

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE THURSDAY 21 AUGUST 2025 @ 1000 HRS

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

AGENDA

- 1 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 MEETING:
- 5.1 Wednesday 28 May 2025 (Public Session) (attached)

T Wright

5.2 Wednesday 28 May 2025 (Private Session) (attached)

T Wright

The Committee is asked to approve the minutes of these meetings.

6 ACTION LOG Board Support

The Committee is asked to note that there were no outstanding actions.

- 7 SERVICE DELIVERY
- 7.1 Service Delivery Update (attached)

A Watt

7.2 Local Senior Officer Performance Overview (verbal)

A Kenna

The Committee is asked to scrutinise these reports.

- 8 INSPECTIONS/AUDITS
- 8.1 Update from HM Fire Service Inspectorate (attached)

HMFSI

8.2 HMFSI Inspection Action Plan Update (attached)

R Whetton

The Committee is asked to scrutinise these reports.

Please note that the public meeting will be recorded for minute taking purposes only. The recording will be destroyed following final approval of the minutes.

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q1 2025/26 (attached)

A Watt

The Committee is asked to scrutinise the attached report.

10 SERVICE DELIVERY RISK REGISTER

10.1 Risk Update Report (attached)

A Watt

The Committee is asked to scrutinise the attached report.

11 GRENFELL REPORT UPDATE (verbal)

J Henderson

The Committee is asked to note the verbal update.

12 FORWARD PLANNING

12.1 Committee Forward Plan (attached)

T Wright

12.2 Items for Consideration at Future IGF, Board and Strategy/Information and

Development Day meetings (verbal)

T Wright

13 REVIEW OF ACTIONS

Board Support

14 DATE OF NEXT MEETING

Tuesday 25 November 2025

Reports for Information Only:

- Clinical Governance Annual Report (attached)
- Museum of Fire Evaluation (attached)

Agenda Item 5.1



PUBLIC MEETING - SERVICE DELIVERY COMMITTEE

WEDNESDAY 28 MAY 2025 @ 1000 HRS

PORTLETHEN TRAINING CENTRE, PORTLETHEN, ABERDEEN, AB12 4RR / VIRTUAL (MS TEAMS)

PRESENT:

Tim Wright, Chair (TW)
Angiolina Foster (AF)
Paul Stollard, Deputy Chair (PS)
Andrew Smith (AS)

IN ATTENDANCE:

Andy Watt (AW) Deputy Chief Officer

David Farries (DF)

Assistant Chief Officer, Director of Organisational Delivery

Craig McGoldrick (CMcG) Assistant Chief Officer, Director of Training, Safety and Assurance

Jonathan Henderson (JH) Director of Prevention, Protection and Preparedness

Gregor Welsh (GW) Business Intelligence and Data Services Manager (Item 10.1 only)

David Young (DY) HMFSI

Andrew Wright (AWr) Local Senior Officer, Aberdeen City, Aberdeenshire and Moray

Andy Buchan (AB) Group Commander, Prevention (Item 14 only)
Chris Casey (CC) Group Commander, Board Support Manager

Heather Greig (HG)

Board Support Executive Officer

Business Support Executive / Minutes

OBSERVERS

Dawn Forrest, Fire Brigades Union

1 WELCOME

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

2 APOLOGIES

2.1 Madeline Smith, Board Member Robert Scott, HMFSI

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

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

4 DECLARATION OF INTERESTS

4.1 No declaration of interests were declared.

5 MINUTES OF PREVIOUS MEETING: 25 FEBRUARY 2025

- 5.1 The minutes were agreed as an accurate record of the meeting subject to the undernoted amendments.
 - Spelling of Board member Angiolina Foster's name.
 - Paragraph 9.2.5 JH referred to the cost per turnout and reinforced the indicative amount was £300 and therefore the word 'around' should be removed.

5.2 Matters Arising

- 5.2.1 There were no matters arising.
- 5.3 The minutes of the meeting held on 25 February 2025 were approved as a true record of the meeting subject to the above amendments.

6 ACTION LOG

6.1 There were no outstanding actions on the action log.

7 COMMITTEE STATEMENT OF ASSURANCE

- 7.1 TW presented the Committee Statement of Assurance 2024/25 which outlined evidence of how the Committee supports the effective functioning of the Board.
- 7.2 The Committee approved the Committee Statement of Assurance 2024/25.

8 SERVICE DELIVERY UPDATE

- 8.1. AW introduced the update report which details relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises of Operational Delivery, Prevention, and Training, Safety and Assurance (TSA) Directorates. The report covered the period for the quarter February to May 2025, albeit some issues may precede and extend beyond this period.
- 8.2 The Committee noted that there were 4 students planned to attend the Fire Engineering (FE) course and asked the reason why there were only 4 candidates and what background did the students come from. JH advised there were a number of factors such as course availability and funding that influenced the number of students. JH advised the 4 students were Auditing Officers within the FE section.
- 8.3 With regards the Young Farmers Initiative engagement sessions, the Committee considered that an additional line would be helpful to explain the benefits/expectations from the sessions. AW advised that the engagement sessions taking place in the Moray area were about prevention, recruitment and sharing of assets particularly in relation to wildfires. DF noted that On Call recruitment was also discussed at these sessions. New initiatives were evaluated and rolled out across the country with mechanisms in place to share best practice.
- The Committee asked for a brief update on the new Home Fire Safety Visit (HFSV) process and likely timescales for feedback. JH advised the Committee of the new process and highlighted that it focused on higher risk groups. As the process was taking longer than anticipated there was no timeline set for feedback however an evaluation would commence at the start of the next financial year and would look at the wider prevention activity, not just the HFSV process, and the impact of the prevention strategy.

- 8.5 The Committee noted there was a significant reduction in total incidents attended compared to the previous quarter and queried the correlation between this and UFAS. DF assured the Committee that although the language in the report was cautious it was clear where the reductions in incidents were however there were a combination of factors that could impact the final outcome.
- 8.6 With regards data for 2025/26 activity, JH advised that raw data was being recorded and activities were ongoing, however, the issue was with the transfer of data but work was ongoing to resolve this. The Committee expressed their disappointment at this ongoing issue with the introduction of new systems.
- 8.7 The Committee noted the reference to the Bank Working Policy staffing tools and asked what arrangements were in place to monitor the operational impact of that for On Call appliance availability. DF explained the Bank Working Policy was now called the On Call Availability Resilience Scheme. The procedure was currently under consultation and would be managed locally. The scheme was not intended to replace or override other work that was being undertaken around the core objectives.
- 8.8 Regarding the On Call Improvement Team pilot the Committee asked if there were any notable findings. DF advised that there were a number of pilots ongoing and information in relation to these was currently being gathered. DF provided an example of other pilots that have taken place and the outputs from these.
- 8.9 The Committee enquired if there had been any noticeable impact since the changes to the On Call terms and conditions were introduced. DF advised that it was too early to ascertain, however, there hadn't been a significant decrease in availability but this continued to be monitored.
- 8.10 With regards specific contamination risks attributed to wildfire incidents, DF advised that protection was worn but Breathing Apparatus (BA) was not typically worn outdoors which could potentially increase the chances of inhalation. Burnt vegetation was also a risk as contaminants could enter up through the leggings. The Standard Operating Procedure (SOP) took into account the control measures related to contaminants and was constantly reviewed.
- 8.11 Regarding animal rescue capabilities the Committee asked what SFRS responsibilities were and the key partnerships for this type of incident. DF advised that firefighters provide a humanitarian service to people in need and this type of incident would come under that category especially where public safety may be affected. The Service works with British Animal Rescue and Trauma Care Association to support the national standards operational learning and with the Chief Veterinary Officer for Scotland Animal Health to share learning.
- The Committee asked what constituted supplementary structural firefighting PPE and the criteria used to prioritise where to deploy it. CMcG advised the structural firefighting PPE was what a firefighter was expected to wear in buildings. There was a delay identified in certain areas but there had been around an 80% role out. The delays were related to external storage and the ability to host and the ongoing delivery
- 8.13 Regarding National Fire Resilience Scotland, DF advised that this related to the UK National Fire Resilience versus what we do in Scotland and the timing of this piece of work would be dependent on funding.
- 8.14 With regards local fire plans, AW advised of the process and that a review of the content of the local plans would be undertaken going forward, taking cognisance of public service review.

- 8.15 With regards the Youth Volunteer Scheme, JH advised there were a variety of youth volunteer schemes and the intention was to continue to keep people engaged through these.
- 8.16 JH provided an update on the NMS project.
- 8.17 The Committee scrutinised the report.

8.2 Local Senior Officer Performance Overview

- 8.2.1 AWr provided an overview of Aberdeen City, Aberdeenshire and Moray (ACAM) LSO area and highlighted the following.
 - ACAM area covers 3 Local Authority areas and AWr has positive relationships with the Chief Executives, Scrutiny Committees and members of each area.
 - There are 5 wholetime stations, 2 of which were Wholetime/On Call stations. There are 34 On Call stations and 1 Volunteer Station at Gordonstoun.
 - Specialist resources in the area are water rescue at Elgin and Central Fire Station, USAR and Heavy Rescue at North Anderson Drive, rope rescue at Altens Fire Station (all Aberdeen) and new wildfire units at Elgin and Ballater.
 - Priorities align with those of the Service and across the area endeavour to ensure that communities feel as safe as possible by developing resilient teams, upholding the highest standards of safety and professionalism, with firefighter safety at its core and ensuring operational readiness at all times.
 - Ensure all staff have completed relevant training, maintain their core competencies and have the correct PPE and equipment to allow them to respond safely and effectively to incidents. To do this the team liaise with Assets and Training and utilise KPI'S 22 to 28 highlighting training courses completed and maintenance of skills at all levels. Locally produced information and reports are held and a representative from training attends Performance meetings so that any concerns can be highlighted and work together to produce practical solutions to ensure continued competence of staff.
 - ACAM has seen a 20% reduction in the number of overall calls received in the last 3 years.
 - UFAS in the ACAM area have fallen from 3800 to 2556 when comparing the reporting period to the 3-year rolling average.
 - Deliberate fires across ACAM are down by 16%.
 - Non-domestic fires are down by 29%.
 - Accidental Dwelling fires have seen a slight increase by 5%.
 - There has been a 25% increase in Effective Entry and a 45% increase in assisting other agencies.
 - There has been an increase of incidents involving fatalities and welfare support is provided as required.
 - There are a number of key initiatives in ACAM such as breakfast clubs and brew with a crew. The team have been successful in securing funding through the Rural Poverty Initiative for Aberdeen Council in the form of a £9,000 grant which has allowed the team to acquire additional equipment and essential items such as fridges, urns, kettles and jackets, blankets and bedding.
 - In partnership with NHS Grampian and Aberdeenshire Health and Social Care Partnerships, Fire Stations across ACAM have been used as vaccination clinics delivering COVID-19 and flu vaccines.
 - Aberdeen City has seen a spate of wilful fires in multi-storey properties. The team have held engagement sessions and inspections and suggested an information poster be displayed in all entrance ways of multi-storey buildings. Aberdeen Council has agreed to produce the posters and these are currently being distributed.
 - The main challenges across ACAM are wholetime operational availability with a number of staff on long term sick leaving the area slightly under target. Another challenge is delivering the current training delivery programme to maintain the

competency of all staff due in part to personnel retiring, however local solutions are being looked at as a priority.

- 8.2.2 In terms of the funding for the £9,000 grant the Committee asked who was responsible for making the application. AWr advised that the Service was represented on the Aberdeenshire and Partnership Board where the opportunity to apply for grants was highlighted.
- 8.2.3 The Committee enquired if the team had connections to the Social Landlord Sector. Awr noted that there was no direct link but there was a connection through the local authority.
- 8.2.4 Regarding the competency issues the Committee asked if this was just local to the ACAM area. AW advised that previously it was a more Service wide issue as there were a number of contributory factors such as large numbers of trainees, however, work was ongoing to address this.
- 8.2.5 The Committee noted that ACAM had large fishing ports and asked if there were any issues regarding preparation and training programmes relating to ship based incidents. AWr advised that there were regular visits and information was passed onto crews. An exercise also took place with Northern Ferry last year which tested procedures and heightened awareness of them.
- 8.2.6 With regards capacity for change, AWr welcomed any efficiencies and improvements brought about by change that also provided additional capacity. AWr advised that staff across the area openly propose potential changes.
- 8.2.7 AW advised that there was a wholetime intake in August 2025 and an On Call migration process starting in September 2025.
- 8.2.8 The Committee scrutinised the report.
- 9 INSPECTIONS/AUDITS
- 9.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE
- 9.1.1 DY presented the report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:
 - Regarding the North SDA Inspection and the Organisational Culture Report the formal consultation has concluded and feedback has been considered and incorporated. Both are on target for publication.
 - The informal consultation on the Operational Assurance report has concluded and engagement with the Safety and Assurance Function will take place in early June regarding the formal consultation.
 - Operational Training and Development inspection has been agreed, and field work will commence in June.
- 9.1.2 The Committee noted the report.

(G Welsh joined the meeting at 1131hrs)

10 SERVICE DELIVERY PERFORMANCE REPORTING

- 10.1 Quarterly Performance Report for Q4 2024-25
- 10.1.1 The Chair advised that the report would be taken as read by the Committee members and subsequently moved straight to questions.
- 10.1.2 The Committee enquired about KPI11 as it sustained a slight increase over time and asked how the service defined high severity fires and what the key factors were for the sustained increase. DF advised the severity model used was the Cheshire Model which assigns points based on responses to key questions to operational incident data collection and

- explained the factors that contribute towards the classification severity. A fatality, regardless of the type of incident or nature of the fire would be classed as high severity.
- 10.1.3 DF continued that the long-term decrease in low/medium severity fires contributed heavily towards the reduction of accidental dwelling fires. The total number of high severity fires each quarter was smaller and varied substantially. Annual totals have been decreasing, however, the rate of decrease was smaller and did not clearly identify a trend in quarterly totals. Therefore, as a percentage of accidental fires, high severity makes up a bigger share over time.
- 10.1.4 In order to understand the influencing factors related to KPI14 and KPI15, and also any connection to KPI16, the Committee requested a briefing paper on median response times be presented to a future meeting. DF noted a previous presentation provided to the Committee which looked at call response times and the associated component parts and agreed it would be useful to revisit this.
- 10.1.5 The Committee noted there was not a KPI relating to wildfires and the resources used to deal with this type of incident and proposed that this be considered within the framework. It was agreed that this would be taken to IGF for further discussion.
- 10.1.6 The Committee considered that KPI14 required further narrative to provide some context. AW agreed that some additional narrative would be helpful and this would be provided within the next iteration.
- 10.1.7 TW referred to section 3.10 of the report which noted 'Targets Not Known' in relation to audits completed and requested some clarification on this. GW advised that the target for these audits was 100% of the premises defined within the local area plans being visited within the year of the plan. However as this was defined locally the BI Team were unable to confirm the actual numbers completed on the enforcement system database.
- 10.1.8 The Committee scrutinised the report.

(G Welsh left the meeting at 1155hrs)

11 SERVICE DELIVERY RISK REGISTER

- 11.1 Committee Aligned Directorate Risks
- 11.1.1 AW presented a report to the Committee containing the identified Directorate risks and controls aligned to the business of the Committee. The following key points were highlighted:
 - 5 risks highlighted in the report aligned to the SDC.
 - 2 risks, FCS019 and SPPC001, have had increased risk ratings.
- The Committee noted risk PPP005 (fire engineering resources) and asked what the completion date of 31 March 2026 related to. JH advised the potential completion date was related to providing solutions such as further course offerings. Engagement was ongoing with NFCC who were looking at a variety of academic providers from across the sector to develop a more consistent course offering, however, this would take some time to progress. JH assured the Committee that actions were being taken to address this and working towards a more structured and robust product that links into the recommendations from the Grenfell Tower inquiry phase 2. The Committee asked if any agreement was in place to recover costs from candidates should they leave the organisation within a certain period of time following completion of the training. JH confirmed this measure was not in place and would be considered.
- 11.1.3 Regarding risk OD001 the Committee asked what short term controls had been considered. AW advised that there were 5 or 6 control actions relating to this and 3 or 4 had now been closed, however, only existing control actions were included within the

report. DF provided examples of the closed control actions and also details of the lengthy process to change the risk rating.

11.1.4 The Committee scrutinised the report.

12. FIRESTORM REPORT UPDATE

- 12.1. The Chair advised the Firestorm Report Update was on the agenda 'for information' however a decision was required to support the progress against the remaining recommendations being scrutinised through existing executive and board governance arrangements.
- AW provided an update and advised that the actions had been considered and given due regard. The actions that were currently open were aligned to business as usual and key pieces of work within the Service.
- The Committee agreed to ongoing scrutiny of the progress being made through existing arrangements and to remove the Firestorm Update from the SDC agenda.

12.4 The Committee noted the report

(A Buchan joined the meeting at 1213hrs)

13 ELECTRICAL INFRASTRUCTURE WORKING GROUP PRESENTATION

- 13.1 JH provided a brief background and introduced AB who delivered a presentation on the Electrical Infrastructure Working Group (EIWG) explaining the structure, timeline, how the working group address Lithium-ION battery risks, and the EIWG vision, challenges and opportunities.
- The Committee enquired if the incident reporting system had the ability to record these incidents. JH advised that there was currently the ability to record numbers for the narrative but once the new incident reporting system was embedded there would be more functionality for reporting.
- 13.3 The Committee asked AWr if electrical fires were becoming more common in the ACAM LSO area. AWr recounted one incident of this type, however, taking cognisance of the oil industry and the promotion of renewable energy related to Aberdeen, along with concerns from elected members and members of the public, the ongoing work in this area was welcomed.
- With regards to government influence around adherence and legislation, AW advised that the NFCC had produced a change position statement and currently the Service could only provide advice on a case-by-case basis in relation to sites and legislation. It was noted that the NFCC was developing a position on the role of the fire service in terms of legislation.
- 13.5 The Committee noted the report.

14 FORWARD PLANNING

- 14.1 **Committee Forward Plan**
- 14.1.1 The following item would be added to the forward plan:
 - Median Response Times
- 14.1.2 The Committee noted the forward plan.

- 14.2 Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings
- 14.2.1 The following item would be raised at the next IGF meeting:
 - Consideration of KPI Relating to Wildfires
- 15 REVIEW OF ACTIONS
- 15.1 CC confirmed that there were no actions arising during the meeting.
- 16 DATE OF NEXT MEETING
- 16.1 The next meeting is scheduled to take place on Thursday 21 August 2025.
- There being no further matters to discuss, the public meeting closed at 1250 hours.

PRIVATE SESSION

- 17 FRONTLINE UPDATE BREADALBANE STREET, EDINBURGH
- 17.1 CMcG presented the report to inform the Service delivery Committee (SDC) of the Operational Assurance Frontline Update publication which details the operational learning relating to the *Breadalbane Street* high rise incident that occurred in Edinburgh on14 March 2024. McG explained the legal process that was ongoing in relation to this incident and the rationale for it being taken in private session.
- 17.2 The Committee noted the report.

There being no further business to discuss, the private meeting closed at 1308hrs.



PRIVATE MEETING - SERVICE DELIVERY COMMITTEE

WEDNESDAY 28 MAY 2025 @ 1250 HRS

PORTLETHEN TRAINING CENTRE, PORTLETHEN, ABERDEEN, AB12 4RR / VIRTUAL (MS TEAMS)

PRESENT:

Tim Wright, Chair (TW)
Angiolina Foster (AF)
Paul Stollard, Deputy Chair (PS)
Andrew Smith (AS)

IN ATTENDANCE:

Andy Watt (AW) Deputy Chief Officer

David Farries (DF)

Assistant Chief Officer, Director of Organisational Delivery

Craig McGoldrick (CMcG) Assistant Chief Officer, Director of Training, Safety and Assurance

Jonathan Henderson (JH) Director of Prevention, Protection and Preparedness

Andrew Wright (AWr) Local Senior Officer, Aberdeen City, Aberdeenshire and Moray

Chris Casey (CC) Group Commander, Board Support Manager

Heather Greig (HG)

Board Support Executive Officer

Business Support Executive / Minutes

2 APOLOGIES

2.1 Madeline Smith, Board Member

17 FRONTLINE UPDATE – BREADALBANE STREET, EDINBURGH

- 17.1 CMcG presented the report to inform the Service delivery Committee (SDC) of the Operational Assurance Frontline Update publication which details the operational learning relating to the *Breadalbane Street* high rise incident that occurred in Edinburgh on14 March 2024. CMcG explained the legal process that was ongoing in relation to this incident and the rationale for it being taken in private session.
- The Committee enquired about the speed of fire spread outside the building due to the materials used and asked if there was more information on that. CMcG advised that there was a series of debriefs that gathered information through other processes which subsequently informed this document. The Committee considered information relative to the speed of fire spread was important. CMcG welcomed the feedback provided and would consider this for future reports.
- 17.3 The Committee noted it would be valuable to have more of these types of briefs and outcomes.
- 17.4 The Committee asked for an explanation as to why the evacuation commenced approximately 50 minutes after the stay put policy was revoked and what a reasonable time period would be for this procedure. AW advised that it depended on the type of building and materials used and each incident was different. There were a number of

DRAFT - OFFICIAL - SENSITIVE

factors that needed to be considered and what the tactical plan was. DF advised that in the early stages of this specific incident the fire was not significant enough to evacuate everyone however once the fire had spread height appliances were requested and evacuation commenced.

17.5 JH referred to the Grenfell incident and noted the lessons learned had been applied to improve safety and evacuation procedures. Work was ongoing with local authorities to practice evacuation procedures and to address any potential risks.

17.6 The Committee noted the report.

There being no further business to discuss, the private meeting closed at 1308hrs.



SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/19-25

Agenda Item: 7.1

				Αg	jenda l	tem:	7.1		
Report to:		SERVICE DELIVERY COMMITTEE							
Meeting Date:		21 AUGUST 2025							
Report Title: SERVICE DELIVERY UPDATE REPORT									
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONL For Reports to be held in Private Specify rationale below referring to Board Standing Order 9			е			
			A B C D E E	<u>F</u>	<u>G</u>				
1	Purpose								
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.								
2	Backgroun	d							
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.								
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.								
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Service Delivery, and Training, Safety and Assurance Directorates.								
3	Main Report/Detail								
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.								
3.2	This report covers the period from May 2025 to August 2025 albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.								
4	Recommendation								
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.								
5	Key Strategic Implications								
5.1 5.1.1	Risk Appetite and Alignment to Risk Registers A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.								

5.2 5.2.1	Financial Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	Environmental & Sustainability Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4 5.4.1	Workforce Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	Health & Safety Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6 5.6.1	Health & Wellbeing Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.7 5.7.1	Training Specific details in relation to operational training are contained within Appendix A.
5.8 5.8.1	Timing This report covers the period from May 2025 to August 2025, where appropriate, the period prior to and following this.
5.9 5.9.1	Performance A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.10 5.10.1	Communications & Engagement Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11 5.11.1	Legal Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
5.14 5.14.1	Service Delivery This report provides an update to SDC on service delivery related matters.

Ver: 1.0 06/08/2025

6	Core Brief			
6.1	Not applicable			
7	Assurance (S	RS Board/Committee Meetings ONLY)		
7.1	Director:	Andrew Watt, Deputy Chief Officer		
7.2	Level of Assu (Mark as appr			
7.3	Rationale:	Due to the breadth and depth of activity being undertake across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan.		
8	Appendices/Further Reading			
8.1	Appendix A – Service Delivery Committee Highlight Report			
Prepared by:		Operational Delivery, PPP and Training, Safety and Assurance Directorates		
Sponsored by:		Andrew Watt: Deputy Chief Officer		
Presented by:		Andrew Watt: Deputy Chief Officer		

Links to Strategy and Corporate Values

This report supports the SFRS Objectives of *Prevention*, *Response* and *People*, and all four Values of *Safety*, *Teamwork*, *Respect* and *Innovation*.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	21 August 2025	Scrutiny

Ver: 1.0 06/08/2025

SERVICE DELIVERY COMMITTEE HIGHLIGHT REPORT

SAFETY AND RISK RE	EDUCTION
OPERATIONAL DELIV	ERY DIRECTORATE
OPERATIONS	
Item	Commentary
On Call Improvement Team (On Call to WDS Migration)	OCIT, working alongside People and Training, were central to the recently launched RDS to WDS Migration process. OCIT have led on Candidate and Line Manager engagement sessions to support and inform SFRS colleagues in both the process itself, as well as the management and development of successful candidates when they commence their WDS careers. OCIT are also supporting all of the candidate assessment dates scheduled for Q2 and Q3 of 2025. This contributes to safety and risk reduction by supporting wider workforce planning arrangements to meet the WDS Target Operating Model (TOM) as well as supporting successful candidates to continue their RDS careers.
National Fire Resilience Scotland (Detection, Identification and Monitoring (DIM) Vehicles)	DIM Vehicle Replacement Project; 4 replacement vans have been procured. NFRS have had significant engagement with National Resilience Assurance Team (NRAT) (UK DIM Lead), SFRS DIM Capability Lead, Procurement Manager and Fleet.
National Fire Resilience Scotland (SDR Project)	The impact of current SDR Programme Options on Specialist Capabilities and Attributes has been thoroughly reviewed by Operations Function Management Team (FMT) and Capability Leads, following engagement with LSO Areas. This process included data analysis, incident trend reviews, and structured engagement sessions with LSOs. An Operations FMT and Capability Leads Engagement Day facilitated in-depth discussion and evaluation of options, supported by historical documentation and modelling data. While options have been identified for all capabilities, further analysis and engagement will be required before implementation, aligned with the SDR Programme's timeline following Board decision on Options in December 2025.
National Fire Resilience Scotland (Tactical Advisors)	NFRS collaborated with Capability Leads to develop and implement two new Tactical Advisor cadres. As a result, twelve Marine Tactical Advisors and twelve Management of Water and Flood Incident Managers have been trained. This initiative strengthens SFRS's expertise in both domains and enhances our flexibility and resilience in responding to Marine and Water & Flood incidents.
National Fire Resilience Scotland (Ultra High Pressure lance capability)	A "Cobra Coldcut" Information and Awareness Session was successfully coordinated by NFRS in late June, involving multiple SFRS stakeholders and generating valuable discussion. Key Sector developments, insights and potential opportunities were presented — particularly around firefighting techniques and approaches to Electrical Vehicle fires — these were shared with the Operations Function Innovation Team for further exploration

Frontline Support (Digital Fireground Radios)

With respect to the rollout of new digital fireground radios, the mainland ESDA, NSDA and WSDA rollout is complete, with the only exception being the island areas. The Digital Project Board is now looking at digital readiness tasks and what needs finalised before the switch over date is agreed.

Frontline Support (Wildfire Strategy)

Frontline Support has now completed the implementation of the SFRS Wildfire Strategy by liaising with TSA and the Scottish Wildfire Users Group (SWUG) All 10 ATV stations are now live Frontline Support are in the final stages of developing a mobilisation arrangement. The 4 new SFRS 4x4 Wildfire Support vehicles are now clad and ready to be delivered to their respective stations.

SERVICE DELIVERY AREAS

National

Item

Commentary

Partnership working

The partnership between SFRS and the West Lothian Youth Action Project (WLYAP) is a strong example of effective collaboration in community safety and wellbeing. Together, we deliver targeted interventions: from joint street work sessions that build trust with young people, to safely engagement around drug use, derelict buildings, and seasonal risks like bonfires and fireworks. WLYAP's on-the-ground presence and ability to respond at key times enhance SFRS efforts, ensuring youth are engaged at points of risk. Their joint work on initiatives like the Craigshill community garden and support for vulnerable families at Christmas further highlights the strength of this partnership.

Dumfries & Galloway Resilience and Community Safety Manager Martin Ogilvie and GC Commander Scott Irving, Co-Chairs of the D&G Water Safety Forum (PAWS) group, recently presented at the RoSPA National Water Safety Conference in Birmingham.

Their presentation focused on the Forum's adoption of a Multi-Agency Incident Response Guide (MAIRG) for Loch Ken, developed by the Local Resilience Partnership. They detailed the process used to create the MAIRG, highlighting Water Safety Scotland's guidance for developing such guides and the availability of free-to-download templates.

In Argyll & Bute, Road Safety Hubs have been established in partnership with Police Scotland and the Institute of Advanced Motorists. The first Hub has been held in Dunoon, with Campbeltown, Lochgilphead and Oban to follow. Police Scotland is utilising new presentations, with narrated footage of roads and known issues.

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QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS		
OPERATIONAL DELIV	ERY DIRECTORATE	
OPERATIONS		
<u>Item</u>	Commentary	
On Call Improvement (NFCC Eyesight Standards)	OCIT are, as part of the NFCC On Call Practitioners Group, are supporting a UK wide review of the recruitment eyesight standards for On Call firefighters. NFCC are due to report back on change proposals in Q3 of 2025.	
On Call Improvement (Ongoing Pilots)	OCIT continue to evaluate a number of ongoing On Call improvement pilots and trials, working with LSO Areas, SFRS Functions and Rep Bodies to ensure that these pilots are being conducted in line with terms and conditions of employment and agreed standards of delivery and assessment, as well as adherence to SFRS Policy and Procedure where appropriate. These pilots include: Modular Task and Task Management – Local delivery of the 2 week Task and Task Management course on a modular basis, allowing for local flexibility in training delivery whilst adhering to existing training standards. Local Fitness Testing and Practical Selection Tests – a pilot which allows for the local delivery of fitness testing and PST for On Call applicants, negating the need for candidates to travel to a central location, whilst ensuring that the fitness and PST standards are adhered to and enforced for all applicants. Bank Working – A scheme designed to enhance On Call appliance availability using off duty WDS and 'surplus' On Call personnel to provide fire cover at key On Call stations in returned for hourly payment.	
SERVICE DELIVERY AREAS	National	
Item	Commentary	
Staff development & Professional standards	A series of online development sessions has been programmed for Supervisory officers covering the topics of H&S and Attendance Management. These sessions will enhance knowledge and understanding of both policies and systems to maintain firefighter safety and staff wellbeing, support and enabling a quicker return to the workplace.	
	Appraisal training has been successfully delivered to all Watch Commanders within the East SDA. Key focus was on setting direction, maintaining high standards and continuous improvement, with a clear understanding of SFRS Values, Mandatory Behaviours, Key Work Objectives, Unconscious Bias, Development Plans and Ready for Career Progression.	
Accident reduction	The East Safety & Assurance Improvement Group (ESAIG) have created a new Low Speed Manoeuvre (LSM) Handbook in collaboration with Safety & Assurance. Additionally, the reinvigoration of Low-Speed Manoeuvres (LSM) training is being rolled out across all the LSO areas throughout 2025/26 to further reduce these types of vehicle accidents. A	

	full program of work has begun, and low-speed manoeuvring training aids/equipment has now been purchased.
PERFORMANCE AND	OUTCOMES
OPERATIONAL DELIV	ERY DIRECTORATE
OPERATIONS	
<u>Item</u>	Commentary
On Call Improvement (On Call Performance KPIs)	Following the Operational Delivery Directorate restructuring, OCIT are working with On Call Leads to review the On Call KPIs that form the basis for On Call Performance Measurement and Reporting. OCIT continues to provide the Operational Availability Group (OAG) with appliance availability reports for On Call stations detailed within the Strategic Cover GIN, allowing for local areas to measure the performance of station availability and recruitment activities.

HORIZON SCANNING	
OPERATIONAL DELIV	ERY DIRECTORATE
OPERATIONS	
<u>Item</u>	Commentary
Innovation and Performance Management (I&PM) (Remote Operated Vehicles ROVs)	The I&PM Team are currently developing a Concept of Operations for ROVs to inform the organisation's options for the use of Drones in the operational environment.
IPM (Ultra High Pressure Firefighting Systems)	The I&PM Team are currently reviewing the SFRS Ultra High Pressure Firefighting capability and then developing a trial for defining future options for this area of firefighting including the use of the capability at incidents involving Electric Vehicles and Lithium-Ion batteries.
SERVICE DELIVERY AREAS	National
<u>Item</u>	Commentary
SSRP	Service Delivery Review – Public Consultation and Staff / Public engagement. SDR impact on Special appliances across the country is being assessed and considered locally in conjunction with colleagues from the Operational Delivery function.
Local Plans	There are ongoing partner engagement relating to SFRS Strategy and subsequent development of the Local Fire and Rescue Plan. These discussions will also take cognisance of SDR and how outcomes could influence the development of local plans.

SAFETY AND RISK RE	EDUCTION
PPP DIRECTORATE	
COMMUNITY SAFETY ENGAGEMENT	
<u>Item</u>	Commentary
CSE Activities Application	The Community Safety Engagement (CSE) Activities Application (APP), a purpose-build system to record, track and report all community safety activities was launched 02 June.
	The APP streamlines how SFRS record CSE activities and outcomes and will help to celebrate the vast amount of community-related work delivered by our staff and volunteers and ensure an accurate and consistent record of information, demonstrating how we are making communities safer and more resilient.
	All CSE activities will be recorded within the APP under six key Intended Outcomes; reduction in accidental dwelling fires, reduction in secondary fires, reduction in verbal/physical attacks on crews, reduction in water related incidents, reduction in road traffic collisions, and improvement in community wellbeing.
	To support staff transitioning from CSET to the CSE Activity APP, a user-friendly guide has been created with clear instructions to help navigate the system.
Museum of Scottish Fire Heritage	The pilot of the museum's formal education workshops was completed in Q1. The workshops were offered across primary school age range and are directly linked to the Scottish Curriculum for Excellence.
	Feedback: "A fantastic school trip- kids were buzzing about it when they got back to school and were all desperate to have details of the museum to share with their parents/carers. Very well organised and thought out- the best school trip I've been on over the past 5 years."
	"They (children) recapped how to call for the emergency services and what they would need to say on the phone."
	"Linked well with lots of Health and Wellbeing and Social studies experiences and outcomes. Very interactive and the kids loved every minute!"
	School workshops will officially launch in September, delivered by the Heritage Outreach Officer and supported by our Heritage Ambassadors (volunteers).
	Evaluation Year 1 Evaluation has been published and will be going to SDC Board. The evaluation covers all aspects of museum operations throughout that period and includes next steps for the coming year.

CDP Event – Drug and Alcohol

A CPD event on the issues of Alcohol and Drugs within our Communities was held on 24 June 2025 with speakers from Public Health Scotland, Scottish Ambulance Service, Specialist in Alcohol Related Brain Damage and Turning Point Lanarkshire.

The session provided details of Scotland's current position, trends, prevention opportunities, public health surveillance, the role of emergency practitioners and what personnel should consider when working with people affected by heavy alcohol or drug misuse. Personnel were provided with very practical information, resources and toolkits and reported via evaluation that it had been a very worthwhile event.

Serious and Fatal Fire Learning Review

The Serious and Fatal Fire Learning Review policy was implemented in April. Following every fatal fire an internal meeting is convened involving Prevention Directorate staff and LSO Area prevention managers. This is followed up by quarterly meetings, collating any learning points that may prevent future incidents.

As a result of collated learning points from Q1, changes have been made to Risk Recognition modules that are delivered to partner agencies and LSO Prevention managers have been given guidance on partnership working, raising awareness of risk recognition and referral processes.

PROTECTION

Item

Commentary

Fire Safety Audits

2,092 audits were completed in Quarter 1, with 70% achieving MCL 1 15, % MCL 2 and less than 2% at MCL 3. There are currently 322 audits where an MCL has not been recorded. We are currently engaging with Dats to rectify the issue.

