



20 June 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 26 June 2025

Time: 0930 hours

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

The business for the meeting is detailed overleaf.

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

Yours sincerely

Kirsty L. Danvent

KIRSTY DARWENT Chair

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





PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 26 JUNE 2025 @ 0930 HOURS BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS, WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1Thursday 24 April 2025 (attached)K DarwentThe Board is asked to approve the minutes of the previous meetings.

6 ACTION LOG (attached)

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

7 **DECISION LOG** (attached)

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

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

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

K Darwent

Board Support

Board Support

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 Strategic Planning and Change Committee Draft Minutes of Meeting 1 May 2025 (attached) 10.2 Audit & Risk Assurance Committee Approval Minutes of Meeting: 8 April 2025 (attached) Update of Meeting: 19 June 2025 (verbal) 10.3 People Committee: Verbal Update of Meeting 6 June 2025 (verbal) 10.4 Service Delivery Committee: Verbal Update of Meeting: 28 May 2025 (verbal) 10.5 Reform Collaboration Group Reform Collaboration Group Main Board (verbal) 	S Ballingall B Baverstock M Wylie T Wright K Darwent
11	PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2024/25 Q4 (attached)	M McAteer
12	The Board is asked to scrutinise the report. ANNUAL OPERATING PLAN PROGRESS UPDATE Q4 (attached) The Board is asked to scrutinise the report.	M McAteer
13	RESOURCE BUDGET MONITORING REPORT (attached) The Board is asked to scrutinise the report.	D Stanfield
14	CAPITAL BUDGET MONITORING REPORT (attached) The Board is asked to scrutinise the report.	D Stanfield
15	ARRANGEMENTS AND OUTCOMES OF ANNUAL REVIEW – EFFECTIVENESS OF BOARD (attached) The Board is asked to scrutinise the report.	M McAteer
16	RISK THEMES (verbal) The Board is asked to reflect on any risk themes identified during this meet	K Darwent ing.
17	FORWARD PLAN (attached) The Board is asked to note the update.	Board Support

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

18 DATE OF NEXT MEETING

A Special Private meeting will be held on Thursday 31 July 2025.

The next formal meeting will be held on Thursday 28 August 2025.

PRIVATE SESSION

19 19.1 19.1	MINUTES OF PREVIOUS PRIVATE MEETING: Thursday 24 April 2025 (attached) Thursday 29 May 2025 – Special (attached)	K Darwent K Darwent
	The Board is asked to approve the minutes of the previous meeting.	
20	PRIVATE ACTION LOG (attached)	Board Support
	The Board is asked to note the updated Action Log and approve the closed	d actions.
21	SFRS THREE YEAR DELIVERY PLAN (attached)	M McAteer
	The Board is asked to approve the report.	
22	PERFORMANCE MANAGEMENT FRAMEWORK 2025-28 PROGRESS UPDATE (attached)	M McAteer
	This report is for information only.	
23	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (attached)	D Stanfield
	The Board is asked to approve the report.	
24	OUTSTANDING EMPLOYER'S LIABILITY CLAIMS – SFRS AND LEGACY (attached)	D Stanfield
	The Board is asked to scrutinise the report.	
25	CIVTECH 10 – PRE-COMMERCIAL AGREEMENT (PCA) PHASE (attached)	R Whetton
	The Board is asked to approve the report.	

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



PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 24 APRIL 2025 @ 1000 HRS

VIRTUAL (MS TEAMS)

PRESENT:

Kirsty Darwent, Chair (KD) Brian Baverstock (BB) Neil Mapes (NM) Andrew Smith (AS) Tim Wright (TW) Paul Stollard, Deputy Chair (PS) Angiolina Foster (AF) Therese O'Donnell (TO'D) Madeline Smith (MS) Mhairi Wylie (MW)

IN ATTENDANCE:

Chief Officer Stuart Stevens (SS) **Deputy Chief Officer** Andy Watt (AW) Sarah O'Donnell (SO'D) Deputy Chief Officer (Corporate Services) Assistant Chief Officer, Director of Operational Delivery David Farries (DF) 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 Fiona Ross (FR) **Director of People** Group Commander Board Support Chris Casey (CC) Heather Greig (HG) **Executive Officer Board Support** Debbie Haddow (DJH) **Board Support/Minutes**

OBSERVERS:

Dawn Forrest, Fire Brigades Union John Joyce, HMFSI

1 CHAIR'S WELCOME

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

2 APOLOGIES

2.1 Stuart Ballingall, Board member Malcolm Payton, Board member Agenda Item 5

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

- 3.1 The Board agreed that the *SFRS Strategy* 2025-28 would be taken in private due to the confidential nature of the issue (Standing Order 9G).
- 3.2 The Board agreed that an additional item relating to *National Joint Council Update on Pay Negotiations* 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 MEETINGS:

5.1 Thursday 27 March 2025

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

5.1.2 The minutes of the meeting held on 27 March 2025 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.

<u>Action 15.5 Resource Budget 2025/26 (27/03/2025)</u>: The Board approved the closure of this action. BB and SO'D to further discuss the level of detail provided outwith the meeting and if appropriate, further information would be circulated to the Board.

<u>Action 19.6 Equal Pay and Gender Pay Gap Report 2025 (27/03/2025)</u>: MW to clarify at the People Committee Forward Planning meeting whether the information required to be presented at the next People Committee or whether it could be circulated, as per the action, off table to the full Board.

6.2 In regard to forms of external assurance, it was noted that this had been discussed by the Service Delivery Committee and would be taken to the Integrated Governance Forum for consideration.

6.3 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 assessment provided for decisions made 12 months ago.

7.2 Members noted the updated Decision Log.

8 CHAIR'S REPORT

- 8.1 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 27 March 2025 and highlighted the following:
 - Ongoing programme of Local Authority Chief Executive meetings with the Chief Officer. Topics of discussion included local issues, partnership working, Strategic Service Review Programme (SSRP) and Chief Officer priorities.

- Met with Tom Steele, Chair of Scottish Ambulance Service (SAS) to discuss issues relating to integrated governance and sharing of good practice.
- Regular meeting with Tom Steele, Chair of SAS and Fiona McQueen, new Chair of Scottish Police Authority (SPA).
- Completion of Board appraisals process. Common themes document to be compiled and circulated to Board and Strategic Leadership Team (SLT) in due course.
- Attendance at various National Joint Council (NJC) meetings to discuss the uniformed pay settlement in advance of the June 2025 date. Due to the confidential nature of these discussions, an update would be provided in the private session.
- 8.2 In relation to the proposed joint meeting of the SFRS, SAS and SPA Boards, KD advised that this was discussed at the recent meeting the SAS/SPA Chairs and consideration was being given to the agenda. MMcA reminded the Board that the SPA were currently recruiting for 5 new Board Members. MMcA to contact SPA to get an indication of the timescales and potential scheduling of the joint meeting of the Boards.

ACTION: MMcA

8.3 The Board noted the report and verbal update.

9 CHIEF OFFICER'S REPORT

- 9.1 SS presented the Chief Officer's report noting events which had occurred since the Board meeting held on 27 March 2025 and highlighted the following:
 - Met with Ivan McKee, Minister of Public Finance along with SO'D to discuss public service reform. This included the Service's journey to date, the continued ability to deliver reform, the focus on prevention, as well as the ambitions to be a leader and driver of public service reform, shared services/estates and ambitions to deliver more for communities through a broadened role.
 - Discussions had taken place on the recent High Court judgement on gender identity and would be considered further by the SLT. An update would be given to the Board in due course.
- 9.2 The Board queried whether there was an update on the recent media reporting on bullying and harassment within the Service. SS noted that there was no further media interest at this time. SS stated that the Service had a zero-tolerance approach to any form of bullying/harassment behaviour. SS reminded the Board of the work undertaken in terms of culture, leadership and development and the Cultural Development Group. SS noted that a major project had been commissioned through the Portfolio Office which would drive and take forward leadership and cultural work.
- 9.3 SS advised that Scottish Government's (SG) new vision for public service reform was not discussed during the meeting with the Minister of Public Finance, but the Minister himself had raised this at a recent seminar.
- 9.4 The Board noted that SG's production of the Programme for Government had been brought forward to May 2025, and queried whether this had been discussed during the meeting with the Minister of Public Finance. SS advised that this was not discussed.
- 9.5 In relation to seeking investment for reform, SS advised that this issue would be discussed at the upcoming SLT development session in June. This session would be used to develop the narrative on where the Service sees investment and what investment is required. This would be brought back to the Board for input to allow a joint organisational narrative to be developed on how the Service views investment, its importance and how it can help drive public service reform.

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

10 COMMITTEE UPDATES

- 10.1 Strategic Planning and Change Committee (SPCC)
- 10.1.1 AF reported that the next Committee meeting was scheduled on 1 May 2025.

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

10.2 Audit and Risk Assurance Committee (ARAC)

- 10.2.1 BB reported that the Committee held a public meeting on 8 April 2025 and provided a verbal update, highlighting the following:
 - New Internal Auditors, BDO, had now commenced, however, Azets final report (Change Management) had still to be completed. Overall positive assurance had been provided by Azets.
 - Audit report on Anti-Fraud Arrangements was presented and recommendations were noted. The audit highlighted that improvements had been made in the Service's response to recent incidents.
 - Proposed Internal Audit Plan for 2025-26 presented and recommended for approval (Agenda Item 12).
 - Revisions and improvements made within risk reporting (Agenda Item 14).
 - Revised Whistleblowing Policy was presented and the Committee were content with the amendments made.

10.2.2 The Board noted the verbal update.

10.3 **People Committee (PC)**

10.3.1 MW reported that the Committee held a public meeting on 6 March 2025 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

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

10.4 Service Delivery Committee (SDC)

10.4.1 TW reported that the Committee held a public meeting on 25 February 2025 and referred the Board to the attached draft minutes, noting that a full verbal update had been provided at the previous meeting.

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

10.5 **Reform Collaboration Group (RCG)**

10.5.1 KD advised that the next meeting was scheduled to be held on 20 May 2025. The Service would hand over the role of Chair and leadership of the Group to SAS.

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

11 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED MATTERS

- 11.1 MMcA presented the Board with the Annual Governance Review of Board and Committee related items, which ensures continued effectiveness of governance arrangements for approval. The following key points were highlighted:
 - Annual review of core documentation to ensure they remain appropriate for the Board and Committees to undertake their duties.
 - Summary of changes were listed within Appendix A.
 - Within Appendix E, reference to the Change Committee would be updated to the Strategic Planning and Change Committee.
- 11.2 The Board were reminded of the various development events, including benchmarking, in the coming months which would provide the opportunity to consider further changes

and improvements. The Board were also reminded of the pending Corporate Governance audit to be undertaken by BDO.

- 11.3 The Board noted and welcomed the thoroughness of the review, and the quality of the support provided to the Board and Committees.
- 11.4 The following amendments were agreed:
 - Employee Partnership Forum (EPF) Terms of Reference (ToR): Reference to the forum meeting four times per year to be amended to include provision of the meetings to be stood down if agreed by all parties.
 - EPF and Partnership Advisory Group (PAG) ToR: Quality control to be amended to Mhairi Wylie and Kirsty Darwent, respectively.
 - Equality and Human Rights Impact Assessment: Reference to elderly relatives was outdated and limiting, to be amended to be more inclusive.

ACTION: MMcA

- 11.5 Within the Good Governance Framework (GGF), consideration to be given to clarify the difference between the Corporate Board and SFRS Board within future iterations. MMcA advised that this would be considered during the review of the GGF later this year. The Board commented on the statement that *"the aim of SFRS is to be risk managed..."*, and it was explained that this was taken from the risk management maturity assessment and had a specific meaning.
- 11.6 Clarity was provided on the Chief Officer's delegated powers to authorise the use of the SFRS Arms and Badge.
- 11.7 Brief discussion took place on the accessibility of Board information/meeting locations, it was noted Board meetings were held in public and offered accessibility via a hybrid approach. It was further noted that a future Board meeting would be held outwith SFRS premises, however the date and location would be identified in due course. At this meeting, the Board would have the opportunity to engage with stakeholders, local communities, etc.
- 11.8 In regard to making governance more understandable, it was noted that this was a complex area for the general public. The potential for a short overview, or video, of governance, role of the Board, etc to be considered and potential material available from SG. KD and MMcA to discuss further off table.

ACTION: KD/MMcA

- 11.9 The Board queried whether the corporate report template, or during presentation of the report, consideration could be given to include the "so what and now what, why does it matter or risk of not doing it" elements. It was agreed that following the conclusion and outcomes of the Corporate Governance Audit, consideration would be given to the next iteration of the corporate report and whether these elements could be incorporated. It was proposed that the "so what" element could be highlighted during the presentation of the papers and the guidance for presenting papers should be updated to include this.
- ^{11.10} Subject to the proposed amendments, the Board approved the reviewed and amended governance related documents of the Board and its Committees.

(D Farries left the meeting at 1100 hrs) (Meeting broke at 1100 hrs and reconvened at 1115 hrs)

12 ANNUAL INTERNAL AUDIT PLAN 2025-26 DRAFT

- 12.1 BB presented the Board with the internal audit activity planned for 2025/26 for approval. The following key points were highlighted:
 - Outline of the process and engagement during the development of the plan.
 - Proposals for 6 substantive audits during the first year.
 - Outline for the proposed 3-year plan with the caveat that years 2 and 3 remain subject to change.
- 12.2 The Board noted that there were past or planned audits in the areas of legal compliance, treasury management and artificial intelligence (AI). The Board further commented on the developments within the AI area and that it was ambitious for the Service not to consider this as a potential audit. SO'D commented that the proposed audits were standard and as the Auditors gained a better understanding of the Service the plan may be refined. SO'D acknowledged the comments relating to AI and reiterated that the plan would be refreshed annually, and this could be added to the plan if necessary.
- 12.3 SO'D noted the ongoing work in relation to the Digital, Data and Technology (DDaT) Strategy which would include AI and could help determine what assurance the Service required on this area moving forward.
- 12.4 The Board were advised that there was no contingency within the audit plan. Should any additional audits be required, the proposed plan would have to be reviewed and reprioritised or additional budget identified.
- 12.5 The Board were reminded that Internal Audit was only one source of assurance and work was ongoing to develop assurance mapping within the Service. Assurance mapping would be presented to ARAC in due course.
- 12.6 The Board briefly discussed a potential audit on AI.
- 12.7 It was noted that during discussions at the recent ARAC meeting, it was suggested that Subject Access Requests be considered within the Freedom of Information audit.
- 12.8 The Board noted that the Service would continue to consider AI and future assurance.

12.9 The Board approved the Internal Audit Plan 2025/26.

13 PREVENTION STRATEGY

- 13.1 JH presented the Board with the Prevention Strategy, which had been approved by the SLT, for final approval. The following key points were highlighted:
 - Further minor typographical and grammatical amendments have been made since the report was circulated.
 - Business continuity had been added to the remits and thematic areas table, under Preparedness, on page 8 of the strategy.
 - First Prevention Strategy to include the 3 elements: prevention, protection and preparedness.
 - Overview of the key areas of focus and work within each element.
- 13.2 In regard to community resilience work, JH noted that dedicated analysing resilience training was being provided to Flexi Duty Officers (FDO) as these officers were embedded within communities and local planning forums. The Service would also be building upon the Marmot principles to engage and extend beyond fire prevention within communities. JH further noted that this area was evolving, and the Service were engaging and developing conversations to help meet the wider needs of local communities. AW commented on the role of the Service within the Scottish Resilience Partnership and the opportunities this would provide.

- 13.3 In regard to preparedness work linking with Community Safety Teams, JH advised that these teams worked closely together on a daily basis and shared learning.
- 13.4 In regard to actively working with other UK or international fire and rescue services, JH advised that the Service were continually learning from national events, engaging with national/international bodies, etc. JH noted that this could have features with the Strategy more explicitly but was comfortable with the activities being undertaken by the Service.
- 13.5 The Board welcomed the statement within the strategy: "*This Strategy aims to set the tone for a universal Prevention offering for the whole of Scotland, with dedicated efforts proportionate to the needs of our specific communities.*" The Board noted that that was an important, clear statement and moral compass for the Service going forward. The Board noted their aspirations for this point of principle would be that it was applied throughout the Service Delivery Review element of SSRP.
- 13.6 In regard to protection, the Board commented on the importance of the Service using their technical knowledge and expertise to influence SG on legislation. JH advised that the Service continued to engage with SG on current and future legislation.
- 13.7 In regard to income generation, the Board commented on the potential opportunities for cost recovery on activities in line with legislation and for consideration to be given to this. JH noted that the Service were exploring potential opportunities for cost recovery.
- 13.8 The Board welcomed the opportunity to consider and provide feedback on the strategy during the early development stages. With reference to the finalised glossy version, the Board suggested that consideration be given to the accessibility and presentation of this document on the website.
- 13.9 The Board noted that the statement *"Prevention is critical for the SFRS being a sustainable service for the future"* could be considered protectionist and asked for consideration to be given to the intended messaging ie critical to responding to changing risk, etc. JH noted and would consider the Board's comments.

13.10 **Subject to final amendment, the Board approved the Prevention Strategy.**

14 RISK UPDATE REPORT

- 14.1 SO'D presented the Board with the annual report providing an overview of the work undertaken and the current risk positions for scrutiny and highlighted the following key points:
 - Review of risk management process and the development of risk appetite statements.
 - Overview of risks rated 15 or over and aligned risk appetite.
 - Overview of all risks rated below 15 and aligned risk appetite.
 - Summary of risk alignment to the stated risk appetite.
 - Summary of risk spotlights identified and considered by Committees during 2024/25.
 - Overview of alignment to the current strategic outcomes and would be subject to realignment following approval of the SFRS Strategy.
- 14.2 In regard to Risk SD001 (failure to mobilise), the Board sought clarity on the significance of the Vision 5 disaster recovery system. AW offered his assurance that there was no mobilising issue as this was a back-up system within the Edinburgh and Dundee Operations Controls (OC). AW explained the issue and advised that discussions were ongoing with the suppliers to resolve the situation.

- 14.3 Brief discussion took place on some target risks remaining above risk appetites and when reviewing to challenge whether the risk appetite was appropriate. SO'D advised that work continued with risk owners to review their targets relative to the risk appetite. SO'D noted the potential to increase the risk appetite for risks which were rated below target.
- 14.4 The Board acknowledged the progress made over the last 12 months in terms of improving the risk management process and embedding/integrating risk appetite. This was evident in how the risk register was being used to provoke discussions, scrutiny and challenges.

14.5 **The Board scrutinised the Risk Update Report.**

15 RISK THEMES

- 15.1 There were no new or emerging risks identified during this meeting.
- 15.2 The Board noted that AI was not featured specifically within the risk register. SO'D to review and update as necessary.

ACTION: SO'D

16 FORWARD PLAN

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

17 DATE OF NEXT MEETING

- 17.1 A special Private Board meeting is scheduled to take place on Thursday 29 May 2025.
- 17.2 The next full public meeting of the Board is scheduled to take place on Thursday 26 June 2025.
- 17.3 There being no further matters to discuss in public, the meeting closed at 1207 hrs.

(The meeting broke at 1207 hrs and reconvened in private session at 1215 hrs)

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETING:

18.1 **Thursday 27 March 2025**

- 18.1.1 The minutes were agreed as an accurate record of the meeting.
- 18.1.2 The minutes of the private meeting held on 27 March 2025 were approved as a true record of the meeting.

18.2 <u>Matters Arising</u>

18.2.1 There were no matters arising.

19 PRIVATE ACTION LOG

19.1 There were no outstanding private actions.

20 NATIONAL JOINT COUNCIL – UPDATE ON UNIFORMED PAY NEGOTIATIONS

- 20.1 In strict confidence, the Chair provided a verbal update on the current position in relation to the proposed Uniformed pay offer.
- 20.2 **The Board noted the verbal update.**

21 SFRS STRATEGY 2025-28

21.1 MMcA provided a verbal update on the results of the consultation on the SFRS Strategy 2025/28.

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

There being no further matters to discuss in private, the meeting closed at 1245 hrs.

SFRSBoard/20250424/Minutes

SFRS BOARD MEETING – ROLLING ACTION LOG



Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 5 actions. A total of 4 of these actions had been completed.

The Board is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note one actions was categorised as Green status and note no actions categorised as Yellow status on the action log.

Board Me	Board Meeting: 27 March 2025					
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
19.6	Equal Pay and Gender Pay Gap Report 2025: The Board noted that some data provided did not include historical data which would help to identify trends. GC noted the comments and agreed to provide the historical data outwith the meeting	FR/GC	April 2025		June 2025	 Update (24/04/2025): Further analytical work is ongoing to provide this data and it will be presented to the next People Committee meeting in June 2025. Complete (26/06/2025): The People Committee received a report regarding historical data for information purposes at it's meeting on 5 June 2025. Link: 20250605 CPC30-25 Equal Pay and Gender Pay Gap Follow up.pdf

Board Me	eeting: 24 April 2025					
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
8.2	Chair's Report: MMcA to contact SPA to get an indication of the timescales and potential scheduling of the joint meeting of the Boards.	ММсА	June 2025		May 2025	Complete (26/06/2025): SPA are hoping to recruit 5 new Board members in the summer 2025. To allow for the new Board members to have settled into the role the Joint Board meeting would be required to take place in October/November 2025.
11.4	 Annual Governance Review of Board and Committee Related Matters: The following amendments were agreed: EPF ToR: Reference to the forum meeting four times per year to be amended to include provision of the meetings to be stood down if agreed by all parties. EPF and PAG ToR: Quality control to be amended to Mhairi 	ММсА	June 2025		April 2025	Complete (26/06/2025): All the amendments have been made.

			OFFI	CIAL		
	 Wylie and Kirsty Darwent, respectively. Equality Impact Assessment: Reference to elderly relatives was outdated and limiting, to be amended to be more inclusive 					
11.8	Annual Governance Review of Board and Committee Related Matters: The potential for a short overview, or video, of governance, role of the Board, etc to be considered and potential material available from Scottish Government. KD and MMcA to discuss further off table.	MMcA/KD	June 2025		June 2025	Complete (26/06/2025): Meeting has taken place, and a video has been scheduled for July 2025 to support the recruitment for the new Board Chair.
15.2	Risk Themes: The Board noted that Al was not featured specifically within the risk register. SO'D to review and update as necessary.	SO'D	June 2025			Update (26/06/2025): Discussions will be held with responsible Directorates to identify any specific risk associated with AI. Separate discussions will be held with BDO to determine opportunities for AI to be considered or reviewed within the audit programme aligned to the development of the DDaT strategy.





SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

Minute	Paper	Issue	Decision	Earliest
Ref				Review Date
Meeting D	ate: 30 May 2024 (Special)			
ITEM 5	NEW MOBILISING	The Director of Prevention, Protection and	The Board approved the	November
	SYSTEM PROJECT	Preparedness asked the SFRS Board to	recommended procurement	2024
	PROCUREMENT OPTIONS	approve the recommended procurement option	option.	
	– MAY 2024 (PRIVATE)	of a mini competition using the YPO Dynamic		
		Purchasing System and associated changes to		
		procurement Terms and Conditions.		
Impact As	sessment for Board Decision	(Review Date - 05/2025): The YPO DPS Mini Co	ompetition commenced on 12 June 2024	4. Following
		2024, the project received only one non-complian		
		ntitled to move to award a contract on the basis of		
		Procedure Without Prior Publication". Bids closed	l on 02 August 2024, evaluation comple	ted on 07
August 20	24 and the contract award was r	made to Motorola on 17 September 2024.		
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Minute Ref	Paper	Issue	Decision	Earliest Review Date
	Date: 6 June 2024 (Special)			Review Bate
ITEM 5	COMMUNITY RESILIENCE HUBS – OUTLINE BUSINESS CASE (PRIVATE)	The Director of Finance and Contractual Services presented a report for decision by the Board detailing an Outline Business Case for Community Resilience Hubs, which will be submitted to the Scottish Government following Board approval.	The Board approved the Community Resilience Hubs - Outline Business Case and it's submission to Scottish Government.	December 2024
		(Review Date - 06/2025): We submitted the Out Government last Summer. The Outline Business (
Resilience		e additional funding from Scottish Government bu on building a CRH in Portree on the Isle of Skye.		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	Date: 27 June 2024			
ITEM 13	COMMITTEE MEMBERSHIP STRUCTURES	The Director of Strategic Planning, Performance and Communications asked the Board to approve the amendments to committee membership structures following a recent resignation of a Board Member	The Board approved the changes to its committee membership structure.	December 2024
committee		(Review Date - 06/2025): The realignment of our e of skills and experience, allowing the Board to n		
ITEM 16	ARRANGEMENTS AND OUTCOME OF ANNUAL REVIEW – EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2023/24. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	The Board approved the arrangements for reviewing the effectiveness of the SFRS Board.	December 2024
that the SF	FRS Board continues to develop e strategic ask of Ministers (con	(Review Date - 06/2025): Annual arrangements to and improve. These arrangements are also inten tained within the Fire and Rescue Framework for S	ded as one way of demonstrating how t	he Board seeks

Minute Ref	Paper	Issue	Decision	Earliest Review Date
	ate: 29 August 2024			
ITEM 22	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERV ICE (PRIVATE)	The Director of Finance and Contractual Services provided a report to the Board in relation to an insurance claim intimated against the Service.	The Board approved the recommendations.	February 2025
Impact As	sessment for Board Decision	(Review Date - 08/2025):		

ITEM 23	ANNUAL PERFORMANCE REPORT 2023/24 (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the SFRS Board with the draft Annual Performance Review Report 2023/24 and asked that it is approved for use at the Annual Performance Review Meeting	The Board approved the Annual Performance Report 2023/24 and for it to be used at the Annual Performance Review meeting (10 September 2024).	February 2025
Impact As	sessment for Board Decision	(Review Date - 08/2025):		
ITEM 24	NEW MOBILISING SYSTEM: FULL BUSINESS CASE (PRIVATE)	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	Subject to the concerns outlined above being addressed, including the rapid engagement of an experienced Project Director, the Board approved the full Business Case	February 2025
Impact As	sessment for Board Decision	(Review Date - 08/2025):		

Meeting Date: 31 October 2024		
ITEM 11BOARD FORWARD PLAN SCHEDULE 2025/26The Director of Strategic Planning Performance and Communications asked th SFRS Board to approve a proposal setting ou a meetings schedule for the Board and it Committees and Board Forward Plan unt March 2026. These set out the Board' programme of scrutiny and key decisions for 2025-26, while also taking into account th Public Bodies Information Update 257, whic focuses on 'Public Body Boards – Onlin Meetings & A Green Recovery'. The proposa will look to balance the number of in person an virtual meetings, while continuing to ensure that the business being brought forward is strategi in nature and aligning with the Service' planning cycle, governance policies procedures and priorities.	schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2025-26.	April 2025

Impact Assessment for Board Decision (Review Date - 10/2025):

ITEM 12	DRAFT RISK APPETITE STATEMENTS	The Director of Finance and Contractual Services provided the SFRS Board with a report outlining the revised draft risk appetite statements seeking SFRS Board for approval.	The Board approved the draft risk appetite statements and approach.	April 2025
Impact As	ssessment for Board Decision		· · · · · · · · · · · · · · · · · · ·	
ITEM 13 Impact As	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2023-31 MARCH 2024 ssessment for Board Decision	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. (Review Date - 10/2025):	The Board approved the Annual Procurement Report for the period 1 April 2023 – 31 March 2024.	April 2025
ITEM 24	DRAFT ANNUAL REPORT AND ACCOUNTS 2023/24 (PRIVATE)	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	The Board approved the Annual Procurement Report for the period 1 April 2023 – 31 March 2024. The Board approved the Annual	April 2025

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	Date: 28 November 2024 (Spe	cial)		
ITEM 5	UPDATE ON CLAIM AGAINST SYSTEL AND RAISING AN ACTION IN SCOTLAND (PRIVATE)	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.	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.	May 2025
Impact As	ssessment for Board Decisior	n (Review Date – 11/2025):		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 19 December 2024			
ITEM 11	SOCIAL IMPACT PLEDGE	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.	The Board approved the 3 recommended initiatives for submission as the Scottish Fire and Rescue Service's Social Impact Pledges initiative.	June 2025

Minute	Paper	Issue	Decision	Earliest
Ref				Review Date
Meeting D	Date: 30 January 2025 (Special)		
ITEM 5	DRAFT SFRS STRATEGY 2025-2028 FOR CONSULTATION (PRIVATE)	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 is released for public consultation.	amendments, the Board approved the Draft SFS Strategy 2025-2028 for release for public consultation.	July 2025

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 27 February 2025 (Specia	l)		
ITEM 5	BUDGET APPROACH 2025-26 (PRIVATE)	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.	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.	August 2025
Impact As	sessment for Board Decision	(Review Date – 02/2026):		

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

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 27 March 2025			
ITEM 13	RISK BASED CAPITAL INVESTMENT PLAN 2025	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.	Subject to amendment and consideration of the Board's comments, the Board approved the Risk Based Capital Investment Plan 2025.	September 2025
Impact As	sessment for Board Decision	(Review Date - 03/2026):		
ITEM 14	CAPITAL PROGRAMME 2025/26 – 2027/28	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 £155 million, funded by anticipated Capital DEL budget of £141 million and estimated capital receipts of £14 million.	The Board approved the Capital Programme for 2025/26-2027/28.	September 2025
Impact As	sessment for Board Decision	(Review Date - 03/2026):		
ITEM 15	RESOURCE BUDGET 2025/26	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.	The Board approved the Resource Budget for 2025/26.	September 2025

ITEM 26	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Director of Finance and Contractual Services provided the SFRS Board with an insurance report seeking authority to settle a legacy asbestos claim.	The Board approved the recommendations.	September 2025
Impact As	sessment for Board Decision	(Review Date - 03/2026):		

Paper	Issue	Decision	Earliest Review Date
ate: 24 April 2025			
ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED MATTERS	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	Subject to the proposed amendment, the Board approved the reviewed and amended governance related documents of the Board and its Committees	October 2025
sessment for Board Decision	(Review Date – 04/2026):		
ANNUAL INTERNAL AUDIT PLAN 2025-26 DRAFT	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2025/26. This sets out a timetable of the main reviews of key activities during 2025/26 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks.	The Board approved the Internal Audit Plan 2025/26.	October 2025
sessment for Board Decision	(Review Date - 04/2026):		·
PREVENTION STRATEGY	The Director of Prevention, Protection and Preparedness presented the proposed Prevention Strategy to the Board for final approval.	Subject to final amendment, the Board approved the Prevention Strategy.	October 2025
	ate: 24 April 2025 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED MATTERS sessment for Board Decision ANNUAL INTERNAL AUDIT PLAN 2025-26 DRAFT sessment for Board Decision	ate: 24 April 2025 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees. sessment for Board Decision (Review Date - 04/2026): ANNUAL INTERNAL AUDIT PLAN 2025-26 DRAFT The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2025/26. This sets out a timetable of the main reviews of key activities during 2025/26 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks. sessment for Board Decision (Review Date - 04/2026): PREVENTION STRATEGY The Director of Prevention, Protection and Preparedness presented the proposed Prevention Strategy to the Board for final	ate: 24 April 2025 ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED MATTERS The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees. Subject to the proposed amendment, the Board approved the reviewed and amended governance related documents of the Board and its Committees sessment for Board Decision (Review Date – 04/2026): The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2025/26. This sets out a timetable of the main reviews of key activities during 2025/26 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks. The Director of Prevention, Protection and Preparedness presented the proposed Prevention Strategy to the Board for final Subject to final amendment, the Board approved the Prevention Strategy.

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	Date: 29 May 2025 (Special)			
ITEM 5	SFRS STRATEGY 2025-28 (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the draft SFRS Strategy 2025-28 to the Board and asked for their approval to the Minister for Victims and Community Safety.	Subject to the proposed amendments, the Board approved the SFRS Strategy 2025-28 and agreed its release to the Minister of Victims and Community Safety.	November 2025
Impact As	ssessment for Board Decisior	n (Review Date – 05/2026):		
ITEM 6	SERVICE DELIVERY REVIEW (SDR) OPTIONS DEVELOPMENT AND APPRAISAL OUTCOME REPORT (PRIVATE)	The Director of Operational Delivery presented the report to detail the Service Delivery Review Options Appraisal and Development Process and seek approval from the Board to proceed to full public consultation.	The Board approved the ODA process that has been undertaken and agree that SFRS should now proceed to full public consultation on the final 23 options.	November 2025
Impact As	ssessment for Board Decisior	n (Review Date - 05/2026):		

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 26 JUNE 2025

CHAIR'S UPDATE: MAY-JUNE 2025

Thursday 1 May 2025

Strategic Planning and Change Committee

Tuesday 6 May 2025

Meeting with DCO Sarah O'Donnell

Thursday 8 May 2025

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

Friday 9 May 2025

Reform Collaboration Group Pre-Agenda meeting

Wednesday 14 May 2025

Meeting with CO Stuart Stevens Regular Chair/Board Support Team meeting SFRS Board Pre-Agenda meeting

Tuesday 20 May 2025

Reform Collaboration Group Meeting National Joint Council Meeting

Wednesday 28 May 2025

Meeting with CO Stuart Stevens

Thursday 29 May 2025

SFRS Board Strategy Day SFRS Special Private Board meeting

Tuesday 3 June 2025

Meeting with Maureen Rooney, Deputy Director for Safer Communities Meeting with Mhairi Wylie, Board Member

Thursday 5 June 2025

National Joint Council meeting

Monday 9 June 2025

Meeting with CO Stuart Stevens and Deputy Chair Paul Stollard Integrated Governance Forum Pre-Agenda Meeting Meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications Meeting with DCO Sarah O'Donnell

Tuesday 10 June 2025

Meeting with Chief Executive Officer Comhairle nan Eilean Siar Council and CO Stuart Stevens College of Fire and Rescue Task and Finish Group meeting

Thursday 12 June 2025

Meeting with Chief Executive Officer Argyle & Bute Council and CO Stuart Stevens

Monday 16 June 2025

Remuneration, Appointment and Nominations Sub Committee SFRS Board Pre-Agenda meeting Regular Chair/Board Support Team meeting

Thursday 19 June 2025

Meeting with Siobhian Brown, Minister for Victims & Community Safety and CO S Stevens Audit and Risk Assurance Committee Integrated Governance Committee

Monday 23 June 2025

Meeting with Cllr Maureen Chalmers, COSLA Community Wellbeing Spokesperson and CO Stuart Stevens

Tuesday 24 June 2025 Meeting with Robert Scott, HMFSI

Wednesday 25 June 2025

Ministerial Advisory Group for Fire Strategy & Reform meeting

Thursday 26 June 2025

SFRS Board meeting Emergency Services Reform Collaboration Group meeting with meeting with Ivan McKee, Minister of Public Finance.

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 26 JUNE 2025

CHIEF OFFICER'S UPDATE: MAY - JUNE 2025

Thursday 1 May

Fitness & Medical Assessment, Newbridge

Friday 2 May

Leave - PM

<u>Monday 5 May</u> Public Holiday Uniformed Staff

<u>Tuesday 6 May</u> Fire Brigade Union (FBU) Red Plaque Event, Paisley Primary School

<u>Wednesday 7 May</u>

Regular PA Catch up Strategic Leadership Team (SLT) Meeting

Thursday 8 May

Long Service Good Conduct Ceremony, Aberdeen

<u>Friday 10 May</u> Weekly Chief Officer (CO) & Deputy Chief Officers (DCO) Meeting

<u>Monday 12 May</u> CO Support Team meeting Regular Director 1:1

Tuesday 13 May

Regular National Fire Chief Council (NFCC) Chief Fire Officers (CFO) Meeting NFCC Steering Committee Meeting

Wednesday 14 May

Regular Director 1:1 Regular Chair & Chief Meeting Weekly CO & DCOs Meeting SFRS 3 Year Strategy Prioritisation Session

Thursday 15 May

Mentoring Session

<u>Friday 16 May</u>

Whole Time Firefighter Graduation Ceremony, Newbridge

Monday 19 May Leave

Tuesday 20 May

Reform Collaboration Group (RCG) Meeting Weekly PA Meeting

Agenda Item 9

Wednesday 21 May

National Joint Council (NJC) Advisory Forum SLT meeting

Thursday 22 May

Meeting with HMFSI Chief Inspector **Regular Director 1:1** SLT Strategy, Horizon Scanning and Alignment/Progress

Friday 23 May **Firefighter Control Graduation Ceremony**

Monday 26 May

Health & Wellbeing meeting Regular Director 1:1 Meeting with Comms team

Tuesday 27 May

Regular NFCC CFOs Meeting Change Portfolio Investment Group (CPIG) Hearing

Wednesday 28 May

Weekly PA Meeting Chair & Chief Catch up meeting Meeting with Public Health Scotland Chief Executive

Thursday 29 May

SFRS Board Strategy Day SFRS Board Special Private Meeting

Friday 30 May

Weekly CO & DCOs meeting Long Service Good Conduct Ceremony, Cambuslang

Monday 2 June SLT Away Day, Edinburgh

Tuesday 3 June Culture Development Workshop

Wednesday 4 June

SLT Meeting

Thursday 5 June

National Joint Council for Local Authority FRS Meeting, London

Friday 6 June

Meeting with CFO North Yorkshire FRS

Monday 9 June

Regular Chief, Chair & Deputy Chair Meeting Integrated Governance Forum (IGF) Pre-Agenda Meeting **Regular PA Meeting** Regular Meeting with Chair of Audit and Risk Assurance Committee (ARAC)

Tuesday 10 June

Regular NFCC CFOs Meeting Introductory Meeting with Chief Executive Officer (CEO) Comhairle nan Eilean Siar Council Regular Meeting with HMFSI Chief Inspector Regular Director 1:1 x 2 Quarterly Meeting with Firefighters Charity

Wednesday 11 June

Strategic Managers Development Session

<u>Thursday 12 June</u> Introductory meeting with CEO Argyle & Bute Council Quarterly Meeting with Trade Unions for Support Staff

<u>Friday 13 June</u> Whole Time Firefighters Graduation Ceremony

Monday 16 June

Remunerations, Appointments and Nominations Sub Committee SFRS Board Pre-Agenda Meeting Regular Director 1:1

<u>Tuesday 17 June</u>

Regular Director 1:1

<u>Wednesday 18 June</u>

SLT Meeting Weekly CO & DCOs meeting

Thursday 19 June

ARAC meeting IGF meeting

<u>Friday 20 June</u>

Work Emails/Reading

Monday 23 June

Regular Director 1:1 Weekly PA Meeting Annual Meeting with COSLA Pride of Scotland Awards Ceremony, Glasgow.

Tuesday 24 June

Regular Director 1:1

<u>Wednesday 25 June</u> Whole Family Support Leadership Event, University of Edinburgh

Thursday 26 June

SFRS Board Meeting Extraordinary RCG Meeting with Minister of Finance Quarterly Meeting with Deputy Director of Community Safety

Friday 27 June – Thursday 10 July

Leave



PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 1 MAY 2025 @ 1000 HRS

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

PRESENT:

Angiolina Foster, Deputy Chair (AF) Therese O'Donnell (TOD) Tim Wright (TW) Stuart Ballingall, Chair (SJB) Paul Stollard (PS)

IN ATTENDANCE:

Deputy Chief Officer Andy Watt (AW) Sarah O'Donnell (SO'D) Deputy Chief Officer (Corporate Services) Mark McAteer (MMcA) Director of Strategic Planning, Performance and Communications Deborah Stanfield (DS) **Director of Finance and Contractual Services** Head of Portfolio Office Curtis Montgomery (CM) Lynne McGeough (LMcG) Head of Finance and Procurement Richard Whetton (RW) Head of Governance, Strategy and Performance Heather Martin (HM) Centre of Excellence Manager Louise Patrick (LP) Strategic Planning and Partnership Co-ordinator (Item 8 only) Paul McGovern (PMcG) Programme Manager (Item 13 only) Kirsty Darwent (KD) Chair of the Board Heather Greig (HG) **Board Support Executive Officer Board Support/Minutes** Debbie Haddow (DJH)

OBSERVERS

N/A

1 WELCOME

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

There were no apologies received.

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

3.1 With the exception of the draft minutes from the previous private meeting and private action log, there were no other items identified.

Agenda Item 10.1

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 6 FEBRUARY 2025

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

5.1.1 **The minutes of the meeting held on 6 February 2025 were approved as a true record of the meeting.**

5.2 <u>Matters Arising</u>

5.2.1 There were no matters arising.

6 ACTION LOG

6.1 RW presented the Strategic Planning and Change Committee Rolling Action Log for consideration, and actions were agreed and removed.

Action 10.8 SFRS Change Maturity, Capacity and Capability January 2025 – Closure (06/02/2025): Agreed to close, however, the Committee sought assurance that the four elements had been fully embedded. CM confirmed that the risk reporting and highlight dashboard approach were fully embedded across all programmes/projects. CM advised that the mechanisms were in place to support the ongoing management of capacity and capability within the Portfolio Office. Further development work was still required within the wider organisation.

The Committee requested a report as to how dedicated change management capacity, as well as broader organisational capacity, was being deployed to support the delivery change activity (captured under Item 13.1 Forward Plan).

Action 8.23 Update of SFRS Strategy and Planning Process (06/02/2025): The Committee were asked to consider whether the schematic (to be presented under Item 8.1) reflected and addressed their expectations.

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

7 COMMITTEE STATEMENT OF ASSURANCE 2024/25

7.1 SJB presented the Committee with the annual Statement of Assurance for 2024/25, which outlined evidence of how the Committee supports the effective functioning of the Board, for approval. The Committee noted and were content with the priorities outlined in Section 4.

7.2 The Committee approved the Committee Statement of Assurance 2024/25.

8 PLANNING/STRATEGY

8.1 Strategy Planning Cycle and Update

- 8.1.1 RW gave a presentation to the Committee which provided an overview of the development of the current Strategy and the Strategy Planning Cycle for scrutiny. The following key points were highlighted:
 - Strategy consultation period concluded after 8 weeks with 155 responses received, of which a high percentage were staff members.
 - Overview of the themes identified from different response groups ie staff, local authorities, other external responses, Fire Brigades Union.
 - Overall support for proposed outcomes and objectives.
 - Finalised Strategy to be presented to the SFRS Board for approval on 29 May 2025.
- 8.1.2 In regard to the comments on strengthening partnership working, the Committee were

advised that these were made by staff/public who inferred that the importance of partnership work was not clear enough within the Strategy.

- 8.1.3 In regard to staff comments on the Strategy being too ambitious, the Committee were reminded that the Service needed to be ambitious and that the 3-year delivery plan would consider capacity and resource needs. The Committee were further reminded that there was uncertainty relating to SSRP outcomes therefore these comments would not be dismissed but considered proportionally and within the wider context. The Committee noted previous discussions relating to how the Strategy would take the Service on a path to greater sustainability and therefore there was a measure of change required.
- 8.1.4 RW updated the Committee on the development of the 3-year delivery plan noting that the main public facing document would provide high level information on the Service's commitment to deliver the Strategy. The main plan will be outcome focussed and aligned to the Chief Officer's immediate priorities. The Committee asked for consideration to be given whether the word "immediate" was necessary and if not, if it should be removed.
- 8.1.5 RW presented an overview of the 3-year planning cycle noting the Service's ambition to review and align the business cycle. Future discussions were required with Scottish Government due to the proposed differences in the planning cycle and the ambition to align the planning cycle with the financial year. Scheduling of the Committee cycle would also have to be adjusted to align with the planning cycle.
- 8.1.6 In regard to the local plans, RW noted that most of these plans were out of date/noncompliant and were being reviewed and prepared for consultation in October 2025. RW noted that the Service's aspiration was to be compliant in this area by March 2026. Brief discussion took place on the potential challenges arising from the local plans and proposed timescales.
- 8.1.7 The Committee noted the consultation results presented and the need for the Board to be thoughtful when considering the final Strategy at their next meeting.
- 8.1.8 The Committee noted the ongoing development of the 3-year delivery plan and noted it would be presented to the June Board meeting.
- 8.1.9 The Committee noted the alignment of the Committee cycle with relevant milestones, with consideration being given to more flexibility around local plans.
- 8.1.10 Brief discussion took place relating to the Committee's scrutiny of the plan, on behalf of the Board, which would be expected in future years, however, due to timings, this was not possible within the current year.
- 8.1.11 The Committee requested that further detail be provided around the key areas/pieces of work (as part of the developing business planning cycle) that will require Committee scrutiny, including forward planning of Committee dates that best align with the pieces of work.

ACTION: RW

8.1.12 **The Committee scrutinised the presentation.**

9 CHANGE PORTFOLIO/MAJOR PROJECTS

9.1 **Portfolio Summary Report**

- 9.1.1 HM presented the revised Portfolio Summary Report to the Committee which provided an overview of the Strategic Change Portfolio in the areas of risks, interdependencies, costs and capacity to deliver. The following key points were highlighted:
 - Service Delivery Review (SDR): Both hurdle criteria and balanced room workshops have been held with 23 options being identified. Approval to progress to public

consultation to be submitted to the Special Board meeting on 29 May 2025. Progress to public consultation remains on track, albeit with tight timelines, for a decision to be made by the end of 2025.

