOC driving training modules.

**KPI 56** Completion of Health and Safety Improvement Plans

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

100%

**OWNER:** Head of Safety and Assurance



**SUMMARY**

A decrease is noted in Q3. This can be attributed to arising challenges and capacity. HS improvement plans are supported by guidance provided by SA to support all functions achieve their actions.



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

**There are no Key Performance Indicators for this Outcome.**

**NARRATIVE**

Partnership working is fundamental to the SFRS and helps us to deliver more to the people of Scotland. During Quarter 3, the wide range of partnership initiatives we participate in was evident through several Weekly Brief articles, including:

**New electric vehicle training partnership launched**

We've partnered with Dundee and Angus College to provide our Fleet Technicians with training in electric vehicle maintenance, system repairs, and battery replacements.

Levels two and three of the Emergency Electric Vehicle training will be delivered at the Dundee-based firm Robert Lawson and Sons.

This training will equip our team to safely manage our expanding electric vehicle fleet.

Staff from Police Scotland and the Scottish Ambulance Service will also participate in the training program.

**Teamwork on the River Spey**

50 emergency service workers join water rescue training exercise in Fochabers.

Emergency service responders participated in a multi-agency water rescue training exercise on the River Spey to test their operational preparedness.

Held on Saturday, 5 October, at Cumberland Pool on the River Spey in Fochabers, the scenario simulated two 4-man canoes capsizing with an unknown number of casualties. We led the exercise and involved personnel from the HM Coastguard and local ghillies.

Following the exercise, participants will identify areas that worked well or establish where we need to refine our protocols so that we continue to work together to protect communities.

**Youth offenders complete fire skills course**

Inverness' Community Action Team has delivered five-day fire skills courses to youth offenders.

The courses were in partnership with Police Scotland's youth offending team and Highland Council's Home to Highland programme.

The young people were welcomed to Inverness and Invergordon Community Fire Stations for the course which involved demonstrations from the duty watch on BA drills, hose running, pumps, CPR and a defibrillation session. The course also involved talks on water safety and fire related anti-social behaviour.

This all resulted in a passing out parade at Inverness Community Fire Station on Monday, 4 November, attended by family and friends to watch the young people show off their newly learned skills.

**Partnership Working at Polmadie**

SFRS and Holyrood Secondary School recently joined forces to launch a Pathways to Employment workshop at Polmadie Community Fire Station.

The initiative aims to prepare school leavers for life outside of education.

This workshop was in partnership with Holyrood Secondary School, SFRS, the Scottish Ambulance Service and the Youth Community Support Agency.

As well as using the space within the station, young people were given a tour of the station. They were also able to interact with crews who shared their own experiences of finding employment.

**Reform Collaboration Group**

During Quarter 3, the Reform Collaboration Group undertook a refresh of its work programme, culminating in a report to the Reform Collaboration Group meeting in November where a new work programme was approved to support the Strategic Intent.

The agreed work programme comprises the five strategic workstreams of Staff Wellbeing; Estates; A Place based approach to Improved Community Outcomes; Redesign of Urgent and Unscheduled Care Pathways; and Innovation Strategy.

In January 2025, meetings will be held with Scottish Fire and Rescue Service, Police Service of Scotland and Scottish Ambulance Service Chairs and Heads of Function to agree the individual project timelines.

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

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- You can use the filters on the report page to target specific areas or time periods etc. To select more than one option in a filter (for example more than 1 business area), **press and hold the Ctrl button on your keyboard** whilst you click on the filter selections.

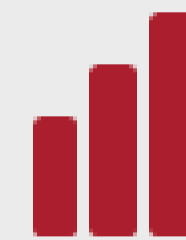
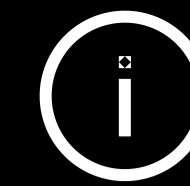
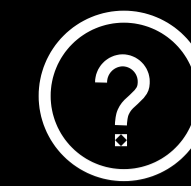
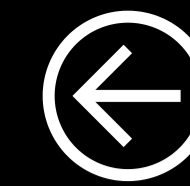
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# SCOTTISH FIRE AND RESCUE SERVICE

## The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/03-25

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	27 MARCH 2025							
Report Title:	ANNUAL OPERATING PLAN PROGRESS REPORT - QUARTER 3							
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <u><a href="#">Board Standing Order 9</a></u>						
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>	<u><a href="#">G</a></u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to present the Board of the Scottish Fire and Rescue Service (SFRS) with a quarterly progress report on how we are performing against the Annual Operating Plan 2024/25.							
<b>2</b>	<b>Background</b>							
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an Annual Operating Plan each year to support the achievement of the SFRS Strategic Plan 2022-25.							
2.2	This report provides an update of progress made against the actions of the Annual Operating Plan in Quarter 3 of 2024/25.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The quarterly progress report is attached as <b>Appendix A</b> . This provides details of progress made against our Strategic Outcomes between 1 October 2024 and 31 December 2024.							
3.2	There are 39 Actions contained within the Plan. At the end of Quarter 3 2024/25, the following progress has been reported:							
3.3	<ul style="list-style-type: none"> <li>• 9 actions are complete and are <b>blue</b>.</li> <li>• 12 actions have been noted as progressing as planned and are <b>green</b>.</li> <li>• 13 actions have been noted as experiencing some slippage and are <b>amber</b>.</li> <li>• 5 actions are noted as experiencing challenges or have not progressed as planned and are <b>red</b>. These are listed below: - <ul style="list-style-type: none"> <li>○ <b>SO6:10</b> (People): Enhance approach to delivery and management of SVQs and Modern Apprenticeships</li> <li>○ <b>SO6:11</b> (People): Develop the SFRS Wellbeing Framework</li> <li>○ <b>SO6:12</b> (People): Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice</li> <li>○ <b>SO6:15</b> (People): Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR)</li> <li>○ <b>SO7:1</b> (SPPC): Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.</li> </ul> </li> </ul>							
3.4	Detailed commentary on red and amber actions is contained within an Exception Summary Report table directly under each action.							

3.5	Section 3 provides commentary on the residual actions from previous Annual Operating Plans. There are four residual actions – one from the 2022/23 Annual Operating Plan and three from the 2023/24 Annual Operating Plan, with one of these having been completed within this reporting period.
<b>4</b>	<b>Recommendation</b>
4.1	The SFRS Board is invited to: <ul style="list-style-type: none"> <li>• review the quarterly report as detailed in <b>Appendix A</b></li> <li>• agree its release for publication.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	There are no strategic risk implications arising from this progress update.
5.2	<b>Financial</b>
5.2.1	There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before Strategic Leadership Team (SLT) and the Board as appropriate.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2024/25 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.4	<b>Workforce</b>
5.4.1	There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.5	<b>Health &amp; Safety</b>
5.5.1	The Annual Operating Plan 2024/2 contains actions which supports SFRS commitment to health and safety.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	The Annual Operating Plan 2024/25 contains actions which supports SFRS commitment to health and wellbeing.
5.7	<b>Training</b>
5.7.1	There are no training implications arising from this report.
5.8	<b>Timing</b>
5.8.1	This progress report covers the period up to and including Quarter 3 (1 October 2024 – 31 December 2024).
5.9	<b>Performance</b>
5.9.1	Progress against the Annual Operating Plan is reported to the Corporate Board, Strategic Leadership Team and the SFRS Board.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders, and communities to produce the Strategic Plan 2022-25, on which the Annual Operating Plan is based.

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5.11 5.11.1	<b>Legal</b> Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.	
5.12 5.12.1	<b>Information Governance</b> The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.	
5.13 5.13.1	<b>Equalities</b> An Equality and Human Rights Impact Assessment (EIA) does not require to be carried out for this planning document.	
5.14 5.14.1	<b>Service Delivery</b> The content of this progress report does not impact upon Service Delivery.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications presented the Annual Operating Plan 2024/25 Q3 Progress Report to members of the SFRS Board and asked that they scrutinise content and approve its release for publication on the iHub and SFRS Website.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications.
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Corporate Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A - Annual Operating Plan Progress Update Quarter 3 (2024/25)	
<b>Prepared by:</b>		Kirsty Jamieson, Planning and Performance Officer
<b>Sponsored by:</b>		Richard Whetton, Head of Governance, Strategy and Planning
<b>Presented by:</b>		Mark McAteer, Director of Strategic Planning, Performance and Communications
<b>Links to Strategy and Corporate Values</b>		
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.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Corporate Board</i>		<i>17 February 2025</i>
<i>Strategic Leadership Team</i>		<i>18 February 2025</i>
<i>SFRS Board</i>		<i>27 March 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For recommendation</i>
		<i>For recommendation</i>
		<i>For scrutiny</i>

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**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# **ANNUAL OPERATING PLAN PROGRESS REPORT**

## **Quarter 3 Progress Report**

**Safety. Teamwork. Respect. Innovation.**



## Introduction

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

### Section 1 – Executive Summary

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

### Section 2 - Performance Dashboard and Exception Report

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

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

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

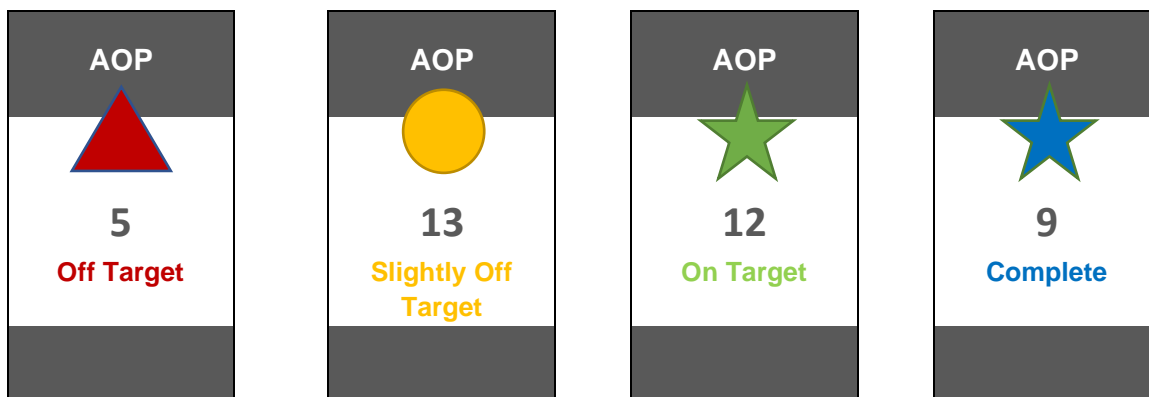
Further details of the actions are contained in the Annual Operating Plan 2024/25 section of the [‘SFRS Three Year Delivery Plan’](#).

### Section 3 – Residual Annual Operating Plan Action

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

## Section 1: Executive Summary

### Annual Operating Plan 2024/25 RAG Totals



## Section 2: Performance Dashboard

### Strategic Outcome 1: Prevention

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implementation of Prevention, Protection and Preparedness development pathway.	Prevention, Protection and Preparedness	01/12/2024	31/05/2026	0%	★
Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness.	Prevention, Protection and Preparedness	01/04/2024	31/03/2025	55%	●

#### Exception reporting for Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness:

Completion of this action will be dependent on the development of the new Prevention, Protection and Preparedness Strategy. The Strategy will include Performance and Evaluation Frameworks; will be designed to complement and align with the ongoing Key Performance Indicators review; and provide new interim Key Performance Indicators to monitor progress and maintain focus on key performance areas during the development of the strategy and frameworks.

This action is marked amber due to the current slip in timescales, with the following milestones due dates being revised:

- Identify targets for relevant Prevention, Protection and Preparedness activity and consult and reach agreement with external and internal Partners: **Proposed revised due date from December 2024 to March 2025.**

#### It is anticipated that the following milestones will not be completed by the end of the reporting year:

- 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: **It is likely that this milestone will exceed the due date of March 2025. A revised date will be provided next Quarter.**
- Undertake review on how Prevention, Protection and Preparedness performance is reported and scrutinised and provide recommendations if any improvements: **It is likely that this milestone will exceed the due date of March 2025. A revised date will be provided next Quarter.**

This action will therefore exceed the overall due date of March 2025. A revised due date will be provided in the next quarter.

Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills.	Prevention, Protection and Preparedness	01/06/2024	31/03/2025	40%	●
<p><b>Exception reporting for Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills:</b></p> <p>Current training provisions have been established as regular occurrences as part of the Learning Needs Analysis request for 2025. Work is continuing to provide a resolution for the Auditing Officer Job Evaluation process that will outline the potential future development pathway for Fire Safety Enforcement and indeed the wider development pathway for Prevention, Protection and Preparedness. This will be further expanded within the Prevention, Protection and Preparedness Strategy as this is in its early stages of development.</p> <p>Support for Prevention, Protection and Preparedness training is reflected in Strategic Service Review Programme (SSRP) and will require wider Service support (funding, creation and delivery). Training and development of staff will form part of the Strategy / Function Plans. This will also need to tie in with the Management Development Framework (MDF).</p> <p>Current associated costs for training have been established though this will continue to be expanded upon during the development of the Prevention, Protection and Preparedness (PPP) Strategy and to account for additional provisions because of external influences such as the Grenfell Tower Inquiry Action Plan.</p> <p>This action is amber due to the slip in timescales due to resourcing constraints. Completion of this action will also be dependent on the development of the new Prevention, Protection and Preparedness Strategy.</p> <p><b>As such it is anticipated that this action will exceed the overall due date of March 2025. Revised due dates will be provided in the next quarter.</b></p>					

<b>Strategic Outcome 2: Response</b>					
<b>Communities are safer and more resilient as we respond effectively to changing risks.</b>					
Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Continue implementation of the Digital Fireground Radio Project.	Finance & Contractual Services / Operational Delivery	01/04/2024	31/03/2025	100%	★

Procure New Mobilising System and commence implementation plan following configuration and testing.	Prevention, Protection & Preparedness/ Operations Delivery	01/04/2024	31/12/2024	100%	★
Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment.	Finance & Contractual Services / Operational Delivery	01/04/2024	30/07/2025	60%	★
Implementation of the Strategic Service Review Programme: Service Delivery Review*.  <i>*This programme update it based on the milestone activity for this year only.</i>	Operational Delivery	01/06/2024	30/11/2024 to 31/05/2025	80%	★
Develop a future model for specialist operational response capabilities that align with the National Fire Resilience programme.	Operational Delivery	01/04/2024	31/03/2025 now <b>31/12/2025</b>	60%	●

**Exception reporting for Develop a future model for specialist operational response capabilities that align with the National Fire Resilience Programme:**

The review of specialist capabilities has continued to progress with self-assessment submissions now having been reviewed for Enhanced Logistical Support and High Volume Pump, which includes recommendations to be progressed through the relevant Scottish National Users Group.


The outcomes of the Capability Assurance Programme will be linked to the Capability Strategy, which will start to be developed during Quarter 4. As part of the Capability Assurance Programme, the Year 1 self-assurance findings reports have been collated and issued to capability leads. The findings and recommendations have been shared with Scottish National Users Group Leads to progress. Year 2 documentation has been issued for High Volume Pump (HVP) and Enhanced Logistical Support. Remaining Capabilities continue programmed in line with the Framework. This will support the development of the Capability Strategy, which will be started in Quarter 4.

The ongoing Capability Assurance Process will assist in the development of the Capability Strategy. Due to changes in personnel, this has not yet been started but will be prioritised in Quarter 4.

This action has been marked amber as the review is an ongoing process. Milestone delivery has slipped in this Quarter, with the following milestone due date requiring to be revised:

Milestone 1: Carry out a review of specialist capabilities: **A revised due date for this milestone is proposed from September 2024 to December 2025.**

This action will therefore exceed the overall initial due date of March 2025 with a proposed revised due date of December 2025. The Directorate has provided assurance that the work can be completed within this new timescale.

Delivery of the On Call Improvement Programme outcomes.	Operational Delivery	01/04/2024	31/12/2024 now 31/03/2025	70%	
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**Exception reporting for Delivery of the On Call Improvement Programme outcomes:**

The challenges experienced in Quarter 2 have continued in to Quarter 3, but there has been positive progress made against the milestones associated with this action. The acceptance of the Retained Duty System Terms and Conditions has been a welcome outcome in Quarter 3 and will now allow for the Bank Worker Scheme to be progressed and a national position adopted. An interim Procedure for On Call to Wholetime Duty System Migration has been agreed and engagement with the Training Function has resulted in a reviewed Transition Course timetable syllabus (for a 3-week course) to be developed. Capacity issues with the Training Function has meant that the Modularised Breathing Apparatus Pilot has not yet been initiated, but ongoing engagement with the Training Function continues to identify opportunities for this to be launched.

In terms of the inclusion in the policy of an On Call to Wholetime Duty System Migration Pathway work is underway. The syllabus for the January 20th Transition Course is nearing finalisation and the Migration Short Life Working Group has developed an interim Migration Procedure and Supporting Guidance (in lieu of a formal Policy inclusion being made). Progress has been made regarding the route to competency for Migration Candidates, with greater clarity being provided on the timescales for achieving the SVQ Level 3 qualification.

Progress in Quarter 3 regarding the evaluation of the On Call Bank Rostering Scheme Pilots was temporarily halted due to the ongoing engagement and ballot regarding the SFRS RDS Terms and Conditions and the need to ensure that any resulting Bank Working Scheme arrangements were compliant and reflective of these agreed terms and conditions. The acceptance of these terms and conditions will now allow for the Bank Working Scheme action to be drawn to conclusion.

Work towards the introduction of Pre-Recruitment Engagement Programme (PREP) has begun. The PREP2 evaluation is now underway, with evaluation feedback being sought from On Call personnel/candidates, as well as key stakeholders involved in the process. This evaluation will result in a recommendation report being produced in Quarter 4 of 2025 on how PREP2 can be implemented. There has been some slippage with this work due to personnel changes and resulting rebalancing of workstreams.

The final Modular Task and Task Management (TTM) courses are due to conclude in East and West Dunbartonshire, Argyll and Bute in January 2025 and the full evaluation will be completed thereafter to make the necessary recommendations for implementing Modular TTM as an accepted method of training delivery for the On Call within SFRS. Decision has been made at On Call Strategic Coordination Group that Clackmannanshire, Fife and Stirling (CFS) do not have the capacity to hold a Modular Task and Task Management course and that the East and West Dunbartonshire, Argyll and Bute Pilot will form the basis of the evaluation report. There has been no change regarding the Modular Breathing Apparatus Course, which continues to face challenges due to capacity issues with the Training Function and, as a result, no progress has been made, however Operations Function will continue to prioritise this work moving forward.

This action has been marked amber as the review is an ongoing process. Milestone delivery has slipped in this Quarter as a result of personnel changes, a rebalancing of workstreams, a temporary halt in some tasks and capacity issues within the Training Function, with the following milestone due dates requiring to be revised:

Milestone 2: Evaluation of the On Call Bank Rostering Scheme Pilots. **A revised due date for this milestone is proposed from July 2024 to March 2025.**

Milestone 3: Introduction of Pre-Recruitment Engagement Programme (PREP) 2. **A revised due date for this milestone is proposed from December 2024 to March 2025.**

Milestone 4: Introduction of modularised Task and Task Management and Breathing Apparatus training on a pilot basis: **A revised due date for this milestone is proposed from December 2024 to March 2025 however it is likely that work will extend beyond this timescale because of capacity issues within the Training Function.**

This action has therefore exceeded the overall initial due date of December 2024: **A proposed revised due date of March 2025 has been given and the Directorate has provided assurance that the work can be completed within this new timescale.**

### Strategic Outcome 3: Innovation and Modernisation

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop Business Case for funding for community resilience hubs.	Finance & Contractual Services	01/04/2024	30/06/2024	100%	★
Progress Emergency Services Mobile Communications Programme (ESMCP): SFRS In-Vehicle Systems Project.	Finance & Contractual Services	01/04/2024	30/09/2026	60%	★

### Strategic Outcome 4: Climate Change

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Commence work to enhance the capabilities of Building Managements Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity.	Finance & Contractual Services.	01/04/2024	31/03/2025	30%	●

**Exception reporting for Commence work to enhance the capabilities of Building Management Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity:**

The three contractors concerned to enhance capabilities of the Building Management System are primed and ready for hook up once connections are provided. Work to carry out a procurement exercise has been delayed. The Procurement phase of this work is unable to commence due to ongoing technical and commercial discussions with the existing Service Delivery Wide Area Network supplier to find a workable solution that they can provide.

No installation dates for the Internet of Things network can be agreed until such times as the supplier provides a workable solution to address the current Internet of Things devices used by SFRS.

There has been some slippage of the implementation of the pilot project to connect remotely to heating systems utilising Internet of Things technology since provisional pilot dates are completely dependent upon the supplier being able to design a workable solution.

This action has been marked amber as there has been slippage in three of the related milestones in this Quarter pending working solutions being forthcoming from suppliers. The following milestones due date require to be revised:

Milestone 2: Carry out procurement exercise: **A revised due date for this milestone is proposed from December 2024 to February 2025.**

Milestone 3: Installation of Internet of Things network: **A revised due date for this milestone is proposed from February 2025 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

## Strategic Outcome 5: Effective Governance and Performance

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop the SFRS Training Assets Framework, linked to our Training Vision & Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	31/03/2025	80%	★
Development of the SFRS Strategic Plan 2025-28 for consultation.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/2025	90%	★
Continue delivery of the Rostering Project.	Operational Delivery	01/04/2024	31/07/2025	85%	★
Delivery of the Strategic Service Review Programme: Corporate Services Review*.  <i>*This programme update it based on the milestone activity for this year only.</i>	People, Strategic Planning, Performance & Communications, & Corporate Services	01/04/2024	31/03/2026	80%	★
Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton).	Finance & Contractual Services	01/04/2024	31/03/2025	95%	★
Continue delivery of the People, Payroll, Finance and Training Project.	People	31/05/2024	31/12/2024 now 30/06/2025	35%	●



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

The Change Portfolio Investment Group has approved the Project to proceed to the Discovery Phase with Scottish Government Shared Services Programme, with work to be completed in the final quarter of 2024/25 following receipt of a detailed proposal and phase plan.

Discussions have been held with Scottish Government Shared Services Programme regarding the need for outline Business Case collaboration and identification of benefits. SFRS resources to support this work have been identified. Scottish Government are aligning further resources to support this work also.

Work on the Memorandum of Understanding or the SFRS-led procurement are dependent on the Outline Business Case, and a decision on the direction of project.

This action has been marked amber as there has been slippage during this Quarter pending project decisions and work regarding the Outline Business Case.

Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery of these corporate services.	Finance & Contractual Services	01/04/2024	31/03/2025	60%	●
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**Exception reporting for Restructures within Finance and Procurement, Fleet and ICT:**

ICT - A role matching and costing exercise has been undertaken. A meeting with Trade Unions was scheduled and took place on 03 December 2024 to discuss matching and next steps. The ICT Senior Management Team have now commenced work on market allowances. There is a need to identify which new roles will need a Modern Apprenticeship, and this work must be completed before the restructure can be implemented.

Finance and Procurement - Discussions continue with managers to agree proposals which are scheduled for Quarter 4 when costings will be reviewed, and next steps will commence. The ongoing communications with People Advisors continue.

Fleet - A proposed restructure has been completed with job evaluation for new positions including finalised grades and job descriptions. A report was presented to the Strategic Leadership Team and approval to proceed granted on 08 November 2024. Staff Group consultation has commenced with a timeline for completion by April 2025.

This action has been marked amber as milestone delivery has slipped in this Quarter. The following milestone due date requires to be revised:

Milestone 2: Liaise with Support Staff Representative Bodies on proposals: **Proposed second revised due date from December 2024 to March 2025.**

Milestone 3: Seek approval for structure proposals: **Proposed second revised due date from December 2024 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

Deliver the pilot Community Resilience Hub at Portree (Phase 1).	Finance & Contractual Services	01/04/2024	31/03/2025	75%	●
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**Exception reporting for Delivery the pilot Community Resilience Hub at Portree (Phase 1):**


The landowner for the preferred site has withdrawn from negotiations and the project is now on hold. A new site search is being initiated to try and identify a suitable alternative site.

Work to conclude the Project Agreement Document, including technical studies and design following detailed engagement with Service Delivery and Training colleagues has slipped in timescale. Engagement with Service Delivery and Training colleagues has commenced and a workshop has been held with the Hub North.

This action is amber due to the slip in timescales due to the landowner for the preferred site withdrawing from negotiations.

Completion of this action will also be dependent on conclusion of the Project Agreement Document.

As such it is anticipated that this action will exceed the overall due date of March 2025. Revised due dates will be provided in the next quarter.

Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/25	45%	
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**Exception reporting for Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies:**


A paper was presented to the Strategic Leadership Team on 17 December 2024 requesting approval to seek external assistance with the development of a Digital, Data and Technology (DDaT) Strategy. This has been approved and in Quarter 4 we will engage with 3 or 4 suppliers seeking interest to develop this piece of work.

In terms of undertaking a Service-wide stakeholder engagement programme, ICT and Business Intelligence have discussed the question sets likely to form the basis for a Service-wide survey, however, this is likely to be delayed as we now seek external support to deliver the strategy.

Work to develop a draft of the Digital Data and Technology Strategy has not yet started and is likely to be delayed and carried forward into 2025/26 as we now seek external support to deliver the strategy.

This action has been marked amber as milestone delivery has slipped in this Quarter. It is likely that this action will require to be carried forward into 2025/26.

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Progress standardisation of Terms & Conditions (T&Cs) for remaining employee groups.	People	01/07/2024	31/03/2025	100%	

Conduct a review of the current Employee Benefits provisions and consider options to further enhance them.	People	01/04/2024	30/09/2024	100%	★
Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	31/03/2025	100%	★
Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28.	Training, Safety & Assurance	01/04/2024	31/03/2025	100%	★
Align SFRS Health and Safety Management System to ISO 45001 and seek approval for external accreditation.	Training, Safety & Assurance	01/04/2024	31/03/2025	100%	★
Develop the Service Asset Management Plan: Training.	Finance & Contractual Services	01/04/2024	31/01/2025	100%	★
SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.	People	01/04/2024	31/03/2025	90%	★
Lead on contaminants management including horizon scanning, research reviews (UK and International) and support the development and implementation of procedures.	Training, Safety & Assurance	01/04/2024	31/03/2025	70%	●

**Exception reporting for Lead on contaminants management:**

SFRS continues to progress with the CivTech Innovation Accelerator Programme. SFRS are collaborating with Prof. Anna Stec for 15 weeks on her proposed product.

Approximately 90% of the operational reserve Personal Protective Equipment (PPE) has been received by SFRS and we are pending receipt of the training reserve. Cages/rails are being progressed via property with all the required rails/cages information being supplied from the survey results. These are due to be ordered soon. External PPE boxes for dirty PPE have been purchased.

We have received approximately 50% of the Specific Premises Risk Assessment Checklist.


Approximately 45% of initial proposed zoning have been returned. Due to challenges arising, they have yet to be verified. Engagement is ongoing with National Fire Chiefs Council (NFCC), other UK FRS to address challenges arising from zoning.

This action is progressing; however, it has been marked amber. Milestone delivery has slipped in this Quarter with the following milestone due dates requiring to be revised:

Milestone 2: Support Business Partners with the development of Specific Risk Assessments: **Proposed revised due date from January 2025 to March 2025.**

Milestone 3: Support Business Partners with the development and implementation of Station Zoning Requirements: **Proposed revised due date from January 2025 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

Develop and publish SFRS Safety and Assurance Vision and Strategy.	Training, Safety & Assurance	01/04/2024	30/09/2024 now 31/03/2025	55%	
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**Exception reporting for Safety and Assurance Vision and Strategy:**

Development of the draft Safety and Assurance Vision and Strategy has been completed and revised. A Training, Safety and Assurance Workshop was held early January 2025 to assist with its direction. The document started the governance process in August 2024 and the progression has been delayed due to amendments being required.

This action is progressing, however, there has been some slippage in milestones as a result of work to ensure that the vision is consistent with the overall Directorate direction. It has been marked amber due to the slip in timescales and revised due dates for the following milestones have been proposed:

Milestone 1: Develop SFRS Safety and Assurance Vision and Strategy: **Proposed revised due date from December 2024 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA).	People	01/04/2024	31/03/2025	65%	
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**Exception reporting for Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA):**

Regular meetings with Scottish Public Pensions Agency (SPPA) teams are continuing on a weekly basis.

The issuing of "Expression of Interest" letters to those in scope for Matthews 2nd Option has been completed, and returns have been collated and forwarded to the Scottish Public Pensions Agency (SPPA).

Processes and communications to those expressing interest in claiming Ill-health and Death benefits are in progress.

Analysis of those in-scope for multiple pension remedies has been completed, and development of processes and timetables for phased issue of formal individual calculations of benefits/costs are being developed.

The current plan to issue these to those affected by only a single pension issue by the end of January, followed by those affected by multiple issues in February and March 2025.

The communication strategy concerning Matthews is now almost complete.

Development of joint Scottish Public Pension Agency and Scottish Fire and Rescue Service Communication Strategy on McCloud Sargeant and Booth Bradshaw to follow the completion of Scottish Public Pension Agency (SPPA) Project plans to deliver these remedies. Reconciliation of CPD pay data almost complete, with projected completion date within Quarter 4.

This action has been marked amber with remaining milestones making progress, however completion is dependent on the Scottish Public Pensions Agency (SPPA) project plans being finalised.

Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation.	People	01/04/2025	31/03/2025	5%	
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**Exception reporting for Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation:**

No further work has been progressed. No initial internal paper has yet been submitted through governance as there has been significant discussion at UK Government level regarding the implications of the EU General Safety Regulation (GSR) for the industry and current difficulties in recruiting drivers. Consequently, the Governments' position at present is that with the effect of July 2024, new vehicles over 7.5 tonnes must be equipped/fitted with Alcostop but not required to be applied until circa 2026. The timeline for the SFRS Light Fleet Review Governance paper being prepared by Asset Management colleagues to be confirmed.

People Directorate continue working with Asset Management to fully understand the requirements and timescales.

As work is ongoing at UK Government level on the implications of the EU General Safety Regulation (GSR), the time frames for statutory compliance are still unconfirmed.

This action is on hold. It has been marked amber due to no further work having been progressed as work is subject to statutory timescales being defined by UK Government and because of conflicting priorities and resourcing/capacity issues faced by Wellbeing colleagues to undertake initial scoping.

**It is likely that this work may be deferred until 2025/26.**

Enhance approach to delivery and management of SVQs and Modern Apprenticeships.	People	01/04/2024	31/03/2025 now 31/12/2025	40%	
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**Exception reporting for Management of SVQs Modern Apprenticeships**

The Modern Apprenticeship (MA) Programme Policy and Process review and development work continues. Significant work has commenced reviewing internal compliance and quality assurance protocols. His Majesty's Inspectorate for Education (HMIE) review highlighted 7 key themes for development which have been incorporated into the Modern Apprenticeship (MA) Programme Quality Action Plan. The Modern Apprenticeship (MA) Team is now at the full complement of resource with the compliance role and Watch Commander role in place.

This action has been marked red as milestone delivery has slipped in this Quarter with the following milestone due dates requiring to be revised:

Milestone 3: Review the Wholetime Firefighter Modern Apprenticeship and scope requirements for wider Modern Apprenticeship opportunities for other SFRS roles: **A revised due date is proposed from March 2025 to December 2025.**

Milestone 4: Review the Trainee Firefighter Development Programme Policy and associated guidance: **A revised due date for this milestone is proposed from December 2024 to March 2025.**

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

No progress has been made in this quarter due to other emerging wellbeing priorities.

This action has been marked red due to the slip forecasted in original timescales and it is likely that work for both the milestones related to the action may need to be deferred until 2025/26.

Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice.	People	01/04/2024	30/09/2025	5%	●
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**Exception reporting for Health Surveillance:**

The Wellbeing Audit has resulted in the creation of a working group responsible for agreeing and implementing a recovery plan to address the outcomes. The previous 3-year schedule will be re-planned in line with the recovery plan. This has resulted in the introduction of asbestos medicals.

The focus on the Wellbeing recovery plan combined with resource and capacity challenges within Wellbeing has had a significant impact on the ability to progress the development and implementation of a plan to align the three-year SFRS routine health surveillance arrangements with the introduction of asbestos medicals.

Work has commenced to accelerate the development of a Health Surveillance Policy to support the assessment recovery plan. An initial version will be produced in Quarter 4. This will be subject to ongoing monitoring and review based on the outcomes of the expected publication of current research.

In terms of considering the recommendations from the joint University of Central Lancashire and FBU research and implications for the ongoing approach to health surveillance, we continue to await recommendations from UCLan.

This action has been marked red due to the slip forecasted in original timescales. It is likely that work for both the milestones related to the action may need to be deferred until 2025/26.

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

Progression of the activities to enhance the approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR) has been impacted by the requirement to reassign Equality, Diversity and Inclusion (EDI) Team resources to support the Service Delivery Review. This impact is expected to last throughout Quarter 4 and into 2025/26.

Work to implement renewed Equality and Human Rights Impact Assessment Process was paused during Quarter 3 due to the realignment of Equality, Diversity and Inclusion (EDI) Team resources to support Service Delivery Review (SDR). This work will be progressed during Quarter 4 subject to the appointment of additional Equality, Diversity and Inclusion (EDI) support to the Service Delivery Review (SDR) project.

Launch of the renewed Equality Partnership Group has been postponed to Quarter 4 due to realignment of Equality, Diversity and Inclusion (EDI) Team resources to support Service Delivery Review (SDR). This work will be progressed in Quarter 4.

This action is marked red due to the current slip in timescales, with the following amendments to milestone due dates being proposed:

Milestone 2: Work to enhance the role of the Equality Partnership Group through revised terms of reference: **Deferred until 2025/26 due to the need to reprioritise the Equality, Diversity and Inclusion (EDI) Team to support the Service Delivery Review programme.**

Milestone 4: Review and embed role of Senior Equality Champions: **Proposed second revised due date from March 2025 to 2025/26.**

**Strategic Outcome 7: Partnership**

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.	Strategic Planning Performance & Communications	01/04/2024	31/03/2025	80%	★
Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.	Strategic Planning Performance & Communications	01/06/2024	31/03/2025	80%	★
Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.	Strategic Planning Performance & Communications	01/04/2024	31/12/2024 Now 30/06/2025	40%	●

**Exception reporting Engagement and Consultation Plan:**

Work to complete the options development and appraisal is ongoing with the Impact Assessments having now been completed. A Hurdle Criteria session will take place in Quarter 4 and the Evaluation Session (Balanced room) has been scheduled for the week beginning 25 April 2025. In terms of the public consultation, this cannot begin until the Options Development process has been completed.

This action is progressing; however, it has been marked red as milestone delivery has slipped in this Quarter.

The Directorate has provided assurance that the work can be completed within the previously agreed timescale.



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

AOP Year	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2022/23	Delivery of the Document Conversion Project.	Operational Delivery	31/03/23	31/08/2024 To 31/04/2025 To 30/06/2025	▲	<p>The Document Conversion Project (DCP) continues to progress effectively.</p> <p>Phase 1 ("All Incidents Package"): Uploaded on 28th October 2024, this package is currently in the familiarisation period, which runs until 3rd January 2025, when it will officially go live.</p> <p>Phase 2 ("Fires and Firefighting Package"): Development is on schedule for release in Quarter 4 2024/25. This phase now includes the parallel development of the Generic Risk Assessment (GRA) to ensure integration and alignment with operational requirements.</p> <p>Phase 3 ("Transport Work Packages"): Rescheduled for Quarter 1 2025/26 to better align with operational priorities.</p> <p>Phase 4 ("Hazmat Package"): Development remains on track, with a planned release in Quarter 2 2025/26.</p> <p><b>This action is 80% complete and progress is being made towards the previously agreed revised due date.</b></p>
2023/24	Review the SFRS Safety Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Training, Safety and Assurance	31/03/2024	31/08/2024 To 31/03/2025	▲	<p>An Action Plan has been developed and is under review. This project has been impacted by staff turnover.</p> <p><b>This action is 70% complete. It is anticipated that it will be completed by March 2025</b></p>

2023/24	Modernise our property estate including improvements on dignified facilities and contaminant control.	Finance and Contractual Services	31/03/2024	31/03/2025	▲	<p>The demolition has been instructed and awaits de-energisation of site to allow commencement. Anticipated works will commence early in Quarter 4 and be completed prior to the end of the financial year.</p> <p>The Design for Liberton demolition and new build on the existing site is progressing.</p> <p>Planning has been submitted for the replacement Dalkeith Fire Station and Heads of Terms are being agreed for site purchase.</p> <p>The option to replace Portree is now on hold as the landowner no longer wishes to sell the site and new site search is being initiated. Works to remediate the Reinforced Autoclaved Aerated Concrete (RAAC) roof at Galashiels are underway and will complete this financial year.</p> <p><b>This action is 35% complete with work being undertaken to be completed during this financial year.</b></p>
2023/24	Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Finance and Contractual Services	31/03/2024	30/06/2024 To 31/12/2024	▲	<p>Risk appetite statements for SFRS have now been agreed and this element of work is complete. Work will now be progressed on incorporating risk appetite within the risk dashboard from January 2025, with the first risk report, incorporating risk appetite, to be provided to the Audit and Risk Assurance Committee (ARAC) at the end of Quarter 4. Any remaining strengthening work will be continued as Business as Usual (BAU).</p> <p>This action has been marked blue and is now complete.</p> <p><b>The action is 100% complete and any remaining work will be continued as Business as Usual (BAU).</b></p>



Report No: B/FCS/05-25

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 MARCH 2025						
Report Title:	RISK BASED CAPITAL INVESTMENT PLAN - 2025						
Report Classification:	For Decision	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <a href="#">Board Standing Order 9</a>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to present the Board with the draft Risk Based Capital Investment Plan (RBCIP), as detailed in Appendix A, for approval.						
<b>2</b>	<b>Background</b>						
2.1	Audit Scotland (AS) published a report in May 2018 titled “Scottish Fire and Rescue Service – An Update”. AS noted that Scottish Fire and Rescue Service (SFRS) inherited a backlog of £389 million to maintain/invest in its property, vehicles and equipment. AS noted that “this backlog is insurmountable without transforming the SFRS current model for delivering services and additional investment.”						
2.2	HM Fire Service Inspectorate (HMFSI) published a report in May 2019 titled “Inspection of the Scottish Fire and Rescue Service’s Management of its Fleet and Equipment Function”. HMFSI noted that “one third of the SFRS frontline vehicles are older, and in some cases considerably older, than the stated vehicle replacement cycles.” HMFSI noted vehicles which should have been retired some time ago are kept in operational service leading to higher maintenance costs to service ageing assets.						
2.3	In August 2020 the SFRS Board agreed to support the principles of Standard Station Design (SSD) as the starting point for all new build fire station developments and for this to be adopted where reasonably practical in refurbishment projects. However, we recognise that SSD will not be applicable in all cases due to budget constraints, where possible a practical alternative solution will be utilised.						
2.4							
2.5	In 2022, when this plan was first produced, a 10-year capital requirement of £630 million was identified, however, due to the effects of inflation and continued under investment, the 10-year investment figure is now over £818 million, an increase of 30%. The details contained within the plan are aspirational, reflecting the overall asset investment requirements for the existing asset portfolio, and for this reason are not fully reflected within the proposed Capital Programme 2025-28.						
2.6	The Strategic Service Review Programme (SSRP) will identify how we need to change as a Service to achieve the outcomes set out in our Draft Strategy 2025-2028 and our Operations Strategy, as well as resolving the financial challenges we face over the next four years. SSRP is structured around three distinct programmes: Service Delivery Review (SDR), Enabling Infrastructure (EI), and Corporate Services Review (CSR).						

2.7	Through SDR we will be working to explore opportunities to deliver a modernised and sustainable service, which may enable the asset base to evolve as we work with partner organisations and seek to embrace public service reform. In future years SDR will inform how this RBCIP evolves.
2.8	A business case using the Treasury Green Book checklist was prepared and submitted to Scottish Government in 2024/25 for approximately 50 Community resilience Hubs using Modern methods of construction (MMC). Whilst the business case did not secure separate funding this, together with SAMP for Property and previous iterations of the Risk Based Investment Plan, has highlighted the need to address non-compliance of workplace regulations at some rural and remote stations.
2.9	On 10 February 2025 SFRS received an Enforcement Notice from the Health and Safety Executive (HSE), relating to 3 Fire Stations on the Shetland Islands, for the failure to provide sufficient welfare arrangements under The Workplace (Health, Safety and Welfare) Regulations 1992. SFRS have addressed this Improvement Notice by putting immediate management actions in place and are reviewing the impact on asset investment requirements.
<b>3</b>	<b>Main Report/Detail</b>
3.1	The Risk Based Capital Investment Plan sets out a framework of risk decision criteria relative to Property, Fleet and Equipment.
3.2	As at April 2024 the undernoted information indicates that SFRS <b>property assets</b> do not adequately support service delivery: <ul style="list-style-type: none"> <li>• the condition of 41% of the operational property estate is classed as poor or bad;</li> <li>• In terms of suitability 75% of the operational estate is classed as poor or bad;</li> <li>• The age profile of the property estate shows that <b>61%</b> is over 30 years old.</li> </ul>
3.3	When measured against the principles of Standard Station Design, 75% of the existing fire station estate has been assessed as poor or worse. Issues include insufficient dignified welfare facilities; lack of disabled access and facilities; insufficient space to store and to dry kit, garage the vehicle, or maintain breathing apparatus.
3.4	Over the last 10 years SFRS have been relatively successful at diversifying the workforce with regards to gender, which has highlighted the lack of suitable accommodation at many fire stations for a mixed workforce. Specifically, over the last 2 years significant efforts have been made to address this issue with new gender-neutral welfare facilities created in Stations at Alloa, Inverness, Stirling, Dingwall and Edinburgh. We will continue to monitor and address this issue where possible as part of on-going Capital work.
3.5	In May 2019 a safety alert was issued by the building and civil engineering industry's Standing Committee on Structural Safety (SCOSS) following a recent (2018) failure in a flat roof constructed from Reinforced Aerated Autoclaved Concrete (RAAC). At present 13 fire stations, remain as a safety risk due to the potential for roof collapse. Temporary emergency measures have been put in place, with recurring resource costs. However, the safest and most cost-effective long-term solution in most cases is to rebuild these stations. The timeline for one new station to be built, through the agreement, planning, design and build stage is approximately 24 to 36 months. With regards to RAAC roofing the progression of deterioration or sudden failure could result in the loss of operational capacity in the local area of affected fire station(s) within this period.
3.6	We have created a risk framework that shows the fire stations with the greatest areas of risk and in need of either replacement or major refurbishment. This matrix takes account of property condition, suitability and operational activity data, excluding false activations,

	for the 355 stations averaged over the last 3 years. Consideration was also given to provision of welfare facilities relative to gender balance within stations.
3.7	Our Risk Based Capital Investment Plan provides further details on the approximate <b>£498 million</b> estimated funding required to bring the existing operational property estate to the level of standard station design.
3.8	Recognising Scottish Government (SG) and UK finances are constrained due to global events, such as the continuing war in Ukraine, SFRS has adopted a risk-based approach to allocating capital funding over the next three years, to minimise the risk of failure of service delivery. Continued under investment will however lead to increasing resource costs to maintain assets until investment levels can be increased. Whilst the current funding available is insufficient, capital must be allocated on the most urgent risks that need to be addressed.
3.9	Since 2016 the size of the <b>fleet</b> has increased from 1,277 to 1,570 vehicles, which represents an increase of over 23%, albeit 270 relate to flexi duty officer cars that were previously provided via personal leasing/essential car users. In the current year 675 vehicles are older than the stated vehicle replacement cycle, representing an investment backlog of over <b>£105 million</b> . SFRS require significant capital investment of <b>£270 million</b> over the 10-year plan period, this includes approximately £11 million per annum to offset the investment backlog.
3.10	There are thousands of items of <b>operational equipment</b> items, ranging from ladders, fire hose, helmets, torches and breathing apparatus. In the current year over 19,000 equipment items are older than the stated replacement cycle, representing an investment backlog of around <b>£13 million</b> . £1.3 million per annum has been added to each year within the proposed 10-year programme to offset this, the 10-year requirement for Equipment and PPE is over <b>£50 million</b> .
3.11	Digital and Technology Infrastructure (ICT) is not currently included within the scope of the Risk Based Capital Investment Plan, however this will be incorporated from next year once the Service Asset Management Plan for this asset category is completed. The document will reflect the changing funding and deployment models in this area, including the growth in Software as a Service (SAAS) and Cloud computing.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to approve the report.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk/Risk Appetite</b>
5.1.1	In relation to breaching budgetary limits SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets.
5.1.2	In relation to multi-year capital planning, SFRS has an Open risk appetite. We are prepared to initiate capital investment beyond confirmed future funding, aligned to careful monitoring and management, to ensure the maximum possible investment in our asset priorities.
5.1.3	In relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite, while also being Ambitious to explore new delivery models, specifically related to SSRP, utilising various data and information sources.
5.1.4	Insufficient budget to meet the annual maintenance requirements of the inherited estate, compounds the deterioration of SFRS properties and our ability to implement Standard Station Design to any meaningful extent. Similarly retaining older vehicles and equipment in operational service increases our risk of breakdown or equipment failure.

5.1.5	We continue make the case for investment with SG; and seek additional sources of funding through Government grants for energy projects and collaborative opportunities with partner organisations.
5.2	<b>Financial</b>
5.2.1	For reference the Audit Scotland report published in May 2018 reported an investment backlog of <b>£389 million</b> and termed this as insurmountable. The total investment backlog for Property (£498m), Fleet (£105m) and Equipment (£13m) is <b>£616 million</b> . Within the space of 5 years this investment backlog has substantially increased by 59%. As the Plan makes clear, additional Capital funding will be required in order to deliver the proposed improvements to fleet, property and equipment assets. The investment required over 10 years to clear the current backlog and deal with investment requirements that will arise over the next 5 years means that SFRS would need <b>£818 million</b> to bring the current asset portfolio up to the required standard.
5.2.2	In terms of Property, the introduction of for Standard Station Design; dignified facilities, and the control of contamination as well as the £67 million required for the RAAC roofing issue have significantly contributed to this increase.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	In accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030, fire station design standards will take account of the whole life cost of our buildings, whilst reducing energy consumption and carbon emissions and contributing to the 6% per annum carbon reduction target. Unless the investment backlog of our fleet and properties is addressed with significant capital funding for replacement, SFRS will be unable to meet the carbon reduction target.
5.4	<b>Workforce</b>
5.4.1	The capital programme has included some provision for dignified facilities where immediately required. In order to encourage a diverse workforce, we will distribute investment across more Fire Stations to make these enhancements.
5.5	<b>Health &amp; Safety</b>
5.5.1	All users of SFRS equipment assets will be required to adopt SFRS health and safety procedures whilst utilising equipment assets.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	Wellbeing improvements are highlighted in paragraph 5.4.1.
5.7	<b>Training</b>
5.7.1	Training, for asset users, technicians and others is critical in ensuring the health, safety and wellbeing of asset users and the public, and in maximising the productive capacity of the asset. Provision will be made to ensure this is appropriately resourced.
5.8	<b>Timing</b>
5.8.1	This Risk Based Investment Plan covers the period 2025/26.
5.9	<b>Performance</b>
5.9.1	With regards to Fleet, Property and Equipment assets performance will be measured and reported through the Service Delivery Board. With regards to performance management, a range of qualitative and quantitative Key Performance Indicators (KPIs) will be measured to show progress over time and will also be used for benchmarking purposes against other blue light partners. As can be evidenced within the Risk Based Capital Investment Plan, the condition and suitability of the Property estate has started to improve due to greater Capital investment

5.10	<b>Communications &amp; Engagement</b>	
5.10.1	The SDR Programme has been made aware of the situation at each of the 14 sites with Reinforced Autoclaved Aerated Concrete (RAAC) roofing and the likelihood of requirement for replacement in the short term. The SG Sponsor Team have been kept apprised of this risk-based approach. Emergency service partners have also been advised of our findings through the Joint Asset Sharing Group and Reform Collaboration Group. The proposed risk-based approach has been developed in conjunction with the Strategic Leadership Team.	
5.11	<b>Legal</b>	
5.11.1	Health and safety legislation places a clear responsibility on SFRS to provide a safe workplace. Compliance with these principles will assist SFRS to fulfil its obligations as an employer under the Equality Act 2010 as well as Health & Safety at Work legislation.	
5.11.2	SFRS has statutory duties to respond to fire and rescue incidents. The continued lack of investment in our assets may impact our ability to respond in the future. The potential for discrimination claims due to lack of suitable facilities for a modern workforce have been highlighted. The lack of segregated areas for Personal Protective Equipment (PPE) may lead to future ill health related claims for the Service.	
5.11.3	Acknowledgement that for a number of SFRS fire stations are failing to comply with legislative obligations in relation to minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992. The incorporation of measures to control contaminants will benefit the health and safety of SFRS employees, as will the defined secure lines controlling areas open to the public.	
5.12	<b>Information Governance</b>	
5.12.1	Not at this time.	
5.13	<b>Equalities</b>	
5.13.1	EIA completed: Yes. An Equality Impact Assessment (EIA) has been completed.	
5.14	<b>Service Delivery</b>	
5.14.1	The delivery of the Risk Based Approach will have a significant impact on Service Delivery, improving Fleet, Property and Equipment assets, communications and access to information.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Finance and Contractual Services presented the Board with the Risk Based Capital Investment Plan 2025 for approval, 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 and will inform the Capital Programme for 2025/26 – 2027/28.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Director Finance and Contractual Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<b>Substantial/Reasonable/Limited/Insufficient</b>
7.3	<b>Rationale:</b>	The Risk Based Capital Investment Plan follows the guidance detailed with the Asset Management Policy (AMP). The AMP provide rules and consistent structure on how we manage key assets; this includes the creation of an Asset Management System that reflects the interrelation between asset policies, objectives and processes necessary to achieve the organisation's objectives.

		<p>The content of the Asset Management Policy was reviewed by Scottish Futures Trust to ensure that it linked to the Scottish Government’s Infrastructure Investment Plan (IIP) which provides a common framework to inform planning and decision making in public sector infrastructure investment.</p> <p>Following approval by Strategic Leadership Team and the SFRS Board, the Risk Based Capital Investment Plan is prepared annually to ensure that Asset Management can track performance and take any corrective action where necessary. This additional reporting and governance will result in targeted and transparent Capital Investment.</p>
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A: Risk Based Capital Investment Plan 2024	
8.2	Appendix B: Equality Impact Assessment	
8.3	<p><u>Further reading:</u></p> <ul style="list-style-type: none"> <li>• <a href="#">HM Fire Service Inspectorate - Inspection of the Scottish Fire and Rescue Service’s Management of its Fleet and Equipment Function (2019)</a></li> <li>• <a href="#">Audit Scotland - Scottish Fire and Rescue Service – An Update (2018)</a></li> <li>• <a href="#">Asset Management Policy 2023-28</a></li> <li>• <a href="#">Strategic Asset Management Plan (Fleet) 2022-27</a></li> <li>• <a href="#">Strategic Asset Management Plan (Property) 2023-28</a></li> <li>• <a href="#">Strategic Asset Management Plan (Equipment) 2023-28</a></li> <li>• Training Service Asset Management Plan 2024</li> </ul>	
<b>Prepared by:</b>	Ijaz Bashir – Head of Asset Management Stuart Free – Asset Quality Manager	
<b>Sponsored by:</b>	Sarah O’Donnell, Director Finance and Contractual Services	
<b>Presented by:</b>	Ijaz Bashir – Head of Asset Management	
<b>Links to Strategy and Corporate Values</b>		
<ul style="list-style-type: none"> <li>• Objective 4.1 We will maximise our contribution to sustainable development through delivery of economic, social, and environmental benefits for the communities of Scotland.</li> <li>• Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.</li> <li>• Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.</li> <li>• Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>20 March 2025</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 March 2025</i>	<i>For Approval</i>





# Risk Based Capital Investment Plan

2025

Working together for a safer Scotland



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## 1. Executive Summary

As one of the largest Fire and Rescue service in the world the Scottish Fire and Rescue Service (SFRS) has an asset portfolio worth around £0.5 billion comprising land and buildings, including 355 fire stations, 1,570 fleet vehicles and thousands of items of operational equipment, all of which are critical to the effective delivery of services to our communities across Scotland. SFRS play a significant collaborative role in supporting communities through joined up service delivery. Despite significant investment over the past eleven years, there remains a substantial inherited backlog investment issue to enable all assets to achieve satisfactory ratings for condition and suitability.

In 2018 Audit Scotland recognised and reported a need for action in this regard and recommended to bring its property, vehicles, and other assets across Scotland up to a minimum satisfactory condition and maintain them over the next ten years, the SFRS requires an average annual investment of £82 million. The SFRS Property and Fleet estate requires critical investment to ensure that we have the right stations and vehicles fit for the 21st century to support evolving community risk.

SFRS has set a timescale to achieve Net Zero Carbon in line with Scottish Government requirements however we have insufficient funding for the works identified in the Carbon Management Plan making it very likely we will fail to meet targets within the identified timescales. There is also a significant cost uplift to be factored in when replacing an internal combustion engine (ICE) vehicle with an Ultra-Low Emissions Vehicle (ULEV). With the current levels of funding, it is very unlikely that SFRS will achieve the ambition of achieving 100% light fleet being ULEV by 2030 in line with Scottish Government target.

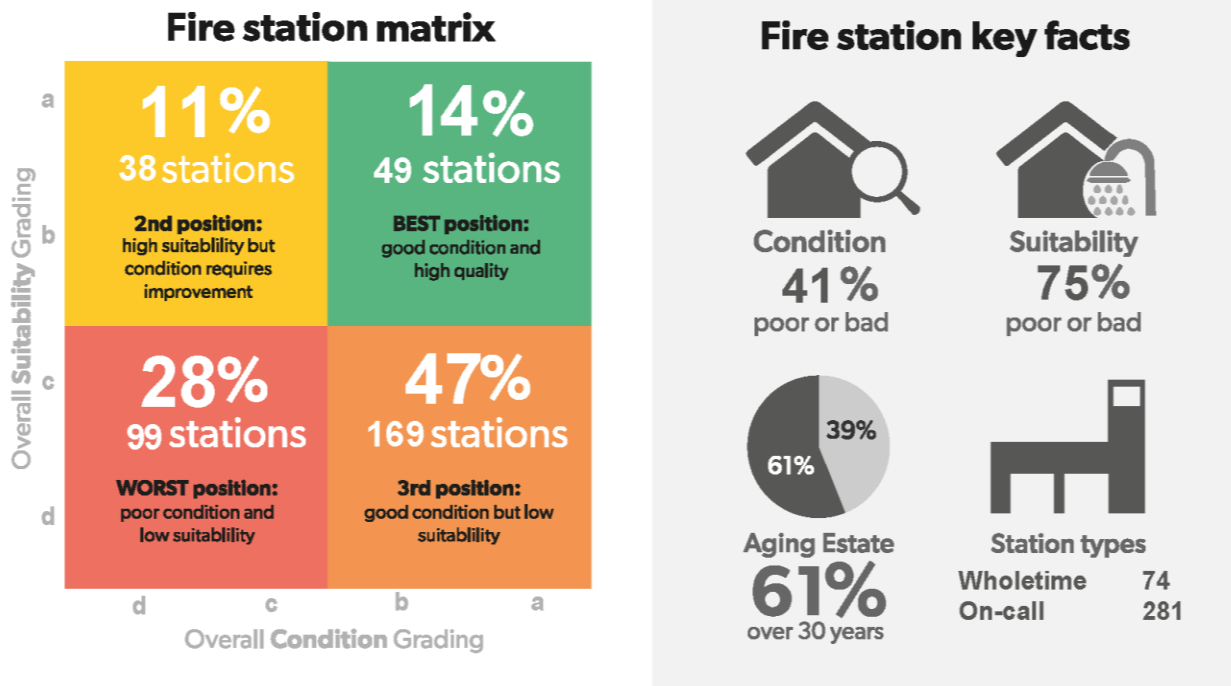
We have created this Risk Based Capital Investment Plan for Equipment, Fleet and Property assets, this operates within the Asset Management System governing Service assets. This document sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management. Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to The SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets with the highest risk of failure, Fire Stations with Reinforced Autoclaved Aerated Concrete (RAAC) roofs for example, or which have the highest operational impact from failure, and to address those issues of concern for the health and safety of asset users.

The ten-year Capital Investment plan identifies the gap between the amount that Scottish Government allocates to SFRS for fleet, equipment, and property to what is required to deliver a 21st century fire service. In 2022, when this plan was first produced, a 10-year capital requirement of £630 million was identified, because of inflation and continued under investment the 10-year investment figure is now over £818 million, an increase of nearly 30%.

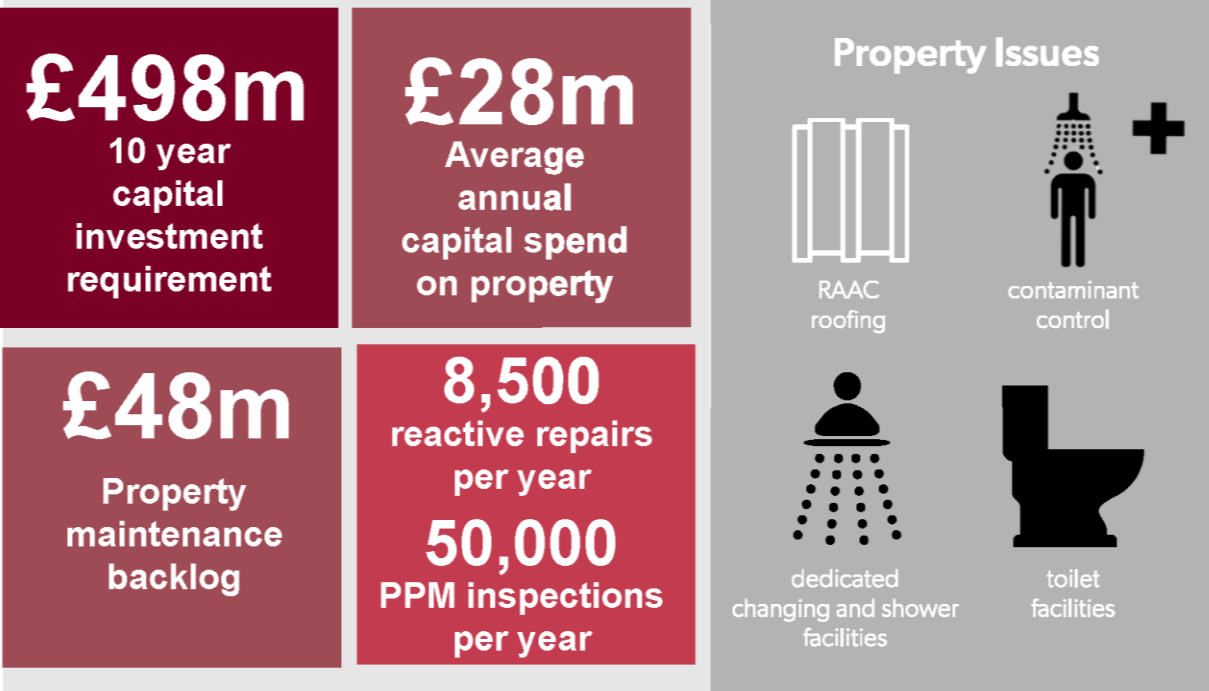
The Service Delivery Review Programme (SDRP) has been established to provide a modernised fit for purpose, safe and sustainable Service, that will deliver for communities across the whole of Scotland. Aligned with the SDRP, the Risk Based Capital Investment Plan will take account of evolving asset requirements following public consultation to deliver a modernised and sustainable service, which will enable the asset base to evolve as we work with partner organisations and seek to embrace public service reform.