Emerging Risks

During Quarter 1, the Serious Fire Task Group identified several emerging risks that have contributed to significant fires and fatalities across Scotland. These findings, along with the associated analysis, have been shared through multiple channels within the service to enhance both firefighter and community safety.

Awareness Briefing

The proactive approach taken in conducting Initial Learning Reviews has significantly influenced the outcomes of the Serious Fire Task Group ahead of the quarterly meeting. This early identification and sharing of lessons learned from incidents have been well received across all areas of the service. However more importantly, these insights have directly informed prevention activities at both local and national levels. Fire Investigation Officers (FIOs) are currently developing an awareness briefing focused on preserving scenes at incidents. They are also planning to update the Fire Investigation module on LCMS by adding video footage that highlights the positive impact of good scene preservation during operational incidents

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PREPAREDNESS	
<u>Item</u>	Commentary
Ol Pilot	In collaboration with Lanarkshire LSO area, a pilot initiative has been established to best support areas on the delivery, management & reporting of Operational Intelligence. Areas that will be improved through this pilot are as follows but not specifically limited to: • Risk Identification through the introduction of a "Risk Based Identification Scoring Form", which will assist areas in the identification of risks. The scoring/weighting mechanism will be influenced by findings & recommendations within NFCC guidance & SFRS Fire Safety Enforcement audit procedure & policy. • Quality over Quantity approach to existing OI. Using the above form, OI not meeting the required threshold may be removed. This approach will allow for more targeted premises identification. • Reporting Mechanism will be improved within a live reporting toolkit. This will allow stakeholders to use this as a workload planning tool. Outcomes & reporting measures will be created in conjunction with new SFRS KPIs & strategic objectives. • A New Training Library has been created which will act as a new and in-depth way of providing stakeholders with relevant and specific OI risk & premises type awareness training materials. This pilot will run for 3-6 months to establish best practice which, when approved, will be rolled out nationally. LSO area management team as well as all WC from the watch with OI as their reference has been
Water Planning Newsletter	engaged with prior to commencement. Water Planning has created and delivered a newsletter, which is designed to keep everyone informed on key workstreams, ongoing projects, and upcoming priorities. From supporting strategic direction to day-to-day improvements, as well as highlighting the work happening across the water planning team and how it supports broader SFRS objectives.
SFRS Internal Risk Preparedness Assessment (RPA) Process	Following the work which was undertaken to conduct the internal RPA Process a draft statement has been sent for consultation. This Statement of Preparedness is the outcome of the Scottish Fire and Rescue Service's (SFRS) Risk Preparedness Assessment process. It outlines the SFRS's current ability to respond to and recover from a wide range of disruptive events. Its primary purpose is to present an evidence-based view of strengths and vulnerabilities by highlighting existing capabilities, whilst also identifying areas for improvement where further work is required.

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QUALITY ASSURANCE	E, BENCHMARKING, AND STANDARDS
COMMUNITY SAFETY ENGAGEMENT	
<u>Item</u>	Commentary
Safeguarding Quality Assurance	A Safeguarding Quality Assurance Framework was developed by CSE personnel in 2024. The Framework was employed to assess the organisational processes and supporting documents utilised by Prevention personnel within LSO areas around Safeguarding. Visits were carried out across the country and a subsequent report for the period 2023-2024 has been produced, highlighting key learning outcomes to strengthen SFRS's role in safeguarding.
PROTECTION	
<u>Item</u>	Commentary
Fire Engineering University Engagement Working Groups	Four meetings have taken place with the NFCC University Engagement Working Group. The group aims to explore various recommendations from the GTI Phase 2 Report in relation to fire engineering specific to FRS personnel. The group comprises NFCC, LFB, T&W FRS alongside SFRS representation and is chaired by ACO Henderson. To date a body of work has been undertaken to assess the opportunities for FRS's to gain further education at Degree and Masters level, noting the opportunities are currently very limited across the UK with no courses currently available in Scotland. The group is in communication with the Scottish Government Building and Fire Safety Expert Working Group. and the Expert Working Panel formed by UK Government and will meet with members of that group at a meeting in London on 4 September
PREPAREDNESS	
<u>Item</u>	Commentary
SCAF Review	The Scottish Fire and Rescue Service Scottish Coordination and Advisory Framework (SCAF) has been reviewed by the Resilience Team and several changes have been made due to learning from recent significant events. Changes to the event types; Roles included in any TAG and guidance on the activation of a Resilience Partnership will ensure that SFRS is able to provide an effective multi-agency response to a significant event.

PERFORMANCE AND	OUTCOMES
COMMUNITY SAFETY ENGAGEMENT	
<u>Item</u>	Commentary
UFAS	UFAS Incidents attended by SFRS continue to remain low. The top three sleeping premises types attended remain consistent by SFRS during Q1 are Residential Care and Nursing homes 28%, Hospitals and Medical Care 20%, and Student Halls of Residences 13% of all UFAS incidents attended.
	Recently, two Local Authorities have requested exemptions to our UFAS policy to allow them to put adequate procedures in place. SFRS remains consistent in our approach, no exemptions will be given.
PROTECTION	
<u>Item</u>	Commentary
Fatal Fires	A total of 9 fire fatalities were recorded in Quarter 1 of the 2025/26 fiscal year which also represents the year-to-date total. Five of these incidents have either had Initial Learning Reviews (ILRs) completed or are scheduled to take place. The remaining four incidents have been assessed and deemed not suitable for ILRs.
Fire Investigation Test Burns	SFRS Fire Investigation Officers (FIOs), with support from TSA colleagues, carried out a realistic test burn. This work is now being expanded to include collaboration with Professor Paul Christensen from Newcastle University, a leading expert in lithium battery degradation. Professor Christensen will be conducting a series of test burns at Portlethen as part of ongoing research into lithium-related fire behaviour.
FIO/FISD Engagement	FIOs have delivered presentations to Watch personnel and Operations Control Room staff. These sessions highlighted the role of staff at operational incidents and the important part they play in preserving the scene before FIOs arrive.
	FIOs have also led engagement sessions covering a range of topics, including the fire investigation process and the role of the Fire Investigation Search Dog. These sessions have been delivered to various audiences, including operational crews, Police Scotland, and forensic science students.
FSE Formal Notices	There has been an increase in the number of formal notices issued compared to the calendar financial year 2024-25. The FSE team and legal services are supporting local areas with this and to establish whether this is a transient issue or whether this is likely to be persistent and reflective of the standard of fire safety in LSO areas. Total number of formal notices issued since April 2025: • 2 Enforcement Notices • 10 Prohibition Notices • 1 Alterations Notice

HORIZON SCANNING	
COMMUNITY SAFETY ENGAGEMENT	
<u>Item</u>	Commentary
CPD	A CPD event focussed on Children and Young People is scheduled for 16 September. This is primarily aimed at local CSE practitioners and managers but is open to all SFRS staff.
PROTECTION	
<u>Item</u>	Commentary
FSE Modules	A further Fire Safety Enforcement Modules course will start in August. The course is split into modules and will run through to January 2026. This will increase resilience across the service, ensuring our Protection Officers are qualified to the nationally recognised standard (SVQ Level 8).
FSE - RPL Course	A further RPL course is scheduled for November 2025. This is a also facilitated by CS Todd and Associates and it will provide existing Protection Officers with an opportunity to achieve an SVQ Level 8 qualification.
Wildfires	In response to recent wildfire activity across Scotland and the growing number of related incidents, the Fire Investigation team is exploring how the unit can better support the investigation of wildfire causes and origins. This includes reviewing current capabilities, identifying opportunities for specialist training, and considering how resources and expertise can be used more effectively. The aim is to strengthen the understanding of fire behaviour in outdoor environments and improve the accuracy of determining ignition sources, to support both operational response and future prevention strategies.
Joint Scottish Fire Investigation Training Facility	A joint Fire Investigation course is scheduled to be trialled at Portlethen Training Centre in October, aiming to train approximately 14 –16 new fire investigators. The course will be delivered by Hawkins, with both SFRS and SPA staff attending as part of their continuing professional development which will be accredited by the University of Dundee. The training unit will also be used in August by Police Scotland to simulate a forensic scenario involving blood pattern analysis and DNA examination, prior to being burned as part of a controlled exercise early next year. All activities fall within the scope of the Joint Protocol.

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PREPAREDNESS	
<u>Item</u>	Commentary
Adding Wholetime Hydrant Records onto Hydrant Management System (HMS)	Water Planning are working with Digital and Technology Services on a project to provide access to the Hydrant Management System (HMS) for Operational Supervisory Officers for the purpose of brining all hydrant maintenance records into a centralised location. By collating all hydrant maintenance data, Graphical Information System (GIS) technology will be used to provide quarterly maintenance reports using a Red, Amber, Green (RAG) status for efficient routing of Hydrant Operatives and Local Senior Officer (LSO) area teams. Ardrossan Community Fire Station will be the first station to transfer their hydrant data to the HMS. Water Planning will be in contact with LSO areas to discuss data transfer arrangements in the coming months.

SAFETY AND RISK RI	EDUCTION			
TRAINING, SAFETY AND ASSURANCE DIRECTORATE				
OPERATIONAL ASSURANCE (OA)				
Item	Commentary			
Significant Incident	Scott Street, Perth Level 4 Organisational Learning Review being carried out to identify lessons learned from safety events and operational activity during the incident with report to follow in due course.			
	There will be an OA led structured debrief carried out on the 28 ^{th of} August via teams to capture views and learning from those involved in the incident with a view to producing a report and Frontline Update to share lessons learned.			
Significant Incident	Dava and Carrbridge wildfires will be debriefed by SMARTEU and OA will assist in the collation of information and planning for the debrief. Exact date and location have still to be confirmed once key personnel have been identified across the multi-agency forum.			
National Wildfire Debrief	OA have been asked to carry out a national debrief of all wildfire activity from March to August to capture the main themes from OA13 returns and provide a summary of what has gone well and areas that could be improved upon. The debrief will take place as soon as possible.			
Event Planning Debrief	OA have been requested to support a hot debrief and structured debrief following the visit of President Donald Trump and the planned visit by Vice President Vance. The hot debrief will take place as a priority and the structured debrief will combine both visits to capture learning for future event planning.			
TRAINING FUNCTION				
<u>Item</u>	Commentary			
FF Safety	Fire contamination CPD events were successfully delivered across six training centres, engaging over 90 attendees. The sessions focused on the newly introduced Safe System of Work and Generic Risk Assessment, with the aim of enhancing understanding of best practices for managing contaminants in training environments.			
	Each event featured a range of practical and technical inputs, including demonstrations of BA set washing machines, a walkthrough exercise, and hands-on activities covering equipment, BA set, and PPE cleaning and management, as well as personal decontamination procedures.			
	A formal debrief will be conducted in the coming months to evaluate the effectiveness of the sessions and support the planning of future events.			

QUALITY ASSURANCE	E, BENCHMARKING, AND STANDARDS
TRAINING, SAFETY A	ND ASSURANCE DIRECTORATE
OPERATIONAL ASSURANCE (OA)	
<u>Item</u>	Commentary
Station Audit Process	Station audit process for 25/26 is now live and will run until 31 March 2026. The proforma has been updated to better reflect current processes and has involved engagement with business partners and SDAs to ensure it is fit for purpose. OA personnel will be carrying out station audits within selected LSO areas and part of the QA process.
OA Documents	OA GINs in process of being transferred to Management Arrangements and documents being reviewed as required
OA ICL 2 Input	OA Team continue to provide input to ICL 2 candidates to give an overview of the purpose and importance of Organisational Learning.
TRAINING FUNCTION	
<u>Item</u>	Commentary
Benchmarking	SFRS participated in the National Fire Chiefs Council (NFCC) Operational Training and Exercising Group (OTEG) meeting, which centred on fostering collaborative working practices across the fire and rescue sector.
	The event provided a valuable platform for representatives from UK Fire and Rescue Services (UKFRS) to engage in meaningful dialogue, share innovative approaches, and exchange best practices related to operational training and exercising functions.
BA Contaminants Group	BA and Contaminants Group has now initiated active dialogue with representatives from the North-West Tactical Firefighting Group. This engagement is aimed at fostering a collaborative and integrated approach as we move forward in shaping and developing the programme that will succeed the current BA Recovery Programme. The intention is to ensure alignment of strategic objectives, operational
	practices, and shared learning across both groups, thereby enhancing the effectiveness and resilience.

PERFORMANCE AND	OUTCOMES					
TRAINING, SAFETY A	TRAINING, SAFETY AND ASSURANCE DIRECTORATE					
OPERATIONAL ASSURANCE						
<u>Item</u>	Commentary					
Thematic Audit	Operational Procedu	e in terms of know	to evaluate the Evacuation CSU rledge and understanding of equipment/vehicles available.			
Organisational Learning Actions	The Organisational Learning Group (OLG) has been proactively working to complete actions within the tracker. This has resulted in 4 action plans being closed off at the most recent meeting of the OLG and 21 further actions closed within other open plans.					
	Operational Delivery, Training and Safety and Assurance have the most actions within the tracker due to the nature of the work.					
	In addition, at the mo tracker and allocated		ew action plans were added to the progression.			
TRAINING FUNCTION						
Item	Commentary					
Performance Reporting	Workforce Pro went live as planned in Q1 (June). Early indication would suggest a relatively good system uptake with around 55% of the workforce having completed their first mandatory learning module. Further support and communications will continue throughout this quarter					
	to encourage completions rates.					
BA Recovery Plan	The BA Recovery Plan is continuing to progress, with BA, CFBT and Tactical Ventilation currencies showing continued improvement between Q1 2024/25 and Q1 2025/26:					
	Core Skill	Q1 2024/25	Q1 2025/26			
	BA	83%	92%			
	CFBT Too Vent	74%	90%			
	Tac Vent	53%	82%			

HORIZON SCANNING	
TRAINING, SAFETY A	ND ASSURANCE DIRECTORATE
OPERATIONAL ASSURANCE	
<u>Item</u>	Commentary
Frontline Update	Proposed Frontline Update following Scott Street Incident debrief.
Case Study	Engagement with LED to develop a case study following the Scott Street incident to share learning with all personnel.
OLG Business Partner Support	Increase in the engagement and support provided to OLG business partners to promote progress of actions and identify any challenges being experienced in addition to ensuring evidence for closure of actions meets the requirements and will withstand scrutiny.
TRAINING FUNCTION	
<u>Item</u>	Commentary
XVR	Scenario 1 of the FDO CPD events is scheduled to be delivered to all 4 command groups during Q2 2025/26 with a timeline for the integration of XVR into training delivery methodologies over the next 18 months. Which includes benchmarking across other Fire and Rescue Services, ARA training, High Rise Evacuation Scenario an ICL1 – ICL3 Case Study.
E-Learning	JESIP Awareness E-Learning Package is currently going through OSCG governance to be included within TfOC as part of the quarterly modules for FF-WC, FDOs and OC staff.
MTA	MTA operator refresher courses are arranged for October and will be held over 4 days (8 sessions) with 2 days at NTC and 2 days at Perth). The Ten Second Triage package is now live on LCMS and is a prerequisite for attendees.
Transport	UKRO CPD events scheduled at NTC, Perth and Newbridge during September and will include Introduction to UKRO Academy, Casualty Focused Extraction, Vehicle Technology and Scene Assessment and Space Creation.
Incident Command	ICL2 and ICL3 refresher courses will move from virtual delivery to in- person and delivery towards the end of Q2. The Incident command suite will be re-configured to facilitate this utilising pod 1 and the CSU for delivery.
ATV Training	Phase 2 of ATV training will be delivered in September as part of ongoing wildfire training.



Report No: C/SDC/20-25 Agenda Item: 8.1

HM Fire Service Inspectorate

Report to: SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY

COMMITTEE

Date: 21 August 2025

Report By: HM Fire Service Inspectorate

Subject: Routine report on HMFSI business

1. PURPOSE

1.1 To provide the Service Delivery Committee with an update on HMFSI inspection and reporting activity.

2. RECOMMENDATIONS

2.1 That the Committee notes the update from HMFSI.

3. ACTIVITY AND PROGRESS

3.1 Service Delivery Area Inspection

We are pleased to advise the committee that the inspection of the North Service Delivery Area (NSDA) has now concluded, and the inspection report was laid in Parliament on 25 June 2025.

The report highlights a number of areas of good practice, makes evidence led observations regarding the effectiveness and efficiency of service delivery within the North SDA, and sets out a number of recommendations based on these. As part of established procedures the Scottish Fire and Rescue Service (SFRS) will now have regard to the recommendations and take action deemed appropriate.

3.2 Thematic Inspection Work

Organisational Culture

We also advise that the inspection of 'Organisational Culture in the Scottish Fire and Rescue Service – Volume 1' has now published and was laid in Parliament on 18 June 2025.

This inspection did not set out to consider behaviours of staff. Instead, its focus was the policies, procedures and training that support culture within the SFRS. The report contained 18 recommendations and 7 areas for consideration. Following the conclusion of our fieldwork the report recognised the commitment and pride taken by those we met with. We met with teams, and individuals, who had a strong focus of teamwork with their immediate work colleagues. We also recognised the Chief Officer's statement of the priority given to improving culture and leadership

within the SFRS. However, the report also indicated that although the Service had policies and procedures to cover all eventualities, the view expressed by staff was that there are no clear standards around consistent application of these policies and local managers were often unclear how to interpret or apply them. A number of policies were also found to be beyond their defined review date. Several policies stipulate procedures for monitoring, recording and quality assurance, however we found limited evidence to suggest that quality assurance was being completed.

HMFSI has committed to carry out a further inspection of culture within SFRS with a specific focus on grievance, conduct and discipline.

Operational Assurance

The purpose of carrying out this inspection was to assess the efficiency and effectiveness of the OA provision within the SFRS. We are now in the process of publishing the final report and anticipate that the report will be laid in Parliament in September 2025.

Operational Training and Development

We have initiated a thematic inspection of Operational Training and Development (OTD) within the SFRS with the Inspection Outline consulted upon and agreed. The fieldwork started in July 2025 and a fully developed schedule of visits, interviews, observation and engagement with SFRS personnel and partners is ongoing and is due to be completed in Autumn 2025. Following consultation, the final report is due to be published in the Spring of 2026.

3.3 Additional Inspection Activity

In preparation for the forthcoming Commonwealth Games 2026, we will carry out a focussed review of the steps taken, and arrangements in place with the Service, to ensure the safe delivery of this high profile international event.

HM Chief Inspector Robert Scott QFSM

Date: 21 August 2025

Version 1.0: 06/08/2025

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/21-25

Agenda Item: 8.2

		Agenda Item: 8.2							
Report to: SERVICE DELIVERY COMMITTEE									
Meeting	leeting Date: 21 AUGUST 2025								
Report	Report Title: HMFSI INSPECTION ACTION PLANS UPDATE								
Report Classif	ication:	For Scrutiny SFRS Board/Committee Meetings For Reports to be held in Priva Specify rationale below referrin Board Standing Order 9			Private erring t				
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	E	<u>G</u>
1	Purpose			•	•			,	,
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on HMFSI inspection action plans.								
1.2	At this meeting, the SDC are asked to review the progress of the action plans relating to His Majesty's Fire Service Inspectorate (HMFSI) reports on: • East Service Delivery Area • West Service Delivery Area								
1.3	Members have also been provided with the closing position statement from the following Action Plans for consideration: - • Firefighting in High Rise Buildings • Climate Change • Industrial Action								
2	Background								
2.1	HMFSI inspects and reports on the SFRS with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.								
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.								
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.								
2.4	Once approved, action plans will be presented to SDC on a quarterly basis to scrutinise progress.								
3	Main Repo	ort/Detail							
3.1	The SDC is presented with the current overview dashboard, attached as Appendix A for noting. This provides high level details of all action plans.			A for					
3.2 3.2.1	East Service Delivery Area (ESDA) The HMFSI report on the East Service Delivery Area (ESDA) was published in October 2023. The action plan contains a total of 9 actions and is attached as Appendix B .			2023.					

- 3.2.2 Following extensive discussion at the Corporate Board (23 June 2025) regarding the final outstanding action (Action 2) *To Identify solutions for permanent resolutions to those stations in the East SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing* it was agreed that there is clear evidence that the recommendation has been given due regard and that the work has been fully scoped and is underway. The work is well established and being monitored. As such, this action is determined as closed, and future work will be undertaken as 'business as usual' and will be monitored accordingly.
- 3.2.3 The overall BRAG rating for this action plan is **blue** and is 100% complete. (*Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage*).
- 3.2.4 This Action Plan will now progress through the closing route of our Audit and Inspection Process and a closing report and position statement will be prepared for the next quarterly update.
- 3.3 **West Service Delivery Area**
- 3.3.1 The HMFSI report on West Service Delivery Area was published in June 2024. The action plan contains a total of 30 actions and is attached as **Appendix C**.
- During the reporting period four actions were completed (see actions 2, 8, 22 and 27), and the thirteen remaining actions are progressing, with five of these being green and seven being marked as amber.
- 3.3.3 SDC members are asked to note the following:
 - Action 3: Undertake a review of High Rise Operational Assurance processes and establish a sustainable (including risk based) model for the delivery of Highrise risk profiling and inspections.
 - All aims were met by each Local Senior Officer Area by the original 31 March 2025 due date and Phase 2 is now underway with a proposed revised due date of 31 March 2026. The Chair of the working group is producing an interim report for each Phase reportable to the Protection Functional Management Team (FMT).
 - [Proposed revised due date from 31 March 2025 to 31 March 2026]
 - Action 6: Review West Service Delivery Area (WSDA) fire station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.
 - The Risk Based Capital Investment Plan 2025 has been completed and the risk based approach has prioritised capital projects for the three year capital plan.
 - Thirteen stations have still to have Reinforced Aerated Autoclaved Concrete (RAAC) remediation or replacement. A five year plan for remediation or replacement has been set.
 - This action has moved from green to amber as it is determined that the work will move beyond the original due date and a proposed revised due date of 31 December 2025 has been proposed.
 - [Proposed revised due date from 30 June 2025 to 31 December 2025]
 - Action 7: Identify solutions for permanent resolutions to those stations in the West SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.
 - Stewarton A site search has identified a number of possible new build sites, and these have been reviewed by Service Delivery for operational suitability. On approval of the preferred site, property services will commence due diligence and negotiations with the landowner to secure the site for future construction.
 - The remaining three West SDA sites Cumbernauld, Helensburgh, and Milngavie continue to be regularly inspected to monitor their condition, and we have options to resolve, through either new build or remediation, which will be progressed dependent upon the outcomes of the Strategic Service Review Programme.

This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed.

[Proposed revised due date from 30 June 2025 to 31 December 2025.]

• Action 9: Review existing practices and processes within the West Service delivery Area (WSDA) for vehicle management with the Central Fleet Partner.

The Light Fleet Review paper has been updated to reflect inclusion of potential leased vehicles to Flexi Duty Managers. The Fleet restructure will also allow more staff resource to be allocated to vehicle management.

Recruitment for the fleet restructure is underway and will enable more focussed teams within Fleet to address systems and data management as well as commissioning of new vehicles to be delivered to operational locations more effectively.

This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed.

[Proposed revised due date from 30 April 2025 to 31 December 2025.]

• **Action 11**: Standardise the recording of equipment testing with a national electronic system.

Review of potential systems to address equipment testing in a corporate system is still under review. The possible migration of Tranman to Transend (Cloud based) may provide a solution, however there will need to be a full assessment of the capability of this system. There will be challenges to ensure data within SFRS version of Tranman can migrate to Transend and whether the adopt not adapt format of Transend will result in a change of processes within SFRS. Civica are to provide a focused demonstration of Transend to SFRS senior users of Tranman.

This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed.

[Proposed revised due date from 30 September 2025 to 31 December 2025.]

• Action 19.1: Develop a principle based guidance document that enables the Service to manage and record partnership relationships effectively.

Development of a principle-based guidance document that clearly defines our responsibilities/expectations to partnership guidance and provides an interim process to measure it is underway. This work is running behind schedule as the Team's focus has been on the development of the SFRS Strategy 2025-28. Development of the Strategy is being carried out to significantly reduced timescales and has also led to the need to develop a Three-Year Delivery Programme and revised Performance Management Framework. It is expected that Team capacity will be available over the coming weeks when work on the principle-based guidance document will be recommenced. The aim is to have the document ready for September 2025.

This action remains amber due to the delay as a result of conflicting work priorities. A revised due date of September 2025 has been proposed.

[Proposed revised due date from 31 March 2025 to 30 September 2025.]

The overall BRAG rating for this action plan is **amber** and is estimated at 80% complete. (Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).

Firefighting in High Rise Buildings

- The HMFSI report on Arrangements for Firefighting in High Rise Buildings was published in September 2022 and contained a total of 8 actions.
- The last actions of the above plan were signed off as complete by members of the Corporate Board in June 2025. To complete the administrative process, SDC members are now provided with the closing statement from the Action Plan, **Appendix D**.

3.4.3	SDC are asked to note the content of the closing statement.
3.5 3.5.1	Climate Change – Impact on Operational Activity The HMFSI report on Climate Change: Impact on Operational Activity was published in September 2023 and contained a total of 12 actions.
3.5.2	The last actions of the above plan were signed off as complete by members of the Corporate Board in June 2025. To complete the administrative process, SDC members are now provided with the closing statement from the Action Plan, Appendix E .
3.5.3	SDC are asked to note the content of the closing statement.
3.6 3.6.1	Contingency Planning for Industrial Action The HMFSI report on Review of contingency planning arrangements in relation to potential industrial action was published in May 2023 and contained a total of 7 actions.
3.6.2	The last actions of the above plan were signed off as complete by members of the Corporate Board in June 2025. To complete the administrative process, SDC members are now provided with the closing statement from the Action Plan, Appendix F .
3.6.3	SDC are asked to note the content of the closing statement.
4	Recommendation
4.1	 Note the progress of all action plans as presented in the HMFSI inspection dashboard, attached as Appendix A. Review the East Service Delivery Area Action Plan, attached as Appendix B. Review the West Service Delivery Area Action Plan, attached as Appendix C. Note the content of the Arrangements for Firefighting in High Rise Buildings Position Statement and agree formal closure of the Plan, attached as Appendix D. Note the content of the Review the Management of Climate Change: Impact on Operational Activity Position Statement and agree formal closure of the Plan, attached as Appendix E. Note the content of the Review the Industrial Action Contingency Planning Position Statement and agree formal closure of the Plan, attached as Appendix F.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers There are no strategic risk implications arising from this progress update or the recommendations of this report.
5.2	Financial There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability There are no environmental implications associated with the recommendations of this report.
5.4	Workforce There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety There are no health and safety implications associated with the recommendations of this report.

5.6	Health & Wellbeing There are no health and wellbeing implications associated with the recommendations of this report.											
5.7	Training There are no training implica	ations associated with the recommendations of this report.										
5.8	Timing Each HMFSI Action Plan will on a quarterly cycle until co	I be reported to the Corporate Board and appropriate Committee mpletion.										
5.9	Performance This process supports roburecommended improvement	ust challenge and scrutiny of our performance against HMSFI ts.										
5.10	Communications & Engage There is no implication asso	gement ociated with the recommendations of this report.										
5.11		pendent inquiries into the state and efficiency of the SFRS are a d out in Section 43 of the Fire Scotland Act 2005.										
5.12	Information Governance A Data Protection Impact A sensitive information to cons	Assessment (DPIA) is not required for this report as there is no sider.										
5.13	Equalities An Equality and Human Ri report. Directorate and LSO	ights Impact Assessment (EHRIA) is not required for this this EHRIAs will capture these										
5.14	Service Delivery There are no service delivereport.	ery implications associated with the recommendations of this										
6	Core Brief											
6.1	Not applicable											
7	Assurance (SFRS Board/0	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:	Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan.										
8	Appendices/Further Read	ing										
8.1 8.2 8.3 8.4 8.5 8.6	Appendix C: West Service Appendix D: Arrangements	ction Overview Dashboard Delivery Area (ESDA) Action Plan Update Delivery Area (ESDA) Action Plan Update s for Firefighting in High rise Buildings Position Statement ge: Impact on Operational Activity Position Statement										

8.7		F: Review of Contingency Planning Arrangements in relation to potential Action (IA) Position Statement								
Prepare	ed by:	Kirsty Jamieson, Planning and Performance Officer								
Sponso	ored by:	Richard Whetton, Head of Governance, Strategy and Planning								
Presen	Presented by: Richard Whetton, Head of Governance, Strategy and Planning									

Links to Strategy and Corporate Values

Our inspection process contributes to Strategic Outcome 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsible and provide best value for money to the public.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Corporate Board	23 June 2025	For recommendation
Service Delivery Committee	21 August 2025	For scrutiny (Firefighting in Highrise Buildings; East SDA; Climate Change; Industrial Action, West SDA)
Audit and Risk Assurance Committee	23 October 2025	For information

HMFSI INSPECTION OVERVIEW DASHBOARD

HMFSI Thematic & SDA Reports Progress Dashboard



Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Committee Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
Apr-22	Health and Safety: An Operational Focus	PC	Oct-24	Mar-25	18	Jun-25	Aug-25	Sep-25	0	0	0	17	0	0	1	0	0	100%	
Sep-22	Firefighting in Highrise Buildings	SDC	Jun-24	Jun-25	8	Jun-25	N/A	Aug-25	0	0	0	8	0	0	0	0	0	100%	Closing
Sep-23	Climate Change – Impact on Operational Activity	SDC	Apr-25	Mar-25	12	Jun-25	N/A	Aug-25	0	0	0	12	0	0	0	0	0	100%	Closing
Oct-23	East Service Delivery Area (ESDA)	SDC	Mar-25	TBC	9	Jun-25	Aug-25	Aug-25	0	0	0	9	0	0	0	0	0	100%	
Dec-23	Mental Health and Wellbeing Support in SFRS	PC	Dec-25	TBC	30	Jun-25	Aug-25	Sep-25	0	17	0	8	0	0	5	0	0	60%	
Jun-24	West Service Delivery Area (ESDA)	SDC	Dec-25	Apr-26	30	Jun-25	Aug-25	Aug-25	0	12	0	18	0	0	0	0	0	80%	
Jun-25	Organisational Culture in SFRS - Volume 1																		
Jun-25	North Service Delivery Area (NSDA)																		

HMFSI Focused Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Committee Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
May-23	Review of contingency planning arrangements in relation to potential industrial action	SDC	Dec-24	Jun-25	7	Jun-25	N/A	Aug-25	0	0	0	7	0	0	0	0	0	100%	Closing

Closed Inspection Action Plans

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Committee Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG	Closed Date
Apr-15	HMFSI - Performance Management Systems	SDC	Jul-20	May-20	32	May-20	N/A		0	0	0	26	0	2	4	0	0	100%	Closed	
Jul-17	HMFSI - Operations Control Dundee and Highlands and Islands Support	SDC	Dec-20	May-20	24	May-20	N/A		0	0	0	24	0	0	0	0	0	100%	Closed	
Jan-18	HMFSI - Fire Safety Enforcement	SDC	Mar-20	Mar-23	20	Mar-23	N/A		0	0	0	19	0	0	0	0	1	100%	Closed	May-23
May-18	Audit Scotland - Scottish Fire and Rescue Service Update	ARAC	Dec-21	Feb-23	36	Feb-23	N/A		0	0	0	33	0	0	0	1	2	100%	Closed	Mar-23
Feb-19	HMFSI - Provision of Operational Risk Information	SDC	Mar-22	Dec-22	25	Feb-23	N/A		0	0	0	20	0	0	0	5	0	100%	Closed	Feb-23
May-19	HMFSI - Management of Fleet and Equipment	SDC	Mar-22	May-22	38	May-22	N/A		0	0	0	32	0	0	6	0	0	100%	Closed	May-22
Feb-20	LAI - Dumfries and Galloway	N/A	Jun-21	N/A	12	Dec-22	N/A		0	4	0	7	0	1	0	0	0	100%	Closed	
Jun-20	LAI - Edinburgh City	N/A	Apr-21	N/A	11	Dec-22	N/A		0	5	0	0	0	6	0	0	0	100%	Closed	
Aug-20	HMFSI - Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	Nov-22	N/A		0	0	0	25	0	0	0	0	0	100%	Closed	Nov-22
Mar-21	HMFSI - Assessing the Effectiveness of Inspection Activity	ARAC	-	-	0	-	-		-	-	-	-	-	-	-	-	-	-	Closed	
May-21	LAI - Midlothian	N/A	Mar-22	Mar-23	7	Dec-22	N/A		0	0	0	7	0	0	0	0	0	100%	Closed	
Dec-21	LAI - Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	Dec-22	N/A		0	5	0	1	0	0	0	0	0	100%	Closed	
May-22	SMARTEU Covid 19 Structured Debrief Summary	SDC	Mar-23	May-23	7	Mar-23	N/A		0	0	0	7	0	0	0	0	0	100%	Closed	May-23
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26	Aug-23	15	Aug-23	N/A		0	0	0	12	0	0	0	3	0	100%	Closed	Aug-23
Mar-23	Training of RDS Personnel	PC	Mar-23	Aug-23	31	Aug-23	N/A		0	0	0	27	0	0	0	4	0	100%	Closed	Sep-23
Apr-23	Command and Control Mobilising System (CCMS)	СС	Jul-24	Jul-24	6	Jun-25	N/A		0	0	0	6	0	0	0	0	0	100%	Closed	Oct-24

HMFSI Inspection Forecast

Expected	Title	Туре
2024-25	Operational Assurance - In Draft	Thematic
2025-26	Operational Training and Development (expected to commence June 2025)	Thematic
2025-26	Corporate Function Delivery (expected to commence September 2025)	Thematic
2025-26	Commonwealth Games (expected to commence October 2025)	Thematic
2025-26	Organisational Culture - Volume 2 (expected to commence December 2025)	Thematic

HMFSI Possible Areas of Interest as outlined within the 2023-25 Inspection Plan

Expected	Title	Туре
TBC	Climate Change: SFRS actions relating to reducing its carbon footprint	Focused
TBC	SFRS Planning and preparedness for a response to Marauding Terrorist Attack	Focused
TBC	The state of provision of specialist resources (appliances, equipment and staff inc. training)	Focused
TBC	Recognising and embedding organisational learning	Focused
TBC	National resilience assets - provision, location, skills and usage	Focused
TBC	Fire cover - distribution, modelling and standards	Focused
TBC	HR/Workforce planning - recruitment, attrition, diversity, skills (all duty systems); support to LSO areas	Focused
TBC	Administration and use of technology	Focused
TBC	Operations Control	Focused
TBC	RVDS Duty System	Focused

Updated Next Update Committee Update (SDC)