- Corporate Services Review (CSR): Work continues on the vision/scope of the review with workshops being held. In tandem, a business support review was also being carried out. People, Payroll, Finance and Training (PPFT) continues to progress well with a fuller update later on the agenda.
- Enabling Infrastructure: Workshops to be held to define the scope of the programme which will include New Mobilising System (NMS) and Emergency Services Mobile Communications Programme (ESMCP).
- Portfolio dashboard provides an overview of the RAG status for individual projects within the portfolio.
- Portfolio level risks identified relating to optimism bias around planning and volume of change scheduled within the coming year. To be discussed further under Item 11.1.
- 9.1.2 The Committee noted and welcomed the revised format of the summary report.
- 9.1.3 Brief discussion took place on the tight timescales for the SDR public consultation, potential impact of the upcoming election and purdah period. The Service would continue to monitor the situation, however the current timetable would remain unchanged.
- 9.1.4 Since the production of the report (24 March 2025), the following updates were provided:
 - Discovery phase of PPFT had concluded and the report was still awaited. Drafting of the business case had commenced.
 - Impact on CSR, due to resource challenges within PPFT, have been mitigated by Business Analysis Support to help develop the business case.
 - NMS project plan has been rebaselined and connectivity issues have been resolved.
- 9.1.5 In regard to SDR, AW outlined the engagement undertaken with all potentially affected personnel/stations, and feedback received, prior to the Service wide announcement. AW noted that Comms and Engagement would address all local media stories/enquiries. AW reminded the Committee that the SDR marked the start of a continual review of the Service and the services delivered to communities across Scotland.
- 9.1.6 The Committee requested an update report be provided on the Rostering project.

ACTION: CM

9.1.7 **The Committee scrutinised the report.**

10 PORTFOLIO FINANCE AND PERFORMANCE REPORT

- 10.1 CM presented a report to the Committee providing an update on the key performance indicators (KPIs) of the Change Portfolio. The following key points were highlighted:
 - NMS was currently reporting Amber on Costs, forecasting an overall underspend against the business case and anticipating one cashable benefit late 2025.
 - ESMCP/In-Vehicle System was forecasting an underspend partly due to recruitment challenges.
 - Rostering was reporting an underspend and cashable benefits would be enabled via a policy discovery workstream.
 - Temporary Appliance Withdrawal delivered the forecasted budget savings in 2023/24 with further forecasted savings anticipated in 2024/25.
 - SDR was reporting an underspend due to challenges in recruitment of specialist roles.
 - Overall in-year project costs and timescales remain within the tolerance levels except for an underspend on SDR.

The Committee requested a general improvement in the expression of and reporting of

10.2

benefits.

10.3 **The Committee scrutinised the report.**

11 RISK

11.1 **Portfolio Risk Summary**

- 11.1.1 CM presented the Committee with an overview of the portfolio risk register and spotlight key risks within the portfolio and its constituent project and programmes. The following key points were highlighted:
 - Risk NMS062 New Mobilising System 999 lines: This issue had now been resolved.
 - Risk PPFT012 People, Payroll, Finance and Training: Risk relating to affordability, to be covered under Item 13 on the agenda.
 - Risk SDR011 Service Delivery Review Benefits Realisation: Significant risk relating to benefits realisation, overview of work to identify benefits and proactive management.
 - Portfolio Office risk of optimism bias relating to planning and the work being undertaken.
 - Portfolio Office risk relating to volume of organisational change scheduled for winter 2025 and the work being undertaken to understand any implications and dependencies across the portfolio.
- 11.1.2 The Committee noted and welcomed the Risk NMS062 had been resolved.
- 11.1.3 The Committee commented positively on the revised style of reports noting that they were both clearer and more informative.
- 11.1.4 **The Committee scrutinised the report.**

12 GENERAL REPORTS:

- 12.1 HMFSI INSPECTION ACTION PLANS AND CLOSING REPORTS UPDATE: SFRS COMMAND AND CONTROL MOBILISING SYSTEM
- 12.1.1 AW presented the Committee with an update on relevant audit and inspection action plans for scrutiny. AW noted that all 6 actions had been completed, closing statements were presented for scrutiny and the Corporate Board had approved the closure of the action plan.

12.1.2 The Committee scrutinised the report and supported the closure of the action plan.

(Meeting broke at 1140 hrs and reconvened at 1148 hrs)

13 EVOLUTION, CURRENT SCOPE AND STRATEGIC BENEFITS OF PEOPLE, PAYROLL, FINANCE AND TRAINING (PPFT)

- 13.1 PMcG gave a presentation to the Committee which provided an overview of the evolution, current scope and strategic benefits of the PPFT project for scrutiny. The following key points were highlighted:
 - Background on the original scope for People, Training, Finance and Asset Systems (PTFAS) programme and subsequent revisions made to it.
 - Health and Wellbeing element had gone live.
 - Property and Fleet elements had been descoped.
 - Rostering project was split from the original scope and was scheduled to go live this year.
 - Training, HR and Finance projects were merged into the PPFT programme.
 - Recap of PPFT progress since 2023, which included notice of interest process, development of outline business case, consideration of a potential joint project with Police Scotland and Scottish Government (SG).
 - Entered into Discovery Lite phase with SG's Shared Services Programme in 2024

resulting in a high level of functional fit (80%) being identified. Deep dive exercise undertaken to understand costs, timescales, etc.

- Approved to proceed to full Discovery Phase commencing in January to March 2025. Final report was still awaited and was currently with the Minister for Public Finance for review.
- Overview of the initial observations from the Discovery Phase.
- Overview of potential contingency considerations.
- Clarity was still required on PPFT's position in relation to the CSR Programme.
- Outline of the potential benefits, risk and funding implications.
- 13.2 The Committee sought clarity on whether there was a critical need for this change. SO'D noted that currently systems were out of contract and would require a procurement process to be undertaken. Progressing with SG's Shared Services Programme aligned with the public service reform agenda and the Service's Strategy.
- 13.3 SO'D briefed the Committee on recent discussions with the Minister for Public Finance which included the financial aspects of funding.
- 13.4 AW briefed the Committee on the Training element and the criticality of renewing the scheduling system which would support and improve training for firefighter safety. It was noted that SG's Shared Services Programme may not be able to support it at this stage, however, this was still to be confirmed.
- 13.5 In regard to the lack of project management, it was noted that until there was clarity on the direction, this could not be progressed.
- 13.6 The Committee noted their concerns in regard to the 20% missing from the functional fit, the volume of change facing/required by the Service, and the relationship between CSR and PPFT. The Committee suggested that the Service should request an evaluation report on the success or otherwise of the implementation process within SG.
- 13.7 The Committee welcomed the update but were not yet assured on the position. The Committee requested a formal report to provide further assurance about the PPFT project detail, planning and governance and recommended next steps. If available, the Committee also requested some independent assurance regarding the implementation of the same system by SG.

ACTION: CM

13.8 **The Committee scrutinised the report.**

(P McGovern left the meeting at 1234 hrs)

14 COMMITTEE ROLLING FORWARD PLAN

14.1 **Committee Forward Plan**

- 14.1.1 The Committee noted the Forward Plan and added the following item:
 - Report as to how dedicated change management capacity as well as broader organisational capacity was being deployed to support the delivery of change activity.

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

14.2.1 There were no items identified.

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

15 REVIEW OF ACTIONS

15.1 RW summarised the formal actions raised during the meeting.

16 DATE OF NEXT MEETING

DRAFT - OFFICIAL

- 16.1 The next full public meeting is scheduled to take place on Tuesday 29 July 2025.
- 16.2 There being no further matters to discuss, the public meeting closed at 1236 hrs.

(The meeting broke at 1236 hrs and reconvened in private at 1242 hrs)

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING:

17.1 Thursday 6 February 2025

- 17.1.1 The minutes of the meeting held on 6 February 2025 were approved as a true record of the meeting.
- 17.2 The minutes of the meeting held on 6 February 2025 were approved as a true record of the meeting.

18 PRIVATE ACTION LOG

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

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

There being no further matters to discuss, the private meeting closed at 1245 hrs.



Agenda Item 10.2



PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

TUESDAY 8 APRIL 2025 @ 1000 HRS

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

PRESENT:

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

IN ATTENDANCE:

Stuart Stevens (SS) Andy Watt (AW) Sarah O'Donnell (SO'D) Mark McAteer (MMcA) David Johnston (DJ) Lynne McGeough (LMcG) Gary Devlin (GD) Claire Robertson (CR) Sean Morrison (SM) Michael Oliphant (MO) Tommy Yule (TY) Robert Scott (RS) Lyndsey Gaja (LG) Kirsty Darwent (KD) Marion Lang (ML) Heather Greig (HG) Debbie Haddow (DJH)

Chief Officer **Deputy Chief Officer Deputy Chief Officer Corporate Services** Director of Strategic Planning, Performance and Communications **Risk and Audit Manager** Head of Finance and Procurement Internal Audit (Azets) Internal Audit (BDO) Internal Audit (BDO) External Audit (Audit Scotland) External Audit (Audit Scotland) **HMFSI** Head of People (Item 15 only) Chair of SFRS Board **Corporate Business Manager Board Support Executive Officer Board Support/Minutes**

OBSERVERS:

Karen Horrocks

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 to their first formal meeting.
- 1.2 The Committee Chair also welcome Sarah O'Donnell to her first formal meeting following her appointment to Deputy Chief Officer.
- 1.3 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 There were no formal apologies.

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

3.1 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest made.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

5.1 Thursday 23 January 2025

5.1.1 Subject to a minor typographical error, 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 23 January 2025 were approved as a true record of the meeting.**

6 ACTION LOG

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

Action 9.1.11 SFRS Internal Audit Progress Report 2023/24 - Final Report – Sickness Absence Management (27/06/2023): Approved closure of this action. Reminder of the final 2 outstanding actions which were completed. DJ to share this information with the Chair outwith the meeting.

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

7 INTERNAL AUDIT

7.1 SFRS Internal Audit Progress Report 2024/25

- 7.1.1 GD presented a report to the Committee which summarised the progress on the delivery of the 2024/25 Internal Audit Plan and the following key points were highlighted:
 - Remains broadly on track with the Change Management report, currently progressing through governance, being presented at the next meeting (June 2025).
 - Annual audit opinion report remains outstanding.
- 7.1.2 In relation to the Change Management report, GD noted that there were some areas of improvements identified, and this would be discussed in full at the next meeting.

7.1.3 Anti Fraud Arrangements Report

GD advised that the audit whilst focussed on the anti-fraud arrangements also looked at the culture within the organisation in relation to this area. GD noted that management had a clear focus on fraud and ensuring an anti-fraud culture within the organisation. GD highlighted some areas which were identified which could help improve anti fraud culture. These included ensuring policies and procedures were up to date, a formal fraud response plan and delivery of training and/or refresh as appropriate. GD referenced the various recommendations contained within the report.

7.1.4 SO'D acknowledged the joint work undertaken by Azets and the Service and noted that the report provided a good balanced position. SO'D accepted the recommendations and the opportunities this provided the Service to make improvements. SO'D noted that, due to the lessons being learnt from recent events, the Service had already made improvements.

7.1.5 In relation to the Control Objective 4.2, Low Engagement from Line Managers, the Committee noted that the recommendation relating to line manager roles and responsibilities and reviewing of claims was not fully captured within the management actions. SO'D outlined the authorisation process for expense claims and line manager's roles in reviewing such claims. SO'D acknowledged the Committee's comments and would incorporate this into the management training modules. The Committee requested an update, in addition to the training modules, on how assurance could be provided in relation to anti-fraud awareness and activities within the Service.

ACTION: SO'D

- 7.1.6 In relation to Control Objective 6.1, Fraud Reporting and Discussion, the Committee noted that the management action did not appear to align with the recommendation. SO'D advised the Committee that the regular reporting of the fraud risk action plan would be presented to the Corporate Board and an oversight report would be submitted to this Committee.
- 7.1.7 In relation to Control Objective 5.1, Notification of Suspected Fraud, the Committee commented on the potential for the management action to be more explicit in relation to resignation/termination and cessation of investigation. The Committee sought assurance that, if deemed appropriate, fraud investigations would not cease on resignation but would continue for greater understanding and learning purposes. For clarity, the Committee were advised that the Service would continue to work with Police Scotland on any ongoing matters to seek an appropriate outcome. It was agreed that an additional management action should be raised to capture the Service's commitment to investigate fully for learning purposes.

ACTION: SO'D

- 7.1.8 In relation to Control Objective 3.1, Anti Fraud Culture and Awareness Raising, the Committee suggested that the Service should explore the potential to source fraud expertise from other public sector organisations.
- 7.1.9 In relation to Control Objective 3.2, Fraud Awareness Training, SO'D commented on the limitation of the current technology and reporting functions, SO'D noted that a new module was being developed and would be mandatory for all staff.
- 7.1.10 DJ provided the Committee with an overview of the Vertification Interactive Claim Analysis Tool and the limitation of the system. It was noted that the findings from the audit would be taken into consideration when developing the new system.
- 7.1.11 The Committee referenced the low number of responses to the staff survey on anti-fraud and other policies which suggested a low level of understanding within the Service. The Committee noted their concerns that the management actions were not addressing the serious nature of the issue and queried whether the LCMS training module was effective. AW reminded the Committee that the LCMS training module was only one element and there was a need for more education and awareness across the Service. Consideration to be given as to how assurance could be provided on whether the level of awareness across the Service was satisfactory.
- 7.1.12 Brief discussion took place on the Service's capacity and capability to respond to potential fraud incidents. SO'D to raise with the Director of Finance and Contractual Services to consider the capacity within the team and seek assistance from other organisations, if appropriate.

7.1.13 The Committee scrutinised the progress report and the Final 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.
- Twenty eight actions remain.
- 7.2.2 The Committee noted and welcomed the inclusion of additional information and explanation for any delays.
- 7.2.3 In regards to Revenue and Funding Maximisation, LMcG advised the Committee that the central repository for grants/funding was still being developed, and it was anticipated that this would be completed by the next meeting.

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

(G Devlin left the meeting at 1045 hrs)

7.3 Draft Internal Audit Plan 2025/26

- 7.3.1 SM presented the Committee with the draft 2025/26 Internal audit Plan for scrutiny and highlighted the following key areas:
 - Overview of proposed audit topics for 2025/26 and high-level scopes.
 - Outline of engagement and process undertaken in preparing the audit programme.
 - Overview of the proposed 4-year audit programme which would be subject to annual review.
 - Subject to further proposed amendments, the Audit Plan would be submitted to the SFRS Board for approval (24 April 2025).
- 7.3.2 The Committee asked for consideration to be given to the following:
 - Estates and Facilities Management audit to consider linkage with the capital investment strategy as well as the proposed Budgetary Management and Investment Prioritisation audit.
 - Freedom of Information audit to be extended to include subject access requests.
 - PPE audit to include consideration of the implementation of the contaminants standard operating procedures and value for money.
 - Reference to the HMICFRS be amended to HMFSI.

ACTION: SM

- 7.3.3 Relating to the Follow Up Audit, a brief discussion took place on the term "expected timescales" which were assigned to recommendations. It was noted that the Service had made improvements in the management and timescales set against actions. The Committee recognised the improvement and noted that further discipline was required within the framing of responses.
- 7.3.4 RS advised the Committee that he had met with BDO and both parties were keen to avoid any duplication of effort and causing undue pressure on any one individual or function. RS noted that he would continue to work with BDO and would remain flexible in their approach.
- 7.3.5 The Committee commented on the audits proposed for 2025/26 and the prioritisation of these. It was noted that some areas had previously been audited whereas other areas where yet to be audited. SM noted that prioritisation was based on the risks to the Service and agreed to review and adjust the proposed plan as necessary.
- 7.3.6 In regard to the Freedom of Information audit, the Committee queried the timing of this audit and the capacity within the team. MMcA advised that discussions had taken place, and it was felt that the timing of the audit was appropriate and would be helpful.
- 7.3.7 The Committee queried whether there was a requirement for a specific focus on contaminants. It was noted that this was contained within the HMFSI 3-year plan which could provide a sector competence in this area.

7.3.8 Brief discussion took place regarding training functions outwith the TSA Directorate and whether these functions could be audited. It was noted that a future HMFSI thematic inspection would cover operational training and development but would not cover corporate support staff. The Committee commented on the value of undertaking a review of corporate support staff training and where this assurance could be sought. Consideration to be given to collate the wider assurance mapping from all inspections/audit work being conducted.

ACTION: SO'D/AW

7.3.9 The Committee commented on the timing of the HR General Controls audit and whether consideration could be given to bring this forward and include staff recruitment approaches, processes, etc.

ACTION: BDO

- 7.3.10 The Committee noted their interest in the development of the scope of the Talent Development audit and how it could link with the equality agenda, retention of staff and culture.
- 7.3.11 In regard to KPI's, SM advised that these would be agreed and would feature in future reports.
- 7.3.12 In the appendix, all references to the Board to be changed to ARAC with the exception of the first instance and this should be noted as the Board via the ARAC.

7.3.13 **The Committee scrutinised the report.**

7.4 Internal Audit – Corporate Governance Scope

- 7.4.1 SM presented the Committee with the Corporate Governance review scope, as contained within the Internal Audit Plan 2025/26 for scrutiny.
- 7.4.2 The Committee queried the timing of this audit. SS noted that this audit would provide BDO with an opportunity to understand the organisation and would provide SO'D with guidance in terms of corporate services activities and needs.
- 7.4.3 The Committee asked for consideration to be given to:
 - Review of the infrastructure of Executive Boards/Groups and whether they efficiently support formal governance.
 - Committee Chairs being included within the contact's section.

ACTION: BDO

7.4.4 The Committee scrutinised the report.

(Meeting broke at 1130 hrs and reconvened at 1140 hrs)

8 SCOTTISH FIRE AND RESCUE SERVICE – ANNUAL AUDIT PLAN 2024/25

- 8.1 TY presented the Committee with the Annual Audit Plan to provide an overview of the planned scope and timing of the 2024/25 audit of the Scottish Fire and Rescue Service (SFRS). The report outlines the audit work planned to meet the requirements set out in auditing standards and the Code of Audit Practice, including supplementary guidance. The following key points were highlighted:
 - Overall materiality levels were set at £8.6 million, (2% of expenditure).
 - Performance materiality levels were set at £6.4 million.
 - Outline of the 3 significant risks of material misstatement of financial statements.
 - Outline of wider scope and best value approach and the intention to follow up on previous recommendations. In particular, requirement for external cyber security accreditation and the medium term financial plan.

- Outline of the audit timetable which was dependent on receipt of the unaudited accounts.
- Confirmation that the statutory date for laying the annual report and accounts was 31 December 2025. This was incorrectly recorded as 31 October 2025 within the report (paragraph 26).
- Amendment to be made to add in the Exhibit reference (paragraph 28).
- 8.2 The Committee welcomed the clear and succinct overview of the report. At present, there were no indications that the audit report would not be available for the Committee meeting on 23 October 2025.

8.3 The Committee scrutinised the report.

9 HMFSI INSPECTION ACTION PLANS UPDATE

- 9.1 MMcA presented a report to the Committee providing an overview update of the current HMFSI inspection action plans for scrutiny. The following key points were highlighted:
 - Dashboard reported 16 of the 23 action plans had been completed.
 - Three action plans had commenced the closure process.
 - Two action plans contained one live action each and a further 2 action plans continued to be progressed.
 - Progress against the Mental Health and Wellbeing action plan had been impacted by the prioritisation of the Wellbeing Recovery Plan.
- 9.2 RS advised the Committee that discussions had taken place on HMFSI's potential involvement in the drafting of action plans which could improve and streamline the process. A draft process and procedure were currently being developed and would be submitted to the Strategic Leadership Team for consideration.
- 9.3 The Committee commented on the difficulty in securing a new Chair of the Mental Wellbeing Learning Resource Group and requested an update to be provided to the Committee.

ACTION: SO'D

9.4 The Committee noted that the focus of the report was purely HMFSI, whereas previously it had been more all-encompassing and provided oversights of other external recommendations. It was agreed that this would be discussed further outwith the meeting. **ACTION: BB/SO'D/AW**

9.5 **The Committee scrutinised the report.**

10AUDIT AND RISK ASSURANCE COMMITTEE PMF QUARTERLY PERFORMANCE Q310.12024/25

MMcA 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:

- KPI 36 (% Subject Access within Timeframe) remains below target. This is a conscious choice, and a managed decline, in order to redirect resources to focus on the Freedom of Information (FOI) action plan.
- KPI38 (% FOI within Timeframe) remains below target. FOI action plan has been submitted to Office of the Scottish Information Commissioner (OSIC) and follow up meeting has been scheduled. Estimated overall completion targets rate set for March 2025 was 85%. Actual completion rates for January and February 2025 were 90% and 86%, respectively.
- 10.2 MMcA noted that the Service had developed the action plan and completed the selfevaluation exercise as requested by OSIC. MMcA would update on OSIC feedback at the next Committee meeting.

10.3 **The Committee scrutinised the report.**

11 ARRANGEMENTS FOR PREPARING THE 2024-25 ANNUAL GOVERNANCE STATEMENT

- 11.1 MMcA presented an update on the preparatory arrangements and reporting methods developed to provide sufficient levels of assurance in support of the 2024/25 Annual Governance Statement (AGS) for scrutiny. The following key points were highlighted:
 - LCMS training package and guidance have been updated.
 - Meeting held with Head of Functions to raise awareness and understanding of the importance of the checklist and level of assurance taken from this and the need for consistency.
 - Exercise remains on target for completion and inclusion within the Annual Report and Accounts.
- 11.2 The Committee queried whether the LCMS training package was mandatory, how this was being monitored and reported on and whether this could form part of the assurance process in future years. MMcA agreed to review and provide this information.

ACTION: MMcA

11.3 The Committee were updated on the progress and improvement being made in relation to monitoring and reporting on mandatory training across the Service.

11.4 The Committee scrutinised the report.

12 ACCOUNTING POLICIES 2024-25

- 12.1 LMcG presented the Accounting Policies to be adopted in the Annual Report and Accounts 2024-25 to the Committee for scrutiny. LMcG advised that accounting policies have been reviewed and remain relevant. No material changes were required to be made to the Accounting Policies for 2024-25.
- 12.2 **The Committee scrutinised the report.**

13 QUARTERLY UPDATE OF GIFTS, HOSPITALITY AND INTERESTS POLICY

- 13.1 DJ presented the Gifts, Hospitality and Interests Policy and Quarterly Update (Q4 2024/25) to the Committee for scrutiny. The following key points were highlighted:
 - Total number of entries and declarations in this reporting period.
 - Recognition that further communication and engagement would be beneficial.
 - Introduction of the mandatory Gifts and Hospitality LCMS module for all staff.
 - Continue to attend and raise aware at Management meetings across the Service.
- 13.2 The Committee commented on the format of the report and the potential to only highlight new entries. DJ to consider and adjust future reports as necessary.
- 13.3 TY sought clarity on whether SC Kotlewski and WC Kotlewski had any involvement in the procurement process in relation to Kotlewski (Joinery) Limited. DJ to review and circulate information outwith the meeting to the Committee.

ACTION: DJ

13.4 **The Committee scrutinised the report.**

14 INTERNAL CONTROLS UPDATE

14.1 **Risk Report Update**

- 14.1.1 SOD presented the risk report and dashboard to the Committee for scrutiny. The following key points were highlighted:
 - Revised format incorporating additional information relating to the risk appetite statement and any variations, risks with ratings below 15.
 - Annual report to be submitted to the upcoming SFRS Board meeting (24 April 2025).

- 14.1.2 The Committee welcomed the revised format which would now become the standard reporting format going forward.
- 141.3 In relation to Risk OD001 (non-resilient fire control), the Committee sought further information on the timeline for completion of the active recruitment strategy. AW advised that these actions were captured within the OC Enhancement Plan and work was progressing well and on track for completion by the end of March.
- 14.1.4 In relation to the lower risks, the Committee noted that the inclusion of narrative for control actions over 9 months from the original due date would be helpful.

ACTION: SO'D/DJ

- 14.1.5 The Committee noted that several actions were past their due date and due to governance/reporting timelines, up to date narrative may not have been possible. The Committee requested that going forward consideration should be given to provide an update during the presentation of future reports.
- 14.1.6 In relation to Risk FSC019 (OC systems support), SO'D to confirm whether all relevant support contracts remained in place.

ACTION: SO'D

- 14.1.7 In relation to Risk FCS018 (ICT Recruitment), SO'D confirmed that market allowances had been agreed for the coming financial year.
- 14.1.8 In relation to Risk POD020 (PC Directorate capacity), the Committee commented on the categorisation used within the prioritisation exercise and how this would be implemented. SS noted that although the Service were now being more reflective of what could and could not be delivered, this required a significant shift in culture and progress was being made.
- 14.1.9 Brief discussion took place on future risk spotlighting, including consistency and areas of focus across all Committees which provides assurance on the overall risk profile.
- 14.1.10 Brief discussion took place on the colours attributed to risk appetite and agreed that the current format should remain and would be considered after 12 months.

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

(L Gaja joined the meeting at 1220 hrs)

14.2 Anti-fraud/Whistleblowing Update

- 14.2.1 SOD noted that there were no issues to report. It was noted that a written report would be presented at future meetings.
- 14.2.2 **The Committee noted the verbal report.**

15 REVIEW OF WHISTLEBLOWING POLICY

- 15.1 LG presented the report to the Committee to provide an update on a desktop review undertaken of the SFRS Whistleblowing Policy for scrutiny. The following key points were noted:
 - Reasons for desktop review being undertaken ahead of normal policy review schedule.
 - Policy outlines the Service's arrangements in respect of the Public Interest Disclosure Act and links to the Anti Fraud and Corruption Policy.
 - Focus of the desktop review including clarifying scope of protected disclosure, clearer alignment with the Anti Fraud and Corruption Policy, reporting to ARAC and clarity on the process for any issues being raised.

15.2 The Committee noted that all issues were to be reported to the Director of People and Director of Finance and Contractual Services. The Committee requested an additional sentence to be added to paragraph 9.10 to provide clarity on the reporting process ie direct to the Deputy Chief Officer, if any concerns arise with these individuals.

ACTION: LG

15.3 Brief discussion on the governance route for this report and the Committee, having scrutinised the report, were content that it be submitted to the Corporate Board for approval.

15.4 **The Committee scrutinised the report.**

(L Gaja left the meeting at 1230 hrs)

16 **REPORT FOR INFORMATION ONLY:**

16.1 Quarterly Update Report on HMFSI Business

- 16.1.1 RS presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2024/25. The following key areas were noted:
 - North Service Delivery Area inspection had concluded, and the key areas were noted. Report to be laid before Parliament in June 2025.
 - Update on thematic inspection on Organisational Culture which was anticipated to be laid before Parliament by June 2025.
 - Thematic inspection on Operational Assurance had concluded. At the request of the Service, formal consultation on the report would be paused due to internal capacity. Anticipated that the report would be laid before Parliament in Autumn 2025.
 - Chief Inspectors 3-Year Plan would be laid before Parliament in April 2025. The immediate focus would be Operational Training and Development, Service Delivery (Corporate Functions), Organisational Culture (2nd phase) and preparedness for the 2026 Commonwealth Games.
 - Positive new arrangements for requesting and receiving consistent cleansed data from SFRS's Business Intelligence Team.
 - Attended presentation on Strategic Service Review Programme and the Service Delivery Review. Invitation extended to observe a future Balanced Room event. Welcomed the opportunity to review and understand the process and consultation exercise being undertaken by the Service.
 - Thanks were extended to Group Commander Lynne Gow following completion of her secondment to the Inspectorate. No secondments were planned for the coming year due to HMFSI budgetary constraints.
- 16.1.2 The Committee queried how the Inspectorate moderated the comments from individual SFRS personnel. RS noted that a balanced approach needed to be taken and further noted that several statements on similar issues, perceptions, or themes would be taken forward and actioned as appropriate.

16.1.3 **The Committee noted the report.**

17 REVIEW OF ACTIONS

17.1 It was confirmed that 13 formal actions were recorded during the meeting.

18 FORWARD PLANNING

18.1 a) Committee Forward Plan Review

18.1.1 The Committee considered and noted the Forward Plan.

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

- 18.2.1 The following items were identified for a future Integrated Governance Forum:
 - Approach to Risk Spotlighting by Committees ie consistency and assurance.

18.2.2 No further items were identified.

19 DATE OF NEXT MEETING

- 19.1 The next public meeting is scheduled to take place on Thursday 19 June 2025 at 1000 hrs.
- 19.2 There being no further matters to discuss, the public meeting closed at 1245 hrs.

(Public meeting broke at 1245 hrs and reconvened in Private session at 1250 hrs)

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 **Thursday 23 January 2025**

20.1.1 The minutes of the private meeting held on 23 January 2025 were approved as a true record of the meeting.

21 ACTION LOG

21.1 The Committee considered the action log and noted the updates.

21.2 The Committee noted the updated Action Log.

There being no further matters to discuss, the private meeting closed at 1252 hrs.

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



Report No: B/SPPC/06-24

Agenda Item: 11

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting	Date:	26 JUNE 2025							
Report T	ïtle:		PERFORMANCE MANAGEMENT FRAMEWORK QUART PERFORMANCE – 2024-25 Q4					UART	ERLY
Report Classification:		For Scrutiny	SFRS Board/Committee Meeting For Reports to be held in Pr Specify rationale below referr Board Standing Order 9			Privat erring	vate		
			A	<u>B</u>	<u>C</u>	D	E	E	<u>G</u>
1	Purpose								
1.1	To provide mer	mbers with the end of year	quarter p	erform	ance fo	or fisca	l year 2	2024-2	5.
2	Background								
2.1	Rescue Service information to it	ice Management Framewo ce (SFRS), manage our inspire change and improv ear until the roll out of a ne	performa ement. T	ance a his fra	and ho meworl	w we k rema	use	perforn	nance
2.2	provide senior performance.	dicators and 9 national ir leaders, committees and th This supports those resp trategic Outcomes.	e SFRS	Board	with re	elevant	inform	ation c	on our
2.3	and through th	performance dashboard (& ne use of statistical proce riorating or improving or wh	s contro	ol char	ts (SP	C) alei	rts stał	keholde	
3	Main Report/D	etail							
3.1	This paper cove Board.	ers all performance indicato	rs stated	l in the	PMF ir	ntende	d for sc	rutiny l	by the
3.2	compliance sta to assist their	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	 9 - Audits (its statutory of relevant) 17 - Whole 5WDS is m 18 - OI Insp 	identified in this report as p Completed – SG Fire and v duties by providing inform premises". Etime Availability – 5WD anaged with the aim of ma pections – OI Policy and G Fire (Scotland) Act 2005, w	Rescue F ation, gui S Collect ntaining uidance	Framev idance tive Ag agreed states	vork sta and ad reeme confid "SFRS	ates "S lvice al nt Stat lence l has a	FRS sl nd fire s tement evels". statuto	hould d safety a states pry oblig	audits "The gation

	 place for obtaining information required or likely to be required for fires and other emergencies". 35 - Carbon emissions – SFRS Carbon Management Plan 2020 – 2025 states "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". 36 - Subject Access requests within timeframe – ICO Guidance on 'Right to Access' states "Individuals have the right to access their personal data. SFRS should respond without delay and within one month of receipt of request". 38 - FOI requests within timeframe – FOI and EIR information requests handling procedure states "All public bodies have a duty to assist applicants in requestion information. Under the FOI Scotland Act SFRS has 20 working days to respond".
3.4	Please note that KPI 6 - HFSV Conducted, KPI 7 - % High Risk HFSV and KPI 8 - % Partner Referral HFSV are not available this quarter. Work to enable reporting from the new Home Fire Safety Visit (HFSV) system has been progressing, although access to data has been delayed due to capacity constraints and conflicting priorities within Digital and Technology Services (DaTS) and the Business Intelligence team. The technical complexity of integrating the new cloud hosted data source into our existing on-premise data warehouse has contributed to delays, as there were challenges associated with establishing a secure and reliable data pipeline. This is now in place, and the BI team is currently undertaking data quality assurance and data modelling.
3.5	Please note also that data for KPI 8 - % Partner Referral HFSV will not be complete for 2025-26 Q1 as there was a delay in launching The Partnership Portal for the new Home Fire Safety Visit System and suitable referral data for this KPI will not exist from Feb 2025 to the point the portal goes live.
3.6	Exceptional variation: • 37 - Data Breaches • 40 - % Invoices in 30 Days
3.7	 Deteriorating (long-term): 11 - % High Severity ADFs 14 - Median Response Time to Life Risk Incidents - National 14 - Median Response Time to Life Risk Incidents - SDA 15 - Median Call Handling Time for Life Risk Incidents - National 15 - Median Call Handling Time for Life Risk Incidents - SDA 46 - On Call Retained FTE 28 - % Training Function Currency 34 - Recycling Rate 42 - % Service Desk Requests within SLA 51 - Physical attacks on Firefighters 58 - Average age of Heavy Fleet 59 - Average age of Light Fleet
3.8	Improving (long-term): • 1 - Non-domestic Building Fires • 2 - Deliberate Primary Fires • 10 - ADFs • 12 - Total Incidents • <u>18 - OI Inspections</u> • 20 - Hydrant Inspections • 21 - UFAS Incidents • 24 - % Flexi Officer Module Completion

	26 - % Core Skills Currency
	27 - % Specialist Rescue Currency
	 50 - Verbal attacks on Firefighters
	55 - Vehicle Accidents
	 57 - % of light fleet that are Ultra Low Emission Vehicles
	62 - Gender balance
3.9	Not changing:
	3 - Refuse and Vehicle Fires
	• 4 - Fire Fatalities
	 5 - Fire Casualties
	 <u>9 - Audits Completed</u>
	 13 - Non-refuse Secondary Fires
	 16 - On-Call 1st Appliance Availability
	 <u>17 - Wholetime Availability</u>
	 19 - Ops Assurance Audit Actions
	23 - % Advanced, Support & Emerging Risks Modules Completed
	25 - % Incident Command Module Completion
	• <u>32 - Carbon Emissions</u>
	35 - Cyber Security Breaches
	<u>36 - % Subject Access within Timeframe</u>
	• <u>38 - % FOI within Timeframe</u>
	39 - Confirmed Frauds
	• 52 - RIDDOR
	53 - Accidents and Injuries (excl. RIDDOR)
	46 - On Call Volunteer FTE
	46 - Off Station FTE
	46 - Flexi Officer FTE
	46 - Operations Control FTE
	46 - Resource Based Crewing FTE
	46 - Support Staff FTE
	46 - Rural Full-time FTE
	47 - Vacancies Rate
	48 - Turnover Rate
	49 - Absence Rate
	 56 - % YTD H&S Actions Completed
	65 – Budget Outturn
3.10	Not known – limited data or unspecified direction:
	6 - HFSV Conducted
	• 7 - % High Risk HFSV
	 8 - % Partner Referral HFSV
	 30 - Assist Other Agencies Incidents
	 31 - Effect Entry/Exit Incidents
	 33 - Carbon Funding vs Estimated Requirement
	 41 - % Service Desk Incidents within SLA
	 41 - 70 Service Desk incidents within SLA 43 - Portfolio Delays
	 43 - Portfolio Delays 44 - Portfolio Overspend
	 44 - Portiolio Overspend 45 - Portfolio Cashable Benefits
	 45 - Politiolo Cashable Benefits 29 - Customer Satisfaction Rate
	 29 - Customer Satisfaction Rate 54 - Near Miss
	60a - % Stations Good or Satisfactory Condition
	60b - % of Station Gross Internal Area Good or Satisfactory Condition

	 61 - % Stations Good or Satisfactory Suitability 63a - % of staff choosing to enter data into the sensitive information fields of iTrent 63b - % of staff choosing to withhold their demographic equalities data in iTrent 64 - % Savings of Resource Budget
4	Recommendation
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 <u>Power BI</u> <u>Landing Page</u> .
5	Key Strategic Implications
5.1 5.1.1	Risk Appetite and Alignment to Risk Register SPPC001 - Service Performance Management – High Risk 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. Appetite - In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite.
5.2	Financial
5.2.1	There are no specific financial issues raised within this paper.
5.3	Environmental & Sustainability
5.3.1	There are no specific Environmental & Sustainability implications addressed in this paper.
5.4	Workforce
5.4.1	There are no workforce implications in this paper.
5.5	Health & Safety
5.5.1	There are no specific Health and Safety implications addressed in this paper.
5.6	Health & Wellbeing
5.6.1	There are no specific Health and Wellbeing implications addressed in this paper.
5.7	Training
5.7.1	There are no specific Training implications addressed in this paper.
5.8	Timing
5.8.1	Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.
5.9	Performance
5.9.1	All performance measures reported are linked to Strategic Outcomes 1, 2, 4, 5 & 6
5.10	Communications & Engagement
5.10.1	There are no specific Communications & Engagement implications addressed in this paper.
5.11	Legal
5.11.1	There are no specific Legal implications addressed in this paper.
5.12	Information Governance
5.12.1	DPIA completed - No

5.13	Equalities						
5.13.1	EHRIA completed - No						
0.10.1							
5.14	Service Delive	Service Delivery					
5.14.1			reported	for Strategic Outcor	mes 1 & 2 are linked to Service		
•••••	Delivery						
	,						
6	Core Brief						
6.1	The Director of	of Strategi	c Plannii	ng, Performance and	d Communications presented the		
					Q4 to SFRS Board. The live report		
	can be accesse	ed in the G	Governand	ce area of the <u>Power</u>	BI Landing Page.		
7		FRS Boar		ittee Meetings ONLY			
7.1	Director:				rategic Planning, Performance and		
				nications			
7.2	Level of Assu		Substar	ntial/Reasonable/Lim	ited/Insufficient		
	(Mark as appr	opriate)					
7.3	Rationale:				develop its approach to		
					Organisational Performance		
					RS Performance Management		
					vailable across the service with a the public. Scrutiny of service		
	performance is evident across the service, at executive le and by the SFRS Board at committee and board level.						
8	Appendices/F	urthor Ro					
8 .1				9 Poord Dorformond	a Dapart		
0.1	Appendix A. P	ог сору о		& Board Performance	e Report		
8.2	Further reading	۰.					
0.2	- Link to P		nding Pa	de.			
Prepared	d by:	Ellen Ga	yler, Seni	or Data Analyst			
_		Richard \	Nhetton	Head of Corporate G	overnance, Strategic Planning,		
Sponsor	ed by:		ance and Communications Directorate				
Presente	ed by:		Ateer, Director of Strategic Planning, Performance and				
	-	Commun	Ications				
Links to	Strategy and C	orporate	Values				
Strategy							
	1 - Community	safety and	d wellbeir	ng improves as we de	ploy targeted initiatives to prevent		
emergen	cies and harm	·		•			
					oond effectively to changing risks		
	come 4 - We respond to the impacts of climate change in Scotland and reduce our carbon						
	emissions						
	•	•	e organis	ation, use our resour	rces responsibly and provide best		
	money to the pu			ork for SEDS improve	a as we are the heat employer we		
can be.	o - me experie			URIUI SERS IIIPIOVE	es as we are the best employer we		
					Poport Classification/		
Governa	nce Route for F	Report		Meeting Date	Report Classification/		
	Comments						
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Strategic SFRS Bo	Leadership Tea	m		18 June 2025 26 June 2025	For scrutiny For scrutiny		



FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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

Welcome

Plan Outcomes.

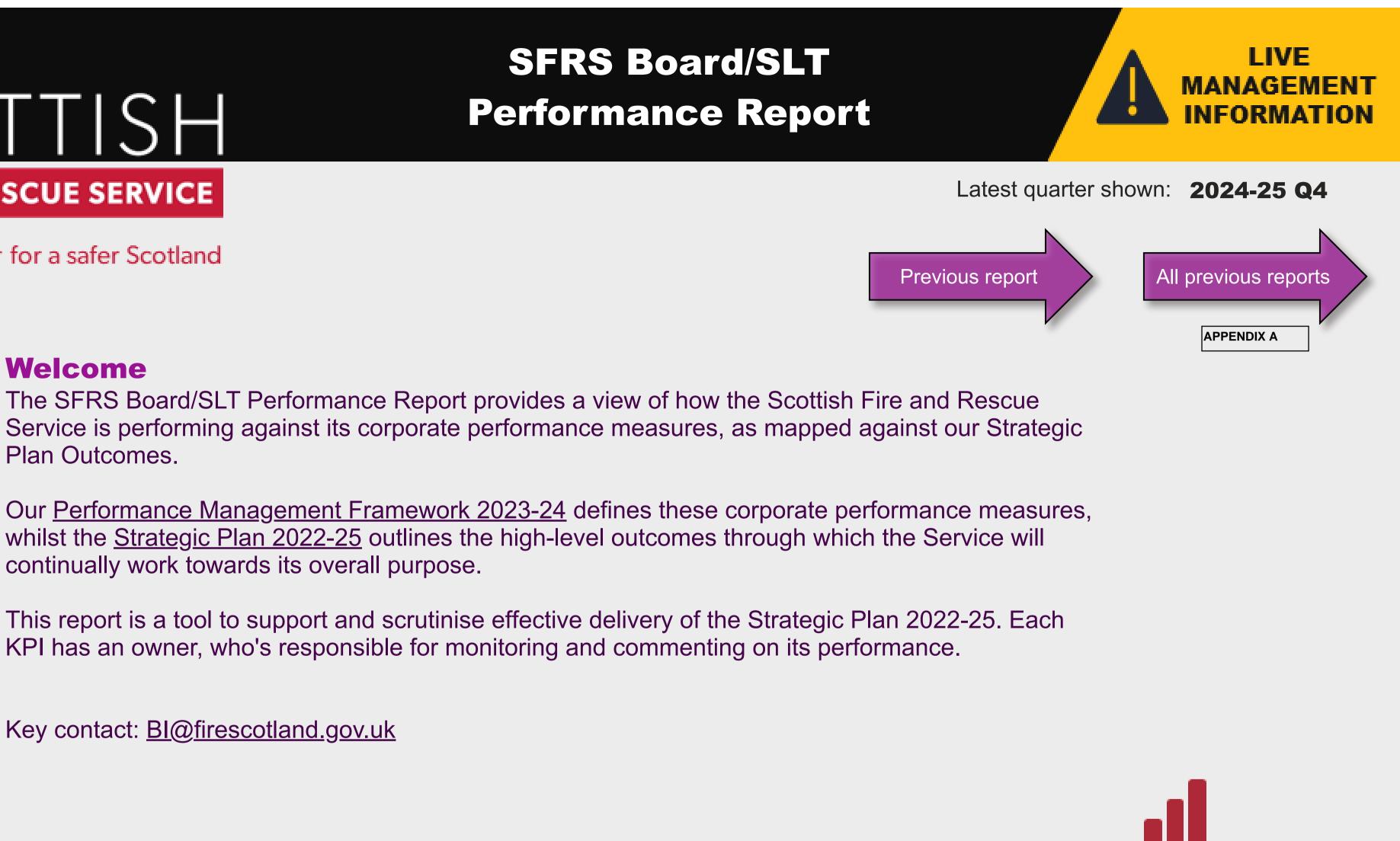
continually work towards its overall purpose.

Key contact: <u>BI@firescotland.gov.uk</u>



LIVE MANAGEMENT INFORMATION

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

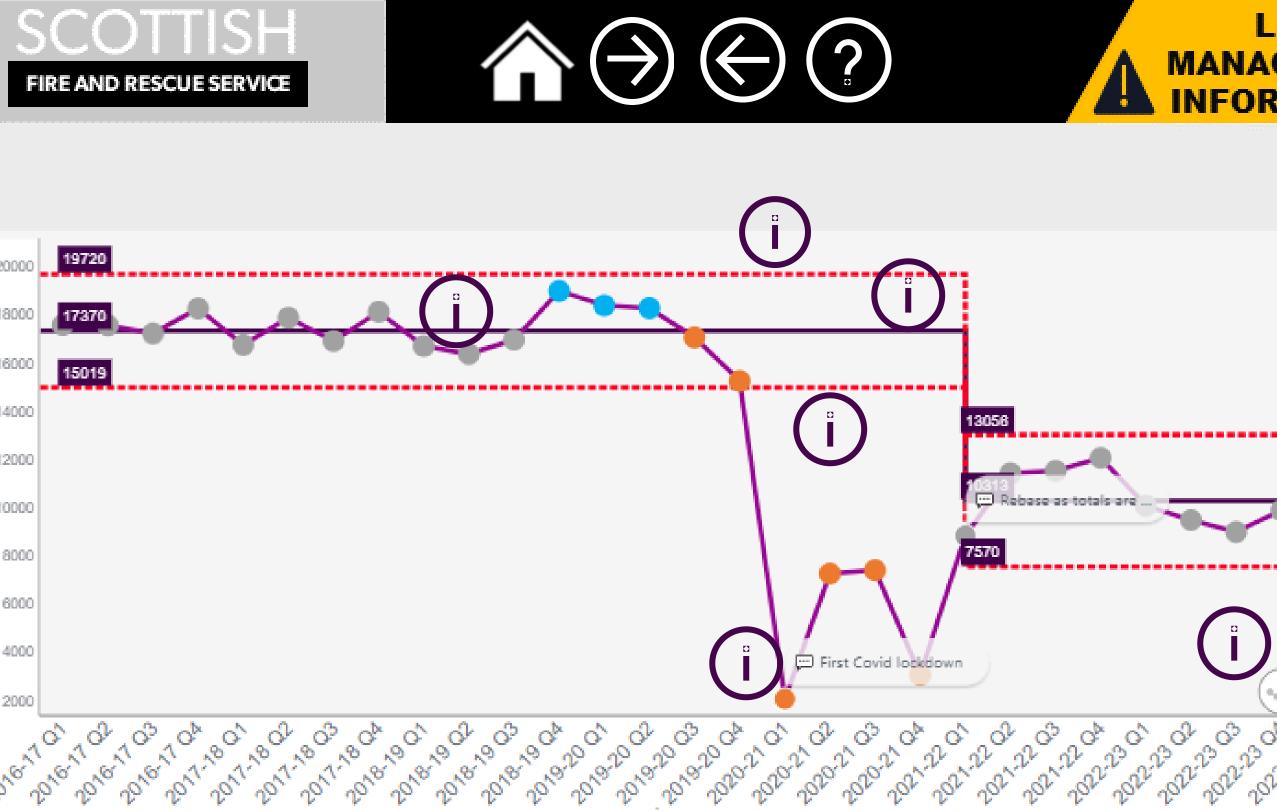




BUSINESS



ABOUT



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.