## 2. SFRS Estate in Numbers:

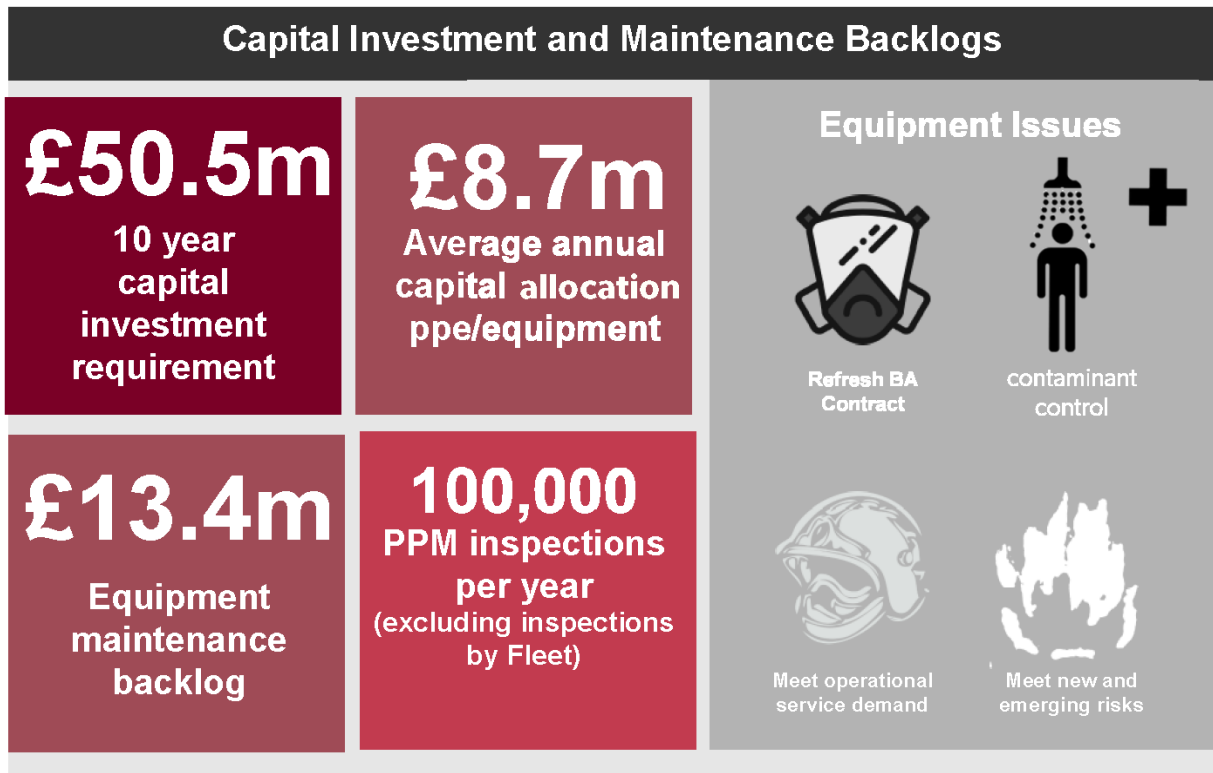
### Property



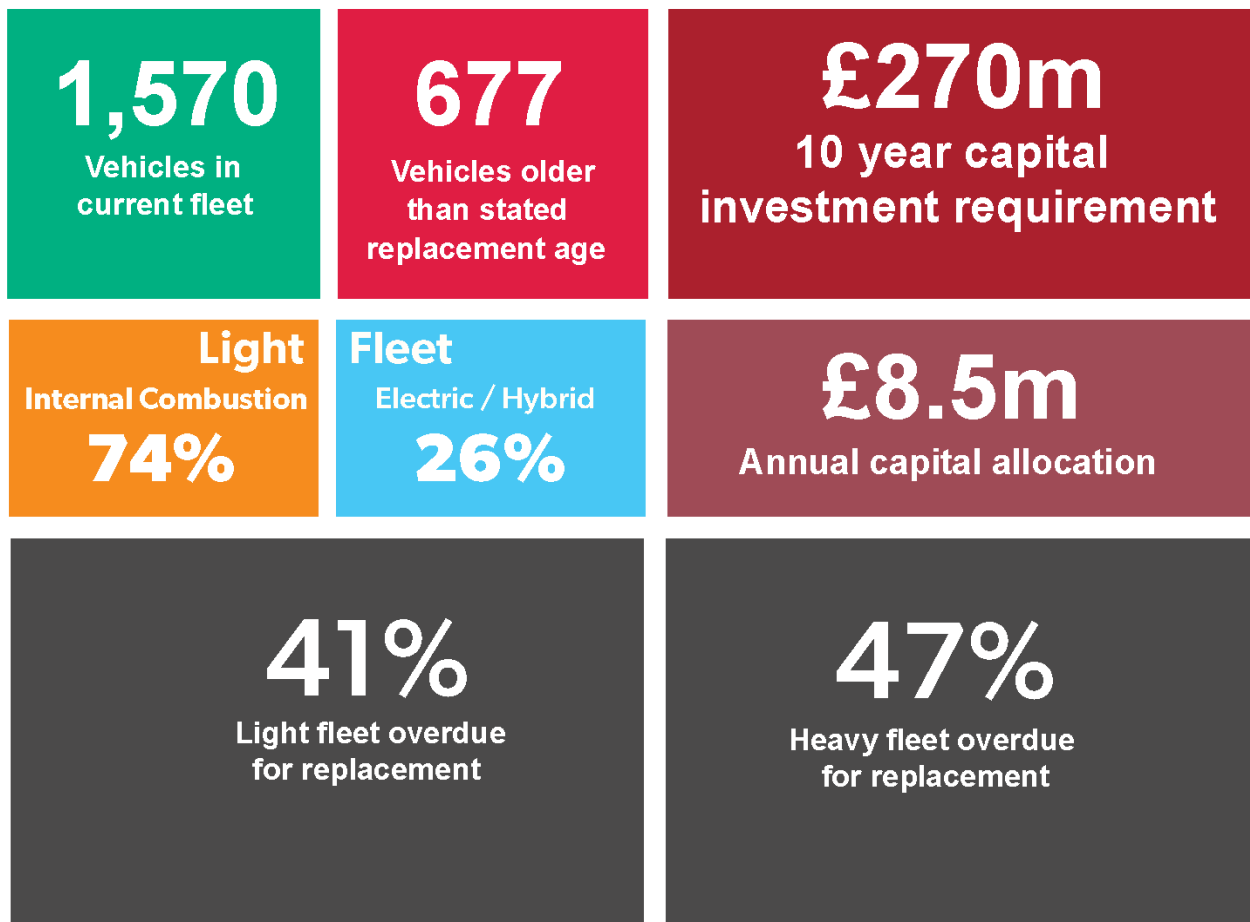
### Capital Investment and Maintenance Backlogs



## Equipment



## Fleet



## 3.0 Background and Context

### 3.1 Introduction

The Scottish Fire and Rescue Service (SFRS) employs over 7,500 people, of which approximately 2,870 are on-call firefighters. On call firefighters are a vital part of the SFRS, providing a professional emergency fire and rescue service to their local communities. Four out of five of Scotland's 355 fire stations rely wholly, or in part on on-call firefighters. They are an essential element of our service provision and can be called to emergencies, while at home or at work, and are requested for duty at the local station if they are available. There is evidence from stakeholder engagement with Fire stations during consultations for the Strategic Asset Management Plan for Fleet and Property, that it is becoming increasingly difficult to recruit on-call firefighters due to the poor condition of our Fire Stations and fleet.

SFRS, established in 2013 with a purpose to improve the safety and wellbeing of people throughout Scotland, is heavily reliant upon its physical asset base to enable our people to successfully protect communities. Within this portfolio we operate 355 fire stations, the number and location of which has not changed notably since regional services were established in the late-1940s a vehicle fleet of 1,570, and thousands of items of operational equipment.

For context, in March 2025, property held by SFRS was valued at £487 million and our vehicle fleet was valued at £54 million. Funding for asset investment is provided by the Scottish Government through Grant in Aid. In the financial year (2025/26) SFRS has been allocated a capital budget (Departmental Expenditure Limit – DEL) of £47 million.

Audit Scotland (AS) published a report in May 2018 titled “Scottish Fire and Rescue Service – An Update”. Within this report AS noted that SFRS required £389 million to maintain and invest in its property, vehicles, and equipment. AS further noted, “this backlog is insurmountable without transforming the SFRS current model for delivering services and additional investment.” AS warned if funding was not significantly increased then the risk of asset failures, such as vehicle breakdowns, would increase.

HM Fire Service Inspectorate (HMFSI) published a report in May 2019 titled “Inspection of the Scottish Fire and Rescue Service’s Management of its Fleet and Equipment Function”. Within the report HMFSI noted “one third of the SFRS frontline vehicles are older, and in some cases considerably older, than the stated vehicle replacement cycles.” HMFSI further noted vehicles which should have been retired some time ago are kept in operational service leading to higher maintenance costs to service ageing assets.





In 2019 a safety alert was issued by the building and civil engineering industry’s Standing Committee on Structural Safety (SCOSS) following a failure in a flat roof constructed from Reinforced Autoclaved Aerated Concrete (RAAC). The Service has undertaken extensive inspection and assessment of the estate and identified 14 sites which have RAAC plank roofs.

As a result of the RAAC Roofing issue, together with carbon reduction commitments, as well as an increasingly diverse workforce requiring dignified facilities there has been a new review of all assets which has seen the insurmountable sum identified in 2018 increase from £389 million to the proposed 10-year investment requirement of £818 million. The SFRS has previously been successful in securing additional funding for energy projects, access to funding is key to the success of this plan. As such, significant work is underway to engage with Scottish Government, Transport Scotland and other

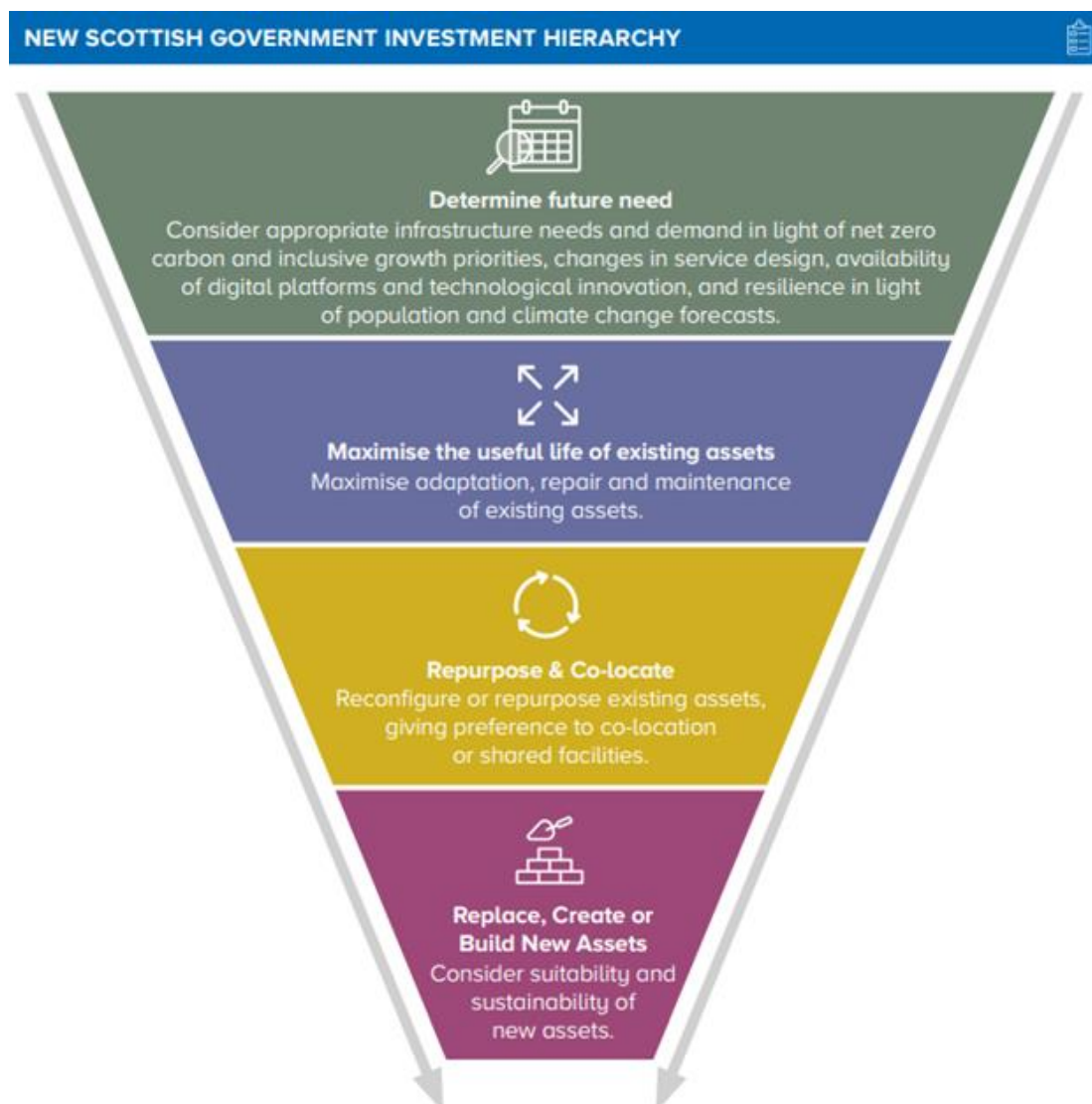
partner bodies, including Scottish Futures Trust (SFT), to maximise access to all relevant funding streams.

### 3.2 Strategic Drivers

There are a number of internal and external Strategic Drivers that have influenced this Plan, these are listed below. The SFRS approach to this document is guided by these four categories of strategic drivers. These describe The SFRS commitment to asset management and to achieving the benefits that can be delivered through effective use of the portfolio. These objectives are important for decisions made in respect of our assets and are consistent with the objectives detailed within the Asset Management Policy and within Strategic Asset Management Plans (SAMPs) for Fleet, Property and Equipment.

Collaborative	Service Led	Net Zero	Modernising
 <p>Shared with emergency services partners</p>	 <p>Based upon operational need</p>	 <p>Reduces energy use</p>	 <p>Improves provision of dignified welfare facilities</p>
Available to other public sector bodies	Planned in conjunction with key partners	Improves building efficiency	Provides contaminant control
Used by local communities	Cognisant of SFRS operational strategy	Reduce carbon emissions from fleet	Deals with Reinforced Aeated Autoclaved Concrete (RAAC) roofs
Supports scottish emergency services national collaboration strategy	Linked to Service Delivery Model Programme (SDMP)	Provides EV charging infrastructure	Tackles backlog investment issues across the Estate
Work within the Scottish Government investment hierachy	Ties into SFRS long-term visin and strategic plan	Meet Scottish Government low carbon target requirements	

In this way, this document demonstrates SFRS is working within the Scottish Government’s new Investment Hierarchy approach, as outlined in the Scottish Government’s A National Mission with Local Impact Infrastructure Investment Plan for Scotland 2021-22 to 2025-26, which says, “Our Infrastructure supports Scotland’s resilience and enables inclusive, net zero, and sustainable growth”. This is through demonstrating future need, maximising the life of existing assets as far as possible, seeking opportunities to co-locate, and seeking funding to replace and build new assets by considering the suitability and condition of our assets.



Similarly, we will use the SFT’s Place Guide to inform our approach within this Plan.



## 4.0 Risk Based Approach

### 4.1 Introduction

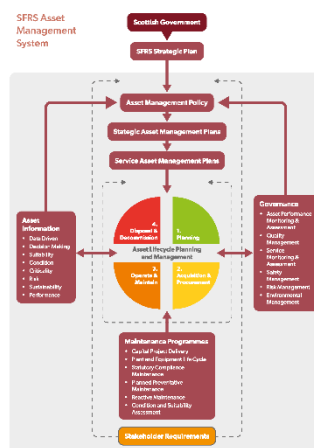
Risk management is an integral part of good asset management practice. Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost, reliable asset information therefore is the foundation of sound asset risk management practices in an organisation. Expenditure on assets is rationalised by using an assessment of the risk exposure acceptable to the different stakeholders. Risk management has been widely incorporated into industry best practice for asset management, such as the International Standards Organisation (ISO) 55000 series of standards.

### 4.2 Asset Management Policy



The SFRS Asset Management Policy sets out how we will manage, maintain and develop our assets. The Policy, approved by the Board in November 2023, uses a Strategic Asset Management Framework (SAMF) approach developed by the Royal Institute of Chartered Surveyors (RICS). This requires an Asset Management Policy to provide rules and consistent structure to how we manage key assets, this includes the creation of Asset Management Principles, which link to the higher-level organisational strategic objectives.

The Asset Management Policy is designed to ensure that Strategic Asset Management Plans (SAMPs) are reflected in the business decisions of all parts of the organisation. The SAMPs support this approach with clear principles and objectives as a framework for the continuous maintenance and development of our physical assets across the Service. It sets down the rules of behaviour for the organisation, as far as asset decision making is concerned, to ensure that the SAMPs can be delivered transparently through a consistent process. The SAMPs contain a suite of living documents divided into three clear parts that can be updated separately to remain relevant and each one of three SAMPs that underpin the overarching Asset Management Policy clearly detail how asset performance and risk will be managed effectively. Appendix 1 details the Asset Management risk matrix and links this to the SFRS strategic risk register.



## 5.0 Property

### 5.1 Introduction

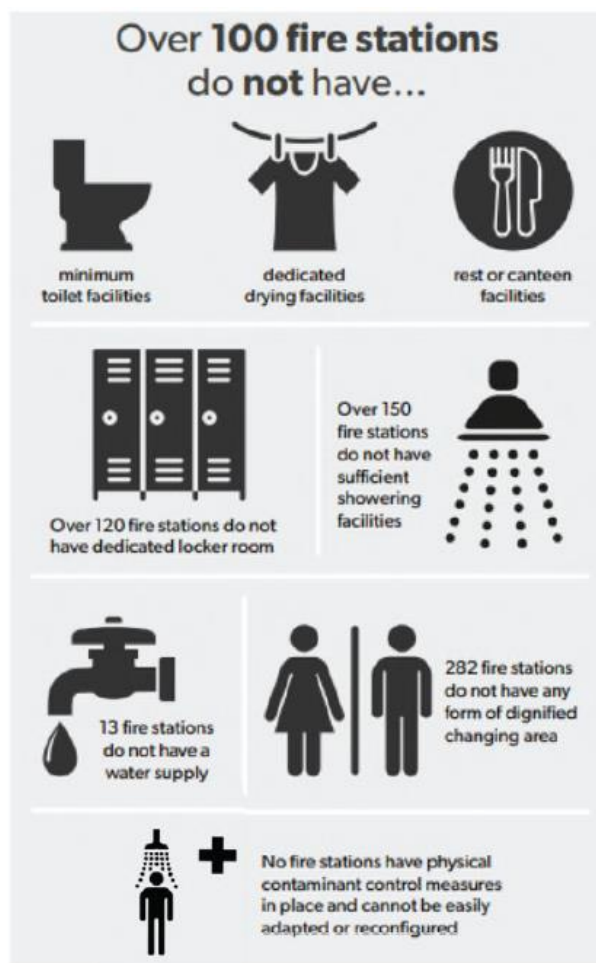
SFRS has insufficient budget provision to meet the 2018 Audit Scotland recommendation of an average annual investment requirement of £80.4 million for property, vehicles and equipment assets. In 2022 the Risk Based report detailed investment requirements for Property of £41 million per annum. Due to a combination of factors including tender price inflation that figure has changed in 2025 to a £50 million requirement per annum. Lack of investment compounds the continual deterioration of the condition of SFRS properties.

In 2020 the SFRS Board agreed to support the principles of Standard Station Design, (SSD) as the starting point for all future new build fire station developments, and also agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. Work is ongoing with Fire Services across the UK through the NFCC National Fire Estates Group to share best practice and benchmark new build station design and construction projects to better inform standard station design. The case continues for investment with the Scottish Government; as well as to seek additional sources of funding such as Government grants for energy projects and to seek collaborative opportunities with partner organisations to share the burden of investment.

### 5.2 Property Issues

Over the last twelve years SFRS has been relatively successful at diversifying its workforce with regards to gender; the ratio of female to male recruits has significantly increased over this period. There are a number of requirements specific to fire stations which are assessed under suitability but there are also some basic requirements associated with them as places of work such as meeting the minimum legal requirements of the Workplace (Health Safety & Welfare) Regulations 1992. SFRS are currently in breach of these regulations due to some stations not having toilets or washing facilities. To achieve legal compliance, SFRS require funding for identified stations.

SFRS has set a timescale to achieve Net Zero Carbon in line with Scottish Government requirements however has insufficient funding for the works identified in the Carbon Management Plan making it very likely we will fail to meet targets within the identified timescales therefore making Net Zero Carbon another risk factor.



### 5.3 Strategic Services Review Programme (SSRP)

The Strategic Services Review Programme (SSRP) was established to explore ways to look at how we deliver our services across the whole of Scotland while resolving immediate financial challenges that we faced from 2024-25. SSRP has 3 components - Service Delivery Review (SDR), Enabling Infrastructure (EI) and Corporate Services Review (CSR). SDR will determine where we require to have fire stations and EI will provide them. To date, within Enabling Infrastructure, this has involved the closure of our West SDA Headquarters in Hamilton.

SFRS want to be a modern, sustainable fire and rescue service that is ready for the challenges of Scotland's future. To achieve this, there are changes we must make. For example, Scotland has changed, and we know that some of our stations and appliances are located based on historical risks that no longer exist. At the same time, we have many ageing buildings that are no longer fit for purpose and require urgent action. Through SDRP, we want to address those challenges and free up or redistribute our resources to invest in other areas such as training, innovation and prevention. This could involve changes to where our stations and appliances are based; and how and when we staff our resources.

A suite of configurations has been agreed following workshops with decision makers within SFRS and this suite will then be presented for public consultation with results and a final programme of change produced by the end of 2025.

### 5.4 Reducing Exposure to Contaminants

Worldwide research into the potential effect of contaminants on firefighters continues to provide evidence that exposure may put those responding to, or attending incidents, at an increased risk of related future health issues. It has been established that unburnt products of combustion produced by fire are a major source of contaminants, some of which have proven to be carcinogenic. The SFRS is committed to mainstreaming behavioural, cultural, and organisational change to ensure the protection of our personnel and has developed initiatives such as 'clean cab' appliances and established a cross Directorate SFRS Contaminants Group. We will continue this work, incorporated within the approach to SSD.

The SFRS have undertaken work to minimise the risk of contaminants for staff. This includes a substantial review of how training is undertaken, and fire appliances, personnel and Personal Protective Equipment (PPE) are decontaminated during and following training or an incident. Station zoning systems have been trialled and are now being introduced to prevent cross contamination from contaminated to clean items/areas. SFRS also operates a specialist cleaning and repair contract which allows Firefighters PPE to be fully decontaminated post-incident with specialist decontamination wipes; repaired as per manufactures instructions and in line with the British standard for the cleaning and repair of firefighters PPE.



The process for contaminant control in some older stations is hindered by their design not allowing reconfiguration without major investment or replacement. Recognising the need to ensure the wellbeing of firefighters, replacement of these stations is required to meet contaminant control and welfare facilities. Recent refurbishments at Dingwall, Newcraighall and Galashiels have resulted in provision of gender-neutral facilities and contaminant control pathways.

Most of the SFRS Training Centres Compartment Fire Behaviour Training (CFBT) units are approaching end of useful economic life. A five-year capital plan to replace these units has been set out within the Training Service Asset Management Plan. Additionally, only two, Newbridge and Portlethen, have smoke capture and this is an outstanding requirement at all other sites. Significant funding is required to replace these.

## 5.5 Service Asset Management Plan for Training Directorate



The Service Asset Management Plan for the Training Directorate now sits below the suite of Strategic Asset Management Plans (SAMPS) in support of the Asset Management Policy. Site visits and face to face consultations were undertaken with online questionnaires issued to seek the opinions of trainers and course attendees. The consultation exercise informed the plan whilst enabling an action plan within the document.

This plan followed the principles set out in the SAMPS and reflects the condition of fleet, property and equipment within the Training Estate and prioritised expenditure in support of the Training Vision and Strategy. The first year of capital investment for 2024/25 is nearing completion with future expenditure programmed until 2030.

## 5.6 Standard Station Design (SSD)

Each fire station is a key symbol of SFRS presence within a local community, and in many cases, is used directly by the community, as well as being a strategic location from which our services are provided. In August 2020 the SFRS Board agreed to support the principles of SSD, as the starting point for all future new build fire station developments, and agreed for this to be adopted where reasonably practical in subsequent refurbishment projects. SSD is a set of design standards that will be applied when building a new fire station or refurbishing an existing property and contains the undernoted strategic design principles:

- Accommodation
- Corporate Specification
- Design Flexibility
- Staff and Visitor Welfare
- Safety
- Adjacency
- Contaminant Control
- Environmental, Energy and Carbon
- Security
- Training

SSD is currently under review and will be updated as part of SFRS work with the National Fire Chiefs Council (NFCC) National Fire Estates Group (NFEG). When measured for suitability against the developed SSD, 41% of the existing fire station estate has been assessed as poor or worse. Issues

include insufficient dignified welfare facilities; lack of disabled access and facilities; insufficient space to store and dry kit, garage the vehicle, or maintain breathing apparatus.

### 5.7 Reinforced Autoclaved Aerated Concrete (RAAC) Plank Roofs

In 2019 a safety alert was issued by the building and civil engineering industry’s Standing Committee on Structural Safety (SCOSS) following a failure in a flat roof constructed from RAAC. The Service has undertaken extensive inspection and assessment of the estate and identified 14 sites which have RAAC plank roofs. Galashiels was the first affected site to have remediation works completed in 2024/25. The remaining stations will either have remediation/refurbishments or new build at a cost of £68.5 million based as at today’s prices using the Building Cost Information Service (BCIS), however it should be noted that currently the Tender Price Indices (TPI) are approximately 2.3% which suggests the cost for projects delivered in the future will be far greater than the current estimated cost.



**RAAC Remediation at Galashiels**

- Crewe Toll
  - Cumbernauld
  - Dalkeith
  - Livingston
  - Marionville
- Hawick
  - Helensburgh
  - Huntly
  - Liberton
- Milngavie
  - Portree
  - Stewarton
  - Tranent

The remaining 13 stations, 6 Wholetime, 3 wholetime and on-call and 4 on-call, are listed above. These sites have been surveyed to identify deterioration and temporary works such as localised propping and the erection of crash decks have been designed and installed. The sites remain subject to an ongoing quarterly inspection regime at a cost of £100,000 to monitor condition and any further signs of deterioration. There is a clear ambition that over the course of 5 years SFRS will have no Fire Stations with RAAC roofs as shown in the chart below:



## 5.8 Design Principles

A key element of this strategy is a series of guiding design principles developed in consultation with stakeholders across our organisation. They reflect our core organisational strategic drivers, the need for our evolving estate plans to be demand-led, collaborative and modernising where possible, ensuring that our asset estate is cognisant of the SSD principles and the work on-going with regards to the SSRP.

Following agreement of SSD, the requirement for individual dorms where applicable, gender-neutral facilities and the control of contamination has resulted in a further risk factor and has a negative impact on the suitability of the entire estate. There are a further 60 on-call stations classed as unsuitable for a modern service where stations consist of buildings such as a shed, a farm out building, or a metal container. The age profile of the current estate shows 61% of the property estate is over 30 years old. We also have a huge investment requirement detailed in Carbon Management Plan to reduce Carbon footprint by 60% by 2030.

## 5.9 Property Condition

The fundamental basis of effective property asset management is the need for robust and up to date information on property condition and investment need, including the whole life cost of the asset.

In addition to ongoing RAAC condition surveys and monitoring, SFRS have a planned five year rolling program of condition surveys which in conjunction with other property information such as asbestos surveys, legionella risk assessments, gas risk assessments, fire risk assessments, full electrical inspections, drainage surveys and reports from our planned preventative maintenance programme allow us to assess all our properties through a method of weighted scoring to determine the current and changing condition of the property portfolio and position our property in pre-determined categories.

<b>Condition Rating</b>	<b>A</b>	<b>Good</b> - Performing well and operating effectively
	<b>B</b>	<b>Satisfactory</b> - Performing adequately but showing minor deterioration
	<b>C</b>	<b>Poor</b> - Showing major defects and/or not operating adequately
	<b>D</b>	<b>Bad</b> - Economics life expired and/or risk of failure
<b>Priority Rating</b>	<b>1</b>	<b>Must do (immediate)</b> address essential Health and Safety/ comply with law/avoid service disruption
	<b>2</b>	<b>Should do (within years 1 and 2)</b> achieve maintain basic standards
	<b>3</b>	<b>Would do (within years 3 to 5)</b> desirable works if affordable

Building Element Weighting	
Structure	42%
Internals	15%
Services	30%
Externals	13%
<b>Total</b>	<b>100%</b>

SFRS currently operate a system, as defined by the Scottish Government Condition Core Fact document, whereby each defined element of a building is allocated a condition rating A to D. This same rating system is used to determine the overall condition of the building. SFRS select from three priority ratings when deciding upon the nature and urgency of the works required. Condition and

priority information subsequently feeds into an overarching risk prioritisation matrix that helps to inform strategic asset management decision making.

		Good	Satisfactory	Poor	Bad	Total	
Year	-	No.	No.	No.	No.	No.	Backlog (£)
2024	ON-CALL	0	180	94	6	280	£16,939,544
2024	WHOLETIME	1	35	28	10	74	£26,913,007
2024	Operational Total	1	215	122	16	354	£43,852,551
2024	CORPORATE	1	21	9	0	31	£3,012,872
2024	TRAINING	7	230	64	0	301	£1,272,041
2024	Other Total	8	251	73	0	332	£4,284,913
2024	Overall Total	9	466	195	16	686	£48,137,464

**Table 1: Property Condition**

### 5.10 Property Suitability

Condition assessments provide only part of the overall property performance evaluation, and these are augmented by assessments of suitability for each property to determine ‘fitness for purpose’. The aim of these assessments is to measure the ability of the asset to meet the current and future needs of the organisation and the building occupants whilst identifying the need for any additional, improved or alternative accommodation or services infrastructure.

Property & Facilities have developed and adopted a SSD identifying all rooms, spaces and facilities and their adjacencies and tested the Operational estate against this to assess current suitability.

		Good	Satisfactory	Poor	Bad	Total
Year	-	No.	No.	No.	No.	No.
2024	ON-CALL	4	13	189	74	280
2024	WHOLETIME	38	32	4	0	74
2024	Operational Total	42	45	193	74	354
2024	CORPORATE	11	15	5	0	31
2024	TRAINING	293	8	0	0	301
2024	Other Total	304	23	5	0	332
2024	Overall Total	346	68	198	74	686

**Table 2: Property Suitability**

These surveys have been undertaken in all our properties, and through a method of weighted scoring, similar to the condition surveys, we have determined the current suitability of properties within the portfolio and positioned them in pre-determined categories.

### 5.11 Property Condition and Suitability Matrix

In order to examine the property condition and suitability information in more detail we have created a condition and suitability matrix, see image below, that shows our 355 fire stations placed within one of four quartiles. As this illustration shows currently 99 of our fire stations have poor condition and poor suitability and are most in need of replacement and also shows anticipated improvement across the property estate up to 2030.



### 5.12 HSE - Enforcement Notice

On 10<sup>th</sup> February 2025 SFRS received an Enforcement Notice from the Health and Safety Executive (HSE) for the failure to provide sufficient welfare arrangements under The Workplace (Health, Safety and Welfare) Regulations 1992, Regulations 20, 21, 22, 24 and 25, at three fire stations within the Shetland Islands.

The above regulations require the provision of suitable and sufficient sanitary conveniences, washing facilities, facilities for changing clothing, rest facilities and an adequate supply of drinking water within each workplace.



The enforcement notice states that SFRS has “failed to provide adequate facilities at the fire stations at Bressay, Walls and Hillswick on the Shetland Islands in that there are no fixed toilets, rest facilities, showers or changing areas at any of the facilities. Further there is no running water at Walls station and no portaloo at Hillswick station. These arrangements are insufficient for any workplace but cause particular difficulties in the event of having to decontaminate after a response to a fire. This is a breach of the above regulations, and an Improvement Notice has been served in relation to this matter.”

SFRS have addressed this Improvement Notice by putting immediate management actions in place. Staff engagement was also undertaken to keep local crews involved in the process. At the moment we are still assessing the overall impact of this improvement notice and what it means for asset investment.

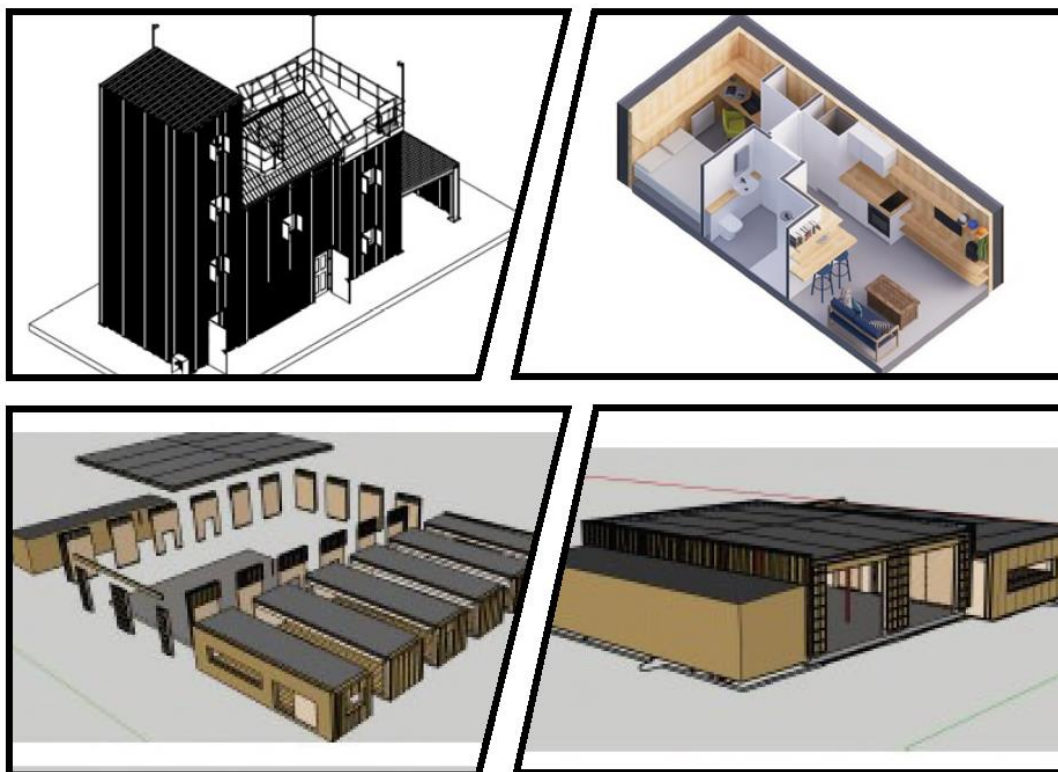


### 5.13 Community Resilience Hubs

A business case using the Treasury Green Book checklist was prepared and submitted to Scottish Government in 2024/25 for approximately 50 Community resilience Hubs using Modern methods of construction (MMC). Whilst the business case did not secure separate funding this, together with SAMP for Property and previous iterations of the Risk Based Investment Plan, has highlighted the need to address non-compliance of workplace regulations at some rural and remote stations.

A pilot project is at planning stage for the replacement of Portree Station as a hub with a satellite intended for Uig. This will demonstrate the benefits of this form of construction together with the viability of a hub and satellite operating model where crews responding from a satellite location would return from the incident to their local hub where welfare facilities would be available to ensure safe decontamination. Images below show the proposals for Portree including a training

facility and residential pod.



A review of rural and remote island locations including Orkney and Shetland will be required as part of the next phase of the Strategic Services Review Programme (SSRP). Following this review the hub and satellite model could be applied to ensure appropriate facilities are put in place to provide firefighter safety and support local communities.

### 5.14 Risk Matrix Assessment

In order to make effective property decisions and in line with our risk-based approach, we have created a risk framework that shows the fire stations with the greatest areas of risk and therefore most in need of either replacement or major refurbishment. This matrix takes account of property condition, suitability and operational activity data, excluding false activations, for the 355 stations averaged over the last three years. With regards to operational activity data the stations have been ranked 1, least activity, to 355, greatest activity.

The Risk Matrix Assessment = Station Activity Rank \* Condition Score \* Suitability Score. Two examples of the risk matrix are shown below. A Risk Matrix table will be mapped and sorted by location; station type; or any other specific suitability factor.

<u>Risk Position</u>	<u>Building Description</u>	<u>Duty System</u>	<u>Condition</u>	<u>Suitability</u>	<u>Property Score</u>	<u>Incident Rank</u>	<u>RBI Score</u>	<u>Male Firefighters</u>	<u>Female Firefighters</u>
1	Huntly Fire Station	ON-CALL	Bad	Bad	16	230	3680	10	1
2	Stewarton Fire Station	ON-CALL	Bad	Bad	16	229	3664	10	0

**Table 3: Risk Matrix examples**

The Risk Matrix Scores will be colour coded and mapped, using thematic mapping, onto our Geographical Information System (GIS). Based on the Risk Matrix Scores a table of fire stations has

been created as shown below. For this list we have used a filter to ensure that the RAAC roofing properties are at the top of the list as this is the area of biggest risk.

A further consideration is the provision of sufficient gender neutral or gender appropriate facilities against the gender balance of crews at each station. Ideally we would ensure that all fire stations have adequate facilities, however with the limited budget and where appropriate we are prioritising spend to stations where female firefighters are currently based.

<u>Risk Position</u>	<u>Building Description</u>	<u>Duty System</u>	<u>Condition</u>	<u>Suitability</u>	<u>Property Score</u>	<u>Incident Rank</u>	<u>RBI Score</u>	<u>Male Firefighters</u>	<u>Female Firefighters</u>	<u>RAAC</u>
1	Huntly Fire Station	ON-CALL	Bad	Bad	16	230	3680	10	1	Yes
2	Stewarton Fire Station	ON-CALL	Bad	Bad	16	229	3664	10	0	Yes
3	Portree Fire Station	ON-CALL	Bad	Bad	16	196	3136	8	0	Yes
4	Tranent Fire Station	ON-CALL	Bad	Poor	12	247	2964	10	0	Yes
5	Crewe Toll Fire Station	WHOLETIME	Bad	Satisfactory	8	344	2752	41	4	Yes
6	Livingston Fire Station	WHOLETIME	Bad	Satisfactory	8	329	2632	42	5	Yes
7	Liberton Fire Station	WHOLETIME	Bad	Satisfactory	8	323	2584	23	4	Yes
8	Marionville Fire Station	WHOLETIME	Bad	Satisfactory	8	315	2520	27	2	Yes
9	Dalkeith Fire Station	WHOLETIME	Bad	Satisfactory	8	302	2416	26	3	Yes
10	Milngavie Fire Station	WHOLETIME	Bad	Satisfactory	8	281	2248	25	0	Yes
11	Hawick Fire Station	WHOLETIME	Bad	Satisfactory	8	275	2200	37	0	Yes
12	Cumbernauld Fire Station	WHOLETIME	Bad	Good	4	310	1240	45	1	Yes
13	Helensburgh Fire Station & Offices	WHOLETIME	Bad	Good	4	269	1076	33	2	Yes
14	Polmadie Fire Station	WHOLETIME	Bad	Poor	12	348	4176	50	1	
15	Falkirk Fire Station	WHOLETIME	Bad	Poor	12	317	3804	35	6	
16	Macalpine Fire Station/ Dundee Operations Control	WHOLETIME	Poor	Poor	9	340	3060	47	3	
17	Beith Fire Station	ON-CALL	Poor	Bad	12	253	3036	12	1	
18	Stonehaven Fire Station	ON-CALL	Poor	Bad	12	245	2940	14	0	
19	Ardrossan Fire Station	WHOLETIME	Poor	Poor	9	297	2673	35	0	
20	Keith Fire Station	ON-CALL	Poor	Bad	12	222	2664	6	0	

**Table 4: Risk Matrix**

## 5.15 Indicative Property 10 Year Programme

Based on the information provided from the Risk Matrix Assessment we have prioritised the investment required for the fire stations over the next ten years. As the table below shows around £500 million worth of works would be required simply to bring the fire station property estate up to an average condition core rating of B, satisfactory condition.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Plan
<b>Assumed Budget Allocation</b>	£ 24,000,000	£ 40,000,000	£ 40,000,000	£ 45,000,000	£ 50,000,000	£ 55,000,000	£ 60,000,000	£ 60,000,000	£ 60,000,000	£ 60,000,000	£ 494,000,000
<b>Property Total</b>	£ 24,150,000	£ 40,050,000	£ 40,250,000	£ 45,550,000	£ 50,000,000	£ 55,240,000	£ 60,800,000	£ 60,800,000	£ 60,800,000	£ 60,800,000	£ 498,440,000
<b>New Builds</b>	£ 7,900,000	£ 18,600,000	£ 19,600,000	£ 30,400,000	£ 22,900,000	£ 21,740,000	£ 22,000,000	£ 22,000,000	£ 22,000,000	£ 22,000,000	£ 209,140,000
<b>Refurbishments (Phase 1 - Reconfigurations DF/CC)</b>	£ 4,100,000	£ 10,950,000	£ 11,800,000	£ 6,550,000	£ 15,100,000	£ 12,700,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 117,200,000
<b>Refurbishments (Phase 2 - Condition)</b>	£	£	£	£	£	£ 10,000,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 14,000,000	£ 66,000,000
<b>Training Estate Infrastructure</b>	£ 2,750,000	£ 2,000,000	£ 250,000	£	£ 2,400,000	£	£	£	£	£	£ 7,800,000
<b>Property Project Costs</b>	£ 400,000	£ 500,000	£ 600,000	£ 600,000	£ 600,000	£ 800,000	£ 800,000	£ 800,000	£ 800,000	£ 800,000	£ 6,700,000
<b>Minor Works (Elemental Replacement)</b>	£ 8,000,000	£ 7,000,000	£ 7,000,000	£ 7,000,000	£ 7,000,000	£ 8,000,000	£ 8,000,000	£ 8,000,000	£ 8,000,000	£ 8,000,000	£ 76,000,000
<b>Decarbonisation/Environmental Compliance</b>	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 2,000,000	£ 16,000,000

## 6.0 Fleet

### 6.1 Introduction

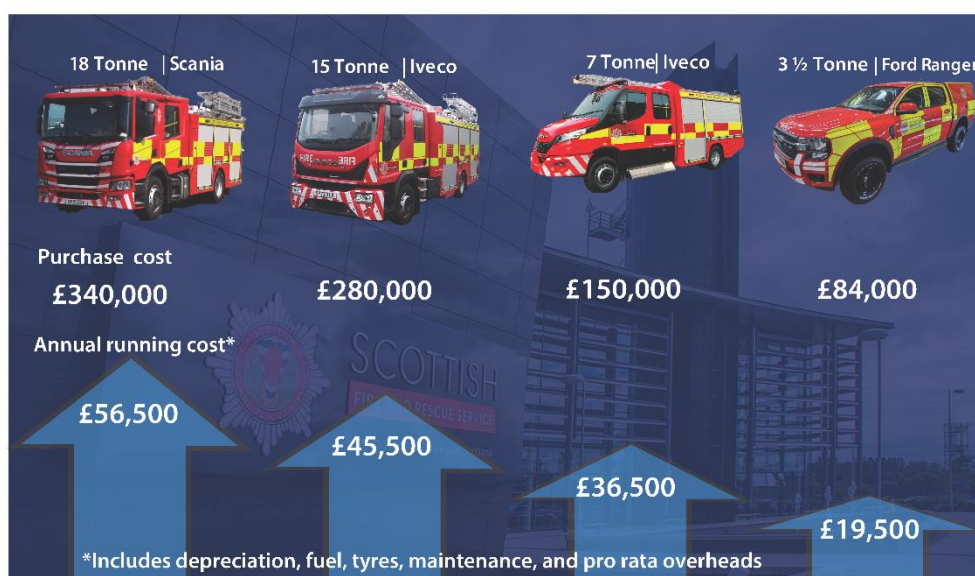
The key drivers with regards to the SFRS Fleet exist both internally and externally. There are a number of key internal drivers such as the increased threat of wildfires and flooding events, the SDRP, development of a SAMP for fleet, changing community risks, the use of new technology in both operational and support functions and the recently approved Operational Strategy, which is a vehicle for identifying, developing and implementing future operational response and driving transformation.

As the last part of the Wildfire project, we are awaiting delivery before April of four 4x4 support units which will carry an array of dedicated tools and equipment to compliment the Ford Rangers and all-terrain vehicles already within the fleet.



4X4 vehicles are strategically located throughout Scotland to assist with flood response. Fleet update Command and Control monthly on the location of these vehicles to assist with Operations and the ever-changing weather. We have procured chassis and equipment to have four dedicated Line/Rope Rescue Units built and delivered to us in the 2025-2026 financial year. This is to ensure firefighters have fit for purpose vehicles.

In addition to the above, thirty-two Medium Weight Pumping Appliances have been introduced together with twenty-four 7 tonne Light weight appliances and the first three of 7 ultra-light weight appliances whilst thirty 18 tonne appliances are currently on order and in production.



Modernising our fleet is a component of the overall strategic development of SFRS and is an integral part of our new Operational Strategy and overall strategic vision of being a fit for purpose, efficient, effective and sustainable 21st century fire and rescue service. Our fleet assets are an essential requirement to enable our people to deliver their operational duties, continued investment will always be necessary to maintain depreciating assets and it is critical that SFRS look to invest in a sustainable manner whilst bringing standardisation across the vehicle asset types.

Externally, there are a wider set of external policies and Government initiatives that have significant implications on our future fleet. For example, as a public-sector service with a significant fleet, we are committed to aligning ourselves with the Scottish Government and demonstrating progress towards decarbonisation. As the Ultra-Low Emissions Vehicle (ULEV) market is maturing, the availability and viability of ULEVs is being continually advanced. SFRS want to be at the forefront of adopting this technology into our operational duties taking cognisance of the availability of robust charging structure throughout Scotland. SFRS can only successfully move to ULEVs if there is a supporting charging infrastructure.



## 6.2 Climate Change

Every organisation, industry and area of society has been impacted by, and will continue to be, influenced to a significant degree by reform to Governmental policy to mitigate and reverse the effects of Climate Change. In Scotland, an estimated 284,000 homes and premises are at risk of flooding, with an additional 110,000 properties at risk by the 2080s.

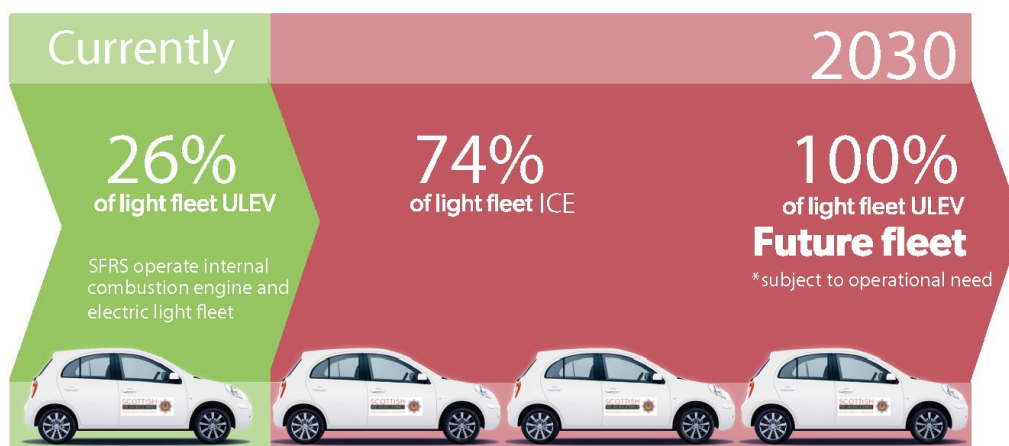
The 2019-20 Programme for Government established an ambitious aim to phase out fossil-fuelled cars by 2025 and all other fossil-fuelled vehicles within the public sector by 2030. The strategy also states that a pragmatic approach will be applied to emergency service vehicles. The recently published Programme for Government reinforces the aim to decarbonise public sector fleet.

More stringent vehicle emission standards and clear air zones are examples of environmental factors driving changes in fleet. The impact that weather-related incidents are having on the SFRS emergency response profile is already recognised by the Service. The number and scale of incidents that fall into this category is increasing in volume, and severity. The Scottish Government has set a legally binding target of net zero greenhouse gas emissions by 2045. To do this, the Programme for Government outlines the next steps and aligning our SFRS Fleet to support this is a key component and driver for change.

The Service has made some inroads to meet Scottish Government's targets of phasing out internal combustion vehicles and moving to ULEVs by 2030 already, through:

- Replacement of ICE vehicles with ULEV as a prerogative where possible;
- 226 electric/hybrid vehicles across the light fleet of 872 vehicles;
- 250 EV charge points spread across 140 sites;
- Our ULEV network now extends to all locations capable of supporting fast charge points.;
- Transport Scotland may provide additional funding if further sites with available power provision can be identified;
- We have been working with our partners at Police Scotland and the Scottish Ambulance Service in developing a national Blue Light ULEV charging network.

However, there is also a significant cost uplift to be factored in when replacing an internal combustion engine (ICE) vehicle with an Ultra-Low Emissions Vehicle (ULEV). With the current levels of funding, it is very unlikely that SFRS will achieve the ambition of achieving 100% light fleet being ULEV by 2030 in line with Scottish Government target although it has been recognised that ULEV vehicles will not meet operational requirements in all locations due to local charging infrastructure and potential response distances.



### 6.3 Funding Constraints

It is recognised that funding constraints have put pressure on our existing assets and limited the ability of SFRS to meet the current replacement schedule. The impact of this has been a significant increase in the age of our vehicles and the associated repairs and maintenance costs, increasing our resource spend. Further impacts include limited investment in new technology to support operational staff and a restricted ability to grow our partnership working. There are a number of issues that are still affecting the global supply chain with regards to fleet, particularly the continuing war in Ukraine, which still continues to have an impact together with the rising cost for materials.

Should additional Capital investment not be forthcoming then the fleet will continue to age and incur increasing maintenance costs, which is already below the required levels of funding to maintain our fleet in a sustainable manner. Continuation of capital investment at existing levels will increase the pressure on the Resource budget as well as decrease vehicle availability associated with an ageing fleet. The present levels of Capital funding under this option could only be utilised to cover existing urgent replacements of Internal Combustion Engine (ICE) vehicles with like-for-like ICE vehicles.

## 6.4 Investment Backlog

As at March 2025 SFRS have an overall investment backlog for its fleet assets of over £105 million. The pace of change outlined within this Plan will be driven by the funding available for fleet. Furthermore, we recognise that if the level of investment stays at current levels the investment backlog will increase at a substantial rate.

Since 2016 the size of the fleet has increased from 1,277 to 1,570 vehicles, this represents an increase of around 23%. Appendix 2 details the number and type of each vehicle currently held by SFRS; the unit cost of each vehicle as at 2025 prices, as well as the manufacturers recommended replacement cycle. In the current year 675 vehicles are older than the stated vehicle replacement cycle, representing the investment backlog of over £105 million. Over the next 5 years as vehicles require replacement this will increase by approximately £67 million. This means that to “stand still” SFRS require to allocate £13.5 million per annum in capital investment to fleet, the capital allocation this financial year, 2025/26, is £8.958 million.

Due to the nature of depreciating fleet assets, capital investment will continue to be a requirement to provide fit for purpose vehicles to carry out operational roles. The overarching principles of investing in ULEVs and strategic partnerships in this strategy will ensure that we are reducing ongoing costs whilst investing in future technology. The Service is continually monitoring and assessing new technology as it emerges and continues to trial a low carbon appliance as a possible route for the future.

The SFRS is therefore at the forefront of advances in electric appliance technology, which seek to drive down our carbon emissions. However, the cost of replacing a combustion engine vehicle with an electric vehicle is in most instances nearly double the cost. Decarbonising operational fire vehicles is more of a challenge, due to the size and weight but also due to the length of time currently required to charge the vehicle. Whilst it is hoped that the costs for electric vehicles may fall in the future as electric vehicle ownership increases the table below highlights the scale of the issue currently.

Vehicle Type	Replacement Cycle (years)	2025 Replacement Required	Unit Cost	2025 Backlog Cost	Unit Cost EV	2025 Backlog Cost EV
MINIBUS	7	1	£35,000	£35,000	£69,000	£69,000
OFFICER PROV CAR	4	1	£37,000	£37,000	£60,000	£60,000
POOL CAR AUTOMATIC/ ELEC	3	45	£30,000	£1,350,000	£32,000	£1,440,000
POOL CAR MANUAL	7	31	£17,000	£527,000	£32,000	£992,000
POOL VAN LARGE	7	6	£27,000	£162,000	£62,000	£372,000
RESPONSE CAR	7	129	£22,000	£2,838,000	£34,000	£4,386,000
SUPPORT VEH STORES	7	1	£27,000	£27,000	£47,000	£47,000
				£4,976,000		£7,366,000

**Table 5: Breakdown of Additional Cost for Electric Vehicles**



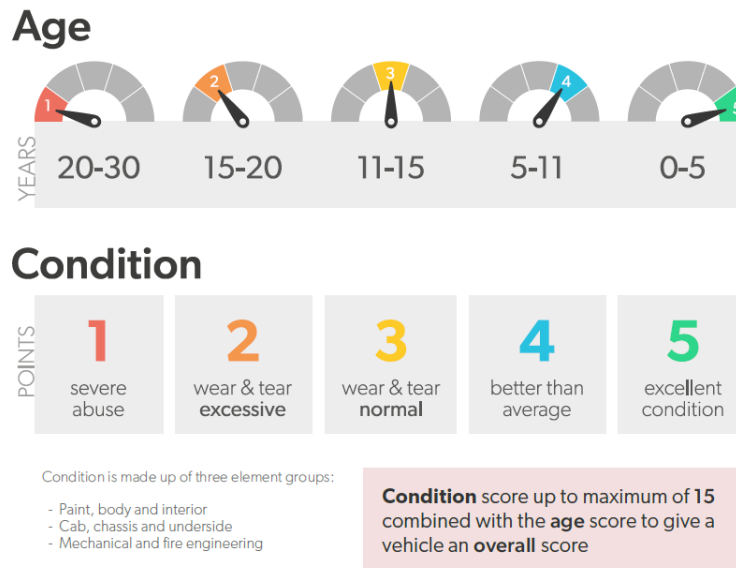
## 6.5 Light Fleet Review

Recognising the significant budget challenges, and as part of the Enabling Infrastructure element of the Strategic Services Review Programme, SFRS have carried out work on a review of the light fleet. Supporting the aims of The SFRS is at the heart of this review. In broad terms, this review looked at the harmonisation, rationalisation and more importantly optimisation of the light fleet. It proposes a significant detailed review into the situation to meet the needs of SFRS today and into the future.

To ensure better utilisation of the light fleet and to help shape future fleet requirements, a short life working group composed of Operations, Health and Safety and Asset Management staff undertook a more detailed review of the Light Fleet. Approaches have also been made to other services to consider differing vehicle provision models for flexi duty managers, and this will be included within the report.

## 6.6 Fleet Risk Grading

Appendix 4 of this document explains the vehicle risk condition grading matrix in detail. All vehicles are assessed on several risk factors to assess an overall condition grade. Grade 5 is the best grade and grade 1 is the worst condition grade. This graphic is an overview of the vehicle grading scale that is used to assess vehicles that require replacement:



The chart below highlights that 27% of the overall SFRS fleet is in the lowest grade category. The rescue pump chart highlights that 55% of SFRS rescue pumps are in the lowest condition grades of 1 to 3.