HMFSI - East SDA Recommendations Executive Lead: DCO Stuart Stevens

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completio n Date	BRAG	Evidence
We recommend that the Service resolves the roofing problems at the affected fire stations as a matter of urgency.	2	itentify solutions for permanent resolutions to those stations in the East State that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	ijaz Bashir	TBC in line with SSRP	N/A	In Progress	If February 2025: The current status is as follows: Cowes Toll – The proposed project to remediate the Reinforced Autoclaved Aerated Concrete (RAAC) roof and reconfigure the station for dignified Facilities and contaminant control is currently noted, awaiting outcome of a public consultation for proposed Edinburgh Tram extension routes. Two of three routes require to go through the existing station site. Galashels- Work is currently in progress to memotine the Reinforced Autoclaved Aerated Concrete roof, the reconfiguration of the station for dignified facilities and contaminant control Concrete roof, the reconfiguration of the station for dignified facilities and contaminant control Concrete roof, the reconfiguration of the station for dignified facilities and contaminant control Concrete roof, the reconfiguration of the station for dignified facilities and contaminant or control. Delakeith - A preferred new site has been identified and the design of the new fire station is in progress with an expected construction period of 2025 - 2027. The remaining four sites - Lungation, have been designed to the duration of the works with an expected construction period of 2025 - 2027. The remaining four sites - Lungation, have been explored to resolve, through either new build or remediation, which will be progressed dependent upon the outcomes of the Strategic Service Review Programme. This action remains green and is progressing as planned. 23 June 2025: Crewe Toll - The proposed project to remediate the Reinforced Autoclaved Aerated Concrete (RAAC) roof and reconfigure the station for dignified Facilities and contaminant control is currently on hold, availing outcome of a public consultation for proposed calcin site. Solve the contaminant of the station for dignified Facilities and contaminant control is currently on hold, availing outcome of a public consultation for proposed calcin site. Solve the scene and the Reinforced Autoclaved Aerated Concrete roof is now structurally redundant. Dalkeith - A new site has be	100%		Slue	SFRS Capital program approved by Board Invited 2004 - solutions in place for 3 of 8 sites
We recommend that the Service conducts a review of its staffling strategy and how it relates to the current under- resourced Target Operating Model.	1	the interim Target Operating Model continue to be met and regularly reported.	Fiona Munro	Feb-24	N/A		24. June 2024. The People directorate continue to develop analysis, data and faverasting around workforce planning and resourcing within is reported to Strategic Leadership Team and other forums to outline approach, challenges and risks. We have developed a flexible and agile approach to promotion activity to ensure it is evidence led and a resourcing group is currently stood up to progress actions to maintain the Target Operating Model. This action has been marked blue and is now complete.	100%	Feb-24	Blue	
The Service should standardise its recording of standard tests taking cognisance of the electronic innovations already in use.	3.1	Carry out a review of the current provision of documentation and policy in relation to Standard Teating.		May-24	N/A	Complete	24 June 2024: The Operations Function has successfully completed the Equipment Information Card project. The project airmed to develop and implement Equipment Information Cards by merging Periodic Inspection Tests and Technical Information Notes, thereby providing standardised recording templates.	100%	May-24	Blue	EICMasterFamilyV4.0 (sharepoint.com)
	3.2	SFRS Operations Team will make recommendations for improvements in relation to consistency and the use of technology.	DACO Garry Mackay	May-24	N/A		24 June 2024. Operational Assurance 2 Station Audit form contains a section reviewing operational equipment ensuring it is maintained in accordance with Equipment Information Cards. The Operations Function will continue to monitor, review and embed any continuous improvements as a result of new technologies brought into the SFRS. This action has been marked blue and is now complete.	100%	May-24	Blue	https://oarrs.azurewebsites.net/StationAudits/Create
It is of concern that there are still issues with the reliability and functionality of the Getac tablet which may result in firefighters not having access to up-to-date risk information at time of need. Action should be taken as	4	ICT to re-issue Corporate Communications reminding all stations to log any issues relating to Getacs and/or Operational Intelligence with the ICT Service Desk in the first instance.	Greg Altken	Feb-24	N/A		24 June 2024: A Corporate Communications was re-issued to all stations via the li-lub requesting that any issues relating to Getacs and/or Operational Intelligence should be logged with the ICT Service Desk in the first instance. This action has been marked blue and is now complete.	100%	Feb-24	Blue	
As we recommended in our inspection report on command and control, we continue to suggest that more could be done to promote the existence of the CAR, and to encourage the use of assets contained on the list, where appropriate.	5	SFRS Operations Function to develop a communication plan to promote the use of the Community Asset Register by operational crews and (where appropriate) partner agencies. This will include internal and external CARP presentations for administration of scheduled and community of the Climate Change Action Plan.	DACO Garry Mackey (GC Mark Cleland P,P&P)	Mar-24	N/A		24 June 2024. Both internal and external Community Asset Register presentations have been developed and agreement is in place with that the internal presentation will be delivered on incident Command Level 1 & incident Command Level 2 Development courses and incident Command Level 2 refereisher course as well as Command Support Unit Operator course. External presentation will be delivered by Scottish Multi-Agency Resilience Training and Exercise Unit prior to exercises. External presentation will Agency Agent Professional Command Comman	100%	Mar-24	Blue	CAR Share Folder - OneDrive. (sharepoint.com)
We have highlighted that there are problems with the resourcing of training, both locally and at the Newbridge national training centre, which has led to the cancellation of courses. We recommend that a review of training delivery in the East is undertaken with a view to improving training outcomes.	7	Training to conduct a review of training delivery in the East, with a view to improving training outcomes. Ensure all Urban Search and Rescue (USAR) stations have	DAGO Bruce Farquharson (GC	Jun-24	N/A	Complete	Jak June 2024. The Training restructure has now concluded for the East. A comprehensive review of vecancies has been carried out to establish impact across the East Service Delivery Area training delivery. Any wacancies have been identified and both local and national campaigns have been established and personnel secured, with innovative solutions implemented to address acute gaps within the structure. Joseph Lander and Carried and and Carried a	100%	May-24	Blue	
are problems in delivering USAR training, leading to the reported low levels of competency in this specialism. We would encourage the Service to review course delivery and resolve the issues identified as a matter of urgency.		the appropriate training resources and materials to enable station based USAR instructors, supported by the Training USAR instructors, to deliver USAR maintenance training and CPD events locally at stations.	McGill)				Ubtan Search and Rescue stations in the East (watches) are 100%. Regular Continued Professional Development visits from National Instructors and correct recording of training events has seen a significant improvement in performance Sigures from Quarter 12023. — Quarter 12024. USAR Train the Trainers course scheduled for June 2024 will target East Watch areas with aim of 1 Train the Trainer per Watch by end of Quarter 2 2024 with the purchase of timber packs to allow for localised training to follow. In addition the Utban Search and Rescue National Training Standard is currently under review.	100%	May-24	Blue	
he Service should conclude the review and updating of its Positive Action Strategy and continue to promote the Service as an employer of choice in a bid to ensure the makeup of its workforce better reflects the communities it	8	Review the Positive Action Strategy and ensure that improving inclusion and diversity within SFRS is incorporated into the SFRS Cultural Action Plan.	Fiona Munro	Feb-24	N/A	Complete	24 June 2024: The Cultural Action Plan has been agreed with future priority actions for 2024 to improving diversity and inclusion. This will be monitored and reported through the Culture Development Group. This action has been marked blue and is now complete.	100%	Feb-24	Blue	

APPENDIX C

Updated Next Update Committee Update (SDC)

Jun-25 Aug-25 Aug-25

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Statile	Progress Update Commentary	% Complete	Completio n Date	RAG	Evidence
We recommend that the Service review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and that guidance is provided to all staff as to how this resourcing should be replaced.	2	Review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and determine how this resource may be replaced. Ensure full guidance is provided to all staff on completion of review.	Head of Finance and Procurement, Lynne McGeough	Mar-25			17 February 2025: The Business Partners are currently liaising with budget holders across the Service to determine the impact of this removal. Further details will be provided in due course. This action is progressing and has been marked green. 23 June 2025: A review through engagement with Local Senior Officer areas was undertaken and resulted in limited impact being noted, with areas focusing on how to support local areas through use of premises / buildings. Areas have also refocused attention on securing external funding to assist in being able to fund projects that have previously been funded through the Chief Officer's fund. In other cases bottom line budgeting has been used and costs have been offset with savings elsewhere within the Area. Current financial challenges impact the availability of this fund, however, since the removal of the fund other options have been explored and exercised and there has been no impact to service provision. It is suggested that current options be continued and external funding explored where available. This action is now complete and has been marked blue.	100%	Jun-25	Blue	
We recommend that the Service reassess the impact of High Rise Operational Assurance Visits on capacity and explore the concept of a risk based inspection approach that embraces safety and assurance whilst not being overly burdensome.	3	Undertake a review of High Rise Operational Assurance processes and establish a sustainable (including risk based) model for the delivery of highrise risk profiling and inspections.	Head of Prevention, Protection and Preparedness, Kenny Barbour	Mar-25	Mar-26	In Progress	17 February 2025: SFRS Protection Function have created a National Working Group to expand on the trials previously carried out by City of Edinburgh Local Senior Officer (LSO) Area. The cities included within this group are Edinburgh, Glasgow, Dundee and Aberdeen. The group is represented at Group Commander and Crew Commander level to provide an all-encompassing evaluation with particular emphasis on including end users. Having already had an inaugural meeting, early 2025 will see each area will undertake Operational Assurance Visits (OAVs) based on the guidelines agreed by the group which will provide essential learning for the progression of any SFRS new risk based approach. This action is progressing and has been marked green. 23 June 2025: The working group has progressed from its planning phase to actions, with a pilot program being implemented across several Local Senior Officer (LSO) Areas. Timeline and Phases Phase 1: Initial planning and pilot review (January 1st – March 31st) Phase 2: Implementation of revised procedures (April 1st – June 30th) (for a pilot program in selected Local Senior Officer Areas) Phase 3: Introduction of risk-weighted checklist (July 1st – September 30th) Phase 4: Frequency amendment based on new checklist (October 1st – December 31st) Review Stage: Evaluation (January 1st – February 28th, 2026) Implementation stage: Outcomes from evaluation of pilot program embedded within revised Operational Assurance Visit (OAV) Procedure and training provided to all Local Senior Officer Areas. (Feb 28th – March 2026) All aims were met by each Local Senior Officer Area by March 31st 2025 and Phase 2 is now underway. The Chair of the working group is producing an interim report for each Phase and the first published in May reportable to the Protection Functional Management Team. This action has moved from green to amber due to the slip in original timescale, resulting from the work moving from the planning phase to actions and a further revised due date of March 2026 has been prop	70%	N/A	Amber	
We recommend that the Service reviews the West Service Delivery Area Fire Station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.	6	Review West Service Delivery Area (WSDA) fire station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.	Head of Asset Management, Ijaz Bashir	Jun-25	Dec-25	In Progress	17 February 2025: Additional capital funding was provided to refresh 50% of the current condition surveys. This was targeted at wholetime, larger sites and is under review by consultants to better help inform major and minor projects with current data. The planned asset management property conference will also assist with discussion to review completed projects explore future projects plans. This action is progressing and has been marked green. 23 June 2025: The Risk Based Capital Investment Plan 2025 has been completed and the risk based approach has prioritised capital projects for the three year capital plan. This takes account of condition, suitability, operational activity, gender of crews and availability of dignified facilities. Reinforced Aerated Autoclaved Concrete is a significant issue for property together with contaminant control and provision of dignified welfare facilities. Thirteen stations have still to have Reinforced Aerated Autoclaved Concrete remediation or replacement. A five year plan for remediation or replacement has been set. The redesignation of smaller buildings appropriate as vehicle garages, gear stores will enable greater focus on stations. This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed.	80%		Amber	
We recommend that the Service resolves the RAAC roofing problems at the affected stations as a matter of urgency (West SDA).	7	Identify solutions for permanent resolutions to those stations in the Westt SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Head of Asset Management, Ijaz Bashir	Jun-25	Dec-25		17 February 2025: Draft five year capital plan has been developed with a programme of replacement or reconfigurations to address all Reinforced Autoclaved Aerated Concreted (RAAC) affected stations. This will be presented for approval through SFRS governance. This action is progressing and has been marked green. 23 June 2025: Stewarton – A site search has identified a number of possible new build sites and these have been reviewed by service delivery for operational suitability. On approval of preferred site, property services will commence due diligence and negotiations with the land owner to secure the site for future construction. The remaining three sites - Cumbernauld, Helensburgh and Milngavie - continue to be regularly inspected to monitor their condition, and we have options to resolve, through either new build or remediation, which will be progressed dependent upon the outcomes of the Strategic Service Review Programme. This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed. [Proposed revised due date from 30 June 2025 to 31 December 2025.]			Amber	

HMFSI West Service Delivery Area Inspection - Action Plan Progress

We recommend that the Service review the existing practices and processes within the West Service Delivery Area for property maintenance with the Central Property partner in order that increased local administration and responsibility of property be explored. We recommend that the Service review the existing practices and processes within the West Service Delivery Area for vehicle management with the Central Fleet partner in order that increased local administration and responsibility of vehicles be explored.	9	Review existing practices and processes within the West Service delivery Area (WSDA) for property maintenance with the Central Property Partner. Review existing practices and processes within the West Service delivery Area (WSDA) for vehicle management with the Central Fleet Partner.	Head of Asset Management, Ijaz Bashir Head of Asset Management, Ijaz Bashir	Jun-25 Apr-25	Delivery Area for proper improvements where noted feedback and review. This action is progressing 23 June 2025: The Regional Propert orders as part common as part common and the feedback and review. This action is propert orders as part common as a part common and the feedback and review. This action is now as part common as a part common and the feedback and review. The Regional Propert orders as part common as part common and the feedback and review. The Regional Propert orders as part common as part common and the feedback and review. The Regional Propert orders as part common as part common and the feedback and review. The Regional Propert orders as part common as part common as part common and the feedback and review. The Regional Propert orders as part common and the feedback and review. The Regional Propert orders as part common as part commo	ing and has been marked green. Ight Fleet Review paper has been updated to reflect inclusion of potential leased Managers. The Fleet restructure will also allow more staff resource to be allocated to eet restructure is underway and will enable more focussed teams within Fleet to I data management, as well as the commissioning of new vehicles to be delivered to	65%	Blue	
We recommend that the Service standardise the recording of equipment testing with a national electronic system as soon as possible.	11	Standardise the recording of equipment testing with a national electronic system.	Head of Asset Management, Ijaz Bashir	Sep-25	Dec-25 In Progress In Progress In Progress In Progress In Progress This action is progressive under review. The post however, there will not however, there will not civica to provide a form the progress whether the adopt not civica to provide a form the progress of the provide a form the progress of the provide a form the progress of the progress of the provide a form the progress of the pro	Vehicle Inventory Check system has been developed by SFRS ICT and has been rolled out first range of vehicle types. This is currently under review and an overarching asset will need to be procured in the future, but no definitive timelines are available for this. being reviewed together with outreach to other services to understand experience, lessons are implementation. In an analysis of potential systems to address equipment testing in a corporate system is still assible migration of Tranman to Transend (Cloud based) may provide a solution, seed to be a full assessment of the capability of this system. It is gest to ensure data within SFRS version of Tranman can migrate to Transend and at adapt format of Transend will result in a change of processes within SFRS. It is determined that the work will move beyond the original use date of 31 December 2025 has been proposed.	60%	Amber	
We recommend that the Service should review its consultation and liaison process to ensure that the staff at Johnstone Operations Control are provided with enough 'lead' time to prepare and train for policy and procedural changes.	17	Review existing procedure within Operations Control for the creation, consultation and implementation of new or revised policy and procedures.	Head of Operations, Garry Mackay	Sep-24	Aug-25 In Progress In Progress The primary challeng priorities. Resource a Service Delivery Area these differences to edocuments is targete This action remains at the due Team have been put in This action has been madate has been proposed for the date has been proposed for the date has been proposed for proposed revised due 23 June 2025: The Okey documents requiped Policy and Operations Operating Procedures providing an overview progress. The review Conversion Project documents prior to proposed for the primary challeng priorities are documents in targete. This action remains a service proposed for the date of the dat	s action is ongoing as it forms part of the Document Conversion Project (DCP) Plan. It is date is extended as the Document Conversion Project (DCP) was significantly delayed. The place, however, there are a significant number of documents to be reviewed and redrafted. Place, however, there are a significant number of documents to be reviewed and redrafted. Place and a revised due and the date of the place and a revised due and date from September 2024 to August 2025] perations Control Document Conversion Project team has successfully identified all ring review and redrafting. An initial draft of a Call Handling and Incident Response all Guidance has been created, aiming to replace the two associated Control s. An engagement session with Operations Control managers has been conducted, wof The Operations Control Document Conversion Project objectives and initial process for Operations Control documents will align with the operational Document ocuments, with continuous availability for peer review and feedback. Feedback from the within Operations Control will be actively sought and incorporated into all draft sublication. Approximately 10% of the document revision has been completed. The encountered has been aligning the review timelines with competing operational allocation has been stretched. Differing incident responses currently operating within the present a notable challenge, and the team is actively gathering information on tensure national alignment where possible. The timeline for releasing the first phase of	40%	Amber	
We recommend that the Service should review its current partnership commitment within the West Service Delivery Area to gauge its investment in capacity and resources versus the added value to outcomes realised by the Service and the communities it serves.	19.1	Develop a principle based guidance document that enables the Service to manage and record partnership relationships effectively.	Head of Corporate Governance, Richard Whetton	Mar-25	responsibilities/expecta This work is running be 2025-28. It is anticipate feedback across the Sc This action has been m 23 June 2025:Develop responsibilities/expecta underway. This work SFRS Strategy 2025-2 timescales and has a Performance Manage weeks when work on document ready for S This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a September 2025 has feedback across the Sc This action remains a sc This action	parked amber due to a slight delay as a result of conflicting work priorities. pment of a principle-based guidance document that clearly defines our ctations to partnership guidance and provides an interim process to measure it is is running behind schedule as the Team's focus has been on the development of the 28. Development of the Strategy is being carried out to significantly reduced lso led to the need to develop a Three-Year Delivery Programme and revised ment Framework. It is expected that Team capacity will be available over the coming the principle-based guidance document will be recommence. The aim is to have the september 2025. Imber due to the delay as a result of conflicting work priorities. A revised due date of	50%	Amber	

We recommend that the Service should conduct a review of its leadership and management development processes to	19.2 F	Apply the principle based guidance documents and reporting process to review current partnership commitments within the West Service Delivery Area. Review SFRS Leadership and Management development processes to provide a national standard and syllabus for delivery at all levels.	Deputy Assistant Chief Officer (West), Stephen Wright	Mar-26		In Progress	17 February 2025: This action is codependent, and therefore work will commence, on the completion on the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively (Action 19.1). This action has been marked green and work will commence pending the completion of the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively. 23 June 2025: This action is co-dependent, and therefore work will commence, on the completion on the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively (Action 19.1). This action remains green and work will commence pending the completion of the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively. 17 February 2025: Progress continues to deliver the Day 1 People Essentials for Supervisory Managers and develop further content, which is being reviewed by the Management Development Subgroup prior to progressing to Culture Development Group (CDG). Further in person sessions (Day 2 and Day 3) will be piloted in Quarter 1	0%		Green
provide a national standard and syllabus for delivery at all levels.	20		Head of People, Fiona Munro	May-25	Sep-26	In Progress	2025/26 with feedback informing future development. This action is progressing and has been marked green, however this is long-term service-wide work and a revised due date has been proposed. [Proposed revised due date from May 2025 to September 2026] 23 June 2025: Day 1 People Essentials continues to be offered to existing and newly promoted supervisory managers. Alternative delivery models are being piloted in Western Isles, Orkney and Shetland. Feedback is continuing to be reviewed and content/ delivery adjusted accordingly. Day 2 content is being finalised and discussion have taken place to confirm day 3 content. Challenges with resources and capacity for supervisory managers attendance continued to impact delivery. This work, whilst continuing, will be reviewed as part of the Culture Development Group reset. This action remains green as this is a long-term service-wide piece of work which will continue until the	40%		Green
We recommend that the Service should review the national recruitment standards and T&Cs with a view to exploring, developing and implementing pragmatic and alternative solutions for local recruitment.	Cii	Review the national recruitment standards and Terms and Conditions (T&Cs) with a view to exploring, development an implementing pragmatic and alternative solutions for local recruitment.	Head of People, Fiona Munro	May-25	Apr-26	In Progress	17 February 2025: Work commenced early 2024 to review recruitment practices and process for all roles. Improvements have been made to internal promotion processes, and this will continue to be reviewed. Firefighter selection process will be reviewed during 2025/26 in line with resourcing plan requirements. This action is progressing and has been marked green, however this is long-term service-wide work and a revised due date has been proposed. [Proposed revised due date from May 2025 to April 2026] 23 June 2025: Progress has continued with the purchase of ALICE, an Artificial Intelligence (Al) tool to	50%		Green
We recommend that the Service review its engagement strategy with a view to improving the visibility of Strategic Management at local level.	r	SFRS Communications and Engagement strategy has been reviewed to ensure it meets the needs of the organisation. Internal communication framework is to be developed.	Head of Communications, Marysia Waters	Mar-25		Complete	17 February 2025: The Draft Internal Communications Framework will go to Corporate Board in February 2025. This action is progressing and has been marked green. 23 June 2025: The Internal Communications Framework is completed and currently going through the governance process. It is scheduled to go Corporate Board in Junefor final approval. This action is now complete and has been marked blue.	100%		Blue
We recommend that the Service review its management and governance structure with a view to identifying improvements, which would give staff more local responsibility, autonomy and flexibility.	g	Undertake a series of Focus Groups to inform a review of governance structures and processes within the West Service Delivery Area.	Head of Corporate Governance, Richard Whetton	Aug-25		In Progress	17 February 2025: Engaging with area management teams to better understand the issues raised within this recommendation. Session with the West Service Delivery Area (SDA) Management team took place on 27 January 2025. Considerations and recommendations will be included in the annual governance review work due to complete in April 2025. This action is progressing and has been marked green. 23 June 2025: The second session with new Deputy Assistant Chief Officer (DACO) is planned for June 2025 and a report will be produced with findings and any recommendations in July 2025.	50%		Green
We recommend that the Service review the provision of TSFF training and explore the delivery of WSDA acquisition and refresher courses in the future.	tı	Review the provision of Tactical Ship Firefighting (TSFF) training and explore the delivery of acquisition and refresher courses.					This action remains green and is progressing as per the original timescale. 17 February 2025: The Options Paper has now been approved through the Operations Function governance route with a review of the provision. Tactical Advisor (TacAd) capability will be developed nationally, including Wildfire capability development. Options for outsourcing of initial Tactical Advisor courses is being explored for delivery in 2024/25 Quarter 4, prior to development of internal Tactical Advisor course to be delivered thereafter. Requirement for instructor development to allow delivery of Tactical Ship Firefighting (TSFF) is being considered as part of 2025/26 planning. This action has moved from green to amber due to the slip in original timescale and a revised due date has been proposed. [Proposed revised due date from November 2024 to March 2025] 23 June 2025: It is proposed that this action should be closed. A joint review of the SFRS Marine Capability was carried out by Operations Function and supported by Training Function specialist skill leads.			
	27		Head of Training, Ross Robison	Nov-24	Mar-25	Complete	To meet the findings of the review: Year 1 focus on Command & Control aspects SFRS Training Function facilitated and delivered acquisition training to upskill and qualify 12 x Marine Tactical Advisors. These Flexi Duty Officers now provide 24/7 coverage across our Incident Command System (Completed March 2025). (link to Course outcomes as evidence). To enhance the knowledge and understanding of Operational staff, Training Function E-Learning & Development designed and launched a Maritime Case Study which is now available on our SFRS Learning Content Management System (LCMS) platform, created via cutting-edge XVR Immersive Software (link as evidence). Future planned work, to go beyond the recommendation/action, includes: The Training Function intends to review the current Marine National Training Standard as part of an upcoming National Training Standards Review Project. Operations and Training continue to ensure alignment in the support of the roll out of additional Marine capabilities (Operations Strategy), this will be driven by Policy and Operational Procedure reviews.	100%	Mar-25	Blue

We recommend that the Service review the implementation of Operational Assurance Policy and practice within the West Service Delivery Area in order that improvement and development of local and organisation learning be realised.	Operational Assurance will consider conducting a thematic review of the implementation of Operational Assurance Policies and practice in the West Service Delivery Area (WSDA), (this will be determined on completion of the ongoing HMFSI Operational Assurance Inspection)	Head of Safety and Assurance, Jim Holden	Mar-26	17 February 2025: Following the West HFMSI audit, HMFSI commenced an audit in Operational Assurance (OA). It was deemed to be more beneficial to wait on the full HMFSI Operational Assurance (OA) Audit results and implement recommendations as a whole (North, East, West) to ensure consistency in processes in SFRS. The HMFSI Operational Assurance report is due by 31st March. Operational Assurance will address safety critical issues efficiently as and when required. This action has been marked green and work will begin on publication of the HMFSI Operational Assurance Report. 23 June 2025: The HMFSI Operational Assurance report is in the Consultation stage with the aim to publish in October 2025. The HMFSI Operational Assurance report deadlines have been extended due to the involvement of Safety and Assurance personnel in the Health and Wellbeing Recovery Project. Work for this action has not yet begun due to the delay in publication of the HMFSI Operational Assurance report, however, this action currently remains within the original timescales set. This action remains green and work will begin on publication of the HMFSI Operational Assurance Report.	0%		Green	
We recommend that the Service provides clarity on the expected business planning processes to be adopted in the coming years, and how they should align to the Good Governance Framework. All agreed processes should then be reinvigorated and clearly communicated across all Service Delivery Areas.	Contact Deputy Assistant Chief Officers and Local Senior Officers to provide clarity on the forthcoming business planning arrangements, including the development timeline for the revision and publication of Local Fire and Rescue Plans that align with the Strategic Plan 2025-28.	Head of Corporate Governance, Richard Whetton	Dec-24	17 February 2025: Local Senior Officers and Deputy Assistant Chief Officers were emailed in November 2024 and provided with an update on the development of the SFRS Strategy and, in turn, Local Fire and Rescue Plans. This was followed up by a more detailed email in January which provided links to a range of material including information on the business planning process and a detailed timeline for the development of our business planning documents, including the SFRS Strategy and Local Fire and Rescue Plans. This action is complete and has been marked blue.	100%	N/A	Complete	Email to Local Senior Officers and Deputy Assistance Chief Officers dated November 2024. Email to Local Senior Officers and Deputy Assistance Chief Officers dated January 2025 with link to iHub page with detailed timeline and the business planning process information contained within the draft SFRS Strategy.
We recommend that the West Service Delivery Area review the hazards within their area and confirm that specific operational procedures have been developed, if it is deemed that they are not covered entirely by generic standard operational procedures. (Local Action)	Review the current/future strategy for Standard Operating Procedures (SOPs) and the requirements for individual site specific procedures to identify specific risks within the Service Delivery Area which could require a site specific Standard Operating Procedure (SOP).	Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25	17 February 2025: As part of the Document Conversion project being carried out by the Operations Directorate, a review of all Standard Operating Procedures (SOPs) is being carried out to streamline the guidance to operational personnel at an operational incident. It is envisaged that there will not be a requirement for site specific Standard Operating Procedures (SOPs) for individual specific risks as the current process for gathering information on these risks is deemed to be appropriate for operational personnel. This information is gathered via existing operational intelligence, civil contingency partnership arrangements e.g. Multi-Agency Incident Response Guides (MAIRGs) and ongoing information update practices to operational crews from the premises responsible persons. Complete This action is now complete and and has been marked blue.	100%	Jan-25	Complete	
We recommend that the Service review its Fire Appliance Driver and Specialist capacity in the West Service Delivery Area to understand the areas of most pressure and apply mitigation, which allows firefighters to practice variety in the role on a more regular basis.	Review the Fire Appliance Driver and Specialist capacity to understand the areas of most pressure and apply mitigation to allow firefighters to practice more variety and on a more regular basis. 5		Nov-24	17 February 2025: There is a current review (OAG Action) of drivers within each Watch and Station to understand any gaps and identify specific priorities. A criterion of one driver per appliance plus an additional driver per Watch for resilience is considered as the benchmark. Once the gap analysis is completed, engagement with the Training Function will take place to agree Training Needs Analysis (TNA) and priority for Watches and Stations accordingly. Mitigation is also considered for specific stations where there is the opportunity to use (i) CC drivers and (ii) Firefighters (FFs) in development who are also competent On Call FF drivers. Complete It is proposed that this action should be closed as work is already being fully addressed via the Operational Availability Group (OAG).	100%	Nov-24	Complete	
We recommend that the Service reviews the existing practices and processes for equipment provision and maintenance within the West Service Delivery Area with the Central Equipment partner in order that increased local administration and responsibility of equipment can be realised.	Review existing practices and processes within the West Service Delivery Area (WSDA) for equipment provision and maintenance with the Central Equipment Partner.	Head of Asset Management, Ijaz Bashir	Apr-25	17 February 2025: Asset Management (Equipment Section) ensures that equipment is inspected through a national contract together with maintenance in line with operational appliance schedules. Processes are in place and performance of the contract is monitored together with review to ensure equipment is kept within certification. Feedback from quarterly Deputy Assistant Chief Officer (DACO) meetings is taken onboard. It is proposed that this action is closed. This action is now complete and has been marked blue.	100%	Jan-25	Complete	
We recommend that the Service reviews the existing Breathing Apparatus provision within Volunteer Stations to satisfy itself that training, testing and maintenance is being conducted to an acceptable standard and that the capability can be deployed safely within existing policy and operational guidance.	Review existing Breathing Apparatus provision in On-call (volunteer) stations and confirm appropriate action to address inconsistencies to provide a standard approach that meets acceptable standards. 12	Head of Operations, Garry Mackay	Feb-25	17 February 25: There are processes in place for the review and monitoring the competence of Breathing Apparatus (BA) wearers, this is managed locally at Local Senior Officer (LSO) level and where wearers are not considered competent then the capability is removed from the rostering system. This will remove the appliance from the mobilising system should the deficiency result in unsafe crewing levels. There are also local arrangements to support the testing and cleaning of Breathing Apparatus (BA) sets and associated equipment. This is further supported by the Training Function with Breathing Apparatus (BA) refresher program and Instructors able to provide support to the more remote areas in conjunction with the Local Senior Officer (LSO). Operations are working with Assets in the procurement of replacement Breathing Apparatus (BA) sets. This review will include the distribution of Breathing Apparatus sets and their operation, and will align with the Strategic Service Review Programme (SSRP).	100%	Jan-25	Complete	
We recommend that the West Service Delivery Area reviews the existing Safe Working at Height provision within Dumfries & Galloway and develop an improvement plan for consistent maintenance of skills and service delivery.	Review existing Safe Working at Height provision and confirm appropriate action to address inconsistencies to provide a standard approach to type and use of the equipment. 13	Head of Operations, Garry Mackay / Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25	17 February 25: A national review of Safe Working At Heights (SWAH) provision has been undertaken across the SFRS, specifically in the West Service Delivery Area (SDA) where there have been realignments scheduled for the stations within Dumfries. This will realign the current provision to new Tier 1 and Tier 2 capabilities which will be standardised across Scotland. Safe Working At Heights (SWAH) Tier 2 training - All wholetime watches at Dumfries will have their training completed by late April/early May. Dumfries On call, alongside Moffat and Newton Stewart personnel will work to Tier 2 within training year 2025/26. Tier 1 identified stations will be skilled locally, by Training. Asset Management have new Safe Working At Heights (SWAH) equipment for Tier 1 and 2 will be provided and this will go live on completion of the respective training. This action is now complete and has been marked blue.	100%	Jan-25	Complete	
We recommend that the Service investigate the application of the national laundry contract processes and look to explore improvements within the West Service Delivery Area.	Undertake a review of the application of the national laundry contract processes and make recommendations for improvement where necessary. 14	Head of Asset Management, Ijaz Bashir	Apr-25	17 February 2025: The standardised laundry contract currently in place has been reviewed and operates to the contract terms of 7 days from point of receipt at laundry facility to return to SFRS hubs. The provision of additional reserve Personal Protective Equipment (PPE) assists in ensuring availability. The performance of the contract continues to be monitored. It is proposed that this action is closed as appropriate monitoring is in place. This action is now complete and has been marked blue.	100%	Jan-25	Complete	

We recommend that the Service completes its review of the Functional Management structure within Johnstone Operations Control to ensure staff are being supported and operational preparedness is being delivered in the most efficient and effective way.	15	Review of National Operations Control Structure to ensure sufficient fire control employees to provide a resilient Fire Control.	Head of Operations, Garry Mackay	Jan-25	Complete	17 February 25: A review of the Operations Control (OC) Structure has taken place over the past year incorporating full consultation with Operations Control (OC) personnel and Representative Bodies. This work has been supported by the People Directorate. A business case was submitted to the Strategic Leadership Team Meeting on 17th December 2024. Further information was requested and this was re-submitted to the January 2025 Strategic Leadership team Meeting for approval. This action is complete in terms of the review of the national Operations Control Structure and has been marked	100%	Jan-25	Complete
We recommend that the West Service Delivery Area should seek to strengthen and improve the operational and managerial links to Johnstone Operations Control to improve operational preparedness and delivery. (Local)	16	Consider how to improve existing relationships between Local Senior Officer management teams and station personnel to improve operational and management links.	Deputy Assistant Chief Officer (West), Stephen Wright	Jan-25	Complete	17 February 2025: Engagement has taken place with West Service Delivery Area (SDA) Local Senior Officers (LSOs) and senior Johnstone Operations Control (JOC) staff to consider how best to strengthen these links. The main challenge is capacity to release Operations Control (OC) staff to participate in any other engagement outwith Johnstone Operations Control. Johnstone Operations Control (JOC) staff were invited and participated in the recent multi agency exercise at Faslane which was very successful and invites will continue for future internal and external exercises. Senior Johnstone Operations Control (JOC) staff will be invited to future Service Delivery Area (SDA) and Local Senior Officer (LSO) management team meetings to enable national and local engagement and updates to take place. In addition station visits to Johnstone Operations Control (JOC) are being arranged for 2025 and West Flexi Duty Manager (FDM) visits to Incident Support Room (ISR) familiarisation sessions. It is proposed that this action is closed and progressed as Business As Usual (BAU). A schedule of visitations from Operational Station Personnel have been on-going over the past year co-ordinated by Johnstone Operations Control (JOC). These visitations will continue as required. At present a schedule is being arranged for Incident Support Room visits for Operational Flexi-Duty Officer Groups to improve operational preparedness and enhance management links. This action has been completed and has been marked blue with further work being undertaken as Business As I Isual	100%	Jan-25	Complete
We recommend that the Service should review its consultation, communication and liaison process to ensure the staff and partners are fully engaged in future substantial change processes.	18	Implement Consultation Policy that aligns with the Communications Strategy to guide communications and engagement planning for significant change plans, including a debrief process.	Head of Communications, Marysia Watters	Sep-24	Complete	17 February 2025: A debrief was held within the communications department following the implementation of the operational changes to identify lessons learned and reports were shared with the Strategic Leadership Team (SLT). This has been used to inform our approach to development of options for consultation and to ensure that SFRS adheres to the staff first principle enshrines in the SFRS Communications Strategy. This action is complete and has been marked blue.	100%	Sep-24	Complete
We recommend that the West Service Delivery Area reviews its delivery of Core Skill TFoC training with improvement in completion at Volunteer Duty System stations deemed a priority. (Local Action)	24	Review current strategy for training delivery of Training for Operational Competence (TfoC) Core Skill training for Volunteer Duty System (VDS) staff.	Head of Training, Craig McGoldrick Deputy Assistant Chief Officer (West), Stephen Wright /	Jan-25	Complete	17 February 2025: A review will be instigated by Local Senior Officer (LSO) Area teams responsible for Volunteer Duty System (VDS) stations, with specific focus on Training for Operational Competence (TfoC) module requirements tailored to their station risk profiles. Once completed, robust monitoring and management of Volunteer Duty System (VDS) station quarterly training performance is required by Local Senior Officer (LSO) Area teams and the Training Function will support the amendment of station specific Training for Operational Competence (TfoC) It is proposed that this action should be closed, and work should be considered as business as usual (BAU).	100%	Jan-25	Complete
We recommend that the Service review its delivery of core skill refresher training with improvement in West Service Delivery Area Breathing Apparatus Compartment Fire and Tactical Ventilation courses and all skills at Volunteer Duty System stations deemed a priority.	25	Review current strategy for training delivery of Training for Operational Competence (TfoC) Core Skill refresher training regarding Breathing Apparatus Compartment Fire and Tactical Ventilation for Volunteer Duty System (VDS) staff.	Head of Training, Craig McGoldrick	Nov-24	Complete	17 February 2025: It should be noted that since the HMFSI field work, the Service has implemented a Breathing Apparatus (BA) Recovery Programme which will see all qualified Breathing Apparatus (BA) wearers attend a revised 3:1 Course to address competency gaps. The Breathing Apparatus (BA) Recovery Programme will be reported, with full updates provided, via Training Functional Management Team (FMT) and the Training Safety and Assurance Directorate Management Team (DMT) (governance and scrutiny). It is proposed that this action should be closed as work is being undertaken and scrutinised through established governance routes.	100%	Nov-24	Complete
We recommend that the Service review its delivery of specialist skill refresher training with improvement in WSDA Heavy Rescue and USAR required.	26	Review delivery of specialist skill refresher training with specific improvement in Heavy Rescue and Urban Search and Rescue (USAR).	Head of Training, Craig McGoldrick	Nov-24	Complete	17 February 2025: The data used by HMFSI for their inspection report was from the 2022/23 Key Performance Indicator (KPI) reporting and it should be noted that since the HMFSI field work, the reporting data for Heavy Rescue and Urban Search and Rescue (USAR) now have a competency percentage of 125% and 99% respectively. It is proposed that this action should be closed as work has been undertaken and refresher training for Heavy Rescue and Urban Search and Rescue has continued to be undertaken and competency levels have been attained.	100%	Nov-24	Complete
We recommend that the Service implement and resource the new Training Vision and Strategy in its entirety, in order that both historic and contemporary areas of improvement be upgraded and that evaluation of this be completed.	28	Implement and resource the new SFRS Training Vision and Strategy.	Head of Training, Craig McGoldrick	Nov-24	Complete	17 February 2025: The Training Vision and Strategy (TVS) has been launched and Training Frameworks are in development to embed the approach laid out within the Training Vision and Strategy (TVS). A Training Asset Management Programme is also in development (due November 2024) which will complement the asset refresh and investment to complement the Training Vision and Strategy (TVS). This is business as usual (BaU) and will be reported on under the Training Continuous Improvement Plan via the Functional Management Team, Directorate Management Team and People Committee (governance route). It is proposed that this action should be closed as work is being undertaken and reported and scrutinised through established governance routes.	100%	Nov-24	Complete