20000	19
18000	17
16000	15
14000	
12000	
10000	
8000	
6000	
4000	
2000	
2010	010

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 **Data source for this report:** following scenarios apply, the change needs to be investigated and an explanation Details of each data source can be found on the Index page. provided. Over time this lets us analyse performance in a meaningful way. Some of these are automated whilst others are manual. An **ORANGE** data point indicates special cause variation of particular concern and **Frequency of update:** needing action. For example, whenever a data point falls outside of a control limit, This report will be updated quarterly. 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:

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

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

Above: anatomy of a SPC chart



2025

SCOTTISH FIRE AND RESCUE SERVICE



OUTCOME 01 (Prevention & Protection)

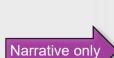
Community safety and wellbeing improves as we deploy target initiatives to prevent emergencies and harm.

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.



Narrative only

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.



OUTCOME 1: Overview



MANAGEMENT INFORMATION

A



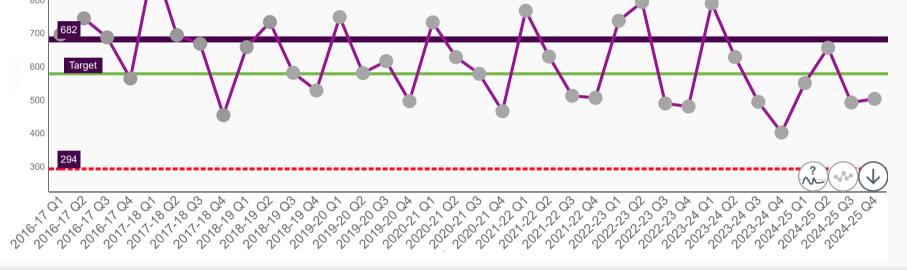
KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
01	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non- domestic fires.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







Delivery - East



1100

1000

900

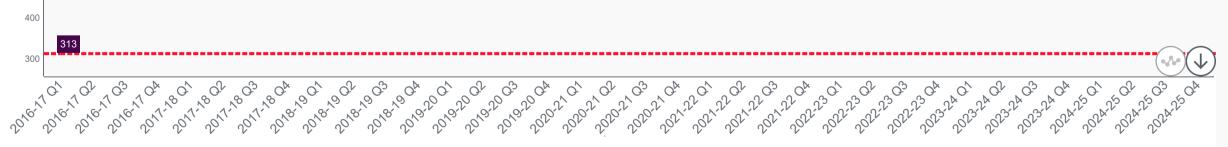
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Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

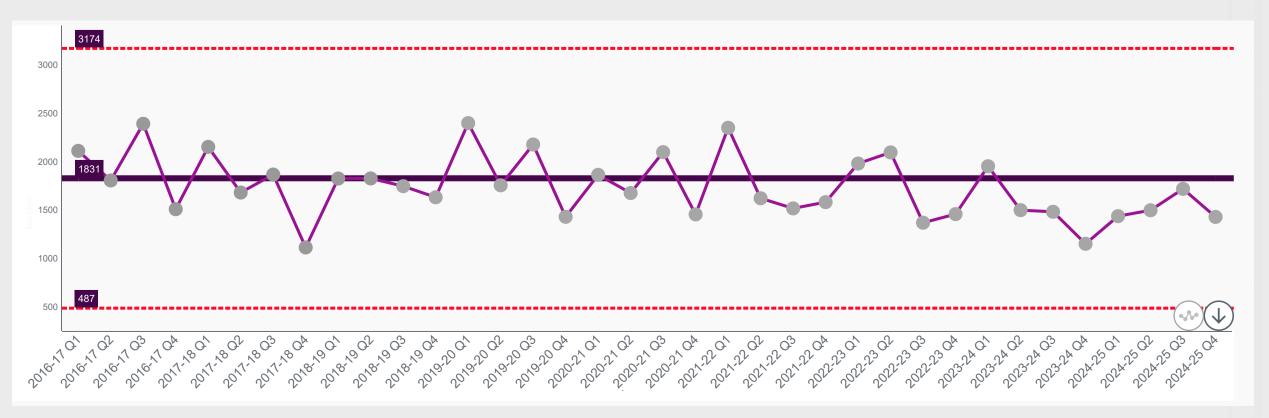


Accidental Refuse and Vehicle Fires

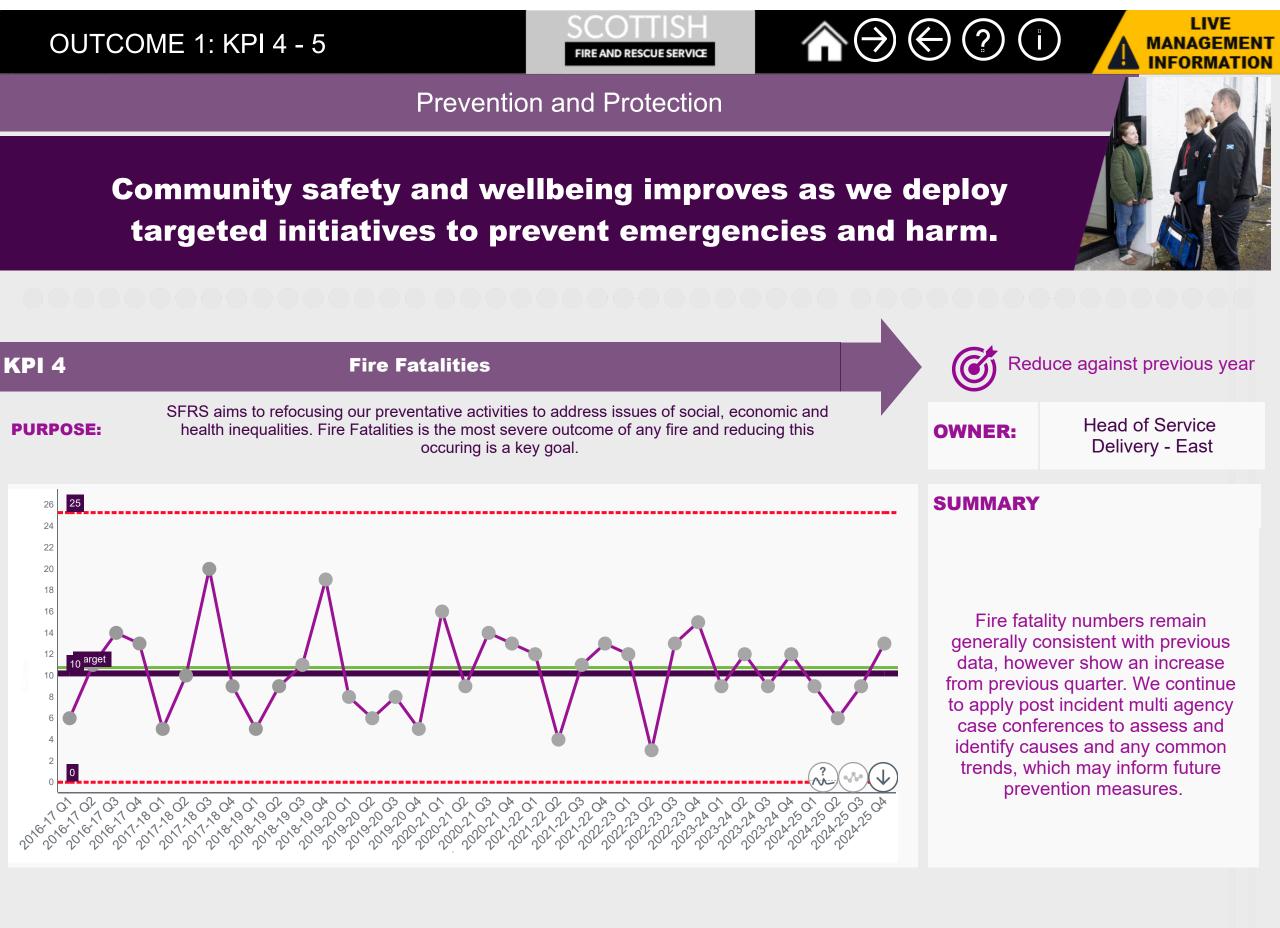




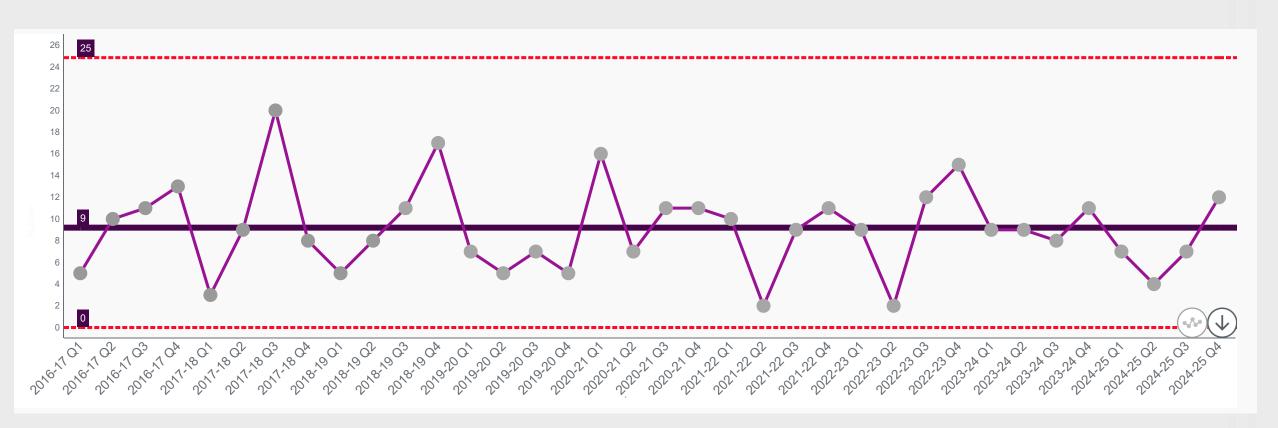
Deliberate Refuse and Vehicle Fires



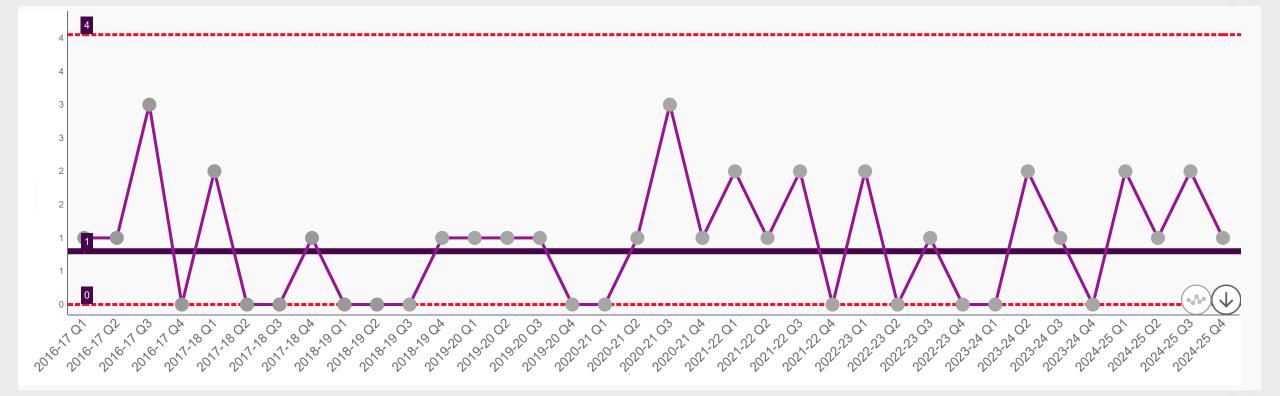
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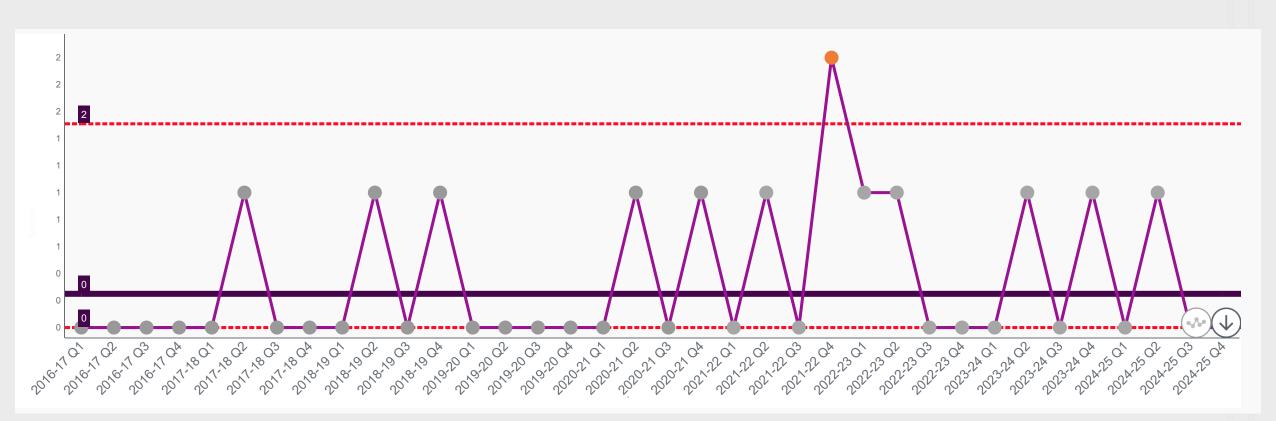
Building Fire Fatalities

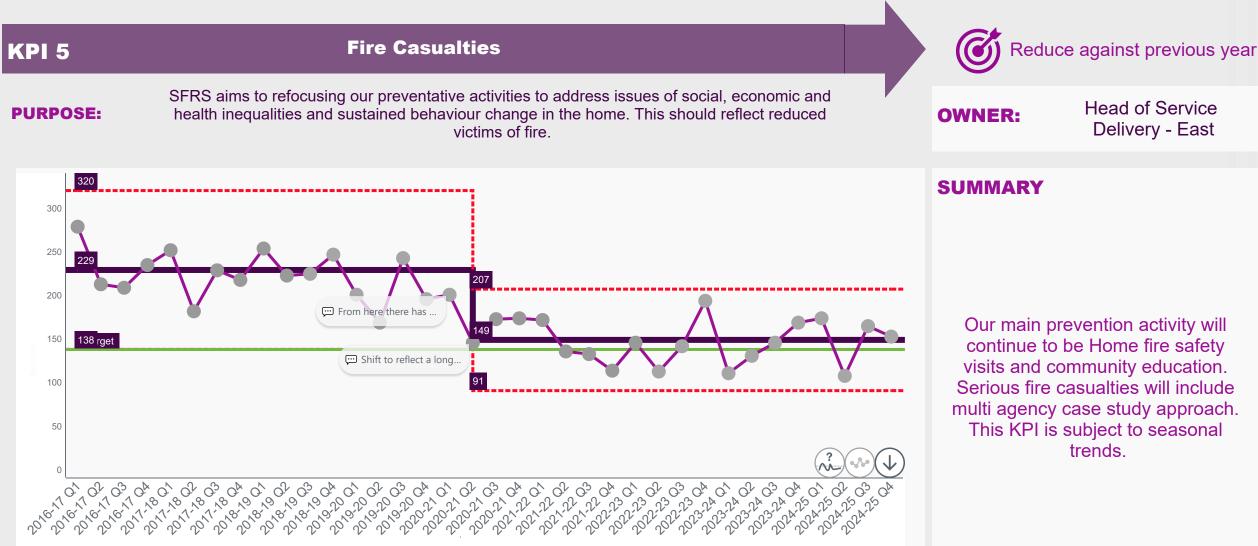


Vehicle Fire Fatalities

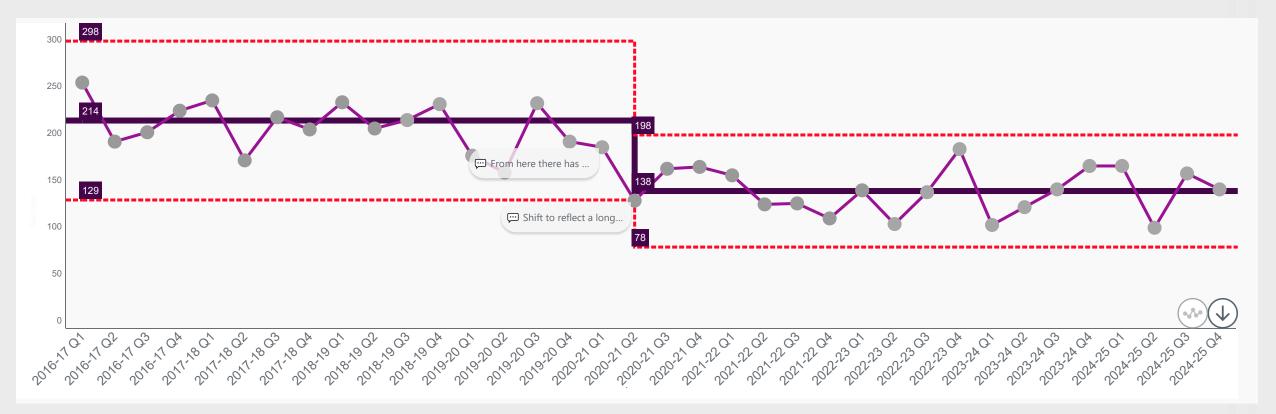


Outdoor Fire Fatalities

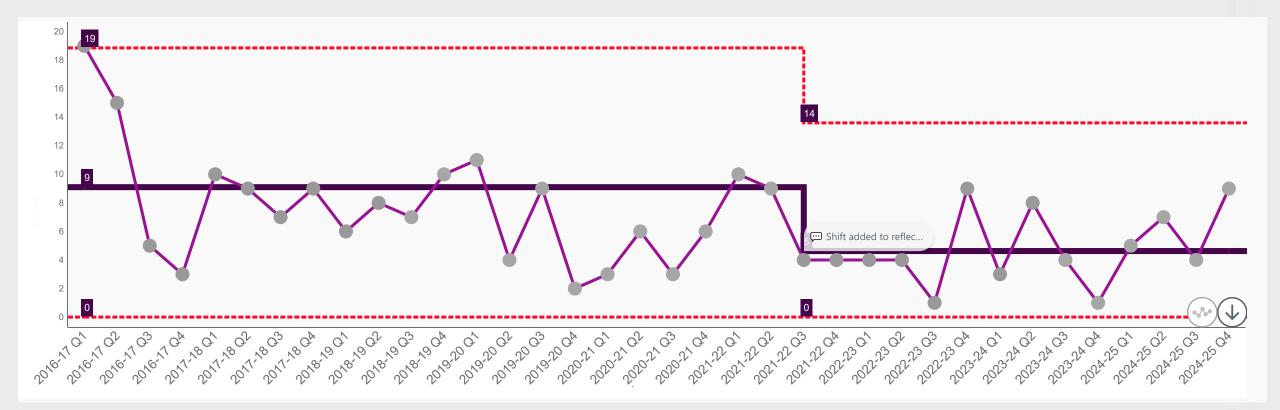




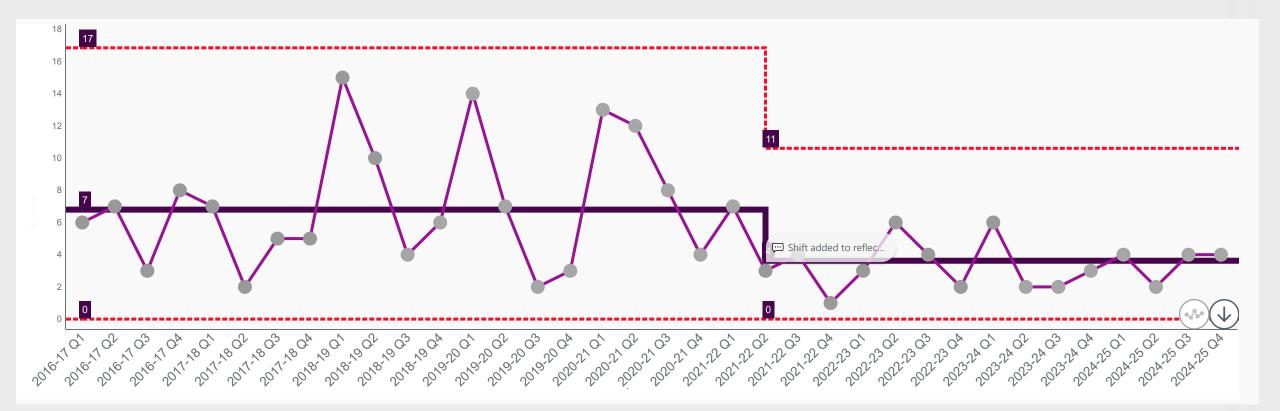


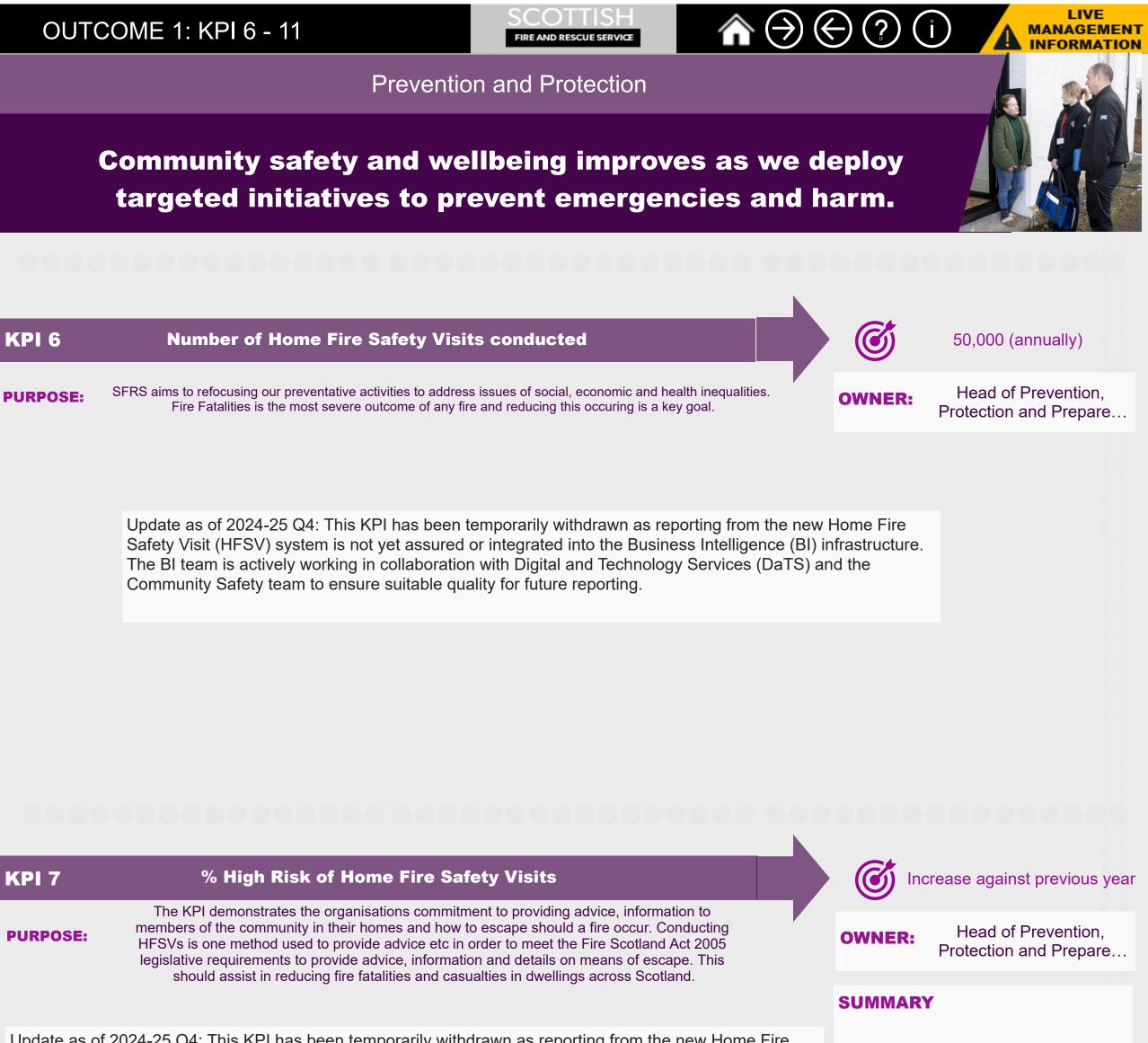


Vehicle Fire Casualties



Outdoor Fire Casualties





Update as of 2024-25 Q4: This KPI has been temporarily withdrawn as reporting from the new Home Fire Safety Visit (HFSV) system is not yet assured or integrated into the Business Intelligence (BI) infrastructure.

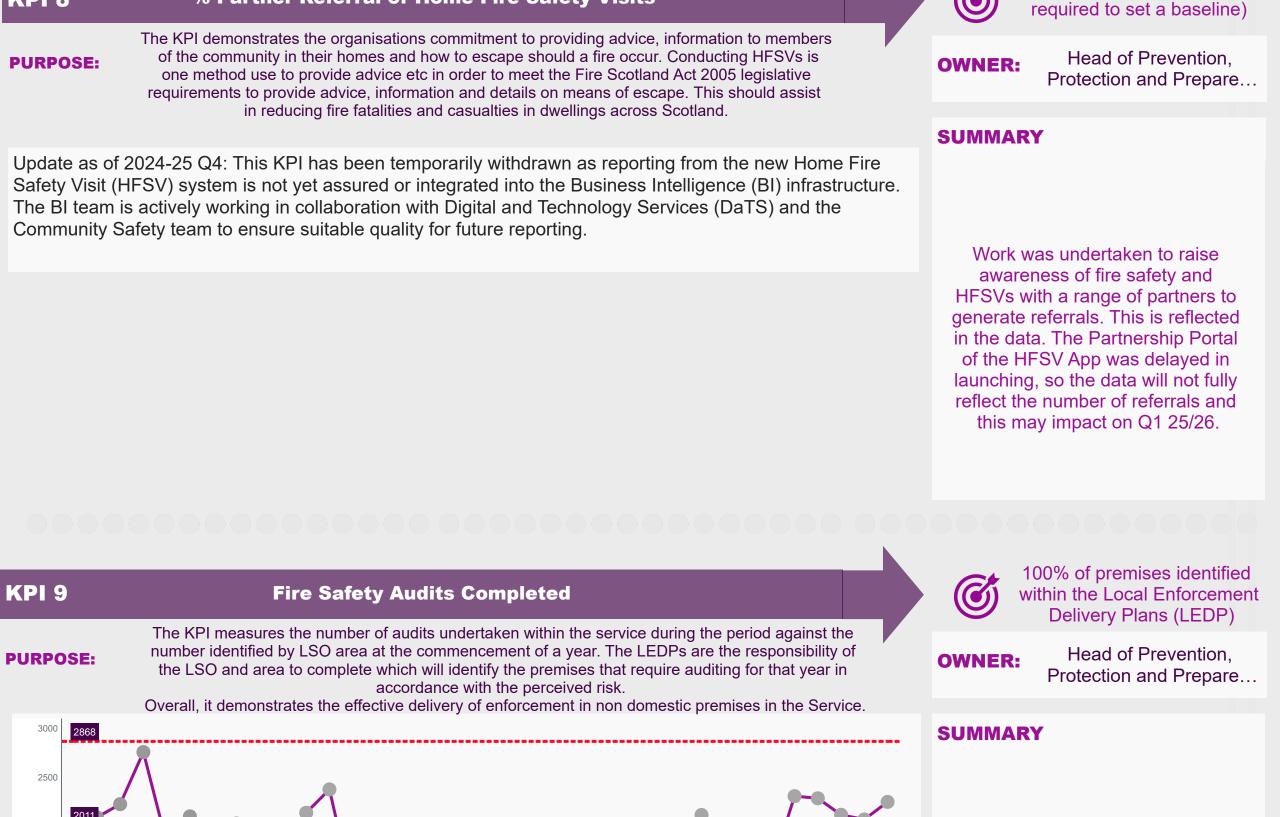
The BI team is actively working in collaboration with Digital and Technology Services (DaTS) and the Community Safety team to ensure suitable quality for future reporting.

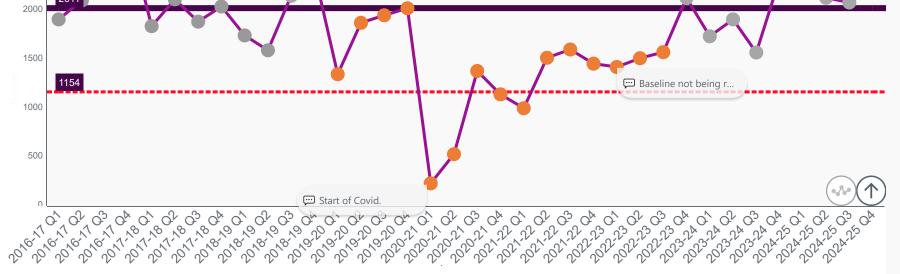
% Partner Referral of Home Fire Safety Visits

KPI 8

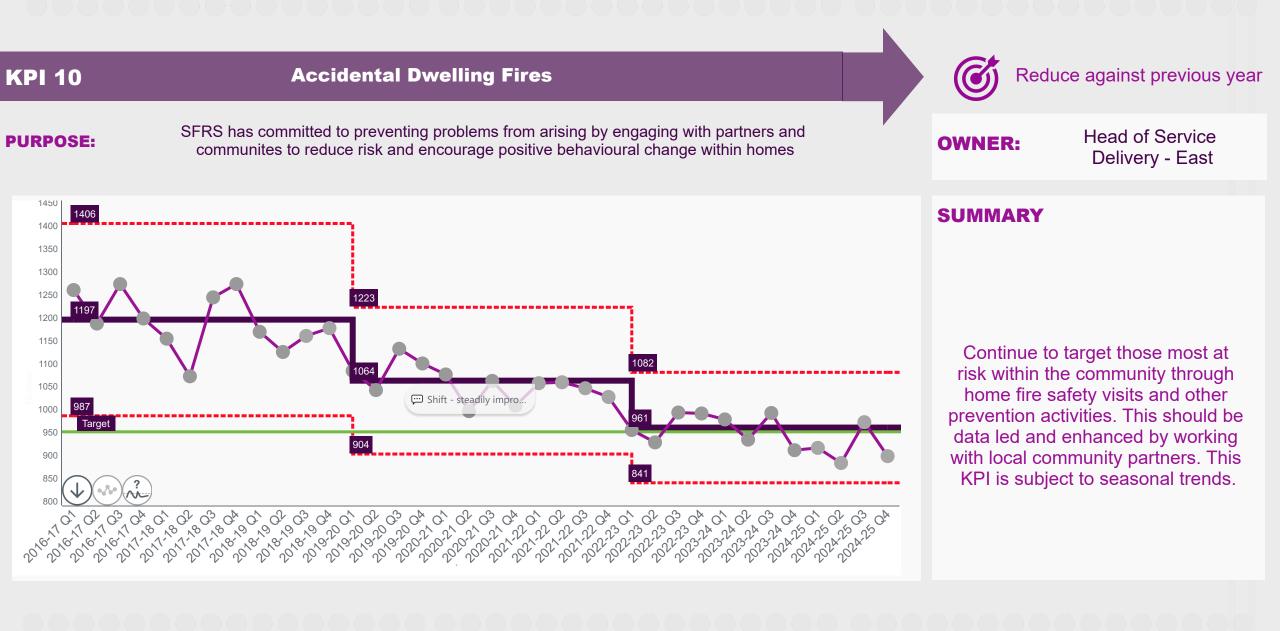
A change in policy (February 2025) meant visits were no longer classified as Low, Medium and High. A new criteria was introduced, with only those who meet the criteria offered a visit. This is reflected in the data as all visits post the new policy are considered "high risk".

Track (2023/24 tracking is

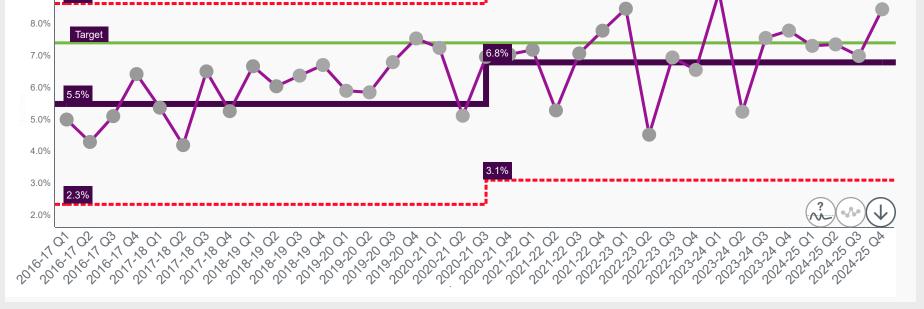




LSO areas have been impacted with an increase in Short Term Let premises that require auditing and this, alongside an increase in competency within LSO areas should demonstrate a positive move in performance and risk reduction within non-domestic premises over the coming year







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.

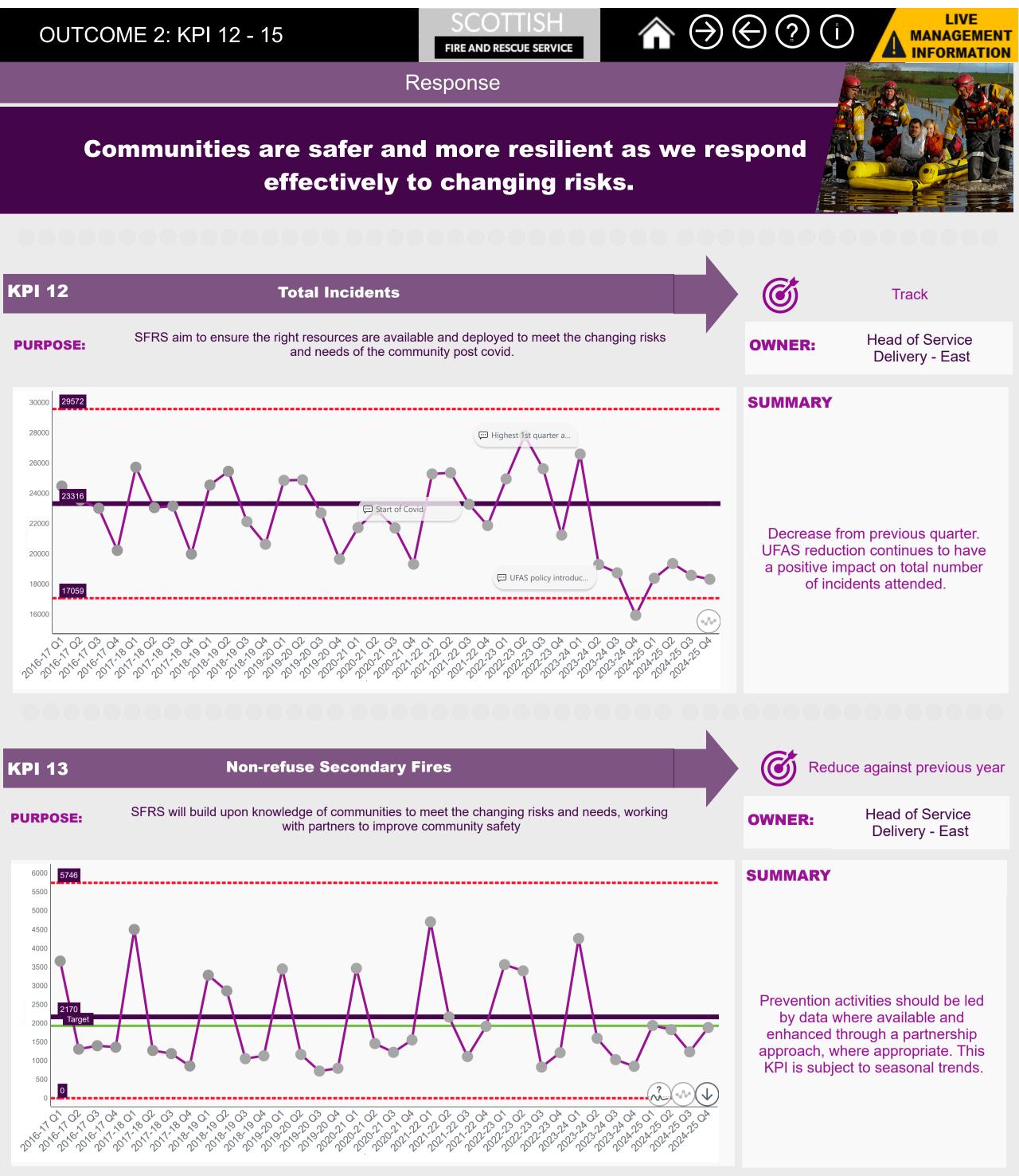
KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
1 2	Number of incidents attended	SFRS aim to ensure the right resources are	National	Quarterly	Track	Service Delivery Areas
12	Number of incidents attended	available and deployed to meet the changing risks and needs of the community post covid.	National	Quarterry	Hack	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

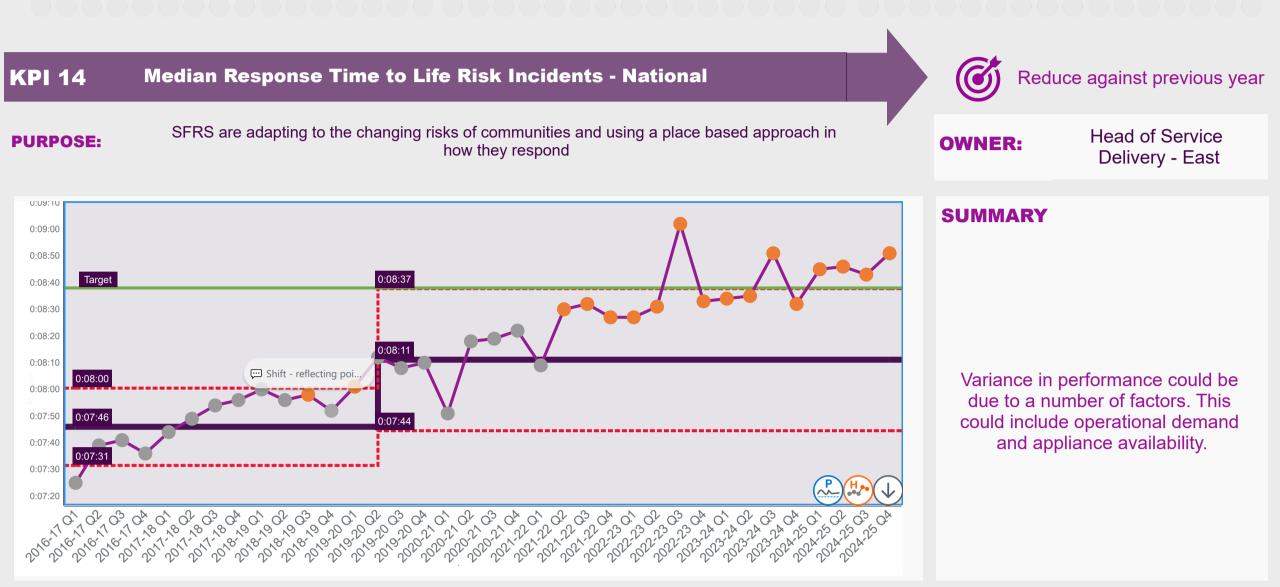
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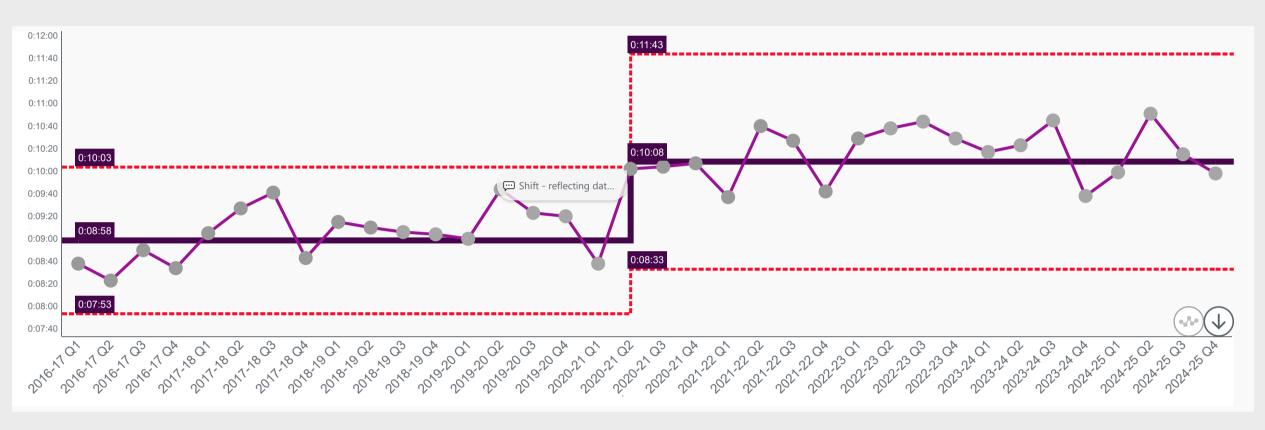