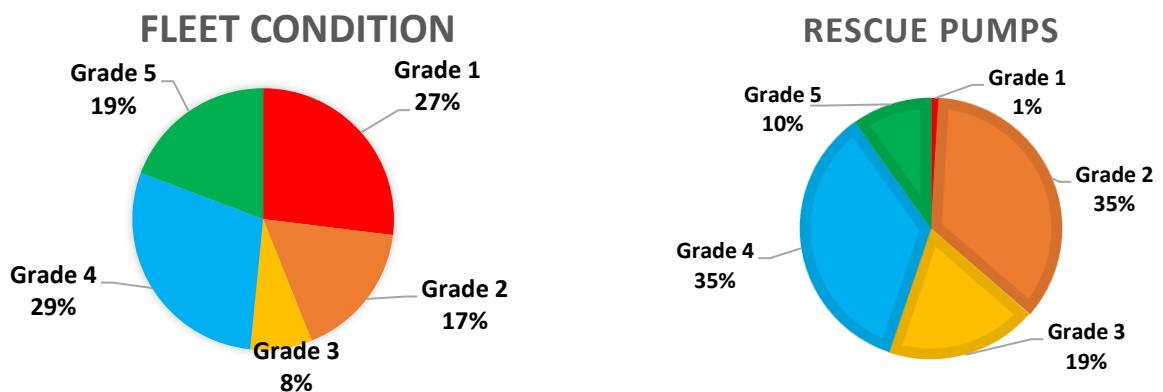
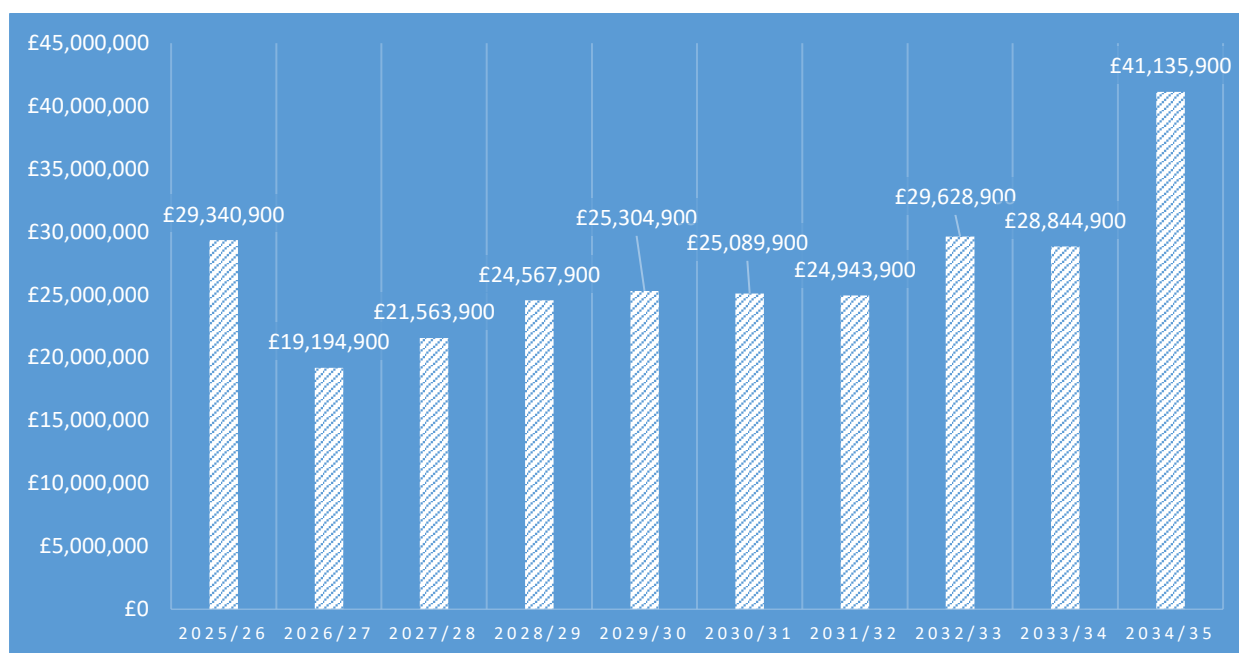


Chart 1: Overall Fleet and Rescue Pump Condition

## 6.7 Indicative Fleet 10-year Programme

By investing upfront capital now to deliver the additional fleet through spending to save, we would ensure that we future proof our fleet and move towards a more sustainable cost base, subsequently reducing capital and revenue spend in future years. In order to deliver this Plan, we would require significant capital investment of nearly £270 million over the 10-year period, this includes nearly £11 million per annum in order to offset the investment backlog as at the start of the programme. The current anticipated Capital for Fleet over the same 10-year period is around £60 million, therefore the additional requirement is £210 million or £21 million additional per annum. However, this is a spend to save initiative that will deliver significant Resource savings as well as delivering a sustainable future model for investing in fleet.



**Chart 2: Indicative 10-year programme for Fleet**

At its core, this Plan delivers against spend to save principles, delivers a more cost efficient and sustainable long-term cost model, enables SFRS to meet the Scottish Governments low carbon requirements and provides our staff with modern, fit for purpose vehicles that serve our communities.

With regards to Fleet the undernoted proposals announced within the Strategic Delivery Review Programme (SDRP) should help to reduce Capital and Resource costs:

- A reduction in the number of High Reach Appliances deployed from 26 to 16.
- Light Fleet Review.
- Public consultation regarding dormant stations and potential mergers.

SFRS will look to secure funding through public and private sources as well as work with the Scottish Government as they expand their public infrastructure network. Through adopting this approach, it is anticipated that partnership working will develop the required infrastructure in a collective manner that drives economies of scale and maximises benefits to all partners. The additional funding will enable the key SFRS objectives to be met as outlined below:

- The replacement cycle will be met, providing a fit for purpose fleet assets for our staff.
- The average age of the fleet will fall thereby ensuring that an adequate quality of reserve vehicles is available, ensuring that our people have access to replacement vehicles which are fit for purpose and do not impinge on their operational responsibilities during servicing and maintenance.
- Investment in ULEV vehicles in line with Scottish Government low carbon target requirements can be achieved.
- Significant contribution to reducing our CO2 emissions will be realised.
- An increase to overall vehicle availability.



# Fleet Backlog

Multi-role Vehicles



**10** beyond recommended age in 2025  
@ £65,000 each  
**= £650,000 EV**

Rescue Pumps



**178** beyond recommended age in 2025  
@ £280,000 each  
**= £49,840,000**

Height Vehicles



**8** beyond recommended age in 2025  
@ £760,000 each  
**= £6,080,000**

Multi-role 4x4 Vehicles



**46** beyond recommended age in 2025  
@ £30,000 each  
**= £1,380,000**

Pumps



**35** beyond recommended age in 2025  
@ £280,000 each  
**= £9,800,000**

Heavy Rescue Vehicles



**1** beyond recommended age in 2025  
**= £240,000**

Major Incident Units



**4** beyond recommended age in 2025  
@ £325,000 each  
**= £1,300,000**

Pool Car Auto EV



**106** beyond recommended age in 2025  
@ £32,000 each  
**= £3,392,000 EV**

**£105,149,000 cost**

to replace vehicles beyond recommended age in 2025

Actual Requirement:

**£18.8m**

Annual Capital Allocation:

**£8.9m**

Response Car



**56** beyond recommended age in 2025  
@ £34,000 each  
**= £1,904,000 EV**



**SCOTTISH**  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

## 7.0 Equipment

### 7.1 Introduction

The Equipment section within the Asset Management function is responsible for evaluating, procuring and validating all the equipment and PPE for use on appliances, fire stations and by personnel, whilst also ensuring that equipment is serviced and maintained to the highest standards of operational readiness and compliant with legal and statutory obligations.

There are thousands of items of operational equipment items, ranging from ladders, fire hose, helmets, torches and breathing apparatus. As we evolve the SFRS asset portfolio, we will work towards maximising the standardisation of assets, enabling them to be deployed as flexibly as possible, both within our organisation and in working with partners to achieve integrated service delivery. This principle is illustrated in the early implementation of a single design of breathing apparatus across Scotland, through a single strategic contract. We have also introduced a variety of new equipment such as Safe Working at Height (SWAH) kits, Thermal Image Cameras (TIC), smoke curtains, Wildfire PPE roll out and Powered Rescue Equipment (PRE).

### 7.2 Powered Rescue Equipment - Risk Based Approach

SFRS have implemented a balanced risk-based approach to facilitate the de-risking of The SFRS of Hydraulic Rescue Equipment (HRE) by expediting Powered Rescue Equipment (PRE) deployment within stations. SFRS have prioritised deploying PRE sets based on the risk of injury from the current HRE. The twin hose model of HRE is deemed as high risk due to its structural composition. Asset Management have prioritised the roll out of PRE based on a combination of statistical information such as the number of HRE twin hoses in service, the number of HRE events and the usage of HRE within stations. Recent significant investment in PRE has helped to reduce the equipment backlog for Equipment assets and replacement of HRE will be completed in 2025.



### 7.3 Equipment Lifespans and Review Periods

Some items of equipment are governed by factors such as legal compliance and manufacturer's guidance with end-of-life dates or component expiry dates. Where there are no such constraints, indicative review dates have been identified in this document (Appendix 3) and form part of the annual work planning processes for the Equipment section. These key dates inform how we plan for the mid-term evaluation and end of life replacement of our equipment to ensure that Service equipment meets user requirements.

With a number of items currently tracked and maintained in the Service, the procurement of new and replacement equipment requires careful planning. Planning for the lifespan of equipment is not necessarily a process that can be applied evenly across all equipment types. Some equipment may have fixed manufacturer determined or safety led lifespans which force the disposal at a set date of equipment that may appear to be in perfectly serviceable order, whilst other equipment, whilst well used and worn, may be perfectly suitable to stay in service and will continue to perform well for many years. This document does establish lifespans for equipment (Appendix 3) which in some cases are fixed, however, in many cases may be aspirational only and might need to be flexible and regularly revised, based on a number of considerations at any given time.



Equipment replacement programmes vary across the UK Fire Services, and there is no appropriate industry benchmark to measure average lifespans for most pieces of equipment. The increasing age of a piece of equipment can have the potential to present increased maintenance and repair costs, however, this must be offset against the replacement costs and procurement processes needed to replace it. In many cases low operational usage, above average maintenance cycles alongside the quality of the product that is procured at the outset will determine the lifespan of many pieces of equipment. Conversely, consideration is also given to whether the lifespan of a piece of equipment will limit the ability to respond to technological advances. It is important to regularly assess the current lifespans of the equipment in use to determine whether it is beneficial to reduce or extend these lifespans further.

### 7.4 Standardisation

Since the formation of SFRS in 2013, we have standardised Equipment and PPE for 6,500 Firefighters. Working with Local Senior Officers (LSOs) and other stakeholders we have determined where to locate resources so that they can be deployed in the most effective way. Commensurate with this approach, is the understanding that the Service needs to retain standardisation for identified areas of operational response, for example Water and Rope Rescue, in line with a risk-based approach, where stations may come together to form a team for specialist rescue.



Employing a risk-based approach enables the Service to retain flexibility and the agility to review existing appliances and equipment disposition and deployment models and modify operational response as necessary. This includes the standardisation of Water Rescue Capability and Water Rescue Stations across Scotland.

### 7.5 Breathing Apparatus Sets

Central to an effective operational response, is a state-of-the-art Self-Contained Breathing Apparatus Set (SCBA Set) which has the confidence of the workforce. As the single most risk critical and identifiable item of equipment used to ensure the safety of the Firefighter within the risk area, the modern BA Set must be high performing, simple to use and enable SFRS personnel to make effective interventions to save life and resolve incidents.

In 2015 SFRS replaced 4 legacy suppliers of Self-Contained Breathing Apparatus (SCBA) Sets to a single SCBA supplier in a 10-year contract award. This meant the introduction of over 2,500 SCBA sets and over 5,200 cylinders. An increase to 50% communications across sets, every set has downloadable bodyguard systems which increases Firefighter safety. SFRS also introduced a total care package for service and maintenance of SCBA Sets.

The SCBA contract is due for renewal in 2026. A team has been set up to deliver this project which has firefighter safety has the highest priority. A User Information Group (UIG) will be established in 2025 to identify opportunities to enhance safety using research and innovation to inform the procurement of our next generation SCBA Set. Research is currently underway through engagement with suppliers and outreach to UK Fire Services who have recently completed BA refresh programmes. The cost to replace the SCBA sets is estimated to be between £10 and £12 million, this does not include the additional cost of training and potential upgrades to vehicles to support powered telemetry.

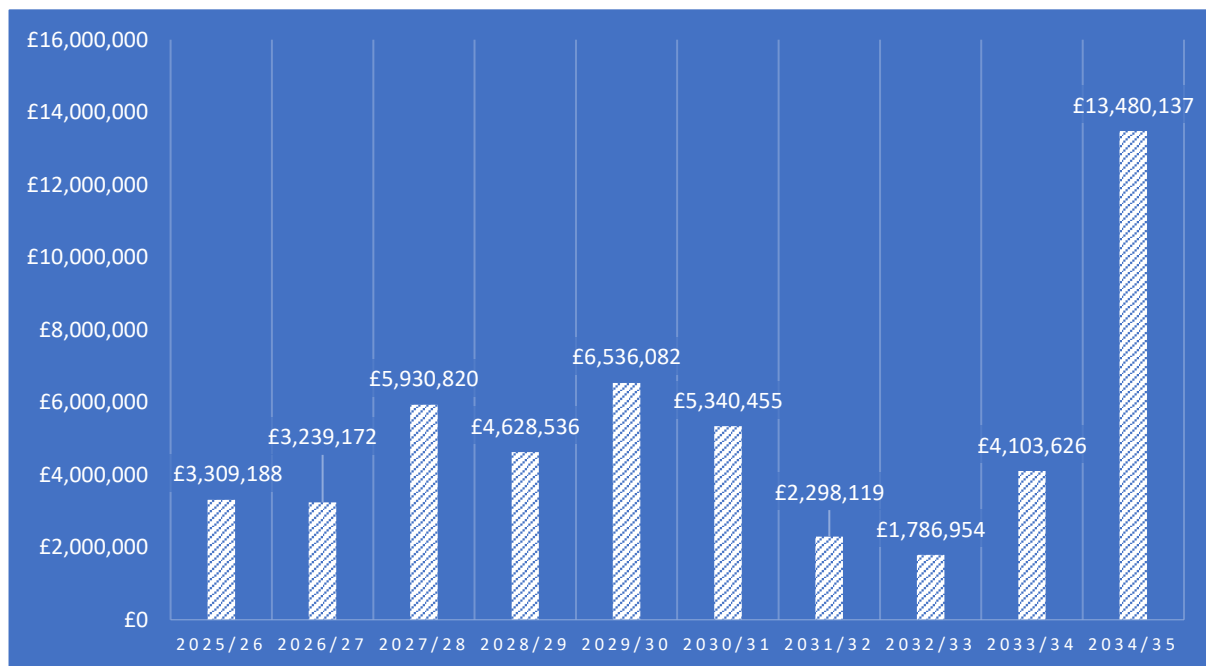
The option to extend the existing maintenance contract, upgrade in a phased basis or undertake a full tender process for complete replacement of BA sets across SFRS will be determined through the UIG, which will utilise an options appraisal/business case approach.



## 7.6 Indicative Equipment 10 Year Programme

The current capital allocation for operational equipment this financial year is £3.732 million. Appendix 3 details the number and type of each piece of equipment currently held by SFRS; the unit cost of each item at 2025 prices, as well as the manufacturers recommended replacement cycle. In the current year over 19,000 equipment items are older than the stated replacement cycle, representing an investment backlog of over £13 million. Approximately £1.3 million per annum has been added to each year within the indicative 10-year programme to offset this, the total 10-year requirement for Equipment and PPE is £50,653,090.

Unlike Fleet and Property, the Equipment backlog is relatively low. Significant Capital investment in PRE, Wildfire PPE, equipment standardisation and the helmet replacement programme has helped to reduce the overall backlog for equipment assets. Further as previously detailed due to worldwide research into the potential effect of contaminants on firefighters and the consequential need to reduce exposure to contaminants, significant funding has been included within the Capital Programme for the next three years to replace structural fire kit, as well as approximately £2 million in 2024/25 for Contaminate Infrastructure Requirements / PPE / Storage / Gassing Off / Contaminated PPE storage boxes.



**Chart 3: Indicative Equipment 10 Year Programme**





## 8.0 Conclusion

The Risk based Capital Investment Plan will be embedded throughout the Strategic Services Review Programme (SSRP) of work. SSRP has three components - Service Delivery Review (SDR), Enabling Infrastructure (EI) and Corporate Services Review (CSR). SDR will determine where we require to have fire stations through public consultation and will provide opportunities to deliver a modernised and sustainable service, enabling the asset base to evolve as we work with partner organisations and seek to embrace public service reform. The Risk Based Capital Investment Plan will take account of evolving asset requirements based on the outcomes from SDR and these requirements will be delivered for the Service through Enabling Infrastructure.

This investment plan has identified key risks affecting SFRS and provides a detailed breakdown of critical investment required to maintain an operational, compliant and sustainable asset base. Data-driven decision making has informed future asset requirements, prioritising investment based on risk and need.

The cost of failing to significantly increase funding in the SFRS fleet, equipment and property estate is an increased risk of asset failures, such as vehicle breakdowns, as well as higher maintenance costs to service ageing assets and a failure to comply with health and safety legislation and protect our staff from contaminants. The resource costs of not increasing capital funding should also be considered. SFRS has a timescale to achieve Net Zero in line with Scottish Government requirements, however, has insufficient funding for works identified in the Carbon Management Plan, making achieving Net Zero Carbon a risk factor. Any delay in investment only exacerbates the investment backlog since tender price inflation remains high.

SFRS has a significant number of properties within the inherited estate which are not fit for purpose, do not support operational response and fail to comply with the minimum standards of the Workplace (Welfare) Regulations 1992 and there is insufficient funding to develop or replace these buildings to support communities in rural and remote locations. SFRS had identified 14 Fire Stations which have deteriorated RAAC roofs and reached the end of their useful life. A prioritised programme has been set for remediation or replacement by 2030. Similarly, in terms of fleet retaining older vehicles and equipment in operational service can result in higher maintenance costs to service ageing assets, with an increased risk of breakdown or equipment failure. An average of £82 million per annum, £35 million more than the current allocation, over a 10-year period would be required for equipment, fleet and property assets as a minimum to support the existing asset base.

SFRS have a commitment to collaborate with partner organisations to maximise the return on public investment and are actively working with other blue light partners as well as SFT to identify opportunities and maximise use of our property assets through co-location at stations and within our office estate. Further we recognise that the concept of Place is a key pillar of Scottish Government public policy and investment and will utilise the services of SFT to review our property estate utilising a place-based approach. To facilitate this, asset management maturity has developed across the Service. The Asset Management Policy sits at the top in the hierarchy and establishes a structured decision-making framework that aligns organisational needs, stakeholder expectations, and existing asset realities to ensure transparent and consistent investment prioritisation. It sets down the rules of behaviour for the organisation, as far as asset decision making is concerned, to ensure that the SAMPs can be delivered transparently through a consistent process.

### 8.1 Indicative SFRS 10 Year Programme for Property, Fleet and Equipment

Recognising that Scottish Government and UK finances are constrained by rising inflation, which has also led to increased construction costs and inflationary pressures throughout supply chains, SFRS now adopts a risk-based approach to allocating capital funding which minimises the risk of failure in terms of service delivery. The indicative 10-year capital investment plan aims to transform SFRS’s legacy asset estate to one which is Collaborative, Service Led, Net Zero and Modernising and aligns with the strategic drivers of the Service. Risk management is an integral part of good asset management practice, risk-based asset management is a process in which risk is used to balance the operational performance of the asset against life-cycle cost. SFRS have developed a framework of risk decision criteria relative to its assets which recognises the vital role of decision-making in effective asset management.

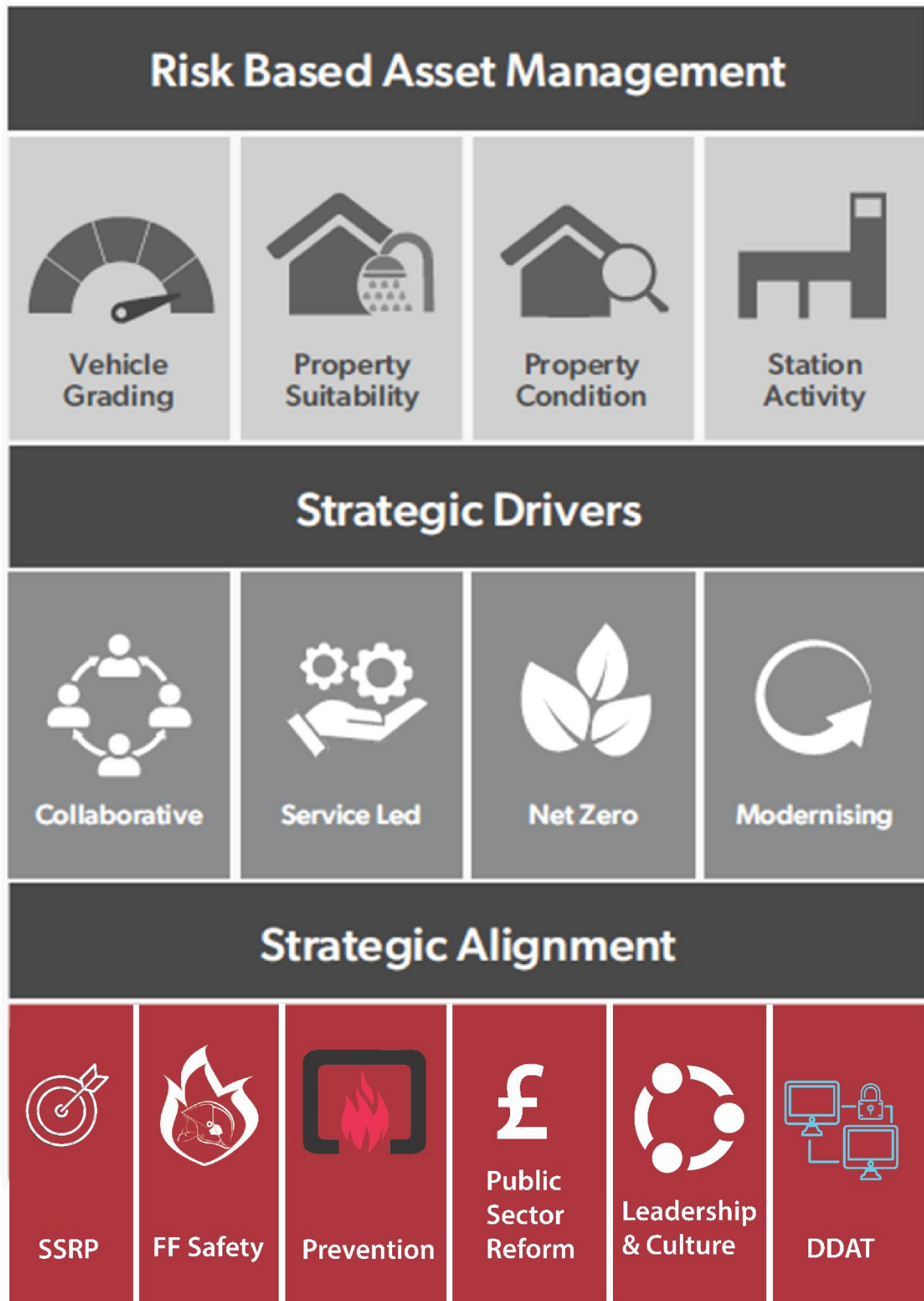
The Service has completed a review of our 10-year Asset Investment Plan (AIP) for Property, Fleet, and Equipment. The AIP indicates a 10-year programme of investment totalling £818 million is now required for the current asset estate. The AIP will be used to shape future capital investment in combination with the new Asset Management Policy and the Strategic Asset Management Plans for Property, Fleet and Equipment. We recognise that the asset base will evolve, and that direct replacement will not always be the correct option as we explore different ways of working and aim to provide the right assets in the right locations to meet future Service needs.

Work is also underway on the Strategic Services Review Programme through Enabling Infrastructure as well as the Light Fleet Review, to help in part to address the funding challenges and free up or redistribute our resources to invest in other areas such as training, innovation and prevention. This could involve changes to where our stations and appliances are based; and how and when we staff our resources.

Section	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
<b>Property</b>	£ 24,150,000	£40,050,000	£40,250,000	£45,550,000	£50,000,000	£55,240,000	£60,800,000	£60,800,000	£60,800,000	£ 60,800,000	£498,440,000
<b>Fleet</b>	£29,340,900	£19,194,900	£21,563,900	£24,567,900	£25,304,900	£25,089,900	£24,943,900	£29,628,900	£28,844,900	£41,135,900	£269,616,000
<b>Equipment</b>	£3,309,188	£3,239,172	£5,930,820	£4,628,536	£6,536,082	£5,340,455	£2,298,119	£1,786,954	£4,103,626	£13,480,137	£50,653,089
<b>Total</b>	£56,800,088	£62,484,072	£67,744,720	£74,746,436	£ 81,840,982	£85,670,355	£ 88,042,019	£ 92,215,854	£93,748,526	£115,416,037	<b>£818,709,089</b>

**Table 6: Indicative 10 Year Capital Investment Programme**

## 9.0 Risk Based Capital Investment Plan on a Page





# Appendices

## **Appendix 1:**

Asset Management Risk Matrix

## **Appendix 2:**

Fleet Investment Backlog

## **Appendix 3:**

Equipment Investment Backlog

## **Appendix 4:**

Vehicle Grading Matrix

## **Appendix 5:**

Emergency Services Co-location

## Appendix 1: Asset Management Risk Matrix

Risk ID	Strategic Outcome	Risk Description	Risk Rating	Target Rating	Risk Appetite
TSA019	2	There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities.	20	8	Open (Outwith Appetite)
FCS005	5	There is a risk that the Service may be unable to secure levels of funding required to achieve its strategic objectives. Additional pressure has been placed upon government finances causing uncertainty over future funding settlements.	16	8	Minimalist (Outwith Appetite)
FCS008	4	There is a risk of that the Service will be unable to achieve environmental and carbon reduction commitments of 6% per annum; Because of limited investment or anticipated saving targets not being achieved through current projects	12	8	Open (Within Appetite)
FCS015	6	There is a risk of a number of issues with regards to staffing, including the ability to recruit specialist staff, single points of failure across a number of key roles, lack of succession planning, age profile of staff in senior roles, staff retention rates and staff training; Because of a very buoyant job market in fleet and property, pay grades challenges and the need to review and update structure within sections not updated for 10 years	12	8	Open (Within Appetite)

Risk ID	Strategic Outcome	Risk Description	Risk Rating	Target Rating	Risk Appetite
FCS021	2	There is a risk of SFRS Property, Fleet and Equipment Assets failing to meet operational standards; Because of a lack of sufficient capital investment from Government	12	8	Open (Within Appetite)

## Appendix 2: Fleet Investment Backlog

Vehicle Type	Total on fleet	Repl Cycle	Quantity to replace 2025/26	Unit Cost	Unit Cost EV	Backlog Cost
AERIAL LADD PLATFORM	9	15	9	£760,000		£6,840,000
AERIAL RESCUE PUMP	8	12	8	£760,000		£6,080,000
ALL TERRAIN VEHICLE	11	10		£40,000		
CFS INTERACTIVE VEH	3	12	3	£180,000		£540,000
COMMAND SUPPORT UNIT	8	15	6	£180,000		£1,080,000
DET ID MONITORING	4	15	4	£135,000		£5,400,000
ENV PROTECTION UNIT	2	15	1	£100,000		£100,000
FORK LIFT TRUCK	2	15	2	£65,000		£130,000
HEAVY RESCUE UNIT	4	15	1	£240,000		£240,000
INCIDENT SUPP UNIT	7	15	7	£220,000		£1,540,000
INVESTIGATION UNIT	3	12		£130,000		
MAJOR INCIDENT UNIT	4	15	4	£325,000		£1,300,000
MINIBUS	10	7	5	£35,000	£69,000	£175,000
MULTI ROLE VEHICLE	17	7	10	£28,000	£65,000	£280,000
MUTI ROLE VEH 4 X 4	61	7	46	£30,000		£1,380,000
OFFICER PROV CAR	10	4	7	£37,000	£60,000	£259,000
POOL CAR AUTOMATIC/ ELEC	106	3	106	£30,000	£32,000	£3,392,000
POOL CAR MANUAL	98	7	51	£17,000	£32,000	£867,000
POOL VAN LARGE	61	7	22	£27,000	£62,000	£594,000
POOL VAN SMALL	93	7	32	£18,000	£33,000	£576,000
PRIME MOVER	24	15	19	£220,000		£4,180,000
PUMP	54	15	35	£280,000	£675,000	£9,800,000
RAPID RESPONSE UNIT	40	12		£210,000		
RESCUE PUMP	457	15	178	£280,000	£675,000	£49,840,000
RESPONSE CAR	345	7	56	£22,000	£34,000	£1,232,000
ROPE RESCUE VEHICLE	4	12	3	£125,000		£375,000
SPEC OPS RESP UNIT/MTFA	4	10	4	£160,000		
SUPPORT LORRY SMALL	6	7		£29,000		
SUPPORT VEH HYDRANTS	10	7	1	£22,000	£36,000	£22,000
SUPPORT VEH OCC HTH	1	7	1	£29,000	£49,000	£29,000
SUPPORT VEH STORES	14	7	1	£27,000	£47,000	£27,000
SUPPORT VEH WORKSHOP	21	7	12	£50,000		£600,000
SUPPORT VEHICLE	3	7	3	£27,000	£47,000	£81,000
TRACTOR	1	12	1	£60,000		£60,000
TURNTABLE LADDER	3	15		£735,000		
VOL.SUPPORT UNIT	35	12	33	£210,000		£6,930,000
WATER CARRIER	6	15	6	£200,000		£1,200,000
WATER RESCUE UNIT	21	7		£70,000		
<b>Total</b>	<b>1570</b>		<b>677</b>			<b>£105,149,000</b>

## Appendix 3: Equipment Investment Backlog

Equipment Type	Total Inventory	Replacement Cycle	Unit Cost	Quantity to replace 2025	Backlog cost to replace 2025
13.5 metre ladder	547	16	£4,733	58	£274,522
12 metre ladder	8	16	£4,861	8	£38,885
10.5 metre ladder	205	16	£2,195	71	£155,825
9 metre ladder	402	16	£2,010	46	£92,473
7.5 metre ladder	3	16	£1,706	3	£5,118
7 metre ladder	9	16	£1,706	9	£15,354
5.5 meter ladder	39	16	£1,365	14	£19,114
Short Ext ladder	745	16	£591	171	£101,063
Roof ladder	653	16	£725	153	£110,953
Split stow ladder	41	16	£300	0	£0
PPV Fan	241	10	£2,202	157	£345,714
Light Portable Pump	856	10	£5,139	326	£1,675,314
Portable Generator	242	10	£700	239	£167,300
Inflatable Boats	30	3	£8,250	30	£247,500
Rib Boat	6	5	£12,000	6	£72,000
Boat Trailer	37	5	£2,000	37	£74,000
Outboard Motors	45	3	£5,750	45	£258,750
Hydraulic Cutters	620	10	£3,275	0	£0
Hydraulic Spreaders	528	10	£3,237	0	£0
Hydraulic Combi tool	354	10	£3,319	0	£0
Hydraulic Ram	549	10	£3,028	0	£0
Hydraulic Pedal cutter	521	10	£1,088	0	£0
Hydraulic Hand pumps	521	10	£400	0	£0
Hydraulic power packs	306	10	£2,200	0	£0
Life jackets	4130	10	£160	1624	£259,840
Gas Tight Suit	900	10	£1,200	0	£0
PRPS Suit	300	10	£1,300	0	£0
Air bags	1135	18	£1,500	580	£870,000
Air Bag Regulator	357	18	£350	193	£67,550
Air bag Controller	624	18	£700	223	£156,100
Air Bag Hoses	739	18	£170	230	£39,100
Air Shore Kits	9	5	£60,000	9	£540,000
SCBA Sets	2498	10	£600	0	£0
SCBA Cylinders	5263	15	£300	0	£0
SCBA Compressor	125	10	£20,000	91	£1,820,000
Electronic Personal Dosemeter	1072	10	£500	1072	£536,000
Lay Flat Fire hose	15000	10	£160	4000	£640,000
Portable Gas Monitors	362	5	£500	362	£181,000
Thermal Image Camera	508	5	£1,500	368	£552,000



Equipment Type	Total Inventory	Replacement Cycle	Unit Cost	Quantity to replace 2025	Backlog cost to replace 2025
FF Decon Showers	29	10	£8,000	29	£232,000
Mass Decon Structures	9	10	£70,000	9	£630,000
Tyre Compressor	84	10	£1,000	84	£84,000
Air Structures	15	5	£5,000	15	£75,000
AED	658	5	£1,300	257	£334,100
Hapsite Smart	9	10	£50,000	9	£450,000
Hazmat ID	5	10	£80,000	5	£400,000
Radiation monitors	51	5	£1,500	51	£76,500
Hose reel branch	789	10	£400	725	£290,000
Mainline FF branch	1057	10	£600	936	£561,600
Fire fighting helmets	6600	15	£200	0	£0
FF Tunic	13200	10	£320	0	£0
FF Leggings	13200	10	£260	0	£0
USAR Helmet	415	10	£120	415	£49,800
USAR Tunic	415	10	£130	415	£53,950
USAR Leggings	415	10	£100	415	£41,500
USAR Rescue Boots	415	5	£140	415	£58,100
Wild fire helmet	256	10	£120	0	£0
Wild fire Tunic	429	10	£194	0	£0
Wild fire Leggings	256	10	£150	0	£0
Wild fire boots	256	10	£150	0	£0
Wild fire gloves	256	10	£50	0	£0
Rope Rescue Helmet	170	10	£120	170	£20,400
Rope rescue PPE	170	10	£400	170	£68,000
SRT Helmet	800	10	£90	800	£72,000
Dry suit	800	10	£410	800	£328,000
Light weight undersuit	800	10	£43	800	£34,400
Heavy undersuit	800	10	£90	800	£72,000
Water rescue boots	800	10	£80	800	£64,000
Water rescue gloves	800	3	£15	800	£12,000
PFD	400	10	£120	0	£0
Flood response helmets	400	5	£40	0	£0
Foul weather suits	6600	10	£90	0	£0
Foul weather under suit	6600	10	£60	0	£0
Flood response boots	400	10	£80	400	£32,000
HVP Helmet	120	10	£90	120	£10,800
HVP Suits	120	10	£200	120	£24,000
Ballistic body armour	260	10	£600	0	£0
Ballistic Helmets	260	10	£300	0	£0
<b>Total</b>	<b>99649</b>			<b>19685</b>	<b>£13,389,625</b>

## Appendix 4: Vehicle Grading Matrix

### **Grade 5 – in excellent condition**

- PAINT, BODY & INTERIOR
  - Only minor defects in panel surfaces and bodywork requiring no body or paint work;
  - No missing, broken or damaged parts that require replacement;
  - No visible glass damage;
  - No missing, broken or damaged parts that require replacement;
  - No cuts, tears or burns that require repair;
  - Shows no signs of wear.
- CAB / CHASSIS / UNDERSIDE
  - Cab/Chassis/structure has no sign of corrosion;
  - Expected to meet required specifications.
- MECHANICAL / FIRE ENGINEERING
  - Mechanically sound;
  - All equipment and accessories are operable.

### **Grade 4 – is better than average**

- PAINT, BODY & INTERIOR
  - Minor chips or scratches in panel surfaces requiring minor conventional body and paint work;
  - May require removal of small dents that have not broken the paint;
  - May require replacement of minor missing or broken part;
  - No visible glass damage beyond minor pitting of windscreen;
  - Clean, showing minimal wear;
  - May require replacement of minor missing or broken part
- CAB / CHASSIS / UNDERSIDE
  - Cab/Chassis/structure has minor signs of corrosion;
  - Expected to meet required specifications.
- MECHANICAL / FIRE ENGINEERING
  - Mechanically sound;
  - All equipment and accessories are operable

### **Grade 3 – Normal wear and tear**

- PAINT, BODY & INTERIOR
  - May require minor body and paint work;
  - May require replacement of parts;
  - May have sustained cosmetic or light damage;
  - No visible glass damage beyond minor pitting of windscreen;
  - Shows signs of normal wear and usage;
  - May require repair or replacement of parts.
- CAB / CHASSIS / UNDERSIDE
  - Cab/Chassis/underside has signs of corrosion;
  - May require repair or replacement of parts;
  - Expected to meet required specifications.
- MECHANICAL / FIRE ENGINEERING
  - Mechanically sound;
  - May require minor mechanical repairs;
  - May require minor repair of equipment or accessories.

### **Grade 2 – Shows signs of excessive wear and tear**

- PAINT, BODY & INTERIOR
  - Dents, scratches, and body panels that may require replacement;

- Parts may be broken and missing;
- May have multiple prior repairs to be carried out;
- May have repaired or unrepaired damage;
- Windscreen may be damaged;
- Shows signs of excess wear;
- May have burns, cuts, tears, and non-removable stains.
- CAB / CHASSIS / UNDERSIDE
- Cab/Chassis/underside has excessive signs of corrosion and deformation;
- May not meet required specifications.
- MECHANICAL / FIRE ENGINEERING
- May have mechanical damage that prohibits vehicle from operating properly;
- Engine and/or transmission may be in poor condition;
- Operability of equipment or accessories is questionable.

**Grade 1 – Shows signs of severe abuse**

- Paint and body work requiring major work;
- May be cost prohibitive to extensively recondition this vehicle to Fire Service Standards;
- Cab/Chassis/underside severely corroded, deformed or cracked and does not meet required specifications;
- May have severely worn, missing or disconnected mechanical parts;
- Although operable, this vehicle is at the end of its useful life;
- Operability of equipment or accessories is doubtful.

**Grade 0 – Vehicle is inoperative**

- Good for parts only;
- Mechanical and body parts may be inoperable, disconnected, damaged or missing.

Mark each vehicle 0 – 5 in three categories:

- Body / interior;
- Cab/Chassis & components;
- Mechanical / Fire engineering.

## Appendix 5: Emergency Services Co-location

Property	Occupier
Aberdeen - Central	Scottish Ambulance Service
Aberfeldy	Police Scotland
Aberfoyle	Police Scotland
Annan	Maritime Coastguard Agency
Ardrossan	Scottish Ambulance Service
Ayr	Mountain Rescue
Ballater	Driver and Vehicle Standards Agency
Balmossie	Scottish Ambulance Service
Bathgate	Scottish Ambulance Service
Bo'ness	Scottish Ambulance Service
Braemar	SAS First Responders
Braemar	Ordnance Survey
Buckie	Driver and Vehicle Standards Agency
Buckie	Ordnance Survey
Callander	Scottish Ambulance Service
Calton	Scottish Ambulance Service
Castlebay	Ordnance Survey
Castle Douglas	Mountain Rescue
Castlemilk	Scottish Ambulance Service
Clarkston	Scottish Ambulance Service
Clydesmill	Scottish Ambulance Service
Coldstream	Police Scotland
Crieff	Driver and Vehicle Standards Agency
Crewe Toll, Edinburgh	Scottish Ambulance Service
Dalbeattie	Police Scotland
Dreghorn	Scottish Ambulance Service
Dumfries Stores	Blood Bikes
Dunbar	Police Scotland
Dyce	Maritime Coastguard Agency
Dyce	Scottish Ambulance Service
East Linton	Scottish Ambulance Service
East Linton	Police Scotland
Elgin	Scottish Ambulance Service
Fort Augustus	Ordnance Survey
Fraserburgh	Scottish Ambulance Service
Greenock	Police Scotland
Greenock	Maritime Coastguard Agency
Hamilton - Modular Building	Scottish Ambulance Service
Huntly	Driver and Vehicle Standards Agency
Inverary	Maritime Coastguard Agency
Inverness ARC	CNC
Kinlochbervie	Ordnance Survey
Kirkcubright	Police Scotland
Kirkwall	Orkney Drug Dogs

Property	Occupier
Kyle of Lochalsh	Driver and Vehicle Standards Agency
Larbert	Scottish Ambulance Service
Lesmahagow	Police Scotland
Lerwick	Scottish Ambulance Service
Lochcarron	Ordnance Survey
Lockerbie	Mountain Rescue
Lybster	Driver and Vehicle Standards Agency
Maud	SAS First Responders
Maryhill	Scottish Ambulance Service
McDonald Road, Edinburgh	Scottish Ambulance Service
Montrose	Scottish Ambulance Service
Montrose	Driver and Vehicle Standards Agency
Newbridge	Police Scotland
Newbridge	RoSPA
Newbridge	CNC
Newbridge	NWS
Newcastleton	Police Scotland
North Berwick	Police Scotland
Penicuik	Scottish Ambulance Service
Perth	Perth & Kinross Council
Portsoy	Maritime Coastguard Agency
Sighthill	Scottish Ambulance Service
Tomintoul	Police Scotland
Tomintoul	Scottish Ambulance Service
Tongue	Scottish Ambulance Service
Tranent	Scottish Ambulance Service
Turriff	Scottish Ambulance Service
West Linton	Scottish Ambulance Service
Unst	Scottish Ambulance Service

	Total in Place
<b>Police Scotland</b>	13
<b>Scottish Ambulance Service</b>	32
<b>Maritime Coastguard Agency</b>	5
<b>Driver and Vehicle Standards Agency</b>	7
<b>Perth &amp; Kinross Council</b>	1
<b>Charity</b>	2
<b>Ordnance Survey</b>	6
<b>Mountain Rescue</b>	3
<b>RoSPA</b>	1
<b>CNC</b>	2
<b>NWS</b>	1
<b>Orkney Drug Dogs</b>	1
	74



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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Risk Based Capital Investment Plan 2025  
Version 1.0 March 2025

## Equality & Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

### PART 1 BASIC INFORMATION

<b>Policy Owner</b>	Ijaz Bashir– Head of Asset Management
<b>E&amp;D Practitioner</b>	Parveen Khan
<b>Title (of function/policy to be assessed e.g. name of policy, title of training course)</b>	Risk Based Capital Investment Plan 2025
<b>Date Assessment Commenced</b>	11 <sup>th</sup> March 2025

The purpose of the following set of questions is to provide a summary of the function/policy.

<b>Briefly describe the aims, objectives and purpose of the function/policy</b>	Sets out the Risk Based Capital Investment Plan 2025
<b>Are there any associated objectives of the function/policy (please explain)?</b>	<ul style="list-style-type: none"> <li>• Best value in public services.</li> <li>• Effective and appropriate public services.</li> <li>• Equipment Assets appropriate to needs of personnel and service users.</li> </ul>
<b>Does this function/policy link with any other function/policy?</b>	Fire and Rescue Framework for Scotland 2022 SFRS Strategic Plan 2022-2025 Asset Management Strategy 2019-2029
<b>Who is intended to benefit from the function/policy and in what way?</b>	SFRS and communities through the provision of excellent public services that are consistent with the principles of best value and the delivery of capital funding for property, fleet and equipment
<b>What outcomes are wanted from this function/policy?</b>	Agreement to the Risk Based Capital Investment Plan 2025
<b>What factors/forces could contribute/detract from the outcomes?</b>	In relation to equality issues there are no factors that directly relate to the implementation of the Risk Based Capital Investment Plan 2025 that could contribute or detract from the intended outcomes.
<b>Who are the main stakeholders in relation to the function/policy?</b>	Scottish Government SFRS Board and personnel Communities served
<b>Who implements the policy and who is responsible for the function/policy?</b>	Scottish Government, SFRS Board, Finance and Contractual Services and budget holders within SFRS

## PART 2 ESTABLISHING RELEVANCE

- This section is designed to determine the relevance of the function/policy to equality.
- This section also fulfils our duty to consider the impact of our activities in relation to Human Rights.
- Initial screening will provide an audit trail of the justification for those functions not deemed relevant for equality impact assessment.
- Throughout the process the evidence and justification behind your decision is more important

### Q1. *The function/policy will or is likely to influence SFRs ability to....*

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010 and/or;
- Advance equality of opportunity between people who share a characteristic and those who do not and/or;
- Foster good relations between people who share a relevant protected characteristic and those who do not.

Please tick as appropriate.

	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring responsibilities	<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 type="checkbox"/>	<input checked="" 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"/>

**If you have selected 'No' for any or all of the characteristics above please provide supporting evidence or justification for your answers.**

**AND,**

**If you have identified any potential links to other functions/policies please comment on the relationship and relevance to equality.**

Marriage and civil partnership is only relevant to the public-sector equality duty in relation to the removal of unlawful discrimination– there are no issues within the SAMP for Equipment that relate specifically to employment practice where the marital status of an employee would be a relevant factor.



**Q2. Is the function/policy relevant to the Human Rights Act 1998?**

**Yes**      **No**      **Don't Know**  
           

**If you have selected 'No' please provide supporting evidence or justification for your answers**

**AND,**

**If you have identified any potential links to other functions/policies please comment on the relationship and relevance to Human Rights.**

--

**Concluding Part 2**

<b>Outcome of Establishing Relevance</b>	<b>Please Tick</b>	<b>Next Steps</b>
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	<a href="#">Proceed to Part 4 Monitoring</a>
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	<a href="#">Proceed to Part 3 Impact Assessment</a>
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"/>	<a href="#">Proceed to Part 3 Impact Assessment</a>

## PART 3 IMPACT ASSESSMENT

### Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
<b>Age</b>	The Risk Based Capital Investment Plan 2025 is a high-level document and establishing direct relevance between it and the general equality duty on the grounds of age is not possible. There is no evidence that the associated initiatives that will arise from the implementation of the RBIP will be relevant on the grounds of age as it applies to employees or communities. It is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of age.
<b>Caring Responsibilities</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of caring responsibilities.
<b>Disability</b>	See comments relating to age. There will be some relevance to disability on the grounds of Accessibility, this may feature where a community fire station will be used for the purposes of hosting an event for the community.
<b>Gender reassignment</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Gender reassignment.
<b>Marriage and Civil Partnership</b>	Not relevant – see Part 2 screening exercise.
<b>Pregnancy and maternity</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Pregnancy and maternity.
<b>Race</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Race.
<b>Religion and Belief</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Religion and Belief.
<b>Sex (gender)</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan

	that will consider potential impacts, (both positive and negative) on the basis of sex.
<b>Sexual Orientation</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Sexual Orientation.
<b>Social and economic disadvantage</b>	See comments relating to age. The RBIP is a high-level strategic document; it is the projects/plans that are implemented under this plan that will consider potential impacts, (both positive and negative) on the basis of Social and economic disadvantage.
<b>Human Rights</b>	There is no evidence that the RBIP has any direct relevance to the Human Rights Act. It is not possible at this time to say if any of the associated initiatives that will arise from the capital spend will have relevance to the Act but will remain under review.
<b>Impact on People in General not covered by specific characteristics</b>	<p><b>Island Impact Assessments:</b> The SFRS are aware of the potential challenges around distance, geography and connectivity in the Scottish Islands in the implementation of the Risk Based Capital Investment Plan 2025.</p> <p>Our budgets, the associated assumptions and medium terms financial planning arrangements, will enable the Service to achieve its Service priorities and are supported by the individual programmes of work, local engagement and collaboration opportunities being sought, which will more specifically consider local circumstances.</p> <p>Both revenue and capital budgets are aligned to our legislative requirements to enable an integrated and consistent approach across the Service. Decisions taken are informed through Local Senior Officer Engagement, utilisation of existing scrutiny and assurance arrangements and reflect our commitment to protecting our staff and Island Communities from new and emerging risks.</p> <p>Equality, Human Rights Impact Assessments and Island Impacts will be considered for work programmes that sit under the Capital and Resource strategies and consider any positive and/or negative impacts on Island Communities.</p>

### **Summary and Conclusion of Impact Assessment**

The guidance provided by the Equality and Human Rights Commission on impact assessing budgetary decisions focus on those decisions that relate to individual policy decisions (e.g. removing funding from an initiative or cancelling a project due to lack of finances) rather than the overall appraisal of setting the overall budget such as that set out in the RBIP. Nevertheless, as a corporate decision is being made it was necessary that a screening exercise was conducted against the general equality duty.

This impact assessment identifies very limited direct relevance between the RBIP and the general equality duty and individual protected characteristics.

#### **Conclusion**

This impact assessment identifies very limited direct relevance between the RBIP and the general equality duty and individual protected characteristics.

**Concluding Part 3**

<b>Impact Assessment</b>	<b>Please Tick</b>	<b>Next Steps</b>
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	<a href="#">Proceed to Part 4 Monitoring</a>
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"/>	<a href="#">Proceed to Part 4 Monitoring</a>

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## **PART 4 MONITORING & REVIEW**

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

### **Q1 How do you intend to monitor and review the function/policy?**

The implementation and progress made against the actions set within the RBIP will be revised on a yearly basis and reported to the SFRS SLT.

If you have provided evidence or justification for believing there is relevance to Equality or the Human Rights Act:

### **Q2 What will be monitored?**

The actions detailed within the RBIP will be monitored for positive and negative impacts. Individual policies and initiatives that will allow the plan to be achieved will be considered for monitoring as part of their impact assessment and referenced on a case by case basis.

### **Q3 How will monitoring take place?**

As Question 2 above

### **Q4 What is the frequency of monitoring?**

As Question 2 above

### **Q5 How will monitoring information be used?**

As Question 2 above

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## **PART 5 APPROVAL**

This Equality and Human Rights Impact Assessment was completed by:

<b>Name</b>	Ijaz Bashir – Head of Asset Management
<b>Date</b>	11/03/2025

This Equality and Human Rights Impact Assessment was supported by:

<b>Name</b>	Parveen Khan
<b>Date</b>	12/03/2025



Report No: B/FCS/04-25

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	27 MARCH 2025						
Report Title:	CAPITAL PROGRAMME 2025/26 – 2027/28						
Report Classification:	For Decision	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to present the Board with the Capital Programme 2025/26 to 2027/28 for approval.						
<b>2</b>	<b>Funding</b>						
2.1	The Scottish Government's Targeted Review of the Capital Spending Review (CSR) in May 2022 set the Service's base capital (CDEL) allocation at £32.5million until 2025/26.						
2.2	Work has been ongoing over several years to highlight to the Scottish Government that this level of funding is inadequate to ensure a fit for purpose asset base for Scottish Fire and Rescue Service (SFRS). The indicative 10-year investment programme set out within the refreshed Risk Based Capital Investment Plan 2025 sets out an annual funding requirement of <b>£82 million</b> to address backlog investment in the existing asset portfolio.						
2.3	The annual Budget (Scotland) Bill, which was passed by the Scottish Parliament on 25 February 2025, confirmed Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £47 million for 2025/26, which represents an increase of £3.974 million compared to the previous year, and an uplift of £14.5 million on the base funding position.						
2.4	The annual Budget Bill set allocations for 2025/26 only. The Board agreed in setting the Budget Approach 2025/26 that indicative capital spending plans for 2026/27 and 2027/28 would be developed based on CDEL funding continuing at £47million, recognising that if this were not the case, plans would need to be adjusted.						
2.5	To supplement core funding, the Service continues to identify surplus assets that are no longer required in operational use. These are sold, generating capital receipts for reinvestment, typically within the programme area from which they arose. Where these receipts exceed £1 million, permission is sought from the Scottish Government to reinvest within the Service. Specifically, during 2025 - 2026, it is expected that the Cowcaddens site will be sold, retaining an area for potential redevelopment of the fire station. A pre-planning application for this new fire station has been submitted to Glasgow City Council.						
2.6	There are no confirmed grants for 2025/26 and beyond, however work will continue during the year to identify and bid for opportunities, particularly in support of the Carbon Management Plan.						

2.7	The introduction of a new accounting standard (IFRS 16) for leases in 2022/23 has meant that operational leases previously funded from the resource budget are now capitalised. The impact of this change has been mitigated via SG to ensure no loss of funding to the Service. The funding allocated to IFRS 16 leases totals £2.059 million over 3 years and is reflected in the Capital Programme.
2.8	Funding for the Emergency Services Mobile Communications Project (ESMCP), which will develop a new Emergency Services Network across the UK, is provided separately by SG as part of ring-fenced funding from the Home Office. This project consists of the main ESMCP Programme, and the ESN Connect Data First pilot. The capital requirement over the next three years is currently anticipated to be £4.7 million. £0.4 million is included in the 2025/2026 Capital Programme (within ESMCP and In Vehicles Systems) for the ESN Connect Data First part of this project. This reflects funding already transferred to SFRS by SG in financial years 2023/24 and 2024/25. Due to project timescales this was reallocated to other projects and is re-imbursed to the ESN project in 2025/26. There has been no provision made for the remaining £4.3million of this project as both funding and programme timelines have yet to be confirmed by SG.
2.9	The overall funding set out in the 3-year capital programme is <b>£155 million</b> .
<b>3</b>	<b>Risk Based Capital Investment Plan</b>
3.1	Due to funding constraints, a Risk Based Capital Investment Plan was approved by the Board in 2022. This has been refreshed for 2025 alongside the development of the capital budget and outlines an indicative 10-year Asset Investment Plan (AIP), prioritised to minimise the risk of asset failure in terms of service delivery.
3.2	It should however be noted that this approach is not sustainable and continued operation of assets that have exceeded their useful life will lead to increasing resource maintenance costs, which does not achieve good value for money.
3.3	To support the risk-based approach, an overarching Asset Management Policy has been created and detailed Strategic Asset Management Plans (SAMPs) have been developed for fleet, property and equipment. These SAMP's provide the detail to support prioritisation and investment plans across each programme category. The AIP is updated after each year's capital investment has been completed.
3.4	<p>The AIP and SAMP's have prioritised investment in:</p> <ul style="list-style-type: none"> <li>• 14 fire stations affected by Reinforced Aerated Autoclaved Concrete (RAAC) panel issues,</li> <li>• the suitability of fire stations to provide dignified facilities to attract and retain a diverse workforce,</li> <li>• reconfiguring fire stations to enable the control of fire contaminants on PPE after incidents,</li> <li>• minor works to improve the condition of fire stations that are in the worst condition,</li> <li>• modernising our fleet as this is an integral part of our Operational Strategy,</li> <li>• upgrading our Self-Contained Breathing Apparatus (SCBA) equipment. This is the single most risk critical and identifiable item of equipment used to ensure the safety of the Firefighter within the risk area,</li> <li>• Upgrading Digital and Technology Services infrastructure, this includes investment on the New Mobilising system,</li> <li>• addressing climate change.</li> </ul>
3.5	As the Strategic Service Review Programme progresses during 2025/26, the Risk Based Capital Investment Plan will be updated to take account of evolving asset requirements.



4	Proposed Capital Programme
4.1	The proposed capital programme for 2025/26 to 2027/28, is detailed in Appendix A, which has been developed in line with the Budget Approach 2025/26 approved by the Board at its Meeting on 27 February. The Budget Approach 2025/26 incorporates the Risk Based Capital Investment approach, and the Risk Based Capital Investment Plan 2025 (section 5.11) sets out the impact of planned investment on the condition and suitability of our asset portfolio.
4.2	Consideration has been given to ensuring that the proposed programme achieves best value in the pursuance of the SFRS Strategy 2025-28 and the six immediate priorities identified by the Chief Officer. These priorities are, Public Service Reform, Enhancing Prevention, Firefighter Safety, Technology and Training, Leadership and Culture, Strategic Service Review Programme and Digital, data and technology capabilities
4.3	Total proposed expenditure over the 3-year period is <b>£155 million</b> (£47 million, £61 million, £47 million), funded by anticipated Capital DEL budget of £141 million (£47 million, £47 million, £47 million) and estimated capital receipts from fleet disposals and sale of property of £14 million (NIL, £14 million, NIL).
4.4	<p>Proposed expenditure of <b>£67 million on Property Major Works projects</b> (£14.800 million, £32.000 million, £20.200 million) is to;</p> <ul style="list-style-type: none"> <li>• Continue the replacement of fire stations affected by RAAC, initially those at Dalkeith, Liberton, Livingston, Portree, Stewarton, Huntly and Tranent, building flexibility within the program to enable opportunities to be taken. All new builds will be compliant with standard station design (currently under review) addressing requirements for dignified facilities and contaminant control.</li> <li>• Due to the lack of alternative sites within the required operational area, assess the feasibility of remediating RAAC in situ within the existing fire station at Helensburgh, Hawick, Cumbernauld, Milngavie and Crewe Toll, inclusive of reconfiguration to create dignified facilities and address contaminant control requirements.</li> <li>• There is a clear ambition that over the course of 5 years SFRS will have no Fire Stations with RAAC roofs.</li> <li>• Undertake focused reconfiguration projects to provide dignified facilities and address contaminant control in fire stations at Calton, Alloa, Stirling and Kilmarnock.</li> <li>• Invest in the training estate, in line with the recently approved Training Service Asset Management Plan (TSAMP) for Training Assets, in support of the Training Vision and Strategy.</li> <li>• Invest in decarbonisation and environmental projects in line with the Carbon Management Plan.</li> </ul>
4.5	Proposed expenditure of <b>£24.506 million on Property – Minor Works</b> (£8.683 million, £8.066 million, £7.757 million) will be targeted to essential upgrades to address health and safety aspects of condition, while addressing some immediate priorities in support of workforce diversity.
4.6	Proposed investment of <b>£24.492 million in Fleet</b> (£8.958 million, £8.638 million, £6.895 million) will enable the continued modernisation of the frontline fleet, benefitting from environmental improvements and will enable the introduction of new vehicles, Prime Movers and Pods, Water Carrier Vehicles and Fire Investigation Units. The investment will also enable transition of some existing Light Fleet vehicles, to net zero vehicles over the 3-year period.
4.7	Discussion remains ongoing between UK and Scottish Governments regarding funding for refreshing/replacing national resilience assets that were provided as part of a UK-wide New Dimensions programme pre-SFRS, based on interoperability. While the

<p>4.8</p> <p>4.9</p>	<p>position remains unclear, flexibility has been built into the programme to address this requirement from existing funding.</p> <p>In Digital and Technology Infrastructure, the proposed investment of <b>£16.870 million</b> (£10.826 million, £3.976 million, £2.068 million) will enable the completion of the new command and control mobilising system, providing resilience in this critical aspect of service delivery. This budget will also facilitate the ongoing investment required in short life ICT assets that need constant refresh to ensure the critical ICT infrastructure is maintained, as well as supporting new developments to deliver the Digital Strategy.</p> <p>Finally, proposed investment of <b>£22.132 million in Operational Equipment</b> (£3.732 million, £8.320 million, £10.080 million) will enable;</p> <ul style="list-style-type: none"> <li>• investment in infrastructure to support contaminant control,</li> <li>• upgrade/replacement of breathing apparatus systems, embracing technological advances,</li> <li>• ongoing investment in PPE for new firefighters,</li> <li>• ongoing standardisation and renewal of time-expired items of equipment carried on fire appliances and other specialist vehicles.</li> </ul>
<p><b>5</b></p>	<p><b>Recommendation</b></p>
<p>5.1</p>	<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• approve the proposed Capital Programme for 2025 – 2028, as set out in section 4 and detailed in Appendix A, recognising that figures for years 2 and 3 are indicative and will be refined in future years.</li> </ul>
<p><b>6</b></p>	<p><b>Key Strategic Implications</b></p>
<p>6.1</p> <p>6.1.1</p> <p>6.1.2</p> <p>6.1.3</p>	<p><b>Risk/Risk Appetite</b></p> <p>Specific capital budget risks are set out in Appendix B, the mitigating actions for which will be addressed through the risk management process.</p> <p>In relation to breaching budgetary limits SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets.</p> <p>In relation to multi-year capital planning, SFRS has an Open risk appetite. We are prepared to initiate capital investment beyond confirmed future funding, aligned to careful monitoring and management, to ensure the maximum possible investment in our asset priorities. The Risk Based Capital Investment Plan, which will be refreshed for 2025 in conjunction with the development of the Capital Programme 2025/26</p> <p>In relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite, while also being Ambitious to explore new delivery models, specifically related to SSRP, utilising various data and information sources.</p>
<p>6.2</p> <p>6.2.1</p>	<p><b>Financial</b></p> <p>The financial implications are set out within the report.</p>
<p>6.3</p> <p>6.3.1</p>	<p><b>Environmental &amp; Sustainability</b></p> <p>Estate and fleet investment will address the environmental impacts of aging assets, embracing carbon reduction technologies.</p>
<p>6.4</p> <p>6.4.1</p>	<p><b>Workforce</b></p> <p>Investment in modernising the asset base of the organisation will improve the working conditions and experience of the workforce.</p>

6.5	<b>Health &amp; Safety</b>
6.5.1	The proposed Capital Programme provides for investment in improving contaminant control at fire stations, personal protective equipment, and breathing apparatus.
6.6	<b>Health &amp; Wellbeing</b>
6.6.1	The proposed Capital Programme provides for investment in improving dignified facilities at fire stations.
6.7	<b>Training</b>
6.7.1	The proposed Capital Programme provides for investment in the training estate.
6.8	<b>Timing</b>
6.8.1	The Capital Programme covers the period 2025 – 2028.
6.9	<b>Performance</b>
6.9.1	Capital budget performance will be monitored monthly through the Capital Monitoring Group and reported to the Strategic Leadership Team and the Board.
6.10	<b>Communications &amp; Engagement</b>
6.10.1	The development of the Capital Programme was preceded by the development of the Strategic Asset Management Plans (SAMP's) for fleet, property and equipment. The SAMP's were developed by face-to-face engagement with end users from a number of stations across the country, feedback questionnaires, local senior officers and service delivery personnel. The SAMP's were then used as part of the capital programme development.
6.10.2	The draft Capital Programme has been discussed in detail with capital budget holders, the Strategic Leadership Team and the Board at its Strategy Day to build consensus on priorities and refine areas for investment.
6.11	<b>Legal and Regulatory</b>
6.11.1	The Accountable Officer is required to ensure that the resources of SFRS are used economically, efficiently and effectively.
6.12	<b>Information Governance</b>
6.12.1	There are no specific Information Governance implications associated with this report.
6.13	<b>Equalities</b>
6.13.1	An Equality Impact Assessment has been carried out on the proposed Capital Programme (to follow for Board paper).
6.14	<b>Service Delivery</b>
6.14.1	Outcomes One and Two are specifically focused on our service delivery to improve community safety, wellbeing, and resilience. Budget decisions will support progress towards these outcomes.
<b>7</b>	<b>Core Brief</b>
7.1	The Director of Finance and Contractual Services presented the proposed Capital Programme 2025 – 2028 to the Board for approval. Total proposed expenditure over the 3-year period is <b>£155 million</b> , funded by anticipated Capital DEL budget of £141 million and estimated capital receipts of £14 million.