Recommendation 1 Action Owner	We recommend that the SFRS firms up its policies and internal guidance on fire safety standards in high rise domestic buildings with a view to influencing a standard risk-based approach in the provision of: a. fire warning systems, and b. SFRS controlled evacuation systems. This should take into account the suitability of these systems and potential problems and interactions. AC McGoldrick / AC Getty
	Operations / Prevention, Protection and Preparedness
Action 1	Prevention and Protection and Operations to review Policy and Guidance to include Fire Warning and Emergency Evacuation Systems.
Opening position statement at January 2023	Fire Warning System information in current policy and guidance lacks detail. Operational crews should receive guidance and training on types of Fire Warning Systems in High Rise Buildings. SFRS Controlled Evacuation Systems are a relatively new type of system, and no policy or guidance is in place. A training installation is being fitted to the National Training Centre high rise facility. Prevention & Protection will liaise with Training and Employee Development to provide in house awareness training provision and guidance on the use of such systems.
Closing position statement at March 2024	 The following work was identified and has been completed: - Task 1: Update Operational Assurance Visits (OAV) procedure Task 2: Ensure information captured on the High Rise Domestic Checklist in relation to Premises Information Boxes is conveyed to Department Heads. Task 3: Alter letter templates to reflect change in Operational Assurance Visits (OAV) procedural document. Section 7 in the Operational Assurance Visits (OAV) procedure document references Emergency Alert Systems (EAS) and provides a link to Learning Content Management System (LCMS) training module which contains the NFCC guidance document. Question H3a within the High Rise Domestic Building Checklist asks if a system is present. This will allow SFRS to assess the number of systems fitted within each area and identify any retrospective installations. A guidance document is available via Learning Content Management System (LCMS) – [NFCC guidance document]. Following consultation with Fire Engineering, there have been limited plans for new builds indicating an Emergency Alert System (EAS) being installed. This task was primarily to gather information

Recommendation 2	relating to the extent that these systems may be present in Scotland. Moving forward, any Emergency Alert System (EAS) will be identified during High Rise Domestic Building checks carried out by operational crews. • National Training Centre (NTC) have received an Emergency Alert System (EAS) from a company called 'Advanced' for training purposes. There has been a delay in using/installing the system due to issues relating to advertising and promoting the company. The system has not yet been installed but operates through Wi-Fi so should not be too complex once approval has been given. The system will be installed into one of the buildings at National Training Centre (NTC). A second system has been offered to NTC which is a mobile system. This can be transported to various locations for training staff at local training centres to facilitate training scenarios. • Following discussions with Scottish Government Building Standards, an agreement and policy setting of not supporting common alarm systems in high rise buildings has been established other than for the actuation of firefighting systems. This supports the stay put policy adopted across Scotland and avoids confusion for residents. This can be reconsidered on an individual basis such as requirements to support high risk issues relating to cladding. We think that it would improve safety if the external indicator plate used on domestic high rise buildings was adopted as a standard in Scotland and a mandatory requirement to install and maintain these plates was imposed on building owners. We recommend that, if the SFRS shares our view, then the SFRS should work with Scottish
	Ministers to influence such a change to introduce a statutory duty (perhaps achievable by amending the Fire Safety (Scotland) Regulations 2006). (This recommendation is made, albeit it is somewhat indirect, to the SFRS given that the
	statutory power of the HMFSI facilitates the making of recommendations only to the SFRS).
Action Owner	AC Dourley
	Prevention, Protection and Preparedness
Action 2	Prevention and Protection to gather data and carry out a review of current external indicator plates and produce a report to gauge support for Regulatory change.
Opening position statement at	SFRS have currently tracked 580 plates as being fitted from a possible 840 High Rise buildings. Local
January 2023	teams seeking to revisit premises without plates and are evidencing the issues/barriers preventing
	progress. This evidence, when complete, will be used to generate support to lobby Scottish Ministers for
	regulatory change.
Closing Position statement at	Information regarding the total number of compliant and fitted High Rise Indicator Plates (HRIPs) was
July 2023	provided to Scottish Government with further context as to why there are still buildings with no plate fitted.

	The reasons for this include financial barriers; being considered unsightly; and there being no legal
	requirement. As a result, SFRS formally requested regulatory change via the Fire and Rescue Unit.
Recommendation 3	The SFRS should review its expectation regarding the recording and use of Operational
	Intelligence for high rise buildings and take steps to implement a standard approach.
Action Owner	AC Duffy
	Operations
Action 3	Operations to review Operational Intelligence in relation to High Rise premises and provide a consistent standard Service-wide approach and template.
Opening position Statement	Operational Intelligence has been standardised; However, this has not been fully adopted in all areas
at January 2023	and historical processes continue to be utilised in certain areas across the Service. Operations will
	undertake a review and take appropriate steps to ensure a consistent approach is applied across
	Scotland.
Closing position statement at	The Operational Assurance Visit was updated incorporating the High Rise Guidance Plate Template form
May 2023	and guidance and went live on 10 May 2023 along with a nationwide staff Awareness Briefing (see link in
	evidence) which was released to inform personnel.
	Evidence: ABOAVProcedureHRDBsGuidancePlatesV1.0 (firescotland.gov.uk)
Recommendation 4	The SFRS should develop its own policy on the suitability of 'Premises Information Boxes' for
Recommendation 4	high rise domestic blocks so that a standard approach can be taken where housing providers
	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings.
Recommendation 4 Action Owner	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty
Action Owner	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness
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Action Owner Action 4	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes.
Action Owner Action 4 Opening position statement at	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes. SFRS currently have no stance on Premises Information Boxes. Prevention & Protection will consider
Action Owner Action 4	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes. SFRS currently have no stance on Premises Information Boxes. Prevention & Protection will consider the requirements for a Policy and, generate guidance for housing providers should they seek to install
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Action Owner Action 4 Opening position statement at January 2023 Closing position statement at	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes. SFRS currently have no stance on Premises Information Boxes. Prevention & Protection will consider the requirements for a Policy and, generate guidance for housing providers should they seek to install Premise Information Boxes. • Section 4.3 (E) with the Operational Assurance Visit (OAV) procedure makes reference to Premises
Action Owner Action 4 Opening position statement at January 2023	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes. SFRS currently have no stance on Premises Information Boxes. Prevention & Protection will consider the requirements for a Policy and, generate guidance for housing providers should they seek to install Premise Information Boxes. • Section 4.3 (E) with the Operational Assurance Visit (OAV) procedure makes reference to Premises Information Boxes (PIBs) under "further areas for consideration" as this is not covered under
Action Owner Action 4 Opening position statement at January 2023 Closing position statement at	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes. SFRS currently have no stance on Premises Information Boxes. Prevention & Protection will consider the requirements for a Policy and, generate guidance for housing providers should they seek to install Premise Information Boxes. • Section 4.3 (E) with the Operational Assurance Visit (OAV) procedure makes reference to Premises Information Boxes (PIBs) under "further areas for consideration" as this is not covered under legislation. The presence of Premises Information Box (PIB) information is captured on the checklist
Action Owner Action 4 Opening position statement at January 2023 Closing position statement at	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes. SFRS currently have no stance on Premises Information Boxes. Prevention & Protection will consider the requirements for a Policy and, generate guidance for housing providers should they seek to install Premise Information Boxes. • Section 4.3 (E) with the Operational Assurance Visit (OAV) procedure makes reference to Premises Information Boxes (PIBs) under "further areas for consideration" as this is not covered under legislation. The presence of Premises Information Box (PIB) information is captured on the checklist however this specifically sits in section "For Internal Fire service use only." The information relating
Action Owner Action 4 Opening position statement at January 2023 Closing position statement at	high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings. AC Getty Prevention, Protection and Preparedness Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes. SFRS currently have no stance on Premises Information Boxes. Prevention & Protection will consider the requirements for a Policy and, generate guidance for housing providers should they seek to install Premise Information Boxes. • Section 4.3 (E) with the Operational Assurance Visit (OAV) procedure makes reference to Premises Information Boxes (PIBs) under "further areas for consideration" as this is not covered under legislation. The presence of Premises Information Box (PIB) information is captured on the checklist

	 New corresponding standard terms have been added for inclusion in any outcome letters for duty holders. The standard term directs Duty holders to the National Fire Chiefs Council (NFCC) guidance note for Premises Information Boxes (PIBs), recommending they are provided and what should be provided within them. All SFRS advice on Premises Information Boxes (PIBs) will follow National Fire Chiefs Council (NFCC) guidance Templates and procedures have been updated and are going through internal Quality Assurance (QA) prior to issue. In addition to the above, any information relating to Premises Information Boxes (PIBs) will be shared with Operational Intelligence (OI) and where appropriate, recorded on mobile information systems to ensure all attending crews are aware.
Recommendation 5	The SFRS should reconsider the introduction of a risk-based Operational Assurance Visit inspection frequency, in line with what exists for fire safety audits and Operational Intelligence inspections generally, where appropriate.
Action Owner	AC Duffy Operations
Action 5	Operational Assurance (OA) to review the current Policy for OA High Rise Visits and consider a risk based approach.
Opening position statement at	SFRS currently undertake Operational Assurance Visits (OAVs) in all high rise over 18mtrs once per
January 2023	quarter. The Operations team will reconsider this approach and may draft a policy for a risk-based approach based on compliance evidence from previous OAVs.
Closing position statement at March 2024	Following a number of recent High Rise incidents demonstrating hidden fire spread, the fire safety issues arising from Operational Assurance Visit inspections and further information from local authorities around cladding and remediation issues, the introduction of single building assessments by Scottish Government that is expected to require operational intelligence gathering, and the forthcoming Grenfell Phase 2 Report being published, this has been put on hold and will be reconsidered once the above impact can be determined. This will be picked up through the Prevention, Protection and Preparedness review and Strategic Service Review Programme identifying capacity and resource improvements moving forward.
Recommendation 6	We are mindful that a general document conversion programme is in progress and that rewrite of the high rise Standard Operating Procedure by the Service is well advanced. The Standard Operating Procedure rewrite should consider the issues we mention in this report to improve its usability for the end users.
Action Owner	AC Duffy Operations

POSITION STATEMENT:

HMFSI REPORT: ARRANGEMENTS FOR FIREFIGHTING IN HIGH RISE BUILDINGS

Action 6	Operations to capture recommendations in the final version of the High Rise Standard Operating Procedure (SOP).
Opening position statement at January 2023	The Standard Operating Procedure (SOP) remains in draft. Operations are working to complete the final parts of the SOP with regard to full and partial evacuation procedures.
Closing position statement at February 2025	This action has now been completed, with the High-Rise Standard Operating Procedure successfully updated and incorporated into Phase 2 (Fires and Firefighting) of the Document Conversion Project (DCP). The updated guidance is currently out for familiarisation and is scheduled to go live on 2nd June 2025.
	Evidence: https://firescotland.sharepoint.com/sites/iHubOperationshub/SitePages/Operations-Document-Library.aspx
Recommendation 7	The SFRS should reflect on the strong views among its firefighting staff and consider whether there is scope to refine the set down procedures for tackling fires contained in the SFRS high rise Standard Operating Procedure, taking into account the different levels of risk offered by features such as modern lift protection, smoke hood availability, automatic suppression systems, and information from cameras and attending staff.
Action Owner	AC Duffy Operations
Action 7	Operations to consider a bottom up approach and gauge feedback from staff in terms of current and proposed methods for operations at High Rise incidents.
Opening position statement at January 2023	Operations are reviewing feedback from station-based staff and will take cognisance of concerns, suggestions and alterations. These should be brought forward for consideration with appropriate stakeholders and the representative bodies.
Closing position statement at August 2023	As part of the Document Conversion Project (DCP), amendments to the High Rise Operating Procedure have been made in respect of Evacuation and Fire Escape Hoods, which involved robust consultation(s) and trials with all stakeholders.
Recommendation 8	The SFRS should review its arrangements for transporting equipment for high rise firefighting with a view to introducing an arrangement which is physically less demanding than the existing arrangements.
Action Owner	AC Duffy
	Operations
Action 8	Operations to review arrangements across Scotland and produce suitable options for transporting equipment and standardising this approach throughout Scotland.

POSITION STATEMENT:

HMFSI REPORT: ARRANGEMENTS FOR FIREFIGHTING IN HIGH RISE BUILDINGS

Opening position statement at January 2023	SFRS has different ways of transporting equipment. This recommendation should be carefully considered, and a standard national approach or framework should be produced to improve the current provision.
Closing position statement at November 2023	Operations have carried out this review and SFRS Research, Development and Innovation (RD&I) are currently out to tender for new heavy weight appliance (18T) and simultaneously trailing high rise bags that are in use throughout a number of European fire and rescue services. Trailing stations are Inverness, Crewe Toll and Clydesmill.

HMFSI AUDIT AND INSPECTION POSITION STATEMENT

CLIMATE CHANGE: MANAGING THE OPERATIONAL IMPACT ON FIRES AND OTHER WEATHER RELATED EMERGENCIES

Recommendation 1	The Service should consider whether there is potential to amend the guidance in the Water Rescue and Flooding SOP, so that the application of the 'cannot enter the water' rule is explained and qualified, with a view to including more
	definitive guidance for personnel at incidents where there is a very low water, low risk, environment.
Action Owner	Martin Cassidy/Stuart McDonald
	Operations Delivery
Action 1	Undertake a review of Water and Flooding Generic Risk Assessment and Standard Operating Procedure and consider if
	safe systems of work can be developed to support HMFSI recommendations.
Opening position statement	The Operations Policy and Strategy team are collaborating with the Water Rescue Scottish National User Group to
at February 2024	undertake a review of the current Water Rescue and Flooding Generic Risk Assessment and Standard Operating
	Procedure to determine what / if safe systems of work can be developed to permit personnel to enter very low water,
	low risk environments, if required, and qualifying what situations/ environments personnel would be prohibited from
	entering.
Closing position statement	The Service has considered the HMFSI recommendation regarding potential amendments to the Water Rescue and
at April 2024	Flooding Standard Operating Procedure (SOP) and the associated Generic Risk Assessment (GRA). While it is
	acknowledged that the intent was to provide greater clarity around the 'cannot enter the water' rule, particularly in low-
	risk environments, this has been carefully reviewed with due regard to the safety and competence boundaries for Level 1 responders. Amendments to wording are being progressed by the Water Rescue Scottish National Users Group to
	ensure clear and unambiguous guidance that supports safe systems of work, in line with the Service's commitment to
	risk-based operational decision-making. The recommendation has therefore been fully considered, and a proportionate
	response is being implemented.
Recommendation 2	The ability to retrieve important information on specific hazards at water related incidents can aid with the tactics
	adopted, inform the crews and incident commander of hazards to assist in their risk assessment process and is
	ultimately a commitment to firefighter safety. The SFRS holds good information, but the provision is inconsistent across
	the Service. The SFRS should progress consistently the completion of water incident response plans and make them
	available on the OI system.
Action Owner	Graeme Nicoll /Damien Griffiths /John McNicol
	Prevention, Protection and Preparedness
Action 2	Undertake a review of the Operational Intelligence information gathering process and develop standardised a process to
	record water-related hazards.
Opening position statement	In recognition of the critical importance of consistent and comprehensive information on water-related hazards during
at February 2024	incidents, the Operational Intelligence Team is actively collaborating with Water Rescue capability leads. The aim is to
	enhance the quality and availability of information pertaining to water incident response plans. The team is working
	towards standardising the recording process for water-related hazards. This initiative aims to ensure that the information
	is not only accurate but also aligned with the Operational Intelligence Policy and Operational Guidance (OI POG), which
	is currently under development. Our objective is to provide crews and incident commanders with reliable and easily
	accessible information. This, in turn, will significantly contribute to informed decision-making during water-related
	incidents, facilitating a more effective risk assessment process and ultimately reinforcing our commitment to firefighter

	safety. Upon completion, these water incident response plans will be made readily available on the Operational
Clasina position statement	Intelligence (OI) system, ensuring consistency in the provision of crucial information across the entire service.
Closing position statement	The Operational Intelligence Department (Community Risk Management) has created, tested and will implement within
at October 2024	the revised Policy & Operational Guidance document, a Water Risk Based Scoring proforma, due to go live June/July
	2025. This will support Local Senior Officer (LSO) areas in the identification of water risks requiring additional
	information through gathered Operational Intelligence (OI) and supporting plans as well as ensuring a common
	approach throughout the service.
Recommendation 3	The SFRS should firm up its guidance and requirements for the recording of maintenance training, carried out by level 3
	and 4 personnel in line with its national policy standards on water and flood rescue training to improve accountability
	and monitoring.
Action Owner	Marc McGill
	Training, Safety and Assurance
Action 3	Introduce the Rescue 3 Maintenance Skills Logbooks to all level 3 and 4 water rescue personnel.
Opening position statement	Training is in the process of introducing the Rescue 3 Maintenance Skills Logbooks to all level 3 and 4 water rescue
at February 2024	personnel. This will allow for accurate recording of training in line with national standards. These records will be
and a constant , _ co_ r	available for auditing and monitoring by water rescue Subject Matter Experts (SMEs) and/or external auditing bodies.
	This action uniforms the recording method and work will be started in conjunction with Learning and Employee
	Development to have the recording of training logbook entries onto PDR Pro.
Closing position statement	Training has introduced the Rescue 3 Maintenance of Skills logbooks to all level 3 and 4 water rescue personnel. This
at May 2024	allows for accurate recording of training in line with national standards. These records are available for auditing and
at May 2024	monitoring by water rescue Subject Matter Experts (SMEs) and/or external auditing bodies. This action uniforms the
	recording method and work will be started in conjunction with Learning and Employee Development to have the
	recording of training logbook entries on PDR Pro.
December dation 4	
Recommendation 4	The SFRS should review its approach to planning for wide-area flooding, both generally and also where appropriate on
	a site-specific basis, and take steps to assess or develop plans, and determine how information can be shared with
	operational personnel to assist with planning, procedures and incident command at potential flooding events.
Action Owner	Mark Cleland
	Prevention, Protection and Preparedness
Action 4	Develop Severe Weather Business Continuity Plan and update Severe Weather Plan General Information Note (GIN).
Opening position statement	Severe Weather Business Continuity plan and Severe Weather Plan GIN published on 19/12/23 for a familiarisation
at February 2024	period and both went 'live' 16/1/24. These documents provide planning arrangements and guidance for all severe
	weather incidents, including flooding.
Closing position statement	The Severe Weather Business Continuity Plan (BCP) and the Severe Weather Plan General Information Note (GIN)
at May 2024	have now been embedded into operational business processes following their publication in December 2023 and
	official launch in January 2024. Familiarisation sessions were delivered across all service delivery areas to ensure
	consistent understanding and operational readiness.
	These documents provided a structured framework during Storm Eowyn (January 2025), where they were used with
	great effect to support coordinated decision-making, resource deployment, and incident response across affected
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CLIMATE CHANGE: MANAG	ING THE OPERATIONAL IMPACT ON FIRES AND OTHER WEATHER RELATED EMERGENCIES
	regions. The plans facilitated clear communication between operational crews, command structures, and external partners, allowing the Service to maintain operational resilience and continuity despite widespread disruption. Their effectiveness was recognised through internal debriefs and positive partner feedback, highlighting improved situational awareness, proactive planning, and efficient mobilisation of assets. The Business Continuity Plan (BCP) and General Information Note (GIN) now form an integral part of the Service's standard response to severe weather events, ensuring that planning arrangements, escalation processes, and key operational considerations are clearly articulated and widely understood.
	Proven operational value during a live weather event (Storm Eowyn). Increased preparedness and operational resilience across the Service. Improved coordination and confidence during large-scale disruptive events. Enhanced multi-agency collaboration and communication.
Recommendation 5	The SFRS should reinvigorate the operation of the Wildfire SFRS National Users Group (SNUG) and look to communicate the implementation plan and encourage two way engagement to assist in participative development of the Wildfire Strategy.
Action Owner	Michael Humphreys Local Senior Officer – Highland
Actions 5.1, 5.2 & 5.3	5.1 Re-establish the SFRS wildfire SNUG with collaborative representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Bodies, Health & Safety, Communications & Media, Prevention & Protection, NFR (Scotland).
	5.2 Progress and deliver the Wildfire Strategy through development and implementation of the following SNUG workstreams: Prevention & Communication, Assets & Equipment, Training, Partnership Working and Policy & Procedure.
	5.3 Identify engagement groups for information sharing and develop a communication plan that informs and engages with relevant parties in relation to strategy proposals and implementation.
Opening position statement at February 2024	The SFRS Wildfire SFRS National Users Group (SNUG) has been re-established with a formal group meeting taking place in November 2023. The group has representation from: Assets / Fleet, Operational Support, Operations Control, Operational Strategy & Development, Training Function, Representative Body, Health & Safety, Communications & Media, Prevention & Protection, and is also supported by the Service Level 3 & 4 Wildfire Functional officers. The group structure and purpose may continue to develop but the current key workstreams are Prevention & Communication, Assets & Equipment, Training, Partnership Working, Policy & Procedure, Tactical advisor development and roles, Wildfire Tier 2 & Tier 3 station preparedness. Initial priority work has centred on training strategy and the review of the Wildfire Generic Risk Assessment (GRA) and Standard Operating Procedure (SOP). Partnership working and the support of the Bright Spark Technical Burns initiative is a further area of focus and good
	progress had been made in these areas, along with the advancement of the Wildfire Communications Strategy. SFRS

	National Users Group (SNUG) members are also actively involved in the preparation and roll-out of equipment and vehicles that will support the Wildfire Strategy.
Closing position statement at February 2025	Our Wildfire Strategy focuses on four key pillars: Partnership Working, Provision of Information, Prevention, and Response.
	 Partnership Working and Information Sharing: We work closely with the land management sector and other agencies to ensure a unified approach to wildfire prevention. This includes fostering a shared understanding of Muirburn and prescribed burning practices, alongside utilising the collective expertise of our partners for prevention education and intervention when needed. The Scottish Wildfire Forum plays a key role in raising awareness and sharing knowledge. Through the Wildfire Danger Assessments provided by the Scottish Wildfire Forum (SWF), we inform Tactical Advisors and the public about wildfire risks using social media and traditional outlets. More information can be found on the Scottish Wildfire Forum website. Prevention: In early 2024, we revamped our wildfire prevention materials and expanded the wildfire section on our website from a single page to seven detailed theme pages. This coincided with a 22-week prevention campaign, which successfully drove significant traffic and interaction with our online wildfire content. Visit our updated website pages at Wildfires Scottish Fire and Rescue Service. Response: Our Wildfire Strategy, launched in 2023, is backed by a £1.6 million investment over three years. This includes acquiring all-terrain vehicles (ATVs), trailers, specialist equipment, and four 4x4 support vans, which will be deployed as part of a comprehensive response package.
	The Scottish National Wildfire User Group (SNUG) has now been established with two sub-groups forming (Delivery Group and Operations Group) with representatives across Prevention, Assets, Training, Safety and Assurance, Operations, Control, Wildfire Stations, Tactical Advisers, media and representative bodies. Following the Wildfire prevention campaign which was run during the historical months of the highest number of wildfires (March – July 2024), an evaluation was completed and presented to the User Group in August 2024. The new Wildfire website pages have shown a large increase in numbers of people engaging with the pages, which will continue to be updated regularly.
	An article was provided for inclusion in the SFRS Weekly Brief to provide a full update on the Wildfire Strategy. The Scottish Wildfire Forum website is currently being developed to improve Wildfire danger ratings and warnings process.
	5 of the 10 Wildfire packages are on the run with training being completed for the remaining 5 throughout May 2025. The delivery of the 4x4 vans were delayed which was out with SFRS control.
Recommendation 6 Action Owner	The SFRS wildfire Scottish National users Group (SNUG) should add crew welfare to its agenda as a commitment to explore practical improvements to welfare arrangements. Operational Delivery
Action Owner	Operational Delivery

Action 6	Undertake a review of welfare arrangements at all incidents. A representative with subject matter expertise on Wildfire
	will be available to support this workstream.
Opening position statement	The Operations function will be undertaking a review of welfare arrangements at all incidents. A representative with
at February 2024	subject matter expertise on wildfire will be available to support this workstream.
Closing position statement	The Operations Function, in conjunction with key stakeholders (Assets, Contaminants Working Group, Operational
at May 2024	Delivery, Wildfire Scottish National User Group, Safety & Assurance) intend to develop an SFRS Incident Welfare
	Strategy as part of the 2024/25 Functional workplan. This HMFSI recommendation will be incorporated within the
	working group objectives and outcomes.
Recommendation 7	To realise the full potential of the community asset register (CAR), the SFRS should review arrangements in place and
	consider the feasibility of improving awareness and utilisation of assets, both internally and with Category 1 partners.
A - (1 O	(The CAR has been the subject of separate recommendation in two of our other HMFSI inspection reports.)
Action Owner	Mark Cleland
Action 7	Prevention, Protection and Preparedness. Develop internal and external Community Asset Register presentations to be delivered regularly to staff and
Action 7	stakeholders to increase awareness of the resources available.
Opening position statement	To improve awareness of the Community Asset Register (CAR) both internally with staff and with external partners both
at February 2024	Internal and External CR Presentations have been produced, these will be delivered on the following courses:
at i ebidai y 2024	1. INC080 ICL1 Development: Attendees will be given input on the internal presentation within the course content.
	2. INC028 ICL2 Development: Attendees will be given input on the internal presentation within the course content.
	3. INC041 ICL2 Refresher: Attendees will be given input on internal presentation within the course content
	4. INC058 Command Support Unit Operator: Attendees will be sent internal presentation in pre course learning.
	5. INC056 Joint on Scene Incident Command: Attendees will be given input on the external presentation to raise
	awareness with partners who can access this.
	6. SMARTEU: Will give input at exercises on the external presentation to raise awareness with partners who can access
	this.
	A meeting has taken place with Learning and Employee Development to have input added to the Incident Command
	Training for Operational Competence (TFoC) (Firefighter to Watch Commander) and also the Flexi Duty Officer TFoC to
	ensure that this is also recorded within PDR Pro. It is the intention for the internal presentation to be delivered to all
	command groups as part of a CPD event for the groups. Development of a standard SFRS presentation (SFRS Role at
	Multi Agency Incidents) to be delivered at exercises is now in progress and this will also include details of the CAR to
	ensure partners have an understanding of its use. The external CAR presentation now being delivered to Local
	Resilience Partnerships in the West and will be replicated in the East and North Service Delivery Areas.
Closing position statement	Delivery of Community Asset Register (CAR) presentations has now been integrated into multiple national and local
at May 2024	development programmes, including Incident Command courses and multi-agency exercises. Inputs have been added
	to Incident Command Training for Operational Competence (TFoC) and Flexi Duty Officer TFoC, with recording on
	PDR Pro. CAR awareness sessions have also been successfully delivered to Local Resilience Partnerships across all three Service Delivery Areas. A standardised SFRS multi-agency presentation that includes CAR is now available.
	tillee Service Delivery Aleas. A standardised St NS multi-agency presentation that includes CAN is now available.

CEIMATE OTIANCE: MANAC	Denotite Operational IMPACT ON FIRES AND OTHER WEATHER RELATED EMERGENCIES
	Benefits Gained:
	The Community Asset Register (CAR) is now embedded into both operational command training.
	 Increased visibility and understanding of available community resources.
	Improved interoperability and planning with partners during major incidents.
Recommendation 8	In order to try to fully understand the impact of weather-related incidents, facilitate analysis, and realise the impact on
	the Service of wide area flooding incidents and wildfires, the SFRS should improve its data capturing, statistical analysis
	and reporting capability.
Action Owner	Chris Fitzpatrick
Action Switch	Business Intelligence
Action 0.4	
Action 8.1	Work with relevant stakeholders (HMFSI, SLT, Operations Delivery) to identify where current systems are failing to provide the necessary information that allows a full understanding of the impact of weather-related incidents
Opening position	To 'improve upon its data capturing' would be a two-fold process for the SFRS. The inspectorate report repeatedly
statement at February 2024	refers to other business area systems that "hold good information but the provision is inconsistent across the Service."
otatomont at 1 obraal y 2021	An appropriate first step would be to prioritise 'data discovery' initiatives that exist as part of the Data Governance
	Group remit. That would potentially allow data linkage between systems such as IRS and Operational Intelligence to
	look at areas of identified risk (point 42 of report) and assess historical activity.
	Information previously collated by Scottish National Users Group (SNUG) (point 34 of report) could supplement
	recorded data to show what additional risks have been raised and resolved. The second part for SFRS is to understand
	what questions are being asked of the Service that we cannot currently answer (suggest stakeholder engagement
	during 2024). Once we are aware of what those questions are, it would be possible for all relevant business areas to
	discuss where information is missing and agree appropriate action to collect. This may come from publicly available
	data, it may come from the other systems mentioned in the report, or it may require staff in the Service to adopt new
	practices to collect required information. This may require systems procurement or development by ICT of existing
	systems.
	In terms of 'wildfire', It is also likely that significant investment (such as that seen in Spain, America and by European
	Forest Fire Information System (EFFIS)) in developing an analysis tool such as machine learning, Al or even the use of
	drone technology would be critical to "fully understanding the impact of weather-related incidents". Once appropriate
	datasets have been established, the Service could prioritise and fund engagement with researchers, academia or
	consultancy where the resource and experience to carry out the required analysis exists. What previous studies have
	identified is that inconsistent practices across different fire management agencies, FRS, government departments can
	make it difficult to coordinate firefighting and prevention when it comes to managing the operational impact on fires and
	other weather-related emergencies. Spatial and temporal pattern of wildfires in California from 2000 to 2019 Scientific
	Reports (nature.com).
Closing position statement	SFRS currently hold limited data that is useful to 'facilitate analysis and realise the impact of wide area flooding and/or
at October 2024	wildfire events.' SFRS holds data on locations, duration and scale of previous events. Geospatial data and
	information on local communities and their populations are also available but the Service does not have sufficient
	Information of local communities and their populations are also available but the octivite does not have sufficient

	weather-related data to help consider all the factors leading to future occurrence or the specialist skills to analyse such unique datasets. Due to complexity of the issue, SFRS is better placed to rely on subject matter experts and offer support, providing historical data that can supplement other datasets analysed by those with the relevant skills to do so. Conversations are on-going with partner agencies and academia (SEPA, Met Office, Manchester University) to understand what research is being undertaken and what models are being developed to help better understand areas at risk from these types of events. If funding is available, SFRS could prioritise and fund specific engagement with researchers, academia or consultancy, to consider where risk is most significant and what resources are adequate to manage that risk. Until such times, action groups such as SFRS Wildfire Scottish National Users Group (SNUG) will be kept informed of any external developments that can provide benefit to the Service in achieving better community outcomes. There is clear evidence that the HMFSI recommendation has been given due regard, and the action has been marked
Action Owner	complete. Mark Loynd
Action 9.2	Prevention, Protection and Preparedness
Action 8.2 Opening position	Update the Community Risk Index Model to incorporate geographical flood risk using SEPA data. As Above
statement at February 2024	AS Above
Closing position statement	External business partners, Sweco Limited, were appointed in April 2023 to develop a new Flood Risk Assessment
at May 2024	(FRA) scoring methodology. The result was a new flood risk metric which assesses the percentage exposure of built environment & infrastructure to coastal, river or surface water flood risk at data zone geography using core Scottish Environmental Protection Agency (SEPA) data, supplemented with relevant Ordinance Survey (OS) MasterMap data. Raw scores were passed to external business partner, DAMSL, who worked closely with the Service Delivery Model Programme (SDMP) Team on criteria for insertion in the Community Risk Index Model (CRIM) source code. A new Community Risk Index Model (CRIM) risk metric, inclusive of the flood risk data was produced in 2023 and refreshed in March 2024.
Action Owner	Damien Griffith, Prevention, Protection and Preparedness
Action 8.3	Carry our further research into the development of a geographic wildfire risk layer for incorporation into the Community Risk Index Model.
Opening position statement at February 2024	As Above
Closing position statement at May 2024	Initial meetings held with University of Nottingham, University of Bristol and University of Manchester to discuss respective wildfire research including the Fire Danger Rating System (University of Manchester). Potential for joint working with University of Edinburgh with allocation of dedicated post-graduate student to work with Scottish data to produce a wildfire risk layer with a view to integrate into wider Community Risk Index Model. SFRS Chair of Scottish Wildfire Forum has also been consulted on proposals.