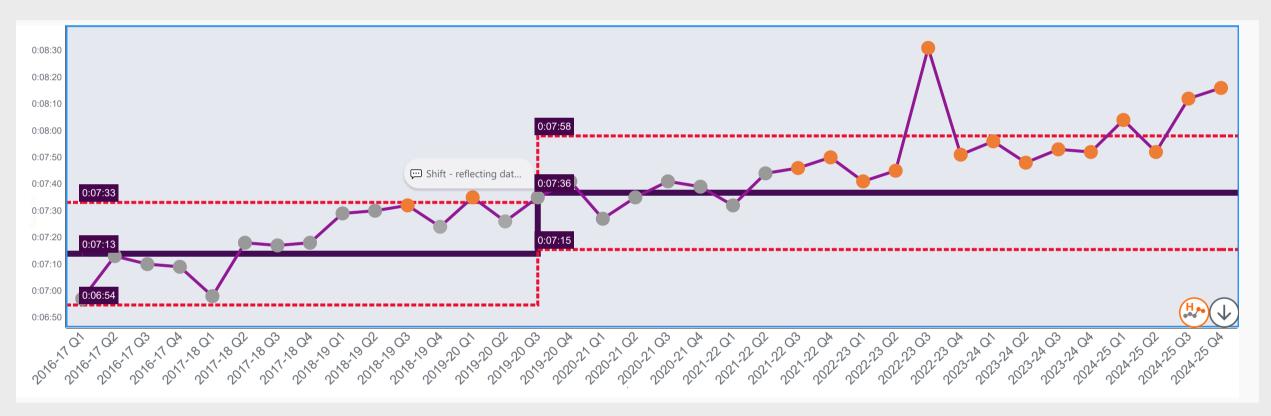




Median Response Time to Life Risk Incidents - North SDA

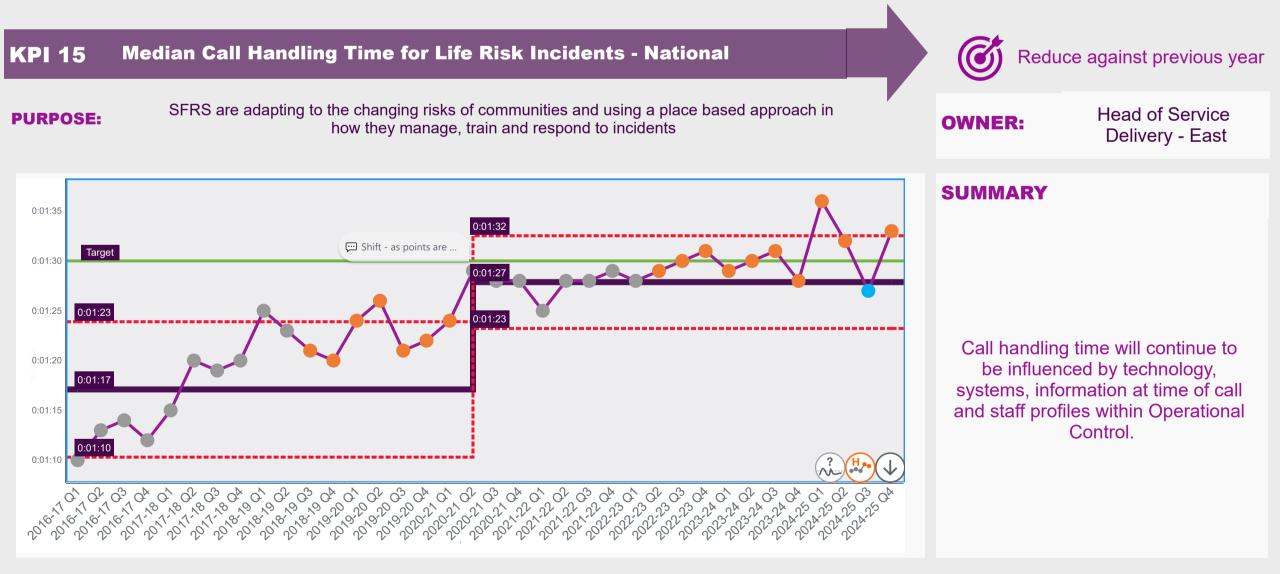






Median Response Time to Life Risk Incidents - East SDA





Median Call Handling Time for Life Risk Incidents - North SDA

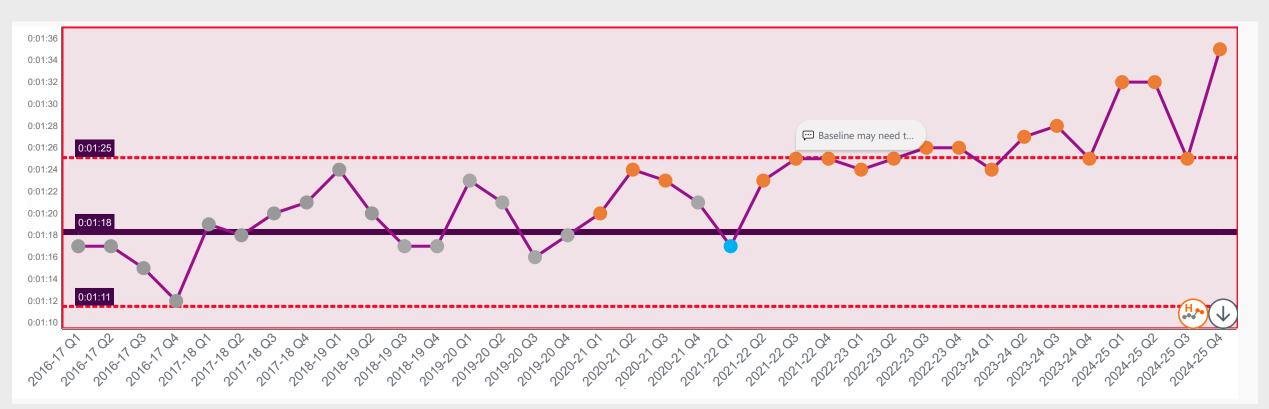


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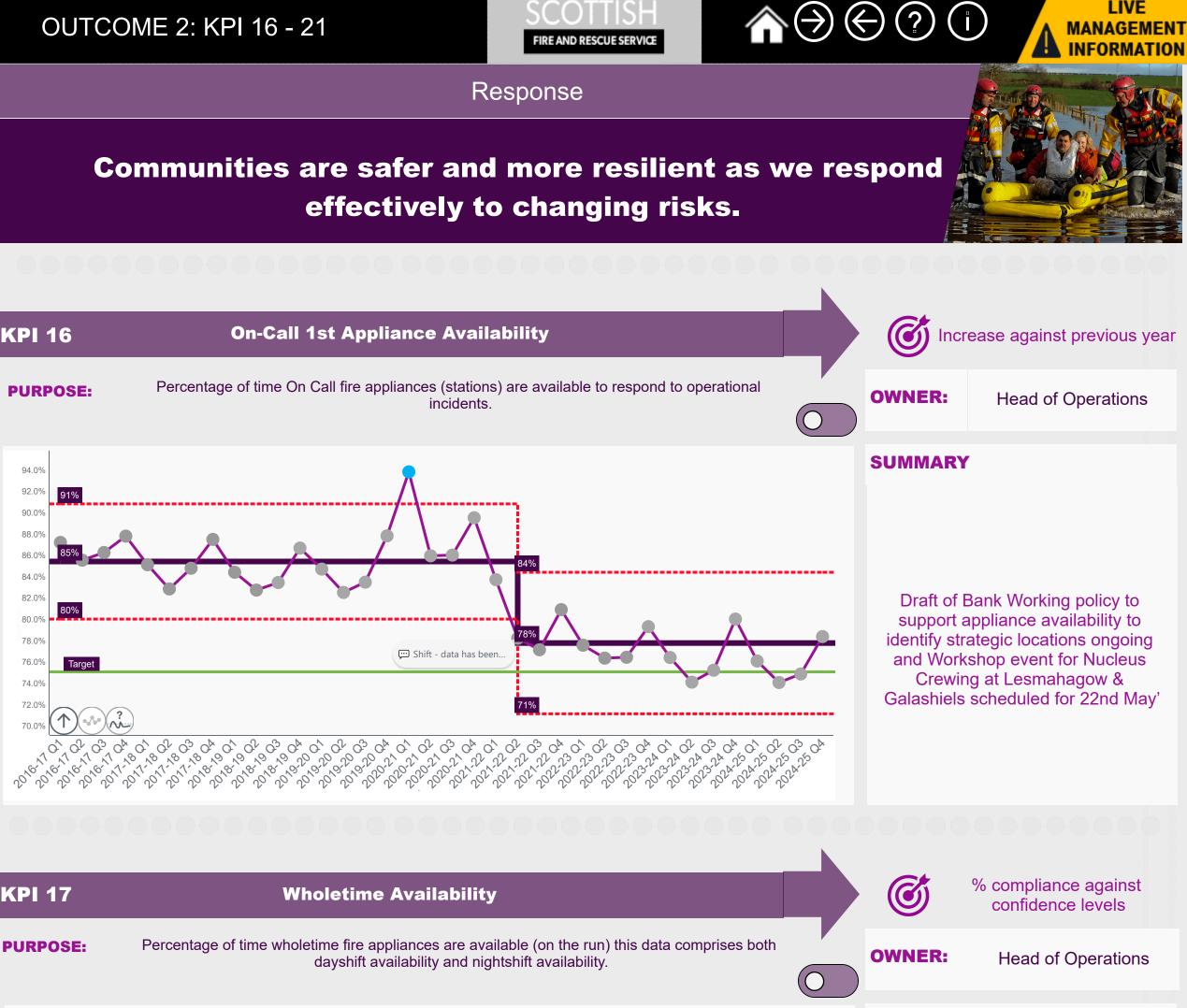
Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA

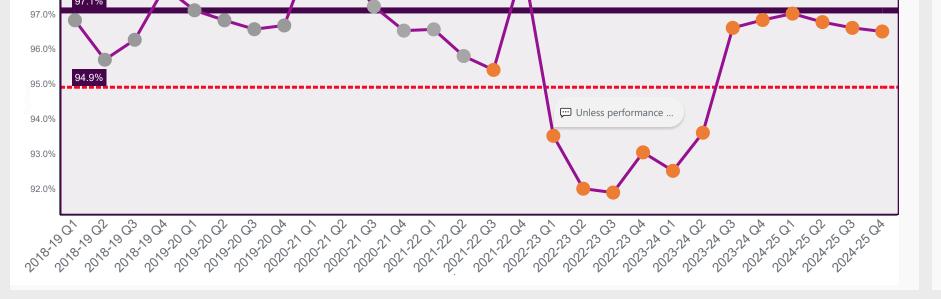


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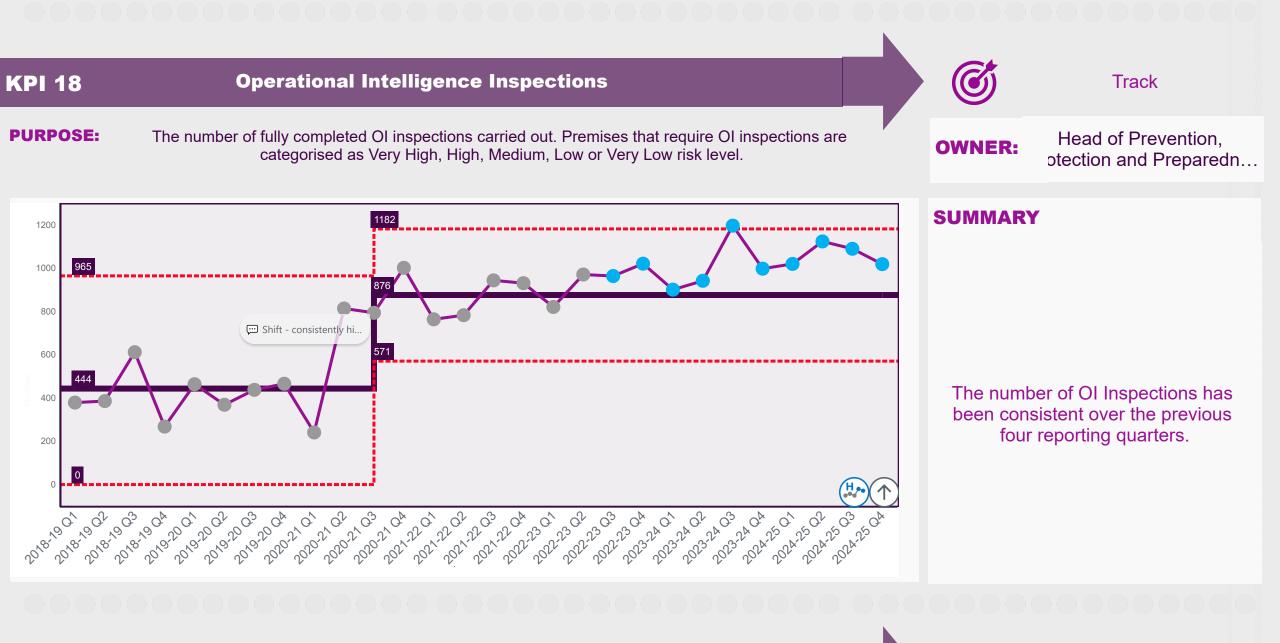


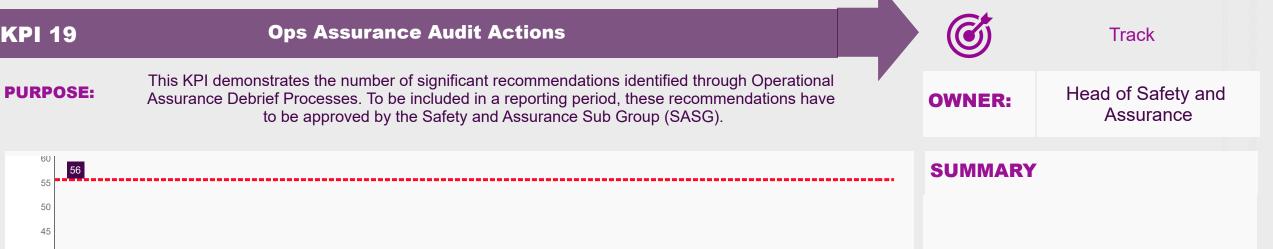
99.0%

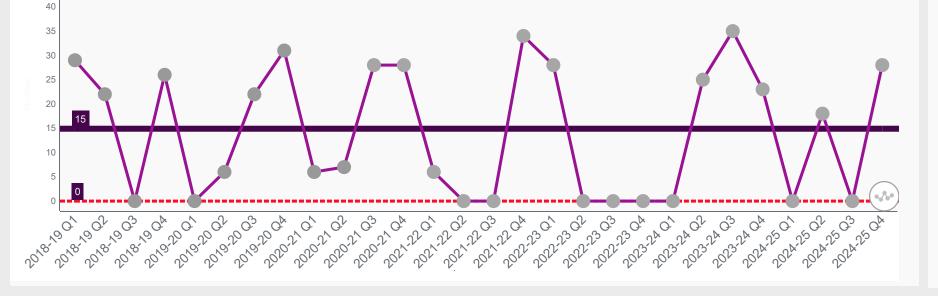
SUMMARY



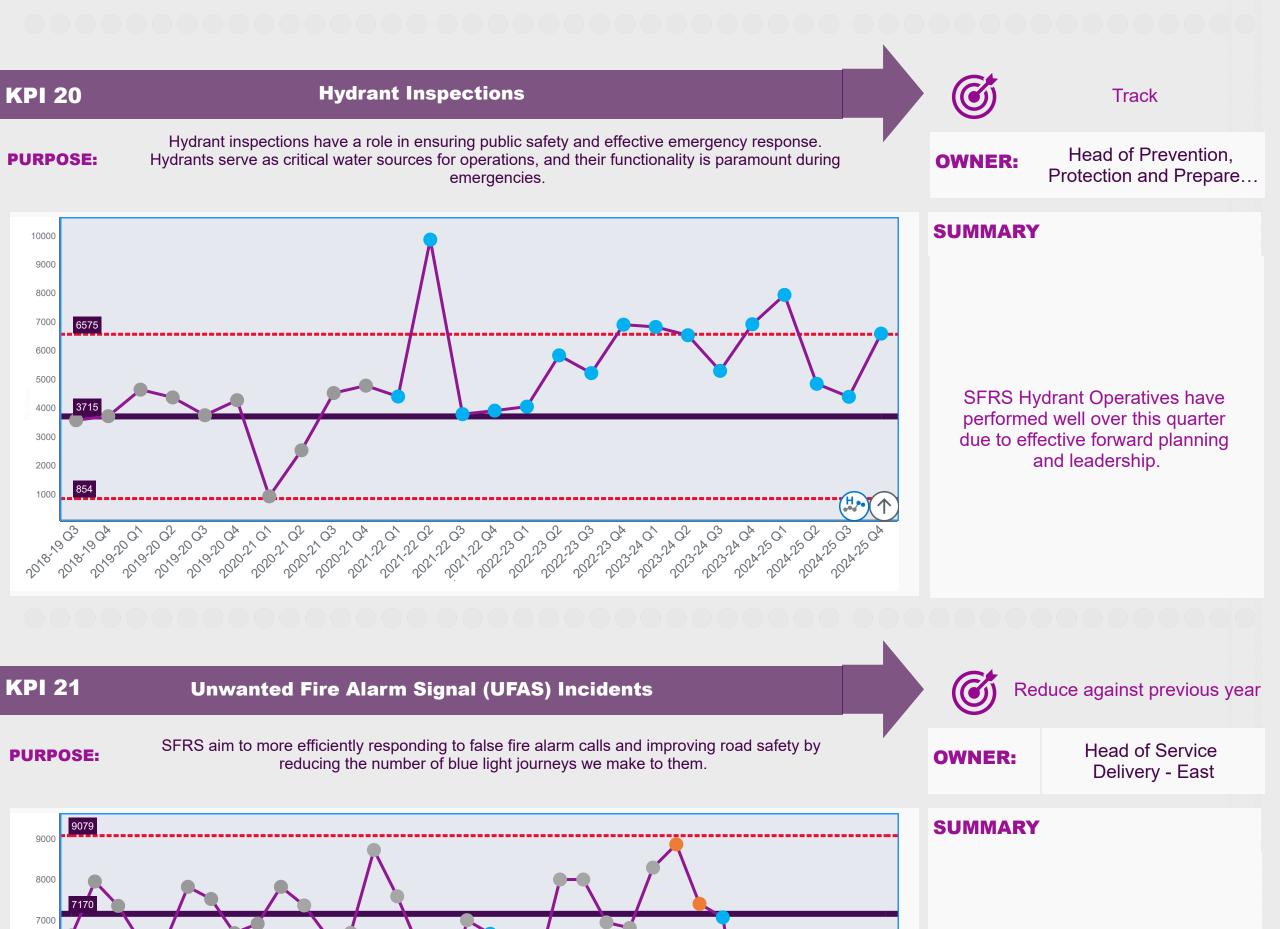
Wholetime Appliance Availability is managed by the Operations Central Staffing Function supported by the Overtime Availability Group (OAG) and remains above the confidence level of 96% for the period







28 actions have progressed to OLG in Q4 from 1 structured debrief, 1 thematic audit and 3 NFCC action notes. Actions from debriefs continue to be progressed by the risk owner and managed through the OLG.





Continued 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.



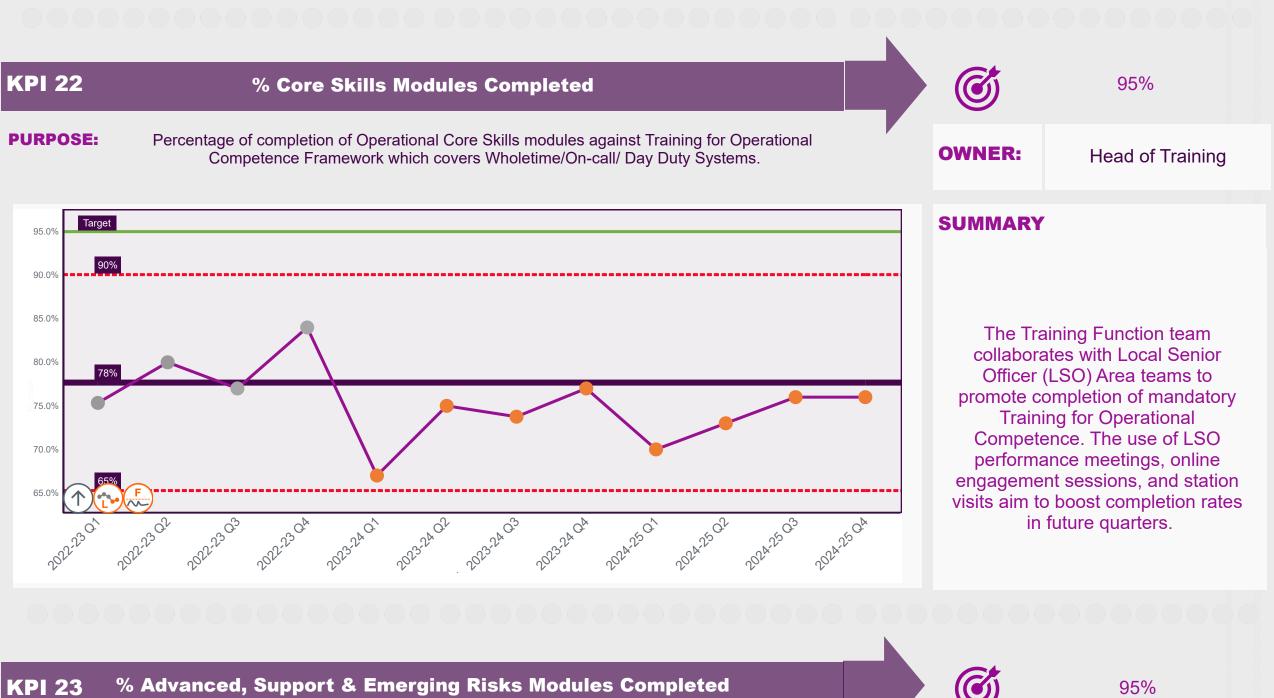
OUTCOME 2: KPI 22 - 27



LIVE MANAGEMENT INFORMATION

Response

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



PURPOSE:

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

OWNER:

Head of Training

SUMMARY



99%

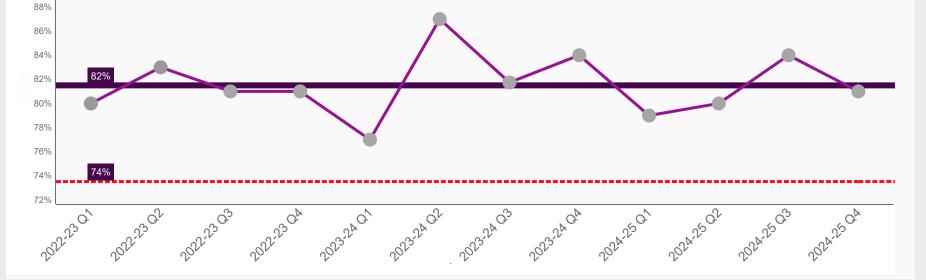
98%

97%

99%

969

94%

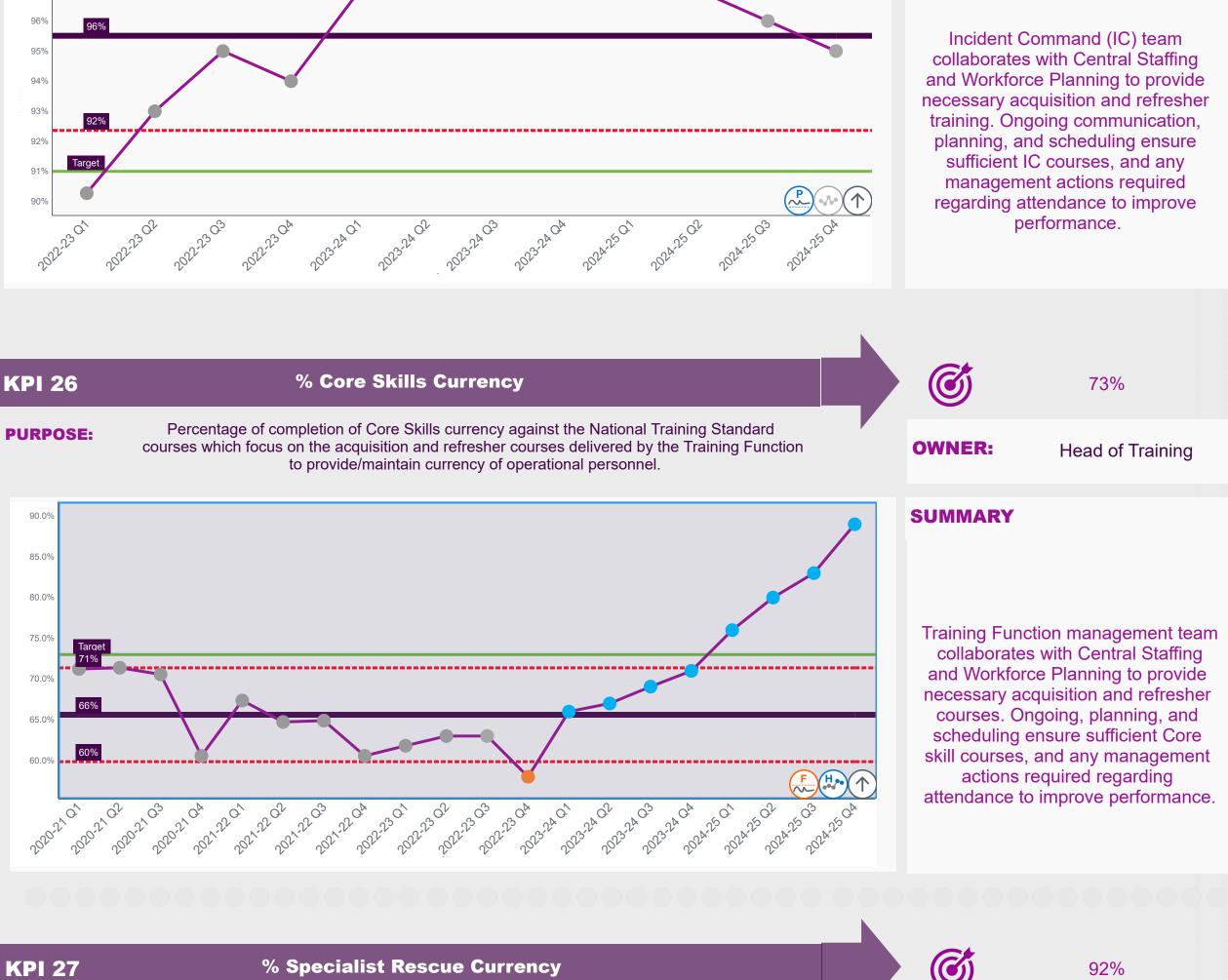


Training Function team collaborates with Local Senior Officer (LSO) Area teams to promote completion of mandatory Training for **Operational Competence.** The use of LSO performance meetings, online engagement sessions, and station visits aim to boost completion rates in future guarters.



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

SUMMARY





106%

115.0%

110.0%

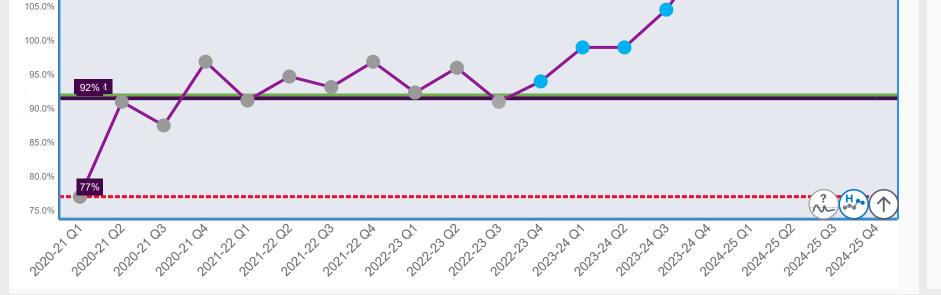
% Specialist Rescue Currency

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

OWNER:

Head of Training

SUMMARY



The Specialist Rescue team collaborates with Central Staffing and Workforce Planning to provide necessary acquisition and refresher courses. Ongoing, planning, and scheduling ensure sufficient Specialist Rescue courses, and any management actions required regarding attendance to improve performance.



OUTCOME 2: KPI 28 - 31

98.0%

400

380

360

340

320

300

280

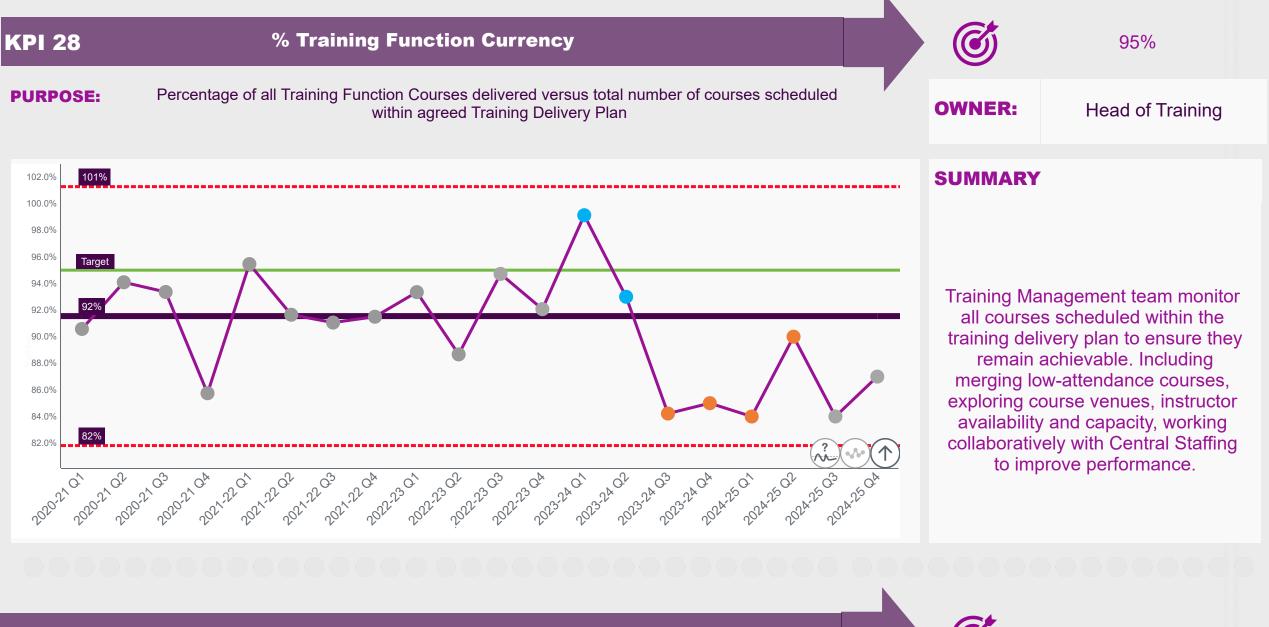
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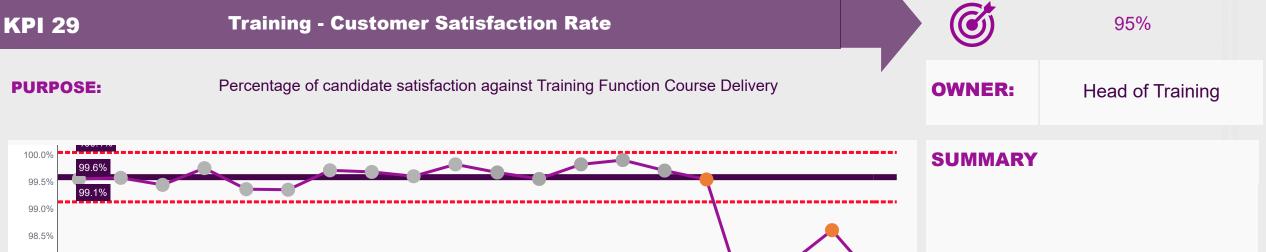
257

Response

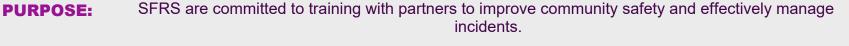
FIRE AND RESCUE SERVICE

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











SUMMARY

Head of Service Delivery - East

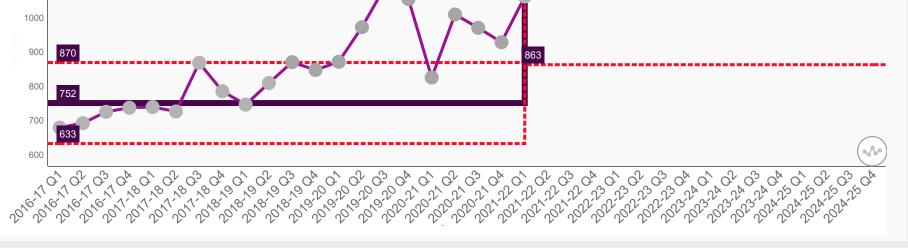
LIVE

MANAGEMENT

INFORMATION

Expect demand for this type of incident to continue, which reflects changes in community risk. We have experienced a slight decrease in requests from partner agencies to access fire & rescue capabilities in previous quarter. 10242024203 7 2023-24-04 2024-2504 10202 202 - 202





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

> © Scottish Fire & Rescue Service 2025





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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

TECHNOLOGY

Civtech

SFRS are spending 15 weeks working with our 2 challenge companies Rowden Technologies and FireHazRearch on our <u>Civtech challenges</u> to fast-track product development toward a minimum viable product (MVP) 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. Both companies presented their work to SLT and on 11th June, at the end of the Accelerator stage, a 'Demo Day' will take place in which teams demonstrate their product with a view to securing funding from the Scottish Government CivTech funding panel to support a Pre-Commercial Agreement, working alongside SFRS to develop a MVP.

Press release: Improving lives through AI — CivTech

Tranman (Fleet Asset Management System)

The current version of Tranman is currently being reviewed with a possible migration to Transend (Cloud based system). With that will come greater flexibility for mobile application using tablet devices and transition from paper to handheld device data entry.

Light Weight Rescue Pump (LWRP)

12 of these new style appliances have been delivered to Dundee ARC. They are currently undergoing pre-delivery inspection checks and radio installations with a further twelve currently in build and due to be delivered in June/July 2025. These 7.5 tonne lveco vehicles come equipped with an innovative new style of pump controller with preset pressure settings.



LIVE

MANAGEMENT

INFORMATION







Wildfire Support Vans



Four wildfire support vans have arrived and are awaiting radio installations before deployment. These vehicles will carry a compliment of equipment and support the Ford Rangers and All Terrain Vehicles as part the Service's Wildfire capability. The vans have 4x4 off road capability which has not been provided previously.





Self Contained Breathing Apparatus (SCBA)

Asset Management Equipment Team have commenced the process for replacement of SCBA across the Service. The current contract is due for renewal in 2026. Initial show and tell sessions have been staged by three suppliers, demonstrating the functionality of their sets, together with onboard telemetry and BA Boards. This process will continue with consultation with operational colleagues.

Reinforced Autoclaved Aerated Concrete (RAAC) Roofing

Fourteen stations were identified as having RAAC. Property and Facilities team had instigated support measures with an inspection regime to ensure building user safety. The first station to have RAAC remediation completed is at Galashiels. This involved the installation of support beams and underwiring. This approach negated the removal of the concrete panels and provided an innovative solution. The remaining thirteen RAAC affected stations will be remediated through a combination of this approach or replacement/rebuild depending upon Service requirements.



XVF

ments to help emergency services better themselves at

managing fictures. The matring i unction have purchased this product and are engaging with other services who currently use this software to enable a collaborative approach to sharing resources which are used to design these environments. Following this training, the Learning and E-Development and Incident Command teams will work collaboratively to develop suitable immersive learning environments to test and assess our incident commander's decision making. XVR has the potential to test incident ground decision making in a safe and controlled environment and can be used as a continuous professional development learning tool for Flexi Duty Officers to enhance their knowledge and underpin Firefighter safety.

SKILLS

National Fire Resilience (Scotland) (NFRS) have worked closely with Training, Capability Scottish National Users Groups and Representative Bodies to look at new technology to support specialist response. Proposals have been built to introduce Marine Tactical Advisor Roles and Management of Water and Flood Incident Manager Roles. Option Papers have been endorsed by the Operations Function Management Team (FMT) and will be presented to the Operational Delivery Management Team in May.

PROCESS

The On Call Improvement Team are supporting the Business Intelligence (BI) team to develop an On Call specific tool within the Power BI system. This will aid with On Call performance reporting and make the reporting and review process more efficient.

ICT as part of their Programme of Work for 25/26 have included two projects which will focus solely on innovation. The Technical Innovation project will deliver technical innovations mainly within ICT and how they operate. The Digital Innovation project will involve ICT supporting other functions in developing innovative solutions.

Work is ongoing at HQ Cambuslang to set up the door entry system for fob operation. The Entry Sign system will enable attendance at HQ by fob at reception. Visitors to HQ will have attendance manually entered to the system. In the event of a fire alarm activation the system will automatically print out a fire evacuation register for fire marshals to check attendance at muster points. The system will do away with the need for the current manual sign in process. After trialling the system would hope to be rolled out to other Corporate Offices.

COLLABORATION

Operations Frontline Support Team are working to support partners within the Service to facilitate and implement the new SFRS Wildfire Strategy. In addition, we are engaging with a range of external stakeholders to support the new proposed Wildfire Operational Intelligence system. The information gathering through the new gathering document will be collated and updated onto the new appliance tablets and will be used at operational incidents to improve Firefighter Safety and support operations.

Operations Frontline Support Team are continuing to support the SFRS Digital Radio rollout of digital and intrinsically safe handheld radios to support firefighting and rescue operations.

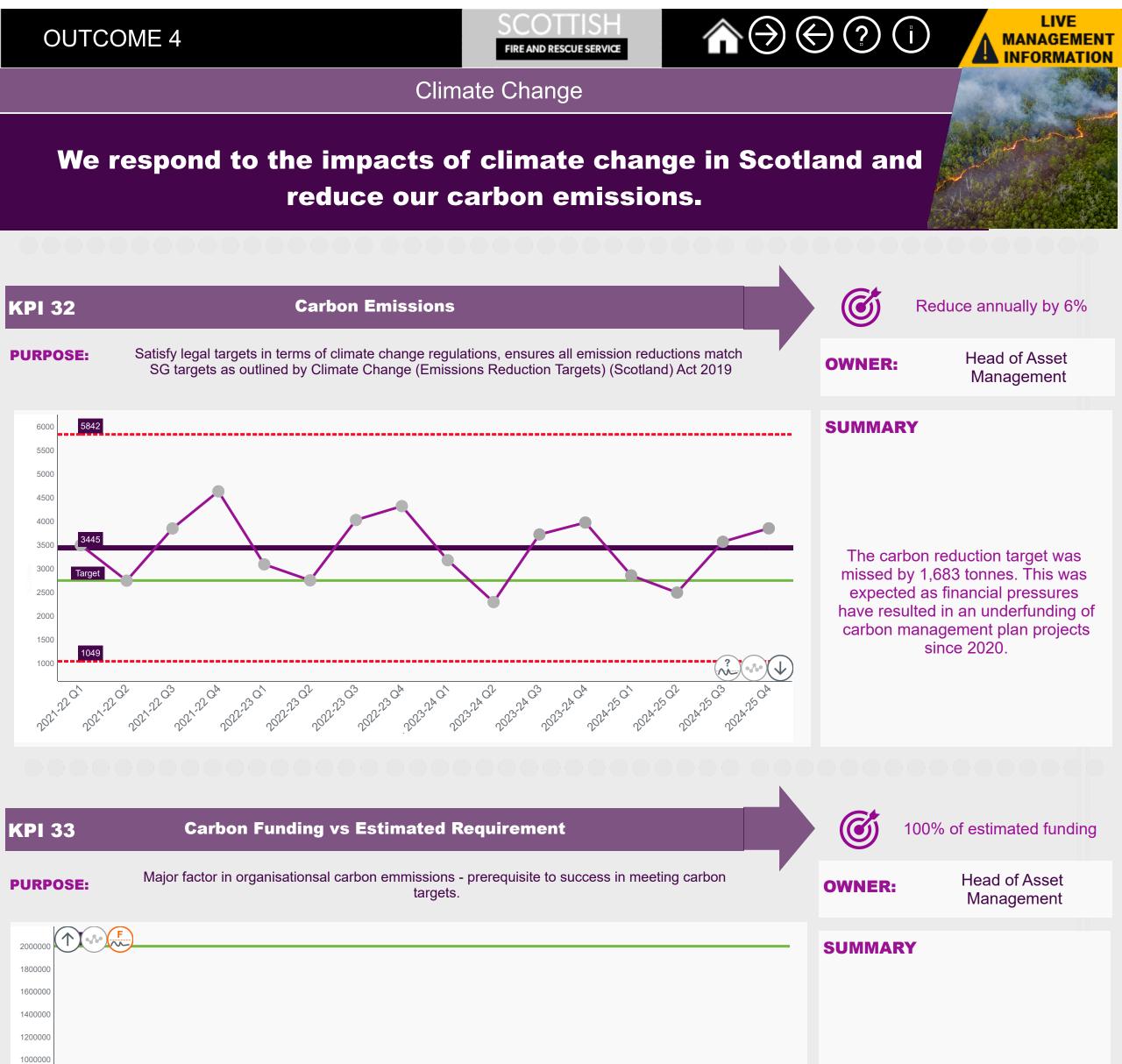
The On Call Improvement Team have had early discussion and collaboration with SFRS ICT colleagues in exploring the use of app-based services for On Call incident mobilising.

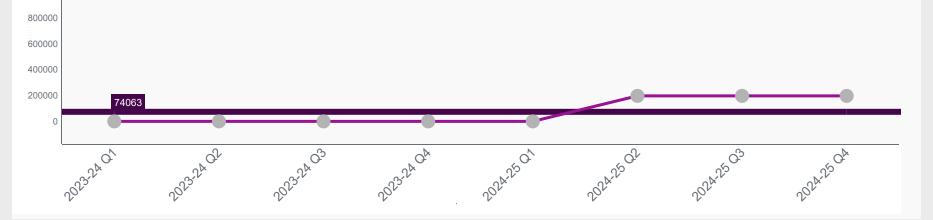


We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

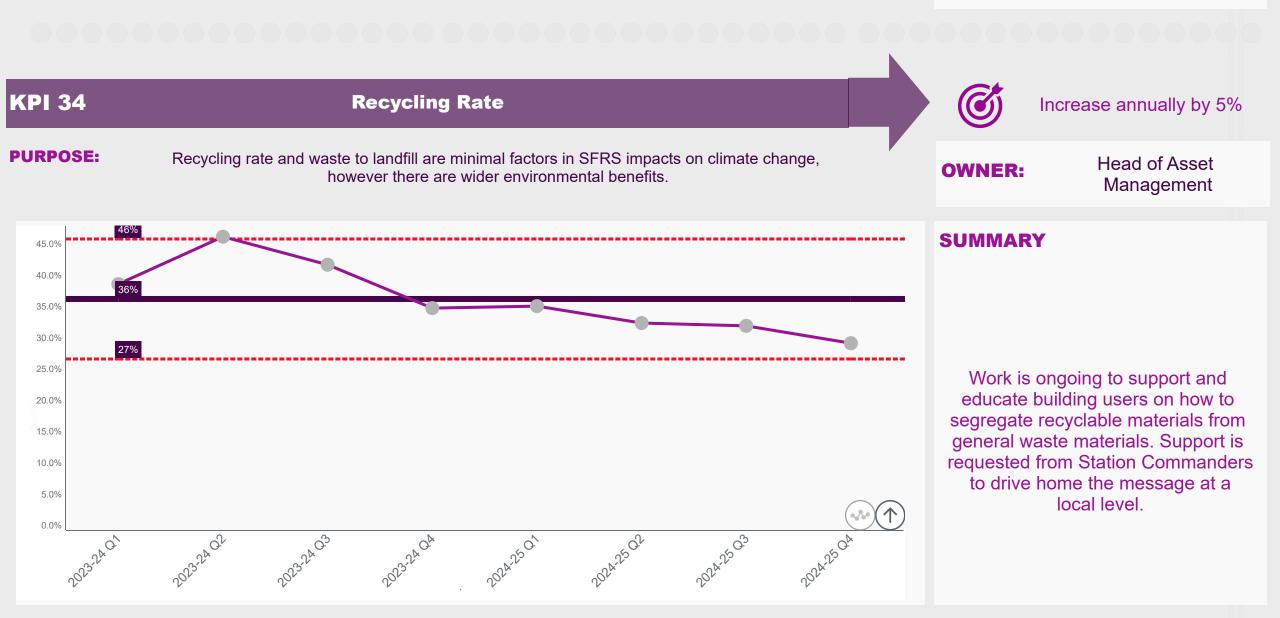
KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
32	Organisational carbon emissions	Satisfy legal targets in terms of climate change regulations, ensures all emission reductions match SG targets as outlined by Climate Change (Emissions Reduction Targets) (Scotland) Act 2019	National	Quarterly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







We are awaiting word from the Scottish Government on whether grant funding will be made available for 2025-2030







As the drive to increase numbers of ULEV continues there is a need to develop charging infrastructure to meet this additional demand.