OFFICIAL

<b>8</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
8.1	<b>Director:</b>	Sarah O'Donnell, Director of Finance & Contractual Services
8.2	<b>Level of Assurance: (Mark as appropriate)</b>	<b>Substantial/Reasonable/Limited/Insufficient</b>
8.3	<b>Rationale:</b>	There has been significant engagement with budget holders, Service Delivery colleagues, the Strategic Leadership Team, and the Board in the development of the Capital Programme.
<b>9</b>	<b>Appendices/Further Reading</b>	
9.1	Appendix A - Capital Programme 2025/26 to 2027/28	
9.2	Appendix B – Capital Budget Risks	
<b>Prepared by:</b>	Ijaz Bashir, Head of Asset Management Caroline Adams, Deputy Accounting Manager	
<b>Sponsored by:</b>	Lynne McGeough, Head of Finance and Procurement Ijaz Bashir, Head of Asset Management	
<b>Presented by:</b>	Sarah O'Donnell, Director of Finance and Contractual Services	
<b>Links to Strategy and Corporate Values</b>		
The proposed Capital Programme for 2025/28 is developed to pursue the strategic objectives and priorities contained within our Strategic Plan and Long-Term Vision		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Leadership Team</i>		<i>20 March 2025</i>
<i>SFRS Board</i>		<i>27 March 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For recommendation</i>
		<i>For Decision</i>

**SCOTTISH FIRE & RESCUE SERVICE**  
**Summary of Estimated Capital Expenditure 2025/26 - 2027/28**

**£000**

**Capital Expenditure Legally Committed (LC)**

Financial Year			Total
2025/26	2026/27	2027/28	
18,390	-	-	18,390

**Capital Expenditure Not Yet Legally Committed (NYLC)**

Financial Year			Total
2025/26	2026/27	2027/28	
28,610	61,000	47,000	136,610

**TOTAL - LC & NYLC**

Financial Year			Total
2025/26	2026/27	2027/28	
47,000	61,000	47,000	155,000

**SOURCES OF FUNDING**

Source	Financial Year			Total
	2025/26	2026/27	2027/28	
Capital DEL	47,000	47,000	47,000	<b>141,000</b>
Capital Receipts	-	14,000	-	<b>14,000</b>
<b>TOTAL</b>	<b>47,000</b>	<b>61,000</b>	<b>47,000</b>	<b>155,000</b>

**SCOTTISH FIRE & RESCUE SERVICE**  
**Capital Programme 2025/26 - 2027/28**

**SUMMARY**

£000

Category	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2025/26		2026/27	2027/28	Total
			LC	NYLC			
Property - Major Works	70,535	3,535	2,572	12,228	32,000	20,200	67,000
Property - Minor Works	24,506	-	300	8,383	8,066	7,757	24,506
Fleet	24,492	-	6,485	2,473	8,638	6,895	24,492
ICT	21,154	4,284	9,033	1,793	3,976	2,068	16,870
Operational Equipment	22,132	-	-	3,732	8,320	10,080	22,132
<b>Sub-total</b>			<b>18,390</b>	<b>28,610</b>	<b>61,000</b>	<b>47,000</b>	<b>155,000</b>
<b>TOTAL (LC+NYLC)</b>	<b>162,819</b>	<b>7,819</b>		<b>47,000</b>	<b>61,000</b>	<b>47,000</b>	<b>155,000</b>

**SCOTTISH FIRE & RESCUE SERVICE**  
**Capital Programme 2025/26 - 2027/28**

  Within Scope of SSRP

**PROPERTY - MAJOR WORKS**

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2025/26		2026/27	2027/28	Total
			LC	NYLC			
Dalkeith Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	9,026	526	346	3,254	4,900	-	8,500
Liberton Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	8,774	474	366	1,334	6,600	-	8,300
Livingston Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	9,800	-	-	1,000	2,400	6,400	9,800
Portree Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	5,427	27	-	900	3,500	1,000	5,400
Stewarton Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	4,300	-	-	800	1,000	2,500	4,300
Huntly Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	4,400	-	-	900	3,500	-	4,400
Tranent Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	3,700	-	-	-	1,600	2,100	3,700
Glasgow New Build Fire Station (Dignified Facilities), (CC)	2,760	60	-	-	600	2,100	2,700
Calton Fire Station - Reconfiguration (Dignified Facilities), (CC), CoG LSO Reconfigurations	1,663	263	700	700	-	-	1,400
Alloa Fire Station - Reconfiguration (Phase 2) (Dignified Facilities), (CC)	1,200	-	-	400	800	-	1,200
Stirling Fire Station - Reconfiguration (Phase 2) (Dignified Facilities), (CC)	1,200	-	-	400	800	-	1,200
Kilmarnock Fire Station - Reconfiguration (Dignified Facilities), (CC)	2,150	-	-	950	1,200	-	2,150
Helensburgh Fire Station - Reconfiguration (Dignified Facilities), (CC), (Roof Structure), (RAAC)	3,250	-	-	-	1,250	2,000	3,250
Hawick Fire Station - Reconfiguration (Dignified Facilities), (CC), (RAAC), (Roof Structure), (RAAC)	3,250	-	-	-	1,250	2,000	3,250
Cumbernauld Fire Station - Reconfiguration (Dignified Facilities), (CC), (Roof Structure), (RAAC)	400	-	-	-	-	400	400
Milngavie Fire Station - Reconfiguration (Dignified Facilities), (CC), (RAAC), (Roof Structure), (RAAC)	400	-	-	-	-	400	400

**SCOTTISH FIRE & RESCUE SERVICE**  
**Capital Programme 2025/26 - 2027/28**

Within Scope of SSRP

***PROPERTY - MAJOR WORKS***

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2025/26		2026/27	2027/28	Total
			LC	NYLC			
Crewe Toll Fire Station - Reconfiguration (Dignified Facilities), (CC), (Roof Structure), (RAAC)	400	-	-	-	-	400	400
Training Estate	4,600	-	710	1,590	2,000	300	4,600
Property Project Costs	3,835	2,185	450	-	600	600	1,650
<b>Sub-total</b>			<b>2,572</b>	<b>12,228</b>	<b>32,000</b>	<b>20,200</b>	<b>67,000</b>
<b>TOTAL (LC+NYLC)</b>	<b>70,535</b>	<b>3,535</b>		<b>14,800</b>	<b>32,000</b>	<b>20,200</b>	<b>67,000</b>

RAAC = Reinforced Autoclaved, Aerated Concrete  
 CC = Contaminant Control



**SCOTTISH FIRE & RESCUE SERVICE**  
**Capital Programme 2025/26 - 2027/28**

Within Scope of SSRP

**PROPERTY - MINOR WORKS**

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2025/26		2026/27	2027/28	Total
			LC	NYLC			
Minor Works - Condition (Elemental Upgrades)	21,377	-	300	7,350	7,000	6,727	21,377
Decarbonisation/Environment	3,000	-	-	1,000	1,000	1,000	3,000
Change in Accountancy IFRS 16 Capitalising of Leases	129	-	-	33	66	30	129
<b>Sub-total</b>			<b>300</b>	<b>8,383</b>	<b>8,066</b>	<b>7,757</b>	<b>24,506</b>
<b>TOTAL (LC+NYLC)</b>	<b>21,377</b>	<b>-</b>		<b>8,683</b>	<b>8,066</b>	<b>7,757</b>	<b>24,506</b>

**SCOTTISH FIRE & RESCUE SERVICE**  
**Capital Programme 2025/26 - 2027/28**

Within Scope of SSRP

***FLEET***

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2025/26		2026/27	2027/28	Total
			LC	NYLC			
Aerial Platforms and Bodyworks	1,600	-	-	1,600	-	-	1,600
Light Appliances	1,725	-	423	2	1,300	-	1,725
Frontline Appliances	11,740	-	4,335	65	3,670	3,670	11,740
Light Fleet - Vans & Cars (incl transition to net zero)	3,313	-	536	33	1,397	1,347	3,313
Leased Vehicles (IFRS16)	1,605	-	-	535	535	535	1,605
Prime Movers and PODS / Water Carrier Strategy	1,000	-	-	-	500	500	1,000
Control Units/New Dimensions Assets	2,800	-	1,191	9	1,000	600	2,800
Fleet Project Staff cost	709	-	-	229	236	243	709
<b>Sub-total</b>			<b>6,485</b>	<b>2,473</b>	<b>8,638</b>	<b>6,895</b>	<b>24,492</b>
<b>TOTAL (LC+NYLC)</b>	<b>23,783</b>	-		<b>8,958</b>	<b>8,638</b>	<b>6,895</b>	<b>24,492</b>

**Digital & Technology Services Infrastructure**

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2025/26		2026/27	2027/28	Total
			LC	NYLC			
PC's, laptops, peripherals	450	-	-	50	200	200	450
Replacement & Upgrade of AV Kit	200	-	-	100	50	50	200
Server Infrastructure	200	-	-	100	50	50	200
Systems Infrastructure	242	-	-	42	100	100	242
Network Infrastructure	586	-	-	136	250	200	586
Data Centre/Disaster Recovery	200	-	-	100	50	50	200
Telephony	200	-	-	100	50	50	200
Cyber Security Provision	300	-	-	100	100	100	300
ESN Connect - Data First (Awaiting SG Confirmation)	420	-	-	420	-	-	420
In Vehicle Systems	255	-	-	255	-	-	255
ICT Project Costs	1,566	626	340	-	300	300	940
Digital and Technical Innovation	250	-	-	50	100	100	250
Change in Accountancy IFRS 16 Capitalising of Leases (Photocopiers and Franking Machines)	325	-	-	325	-	-	325
New Mobilising System	15,960	3,658	8,693	15	2,726	868	12,302
<b>Sub-total</b>			<b>9,033</b>	<b>1,793</b>	<b>3,976</b>	<b>2,068</b>	<b>16,870</b>
<b>TOTAL (LC+NYLC)</b>	<b>21,154</b>	<b>4,284</b>		<b>10,826</b>	<b>3,976</b>	<b>2,068</b>	<b>16,870</b>

**SCOTTISH FIRE & RESCUE SERVICE**  
**Capital Programme 2025/26 - 2027/28**

Within Scope of SSRP

***OPERATIONAL EQUIPMENT***

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile				
			2025/26		2026/27	2027/28	Total
			LC	NYLC			
Operational Equipment	5,920	-	-	1,120	2,020	2,780	5,920
SCBA Systems Upgrade / Replacement	8,412	-	-	412	4,000	4,000	8,412
PPE	7,800	-	-	2,200	2,300	3,300	7,800
<b>Sub-total</b>			-	3,732	8,320	10,080	22,132
<b>TOTAL (LC+NYLC)</b>	<b>22,132</b>	-		3,732	8,320	10,080	22,132

## Capital Budget Risks

## APPENDIX B

Risk ID	Strategic Outcome	Risk Description	Risk Rating	Risk Appetite
FCS008	4	There is a risk of that the Service will be unable to achieve environmental and carbon reduction commitments of 6% per annum; Because of limited investment or anticipated saving targets not being achieved through current projects	12	Open (Within Appetite)
FCS015	6	There is a risk of a number of issues with regards to staffing, including the ability to recruit specialist staff, single points of failure across a number of key roles, lack of succession planning, age profile of staff in senior roles, staff retention rates and staff training; Because of a very buoyant job market in fleet and property, pay grades challenges and the need to review and update structure within sections not updated for 10 years	12	Open (Within Appetite)
FCS021	2	There is a risk of SFRS Property, Fleet and Equipment Assets failing to meet operational standards; Because of a lack of sufficient capital investment from Government	12	Open (Within Appetite)
FCS005	5	There is a risk that the Service may be unable to secure levels of funding required to achieve its strategic objectives. Additional pressure has been placed upon government finances causing uncertainty over future funding settlements.	16	Minimalist (Outwith Appetite)
FCS022	6	There is a risk of continued challenges with recruiting and retaining staff with the necessary skills and experience required to support the Finance and Procurement Function. This is particularly apparent within the Accountancy and Procurement Sections which is proving to have a very buoyant job market and provides pay grade challenges.	16	Open (Within Appetite)
SD001	2	There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems. As a result, we would be failing to meet our statutory duty and also potentially bring reputational damage to the Service.	15	Minimalist (Outwith Appetite)
TSA019	2	There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities.	20	Open (Within Appetite)
SD003	2	There is a risk of SFRS operational availability systems reaching end of life and failing and the existing supplier ceasing to support or maintain legacy systems.	9	Minimalist (Outwith Appetite)

## SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/03-25

Agenda Item: 15

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>																																								
<b>Meeting Date:</b>	<b>27 MARCH 2025</b>																																								
<b>Report Title:</b>	<b>RESOURCE BUDGET 2025/26</b>																																								
<b>Report Classification:</b>	<b>For Decision</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>																																							
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>																																	
<b>1</b>	<b>Purpose</b>																																								
1.1	The purpose of this report is to ask the Board to approve the proposed Resource Budget for 2025/26.																																								
<b>2</b>	<b>Background and Funding</b>																																								
2.1	Scottish Fire and Rescue Service (SFRS) has delivered significant financial savings since it was created in 2013. It is estimated that the cumulative savings total will have reached £653 million by the end of the current financial year. These savings have been delivered through a systematic efficiency programme that included the development of a Target Operating Model (TOM) that reduced the number of Whole-Time (WT) operational posts by 511 and a significant reduction in executive and senior management posts while protecting community safety. We have also rationalised our non-operational property estate, reviewed the locations and numbers of specialist vehicles, undertaken process efficiency reviews, restructured internal elements of the Service and secured procurement benefits by operating as a single organisation.																																								
2.2	Balancing the budget in 2023/24 was particularly challenging, requiring savings of c.£11 million to be delivered both in-year and on a recurring basis. This was achieved through a combination of employee and non-employee cost reductions, including the removal of 166 firefighter posts from the TOM. As a result, 10 appliances were temporarily removed from multi-pump fire stations.																																								
2.3	Looking ahead, on 25th February 2025, the Scottish Parliament passed the Budget (Scotland) Bill which sets the following Departmental Expenditure Limits (DEL) for the Scottish Fire and Rescue Service (SFRS), for the forthcoming financial year;																																								
	<table border="1"> <thead> <tr> <th rowspan="2">SFRS</th> <th>Budget 2024/25</th> <th>Budget 2025/26</th> <th colspan="2">Increase/ (Decrease)</th> </tr> <tr> <th>(£m)</th> <th>(£m)</th> <th>(£m)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Total Budget</td> <td>393.4</td> <td>412.2</td> <td>18.8</td> <td>4.8</td> </tr> <tr> <td>Less Non-Cash*</td> <td>33.0</td> <td>33.0</td> <td>0</td> <td>0</td> </tr> <tr> <td><b>TOTAL CASH</b></td> <td><b>360.4</b></td> <td><b>379.2</b></td> <td><b>18.8</b></td> <td><b>5.2</b></td> </tr> <tr> <td><b>Resource (Cash)</b></td> <td><b>317.3</b></td> <td><b>332.1</b></td> <td><b>14.8</b></td> <td><b>4.7</b></td> </tr> <tr> <td><b>Capital (Cash)</b></td> <td><b>43.0</b></td> <td><b>47.0</b></td> <td><b>4.0</b></td> <td><b>9.3</b></td> </tr> </tbody> </table>							SFRS	Budget 2024/25	Budget 2025/26	Increase/ (Decrease)		(£m)	(£m)	(£m)	%	Total Budget	393.4	412.2	18.8	4.8	Less Non-Cash*	33.0	33.0	0	0	<b>TOTAL CASH</b>	<b>360.4</b>	<b>379.2</b>	<b>18.8</b>	<b>5.2</b>	<b>Resource (Cash)</b>	<b>317.3</b>	<b>332.1</b>	<b>14.8</b>	<b>4.7</b>	<b>Capital (Cash)</b>	<b>43.0</b>	<b>47.0</b>	<b>4.0</b>	<b>9.3</b>
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	*non-cash covers asset depreciation and is ring-fenced for this purpose.																																								

2.4	Resource (Cash) has increased by £14.8million, which is materially less than the budget requested, and does not include provision for the additional employers' National Insurance cost introduced by the UK Government in its Autumn Budget. This will add a further c.£6million to the SFRS cost base because of threshold and rate changes. The Scottish Government has confirmed that SFRS will receive funding of £3.42m towards funding the additional National Insurance costs.
2.5	In recognition of the work SFRS is embarking on through its Strategic Service Review Programme (SSRP) to enhance the long-term sustainability of the Service, the Scottish Government has confirmed that an additional £1million will be provided in Resource (Cash) funding, at the Autumn/Spring Budget Revision, to support the ongoing delivery of SSRP.
2.6	As in 2024/25, it has been identified that the published Resource (Cash) budget does not include a correction of £0.542m required in relation to the reclassification of lease costs following the introduction of new accounting rules (IFRS16). It is anticipated that, as in 2024/25, this funding will be provided at the Autumn/Spring Budget Revision.
2.7	The Board at its Special Meeting on 27 February 2025 approved the <b>Budget Approach for 2025/26</b> , which highlighted the strategic fiscal and economic context, as well as the medium to long term fiscal outlook for SFRS. SFRS has begun the process of developing its <b>Strategy 2025-2028</b> , and it is recognised that SFRS must focus the budget allocation on alignment with the Strategy and the <b>six immediate priorities</b> , by which the vision will be progressed. The draft Strategy sets out SFRS's <b>Vision to be a leading, sustainable, modern and technologically advanced fire and rescue service that is fit to meet the challenges of Scotland's future.</b>
2.8	Consideration has been given to the responsibilities of the Chief Officer as Accountable Officer, to ensure the resources of SFRS are used economically, efficiently and effectively, to deliver the functions of the organisation, delivering value for money.
2.9	Budget background information was provided to the Board at its Strategy Day on 30 January 2025 in support of the proposals contained within this report.
<b>3</b>	<b>Main Report/Detail</b>
3.1	Initial budget proposals were developed through discussion between budget holders and finance business partners. Proposals were scrutinised and refined through a series of budget workshops during January – March with the Strategic Leadership Team, with the objective of producing a balanced budget that is aligned to the agreed Budget Approach and focused on delivering the strategic priorities.
3.2	Challenging decisions have been taken by the Strategic Leadership Team (SLT) to reduce expenditure, including increasing financial risk appetite around inflation and demand-led expenditure, ending temporary contracts, removing vacant temporary posts early from the structure, continuing with a 10% vacancy factor for support staff, holding a Deputy Assistant Chief Officer post vacant, delaying wholetime recruitment planned for January 2026, reviewing the use of wholetime overtime, and not progressing several improvement initiatives.
3.3	Following this thorough scrutiny and challenge process, it is considered that any further cost reductions required at this stage would need to come from front-line resourcing and would have to be delivered through a reduction in wholetime recruitment.
3.4	It is proposed that the Resource Budget for 2025/26 be set at <b>£337.062million</b> , as outlined in Appendix A, based on the Resource (Cash) Funding set out a paragraph 2.3 (£332.1m), adjusted for additional National Insurance funding (£3.42m - paragraph 2.4),

<p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p> <p>3.9</p>	<p>support for SSRP (£1.m - paragraph 2.5) and IFRS16 corrections (£0.542m - paragraph 2.6).</p> <p>c.80% of the proposed budget is allocated to employee costs, recognising the significance of our workforce in enabling us to deliver against strategic priorities. Taking account of anticipated pay awards for all staff, and incremental progression where appropriate, offset by reduced employers' contribution rates for the Local Government Pension Scheme following consolidation in 2024/25, this budget provides for the cost of all anticipated staff in post during 2025/26, based on agreed target operating models, allowing for anticipated turnover impact, and overtime requirements across each staff category.</p> <p>The remaining c.20% of expenditure is allocated to non-employee costs, i.e. property, supplies and services, transport costs, third party payments, and legacy financing costs. Where possible these budgets have been developed from a zero base to ensure they are as realistic as possible. Anticipated price inflation has been accounted for, as well as funding required for new and ongoing initiatives, including those being delivered through SSRP, and savings arising from completed initiatives. All new initiatives will be subject to a formal business case process to release earmarked funding.</p> <p>Where applicable, Income budgets have been uplifted for anticipated inflation. Rental income from shared premises represents around a third of the income generated by the Service. Work will continue to seek further opportunities to share sites with Blue Light and other partners in support of public service reform.</p> <p>Funding for the Emergency Services Mobile Communications Project (ESMCP), which will provide a new Emergency Services Network (ESN) across the UK is provided separately by SG as part of ring-fenced funding from the UKG Home Office. As such no provision is made within the budget for this project.</p> <p>Appendix B provides a budget evolution, showing the adjustments made between the 2024/25 budget and the proposed budget for 2025/26.</p>
<p><b>4</b></p>	<p><b>Recommendation</b></p>
<p>4.1</p>	<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>• approve the Resource Budget for 2025/26, as set out in section 3 and detailed in Appendix A</li> </ul>
<p><b>5.</b></p>	<p><b>Key Strategic Implications</b></p>
<p>5.1</p> <p>5.1.1</p>	<p><b>Risk/Risk Appetite</b></p> <p>Resource budget risks and associated risk appetite are outlined at Appendix C.</p>
<p>5.2</p> <p>5.2.1</p>	<p><b>Financial</b></p> <p>The financial implications are outlined within the report.</p>
<p>5.3</p> <p>5.3.1</p>	<p><b>Environmental &amp; Sustainability</b></p> <p>The proposed budget reflects the ongoing transition from gas heating within premises to electricity.</p>
<p>5.4</p> <p>5.4.1</p>	<p><b>Workforce</b></p> <p>80% of the resource budget is aligned to workforce costs.</p>
<p>5.5</p> <p>5.5.1</p>	<p><b>Health &amp; Safety</b></p> <p>Specific new provision is made within the resource budget to address contaminant control and asbestos screening.</p>



5.6 5.6.1	<b>Health &amp; Wellbeing</b> The budget provides for occupational health and wellbeing services.	
5.7 5.7.1	<b>Training</b> The budget provides for both operational and non-operational training, delivered both within SFRS and by external suppliers.	
5.8 5.8.1	<b>Timing</b> The budget relates to financial year 2025/26.	
5.8.2	Moving into Q1 of the new financial year, work will continue to refresh the medium-term financial plan.	
5.9 5.9.1	<b>Performance</b> Resource budget performance will be monitored monthly, with the support of Finance Business Partners, and reported to the Strategic Leadership Team and the Board.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> The communications and engagement undertaken in the development of budget proposals are outlined within the report.	
5.11 5.11.1	<b>Legal</b> The Accountable Officer is required to ensure that the resources of SFRS are used economically, efficiently and effectively.	
5.12 5.12.1	<b>Information Governance</b> There are no specific Information Governance implications associated with this report.	
5.13 5.13.1	<b>Equalities</b> An Equality Impact Assessment has been carried out on the proposed Resource Budget.	
5.14 5.14.1	<b>Service Delivery</b> The Strategic Service Review Programme (SSRP), and in particular the ongoing work within the Service Delivery Review element to prepare for a public consultation on future operational changes, has been prioritised, to enable this work to be undertaken in a manner that stands up to scrutiny and enables progress towards a sustainable service in the longer term.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Finance and Contractual Services presented the proposed Resource Budget for 2025/26 to the Board for approval. It is proposed that the Resource Budget for 2025/25 be set at £337.062 million, in line with funding assumptions set out within the report.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Director of Finance & Contractual Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial</del> / <b>Reasonable</b> / <del>Limited</del> / <del>Insufficient</del>
7.3	<b>Rationale:</b>	There has been significant engagement between budget holders and Finance Business Partners, alongside scrutiny and challenge from the Strategic Leadership Team in the development of the Resource Budget.

<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Resource Budget 2025/26 – Year on Year Comparison	
8.2	Appendix B – Budget Evolution	
8.3	Appendix C – Resource Budget Risks 2025/26	
<b>Prepared by:</b>	Lynne McGeough, Head of Finance and Procurement	
<b>Sponsored by:</b>	Sarah O'Donnell, Director Finance and Contractual Services	
<b>Presented by:</b>	Sarah O'Donnell, Director Finance and Contractual Services	
<b>Links to Strategy and Corporate Values</b>		
Draft SFRS Strategy 2025-2028		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Leadership Team</i>	<i>20 March 2025</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 March 2025</i>	<i>For Decision</i>

2024/2025 Base Position	Narrative	2025/2026 Budget	Change	
£m		£m	£m	%
167.271	Wholetime	177.491	10.220	6.1
8.067	Control	8.165	0.098	1.2
28.021	On Call	33.435	5.414	19.3
39.280	Support	40.924	1.644	4.2
8.817	Employee Other	8.650	(0.167)	(1.9)
<b>251.457</b>	<b>Employee Costs</b>	<b>268.665</b>	<b>17.208</b>	<b>6.8</b>
32.277	Property Costs	33.658	1.381	4.3
23.274	Supplies & Services	27.139	3.865	16.6
6.030	Transport Costs	5.762	(0.268)	(4.5)
2.132	Third Party Payments	2.166	0.035	1.6
1.663	Financing	1.480	(0.183)	(11.0)
<b>316.834</b>	<b>GROSS EXPENDITURE</b>	<b>338.870</b>	<b>22.037</b>	<b>7.0</b>
(1.975)	Income	(1.808)	0.167	(8.4)
<b>314.859</b>	<b>NET EXPENDITURE</b>	<b>337.062</b>	<b>22.203</b>	<b>7.1</b>

**2025/2026 Budget Evolution**

		<b>£000</b>
Current Budget 2024/2025		314,859
SG Budget Adjustments		3,076
<b>Base Budget 2024/2025</b>		<b>317,935</b>
Pay Awards and Increments	7,910	
Pension / NI & T&C Changes	8,475	
Miscellaneous Structure Changes	33	
Staffing Recruitment Profile	1,287	
On-Call Activity	(569)	
Other Salary Related Costs	(74)	
<b>Net Cost Pressure - Employee Costs</b>		<b>17,061</b>
Expense cost pressures	5,966	
Expense savings	(3,961)	
<b>Net Cost Pressure - Expenses</b>		<b>2,005</b>
2024/2025 Initiatives Completed	(1,642)	
2025/2026 Initiatives	1,704	
<b>Initiatives Total</b>		<b>62</b>
<b>Budget 2025/2026</b>		<b>337,062</b>

Scottish Fire & Rescue Service  
2025/26 Resource Budget Risks

## Appendix C

Risk Ref. No.	Corporate Risk	Date Identified	Risk Description	Consequence of Risk	Mitigating Actions	Risk Assessment			Risk Owner	Risk Appetite
						Probability	Impact	Risk Rating		
Resource 1	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that pay awards differ from assumptions and budget provision</b>	This could result in a material over or underspend	Ensure parameters are well understood by decision makers	3	4	12	Chair/Chief Officer/Deputy Chief Officer (CS)	Minimalist
Resource 2	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that non-pay inflation differs from budget provision (suppliers may increase prices to cover NI increases)</b>	This could result in a material over or underspend	Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	3	3	9	Director of Finance & Contractual Services	Minimalist
Resource 3	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that support staff vacancies cannot be managed within the 10% vacancy factor</b>	This could result in a material over or underspend	Closely monitor and report on actual expenditure through SLT / Corporate Board Provide flexibility to budget holders to manage budgets on a bottom line basis	3	3	9	Director of Finance & Contractual Services/Deputy Chief Officer (CS)	Minimalist
Resource 4	<b>FCS005</b> - Unable to Secure Levels of Funding	March 2025	<b>There is a risk that funding from SG fails to recognise the full impact of ESMCP</b>	This could result in a material overspend	Ongoing discussions with SG on ESMCP progress and interdependencies	2	3	6	Chair/Chief Officer/Deputy Chief Officer (CS)	Minimalist
Resource 5	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that the recruitment of wholtime staff is not in line with plan and leads to increased overtime</b>	This could result in a material over or underspend	Careful planning of recruitment, using all appropriate channels Closely monitor and report on actual expenditure	2	3	6	Director of People	Minimalist
Resource 6	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that wholtime overtime costs differ from budget assumptions</b>	This could result in a material over or underspend	Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Operational Delivery	Minimalist

Risk Ref. No.	Corporate Risk	Date Identified	Risk Description	Consequence of Risk	Mitigating Actions	Risk Assessment			Risk Owner	Risk Appetite
						Probability	Impact	Risk Rating		
Resource 7	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that the number of wholetime retirals differs from budget assumptions</b>	This could result in a material over or underspend	Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services	Minimalist
Resource 8	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that On Call activity costs differ from budget assumptions</b>	This could result in a material over or underspend	Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Operational Delivery	Minimalist
Resource 9	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that On Call Harmonisation leads to increase / decrease in retainer fees</b>	This could result in a material over or underspend	Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Operational Delivery/Director of People	Minimalist
Resource 10	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that ongoing initiatives may not run to schedule and costs may increase</b>	This could result in a material overspend	Closely monitor and report on actual expenditure CPPG to ensure prioritisation of expenditure	2	3	6	Deputy Chief Officers	Minimalist
Resource 11	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that additional pressures are identified that were not included in assumptions</b>	This could result in a material overspend	Ensure robust approach by SLT on the review of in year funding requests and prioritisation Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services	Minimalist
Resource 12	<b>New Risk</b> - Risk of expenditure exceeding budget allocation	March 2025	<b>There is a risk that Property Repairs and Maintenance costs differ from the budget</b>	This could result in a material over or underspend	Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom line basis	2	3	6	Director of Finance & Contractual Services	Minimalist

RISK APPETITE					
Impact	Political	Operational	Financial	Legal & Regulatory Compliance	Reputational/Stakeholder Confidence
<b>Averse</b>	Minimal tolerance for taking any decisions or actions that could result in increased parliamentary scrutiny or criticism of the Service	Defensive approach - aim to maintain or protect existing ways of working, rather than to create or innovate. Priority for tight management controls and oversight with limited devolved decision making authority. Resources withdrawn for all non-essential activities. General avoidance of system/technology developments	The key objective is to operate in line with the agreed budget profile. Only willing to accept the low cost option	Avoid anything which could be challenged, even unsuccessfully	Minimal tolerance for any decisions that could lead to increased scrutiny or criticism of the Service
<b>Minimalist</b>	Only tolerant of making decisions that contradict or challenge national or local governments where there is no chance of significant repercussions for the Service	Innovations are always avoided unless essential. Decision making authority held by the SLT. Resources allocated to core business. Only essential systems/technology developments	Only prepared to accept the potential for very limited variance in budget lines. Minimising cost is the primary concern	Want to be very sure the Service would win any challenge	Only tolerant of risk taking where there is no chance of significant repercussions for the Service
<b>Cautious</b>	Only tolerant of making statements or taking decisions that impact on the political arena where the Service has the support of key political stakeholders	Tendency to stick to the status quo. Innovations generally avoided unless necessary. Decision making authority generally held by SLT. Resources are generally allocated to core business. Systems/technology developments limited to those which are essential, unless low risk	<b>Prepared to accept the potential for some variance in budget lines and the potential for some minor underspend/overspend. Value for money is the primary concern, with an emphasis on quality as well as price</b>	<b>Limited tolerance for sticking our neck out. Want to be reasonably sure the Service would win any challenge.</b>	Only tolerant of risk taking where there is limited chance of significant repercussions for the Service
<b>Open</b>	<b>Appetite to take decisions which may expose the Service to additional parliamentary or political scrutiny, but only where appropriate steps have been taken to minimise any exposure</b>	Innovation supported as long as there is a commensurate improvement in management control. Responsibility for non-critical decisions may be devolved. Resources are allocated to capitalise on potential opportunities, not just to deliver our current practises. Systems/techology developments considered where these will enable delivery.	Prepared to take some financial risk by investing in new projects or activities ( recognising that this could result in overspend / underspend ) as long as appropriate controls are in place. In assessing value for money, quality considerations are weighted more than price	Challenge will be problematic but the Service is likely to win it. The gain will outweigh the adverse consequences.	<b>Appetite to take any decisions which may expose the Service to additional scrutiny, but only where appropriate steps have been taken to minimise any exposure</b>
<b>Hungry</b>	Appetite to take decisions which are likely to expose the Service to additional political, media and parliamentary scrutiny where the potential benefits to the Service outweigh the risks	<b>Innovation pursued, desire to break the mould and challenge working practices. High levels of devolved authority, management by trust rather than tight control. Resources are allocated to areas of work where there are guarantees of success - investment capital type approach. New technologies viewed as a key enabler of operational delivery.</b>	Prepared to take financial risks by investing for the best possible reward, accepting that this brings the possibility of underspend/overspend.	Chances of losing are high and consequences serious. But a win would be seen as a great coup.	Appetite to take decisions which are likely to expose the Service to additional scrutiny, if the potential benefits outweigh the risks

(Red highlighted Section indicates the risk appetite level determined by the Board and SLT)

RISK ASSESSMENT					
Impact	Political	Operational	Financial	Legal& Regulatory Compliance	Reputational/Stakeholder Confidence
<b>1</b>	Effective Strategic Decision making, full engagement by Board and SLT and meeting in full the expectation of Scottish Government and Local Communities	No negative impact on our ability to deliver the service.	no impact on our ability to deliver a balanced budget	no adverse reputational damage to the service	Rumours, with potential for local public/political concern
<b>2</b>	Minor reduction in Board engagement, minimal impact upon achievement of strategic objectives and no adverse comment from SG	There will be a very minimal impact on our ability to deliver the service.	our ability to deliver a balanced budget will be realised with minimal adjustments	Potential unexpected external scrutiny of our activities due to non compliance. Some adverse media attention received.	Some negative Local press interest or Local public/political concern.
<b>3</b>	Question raised over effectiveness of strategic decision making, noticeable impact upon service delivery, criticism by external bodies, partners and sG	There will be a reduction in the ability for us to deliver our services and there may be minor service disruption.	action required to ensure delivery of a balanced budget. Potential adverse impact on service delivery.	Prolonged adverse media attention. Criticism of our service as a result of srutiny by external bodies. Potential legal action.	Limited damage to reputation. Extended negative local press interest. Some regional public/political concern.

4	Ineffective Board engagement, challenge over strategic decision making of SFRS, failure to deliver against agreed priorities and SG criticism and threat of intervention	Service disruption for an extended period. Major consequences.	insufficient finances available to support service delivery	Ineffective governance arrangements identified resulting in Government intervention in the management of the service.	Loss of credibility and confidence in the service. National negative press interest. Significant public/political concern.
5	Failure to deliver against SG priorities, failure of Board and SLT to engage, intervention by SG and external monitoring bodies	Failure to deliver our services	failure to live within our means	failure of the service	Full Public Inquiry. International negative press interest. Major public/political concern.

### Probability

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

### IMPACT

Criteria for Evaluating Risk			
Probability	Description	Numerical Value	Plain English
1	Very Low – Where an occurrence is improbable or very unlikely	1 in 20,000	Never happened and doubt it will
2	Low - Where an occurrence is possible but the balance of probability is against	1 in 2,000	Has happened before but unlikely
3	Medium- where it is likely or probable that an incident will occur	1 in 200	Will probably happen at some point in the future
4	High- where it is highly probable that an incident will occur	1 in 20	Has happened in recent past and will probably happen again
5	Very High- where it is certain that an event will occur	1 in 2	It's already happening and will continue to do so



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



**Report No: B/FCS/06-25**

**Agenda Item: 16**

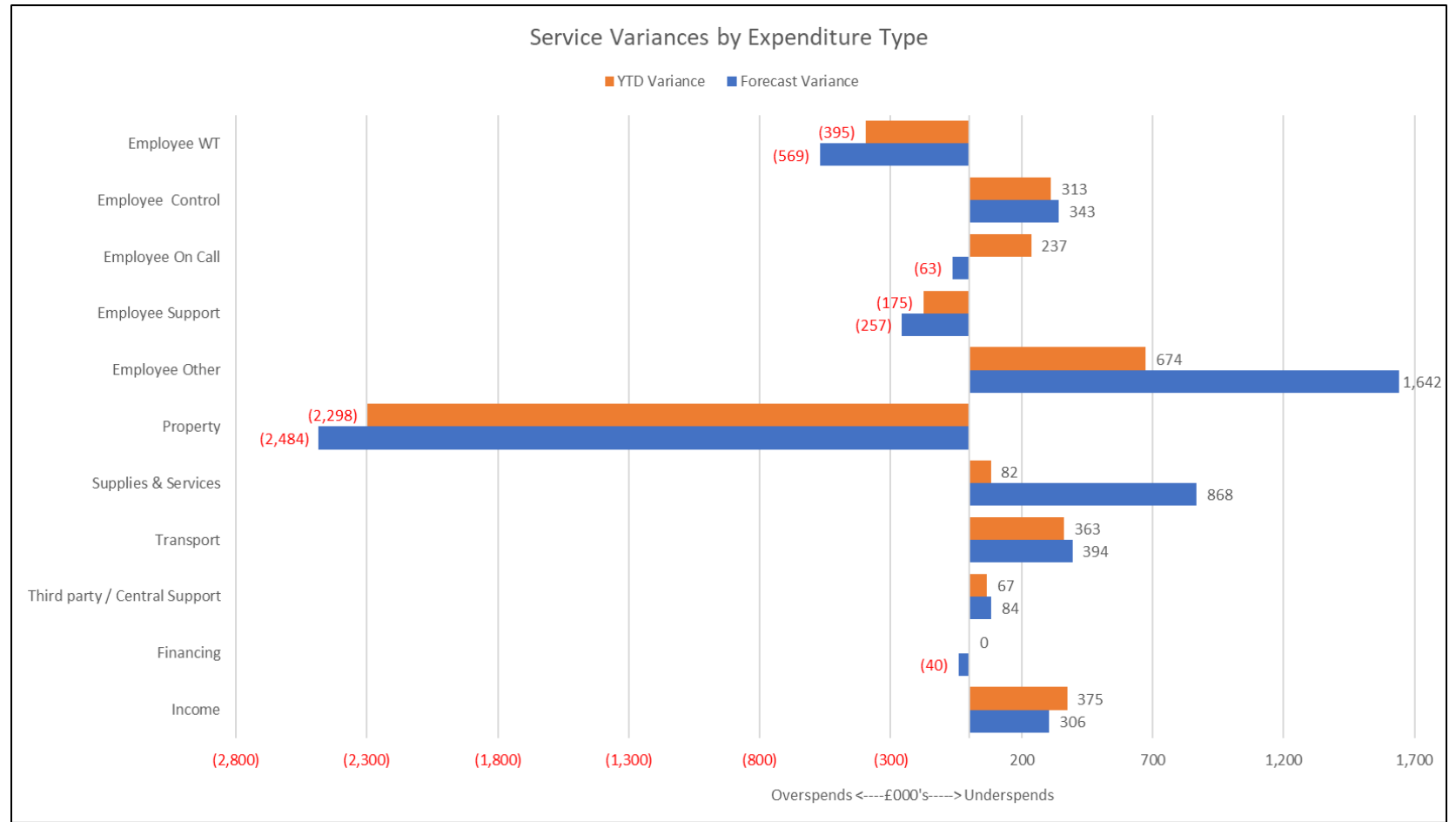
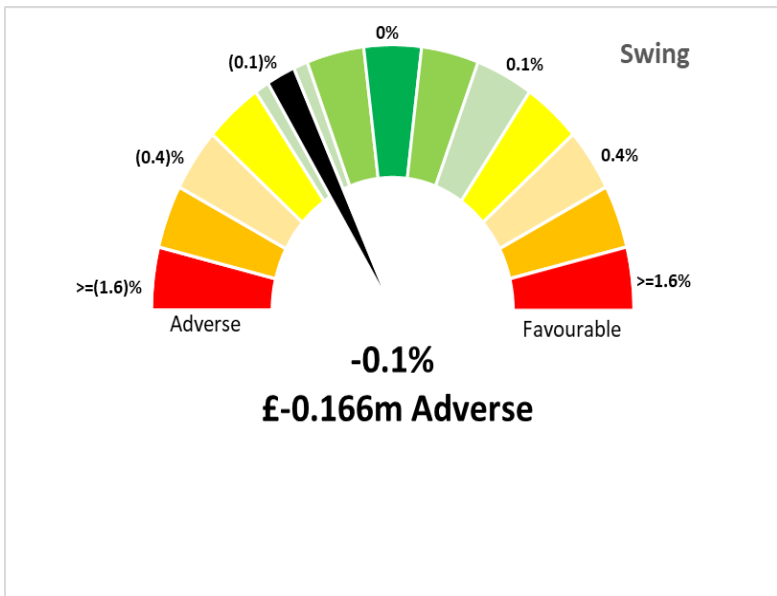
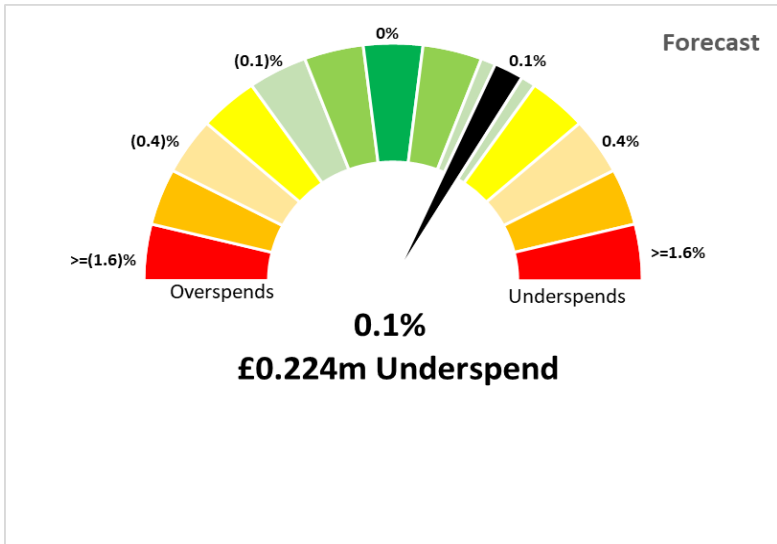
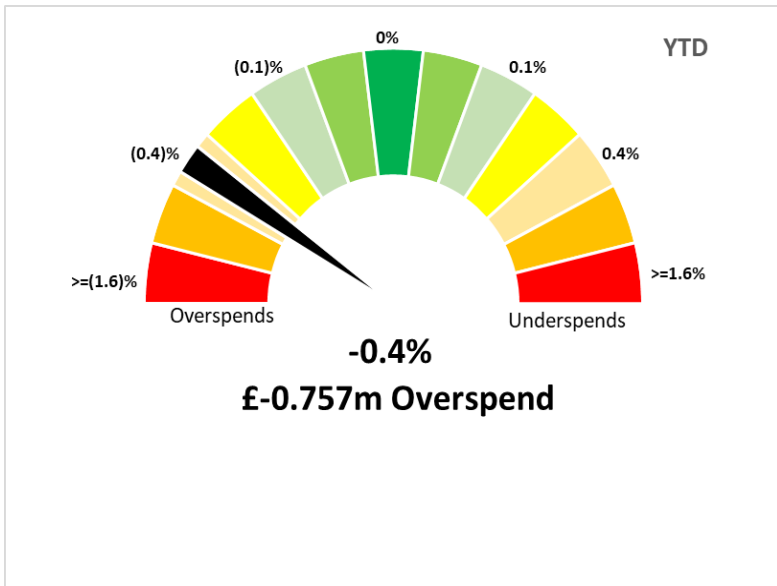
<b>Report to:</b>		<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>		<b>27 MARCH 2025</b>						
<b>Report Title:</b>		<b>RESOURCE BUDGET MONITORING FEBRUARY 2025</b>						
<b>Report Classification:</b>		<b>For Scrutiny</b>					<p style="text-align: center;"><b>SFRS Board/Committee Meetings ONLY</b>  <b>For Reports to be held in Private</b>  <b>Specify rationale below referring to</b>  <u><b>Board Standing Order 9</b></u></p>	
<b>1</b>		<b>Purpose</b>						
1.1		To advise the Board of the Resource Budget position for the period ending 28 February 2025.						
<b>2</b>		<b>Background</b>						
2.1		The Scottish Government initially allocated funding to SFRS for 2024/25 of £393.3million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £317.3million and £43million respectively, and £33million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
2.2		<p>In addition, the Scottish Government has recognised the following budget adjustments that are required and has realigned the budget during the Spring Budget Revision process (SBR):</p> <ul style="list-style-type: none"> <li>• a funding error in respect of IFRS16, increasing the budget by £0.547million.</li> <li>• the transfer of costs and budget in respect of Firelink back to the Scottish Government. This has resulted in a budget reduction of £3.325million, with associated costs being charged directly to the Scottish Government.</li> <li>• Additional budget in respect of the Emergency Service Mobile Communication Platform (ESMCP) resulting in an increase in the budget of £0.329million</li> <li>• Additional budget in respect of services provided to support the Interpol General Assembly resulting in an increase to the budget of £0.011million</li> </ul>						
2.3		The SBR changes have therefore resulted in a revised Resource budget of £314.857million which has been reflected in this report.						
<b>3</b>		<b>Main Report/Detail</b>						
3.1		A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A – Consolidated Financial Position.						
3.2		The report details the current overspend against budget of £0.757million. The <b>forecast year-end position</b> at this stage shows <b>an underspend of £0.223million</b> .						
3.3		The forecast highlights that the significant employee cost variances relate to overspends for Wholetime of £0.569million, Support of £0.257million and On-Call of £0.063million. There is an underspend for Control of £0.343million. Other employee costs are forecast to be £1.641million underspent.						

3.4	On non-employee costs, the significant forecast variances are attributable to an overspend in Property costs £2.484million and underspends relating to Supplies & Services, Transport and Third-Party Payment costs of £0.868million, £0.394million and £0.084million respectively.
3.5	Income is forecast to over recover by £0.306million.
3.6	Appendix A highlights several areas of risk to the reported financial position, most significantly in relation to delays in strategic initiatives and pension costs.
<b>4</b>	<b>Recommendation</b>
4.1	The Board is asked to scrutinise the report.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	In relation to breaching budgetary limits, SFRS has a <b>Minimalist</b> appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.
5.1.2	The forecast Resource spend for the financial year is consistent with our stated risk appetite and out performance will continue to be monitored to ensure it remains aligned.
5.2	<b>Financial</b>
5.2.1	The financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	<b>Workforce</b>
5.4.1	The workforce implications are detailed within the report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications directly associated with this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	<b>Training</b>
5.7.1	The training implications are detailed within the report.
5.8	<b>Timing</b>
5.8.1	The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.
5.9	<b>Performance</b>
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.

5.11 5.11.1	<b>Legal</b> SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers	
5.13 5.13.1	<b>Equalities</b> EHRIA completed No. An EIA was completed for the Resource Budget 2023/2024. This was presented to the Board on 31 March. This report monitors performance against that budget and does not in itself warrant an EIA.	
5.14 5.14.1	<b>Service Delivery</b> The Service Delivery implications are detailed within the report.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Finance and Contractual Services advised the Board of the resource budget position for the period ending 28 February 2025. The February resource monitoring report shows a current overspend against budget of £0.757million, with a forecast year-end underspend of £0.223million.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Director of Finance & Contractual Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.2	<b>Rationale:</b>	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, Strategic Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Consolidated Financial Position	
<b>Prepared by:</b>		William Lindsay, Finance Business Partner
<b>Sponsored by:</b>		Lynne McGeough, Head of Finance and Procurement
<b>Presented by:</b>		Sarah O'Donnell, Director of Finance and Contractual Services
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Leadership Team</i>		<i>20 March 2025</i>
<i>SFRS Board</i>		<i>27 March 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For Noting</i>
		<i>For Scrutiny</i>

**Appendix A**  
**Consolidated Financial Position**  
**February 2025**

# SFRS Financial Overview 2024/2025 Period 11



# SFRS Resource Monitoring Report February 2025

The report below covers the period 1<sup>st</sup> April 2024 – 28<sup>th</sup> February 2025. It highlights a year-to-date overspend of £0.757 million (0.27% of the year-to-date budget) with a forecast underspend of £0.223 million (0.1% of the full year budget).

Original Budget	SG Budget Revisions	Virements	Revised Annual Budget	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
					Budget	Actual	Variance		Forecast	Variance	
										£	%
(1)		(2)	(1)+(2) (3)			(4)-(5) (6)	(6)/(4) (7)	(8)	(3)-(8) (9)	(9)/(3) (10)	
251,489	(333)	309	251,465	Employee Costs	230,333	229,679	654	0.3%	250,370	1,095	0.4%
242,775	(333)	206	242,648	<i>Salary and Related Costs (including overtime)</i>	222,293	222,313	(20)	0.0%	243,194	(546)	-0.2%
167,617	(33)	(314)	167,270	<i>Wholetime</i>	153,195	153,590	(395)	-0.3%	167,839	(569)	-0.3%
8,092	-	(23)	8,069	<i>Control</i>	7,397	7,084	313	4.2%	7,726	343	4.3%
28,021	-	-	28,021	<i>On-Call</i>	25,703	25,466	237	0.9%	28,084	(63)	-0.2%
39,045	(300)	543	39,288	<i>Support</i>	35,998	36,173	(175)	-0.5%	39,545	(257)	-0.7%
8,714	-	103	8,817	<i>Other Employee Costs</i>	8,040	7,366	674	8.4%	7,176	1,641	18.6%
3,824	-	113	3,937	<i>Early Retirement Charges</i>	3,609	3,222	387	10.7%	3,506	431	10.9%
1,076	-	(3)	1,073	<i>Training</i>	982	877	105	10.7%	1,138	(65)	-6.1%
2,573	-	(2)	2,571	<i>Subsistence &amp; Travel</i>	2,354	2,186	168	7.1%	2,419	152	5.9%
1,241	-	(5)	1,236	<i>Other</i>	1,095	1,081	14	1.3%	113	1,123	90.9%
31,507	-	970	32,477	Property Costs	29,771	32,069	(2,298)	-7.7%	34,961	(2,484)	-7.6%
27,203	(2,420)	(1,797)	22,986	Supplies & Services	18,574	18,492	82	0.4%	22,118	868	3.8%
6,030	-	-	6,030	Transport Costs	5,537	5,174	363	6.6%	5,636	394	6.5%
1,693	-	518	2,211	Third Party Payments	1,648	1,581	67	4.1%	2,127	84	3.8%
1,663	-	-	1,663	Financing	889	889	-	0.0%	1,703	(40)	-2.4%
<b>319,585</b>	<b>(2,753)</b>	-	<b>316,832</b>	<b>GROSS EXPENDITURE</b>	<b>286,752</b>	<b>287,884</b>	<b>(1,132)</b>	<b>-0.4%</b>	<b>316,915</b>	<b>(83)</b>	<b>0.0%</b>
(1,975)	-	-	(1,975)	Income	(1,313)	(1,688)	375	-28.6%	(2,281)	306	-15.5%
-	-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
<b>317,610</b>	<b>(2,753)</b>	-	<b>314,857</b>	<b>NET EXPENDITURE</b>	<b>285,439</b>	<b>286,196</b>	<b>(757)</b>	<b>-0.27%</b>	<b>314,634</b>	<b>223</b>	<b>0.1%</b>

Figures are based on assumptions detailed in section 3.

# Forecast Assumptions

## Wholetime Firefighters (WTFF)

- All staff are forecast to continue in their current role and pay rate for the remainder of the financial year.
- Employees who have indicated they intend to retire or meet the retiral assumptions are forecast to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirals are forecast to result in savings at Firefighter competent level.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment until their next trigger date.
- Employees in firefighter development roles will progress to competent pay after 33 months unless other factors impact their pathway.
- The financial assumptions for retirals have been discussed with Workforce Planning and remain valid.
- Planned WTFF recruitment has been included in the forecast.

## Control

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

## On Call personnel

- Retainer fees have been forecast based on current staff levels and include the NJC agreed uplift from January 2025.
- On Call activity levels are forecast based on current trends.

## Support

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

# Budget Revisions and Virements

During February 2025, the following budget revisions and virements have resulted in movements between categories of expenditure:

- The allocation of budget to support increased property repairs & maintenance. This has resulted in an increase in the budget for Property of £200,000 and a corresponding reduction in the budget for Supplies & Services.
- The reallocation of budget in support of the LGPS consolidation exercise. This has resulted in an increase in the budget for Third Party of £79,000 and a corresponding decrease in the budget for Supplies & Services.
- The allocation of earmarked budget to the Portfolio Office to support the Strategic Service Review Programme (SSRP). This has resulted in an increase in the budget for Employee Support costs of £7,000 and a corresponding reduction in the budget for Supplies & Services.