HMFSI AUDIT AND INSPECTION POSITION STATEMENT CONTINGENCY PLANNING ARRANGEMENTS FOR INDUSTRIAL ACTION IN THE SFRS

Recommendation 1	The SFRS should ensure that Business Continuity Plans are routinely updated and refreshed to ensure that it can
	respond to foreseeable risks. Regular training and exercising in relation to potential service interruption should be
A - 1 - 1 - 2 - 2 - 2 - 2 - 2 - 2 - 2 - 2	programmed into annual training programmes.
Action Owner	Group Commander Mark Cleland
Action 1.1	Prevention, Protection and Preparedness Following the Multi Agency Industrial Action Debrief in June 23, review the Business Continuity Plan and National Event
	Plan.
Opening position statement	The current Business Continuity Strategy states that Business Continuity Plans (BCPs) should be reviewed every six
at March 23	months. The HMFSI report has highlighted that these reviews have not been taken place as regularly as they should be. In response, SFRS will carry out a review in 2023 and then consider the current 6-monthly timescale for
	appropriateness. If it is deemed that the time scale requires to be amended, the Business Continuity Strategy will be updated as appropriate.
Closing position statement	The Business Continuity Plan (BCP) was reviewed in May 2024, incorporating learning outcomes from the June 2023
at February 2024	Multi-Agency Debrief. Review frequency has been reassessed and will extend to annually (next review due May 2025)
	but now aligned to the annual governance calendar. Updates are logged on the central Business Continuity Plan (BCP)
A ation Owner	SharePoint site. This process has improved clarity and accountability in our continuity planning.
Action Owner	Group Commander Mark Cleland Prevention, Protection and Preparedness
Action 1.2	
	annually as part of the Governance Cycle.
Opening position statement	A review of the current process will take place to determine the optimum review period, and this will be incorporated
at March 23	into the Industrial Action Business Continuity Plan and captured in Prevention, Protection and Preparedness Policy
	review procedures.
Closing position statement at October 2024	The Business Continuity Strategy has been revised to embed an annual review process aligned to the SFRS
at October 2024	governance cycle. This ensures consistent oversight and updates to Business Continuity Plans (BCPs) across all Directorates. The industrial action element is now a permanent fixture in the Service's business continuity planning,
	ensuring readiness across varying scenarios.
Action Owner	Group Commander Mark Cleland
	Prevention, Protection and Preparedness
Action 1.3	Develop a programme for annual 'table-top' training and exercising events with Training, Safety and Assurance, and
	SMARTEU.
Opening position statement	There are currently no annual Industrial Action training exercises. Discussions will take place with TSA, SMARTEU,
at March 23	PPP to discuss the possibility of scheduling this type of event on a yearly basis.
Closing position statement	A structured table-top training programme was introduced in April 2024. A debrief process and lessons log have been
at February 2025	implemented. The training calendar for 2025 includes integrated Industrial Action (IA) contingency drills, supporting
December detice 2	resilience and capability-building.
Recommendation 2	The SFRS should fully consider all options available for the provision of emergency cover, including those that may be available via private fire service providers, in pursuance of its duties under section 9(2a) of the Act. The SFRS should
	available via private life service providers, in pursuance of its duties under section 9(2a) of the Act. The SPRS should

HMFSI AUDIT AND INSPECTION POSITION STATEMENT CONTINGENCY PLANNING ARRANGEMENTS FOR INDUSTRIAL ACTION IN THE SFRS

OCITINOLITOT TEAMING	ARRANGEMENTO FOR INDUSTRIAL ACTION IN THE OFRE
	maintain an ongoing awareness of resources that may be available from private providers and consider this option as part of its ongoing review of Business Continuity Plan arrangements. This is particularly relevant when no realistic, planned alternative for operational capability gaps can be put in place prior to Industrial Action.
Action Owner	Group Commander Mark Cleland
Action Owner	· ·
A 1: 0.1	Prevention, Protection and Preparedness
Action 2.1	Carry out a review of hierarchical options for emergency cover during IA, including the use of private fire service suppliers, and include reviewed hierarchy within Business Continuity Plans.
Opening position statement	A review of the current IA emergency cover options within the Industrial Action Business Continuity Plan will take place
at March 2023	to identify hierarchical options. The review will include looking at private fire service suppliers.
Closing position statement	The hierarchy of emergency cover was reviewed in May 2024 and updated in the Industrial Action (IA) Business
at October 2024	Continuity Plan. Private sector support was examined and is now defined as a tertiary layer. This structured approach
ut 0010001 2021	adds flexibility during peak disruption.
Action Owner	Group Commander Mark Cleland
Action Owner	
	Prevention, Protection and Preparedness
Action 2.2	
	Business Continuity Plans.
Opening position statement	We will undertake a review of UK private fire service suppliers and create a register to be included within BCPs.
at March 2023	
Closing position statement	A register of UK-based private fire service suppliers was compiled and added to the Business Continuity Document
at October 2024	Library in September 2024. The register includes scope of services, availability criteria, and emergency contacts, and
	will be reviewed annually. Inclusion of this data provides an informed basis for future operational planning under
	extreme disruption.
Recommendation 3	The SFRS should continue to develop robust Business Rules for use of Community Asset Register resources during
Recommendation 5	Industrial Action. These rules should be developed by the Service and promulgated to Industrial Action Operations
	Control staff as well as Flexi Duty Officers in advance of any Industrial Action to ensure that they are clearly understood.
Action Owner	Group Commander Mark Cleland
Action Owner	
	Prevention, Protection and Preparedness
Action 3	Review existing Community Asset Register provision and logistics and augment where identified as necessary within
	Business Continuity Plans.
Opening position statement	A review of current business rules for the use of CAR will take place to ensure that the use of Community Asset
at March 2023	Register (CAR) is understood by those impacted by Industrial Action (IA) and clear guidelines are included in Business
	Continuity Plans (BCPs).
Closing position statement	Business rules governing the use of Community Asset Register (CAR) resources were revised in November 2023 and
at December 2023	distributed to all relevant stakeholders. Guidance has been incorporated into the Industrial Action Business Continuity
	Plan (IA BCP). Delivery of Community Asset Register (CAR) presentations has now been integrated into multiple
	national and local development programmes, including Incident Command courses and multi-agency exercises. Inputs
	have been added to Incident Command Training for Operational Competence (TFoC) and Flexi Duty Officer TFoC, with
	recording on PDR Pro. Community Asset Register (CAR) awareness sessions have also been successfully delivered to
	Tecording of the Dr. Fig. Continuing Asset (register (CAIV) awareness sessions have also been successfully delivered to

HMFSI AUDIT AND INSPECTION POSITION STATEMENT CONTINGENCY PLANNING ARRANGEMENTS FOR INDUSTRIAL ACTION IN THE SFRS

	Local Resilience Partnerships across all three Service Delivery Areas. The Community Asset Register (CAR) is now a		
	viable resilience option during Industrial Action (IA).		
Recommendation 4	The SFRS should continue to engage with local Fire Brigades Union representatives to develop a common approach to		
	mobilising to a range of incidents during times of Industrial Action.		
Action Owner Group Commander Mark Cleland			
	Prevention, Protection and Preparedness		
Action 4	Liaise and engage with Fire Brigades Union (FBU) Region 1 (Scotland) to explore and agree mobilising protocols to		
	incidents involving community life risk during periods of Industrial Action.		
Opening position statement	An agreement is in place with FBU that personnel may return to duty for the declaration of a Major Incident.		
at March 2023			
Closing position statement	Engagement with Fire Brigades Union (FBU) Region 1 concluded in October 2023 with the establishment of a standing		
at December 2023	Mobilisation Protocol Agreement. The protocol outlines return-to-duty expectations during life-critical incidents and		
	major emergencies. This has been communicated to Control and operational personnel. The agreement enhances		
	collaboration and public safety while respecting industrial action rights.		

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/22-25

Agenda Item: 9.1

	Agenda Item: 9.1								
Report to:		SERVICE DELIVERY COMMITTEE							
Meeting	Date:	21 AUGUST 2025							
Report T	Title:	SERVICE DELIVERY COMM 2025-26	RVICE DELIVERY COMMITTEE QUARTERLY PERFORMANCE - Q1						
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings Of For Reports to be held in Private Specify rationale below referring to Board Standing Order 9				е		
			<u>A</u>	<u>B</u>	<u>C</u>	D	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose								
1.1	To provide m year 2025-26	embers with the first quarter p	erform	ance o	f KPIs	1 – 21	, 30 &	31 for	fiscal
2	Background								
2.1	The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement. This framework remains in place for this quarter as a new performance framework progresses through governance.								
3	Main Report	Detail							
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the Service Delivery Committee.								
3.2	Please note that KPI 7 - % High Risk HFSV and KPI 8 - % Partner Referral HFSV are no longer available due to changes in the underlying data captured. Reporting on KPI 6 - Home Fire Safety Visits Conducted has resumed following an outage associated with a system change over.								
3.3	KPI 17 - Wholetime Availability was not provided prior to the paper submission deadline and is therefore not included in this report. We will include this data in the live report as soon as it is accessible.								
3.4	As an interim measure (pre 2025 SFRS Strategy & PMF), any current KPI indicators with compliance, statutory or other legislative implications, are identified in red underlined text to assist their intended audience considering wider implications than just improving or deteriorating performance.								
3.5	 The indicators identified in this report as pertinent to the requirement of 3.5 are – 9 - Audits Completed – SG Fire and Rescue Framework states "SFRS should deliver its statutory duties by providing information, guidance and advice and fire safety audits of relevant premises". 17 - Wholetime Availability – 5WDS Collective Agreement Statement states "The 5WDS is managed with the aim of maintaining agreed confidence levels". 18 - OI Inspections – OI Policy and Guidance states "SFRS has a statutory obligation" 								

	under the Fire (Scotland) Act 2005, which directs the SFRS to have arrangements in place for obtaining information required or likely to be required for fires and other emergencies".
3.6	Exceptional variation: • 6 - HFSV Conducted
3.7	Deteriorating (long-term): • 11 - % High Severity ADFs • 14 - Median Response Time to Life Risk Incidents • 15 - Median Call Handling Time for Life Risk Incidents
3.8	Improving (long-term): • 1 - Non-domestic Building Fires • 2 - Deliberate Primary Fires • 10 - ADFs • 12 - Total Incidents • 18 - Ol Inspections - No Target • 20 - Hydrant Inspections • 21 - UFAS Incidents
3.9	Not changing: • 3 - Refuse and Vehicle Fires • 4 - Fire Fatalities • 5 - Fire Casualties • 9 - Audits Completed – Target Not Known • 13 - Non-refuse Secondary Fires • 16 - On-Call 1st Appliance Availability • 19 - Ops Assurance Audit Actions
3.10	Not known – limited data or unspecified direction: • 7 - % High Risk HFSV • 8 - % Partner Referral HFSV • 17 - Wholetime Availability • 30 - Assist Other Agencies Incidents • 31 - Effect Entry/Exit Incidents
4	Recommendation
4.1	Members are invited to scrutinise the contents of this, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience. The live version of the report can be accessed through the Governance area of the Power BI Landing Page .
5	Key Strategic Implications
5.1 5.1.1	Risk Appetite and Alignment to Risk Register SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.
5.1.2	This links to the 'Compliance' risk category. In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite.
5.2 5.2.1	Financial There are no specific financial issues raised within this paper

E 2	Environmental 9 Sueta	inability			
5.3 5.3.1	Environmental & Sustainability There are no specific Environmental & Sustainability implications addressed in this paper.				
3.3.1	There are no specific Environmental & oustainability implications addressed in this paper.				
5.4	Workforce				
5.4.1	There are no workforce in	mplications in this paper.			
5.5	Health & Safety				
5.5.1	There are no specific Hea	alth and Safety implications addressed in this paper.			
5.6	Health & Wellbeing				
5.6.1	_	alth and Wellbeing implications addressed in this paper.			
0.0.1	There are no openio free	and and Wondowing implications addressed in the paper.			
5.7	Training				
5.7.1	There are no specific Tra	nining implications addressed in this paper.			
	<u> </u>				
5.8	Timing	store velv on manual colletion of data and are a fanonchatt in time			
5.8.1		ators rely on manual collation of data and are a 'snapshot' in time crutiny) and may be subject to change dependant on relevant			
	business areas business	• • • • • • • • • • • • • • • • • • • •			
5.9	Performance				
5.9.1	All performance measure	es reported are linked to Strategic Outcomes 1 & 2.			
F 40	0				
5.10 5.10.1	Communications & Eng	•			
5.10.1	paper.	Communications & Engagement implications addressed in this			
	рарсі.				
5.11	Legal				
5.11.1	There are no specific Legal implications addressed in this paper.				
5.40	Information Covernones				
5.12 5.12.1	Information Governance DPIA completed - No				
5.12.1	Dr IA completed - No				
5.13	Equalities				
5.13.1	EHRIA completed - No				
	,				
5.14	Service Delivery				
5.14.1		es reported are linked to Strategic Outcomes 1 & 2 and specific to			
	Service Delivery.				
6	Core Brief				
6.1					
0.1	Not applicable				
7	Assurance (SFRS Board/Committee Meetings ONLY)				
7.1	Director: David Farries, Director of Operations				
7.2	Level of Assurance:	Substantial/Reasonable/Limited/Insufficient			
	(Mark as appropriate)				
7.3	Rationale:	The service has continued to develop its approach to			
		performance reporting. The Organisational Performance			
		Dashboard, aligned to the SFRS Performance Management			
		Framework, is now live and available across the service with a			
	pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level				
	and by the SFRS Board at committee and board level.				

8	Appendices/Further Reading			
8.1	Appendix A: P	Appendix A: PDF copy of Service Delivery Committee Performance Report		
8.2	Further Reading: - Link to Power BI Landing Page.			
Prepared by:		Chris Fitzpatrick, Business Intelligence and Data Services Manager		
Sponsored by:		Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate		
Presented by:		Andrew Watt, Deputy Chief Officer		

Links to Strategy and Corporate Values

Strategy

Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

- Supporting business owners to protect Scotland's non-domestic buildings and premises.
- we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories.
- We will further expand our prevention work to Scottish households and develop our prevention approaches to influence people's behaviours to help keep themselves safe and improve their wider wellbeing.
- We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable.

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

- More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.
- Improving how we manage calls from the public and deploy our resources to emergency incidents.
- We will ensure we have the right resources in the right places at the right times and further improve our On Call service.

Governance Route for Report	Meeting Date	Report Classification/ Comments	
Service Delivery Committee	21 August 2025	For scrutiny	
Service Delivery Board	14 October 2025	For scrutiny	



SCOTTISH

Service Delivery Committee Performance Report



Latest quarter shown: 2025-26 Q1

Previous report

All previous reports

APPENDIX A

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

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

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

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

Key contact: Bl@firescotland.gov.uk

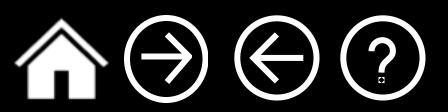




LIVE MANAGEMENT INFORMATION

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

SCOTTISH FIRE AND RESCUE SERVICE





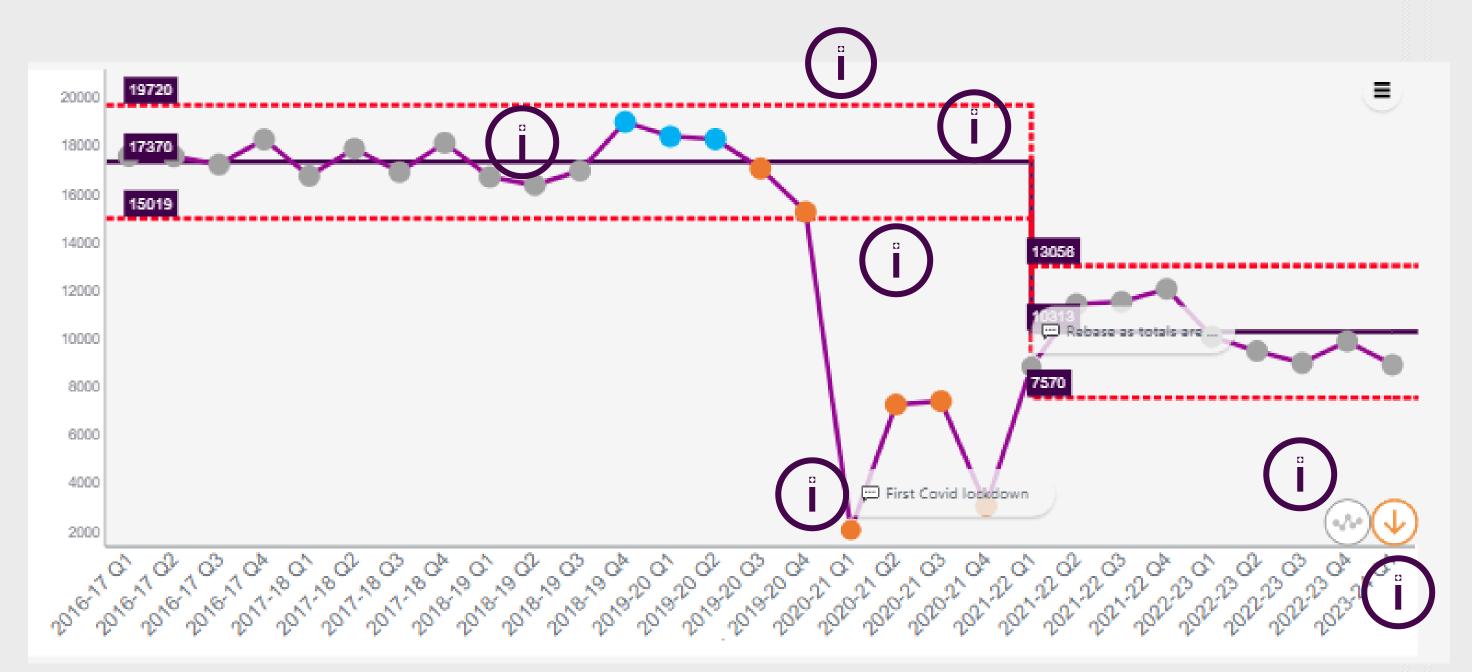
This report presents data over time for each of the quantitative performance measures as detailed in the <u>Performance Management Framework 2023-24</u>, broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

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

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

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



Above: anatomy of a SPC chart

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

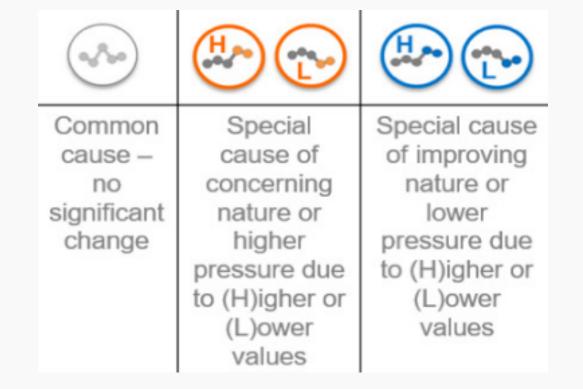
Normally data points will fall between the upper and lower control limits. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.

A BLUE data point indicates where improvement appears to lie.

A GREY data point indicates no significant change (common cause variation) as well as the baseline.

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



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

Data source for this report:

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



Frequency of update:

This report will be updated quarterly.









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.











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

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















Prevention and Protection

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





Non-domestic Building Fires



Reduce against previous year

OWNER:

Head of Service Delivery - East

Performance statements are not presented as we transition performance reporting to the SFRS **Strategy 2025-28**



1070

KPI 3

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

Reduce against previous year

OWNER:

Delivery - East

Head of Service

SUMMARY

Performance statements are not presented as we transition performance reporting to the SFRS **Strategy 2025-28**

1000 500 400 2022302 2022303 20222304 20232401



Reduce against previous year

Delivery - East

Head of Service

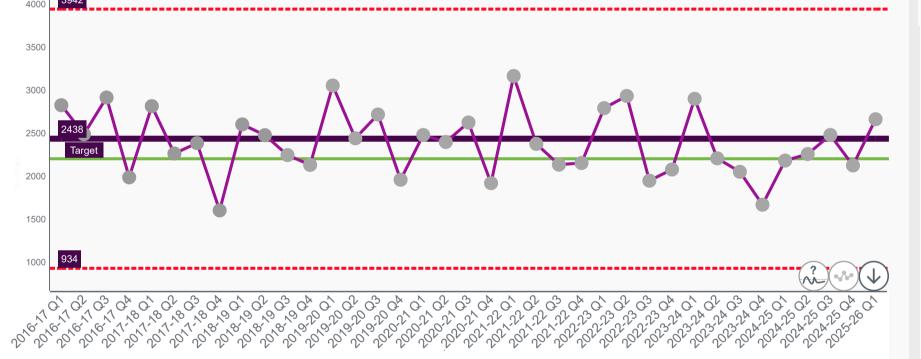
SUMMARY

Performance statements are not presented as we transition performance reporting to the SFRS **Strategy 2025-28**

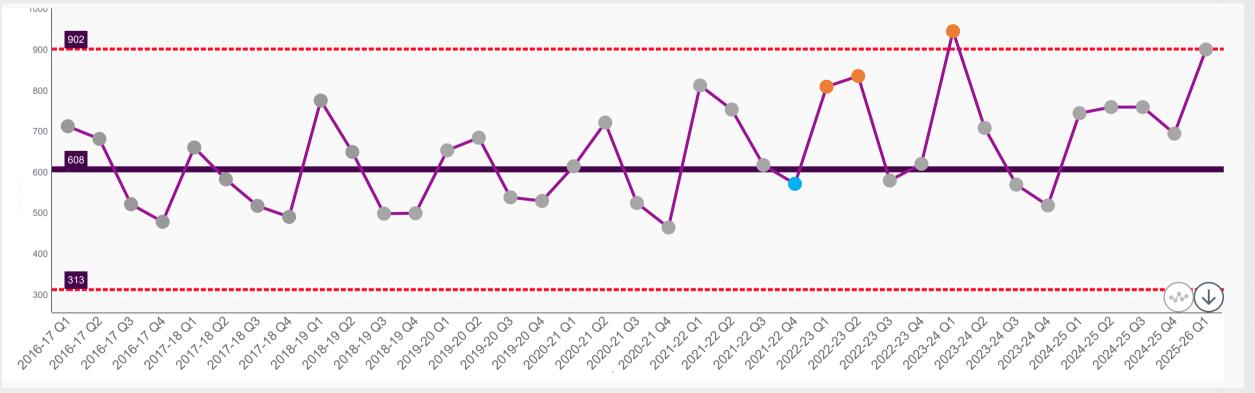
SFRS aims to support business owners and individuals to increase the safety of their premises **PURPOSE:**

and property

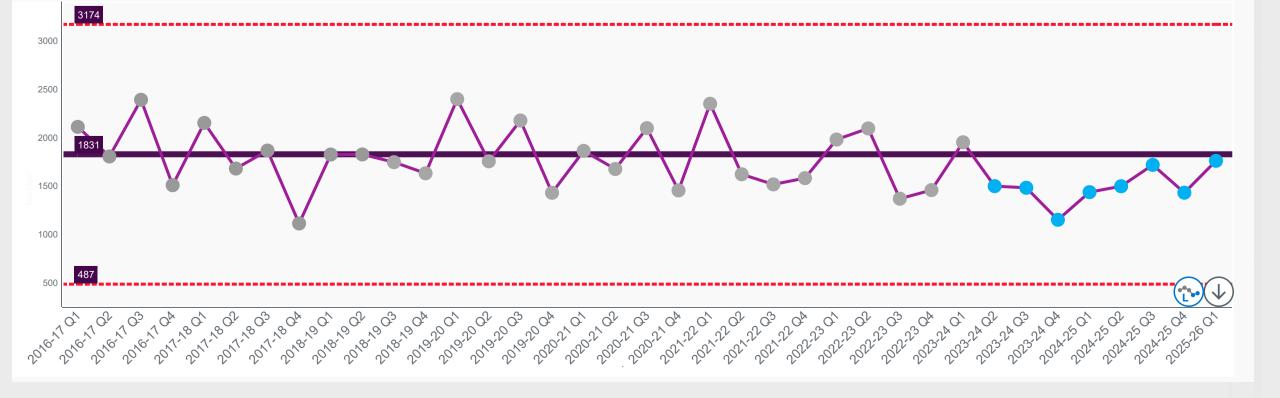
Refuse and Vehicle Fires



Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



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





Reduce against previous year KPI 4 **Fire Fatalities** SFRS aims to refocusing our preventative activities to address issues of social, economic and **PURPOSE:** health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this **OWNER:** occuring is a key goal.



Building Fire Fatalities

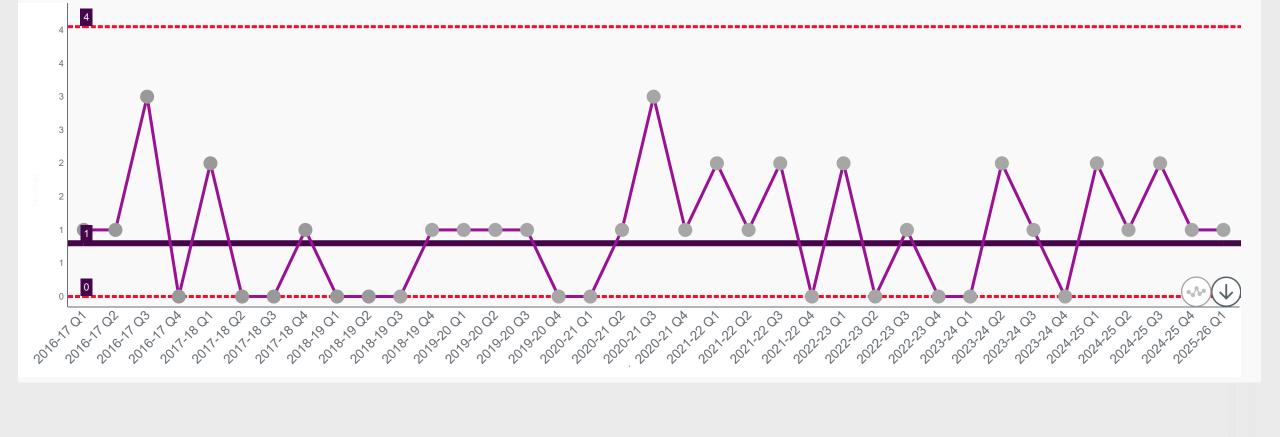
Vehicle Fire Fatalities

Head of Service Delivery - East

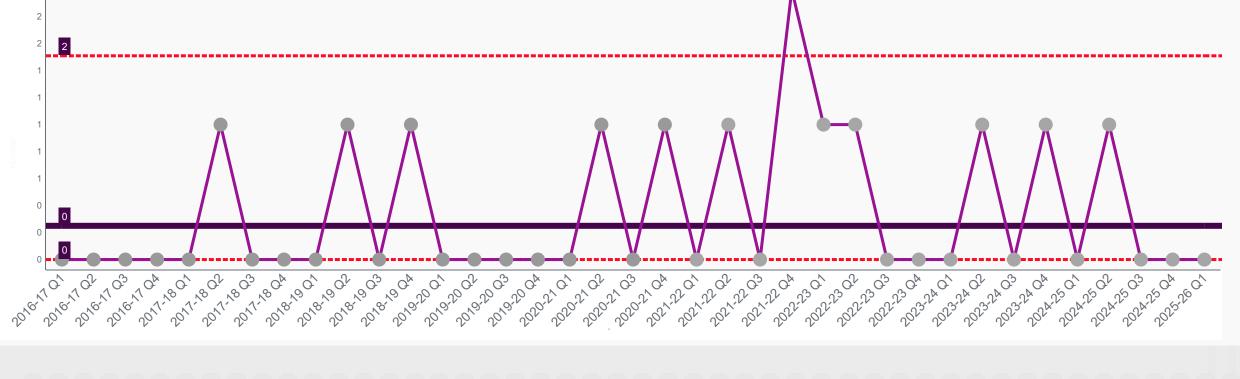
presented as we transition performance reporting to the SFRS **Strategy 2025-28**

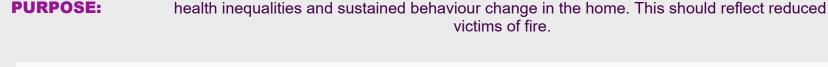
Performance statements are not





Outdoor Fire Fatalities





Fire Casualties

KPI 5

300

250

200

250

150



SFRS aims to refocusing our preventative activities to address issues of social, economic and



OWNER:

Reduce against previous year

Head of Service

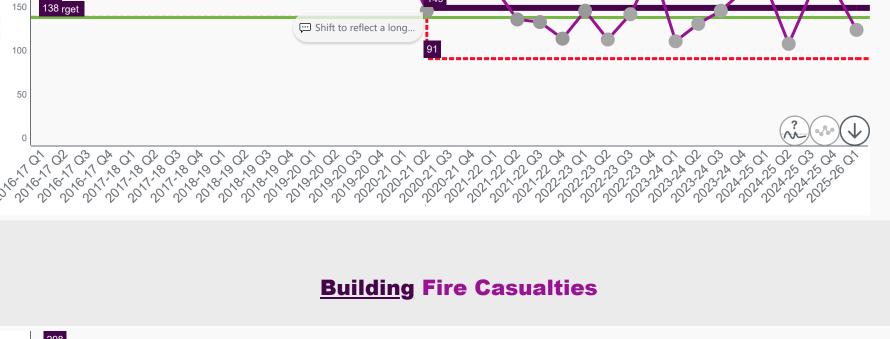
Delivery - East

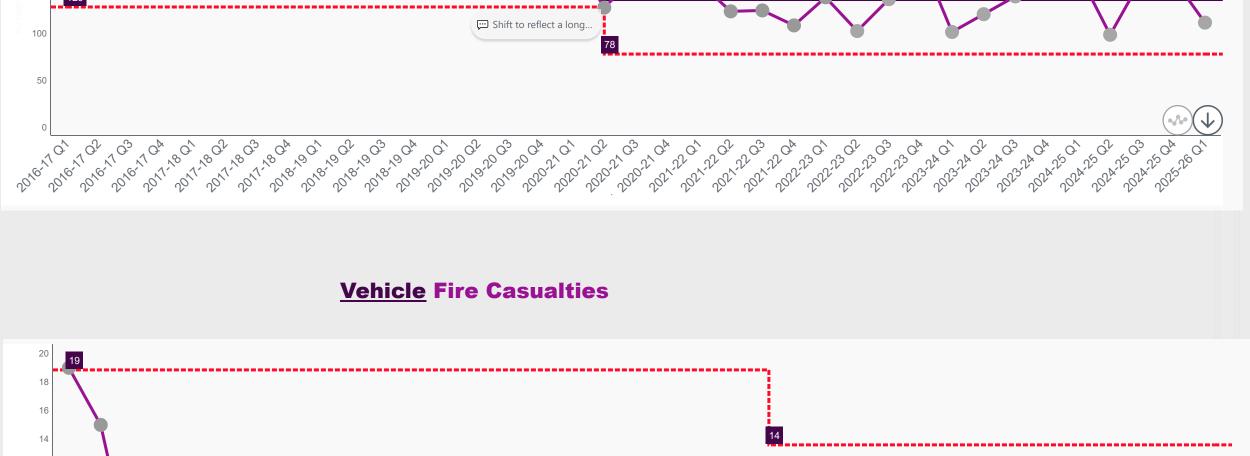


Performance statements are not

presented as we transition

performance reporting to the SFRS **Strategy 2025-28**





Outdoor Fire Casualties

2192002

2019:20 03

201920 04

202022 01

2002,02

202.22.02

202.22 03

2021.22 04

2022301

20223302

2022.23 03

2023.24.03

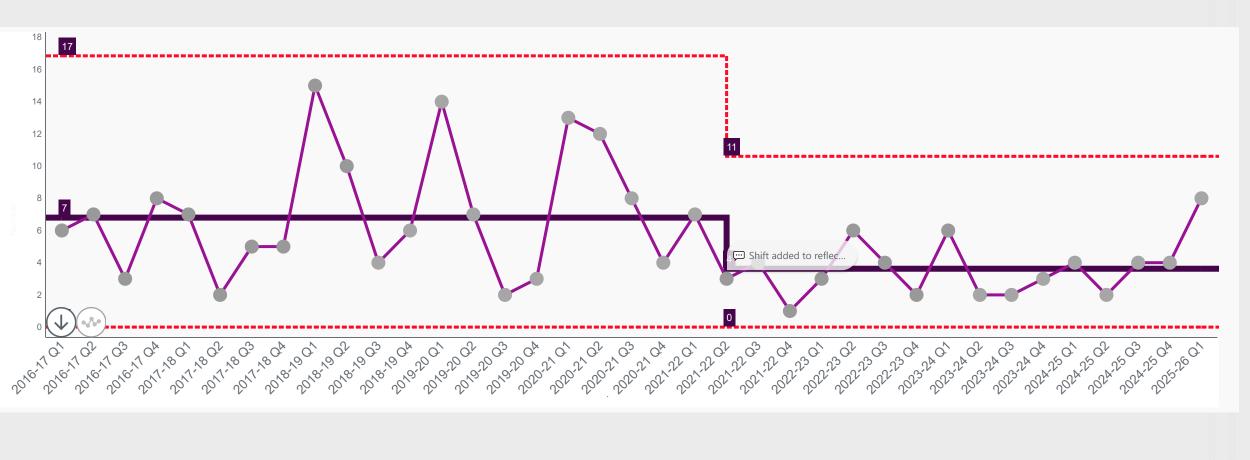
20, 20, 20, 20 Qy

2018.1902

2017.1804

2018,1901

20,8,000



KPI 6

PURPOSE:

KPI 7

KPI 8

PURPOSE:

PURPOSE:

















Prevention and Protection

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

Number of Home Fire Safety Visits conducted



50,000 (annually)

Head of Prevention,

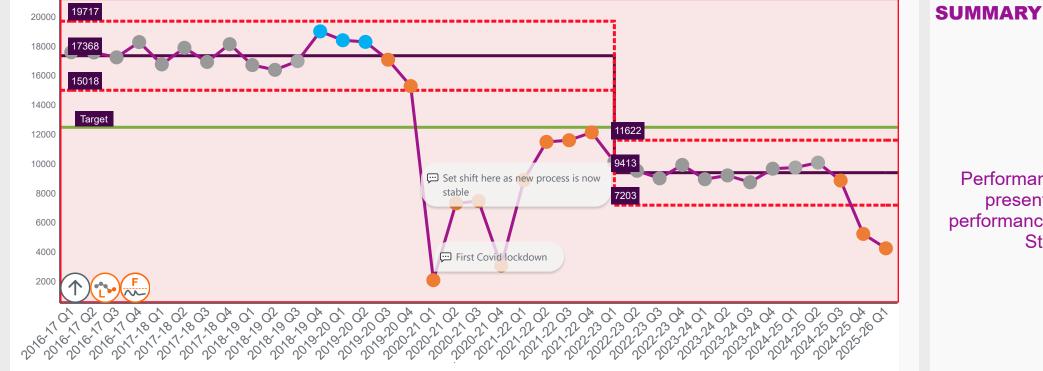
OWNER:

Protection and Preparedness

Performance statements are not

presented as we transition performance reporting to the SFRS

Strategy 2025-28



% High Risk of Home Fire Safety Visits

This KPI is no longer relevant as the method of

% Partner Referral of Home Fire Safety Visits

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.