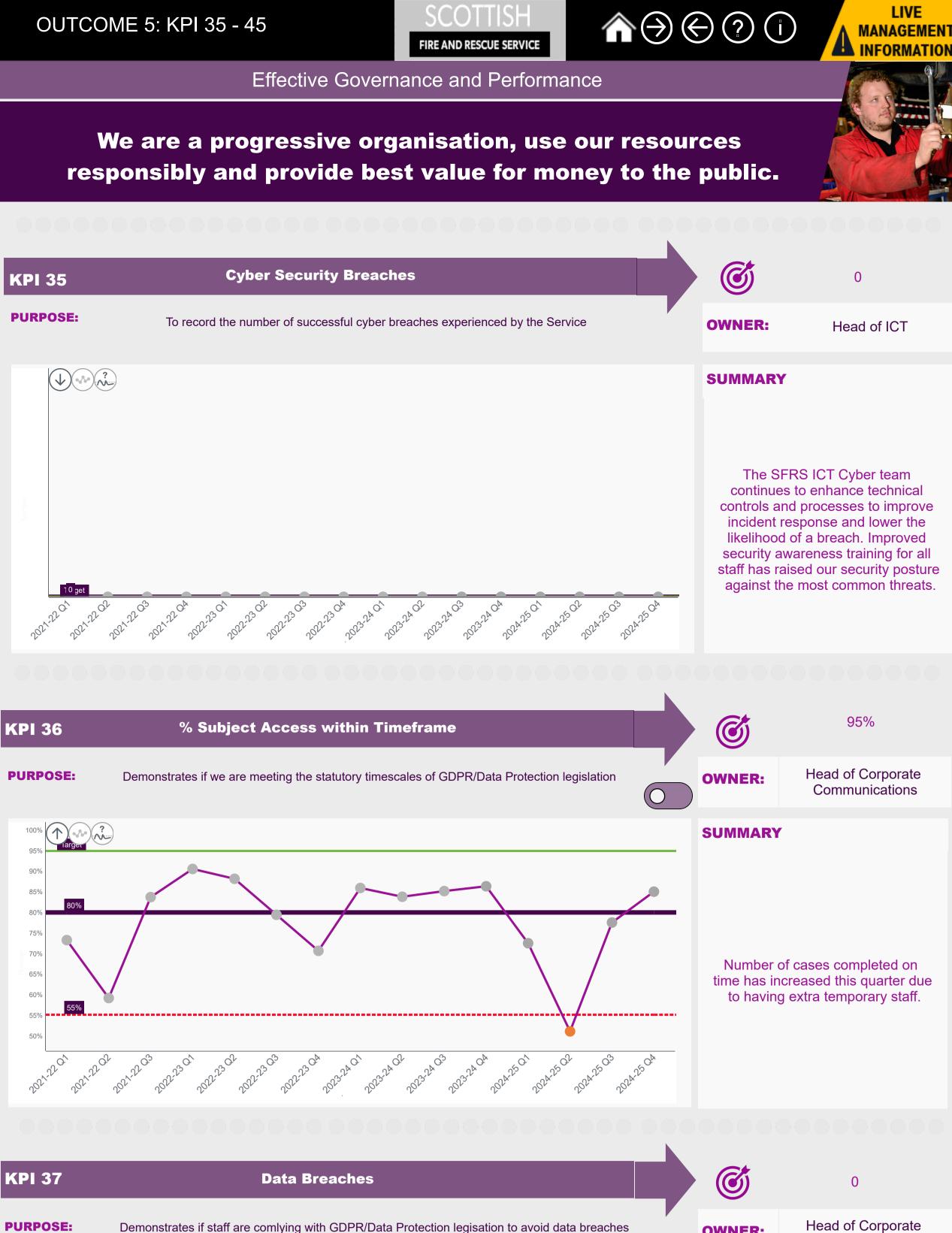


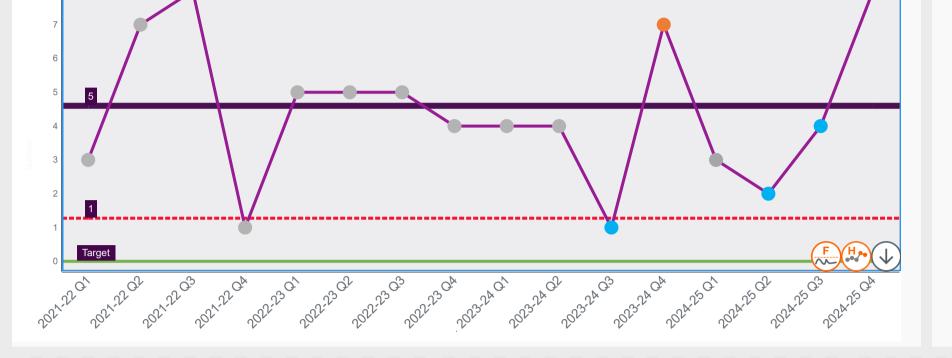
We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

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









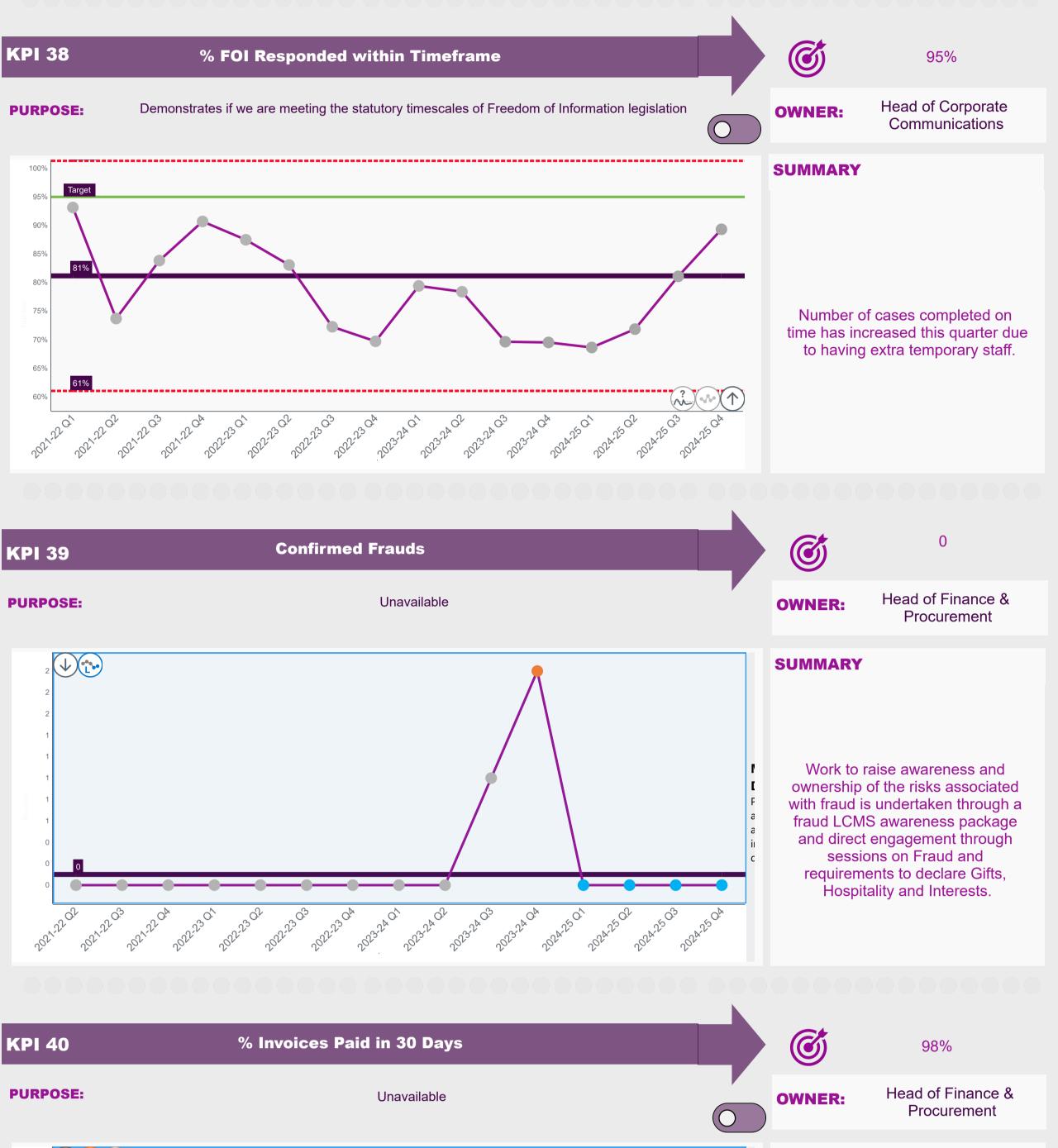
Demonstrates if staff are comlying with GDPR/Data Protection legisation to avoid data breaches

General increase in information being disclosed in error via emails or wrong permission access to systems. Reviewing practices and will issue guidance and comms.

Communications

OWNER:

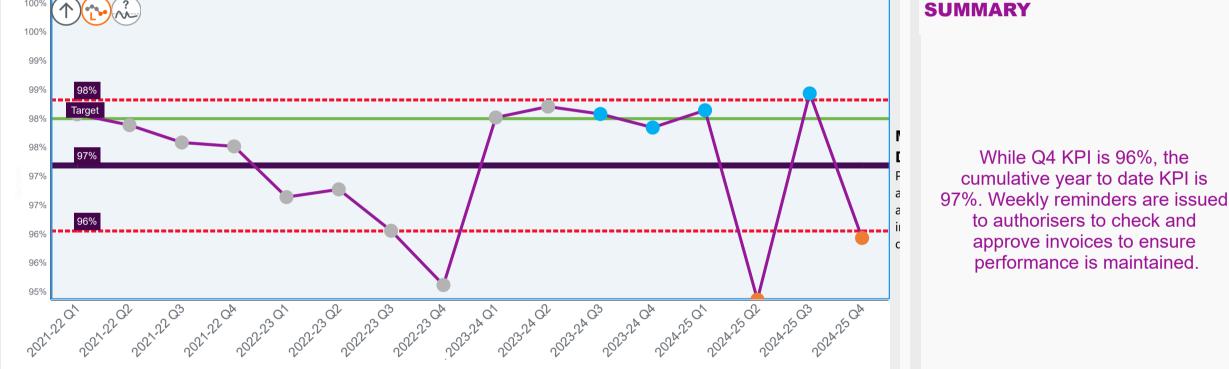
SUMMARY

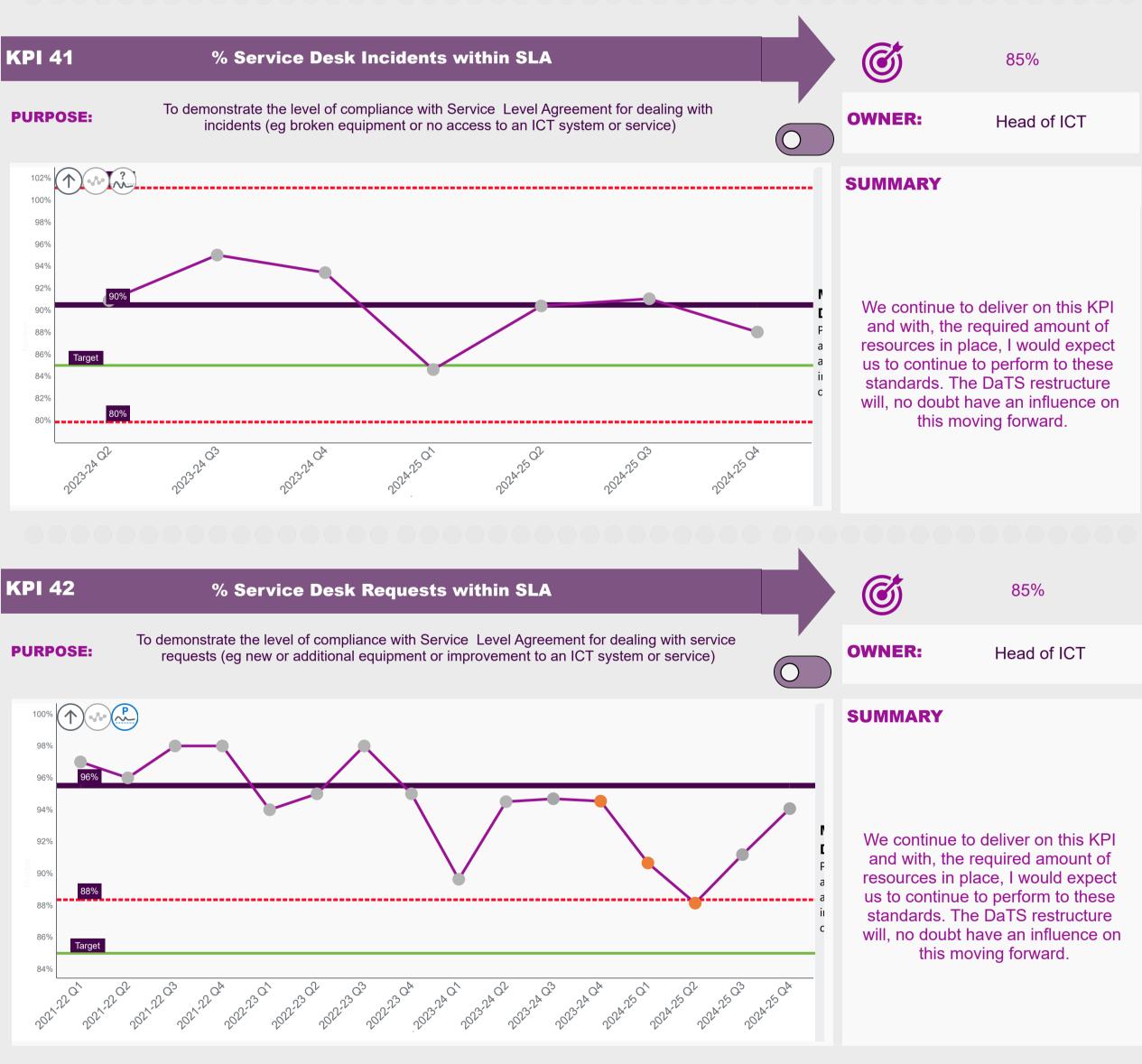


100% (m \uparrow

PURPOSE:

8





KPI 43

PURPOSE:

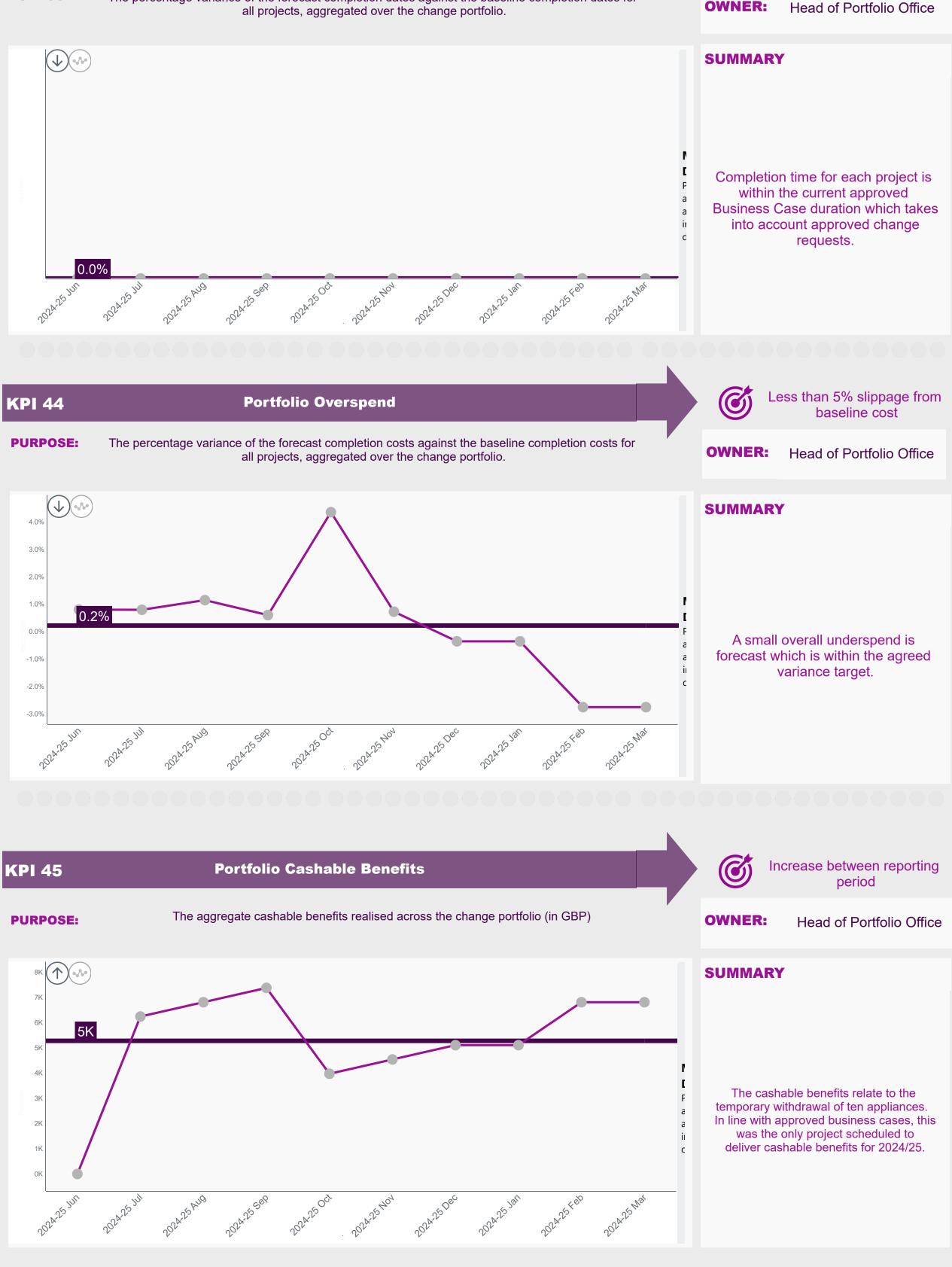
Portfolio Delays

The percentage variance of the forecast completion dates against the baseline completion dates for

Less than 10% slippage

from baseline completion date

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11/06/2025

OUTCOME 5: KPI 58 - 65

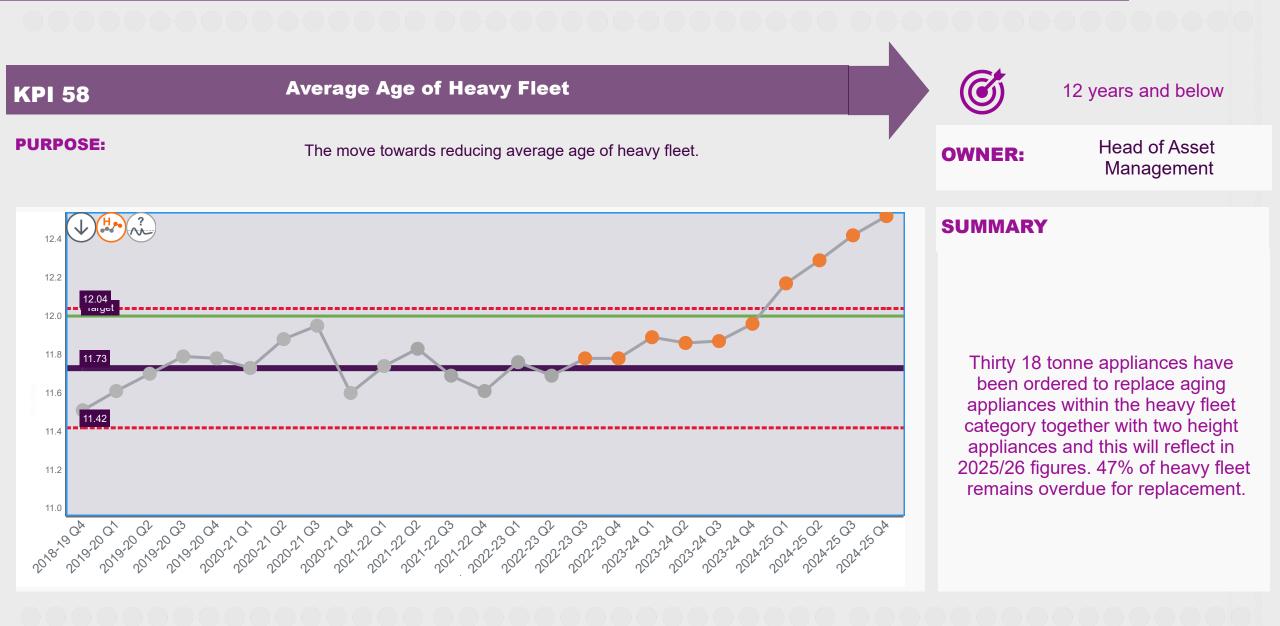




LIVE MANAGEMENT INFORMA



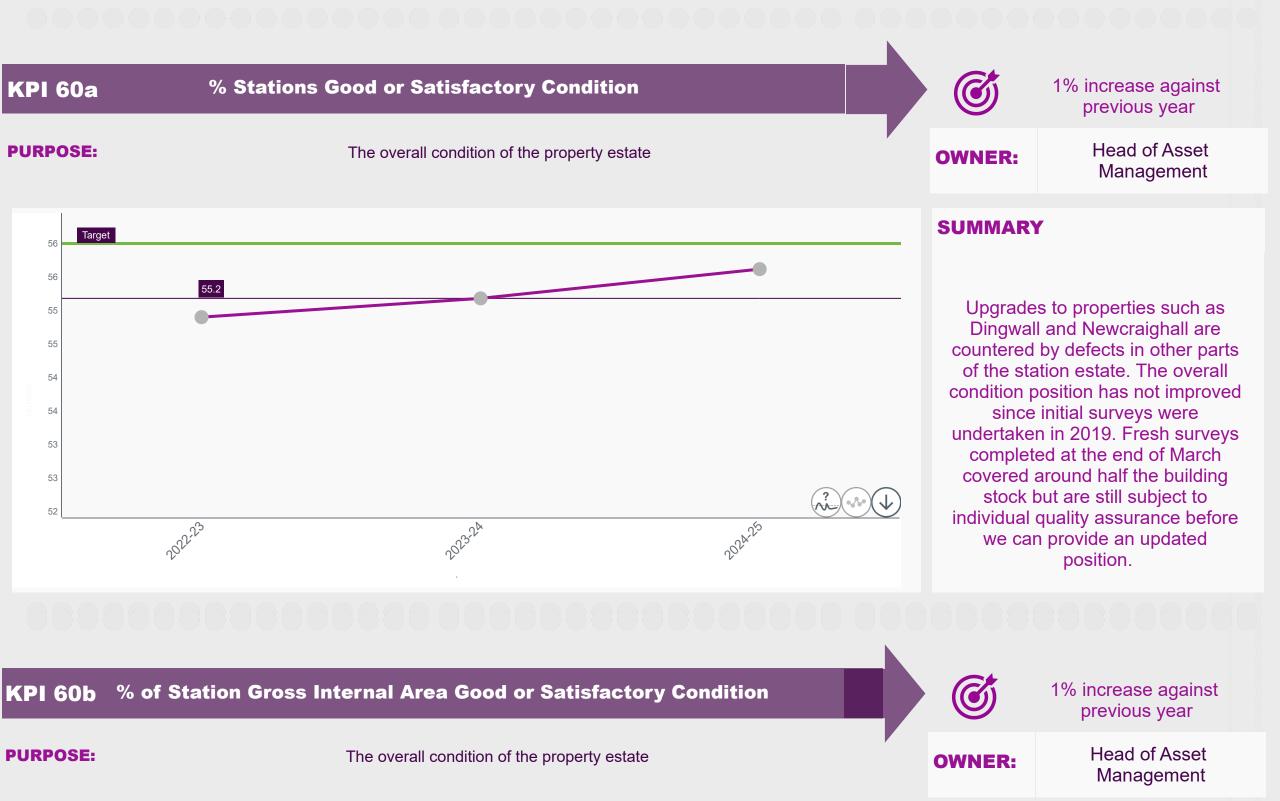
We are a progressive organisation, use our resources responsibly and provide best value for money to the public.



6 years and below Average Age of Light Fleet **KPI 59** Head of Asset **PURPOSE:** The move towards reducing the average of light fleet **OWNER:** Management **SUMMARY** 6.4 6.2



41% of light fleet remains overdue for replacement. The transition to ULEV results in a higher cost for replacement of vehicles in comparison to ICE equivalents and this affects the number of new vehicles which can be purchased.



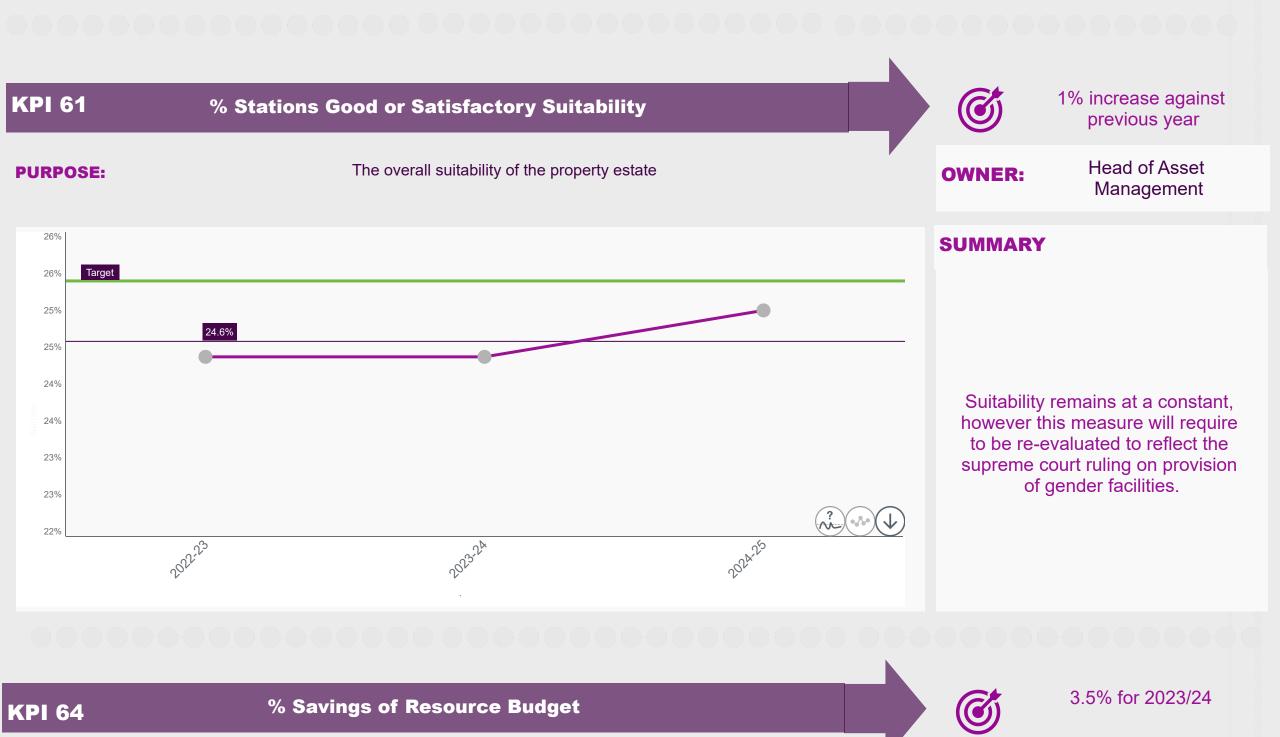


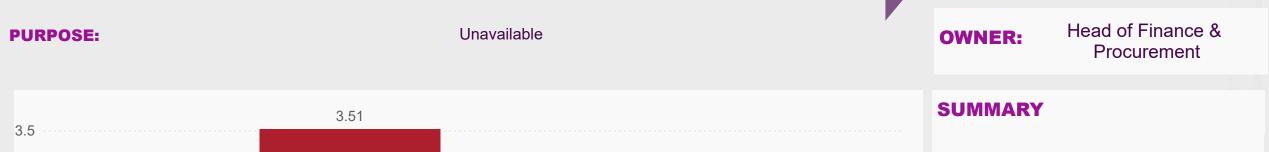


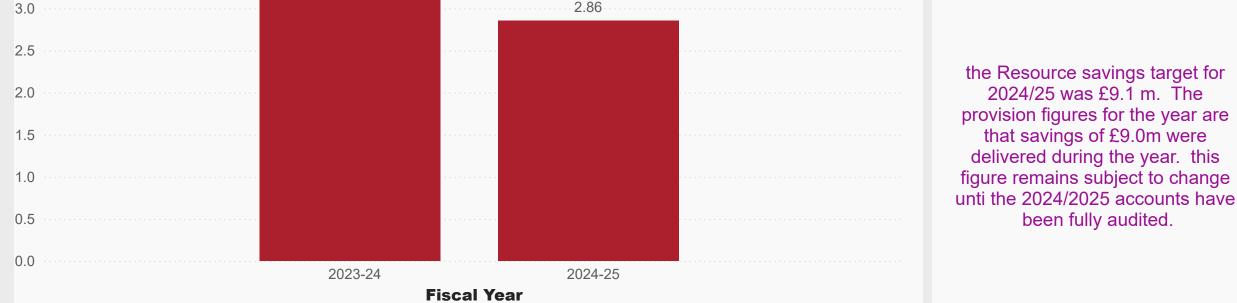
SUMMARY

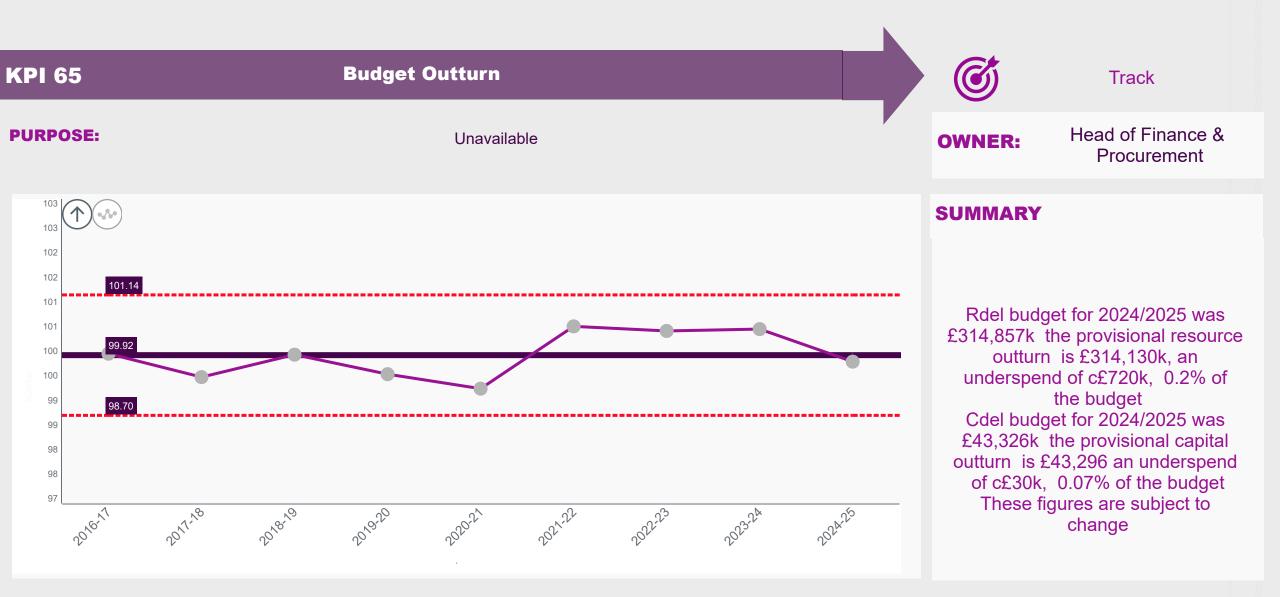


This measure for condition aligns with the CIPFA Benchmarking standard, It also reflects that overall condition across the estate continues to remain a cause for concern, with a lack of funding to address this. The 10 capital investment requirement for property currently sits at £496m. The planned remediation or replacement of RAAC affected stations over the next five years will see improvement.









11/06/2025





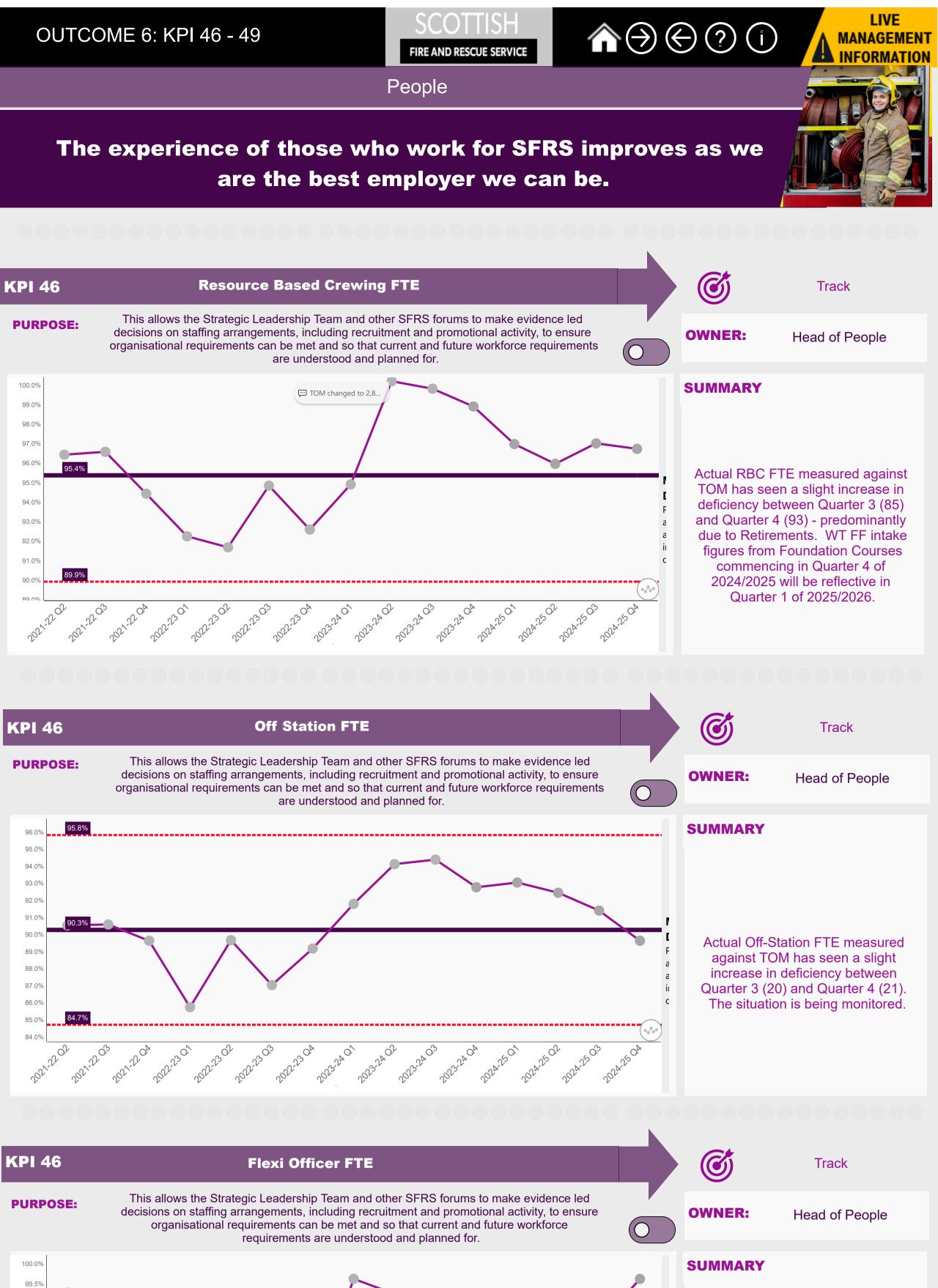
The experience of those who work for SFRS improves as we are the best employer we can be.

КРІ	Indicator	Purpose	Geography	Frequency	Target	Business Area
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - Flexi	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OC	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RBC	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RDS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RFT	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - SS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - VDS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
47	% staff vacancies	Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.	National	Quarterly	Track	People
48	% staff turnover	Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness an as employer, aligned to our ambition to develop and sustain a positive and inclusive workplace culture where all employees are treated with respect and dignity.	National	Quarterly	Track	People
49	% staff absence	Monitoring levels of short- and long-term absence along with the underlying reasons and trends enables SFRS to support employee health and wellbeing, helping colleagues return to work and stay in work.	National	Quarterly	Reduce against previous year	People
50	Number of incidents in which there was a verbal attack on a firefighter	Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public	National	Quarterly	Reduce against previous year	Safety and Assurance
51	Number of incidents in which there was a physical attack on a firefighter	Demonstrates how many physical attacks have occurred to SFRS personnel by members of the public	National	Quarterly	Reduce against previous year	Safety and Assurance
52	Number of RIDDOR reportable injuries	Demonstrates how many notifations the has been to the HSE which may include death, specified injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurance or an occupational disease.	National	Quarterly	Reduce against previous year	Safety and Assurance
53	Number of accidents and injuries	Demonstates total accidents and injuries to occur through workplace accidents	National	Quarterly	Reduce against previous year	Safety and Assurance
54	Number of near miss events	Total recorded number of near miss events that had the potenial to lead to an accident or ill health	National	Quarterly	Track	Safety and Assurance
55	Number of vehicle accidents	Total number of events that involved vehicle accidents	National	Quarterly	Reduce against previous year	Safety and Assurance
56	Completion of Health and Safety Improvement Plans	Demonstrates the completion of improvement plans to drive safety performance	National	Quarterly	100%	Safety and Assurance
62	Gender balance	Allows the Service to report on and understand gender balance of various staff groups and how representative our workforce is of communities we serve	National	Annually	Increase proportion of female staff	People
63a	% 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	
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



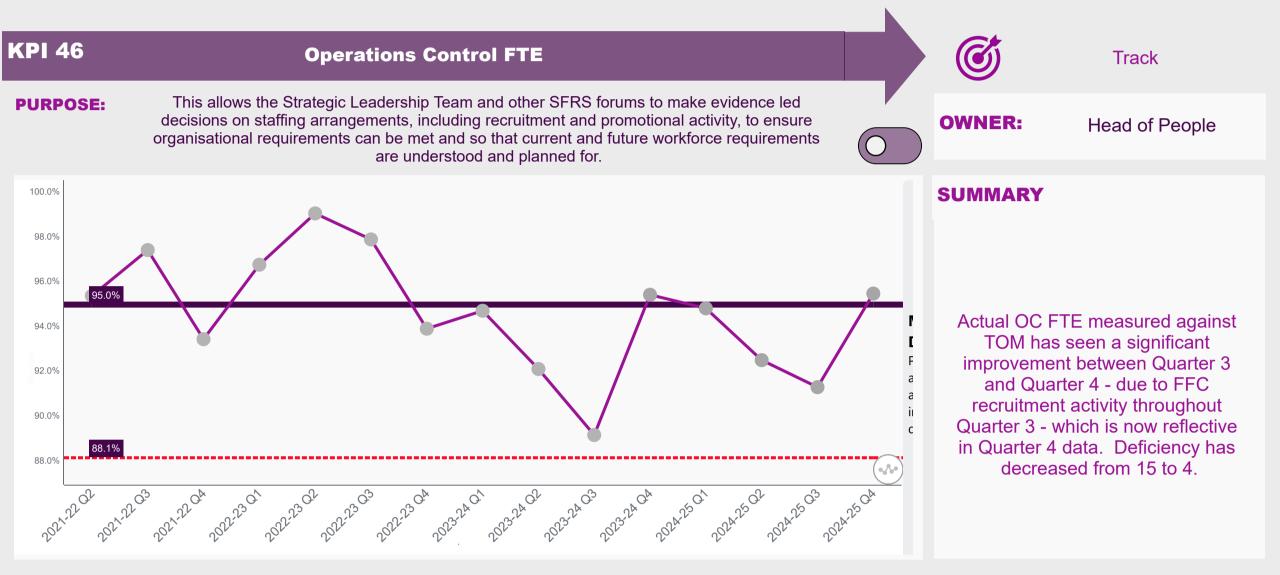


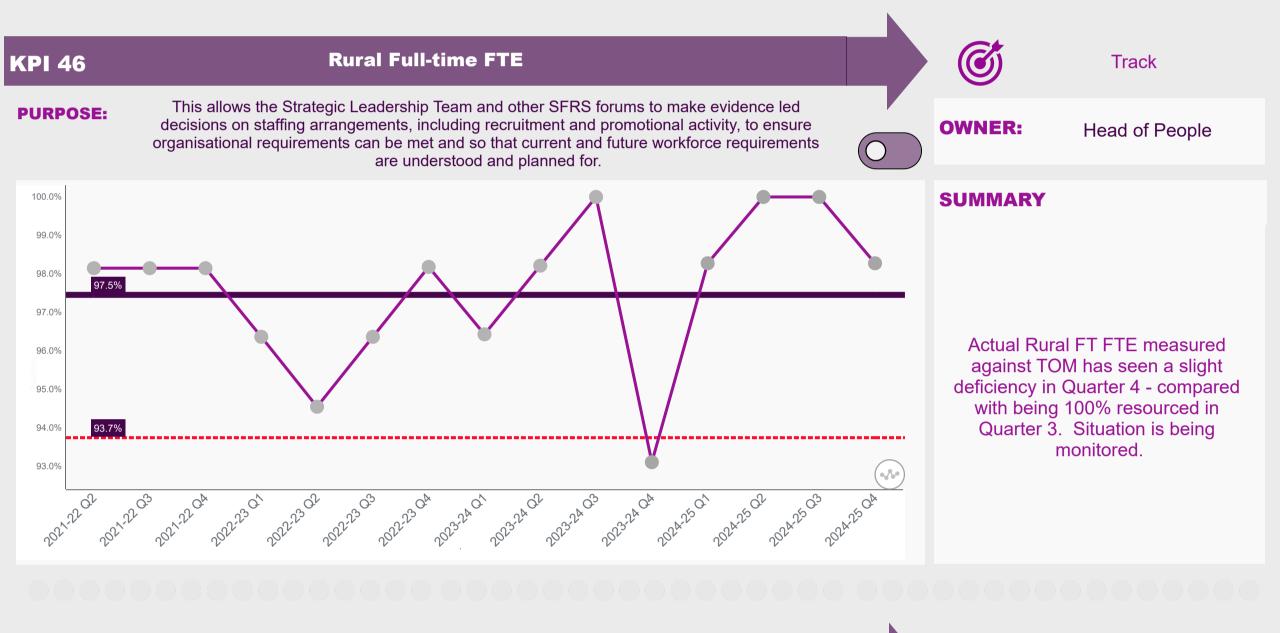






Actual Flexi-Officer FTE remains higher than TOM in Quarter 4, as it was in Quarter 3. The situation is being monitored.





KPI 46

PURPOSE:

On Call Retained FTE

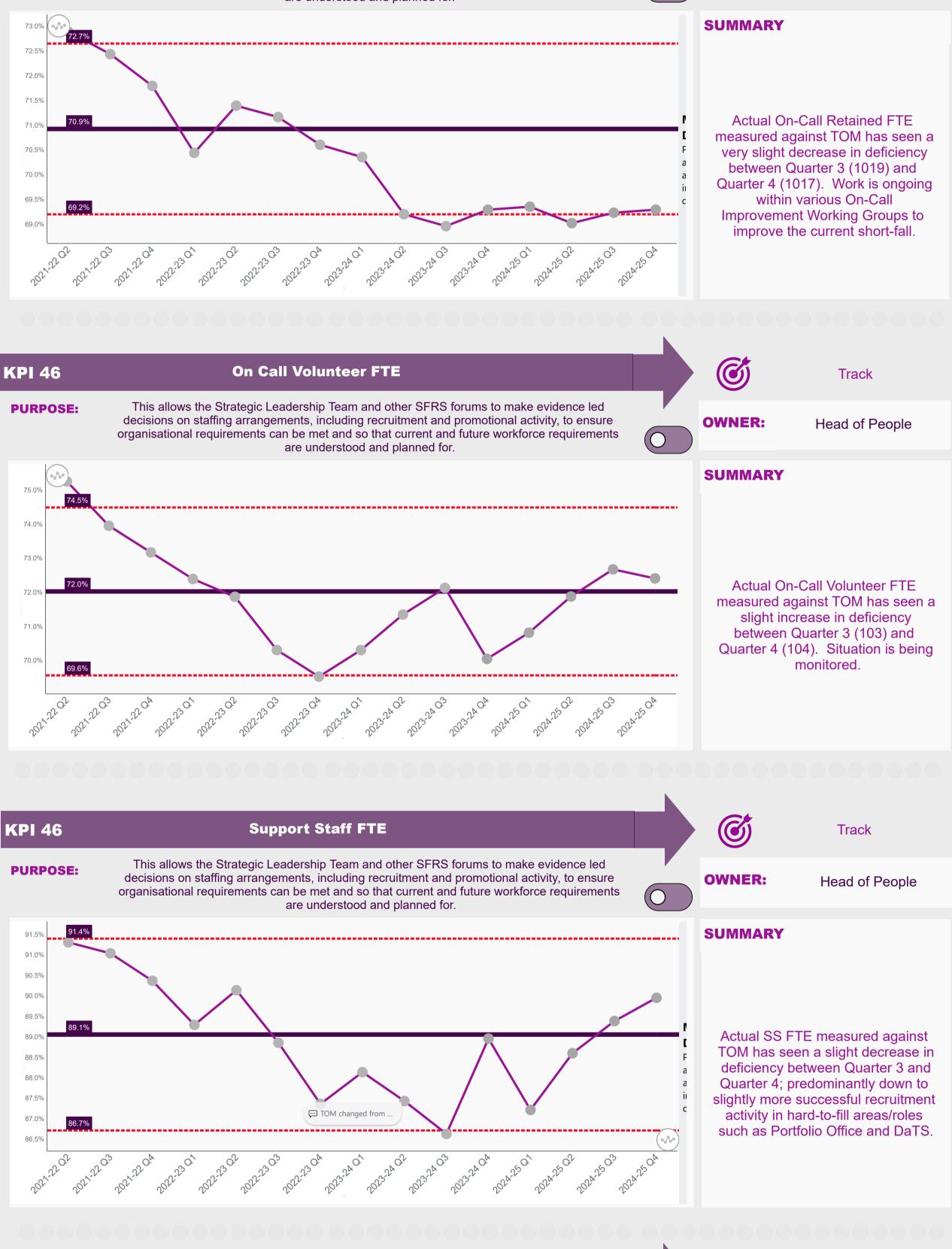
This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.