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

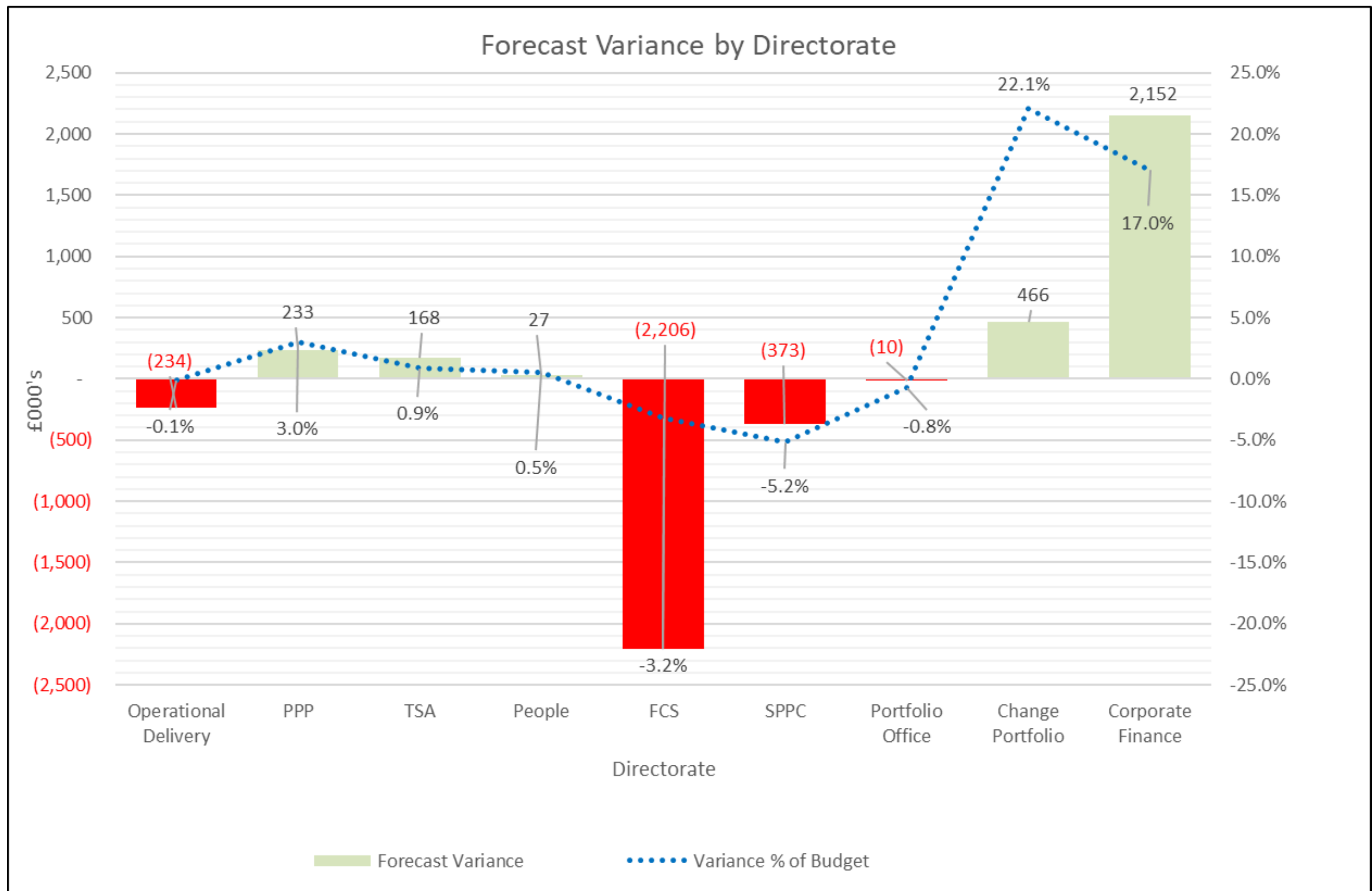
## Analysis of Budget Virements £000's

	Budget Approved by the Board	SSRP	PPFT	Development to Competent	Modern Apprenticeship Scheme	Pension Consolidation	Rostering	Firelink SG Transfer	ESMCP SG Transfer	IFRS16 SG Transfer	Interpol SG Transfer	Property Repairs & Maintenance	Strategic Staffing	Contaminants	Wellbeing Recovery	ICT DDaT Strategy	Other	Revised Budget
Employee WT	167,617	-	-	(502)	-	-	33	-	36	-	11	-	-	-	100	-	(26)	167,270
Employee Control	8,092	-	-	-	-	(45)	-	-	-	-	-	-	-	-	-	-	22	8,069
Employee Retained	28,021	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	28,021
Employee Support	39,045	(273)	(100)	-	77	(205)	163	-	293	-	-	-	71	-	113	-	105	39,288
Employee Pension	3,824	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	113	3,937
Employee Training	1,076	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(3)	1,073
Employee Subsistence & Travel	2,573	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2)	2,571
Employee Other	1,241	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(5)	1,236
Property	31,507	-	-	-	-	-	-	-	-	-	-	700	-	6	-	-	264	32,477
Supplies & Services	27,203	273	100	502	(77)	(108)	(196)	(3,325)	0	232	-	(700)	(71)	(6)	(284)	(50)	(507)	22,986
Transport	6,030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,030
Third party / Central Support	1,693	-	-	-	-	358	-	-	-	-	-	-	-	-	71	50	38	2,211
Financing	1,663	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	1,663
Unallocated Savings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-
Income	(1,975)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,975)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>317,610</b>	<b>(0)</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(3,325)</b>	<b>329</b>	<b>232</b>	<b>11</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>	<b>314,857</b>

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

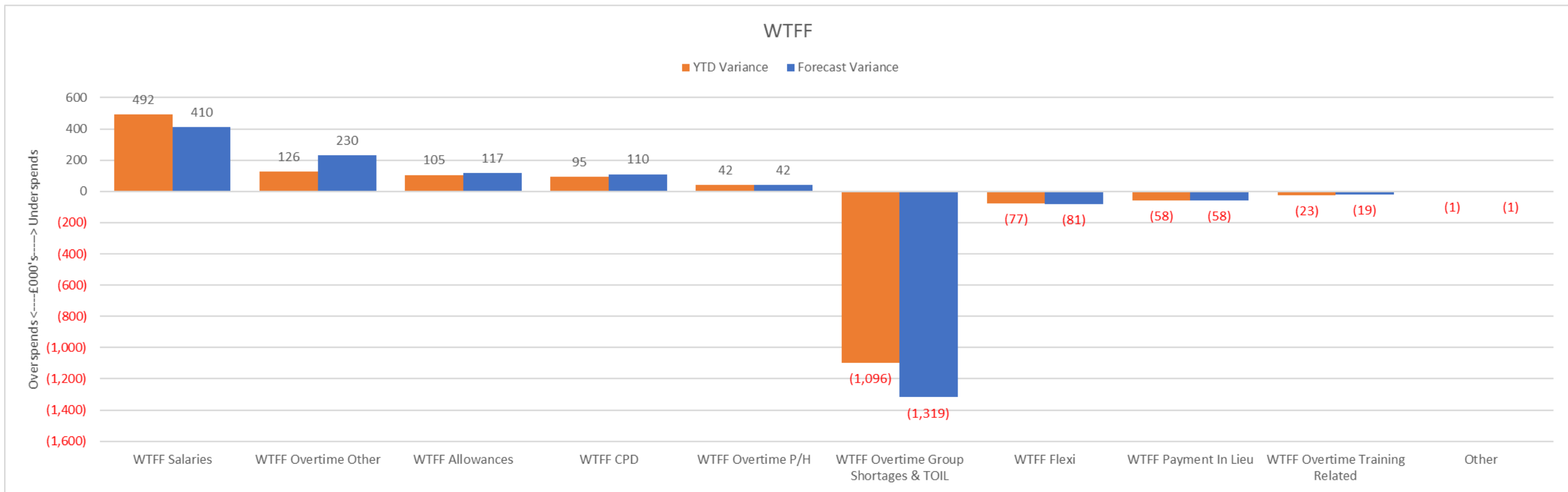


# Variance Analysis by Directorate



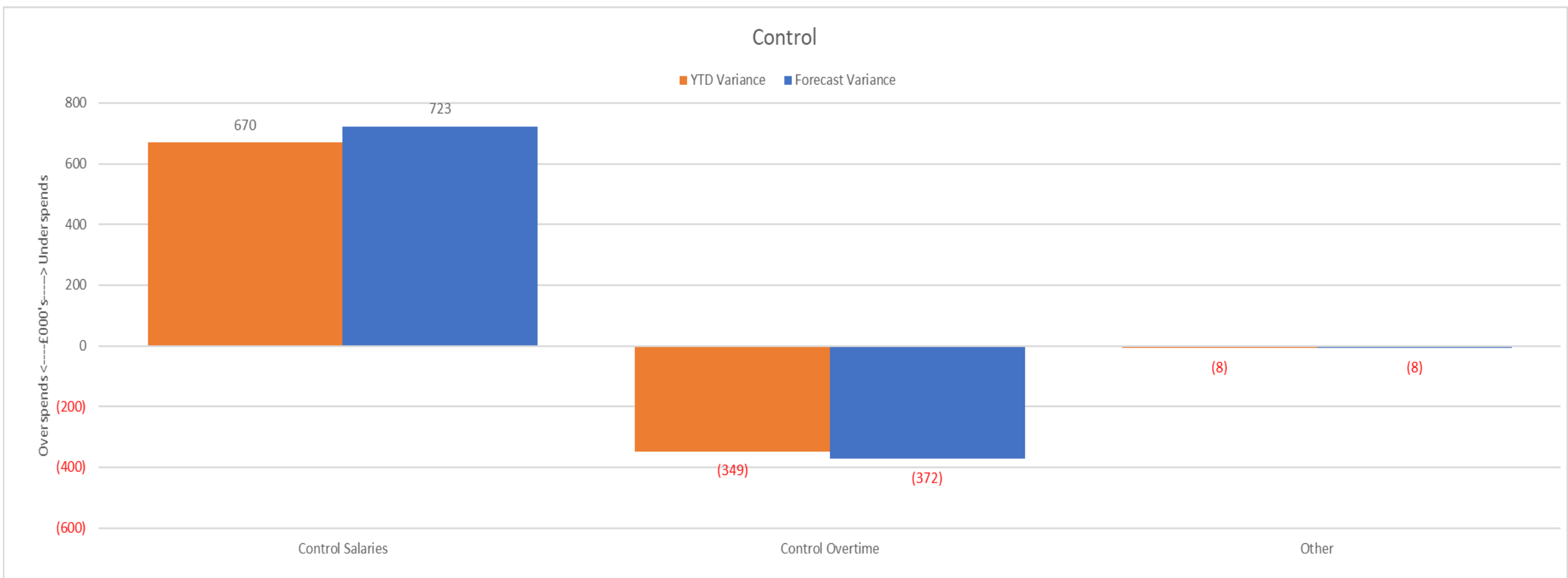
# Wholetime

Year to Date (YTD)	Forecast
<b>Currently £395,000 overspent, representing 0.3% of budget.</b>	<b>Forecast to be £569,000 overspent, representing 0.3% of budget.</b>
<p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>Salaries – due to current under-establishment and an increased percentage of staff on development rates of pay.</li> <li>Overtime Other – reduced incidents spanning shift changeovers and reduced payments in respect of holiday pay.</li> <li>Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations.</li> <li>CPD – the result of an increase in staff who have yet to become eligible to receive CPD payments.</li> <li>Overtime P/H – the result of less staff receiving public holiday overtime payments.</li> </ul>	<p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>Salaries – the forecast reflects the number of firefighters that are expected to leave during the financial year. Due to the greater number of retirals there has been a requirement to increase new recruits in quarter four and this is reflected in the forecast.</li> <li>Overtime Other – the increased costs associated with commercial activity and the face fit exercise are not forecast to continue at current levels.</li> <li>Allowances – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year.</li> <li>CPD – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year.</li> <li>Overtime P/H – there are no further public holidays this financial year.</li> <li>Overtime Group Shortages &amp; TOIL – the forecast assumes additional costs to support the Wellbeing recovery project.</li> <li>Flexi - the forecast is based on payments made in the current month extrapolated across the remainder of the financial year.</li> <li>Payments in Lieu – no further costs are forecast for the remainder of the year.</li> <li>Overtime Training Related – less local training expenditure expected in March 2025.</li> </ul>
<p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>Overtime Other – to support the SVQ process, to provide cover at commercial events, the face fitting exercise, and other managerial activity.</li> <li>Overtime Group Shortages &amp; TOIL - increased levels of overtime due to vacancies and lack of specialist skills.</li> <li>Flexi – additional flexi duty officers to cover sickness, acting up chains and supporting corporate initiatives.</li> <li>Payment in Lieu – payments in respect of untaken holidays.</li> <li>Overtime Training Related – overtime relating to training activity.</li> </ul>	



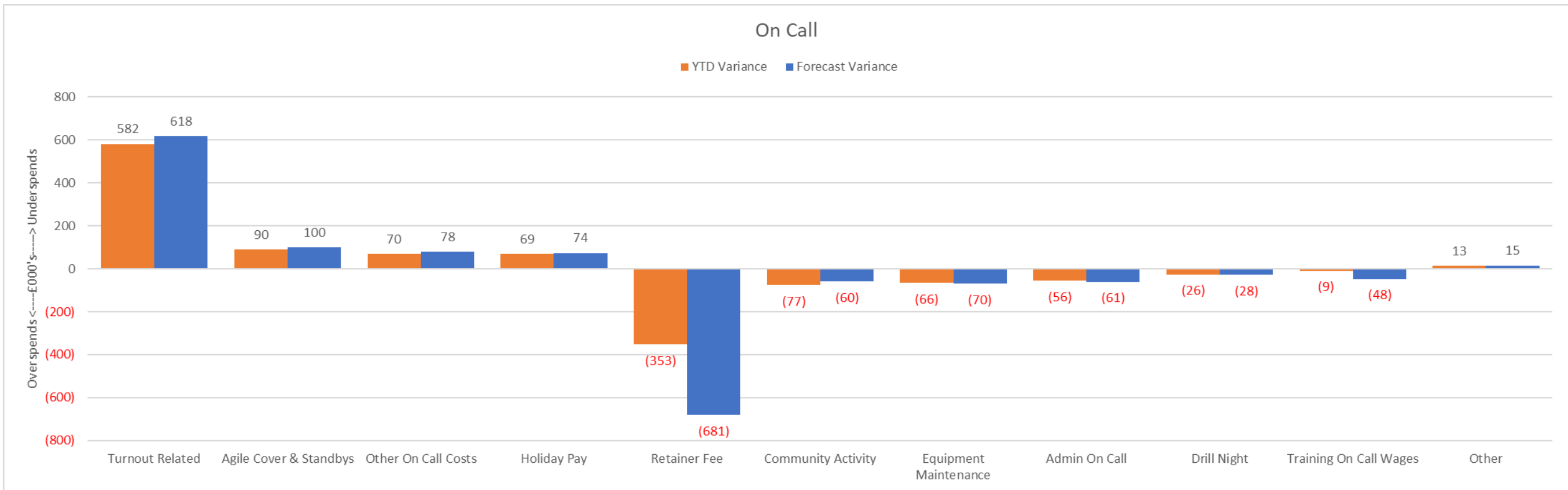
# Control

Year to Date (YTD)	Forecast
Currently £313,000 underspent, representing 4.2% of budget.	Forecast to be £343,000 underspent, representing 4.3% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. The change in LGPS arrangements has also resulted in additional savings.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Salaries – the ongoing impact of current vacancies, staff in development roles and staff that have indicated they will be retiring.</li> <li>Overtime – the forecast is based on current activity levels required to support vacancies along with additional overtime required to provide training.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence.</li> </ul>	



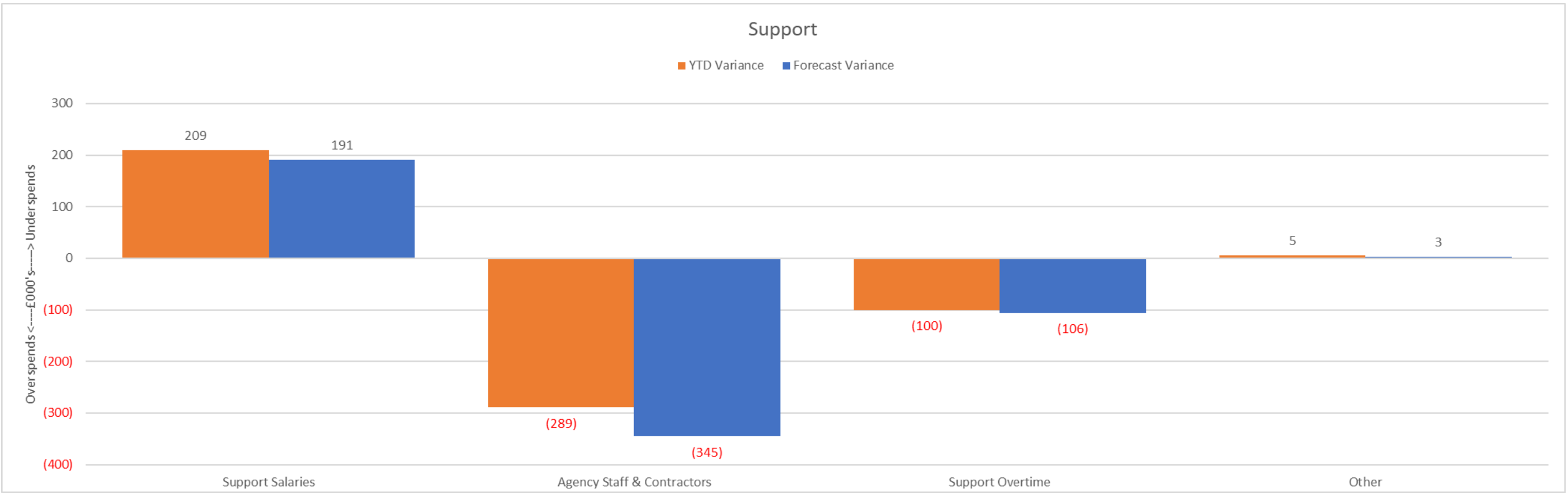
# On Call

Year to Date (YTD)	Forecast
<b>Currently £237,000 underspent, representing 0.9% of budget.</b>	<b>Forecast to be £63,000 overspent, representing 0.2% of budget.</b>
<p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>• Turnout Related – reduced activity levels although demand spiked in January 2025 due to Storm Eowyn.</li> <li>• Agile Cover &amp; Standbys – reduced levels of standbys within the North and East SDAs.</li> <li>• Other On Call Costs – mainly the result of National Insurance savings partly offset by increased sickness costs.</li> <li>• Holiday Pay – the impact of reduced activity over the last 12 months.</li> </ul>	<p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>• Turnout Related – due to the volatility of these costs a cautious approach has been adopted. The forecast assumes costs will increase over the remainder of the year.</li> <li>• Retainer Fees – the forecast is based on current staffing levels, with payments made in the current month being extrapolated across the remainder of the financial year. In addition, following acceptance of the NJC pay offer, the forecast includes an uplift in On Call retainer fees which came into effect from January 2025.</li> <li>• Community Activity – the forecast includes a reduction in community activity, compared to the current levels. This is in line with historical trends which reduce over the winter period. The introduction of the revised home fire safety visits from February 2025 is also forecast to result in reduced visits due to changes in the criteria being applied.</li> <li>• Training On Call – additional courses scheduled for the remaining month of the year.</li> </ul>
<p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>• Retainer fees – impact of NJC pay offer combined with significant number of staff moving to a higher level of banding.</li> <li>• Community Activity – increased focus on community safety activity.</li> <li>• Equipment Maintenance – increased time required to perform equipment maintenance activity.</li> <li>• Admin On Call – staff attendance at development days.</li> <li>• Drill Night – increased hours now being utilised to facilitate essential training e.g. cyber security.</li> <li>• Training On Call – increased activity.</li> </ul>	



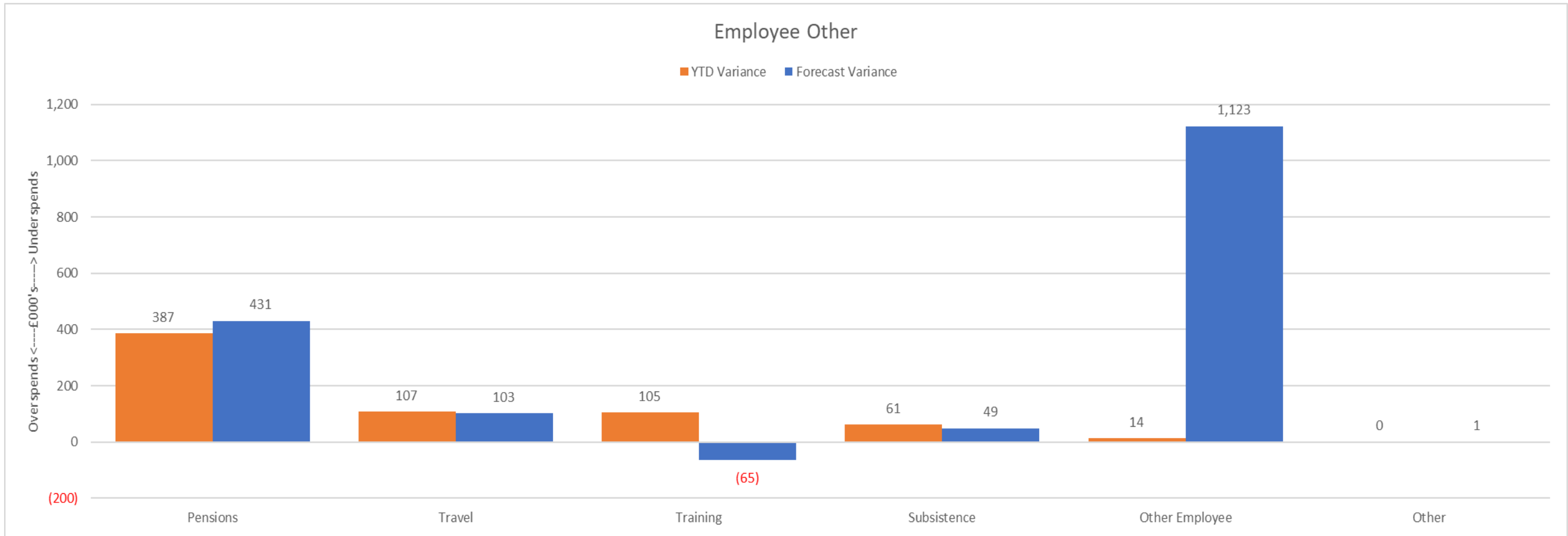
# Support

Year to Date (YTD)	Forecast
<b>Currently £175,000 overspent, representing 0.5% of budget.</b>	<b>Forecast to be £257,000 overspent, representing 0.7% of budget.</b>
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Salaries – vacancies within the FCS and TSA Directorates along with delays in the corporate projects have compensated for overspends across the other areas of the Service. The change in LGPS arrangements has also resulted in additional savings.</li> <li>Agency Staff &amp; Contractors – delays in the Rostering project and the public consultation exercise to support SSRP.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Salaries – the forecast is based on current staffing levels adjusted to reflect known leavers and new starts.</li> <li>Agency Staff &amp; Contractors – no further underspends are forecast in respect of public consultation or the Rostering project. In addition, the health and wellbeing recovery plan is forecast to underspend. One off costs relating to recruitment within the People Directorate are forecast in March 2025.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Agency Staff &amp; Contractors – additional costs for staff providing short-term resource within the FCS Directorate, Corporate Communications function and within the People Directorate. Additional resource required to deliver and implement ICT contracts.</li> <li>Overtime – providing cover for vacancies mainly within Asset Management and the People functions.</li> </ul>	



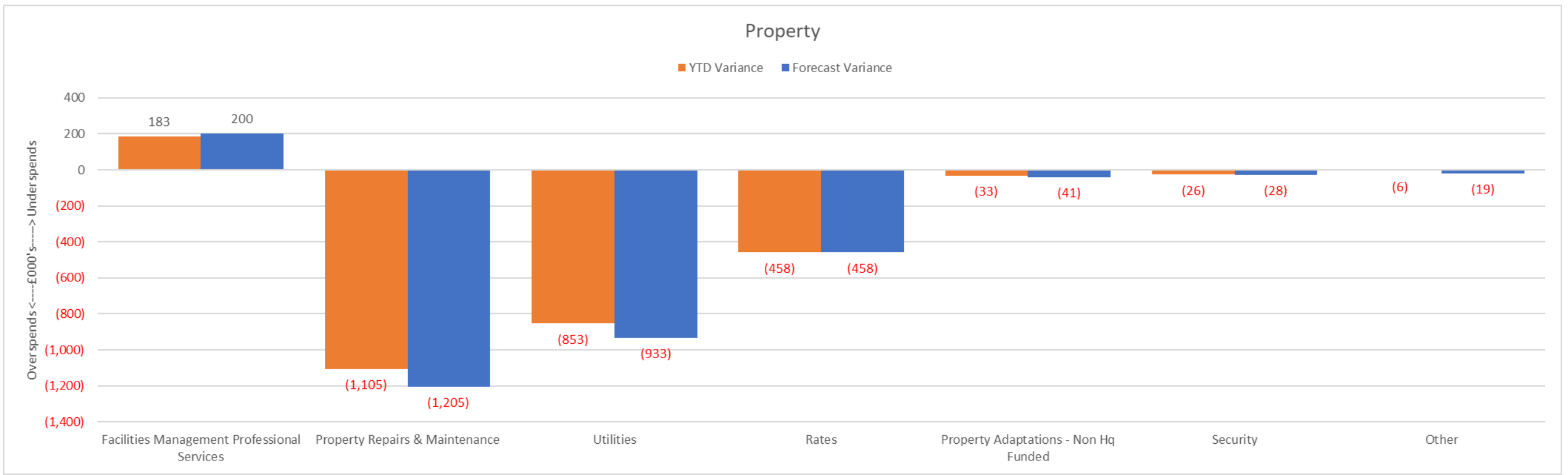
# Other Employee

Year to Date (YTD)	Forecast
Currently £674,000 underspent, representing 8.4% of budget.	Forecast to be £1,641,000 underspent, representing 18.6% of budget.
<p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>Pensions – reduced ill health commutation charges, with four lower tier and two upper tier retirals confirmed.</li> <li>Travel – an increase in meetings being hosted on-line has contributed to reduced travel costs.</li> <li>Training – externally provided operational training courses, learning &amp; development courses and training equipment account for the underspend.</li> <li>Subsistence – development days are being delivered locally.</li> <li>Other Employee – relocation costs are underspent.</li> </ul>	<p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>Pensions – due to the volatility of ill health commutations the forecast underspend remains in line with the year-to-date position. LGPS unfunded costs are also forecast to underspend.</li> <li>Travel – travel to training courses is forecast to continue to overspend.</li> <li>Training – training activity is expected to accelerate with learning &amp; development courses forecast to increase. Operational training courses are forecast to underspend to off-set an overspend in timber costs. Further specialist training is required for ICT staff. Also, local training equipment purchases are committed for March 2025.</li> <li>Subsistence – an increase in accommodation costs across the Service supporting various initiatives.</li> <li>Other Employee – the forecast includes the impact of changes to the roster calendar and the effect this has on changes to the holiday pay accrual calculation.</li> </ul>
<p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>Training – specialist training courses, mainly in respect of Fleet and Property.</li> <li>Travel – increased costs for staff attending training courses.</li> <li>Subsistence – increased number of FF Trainees requiring accommodation.</li> </ul>	



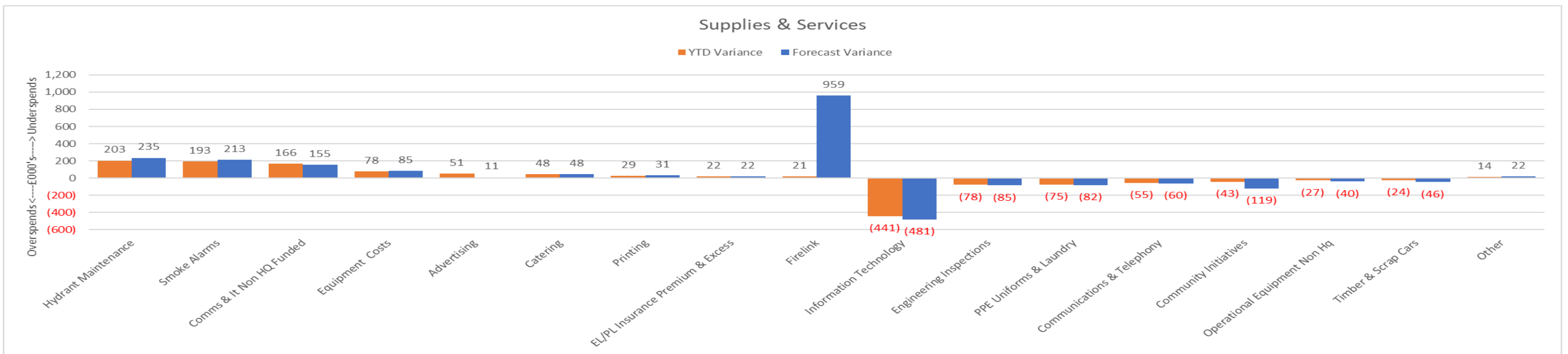
# Property

Year to Date (YTD)	Forecast
<b>Currently £2,298,000 overspent, representing 7.7% of budget.</b>	<b>Forecast to be £2,484,000 overspent, representing 7.6% of budget.</b>
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Facilities Management Professional Services – reallocation of expenditure, relating to condition surveys, to the capital budget.</li> <li>Utilities – reduced consumption of gas and water.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Property Repairs &amp; Maintenance – it is forecast that the pressure on property repairs &amp; maintenance will continue for the remainder of the year.</li> <li>Utilities – the forecast assumes current usage levels will continue, and these have been applied to reflect the impact of seasonality.</li> <li>Rates – the forecast reflects a small number of sites still to be invoiced.</li> <li>Property Adaptations Non HQ – further minor works are scheduled for the final part of the financial year.</li> <li>Other – increased costs of refuse collection to support recycling in the North.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Property Repairs &amp; Maintenance – 130% of the budget has now been committed with 92% of the year complete.</li> <li>Utilities – backdated electricity charges which are being challenged with the service provider along with increased costs for electric vehicle charging. These are partly offset by savings in gas and water.</li> <li>Rates – some local authorities have removed transitional rates relief at sites, along with applying an increase of 6.7% for high value properties.</li> <li>Property Adaptations Non HQ – local minor works across the estate utilising underspends from other cost lines.</li> <li>Security – increased security at workshop sites following the introduction of the pilot change to working patterns within Asset Management.</li> </ul>	



# Supplies & Services

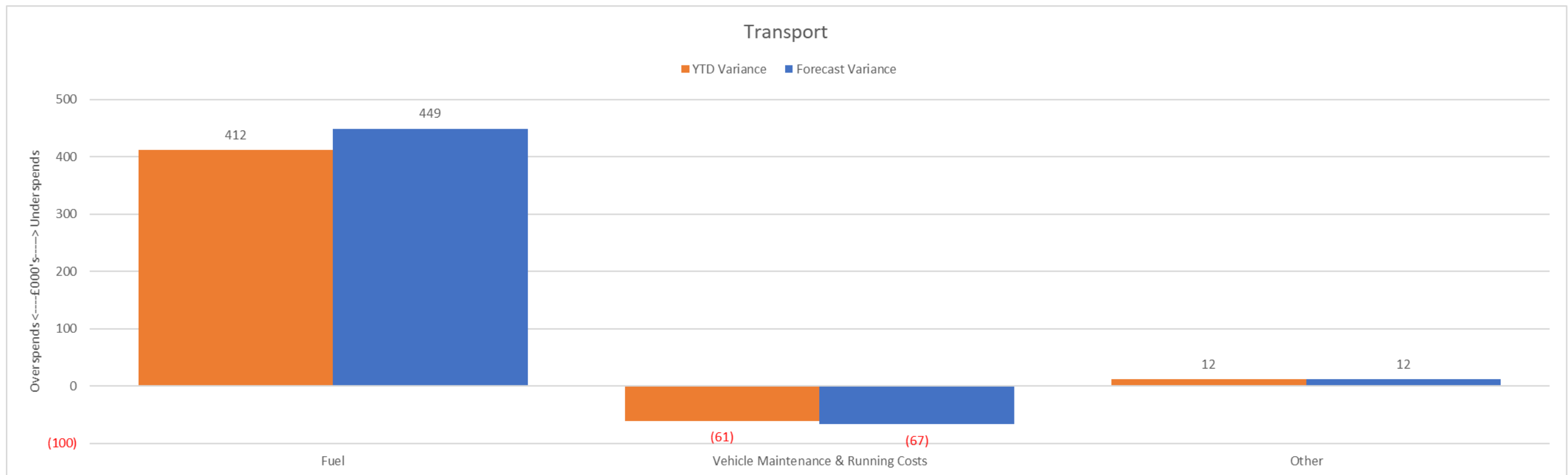
Year to Date (YTD)	Forecast
<p><b>Currently £82,000 underspent, representing 0.4% of budget.</b></p> <p><b>YTD Underspends:</b></p> <ul style="list-style-type: none"> <li>Hydrant Maintenance – the contract supplier has been unable to service the level of orders placed.</li> <li>Smoke Alarms – there has been minimal requirement to purchase smoke alarms so far this year due to the utilisation of existing stock.</li> <li>Comms &amp; IT Non HQ Funded – delays in the ESMCP / In-Vehicle Systems and PPFT projects.</li> <li>Equipment Costs – costs are being managed to offset the additional pressure in respect of uniforms.</li> <li>Advertising – delay in implementing new safety campaigns.</li> <li>Catering – lower costs associated with trainee courses.</li> <li>Printing – mainly due to delays in the public consultation and promotional material for PP&amp;P.</li> <li>EL/PL Insurance Premiums &amp; Excess – premiums are lower than budgeted.</li> <li>Timber &amp; Scrap Cars – reduced volume of scrap cars.</li> <li>Firelink – reduced costs for staff supporting Firelink.</li> </ul> <p><b>YTD Overspends:</b></p> <ul style="list-style-type: none"> <li>Information Technology – software costs which were expected to be capitalised, unbudgeted enhancements to existing systems, contractual increases and cloud hosting costs being incurred earlier than in previous years.</li> <li>Engineering Inspections – increase in volume and number of revisits.</li> <li>PPE Uniforms &amp; Laundry – increased uniform costs for new trainees.</li> <li>Communications &amp; Telephony – contract extensions resulting in higher charges.</li> <li>Community Initiatives – the over recovery of income is being used to support additional local initiatives.</li> <li>Operational Equipment Non HQ – mainly relating to Operational Delivery areas, including YVS and water planning.</li> <li>Timber &amp; Scrap Cars - accelerated spend on timber.</li> </ul>	<p><b>Forecast to be £868,000 underspent, representing 3.8% of budget.</b></p> <p><b>Changes in Financial Position:</b></p> <ul style="list-style-type: none"> <li>Hydrant Maintenance – continuing issues with the supplier unable to fulfil orders is forecast to lead to an increased underspend.</li> <li>Smoke Alarms – no further spend on smoke alarms is anticipated this financial year.</li> <li>Comms &amp; IT Non HQ Funded – spend in respect of the ESMCP / In-Vehicle system project is forecast to increase. Costs relating to Museum of Fire committed in March 2025.</li> <li>Advertising – costs for new safety campaign committed in March 2025.</li> <li>Catering – the forecast includes additional trainees in the final part of the year.</li> <li>EL/PL Insurance Premiums &amp; Excess – no more premiums are expected.</li> <li>Firelink – the forecast reflects reduced costs in respect of Firelink. This follows the successful legal challenge by the UK Government over the level of profits being made by the contract provider.</li> <li>Community Initiatives – further initiatives are committed for March 2025, including purchase of fire-retardant bedding using the underspend on Smoke Alarms.</li> <li>Operational Equipment Non HQ – additional equipment to support YVS.</li> <li>Timber &amp; Scrap Cars – timber costs are forecast to overspend for the remainder of the year as activity increases. Scrap cars are forecast to be underspent.</li> </ul>





# Transport

Year to Date (YTD)	Forecast
Currently £363,000 underspent, representing 6.6% of budget.	Forecast to be £394,000 underspent, representing 6.5% of budget.
<b>YTD Underspends:</b> <ul style="list-style-type: none"> <li>Fuel – the impact of lower fuel prices and reduced consumption reflecting current activity levels.</li> <li>Vehicle Maintenance &amp; Running Costs – fleet external contractors is being managed to partially offset the additional pressures in maintenance and tyres.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Fuel – the lower prices and reduced consumption are forecast to continue for the remainder of the year.</li> </ul>
<b>YTD Overspends:</b> <ul style="list-style-type: none"> <li>Vehicle Maintenance &amp; Running Costs – reflects current demands to support maintenance and tyres.</li> </ul>	



# Third Party Payments

## Year to Date (YTD)

Currently £67,000 underspent, representing 4.1% of budget.

### YTD Underspends:

- Fire Board – reduced activity and fewer members.
- Payments to Other Bodies – lower SMARTEU costs due to pension consolidation.
- Other – delays in the public consultation to support SSRP.

### YTD Overspends:

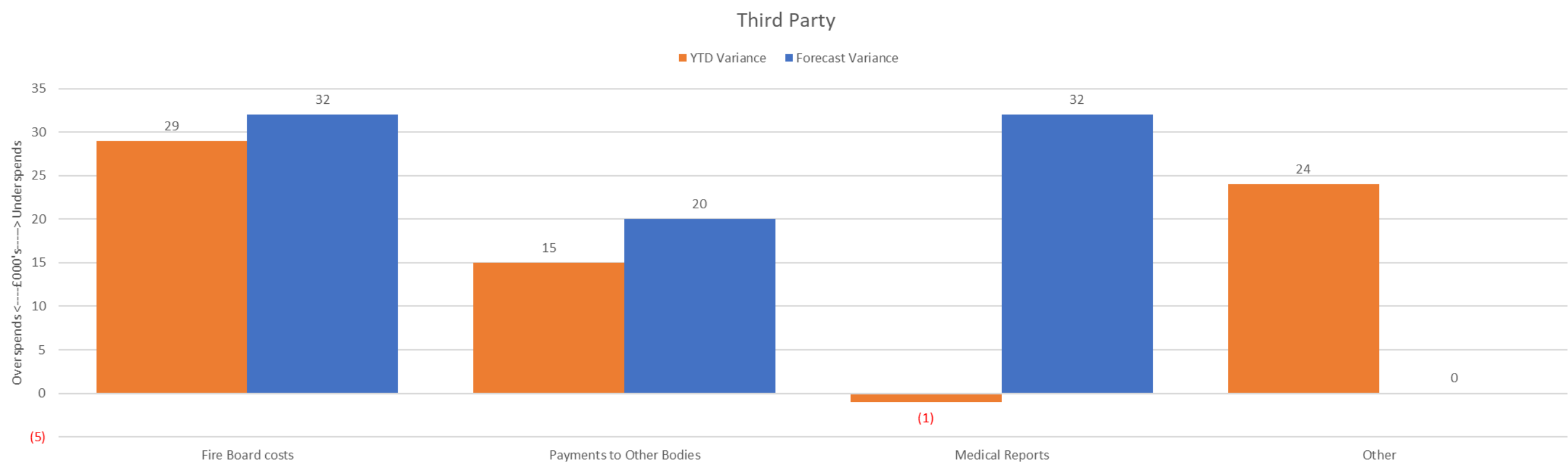
- Other – cost of estates review and utilisation study, partially funded by Scottish Futures Trust grants. Physician services also overspent due to supporting the health and wellbeing recovery exercise.

## Forecast

Forecast to be £84,000 underspent, representing 3.8% of budget.

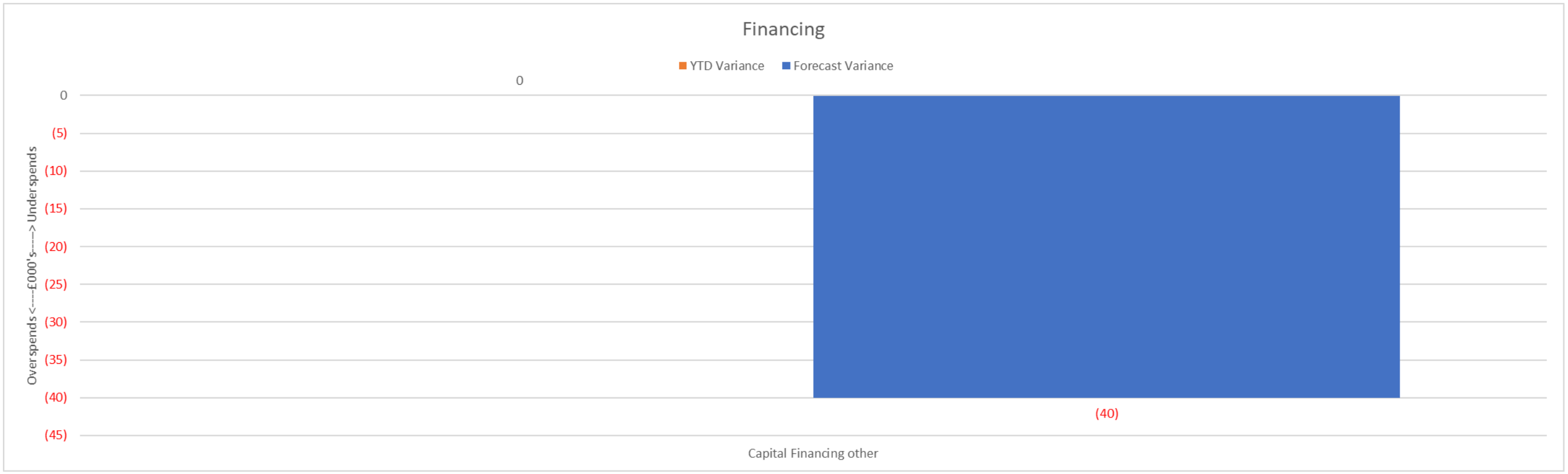
### Changes in Financial Position:

- Payments to Other Bodies – no costs expected for boat berthing at Riverside College.
- Medical Reports – no further medical reports are expected in relation to the pension remedy exercise.
- Other – ongoing physician services are offset by lower counselling costs. Public consultation costs forecast in March 2025.



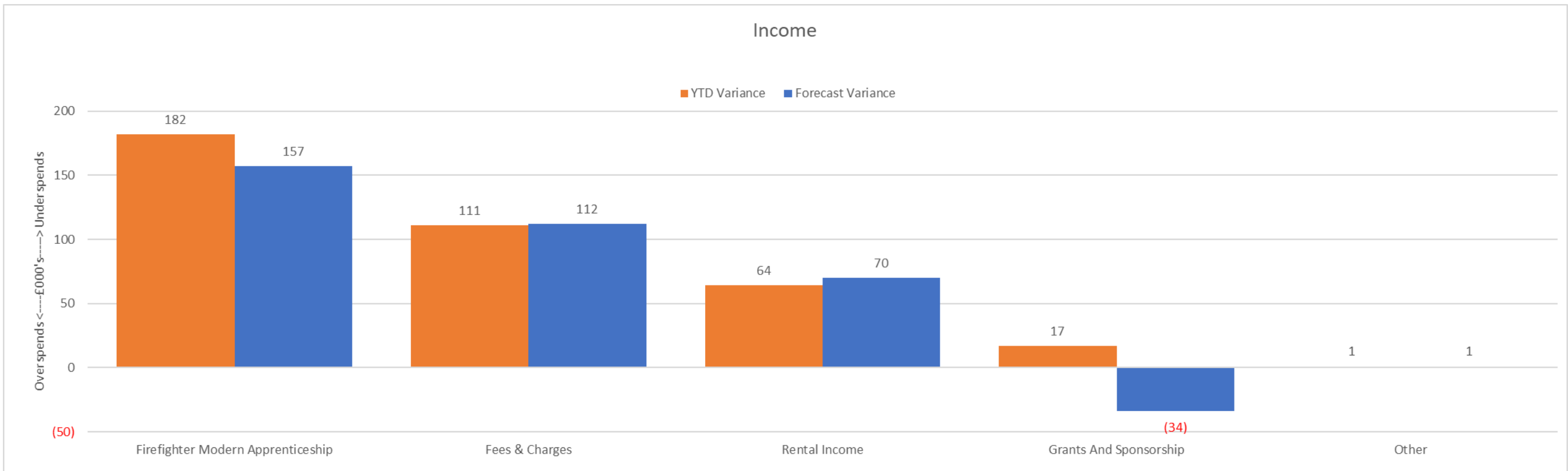
# Financing

Year to Date (YTD)	Forecast
Currently on budget.	Forecast to be £40,000 overspent, representing 2.4% of budget.
YTD Underspends:	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>Capital Financing Other – costs for financing the Service’s legacy loans are forecast to overspend.</li> </ul>
YTD Overspends:	



# Income

Year to Date (YTD)	Forecast
Currently £375,000 over-recovered, representing 28.6% of budget.	Forecast to be £306,000 over-recovered, representing 15.5% of budget.
<b>YTD Over-Recoveries:</b> <ul style="list-style-type: none"> <li>• Firefighter Modern Apprenticeship – accelerated recovery of modern apprenticeship income as staff successfully complete their Scottish Vocational Qualification.</li> <li>• Fees and Charges – additional income following support provided at commercial events and income generated from renewable energy sources.</li> <li>• Rental Income – additional income from shared services.</li> <li>• Grants and Sponsorship – grant funding from Scottish Futures Trust to support the estates review and utilisation study.</li> </ul>	<b>Changes in Financial Position:</b> <ul style="list-style-type: none"> <li>• Firefighter Modern Apprenticeship – income relating to the modern apprenticeship is capped.</li> <li>• Fees and Charges – the forecast does not include any further unbudgeted income. The over recovery is being used to support community initiatives.</li> <li>• Grants and Sponsorship – reduced income is forecast in respect of electric vehicle charger grants.</li> </ul>
<b>YTD Under - Recoveries:</b>	



# Progress on Budgeted Savings

## Analysis of Budgeted Savings

	Year to Date			Full Year			Nature of Savings	Change from Previous Forecast	Commentary
	Target included in Budget	Savings Delivered	Status	Included in the 24/25 Budget	Forecast to be Delivered in 24/25	Red, Amber, Green Status			
Wholetime	6,222	6,786	G+	6,788	7,298	G+	Recurring	(18)	Increased levels of leavers are forecast to result in a further underspend in WTFF salaries, this is partly offset by an increase in overtime costs and the need to recruit additional firefighters.
On-Call	760	1,262	P	829	1,360	G+	Recurring	(52)	Reduced On-Call turnout activity throughout the year.
Support	-	-	P	-	-	G	Recurring	-	
Early Retirement Charges	-	-	P	-	-	G	Recurring	-	
Training	-	-	P	-	-	G	One Off	-	
Subsistence	-	-	P	-	-	G	Recurring	-	
Other	-	-	P	-	-	G	Recurring	-	
Property Costs	733	(196)	R	800	(219)	R	Recurring	(32)	Increased utility costs.
Supplies & Services	284	340	P	310	372	G+	Recurring	(2)	Reduced equipment costs.
Transport Costs	-	-	P	-	-	G	Recurring	-	
Third Party Payments	72	94	P	78	82	G+	Recurring	(27)	A delay in the public consultation for SSRP.
Financing	162	162	G	177	137	A	Recurring	-	Increased costs for servicing legacy loans.
Income	69	86	P	75	41	A	Recurring	7	Reduced EV grant funding.
								-	
<b>TOTAL</b>	<b>8,302</b>	<b>8,535</b>	<b>G+</b>	<b>9,057</b>	<b>9,072</b>	<b>G+</b>		<b>(124)</b>	

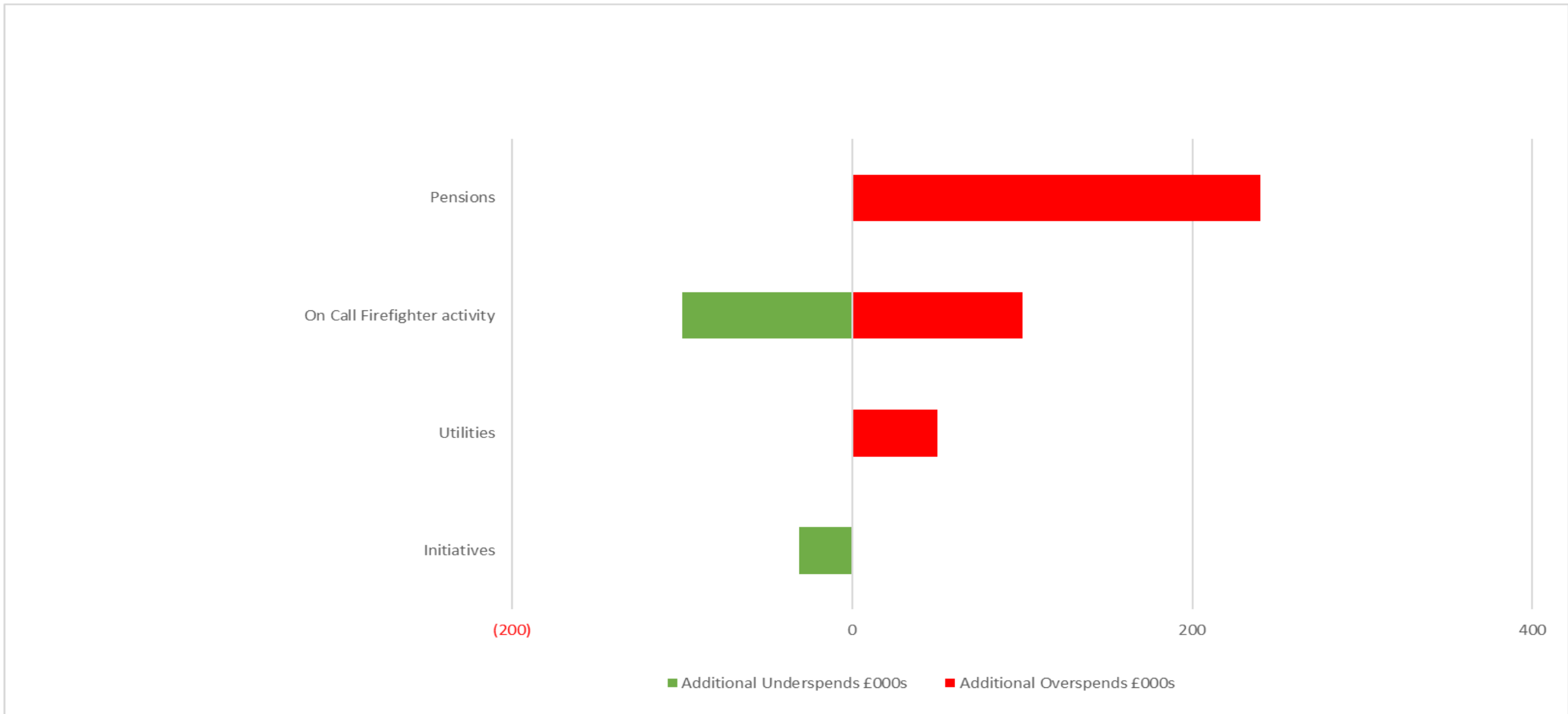
### Key

R	= Savings are not being delivered
A	= Savings are being delivered but below the budgeted level
G	= Savings are being delivered in line with the budget
G+	= Savings are being delivered in excess of the budget
P	= Year to date savings have delivered full year target

# Actions

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Value	Status
WTFF Staff - Underspend	The increased number of firefighters leaving the Service should be closely monitored.	As at the end of February 2025, 182 firefighters have confirmed leaving dates for 2024/2025, an increase of 4 from January 2025.	People / FCS		Ongoing
Support Staff - Overspend	The Resource Monitoring reports should be presented at the Corporate Board to ensure a holistic approach to managing Support staff costs.	<p>A report detailing Support staff FTE and spend for all budget holders has been developed and was presented to the Corporate Board in February 2025.</p> <p>SLT have introduced control processes to sign-off on all Support staff recruitment.</p> <p>The Resource Monitoring report has been scheduled to be presented to the Corporate Board from the beginning of the 2025/2026 financial year.</p>	Head of Finance & Procurement / Head of People	None identified at this stage	On Target
Support Staff - Overspend	The increase in Support Staff post occupancy should be considered within the Corporate Services Review, as work progresses to develop the service catalogue and define future operating models. This will allow future budget provision to be aligned to the Service's requirements and realistic post occupancy levels.	Work is ongoing to build the service catalogue for Corporate Support functions.	Corporate Service Review SRO	None identified at this stage	Delayed
Property – Repairs & Maintenance	In order to utilise any underspend, Asset Management should consider the scope of undertaking a decoration and floor replacement programme. This will have a positive impact on the condition of the estate and on staff morale.	Work has commenced to fulfil this action.	FCS	£0.200m	Complete

# Estimated Range of Risks to Reported Financial Position



**Total Underspend Risk to Reported Position £000**

£131

**Total Overspend Risk to Reported Position £000**

£390

# Financial Risks

## Low Impact Risks

### Pensions

- Changes to the firefighter pension scheme, which allow employees who have retired due to ill health to challenge their award, may result in the reclassification of historical ill health awards from lower tier to upper tier.
- There is a risk that the changes to market allowance payments may result in backdated pension costs.

### On Call Activity

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

### Utilities

- There is a risk that utility costs may differ from the latest forecast.

### Initiatives

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

### Risks

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

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

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



# Contingency Fund

Contingency Fund 2024/25	Total
Original Fund Allocation	999
Pension Consolidations BC to be prepared	29
Contaminants - BC to be prepared	328
Rostering - BC to be prepared	252
PPFT - Business Case	260
PPFT - Vacant Posts	100
Island Allowance - BC to be prepared	41
Asbestos Screening - BC to be prepared	168
Inflation effect on projects	13
SSRP - BC Staff posts	691
<b>Opening Contingency Fund</b>	<b>2,880</b>
<b>Utilisation of Contingency</b>	
April to January	(2,229)
February	
SSRP	(7)
NMS realignment of budget	(1)
Property Repairs & Maintenance	(200)
Pension Consolidation	(79)
<b>Amount utilised in year</b>	<b>(2,516)</b>
<b>Current Contingency Fund</b>	<b>364</b>
<b>Contaminants</b>	<b>55</b>
<b>Portfolio Office Staffing</b>	<b>5</b>
<b>Ring Fenced For Business Cases</b>	<b>60</b>
<b>Unallocated Contingency Fund</b>	<b>304</b>

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

The contingency fund includes ring fenced budget for initiatives which will be released once business cases are approved and costs start being incurred (see analysis below \*).

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

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

* Initiative	Allocated Budget	Budget Utilised on Initiative	Budget not required in year & transferred to General Contingency	Remaining Budget
Pension Consolidation	29	(29)	0	(0)
Contaminants	332	(50)	(227)	55
Rostering	254	(254)	0	0
PPFT	363	(363)	0	0
Island Allowance	41	(41)	0	(0)
Asbestos Screening	170	0	(170)	0
SSRP	691	(433)	(253)	5
	<b>1,881</b>	<b>(1,171)</b>	<b>(650)</b>	<b>60</b>

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



Report No: B/FCS/07-25

Agenda Item: 17

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>																		
<b>Meeting Date:</b>	<b>27 MARCH 2025</b>																		
<b>Report Title:</b>	<b>CAPITAL MONITORING REPORT 2024/25 – FEBRUARY 2025</b>																		
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <u><b>Board Standing Order 9</b></u>																	
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>											
<b>1</b>	<b>Purpose</b>																		
1.1	To advise the Board of the actual and committed expenditure against the 2024/25 capital budget for the period ending 28 February 2025.																		
<b>2</b>	<b>Background</b>																		
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 27 February 2024, set Capital DEL funding for the Scottish Fire & Rescue Service (SFRS) at £43.0m (rounded) for 2024/25.																		
2.2	Additional funding of £0.3m has been received from Scottish Government for ESN projects.																		
2.3	In addition, the Net Book Value on the disposal of non-operational vehicles during the year of £0.249m has been re-invested back into the Fleet Budget and is expected to fully spend out.																		
2.4	The total capital funding for the financial year is £43.575m, as shown in the table below:																		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #c00000; color: white;">Funding Source</th> <th style="background-color: #c00000; color: white;">Budget £000s</th> <th style="background-color: #c00000; color: white;">%</th> </tr> </thead> <tbody> <tr> <td>Capital DEL</td> <td style="text-align: right;">43,326</td> <td style="text-align: right;">99.4%</td> </tr> <tr> <td>Capital Receipts</td> <td style="text-align: right;">249</td> <td style="text-align: right;">0.6%</td> </tr> <tr> <td><b>TOTAL FUNDING</b></td> <td style="text-align: right;"><b>43,575</b></td> <td style="text-align: right;"><b>100.0%</b></td> </tr> </tbody> </table>							Funding Source	Budget £000s	%	Capital DEL	43,326	99.4%	Capital Receipts	249	0.6%	<b>TOTAL FUNDING</b>	<b>43,575</b>	<b>100.0%</b>
Funding Source	Budget £000s	%																	
Capital DEL	43,326	99.4%																	
Capital Receipts	249	0.6%																	
<b>TOTAL FUNDING</b>	<b>43,575</b>	<b>100.0%</b>																	
<b>3</b>	<b>Progress towards Programme Delivery as at 28 February 2025</b>																		
3.1	Capital Expenditure has been programmed based on available funding as shown in the table below. The approved budgets and forecasts have been updated to reflect budget virements that were approved by the Board and Scottish Government in August/September and updated by Scottish Government in December.																		

	Category	Approved Budget £000s	Expenditure £000s					
			Spend in Progress			Forecast to Year End	Full Year Forecast	Variance to Budget
			Committed	Received	Paid			
3.2	Property – Major Works	11,318	2,444	4	7,292	1,032	10,772	546
	Property – Minor Works	8,047	2,840	0	5,686	70	8,596	(549)
	Vehicles	10,359	3,151	82	6,202	924	10,359	0
	ICT	7,934	1,226	271	5,158	1,251	7,906	28
	Operational Equipment	5,917	634	7	3,907	1,269	5,817	100
	<b>TOTAL EXPENDITURE</b>	<b>43,575</b>	<b>10,295</b>	<b>364</b>	<b>28,245</b>	<b>4,546</b>	<b>43,450</b>	<b>125</b>
	<b>Percentage of Budget</b>	<b>100.0%</b>	<b>23.6%</b>	<b>0.8%</b>	<b>64.8%</b>	<b>10.4%</b>	<b>99.7%</b>	<b>0.3%</b>
3.3	<p><b>Position summary as at 28 February 2025</b></p> <ul style="list-style-type: none"> <li>The actual and received capital expenditure to date is £28.609m (65.6%) with a further £10.295m (23.6%) of committed expenditure.</li> <li>The current capital forecast is £43.450m compared to the approved capital budget of £43.575m. Underspend has been recently identified in ICT (NMS project) and Operational Equipment totalling £128k. Other areas of spend are being actively pursued and it is currently anticipated this underspend can be fully utilised.</li> <li>Property Major and Minor Works have a Budget RAG status of Green as these lines will be managed together for the remainder of the year due to uncertainty about the progress/timing of some projects, however they are expected to balance out.</li> <li>ICT (excluding NMS project) has a Budget RAG status of Green.</li> <li>Operational Equipment has a Budget RAG status of Amber due to an overall under spend of £100k in connection with the purchase of PPE. Alternative uses are being considered.</li> <li>The NMS project has a Budget RAG status of Amber due to an additional underspend of £28k. Alternative uses are being considered within other budget lines.</li> <li>Vehicles is on track with a Budget RAG status of Green.</li> <li>Budget virements in the Period are detailed in Appendix A.</li> </ul>							
3.4	<p>Appendix A provides a detailed analysis of the Capital financial position at 28 February 2025.</p> <p>The following Actions are in progress:</p> <ul style="list-style-type: none"> <li>Working with our supply chain to establish the capacity available to expedite further minor works and other projects should additional budget become available.</li> <li>Working with colleagues to identify other areas of spend where appropriate.</li> </ul>							
<b>4</b>	<b>Recommendation</b>							
4.1	The Board is asked to scrutinise the level of actual and committed expenditure for the period ended 28 February 2025.							
<b>5</b>	<b>Key Strategic Implications</b>							
5.1	<b>Risk and Risk Appetite</b>							
5.1.1	In relation to breaching budgetary limits, SFRS has a <b>Minimalist</b> appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.							
5.1.2	In relation to multi-year capital planning SFRS has an <b>Open</b> risk appetite. We are prepared to initiate capital investment beyond confirmed future funding, aligned to careful monitoring and management, to ensure the maximum possible investment in our asset priorities.							

5.1.3	The forecast capital spend for the financial year is consistent with our stated risk appetite.
5.2	<b>Financial</b>
5.2.1	Financial implications are detailed within the report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants in prior years have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	<b>Workforce</b>
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	<b>Health &amp; Safety</b>
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	No Health & Wellbeing implications identified.
5.7	<b>Training</b>
5.7.1	The capital programme includes significant investment in training facilities.
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Service Delivery Board.
5.8	<b>Timing</b>
5.8.1	This report covers the period up to 28 February 2025 and known events just after the period end.
5.9	<b>Performance</b>
5.9.1	Total forecast expenditure at 28 February 2025 is £43.450m compared to the budget of £43.575m, which is detailed at Section 3 and Appendix A.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	Key stakeholders are engaged during project development and implementation.
5.11	<b>Legal and Regulatory</b>
5.11.1	External legal support is in place to facilitate the sale of assets.
5.11.2	Following Board approval, it was necessary to seek Scottish Government approval to progress the budget changes through the Accountable Officer (AO) Template process, in light of new expenditure controls now in place. Scottish Government confirmed approval of the budget changes in September 2024.
5.12	<b>Information Governance</b>
5.12.1	There are no specific Information Governance implications associated with this report.
5.13	<b>Equalities</b>
5.13.1	There are no specific equalities implications associated with this report.