This KPI is not currently viable as partner referral data is not

Fire Safety Audits Completed

changed.

available for reporting.

assessing the risk level of home fire safety visits has

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.

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.

Increase against previous year

Performance statements are not presented as we transition performance reporting to the SFRS **Strategy 2025-28**

SUMMARY

OWNER:

Head of Prevention,

Protection and Preparedness

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

SUMMARY

OWNER:

Head of Prevention,

Protection and Preparedness

Performance statements are not presented as we transition

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

performance reporting to the SFRS **Strategy 2025-28**

SUMMARY

OWNER:

Head of Prevention,

Protection and Preparedness

Strategy 2025-28

Performance statements are not

presented as we transition

performance reporting to the SFRS

KPI 10

PURPOSE:

1450

2500

2879

KPI 9

PURPOSE:

The KPI measures the number of audits undertaken within the service during the period against the number identified by LSO area at the commencement of a year. The LEDPs are the responsibility of

the LSO and area to complete which will identify the premises that require auditing for that year in

accordance with the perceived risk. Overall, it demonstrates the effective delivery of enforcement in non domestic premises in the Service.



SFRS has committed to preventing problems from arising by engaging with partners and

SUMMARY

OWNER:

Delivery - East

Head of Service

Reduce against previous year

Performance statements are not

performance reporting to the SFRS **Strategy 2025-28**

presented as we transition

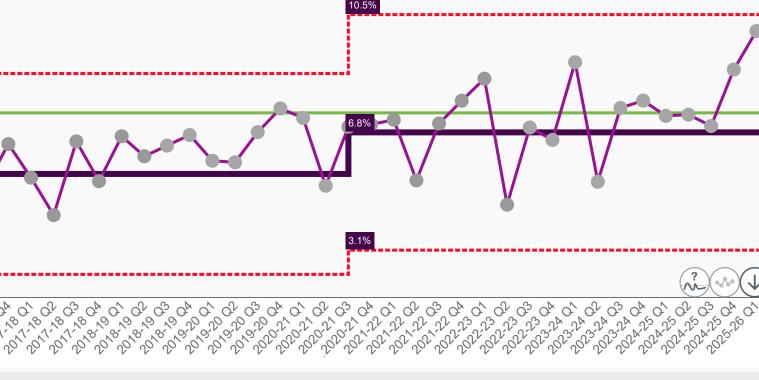
communites to reduce risk and encourage positive behavioural change within homes

1350



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

% of accidental dwelling fires classed as High Severity



Head of Service Delivery - East

Reduce against previous year

SUMMARY

performance reporting to the SFRS **Strategy 2025-28**

Performance statements are not

presented as we transition

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5.0% 4.0% 3.0%

2.3%

KPI 11

11.0%

10.0%

9.0%

8.0%

7.0%

6.09

2.0%

Target

11/08/2025







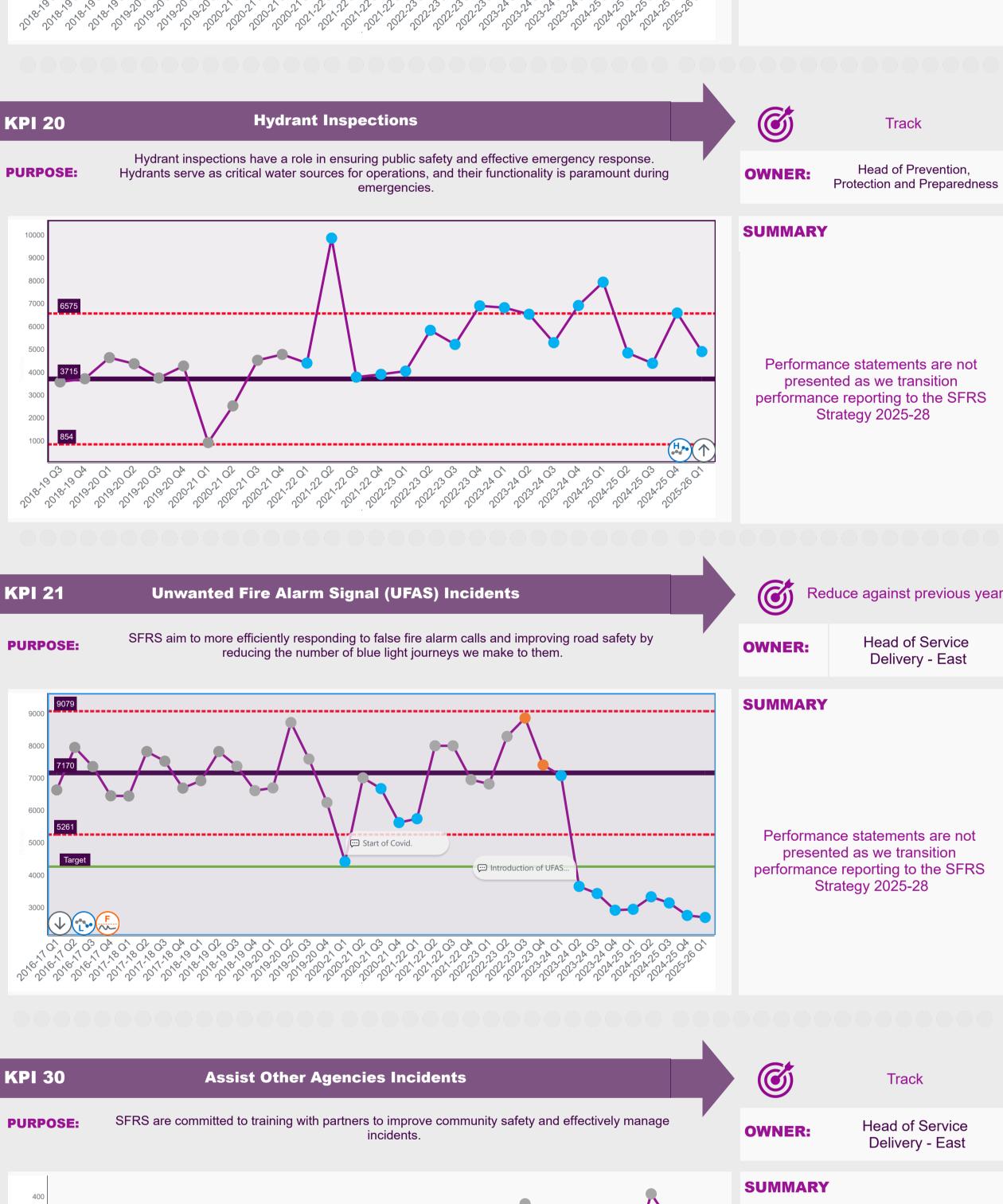
Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

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



11/08/2025

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34

320

30

KPI 31

1400

1300

1200

1100

1000

900

800

60

752

633

PURPOSE:

329

Effect Entry/Exit Incidents

Shift - this reflects th.

SFRS aims to ensure we are focused on effective and appropriate response to the changing risks

within our communities

Performance statements are not presented as we transition

performance reporting to the SFRS **Strategy 2025-28**

Track

Head of Service Delivery

- East

Performance statements are not

presented as we transition performance reporting to the SFRS

Strategy 2025-28

SUMMARY







Full guidance can be found on the <u>Power BI Users Yammer Community</u>, along with details of available support.

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

How to interact with the report:

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

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



- You can view the details of data that make up a visualisation by hovering over a chart/visual (e.g. a point on a map or bar/line on a chart).
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SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/23-25

Agenda Item: 10.1

				Age	enda I	tem:	10.1		
Report	to:	SERVICE DELIVERY CO	ммітт	EE					
Meeting Date:		21 AUGUST 2025							
Report	Title:	RISK UPDATE REPORT							
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					ate	
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>E</u>	<u>G</u>
1	Purpose								
1.1	• •	this report is to provide the current risks highlighted by			livery	Comm	ittee (S	SDC) w	vith an
2	Background								
2.1		the risk register is to in esses, providing additional a nise these risks.				_	_		•
2.2	the Accountable	Assurance Committee (AF Officer on the adequacy ar nent and has oversight of th	id effec	ctivene	ss of th	ne Serv			
2.3	The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives.								
2.4	Risk Registers are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Owners provide information on the current controls in place and identify additional actions still required.								
3	Main Report/Detail								
3.1 3.1.1	Risk Overview The risk register is a management tool that provides assurance to the Service, and its scrutiny bodies, that the significant risks of the organisation have been identified, managed and are subject to ongoing monitoring and review.								
3.1.2	the Service, with	ides details of all risks aboven Appendix B providing a substition of control actions.			•				•

3.2 Alignment to Strategic Outcomes

3.2.1 The table below identifies the alignment between the 2022-25 Strategic Outcomes and the current Directorate Risks with each risk aligned to a single outcome:

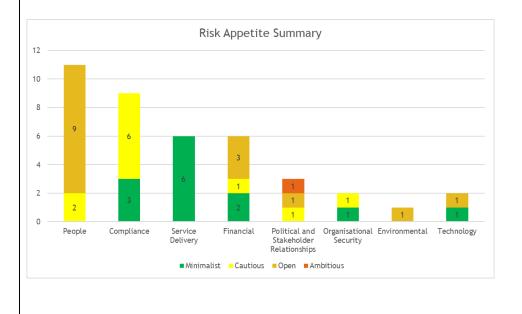
	Charles in Outronia			Total		
	Strategic Outcomes	VH	Н	М	L	
	Community safety and wellbeing improves as we					
	deploy targeted initiatives to prevent emergencies and					
Outcome 1	harm.	1	1	1		3
	Communities are safer and more resilient as we					
Outcome 2	respond effectively to changing risks.	5	3	2		10
	We value and demonstrate innovation across all areas					
Outcome 3	of our work.			1		1
	We respond to the impacts of climate change in					
Outcome 4	Scotland and reduce our carbon emissions.		1			1
	We are a progressive organisation, use our resources					
	responsibly and provide best value for money to the					
Outcome 5	public	5	7	2		14
	The experience of those who work for SFRS improves					
Outcome 6	as we are the best employer we can be.	3	4	3		10
	Community safety and wellbeing improves as we work					
Outcome 7	effectively with our partners			1		1
_		14	16	10		40

3.2.2 All risks will be realigned to the new 2025-2028 Strategic Plan with work programmed through the Business Intelligence Team.

3.3 3.3.1 Risk Appetite

Following agreement of the Services risk appetite statements an alignment to current Directorate risks was undertaken. The tables below provide information on each of the stated risk appetite definitions and a summary of risk alignment to stated risk appetite:

Risk Appetite Levels	Category Description	Associated Risk Target Rating
Minimalist	Preference for low level of associated risk and uncertainty and will only look to accept risk where it is essential to do so. The creation of opportunity is not a key driver.	Rating Appetite Rating of 1 - 3
Cautious	Preference for safe options where the level of benefit and risk is limited but some opportunity may be experienced.	Rating Appetite Rating of 4 - 9
Open	Willing to consider all potential delivery options and to choose the one that is most likely to result in success and opportunity whilst also providing an acceptable level of risk.	Rating Appetite Rating of 10 - 12
Ambitious	Eager to be innovative and to take opportunities offering potentially higher reward, whilst accepting greater risk and uncertainty.	Rating Appetite Rating of 15 - 25



3.3.2 The table below provides a breakdown of information in relation to the alignment between risks rated 15 or over and risk appetite:

Risk ID	Governance Alignment	Risk Rating	Target Risk	Risk Appitite	RR Against RA
FCS005	ARAC (CB)	16	8	Financial (Minimalist)	Above
FCS018	PC (CB)	16	6	People (Open)	Above
FCS019	SDC (SDB)	20	12	Technology (Open)	Above
FCS022	PC (CB)	16	12	People (Open)	Above
OD001	SDC (SDB)	15	6	Service Delivery (Minimalist)	Above
POD020	PC (CB)	16	4	People (Open)	Above
PPP005	SDC (SDB)	16	4	People (Open)	Above
SD001	SDC (SDB)	15	10	Service Delivery (Minimalist)	Above
				Organisational Security	
SDD007	ARAC (CB)	20	12	(Minimalist)	Above
SPPC001	SDC (SDB)	15	5	Compliance (Cautious)	Above
SPPC004	ARAC (CB)	20	8	Compliance (Cautious)	Above
SPPC016	SDC (SDB)	15	5	Technology (Minimalist)	Above
TSA018	PC (TSAB)	16	6	Compliance (Minimalist)	Above
TSA019	PC (TSAB)	16	8	Financial (Open)	Above

The table below provides a breakdown of information in relation to the alignment between risks rated below 15 and risk appetite:

Risk ID	Governance Alignment	Risk Rating	Target Risk	Risk Appitite	RR Against RA
FCS008	ARAC (SDB)	12	8	Environmental (Open)	Within
FCS011	ARAC (CB)	12	9	Financial (Minimalist)	Above
FCS015	ARAC (SDB)	12	8	People (Open)	Within
FCS020	ARAC (CB)	12	8	Financial (Open)	Within
FCS021	ARAC (SDB)	12	8	Financial (Open)	Within
FCS023	ARAC (CB)	12	9	Financial (Cautious)	Above
FSC024	ARAC (SDB)	12	4	People (Open)	Within
FCS025	PC (CB)	12	4	People (Open)	Within
POD015	PC (CB)	12	4	People (Cautious)	Above
POD016	PC (CB)	9	4	Service Delivery (Minimalist)	Above
POD018	PC (CB)	12	4	Compliance (Cautious)	Above
POD021	PC (CB)	6	4	Service Delivery (Minimalist)	Above
POD022	PC (CB)	12	4	People (Cautious)	Above
POD023	PC (CB)	6	4	People (Open)	Below
PPP004	SDC (SDB)	12	4	People (Open)	Within
PPP006	SDC (SDB)	6	4	Compliance (Minimalist)	Above
SD003	SDC (SDB)	9	9	Service Delivery (Minimalist)	Above
SD004	SDC (SDB)	8	6	Compliance (Cautious)	Within
SD006	PC (CB)	12	8	Service Delivery (Minimalist)	Above
SPPC003	ARAC (CB)	8	8	Compliance (Cautious)	Within
5005007	1.D.1.G. (G.D.)	42	42	Political and Stakeholder	
SPPC007	ARAC (CB)	12	12	Relationships (Cautious)	Above
SPPC012	ARAC (CB)	12	8	Organisational Security (Cautious)	Above
	` ′			Political and Stakeholder	
SPPC013	ARAC (CB)	8	8	Relationships (Open)	Below
SPPC014	ARAC (CB)	8	8	Compliance (Cautious)	Within
SPPC015	ARAC (CB)	6	6	Political and Stakeholder Relationships (Ambitious)	Below
TSA014	PC (TSAB)	12	4	Compliance (Minimalist)	Above

3.3.4 Whilst risks rated 15 or above fall above our stated appetites, the alignment between risks rated below 15 and risk appetite shows a closer relationship, with 13 risks currently sitting within or below the stated appetite.

3.4 **Risk Spotlights**

3.4.1 Future risks reports will look to identify risk spotlights undertaken by each Committee and Executive Board to ensure adequate levels of assurance are being provided. Committee's and Executive Boards are asked to consider risks for future risk spotlights and following these discussions identify whether required levels of assurance on progress have been provided.

Significant Directorate Risks

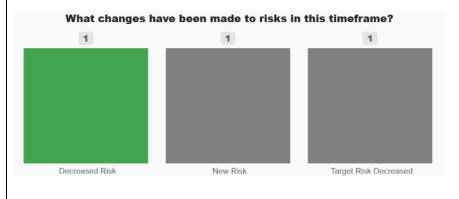
3.5 In relation to the current period Directorates reviewed their registers identifying 40 3.5.1 Directorate risks of which 14 are rated at 15 or above and coloured red within the table.

What is the current status of each risk?								
				Impact				
		Negligible	Negligible Low Medium High Very High					
		(1)	(2)	(3)	(4)	(5)		
	Rare (1)							
l	Unlikely (2)			4	4			
ab	Possilble (3)			2	12	3		
Probability	Likely (4)			4	7	2		
	Almost Certai	in (5)		1	1			

3.5.2 Appendix A to the report provides information on all risks rated 15 or above. In relation to the SDC, there are 6 aligned risks:

Risk Ref	Risk Description
FCS019	There is a risk that many of our critical services and systems, which support Operations Control team functions, could fail and be unrecoverable.
PPP005	There is a risk of insufficient levels of qualified and skilled Fire Engineering resources
OD001	There is a risk of a non-resilient fire control due to insufficient employees and an ineffective fire control structure.
SD001	There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems.
SPPC016	SFRS fails to ensure that SFRS are familiar and able to use Fire and Rescue Data and Analytical Platform (FARDAP)
SPPC001	There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems

3.5.3 Following review, the following changes have been made in relation to risks aligned to the SDC rated 15 or above, as outlined within Appendix A:



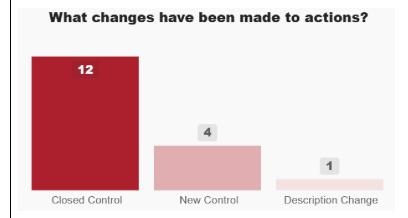
3.5.4 One new risk has been added in relation to:

Risk Ref	Risk Description
SPPC016	SFRS fails to ensure that SFRS are familiar and able to use Fire and Rescue Data
	and Analytical Platform (FARDAP)

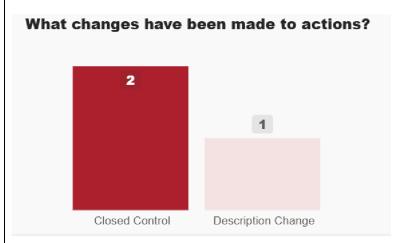
3.5.6 In relation to risks rated below 15 aligned to SDC no changes have been made:

3.6 Control Actions

3.6.1 Following review, the following changes have been made to SDC control actions rated 15 or above:



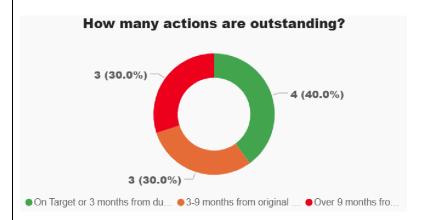
3.6.2 In relation to risks falling below a rating of 15 the following changes have been made to control actions:



3.6.3 Without action being taken on progressing identified controls, risks are likely to remain static. Discussions with Directorates will focus on identifying actions required within the current financial year with a RAG status incorporated within reports, aligned to the agreed process for Internal Audit, to identify progress made. This will focus scrutiny on priority areas, allowing responsible officers to provide assurance updates.

Green	On target or within 3 months of original due date
Amber	3-9 months delay from original due date
Red	Delay of over 9 months from original due date

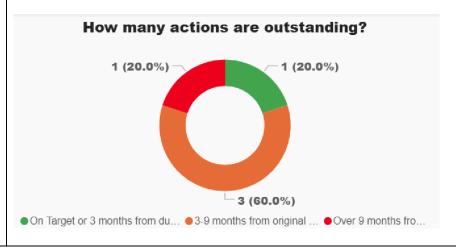
3.6.4 In relation to risks rated 15 or above, Appendix A identifies the 3 control actions now over 9 months from their original due date:



The table below identifies the three control actions over 9 months from their original due date. Discussions continue to be held with Directorates to ensure these control actions are progressed in line with revised dates:

Risk ID	Action Description	Action Due	Est. Date	Action Comment
SD001	Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1	31/12/23	31/12/25	NMS Procurement now concluded with contract award to Motorola. NMS Project now moved onto Phase 1 - Planning and Implementation, with initial fact-finding workshops which will work to deliver the initial 'sandpit' environment in early December. Estimated completion date of ICCS implementation will be December 2025 with CAD implementation August to October 2026.
SD001	Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC)	31/12/23	31/07/25	Vision modems reset and remain inoperable. Request from NEC to change sim cards however this has not resolved the issue. Modems remain inoperable and we are still unable to mobilise via Vision 5 - investigations continue. Meeting with NEC to be arranged to discuss a way forward. DATS colleagues to engage with NEC on remedial work.
OD001	Develop and implement and active recruitment strategy	01/08/24	30/06/25	Structure Change has been communicated to all staff and stakeholders, with expected Go Live 5 May 2025. Structure is being built by workforce planning. WFPR018 forms completed for impacted staff (e.g. reversions, transfers). Professional Discussions carried out for 7 WC and 5 CC to inform placing into Functional Roles within new structure. Arrangements made for 3 WC over TOM (including NMS secondment and workforce profiling for expected retirements). Central Staffing informed of reviewed minimum staffing levels.

In relation to risks falling below a rating of 15, there is one control action over 9 months from its original due date:



3.6.6

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3.6.7	The table	e below identifies	the control	l action o	ver 9 months from its original due date:			
	Risk ID	Action Description	Action Due	Est. Date	Action Comment			
	SD004	Delivery of Document Conversion Project	31/03/23	31/12/25	Phase 2 GRAs are in the sign-off phase, with the rollout date still on track for the first week of April. An extended two-month familiarisation period has been agreed upon due to the volume of content and the release of the Fire Contaminants SOP. The go-live date for Phase 2 (covering fires and firefighting) is scheduled for the 2nd of June. The DCP continues to progress as planned. Following the successful publication of Phase 1 – All Incidents, Phase 2 – Fires and Firefighting has now been published for familiarisation, with a go-live date set for 2 June 2025. Phase 3 – Transport is in the final stages of review and is scheduled to be published for familiarisation before the end of Q2 2025/26			
4	Recomn	nendation						
4.1		vice Delivery Com	mittee is a	sked to:				
		tinise the informat	•		•			
		sider future risk sp ew actions over 9	•		nmittee. Ial due date and consider whether additional			
		rance is required.	monaro m	om ong	an due date und concider whether duditional			
5	Key Strategic Implications							
5.1 5.1.1	Risk Appetite and Alignment to Risk Registers The report identifies risks from each Directorate together with the significant changes made since the last update. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.							
5.1.2					iance risk appetite in relation to our internal ere the Service has a Cautious appetite.			
5.2	Financia		_					
5.2.1		ort identifies risks lecisions to be ma			orate with financial implications arising from ant Directorate.			
5.3		mental & Sustain	•					
5.3.1	Any impl	lications arising fro	om the rep	ort will be	e managed by the relevant Directorate.			
5.4 5.4.1	Workfor		m the ron	ort will be	e managed by the relevant Directorate.			
	, .		лп ше тер	OIL WIII DE	o managed by the relevant Directorate.			
5.5 5.5.1	Health &	_	om the ren	ort will h	e managed by the relevant Directorate.			
	, .		vii uie ieb	OI L WIII DE	Thanaged by the relevant bilectorate.			
5.6 5.6.1		& Wellbeing lications arising fro	om the ren	ort will h	e managed by the relevant Directorate.			
0.0.1	, ary mipi		a 10 10p	OIL WIII DO	a.agod by the following bill determine.			
5.7 5.7.1	Training Any implications arising from the report will be managed by the relevant Directorate.							
5.8 5.8.1	Timing The report is provided to the Audit and Risk Assurance Committee on a quarterly basis.							

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5.9	Performance								
5.9.1	The risk report	is used t	to ensure risks are identified and suitably managed by relevant						
	Directorates.								
5.10	Communication								
5.10.1		arising f	from the report will be managed by the relevant Directorate.						
5.11	Legal								
5.11.1	Any implications	arising f	from the report will be managed by the relevant Directorate.						
5.12	Information Go	vernanc	e						
5.12.1			he report provides a summary of risks identified by Directorates. sure that any relevant DPIA is completed as required.						
5.13	Equalities								
5.13.1	_	ed - No	o. An assessment was undertaken in relation to the Risk						
	Management Policy. Any individual elements of work, which may have an impact upon								
	Equalities, will require to be assessed and managed by the relevant Directorate.								
5 4 4									
5.14	Service Deliver	-	form the man at will be made and but the male wat Director						
5.14.1	Any implications	arising t	from the report will be managed by the relevant Directorate.						
6	Core Brief								
6.1	Not applicable								
7	Assurance (SFI	RS Boar	rd/Committee Meetings ONLY)						
7.1	Director:		Deborah Stanfield, Interim Director of Finance and Contractual						
			Services Substantial/Reasonable/Limited/Insufficient:						
	Level of Assura	anco.	There is room for improvement in the identification of the right						
7.2	(Mark as appro		risks, controls and the completion of mitigating actions within						
	(Mark as appro	priato,	identified timescales.						
			The report is based upon risk information identified by each						
7.2	Rationale:		Directorate and I have confidence that the information is						
			correctly reported based upon these returns.						
8	Appendices/Further Reading								
8.1	8.1 Appendix A – Significant Risks – July 2025 Appendix B – Other Risk Summary – July 2025								
_									
Prepared			Johnston, Risk and Audit Manager						
-	ponsored by: Lynne McGeough, Head of Finance and Procurement								
Presente	ed by:	Andrew	/ Watt, Deputy Chief Officer						
Links to	inks to Strategy and Corporate Values								

Links to Strategy and Corporate Values

Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

- Objective 5.1: Remaining open and transparent in how we make decisions.
- Objective 5.6: Managing major change projects and organisational risks effectively and efficiently.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	21 August 2025	For Scrutiny

Risk ID	Strategic Outcome	Risk Description				Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS018	6	necessary skills and services and system to upskill existing	experience req s used by the S staff with the s arket, pay grad	uired to support of Service, as well as skills required. The le challenges and	etaining staff with the the digital and technology the availability of budget his is because of a very the availability of budget ing.	PC (CB)	Director of Finance and Contractual Services	16	20	6	Open (Above Appetite)
	Controls Actions to provide the necessary training. Original Due Date Completion Date Owner						Comm	ent		A	Action Status
and proc	eed to adver	a case-by-case basis t only when filling ified	31/03/2026	31/03/2026	Head of DaTS	Action currently b	r	On Target or 3 nonths from due late			
MyJobSco Considera using wid	Advertise vacancies wider than just MyJobScotland, using LinkedIn. Consideration should also be given to using wider social media platforms or specialist recruitment companies. Head of DaTS					Action currently b	eing progressed and c	on target.		r	On Target or 3 nonths from due late
Ensure st	Ensure staff appraisals identify skills gaps 31/03/2026 31/03/2026 Head of DaTS					Action currently b	eing progressed and c	on target.		r	On Target or 3 nonths from due late
	Ensure DaTS budget availability to support staff training and development 31/03/2026 Head of DaTS					Action currently b	eing progressed and c	on target.		r	On Target or 3 nonths from due

Risk ID	Strategic Outcome	Risk Descrip	tion				Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
PPP005	1	resources d	ue to challenges ts, finances and orate/SFRS may	with recruitment retention of staff,	ied and skilled Fire c, access to qualifica resulting in the pol iver against its statu es and demands.	ations/training tential that the	SDC (SDB)	Head of Directorate (DACO)	16	20	4	Open (Above Appetite)
	Controls Actions Original Due Date Date Owner Date UK						,	Comment				Action Status
Edinburg course in Engineeri business interim fu	gage with the University of inburgh to establish new urse in relation to Fire gineering Degree and forward siness case to LPG to secure terim funding for alternative gree course in England.				UK Wide scop Fire Engineers Degree and M secured interi remains to be Business Case SFRS at risk of reliant upon c	ottish ing.	3-9 months from original due date					
mitigate a deliver Fi through a be progra	orm contingency options to ditigate any Service failures to eliver Fire Engineering services arough existing staff. Option to be progressed through overnance for decision. 31/03/2025 31/10/2025 Head of Directorate (DACO) Engine curren Grenfe				we be unable considerations Alternative op times the curr Unions is requenced Engineering the current market	to secure appropersion to secure appropersion would requient contractual particle which will intrough sub-contracturates of pay, dee 2 report/outcor	external contractor to priately skilled staff. T tional risk of conflict ire employment at m pay grade. Discussio include potential nece racting. This would ha emand currently outv mes and recent imple	This would request of interest in some arket value rate in some with People essary interim of ave significant fiveighing supply	ire careful conti specialist work. es approximatel Directorate and ptions for Fire- inancial impact and impact of	ract y 3 I Trade due to	3-9 months from original due date	

Risk ID	Strategic Outcome	Risk Description				Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SDD007	5	Security to avoid awareness, educati	any breach. The on and adherent e failure of acce	his may result be nce to the policie	dequate levels of Cyber cause of a lack of staff s and processes in place. of systems, affecting SFRS	ARAC (CB)	Director of Finance and Contractual Services	20	20	12	Minimalist (Above Appetite)
	Controls	Actions	Original Due Date	Est' Completion Date	Owner		Comm	ent		Д	Action Status
Cyber Sec assistance functions	nsure a Service wide priority around staff yber Security training, and seek ssistance from other anctions/directorates i.e. People, Service elivery, etc, to improve completion rates 11/03/2026 31/03/2026 Head of DaTS					Action currently be	eing progressed and c	on target.			On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description					Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC004	5	There is a risk that the legislation because o sta	f non-complia		sanctions and loss of		ARAC (CB)	SPPC	20	20	8	Cautious (Above Appetite)
	Contro	ols Actions	Original Due Date	Est' Completion Date			Commo	ent			Action Status	
Review res	Review resource and structure of IG Team 31/03/2025 31/10/2025 Head of Governance, Strategy and Performance						urce paper draft oped. Action P	ed for discussion with	n Director and	business cas	se to be	3-9 months from original due date
	Undertake review within SFRS to ascertain policy compliance 01/04/2025 01/04/2025 Head of Governance, Strategy and Performance					Work	delayed due to	existing workloads.	Discussions or	going with F	-cs.	3-9 months from original due date

Risk ID	Strategic Outcome	Risk Description					Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FSC005	5	There is a risk that the Ser to achieve its strategic of government finances	objectives. Ad	ditional pressur	e has been placed	lupon	ARAC (CB)	FSC	16	16	8	Minimalist Above Appetite)
	Contro	ols Actions	Original Due Date	Est' Completion Date	Owner			Commer	nt			Action Status
	ount of the d	um term financial plan, eveloping strategic service	31/03/2025	31/08/2025	Head of Finance and Procurement	2025. Dr being alig	aft budget alloo ned to SFRS St Discussions cor	will be reported to the cation has been proving rategy and Priorities watinue with SG re final	ded for 25/26 with the aim o	which is cur f achieving a	rently balanced	3-9 months from original due date

Risk ID	Strategic Outcome	Risk Description					Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FSC019	2	There is a risk that man Operations Control tea because of the age of both whic	m functions, con the hardware a	uld fail and be un	recoverable. This nents involved, mu	is	SDC (SDB)	Director of Finance and Contractual Services	20	16	12	Open (Above Appetite)
	Contro	ols Actions	Original Due Date	Est' Completion Date	Owner			Commo	ent			Action Status
		ort partners to ensure nce is carried out on at risk	31/03/2026	31/03/2026	Action	currently bein	ng progressed and on	target.			On Target or 3 months from due date	
	-	experts are involved in the of the project	Head of DaTS	Action	currently bein	ng progressed and on	target.			On Target or 3 months from due date		

Risk ID	Strategic Outcome	Risk Description					Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FSC022	6	There is a risk of continue necessary skills and exper Function. This is particul. Sections which is provin	ience required arly apparent v g to have a ve	I to support the within the Accou	Finance and Procuntancy and Procu	urement urement	PC (CB)	FSC	16	16	12	Open (Above Appetite)
	Contro	ols Actions	Original Due Date	Est' Completion Date	Owner			Commer	t			Action Status
ensure alig		Procurement Structure to Strategic and Directorate d projects.	31/12/2025	31/12/2025	Head of Finance & Procurement	considere		eloped and shared wit nt finalised structure ions continue	•		_	On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description				Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
POD020	6	There is a risk that the Directors and objectives or provide tim initiatives, due to limited reso	eous support ources and cap	to wider SFRS p acity brought al	rojects and change bout by the current	PC	PEOPLE	16	16	4	Open (Above Appetite)
	Cor	itrols Actions	Original Due Date	Est' Completion Date	Owner		Comi	ment			Action Status
meet strate governance	egic prioritie e and, if app	s for additional resource to s for consideration via roved, undertake the required resources to support critical	Head of People	Majority of Busin with one remaini	ness cases not progres	ssed due to bu	dgetary cons	straints,	3-9 months from original due date		
resources a	Subject to outcomes from business cases, review the resources against the agreed priorities with final outcomes shared with stakeholders 30/09/2025 Head of People					Awaiting outcom	e of business cases.				On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description					vernance gnment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC001	5	There is a risk of the se management information systems resulting in l	from some sou	urces due to ina	-	iate	SDC (CB)	SPPC	15	16	5	Cautious (Above Appetite)
	Contro	ols Actions	Original Due Date	Est' Completion Date	Owner			Comm	nent	•		Action Status
developme - Board Ris - Ongoing S developme - Official St - Establish Group - Continue Governance	Due Date Da					reporting Evidence	g and dashb	4-25. Official statisti board development c vernance work progr underway	on-going. DIG	G Group esta	blished.	On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description					Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
TSA018	2	There is a Directorate r delivery due to insufficien	t capacity bein	•	•	•	PC (TSAB)	TSA	16	16	6	Minimalist (Above Appetite)
	Contro	ols Actions	Original Due Date	Est' Completion Date	Owner			Comment				Action Status
PPE solution	ons in collabo	ory Structural Firefighting pration with Asset e Training Function.	31/03/2024	31/08/2025	Group Commander Training	delivered to	NTC however P	nts are underway acro Portlethen is still awai of resources expected	ting arrival of I	PPE. NTC is a		Over 9 months from original due date
Review of staff retent		ng instructor / examiner	31/03/2025	and the Job I Evaluation Te	Evaluation Tean eam is now read	ly underway, and an on will be shared immingly to provide updated with employees in dure	nently. Subjec d grading infor	t to this, the	Job	3-9 months from original due date		
define com	define competency mapping requirements and 31/05/2025 31/05/2025 Commander acqu						maintenance.	ng, is collating a full lis Once completed, this outiny before engagen	s will be share	d with the Tr	aining	On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description					Governance SLT Risk Owner Risk Rating Previous Target Alignment Risk Rating Risk Rating							
TSA019	2	There is a Directorate ris due to the limited fina location of our Training which could result in cu skills & capacity and	nce/budget av Estate and the rrent and futu d associated le	railable for cap erefore lack of re negative im	ital investme access to ap pact on curr	ent, condition and propriate facilities, ency in operational	ur training delivery nt, condition and propriate facilities, ncy in operational PC (TSAB) Director of Training, Safety and Assurance							
	Contro	ols Actions	Original Due Date	Est' Completio n Date	Owner		Action Status							
		of Dundee Airport site welfare facilities).	30/06/2024	30/06/2025	Head of Training	of Dundee Airport's the Training budget order, are predicted	s CFBT facility and time frames for the take between the condense of the condense for the condense frame from the condense for the condense fo	ensure suitability and re expected by Prope or the required works en 1 – 3 months. A part CFBT facility, challen ented in June FMT.	rty by end Jund (3 adaptation aper, for inform	e 25. If costs requests) fro nation only, (are within om point of detailing	Over 9 months from original due date		
support a	and oversee on granted, a ed, for the ne	roperty Function to tenders priced, planning and the delivery of works ew welfare facility at	01/12/2025	01/12/2025	Head of Training	A fee quote for the welfare unit has been received by Property however Building Control have confirmed the need to increase the insulation of the welfare unit to bring it up to current building standards. An order for professional services to commence the design and specification of works to relocate the unit to Portlethen, in a temporary location initially to allow for its refurbishment, has been raised by Property. Once Property receive the design and specification Robertsons will begin tendering the works and proceed to an order upon satisfactory tender returns.						On Target or 3 months from due date		
Liaise with Assets / Property to support and oversee the timeline and delivery of works required for the new welfare facility at Sumburgh Training Centre. Head of Training Temporary control measures are in place to manage the impact of a lack of on-site welfare facilities. Property Services are at the development stage with plans for replacement of the current 'welfare building' and the addition of a shower, WC and changing room block.							On Target or 3 months from due date							
requirements, planning, procurement, tendering 30/09/2026 30/09/2026 Training Property and SMEs will indicate conclusion of this project.						On Target or 3 months from due date								