OWNER:

Ø

Head of People

Track



KPI 47

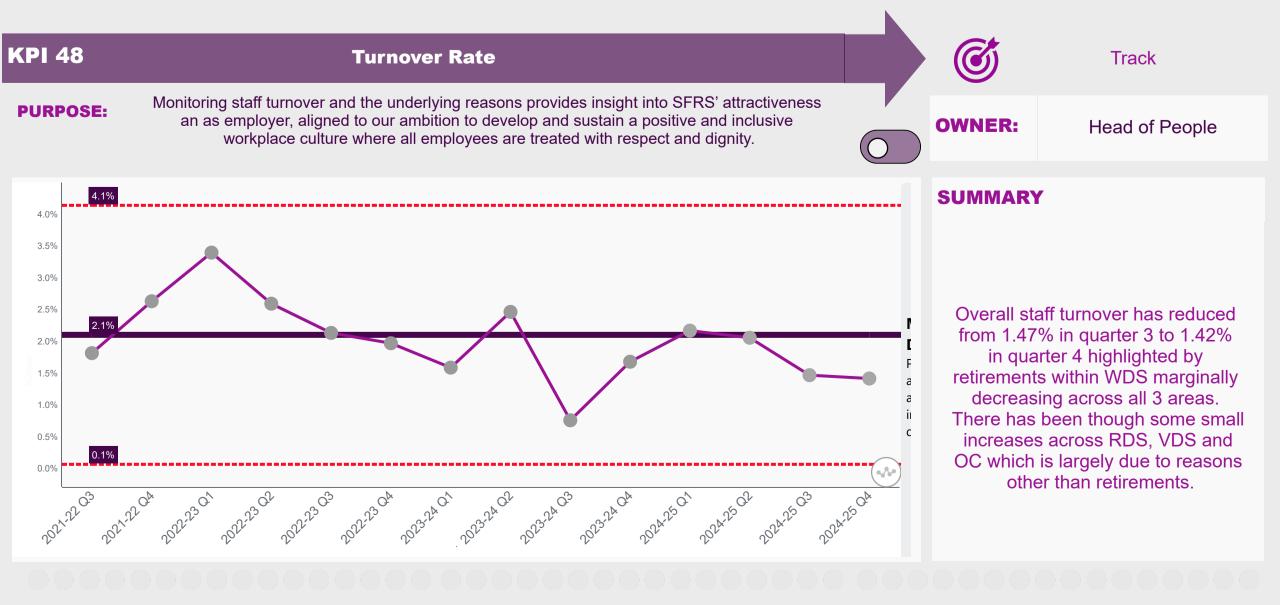
Vacancies Rate

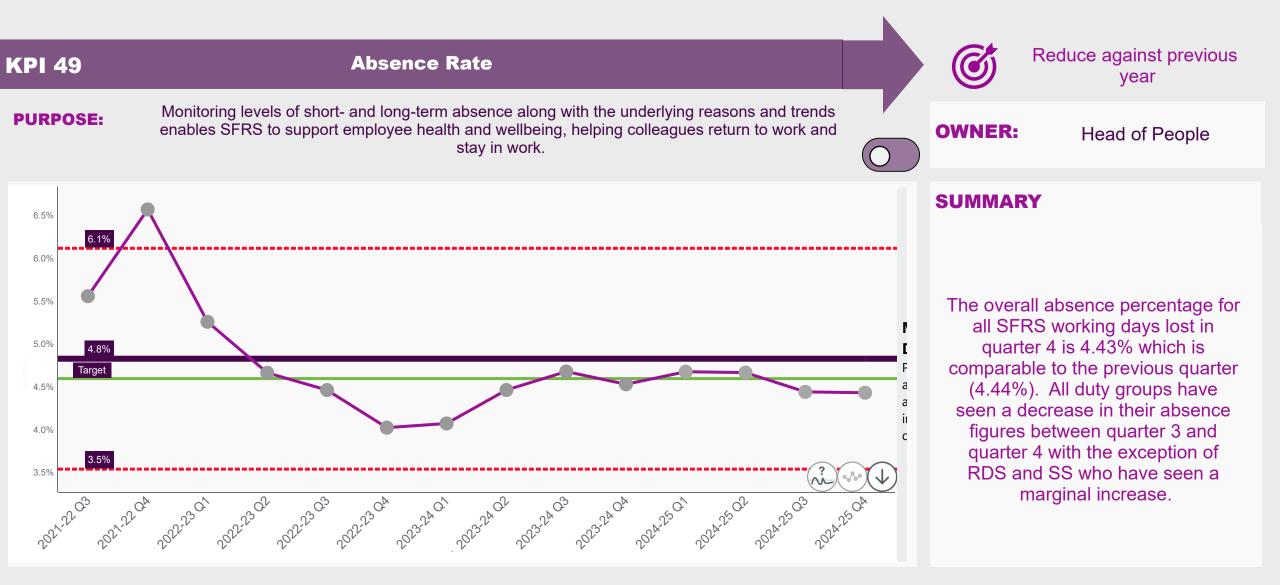
Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and

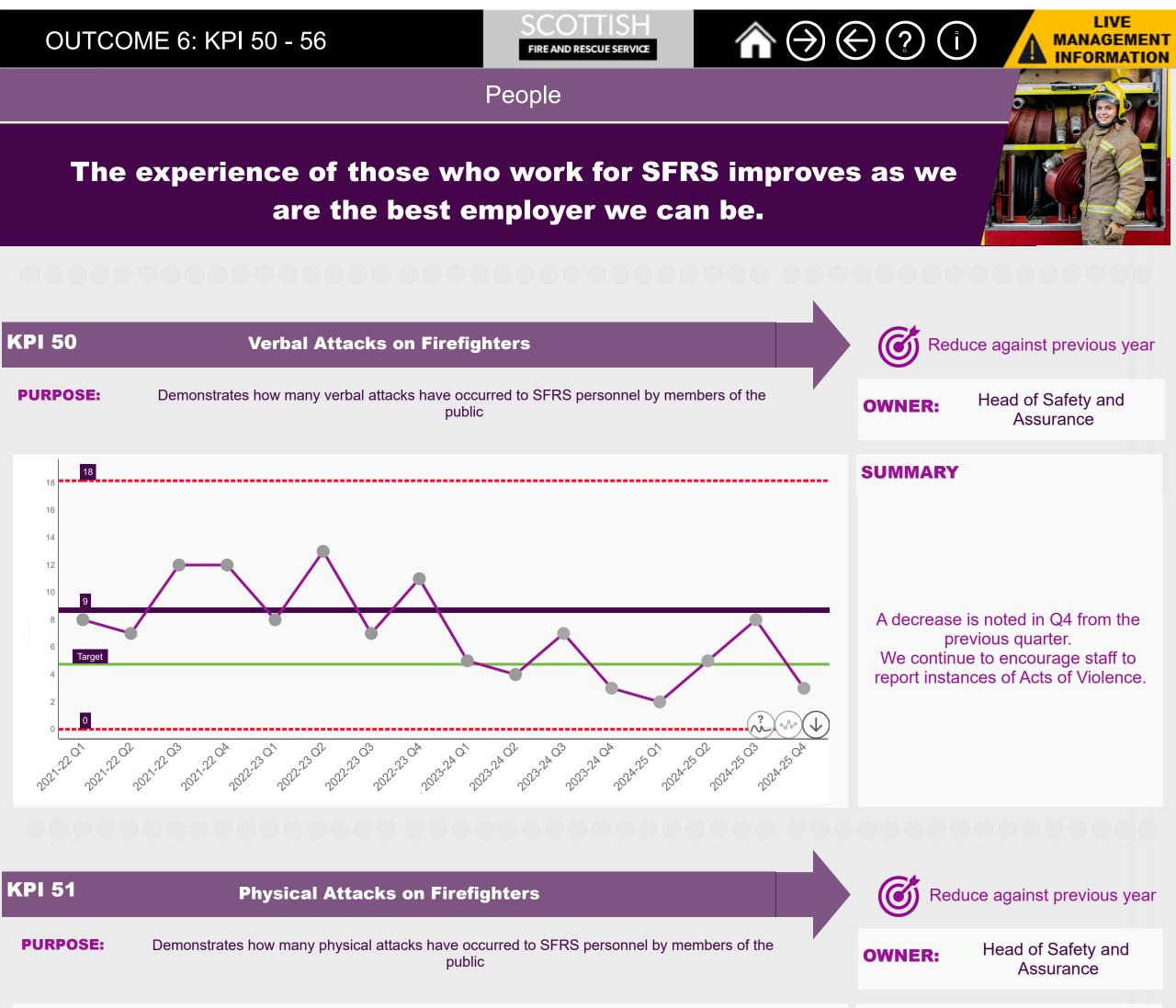
Track

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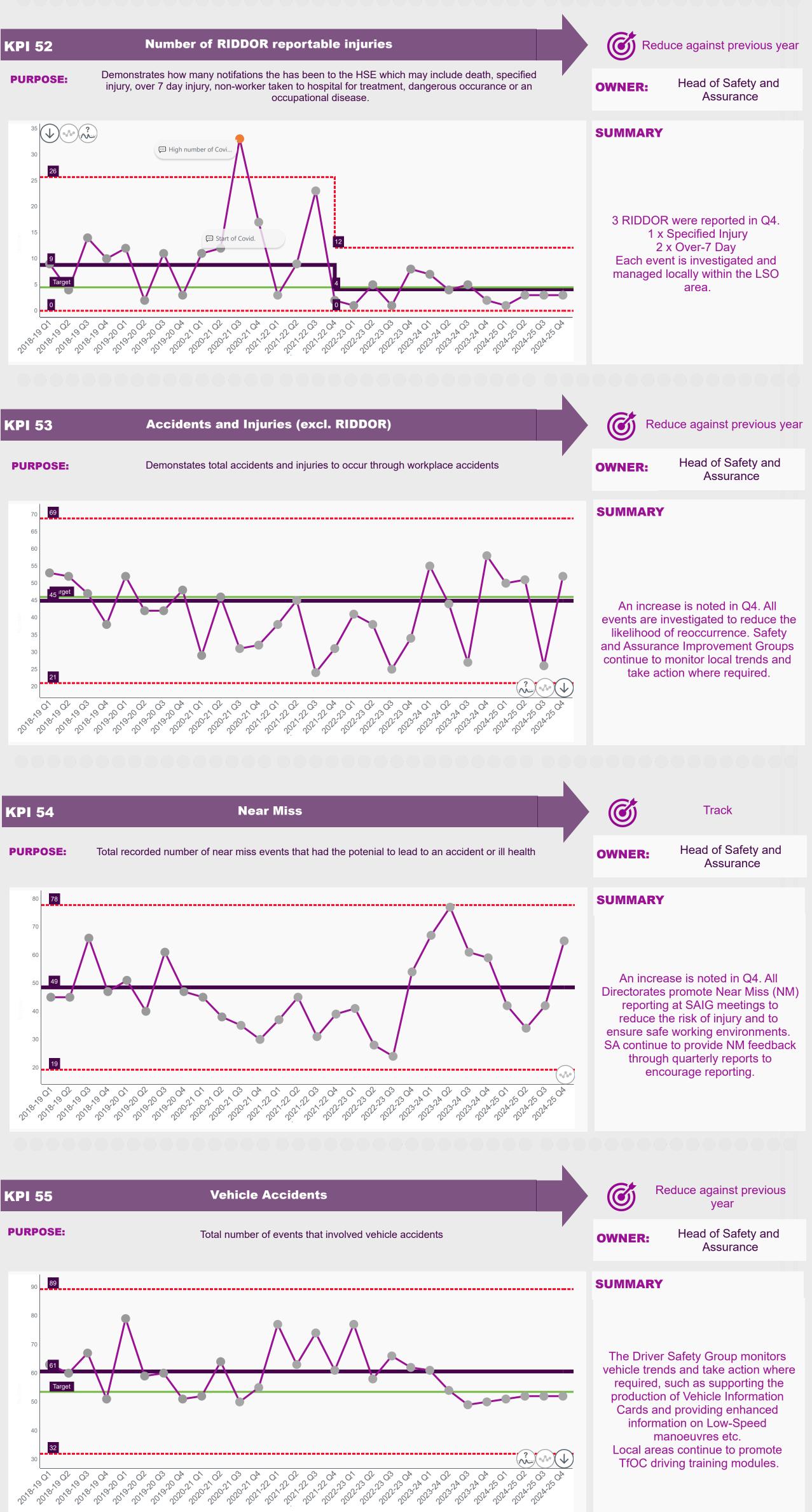


SUMMARY



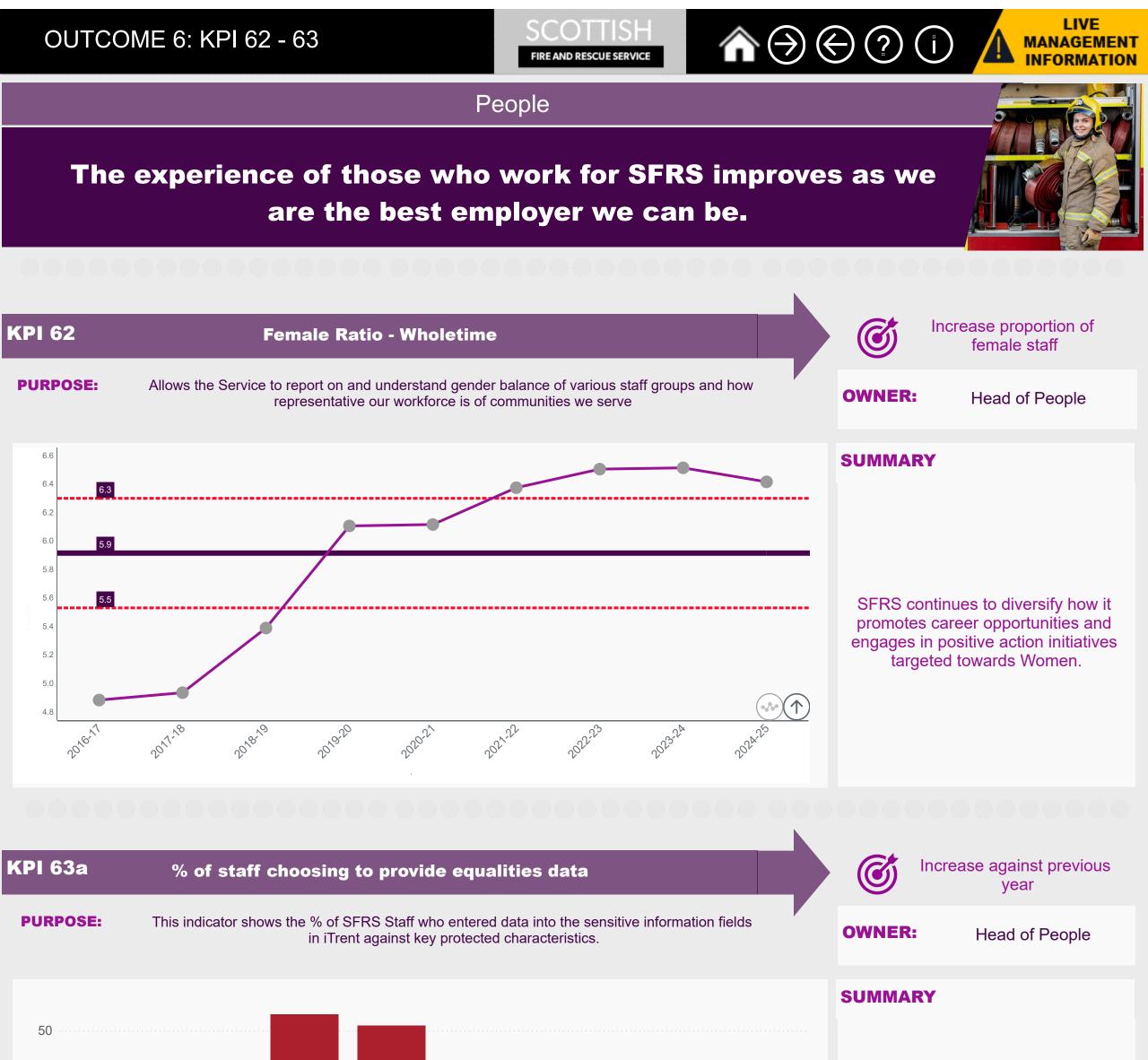
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> A significant decrease is noted in Q4 from both the previous quarter and the previous reporting year. We continue to encourage staff to report instances of Acts of Violence.





11/06/2025

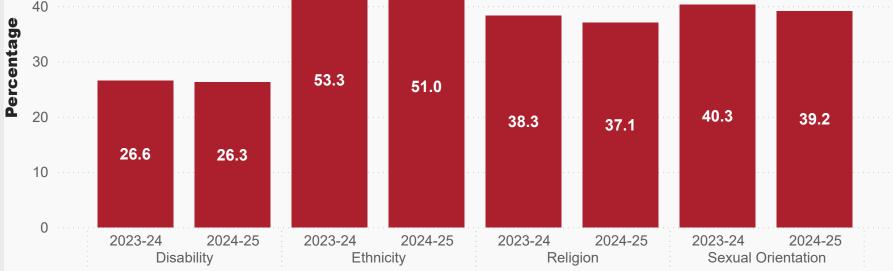


0.0

2023-24

Disability

2024-25



2024-25

2023-24

2023-24

Ethnicity

SFRS encourages staff to provide their personal characteristic details. We explain what the data provided is used for as well as provide reassurance on the restricted access to this information once supplied.

KPI 63b Reduce against previous % of staff choosing to withhold equalities data year **PURPOSE:** This indicator shows the % of Staff who entered data into the Sensitive Information fields who **OWNER:** Head of People then selected the Prefer not the Say response for that characteristic. **SUMMARY** 3.0 2.5 Percentage 2.0 SFRS encourages staff to provide 3.0 3.0 their personal characteristic details. 1.5 We explain what the data provided 2.3 2.2 is used for as well as provide 1.0 reassurance on the restricted access to this information once supplied. 0.5 0.6 0.6

11/06/2025

2024-25

Religion

2023-24

Sexual Orientation

2024-25



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MANAGEMENT

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

There are no Key Performance Indicators for this Outcome.

NARRATIVE

Partnership working is fundamental to the SFRS and helps us to deliver more to the people of Scotland.

During Quarter 4, development of the Working in Partnership Report 2024/25 has taken place with a view to publishing the document and sharing it with our partners in Summer 2025. As with previous years, the document demonstrates the wide range of partnership working that takes place across the Service.

An example of some of these articles can be found below:

Operation Safety

In September and October 2024, alongside our partners Police Scotland, Scottish Ambulance Service, Scottish Power Energy Networks, and Dumfries and Galloway Youth Work, we participated in Operation Safety. Held at DG1 Leisure Centre, Dumfries, the initiative aims to provide a single event for sharing important safety and first aid information from each contributing organisation. This event offers children training on various subjects, including emergency response, water safety, firework safety, online safety, emergency first aid, electrical safety, vaping, and self-resilience. The initiative not only helps us share critical safety information but also promotes a positive image of our staff, making them visible and approachable to children, which aids in community engagement at events and incidents.

For three weeks, teams from various partners taught vital skills to approximately 1,100 children aged 10 to 12 years old from 64 schools in East Dumfries and Galloway.

Operation Safety has run for 26 years, benefiting over 27,000 children. The initiative continues to adapt to changing times and challenges, providing invaluable safety advice to children.

Exercise Puffin

In July 2024, our crews from Westray and North Operations Control participated in Exercise Puffin, a multi-agency exercise which took place at Westray Airport. We worked with our partners from Orkney Island Council, Orkney Island Council Airfields Rescue and Firefighting Service (RFFS), Police Scotland, HM Coastguard, Scottish Ambulance Service volunteers, British Red Cross, NHS General Practitioner, and Nurse.

The purpose of Exercise Puffin was to test Orkney Islands Council (Airfields) Multi-Agency Response Plan, which is a requirement to comply with the Civil Aviation Authority (CAA) license for all UK aerodromes.

The scenario involved an inbound scheduled aircraft reporting a mechanical fault and requiring an emergency landing with eight persons on board and multiple casualties. For exercise purposes, a minibus was used instead of an aircraft.

The overall aims of the exercise were to test the effective response of the Airfield's RFFS and that of the additional agencies in attendance, collaborative inter-agency working, determine what worked well or what required improvement, and provide a basis upon which any updates or changes to the Airfield's Multi-Agency Response Plan may be made.

For this type of incident, further resources would be mobilised from mainland Orkney, coordinated by our Operations Control and supported by HM Coastguard and Royal National Lifeboat Institution.

With a total of six aerodromes that come under Orkney Island Council control, further live exercises of this type are planned on a four-yearly rotation basis. The next planned exercise will be held during the hours of darkness on the island of North Ronaldsay. Similar table-top exercises are conducted annually to meet the CAA (UK) licensing requirements.

Lighting Reach App

We worked in partnership with Lighting Reach, who developed an app aimed at helping residents of Edinburgh manage their finances. This app is specifically designed for individuals at risk of financial vulnerability. It allows users to access various benefits they may be entitled to and apply for different funds to assist with bills, heating, food, and more.

Our crews, Community Fire Stations, and Community Action Team (CAT) promoted this app by distributing leaflets at Home Fire Safety Visits (HFSV). Additionally, these materials were distributed to local foodbanks, libraries, and health centres.

In collaboration with our Community Action Teams, Lighting Reach participated in several public events to engage the community and encourage the use of this app. As part of this partnership, Lighting Reach will provide a link and direct users to our website for Home Fire Safety Visits (HFSV) and advice.

Innovative Electric Vehicle Training Partnership

We partnered with Dundee and Angus College to provide our Fleet Technicians with training in Electric Vehicle (EV) maintenance, system repairs, and battery replacements.

Staff from the Scottish Ambulance Service and Police Scotland also participated in the bespoke blue light service training course, allowing all partners to train and certify technicians to The Institute of the Motor Industry accreditation Levels 1, 2, and 3, allowing them to work safely on high voltage systems and to achieve the legislative certification of all technicians. This training ensures that technicians are equipped to safely maintain and repair EVs in their blue-light specific fleet, enabling effective response to critical incidents in their crucial nationwide and frontline service.

This investment into training highlights the emergency services' commitment to embracing the transition by leading the charge in electrifying their fleets while empowering staff with the knowledge and cutting-edge skills to perform their duties effectively.

Expressing pride in the college's pivotal role in facilitating this essential training, Caryn Gibson, Business Partnerships Manager at Dundee and Angus College, said: "We were thrilled to join forces with the Scottish Fire and Rescue Service in upskilling their technicians to meet the challenges posed by electric vehicles. These technicians play a vital role in ensuring the safety and operational efficiency of emergency response teams, highlighting the importance of ongoing training and development."

By upskilling our technicians with essential EV training, we will be fully prepared to transition our fleet to electric battery-powered vehicles as we aim towards becoming carbon neutral by 2045.



Help





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11/06/2025





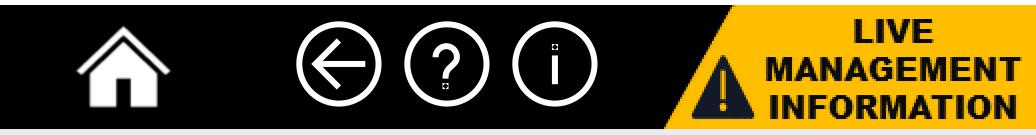




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SCOTTISH FIRE AND RESCUE SERVICE





Report No: B/SPPC/07-25

Agenda Item: 12

Report	to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting	g Date:	26 JUNE 2025							
Report	Title:	ANNUAL OPERATING PLAN PROGRESS REPORT - QUARTER 4							
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings CFor Reports to be held in PrivatSpecify rationale below referringBoard Standing Order 9ABCDEF				е		
1	Purpose					<u> </u>	<u> </u>	<u> </u>	
1.1	The purpose of this report is to present the Scottish Fire and Rescue Service (SFRS) Board with a quarterly progress report on how we are performing against the Annual Operating Plan 2024/25.								
2	Background								
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an Annual Operating Plan each year to support the achievement of the SFRS Strategic Plan 2022-25.								
2.2		ovides an update of progress ma er 4 of 2024/25.	de aga	inst the	e actior	ns of th	e Annu	al Ope	rating
3	Main Report/	Detail							
3 3.1 3.2	The quarterly made against There are 39 following prog • 19 actions • 5 actions period and • 15 actions red. Thes • SO1:1 accou Prepa • SO1:2 suppo compe • SO2:1 that al • SO2:6 • SO4:1 Syster	Detail progress report is attached as A cour Strategic Outcomes between 0 Actions contained within the gress has been reported: s (49%) are complete and are bl (13%) are on track towards and d are green. s (38%) have not been complete e are listed below: - (PPP): Assess external a ntability in relation to work un redness. 2 (PPP): Review and consider rt Prevention, Protection and P etency and retention of specialis (Ops): Develop a future model ti igns with the National Fire Resil s (Ops): Delivery of the On Call I (FCS): Commence work to enham ms by utilising Internet of Thing creased connectivity.	Plan. J Plan. J origina ed withinder the repare t skills for spe ience f mprove	At the At the I due d in the 2 ternal e remit dness cialist o Program ement ine capa	2024 a end o late wit 2024/28 struct t of Pr and d Directo operation me. Progra	nd 31 f Quar thin the 5 repor ures, eventio evelop orate/A onal re of Buil	March ter 4 2 2025/ ting pe perform on, Pro ment p trea sta sponse outcom ding M	2025. 2024/29 26 rep 26 rep 20 24/29	5, the orting nd are and n and nys to suring pilities ments

	 SO5:1 (FCS): Deliver the pilot Community Resilience Hub at Portree. SO5:6 (Project Managers): Continue delivery of the People, Payroll, Finance and Training Project. SO6:6 (TSA): Develop and publish SFRS Safety and Assurance Vision and Strategy. SO6:9 (People): Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA). SO6:10 (People): Enhance approach to delivery and management of SVQs and Modern Apprenticeships SO6:11 (People): Develop the SFRS Wellbeing Framework SO6:12 (People): Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice SO6:13 (People): Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation. SO6:14 (People): SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan. SO6:15 (People): Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR)
	• SO7:1 (SPPC): Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.
3.3	Detailed commentary on red and green (2025/26) actions is contained within an Exception Summary Report table directly under each action, including information on how outstanding actions will be managed to conclusion e.g. incorporation into the Three-Year Delivery Plan, BAU, Directorate Plan etc.
3.4	Section 3 provides commentary on the residual actions from previous Annual Operating Plans. There is one residual action from the 2022/23 Annual Operating Plan. This action is 80% complete with work continuing as part of the Directorate Plan until complete.
4	Recommendation
4.1	The SFRS Board is invited to scrutinise the quarterly report as detailed in Appendix A
5	Key Strategic Implications
5.1 5.1.1	Risk Appetite and Alignment to Risk Registers There are no strategic risk implications arising from this progress update.
5.2 5.2.1	Financial There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3 5.3.1	Environmental & Sustainability There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2024/25 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.4 5.4.1	Workforce There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.5 5.5.1	Health & Safety The Annual Operating Plan 2024/25 contains actions which supports SFRS commitment to health and safety.

5.6 5.6.1	Health & Wellbeing The Annual Operating Plan 2024/25 contains actions which supports SFRS commitment to health and wellbeing.							
5.7 5.7.1	Training There are no training implications arising from this report.							
5.8 5.8.1	Timing This progress report cover March 2025).	rs the period up to and including Quarter 4 (1 January 2025 – 31						
5.9 5.9.1	Performance Progress against the Annu Leadership Team and the	ual Operating Plan is reported to the Corporate Board, Strategic SFRS Board.						
5.10 5.10.1	Extensive engagement ar our staff, partners, stakeh	Communications & Engagement Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders, and communities to produce the Strategic Plan 2022-25, on which the Annual Operating Plan is based.						
5.11 5.11.1	Legal Delivery of the Annual Op Accountability Framework	erating Plan meets with the requirements of the Governance and						
5.12 5.12.1	Information Governance The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.							
5.13 5.13.1	Equalities An Equality and Human R for this planning documen	ights Impact Assessment (EIA) does not require to be carried out t.						
5.14 5.14.1	Service Delivery The content of this progres	ss report does not impact upon Service Delivery.						
6	Core Brief							
6.1	Operating Plan 2024/25 Q	lanning, Performance and Communications presented the Annual 3 Progress Report to members of the SFRS Board and asked that nd approve its release for publication on the iHub and SFRS						
7	Assurance (SFRS Board	/Committee Meetings ONLY)						
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications.						
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient						
7.2	Rationale:	The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the 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.						

8	Appendices/	Appendices/Further Reading						
8.1	Appendix A - Annual Operating Plan Progress Update Quarter 4 (2024/25)							
Prepare	Prepared by: Kirsty Jamieson, Planning and Performance Officer							
Sponsored by: Richard Whetton, Head of Governance, Strategy and Planning								
Presented by: Mark McAteer, D Communications			0	nning, Performance and				
Links to	o Strategy and	I Corporate Value	es					
Governa Operati	ance and Acco	untability Framewo uced each year to	ork set out by the Scott	Annual Operating Plan through the tish Government. The Annual f the SFRS Strategic Plan and				
Governance Route for Report		Meeting Date	Report Classification/ Comments					
Corporate Board		Via e-mail	For recommendation					
Strategic Leadership Team			21 May 2025	For recommendation				
SFRS E	SFRS Board 26 June 2025 For scrutiny							

Working together for a safer Scotland



ANNUAL OPERATING PLAN PROGRESS REPORT

Quarter 4 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

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

Section 1 – Executive Summary

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

Section 2 - Performance Dashboard and Exception Report

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

- Red indicates an activity has not been completed within the 2024/25 reporting period
- Green indicates an activity is on track towards an original due date within the 2025/26 reporting period.
- Blue indicates an activity is complete.

This section also provides a commentary against any Annual Operating Plan actions that have been allocated a red 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. In relation to those actions that have been allocated a green RAG status, for the purposes of this year-end report, further information has been provided as work for these actions is ongoing towards an original due date within the 2025/26 reporting period. If the action is 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



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%	*
Exception reporting for Implementation of Prevention, P	rotection and Preparedness de	velopment pathway:			1
This action consists of one milestone which has always had	a due date that exceeds the 2024	/25 reporting period (M	ay 2026) and therefo	ore has been mark	ed green.
There has been a slight delay in the commencement of this proposed revised due date of March 2026. This action is condate will be provided during the quarterly reporting updates • This action has an original due date that exceeds the	work pending the completion of el ntinuing to progress towards the o should this be required.	riginal overall due date	were due to be com of May 2026 but ma	pleted in March 2 y exceed this. Any	025 and have revised due
There has been a slight delay in the commencement of this proposed revised due date of March 2026. This action is con date will be provided during the quarterly reporting updates a	work pending the completion of el ntinuing to progress towards the o should this be required.	riginal overall due date	were due to be com of May 2026 but ma	pleted in March 2 y exceed this. Any	025 and have revised due
 There has been a slight delay in the commencement of this proposed revised due date of March 2026. This action is condate will be provided during the quarterly reporting updates This action has an original due date that exceeds the 	work pending the completion of el ntinuing to progress towards the o should this be required.	riginal overall due date	were due to be com of May 2026 but ma	pleted in March 2 y exceed this. Any	025 and have revised due
 There has been a slight delay in the commencement of this proposed revised due date of March 2026. This action is condate will be provided during the quarterly reporting updates This action has an original due date that exceeds the (Completion date of 31 May 2026 provided). 	work pending the completion of el ntinuing to progress towards the o should this be required. • 2024/25 reporting period. It wil Prevention, Protection and Preparedness	riginal overall due date I continue as busines 01/04/2024	were due to be com of May 2026 but may s-as-usual (BAU) w 31/03/2025 Revised 31/10/2026	opleted in March 2 y exceed this. Any ork until complet	025 and have revised due te.

As part of the Prevention Strategy, a Performance an Evaluation Framework will be produced. This will align with wider Service direction around performance and evaluation.

This action has exceeded the overall due date of March 2025, with three of the four milestones outstanding, and a revised overall due date of October 2026 has been proposed.

The following revised milestone due dates have been provided:

- Milestone 2: Identify targets for relevant Prevention, Protection and Preparedness activity and consult and reach agreement with external and internal Partners: A revised due date for this milestone is proposed from March 2025 to October 2026.
- Milestone 3: 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: A revised due date for this milestone is proposed from March 2025 to March 2026.
- Milestone 4: Undertake review on how Prevention, Protection and Preparedness performance is reported and scrutinised and provide recommendations if any improvements: A revised due date for this milestone is proposed from March 2025 to October 2026.
- This action has not been completed within the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date of 31 October 2026 provided).

Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills.	01/06/2024 Revised 65%	•
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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:

Training continues to provide challenges for specialised skills within SFRS. Options are being explored, and significant funding requirements are being sought. The new Directorate Plan and associated Functional Plans will encompass the future intended direction for such training and the Directorate continues to engage on longer term solutions in learning provision for specialist skills. An interim plan is in place for short term provision, though the development and career pathway has yet to be established.

Work continues towards developing a training plan for Prevention, Protection and Preparedness, working with colleagues in Training, Safety and Assurance and People Directorates, however, limited progress has been made since the previous quarter as resources have been limited due to significant legal workstreams, development of the Directorate strategy, and continuous pressures within the department. This work will also align with the Strategic Service Review Programme (SSRP) outcomes that are under development at this time, when a plan can be developed against resources available.

Limited progress has also been made since the previous quarter regarding investigating the viability of a dedicated progression pathway within Prevention, Protection and Preparedness that ensures Best Value for the Service and retention of key skills, whilst supporting staff with further opportunities. In addition, principles have been established to support further development of this work which have been discussed with our People colleagues.

This action has exceeded the overall due date of March 2025, with two of the four milestones outstanding, and a revised overall due date of March 2026 being proposed.

The following revised milestone due dates have been provided:

Milestone 2: Develop a training plan for Prevention, Protection and Preparedness, working with colleagues in Training, Safety and Assurance and People: A revised due date for this milestone is proposed from March 2025 to March 2026.

Milestone 3: Investigate the viability of a dedicated progression pathway within Prevention, Protection and Preparedness that ensures Best Value for the Service and retention of key skills, whilst supporting staff with further opportunities: A revised due date for this milestone is proposed from March 2025 to March 2026.

• This action has not been completed within the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date of 31 March 2026 provided).

Strategic Outcome 2: Response Communities are safer and more resilient as we respond effectively to changing risks.							
Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG		
Continue implementation of the Digital Fireground Radio Project.	Finance & Contractual Services / Operational Delivery	01/04/2024	31/03/2025	100%	*		
Implementation of the Strategic Service Review Programme: Service Delivery Review*. *This programme update it based on the milestone activity for this year only.	Operational Delivery	01/06/2024	30/11/2024 to 31/05/2025	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	31/07/2025	50%	*		

Exception reporting for Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment:

A Watch Commander has now been appointed into post for the Self-Contained Breathing Apparatus (SCBA) project team, along with a Group Commander. An options paper was presented to the Service Delivery Board (SDB) where it was recommended that this paper be taken to the Enabling Infrastructure Board.

A supplier information day was held with three suppliers and market research work, including engagement with other UK Fire and Rescue Services, is being undertaken. A User Intelligence Group (UIG) will now be established slightly later in June 2025, and not March as originally planned.

This action consists of three milestones which have always had a due date that exceeds the 2024/25 reporting period (July 2025) and therefore has been marked green.

It is anticipated that this action will be completed within the overall due date of July 2025. Two of the three milestones are currently outstanding, with one of these requiring a revised due date.

The following revised milestone due date have been provided:

• This action has an original due date that exceeds the 2024/25 reporting period. It will be carried forward as an action in the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 July 2025 provided).

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 31/12/2025 Revised 31/03/2026	60%	•	
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Exception reporting for Develop a future model for specialist operational response capabilities that align with the National Fire Resilience Programme:

Response model reviews have been identified and are currently underway for the National Fire Resilience Scotland (NFRS) Capabilities Enhanced Logistical Support (ELS)/Command Support Unit (CSU) and Urban Search and Rescue (USAR). These have been instigated due to a combination of feedback from the Capability Assurance Programme and due to Scottish National Users Group (SNUG) / cross-Directorate feedback. The aim for both projects is to propose a future response model for Enhanced Logistical Support (ELS)/Command Support Unit (CSU) and Urban Search and Rescue (USAR) which supports an effective and efficient operational response for both disciplines.

The development of the National Fire Resilience Scotland Capability Strategy, which will be key to establishing a cyclical review of all National Fire Resilience Scotland Capabilities and proposing of effective and efficient response models, is delayed due to National Fire Resilience Scotland commitments supporting the Service Delivery Review Programme.

It is anticipated that this action will exceed the previously revised overall due date of December 2025, with both milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 1: Carry out a review of specialist capabilities: A revised due date for this milestone is proposed from December 2025 to March 2026.

Milestone 2: Establish Self-Contained Breathing Apparatus (SCBA) Project team and User Intelligence Group: A revised due date for this milestone is proposed from March 2025 to June 2025.

Milestone 2: Produce recommendations for revised delivery model based upon available funding and resources: A revised due date for this milestone is proposed from March 2025 to March 2026.

• This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026 provided).

Delivery of the On Call Improvement Programme outcomes.	Operational Delivery	01/04/2024	31/12/2024 31/03/2025 Revised 31/07/2025	70%	•	
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Exception reporting for Delivery of the On Call Improvement Programme outcomes:

The ongoing challenge regarding the capacity of partners to support the On Call Improvement workstreams is still being experienced, however, positive progress is being made. The Dual Contractor Policy has now gone live, and this means that all supporting policies required as part of the RDS Terms and Conditions are now in use. This will serve as an enabler for the On Call Improvement workstreams. The Bank Working Scheme and On Call to Wholetime Duty System (WDS) Migration are now well advanced and will shortly be formally included in the SFRS policy. The evaluation of the Modular Task and Task Management (TTM) has been concluded, but the position remains unchanged regarding Modular Breathing Apparatus (BA), with capacity and infrastructure issues within the Training Function meaning that it has not been possible to progress this at this time.

This action has exceeded the previously revised overall due date of March 2025, with all four milestones outstanding, and a revised due date of May 2025 has been proposed.

The following revised milestone due dates have been provided:

Milestone 2: Evaluation of the On Call Bank Rostering Scheme Pilots: A revised due date for this milestone is proposed from March 2025 to May 2025 (now complete).

Milestone 3: Introduction of Pre-Recruitment Engagement Programme (PREP) 2: A revised due date for this milestone is proposed from March 2025 to July 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 March 2025 to May 2025 (now complete).

• This action has not been fully completed within the 2024/25 reporting period. The remaining milestone (3) will be completed as business as usual until complete.

Milestone 1: Inclusion in policy of an On Call to Wholetime Duty System Migration Pathway: A revised due date for this milestone is proposed from March 2025 to May 2025 (now complete).

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%	*

Exception reporting for Progress Emergency Services Mobile Communications Programme (ESMCP): SFRS In-Vehicle Systems Project.:

Fleet and Training Leads are now in place, both developing plans for their respective areas. Training on the MODAS software Train the Trainers has taken place and other training materials will be integrated on to the Learning Content Management System (LCMS).

Regarding the MODAS software developed for SFRS use, work is currently being undertaken to integrate the Operational Intelligence (OI) and Gazetteer (GAZ) databases. The Issue with GD92 Gateways connections to Airwave is under development. Once complete, the transition of the vehicle devices can commence.

Release 2 of the Samsung tablets to the Highlands and Local Senior Officers (LSO) along with the EE 800MHz SIMs are now complete. There has been positive feedback from users.

Minimal Viable Product release of MODAS (Guardian Fire) has now been agreed with Operations and is being prepared for User Acceptance Testing (UAT).

The number of Emergency Services Mobile Communication Programme (ESMCP) devices (Vehicle Handheld and desktop) required for Scottish Government Business case is currently under review with Operations.

This action consists of four milestones which have always had a due date that exceeds the 2024/25 reporting period (September 2026) and therefore has been marked green. It is anticipated that this action will be completed within the overall due date of September 2026. All four milestones are ongoing and one of these is currently overdue requiring a revised due date.

The following revised milestone due date has been provided:

Milestone 2: Commence integration of Operational Intelligence and Mobile Data System: A revised due date for this milestone is proposed from February 2025 to August 2025.

• This action has an original due date that exceeds the 2024/25 reporting period. It will be carried forward as an action in the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date 31 September 2026 provided).

Strategic Outcome 4: Climate Change

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
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 Revised 31/08/2025	60%	•

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:

Work to carry out the procurement exercise has not progressed as expected. Support from the external supplier has been limited despite numerous escalations. Further technical discussions have taken place with the supplier and some progress has been made, but we do not yet have a finalised technical proposal to allow the procurement exercise to be completed.

The ongoing delay to carry out the procurement exercise has negatively impacted the commencement of work required for the installation of Internet of Things (IOT) network and the implementation of the pilot project to connect remotely to heating systems utilising Internet of Things (IOT) technology.

This action has exceeded the original overall due date of March 2025, with three of the four milestones outstanding and a revised due date of August 2025 has been proposed.

The following revised milestone due dates have been provided:

Milestone 2: Carry out procurement exercise: A revised due date for this milestone is proposed from February 2025 to August 2025. Milestone 3: Installation of Internet of Things (IOT) network: A revised due date for this milestone is proposed from March 2025 to August 2025. Milestone 4: Implement pilot project to connect remotely to heating systems utilising Internet of Things (IOT) technology: A revised due date for this milestone is proposed from March 2025 to August 2025.

• This action has not been completed within the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date 31 August 2025 provided).

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	100%	*		
Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/2025	100%	*		
Development of the SFRS Strategic Plan 2025-28 for consultation.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/2025	100%	*		
Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton).	Finance & Contractual Services	01/04/2024	31/03/2025	100%	*		
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	100%	*		
Continue delivery of the Rostering Project.	Operational Delivery	01/04/2024	31/07/2025	90%	*		

Exception reporting for Continue delivery of the Rostering Project:

The Scottish Government Digital Scotland Service Standard (DSSS) Assessment Action Plan has been submitted for scrutiny to the Digital Assurance Office (DAO) as per the deadline of 31 March 2025. The assessments went well and recommendations from the report have been incorporated into an action plan to monitor progress.

Work on the Policy is still outstanding as benefits will not be realised if we cannot have SFRS make the relevant changes in time for implementation.

Joined up technical workshop sessions with Gartan have dominated the diary in Quarter 4 as Gartan start to build towards our new technology. The sessions have been excellent so far.

Work has begun to prepare for Accessibility Testing and User Availability Testing (UAT) and an understanding of our integrations work is taking shape, for example Motorola, iTrent, 3TC Modas - this work is ongoing. A new Watch Commander started with the project at the end of April to support training and testing.

This action consists of four milestones which have always had a due date that exceeds the 2024/25 reporting period (July 2025) and therefore has been marked green.

It is anticipated that this action will be completed within the original overall due date of July 2025, with three of the four milestones completed and one outstanding due to be completed by 31 July 2025.

• This action has an original due date that exceeds the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 July 2025 provided).

Delivery of the Strategic Service Review Programme: Corporate Services Review*. *This programme update it based on the milestone activity for this year only.	People, Strategic Planning, Performance & Communications, & Corporate Services	01/04/2024	31/03/2026	85%	*
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Exception reporting for Delivery of the Strategic Service Review Programme: Corporate Services Review:

A review of executive level Business Support provision to Directors and Heads of Function has been initiated during this quarter. Interviews have been held with senior leaders and Business Support to understand the nature of the service provided and identify future service delivery models. A blueprint is in development to help with the identification of tangible deliverables and benefits from the Programme.

This action consists of five milestones and has always had a due date that exceeds the 2024/25 reporting period. This action has been marked green.

It is anticipated that this action will be completed within the original overall due date of March 2026, with three of the five milestones already completed. Two of the milestones are currently outstanding with one of these requiring a revised due date.

The following revised milestone due dates have been provided:

Milestone 5: Produce and agree a suite of options for strategic change based on review outcomes, aligning to organisational aims: A revised due date for this milestone is proposed from March 2025 to August 2025.

• This action has an original due date that exceeds the 2024/25 reporting period. It will be carried forward as an action in the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026 provided).

Deliver the pilot Community Resilience Hub at Portree (Phase 1).	Finance & Contractual Services	01/04/2024	31/03/2025 Revised 30/06/2026	75%	•
Exception reporting for Delivery the pilot Community	Resilience Hub at Portree (Ph	ase 1):			
A new site has been identified, and negotiations are ongo which is purchased.	ing with the landowner regarding	g potential purchase. Th	e design will depend ι	upon the size and	l layout of the sit
his action has exceeded the original overall due date of	March 2025, with one of the thre	e milestones outstandin	g. A revised due date	of June 2026 ha	s been propose
he following revised milestone due dates have been pro	vided:				
 Milestone 3: Conclude Project Agreement Document, incl A revised due date for this milestone is p This action has not been completed within the 202 of 30 June 2026 provided). 	roposed from March 2025 to J	lune 2026.		·	0 0
Continue delivery of the People, Payroll, Finance and Training Project.	People	31/05/2024	31/12/2024 now 31/07/2025	45%	•
Exception reporting for People, Payroll, Finance and	Training Project:				
Quarter 4 has seen a significant amount of activity with th activity to review the Scottish Government implementation	n and its fit with SFRS requireme	ents. This has been led b	by Scottish Governme	nt and their imple	ementation partr
and has involved a large amount of input from all teams a SFRS a clear and unambiguous position on the cost, sco Business Case as part of the options appraisal. A Public continued work of SFRS as a pathfinder for the Shared S	pe and timeline of onboarding or Sector Reform funding application	n to the Shared Services	Programme. The out	put report will fea	ature in the Outl

Workshops on the Strategic Case of the Outline Business Case have taken place. An initial version of the Outline Business Case is now due by the end of May 2025 to allow production of an options appraisal.

The draft Memorandum of Understanding has been received. A Statement of Requirements is being reviewed following feedback during the Discovery Phase. A decision on the direction of the project will be required following the production of the Outline Business Case.

Following receipt of the Discovery Phase Report and a decision on the Outline Business Case, work will then progress with regards to the Full Business Case.

It is anticipated that this action will be completed within the previously revised overall due date of June 2025. As the original due date was December 2024, this action has been marked red. Three of the four milestones are currently outstanding.

The following revised milestone due date has been provided:

Milestone 2: Update Outline Business Case: A revised due date for this milestone is proposed from April 2025 to July 2025.

• This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 July 2025 provided).