5.14	<b>Service Delivery</b>	
5.14.1	Capital investment in property, ICT, fleet and equipment is required to maintain and improve service delivery capabilities. The introduction of new assets is closely coordinated between asset management, ICT, training and local service delivery areas.	
5.14.2	Any delays in capital expenditure have implications on their Milestone RAG status and for service delivery in the timing of new assets becoming available for operational use. Delays within the Property Major Works programme are being mitigated through continued use of existing assets.	
<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2024/25 capital budget for the period ending 28 February 2025. The budget has been increased by additional funding of £0.300m for the ESN project and capital receipts of £0.249m resulting in the revised budget of £43.575m.	
6.2	It is currently anticipated that the approved budget of £43.575m will be spent out by 31 March 2025.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Director of Finance and Contractual Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.3	<b>Rationale:</b>	The financial position is closely reviewed monthly with budget holders, and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.
<b>9</b>	<b>Appendices/Further Reading</b>	
9.1	Appendix A – Capital Monitoring Report – February 2025	
<b>Prepared by:</b> Caroline Adams, Deputy Accounting Manager		
<b>Sponsored by:</b> Sarah O'Donnell, Director of Finance and Contractual Services		
<b>Presented by:</b> Sarah O'Donnell, Director of Finance and Contractual Services		
<b>Links to Strategy and Corporate Values</b>		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outlined in our Strategic Plan 2023-2026 and our aspiration of working together for a safer Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Leadership Teams</i>		<i>20 March 2025</i>
<i>SFRS Board</i>		<i>27 March 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For Information/Scrutiny</i>
		<i>For Scrutiny</i>

# Capital Monitoring Report

## February 2025

# Content

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

# Capital Monitoring Report – February 2025

## Full Year Actuals/Forecast v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actuals			Forecast	£000's			
				Q1	Q2	Q3	Q4				
				Apr-Jun	Jul-Sept	Oct-Feb	Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status
Property Major Works	13,330	(2,012)	11,318	1,086	2,376	3,834	3,476	10,772	546	5%	Green
Property Minor Works	5,720	2,327	8,047	356	1,284	4,046	2,910	8,596	(549)	(7%)	Green
Vehicles	5,426	4,933	10,359	13	514	5,757	4,075	10,359	0	0%	Green
ICT	13,053	(5,119)	7,934	432	1,651	3,346	2,477	7,906	28	0%	Yellow
Operational Equipment	5,497	420	5,917	554	1,308	2,052	1,903	5,817	100	2%	Yellow
<b>Total Expenditure</b>	<b>43,026</b>	<b>549</b>	<b>43,575</b>	<b>2,441</b>	<b>7,133</b>	<b>19,035</b>	<b>14,841</b>	<b>43,450</b>	<b>125</b>	<b>0%</b>	Yellow
<b>Cumulative Total</b>				<b>2,441</b>	<b>9,574</b>	<b>28,609</b>	<b>43,450</b>				Grey



# Capital Monitoring – February 2025

## Year to Date Budget virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	13,330	-2,012	11,318	Internal virements in Period 2. £1.100m vired from Site Purchase (RAAC replacement opportunity led) with £0.590m to Salen, £0.300m to Galashiels, £0.110m to Dingwall and £0.100m to Newcraighall. Internal virement in Period 3 with £0.010m vired from Crewe Toll Fire Station to Property Project Costs. Internal virements for Property Major Works in period 5 totalled £0.530m, vired to Minor Works. Virements for Property Major Works in period 9 totalled £0.588m from NMS. Net movement at Period 11 (£2.012m)
Property Minor Works	5,720	2,327	8,047	Internal virement in period 5 for £0.530m from Property Major Works to Minor Works. Virement in period 5 from NMS of £1.54m to Minor Works. Virements in Period 9 from NMS of £0.257m. Net movement at Period 11 is £2.327m.
Vehicles	5,426	4,933	10,359	Internal virements in Period 3 for £1.177m vired from Light Appliances with £0.423m to Medium Weight Pumping Units, £0.404m to Wildfire Vehicles and £0.350m to Technical Rope Rescue Units. Virement in period 5 from NMS for £4.225m to Frontline Appliances (£3.675m) and DIM (£0.550M). Virement in Period 8 from capital receipts (£0.190M). Virement in period 10 from NMS for £0.389m to frontline appliances. Virements in period 11 from Operational Equipment for £0.070m and £0.059m from capital receipts to Light Vehicles. Net movement at Period 11 is £4.933m.
ICT	13,053	-5,119	7,934	Operational Mobilisation. Virement in period 5 with £6.000m vired from NMS to Fleet, Property and Ops Equipment. Virements in Period 9 totalling £0.845M from NMS to property. Virement in period 10 of £0.389m from NMS to Fleet. Virements in Period 11 of £0.080m from Operational equipment. Net movement at Period 11 is (£5.119m).
Operational Equipment	5,497	420	5,917	Virement of £0.570m from NMS to Operational Equipment in period 5. Virements of £0.070m Fleet and £0.080m to ICT in Period 11. Net movement at Period 11 is £0.420m.
<b>Total</b>	<b>43,026</b>	<b>549</b>	<b>43,575</b>	
<b>Project Funding</b>				
Capital DEL	-43,026	-300	-43,326	Approved GIA budget of £43.026m. Additional budget of £0.300m for ESN projects.
Capital Receipts		-249	-249	£0.190M vired to Vehicles in Period 8. £0.059 Vired to Vehicle in Period 11.
<b>Total</b>	<b>-43,026</b>	<b>-549</b>	<b>-43,575</b>	



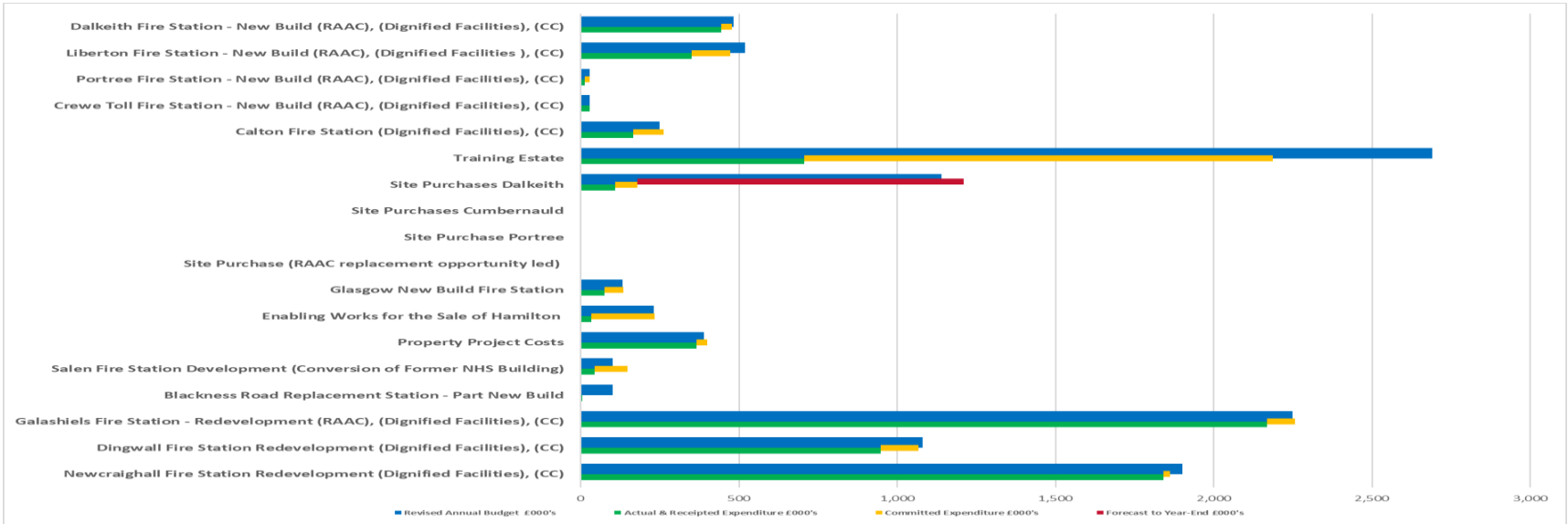
# Property Major Works

## Progress in the month

- Calton Contract negotiation is progressing
- Work commenced on West Occupational Health Facilities
- Galashiels RAAC work is complete

## Progress anticipated in coming months

- Progression of site purchase for Dalkeith.
- Expected Delivery of Container on 31<sup>st</sup> of March for the CFBT replacement program.
- Conversion works at Salen fire station to be completed by end of March.



## Milestone RAG

- 5 projects have a RAG status of Amber and the remainder have a RAG status of Green. There is an anticipated underspend but this is expected to be covered by the overspend for minor works. The RAG status is therefore green for the current year because of compensating variances.

## Deviation from Budget RAG

- Expected underspend of £546k but should be offset by minor works overspend of £549k.

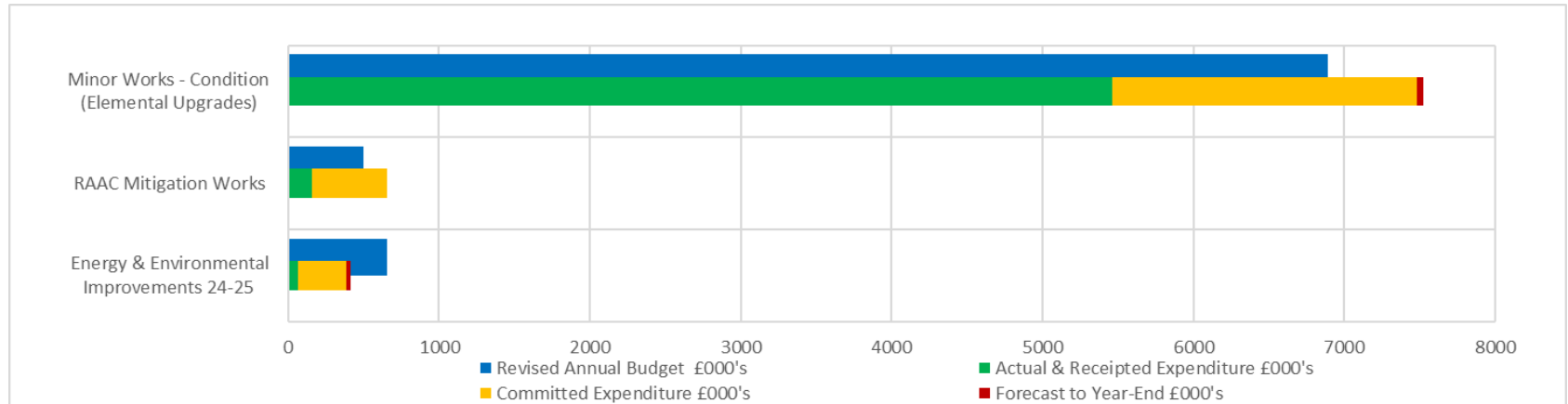
# Property Minor Works

## Progress in the month

- **Minor Works** - 198 Complete, 39 In Progress, 5 Programmed, 4 Instructed awaiting program, 2 being Priced, 1 In Design, 5 proposed awaiting assessment/funding.
- **RAAC** -1 Complete, 4 In Progress, 6 Instructed awaiting program, 2 being Priced,
- **Energy & Environmental** - 4 Complete, 13 Instructed awaiting program.

## Progress anticipated in coming months

- **Minor works** - will progress to completion through financial year end and 25-26 programs will commence design and pricing.



## Milestone RAG

- Awaiting prices on Energy and Environmental works. Overall a Milestone status of Green to take into account compensating variances in Major works.

## Deviation from Budget RAG

- Property Minor Works is green as there is an anticipated overspend which should be covered by an expected underspend in Major works.

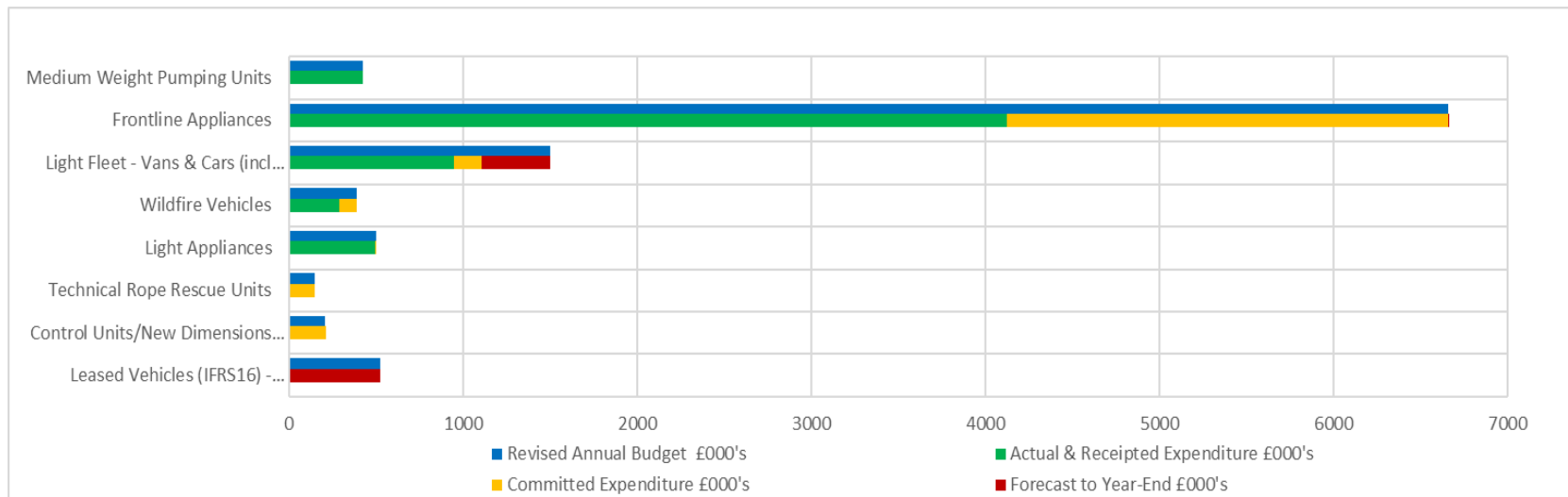
# Vehicles

## Progress in the month

- Taken delivery and paid for 30 Kia Niro EV's, 5 Ford Rangers and 1 Mercedes Stores Van.
- Final 20 Scania Chassis delivered and now all 30 units are at the body builders.

## Progress anticipated in coming months

- Expected delivery of an additional 9 Kia Niro EV's, 1 Management Team Car and 2 Mercedes vans.
- Also 4 Wildfire Units and 4 base vans are expected by the end of the financial year.



## Milestone RAG

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

## Deviation from Budget RAG

- Budget RAG status is Green.

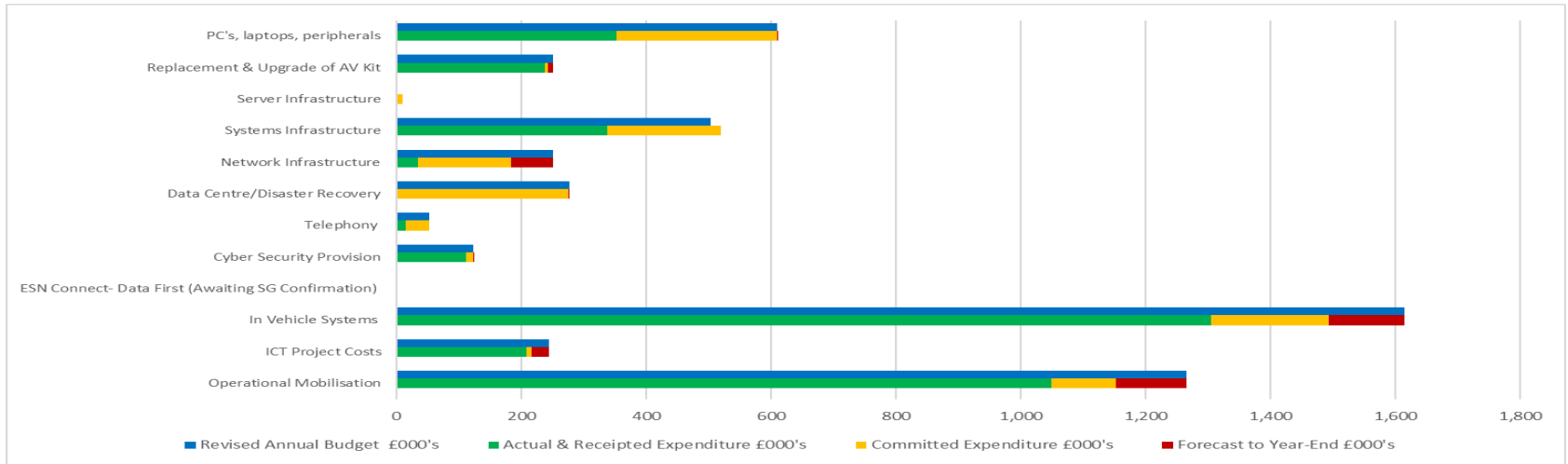
# ICT Equipment (excl NMS)

## Progress in the month

- Work progressed on Home Fire Safety Visit Project and on the AV Upgrade rollout.
- Brought forward commitments from 25/26 for PCs and System Infrastructure to address previously identified underspends within ESN Connect and IVS lines.
- Professional resource secured to support network switch configuration and rollout.

## Progress anticipated in coming months

- The remaining AV installs are scheduled for March.
- Orders have been placed for PCs, laptops, CF33 devices and network hardware, all with delivery dates in March.
- Phase 2 of the Saughton House preparation work has been brought forward to mid-March.



## Milestone RAG

- The ESN device installations will now happen next year.
- We are still awaiting the contract award for In Vehicle Systems Tablet Brackets.

## Deviation from Budget RAG

- Budget virements have been completed to redistribute the ESN underspend bringing forward ICT project expenditure earmarked for next year.

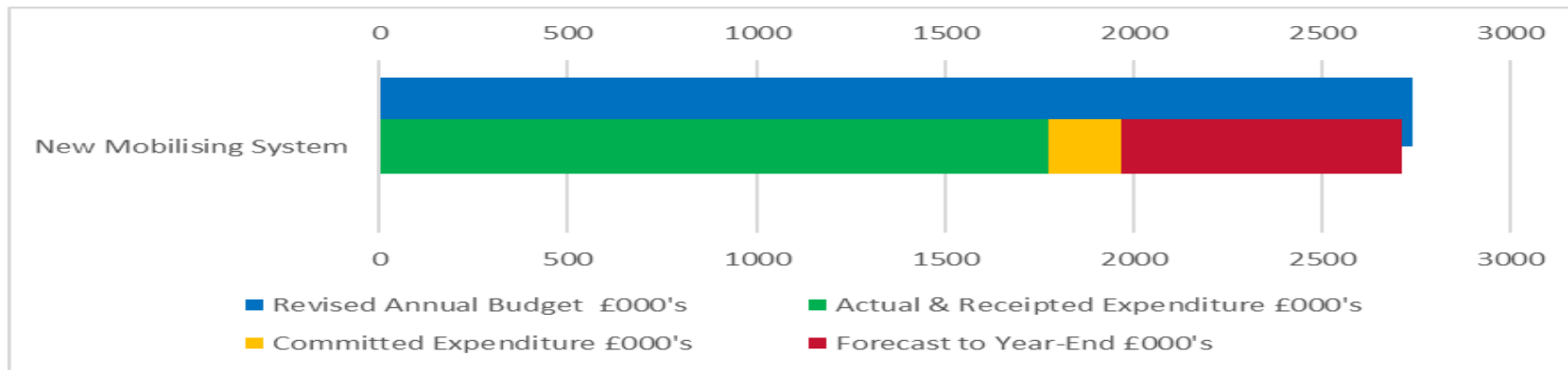
# New Mobilising System (NMS)

## Progress in the month

- Milestones for Detailed design and implementation plan and NMS workflow completed and approved for payment by Project Board.
- Technical advisor support work began in the month.
- ICCS Configuration and CAD integration workshops held in February. The outputs from these will feed into next stages.

## Progress anticipated in coming months

- Costs confirmed for works to install internet connections for all three Control Rooms to deliver the hosted solution.



## Milestone RAG

- Projected milestones for the financial year are now complete. On track to meet project delivery date.

## Deviation from Budget RAG

- Potential underspend of £28k identified from project contingency. Exploring options to utilise this budget.

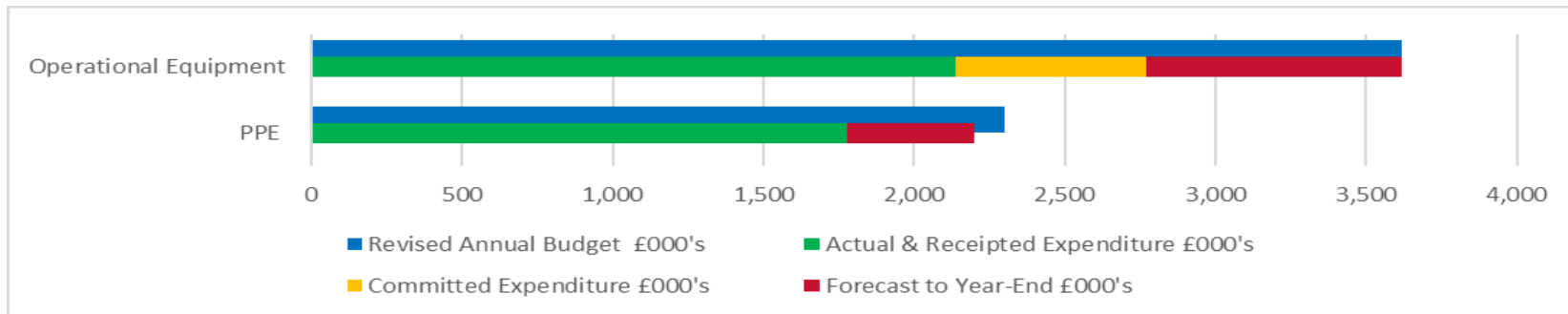
# Operational Equipment

## Progress in the month

- The contaminants project has begun and progressing well and the first delivery of airing rails and cages have been received.
- Work is progressing to establish the final impact of the National PPE contract price increase.

## Progress anticipated in coming months

- Operational Equipment budget to fully spend out by end of year.
- Expected deliveries of Safe Working at Height Kits, Airbags, Heavy Rescue sets and Mainline branches.



## Milestone RAG

- Deliveries of PPE and Operational Equipment are now expected in March.

## Deviation from Budget RAG

- Budget RAG status is Amber due to overall budget underspend of £100k. Other Budget Holders are being consulted regarding options to spend.
- Current stock levels will continue to be monitored.



<b>Report to:</b>		<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>		<b>27 MARCH 2025</b>						
<b>Report Title:</b>		<b>MAINSTREAMING EQUALITY REPORT</b>						
<b>Report Classification:</b>		<b>For Scrutiny</b>					<p style="color: red; text-align: center;"><b>SFRS Board/Committee Meetings ONLY</b>  <b>For Reports to be held in Private</b>  <b>Specify rationale below referring to</b>  <u><b>Board Standing Order 9</b></u></p>	
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to share the annual Mainstreaming Report for scrutiny prior to publishing and highlight the continuation of the current corporate Equality Outcomes.							
<b>2</b>	<b>Background</b>							
2.1	The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (known as the Public Sector Equality Duty - PSED) require that listed bodies produce a bi-annual report outlining the steps that the authority has taken to mainstream equality into its operations and decision making.							
2.2	The Regulations place a further duty on listed bodies to publish and report upon corporate strategic equality outcomes and review every four years. The current equality outcomes are now due for review.							
<b>3</b>	<b>Main Report</b>							
3.1	<u>Mainstreaming Equality</u>							
3.1.1	The PSED stipulates that public bodies must take steps to mainstream equality and then monitor and produce updates on these activities.							
3.1.2	Mainstreaming means the embedding of equality activities into the core function to which they are related. Examples of this are: <ul style="list-style-type: none"> <li>• Positive action activities to be embedded into the core recruitment activities.</li> <li>• Consideration and reporting of sex, disability and race as it relates to pay and reward to be accommodated within the activities carried out on monitoring and reporting on pay more generally.</li> <li>• Co-ordination of local BSL interpreters for home fire safety visits.</li> <li>• Targeted community engagement activities such as attendance at mosques, gurdwaras and Pride events delivered by local crew.</li> <li>• Inclusive and accessible messaging being included as part of corporate approach to communications.</li> </ul>							
3.1.3	The PSED sets out that the purpose of the bi-annual Mainstreaming Report is to: <ul style="list-style-type: none"> <li>• show what steps have been taken to provide a mainstreamed approach to the equality duty</li> <li>• provide an update on the progression of the Equality Outcomes</li> <li>• be accessible to a broad audience</li> </ul>							



31.4	The Mainstreaming Report is not intended to provide an overview of all activities undertaken by a public body as it relates to equality, however the inclusion of some illustrative examples provides evidence to support the assertions made about steps taken to mainstream equality.
3.1.5	The Mainstreaming Report published in statutory reporting years must have the endorsement of the Strategic Leadership Team and the Scottish Fire and Rescue service (SFRS) Board, as the listed authorities in the Regulations, prior to its publication.
3.1.6	Appendix A - The Mainstreaming Report 2024-2025.
3.2	<u>Equality Outcomes</u>
3.2.1	The PSED Regulations require that Equality Outcomes are reviewed and, if necessary, new ones set every four years.
3.2.2	Following a review of the current Equality Outcomes the Corporate Board agreed that SFRS retain the 6 outcomes with an action to revisit their validity against the new Strategic Plan.
3.2.3	The review made use of evidence gathered as part of the pre-consultation exercise on the Service Delivery Review and the Employee Experience Survey as well as looking at other research. This analysis did not identify any new evidence that would support an immediate need to alter the Equality Outcomes and they remain consistent with our current Strategic Plan and organisational priorities.
3.2.4	The Equality Outcomes are contained in Appendix A.
<b>4</b>	<b>Recommendation</b>
4.1	The Regulations state that the Mainstreaming Report should be approved by the Chief Fire Officer and the Board prior to publication. The Board is asked to: a) scrutinise the Mainstreaming Report for publication, and b) Note the decision by the Corporate Board to retain the current corporate Equality Outcomes to allow for consideration against the new Strategic Plan.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The risks associated with the activities in this report relate to continued legislative compliance and impact on the profile and perception of SFRS.
5.2	<b>Financial</b>
5.2.1	There is no designated budget for the activities identified in this report and existing budgets are utilised for delivery of emerging activities.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There is no identified link between the activities outlined in this paper and SFRS environmental and sustainability obligations.
5.4	<b>Workforce</b>
5.4.1	There are no specific stand-alone workforce issues arising from the content of this report but does have links to other workforce issues such as the provision of dignified facilities.
5.5	<b>Health &amp; Safety</b>
5.5.1	There is no identified link between the activities outlined in this paper and SFRS health and safety obligations.

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5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no specific health and wellbeing issues arising from the content of this report.
5.7 5.7.1	<b>Training</b> There are no specific training requirements associated with the activities outlined in this paper.
5.8 5.8.1	<b>Timing</b> The Mainstreaming Report would normally be published in April, immediately following the end of the reporting year. As SFRS exceeds the statutory reporting requirements and provides annual rather than just bi-annual Mainstreaming Reports there is some scope to flex the publication dates and remain compliant with the statutory regulations on timing.
5.9 5.9.1	<b>Performance</b> The Mainstreaming Report is a performance tool in its own right.
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no specific communications and engagement issues arising from the contents of this paper.
5.11 5.11.1	<b>Legal</b> The legal implications are contained within the body of this report. There is a legal requirement to publish a bi-annual Mainstreaming Report. There is a duty to review Equality Outcomes every four years but there is no legal obligation to change them.
5.12 5.12.1	<b>Information Governance</b> DPIA completed <del>Yes</del> /No. If not applicable state reasons. A DPIA was not carried out on this report. The sensitive information reported in Appendix A has been drawn from the Equal Pay and Gender Pay Gap report and has not been created for the purposes of the Mainstreaming Report. Reference to any DPIA for the Equal Pay and Pay Gap Report would apply here.
5.13 5.13.1	<b>Equalities</b> EHRIA completed <del>Yes</del> /No. If not applicable state reasons. A specific EHRIA for this report was not produced. The Mainstreaming Report is a record of activities undertaken and as such do not require an impact assessment.
5.14 5.14.1	<b>Service Delivery</b> Not relevant.
<b>6</b>	<b>Core Brief</b>
6.1	The Strategic Leadership Team and the Board were asked to scrutinise the annual Mainstreaming Report for publication and note the progress. Colleagues were also asked to maintain the existing corporate Equality Outcomes and conduct a further review of their suitability in assisting SFRS improve its performance on equality matters as work progresses on the introduction of the new SFRS Strategic Plan.
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> Lyndsey Gaja, Interim Director of People
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b> The Mainstreaming Report follows guidance published by the Equality and Human Rights Commission on content and scope. The next statutory report on mainstreaming equality is required by 2027.

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<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Mainstreaming Report 2024-2025	
<b>Prepared by:</b>	Elaine Gerrard, EDI Manager	
<b>Sponsored by:</b>	Lyndsey Gaja, Interim Director of People	
<b>Presented by:</b>	Elaine Gerrard, EDI Manager	
<b>Links to Strategy and Corporate Values</b>		
<p>The topics of this report link to the Corporate Value of Respect and to Strategic Outcome 1 <i>Community Safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm</i> and Outcome and 6 <i>The experience of those who work for SFRS improves as we are the best employer we can be.</i></p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>People DMT</i>	<i>28 January 2025</i>	<i>Recommendation</i>
<i>Corporate Board</i>	<i>17 February 2025</i>	<i>Scrutiny</i>
<i>Strategic Leadership Team</i>	<i>20 March 2025</i>	<i>Decision</i>
<i>SFRS Board</i>	<i>27 March 2025</i>	<i>Scrutiny</i>

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APPENDIX A



# Scottish Fire and Rescue Service Mainstreaming Report 2024 - 2025



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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## Accessibility Statement

If you require this Mainstreaming Report 2024-2025 in an alternative format, please contact [sfrs.equality@firescotland.gov.uk](mailto:sfrs.equality@firescotland.gov.uk) to discuss how we can take steps to accommodate your needs.

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

Accessibility of the content of materials is just as important as accessibility of the format. In this regard the Service has written the Mainstreaming and Equality Outcomes Report 2024-2025 with a broad audience in mind.

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

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## Foreword and Introduction

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

This Mainstreaming Report 2024-2025 highlights our commitment to addressing inequalities and demonstrates some of the excellent work that is taking place across the Service. We will harness this commitment within SFRS to continue to mainstream equality through our service delivery, employment practice and workplace culture, decision making and governance practices.

This is our eighth Mainstreaming Report and covers the period 1 April 2024 to 31 March 2025.

Within this report you will find details on the following:

- The steps that the SFRS has taken to mainstream the general equality duty across the organisation.
- Progress made towards achieving the SFRS's six corporate Equality Outcomes.
- Employee information.
- A summary of our pay gap information relating to gender, ethnicity and disability.
- Our mainstreaming priorities for 2025-2026.

# Mainstreaming Equality in SFRS

## Why we mainstream Equality

Mainstreaming equality:

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

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

## How We Mainstream Equality

We mainstream equality by:

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

**The Equality and Human Rights Impact Assessment process** was reviewed and updated during 2024 -2025. A new template was introduced which supports better planning, auditing and monitoring of policies and practices. A new supportive toolkit has been developed and will be launched in 2025-2026.

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



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

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

<b>Senior Equality Champions</b>
<ul style="list-style-type: none"> <li>• Age</li> <li>• Corporate Parenting/ Carers</li> <li>• Disability</li> <li>• Mental Health</li> <li>• Neurodiversity</li> <li>• Race</li> <li>• Sexual Orientation</li> <li>• Tackling Violence Against Women and Girls/Domestic Abuse</li> <li>• Women</li> </ul>

**The Equality Partnership Group** is a mechanism that supports the sharing of knowledge and notable practice on a wide range of equality and human rights related topics. Participants are drawn from each Directorate and Service Delivery Area.

During 2024 - 2025 the remit of the Group was reviewed and a new extended terms of reference was agreed. Under the new terms of reference, the Group will play a greater role in monitoring performance across all equality activities. The Group will also support the delivery and monitoring of our Gaelic Language Plan, the monitoring of our Equality and Human Rights Impact Assessment process and will provide updates to the Corporate Board.

The first meeting of the revised group took place in March 2025.

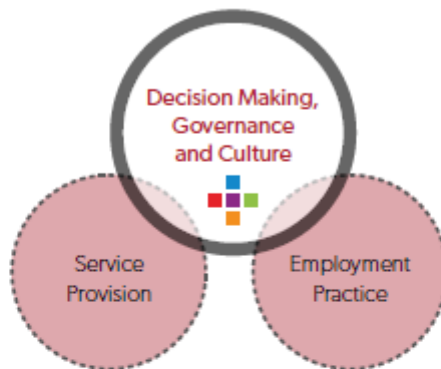
We continue to support the role of equality themed **Employee Networks** as a way for colleagues to engage with one another and share their experiences with likeminded people.

<b>Employee Networks</b>	
Carers	Disability
LGBT+	Neurodiversity
Race	Women's

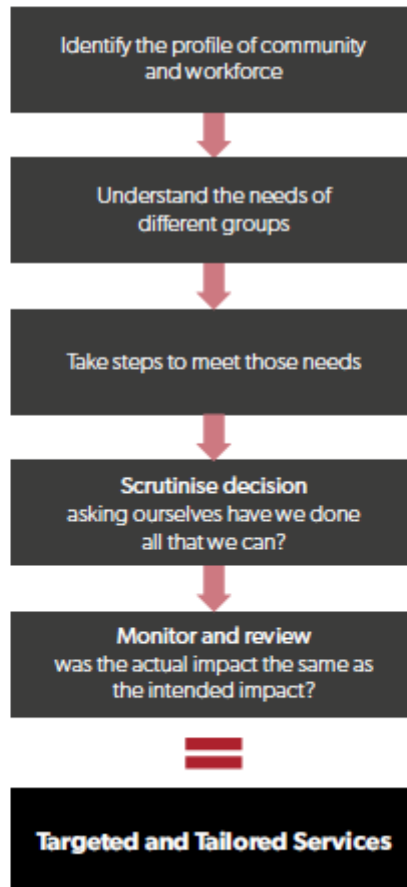
In September 2023 **our internal auditors, Azets, undertook a review of our approach to mainstreaming equality.** Throughout 2024-2025 we have

implemented their recommendations to improve our approach to mainstreaming equality. We did this by reviewing and revising the terms of reference for the Equality Partnership Group, improving the administrative tools that underpin the Equality and Human Rights Impact Assessment and reviewed the Equality, Diversity and Inclusion Charter.

# Our Approach



The decision making pathway for mainstreaming equality



## Equality Outcomes

In 2021 we introduced the following 6 Equality Outcomes.

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

### Reviewing the Equality Outcomes

In 2024-2025 we undertook a review of these outcomes to decide whether to keep them, revise them or replace them with new outcomes.

We assessed the outcomes using the following criteria:

- Do the outcomes reflect the current organisational goals and priorities of SFRS?
- What new evidence do we have about the views of our communities on their needs and expectations of SFRS?
- What new evidence do we have about the views of our employees on their experiences working in SFRS?

We used a broad range of evidence to answer these questions, including the results of the Shaping Our Future – Your Say consultation exercise and the Employee Experience Survey.

SFRS has decided to retain the current 6 Equality Outcomes for the time being. We believe that they continue to reflect our organisational goals and are in line with the views of internal and external stakeholders about what is important. During 2025-2026 SFRS will be undertaking significant engagement and consultation exercises for the development of our new Strategic Plan and in the progression of our modernising programme the Strategic Services Review Programme. We will review the Equality Outcomes in 2025-2026 following conclusion of these important strategic activities.

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

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

We have recorded hundreds of actions taken to progress these Equality Outcomes throughout their four-year lifecycle. The following section provides information on some of the activities and initiatives that we are particularly proud of carried out during 2024 -2025. If you would like more detail about any of the case studies or the full list please contact us via [SFRS.equality@firescotland.gov.uk](mailto:SFRS.equality@firescotland.gov.uk)

## Equality Outcome One

**SFRS services are accessible and appropriate to the needs of Scotland’s diverse communities.**

We have recorded activities and initiatives carried out in support of this Equality Outcome covering the protected characteristics of age, disability, gender reassignment, race, religion and belief, pregnancy and maternity, sex and sexual orientation.

Snapshot	Spotlight
<p><b>Home Fire Safety Visits (HFSV)</b> continue to be targeted towards our most vulnerable members of the community including those who are older or have a disability or impairment. Throughout 2024-2025 (detail to follow) HFSV with (detail to follow) carried out where one or both those vulnerabilities were present in the household.</p>	<p><b>Making fire safety information accessible to BSL users</b></p> <p>We have worked with partners in Fife to create a British Sign Language advert for our latest fire safety campaign, Make the Call.</p> <p>In partnership with the Scottish charity Deaf Connections, we produced a series of BSL videos of some of our key leaflets and adverts. Prevention &amp; Protection colleagues in East Ayrshire, North Ayrshire and South Ayrshire (ENSA) have worked with local organisations, <a href="#">Ayrshire Film Company</a> and <a href="#">The Third Sector Interface</a> in North Ayrshire, to produce a new BSL video covering our Your Guide to Fire Safety booklet.</p>
<p>In summer 2024 we introduced a new <b>Guide to Equality, Diversity and Inclusion Events</b>. The guide helps colleague prepare for a range of events with diverse stakeholders in attendance. The guide has been applied by colleagues attending external events and hosting internal events such as station open days.</p>	
<p><b>Strategic Services Review Programme</b> - SFRS has embarked on a significant programme of modernisation. Equality considerations are central to this work with EDI support embedded into the project team supporting the completion of EHRIA.</p> <p>Our Public Involvement and Consultation Team have a critical role in ensuring that all of Scotland’s diverse communities have an opportunity for their voices to be heard. Our Communications Team is pivotal in creating messages that are accessible and understood by all sectors of the workforce and community on this important subject.</p>	

**What people have said:**

Participant at a SFRS hosted event – “Paul who was there was really good. He collected me from the train station and helped me through the day showing us how to do the form.”

## Equality Outcome 2

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

We have recorded activities and initiatives carried out in support of this Equality Outcome covering the protected characteristics of age, disability, gender reassignment, race, religion and belief, pregnancy and maternity, sex and sexual orientation.

Snapshot	Spotlight
<p><b>Tackling Gender Based Violence Training</b> – colleagues in Perth, Kinross, Angus and Dundee LSO Area have worked in partnership with Women's Rape and Sexual Abuse Centre (WRASAC) Dundee and Angus to organise and deliver training for SFRS employees. The training was comprehensive and helped participants understand the sensitives of interacting with victims of sex crimes and challenged perceptions of misogyny, gender-based violence and unconscious prejudices and their roots in broader society.</p>	<p><b>Silver Pride Event</b></p> <p>Colleagues in Ayrshire contributed to the 'Silver Pride' event. The event was organised by local partner Scottish Care and was part of a wider collaboration with the Ayrshire Equalities Partnership. The event was aimed at promoting 'Diversity and Inclusion' in older adult social care and was targeted at the age group 65+ with specific focus on the LGBTQ+ Community, to provide a safe and welcoming space for older LGBTQ+ people and gain a better understanding of intersectional needs of our partners.</p>
<p><b>Stay on Side – Fireskills Course</b> SFRS, The Highland Council and Police Scotland created a fire skills course tailored to young people with either a care experienced background or had been involved with the justice system. This partnership aimed to provide these young people with valuable skills and a constructive environment.</p> <p>In October and November 2024, 11 young people, referred to SFRS participated in the 5-day pilot course.</p>	
<p>SFRS continues to support the <b>Breastfeeding Friendly Scheme</b> (BFF) with 30 venues designated as BFF.</p>	



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

**What people said:**

WRASAC trainer said that she “was ‘blown away’ by how receptive SFRS colleagues were and where they considered they could apply their learnings in practice. The Station Commander involved also said the feedback and conversation across the crew after the session was great, with a strong focus on practical application.”

Our co-ordinator for BFF who is the Maternal and Infant Nutrition Lead, NHS Lanarkshire – “Not everyone can or wants to breastfeed, but everyone has a role to play in supporting breastfeeding and in creating a community where breastfeeding is protected and enabled. We are grateful for the opportunity to work alongside SRFS and other partners to take a multi-strand approach to ensure that breastfeeding is supported at all levels of the organisation and this promotion, support and protection is visible to make a positive difference to the families in Lanarkshire.” -

### Equality Outcome 3

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

We have recorded activities and initiatives carried out in support of this Equality Outcome covering the protected characteristics of age, disability, gender reassignment, race, religion and belief, pregnancy and maternity, sex and sexual orientation.

Snapshot	Spotlight
<p><b>Inclusive employer for LGBT+ employees.</b> In July 2024 SFRS achieved Gold status and was ranked in the top 100 employers in the UK in Stonewall’s Workplace Equality Index. This recognises the commitment and effort that colleagues across SFRS have put in to making our workplace inclusive and positive place to work.</p>	<p><b>Focus on pregnancy and maternity.</b></p> <p>In 2024 SFRS implemented the nationally agreed increase in maternity pay for uniformed staff from 18 weeks full pay to 26 weeks full pay. SFRS made a unilateral decision to apply this increase to all staffing groups.</p> <p>An employee experience survey was issued to those employees who had taken a period of maternity leave in the previous 18 months. The results of the survey were used to inform changes to how we support colleagues through pregnancy and maternity and after it.</p> <p>Working in partnership with our representative bodies SFRS made improvements to the policies and practices intended to support pregnant employees, those on maternity leave and maternity returners. Updates to the Family Leave Policy were introduced and additional guidance materials for line managers were launched with the aim of creating consistency in the application of supportive pregnancy and maternity workplace practices.</p>
<p>The <b>Women’s Experience Liaison Forum (WELF)</b> continued to meet in 2024-2025 and prioritised improving the working environment for women. The WELF contributed across a range of initiatives including:</p> <ul style="list-style-type: none"> <li>• Improvements in how SFRS manages the provision of Personal Protective Equipment.</li> <li>• Commissioned an employee experience survey around pregnancy and maternity.</li> <li>• Sponsored a women in the fire service development weekend.</li> <li>• Organised SFRS membership of the Endometriosis Friendly Employer scheme and raised awareness of menstrual health and wellbeing.</li> </ul>	
<p><b>Positive Action in Recruitment and Promotion</b> – During 2024 positive action engagement sessions for women who are considering promotion were introduced.</p>	

The draft Positive Action Toolkit continued to be developed to improve our approach to attracting a diverse pool of applicants and creating consistency, continuity and sustainability in our approach.

**What people said:** A SFRS employee – “Over the last few years, I’ve helped SFRS to create visual cues of LGBTQ+ inclusion through lanyards, email signatures, social media, flags, using preferred pronouns and more. As an openly gay employee at SFRS, I believe it is a great way (through the year as well as during LGBTQ+ History and Pride Months) to reinforce SFRS’s commitment to equality and support for our LGBTQ+ colleagues and community.”

## Equality Outcome 4

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

We have recorded activities and initiatives carried out in support of this Equality Outcome covering the protected characteristics of age, disability, gender reassignment, race, religion and belief, pregnancy and maternity, sex and sexual orientation.

Snapshot	Spotlight
<p><b>Management Development Framework</b> Supporting our managers and developing the managers of the future is a key underpinning feature for the success of our organisational improvement and change initiatives. During 2024 – 2025 we developed and piloted the Management Development Framework “Day 1 – People Management Essentials”.</p> <p>Building inclusive teams is a core component of Day 1 and equality considerations are being embedded throughout the Framework content as each stage is developed.</p>	<p><b>Women in the Fire Service Scotland Event (WFS Event)</b></p> <p>In September 2024 we hosted our first annual women in the fire service development weekend. We partnered with the national Women in the Fire Service forum and our representative bodies to deliver two days of guest speakers, practical workshops and insight sessions across a wide range of topics.</p> <p>Around 100 delegates from across Scotland and beyond were able to network, learn more about making their next career move, learn about women’s health, fitness and wellbeing and get hands on with practical operational firefighting scenarios.</p> <p>Feedback on the event was extremely positive.</p>
<p><b>Creating an Inclusive Workplace</b></p> <p>We recognise that inclusive workplaces are comprised of many components. Our plans for improving the provision of dignified facilities in our workspaces, ensuring that the equipment we provide and the tools used meet the needs of our employees. A review of our EHRIA on our Standard Station Design commenced in 2024.</p> <p>A Culture Development Action Plan has been created to co-ordinate the various initiatives that contribute towards an inclusive, psychologically safe workplace where decisions are led by evidence and informed by employee experience. Actions taken in 2024 include the introduction of a third-party hosted</p>	

confidential reporting line for colleagues who have witness or experienced inappropriate behaviours in the course of their work.

The Culture Development Action Plan is supported by 4 sub-groups:

- Attraction and Engagement
- Organisational Learning
- Management Development
- Professional Standards

The work of the sub-groups has been informed by the results of our Colleague Experience Survey which was conducted in 2024.

### **What people said:**

WFS Event participant – “This was an excellent event. I wasn’t sure about coming because I don’t normally think that events like this are something I would enjoy but I have really enjoyed this and learned a lot. I particularly liked meeting so many women who work in the fire service – I don’t always get to do that.”

## Equality Outcome 5

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

We have recorded activities and initiatives carried out in support of this Equality Outcome covering the protected characteristics of age, disability, gender reassignment, race, religion and belief, pregnancy and maternity, sex and sexual orientation.

Snapshot	Spotlight
<p>The <b>Mental Health and Wellbeing Strategy and Board</b> continued to direct and oversee our performance in improving mental wellbeing within the workforce.</p>	<p><b>Wellbeing and Inclusion Calendar</b></p> <p>Each year SFRS prepare and deliver a calendar of events. Some we mark by issuing an article in our internal weekly newsletter, for others we might hold an event or training session and some may be marked through social media posts, changes to our corporate banner or the flying of flags.</p> <p>In 2024 our calendar supported these activities.</p> <p>[ Insert Graphic]</p>
<p>We continued with our:</p> <ul style="list-style-type: none"> <li>• <b>Employee Assistance Programme</b> – available all day, every day to help colleagues, their partners and dependents providing talking therapies.</li> <li>• <b>Mental Wellbeing Noticeboards</b> placed throughout our premises and online.</li> </ul>	
<p><b>Raising awareness of menstrual health.</b> SFRS has signed up to the Endometriosis Friendly Employer Scheme and has hosted a series of information and awareness raising events a about the scheme, conditions like endometriosis and polycystic ovary syndrome and menstrual health and wellbeing more generally. These sessions have been targeted at both men and women.</p>	

**What people said:** “After the session from the endometriosis employer team I have noticed a difference in how my line manager talks to me about my period. He seems more confident and comfortable talking to me about it. It has been good to see this change.”

## Equality Outcome 6

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

We have recorded activities and initiatives carried out in support of this Equality Outcome covering the protected characteristics of age, disability, gender reassignment, race, religion and belief, pregnancy and maternity, sex and sexual orientation.

Snapshot	Spotlight
<p><b>Mentoring Programmes</b></p> <p>SFRS continued to support the MCR Pathway and Career Ready mentoring schemes in 2024.</p> <p>MCR Pathways is a volunteer mentoring programme and in 2024 SFRS had around 40 colleagues who had volunteered to mentor a care experienced young person.</p> <p>Career Ready is a mentoring programme for S5/S6. Participants also complete a four week internship as part of the programme which is intended to prepare them for the world of work.</p>	<p><b>Corporate Parenting</b></p> <p>SFRS hosted a joint event with Police Scotland, the Scottish Ambulance Service and Who Cares? Scotland in May 2024.</p> <p>The event was delivered to young people from a care experienced background and focused on recruitment and introducing participants to the career opportunities available in the emergency services. The event was well received by the attendees and provides the partner agencies with new insight and understanding on the barriers that care experienced people face when seeking employment.</p> <p>Around 40 young people from a care experienced background attended the event.</p>
<p>Fire Safety Support and Education (FSSE) is for those under the age of 18. The programme offers a flexible approach to assist in the education. This is aimed at those who demonstrate an unsafe interest in fire or fire related anti-social behaviour.</p>	
<p>The Fire Skills and Employability programme operates across Scotland.</p> <p>In Ayrshire a partnership agreement with Ayrshire college as the Credit rating body allows young people completing Fire Skills Employability Award an SCQF level 4 award.</p>	

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

**What people said:**

Participants at joint emergency services event - *"Liked seeing all the animals and finding out what they do and seeing the dogs at work and trying out the fire hose, very interesting"*

*"It gave me confidence as one person was talking about disability's[sic] and he gave me confidence that it doesn't matter if u have neurodiverse you can still be apart[sic] of it"*



## **Other Success Stories**

We are very proud of our dedicated workforce and are delighted that they get recognition for their efforts beyond SFRS. Well done to all!

### **Asian Fire Service Awards 2024**

- Outstanding Charity Challenge Innovation – winner On Call Volunteer Firefighter Robert Wainwright

### **Women in the Fire Service Awards 2024**

- Outstanding Team – runner-up - Dunvegan Fire Station from Scottish Fire and Rescue Service for the work to improve the diversity of the workforce profile of their station.

### **Who Cares? Scotland 10 Years of Corporate Parenting Awards**

- Special commendation to our retired colleague Paul Blackwood for the years of service to improving the life chances of Scotland's care experienced youth inside and outside of SFRS.

## Pay Gap Information and Employee Data

Our Equal Pay and Gender Pay Gap Report 2025 has been published and should be read alongside this Mainstreaming Report 2024 - 2025 to provide a complete picture of employment equality performance. As of 30 November 2024, the SFRS Mean and Median Pay Gap was as follows:

Table 1 – Gender Pay Gap

	2017	2019	2021	2023	2025*
Mean	5%	4.42%	1.01%	-2.98%	-3.1%
Median	Not available	5.92%	2.5%	0%	0%

\*The data used in this report reflects SFRS staff as of 30 November 2024 compared to the 2025 report snapshot date of 20 December 2022. The date was brought forward in this recent report to allow sufficient time for the compiling of the report prior to publication.

Table 2 – Disability Pay Gap

Year	2021	2023	2025
Disability Mean Pay Gap	-3.03%	-7.93%	-5.88%

Table 3 – Ethnicity Pay Gap

Year	2021	2023	2025
Ethnicity Mean Pay Gap	0.07%	-2.66%	-5.65%

For more information and an analysis on equal pay data please refer to the Equal Pay and Gender Pay Gap Report 2025.

### Employee Data

SFRS is not currently representative of the communities it serves within its workforce. Moreover, the data held by SFRS about its employees is incomplete. A significant proportion of employees choose not to disclose their protected characteristics in our self-service employee monitoring system. For further information about our plans for improving disclosure rates please refer to the Equal Pay and Gender Pay Gap Report 2025.

The information held at 30 November 2024 was as follows:

Table 4 – Workforce Profile by Sex

	Women		Men		Total	
	Headcount	%	Headcount	%	Headcount	%
Uniformed employees	608	9%	6008	91%	6616	88%
Support Staff	490	54%	414	46%	904	12%
SFRS Total	1098	15%	6422	85%	7520	100%

Table 4B - We also ask about gender identity

<b>Table 4B GENDER</b>	<b>% of HEADCOUNT</b>
Female	5.16%
Male	21.37%
Other	0.07%
Prefer Not To Answer	0.28%
Not Recorded	73.12%

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

Table 5 – Workforce Profile by Ethnicity

Ethnic Group	Headcount	%
Asian or Asian British	19	0.25%
Black, Black British, Caribbean or African	6	0.08%
Mixed or Multiple ethnic group	17	0.23%
Other ethnic group	10	0.13%
White	3901	51.88%
Not Recorded	3547	47.17%
Prefer Not to Say	20	0.27%
<b>Total</b>	<b>7520</b>	<b>100.00%</b>

Table 6 – Workforce Profile by Disability

<b>Disability</b>	<b>Headcount</b>	<b>%</b>
Yes	69	0.92%
No	1993	26.50%
Not Recorded	5458	72.58%
<b>Total</b>	<b>7520</b>	<b>100.00%</b>

### Board Diversity

We also report on our Board diversity. Women represent 41.5% and men 58.5% of our Board. Our Board is made up of 12 people.

## Reflecting on 2024 – 2025 and Planning for 2025-2026

In our 2023-2024 Mainstreaming and Equality Outcomes Report we identified the following priorities for attention during 2024-2025:

We said...	We did...
1. A review of the Equality Outcomes in preparation for setting new Equality Outcomes.	We undertook a review of the Equality Outcomes and have opted to retain the current Outcomes for a further 12 months. We will reassess their validity following conclusion of the consultation and engagement exercises for Service Delivery Review and the setting of our new Strategic Plan.
2. Develop and implement improvements to the Equality and Human Rights Impact Assessment process.	We introduced a new Equality and Human Rights Impact Assessment template and will launch the new supporting toolkit in 2025-26.
3. Introduce revised terms of reference for the Equality Partnership Group.	The terms of reference for the Equality Partnership Group were updated to expand the role of the Group and align it with the standard governance arrangements of SFRS. The first meeting of the new Group took place in March 2025.
4. Support the work of the Culture Development Group to ensure that equality and inclusion are at the heart of the programme of work.	The EDI Team participates on the 4 sub-groups of: Attraction and Engagement; Professional Standards; Organisational Learning and Management Development to assist in the process of aligning our equality obligations and ambitions with our work to improve workplace culture.
5. Develop new equality, diversity and inclusion training materials.	New resources and awareness sessions were delivered/ promoted for attendance in 2024-2025 including training on building inclusive teams, tackling inappropriate behaviour, understanding sex discrimination and participating in inclusive events.
6. Take steps to improve disclosure rates of sensitive information by employees by communicating the purpose and use of data collection and through line management encouragement.	The programme of work to replace our electronic employee records system continued throughout 2024-25.

## What SFRS will prioritise from 2025-2026

1. We will continue to provide specialist EDI advice on a business partnership model.
2. We will review our corporate Equality Outcomes along with the revisions to our Strategic Plan.
3. We will begin introducing the new Scottish Government Equalities Mainstreaming Toolkit following its launch in summer 2025.
4. We will maintain our statutory equality related action plans including the review and renewal of our Corporate Parenting Plan.
5. We will take steps to prepare for the introduction of the revised Public Sector Equality Duty – Specific Duties.
6. We will implement the necessary measures to embed equality thinking into our strategic programmes for change such as Service Delivery Review, Corporate Services Review and the delivery of the actions in the Culture Development Action Plan.