Appendix A – Significant Risks – July 2025

Work with Assets to support the replacement schedule to address the aging fleet within the Training Function.	31/03/2026	31/03/2026	Head of Training	All training sites have been contacted requesting a vehicles defects list, this list will support discussions with Fleet to highlight faults and replacement vehicle requirements.	On Target or 3 months from due date
Work with Property to oversee the new Structural Collapse Simulator introduced at NTC	31/03/2026	31/03/2026	Head of Training	The collapsed structure simulator at NTC is nearing completion, a full inspection from	On Target or 3 months from due date
Work with Property to oversee the refresh of the 7 CFBT sites, to ensure Attack, Demo and Villa facilities are fit for purpose.	31/03/2026	31/03/2026	Head of Training	NTC is the first site to see the installation of the Attack Box. Across the remaining 6 sites several amendments and or improvements are required; positioning of Attack Box Handles, Attack Box Probes and sacrificial plates for UHPFS, position and construction of doors, amendments required to floor coverings, and securing mechanisms required for roof boards. Discussions are underway with Property to address the required works.	On Target or 3 months from due date

Risk ID	Strategic Outcome	Risk Description				Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
OD001	abstraction and sickness levels lead to ineffective workforce planning, result, we would be failing to provide a resilient fire control capabilit Original Est'				t, recruit, personnel, high workforce planning, as a		6	Minimalist (Outwith Appetite)			
	Controls	Actions	Original Due Date	Est' Completion Date	Owner		Comn	nent			Action Status
_	and impleme ent strategy	ent and active	01/08/2024	30/06/2025	Head of Function	with expected Go planning. WFPR01 transfers). Profess placing into Functi 3 WC over TOM (ir expected retireme	has been communica Live 5 May 2025. Str 18 forms completed f sional Discussions car fonal Roles within new ncluding NMS second ents). Central Staffing vised completion date	ucture is being or impacted staried out for 7 V w structure. Ar ment and work informed of re	built by workfo off (e.g. reversion /C and 5 CC to interpretal rangements mand force profiling to viewed minimu	rce ns, nform de for for	Over 9 months from original due date
-	Explore targeted development of OC Management (Supervisory to Strategic level).		31/03/2025	30/06/2025	Head of Function	Directorate and inp Behaviours, Manag Practice. This will b with outcome of Cr	gement Engagement Sout from West LSO are ging Employee Perforn be supported by FDOs rew Commander (Cor e.(revised completion	a. focusing on nance, Standard s from Lanarksh atrol) process - t	Culture, Values Is and Managen ire LSO area. To his has been	nent in align	3-9 months from original due date

Risk ID	Strategic Outcome	Risk Description				Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SD001	statutory duty and also potentially bring reputational damage to the Ser			uld be failing to meet our	SDC (SDR)	Director of Operational Delivery	15	15	10	Minimalist (Outwith Appetite)	
	Controls Actions		Original Due Date	Est' Completion Date	Owner		Comm	ent		A	action Status
	Disaster Rec	olementation of overy System (for EOC	31/12/2023	31/07/2025	Head of Function	Work continues with supplier NEC for a working solution to replace moder mobilisation kit.				odem	Over 9 months from original due date
and imple	Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1		31/12/2023	31/12/2025	Head of Function	Project now move initial fact-finding venvironment in ea	now concluded with d onto Phase 1 - Plan workshops which will rly December. Estima ill be December 2025	ning and Imple work to delive ted completion	mentation, with r the initial 'san n date of ICCS	h idpit'	Over 9 months from original due date

Risk ID	Strategic Outcome	Risk Description				Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC016	5	and Analytical Plat	s to ensure that SFRS are familiar and able to use Fire and Rescue Data nalytical Platform (FARDAP) resulting in a loss of data and reporting, leading to increased costs and reputational damage				Head of Governance, Strategy and Performance	15	15	5	Minimalist (Outwith Appetite)
	Controls Actions		Original Due Date	Est' Completion Date	Owner		Comm	ent		А	ction Status
register to	Project team established with project risk register to manage the transition between IRS and FARDAP Head of Governance, 01/06/2025 01/06/2025 Strategy and Performance			Strategy and	Project team in place, project risk register in place					On Target or 3 months from due date	

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS008	4	There is a risk of that the Service will be unable to achieve environce commitments of 6% per annum; Because of limited investment or are achieved through current projects	nticipated saving targets not being	ARAC (SDB)	FSC	12	12	8	Open (Within Appetite)
Number of	control Action	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
3		1	1			1			

Risk ID	Strategic Outcome	Risk Des	scription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS011	5		ere is a risk to the Service where incidents of fraud are undet agness or a lack of awareness by individuals to follow policy a	•	ARAC (CB)	FCS	12	12	9	Minimalist (Above Appetite)
Number of (control Action	S	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
1			0	1			0			

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS015	6	points o rete	a risk of a number of issues with regards to staffing, including the a f failure across a number of key roles, lack of succession planning, a ntion rates and staff training; Because of a very buoyant job market challenges and the need to review and update structure within sect	ge profile of staff in senior roles, staff in fleet and property, pay grades	ARAC (SDB)	FCS	12	12	8	Open (Within Appetite)
Number of o	control Action	s	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
1			0	0			1			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS020	5	There is a risk of SFRS not achieving best value from the resourc systems and processes, a failure to respond to changing risks an		ARAC (CB)	FCS	12	12	8	Open (Within Appetite)
Number of o	control Action	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mc	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
2		0	1			1			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS021	2	There is a risk of SFRS Property, Fleet and Equipment Assets failing Because of a lack of sufficient capital investment fr	•	ARAC (SDB)	FCS	12	12	8	Open (Within Appetite)
Number of (control Action	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mc	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
5		5	0			0			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS023	5	There is a risk to the Service where delays are experienced in ir Extensions of the current finance system contract will end over the be experienced if further extensions are	e next two years and challenges will	ARAC (CB)	FCS	12	12	9	Cautious (Above Appetite)
Number of o	control Action	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
2		2	0			0			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS024	5	There is a risk of failure to deliver the capital programme du	e to capacity of current staffing levels.	ARAC (SDB)	FCS	12	12	4	Open (Within Appetite)
Number of (control Action	Number of Control Actions on Target or 3 months fro due date	m Number of Control Actions 3-9 m	onths from origi	nal due date	Number of Co due date	ntrol Actions Ov	er 9 months f	rom original
1		1	0			0			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
FCS025	6	There is a risk to the Service where essential mandatory training for could put staff at risk or the Service may suffer disruption if no suita address workload.	7 7	PC (CB)	FCS	12	12	4	Open (Within Appetite)
Number of o	Number of Control Actions		Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	om original
1		1	0			0			

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
POD015	2	There is a risk that the People and Finance teams are unable to effectively support the significant number of concurrent Pensions related exercises and associated implementations due to competing priorities and capacity constraints, and the ability of external partners to confirm requirements			PC (CB)	PEOPLE	12	16	4	Cautious (Above Appetite)
Number of (Number of Control Actions on Target or 3 months from due date		Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Co due date	ntrol Actions Ov	er 9 months fi	rom original	
3	3 0		2			1				

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
POD018	5		There is a risk that SFRS is not fully compliant with Data Protection requirements due to a lack of fective processes related to how employee data is stored, accessed and maintained in paper based and electronic Personal Record Files			PEOPLE	12	12	4	Cautious (Above Appetite)
Number of o	Number of Control Actions on Target or 3 months from due date		Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original	
4			0	4			0			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
POD022	6	There is a risk to maintaining positive and harmonious employe potential legal challenge as a result of a lack of prioritisation du approach to employee relations investig	ue to capacity and inconsistent	PC (CB)	PEOPLE	12	12	4	Cautious (Above Appetite)
Number of	control Action	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mc	onths from origi	nal due date	Number of Co due date	ntrol Actions Ov	er 9 months f	rom original
3		3	0			0			

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
PPP004	1		is a risk of insufficient levels of qualified and skilled Fire Safety Enforcement resources due to nges with recruitment, training/qualification requirements, finances, ICT and retention of staff			PPP	12	12	4	Open (Within Appetite)
Number of o	Number of control Actions Number of Control Actions on Target or 3 months from due date		<u> </u>	Number of Control Actions 3-9 mc	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months fr	om original
3	3 1 2		2			0				

Risk ID	Strategic Outcome	Risk Des	scription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SD006	2		is a risk that Service Delivery is unable to maintain an effecti the Directorate because of challenges relating to the recruitr staff	• •	PC (CB)	OD	12	12	8	Minimalist (Above Appetite)
Number of	control Action	S	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
2			2	0			0			

Risk ID	Strategic Outcome	Risk Des	scription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC007	5		s a risk that the services reputation is adversely affected due consultation plans and supporting management processes r stakeholder and public confidence	esulting in a loss of workforce,	ARAC (CB)	SPPC	12	12	12	Cautious (Above Appetite)
Number of	Number of Control Actions on Target or 3 due date		Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Co due date	ntrol Actions Ov	er 9 months f	rom original
1			1	0			0			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC012	5	here is a risk that the service has inadequate organisation security because of a lack of up to date corporate security arrangements resulting in risk to staff and the public		ARAC (CB)	OD	12	12	8	Cautious (Above Appetite)
Number of (Number of control Actions Number of Control Actions on Target or 3 months from due date		Number of Control Actions 3-9 mc	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months fr	om original
2	2 1 1		1			0			

Risk ID	Strategic Outcome	Risk Des	scription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
TSA014	There is a risk of not being able to demonstrate legislative compliance because of gaps identified in risk control measures, management arrangements and alignment with recognised standards resulting in potential criminal/civil litigation, and reputational damage.			PC (TSAB)	TSA	12	12	4	Minimalist (Above Appetite)	
Number of (lumber of control Actions		Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
1	1 0		1			0				

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
POD016	6	There is a risk that outdated 'Trainee Firefighter Development to Competent Policy and Procedures' and a lack of clarity amongst employees and managers around process leads to incorrect application of the MA/SVQ process, particularly for new apprentices			PC (CB)	PEOPLE	9	9	4	Minimalist (Above Appetite)
Number of o	Number of control Actions Number of Co		Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from orig	nal due date	Number of Co due date	ntrol Actions Ov	ver 9 months f	rom original
1	1 0		1			0				

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SD003	2	There is	nere is a risk of SFRS operational availability systems reaching end of life and failing and the existing supplier ceasing to support or maintain legacy systems.		SDC (SDB)	OD	9	9	9	Minimalist (Above Appetite))
Number of o	control Action	S	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months fi	rom original
0	0 0		0			0				

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SD004	2	There is a risk of failing to maintain a standard suite of Policies beca the consultation timeframe. This would result in having an inconsist and could lead to possible operational fa	tent approach to service response	SDC (SDB)	OD	8	8	6	Cautious (Within Appetite)
Number of	control Action	Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 mo	onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original
1		0	0			1			

Risk ID	Strategic Outcome	Risk Description		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC003	5	There is a risk that the service does not have an appropriate and effective governance arrangements in place resulting in loss of public and stakeholder confidence.			SSPC	8	8	8	Cautious (Within Appetite)
Number of o	control Action	Number of Control Actions on Target of due date	or 3 months from Number of Control Actions 3-9			Number of Co due date	ntrol Actions Ov	ver 9 months f	rom original
1		1	0	0		0			

Risk ID	Strategic Outcome	Risk Des	scription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC013	7		There is a risk that the service fails to secure adequate benefits from collaboration and partnership working due to a lack of effective management and the coordination and sharing of information			SPPC	8	8	8	Open (Below Appetite)
Number of o	Number of control Actions		Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 months from original due date		Number of Cor due date	ntrol Actions Ov	er 9 months fi	rom original	
3			1	2		0				

Risk ID	Strategic Outcome	Risk Des	scription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC014	5	There is	There is a risk that the service fails to demonstrate robust Business Continuity Planning arrangements, demonstrating lessons learned from Covid and other events			PPP	8	8	8	Cautious (Within Appetite)
Number of o	Number of control Actions		Number of Control Actions on Target or 3 months from due date	G C C C C C C C C C C C C C C C C C C C		Number of Cor due date	ntrol Actions Ov	ver 9 months f	rom original	
0			0	0		0				

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
POD021	6	Fire	s a risk to maintaining an effective Retained Duty System and meetin Scotland Act as a result of the impact of revisions to On Call T&Cs a ements, in particular effective management to meet the requireme	and associated policy / procedural	PC (CB)	PEOPLE	6	9	4	Minimalist (Above Appetite)
Number of o	Number of control Actions		Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 months from original due date		Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original	
1			0	1		0				

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
POD023	6		There is a risk to maintaining positive and harmonious employee relations within SFRS as a result of current and lanned organisational change activity for which the Service does not yet have an agreed suite of framework and accompanying policies/guidance related to the impact of change on colleagues.			PEOPLE	6	9	4	Open (Below Appetite)
Number of (Number of control Actions		Number of Control Actions on Target or 3 months from due date	Number of Control Actions 3-9 months from original due date		Number of Cor due date	ntrol Actions Ov	er 9 months f	rom original	
2			2	0			0			

Appendix B - Other Risk Summary - July 2025

Risk ID	Strategic Outcome	Risk Des	cription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
PPP006	1	2005, to	ere is a risk of SFRS being unable to undertake the powers detailed under Section 29 of the Fire (Scotland) Act 105, to investigate the origin, cause and development of fires and fulfil it's obligations under the Joint Protocol reement with Police Scotland, British Transport Police and Forensic Services - Scottish Police Authority, due to a shortage of staff who have appropriate accreditation		SDC (SDB)	PPP	6	6	4	Minimalist (Above Appetite)
Number of o	Number of control Actions		Number of Control Actions on Target or 3 months from due date	· ·		Number of Control Actions Over 9 months from original due date				
1			0	1		0				

Risk ID	Strategic Outcome	Risk Des	scription		Governance Alignment	SLT Risk Owner	Risk Rating	Previous Risk Rating	Target	Risk Appetite
SPPC015	3		There is a risk that the services consultation and engagement processes do not adequately capture stakeholder edback because of a lack of consistency across the organisation resulting in a loss of workforce, stakeholder and public confidence.		ARAC (CB)	SPPC	6	6	6	Ambitious (Below Appetite)
Number of control Actions Number of Control Actions on Target or 3 months from due date Number of Control Actions 3-9 months from due date		onths from origi	nal due date	Number of Cor due date	ntrol Actions Ov	er 9 months f	om original			
0	0 0				0					

		SERVICE DELIVERY CO	OMMITTEE – FORWARD PLAN		Agenda Item 12.1
	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
25 NOVEMBER 2025	 Chair's Welcome Apologies for Absence Consideration of and Decision of any Items to be taken in Private Declaration of Interests Minutes Action Log Review of Actions Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days Date of Next Meeting 	Standing/Regular Reports Update from HMFSI Operational Learning	 Standing/Regular Reports Service Delivery Update Service Delivery Performance Reporting: Quarterly Performance Report, HMFSI Inspection Action Plan Updates Strategic Risk Summary and Committee Aligned Directorate Risks Spotlight Risks: TBC SFRS Complaints and Compliments Annual Report 2024/25 	Standing/Regular Reports •	Standing/Regular Reports •
		New Business •	New Business •	New Business •	New Business •
24 FEBRUARY 2026	 Chair's Welcome Apologies for Absence Consideration of and Decision of any Items to be taken in Private Declaration of Interests Minutes Action Log Review of Actions Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy 	 Standing/Regular Reports Update from HMFSI Operational Learning 	 Standing/Regular Reports Service Delivery Update Service Delivery Performance Reporting: Quarterly Performance Report, HMFSI Inspection Action Plan Updates Strategic Risk Summary and Committee Aligned Directorate Risks Spotlight Risks: TBC 	Standing/Regular Reports •	Standing/Regular Reports •
	Days • Date of Next Meeting	New Business •	New Business Marmot	New Business •	New Business •

New item – Influencing Factors on the Outcome of Operational Incidents (David Farries): Proposed at Forward Planning mtg on 7 July for the 21 August meeting. Subsequently deferred by DCO Watt with new meeting date to be confirmed.



PUBLIC MEETING – SERVICE DELIVERY COMMITTEE THURSDAY 21 AUGUST 2025

The following reports were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/25-25
Agenda Item: N/A FIO

						Ag	jenda i	tem:	N/A F	Ю	
Report to	0:	SERVICE DELIVERY	COI	MMIT	TEE						
Meeting	Date:	21 AUGUST 2025									
Report T	itle:	ANNUAL REPORT WORKING GROUP	OF	THE	CLII	NICAL	GOV	ERNA	NCE -	TECHN	IICAL
Report Classification:		For Information Only	y		F	or Receptify	ports t	to be h ale bel	eld in	tings C Private erring er 9	е
					<u>A</u>	<u>B</u>	<u>C</u>	D	E	<u>F</u>	<u>G</u>
1	Purpose										
1.1	To provide the Service Delivery Committee with a high-level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2024/25. This report also provides assurances around the CGTWG membership, meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. The work demonstrates alignment to the seven pillars of clinical governance, along with providing an overview of the key success / achievements over this period. The SFRS Board (through the Service Delivery Committee (SDC) and Strategic Leadership										
	, ,	will be kept informed of) CIII	licai i	пацег	Stillou	gri tilis	annua	ii repoi	ι.	
2	Backgroun The Training	α g, Safety and Assuranc	o Dir	octor	oto (T	SA) ba	10. 00rd	od orr	angom	onte or	nd are
2.1	continuing to	o work in partnership w ational Clinical Governa	ith th	e Sco	ottish A	Aṁ́bula	ince S	ervice ((SĂS) t	to deliv	er the
2.2		andum of Understandir ty Chief Officer and the	• (,				_		igned k	by the
2.3	A Service Level Agreement (SLA) for the OCGF was drafted by the SFRS legal team to formalise the OCGF arrangements with SAS. The SLA has now reached the 3-year review period and further consultation with SAS on the SLA is in progress, in alignment with the procedures set out in the MoU.										
3	Main Repor	ain Report/Detail									
3.1		To review and note the contents contained within the CGTWG's annual report 2024/25 blease see Appendix A.									
3.2		As with previous CGTWG annual reports presented to the SDC any feedback on the report would be welcomed in relation to how this could be improved.						report			
4	Recommen	dation									
4.1	For the SDC	to note the content of	this ı	For the SDC to note the content of this report and provide feedback accordingly.							

5	Key Strategic Implications
5.1 5.1.1	Risk Appetite and Alignment to Risk Registers In relation to exploring new ways to deliver out training for casualty care and our approach for operational activity to provide better outcomes, SFRS has an open approach. The SFRS requires to have in place a suitable system of Clinical Governance to ensure the safety of its people and the public. We work with sectoral partners and others in having an appropriate influence on the regulations and standards we operate to. Clinical Governance risk registers are in place and feedback into the Training function Risk Register process.
5.2 5.2.1	Financial Our on-going collaboration with SAS cover time allocated by two seconded members of staff and expenses, circa £36k (VAT inc.) for work conducted during 2024/25, providing best value.
5.3 5.3.1	Environmental & Sustainability Not applicable
5.4 5.4.1	Workforce SFRS crews are trained and are provided with the relevant equipment to deliver high quality care.
5.5 5.5.1	Health & Safety Not applicable
5.6 5.6.1	Health & Wellbeing Not applicable
5.7 5.7.1	Training Material has been reviewed in collaboration with SAS colleagues to ensure this aligns to clinical governance standards. SFRS firefighters are trained to provide high quality clinical care in the differing situations they encounter.
5.8 5.8.1	Timing The annual report is aligned to the reporting year and to demonstrate the progress and work being carried out relating to clinical governance within SFRS.
5.9 5.9.1	Performance Not applicable
5.10 5.10.1	Communications & Engagement Not applicable
5.11 5.11.1	Legal A clinical risk management approach is in place to reduce the likelihood of harm to casualties and potential legal challenges against the SFRS for providing sub optimal care.
5.12 5.12.1	Information Governance DPIA completed No. If not applicable state reasons. – Nothing related within this report.
5.13 5.13.1	Equalities EHRIA completed No. If not applicable state reasons. – not required as part of this annual assurance report submission.
5.14 5.14.1	Service Delivery To improve the level of care SFRS Firefighters provide our communities when responding to incidents that require casualty care.

6	Core Brief	Core Brief				
6.1	Not applicable					
7	Assurance (SI	FRS Boar	d/Committee Meetings ONLY)			
7.1	Director:		Craig McGoldrick, Director of Training, Safety and Assurance			
7.2	Level of Assu (Mark as appr		Substantial/Reasonable/Limited/Insufficient			
7.3	Rationale:		SFRS has been working in partnership with SAS since 2021 to develop a robust clinical governance process and clinical risk management approach. The work of the CGTWG has made good progress in achieving these outcomes.			
8	Appendices/F	urther Re	ading			
8.1	Appendix 1 CG	TWG Ann	ual Report 2024/25.			
Prepared by: Niall Mad		Niall Mad	cLennan, Group Commander Training Function			
Sponsored by: Steven C		Steven C	Campbell, Area Commander Training Function			
Presented DV.		Craig Mo Assurance	cGoldrick, Assistant Chief Officer, Director of Training, Safety and ce			

Links to Strategy and Corporate Values

SFRS Strategic Plan 2022-25

Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks

Outcome 3 – We value and demonstrate innovation across all areas of our work

Outcome 7 – Community safety and wellbeing improves as we work effectively with our partners

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	21 August 2024	For Information Only



Scottish Fire and Rescue Service (SFRS)

Operational Clinical Governance Technical Working Group

Annual Report 2024/25

1. Purpose

1.1 To provide the Service Delivery Board (Clinical Governance Committee) and Service Delivery Committee with a high-level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2024/25. This report also provides assurances around the CGTWG membership, and meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. The work demonstrates alignment to the seven pillars of clinical governance, along with providing an overview of the key success / achievements over this period.

2. Background

- 2.1 The SFRS's primary role continues to be a Fire and Rescue Service; however, the Service assists partner emergency services in a range of duties. In both roles, SFRS operational personnel could be reasonably expected to have to deal with casualties and patients. SFRS thereby has a corporate responsibility to ensure all reasonable measures are in place to safeguard the safety of patients, casualties and our own personnel in line with the SFRS 'Our Values'.
- 2.2 For the period of the report the requirement to provide an appropriate casualty care response fell under our SFRS Strategic Plan 2022-25 specifically:
 - Outcome 2 Communities are safer and more resilient as we respond effectively to changing risks
 - Outcome 3 We value and demonstrate innovation across all areas of our work
 - **Outcome 7** Community safety and wellbeing improves as we work effectively with our partners.
- 2.3 SFRS is not a primary medical response service and therefore does not have the necessary required clinical expertise for all aspects of clinical governance. Consequently, SFRS rely on the Scottish Ambulance Service (SAS) for some aspects of its clinical governance, as detailed within section 3, below. The SFRS continue to work with SAS partners to provide a clinical governance framework for policies, procedures, training and equipment for the provision of casualty care. The guidance and support provided by SAS is laid down clearly within the Memorandum of Understanding (MoU) and drafted Service Level Agreement (SLA).

- 2.4 The CGTWG was Chaired by the Training Safety and Assurance Directorate Group Commander with the Casualty Care reference during the financial year ending 31 March 2025 and was attended by: -
 - Group Commander Training
 - Station Commander Training
 - Group Commander Operational Assurance
 - Station Commander Operational Assurance
 - Station Commander Operations
 - SFRS Information Governance Manager
 - SFRS Legal Services Manager
 - SFRS Equality and Diversity Manager
 - SFRS Senior Health and Safety Adviser
 - SAS Clinical Governance Manager
 - SAS Clinical Effectiveness Lead

The group scheduled four meeting dates for the 2024/25 period, as detailed below: -

- 29 May 2024
- 14 August 2024 (*meeting cancelled at short notice)
- 21 November 2024
- 20 February 2025

3. High-Level Overview of Work Aligned to the Seven Pillars of Clinical Governance

The SFRS Clinical Governance Structures were previously submitted to the Service Delivery Committee in November 2023 for agreement. The agreed structure follows the established seven pillars of clinical governance, and this annual report is therefore aligned to these pillars, as detailed below.

3.1 Leadership and Governance

Key aspects of the work undertaken by the CGTWG are reported through the governance structures within Service Delivery and Training, Safety & Assurance directorates a appropriate. The SFRS Board (through the Service Delivery Committee (SDC) and Strategic Leadership Team (SLT) are kept informed of clinical matters through both quarterly updates and this annual report combined. The development in this area over the previous two years, demonstrates an appropriate system in relation to the overall reporting processes and therefore assurances now being provided, together with the scrutiny applied.

3.2 Training, People Management and Support

Medical and casualty care training of SFRS personnel to appropriate levels continues to be progressed with the guidance and support of the SAS. The medical training packages have all been reviewed by SAS subject matter experts on behalf of the SFRS in line with latest clinical developments, best practice guidelines and to ensure continual professional development. An ongoing review of casualty training by SAS continues to be undertaken and training input amended to reflect recommendations for best practise.

Through the partnership approach with SAS there has been an opportunity to align treatment procedures and techniques where appropriate, helping to ensure that there is a continuity in the Pre-hospital care provided by partners ensuring we are working toward improving casualty outcomes for our communities.

In conjunction with the SAS the SFRS continue to monitor trends in the type of medical support required for incidents attended with the support of our Operational Assurance team. Under the agreed clinical governance arrangements with SAS this should help ensure SFRS firefighters are trained to provide high quality clinical care in the differing situations they encounter.

People management continues to be monitored through SFRS People, Training, Safety and Assurance and Service Delivery Directorates to ensure suitable numbers of trained personnel are maintained and balanced accordingly across the Service. This includes provision of the appropriate medical and casualty care skills for Service personnel who provide specialist rescue response capabilities. The Services 'Training Needs Analysis' procedure is utilised and is an effective tool towards supporting a balance of medically trained personnel across the SFRS.

As part of SFRS's commitment to promoting heathy working environments for all personnel, support is being provided through the current provision of Post Incident Support Procedure (PISP).

3.3 Equipment

The equipment employed by the SFRS to assist with casualties and patients continues to be agreed and regularly reviewed by the SAS where appropriate on behalf of the SFRS, in line with current best practice and clinical guidance requirements. The CGTWG with relevant representation, including SAS ensures the pathway for the review, procurement and implementation of equipment, thus ensuring SFRS crews can be provided with necessary equipment to deliver high quality care.

3.4 Clinical practice

Following the introduction of the initial Operational Clinical Governance Framework, good progress continues to be made in relation to the work activities detailed within the agreed action plan, contained within the Framework document. Relationships between SFRS and SAS have also strengthened through regular dialogue. Our approach aims to enable us to further develop and improve the delivery of casualty care outcomes for our communities, together with the competency of operational personnel, an area we aim to be able to evidence in more detail as we evolve.

3.5 Audit and continuous improvement

Following an initial review of related SFRS training content in 2021, to ensure it meets with best practice SAS continue to review and advise on casualty care content and delivery. Our Casualty Care Practitioners Group provides a crucial platform to manage this work, which further supports improvements we can make towards the level of casualty care we provide our communities. Arrangements are also in place with SAS through the CGTWG with the SAS to develop an ongoing audit programme of SFRS's clinical activity. Learning and continuous improvement that arises from all of this will now be managed through our established governance process.

3.6 Risk management

Risk management arrangements relating to the partnership approach adopted by SFRS and SAS for clinical governance have been considered and agreed as part of the MOU and SLA.

3.7 Patient and Public Involvement

In comparison to SAS and other clinical response and care organisations SFRS personnel a limited amount of casualty contact time for gaining 'operational' experience.

The SFRS therefore continue to take learning when and where appropriate from the SAS in a way that is meaningful to the level of casualty care provision that SFRS has responsibility for.

4. Key Successes/Achievements throughout 2024/25

- A full review of National Training Standard for Casualty Care has been initiated as part of the Training Functions internal review programme. This has included cross-referencing of required units and elements set out by the NFCC and the Royal College Surgeons of Edinburgh, in relation to the pre-hospital provider competencies required for Fire & Rescue Services. Feedback from instructional staff, Service Delivery managers and end users has been taken into consideration and the next version of the training standard is likely to include the introduction of an 'instructor' level, in addition to operators and intermediates.
- One of the CGTWG's keys workstreams has focused on the additional of some addition medical equipment to the casualty care packs carried on front line appliances, as recommend by SAS as part of the clinical governance review. Details of the recommended equipment and progress status is as follows:
 - Variable flow O2 masks to support management of O2 application with pulseoximeters – Inclusion in the casualty care packs now agreed through Service Delivery and Assets and item now ready for procurement through approved supplier.
 - Olaes and Haemostatic dressings to support management of major bleeds Inclusion in the casualty care packs now agreed through Service Delivery and Assets and item now ready for procurement through approved supplier.
 - Combat Tourniquets to control and manage major limb bleeds Now purchased for casualty care packs and electronic equipment cards (EICs) and training materials have been developed.
 - Russel Chest Seal dressing to manage penetration injuries into the chest and abdomen - Inclusion in the casualty care packs now agreed through Service Delivery and Assets and item now ready for procurement through approved supplier.
- Ongoing review of the casualty care training and support materials has been undertaken, in line with the Services continuous improvement ethos. This has included associated updates to the learning and support materials, available on the LCMS platform for end users and for the materials used to support training delivery by instructional staff and ICAT Intermediates at a station level.
- The establishment of a clinical governance risk register is one of the outcomes set out in the CGTWG ToR. This currently highlights three risks for the Service, all of which relate to the proposed inclusion of additional inventory for operational trauma packs, recommended as best clinical practise by SAS. With agreement now in place to purchase the additional equipment the outstanding risks on the clinical governance register will have been appropriately actioned once all the equipment is on-the-run.
- Over the 2024/25 period the CGTWG have been working closely with the Extrication in Trauma (EXIT) Project UK leads with a view of introducing the EXIT project principles into the SFRS. The EXIT Project, promoted by the NFCC focuses on improving the

extrication process for patients involved in vehicle collisions. Primarily the project aims to reduce the time it takes to safely remove patients from vehicles, which can significantly impact their health outcomes. A short explanatory video can be found here. A working group has been established to develop the necessary elements and requirements for the introduction of the project, which is been done in partnership with SAS, NHS and Police Scotland.

• Ten Second Triage (TST) is a procedure currently in use across the UK as part of the countries Marauding Terrorist Attack (MTA) response procedures. The TST tool, designed for use by non-clinical responders as a rapid assessment tool to identify those needing immediate help before NHS responders arrive. The approach is based on simple observations like mobility, major bleeding, and responsiveness. Working in partnership with Scottish Ambulance Service (SAS) the CGTWG has begun work to adopt and implement the Ten Second Triage (TST) tool for use by frontline personnel, to assist with the management of other incidents involving mass casualties, such as road or rail transport incidents.

5. Casualty Care Practitioner Group

5.1 The Casualty Care Practitioners Group was established to bring together subject matter experts from SFRS and SAS to drive forward casualty care improvements and actions arising from Clinical Governance Technical Working Group. The SFRS members of the group have received a higher level of medical and casualty care training, having attended Prehospital Trauma Life Support (PHTLS) courses and support the quality assurance processes for casualty care. The Practitioners Groups primary focus is on the continual review of the ICAT courses, through developing new learning materials, content and delivery methods, as well as co-ordinating ICAT Instructor CPD days. In addition to this the group also support and advise on other casualty care related project work, such as the EXIT project and the Ten-Second-Triage assessment tool.

6. Closing Remarks

6.1 SFRS has a responsibility to ensure that we have the capability to provide an appropriate casualty care response, in line with our Fire & Rescue Service duties. In developing our Clinical Governance structure and workstreams we are continuing to take the necessary steps to ensure that we can provide safe, effective and appropriate practices when managing casualties. Over the 2024/25 period we have maintained the application of an effective clinical governance structure and associated working practices. Our partnership working with the SAS is key to this success and together we have continued to comprehensively review, develop and improve our clinical practices.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC26-25

Agenda Item: N/A FIO

				ΑÇ	jenda l	item:	N/A F	10				
Report t	o:	SERVICE DELIVERY COM	MITTE	E								
Meeting Date:		21 AUGUST 2025										
Report 1	Γitle:	MUSEUM OF SCOTTISH F	IRE HI	ERITA	GE – Y	EAR (ONE E	/ALUA	TION			
Report Classification:		For Information Only	For Reports to be I Specify rationale be					SFRS Board/Committee Meetings Of For Reports to be held in Private Specify rationale below referring to Board Standing Order 9				е
			<u>A</u>	<u>B</u>	<u>C</u>	D	E	<u>F</u>	<u>G</u>			
1	Purpose											
1.1		mbers of the Service Delivery Heritage, Year 1 Evaluation					opy of	the <i>Mu</i>	iseum			
2	Background											
2.2	The Museum of Scottish Fire Heritage (MoSFH) opened in June 2023. Supported through significant investment from Scottish Fire and Rescue Service (SFRS), and led by the Fire and Rescue Heritage Scotland Trust, the museum has become a 5-star tourist attraction based at McDonald Road Community Fire Station, Edinburgh. The corresponding evaluation document covers the first year of opening, July 2023 - July 2024, detailing all aspects of museum operations throughout that period and includes next steps for the coming year.											
3	Main Report/D	Detail										
3.1	The MoSFH is	a key Community Safety En Prevention Strategy and Com										
3.2	Scotland, and	allows SFRS to demonstrate to the world, whilst also enabled dengagement opportunities w	oling th	ne deli	very o	f key	moderi	n fire				
3.3	The evaluation covers in detail: • Mission and Objectives • Operations • Performance • Volunteer Case Studies • Next Steps											
3.4	key stakeholde commitment fo	will be utilised to share the mers, staff and volunteers. It was continual improvement and museum matures.	will act	asa	mecha	ınism t	o dem	onstra	te the			

4	Recommendation
4.1	SDC members are asked to note the content of the evaluation and promote to relevant stakeholders.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers
5.1.1	Not applicable
5.2	Financial
5.2.1	Not applicable
5.3	Environmental & Sustainability
5.3.1	Not applicable
5.4	Workforce
5.4.1	Not applicable
5.5	Health & Safety
5.5.1	Not applicable
5.6	Health & Wellbeing
5.6.1	Not applicable
5.7	Training
5.7.1	Not applicable
5.8	Timing
5.8.1	Not applicable
5.9	Performance
5.9.1	Not applicable
5.10	Communications & Engagement
5.10.1	The evaluation document will be made accessible via the MoSFH website and shared with key stakeholders.
5.11	Legal
5.11.1	Not applicable
5.12	Information Governance
5.12.1	DPIA completed Yes/ No . If not applicable state reasons.
5.13	Equalities
5.13.1	EHRIA completed Yes/ No . If not applicable state reasons.
5.14	Service Delivery
5.14.1	Not applicable
6	Core Brief
6.1	Not applicable

7	Assurance (SFRS Board/Committee Meetings ONLY)				
7.1	Director: Jon Henderson, Director of Prevention				
7.2	Level of Assurance: Substantial/Reasonable/Limited/Insufficient (Mark as appropriate)				
7.3	Rationale:	Heritage is an important subject matter.			
8	Appendices/Further Reading				
8.1	Appendix A: MoSFH Eva	aluation.			