Strategic Outcome 6: People

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop the Service Asset Management Plan: Training.	Finance & Contractual Services	01/04/2024	31/01/2025	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%	*
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	100%	*
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%	*

Develop and publish SFRS Safety and Assurance Vision and Strategy.	Training, Safety & Assurance	01/04/2024	30/09/2024 31/03/2025 Revised 30/06/2025	95%	•
Exception reporting for Safety and Assurance Vision	on and Strategy:				
The draft Safety and Assurance Strategy has been development has been development to approval, the Safety and Assurance Vis			ce for approval before	being published. I	t is anticipated
his action has exceeded the previously revised overa	II due date of March 2025, with one	of the two milestones	outstanding.		
The following revised milestone due date has been pro	vided:				
Ailestone 2: Publish SFRS Safety and Assurance Visio	on and Strategy: A revised due date	e for this milestone is	s proposed from Mar	ch 2025 to June 2	2025.
This action has not been completed within the 2 30 June 2025 provided).	2024/25 reporting period. It will co	ntinue as part of the	Directorate Plan unti	l complete. (Con	npletion date o
ead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA).	People	01/04/2024	31/03/2025 Revised 31/03/2026	70%	•
Exception reporting for Lead the planning, coordin SPPA):	ation and delivery of pensions rel	ated workstreams, ir	n conjunction with Sc	ottish Public Pen	sions Agency
Continued engagement with the Scottish Public Pensic vorkstreams has now been developed.	ons Agency (SPPA) is ongoing. A hi	gh level, indicative tim	escale for the resolution	on of all three pens	sions
A high level Scottish Public Pensions Agency (SPPA) in the McCloud remedy between August and October 202 Booth/Bradshaw. Addressing those only affected by M	25. Included within this project are th	ose in-scope, not only	for McCloud, but also	for Matthews 2nd	
SFRS continue to meet with the Matthews 2nd Option prioritisation on McCloud.	project team on a weekly basis, to s	upport development of	f detailed delivery plan	s, which are impac	cted by SPPA
The SPPA are also undertaking a Statutory Consultation	on on amending the current deadline	of September 2025 a	nd reviewing current R	egulations concer	ning Dependan

SFRS People and Finance representatives are now meeting the SPPA McCloud Project team on weekly basis to develop detailed processes for the delivery of Remedial Service Statement (RSS) statements, and the collection or payment of McCloud related contributions or rebates.

benefits.

SPPA are developing internal systems to calculate individual "offers" to pension scheme members and seeking to increase capacity within the team responsible for actioning these. Until these are complete, and SPPA and SFRS agree on areas of individual responsibility for project actions.

The project plans for each workstream have not yet been produced subject to continued delays out with SFRS control.

Underpinning principles of each of the three Pension projects and indicative timescales for delivery are now sufficiently advanced to permit the development of detailed Communication plans. The Scottish Public Pensions Agency (SPPA) draft Communication Plan is now complete, and the SPPA Communications Team are meeting regularly with SFRS People and Communication representatives to identify key messages and means of delivery using SFRS communication channels to supplement SPPA communication outlets. SFRS have provided SPPA with drafts of amendments and additions to existing SPPA Website contents, and preferred key messages, and continue to plan how best to support SPPA communications. Internal SFRS communications by People representatives continue to be delivered to Governance groups, Representative bodies, and responding to individual employee queries. Detailed dialogue with SPPA on project deliverables is still underway.

SPPA and SFRS have now analysed and categorised the responses to the issue of the Expression of Interest letters. SFRS has also analysed and categorised those in scope only for Matthews 2nd Option against prioritisation criteria supplied by SPPA. A final review of Expression of Interest returns has been carried out, and a register of those requesting ill-health or death benefits, or who will be required to provide proof of employment in the qualifying period has been compiled. This information has permitted the SPPA to develop indicative timescales for delivery of the various pension issues. SFRS People and Finance functions are now working with SPPA through regular standing meetings to develop processes for the calculation, issue, return and collation of responses to Remedy offers, and the collection of contributions, or the payments of rebates. Regular meetings with SPPA and SFRS Communication Teams are now developing communications plans and processes to inform in-scope pension scheme members of principles of Remedies, how they will receive offers, and the terms under which these offers are made. SFRS continue to support SPPA in the SPPA's delivery of these pension projects. SFRS also continue to monitor SPPA proposals and plans, and to advocate on behalf of SFRS and current and former employees. As detailed plans have yet to be finalised, and timescales are stated as "indicative".

This action has exceeded the original overall due date of March 2025, with three of the four milestones outstanding.

The following revised milestone due dates have been provided:

- Milestone 1: Engage with SPPA to finalise and agree detailed project plans for each workstream: A revised due date for this milestone is proposed from March 2025 to September 2025.
- Milestone 3: Develop and agree communications plan between SFRS and SPPA to support each pensions exercise: A revised due date for this milestone is proposed from March 2025 to September 2025.
- Milestone 4: Implement SFRS actions related to each workstream in conjunction with SPPA and in line with statutory timescales: A revised due date for this milestone is proposed from March 2025 to March 2026.
- This action has not been completed within the 2024/25 reporting period. It will continue as part of the Directorate Plan until complete. (Completion date of 31 March 2026 provided).

Enhance approach to delivery and management of SVQs and Modern Apprenticeships.	People	01/04/2024	31/03/2025 31/12/2025 Revised 31/03/2026	40%	•			
Exception reporting for Management of SVQs Modern	Apprenticeships							
Three external verification visits took place in the Quarter compliance and processes within the programme.	4 reporting period, with all resu	lting in green reports with	high confidence pas	ses. Work contin	ues to enhance			
The Modern Apprenticeship (MA) Programme, Policy and Education (HMIE) report has been collated and a present			y Review Group. The	e His Majesty's In	spectorate for			
Scoping of requirements for wider Modern Apprenticeship (FF) Modern Apprenticeship (MA) Programme review.	o (MA) opportunities for other SF	RS roles will commence	following the comple	tion of the Whole	time Firefighter			
The Wholetime Firefighter Modern Apprenticeship Programme review continues, including policy, procedure, documentation and communication strategies. This is a long term project that aligns with planning and engagement with our external partners and wider service. Policy review to commence with stakeholders in Quarter 1 2025/26. Outcome of the milestone, to review the Wholetime Firefighter Modern Apprenticeship and scope requirements for wider Modern Apprenticeship opportunities for other SFRS roles, is predicted to be completed by previously agreed revised due date December 2025.								
It is anticipated that this action will be completed within th with two of these requiring a revised due date.	e previously revised overall due	date of December 2025.	Three of the four mil	estones are curre	ently outstanding			
The following milestone due dates have been provided:								
Milestone 1: Review existing processes and systems to in milestone is proposed from March 2025 t Milestone 4: Review the Trainee Firefighter Development 2025 to March 2026.	o March 2026.							
• This action has not been completed within the 202 31 March 2026 provided).	24/25 reporting period. It will c	ontinue as part of the D	Directorate Plan unti	il complete. (Cor	mpletion date of			
Develop the SFRS Wellbeing Framework. People 01/07/2024 31/03/2025 Revised 0%								
Exception reporting for SFRS Wellbeing Framework:		1	1					
This work has not progressed in 2024/25 due to the focus	s on wellbeing recovery.							

It is anticipated that this action will be completed by the end of the 2025/26 reporting year. This action consists of two milestones which are currently outstanding and require revised due dates.

The following milestone due dates have been provided:

Milestone 1: Conduct benchmarking and research on approaches to wellbeing strategies and frameworks, including feedback from internal employee engagement activities: A revised due date for this milestone is proposed from December 2024 to March 2026.

Milestone 2: Carry out stakeholder engagement to inform draft Wellbeing Framework: A revised due date for this milestone is proposed from March 2025 to March 2026.

• This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026 provided).

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Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice.	People	01/04/2024	30/09/2025 Revised 31/03/026	20%	•

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 3year schedule will be re-planned in line with the recovery plan. This has resulted in the introduction of asbestos medicals.

This action has exceeded the original overall due date of March 2025, with all three milestones outstanding.

The following revised milestone due dates have been provided:

- Milestone 1: Develop and implement a plan to align the three-year SFRS routine health surveillance arrangements with the introduction of asbestos medicals: A revised due date for this milestone is proposed from June 2025 to September 2025.
- Milestone 2: Introduce, embed and monitor the revised health surveillance arrangements to ensure compliance with statutory requirements: A revised due date for this milestone is proposed from September 2025 to March 2026.

Milestone 3: Consider the recommendations from the joint University of Central Lancashire and FBU research and implications for the ongoing approach to health surveillance: A revised due date for this milestone is proposed from March 2025 to March 2026.

• This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026).

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 Revised 31/03/2026	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:

People Directorate continue to work 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. As a result, this action is on hold. This work will be further considered in 2025/26.

No further work has progressed in respect of reviewing the EU General Safety Regulation and considering the implications for the Service to meet the statutory requirements for the introduction of alcoholic interlocks (breathalysers) in new vehicles, as confirmation is still required regarding if / when the UK government will adopt the EU General Safety Regulation (GSR) and the implications for Fire and Rescue Services.

Early work on scoping of an Alcohol and Drug policy has been considered by the Wellbeing Team. This will progress further when further information is available, and timescales are known.

This action has exceeded the original overall due date of March 2025, with the only milestone outstanding.

The following revised milestone due date has been provided:

Milestone 1: Review the EU General Safety Regulation and consider the implications for the Service to meet the statutory requirements for the introduction of alcoholic interlocks (breathalysers) in new vehicles: A revised due date for this milestone is proposed from March 2025 to March 2026.

• This action has not been completed within the 2024/25 reporting period and work has been stopped until the UK government makes a decision regarding the EU General Safety Regulation. (Completion date of 31 March 2026 provided).

SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.	People	01/04/2024	31/10/2025 Revised 31/03/2027	80%	•	
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Exception reporting for SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.

The Culture Development Group continues to oversee progress against the Culture Action Plan deliverables. Key areas of focus this quarter included: Transitioning the Confidential Reporting Line to business as usual; continued analysis and communication of Colleague Experience Survey results; further design of the supervisory Management Development Framework; and hosting a Women in the Fire Service event in the North Service Delivery Area.

It is anticipated that this action will exceed the original overall due date of October 2025, with three of the five milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 3: Design, roll out and evaluation of the Management Capability Framework: A revised due date for this milestone is proposed from March 2025 to March 2027.

Milestone 4: Promote a workplace culture that meets the needs of women: A revised due date for this milestone is proposed from March 2025 to March 2026. Milestone 5: Review and enhance SFRS attraction and selection approach: A revised due date for this milestone is proposed from March 2025 to March 2026.

• This action has not been completed within the 2024/25 reporting period. It will incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2027 provided).

Exception reporting for Mainstreaming Equality, Diversity, Inclusion and Human Rights:

The Equality, Diversity and Inclusion (EDI) workplan continued to be impacted by the requirement to support the Service Delivery Review Programme. In Quarter 4 the annual Mainstreaming and Equality Outcomes Report was finalised and approved by the Strategic Leadership Team (SLT) and the Board for publication. The 2024/25 report fell within a statutory reporting year and as such SFRS has met its legal obligations for publication. The relaunch of the Equality Partnership Group and the finalisation of the Equality and Human Rights Impact Assessment Toolkit has been pushed in to 2025/26.

It is anticipated that this action will exceed the previously revised overall due date of June 2025, with all four milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 1: Implement renewed Equality and Human Rights Impact Assessment Process.: A revised due date for this milestone is proposed from March 2025 to December 2025.

Milestone 2: Enhance the role of the Equality Partnership Group through revised terms of reference.: A revised due date for this milestone is proposed from March 2025 to June 2025.

Milestone 3: Develop Mainstreaming Toolkit to support localised delivery of EDIHR initiatives.: A revised due date for this milestone is proposed from June 2025 to December 2025.

Milestone 4: Review and embed role of Senior Equality Champions.: A revised due date for this milestone is proposed from March 2025 to September 2025.

• This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 December 2024 provided).

Strategic Outcome 7: Partnership Community safety and wellbeing improves as we work effectively with our partners.									
Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG				
Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.	Strategic Planning Performance & Communications	01/04/2024	31/03/2025	100%	*				
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	100%	*				
Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.	Strategic Planning Performance & Communications	01/04/2024	31/12/2024 30/06/2025	100%	*				

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 To 31/10/2025		The Document Conversion Project (DCP) continues to make significant progress, with key milestones adjusted to reflect interdependencies and operational priorities: Phase 1 ("All Incidents Package"): Fully released and live as of January 2025. All associated documents are now archived. Phase 2 ("Fires and Firefighting Package"): Released on 7 April 2025. The slight delay is due to interdependency with Information Governance and their current workloads. Following the release, a familiarisation period will run until 1 June 2025. This extended period will allow personnel adequate time to fully absorb the substantial content, particularly considering the comprehensive update to the Wildfire Operating Procedure, which supports ongoing wildfire strategy developments. Phase 3 ("Transport Work Packages"): Draft development is progressing well, with significant preparatory work completed. Finalisation is on schedule for release in Quarter 2 2025/26. Adjustments based on feedback from the release and implementation of Phase 2 will be considered to ensure operational effectiveness. Phase 4 ("Hazmat Package"): Development has commenced, with coordination planned involving subject matter experts from DIM/Hazmat and the CBRN SNUGs. This collaborative approach aims to ensure comprehensive and accurate content delivery, with the package scheduled for release in Quarter 3 2025/26. Additionally, collaborative efforts have been ongoing with the In-Vehicle System (IVS) team to ensure DCP documentation is accessible via the new CF33 tablets, incorporated as part of the Minimum Viable Product (MVP) during their initial rollout. Plans are in place to achieve full integration and adoption of DCP resources on these devices as the IVS project continues to mature.

2023/24	Modernise our property estate including improvements on dignified facilities and contaminant control.	Finance and Contractual Services	31/03/2024	31/03/2025	 Galashiels works are now complete, and this is the first Reinforced Autoclaved Aerated Concrete (RAAC) affected station to have remediation carried out. Planning approval has been received for the replacement of Dalkeith Fire Station and the purchase of a new site has been concluded. Design for Liberton demolition and new build on existing site is progressing and work is now at the pre-planning discussion stage. The site at Salen has now been cleared and is available for development as a satellite fire station or disposal dependent upon the Service Delivery Review/subject to service prioritisation and availability of funding. An alternative site for Portree has been identified and we are in discussions with landowner with regards to possible purchase. Work to progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing has been extensive with Galashiels now complete, Dalkeith proposals having received planning and a new site purchased, and progress for the design and re-build of Liberton now at the pre-planning and discussion stage. This action is now 100% complete and has been marked blue.
2023/24	Review the SFRS 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	On further review it has been identified that this action relates specifically to Training and the work required has been included and concluded as part of the work undertaken for actions SO6:2 and SO6:3 within the Annual Operating Plan 2024/25. This action is now 100% complete and has been marked blue.

SCOTTISH FIRE AND RESCUE SERVICE



The Board of Scottish Fire and Rescue Service

Report No: B/FCS/10-25

Agenda Item: 13

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:		26 JUNE 2025							
Report Title:		RESOURCE BUDGET MONITORING MAY 2025							
Report Classification:		For Scrutiny	SFRS Board/Committee Meeting ONLY For Reports to be held in Private Specify rationale below referring <u>Board Standing Order 9</u>			te			
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	E	E	<u>G</u>
1	Purpose								
1.1	To advise the Bo 2025	vise the Board of the Resource Budget position for the period ending 31 May							
2	Background								
2.1	The Scottish Government initially allocated funding to SFRS for 2025/26 of £412.2million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £332.1million and £47million respectively, and £33million in respect of depreciation (Ring-fenced or "non-cash" DEL).								
2.2	 The RDEL funding has subsequently been revised upwards by £0.1million to £332.2million. In addition, the Scottish Government has confirmed that SFRS will receive further resource funding to reflect the changes detailed below: £3.42m towards funding the additional National Insurance costs. £1m to support the ongoing delivery of SSRP. 								
2.3	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.								
2.4	These budget adjustments will therefore result in a revised Resource budget of £337.162million which has been reflected in this report.								
2.5	Following confirmation of the NJC pay settlement of 3.2% the Service has written to the Scottish Government seeking an uplift in the budget of £0.4m to cover the higher than budgeted pay award.								
2.6	The figures contained within this report reflect the pay settlement but do not reflect any uplift in funding.								
3	Main Report/De	tail							
3.1	-	ne consolidated financial po endix A – Consolidated Fina			•	e in th	e finar	ncial ye	ear is
3.2	The report details the current overspend against budget of £1.001million. The forecast year-end position at this stage shows an overspend of £1.573million .								

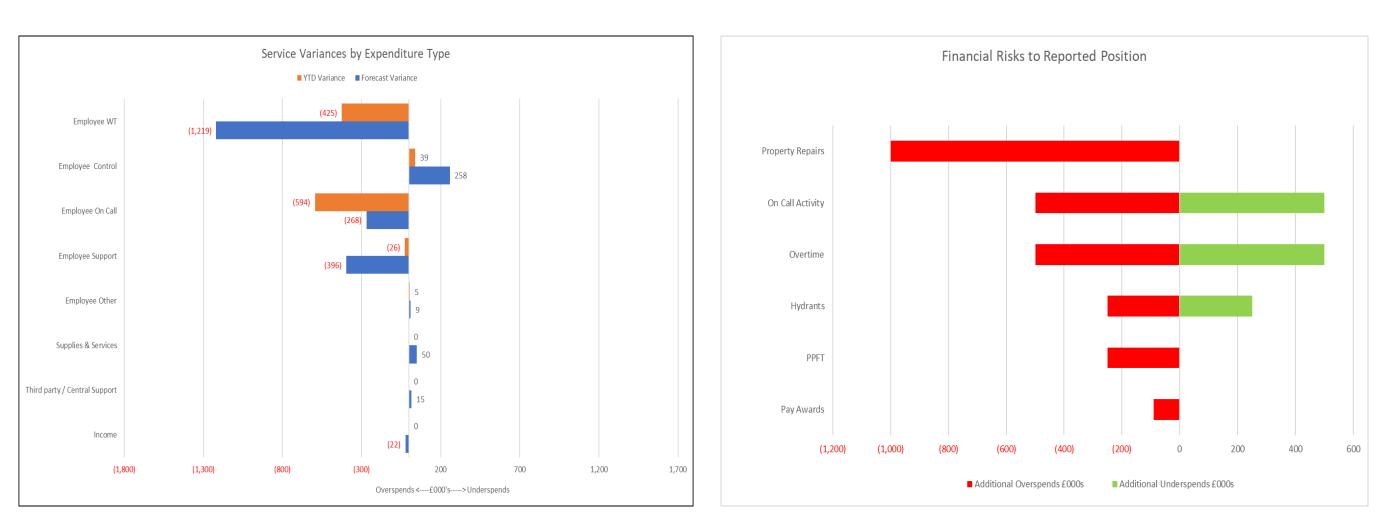
3.3	 The forecast highlights that the significant employee cost variances relate to: An underspend for Control of £0.258million due to current vacancies. An overspend for Wholetime of £1.219million caused by increased overtime costs. An overspend for Support of £0.396million due to the planned use of agency staff and the effect of higher than budgeted staffing levels. An overspend for On Call of £0.268million caused by the significant demand on SFRS resources relating to wildfires. 			
3.4	Other employee costs are forecast to be £0.009million underspent due to lower accommodation costs resulting from the changes to the Wholetime recruitment schedule, partly offset by increased training costs.			
3.5	Supplies & Services are forecast to underspend by $\pounds 0.05$ million due to reduced hydrant costs.			
3.6	Income is forecast to under recover by £0.022million due to lower modern apprenticeship funding associated with reduced number of trainees this financial year.			
3.7	Appendix A highlights several areas of risk to the reported financial position, most significantly in relation to ongoing property repairs, On Call activity and Wholetime overtime.			
4	Recommendation			
4.1	The Board is asked to scrutinise the report.			
5	Key Strategic Implications			
5	Ney on alegic implications			
5.1 5.1.1	Risk In relation to breaching budgetary limits, SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.			
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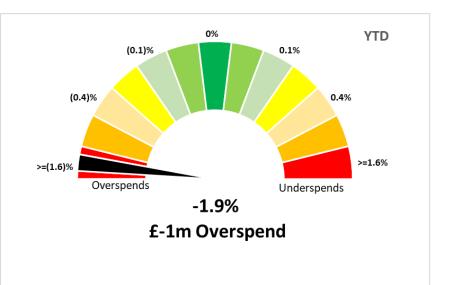
5.8 5.8.1	Timing The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.				
5.9 5.9.1	Performance The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.				
5.10 5.10.1	Communications & Engagement Once presented to the Board, this report will be a public document and will be available via the Service website.				
5.11 5.11.1	Legal SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.				
5.12 5.12.1	Information Governance DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers				
5.13 5.13.1	Equalities EHRIA completed No. An EIA was completed for the Resource Budget 2025/2026. This was presented to the Board on 27th March 2025. This report monitors performance against that budget and does not in itself warrant an EIA.				
5.14 5.14.1	Service Delivery The Service Delivery implications are detailed within the report.				
6	Core Brief				
6.1	The Interim Director of Finance and Contractual Services advised the Board of the resource budget position for the period ending 31 May 2025. The May resource monitoring report shows a current overspend against budget of £1.001million, with a forecast year-end overspend of £1.573million.				
7	Assurance (SFRS Board/Committee Meetings ONLY)				
7.1	Director:	Deborah Stanfield, Interim Director of Finance & Contractual Services			
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient			
7.2	Rationale:	 The financial position is reviewed monthly and budget variances and forecasts are highlighted. During the year, Strategic Leadership Team (SLT) agree actions to ensure we manage the financial position within agreed financial parameters. In addition: The Operations Directorate continually review overtime drivers and business rules. Recruitment and retiral assumptions are under active review. Portfolio budget management has been delegated to Programme Boards and CPPG. 			

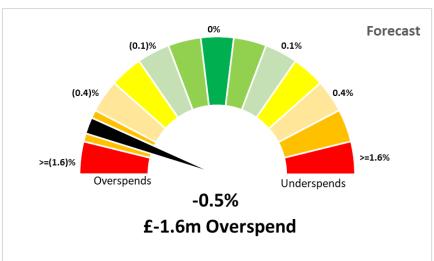
8	Appendices	Appendices/Further Reading				
8.1	Appendix A	 Consolidated Financial Position 				
Prepared by:		Marcus Jenks, Decision Support Manager				
Sponsored by:		Lynne McGeough, Head of Finance and Procurement				
Presented by:		Deborah Stanfield, Interim Director of Finance and Contractual Services				
Links to Strategy and Corporate Values						
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.						
Governance Route for Report			Meeting Date	Report Classification/ Comments		
Strategic Leadership Team			18 June 2025	For Noting/Scrutiny		
SFRS Board			26 June 2025	For Scrutiny		

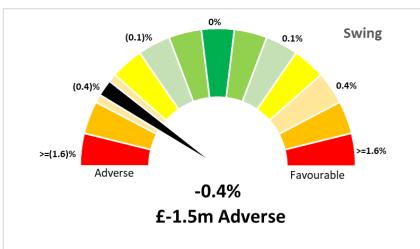
Appendix A Consolidated Financial Position May 2025

SFRS Financial Overview 2025/2026 Period 2









SFRS Resource Monitoring Report May 2025

The report below highlights a year-to-date overspend, as at the 31st May 2025, of £1.001 million (1.9% of the year-to-date budget). The forecast overspend to the 31st March 2026 is £1.573 million (0.47% of the full year budget).

Original	SG Budget	Virements	Revised	Narrative		Year to Date (£000's) Year-End Projection (£000's)					
Budget	Revisions		Annual								
			Budget		Budget	Actual	Vari	iance	Forecast	Va	ariance
					244801		£	%		£	%
			(1)+(2)				(4)-(5)	(6)/(4)		(3)-(8)	(9)/(3)
(1)		(2)	(3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)
268,665	-	(105)	268,560	Employee Costs	44,106	45,107	(1,001)	-2.3%	270,176	(1,616)	-0.6%
260,014	-	(99)	259,915	Salary and Related Costs (including overtime)	42,614	43,620	(1,006)	-2.4%	261,540	(1,625)	-0.6%
177,490	-	23	177,513	Wholetime	29,028	29,453	(425)	-1.5%	178,732	(1,219)	-0.7%
8,165	-	-	8,165	Control	1,317	1,278	39	3.0%	<i>7,9</i> 07	258	3.2%
33,435	-	1	33,436	On-Call	5,486	6,080	(594)	-10.8%	33,704	(268)	-0.8%
40,924	-	(123)	40,801	Support	6,783	6,809	(26)	-0.4%	41,197	(396)	-1.0%
8,651	-	(6)	8,645	Other Employee Costs	1,492	1,487	5	0.3%	8,636	9	0.1%
3,774	-	-	3,774	Early Retirement Charges	655	655	-	0.0%	3,774	-	0.0%
1,129	-	(5)	1,124	Training	187	187	-	0.0%	1,174	(50)	-4.4%
2,446	-	(1)	2,445	Subsistence & Travel	435	430	5	1.1%	<i>2,386</i>	59	2.4%
1,302	-	-	1,302	Other	215	215	-	0.0%	1,302	-	0.0%
33,658	-	-	33,658	Property Costs	4,005	4,005	-	0.0%	33,658	-	0.0%
27,139	100	118	27,357	Supplies & Services	3,412	3,412	-	0.0%	27,307	50	0.2%
5,762	-	-	5,762	Transport Costs	960	960	-	0.0%	5,762	-	0.0%
2,166	-	(13)	2,153	Third Party Payments	312	312	-	0.0%	2,138	15	0.7%
1,480	-	-	1,480	Financing	-	-	-	0.0%	1,480	-	0.0%
		-	-	Budget Reallocation	-	-	-	0.0%	-	-	0.0%
338,870	100	-	338,970	GROSS EXPENDITURE	52,795	53,796	(1,001)	-1.9%	340,521	(1,551)	-0.5%
(1,808)	-	-	(1,808)	Income	(229)	(229)	-	0.0%	(1,786)	(22)	1.2%
		-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
337,062	100	-	337,162	NET EXPENDITURE	52,566	53,567	(1,001)	-1.9%	338,735	(1,573)	-0.47%

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 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.
- On Call operational activity levels are forecast, for future months, to be at budgeted levels.

Support

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

Pay Awards

- Uniformed pay awards are forecast based on the settlement agreement of 3.2%.
- Support Staff pay awards are forecast based on the budgeted level.

Budget Revisions and Virements

During May 2025, the following budget revisions and virements have resulted in movements between categories of expenditure:

- A funding correction from Scottish Government which resulted in an increase to the budget for Supplies & Services of £100,000.
- Budget setting corrections which resulted in an increase to the budgets for Supplies & Services of £36,000 and reductions in the budgets for Employee Support of £18,000, Third Party of £13,000 and Employee Training £5,000.

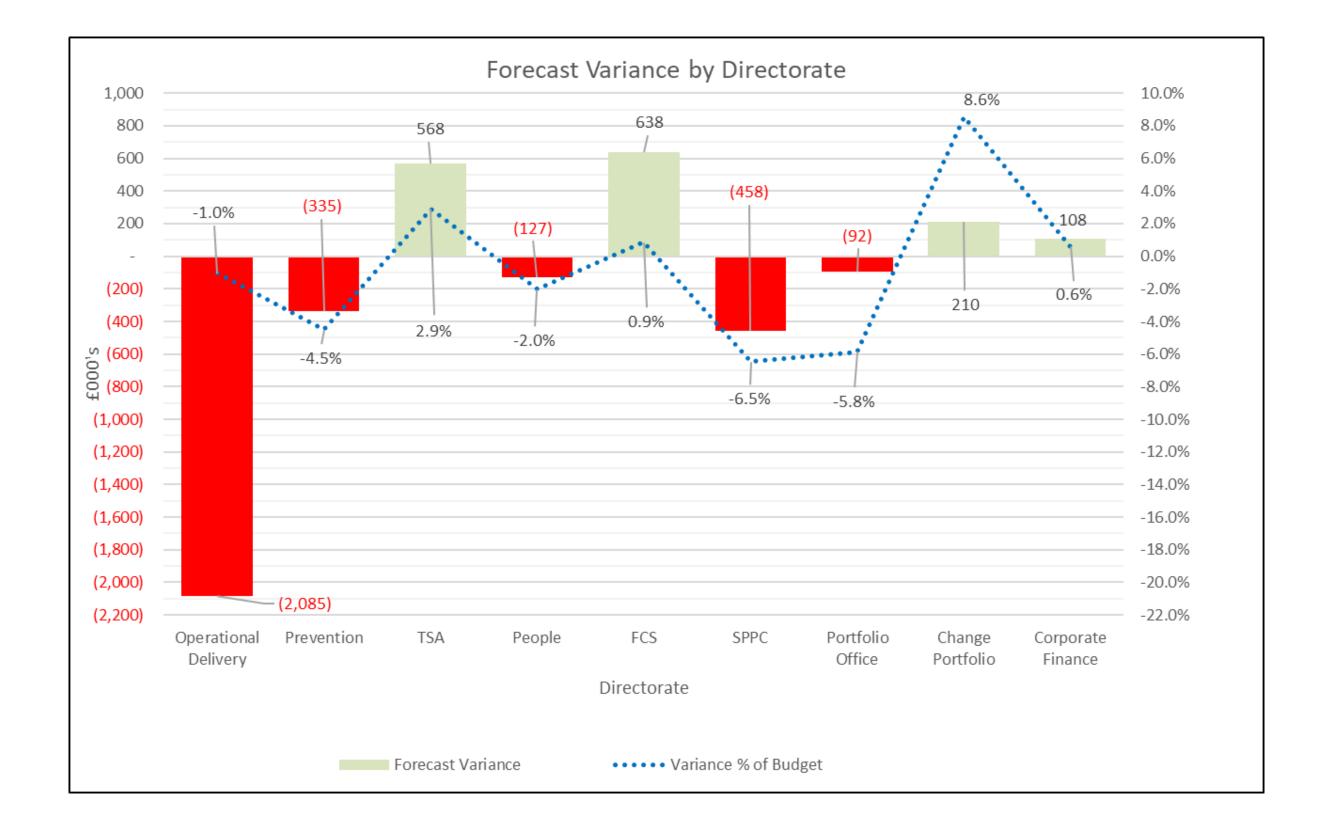
The table below highlights all the budget virements that have taken place within the current financial year.

	Budget	Budget			
	Approved by the	Setting	SG Funding		Revised
	Board	Adjustments	Adjustment	Other	Budget
Employee WT	177,491	22	-	(0)	177,513
Employee Control	8,165	0	-	0	8,165
Employee Retained	33,435	0	-	1	33,436
Employee Support	40,924	(124)	-	1	40,801
Employee Pension	3,773	0	-	1	3,774
Employee Training	1,129	(5)	-	-	1,124
Employee Subsistence & Trave	2,446	(1)	-	-	2,445
Employee Other	1,302	(0)	-	-	1,302
Property	33,658	(0)	-	-	33,658
Supplies & Services	27,139	121	100	(3)	27,357
Transport	5,762	0	-	-	5,762
Third party / Central Support	2,166	(13)	-	-	2,153
Financing	1,480	(0)	-	-	1,480
Unallocated Savings	-	-	-	-	-
Income	(1,808)	(0)	-	-	(1,808)
Disposal of Assets	-	-	-	-	-
Net Expenditure	337,062	0	100	0	337,162

Analysis of Budget Virements £000's

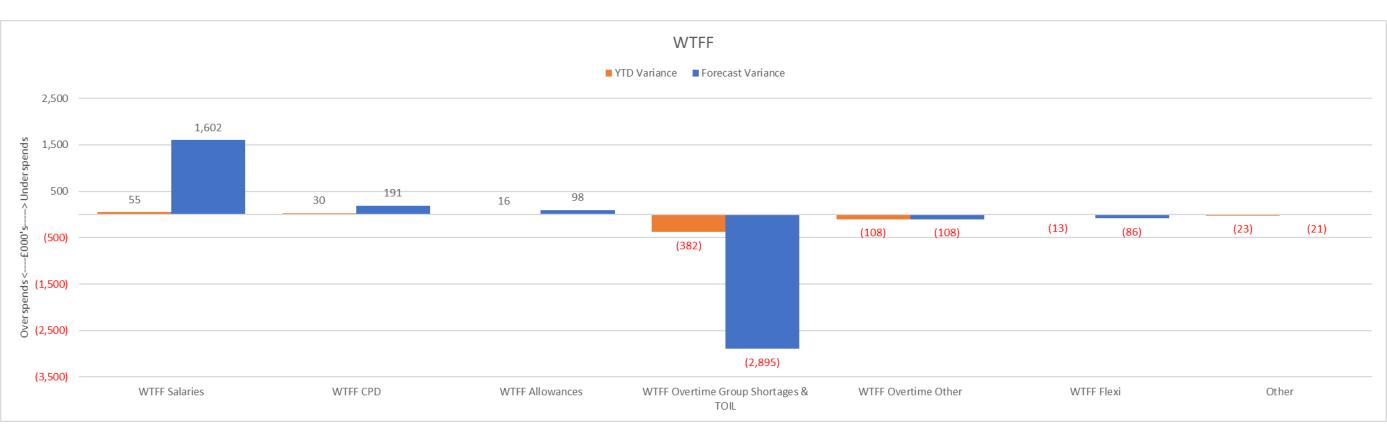
Note – the Service's contingency balance is held within Supplies & Services. The forecast assumes this budget will be fully utilised.

Variance Analysis by Directorate

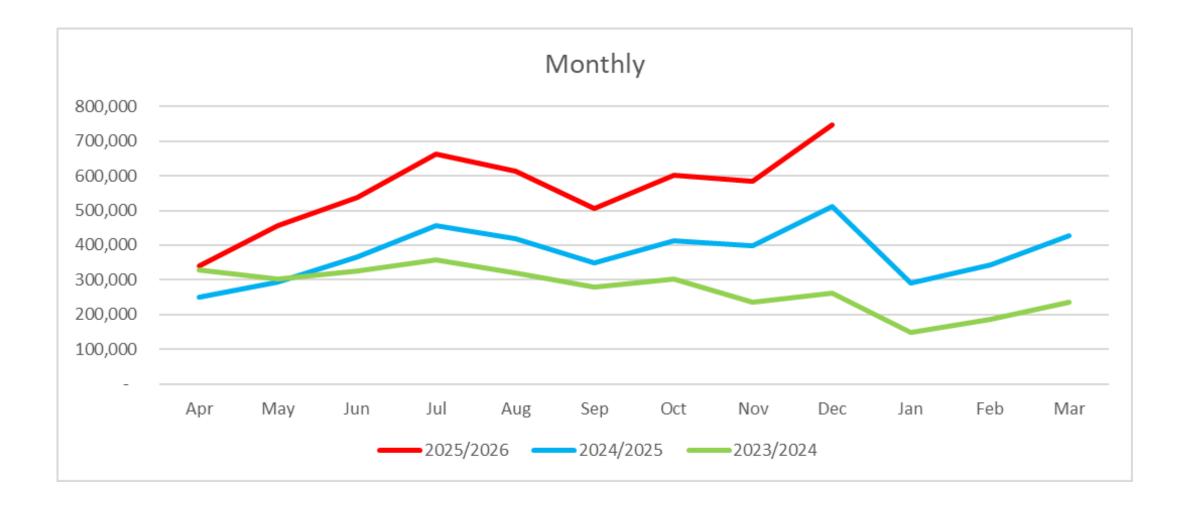


Wholetime

Year to Date (YTD)	Forecast		
Currently £425,000 overspent, representing 1.5% of budget.	Forecast to be £1,219,000 overspent, representing 0.7% of budget.		
 YTD Underspends: Salaries – due to current under-establishment and an increased percentage of staff on development rates of pay. CPD – the result of an increase in staff who have yet to become eligible to receive CPD payments. Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. YTD Overspends: Salaries – reduced FBU income. Overtime Group Shortages – increased levels of overtime due to vacancies, lack of specialist skills and supporting the Health & Wellbeing recovery plan. Overtime Other – mainly the result of increased overtime holiday pay along with increased costs for attendance at incidents spanning shift changes. Flexi – additional flexi officers covering long term absence and projects. Other – public holiday overtime in respect of new recruits and training activity. 	 Changes in Financial Position: Salaries – the forecast reflects the number of firefighters that are expected to leave during the financial year. The forecast also incorporates the revised recruitment schedule for 2025/26 which has resulted in lower salaries but an expectation that operational overtime will increase. The increased pay award settlement has been included in the forecast. CPD – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. Allowances – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. Overtime Group Shortages – the forecast assumes additional costs to maintain the current level of operational cover and the impact of the revised recruitment schedule. The forecast from January 2026 assumes a return to budgeted levels of overtime when the roster reserve is reset. Overtime Other – it is assumed that other overtime will be at budgeted levels for the remainder of the year. Flexi – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. 		



Wholetime Group Shortages



The chart above shows the costs of group shortages (at current prices) over the last two years and the forecast for 2025.

The overtime in the first two months has been driven by increased vacancies and the accelerated use of roster reserve, earlier in the year, to support the Health & Wellbeing recovery plan.

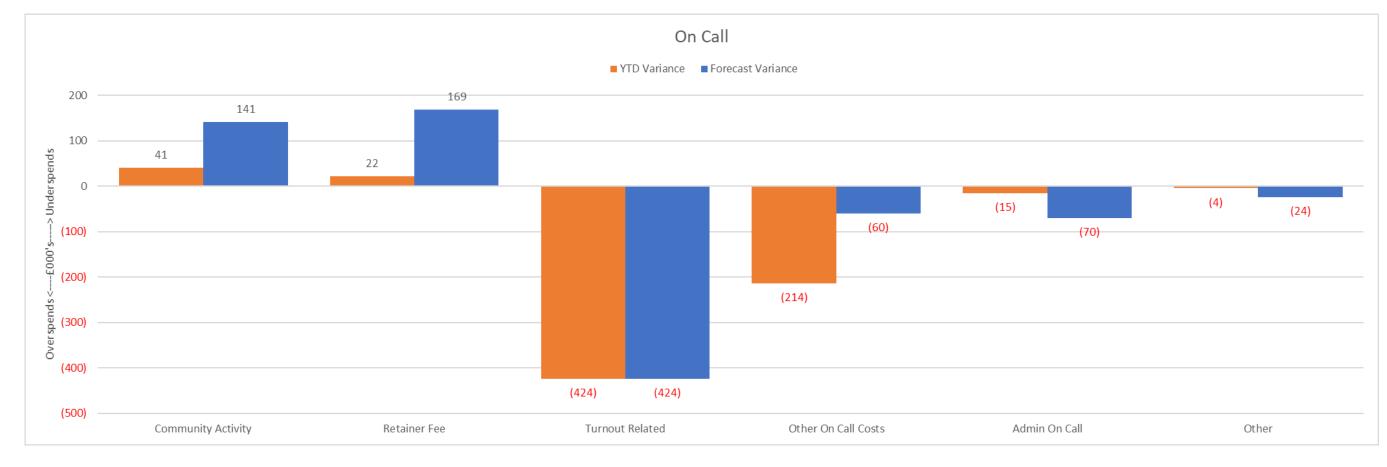
Control

Year to Date (YTD)	Forecast		
Currently £39,000 underspent, representing 3.0% of budget.	Forecast to be £258,000 underspent, representing 3.2% of budget.		
 YTD Underspends: Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. 	 Changes in Financial Position: Salaries – the forecast is based on the ongoing impact of current vacancies, staff in development roles and staff that have indicated they would be leaving. The increased pay award settlement has been included in the forecast. Overtime – the forecast is based on current activity levels required to support vacancies. Other – under established in personnel providing flexi cover. 		
 YTD Overspends: Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. 			



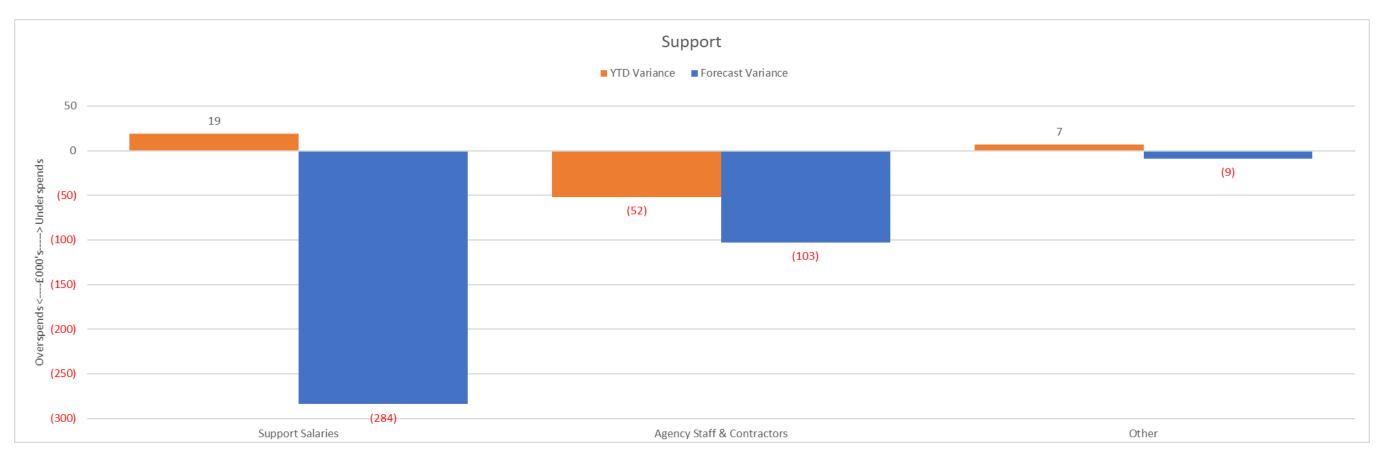
On Call

Year to Date (YTD)	Forecast		
Currently £594,000 overspent, representing 10.8% of budget.	Forecast to be £268,000 overspent, representing 0.8% of budget.		
 YTD Underspends: Community Activity – reflecting reduced activity in the first two months. Retained Fees – vacancies. YTD Overspends: 	 Changes in Financial Position: Community Activity – the forecast is based on activity levels returning to budgeted levels later in the year. Retainer Fee – the forecast is based on current staffing levels. Turnout Related - due to the volatility of these costs the forecast assumes costs will drop 		
 Turnout Related – significant increase in demand throughout April and May 2025 due to wildfires across Scotland. Other On Call Costs – National Insurance costs relating to additional activity and the reduced threshold level that came into effect in April 2025. Admin – increased activity in the first two months. 	 to budgeted levels for the remainder of the year. Other On Call Costs – The forecast for National Insurance reflects the reduction in turnouts and the predicted saving in both community activity and retainer fees. Admin – the forecast is based on activity levels returning to budgeted levels later in the year. 		
	The increased pay award settlement has been included in the forecast for all On Call costs.		



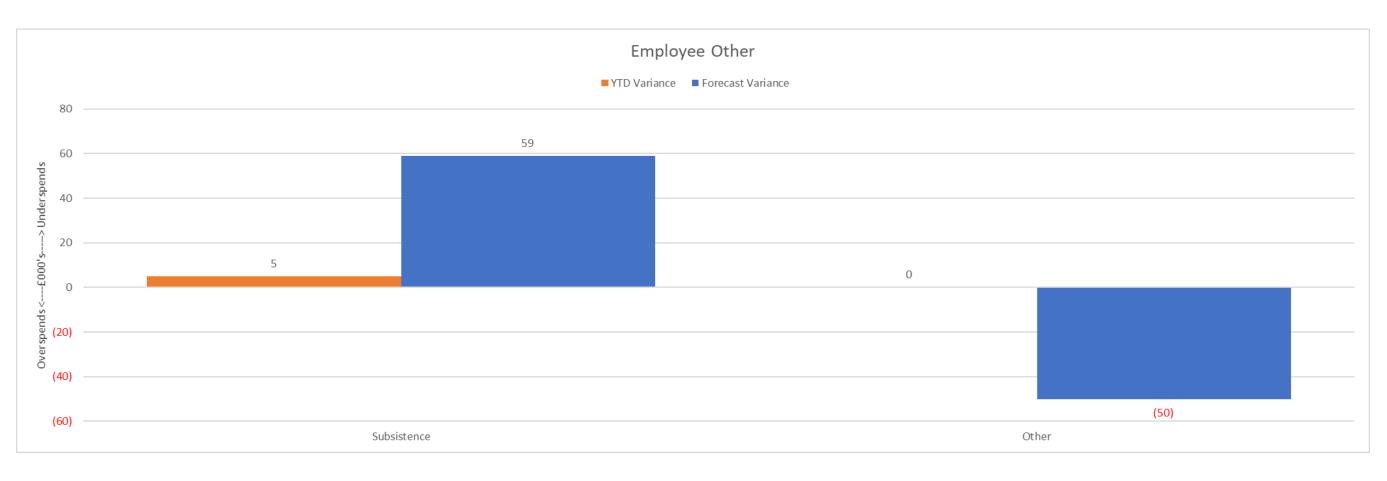
Support

Year to Date (YTD)	Forecast		
Currently £26,000 overspent, representing 0.4% of budget.	Forecast to be £396,000 overspent, representing 1.0% of budget.		
 YTD Underspends: Salaries – vacancies. Other – the use of overtime to support Health & Wellbeing recovery plan has been lower than anticipated. 	 Changes in Financial Position: Salaries – the forecast is based on current staffing levels adjusted to reflect known leave and new starts. Agency Staff & Contractors – current level of agency staff not expected to continue for th full financial year. Other – overtime support to the Health and Wellbeing recovery plan is forecast to exceed the budget. 		
 YTD Overspends: Salaries – no income recharged for a post which was budgeted to be funded by a third party. Agency Staff & Contractors – additional costs for staff providing short-term resource within the FCS and SPPC Directorates. 			