# SCOTTISH FIRE AND RESCUE SERVICE

## The Board of Scottish Fire and Rescue Service



Report No: B/PD/02-25

Agenda Item: 19

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>							
<b>Meeting Date:</b>	<b>27 MARCH 2025</b>							
<b>Report Title:</b>	<b>EQUAL PAY AND GENDER PAY GAP REPORT 2025</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<a href="#"><u>A</u></a>	<a href="#"><u>B</u></a>	<a href="#"><u>C</u></a>	<a href="#"><u>D</u></a>	<a href="#"><u>E</u></a>	<a href="#"><u>F</u></a>	<a href="#"><u>G</u></a>
<b>1</b>	<b>Purpose</b>							
1.1	To inform the Scottish Fire and Rescue Service Board (the Board) of the Scottish Fire and Rescue Service's (SFRS) statutory obligations to publish information on its Gender Pay Gap, to issue an Equal Pay Statement declaring how the Service intends to deliver equality in pay, and also to provide information of occupational segregation within the SFRS in respect to gender, ethnicity and disability. This report also contains an overview of key metrics on these issues, and asks the Board to note that the Strategic Leadership Team (SLT) have approved the publication of the attached 2025 Equal pay and Gender Pay Gap report.							
<b>2</b>	<b>Background</b>							
2.1	Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS are obliged to report on our Gender Pay Gap (the percentage difference between the average hourly payrates of our male and female employees) no later than 30 April in every second year. SFRS are also statutorily obliged to publish an Equal Pay Statement by the 30 April every fourth year specifying the Service's policy on equality and segregation within the workplace in relation to: <ul style="list-style-type: none"> <li>• Male and Female Employees</li> <li>• Disability Representation of Employees</li> <li>• Ethnic minority representation of Employees</li> </ul>							
2.2	In 2016 the Equality Act 2010 (Commencement Order No11) 2016, placed a new statutory requirement to report on Gender Pay on many public and private sector organisations. Whilst SFRS are not covered by these Regulations, its more extensive reporting requirements could be considered as best practice. These additional requirements are: <ul style="list-style-type: none"> <li>• The mean and median gender pay gap</li> <li>• The mean and median bonus gap</li> <li>• The proportion of employees in each quartile of the organisation's pay structure by gender, ethnic origins and disability.</li> </ul>							
2.3	In addition to the statutory requirements, the Equality and Human Rights Commission and the Scottish Government recommend that organisations report on the pay gap experienced by employees with disabilities, and also those from ethnic minorities. Whilst SFRS is under no obligation to comply with these additional regulations or recommendations, given our commitment to transparency and equality, these wider metrics are included within the attached report. The report also continues the established practice of merging the Equal Pay Statement and Gender Pay Gap Report within one document. This paper highlights							

<p>2.4 2.4.1  2.4.2</p>	<p>the key findings within the 2025 Equal pay and Gender Pay Gap report, and asks the Board to note and consider these.</p> <p><b>Action Plan</b></p> <p>The 2023 Equal Pay Report included a series of activities contained within Appendix B under the heading of Action Plan. Appendix B to this report contains an update on the activities listed in this action plan which was reported to and noted by the Corporate Board at their meeting in August 2024.</p> <p>The obligation to provide details on the future actions of SFRS to further embed and improve performance on equal pay, occupational segregation and workforce representation is referenced clearly within section 5 of the attached 2025 Equal Pay and Gender Pay Gap Report. Moreover, the activities are contained and reported upon in various established action plans such as the Culture Development Action Plan and the Annual Operating Plan. It is proposed that these existing measures are utilised, alongside our bi-annual Equal Pay and Gender Pay Gap report, to monitor progress on these activities.</p>
<p><b>3</b></p>	<p><b>Main Changes</b></p>
<p>3.1 3.1.1  3.1.2  3.2 3.2.1  3.2.2  3.2.3</p>	<p><b>Key Findings in respect to Pay Gaps</b></p> <p>As of November 2024, the mean Gender Pay Gap within SFRS is -3.1% (i.e. in favour of females) compared to -2.98% in 2023. With the current UK average of 7% (as recorded by the Office of National statistics in 2024) this presents a positive image of SFRS by demonstrating the importance that the Service places on fairness and equality. It should be noted that the mean Gender Pay Gap within SFRS in 2013 was recorded as 11.53%, and that this has progressively declined in each subsequent report to the current level.</p> <p>The current employee data held suggests that there is a significant level of under-reporting in respect to protected characteristics. However, based on the available information, the current mean pay gap of employees from ethnic minorities has changed from -2.66% (in favour of staff from ethnic minorities) in 2023 to -5.66%. For staff with a disability, the pay gap has changed from -7.93% (in favour of those with a disability) to -5.88% in 2025. For both sets of data, it is noted that due to the relatively low representation of these groups, small changes can have a significant effect therefore although promising to see both are in favour of the protected groups, it is difficult to draw firm conclusions around this.</p> <p><b>Occupational segregation within SFRS</b></p> <p>In addition to Gender Pay Gap, SFRS are required to report on the representation of staff and occupational segregation i.e. some jobs and managerial levels being predominantly occupied by employees of the same gender.</p> <p>In the case of Support Staff, females show an even distribution Quartile 2 and 4 at 50%, and a slightly lower representation in Quartile 3 of 44% women. In contrast, women continue to be overrepresented within the lower quartile at 73%, with the jobs in this quartile being predominantly administrative, and which continue to attract more female applicants.</p> <p>All Uniformed employee groups and roles, other than within Operations Control, continue to be male dominated. Although the 2025 figures show a decrease in female Wholetime numbers from 2023, when compared as a percentage to the overall Wholetime group, the decrease is shown to be minimal with a difference of females representing 6.5% of Wholetime in 2023 to 6.4% in 2025. Increases in female Group and Watch Commander numbers have also been recorded, and whilst female Station Commander numbers saw a slight decrease, this was due to career progression and a subsequent selection process where no women were appointed. The overall trend demonstrates females gradually progressing to more senior posts.</p>

3.3	<b>Representation of Ethnic Minorities and Staff with a Disability</b>																				
3.3.1	Representation of ethnic minorities and Disabled people remains low, with these groups representing 1.69% and 0.92% (respectively) of the employee population. As noted, there are gaps in the data due to employees choosing not to share this information, however, a review of the distribution of staff based on the information we do hold, shows that both groups are relatively equally distributed across the four pay Quartiles.																				
3.4	<b>Employee Data</b>																				
3.4.1	The true representation of protected groups such as those from ethnic minorities and people with disabilities, is hard to judge fully due to the high volume of unknown information. Over the years, regular communications have been sent to employees to encourage them to provide this information however there still remains a prevalence of unknown data. The People Directorate will continue to review this and remain committed to trying to improve the data held.																				
<table border="1"> <thead> <tr> <th>Protected Characteristic</th> <th>Unknown records</th> <th>As % of Staff</th> </tr> </thead> <tbody> <tr> <td>Ethnicity</td> <td>3547</td> <td>47%</td> </tr> <tr> <td>Disability</td> <td>5458</td> <td>73%</td> </tr> </tbody> </table>		Protected Characteristic	Unknown records	As % of Staff	Ethnicity	3547	47%	Disability	5458	73%											
Protected Characteristic	Unknown records	As % of Staff																			
Ethnicity	3547	47%																			
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3.5	<b>Additional Information</b>																				
3.5.1	To supplement the key findings summarised in the Equal Pay and Gender Pay Gap Report, the Gender Pay Gap for specific employee groups in SFRS are listed below for information.																				
<table border="1"> <thead> <tr> <th rowspan="2">Employee Group</th> <th colspan="2">Gender Pay Gap</th> </tr> <tr> <th>2023</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Control</td> <td>-4.84%</td> <td>-7.64%</td> </tr> <tr> <td>Support</td> <td>6.15%</td> <td>7.92%</td> </tr> <tr> <td>Uniformed - RDS</td> <td>2.75%</td> <td>3.53%</td> </tr> <tr> <td>Uniformed - Volunteer</td> <td>1.46%</td> <td>2.32%</td> </tr> <tr> <td>Uniformed - WT</td> <td>2.85%</td> <td>2.05%</td> </tr> </tbody> </table>		Employee Group	Gender Pay Gap		2023	2025	Control	-4.84%	-7.64%	Support	6.15%	7.92%	Uniformed - RDS	2.75%	3.53%	Uniformed - Volunteer	1.46%	2.32%	Uniformed - WT	2.85%	2.05%
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3.5.2	At 7.92%, the Support employee group holds the largest Gender Pay Gap in favour of males and is above the national average of 7%. Although the quartiles of the Pay Structure within Support show there is relatively even proportions of gender within Quartiles 2 and 4, there is a higher proportion of females in Quartile 1 (73%) and a higher proportion of males in Quartile 4 (56%) which is being reflected in the overall gender pay gap of the Support staff group.																				
3.5.3	A majority (59%) of the female Support Staff population hold posts between Grades 2 and 4 and are largely found to occupy posts within the Administration function, which is historically more female dominated, whereas the majority (62%) of males sit within Grade 3 and 5 holding a dominance in Technical roles such as ICT which remain male dominated professions. As the lower quartiles contain larger numbers of employees than the higher quartiles, this results in a Pay Gap in favour of males.																				
3.5.4	A review of Corporate Services, commenced in late in 2023 will take into consideration the infrastructure of improved digital working which may have an impact on the Gender Pay Gap upon conclusion.																				
3.6	<b>Summary</b>																				
3.6.1	Since its inception SFRS has placed equality at the centre of all its activities, and this has resulted in pay gaps between male and female employees being progressively reduced or reversed. We also have pay gaps in favour of employees with a disability or from an ethnic minority. The remaining pay gaps can be shown to be due not to pay inequalities, but to occupational segregation. As SFRS's attraction, recruitment and promotion processes are																				



<p>3.6.2</p> <p>3.6.3</p> <p>3.6.4</p>	<p>gender-neutral, this segregation is considered to be due to societal stereotyping of roles that lead to applications for some roles being primarily submitted by applicants of one gender.</p> <p>This conclusion is supported by the representation of females within the top quartiles of the Support Staff structure where they are broadly comparable to that of their male counterparts, and by the increasing representation and career progression of women within the Uniformed roles. These outcomes demonstrate SFRS's commitment to equality, and the efficacy of the wide range of initiatives that have been implemented in support of this commitment.</p> <p>Despite these achievements the senior management roles within SFRS, and in particular those within the Uniformed employee groups continues to have little representation from those from ethnic minorities or with disabilities. This under-representation is contrary to SFRS's expressed values and commitment to achieving a workforce representative of the communities of Scotland, and to the Scottish Government's Strategic Objective of delivering a wealthier and fairer Scotland.</p> <p>In recognition of the need to address this, SFRS has introduced a number of initiatives which seek to ensure that employment within SFRS is accessible and attractive to applicants regardless of their background. The attached report highlights a number of these initiatives and explains how they will assist us build on past achievements, and help deliver a representative workforce throughout all employee groups with SFRS.</p>
<p><b>4</b></p>	<p><b>Recommendation</b></p>
<p>4.1</p>	<p>It is recommended that the Board scrutinise the content of this report and the attached Equal Pay and Gender Pay Gap Report and consider the issues highlighted within.</p>
<p><b>5</b></p>	<p><b>Key Strategic Implications</b></p>
<p>5.1</p> <p>5.1.1</p>	<p><b>Risk</b></p> <p>The Equal Pay and Gender Pay Gap Report ensures we are compliant with the law for reporting but also provides opportunity to review our approach and ensure we reduce risk of inequality amongst our employees.</p>
<p>5.2</p> <p>5.2.1</p>	<p><b>Financial</b></p> <p>There are no implications identified.</p>
<p>5.3</p> <p>5.3.1</p>	<p><b>Environmental &amp; Sustainability</b></p> <p>There are no implications identified.</p>
<p>5.4</p> <p>5.4.1</p>	<p><b>Workforce</b></p> <p>The Equal Pay and Gender Pay Gap Report provides information on our workforce population and highlights areas of occupational segregation. Section 5 of the report provides an overview of the initiatives SFRS are currently implementing to address this and SFRS remains committed to continued work to improve equality and representation in our workforce.</p>
<p>5.5</p> <p>5.5.1</p>	<p><b>Health &amp; Safety</b></p> <p>There are no implications identified.</p>
<p>5.6</p> <p>5.6.1</p>	<p><b>Health &amp; Wellbeing</b></p> <p>There are no implications identified.</p>
<p>5.7</p> <p>5.7.1</p>	<p><b>Training</b></p> <p>There are no implications identified.</p>

5.8	<b>Timing</b>	
5.8.1	The Equal Pay and Gender Pay Gap Report must be published every two years, by 30 April of the relevant year – in this case by 30 April 2025.	
5.9	<b>Performance</b>	
5.9.1	There are no implications identified.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	The Equal Pay and Gender Pay Gap Report will be published on the SFRS website for public access.	
5.11	<b>Legal</b>	
5.11.1	The Equal Pay and Gender Pay Gap Report is published in compliance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.	
5.12	<b>Information Governance</b>	
5.12.1	There are no implications identified.	
5.13	<b>Equalities</b>	
5.13.1	The report provides information to consider and review pay data around Gender, Ethnicity and Disability.	
5.14	<b>Service Delivery</b>	
5.14.1	There are no implications identified.	
<b>6</b>	<b>Core Brief</b>	
6.1	SFRS's Equal Pay and Gender Pay Gap Report 2025 has been prepared in order to meet our obligations under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012., The report provides information on Pay Gaps of employees by Gender, Ethnicity and Disability, as well as providing an overview of the representation of these groups within the workforce.	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Lyndsey Gaja, Director of People (Interim)
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	The Equal Pay and Gender Pay Gap report is produced to meet the statutory obligations outlined within this paper. The report highlights the current initiatives underway to encourage and develop a diverse and representative workforce, and helps inform and identify areas for future initiatives.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A. Equal Pay and Gender Pay Gap Report 2025	
8.2	Appendix B. Equal Pay and Gender Pay Gap Report Action Plan update from 2024	
<b>Prepared by:</b>		Lucy Begley, People Adviser (Reward Team)
<b>Sponsored by:</b>		Gillian Clark, People Manager (Reward Team)
<b>Presented by:</b>		Lucy Begley, People Adviser (Reward Team)
<b>Links to Strategy and Corporate Values</b>		
Links to Strategic Plan 2022-25: The report demonstrates how SFRS will deliver on Strategic Outcome 6 by ensuring that the experience of those who work for SFRS improves as we are the best employer we can be, and on		

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Outcome 2 by assisting in delivering a representative workforce that will help become more resilient as we respond effectively to changing risk.

<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
Directorate Management Team	21 January 2025	For Scrutiny
Corporate Board	17 February 2025	For Recommendation
Strategic Leadership Team	5 March 2025	For Decision
SFRS Board	27 March 2025	For Scrutiny

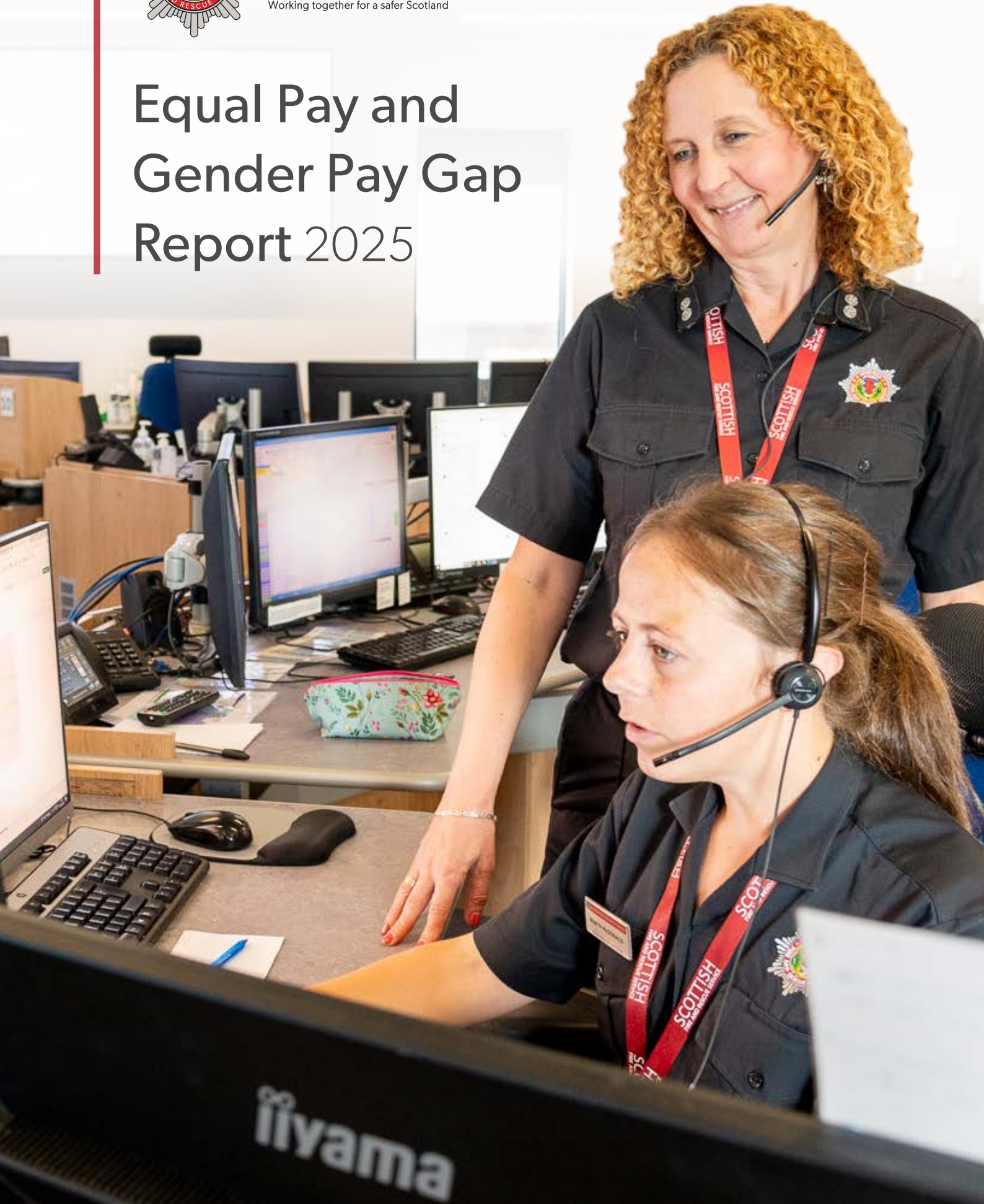


SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

APPENDIX A

# Equal Pay and Gender Pay Gap Report 2025



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# Introduction

The Scottish Fire and Rescue Service (SFRS) is committed to the principles of equality and equal treatment for all employees, regardless of their backgrounds or personal circumstances. In accordance with the requirements set out in Section 149 of the Equality Act 2010 (the Public-Sector Equality Duty) and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SFRS reports every two years on the Pay Gap and occupational segregation in our organisation by Gender, Disability and Ethnicity. This report looks to explore this and provide information on the policies and processes we implement to achieve equality in pay and representation.

Since the creation of the SFRS in 2013, SFRS has seen a consistent reduction in the Gender Pay Gap and SFRS is committed to maintaining this. We believe that our pay and recruitment processes are gender-neutral, and that this is reflected in the existing Gender Pay gap which compares favourably with most other organisations and the national average.

SFRS are however aware that there is work still to be done when it comes to balancing our workforce which we believe arises from occupational segregation caused by an over-representation of employees from one gender within specific roles, rather from any discriminatory practice. A key consideration in appreciating the origins of this is a recognition that SFRS's employees can be categorised into two main groups – Uniformed and Support.

The largest section of SFRS's workforce is comprised of our Uniformed Firefighters.

The Fire and Rescue profession throughout the U.K. predominantly attracts applications for employment from males, and this is reflected in the significant proportion of the SFRS's uniformed Firefighters who are male. In contrast, a wide range of support services are provided by Support Staff, and there the gender balance is far more equitable.

SFRS accepts that there is also an underrepresentation of people from ethnic minorities, and individuals with disabilities in the workforce. In consequence SFRS has sought, and will continue to seek, to achieve equality in pay and representation for people from these backgrounds.

This report will highlight the extensive work which is continuing to take place within our organisation to create a positively balanced workforce that reflects the communities of Scotland. These measures are we believe resulting in positive and ongoing improvements in equality and representation within SFRS. As already mentioned, we have seen the gender pay gap move to be in favour of women, and have also seen a sustained trajectory of women being promoted within the Uniformed ranks. Women also continue to be well represented within the senior management positions within the Support Staff structure.

This report will discuss these areas in more detail and highlight the initiatives aimed at alleviating the remaining imbalance in our workforce profiles, and how we will continue to work towards a diverse and representative workforce.



## Interpreting the Data

Please note the following considerations when interpreting the data within this report:

- For data exploring disability and ethnic minorities, this report is based on relatively small data sets which makes robust analysis challenging. It also means that small changes could show a significant impact in terms of percentage increase/decrease
- SFRS recognise the importance of gathering employee's protected characteristics data in order to be able to accurately report on it and draw meaningful conclusions. SFRS are committed to working on initiatives to encourage employees to share their information and this is explored further in **Section 5**.



## 2. Equal Pay Statement

SFRS is committed to the principles of equal pay and to ensuring that these are applied to all employees through fair and transparent working practices and systems which are based on objective criteria.

The pay structure of uniformed employees is agreed at a UK level by the National Joint Council (NJC) for Local Authorities' Fire and Rescue Services, and is based on sound principles that preclude inequalities. All SFRS Support Staff posts are evaluated using a Job Family approach, which is supported by SFRS's analytical Job Evaluation Scheme and the SFRS Job Evaluation Policy (Support Staff). This is a robust evaluation process based on the Scottish Joint Council's Job Evaluation Scheme which assesses the demands of jobs and assigns them to pay grades based on objective, gender neutral criteria. The SFRS

has further underpinned this by introducing standardised terms and conditions for both employee groups, with any differentiation in terms between these two employee groups being permitted only after a robust Equality and Human Rights Impact assessment, and where they are materially justified due to the differing demands of the roles.

All elements of our People Policies and our Pay and Reward Frameworks are also subject to robust Equality and Human Rights Impact Assessment throughout their development, and to strategic oversight by both Executive Management and the Board of the Scottish Fire and Rescue Service. Given the above processes, SFRS is confident that all employees carrying out the same work, equivalent work or work of equal value receive the same pay regardless of gender or other personal characteristics.



## 3. Pay Gaps

A gender pay gap is a measure of the difference in the rates of pay of men and women across the entire organisation, regardless of the nature or level of their work. In reporting on the Gender Pay Gap, and in particular on the underlying causes of this pay gap, it is important to recognise that Pay Gaps can originate either through employees in the same job being paid at different rates, or through occupational segregation, i.e. through different roles or levels within the organisation being predominantly held by employees of a specific gender. Given the robust processes used by SFRS to ensure equity in pay for employees carrying out the same work, or work of equal value, SFRS are confident that any pay gap is due to occupational segregation.

Based on current data in relation to staff earnings, and in accordance with Statute and Best Practice, the following six calculations are used by SFRS to show the difference between the average earnings of men and women.

- Mean Gender Pay Gap
- Median Gender Pay Gap
- Mean Bonus Gender Pay Gap
- Median Bonus Gender Pay Gap
- The proportion of men and women who received bonuses
- The proportion of men and women according to quartile pay bands

### 3.1 The Mean and Median Gender Pay Gap

The mean pay gap measures the difference between the average male and female hourly rate, while the median is identified as the midpoint hourly rate of all individuals. The use of a median is helpful as these metrics are not distorted by very large or very small pay rates.

In addition to the core reporting requirements in relation to gender, SFRS also acknowledges the requirements of the Equality and Human Rights Commission and the Scottish Government that employers also report on the pay gaps of employees with disabilities, or from ethnic minorities. Information of the pay gaps of these employee groups is therefore also provided.

Whilst the Office of National Statistics reports that the 2024 Pay Gap in the UK was 7% in favour of males, as of 30 November 2024 SFRS has a mean Gender Pay gap of -3.1%, in favour of women. SFRS are pleased to note that this mean Gender Pay Gap demonstrates not only the continuation of a positive trend since the formation of the SFRS in 2013, but also that women no longer experience lower average pay than men in SFRS. There are three main factors which have contributed to this over this time. The first being the standardisation of Support staff pay, during which 7% was added to the support staff salary budget. As support staff have a greater percentage of women than the uniformed staff group, this led to a more significant increase in the female average pay

than male. The second factor is believed to be the differentiation between the NJC pay awards and that of support staff in recent years. This again increased support staff relative to the Uniformed function. Finally, the Scottish public sector pay policy has mostly awarded a greater percentage of pay awards to lower paid support staff (predominantly women) than to the middle pay grades that have a lot

of male dominated employee groups (ICT and Fleet) or higher paid group where the gender split is more even. Progress in the Gender Pay Gap since 2017 is illustrated in Table 1, (a median figure is not available for 2017 as this was not required under the provisions of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012).

SFRS Gender Pay Gap 2017-2025					
	2017	2019	2021	2023	2025*
<b>Mean</b>	5%	4.42%	1.01%	-2.98%	-3.1%
<b>Median</b>	Not available	5.92%	2.5%	0%	0%

Table 1 – SFRS Gender Pay Gap 2017-2025

\* The data used in this report reflects SFRS staff as of 30 November 2024 compared to the 2023 report snapshot date of 20 December 2022. The date was brought forward in this recent report to allow sufficient time for the compiling of the report prior to publication.

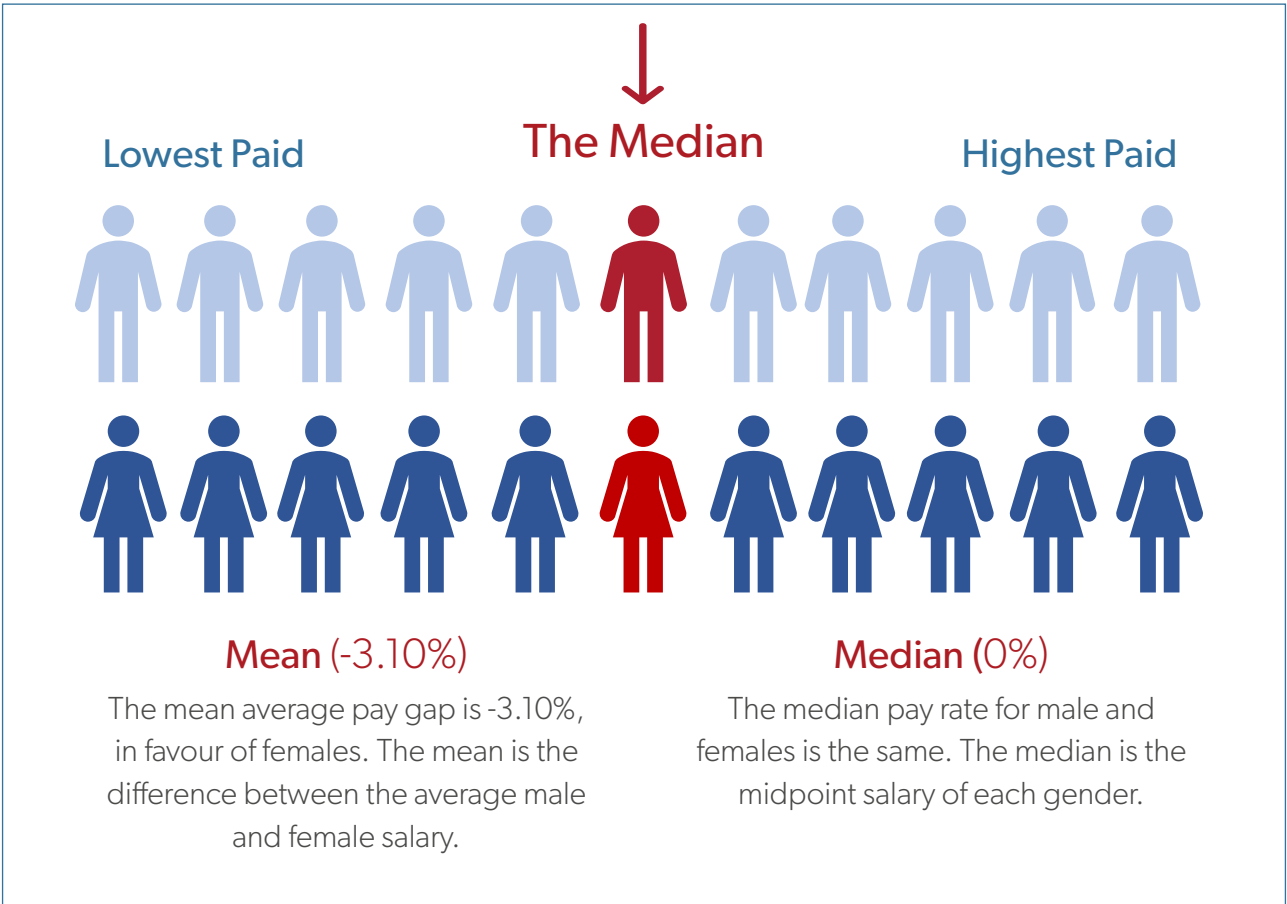


Diagram 1 – The Mean and Median 2025

SFRS’s Gender Pay Gap using the median measure is 0%, with the median hourly rate being the same for both the male and female staff groups. The median gap is also found to be 0% when comparing hourly rates of staff

from ethnic minorities and staff with a disability, to all staff. This is primarily due to the majority of the workforce, (55%), being at Firefighter level which leads to the middle (median) point commonly being found at this pay level.

## 3.2 Ethnicity Pay Gap

Ethnicity Pay Gap			
	2021	2023	2025
<b>Ethnicity Mean Pay Gap</b>	0.07%	-2.66%	-5.66%

Table 2 – SFRS Staff with a Disability

The mean pay gap for employees from ethnic minority backgrounds in SFRS is -5.66% when compared to the overall SFRS average hourly rate, meaning it is more favourable than the average. This has changed from -2.66% in 2023 however due to the relatively low representation of those from ethnic minorities,

detailed further in [Section 4.3](#), small changes can have a significant effect therefore although promising it is difficult to draw firm conclusions around this. The median pay gap of employees from ethnic minority backgrounds as a whole is 0% when compared to the staff average.

## 3.3 Disability Pay Gap

Disability Pay Gap			
	2021	2023	2025
<b>Disability Mean Pay Gap</b>	-3.03%	-7.93%	-5.88%

Table 3 – SFRS Staff with a Disability

The mean pay gap of employees with a disability as of November 2024 is -5.88%, and although this has changed slightly from 2023, it continues to be in favour of employees with a disability. Throughout the recruitment and promotion processes, individuals are encouraged to declare any disabilities so that adjustments can be made wherever possible to support and encourage success, with SFRS's support for neurodiversity considered to be of particular benefit. A guide to reasonable

adjustments and supporting staff with a disability is available to raise awareness and knowledge of the area.

It is important to note that, as with Ethnicity, there is limited data available regarding employee's declaring a disability, which makes it challenging to draw reliable conclusions. Addressing this data gap is a priority, and further details on our commitment to improving this can be found in [Section 5](#).

### 3.4 Bonuses and their impact on SFRS's Pay Gaps

SFRS recognises that bonuses paid to specific employee groups can create inequalities and undermine transparency in reward packages. Consequently, in creating standard terms and conditions after the formation of the SFRS, the

Service consciously chose not to incorporate bonus schemes within any of our Reward packages. As there are no bonus schemes offered at SFRS, our pay gaps metrics are based solely on core salary.



## 4. Representation within SFRS

In addition to reporting on the gender pay gap, SFRS also report on the gender representation within the Service as a whole, and within the four quartiles of our Structure, with each quartile demonstrating the distribution of male and female employees by pay. Given the differentiation between the workforce gender profile in the Uniformed and Support Workforce,

SFRS also wish to report on those within each of these employee groups, and to explain the differing circumstances that influence the proportion of men and women in each quarter of the organisation's pay structure. The disparity in the numbers and proportion of both genders within SFRS's workforce is illustrated in Table 4.

	Female		Male		Total	
	Headcount	%	Headcount	%	Headcount	%
<b>Uniformed employees</b>	608	9%	6,008	91%	6,616	88%
<b>Support Staff</b>	490	54%	414	46%	904	12%
<b>SFRS Total</b>	1,098	15%	6,422	85%	7,520	100%

Table 4 – Gender Proportion of Uniformed and Support Staff Comparison

Diagram 2 shows the distribution of gender across each quartile of pay in SFRS's total structure from the lowest 25% (Quartile 1) of earners to the highest 25% of earners (Quartile

4). The high representation of males within each of the four quartiles is however directly due to the predominance of men within the Uniformed structure.

## Pay Quartiles of All Employees

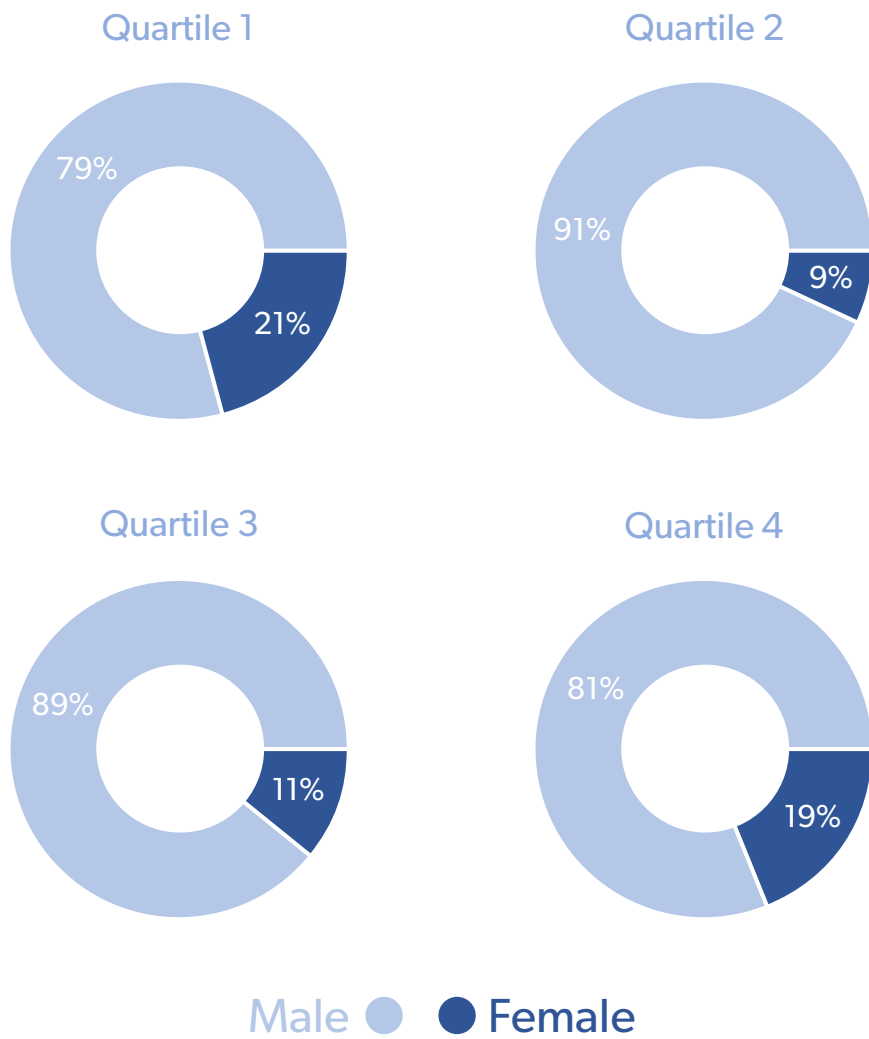


Diagram 2 – Pay Quartiles of All Employees



## 4.1 Gender Representation within Support Staff

The percentages of male and female employees within each of the four quartiles of our Support Staff structure is illustrated within Diagram 3.

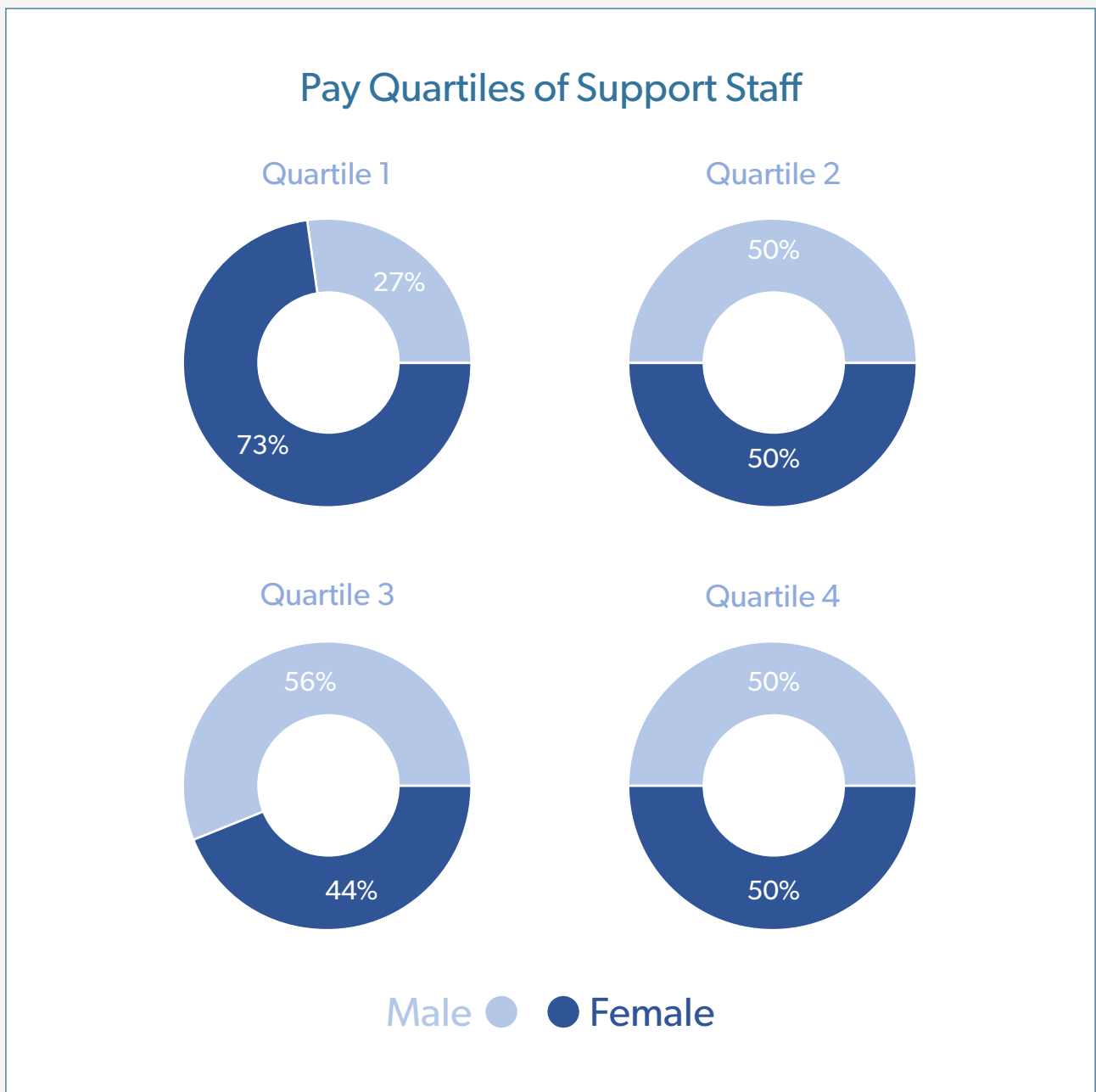


Diagram 3 – Pay Quartiles of Support Staff

The disproportionate number of women within the Quartile 1 of our Support Staff reflects the large proportion of administrative posts within this band, a role which has traditionally attracted larger numbers of women applicants. As we believe that our recruitment and attraction processes are gender-neutral, we feel that the disproportionate representation of women in this employee group is due to outdated societal perceptions that can inhibit men from applying for such jobs. SFRS also however accepts that career progression from lower-paid posts can be more challenging for women as they often have primary care responsibilities, and are more likely to be in part-time employment, which again can create perceived barriers to career progression.

SFRS are however continuing to explore how working practices can be revised to support employees balance personal and professional responsibilities. We introduced a range of flexible working arrangements, including Agile Working and Home Working provisions, which appear to be working well for attraction and retention, and have a range of flexible policies in place to support employees in achieving a positive work/life balance. SFRS have also revised the functional structure within several Directorates to provide more accessible career paths for administrative employees and work will continue to explore how the talents of employees of all grades throughout the Service can be supported in achieving their aspirations. Further information on these initiatives is provided in [Section 5](#).

In contrast with Quartile 1, the upper 3 quartiles demonstrate a more equitable balance of male and female employees, a trend that is particularly

evident within the most senior managerial roles in Quartile 4. The numbers of women within the Support Staff employee group therefore illustrates SFRS's commitment to diversity, particularly within the upper quartiles where the number of women is comparable to that of their male counterparts.

## 4.2 Gender Representation within Uniformed Staff

The Uniformed structure within SFRS contains Firefighters employed under four separate set of terms and conditions. These being:

- Wholetime – composed of employees for whom Firefighting is a full-time role, and who are paid a salary
- Operations Control – who deal with all emergency 999 calls and the subsequent mobilisation of resources to respond to fires and other incidents, and who are paid a salary
- Retained Duty System (RDS) – composed of Firefighters employed on a part time basis, who receive a retaining fee in return for making themselves available to respond to emergency calls, and receive an hourly rate equivalent to their Wholetime colleagues when actively engaged in their duties
- Volunteer Duty System – comprised of local people who voluntarily make themselves available to serve their communities in the event of an emergency, and who are paid at the same hourly rate as their Wholetime and Retained colleagues when they do so

In Diagram 4 the Wholetime, RDS and Volunteer employee groups have been reviewed in quartiles together as they receive comparable pay rates. The diagram illustrates the preponderance of males within each

quartile of the group and again reflects the societal perception that Firefighting is a male occupation, with applications from women for such posts remaining at a relatively low level.

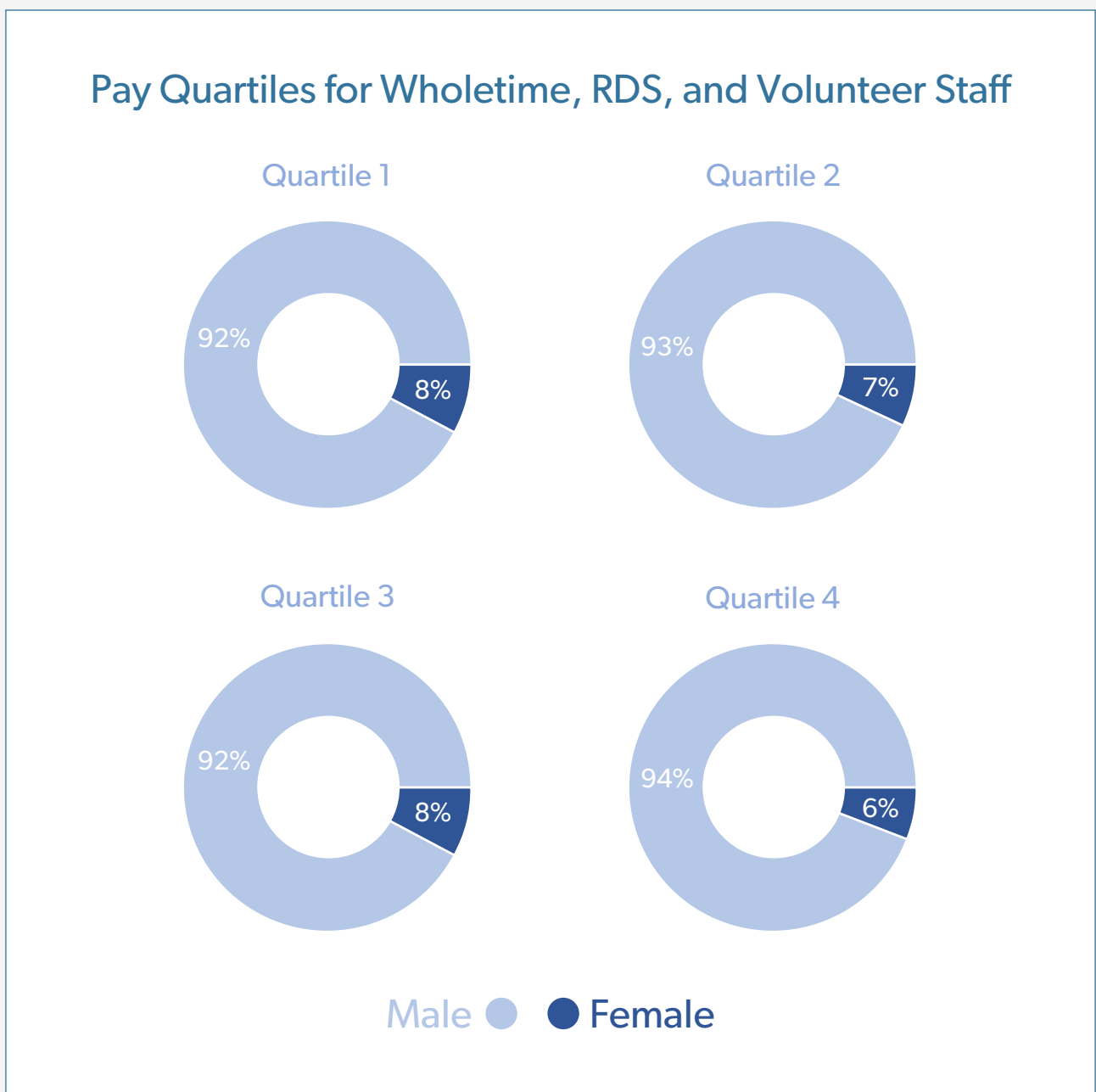


Diagram 4 – Wholetime, RDS, and Volunteer Staff Pay Quartiles

It is recognised that in common with the majority of UK Fire and Rescue Services, SFRS operates a single tier entry system whereby all uniformed employees enter the Service at the Firefighter level, and progress to the higher roles as they gather experience and qualifications. Whilst this approach equips our Firefighters to face the challenges of managing emergency incidents, it results in a lag between an increase in women entering the Service and this being reflected within the number of women in promoted roles.

To support women in achieving career progression within the Uniformed workforce, and to support the achievement of a representative workforce throughout the Service employee groups, SFRS has introduced a range of initiatives. Most recently, the standardisation of terms and conditions for our RDS staff has been achieved which allows an increased variety of options in availability hours which may in turn make it a more attractive and achievable option for woman or those with caring responsibilities. Other initiatives include Positive Action campaigns to encourage and support applications from women to join the

Uniformed workforce, support for national and internal women's support networks, and sponsoring networking and development events for women organised by external partners. We have also introduced extensive development programmes to support all employees maximise their potential.

#### **4.2.1 The Wholetime Uniformed Service**

From [Table 5](#), we can see there has been a decrease in female Wholetime staff from 2023 to 2025 however if we look at the numbers as a percentage of the overall Wholetime group, it shows females still account for a similar proportion overall, with females representing 6.5% in 2023 compared to 6.4% of the Wholetime group in 2025. There also continues to be promising progression in greater representation of females achieving career development. In the 2023 figures, the first woman reached the rank of Area Commander and although this individual has now retired meaning there is no longer a female post holder of this rank, the significant increase in female Group Commanders shown in [Table 5](#) shows promise that this trajectory will be continued.

Representation of Women in the Wholetime Uniformed Service				
	2019	2021	2023	2025
Chief Officer	0	0	0	0
Deputy Chief Officer	0	0	0	0
Assistant Chief Officer	0	0	0	0
Deputy Assistant Chief Officer	0	0	0	0
Area Commander	0	0	1	0
Group Commander	2	2	2	6
Station Commander	2	6	10	7
Watch Commander	34	30	28	30
Crew Commander	27	30	40	38
Firefighter	134	151	144	134
<b>Total</b>	<b>199</b>	<b>219</b>	<b>225</b>	<b>215</b>

Table 5 – Representation of Women in the Wholetime Uniformed Service

### 4.2.2 Operations Control

Our Operations Control form an essential component of SFRS operational capabilities, and are the first point of contact for a member of the public when dialling 999 to report an emergency. Whilst our Control Firefighters are

part of the Uniformed workforce, in contrast to the Wholetime, Retained and Volunteer groups, it has traditionally been female dominated and this continues to be the case at all levels in the Control structure.

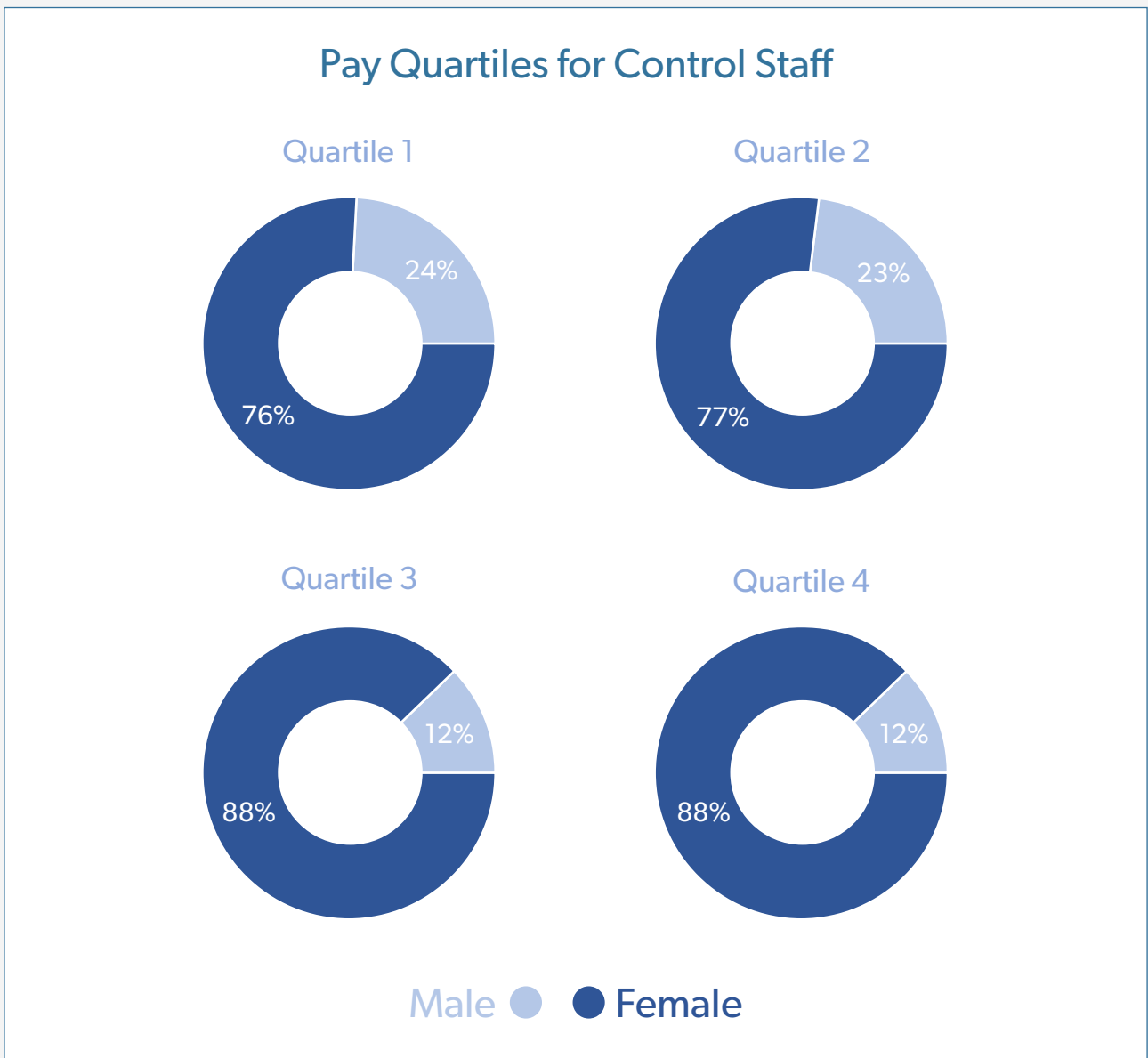


Diagram 4 – Pay Quartiles for Control Staff

### 4.3 Ethnic Minority Representation

As of November 2024, employees from minority ethnic backgrounds, constituted 1.69% of SFRS’s total workforce. Whilst this is a disproportionately low level of representation, there is a large proportion of information not recorded therefore it is likely the true number

is underreported. SFRS is committed to improving our data to allow for more accurate numbers to be available to analyse, this is further explored in [Section 5](#). A breakdown of the ethnicity of SFRS’s employees is provided within Table 6.

Ethnicity	Headcount	Percentage
<b>Ethnic Minority Groups</b>	127	1.69%
<b>White British</b>	3,826	50.88%
<b>Not Recorded</b>	3,547	47.17%
<b>Prefer Not to Say</b>	20	0.27%
<b>Total</b>	<b>7,520</b>	<b>100%</b>

Table 6 – Staff by Ethnic Group

In terms of representation within the four quartiles of SFRS’s organisational structure, the distribution of SFRS’s employees from ethnic minorities is illustrated in Table 7. This

demonstrates that whilst overall numbers remain relatively low, employees from these communities are proportionately more likely to hold positions within the higher quartiles.

Quartiles	Ethnic Minority Groups		White British		Not Known	
	Headcount	%	Headcount	%	Headcount	%
1	18	0.96%	507	26.97%	1,355	72.07%
2	37	1.97%	989	52.61%	854	45.43%
3	34	1.81%	1,069	56.86%	777	41.33%
4	38	2.02%	1,261	67.07%	581	30.90%
<b>Grand Total</b>	<b>127</b>	<b>1.69%</b>	<b>3,826</b>	<b>50.88%</b>	<b>3,567</b>	<b>47.43%</b>

Table 7 – Pay Quartiles by Ethnicity



## 4.4 Disability Representation within SFRS

As of November 2024, 69 employees of SFRS had disclosed a disability, constituting 0.92% of our workforce, a figure that is significantly lower than the one fifth of Scotland’s population who identify as disabled. SFRS considers that the high proportion of SFRS employees who have not declared whether or not they have a disability suggests a high level of under-reporting. It is also believed that the physical challenges faced by Firefighters can make it challenging for employees with some forms of disability to remain within their roles. Nevertheless, SFRS accepts that the representation within SFRS can be improved. The levels of employees who have declared whether they have or do not have a disability, and those who have not provided SFRS with this information is illustrated in Table 8.

Disability	Headcount	%
Yes	69	0.92%
No	1993	26.50%
Not Known	5458	72.58%
<b>Total</b>	<b>7520</b>	<b>100.00%</b>

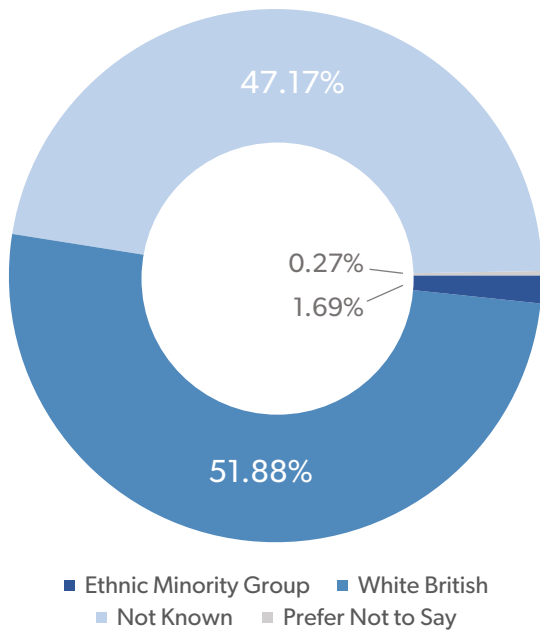
Table 8 – Disability in Staff

In relation to the distribution of employees with disabilities within the four quartiles of SFRS structure, there is a relatively even distribution across the quartiles as illustrated in Table 9.

Quartiles	Yes		No		Not Known	
	Headcount	%	Headcount	%	Headcount	%
<b>1</b>	15	0.80%	281	14.95%	1584	84.26%
<b>2</b>	16	0.85%	425	22.61%	1439	76.54%
<b>3</b>	20	1.06%	653	34.73%	1207	64.20%
<b>4</b>	18	0.96%	634	33.72%	1228	65.32%
<b>Grand Total</b>	<b>69</b>	<b>0.92%</b>	<b>1993</b>	<b>26.50%</b>	<b>5458</b>	<b>72.58%</b>

Table 9 – Disability in Staff Pay Quartiles

### Staff by Ethnicity 2025



#### Median (0.00%)

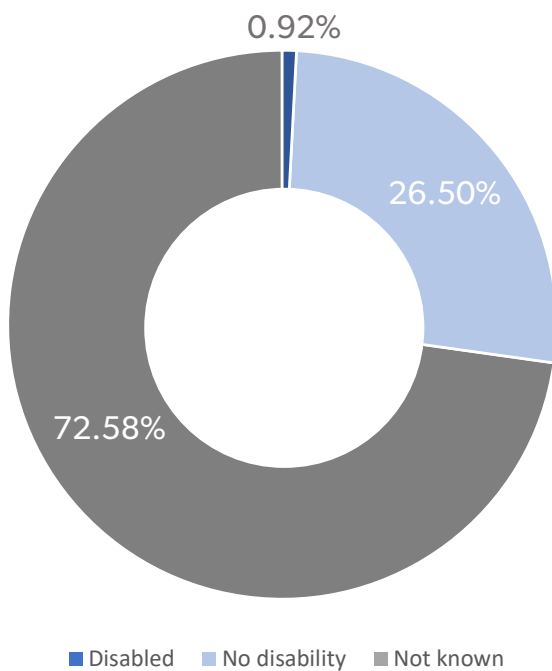
The median pay gap by ethnicity is 0%, meaning the median rate is the same for both groups. The median is the midpoint salary of each group.

#### Mean (-5.66%)

The mean pay gap by ethnicity is -5.66%, in favour of BAME staff. The mean is the difference between the average salary for each group.

Diagram 6 – Staff by Ethnicity 2025

### Disability in Staff 2025



#### Median (0.00%)

The median pay gap by disability is 0%, meaning the median rate is the same for both groups. The median is the midpoint salary of each group.

#### Mean (-5.88%)

The mean pay gap of disabled staff is -5.88%, in favour of staff with a disability. The mean is the difference between the average salary for each group.

Diagram 7 – Disability in Staff 2025



## 4.5 Representation of Minority or Protected Groups

SFRS accepts that significant work remains to be done if we are to increase the numbers of employees with disabilities and from ethnic minorities, to a level that is more reflective of Scottish society. Since its formation, the SFRS has consistently sought to attract a more representative workforce, and is determined to continue to strive to achieve this. A range of initiatives will therefore continue to be implemented to increase attraction rates and to ensure that the working practices, terms and conditions and working environment within the Service meet the needs of a diverse workforce. An overview of the initiatives is provided below in [Section 5](#) of this report.

## 4.6 Gender Analysis of the Board of SFRS

Our Board members perform an important role in shaping the future of the Service by providing strategic oversight on behalf of the Scottish Government and ensuring that the principles of equality, fairness and transparency are integral to all our activities.

As we recognise the value of different perspectives in challenging established processes and organisational norms, we are committed to achieving the gender representation objective (GRO), as set out in the Gender Representation on Public Boards (Scotland) Act 2018. The Scottish Government’s Public Appointments Team are responsible for appointments to the Board of the SFRS and are regulated by the Ethical Standards Commissioner.

The Board currently comprises five women and seven men, including the female Chair. Since the 2023 Equal Pay and Gender Pay Gap Report, one appointment round was held to appoint four Board members. This attracted a total of 65 applications, with 29% of the candidates being female. From this, two females and two males were appointed on 18 December 2023 contributing to the current composition of the SFRS Board.

As opportunities arise, the Service will continue to take steps considered appropriate to encourage applications from women for the role of a Board member. These positive action measures include hosting webinars and information events to inform potential applicants about the role of a Board member and using our networks to help increase wider diversity and representation of the people within the communities we serve.

## 5. Taking Action

# OUR COMMITMENT TO SHAPING A MORE INCLUSIVE WORKFORCE

SFRS is committed to the principles of fairness, equality and inclusion, and seeks to ensure that these are embedded in everything we do. We have adopted a Values framework which ensures that Safety, Teamwork, Respect and Innovation are at the centre of all our activities and have included objectives aimed at enhancing the employee experience within our Strategic Plan.

Equality and fairness are also central to our normal business activities, with the following equality measures being embedded within our current and future business processes:

### 5.1 Inclusive Employment – SFRS Approach to Developing Policies and Procedures

All SFRS employment policies and procedures are subject to equality and human rights impact assessments to detect and assess their differential impact upon women, disability, ethnicity and other protected characteristics. This process ensures that our employment policies are fair and free from discrimination, and create an inclusive and holistic approach to equality.

In 2024 the equality and human rights impact assessment process was reviewed and enhancements made to the planning for policy implementation and monitoring policy post-implementation phases. These amendments are intended to improve how SFRS manages any difference between the intended impact of a policy and its actual impact.

### 5.2 Equal Pay

We have developed and implemented pay and reward strategies, supported by robust processes to ensure equal pay and the reduction of occupational segregation, and continue to enhance the total reward package to include additional flexible benefits which meet the needs of a diverse workforce, including gathering feedback from staff. Over the last two years, our Support Staff pay scale has been revised to reduce the number of incremental steps. Across the 11 Grades, there was variation to the number of levels within each Grade, and now following the review, each Grade has 3 levels. This provides a consistent and fair structure throughout and allows a quicker progression to the top scale point. For RDS staff, we have also succeeded in standardising terms and conditions which will enhance equality

across the Service and also add further flexibility by providing 5 availability levels. It is hoped that this will allow it to become accessible and attractive, particularly to women and those with caring responsibilities.

### 5.3 Pregnancy and Maternity

In 2024 SFRS increased maternity and adoption benefits for all staff groups from 18 weeks full pay to 26 weeks full pay. Which is a further step to recognising the value SFRS places on women in the workforce and being an attractive employer.

To better understand the experiences of employees we issued a Pregnancy and Maternity Returners Questionnaire to relevant colleagues. The findings of the questionnaire informed improvements to the maternity section of the Family Leave Policy with checklists for managers to help them better manage the pregnancy period, the maternity leave period and the return from maternity leave.

### 5.4 Preventing Sexual Harassment

In responding to the Workers Protection Act 2024, SFRS carried out a gap analysis of existing policies and practices against the requirements of the Act. A renewed commitment to preventing and tackling sexual harassment was issued and amendments to

policies implemented. Some initial awareness raising training was circulated with plans for more intensive training to be developed in partnership with colleagues in Police Scotland and the Scottish Ambulance Service.