Prepared by:	Kelly McMeekin, Museum Manager			
Sponsored by:	Cathy Barlow, Deputy Head of Prevention			
Presented by:	Jon Henderson, Assistant Chief Officer, Director of Prevention			

Links to Strategy and Corporate Values

SFRS Strategic Plan Outcome One: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

SFRS Strategic Plan Outcome Three: We value and demonstrate innovation across all areas of our work.

Corporate Values: Values- Partnership Working and Safety.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Prevention DMT	22 April 2025	For Information
Fire and Rescue Heritage Scotland Trustee Board	28 April 2025	For Decision
Service Delivery Committee	21 August 2025	For Information



Evaluation Report 2023/24



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FOREWORD



Jon Henderson

Assistant Chief Officer SFRS Prevention Directorates

As the Assistant Chief Officer for the Prevention Directorate I am so proud to be able to share the outstanding milestones reached by the Museum of Scottish Fire Heritage since its Opening in 2023. The museum is a key asset in our community engagement strategy across the Directorate. To understand and demonstrate the evolution and impact of firefighting in shaping communities across Scotland, there is no better location or mechanism than the collections of our flagship museum.

Located in the vibrant heart of the Leith community, the museum is a free resource for people across Scotland as well as visitors to Scotland. To increase our reach on a national and international level and to those who cannot access the physical museum space we share free, online resources and meaningful ways to connect with our collection via the Museums website.

Since opening in the summer of 2023, the museum has received over 17,500 visitors and hosted a variety of community events such as Doors Open Day. The museum has also been integral to the Service's Bicentenary celebrations, where we celebrated the 200-year firefighting legacy of James Braidwood and his leadership of the world's first municipal Fire Service in Edinburgh in 1824.

Whilst focusing on the history of the Service, we actively use this history as a link and meaningful mechanism to engage with the public and sharing our safety messaging. Ultimately, we know that by having this focused space for community led engagement we are improving connections, opportunities, and overall wellbeing outcomes for the members of our communities.

I look forward to the museum's continued success in 2025 and beyond.

FOREWORD



Bob Benson

Chair of the Board Fire and Rescue Heritage Scotland

The Museum of Scottish Fire Heritage (MoSFH) has had a hugely successful opening year, welcoming more than seventeen thousand visitors meant the operations of the museum was well tested. One of the main highlights in this inaugural year was the official opening of the museum by the HRH Princess Anne, an event which will be well remembered by all of those in attendance for years to come.

The success of MoSFH is borne of collaboration and positive engagement; we must acknowledge the great support offered to the museum by its key stakeholders, staff team and of course our Heritage Ambassadors Volunteer cohort. The contributions of those organisations and individuals have been crucial as the museum has positioned itself as a unique visitor attraction within Scotland's Capital.

Now we must look to the future and establish next steps to develop our profile and visitor reach even further. The landscape of tourism in Edinburgh is hugely competitive and we must take steps to cement our venue as a must-see destination for visitors and locals . We will do this by monitoring our marketing approach and responding to an enhanced understanding of our visitor groups and their needs. Positioning ourselves in such a way that we create more meaningful opportunities to engage with the public and sustain an environment where people feel welcomed and inspired to visit.

With the success of the first year clear to see I am very much looking forward to further exciting developments and success in the coming years.

SUMMARY

The Museum of Scottish Fire Heritage had an incredible opening year.

We have celebrated some wonderful highs; the site officially being opened by The Princess Royal and receiving a 5-star Visitor Attraction award from Visit Scotland.

At the same time, we must also recognise there are steps required to remain successful. Key elements to our continued success will include a focused and robust marketing plan, ensuring that budget spend in this area generates the maximum return. We must also continue to support the development of our volunteering offer and undertake regular, needs-driven recruitment and training throughout the year.

As a still emergent museum, we must now look to forming greater partnerships within the sector and our local communities. Our community offering needs to continually evolve, reflecting and meeting the needs of our audience. The development of our education program will be a cornerstone of our public offering in the coming years and successful engagement with schools will strengthen that offer to ensure its longevity and relevance.



BACKGROUND

WHERE IT STARTED

Senior officers within Edinburgh Fire Brigade and its successor the South-Eastern Fire Brigade retained and preserved objects relating to the earliest days of firefighting. These objects formed the basis of the heritage collection of the modern Scottish Fire and Rescue Service.



The collection was displayed at Mcdonald Road Fire Station in 1969 and in 1979 the museum was renamed 'The Braidwood and Rushbrook Museum' to reflect the contribution Firemasters Braidwood and Rushbrook made to the Fire Service

After the operational fire station at Lauriston Place moved to Tollcross in 1986, the museum moved into the vacant Victorian building in 1988. It was renamed the 'Museum of Fire' and created a visitor experience that was to make it one of the city's premier 'hidden gems.'





When the eight former Scottish Services merged to create the single Scottish Fire and Rescue Service in April 2013, a decision was taken to close Lauriston Place, due to the building requiring significant and costly modernisation. SFRS were committed to retaining a museum in the City of Edinburgh, and it was agreed the museum should return to its original home at McDonald Road.

NEW MUSEUM OF FIRE

THE NEW MUSEUM OF FIRE

The Scottish Fire and Rescue Service invested significantly into designing and developing a new facility where the museum would be established forming part of the wider McDonald Road site, which also houses a working community fire station.

As a museum for the whole Scottish Fire and Rescue Service, the aim was to display items from across the country, highlighting the history of various brigades as well as national heritage. In addition, the museum has use of a dedicated community space directly above the museum site, where the collection can dovetail with community engagement activity to align with and share current safety messaging and practices. The history of the Service and collection serve as a platform for workshops which are devised and delivered to suit National Curriculum Key Stage Learning Elements. The museum location, next to a modern fully operational community fire station provides further opportunity for community engagement.

The museum cares for 12 historic fire engines from manually drawn and pumped versions from the 18th century, 19th century horse-drawn types including steam powered pumps, early motorised pumps from the 1900's, right through to those of the dramatic Blitz years of World War II and more modern complex fire engines of the of the 1960s. Scottish Fire and Rescue Service has amassed in the region of 10,000 separate items of firefighting and rescue equipment, uniforms, models, books, photographs, magazines and technical manuals, badges, buttons and rank markings, fire masters' letters and historical administration documentation going back more than two centuries. These carefully stored objects are also safeguarded by the Service's collections policy which outlines the care and conservation standards for the collection preserving the history of fire-fighting for future generations.



WHAT WE AIMED TO DO

The Fire and Rescue Heritage Scotland Trust governs the museum with support from the SFRS Prevention Directorate, three full-time staff, and volunteer Heritage Ambassadors who enhance the visitor experience.

OUR AIMS

Develop museum content and open the museum in accordance with industry guidelines provided by the Museums Association and Museums and Galleries Scotland (MGS)

Set in place foundations that would allow us to work towards seeking accreditation with Museums and Galleries Scotland





Create commercial and funding opportunities to provide regular income streams that cover costs and sport the development of the museum, and improve the visitor experience

Devise and implement a financial plan to support the running and future development of the museum on a sustainable basis

Ensure that heritage is an integral part of our community engagement work in building safer communities and providing fire safety education

Develop a calendar of events to showcase our rich heritage collection and engage with a wide and varied section of our communities





Explore different ways to share and promote our heritage collection

Provide a high-quality facility which showcases Scotland's rich fire history and supports the preservation of our fire heritage in line with our charitable aims and objectives

PURPOSE

TO PROVIDE A WORLD CLASS FACILITY THAT SHOWCASES SCOTLAND'S RICH FIRE HISTORY AND SUPPORT THE PRESERVATION OF OUR FIRE HERITAGE IN LINE WITH OUR CHARITABLE AIMS AND OBJECTIVES

MISSION

To provide a high-quality and unique museum experience for visitors, dedicated to the acquisition, conservation, research and communication of fire, firefighting and fire prevention exhibits for the purposes of study, education and enjoyment. To be recognised as a world-class centre for fire history and strive to be acknowledged as a collection of significance.

OBJECTIVES

To promote, raise awareness, and educate the public at large of the function of the Scottish Fire and Rescue Service and the history and development of fire services throughout Scotland.

To actively share the organisational heritage and evolution of the service as a method of engagement with communities and increasing fire safety awareness.

To provide opportunities for individuals, communities and stakeholders to become involved in the heritage work and initiatives of the Scottish Fire and Rescue Service through wider volunteering and employment opportunities.

To promote the preservation, conservation, interpretation & research of the fire services cultural heritage as an integral part of the nation's heritage.

To maintain and further develop a digital archive of the wider Scottish Fire and Rescue Service heritage collection so that this can be accessed by the public / partners for research and personal interest purposes.

To determine and implement financial and marketing strategies to ensure the viability of the Museum of Scottish Fire Heritage and its assets.

YEAR 1 OUTCOMES

MARKETING

- Museum officially opened met
- Phase One of Website Development met
- Produce & publish marketing and audience plan - not met
- Deliver initial / Early access tours met

EDUCATION & OUTREACH

- Pilot & evaluation of primary educational workshops - not met
- Develop online education offers met
- Delivery of regular museum tours met
- Design/host special interest events met

INCOME GENERATION

- Online and onsite shop are live met
- Research legacy giving opportunities and processes - postponed
- Visitor donation opportunities available met
- Explore opportunities for joint fundraising campaigns met
- Explore opportunities for external funding- met

PERFORMANCE

- Identification & agreement of KPIs met
- Year 1 evaluation plan drafted for board approval - met
- Volunteer activity regularly highlighted met



CHALLENGES

INTERNATIONAL VISITORS

Challenge: We had to consider how the museum competes for attention with already established locations.

Solution: Special focus on fire-fighting family, providing translations of history in various languages, take part in city wide and national festivals that attract an international audience. Engagement with Cruise Forth, City of Edinburgh Tram advertising, emphasising uniqueness.

MUSEUM REPUTATION

Challenge: New Museum with limited public awareness in a city with world renowned visitor attractions

Solution: We focused on building a strong social media presence that promoted positive word of mouth to drive visitors to the museum.

REPEAT VISITORS

Challenge: The museum is not a large site and has no regular, changing exhibits to draw repeat visitors

Solution: Local families and visitors have been one of the key areas of focus as well as holding regular events, activities, specialist talks. These included activities for families during school/seasonal holidays and taking part in established events like Math Week Scotland and Doors Open Day.

VOLUNTEER COHORT

Challenge: The formal process of recruitment and on-boarding volunteers could delay their ability to start and support the museum.

Solution: Intakes occurring more regularly to a quarterly intake. Positions advertised on major relevant volunteering sites and social media.

CHALLENGES

PARKING

Challenge: The location of the museum means there is limited on street parking with restrictions.

Solution: Make information about parking freely available to visitors online in advance of visit, advertise on public transport to capture those who would use public transport as main method of transport.

FINANCIAL

Challenge: Public funding constraints and competition for sponsorship remain challenging.

Solution: Strong retail plan to develop un-ringfenced income and implementation of fundraising strategy to encourage donations to museum, controlled costs and smart budgeting to ensure best use of resources, delivering value for money.

LOCATION

Challenge: Off main tourist track and not close to other major tourist attractions.

Solution: Marketing emphasises unique experience - the museum enables a viewpoint into a live fire station (drill yard view from the museum).

IMPACT OF COVID-19

Challenges: Some members of the public are still wary of the Covid-19 risk in public places so are cautious about sites they attend.

Solution: Make information about parking freely available to visitors online in advance of visit, advertise on public transport to capture those who would use public transport as main method of transport.

WHAT WE DELIVERED

our ambitions	how we delivered
Develop and open the museum in accordance with sector guidelines provided by the Museums Association and Museums and Galleries Scotland.	The Museum was opened on 29th June 2023.
Set in place the foundations that would allow us to work towards seeking accreditation with Museums and Galleries Scotland (MGS)	The collections are displayed and maintained to a high standard and a collections management system is in place. Initial steps have been taken to prepare the collection for any future accreditation bid
Create commercial opportunities to provide regular income streams which support development of the museum and improve the visitor experience.	An on-site and online shop was launched which offers the opportunity to purchase fire-fighting memorabilia, toys, small gifts and books.
Explore diverse ways to promote our heritage collection and share with communities across Scotland.	We developed free online educational resources with provider TWINKL and our Heritage Outreach Pack is downloadable on the museum website. A 3-D walk-through of the museum is available on the website.

WHAT WE DELIVERED

our ambitions	how we delivered	
Work in alignment with the SFRS Prevention Function ensuring that heritage is an integral part of community engagement work, building safer communities and providing fire safety education.	We have provided resources to SFRS colleagues which allow them to utilise fire-fighting history to engage the public and align with current fire safety messaging.	
Develop a national calendar of events to showcase our rich heritage collection and engage with a wide and varied section of our communities.	A program of events is published in the 'What's On' section of the Museum's website. Activities are designed to attract and engage a varied audience. Events take place in the Museum and across Scotland to maximise reach.	
Devise and implement a financial plan to support the running and future development of the museum on a sustainable basis.	The museum is supported by a treasurer who give support and direction across all financial decisions as well as consulting all trustees.	
To provide a world class facility that showcases Scotland's rich fire history and supports the preservation of our fire heritage in line with our charitable aims and objectives	The museum was designed and fitted out to a high standard. Staff and volunteers are trained to provide excellent visitor service. The Museum was awarded the maximum 5-star rating by Visit Scotland in their Quality Assurance Scheme.	

Objective 1

To promote, raise awareness, and educate the public at large of the function of the Scottish Fire and Rescue Service and the history and development of fire services throughout Scotland.

Our greatest resource for educating the public of the function of SFRS and the history of the fire service in Scotland is the Museum itself. On display is a collection of fire appliances, uniforms, and operational equipment that take visitors on a journey exploring the early days of firefighting across Scotland through to the modern-day single service as we know it today. The museum is one gallery that is split into five main themes, packed with tales of action, feats of heroism, and stories of how firefighting is constantly evolving to improve its service to the public. Throughout the museum there are a range of digital interactives to delve deeper into the topics and activities for families including dressing up for children. In our first year, we welcomed 13,558 visitors to the museum (7641 children and 5917 adults). We have hosted a variety of engagement events, created new and sustainable partnerships at local, regional and national level and worked with our SFRS colleagues to create a 5-star visitor experience



Objective 2

To actively share the organisational heritage and evolution of the service as a method of engagement with communities and increasing fire safety awareness.

Not only has the Museum of Scottish Fire Heritage proven a popular attraction for those with an interest with firefighting heritage, but our team of Heritage Ambassadors have, with the support of staff, regularly attended outreach events. These varied events have included community gala days, talks, station open days and handling sessions. Requests for a heritage presence at these events have come from internal and external partners. The Heritage Team work closely with Community Action Teams and individual stations to utilise our heritage as a tool to increase fire safety awareness. For example, showing the progression of fire safety through the evolution of fire kit. The success of these outreach opportunities has led to steadily increasing enquiries and bookings from SFRS colleagues and external parties. The creation of a new Heritage Outreach and Engagement Officer post will expand MoSFH's capacity to engage with communities on a more focussed level.

Objective 3

To promote the preservation, conservation, interpretation & research of the fire service's cultural heritage as an integral part of the nation's heritage.

MoSFH works closely with our colleagues in the heritage sector to ensure our presence is felt nationally and internationally. The purchase of a Spectrum standard collections management system will ensure the safeguarding of fire and rescue services historical assets for the future. We currently provide direct access to digital aspects of our collections and regularly support requests for information and images from our collections.

Objective 4

To provide opportunities for individuals, communities and relevant stakeholders to become involved in the heritage work and initiatives of the Scottish Fire and Rescue Service through wider volunteering and employment opportunities.

Our Heritage Ambassadors team has grown to 20 regular volunteers who help with daily operations, group visits, engagement, retail, special events and creation of digital content. The Ambassadors are key to creating an exceptional visitor experience. The team's varied experience and expertise allows us to engage people with the history of firefighting in Scotland and to deliver current fire safety messaging. Our Heritage Ambassadors were central to our 5-star rating with Visit Scotland with the examiner noting their professionalism and friendliness. Ongoing support and training from management ensures a consistent standard of service and allows Ambassadors to develop skills to benefit them in and outside the museum.

Objective 5

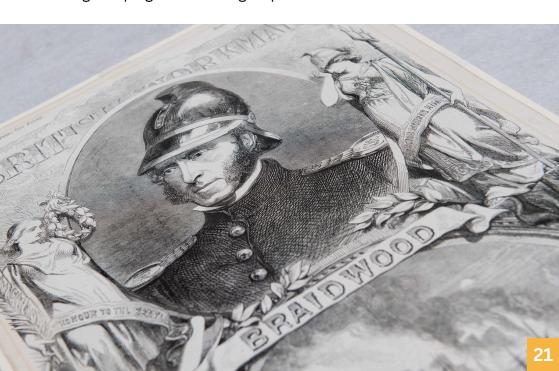
To maintain and further develop a digital archive of the wider Scottish Fire and Rescue Service heritage collection so that this can be accessed by the public / partners for research and personal interest purposes.

During Year 1 we researched and identified a collections management system (CMS) which was the best fit for our collections and which adhered to SFRS ICT, GDPR and procurement standards. Axiell Collections Management system was purchased. This is the first stage of developing a publicly accessible digital collection. The population of the system with detailed categorisation and metadata will be central to the searchability of the online archive. This task will take some time due to the variety and extent of the museum's collection. This work will be a focus for year 2 and continue as staff capacity allows.

Objective 6

To determine and implement financial and marketing strategies to ensure the viability of the museum and its assets.

A financial plan was developed by Trustees to support the development of the museum in its initial year and give structure to financial decisions. The Trust Secretary oversees spend across the year and gives guidance when considering financial position and spend. A marketing strategy was not developed for the initial year. This is something that will be required as the museum matures. A few different methods of advertising were trialed during this initial period (leaflet drop and Tram advertising) with these methods of advertising it is difficult to understand conversion and so this will need to be considered moving forward. Now that the museum audience is more fully understood steps can be taken to really focus any marketing campaigns on those groups.

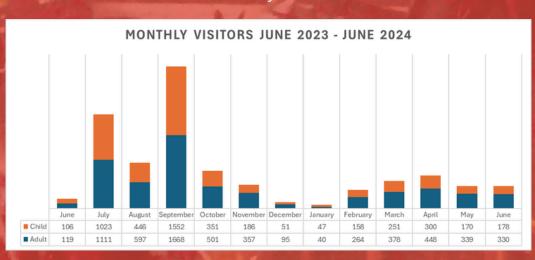


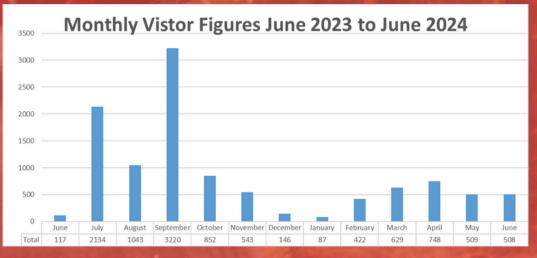


VISITORS AND ENGAGEMENT

THE MUSEUM OPENED TO THE PUBLIC ON THURSDAY 29 JUNE 2023.

The visitor figures below reflect the initial opening year operations. An annual winter closure for scheduled maintenance was from December to January 2024.





VISITORS AND ENGAGEMENT

Event Case Studies: Doors Open Day 2023

Doors Open Day, Scotland's largest free festival in September, celebrates places and stories across the country. Coordinated by the Scottish Civic Trust and supported by Historic Environment Scotland, each county hosts events on designated weekends. Our event promoted the McDonald Road Community Fire Station and the Museum of Scottish Fire Heritage, aiming to raise awareness of our heritage activities and advocate for SFRS in a museum setting.

- Three fire appliances available for public exploration.
- Vintage appliances from Kilmarnock and Aberdeen open for boarding.
- Operational kit for children and adults to try on.
- Station and appliance tours led by McDonald Road's Amber Watch.
- Home Safety Advice provided by the Community Action Team.
- Nee Naws served pizzas from a converted appliance kitchen.
- Over 2,500 visitors attended.
- £1,264.19 net income generated for the Museum.

Following the success of this year's event, we plan to build on this momentum and develop a strong audience for future Doors Open Days. Working with the fire station's Amber Watch was a highlight and a key factor in attracting visitors. To ensure safety, given the site's location within an operational fire station, the event will remain bookable, with some spaces reserved for walk-ins on the day.

For future events, the entire drill yard and parking area will be used to accommodate the high footfall. Public feedback was overwhelmingly positive, with many requesting similar events and appreciating the chance to visit the museum and station. We also plan to gather written feedback from attendees in the future.

VISITORS AND ENGAGEMENT

Event Case Studies: Maths Week Scotland 2023

Maths Week Scotland is a national event where organisations and schools create maths-themed activities, showcased on the official website.

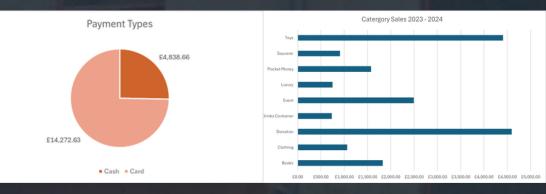
In 2023 with the theme 'Maths in Motion,' the museum developed 'Sums of Water,' focusing on how firefighters use water mathematics. Funded by Maths Week Scotland, a Freelance Science Communicator designed the activities, and a Digital Content Creator handled promotions. The programme included age-differentiated drop-in family activities in the galleries and a bookable escape room-style workshop.

231 people attended the drop-in activities and 62 people attended workshops. and feedback received was very positive, highlighting:

- Using Maths Skills and working as part of a team
- Being challenged again (taking adults back to school)
- To gain knowledge in a fun way by playing a game
- Learning from the escape room challenging!
- The tactile elements with measuring the ropes
- Something to do as family (i.e. not just parents sitting at the side whilst the kids have all the fun)

Whilst Maths Week Scotland takes place in September, we ran our activities in October. This was due to the intensive planning required for the Doors Open Day event at the end of September. If we wanted to run activity during Maths Week Scotland itself, we could look to focus this on school, rather than a family, audience. The escape room style workshop has been run subsequently, including school holiday periods in 2024.

INCOME GENERATION



When choosing the items for sale we choose a mix of MoSFH custom branded items and purchasing premade items from sellers. Toys have been overwhelmingly the most popular items for sale, this reflects the large family audience that the museum attracts.

Among the popular toy items are; rescue team vehicles, firefighter dress up costumes and helmets. In 2023-2024 several events generated good sales, the highest was Santa at the Museum grossing over £1,300 on the day.

Custom MoSFH branded items were inconsistent with their popularity. Pocket money picks of pens and pencils were the most popular followed by magnets and pin badges. Products such as adult t-shirts and baseball caps did not sell well, although this could be a stylistic factor as opposed to a lack of desire for the item - further consideration required here as we move into next years operations.

In 2024-2025 the ability to use the SFRS emblem will give the museum a chance to incorporate it into our merchandising plan.



HERITAGE AMBASSADORS

Our Heritage Ambassadors are such an asset and come from varied backgrounds and experiences. Some are retired firefighters and others are parents, young professionals and retirees from different backgrounds. One thing they all have in common is that they answered the call to help the Museum of Scottish Fire Heritage develop and grow.

MoSFH volunteers provide an exceptional visitor experience, and bring their unique knowledge and experience to the role. They were instrumental in helping us achieve 5-star status and are regularly mentioned in reviews for providing a warm welcome to the Museum. From all of us at MoSFH and SFRHT we say Thank you!

Upskilling and maintaining existing skills is something which is crucial to museum operations as well as retaining and valuing our volunteers' talents. To support this there are training opportunities offered across the year.

Heritage Ambassadors received training in the following:

- · Adult and Child Protection & Safeguarding
- Kids in Museums (interacting with children to create a positive visitor experience)
- Cyber Security
- Hands on support on using the reception till and Microsoft platforms
- Cash handling

20 Volunteers 2023/24 Hours 4061 Economic Impact £55,473.26*

^{*}Rate based on Volunteer Scotland 'Calculating the economic value of your volunteers' and average visitor experience assistant wage.

MANDY HOLMAN

Mandy retired from SFRS in 2024 as Station Commander after 38 years in the service, mainly in Operations Control. She started her career in West Glamorgan Fire Service before moving to Lothian and Borders Fire Service in 1997. Raised in Swansea, South Wales, Mandy now lives in Leith with her husband and two dogs.

"I have always had an interest in history, and it has been a joy to discover all that Edinburgh and Leith have to offer in this area."

Why I volunteer

Working in McDonald Road I witnessed the modern MoSFH emerge and how the personnel pushed through many difficulties. I offered to assist in the Open Doors Day 2023 and was allocated the role of welcoming the public and directing them to displays and events. It was one of the most positive days associated with the SFRS I had experienced. This year had been particularly traumatic, and the Doors Open Day was one of the few highlights.

The managers and volunteers were helpful, and their passion shone. It helped restore some pride and enthusiasm in my own work. Volunteering has helped me maintain links to the FRS. I hope to share my knowledge of Operations Control. Learning, interacting, and working with colleagues all support good mental health.

MUSEUM OF SCOTTI

VOLUNTEER CASE STUDIES

DAVID BLAIR

David was employed by Lothian & Borders Fire & Rescue Service from 1979 – 2013. During his career he served at MacDonald Road, Bathgate, Crewe Toll, Galashiels, Sighthill, West Lothian and our old Headquarters at Lauriston.

"I enjoy volunteering for several reasons, it enables me to give back to the service that provided me with an excellent career, it lets me meet old colleagues and new people, other volunteers some who don't have a history with the fire service and visitors to the museum with an interest in our fire heritage."

Why I volunteer

I was made redundant from my post fire service career as Terminal Compliance Manager at Edinburgh Airport in 2021 following a restructure necessitated by Covid-19. I have been interested in heritage of the fire service throughout my career and was involved informally with the museum when it was at Mac Rd and later Lauriston. I saw online that SFRS were looking for volunteer Heritage Ambassadors and as I had plenty of free time, I expressed an interest in joining the team.

I suffered a stroke in 2018, and this left me with several physical challenges. However, the museum staff and volunteers have been very supportive and allowed me to function as part of the team, albeit there are some tasks I can't help with. Volunteering has been great for my mental health. I now volunteer two days a week and enjoy interacting with other volunteers and visitors.



LYNNE HENDERSON

Lynne lives locally to the museum and has a background in retail, reception, libraries, and working with children. Her Dad was a firefighter in Glasgow/Strathclyde, and she spent the first two years of her life living above Ingram Street Fire Station before its closure.

"I previously put off leaving my work in libraries as I knew I would miss the toddler groups, crafting, and educational side of my job - but knowing I can do all of this as a volunteer in the Museum has given me the confidence to make the switch to try something new with a better work/life balance that will also allow for more volunteering time!

Why I volunteer

I wanted to give back to the local community that had been so welcoming since I moved here, and having family connections to the Fire Service, this museum made sense. The Museum has a really great team of volunteers. It's great to work alongside so many people who bring different things to the role. My experience working with children and Bookbug training through the Scottish Book Trust have allowed me to carve out a wee niche of hosting events for our baby and toddler visitors. Museum management have been very supportive of my ideas for kids' clubs and baby/toddler song and story times. Volunteers Lesley and Jim have been absolute stars by helping me with the ever-growing collection of Lego! Taking part in a "Kids in Museums" training day was great for learning more about increasing accessibility for families, children, and young people.

COLIN FRASER

Colin, is a retired firefighter of 32 years and previously helped at the Museum of Fire at Lauriston. Colin is now volunteering at the new Museum of Scottish Fire heritage and was involved recently in creating separate Exhibition to celebrate the 200 Bicentennial of the Scottish Fire Service.

Why I volunteer

Having been involved with the previous fire museum and assisting in dealing with the photo archives—collating, scanning and categorising the images—I decided to give my help in this area. Unfortunately, this has not been given priority as expected and the task has not progressed as described in the Museum's plan.

There has been little assistance from management and at times a lack of communication between Volunteers and management in the daily running of the museum. This has resulted in seeing suggestions about areas that could be improved being shelved, with the reason given that as a volunteer we don't have the necessary expertise.

I originally helped every 2nd week but increased to every week to work on categorising the digital archives, but to date this has failed to happen.



LESLEY DICKSON

Lesley retired from selling new build homes after 30+years. Previously, she worked for BT as an operator, where she dealt with 999 calls from a cord switchboard. Along with calls from phone boxes where you had to press button A or B! She is 30+ years divorced with two adult children and two grandchildren. She enjoys socialising and the odd wee sherry.

"I was retired and needed a challenge and a routine. Volunteering has given me a routine on days that I might have done nothing, especially when the weather was awful."

Why I volunteer

I enjoy meeting new people, learning new things, working with likeminded colleagues and listening to my colleagues' life experiences. Challenges of the role are mostly to do with the technical equipment. I have learned to use the shop till and work the electric doors. Work colleagues are a great help, and the younger ones showed me short cuts. In this role I am learning to adapt to children/adults with special needs. And not judging a book by its cover!

VISITOR FEEDBACK

Visitor feedback has mainly been collected online and an onsite comments book. Feedback describes the museum as well laid out, accessible, compact and in-formative. Volunteers are often highlighted.

FACEBOOK - JULY 2023

Friendly staff, fully accessible. Really informative and interactive which the kids loved. you're able to look out into the drill yard of the active fire station and watch the firefighters practice and train!

What an asset within a working station from the old engines to the ultra-up to date watching the fire team train on the high ladders the kids loved having Jim on hand to answer all of their questions.

Amazing collection of old engines kept in a stunning condition lots of information for those interested and the children liked that they could dress up and go round in costume the interactive parts are very good try your hand at tying knots I want Jim on my team. Well worth the visit.

GOOGLE - JUNE to AUGUST 2023

Fantastic experience! Was amazing to learn about the history of fire brigades through the walking tour and see all the pieces of history that have been either restored or kept in such great condition, would definitely recommend going, it is also very child friendly and plenty to read, see and do!

Great wee place! Nicely organised and very interesting. The staff are fantastic and it's great that the volunteers all seem to be ex fire people who obviously know all about it. The only thing that would make it better is an appliance that kids could properly explore, hands-on. It's less fun for them having super interesting looking things around that they can't touch. Obviously not everything in the world is for kids but that would be the icing on the cake.

VISITOR FEEDBACK

TRIPADVISOR - SEPTEMBER 2023

It's my local museum and finally decided to pop in for a look. And I have stayed almost two hours! It is a small, but very engaging and perfectly laid out museum, showing the history of fire fighting in Scotland. The info is provided bite size but with sufficient detail, there are audio and video displays you can explore (make sure you do, to get the personal touch). Had lovely chat with two of the staff, both ex fire-fighters and very knowledgeable and happy to answer all questions, clearly passionate about their field. I am taking the kids next time as well!

We visited here with my 4 year old. It is a nice museum with friendly staff but not enough to engage a younger child. A fire engine or toy fire engine they could sit in would hugely improve the experience. Perhaps also some fire engine toys and a play area. The dressing up was nice.

LEARNING / NEXT STEPS

Audience: We are now building up a more cohesive picture of the visitor group and can tailor our events to these groups as well as trial other events for other groups whom we know don't typically engage with our museum. This will enable us to satisfy existing visitors and entice some new groups going forward into the next season.

Collections Care: Since moving the heritage collection into Hamilton Heritage Hub November 2023 there had not been capacity to undertake an affective re-organisation and categorisation of the collection store. A short timescale project will now be created to undertake some of the required organisation of the Heritage Hub location where the collections are housed.

Collections Digitisation: Whilst this was a priority for the initial year it was not realistically achievable. A lack of capacity within the team and a need to focus fully on museum operations in the initial, crucial year prevented this from moving forward. A collections management database (CMD) was put in a place and set the intention to undertake this work. Next steps are to identify high priority categories for digitisation and explore the best methodology to take that forward.

A set number of items will require to be photographed and added to the CMD in the first instance to ensure that the catalogue is searchable. Volunteers have been advised of reasons for this work not progressing and an outline of the proposed ambitions going forward. Full details will be supplied when they are determined, however this has understandably been an area of concern from some volunteers.

LEARNING / NEXT STEPS

Education – This is vital to our continued viability and relevance within the heritage landscape in Edinburgh. We need to improve our offer for early years across all areas. The establishment of a dedicated Outreach and Education Officer post will be a priority for year two, to enable the realisation of some ambitions that were not achievable with-out dedicated and specialist knowledge and experience.

This coming year we will be exploring how best to support Early Years visitors within the gallery in terms of re-sources or improving specific areas within the gallery where they can engage more meaningfully with our museums theme. More broadly, our schools workshop program will be developed to ensure we are an attractive option for teachers who want a high quality, curriculum-linked, educational and fun experience for their pupils. We will pilot an education offer in Year Two (aimed at both Early Years and First and Second Level primary pupils)

Marketing - all website updates, social media, marketing and promotional materials for the MoSFH are developed in-house by the Heritage Team. As a team without this specific area of expertise within the current team's skillset we are exploring and testing methods to engage with the public to market the museum.

As we move into year two, we will be looking specifically at different methods of advertising to see what impact this will have on our visitors' figures, and general engagement especially across times where we would expect the museum to have higher than average footfall. We will also be working with the Moffat Centre's Scottish Visitor Attractions Barometer to take cognisance of the figures of other museums of similar size, capacity and structure to understand our performance and reach in a more meaningful way to inform any marketing we may pursue.

LEARNING / NEXT STEPS

The process of building a volunteer program has required a lot of a capacity from the Visitor Experience Team Leader. Through this we have identified that volunteers require significantly more support and methods of communication styles than we had anticipated. Steps have been taken to improve communication going forward. There has also been work around helping volunteers understand their roles within the museum; the responsibilities that pertain specifically to them, especially our volunteers who may want to improve their knowledge or experience across specific areas.

Formalising Process and Procedures - Through working extensively with volunteers in the last year it has been identified we need to provide volunteers with enhanced Communication and Support; this will include a review of the Volunteer Handbook and explore greater emphasis on supporting volunteers through clearer induction processes, tailored training, and regular supervision. We need to consider introducing structured feedback opportunities, highlighting a stronger commitment to volunteer development, engagement, and overall well-being.

Doors Open Day is the most popular event at the museum; therefore, we will dedicate more planning to ensure the events success is continued. We will continue to work alongside the community fire station to ensure the approach between station and museum is cohesive overall.

ACKNOWLEDGEMENTS

The daily operations of the Museum of Scottish Fire Heritage would not be possible without the wider support given by many others.

We must acknowledge the Fire and Rescue Heritage Scotland Trust for their guidance and support alongside the Scottish Fire and Rescue Service for the many ways in which they support the museum's day to day work.

We are hugely grateful to our wonderful volunteer cohort, the Heritage Ambassadors. These committed individuals dedicate their time, enthusiasm and knowledge to sharing the museums messages and supporting day to day operations and activities.

The specialist design, joinery and interpretation teams who created such a high-quality visitor centre and beautiful displays; Nomad Exhibitions, Elmwood Projects and specialist interpretation consultant Lucy Harland at Lucidity Media. Further developmental and sector specific support was given by Museums and Galleries Scotland.