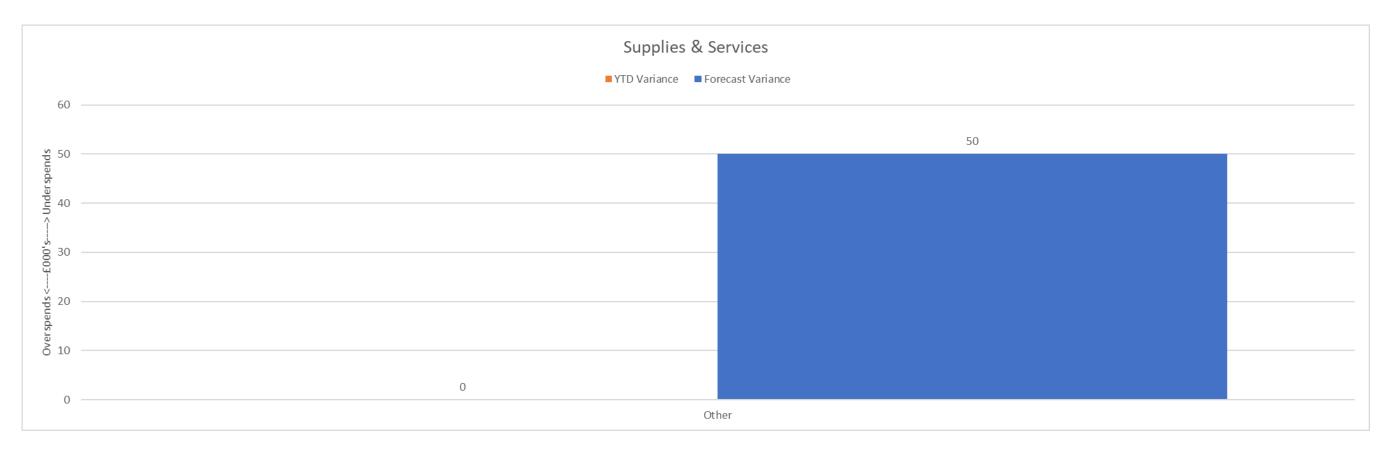
Other Employee

Year to Date (YTD)	Forecast			
Currently £5,000 underspent, representing 0.3% of budget.	Forecast to be £9,000 underspent, representing 0.1% of budget.			
 YTD Underspends: Subsistence – fewer foundation entry trainees are requiring accommodation. 	 Changes in Financial Position: Subsistence – the forecast reflects fewer than budgeted foundation entry trainees and a increased number of On Call migration candidates. 			
YTD Overspends:	 Other – talent development courses are forecast to overspend as result of increased requirements for Fire Enforcement courses. It is proposed that budget should be reallocated from hydrants to support this. 			

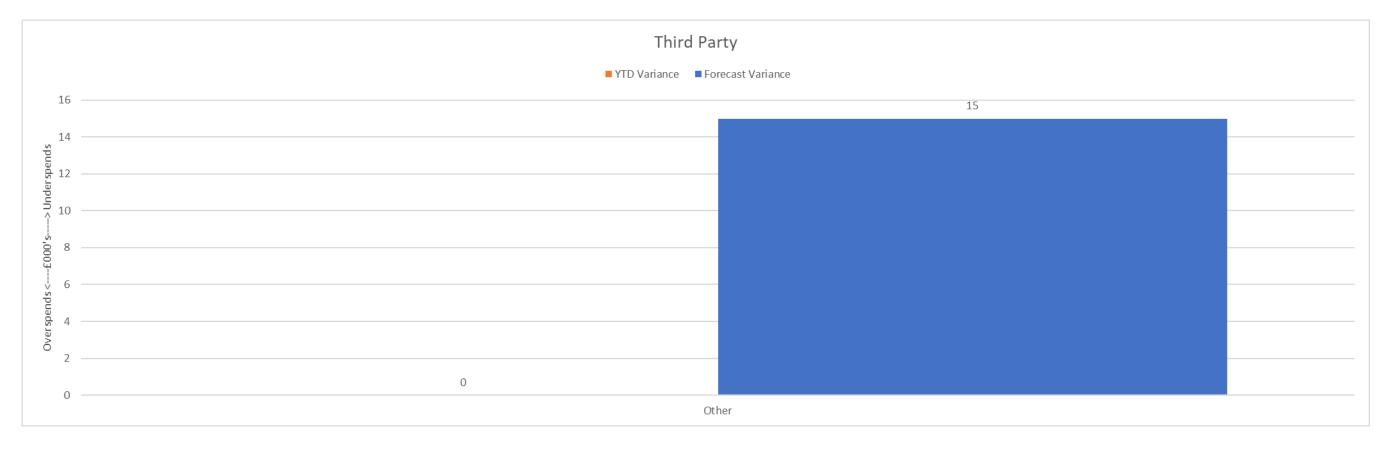


Supplies & Services

Year to Date (YTD)	Forecast	
Currently on budget.	Forecast to be £50,000 underspent, representing 0.2% of budget.	
YTD Underspends:	Changes in Financial Position: Other – the forecast reflects lower spend in respect of hydrants. It is proposed that this	
YTD Overspends:	excess budget is reallocated to support additional Fire Enforcement courses.	

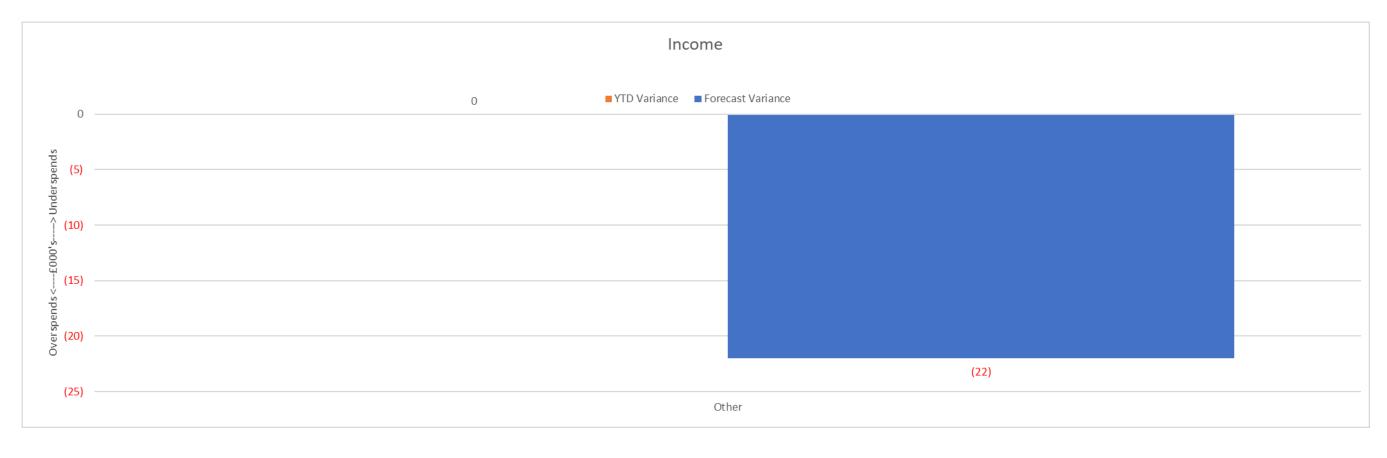


Year to Date (YTD)	Forecast	
Currently on budget.	Forecast to be £15,000 underspent, representing 0.7% of budget.	
YTD Underspends:	 Changes in Financial Position: Other – a reduced uptake is forecast in respect of staff being assessed under the "Matthe 2nd Option" exercise. 	
YTD Overspends:		



Income

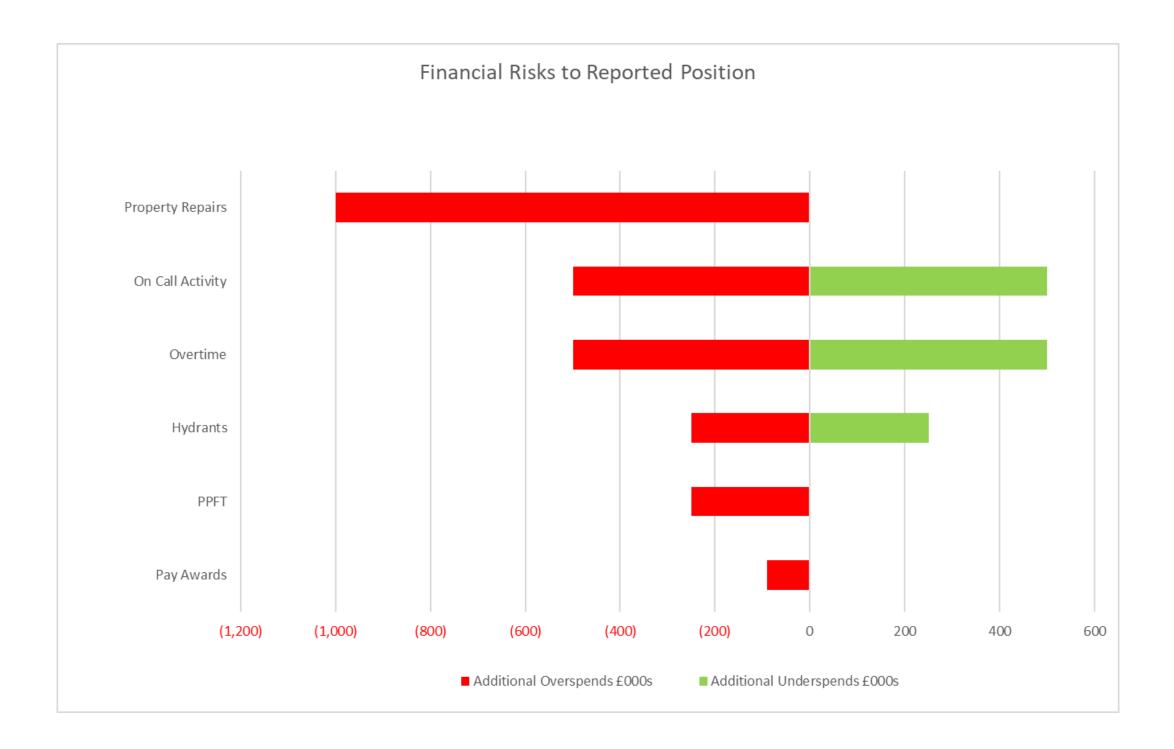
Year to Date (YTD)	Forecast		
Currently on budget.	Forecast to be £22,000 under recovered, representing 1.2% of budget.		
YTD Over - Recoveries:	 Changes in Financial Position: Other – lower than budgeted income from the Modern Apprenticeship scheme due to fewer trainee numbers. 		
YTD Under - Recoveries:			



Actions

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Expected Impact	Status
WTFF Salaries – Underspend	The increased number of firefighters leaving the Service should be closely monitored as this will influence future recruitment.	As at the end of May 2025, 60 firefighters have confirmed leaving dates for 2025/2026. This equates to 36% of budgeted retirals for the year.	People / FCS	None, current attrition and recruitment included in forecast.	Ongoing
WTFF Staff Group Shortage - Overspend	In relation to the increasing levels of vacancies and current abstractions at station level a review of the business rules relating to appliance availability should be undertaken.	The Operations function will be considering a paper in respect changes to the business rule on the 19th June.	Operations	Circa £0.06m / month reduction in overtime for every appliance made temporarily unavailable.	Ongoing
Support Staff – Overspend	The Resource Monitoring report and Support Staff Analysis should be presented at the Corporate Board to ensure a holistic approach to managing Support staff costs.	The Resource Monitoring report and Support Staff Analysis have been scheduled to be presented to the Corporate Board from the beginning of the 2025/2026 financial year.	Head of Finance & Procurement / Head of People	£0.4M	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
Employee – Training Supplies & Services	The excess budget identified in relation to hydrants should be reallocated to support ongoing Fire Enforcement training courses.	This is a new action for consideration.	Prevention	£0.05M	New Action
Portfolio Projects	Consider the realignment of resource across all the portfolio projects to ensure they can be managed within budget. This may include the reallocation of budget from PPFT to support SDR.	This is a new action for consideration	CPPG	£0.06M	New Action

Estimated Range of Risks to Reported Financial Position



Total Overspend Risk to Reported Position £000	Total Underspend Risk to Reported Position £000
£(2,590)	£1,250

Financial Risks

High Impact Risks

Property Repairs & Maintenance

• There is a risk that the need to maintain the property estate results in additional costs being incurred which are not currently included in the forecast.

On Call Activity

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

Overtime & Retiral Predictions

• Future retirals may mean that changes to the business rules may be insufficient to ensure operational availability is maintained. This may result in the need to use overtime to maintain availability or to recruit additional trainee firefighters.

Medium Impact Risks

Hydrants

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

PPFT

• There is a risk that staff who are not currently forecast will be required later in the year to support the development of this project.

Low Impact Risks

Pay awards

• The Support Staff pay award settlements may differ from the budgeted planning assumptions.

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

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 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.

Contingency Fund 2025/26	Total £000's
Original Fund Allocation	945
Utilisation of Contingency	
April	(66)
<u>May</u>	
Budget Setting Adjustments	31
SG Funding Adjustment	100
In Year Movement	65
Current Contingency Fund	1,010

SCOTTISH FIRE AND RESCUE SERVICE



The Board of Scottish Fire and Rescue Service

Report No: B/FCS/11-25

Agenda Item: 14

Report to:		THE BOARD OF THE SCOTTISH FIRE & RESCUE SERVICE									
Meeting	g Date:	26 JUNE 2025									
Report Title: Report Classification:		CAPITAL MONITORING REPORT 2025/26 – MAY 2025									
		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>								
			<u>A</u>	B	<u>C</u>	D	Ē	Ē	G		
1	Purpose										
1.1	The purpose of this report is to provide the Board with the actual and committed expenditure against the 2025/26 capital budget for the period ending 31 May 2025.										
2	Funding										
2.1	Capital DE	The Budget (Scotland) Bill, passed by the Scottish Parliament on 25 February 2025, set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £47.0m (rounded) for 2025/26.									
2.2	At present, there is no budget for the disposal of Non-Operational Vehicles and Properties, but the Net Book Value of any surplus assets sold will be re-invested back into the Capital budget during the year. No other capital receipts are currently anticipated in financial year 2025/26.										
2.3	The total capital funding for the financial year is £47.0m, as shown in the table below:										
	Funding Source Budget £000s %										
	Ca	ipital DEL		47,000 100%							
		pital Receipts			0			9%			
	ТС	DTAL FUNDING		47	7,000		100	%			

3	Progress towards Pro	ogramme	Delivery							
3.1	Capital Expenditure ha	as been pr	ogrammed	based on	available	e funding a	s shown i	n the table		
					Expenditu	ire £000s				
	Category	Category Approved £000s Committed Receipted Paid			Forecast to Year End	Full Year Forecast	Variance to Budget			
	Property – Major Works	14,800	1,987	6	134	12,673	14,800	0		
	Property – Minor Works	8,683	3,035	174	69	5,405	8,683	0		
	Vehicles	8,959	4,135	50	360	4,414	8,959	0		
	Digital and Technology	10,826	340	150	358	9,978	10,826	0		
	Operational Equipment	3,732	0	0	396	3,336	3,732	0		
	TOTAL EXPENDITURE	47,000	9,497	380	1,317	35,806	47,000	0		
	Percentage of Budget	100.0%	20.2%	0.8%	2.8%	76.2%	100.0%	0%		
	 The current capital forecast for 2025/2026 is £47.0m, which is in line with the budget for the year. Carried forward expenditure from the prior year is included within the forecasts. Budget virements are detailed in Appendix A. There were only internal virements with Vehicles and Digital and Technology during period 2. Where necessary budget virements will be completed in the coming months to align budget to the expected forecasts. Property Major and Property Minor Works, Vehicles, Digital and Technology (excludir NMS) and Operational Equipment are all on track at this stage, with a Budget RAG status of Green. The Milestone RAG status for NMS is amber due to outstanding issues which could impathe Integrated Control and Command Solutions (ICCS) implementation by December 2022 including an expected replan from Motorola. Despite this, the December 2025 deadline still expected to be met. The Budget RAG status remains green, as full budget spend anticipated, subject to the resolution of these issues. The budget RAG status for the financial year is assessed based on how well financi performance aligns with planned budgets and key deadlines. While the majority of projet timescales for this financial year are still being refined, Finance & Contractual Services w continue to collaborate with Service Delivery colleagues to ensure these are confirmed ar ultimately met. Where required, budget virements will be actioned to support a Green RA status. 									
3.3	Appendix A provides a financial year.	detailed b	oreakdown	of the Cap	oital finan	cial positio	n at this s	tage in th		
3.4	 The following Actions a Work with Service project delivery tim Should variations 	Delivery escales co	colleagues ontinue to b	e met,						

- Should variations occur, identify and prepare alternative projects within the Capital Programme that could be brought forward if necessary,
- Process budget virements where necessary to ensure full budget spend across the programme.

4	Recommendation
4.1	 The Board is asked to: scrutinise the level of actual and committed expenditure for the period ended 31 May 2025.
5	Key Strategic Implications
5.1 5.1.1	Risk We have created a Risk Based Capital Investment Plan for Equipment, Vehicles and Property assets, this is linked to the development of Strategic Asset Management Plans for our key assets. This document sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management.
5.1.2	Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to the SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets with the highest risk of failure, or which have the highest operational impact from failure, and to address those issues of concern for the health and safety of asset users.
5.2 5.2.1	Financial Financial implications are detailed within the report.
5.3 5.3.1	Environmental & Sustainability Environmental and sustainability plans are incorporated within each property project.
5.3.2	Investment in Euro 6 fire appliances and electric vehicles is making a significant contribution to reducing greenhouse gas emissions.
5.3.3	Investment in decarbonisation projects in prior years have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4 5.4.1	Workforce SFRS employees will benefit from this investment in our asset base.
5.5 5.5.1	Health & Safety The introduction of new appliances, equipment and property, as well as digital and technology upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6 5.6.1	Health & Wellbeing No Health & Wellbeing implications identified.
5.7 5.7.1	Training The capital programme includes significant investment in training facilities.
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Service Delivery Board.
5.8 5.8.1	Timing This report covers the period up to 31 May 2025 and known events following the period end.
5.9 5.9.1	Performance Total forecast expenditure is expected to be in line with the budgeted figure of £47.0m.
5.10 5.10.1	Communications & Engagement Key stakeholders are engaged during project development and implementation.

5.11	Legal									
5.11.1	External le	External legal support is in place to facilitate the sale of assets.								
5.12		Information Governance								
5.12.1	DPIA com	DPIA completed Yes/No. If not applicable state reasons.								
5.13	Equalities		6 4	ww.Bachla.et.t.						
5.13.1	EHRIA completed Yes/No. If not applicable state reasons.									
5.14 5.14.1	maintain a	vestment in prope and improve servio	ce de	livery capabilities. The intr	cles and equipment is required to oduction of new assets is closely nd local service delivery areas.					
5.14.2	service de currently n	Any delays in capital expenditure have implications on their Milestone RAG status and for service delivery in the timing of new assets becoming available for operational use. There is currently no operational impact from the progress of the capital programme at this stage in the financial year.								
6	Core Brie	f								
6.1	committed	expenditure again	nst the	e 2025/26 capital budget fo	advised the Board of actual and or the period ending 31 May 2025. pent out by 31 March 2026.					
7	Assuranc	e (SFRS Board/C		ittee Meetings ONLY)						
7.1	Director:		Debo Serv	-	ector of Finance and Contractual					
7.2		Assurance: appropriate)	Sub	Substantial/Reasonable/Limited/Insufficient						
7.2	Rationale	:	The financial position is closely reviewed on a monthly basis with budget holders and budget variances and forecasts are highlighted. During the year SLT agree actions to ensure we manage the financial position within agreed financial parameters.							
8	Appendic	es/Further Readi								
8.1	Appendix	A – Capital Monito	oring F	Report – Strategic Leaders	hip Team – May 2025					
Prepare	ed by:	Caroline Adams	, Depi	uty Accounting Manager						
Sponso	ored by:	Deborah Stanfie	ld, Dir	ector of Finance and Cont	ractual Services					
Presen	ted by:	Deborah Stanfie	ld, Dir	rector of Finance and Cont	ractual Services					
Links to	o Strategy	and Corporate V	alues							
achieve		ic outcomes outlir			ing against our objectives and to 2025 and our aspiration of working					
Govern	ance Rout	e for Report		Meeting Date	Report Classification/ Comments					
Strategi	ic Leadersh	ip Team		18 June 2025	For Information/Scrutiny					
SFRS E				26 June 2025	For Scrutiny					

Appendix A

Capital Monitoring Report

May 2025



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1

Content

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



Capital Monitoring Report – May 2025 Full Year Actuals/Forecast v Budget by Category

			Revised Budget	Actual Revised Q1		Forecast			£000's			
Category	Original	Virements				Q3	Q4					
Julogory	Budget	Virements		Apr-May	Jun-Sept	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	Budget RAG	
Property Major Works	14,800	0	14,800	140	563	403	13,694	14,800	0	0%		
Property Minor Works	8,683	0	8,683	243	1,564	3,005	3,871	8,683	0	0%		
Vehicles	8,959	0	8,959	410	1,731	3,651	3,167	8,959	0	0%		
Digital and Technology	10,826	0	10,826	508	5,440	1,500	3,378	10,826	0	0%		
Operational Equipment	3,732	0	3,732	396	1,194	987	1,155	3,732	0	0%		
Total Expenditure	47,000	0	47,000	1,697	10,492	9,546	25,265	47,000	0	0%		
Cumulative Total				1,697	12,189	21,735	47,000					



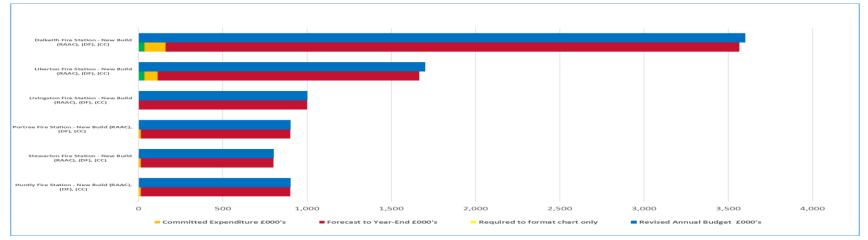
Capital Monitoring – May 2025 Year to Date Budget Virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	14,800	o	14,800	There are no budget virements to date.
Property Minor Works	8,683	0	8,683	There are no budget virements to date.
Vehicles	8,959	0	8,959	Internal virement in Period 2 with £0.225m vired from Frontline Appliances to Technical Rope Rescue Units. Net movement at Period 2 is £0.
Digital and Technology	10,826	0	10,826	Internal virement in Period 2 with £0.098m vired from Replacement & Upgrade of Audio Visual kit (£0.049m) and Server Infrastructure (£0.049m) to Operational Mobilisation. Net movement at Period 2 is £0.
Operational Equipment	3,732	0	3,732	There are no budget virements to date.
Total	47,000	0	47,000	
Project Funding				
Capital DEL	-47,000	0	-47,000	Approved GiA budget of £47m.
Capital Receipts		0	0	There are no budget virements to date.
Total	-47,000	0	-47,000	



Property Major Works - RAAC

Progress in the month	Progress anticipated in coming months
 Enabling works contract for Dalkeith being negotiated. Continuation of the design development for the new build Fire Station at Liberton. Negotiations on the purchase of land for the New Build Fire Stations at both Portree and Huntly are progressing well. 	 Completion of the feasibility study for Livingston Fire Station New Build. Identified site for Stewarton Fire Station will be assessed for availability and suitability.

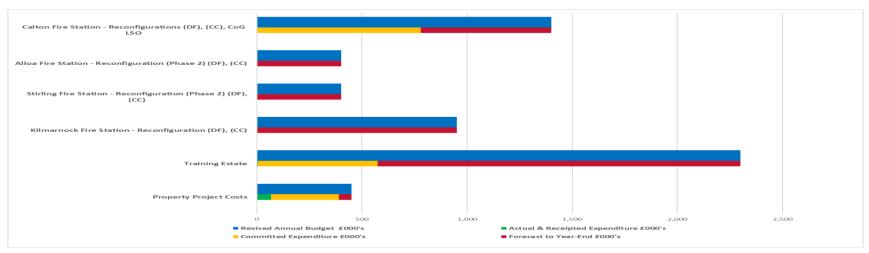


Milestone RAG	Deviation from Budget RAG	
 All six of the major RAAC projects have a RAG status of green at this stage in the financial year. Work continues to confirm delivery timescales for these projects. 	Budget RAG status is Green	
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Property Major Works - Other

Progress in the month	Pr	ogress anticipated in coming months	
 The design of Perth CFBT (Training Estate) continues to progress with the design plan now agreed by the Client. 	•	Planning applications to be submitted imminently for Reconfiguration works at Alloa, Stirling and Kilmarnock Fire Stations. Contract works at Calton Fire Station to commence on site.	



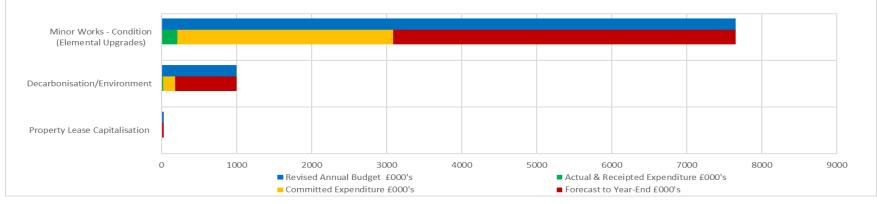
Milestone RAG	Deviation from Budget RAG	
 All six of the major works projects have a RAG status of green at this stage in the financial year. Work continues to confirm delivery timescales for these projects. 	Budget RAG status is Green	
	SCC	TTIC

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Property Minor Works

Progress in the month	Progress anticipated in coming months				
 Various minor works projects are either in design, pricing or programming with commitments of £2.880m already made for this financial year (38% of budget). Work on Decarbonisation/Environment projects continues to progress with £0.157m of commitments identified (16% of budget). 	Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.				



Milestone RAG	Deviation from Budget RAG
Property Minor Works is on track with a RAG status of Green.	Budget RAG status is Green.
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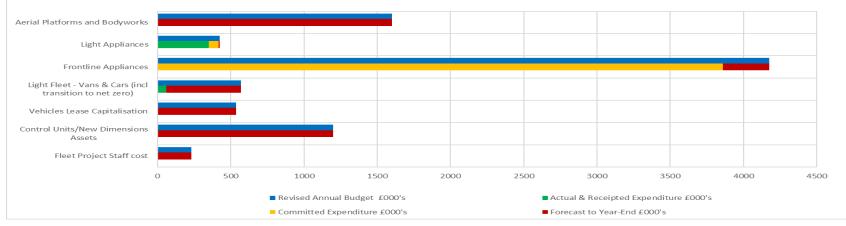
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7



Vehicles

Progress in the month	Pr	ogress anticipated in coming months
 Management Team car delivered to Contractor for commissioning work. Continuation of final stage build of remaining 5 Light Pumping Units (7 already completed and transported to the dealership for pre-delivery work). Commissioning work on the leased cars and 25 other cars and vans purchased last financial year completed. These are all now in use across the Service. Confirmation received from Operations that an Aerial Ladder Platform (ALP) High Reach Appliance is required. This allows the specification requirements request to progress. 	•	The following vehicle completions are planned in 2025/26: 2 High Reach Appliances, 30 Frontline Rescue Pumps, 12 Light Pumping Units and 4 DIM vehicles as well as commissioning works on 82 cars and vans (purchased in 2024/25). There will be funding remaining to purchase a small number of EV cars and vans. Discussions with Procurement to establish the best route to market to procure the ALP and DIM vehicles and progress the tender process for both. Completion of final stage build of 4 Technical Rope Rescue Units.



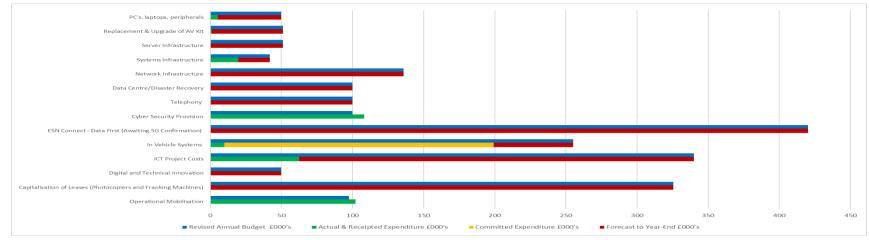
Milestone RAG	Deviation from Budget RAG	
 All Vehicles projects are on track with a RAG status of Green. This is dependent on the acquisition process remaining on schedule in the coming months. 	Budget RAG status is Green.	
	SCO	TT

8

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Digital and Technology (exc NMS)

Progress in the month	Progress anticipated in coming months			
 Contractor recruited for 6 months to undertake testing for MODAS implementation as part of Systems Infrastructure project. Network infrastructure works arranged at Elgin Fire Station. Pagers ordered for Operational Mobilisation project. Quotes received for SIP telephone lines, which will support delivery of the new SIP platform. 	 Contractor resource extended to end of September for Cyber Security provision. Progress the relocation of the Data Centre currently situated at Saughton House. 			



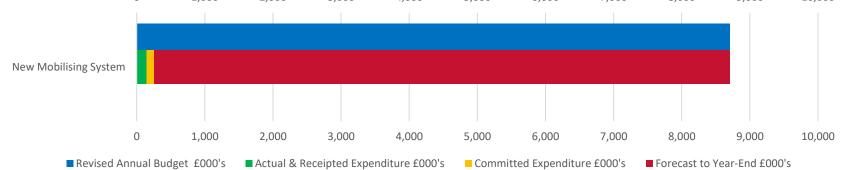
Milestone RAG	Deviation from Budget RAG
All DaTS projects are on track with a RAG status of Green.	 Budget virements are required to cover small overspends projected on Cyber Security and Operational Mobilisation. The virements will be completed in the coming months, therefore overall budget RAG status is Green.

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New Mobilising System (NMS)

F	Progress in the month Progress anticipated in	coming months
• • • •	 Hardware installation completed in Dundee and Edinburgh OCs. Integrated Control and Command Solutions (ICCS) hosted build completed. CAD Configuration and data load completed to allow for Factory Acceptance testing to commence. Integrated Control Room 	n Operator equipment olution to be delivered to enable single sign on for Control
	0 1,000 2,000 3,000 4,000 5,000 6,000	7,000 8,000 9,000 10,000

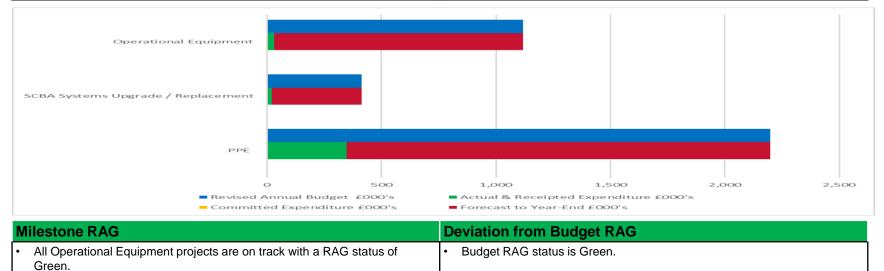


Milestone RAG	Deviation from Budget RAG
 Work continues to progress outstanding issues which may threaten the ICCS implementation by December 2025. This includes an interim solution for Aliasing and Ownership of Central Communications Processors (CCPS) and delays to the overall plan due to SBCs. 	 The Budget RAG status is currently Green however this is dependent on the outcome of the outstanding issues.



Operational Equipment

P	rogress in the month	Ρ	rogress anticipated in coming months
•	28 additional large PPE Boxes for Operational Equipment delivered to Stations and Training Centres. SCBA reducers delivered and are now in the process of being fitted.	•	Programme being developed to install airing rails/cages to 50 on call stations as part of Contaminants Infrastructure project. 30 full sets of ladders to be ordered. Project Manager for SCBA Systems Upgrade Replacement project to be recruited. PPE storage boxes for Asset Resource Centres (ARC) to be ordered.





FIRE AND RESCUE SERVICE

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



Report No: B/SPPC/08-25

Agenda Item: 15

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:		26 JUNE 2025							
Report T	itle:	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD							
Report Classification:		For Decision						e	
			<u>A</u>	B	<u>C</u>	<u>D</u>	Ē	E	2
1	Purpose	<u> </u>							
1.1	The purpose of this report is to highlight how the Scottish Fire and Rescue Service (SFRS) Board Member arrangements have been reviewed to ensure their continued effectiveness. Incorporated in this paper at Appendix A is a summary review and provision of future arrangements for decision.								
2	Backgroun	d							
2.1	The Board approved its first action plan back in November 2014, which outlined improvement actions and timescales for delivering the outcomes of the review of the effectiveness of the Board. Activities and actions continue to be undertaken in order to support Board Members and ensure ongoing review of the effectiveness of the Board.								
2.2	In May 2015 Audit Scotland published their Best Value report of the SFRS where improvement actions were undertaken. In May 2018, Audit Scotland published their most recent Best Value report of the SFRS (Further Reading within 8.3), where it details the progress made. It states that we have a well-structured corporate template for reporting to the SFRS Board and its Committees, that is now being used. This corporate report template continues to be reviewed and amended annually and was last approved by the Board at its meeting in April 2025.								
2.3	In November 2020, Azets, the then Internal Auditor concluded a report into our corporate governance arrangements (Further Reading within 8.4), stating they gained assurance that the SFRS has generally effective corporate governance arrangements. These are supported by procedures covering recording, monitoring and reporting processes, which they found to be well designed and generally reflect good practice.								
2.4	In March 2021, Deloitte, the then External Auditors to SFRS, presented their wider scope report (Further Reading within 8.5 and Appendix A) which included aspects of 'Governance and Transparency' within the Service and specifically detailed two recommendations for the SFRS Board to consider which were subsequently actioned.								
2.5	In April 2025, our current Internal Auditors, BDO, commenced an internal audit into the corporate governance arrangements within the Service and work is currently ongoing with regards to this. Any recommendations arising from the outcome of this audit will be considered and appropriate action taken to strengthen the corporate governance arrangements.								

3	Main Report/Detail			
3.1	To ensure continuous improvement, future arrangements to review the effectiveness of the Board will evolve to allow the SFRS Board to continue developing and improving in its role to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for <u>Scotland</u> and the expectations of Scotland's communities.			
3.2	As a result, on that basis it is proposed that the monitoring of the effectiveness and future development of SFRS Board continues to be progressed as detailed within Appendix A.			
3.3	In summary, this paper highlights some of the key areas that have contributed to developing the effectiveness of the SFRS Board collectively and individually throughout 2024/25.			
4	Recommendation			
4.1	The SFRS Board is invited to approve the arrangements for reviewing the effectiveness of the SFRS Board as set out in section 3 and Appendix A, subject to any amendments.			
5	Key Strategic Implications			
5.1 5.1.1	Risk Appetite and Alignment to Risk Register The proposed arrangements require to be developed to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.			
5.1.2	The report is aligned to the Service's Governance risk in relation to our internal governance, where the Service has a Cautious appetite.			
5.2 5.2.1	Financial There are no financial implications arising from this report.			
5.3 5.3.1	Environmental & Sustainability There are no environmental or sustainability implications arising from this report.			
5.4 5.4.1	Workforce Chair of the Board Kirsty Darwent will resign from the Board in January 2026. Board members Brian Baverstock and Tim Wright have had their terms of contract extended and will resign from the Board in October 2026.			
5.4.2	An appointments process will take place during 2025 to appoint a new Chair and an appointments process will take place during 2026 to appoint up to 4 new Board Members.			
5.5 5.5.1	Health & Safety There are no Health and Safety implications arising from this report.			
5.6 5.6.1	Health & Wellbeing There are no Health and Wellbeing implications arising from this report.			
5.7 5.7.1	Training Board Members will be given the opportunity to access the SFRS Learning Content and Management System/Workforce Pro and also to attend training days, workshops and effectiveness/development/information days, together with further external opportunities, which supports them to develop in their role, in order to perform as effectively as possible.			
5.8 5.8.1	Timing This report has been produced to reflect fully on the effectiveness of the Board for the previous financial year period.			

5.9	Performance				
5.9.1	The information obtained will be outlined accordingly within the Annual Governance Statement provided by the Accountable Officer to the Audit and Risk Assurance Committee. Any assurance gaps identified from these reviews will form improvement actions that will be allocated to Directorates to be addressed as part of business as usual arrangements, or alternatively through the Annual Internal Audit Plan, as deemed necessary.				
5.10	Communications & Eng	agement			
5.10.1	Engagement has taken place with the Integrated Governance Forum regarding arrangements for monitoring and scrutiny of SFRS Governance moving forward. The detail within this report has been developed by the Board Support Team in consultation with the Director of Strategic Planning, Performance and Communications and Head of Governance, Strategy and Performance, and presented within this report to the Board for their consideration and approval, subject to any amendments.				
5.11	Legal				
5.11.1	The recommendations co	ontained within this report are intended to assist the Board in its iny role and therefore deliver its statutory duties effectively.			
5.11.2	The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11, entitled Public Access requires the Scottish Fire and Rescue Service to ensure the following: "SFRS must ensure that its proceedings and those of its committees and sub-committees are held in public".				
5.11.3	Throughout this period SFRS had appropriate measures in place for members of the public to be able to join public meetings of the SFRS via the use of virtual technology.				
5.11.4	Access to minutes and papers continue to be made available within our website, endeavouring to ensure complete transparency.				
5.12	Information Governance				
5.12.1	DPIA completed Yes /No. If not applicable state reasons.				
5.12.2	DPIA not applicable as no personal information is contained within this report.				
5.13	Equalities				
5.13.1		b. If not applicable state reasons.			
5.13.2	-	prporate Governance Arrangements 2025 EHRIA.			
5.14 5.14.1	Service Delivery There are no Service Del	ivery implications arising from this report.			
6	Core Brief				
6.1		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 2024/25. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the <u>Fire and Rescue Framework for Scotland</u> and the expectations of Scotland's communities.				
7	Assurance (Board/Com				
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications			
7.2	Level of Assurance: (Mark as appropriate)				

7.2	Rationale:	its Com structur Feedba anomal	mittees have been er es for a number of ye ck is sought and any	he effectiveness of the Board and nbedded in SFRS governance ars and are reviewed regularly. perceived weaknesses or are identified and strengthened				
8	Appendices	Appendices/Further Reading						
8.1	Appendix A	Appendix A - Arrangements for Reviewing the Effectiveness of the Board						
8.2	 Further Reading: Annual Governance Review of Board and Committee Related Items 2024 Audit Scotland Report – Scottish Fire and Rescue Service, Published May 2018 Internal Audit Corporate Governance – Assurance January 2021 Deloitte Wider Scope Report 2020/21 Scottish Governance Guidance on the Appraisal of Non Departmental Public Body (NDPB) Board members and Chairs, Published February 2017 Changing the Chemistry, a peer-to-peer support network designed to improve the effectiveness of Boards, Website Home Page Scottish Government Governance Hub Website 							
Prepared	d by:	Chris Casey, Group	Group Commander, Board Support Manager					
Sponsor	ed by:	Richard Whetton, Head of Governance, Strategy and Performance						
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications						
Links to	Strategy and	d Corporate Values						
Strategic Plan 2022-25: Outcome 3 – We value and demonstrate innovation across all areas of our work. Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public.								
Governance Route for Report			Meeting Date	Report Classification/ Comments				
SFRS Bo	bard		26 June 2025	For Decision				

APPENDIX A



<u>2024/25</u>

ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE SFRS BOARD

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

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

- The '<u>Annual Governance Review of Board and Committee Related Items</u>' presented to the Board in April 2025, as part of our continuous improvement and effectiveness of the Board and its Committees, in compliance with statutory requirements.
- A hybrid approach to all Board and Committee meetings was taken with some meetings being held in person and others online. The utilisation of virtual technology continued with remote access being available to stakeholders, by request, for all public meetings. Papers and approved minutes of public <u>Board and Committee meetings</u> are available for stakeholders to access on the SFRS website.
- The meetings that were held in person had a positive impact and enabled Board members to engage and meet with personnel at various SFRS venues. The Service Delivery Committee continues to hold its meetings at various locations around the Service, with a further programme of engagement to take place in the coming year involving Board members, allowing wider stakeholder engagement around the country. To provide greater scrutiny around prioritised areas of business such as the New Mobilising System, additional Special Committee meetings were arranged. This allowed for a greater degree of focus during critical stages of the process.
- Following approval by the Board of the SFRS Good Governance Framework at its meeting on 28 April 2022, work has continued to progress elements of the framework, with integrated assurance mapping being introduced. This workstream continues to evolve to identify how best it can support the Board and its Committees.
- Throughout 2024/25, the continued approach of using a series of Committee workshops provided an opportunity for members to focus on any key areas of work and support each other, while also providing an opportunity to review each Committee's Terms of Reference, ensuring they remain fit for purpose and are relevant.
- Board Strategy / Information / Development Days continued to take place with clear guidance and format for these events in place, the key objectives being:
 - To continue to support the effective and positive working relationships between the Board and Strategic Leaders of the Service.
 - To inform the Board of key strategic projects, workstreams and organisational workloads.
 - To give the Board time to ask questions and gain clearer understanding of these workloads.
 - To ensure better scrutiny and assurance at Board level.

- To provide the Board with development and information to improve their overall knowledge and effectiveness.
- To provide opportunities for early discussion to enable the Board to influence future direction and shaping.
- Board Member access to the SFRS Learning Content Management System (LCMS) continues to enable training to be carried out. The Service's ability to offer training to Board Members will be strengthened with the introduction of Workforce Pro to the organisation.
- Board Members undertook a 'Firefighter for a Day' training event to provide a greater insight into the skills, incident types, PPE, fleet and equipment associated with operational response. This is now in the planning phase again for recently appointed Board Members.
- Board Members observed a Marauding Terrorist Attack joint exercise which was held with colleagues from Scottish Ambulance Service and Police Scotland firearms officers to provide a fuller understanding of the context of this type of incident.
- Access also continues to Office 365 training and development sessions on our SFRS iHub in order to further support our Digital First ethos.
- All SFRS Board Members continue to receive access to the Scottish Government Governance Hub which gives access to modules together with an online forum intended to support the induction of new Board Members to Public Body Boards. This remains a useful maintenance of skills tool for existing Board Members and access will continue to be used moving forward.
- Board Member SharePoint platform within O365 continues to provide a purpose-built area for Board Members to access general information, for example, public body updates, together with quick, easy and secure access to Board and Committee papers/reports in preparation for forthcoming meetings.
- In October 2024 the Board approved the risk appetite statements following a workshop on risk appetite led by colleagues from Finance and Contractual Services. This event allowed for a fuller discussion on the Service's approach to risk and was welcomed by Board members and Strategic Leadership Team (SLT) alike.
- Strategic Planning Workshop Days took place in November 2024. This event was well received, providing a great opportunity for the Board and members of the SLT to meet and discuss matters of a strategic nature and future vision of the SFRS.
- The Board Members appraisal process continues to work well and identify individual areas of development and also common themes across the Board. The process is fully aligned to the SFRS policy timeframe which includes a mid-year review being offered.
- The template for Board Member appraisals continues to incorporate the most recent guidance issued by Scottish Government (Further Reading 8.6). Most recently, the Chair facilitated these during March and April of 2025.
- The outcomes of Board Members appraisals and production of a skills matrix continues to be used to consider the Board's strengths and weaknesses and therefore help to inform its medium to long term succession planning arrangements, something that will be used for future Public Appointments.
- Performance reporting through the use of Power Business Intelligence (BI) tooling has continued to be developed during 2024/25. Interactive dashboard reporting has been used to deliver performance reports to various Committees allowing more up to date information being available for scrutiny.

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

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 17

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
Special Board – 31 July 2025 – Private	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests 	Standing/Regular Reports	 Standing/Regular Reports Annual Performance Review Report 2024/25 	Standing/Regular Reports	Standing/Regular Reports
28 August 2025	 Date of Next Meeting Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports & RCG Approved Minutes 		 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2025/26 Q1 Annual Operating Plan Progress update Q1 New Business 	Standing/Regular Reports	Standing/Regular Reports• Annual Performance Review 2024/2025• Annual Procurement Report 2024/25• Performance Management Framework 2025-28 (Private)New Business
	Risk ThemesForward PlanDate of Next Meeting	•	SFRS Working in Partnership 2024/25	•	•
30 October 2025	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports & RCG Approved Minutes Risk Themes Forward Plan Data of Next Moeting 		 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Capital Budget Outturn Report 2024/25 Resource Budget Outturn Report 2024/25 Strategic Asset Management Plan – Annual Review 	 <u>Standing/Regular Reports</u> ● 	 Standing/Regular Reports Board Forward Plan Schedule 2026/27 Draft Annual Report and Accounts 2024/25 (PRIVATE)
	Date of Next Meeting	<u>New Business</u> •	New Business •	<u>New Business</u> ●	<u>New Business</u> ●

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION				
18 December 2025	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports Risk Themes Forward Plan Date of Next Meeting 	 Standing/Regular Reports HS Policy and Policy Statement New Business 	Standing/Regular Reports• Resource Budget Monitoring Report• Capital Budget Monitoring Report• Quarterly Performance Report 2025/26 Q2• Health and Safety Annual Report 2024/25• Annual Operating Plan Progress update Q2• New Business	Standing/Regular Reports	• • • <u>New Business</u> • Service Delivery Review				
Provisional Special Board – 19 February 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Date of Next Meeting 	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports	Standing/Regular Reports				
26 March 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports & RCG Approved Minutes Risk Themes Forward Plan Date of Next Meeting 	 Standing/Regular Reports Corporate Parenting Plan Annual Update <u>New Business</u> 	 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2025/26 Q3 Annual Operating Plan Progress update Q3 New Business 	Standing/Regular Reports • <u>New Business</u> •	 Standing/Regular Reports Resource Budget 2026/27 Capital Programme 2025-2028 New Business 				