SFRS contributed to the development of the National Fire Chief's Council's Sexual Tackling Harassment Toolkit which is circulated to all UK fire and rescue services.

### 5.5 Recruitment and Positive Action

SFRS has, in partnership with groups such as Stonewall and Disability Confident Employer, sought to ensure that our recruitment processes and materials are free from discrimination, and we proactively seek to attract applicants from underrepresented groups.

SFRS advertises vacancies on Women in the Fire Service, the Asian Fire Service Association and to Stonewall's Proud Employers job websites.

In 2024 SFRS established an internal working group on Neurodiversity to explore, make recommendations and implement improvements to the recruitment and selection process as it relates to individuals with a neurodiverse condition.

To address areas of underrepresentation and achieve a workforce truly reflective of

the diverse communities we serve, SFRS will implement Positive Action initiatives where appropriate. Action will be targeted and will aim to encourage applications for employment, offer a more inclusive employment experience and career progression opportunities, with appropriate support, information and guidance provided to underrepresented groups and to ensuring an inclusive workplace culture which supports all SFRS employees.

We have introduced positive action engagement sessions for women who are considering promotion. This is with the aim of giving women the tools and support to progress within the Service. We are

continuing to review this approach and make improvements based on the positive feedback received in order to build on our activity.

A review of our positive action toolkit and the associated resources will commence to ensure a standardised approach to Positive Action events held across the Service.

Future plans as part of our continued commitment to review and improve our recruitment and selection process will include seeking to understand what would attract underrepresented groups to progress from SFRS supervisory to middle manager roles within uniformed staff groups.



## 5.6 Partnership Working

SFRS works with partner agencies to progress improvements in the recruitment and employment of women, people from a minority ethnic heritage and individuals with a disability.

### **Women's Experience Liaison Forum (WELF)**

The WELF was established in 2022 to further the aims of making SFRS an inclusive employer by meeting the needs of women in the workplace.

The WELF is chaired by the Deputy Chief Officer and currently has representation from:

- FBU
- Unison
- Women in the Fire Service – Scottish Representative
- People Directorate – Head and Interim Director and Equality, Diversity and Inclusion, Health and Wellbeing, Talent (Acquisition) Teams
- Strategic Planning, Performance and Communications Directorate – Head of Communications and Senior Equality Champion for Women
- Prevention, Protection and Preparedness Directorate – Deputy Head

The group has monthly scheduled meetings and maintains an action plan and rolling action log.

The WELF was set up to share information about the real-life working experiences of women in SFRS, action improvement measures and act as a discussion forum on emerging issues such as NJC negotiations relating to maternity pay.

The WELF has met these ambitions of purpose and has further provided valuable opportunities for joint working between management and representative bodies.

Topics of discussion at the WELF are varied, extending to the provision of appropriate PPE, dignified facilities, maternity provisions, general employment practices that may impact women differently compared to male colleagues and learning and development opportunities.

### **Women in the Fire Service**

A key issue highlighted through the reporting of our Equal Pay and Gender Pay Gap is the occupational segregation in our workforce. As of November 2024, SFRS have 6,422 male employees and 1,098 female employees. To help address this, SFRS is an active member of Women in the Fire Service (WFS) and currently has 4 representatives liaising between SFRS and WFS.

In addition, SFRS organised its first Women in the Fire Service weekend in 2024. The event attracted approximately 70 participants drawn from across SFRS and other UK fire and rescue services. The event offered delegates the

opportunity to participate in a range of activities including women's health and fitness sessions, career development workshops and train in operational activities. Feedback from delegates was positive and a further event is being prepared for 2025.

### **Asian Fire Service Association**

In 2024 SFRS continued its longstanding relationship with the Asian Fire Service Association (AFSA). AFSA offer a range of online training and engagement sessions throughout the year which are promoted to colleagues. In 2023 and 2024 events included sessions for Black History Month.

As members of AFSA's Executive Committee, SFRS also participates in bi-monthly meetings to share notable practice and develop resources for distribution to the UK's fire and rescue services. Resources developed and distributed during 2023 and 2024 included Positive Action & the Fire Service and Top Tips for Ramadan.

### **Stonewall**

SFRS has continued its membership of Stonewall's Diversity Champions Programme. In 2023 – 2024 SFRS improved its rating in the Workplace Equality Index from Silver to Gold and ranked in the Top 100 UK Employers in recognition of the efforts SFRS has made in being an inclusive employer.

### **Inter-agency Working**

In addition to working relationships with Police Scotland and the Scottish Ambulance Service on a series of topics, SFRS works with a wide range of public sector partners.

Scottish Government co-ordinate two working groups focusing on progressing race equality. SFRS participates alongside other Justice Sector partners in a group examining the capture and use of data to better inform workplace and service practices. A second working group explores race equality in the workplace and has carried out a project on barriers to recruitment.

## **5.7 Workplace Culture**

Scrutiny of Fire and Rescue Services in England and Wales has continued with discrimination, harassment and bullying being found within some Services and reported through several published documents. This includes the London Fire Brigade report, HMICFRS 'Values and Culture in the FRS 2023' paper and the NFCC Cultural Action Plan, as well as the HMICS Thematic Inspection into Organisational Culture in Police Scotland.

SFRS have reviewed our position against this external context and wider media reports, approving a Culture Action Plan that works to improve awareness, training and information to promote our values and professional standards. SFRS have had a long-standing commitment to



equality, dignity and respect, and we recognise the need to both maintain and further improve our processes.

The Culture Action Plan has identified three priority actions as strategic imperatives:

1. Attracting and supporting a more diverse pool of candidates.
2. Developing Managers and Leaders
3. Improving Business Intelligence to inform future actions.

Work has continued on these actions throughout 2024, under the governance of the Culture Development Group. The need for review continues to be shaped by many factors, including service transformation, public cultural and behavioural perceptions of the industry, as outlined above, as well as improvements identified by SFRS from employee relations cases.

The Attraction and Engagement sub-group has been exploring the current attitudes and perceptions of women and people who have an ethnic minority heritage of the fire service. This work will also consider the branding of SFRS.

SFRS is committed to being a people centred organisation where everyone feels they belong and can build a rewarding career, working together for a safer Scotland.

To provide employees with an opportunity to feedback and share their opinion on a variety of SFRS delivered its Colleague Experience Survey in March 2024, resulting in a 27% response rate.

High level analysis has identified the top areas of performance and for improvement, which have been shared with colleagues, with further engagement and detailed analysis underway to inform Service wide and local actions plans.

To support SFRS's work on organisational culture & values, several sub-groups have been established as part of the Culture Development Group (CDG). Each has identified specific actions and milestones.

Review and development of several SFRS People policies has taken place to ensure these are inclusive, supportive, and reflective of SFRS as an employer of choice.

This included enhancements to SFRS maternity and adoption provisions, agreed as part of the NJC pay settlement.

As part of the Cultural Action Plan, a Confidential Reporting Line was introduced in May 2024, enhancing SFRS' reporting mechanisms, seeking to ensure employees feel comfortable and confident raising issues related to culture and behaviours in the workplace.

The Confidential Reporting Line is operated 24/7/365 and provides an opportunity for employees to share concerns by telephone or online, using encrypted protocols to protect their identity. We regularly communicate the benefits of the Confidential Reporting Line and use posters within all SFRS locations to signpost employees to this critical resource. Any concerns that are reported through Safecall are

subject to investigation through our internal procedures, which includes the application of any associated outcomes that may be deemed appropriate.

Chaired by the Deputy Chief Officer and senior leaders in SFRS, the Women's Experience Liaison Forum was also established as an additional vehicle for senior managers and the representative bodies to discuss matters relating to inclusive workplace practices.

## 5.8 Learning and Development – Representation in Senior Roles

SFRS recognise that women, those with disabilities and ethnic minorities are under-represented at senior level within the Service, and particularly within the uniformed management structure. Reducing occupational segregation and ensuring fair and equal access to learning and development opportunities, regardless of working pattern, is a crucial step in fostering a more inclusive and equitable workplace. We have implemented a range of flexible learning methods through our digital first approach such as online classroom learning, and flexible self-directed learning to enable this. SFRS also work in partnership with trade unions and providers to ensure lifelong learning opportunities which are free from discrimination and open to all colleagues. Our ambition is to continue to expand opportunities for unrepresented groups, and better understand and remove any barriers for these

groups in the context of through engagement with employee networks/ forums and through regular evaluation of our programmes and initiatives. The Service will also continue to provide awareness and development sessions on related topics e.g., unconscious bias, inclusive leadership, and build capacity through our Management and Leadership Development Programmes to support women, the disabled and ethnic minorities' progression and development. These programmes also ensure that managers and leaders within the Service are aware of equality and inclusion in the decision-making process.

## 5.9 Senior Equality Champions

Senior leaders have volunteered to be Equality Champions. The role of the Senior Equality Champions is to promote awareness of equality matters and engage with members of employee networks.

Currently SFRS has Senior Equality Champions for the characteristics of: Women; Care Experience and Carers; Race; Tackling Violence Against Women and Girls & Domestic Violence; Disability; Mental Health; Neurodiversity; Age and Sexual Orientation.

## 5.10 Employee Networks

SFRS support colleagues from equality themed groups to come together and create their own support network. The virtual groups are employee led and connect colleagues who have

a common interest in sharing their experiences, supporting others, raising awareness and contributing to the Service's understanding of issues arising from a protected characteristic or another equality group.

## 5.11 Gathering and Using Employee Information

SFRS acknowledges the need to improve the data held on our employee's protected characteristics such as Ethnicity and Disability. We are committed to improving processes for gathering employee demographic/sensitive data to enable reporting in relation to the full range of protected characteristics and provide better understanding of workforce profile and its needs.

A number of actions have and will continue to be taken to encourage employees to provide personal information and permit SFRS with more comprehensive information on the number of employees. A review of our internal process and systems will look to ensure that information is captured at recruitment stage and recorded into the system to ensure the gap in data does not grow. This will also form part of our criteria when upgrading our systems for future build. For existing staff, internal communications will continue to be circulated to encourage colleagues to update personal information by being open and transparent about how the data will be used, about how this information informs policy and procedure, and to reassure colleagues that such information will be kept confidential.



## 6. Conclusion

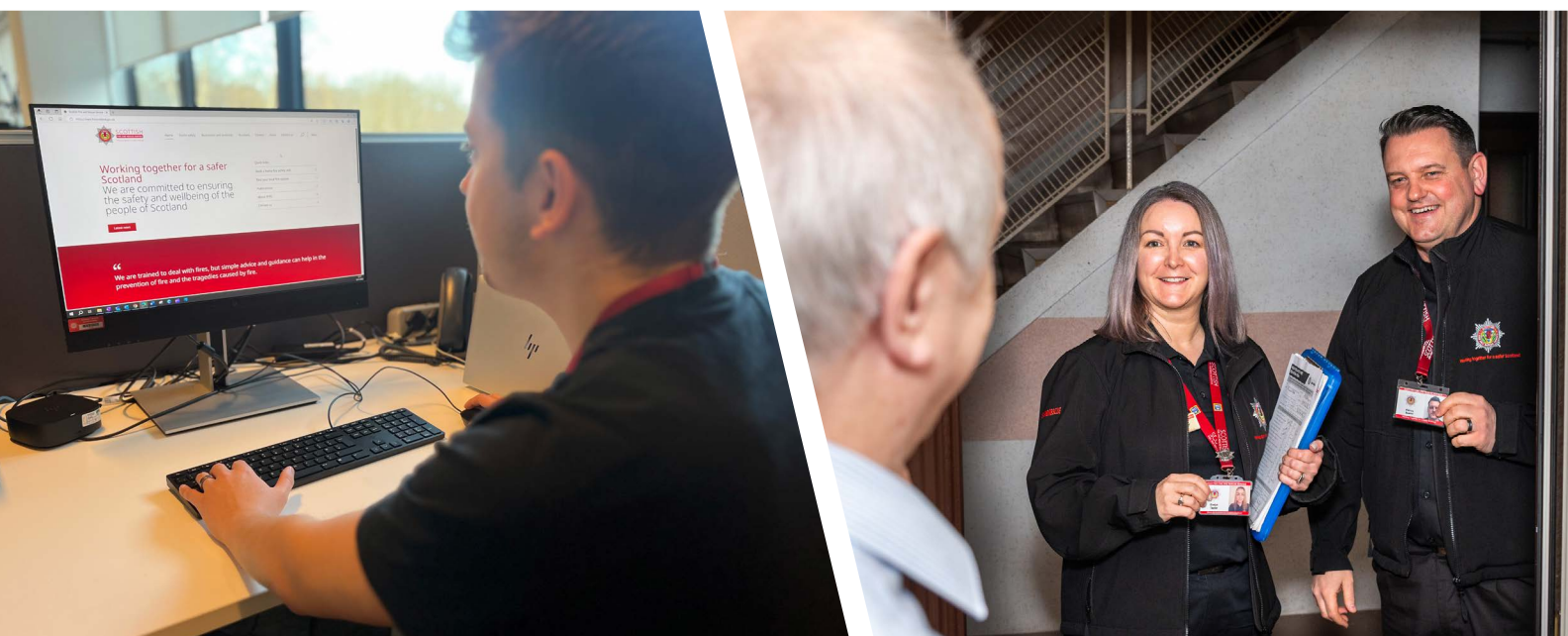
Since its inception in 2013, the SFRS has continually sought to put equality issues at the forefront of organisational priorities, and has recognised equality of treatment and opportunity as a prime objective when developing systems, policies and processes.

Through our continuing efforts, we have consistently reduced the Service's Gender Pay Gap to its current positive level, and are seeing a promising increase in women achieving career development in our Uniformed workforce.

Whilst acknowledging the progress made, SFRS is aware that much more needs to be done if

we are to achieve our goal of reaching a level of representation of employees with protected characteristics in all employee categories that equal those in Scottish society.

In pursuit of this goal, SFRS are continuing to expand and implement our existing equality policies, processes and initiatives, and confidently expect to continue to address the current imbalance within our workforce and continue to develop SFRS as a great place to work for anyone in Scotland, regardless of their gender or background.





# APPENDIX A

## Supporting information

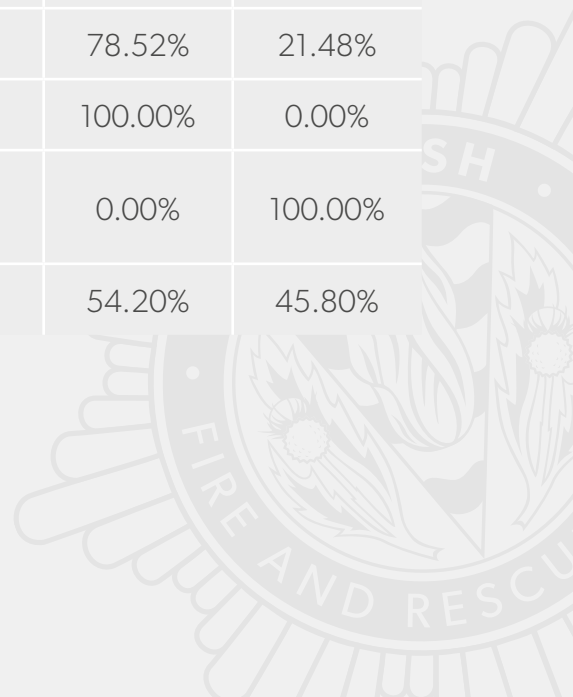
To support the information provided above, SFRS wishes to provide the supporting statistical data on the composition of our workforce.

## Gender Representation by Staffing Group

	% of Workforce	Percentage		Headcount		Total
		Female	Male	Female	Male	
All staff	100%	14.60%	85.40%	1,098	6,422	7,520
Uniformed – WT	45.04%	6.35%	93.65%	215	3,172	3,387
Uniformed – RDS	37.13%	7.74%	92.26%	216	2,576	2,792
Uniformed – Volunteer	3.64%	15.69%	84.31%	43	231	274
Uniformed – Control	2.17%	82.21%	17.79%	134	29	163
Support	12.02%	54.20%	45.80%	490	414	904

## Gender Representation Amongst Support Staff

Pay Grade	Employees	Headcount		Percentage	
		Female	Male	Female	Male
Deputy Chief Officer	1	1	0	100.00%	0.00%
Director	3	2	1	66.67%	33.33%
Grade 11	8	3	5	37.50%	62.50%
Grade 10	19	8	11	42.11%	57.89%
Grade 9	22	12	10	54.55%	45.45%
Grade 8	51	22	29	43.14%	56.86%
Grade 7	47	19	28	40.43%	59.57%
Grade 6	79	48	31	60.76%	39.24%
Grade 5	136	83	53	61.03%	38.97%
Grade 5 - DEV	1	1	0	100.00%	0.00%
Grade 4	239	91	148	38.08%	61.92%
Grade 3	137	78	59	56.93%	43.07%
Grade 2	149	117	32	78.52%	21.48%
Grade 1	5	5	0	100.00%	0.00%
SFRS Modern Apprentice	7	0	7	0.00%	100.00%
<b>Total</b>	<b>904</b>	<b>490</b>	<b>414</b>	<b>54.20%</b>	<b>45.80%</b>



## Gender Representation Amongst Uniformed (Wholetime) Staff

Role	Employees	Headcount		Percentage	
		Female	Male	Female	Male
Chief Officer	1	0	1	0.00%	100.00%
Deputy Chief Officer	1	0	1	0.00%	100.00%
Assistant Chief Officer	3	0	3	0.00%	100.00%
Deputy Assistant Chief Officer	6	0	6	0.00%	100.00%
Area Commander	25	0	25	0.00%	100.00%
Group Commander	73	6	67	8.22%	91.78%
Station Commander	156	7	149	4.49%	95.51%
Watch Commander	608	30	578	4.93%	95.07%
Crew Commander	635	38	597	5.98%	94.02%
Firefighter	1,879	134	1,745	7.13%	92.87%
<b>Total</b>	<b>3,387</b>	<b>215</b>	<b>3,172</b>	<b>6.35%</b>	<b>93.65%</b>





## Gender Representation Amongst Uniformed (Operations Control) Staff

Role	Employees	Headcount		Percentage	
		Female	Male	Female	Male
Area Commander	1	1	0	100.00%	0.00%
Group Commander	4	3	1	75.00%	25.00%
Station Commander	10	9	1	90.00%	10.00%
Watch Commander	42	36	6	85.71%	14.29%
Crew Commander	27	23	4	85.19%	14.81%
Firefighter	94	77	17	81.91%	18.09%
<b>Total</b>	<b>178</b>	<b>149</b>	<b>29</b>	<b>83.71%</b>	<b>16.29%</b>



## Gender Representation Amongst Uniformed (Retained Duty) Staff

		Headcount		Percentage	
Role	Employees	Female	Male	Female	Male
Watch Commander	309	20	289	6.47%	93.53%
Support Watch Commander	521	31	490	5.95%	94.05%
Crew Commander	1,962	165	1,797	8.41%	91.59%
Firefighter	2,792	216	2,576	7.74%	92.26%
<b>Total</b>	<b>2,810</b>	<b>198</b>	<b>2,612</b>	<b>7.05%</b>	<b>92.95%</b>

## Gender Representation Amongst Uniformed (Volunteer Duty) Staff

		Headcount		Percentage	
Role	Employees	Female	Male	Female	Male
Watch Commander	35	5	30	14.29%	85.71%
Crew Commander	40	7	33	17.50%	82.50%
Firefighter	199	31	168	15.58%	84.42%
<b>Total</b>	<b>274</b>	<b>43</b>	<b>231</b>	<b>15.69%</b>	<b>84.31%</b>



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**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**[firescotland.gov.uk](https://firescotland.gov.uk)**

Equal Pay and Gender Pay Gap Report 2025

February 2023 – Version 1.0

**UPDATE ON ACTION FROM EQUAL PAY AND GENDER PAY GAP REPORT 2023 – REQUEST FROM INTERNAL AUDITORS**

**Introduction**

The Equal Pay and Pay Gap Reporting is a statutory requirement with a bi-annual cycle. The next report is required in 2025.

A recommendation was made by the internal auditors, Azets, that an interim update on the action plan elements of the Equal Pay and Gender Pay Gap Report 2023 (Pay Report) by made to the Corporate Board.

The action plan elements of the Pay Report were introduced in 2023 in response to a request by Scottish Government for public bodies to set out the steps they would take to realise the vision and ambitions set out in their Pay Reports. Although referred to as an Action Plan in the Pay Report, the list of activities is presented as a simple list and have not been assigned target dates, RAG status or owners. This should be remedied in future iterations of the Pay Report.

While the Equal Pay and Gender Pay Gap Report 2025, including the update on the action plan, will be published and available publicly, there is no expectation that the results of the interim review provided below should be published.

**Interim Update on Actions Listed in Equal Pay and Gender Pay Gap Report 2023**

<b>Key Theme</b>	<b>Action</b>	<b>Interim Update</b>
Leadership, Governance and Decision Making	Establish a strategic and human rights group to consider recommendations to the Strategic Leadership Team and other Relevant Boards/Committees on Equality, Diversity and Human Rights matters.	A proposal was tabled to the Strategic Leadership Team (SLT) to establish a strategic equalities group. This proposal was not accepted by SLT in light of other changes being made to the governance processes.  Revisions to the terms of reference to the existing Equality Partnership Group have been made and features proposed for inclusion in the Strategic group have been transferred to the Equality Partnership Group.
	Support the evolution of the Senior Leader Equality Champions role around the protected characteristic they represent including Sex, Race and Disability.	Support has continued to be available to all senior equality champions with particular focus in 2023/24 on supporting the women’s, care experience and LGBT+ champions through the Women’s Experience Liaison Forum and Corporate Parenting Working Group and their associated activities. A joint Equality Champion and FBU (LGBT+) forum has been established. Supporting the race and disability champions will be prioritised for year 2025/26.
	Provide senior leaders with training, guidance and resources to take a proactive approach on Sex, Race and Disability matters in the workplace.	Further scoping work is required to determine what training would be of most relevance and value to the senior leadership team with reference to these topics.
	Work with partner agencies to improve understanding and support implementation	Provided by Talent (Acquisition) Regularly attend VCA Ltd Best Practice meetings with other Fire and Rescue Services to share best practice.

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	of inclusive workplace practices as it relates to protected characteristics.	Provided by Talent (Development) We are launching an inclusive leadership programme for our Senior leaders, which looks at topics such as unconscious bias as we continue the work to enhance our Culture to support the implementation of inclusive workplace practices.
Equal Pay	Continue to develop consistent and robust processes to ensure equal pay and the reduction of occupational segregation and continue to monitor the total reward packages around flexible working benefits that meet the needs of our diverse workforce.	Update to be provided as part of 2025 reporting.
	Review our mechanisms for the job evaluation of Support Staff posts taking account of unintended bias on the grounds of sex, ethnicity and disability.	Update to be provided as part of 2025 reporting.
Recruitment	Continue to monitor the SFRS Recruitment, Selection and promotion processes and outputs to ensure that there are no potential barriers to attraction, employment and career progression for any employee group, including women, people from an ethnic minority background and those with a disability.	Provided by Talent (Acquisition) Revised current recruitment process to remove perceived barriers faced by females applying for promotion. Involved removing line manager endorsement from application stage to shortlisting stage, to allow an equal opportunity for all to apply. Engagement sessions and masterclasses were also provided for those interested in making the next career step.  Carried out benchmarking activities to create a more inclusive application and interview process. This included introducing a CV application to allow candidates with specific learning requirements the opportunity to showcase their experience. At interview stage, providing candidates with the discussion topic in advance so they can prepare.
	Use positive action measures, as per the Equality Act 2010, to address under-representation in SFRS, including targeted recruitment campaigns to attract women, people from an ethnic minority background and individuals with a disability.	Provided by Talent (Acquisition) Facilitate targeted positive action engagement sessions in all recruitment campaigns. · Created reasonable adjustments guidance note outlining support available to candidates who require.

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	Take steps to address hierarchical and horizontal occupational segregation as it relates to women, people from an ethnic minority background and people with a disability through internal recruitment, development and promotion activities.	<p>Provided by Talent (Acquisition) Targeted engagement sessions aimed at females looking to apply for promotion.</p> <p>Provided by Talent (Development) Throughout the promotion of our development opportunities we use inclusive language and varied and accessible channels for those to attend. We are looking to diversify the development opportunities by offering specific sessions for under-represented groups.</p>
	Pilot a reverse mentoring scheme between senior leaders and under represented employees to build knowledge and understanding.	This has not progressed in consideration of other work priorities.
Employee Information	Improve our processes for gathering demographic/sensitive data to enhance reporting in relation to all of the protected characteristics.	Emphasis has been placed on the preparations for the potential adoption of a new People, Payroll, Finance and Training system rather than making adjustments to the existing system.
	Communicate regularly with colleagues on the reason for collating data and the way their data will be held and used with a view to improving their disclosure rates.	There is no regular pattern or frequency for informing colleagues about the usage of their personal information. Ad hoc communications have been issued.
	Monitor and analyse employee information including grievance, discipline and exit interviews and act should any issues be identified.	The current SFRS systems do not allow for this to take place with respect to emerging equality trends.
Inclusive policies and practices	Continue to review our Equality and Human Rights Impact Assessment process, recognising that there is no such thing as a sex/race/disability neutral policy, and that every people policy or decision we make has the power to create equality or inequality for our employees.	The EHRIA process continues to be applied. The process has been reviewed and proposed amendments are currently progressing through governance. The amendments include improved guidance relating to sex, race and disability.
	Engage with women who are pregnant and those on maternity leave to ensure they are	Colleagues within the People Directorate have worked with the FBU to develop management guidance to better support pregnant employees,

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	supported on their return to work.	those on maternity leave and those returning from maternity leave.  A maternity returners questionnaire has been issued and is due to be analysed in mid-August 2024.
	Support women transitioning through the menopause.	A joint People Directorate and trade union working group has been established to consider how SFRS better supports employees experiencing menopause. The group is scheduled to feedback to the Women's Experience Liaison Forum in September 2024.
	Continue to promote and monitor our agile working and flexible working policies to ensure that they enable individuals to balance home and work life.	A manager's toolkit was launched in 2024 to raise awareness and understanding of the different ways agile working principles can be applied and of the benefits it can afford.
Understand and improve workplace culture	We will monitor and take steps to provide that the Dignity and Respect Policy and Bullying Harassment and Discrimination Procedure is embedded throughout the Service, so that everyone understands the positive behaviours that are required, and the unacceptable behaviours which have no place in our Service.	Provided by Talent (Development) Our Management Capability Framework is in development, piloting in Q4 2023/24. This will look at management essentials (e.g. B&H), the expected approach and behaviours demonstrated and "lived" by managers and leaders will be clearly defined and embedded throughout the core sessions. Practical sessions, working through case studies and scenarios and the pivotal roles of psychological safety and being a role model/ confidence in addressing challenging situations to further enhance or current programs of work.
	Engage with our employees, employee representative bodies and different levels of management through forums, informal feedback sessions and surveys.	Provided by Talent (Acquisition) Carried out employee engagement activities through pulse surveys and focus groups to gain feedback on our existing process, and how to improve.  Conducted targeted engagement activities with females to understand perceived barriers when applying for promotion.  Established a relationship with representatives from the Woman in Fire Service Network.  Attended Women Experiences Liaison Forum (WELF).  Provided by Talent (Development) Our service-wide colleague experience survey launched March 24, insight from this will inform further engagement work and various programmes and initiatives. To inform this and our Management Capability Framework project, we engaged with a cross-section of colleagues across the Service to understand their experience of culture, development

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		and the Service in general. We engage with the TU on a per project basis and pre-established forums.
	Review the remit of our Employee Networks to enhance engagement between the Service and the networks.	A review has been carried out on the functioning of the Employee Networks. Further research is required before a recommendation on the role that Employee Networks can be made.
	Continue to work to tackle sexual harassment both in the workplace and in wider society by participating in internal and external initiatives such as progressing Scottish Government's tackling violence against women and girls agenda.	The Worker Protection Act (Amendment to the Equality Act 2010) 2024 introduces new responsibilities on employers to take preventative steps to tackle sexual harassment. Work is progressing to update existing policies and discussions are taking place with Police Scotland and Scottish Ambulance Service regarding jointly developing training content.
	Continue to promote the role of our Contact Advisers who will listen to concerns in a confidential, impartial way and will be able to explore and signpost other sources of support available.	Provided by Talent (Development) In addition to the Contact Adviser role we launched our Confidential Reporting Line through external provider (SafeCall) in March 24 which is an option for colleagues to report concerns of conduct/behaviour. The employee voice and mental health and well-being resources will be threaded through our management capability framework
Learning and Development	Invest in our talent management activities to address occupational segregation and the underrepresentation of women, people with an ethnic minority background and people with a disability at Senior levels within the organisation.	Provided by Talent (Development) We are launching an inclusive leadership programme for our Senior leaders, which looks at topics such as unconscious bias as we continue the work to enhance our Culture to support the implementation of inclusive workplace practices.
	Monitor our learning and development activities to ensure they are accessible to all employees within the SFRS	Provided by Talent (Development) Our L&D initiatives and programmes are accessible to all employees via LNA, iHub, communications/promotion. We offer a blended approach to delivery (in person/ teams). Recordings are also available when requested. This ensures an inclusive and accessible approach to our learning and development. We capture the demographics of the staff at an organisational level and as part of the PPFT project we are exploring how we can monitor this through our L&D initiatives to improve the accessibility our learning opportunities.
	Work with partners and external providers when reviewing our Equality and Diversity packages to ensure that they are	Discussions are taking place with Police Scotland and Scottish Ambulance Service regarding jointly developing training content for the prevention of sexual harassment.



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	intersectional and consider good practice in the workplace for women, racialised minorities and people with a disability.	
Employee Networks and Celebrating Diversity	Develop the Equality Network reference to broaden the appreciation of the challenges experienced by minority groups and gain the benefits of differing perspectives.	A review has been carried out on the functioning of the Employee Networks. Further research is required before a recommendation on the role that Employee Networks can be made.
SFRS Branding	Make use of inclusive styled messaging and branding that presents a realistic image of the roles available and culture within SFRS.	<p>Provided by Talent (Acquisition)            Embedded LGBT+ inclusive language across all recruitment documentation, relating specifically to pronoun preferences.</p> <p>Use inclusive styled messaging and branding through job advert posts across SFRS social media sites.</p>

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



**Report No: B/PPP/01-25**

**Agenda Item: 20**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>27 MARCH 2025</b>						
<b>Report Title:</b>	<b>NEW MOBILISING SYSTEM PROJECT UPDATE</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide the Scottish Fire and Rescue Service (SFRS) Board with an update on New Mobilising System (NMS) Project delivery and progress to date.						
<b>2</b>	<b>Background</b>						
2.1	On 18 October 2024 SFRS awarded the NMS contract to Motorola by way of Regulation 33(1)(c) 'use of the negotiated procedure without prior publication' (Direct Award).						
2.2	This paper follows on from the most recent NMS Highlight report to provide an update on ongoing progress and covers the following main areas for the SFRS Board's information: <ul style="list-style-type: none"> <li>• Context</li> <li>• Current status</li> <li>• Delivery Milestones</li> </ul>						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	<b>Context</b>						
3.1.1	The formal contract signed with Motorola confirmed to SFRS that implementation of the Integrated Communications Control System (ICCS) would be delivered by end December 2025.						
3.1.2	Implementation of the ICCS is critical due to the planned UK wide switch off for the Public Switched Telephone Network (PSTN) and Integrated Services Digital Network (ISDN) in December 2025 which, if a new system was not in place, would incur significant additional workarounds for control room operators and extend mobilisation times.						
3.1.3	In addition to this, the fragile state of the existing mobilising systems become more difficult to maintain, and suppliers have indicated to SFRS that they will not extend their ICCS contracts beyond end of December 2025.						
3.1.4	To meet the December 2025 deadline, it was agreed that delivery of Phase 1 (Stabilisation and Integration) would be split with the critical ICCS component being delivered for the PSTN & ISDN switch off, and the Computer Aided Dispatch (CAD) component delivered by November 2026.						

3.2	<b>Current Status</b>																																							
3.2.1	The project is currently on target to deliver on time in accordance with the Project Plan. However, the project is reporting Amber due to key risks and issues which may threaten the ICCS implementation by December 2025. More detail is provided on these in the Risk section of item 5 below.																																							
3.2.2	<p>The following is a summary of the recent project activity:</p> <ul style="list-style-type: none"> <li>• Project has transitioned from Planning to Delivery Phase (Phase 1: Stabilisation and Integration) - to be delivered by December 2025 and November 2026</li> <li>• In person Operations Control (OC) visits undertaken to update staff on NMS Project and next steps</li> <li>• Engagement sessions also held with ICT staff and Rep Bodies</li> <li>• Programme Director in post since early Jan 2025 and resourcing transfers to the NMS Configuration &amp; Testing workstream roles to complete 31 March 2025</li> <li>• Technical Advisors, Actica Consulting are contracted to continue to provide technical support and expertise until end 2026</li> <li>• Project ways of working with Motorola and their subcontractors (Telent and 3TC) have been established and embedded to ensure progress tracking, risk identification and mitigation and decision making is active and timely</li> <li>• NMS 'sandpit' environment (familiarisation, configuration and testing) went live as of December 2024</li> <li>• Key project and contract control documents in place including Implementation Plan and quarterly formal contract monitoring meetings have been set up</li> <li>• Business Analysis activities and workshops continue to be undertaken as required to support the build, configuration and refinement of the ICCS and CAD systems</li> <li>• Overarching Training Strategy has been approved with development of training plans being undertaken in partnership to achieve Go Live</li> <li>• Continued engagement with Scottish Government's Digital Assurance Office regarding the ongoing assurance journey, to include Delivery Gate Review in May 2025 and Go-Live Gate Review in September 2025</li> <li>• Engagement sessions undertaken with other UK Fire and Rescue Services (Leicestershire FRS, Integrated Fire Control Collaboration (IFCC), Hertfordshire FRS, Bedfordshire FRS, Essex County FRS and Tyne &amp; Wear FRS) who have implemented, or are currently implementing the Motorola solution, to gain insight and advice in relation to partnership, early implementation, learning, and Control Room training</li> </ul>																																							
3.3	<p><b>Delivery Milestones</b></p> <table border="1" data-bbox="300 1485 1460 1977"> <thead> <tr> <th>Milestone</th> <th>Baseline Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Stage Gate Assurance – Planning to Delivery</td> <td>13/05/24</td> <td>Completed</td> </tr> <tr> <td>Contract start</td> <td>15/10/24</td> <td>Completed</td> </tr> <tr> <td>Sandbox Go Live</td> <td>15/12/24</td> <td>Completed</td> </tr> <tr> <td>ICCS build complete</td> <td>19/03/25</td> <td>In progress</td> </tr> <tr> <td>DAO TAF Delivery Gate Assurance</td> <td>19/05/25</td> <td>Future task</td> </tr> <tr> <td>ICCS testing complete</td> <td>17/06/25</td> <td>Future task</td> </tr> <tr> <td>CAD build complete</td> <td>06/08/25</td> <td>Future task</td> </tr> <tr> <td>DAO TAF Go Live Gate Assurance</td> <td>15/09/25</td> <td>Future task</td> </tr> <tr> <td>ICCS transition complete</td> <td>12/12/25</td> <td>Future task</td> </tr> <tr> <td>CAD testing complete</td> <td>30/03/26</td> <td>Future task</td> </tr> <tr> <td>CAD transition complete</td> <td>23/11/26</td> <td>Future task</td> </tr> <tr> <td>SFRS Stage Gate Assurance – Delivery to Closure</td> <td>31/12/26</td> <td>Future task</td> </tr> </tbody> </table>	Milestone	Baseline Date	Status	Stage Gate Assurance – Planning to Delivery	13/05/24	Completed	Contract start	15/10/24	Completed	Sandbox Go Live	15/12/24	Completed	ICCS build complete	19/03/25	In progress	DAO TAF Delivery Gate Assurance	19/05/25	Future task	ICCS testing complete	17/06/25	Future task	CAD build complete	06/08/25	Future task	DAO TAF Go Live Gate Assurance	15/09/25	Future task	ICCS transition complete	12/12/25	Future task	CAD testing complete	30/03/26	Future task	CAD transition complete	23/11/26	Future task	SFRS Stage Gate Assurance – Delivery to Closure	31/12/26	Future task
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<b>4</b>	<b>Recommendation</b>
4.1	The SFRS Board is asked to scrutinise the content of this report.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	Risk and issue identification and management activities are primarily focused on mitigating the key strategic risk of any delay to ICCS implementation at the end of December 2025.
5.1.2	<p>The following are the most important individual risk and issue being monitored to mitigate the strategic risk:</p> <p><b>RISK</b></p> <ul style="list-style-type: none"> <li>• There is a risk of a delay to the Dec '25 ICCS implementation deadline if 999 SIP lines are not fully installed and operational for SAT testing by 14 May <b>(RED)</b> <ul style="list-style-type: none"> <li>○ VEAT notice issued 31 Jan, contract signed with BT 11 Feb</li> <li>○ Productive engagement and escalation between SFRS and BT</li> <li>○ Once OpenReach site visits to each OC have taken place the lead time for installation will be understood, reflected in the project plan and impact assessed</li> </ul> </li> </ul> <p><b>ISSUE</b></p> <ul style="list-style-type: none"> <li>• There is an issue regarding the requirement for SFRS to provide Telent with access to the SFRS wide-area network (WAN). Agreement for SFRS to provide Telent with this is needed to prevent redesign and delays to the build, delivery and installation of the ICCS hardware in the OCs <b>(HIGH)</b> <ul style="list-style-type: none"> <li>○ Meetings have been held with Telent and SFRS ICT to understand the extend of access required</li> <li>○ SFRS ICT are extending an existing contract with MLL to provide a separate network connection for Telent</li> </ul> </li> </ul>
5.2	<b>Financial</b>
5.2.1	Financial forecasts and budgets have been considered within the approved Full Business Case and are reported through Capital Monitoring Group on a monthly basis.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Environmental and Sustainability implications have been considered as part of the contract. Hosted solutions reduce carbon footprint.
5.4	<b>Workforce</b>
5.4.1	Workforce implications have been considered as part of the Full Business Case (FBC).
5.5	<b>Health &amp; Safety</b>
5.5.1	Health & Safety implications have been considered as part of the contract.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	Health & Wellbeing implications have been considered as part of the contract.
5.7	<b>Training</b>
5.7.1	Training implications have been considered as part of the contract, and the development of the Training Strategy and Training Plan are key activities on the Project Plan.
5.8	<b>Timing</b>
5.8.1	The supplier's Project Implementation Plan sets out a two (2) workflow approach to Phase 1 with ICCS implementation by December 2025 and CAD implementation by November 2026.
5.8.2	The SFRS Project Plan details all the tasks, resources and decision points required to ensure that SFRS can maintain delivery pace with the supplier and meet the deadlines.

5.9 5.9.1	<b>Performance</b> Performance implications have been considered as part of the contract. Benefits realisation and assessment has been captured within the FBC and Corporate benefits management toolkit.
5.10 5.10.1	<b>Communications &amp; Engagement</b> Stakeholder Analysis Map has been updated for Phase 1 and the Communication and Engagement Plan refreshed to align with this.
5.11 5.11.1	<b>Legal</b> SFRS Legal Services and external legal advice supported the decision to award and formal signing of contract. Contact and communication with SFRS Legal Services is made on an as-required basis.
5.12 5.12.1	<b>Information Governance</b> DPIA has been completed as part of the procurement exercise and is being reviewed for Phase 1.
5.13 5.13.1	<b>Equalities</b> EHRIA has been completed as part of the procurement exercise and is being reviewed for Phase 1.
5.14 5.14.1	<b>Service Delivery</b> Service Delivery implications of the two (2) workflow approach to Phase 1 have been explored throughout supplier on-boarding and impacts mitigated wherever possible.
<b>6</b>	<b>Core Brief</b>
6.1	This paper provides the SFRS Board an overview of the current status of the NMS Project delivery and progress to date including the key risk and issues.
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> Jon Henderson, Director of Prevention, Protection and Preparedness
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b> NMS update based upon actions progressed
<b>8</b>	<b>Appendices/Further Reading</b>
8.1	Nil
<b>Prepared by:</b>	Clare Adams, NMS Programme Director
<b>Sponsored by:</b>	Jon Henderson, Assistant Chief Officer, Director of Prevention, Protection and Preparedness, NMS Senior Responsible Officer (SRO)
<b>Presented by:</b>	Jon Henderson, Assistant Chief Officer, NMS Senior Responsible Officer (SRO) and Derek Wilson, Area Commander, NMS Project Lead.
<b>Links to Strategy and Corporate Values</b>	
SFRS Strategic plan 2022-2025:	
<ul style="list-style-type: none"> <li>• Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks.</li> <li>• Outcome 3 – We value and demonstrate innovation across all areas of work.</li> <li>• Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</li> <li>• Outcome 6 – The experience of those who work for SFRS improves as we are the best employer we can be.</li> </ul>	

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<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>SFRS Board</i>	<i>27 March 2025</i>	<i>For Scrutiny</i>

**SFRS DRAFT BOARD FORWARD PLAN**

**Agenda Item 22**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<b>24 April 2025</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>• SFRS Strategy 2025-28 (verbal - Private)</li> <li>• Board Risk Update Report</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>• Annual Governance Review</li> <li>• Internal Audit Annual Audit 2025/26</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>• PPP Strategy</li> </ul>
<b>Special Board – 29 May 2025 - Private</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Date of Next Meeting</li> </ul>	<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"> <li>• SFRS Draft Strategy 2025-28 and 3-year Delivery Plan and PMF (Private)</li> </ul>
<b>26 June 2025</b>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>• Performance Management Framework Annual Report</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Quarterly Performance Report 2024/25 Q4</li> <li>• Arrangements and Outcomes of Annual Review – Effectiveness of Board</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> <li>• Debt Write Off 2023-24</li> </ul> <p><u>New Business</u></p> <ul style="list-style-type: none"> <li>• Service Delivery Review Consultation</li> </ul>

**SFRS DRAFT BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<p align="center"><b>28 August 2025</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• ARAC Committee Annual Report to Accountable Officer</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Quarterly Performance Report 2025/26 Q1</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Annual Performance Review 2024/2025</li> <li>• Annual Procurement Report 2024/25</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p align="center"><b>30 October 2025</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair’s Report</li> <li>• Chief Officer’s Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• SFRS/Anthony Nolan Partnership Annual Report</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Capital Budget Outturn Report 2024/25</li> <li>• Resource Budget Outturn Report 2024/25</li> <li>• Strategic Asset Management Plan – Annual Review</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Board Forward Plan Schedule 2026/27</li> <li>• Draft Annual Report and Accounts 2024/25 (PRIVATE)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p align="center"><b>18 December 2025</b></p>	<ul style="list-style-type: none"> <li>• Chair’s Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• HS Policy and Policy Statement</li> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Quarterly Performance Report 2025/26 Q2</li> <li>• Health and Safety Annual Report 2024/25</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>



**SFRS DRAFT BOARD FORWARD PLAN**

<b>BOARD MEETING</b>	<b>STANDING ITEM</b>	<b>FOR INFORMATION ONLY</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
	<ul style="list-style-type: none"> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p align="center"><b>Provisional Special Board – 19 February 2026</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Date of Next Meeting</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p>	<p><u><b>Standing/Regular Reports</b></u></p>	<p><u><b>Standing/Regular Reports</b></u></p>	<p><u><b>Standing/Regular Reports</b></u></p>
<p align="center"><b>26 March 2026</b></p>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Decision Log</li> <li>• Chair's Report</li> <li>• Chief Officer's Report</li> <li>• Committee Reports</li> <li>• Risk Themes</li> <li>• Forward Plan</li> <li>• Date of Next Meeting</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• Corporate Parenting Plan Annual Update</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• Resource Budget Monitoring Report</li> <li>• Capital Budget Monitoring Report</li> <li>• Quarterly Performance Report 2025/26 Q3</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><u><b>Standing/Regular Reports</b></u></p> <ul style="list-style-type: none"> <li>• Resource Budget 2026/27</li> <li>• Capital Programme 2025-2028</li> </ul> <p><u><b>New Business</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>

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**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**

**THURSDAY 27 MARCH 2025**

The following reports were submitted for information only.

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



**Report No: B/PD/03-25**

**Agenda Item: N/A FIO**

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>27 MARCH 2025</b>						
<b>Report Title:</b>	<b>CORPORATE PARENTING UPDATE</b>						
<b>Report Classification:</b>	<b>For information Only</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<a href="#"><u>A</u></a>	<a href="#"><u>B</u></a>	<a href="#"><u>C</u></a>	<a href="#"><u>D</u></a>	<a href="#"><u>E</u></a>	<a href="#"><u>F</u></a>
<b>1</b>	<b>Purpose</b>						
1.1	To provide an update on the progress of the Corporate Parenting Plan 2023-2026.						
<b>2</b>	<b>Background</b>						
2.1	The current Corporate Parenting Plan (the Plan) was launched in April 2023. The Plan was prepared and published in accordance with our obligations under the Children and Young People (Scotland) Act 2014 (the Act). The Plan has 6 strategic outcomes aimed at improving the life and work chances of care experienced people in Scotland.						
2.2	The Plan further provides the mechanism for Scottish Fire and Rescue Service (SFRS) to meet its obligation under The Promise to Scotland's care experienced children and young people.						
2.3	The implementation of the Plan is co-ordinated through the Corporate Parenting Working Group (CPWG) which is chaired by the Equality Champion for Corporate Parenting Richard Whetton, Head of Corporate Governance.						
2.4	The governance arrangements to support the organisation and provide statutory reporting of the Plan is provided by the Equality, Diversity and Inclusion Team.						
<b>3</b>	<b>Main Report</b>						
3.1	The CPWG continued to meet throughout 2024/25 to progress the ambitions of the Plan.						
3.2	As reported to Corporate Board in April 2024, the Action Log within the Plan was revised and simplified to concentrate on two main themes/objectives: 1. Educate and improve understanding amongst SFRS workforce of the experiences of care experienced people and of corporate parenting ambitions. 2. Engage with care experienced people and stakeholder/advocacy groups.						
3.3	These themes support delivery of the 6 Outcomes and each theme has multiple underpinning actions. Appendix A provides an update on the action log progressed by the CPWG in 2024/25.						
3.4	Highlights of 2024/25 were:						

3.5	<p><u>Who Cares? Scotland 10 Years of Corporate Parenting Awards</u> SFRS was shortlisted in four categories: Positive Partnership Award; Respect &amp; Love Award; Outstanding Corporate Parent Award and, a special nomination for Highland LSO Area for work with the Highland Promise Board. Our retired colleague Paul Blackwood received a commendation in the Respect &amp; Love Award for his years of dedicated service to progressing initiatives relating to care experience.</p>
3.6	<p><u>Supporting Care Experienced People in the Community</u> Prevention, Protection and Preparedness developed a presentation for local application aimed towards young people with a care experienced background called 'Moving into your first home' containing home fire safety information.</p>
3.7	<p><u>Joint Emergency Services Event</u> SFRS hosted a joint event with Police Scotland, the Scottish Ambulance Service and Who Cares? Scotland in May 2024. The event was delivered to young people from a care experienced background and focused on recruitment and introducing participants to the career opportunities available in the emergency services. The event was well received by the attendees and provides the partner agencies with new insight and understanding on the barriers that care experienced people face when seeking employment.</p>
3.8	<p><u>Stay on Side – Fireskills Course</u> SFRS, The Highland Council and Police Scotland created a fire skills course tailored to young people with either a care experienced background or had been involved with the justice system. This partnership aimed to provide these young people with valuable skills and a constructive environment.</p>
3.9	<p>In October and November 2024, 11 young people, referred to SFRS participated in the 5-day pilot course.</p>
3.10	<p>Appendix B was approved by the Corporate Board and provides the action log to be progressed by the CPWG in 2025/26. The CPWG have retained the two key overarching objectives established during the review of the plan in 2024 and extended it to include a third themed objective - Support SFRS colleagues and applicants with a care experienced background.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Board are asked to note the content of this report.</p>
<b>5</b>	<b>Key Strategic Implications</b>
5.1 5.1.1	<p><b>Risk</b> This report, as an update paper, has no specific link to the SFRS Risk Matrix. There is a legal risk to SFRS if it failed to prepare and publish a Corporate Parenting Plan for the next 3 years in accordance with the Children and Young People (Scotland) Act 2014 and an associated risk of reputational damage if it did not include within that Plan appropriate measures intended to improve the life chances of care experienced people that fall within the remit of SFRS operations.</p>
5.2 5.2.1	<p><b>Financial</b> There is no designated budget for activities that support the delivery of SFRS corporate parenting responsibilities. Existing budgets are utilised for delivery of the Corporate Parenting Plan and associated activities.</p>
5.3 5.3.1	<p><b>Environmental &amp; Sustainability</b> There is no identified link between the activities outlined in this paper and SFRS environmental and sustainability obligations.</p>

5.4 5.4.1	<b>Workforce</b> SFRS personnel who are care experienced may utilise the guaranteed interview scheme where it is appropriate to the vacancy.
5.5 5.5.1	<b>Health &amp; Safety</b> There is no identified link between the activities outlined in this paper and SFRS health and safety obligations.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no specific links between the activities outlined in this paper and health and wellbeing, however it should be noted that the care experienced population tend to have poorer health and mental wellbeing outcomes compared to the general population and this may apply to SFRS colleagues with a care experienced background.
5.7 5.7.1	<b>Training</b> There are no specific training requirements associated with implementing the activities outlined in this paper. However, the CPWG will continue to encourage colleagues to participate in awareness raising training to improve their understanding and competence in corporate parenting.
5.8 5.8.1	<b>Timing</b> There are no timing issues identified.
5.9 5.9.1	<b>Performance</b> Monitoring of the activities of the CPWG and delivery of the Corporate Parenting Plan will be subject to annual reports to the Corporate Board.
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no specific communications and engagement issues arising from the contents of this paper.
5.11 5.11.1	<b>Legal</b> SFRS has a legal obligation to maintain a corporate parenting plan under the Children and Young People (Scotland) Act 2014.
5.12 5.12.1	<b>Information Governance</b> DPIA completed Yes/No. If not applicable state reasons. There is no information in this report that is relevant on the grounds of DPIA. The information does not relate to individuals and contains no sensitive information.
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes/No. If not applicable state reasons. A specific EHRIA for this report was not produced. This is a progress report on the Corporate Parenting Plan and the EHRIA for that document remains relevant.
5.14 5.14.1	<b>Service Delivery</b> Not relevant.
<b>6</b>	<b>Core Brief</b>
6.1	The Board were provided with an update on the activities of the Corporate Parenting Working Group. The Group co-ordinates the implementation of the SFRS Corporate Parenting Plan with the aim of improving employment opportunities, service provision and engagement with Scotland's care experienced community including SFRS colleagues with a care experienced background.

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<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Lyndsey Gaja, Interim Director of People
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	There is no legal risk arising from the preparation of this update report. This report exceeds the statutory reporting requirements for corporate parenting.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Action Log 2024/25	
8.2	Appendix B – Action Log 2025/26	
<b>Prepared by:</b>		Parveen Khan, EDI Adviser/ Elaine Gerrard EDI Manager
<b>Sponsored by:</b>		Lyndsey Gaja, Interim Director of People
<b>Presented by:</b>		Parveen Khan, EDI Adviser
<b>Links to Strategy and Corporate Values</b>		
SFRS obligations for corporate parenting links to the Corporate Value of Respect and to Strategic Outcomes 1 <i>Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm</i> and, 6 <i>The experience of those who work for SFRS improves as we are the best employer we can be.</i>		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>People DMT</i>		<i>28 January 2025</i>
<i>Corporate Board</i>		<i>17 February 2025</i>
<i>SFRS Board</i>		<i>27 March 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For recommendation</i>
		<i>For scrutiny</i>
		<i>For Information</i>

## Corporate Parenting Plan – Revised Action Log

Date of Update – January 2025

**Revised objective – Educate and improve understanding amongst SFRS workforce of the experiences of care experienced people and of corporate parenting ambitions.**

Purpose of objective – To achieve better outcomes for care experienced people in the design and delivery of SFRS services.

Ref	Task	Owner	Timescale	BRAG	Position Statement	Link to CP Outcome
1.1	Provide refresher training for strategic and senior leadership team on corporate parenting	People Directorate (EDI Team)	Q4 2023/24		WhoCares?Scotland delivered training to LSOs, SMB and SLT in Q4 2023. This action was closed in Q4 2023.	1,5
1.2	Circulate and promote WhoCares?Scotland education and engagement calendar	CPWG – delegated to EDI Team	Rolling		For 2023/24 this action was completed through articles in the SFRS Weekly Brief. Who Cares? Scotland delivered two themed learning sessions in October and November aimed at raising awareness of issues affecting care experienced young people.	1,5
1.3	Improve supporting guidance on care experience as part of the revisions to the Equality and Human Rights Impact Assessment process	People Directorate (EDI Team)	Q4 2023/24 Revised to Q1 2024/25		An additional supporting note has been prepared for use alongside other Equality and Human Rights Impact Assessment guidance.	6

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**Revised objective – *Engage with care experienced people and stakeholder/advocacy groups***

Purpose of objective – To provide multiple avenues for the voices of care experienced people to be heard with the aim of informing and influencing SFRS practices.

Ref	Task	Owner	Timeline	BRAG	Position Statement	Link to Corporate Parenting Outcome
2.1	Participate in WhoCares?Scotland in Collaborative Corporate Parenting Network	People Directorate (EDI Team)	Rolling		This group meets quarterly and the EDI Team represent SFRS. SFRS continues to attend these meetings. This has allowed us to share and receive information about a range of initiatives including Guaranteed Interview Schemes and the inclusion of care experience in equality impact assessments. SFRS Equality Champion for Care Experience made use of the contacts from this group to organise additional meetings with other delegates to explore some topics in more depth and consider opportunities for further partnership working. This included Scottish Police Authority, Scottish Qualifications Authority, Care Inspectorate and Sports Scotland. Topics for discussion and future collaboration included what steps might an organisation undertake to enhance the recruitment and retention of care experienced individuals. This action will continue into 2025/26.	1,4



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2.2	Engage with other organisations offering Guaranteed Interview Schemes	Chair CPWG	Q1 2024/25		Chair of CPWG and P Khan meeting with partner bodies Q1 2024/25. Further discussions on the Guaranteed Interview Scheme through activities associated with 2.1 above. This action will continue into 2025/26.	1,4
2.3	Participate in local Champions Boards	SDA/LSO East/North/ West	Rolling		SDA personnel continue to represent SFRS on local Champions Boards. This action will continue into 2025/26.	1,2,4
2.4	Engage with care experienced young people to host joint event with Police Scotland and Scottish Ambulance Service and gain insight into barriers to employment.	People Directorate (Talent Team)	Q4 2023/24		This event took place in May 2024.	2,4
2.5	Improve targeting of engagement activities towards participants with a care experienced background	SDAS/PP&P /Comms	Rolling		PPP and SDA colleagues continued to promote youth engagement activities to a care experience audience. This includes the Stay Onside initiative in Highland LSO Area, targeting Career Ready participation to people with a care experienced background and the joint Emergency Services event in partnership with Who Cares?Scotland. STaF (Scottish Throughcare and Aftercare Forum) hosted a community participation workshop at which members from the CPWG represented SFRS. We continue to participate in the Career Ready Scheme which involves S5 and S6 pupils introducing them to the world of work. SFRS makes a specific request each year to target our involvement and match SFRS mentors with young people from a care experienced background. This action will continue into 2025/26.	2,4

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2.6	Support the creation of an employee network for care experienced SFRS colleagues	CPWG	Q1 2024/25		SFRS has not yet been able to establish an employee network for care experienced colleagues. This action will continue into 2025/26.	3
2.7	Provide a link between MCR Pathways and colleagues wishing to enter a mentoring arrangement with a care experienced young person	CPWG (People Directorate)	Q4 2024/25		SFRS maintained and improved links with MCR Pathways increasing the number of volunteer mentors to 40. MCR Pathways delivered two sessions in October 2024 as part of their recruitment campaign aimed at SFRS employees. This action will continue into 2025/26.	1,3

## Corporate Parenting Plan – Action Log

### CPWG Priorities 2025-2026

**Objective – Educate and improve understanding amongst SFRS workforce of the experiences of care experienced people and of corporate parenting ambitions.**

Purpose of objective – To achieve better outcomes for care experienced people in the design and delivery of SFRS services.

Ref	Task	Owner	Timescale	BRAG	Position Statement	Link to CP Outcome
1.1	Promote and distribute learning opportunities, training events and awareness raising materials.	CPWG – delegated to EDI Team	31/3/26			1,5
1.2	Continue to expand guidance on care experience within the Equality and Human Rights Impact Assessment process.	People Directorate (EDI Team)	31/3/26			6
1.3	Utilise the marking of Care Experience Week and Care Leavers Week as opportunities to increase awareness and understanding of care experience.	CPWG and Comms	31/12/25			1,5

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**Objective – Engage with care experienced people and stakeholder/advocacy groups**

Purpose of objective – To provide multiple avenues for the voices of care experienced people to be heard with the aim of informing and influencing SFRS practices.

<b>Ref</b>	<b>Task</b>	<b>Owner</b>	<b>Timeline</b>	<b>BRAG</b>	<b>Position Statement</b>	<b>Link to Corporate Parenting Outcome</b>
2.1	Work with partners to share ideas and deliver common goals. (Including Who Cares? Scotland and their Collaborative Corporate Parenting Network; Staf (Scottish Throughcare and Aftercare); MCR Pathways)	CPWG Chair EDI Team	31/3/26			1,4
2.2	Participate in local Champions Boards	SDA/LSO East/North/ West	31/3/26			1,2,4
2.3	Improve targeting of engagement activities towards participants with a care experienced background	SDAS/PP&P /Comms	31/3/26			2,4
2.4	Further the promotion and delivery of The Promise Framework	CPWG	31/3/26			1,2,3,4,5,6

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**Objective – Support SFRS colleagues and applicants with a care experienced background**

Purpose of objective – To increase awareness of employment practices that support care experienced employees and applicants.

Ref	Task	Owner	Timeline	BRAG	Position Statement	Link to Corporate Parenting Outcome
3.1	Undertake steps to embed the Guaranteed Interview Scheme for care experienced applicants (including promoting and encouraging its use and monitoring its usage)	People Directorate	31/3/26			2,3
3.2	Support the creation of an employee network for care experienced SFRS colleagues	CPWG	31/3/26			3